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2021 was a challenging year, with COVID-19, conflicts and climate change still leading the headlines. Supply Chain became a household word due to both the pandemic affecting global just-in-time supplies as well as the grounding of the Ever Given in the Suez Canal in March, affecting around 10 percent of global trade for a week. The international withdrawal from Afghanistan altered the stability of the Middle East. Conflicts continued to ripple around the world in 2021, with the worsening of existing ones and the emergence of new conflicts driving up humanitarian needs to record numbers and adding extra complexity to relief operations.

However, human ingenuity rose to the challenge once again as multiple COVID-19 vaccines were developed, tested and rolled out across the world.

The Logistics Cluster partners were central to ensuring that COVID-19 vaccines were received in the right places, distributed efficiently and welcomed by recipients.

The effects of climate change continued to be felt with growing intensity across the world, pushing more people into requiring humanitarian assistance, and testing governments of developed and developing nations alike. Upon this backdrop the Logistics Cluster kicked off the WREC project to bring together, catalyse and synergise all the sustainability projects being delivered by Logistics Cluster partners.

Looking into 2022, we can hope that progress with humanitarian supply chains around COVID-19 might lead to greater recognition of the need to prioritise humanitarian aid; and we continue to push a green agenda, knowing how much any improvement can create real change for those at the frontlines of climate change.
EXECUTIVE SUMMARY

The Logistics Cluster is a community of partners with the purpose of supporting global, regional, and local actors to alleviate logistics constraints impeding the delivery of humanitarian assistance to people in need around the world.

Before crises, we strengthen humanitarian response capacity, especially in high-risk countries and regions.

In crises, where local capacities have been exceeded, we provide leadership, coordination, information management, and access to operational services.

After crises, we evaluate the response, identify areas for improvement, share good practices and solutions, and invest in learning and preparedness for future emergencies.

The United Nations World Food Programme (WFP) was appointed by the Inter-Agency Standing Committee as the lead agency of the Logistics Cluster due to its expertise in the field of humanitarian logistics and its operational reach.

In 2021, the Logistics Cluster supported more than 400 organisations, including national and international NGOs, UN agencies, foundations, civil society organisations and government agencies across 33 country-level operations in: Bangladesh, Bhutan, Burkina Faso, Cambodia, the Central African Republic, Colombia, the Democratic Republic of the Congo, Ecuador, Ethiopia, Guatemala, Haiti, Honduras, Indonesia, Iraq, Kenya, Lao, Libya, Madagascar, Malawi, Mozambique, Nepal, Nigeria, the Pacific Region, the Philippines, Sierra Leone, Somalia, South Sudan, Sudan, Syria, Tajikistan, Venezuela, Yemen, and Zimbabwe.

In 2021, a total of 217 organisations attended 104 trainings, nine at global level and 95 at field level.

Through the Field Based Preparedness Project (FBPP), a total of 34 logistics preparedness-focused workshops and trainings were held, reaching 250 people.
2021 IN NUMBERS

COUNTRY-LEVEL OPERATIONS
Bangladesh, Bhutan, Burkina Faso, Cambodia, Central African Republic, Colombia, Democratic Republic of Congo, Ecuador, Ethiopia, Guatemala, Haiti, Honduras, Indonesia, Iraq, Kenya, Lao, Libya, Madagascar, Malawi, Mozambique, Nepal, Nigeria, Pacific Region, Philippines, Sierra Leone, Somalia, South Sudan, Sudan, Syria, Tajikistan, Venezuela, Yemen, Zimbabwe

- 15 Logistics Capacity Assessments updated
- 1,315 Documents were uploaded to the logcluster.org site
- 343 Coordination meetings
- 4 Global coordination calls

HUMANITARIAN CARGO HANDLED

- 132,493 M^3 35,215 mt
- Storage capacity made available
- 45 Locations
- 10 Countries
- On behalf of 158 Organisations
- Cargo delivered in different locations
- 369 Countries
- 4,462 Requests completed
- 89 Inter-agency coordinated convoys

TRANSPORT

- 2,630 mt
  Fixed wing
- 1,898 mt
  Helicopter
- 13,454 mt
  Road
- 3,309 mt
  River
- 1,009 mt
  Sea
PARTNERS

More than 400 Organisations Supported

77% NGOs

13% UN Agencies

4% Government

3% Red Cross/Red Crescent

3% Other

GLOBAL MEETINGS

2 Online Global Meetings

+700 Attendees

TRAININGS

217 Organisations

104 Courses

LOG ie

10 Countries

2 Regional projects

DIGITAL PRESENCE

+3,500 New followers

10,159 Likes & Reactions

470,438 Visits to logcluster.org

PREPAREDNESS

21 Projects were active in 2021

5 of them were finalised

438 Organisations

34 workshop and trainings

590 Participants

BY SECTOR

28% WASH

22% Shelter

16% Health

9% Protection

6% Food security

5% Nutrition

5% General Program

10% Other sectors
STRATEGY
In 2021 the Logistics Cluster launched the **2022 – 2026 strategy**, that sets out the collective commitment of its community of partners around a joint mission and vision, to be achieved through common goals, and supported by shared values. The strategy was developed through a participatory process engaging a wide range of Logistics Cluster partners and stakeholders, facilitated by the Global Logistics Cluster Support Team. These stakeholders were involved through a series of consultations, surveys, reviews, and workshops during the Global Logistics Meetings (GLMs), all contributing to the strategy development process. The diversity of interests of the community of partners is therefore reflected in the final strategy, within the framework of the IASC-defined and mandated Cluster approach, which aims to harmonise the system-wide humanitarian response mechanism for a better impact. In line with these guidelines, the Logistics Cluster strategy has been broken down into four building pillars. Interconnected, they aim to ensure greater predictability, collaboration, and more efficient operational response. Each pillar comes with an overarching goal and a set of outcomes designed to provide guidance on addressing current and future challenges for the upcoming five years. They substantiate the commitments made by the humanitarian community towards further collaboration, localisation, and sustainability. They also aim to ensure preparedness and response actions are led and managed ‘as locally as possible, as internationally as necessary’, to effectively serve vulnerable communities. Underpinned by a set of activities in the **Strategic Implementation Plan**, these outcomes shall contribute to achieving the Logistics Cluster vision and mission collectively. The implementation of this strategy will be a joint effort and the shared responsibility of the entire Logistics Cluster community.

The four pillars of the 2022-2026 Logistics Cluster Strategy are:

### Partnership Base
A broad partnership base is established and maintained to better represent and serve the entire humanitarian community.

### Standards and Policy
General humanitarian logistics good practices are identified, catalogued, and appropriately disseminated, and specific policies and minimum standards for the proper functioning of Logistics Cluster activities and services established and implemented.

### Strengthening Response Capacity
Actors involved in humanitarian logistics are better equipped to collaboratively prepare and respond to emergencies.

### Operational Support
Emergency response is efficiently carried out thanks to joint needs assessments, swift resource mobilisation and advocacy, sharing of resources, deployment of the right capacity and services, and relevant performance analysis.
GLOBAL LOGISTICS MEETINGS

The Logistics Cluster is governed by its partners who gather twice a year at Global Logistics Meetings to share best practices, tackle sector-wide issues affecting the humanitarian logistics community and strengthen relationships.

In 2021, the Logistics Cluster had to forego face-to-face events due to the ongoing COVID-19 pandemic. Instead, these exchanges took place virtually, providing new challenges but also new opportunities for local stakeholders to interact with international systems. A change to online meetings and consultation processes, providing simultaneous translations where possible, created the opportunity to expand digital communities and enabled the setup of global working groups for the implementation of the current strategy (2022-2026). Two Global Meetings were organised online in April and October 2021, with 506 and 250 participants respectively, including experts from the humanitarian logistics community, academia, the private sector and interested parties. These meetings enabled the community to have the opportunity to reflect on past achievements as well as upcoming targets, discuss improvements and the way ahead in the humanitarian logistics sector. During the meeting in October 2021, an ‘academic marketplace’ - a full day of presentations and exchanges with academics - was organised to strengthen the collaboration between humanitarian logistics organisations operating in emergencies and academia and driving forward adaptations and improvements in emergency response through learning and analysis. The academic marketplace focused on a wide range of topics related to humanitarian logistics from academic institutions across the globe with a total of 12 presentations ranging in topic from supply chain maturity, to preparedness, and global health supply challenges and beyond. Over 215 participants attended the academic sessions.
At field level, the Logistics Cluster is responsible for logistics coordination and information management (IM) in humanitarian responses. When necessary, the Logistics Cluster also coordinates access to common logistics services, facilitating the transport and storage of relief supplies.
As part of the government-led humanitarian response, the Logistics Sector supports the humanitarian community in Cox’s Bazar with coordination, information management, and access to logistics services, addressing the logistics needs of the humanitarian community in collaboration with local authorities, humanitarian partners, the Inter Sector Coordination Group (ISCG), and other key stakeholders.

Since its inception in 2017, the Logistics Sector in Bangladesh has continued to facilitate access to common services for the humanitarian community. In 2021, the Logistics Sector supported the humanitarian community with access to common storage (a total of 9,100 m³ in five different hubs in the district) and transport (a total of 1,842 mt /5,355 m³). Maps and infographics (including road maps, warehouse location maps, physical road access constraints maps) were produced, to update humanitarian workers on the logistics infrastructure in and around the camps.

During a massive fire that damaged the refugee camps in March, the Sector re-launched a multifunctional interactive map to allow humanitarians to report access constraints during the emergency, prepositioned assets and equipment across three hubs, and facilitated access to transport for 5,350 m³ of relief items.

RESPONDING TOGETHER: Delivering humanitarian assistance in response to the massive fire in Rohingya refugee camps. Read more here.

In 2021, the emphasis was placed on emergency preparedness to identify potential gaps before the monsoon season to enhance supply chain resilience and allow continuous and unimpeded flow of humanitarian supplies in case of sudden onset emergencies.
Originally designed in 2020 in response to government-imposed camp restrictions during the height of the pandemic, the Humanitarian Access Project digital system was used again in 2021 to validate access of approved humanitarian vehicles into the refugee camps during the COVID-19 lockdown.

In total, 58 trainings were delivered for more than 1,000 participants on a number of topics including humanitarian logistics, cyclone preparedness, medical commodities, warehouse management and others. Also, a focus on gender awareness was included in trainings to improve gender mainstreaming in humanitarian logistics.

Particular attention was given to local and national NGOs, with 60 percent of trainings delivered in Bengali and 75 percent of the agencies involved in this response reached.

Due to the COVID-19 restrictions, the Sector adapted and leveraged more online trainings provided by the Global Logistics Cluster and HELP Logistics.

As the response entered its fourth year, the first Gaps and Needs Assessment was carried out in June 2021, bringing key elements to light: the commercial sector has expanded in Cox’s Bazar, and most partners have become confident in the robustness of their supply chain operations and therefore less reliant on the common services available through the Logistics Sector. This translated into a progressive scale down of common services from five hubs in January to one hub at the end of the year. This was also reflected in the new Strategy for 2022, where common services will be phased out in agreement with partners. A focus will be placed on resource sharing, capacity-strengthening, and emergency preparedness whilst maintaining the capacity to rapidly scale up if required.
The Logistics Cluster was activated in Burkina Faso in October 2020. Since its activation, the Logistics Cluster has supported the strengthening of coordination and information sharing and has facilitated access to temporary storage services.

The humanitarian and security situation has gradually deteriorated in the country, resulting in more than 3.5 million people in need.

In 2021, the Logistics Cluster worked in collaboration with humanitarian actors to facilitate access to common logistics services such as storage and air transport. At the request of the humanitarian community, common storage services totalling more than 2,200 m² were made available to partners in four regional capitals: Kaya, Ouahigouya, Dori and Fada N’Gourma. These storage units recorded around 2,500 m³ of freight stored during the year.

45 meetings (19 at national level and 26 at regional level) were organised by the Logistics Cluster in Burkina Faso in 2021, with regional coordination meetings instituted from May 2021 to bring the coordination mechanism closer to the areas of implementation, and subsequently where partners face issues. Information management is also a key element of the humanitarian response plan, and particular attention was placed on the mapping of physical access constraints in certain regions of Burkina Faso. This mapping project has also made it possible to identify damaged infrastructure (bridges, roads, etc.) during the rainy season in the different areas of humanitarian intervention. A total of 13 physical access constraint maps were produced during 2021.

The Logistics Cluster worked closely with other humanitarian support mechanisms in-country including the United Nations Humanitarian Air Service (UNHAS), facilitating access to information to improve partners’ knowledge and use of UNHAS for the transport of light humanitarian cargo.
On 10 November 2021, a one-day workshop was organised by the Logistics Cluster in Ouagadougou to work with key humanitarian logistics actors to redefine the strategy and priorities for 2022. All represented stakeholders, including governmental institutions, national and international NGOs, Red Cross, and UN agencies had the opportunity to exchange on the future of the national humanitarian logistics coordination cell. In total, 43 participants from 37 organisations had the chance to discuss logistics needs and constraints, and to identify solutions for 2022.

In December 2021, the Logistics Cluster and its partners agreed to revise the Cluster country strategy, focusing on capacity strengthening of national stakeholders, and planning a future transfer of the humanitarian logistics coordination leadership and accountability to local actors. More information in the blog post published in April 2022.

Since the beginning of 2022, both the security and the humanitarian situations have deteriorated so fast that it has impacted all emergency response aspects, including the logistics operations of humanitarian agencies. The humanitarian response is now focused on providing emergency assistance to the roughly 2 million IDPs in the country and overcoming challenges to reach the constantly increasing number of besieged areas. Accordingly, the Logistics Cluster has had to adapt and provide operational coordination and support to increasingly dependent partners.

The Logistics Cluster continues to closely collaborate with key national stakeholders involved in humanitarian response and will resume the transition process as soon as the situation allows.
The Logistics Cluster in Central African Republic (CAR) was activated in 2013 based on the logistics-related gaps and challenges to the humanitarian response in country that prevented actors to meet the growing humanitarian needs. In 2021, CAR faced a further deterioration of the humanitarian and security situation with 3.1 million people in need of humanitarian assistance, 2.2 million of whom were in acute need (300,000 more than in 2020), over a total population of 4.9 million people.

Logistics is a crucial component of the humanitarian response and remains a critical area in terms of management of supplies and equipment, cold chain, vehicle maintenance, energy and communication, and human resources. The COVID-19 pandemic, the in-country security situation and political changes have also affected the effective delivery of humanitarian aid. The supply chain was slowed down in terms of stock-outs, border and customs bottlenecks, and bureaucratic measures. In 2021, the Logistics Cluster and in-country partners facilitated access to reliable common storage and road and river transport services. The Logistics Cluster also coordinated and facilitated access to several emergency airlifts of lifesaving cargo to help partners get to the most hard-to-reach locations.

Overall, 78 organisations including national NGOs, INGOs and UN agencies, were supported in 2021.

The road transport of 2,166 mt of humanitarian relief items was organised by Humanity and Inclusion (HI) on behalf of the Logistics Cluster. This service was provided to 26 organisations and supported the movement of relief items from Bangui, Bambari and Bangassou to highly sensitive areas across the country on a partial cost recovery basis.
A Gaps and Needs Analysis was carried out by the Logistics Cluster in September 2021 in consultation with partners to examine common logistics gaps for the delivery of humanitarian aid in-country. The logistics needs identified were also reflected in the new country-level strategy for 2022. Looking at the prospects for 2022, the Logistics Cluster will consolidate its support for access and service delivery and promote the rationalisation of ongoing operations. The Logistics Cluster strengthened discussions with the private logistics sector and relevant government entities to facilitate the localisation of logistics services.
Gender Logistics Initiative

In 2021, the Logistics Cluster launched the “Gender in Logistics Initiative” in Central African Republic, led by WFP. Through this initiative, partners can exchange ideas, share best practices, encourage collaboration between organisations and advocate for gender equality and equity. The first step of the initiative was the analysis of the main challenges and root causes of gender inequality in the humanitarian logistics sector. One of the main issues identified from the analysis, was a lack of access to professional trainings for women. In response, the Logistics Cluster organised several sensitisation sessions and trainings for 36 logisticians on gender and communication, public speaking and stress management. At the beginning of November 2021, the Logistics Cluster and PUI delivered a training on warehouse management for female logisticians to learn warehousing skills, such as volume calculation. Another training took place in December 2021 with a focus on stock management. Through these training sessions, attendees started learning how to deconstruct gender biases and stereotypes, how to feel more confident in speaking in public and in a working environment, and to build greater communication and leadership skills as well as technical skills. The Logistics Cluster and partners will continue to rollout activities outlined in the gender roadmap defined by the Logistics Cluster as part of this project, with future actions including the allocation of more resources to trainings, as well as the opening of internship positions for female students in the humanitarian logistics sector.

“We launched the initiative because there was a need. There were unacceptable testimonies of unequal treatment and beautiful mutual support among those women, but everything was informal. We wanted to provide a framework for our discussions and our actions. This is it, the Gender in Logistics initiative of the CAR Logistics Cluster.”

Virginie Ange
Logistics Cluster Coordinator.

“I am very grateful to the Gender in Logistics Initiative team for all the training sessions and tools that have been made available to us. Thanks to the different themes studied during these trainings, I have increased my professional experience. I am now able to better manage stress, speak in public, and I have learned how to calculate the volume of different items.”

Anabelle Deholo
Logistics and Supply Assistant at IOM.
The Logistics Cluster facilitates the setup of logistics platforms of shared services, providing logistics coordination and facilitating access to common services for the humanitarian community. These activities enable partners, including the Government, to deliver services to vulnerable populations affected by crises so that they receive critical, effective, and efficient responses to their needs.

In 2021, 89 partners were supported by the Logistics Cluster in the Democratic Republic of Congo through logistics coordination, information management and mapping, advocacy for the rehabilitation of road infrastructures, and access to storage, and transportation of medical items for the COVID-19 response. These items included oxygen concentrators, respirator masks, isolation gowns, surgical masks, and others.

46 coordination meetings were organised, gathering an average of 53 organisations each month in five locations: Kinshasa, Goma, Bukavu, Bunia and Kalemie.

A total of 112 information management products were published, including 69 maps on physical access constraints and air routes, to provide the humanitarian community with timely and accurate information and support operational decision-making.

Access to free-to-user common logistics services for humanitarian partners was facilitated for intra-urban transport and storage of medical items for the COVID-19 response. The Logistics Cluster facilitated access to 2,300 m2 warehouses in Kinshasa and Goma, providing monthly storage of 1,950 m3 in average. Direct beneficiaries of this common storage included WHO, UNICEF, Medair and the National Multisectoral Commission for the Response to the COVID-19 crisis (led by the Ministry of Health).
21 mt of COVID-19 medical items were dispatched by road on behalf of the National Multisectoral Commission for the Response for the COVID-19 crisis, from Kinshasa to six other provinces or localities: Nord-Kivu (Goma), Sud-Kivu (Bukavu), Tshopo (Kisangani), Ituri (Bunia), Haut-Katanga (Lubumbashi), Kolwezi (Lualaba) and Kabinda (Lomami).
The main logistics challenges faced by the humanitarian community in Northern Ethiopia in 2021 were the access constraints, the lack of fuel and cash as well as communication restrictions due to poor network connectivity. In addition, the security concerns, the restricted access into Tigray, and the limited pool of transporters were additional factors that has jeopardized the rotation of convoys and the timely delivery of life-saving humanitarian cargo into Northern Ethiopia.

Despite these challenges, the Logistics Cluster facilitated the coordination of 23 convoys through the Semera-Mekele humanitarian corridor for a total of 1,340 partner trucks facilitated by the Logistics Cluster between July and December 2021. This represents approximately 52,000 mt of life-saving humanitarian cargo arriving in Tigray.

By acting as the focal point between the humanitarian community and the relevant authorities whose clearances are required, the Logistics Cluster becomes a one-stop-shop for both the humanitarian community and the Ethiopian authorities when it comes to humanitarian convoys to Tigray. This supports the humanitarian community’s effort in the timely delivery of cargo into Northern Ethiopia.

In this unpredictable and rapidly evolving setting, the Logistics Cluster in Ethiopia has ensured the improved coordination among partners and stakeholders by organising a total of 87 coordination meetings in 2021 with 94 partner organisations and publishing 132 information management products on the dedicated webpage. The Logistics Cluster also provided updates on advocacy activities implemented to improve humanitarian access, specifically on the movement of humanitarian assistance, summarising the latest updates on the number of trucks reaching Tigray, the volume and product category of the humanitarian cargo transported.
In 2021, the Logistics Cluster established a coordination hub in Bahir Dar in the Amhara Region and had also facilitated access to extra storage capacity in the region. The Logistics Cluster held bi-weekly coordination meetings in Bahir Dar and engaged daily with the humanitarian partners active in the Amhara Region, as well as with the relevant authorities on the ground.

In response to the slowdown of cargo movement into Northern Ethiopia at the end of October 2021, the Logistics Cluster expanded the common storage capacity in Semera and Addis Ababa to support partners with cargo movement. An additional 1,800 m² of warehouse space in Addis Ababa and an additional 1,000 m² of warehouse space in Semera was made available, and as of 31 December 2021, the total available space for free-to-use storage for partners in Ethiopia was 15,040 m².

By the end of 2021, the movement of inland transport to Tigray came to a halt due to considerable access constraints and operational challenges along the only accessible humanitarian corridor. The last convoy to confirm arrival in Mekele was on 14 December 2021.

Between 21 September and 8 October 2021, the Logistics Cluster carried out a Gaps and Needs Analysis to identify the main logistics bottlenecks which included physical cargo movement into Northern Ethiopia, shortages, inflation that impacted the supply chains of humanitarian agencies. In order to respond to these gaps, the Logistics Cluster plans to expand its support to partners in 2022 facilitating access to transport extending storage capacity, offering capacity strengthening support and facilitating the coordination of the humanitarian community in Ethiopia. The Logistics Cluster will also remain prepared to facilitate logistics services and support to partners on the drought response in the Somali Region, should the need arise.
The Logistics Sector in Haiti is led by the General Direction of Civil Protection (DGPC) and co-led by the World Food Programme (WFP).

In 2021 the Logistics Sector focused on the improvement of the national logistics sector through specific activities such as the launching of Log:ie - an interactive GIS-based online platform on access constraints and logistical capacities in the country, the reinforcement of partnerships, the national logistic coordination and capacity strengthening of DGPC operational logistics capacity. All these activities were planned to increase information sharing for partners, enhance logistics solution possibilities through partnerships, optimise partners logistics action plans, and overall to better serve the humanitarian community in country.

Connecting with authorities and actors to identify common logistics challenges and advocate for solutions. Regular Logistics Sector updates and information sharing disseminated through situation reports from DGPC, OCHA and WFP; as well as on the Logistics Cluster website and newsletter.

Active participation in intersectoral coordination meetings (at both central and departmental levels) and humanitarian access meetings led by OCHA where partners were informed on key activities and available logistics services to allow better coordination.

Regular update of LogIE provided all humanitarian actors with real-time logistics information such as physical access constraints, logistic capacities, and meteorological surveillance. This platform played a major role in sharing key logistics information during the earthquake response. The Haiti LogIE map was visited 5,900 times by 1,960 users.

The end of year user satisfaction survey covering coordination, information management, logistics services, and capacity strengthening needs, resulted in 89.7 percent of responders finding the Logistics Sector in Haiti of great or very great value. Some specific feedback received during the survey included the need to increase access to air and sea services; intensify communication about available logistics services and the procedures to access them; and expand the Logistics Sector by integrating more actors of remote areas. These recommendations have been included in the 2022 strategy and operational priorities.

Although it is predictable that logistics challenges in Haiti in 2022 will continue to hinder humanitarian activities, to reduce the impact of those constraints and address the humanitarian actors’ needs, the Logistics Sector will continue to facilitate access to common logistics services available through coordination, partnership promotion, tools and information sharing platform improvement.

August 14 - Earthquake Emergency Response
On 14 August 2021, an earthquake hit the southern region of Haiti. During the emergency response the Logistics Sector was able to reinforce coordination and information sharing through:

Over 31 coordination meetings, both in person and online, supporting more than 100 partners. From those, eight weekly coordination meetings with DGPC were held in Les Cayes and Jeremie to support partners in the field.
The Logistics Sector in Nigeria has provided support to the Government and WFP co-led response in the north-east of the country since August 2016, amidst insecurity that has caused mass movements of people. In 2019, 7.1 million people were already in need of humanitarian assistance in the worst conflict-affected states of Borno, Adamawa, and Yobe. In 2021, the Logistics Sector continued to support the humanitarian community by facilitating access to common logistics services. Furthermore, it maintained regular coordination and information sharing platforms to ensure service delivery was driven by the Humanitarian Response Plan and strategic priorities, to eliminate duplication of service delivery and inform strategic decision making. 18 coordination meetings were organised in 2021 and were attended by 39 partner organisations. These meetings allowed partners to share questions and hear updated information about road access, required security measures along main routes, and convoy movement among other items.

Through the coordination of the Logistics Sector, access was facilitated to five common storage facilities strategically located in Monguno, Banki, Ngala, Bama, and Dikwa on a free-to-user basis. The first two facilities listed were operated by INTERSOS, and the remaining by Salient Humanitarian Organization, eHealth Africa, and ACTED respectively. A sixth warehouse located in Damasak also provided storage services for the first four months of 2021 before the warehouse was destroyed during an attack. 23,266.6 m³ of relief goods were received for storage on behalf of 29 partners across all facilities throughout the year.

The Logistics Sector also facilitated access to airlifts for 57.5 mt of cargo to various field locations on behalf of 29 partner organisations through the air cargo consolidation service offered by Première Urgence Internationale (PUI) in Maiduguri and UNHAS air transport.
The Logistics Sector facilitated four informational sessions during 2021 to support the improvement of the knowledge base and logistics capacity in the country, ensuring that partners knew how to access common services. Some of these sessions were organised in collaboration with FHI360 and WFP and include: the use of the Service Request Form (SRF) and the Release Order Form, warehouse management, humanitarian procurement and fleet management.
The Pacific Regional Logistics Cluster (RPLC) facilitated access to common logistics services in 2021. COVID-19 continued to present logistical challenges to humanitarian and development activities in the region. The RPLC continued to gather, collate and share information with partners providing them with regular updates on border restrictions, available cargo and passenger flights (commercial, chartered and repatriation) and sea voyages.

The RPLC facilitated access to the booking of WFP’s Pacific Humanitarian Air Service (PHAS). 21 PHAS flights were organised in total to serve 12 Pacific nations and territories to transport over 1,000 m3 and 59 passengers on behalf of 24 partner organisations. The PHAS was critical to facilitate the COVID-19 response in nine Pacific nations and territories, as well as the response to Typhoon Surigae in Palau, to facilitate the transport of a critical need for intravenous fluids in Kiribati, and to facilitate common logistics services during a period of water scarcity in Tuvalu. The RPLC also facilitated access to common storage in Nadi, Fiji for a total of 571 m3 of cargo.

$US 370,000
Operational requirements 2021
In 2021, a volatile operating environment and physical access constraints continued to hinder the humanitarian response in Somalia. The 2021 Somalia Humanitarian Needs Overview (HNO) identified 5.9 million people in need across the country, a 700,000-increase compared to 2020.

The Logistics Cluster played a critical role in the humanitarian response in Somalia in 2021, supporting 12 organisations including the government, UN Agencies and NGOs by facilitating access to airlifting of COVID-19 vaccines and accessories via UNHAS. A total of 35 flights were performed to 15 locations, including nine hard-to-reach locations.

The Logistics Cluster facilitated coordination with the African Union Mission to Somalia (AMISOM) and the United Nations Department of Safety and Security (UNDSS) to deliver humanitarian supplies via air in locations with volatile security situations such as Quansdhere, Dinsor and Berdale.

Using various modes of delivery (road, air, sea) the Logistics Cluster facilitated the delivery of 1,729 mt to more than 24 locations (837 mt air, 799 mt road, and 93 mt by river) completing 89 requests for 13 organisations.

The Logistics Cluster facilitated access to common storage facilities in Galkayo, Dollow, Bossaso and Kismayo for a total of 94,375 m³ of relief items on behalf of

US$ 6.16M
Operational requirements 2021
In 2021, humanitarian needs in South Sudan were driven by a multitude of shocks, including flooding, violence, food insecurity and COVID-19. A volatile operating environment and physical access constraints continued to hinder the humanitarian response. The 2021 South Sudan Humanitarian Needs Overview (HNO) identified 8.3 million people in need across the country, an 800,000 increase compared to 2020.

In response to the widespread needs and related demand for logistics support from the humanitarian community, the Logistics Cluster managed to facilitate the movement of the highest amount of cargo ever since its activation and served as a key enabler for the humanitarian response in South Sudan, executing 1,835 service requests. The movement of 9,552 mt of humanitarian cargo to 214 destinations was facilitated through river, air and road transport services, an increase of 2,087 mt (28 percent) compared to 2020. The Logistics Cluster continued to focus on maintaining an uninterrupted, efficient supply chain of humanitarian assistance. Based on field assessments and close collaboration with WFP Logistics, Access and Security units, the Logistics Cluster expanded its river transport network with five new routes to enable higher volumes of cargo to be moved at a lower cost and reduce the reliance on air transport. This expansion of more sustainable transport methods resulted in almost 1,000 mt more cargo transported by river than in 2020, and a total of 58 percent of cargo moved by river and road versus air (compared to 47 percent in the previous year). The Beyond Response road transport services from the Logistics Cluster hubs in Bentiu, Wau and Malakal to deep field locations were also used more intensively in 2021, with a more than 50 percent increase in tonnage transported using IOM’s Common Transport Service trucks.

The Logistics Cluster continued its coordination efforts to address logistics gaps and minimise duplication of efforts from its six strategic hubs in Bor, Bentiu, Juba, Malakal, Rumbek.
US$ 24.07M
Operational requirements 2021

and Wau, as well as deep field locations where the cluster does not have a permanent presence. A total of 24 coordination meetings were held, including special focus coordination meetings on air and river transport, with participants from 91 organisations. 168 information products were published on the webpage to support operational decision making, including a weekly updated Physical Access Constraints Map displaying road accessibility across the country.

Furthermore, capacity building and preparedness activities were implemented to improve the logistics efficiency of the humanitarian response. Eight trainings, including two Medical Logistics in Pandemics (MLP) courses in collaboration with HELP Logistics, were held with 474 participants from 114 organisations. 13 Mobile Storage Units (MSUs) were lent to partners to provide essential storage space in field locations and enable the prepositioning of humanitarian cargo by road during the short dry season. A total of 186 organisations were supported by the Logistics Cluster services in 2021, of which 46 percent were national NGOs.

Logistics Cluster support to the 2021 flood response
On top of the existing humanitarian needs, South Sudan faced severe flooding for three consecutive years, with widespread floods since May 2021 affecting more than 835,000 people in 33 out of 78 counties (OCHA, December 2021). The demand for logistics support steeply increased in the latter half of the year, particularly for air assets to cut off locations. The Logistics Cluster scaled up its response with an additional helicopter to serve destinations that were not accessible otherwise and facilitated almost daily cargo flights by fixed wing from Juba to Bentiu as the main supply route to serve Upper Nile State was rendered inaccessible for a large part of the year. Working closely together with the Inter-Cluster Coordination Group (ICCG), the Logistics Cluster fulfilled a critical role in enabling the humanitarian community to reach flood-affected communities.
Activated in May 2020, the Logistics Cluster in Sudan continued to provide coordination and information management services to the humanitarian community considering the COVID-19 pandemic, crisis occurring in the country. Regular coordination meetings were conducted in Khartoum allowing sharing of key logistics information and updates from all the different partners operating in the country and responding to emergencies.

In 2021, a total of 19 coordination meetings were held with participants from 42 organisations (INGOs, NNGOs, UN agencies, and donors). These meetings were used as a forum to present and disseminate information on services offered to the humanitarian community by different partners, such as UNHAS for flights (booking procedures and flights schedule) or WFP for temporary storage and transportation to most of the states, as well as fuel supply, at full cost recovery, at different locations where partners were operating.

The meetings also offered a platform for partners to provide regular updates on their field operations especially in emergency settings, like the Northern Ethiopia refugee crisis, to avoid duplication and allow a more efficient use of resources.

Throughout the year, but more frequently during the rainy season, the Logistics Cluster provided regular GIS support by sharing physical access constraint maps. Support was rendered to the Federal Ministry of Health through the National Medical Supplies Fund, to facilitate the road transport of medicines and the loan of a refrigerated container in Khartoum for drugs and vaccine storage.

US$ 8.8M
Operational requirements 2021
In 2021, the Logistics Cluster supported 87 organisations through coordination, information management and by facilitating access to common logistics services, such as storage and transport to support the movement of relief items into and within the country. Air cargo transport to Qamishli was discontinued during the year, responding organisations switched their transport modality from costly air transport to more regular and cheaper road transport, since access and general situation of the country improved throughout the year.

In the northwest (NWS) of Syria, transhipment operations running under the auspices of the Security Council Resolution UNSCR 2165 (2014), and its latest renewals, facilitated the cross-border movement of 9,567 Syrian trucks through Bab al-Hawa and the delivery of 220,426 mt of relief items for all sectors of the Humanitarian Response Plan on behalf of seven partner organisations - WFP, IOM, UNHCR, UNICEF, WHO, FAO and UNFPA.

As part of its multi-sector coordination role and its investment into the nexus with development partners, the Logistics Cluster supported the set-up of technical working groups to respond to logistics access challenges during winter in the northwest, in coordination with the Camp Coordination and Camp Management and the Early Recovery Clusters. The Logistics Cluster facilitated the establishment of two emergency road rehabilitation rapid response teams funded by the Syria Cross-border Humanitarian Fund. These working groups were active in Aleppo and Idlib governorates from December 2021 to respond to access alerts to IDP sites where heavy rain and flooding led to road degradation.
In response to the fuel shortage and price fluctuations in the country, the Logistics Cluster monitored the situation by assessing partners’ needs, monitoring diesel prices and carrying out context analysis. A concept note was developed with partners’ support to advocate for the need to develop an inter-sector prioritisation system to ensure that in the event of a major fuel shortage, critical programmatic needs would continue to be served. This was taken to the inter-sector coordination mechanism, the Damascus-based INGOs group and the Humanitarian Country Team. In addition, WFP, as lead agency of the Logistics Cluster, advocated to the Syrian Ministry of Petroleum and Mineral Resources for a guaranteed contingency humanitarian fuel supply from the country stock in the event of a crisis.

Finally, a Gaps and Needs Analysis was undertaken with the participation of 17 organisations to support the Logistics Cluster in formulating its strategy for 2022 and beyond. The findings were presented to partners and showed an overall trend in improved access to logistics services and capacity in the whole of Syria, including the northwest and northeast. In 2022, the Syria Logistics Cluster will adapt its strategy to be more in line with the findings of the analysis and shift its focus away from access to common logistics services and more towards coordination and information management.
The Logistics Cluster has been active in Yemen since February 2010 and has been adapting its strategy and activities to meet the needs of humanitarian responders and to maintain a reliable and effective uninterrupted supply chain of humanitarian assistance.

During 2021, notwithstanding new and complex challenges presented by the fluid context, the Logistics Cluster continued to provide access to a coordination platform, and to key, updated and relevant logistics related information, alongside the facilitation of access to common logistics services for the storage and transport of relief items on behalf of the humanitarian community on free-to-user basis.

Operating across three main hubs in Aden, Al Hodeidah and Sana’a, the Logistics Cluster supported 49 organisations in 2021, including 30 international NGOs, five national NGOs and 11 UN agency partners. Across Aden, Bajil and Sana’a, 17,000 m2 of common warehouse space were made available to the humanitarian community, through which it managed the storage of 11,400 m3 of relief items on behalf of 16 partners.

The Logistics Cluster held five virtual coordination meetings during 2021, to avoid duplication of efforts, to support strategic operational decision-making, and share key sectoral information and updates. On the dedicated operation webpage, it published 36 information products, and the webpage itself received 6,612 pageviews.

The utilisation rates of common storage facilities were reviewed during 2021 and those facilities which presented very low usage by partners, were closed down during the last quarter of the year to efficiently safeguard common resources. Two main storage hubs in Aden and Sana’a with a cumulative capacity of 8,100 square metres continue to be made available to the humanitarian community to ensure rapid absorption of partners’ storage needs should these increase suddenly.
In addition, 18 mobile storage units (MSU) were on loan throughout the year to seven humanitarian organisations to provide increased storage capacity when and where needed, especially across remote field locations.

The Cluster facilitated the transport of a total of 2,612 mt of cargo by sea into Yemen and by land across the country. Airlifts continued to be kept as a contingency service, to be activated in response to a rapid-onset emergency.

The Logistics Cluster facilitated the road transport - including the expediting of necessary security clearances - of 1,600 mt of humanitarian supplies through WFP-contracted trucks, on behalf of 12 organisations, reaching 12 locations across five governorates and eight districts.

The Logistics Cluster facilitated the maritime transport of 47 mt of humanitarian aid, on behalf of three partners. Furthermore, the Cluster covered the costs for the Jeddah-Al Hodeidah leg of sea transport for 962 mt of relief items on behalf of seven partners.

During the first semester, the Resident Coordinator Office and the Security Management Team in country reviewed the need for sea stand-by capacity for the humanitarian community to remain at their present levels. Following the review, it was decided that demand levels merited reducing the WFP-chartered sea assets from two to one. Furthermore, it was agreed that the funding for the remaining vessel should no longer be covered by the Logistics Cluster, starting from August 2021 onwards.

In light of this decision during the course of 2021, the Logistics Cluster therefore concluded its facilitation of access to the vessels VOS Apollo and VOS Theia that had up until then played a crucial role in serving the Yemen operation since May 2016 and March 2018, respectively. With the ceasing of the sea route departing Djibouti, the Logistics Cluster hub there was closed down during the third quarter of the year.

In recent years, the need for continued common service provision for cargo operations to humanitarian partners has decreased, with a subsequent significant reduction of service requests being received by the Logistics Cluster itself. In September 2021, a Gaps and Needs Analysis (GNA) was carried out and documented that the majority of organisations engaged in the response have developed their own strategy for internally managing their supply chains, while at the same time the commercial market of logistics providers has gradually recovered and continues to build its strength.

While the humanitarian community continues to face a number of critical logistics challenges, the major constraints on the ability of organisations to respond to the crisis in Yemen primarily relate to disruptions in humanitarian access to many parts of the country and bureaucratic matters rather than physical logistical gaps and constraints.

It is against the backdrop of its logistics sector capacity assessment, complemented by the key results from the GNA, the Logistics Cluster revised and defined a strategy - in close coordination and consultation with its partners - to enable a gradual progression away from free-to-user services, with this transition to take place at the start of 2022 through an updated Concept of Operations.
The Logistics Cluster was activated in Venezuela in 2019. The Terms of Reference were endorsed by partner organisations in December 2021 and guided the short and mid-term objectives of coordination and information management. The in-country partners of the Logistics Cluster include five NNGOs, 26 INGOs and five UN agencies.

According to the actualised Humanitarian Response Plan (HRP), there were 7 million people in need in 2021. The HRP June 2021 had a target population of 4.5 million people. The financial requirements to reach this population were estimated at USD 708.1 million and included health, nutrition and food security, human mobility and protection sectors and the impact of COVID-19 has been also considered.

A database of suppliers was developed with contributions from NGOs and UN agencies. The coordinator interviewed partners to determine the main logistics challenges faced and possible mitigation activities.

The primary logistics challenges reported by the partners during the 2021 collection process included irregular access to fuel in bordering states, irregular lead times for importing or even impossibility to import relief items for most of NGOs, and protracted difficulties in the registration process for INGOs. A report consolidating the logistics challenges and destined to feed the advocacy effort is to be realized at the beginning of 2022.
FIELD-BASED PREPAREDNESS PROJECT

In 2021, despite the second year of the COVID-19 pandemic, the Field Based Preparedness Project (FBPP) enrolled six additional countries while maintaining the project core structure in support of local responders’ field-based initiatives, and with a dedicated focus on strengthening and localising nationally-led humanitarian logistics. Additionally, the project continued the development and rollout of an Institutional Capacity Strengthening Toolkit in support of both FBPP-activated countries and the broader humanitarian supply chain community. The project continues to prioritise partnerships with a broad range of local responders – government, non-governmental organisations, academia, and the private sector – which ensures that project activities both align to national contexts, and that they contribute to sustained achievement of the outcomes prioritised by national stakeholders.

AFRICA AND THE MIDDLE EAST

Multiple COVID-19 waves severely impacted Africa and Middle East, resulting in delays to the implementation of Field Based Preparedness Project activities across all project countries. At the same time however, the impacts of COVID-19 also highlighted the critical role of national logistics preparedness. The past 12 months illustrated more and more that localisation and a national coordination structure should be the centre of preparedness and response. The FBPP operations currently active in Sierra Leone, Malawi, Zimbabwe, and Iraq supported national logistics coordination and facilitated dialogue among stakeholders and humanitarian partners. FBPP also strengthened information management systems with ad-hoc support and streamlined data collection, gathering more detailed information through the LogIE platform, ensuring full visibility to enable informed decision making, both during preparedness and response. Logistics and warehouse trainings were also delivered to support the capacity strengthening process and facilitate skills and knowledge transfer to new generations of responders.

“The development and implementation of the Sierra Leone Relief Item Pre-positioning Strategy showcases what the FBPP stands for in terms of partnership, localisation, sustainable capacity strengthening, and advocacy. Thanks to the joint efforts of all those involved, the National Disaster Management Agency has successfully advocated to pre-position 5,000 households worth of relief items in four locations based on previous disaster response distribution needs.”

Patricia Thornhill,
Logistics Preparedness Expert, WFP Sierra Leone, September 2021.
The year 2021 saw multiple milestones reached in the implementation of the project in the region: from the project kick-off in Bhutan and Tajikistan to the transition in Lao and phase-out in Cambodia. National stakeholders including disaster management authorities, relevant line ministries, national and international non-governmental organisations, and United Nations agencies gathered in a dedicated national logistics preparedness working group coordinated by National Disaster Management Organisations. The working groups collectively identified and validated existing capacities, needs and challenges in the national humanitarian supply chain and logistics systems as well as proposed an initial action plan to reinforce the capacities. In the Philippines, the project remains closely coordinated with governments to support logistics capacity strengthening of national and sub-national actors, despite the country’s continuously responding to the COVID-19 pandemic and various natural disasters. In 2022, the project will continue supporting nationally led logistics coordination and information sharing, in addition to advocating for resource mobilisation and implementation of national logistics preparedness action plans.

“"We have expanded the involvement of agencies from seven to 32 and we expect to continue involving more entities along the way as they play a role in logistics preparedness. I see a strong potential for other desks within Bhutan’s national Incident Command Structure to follow the same approach and to form preparedness group within their respective sectors ""

Temmy Tanubrata
Field Preparedness Expert for Bhutan Field Based Preparedness Project.
December 2021
In 2021, the Field Based Preparedness Project for Latin America and the Caribbean scaled up its coordination efforts to ensure a consistent and comprehensive approach for the region as a whole. In Haiti, Colombia, Honduras, Guatemala, and Ecuador, the first phase of activities was implemented, and National Logistics Groups were created or strengthened in close coordination with the National Disaster Management Agencies. These countries have developed an *Inter-Agency Logistics Action Plan* together with humanitarian actors, governments, and the private sector. In 2022, country projects will focus on the implementation phase, ensuring the leadership of each actor of the national community. These national efforts are accompanied by regional activities such as *sub-regional workshops* and simulation exercises on logistics preparedness to strengthen the networks of responders.

> What we have seen in the last months is unprecedented in our region, key responders coming together to address critical challenges in our Supply Chain at local, national and regional level.

*Juan Carlos Sandoval*

Colombia Civil Protection, December 2021
A lessons-learned exercise conducted during the 2019 Global Preparedness Workshop raised concerns that ad-hoc technical training, while addressing immediate operational needs for staff of national actors, may not offer long-term change that can be sustained without ongoing external support. To address these concerns, in 2020 the FBPP started developing an Institutional Capacity Strengthening framework. This framework advocates for (i) a systemic approach, and (ii) for meaningful engagement of national actors so that those actors can modernise and adapt processes and capacities as their context changes, without continued support of external actors.

While the framework is sector neutral, the FBPP has adapted it to the needs and contexts of the humanitarian supply chain and provides comprehensive concept-to-operations guidance. It stresses the need for FBPP officers to ‘accompany national stakeholders as they carry out the activities’, rather than the more ‘business-as-usual’ approach of ‘doing the activities for the national stakeholders (capacity substitution).

Capacity strengthening support can only be effective when it is offered in response to demand from national actors. In those cases where capacity strengthening support is not appropriate to context, or where a different, possibly more technically focused approach is requested by national actors. The FBPP continues to provide technical training and other more immediate forms preparedness support, while acknowledging the potential issues around future sustainability of the outcomes from that technical intervention, as people change jobs and national contexts evolve.

The framework and accompanying guidance material were progressively rolled out throughout 2021, with capacity strengthening support activated in Bhutan, Kenya and Tajikistan.

This support will continue into 2022 and will be supplemented with the development of a “Preparedness Enablers’ Guide”. This Guide will target organisations with strong technical/operational experience that wish to offer capacity strengthening support to other actors.
2021 marked another year of the COVID-19 pandemic which strongly impacted the delivery of face-to-face training events. However, this did not stop the Global Logistics Cluster (GLC) from continuously re-aligning its training programme through innovation, to deliver online trainings and to further develop its state-of-the-art e-learning courses. The Logistics Cluster was able to achieve planned targets related to training, as defined in the Logistics Cluster Strategy Implementation Plan: **localisation, improving the efficiency of the humanitarian logistics response and the maintenance of a network, sharing best practices.**

Through a level 4 training evaluation using the Kirkpatrick Evaluation Methodology, in cooperation with academia, it has been indicated that the Logistics Cluster Training Programme has made a direct, positive contribution to the efficiency of emergency and humanitarian logistics response.

229 participants from 47 organisations have participated in one or more of nine face-to-face/online trainings.

In addition to the delivery of trainings through the Global Logistics Cluster, learning modules have been included in the standard curriculum of several humanitarian organisations.

### Exploring New Frontiers in Training: Virtual Reality

Working closely with the team at the International Training Centre of the International Labour Organisation (ITCILO), the Logistics Cluster set out on a new frontier of learning to create an e-simulation using Virtual Reality (VR) technology that has redefined how to prepare humanitarians for emergencies. In March 2021, the cluster conducted the Pilot Online Logistics Response Team Training (e-LRT).

28 people, in 11 countries, connected in a VR simulation from the comfort of their own homes. Building on the success of the pilot, the training was conducted an additional three times in May, July, and October 2021 and included a total of 91 participants.

### E-Learning Portal Expansion

In 2021, the Logistics Cluster continued to maintain and update its comprehensive e-learning portal. The portal is available for free to the humanitarian community and continues towards the vision of becoming a “one stop shop” for training content on humanitarian logistics and related topics.
The expansion of e-learning content was one of the key recommendations for the Training Programme Mid-Term Review. This year the portal expanded to include four new courses: Practical Emergency Logistics Training (PELT), Strategic Emergency Logistics Training (SELT), Logistics Cluster Forms, and Introduction to Importation and Customs Clearance created by the IMPACCT Working Group.

In addition, the Logistics Cluster continued to work towards the goal of localisation and accessibility of content for the partnership by translating three additional courses into Arabic, English, French, Portuguese, and Spanish.

In 2021, almost 6,000 users have accessed the e-learning portal.

**Measuring the Contribution of Training on Emergency Responses**

In 2021, the Logistics Cluster worked with leaders in academia to measure the contribution of the Global Logistics Cluster Training Programme to humanitarian operations. Specifically, the project sought to understand how training contributes to operational effectiveness and inter-agency cooperation.

A framework was developed that included reaching out to all past Logistics Response Team Training participants and interviewing key stakeholders who were involved in the Cyclone Idai Response in 2019 to understand how training may have contributed to a more effective response.

The five key areas noted in the report were:

1. Participants are familiarised with tools and procedures in advance of an emergency,
2. Strengthened networks and engagement with partners and the GLC during an emergency,
3. Participants understand challenges and are able to prioritise critical activities,
4. Participants understand how to prepare operational plans.
5. Participants gain experience working under stress and pressure.

“What helped me a lot is that I had the opportunity with the training to be on the other side, to see how they (GLC) work, how they receive a request, how they’re making their assessment, which kind of templates they’re using, what are their rules to deal with the requests, etc. As I used good communication and good templates, I was probably one of the first to receive these kinds of services. For me, this is thanks to this training. Without that, I would have lost probably two or three days because I would not be able to understand any need.”

“The training helped me know what is happening, where to go, and what people at the Logistics Cluster are doing. I could also help other partners better, meaning to share information and participate in meetings. Still, to make sure that I follow the process […] Idai is a good example because what we saw in the simulation during the Logistics Cluster Response Team training was put into practice. And as I have done the training before, I knew every step, knew what they were doing, and knew how to interact with them. I also know the constraints and challenges that I faced.”
Logistics Cluster Coordinator Training

15 senior logisticians from across Logistics Cluster operations participated in a Logistics Cluster Coordinator (LCC) Training from 2 November – 1 December 2021. The training was conducted in a blended format, including self-paced e-learning modules, live online discussions and a three-day face-to-face workshop. Through this training, participants gained knowledge of the organisational structure, HR practices and finance principles as well as the necessary leadership skills to effectively lead operations.

Training of Trainers

17 humanitarians from 11 organisations participated in the face-to-face Training of Trainers from 7-10 December 2021 in Italy. The training covered various topics, such as adult learning principles, best practices on presentation techniques, familiarisation with the Logistics Cluster Training methodology and many more.

Expanding Training Coverage – face-to-face Trainings in Latin America and the Caribbean

The COVID-19 pandemic put a spotlight on logistics humanitarian needs in Latin America and the Caribbean. As a result, the Logistics Cluster Training team decided to include this area in its training coverage to ensure responders train together to better respond together. Despite strong logistics capacities in most countries, a clear lack of coordination between actors was identified along with a limited knowledge of international humanitarian mechanisms.

Following strict biosafety measures, tailored trainings were held in Spanish in Ecuador (Quito, Guayaquil, Manta), Bolivia, Peru, and Colombia, putting a special focus on the participation of national actors such as the Civil Protection and national Red Cross societies. Building on the successes of these events and the awareness raised through them, the Logistics Cluster is aiming to organise regional trainings and simulations in 2022 to ensure national actors build a regional network of practices.
Logistics Emergency Team Partnership

The partnership between the Logistics Cluster and the Logistics Emergency Team (LET) is a long-standing private-public partnership where the LET team of companies work with the Logistics Cluster to provide in-kind support and expertise to humanitarians during preparedness, response, and recovery activities. Throughout 2020 and 2021, and in response to the ongoing COVID-19 pandemic, the LET shared information on constraints and capacities, handling procedures, and import/export restrictions to support humanitarian partners with planning and delivery of relief items. The LET information was shared with the partners through the dedicated COVID-19 page on the GLC website as well as through various global meetings, Logistics Capacity Assessments (LCA), and the Logistics Operational Guide (LOG) to support the community with capacity strengthening. To know more about the LET Partnership please read the 2021 LET Annual Report on the Logistics Cluster website.

Airbus Foundation Partnership

During 2021, the Airbus Foundation and the Global Logistics Cluster (GLC) agreed to a three-year partnership to bring cutting-edge logistics expertise and resources to the entire humanitarian community to better prepare for and respond to emergencies. During emergencies, the humanitarian community needs quick access to key assets like planes and helicopters as well as satellite imagery and logistics expertise.

This partnership will make these critical assets available at a global scale through one of the largest aerospace companies in the world. The partnership will also provide humanitarian organizations with access to private sector skills, knowledge, and expertise, through the Airbus Foundation, at the innovation facilities to develop new methods and tools to tackle logistical challenges.
Environmental Sustainability in Humanitarian Logistics

With the backdrop of COP 26 UN Climate Change Conference and the 2021 International Committee of the Red Cross’s Climate and Environment Charter for Humanitarian Organizations, the humanitarian sector is not immune to the challenge of climate change on our environment and in fact, is rather often driven to respond to populations that are affected by the crises caused by global climate changes.

In 2021, the Logistics Cluster launched the Waste management and measuring, Reverse logistics, Environmentally sustainable procurement and transport, and Circular economy project (WREC) to support the humanitarian logistics community with awareness, practical guidance, and real-time environmental expertise.

The WREC project is coordinated by the Logistics Cluster and supported by a coalition of humanitarian organisations – the Danish Refugee Council (DRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), Save the Children International, and the World Food Programme.

By collaborating and embedding expertise across humanitarian organisations, the WREC project seeks to ensure the humanitarian logistics community is aware of the humanitarian logistics sector’s environmental impact and adopts a coordinated, scalable, and sustainable approach to measure and reduce the impact. The project also aims to support practitioners to reduce their environmental impacts from waste and transport (focusing on greenhouse gas emissions) not only during operations, focusing on the whole supply chain.

During 2021, the WREC project has begun by coordinating with partners from across the sector to consolidate and share environmental information, best practices, tools, and research via an information portal hosted in the Logistics Cluster website: [www.logcluster.org/wrec/green-logistics](http://www.logcluster.org/wrec/green-logistics).

“We are committed to elevating social, economic and environmental sustainability to the core of our and our suppliers’ ways of working and decision making”

Susan Hodgson
Save the Children International
During 2021, the rollout of LogIE to strengthen the national supply chain capacity through data sharing was undertaken in 11 countries, including Bangladesh, Cambodia, Colombia, Haiti, Honduras, Iraq, Madagascar, Malawi, Sierra Leone, South Sudan, and Zimbabwe.

Emergency support:
In the immediate aftermath of earthquake in Haiti, in August 2021, LogIE created a bridge between existing preparedness data from the FBPP in-country work; satellite and aerial reconnaissance; earthquake impact analytics and assessments; and field-reports and near-realtime updates on physical road access constraints. The system proved its ability to positively impact resource- and lead-time efficiency. It demonstrated 95 percent time reduction for the production of physical access constraints mapping, with over 1,760 page views from over 600 distinct devices, and over 6,800 data access requests in the first two weeks of the emergency.

Pilot in Madagascar:
Following the success of the national Preparedness Platform training held in Madagascar in July 2021, a secondary exercise with WFP and the Bureau National de Gestion de Risques et des Catastrophes (BNGRC) staff was organised from 24 to 27 November 2021. The training was built upon recommendations and lessons learned to ensure that the user-experience is optimised, and data needs are tailored to the country context. The platform development and implementation plan has now been synchronised with the in-country activity roadmap in Madagascar. Overall, the outcomes and lessons learnt from the Madagascar pilot experience are utilised as a basis for the platform implementation planning across all FBPP countries.

ESUPS and STOCKHOLM:
In partnership with Welthungerhilfe, the Logistics Cluster has started the integration of stock-prepositioning information from the ESUPS13 platform, by connecting LogIE with their stockpile mapping tool (STOCKHOLM) to create a broad, comprehensive logistics data gateway in LogIE for preparedness, and emergency operations. Warehouse locations and stock report data from agencies and national disaster management agencies were integrated into the two platforms. Meetings with key public entities were convened for possible integration with their existing platforms.
LOGISTICS CAPACITY ASSESSMENTS (LCAs)

LCAs provide the humanitarian community with baseline logistics capacity information to strengthen preparedness, operational planning and response effectiveness. Throughout 2021, 16 LCAs were updated in Afghanistan, Burundi, Colombia, Dominican Republic, Ecuador, Ethiopia, Haiti, Iraq, Lao, Mozambique, Palestine, Peru, South Africa, Sri Lanka, Zambia, and Zimbabwe. Countries highlighted in bold had full LCA updates completed while the remaining countries saw partial updates.

LCAs cover logistics infrastructure, processes and regulations, markets, and contacts in a given country. Assessments are aimed to be conducted every two years, mainly by WFP logistics staff and also by staff from other humanitarian organisations or private sector partners. In 2021, in collaboration with partners, the Logistics Cluster worked on a new tool to collect waste management and recycling infrastructure information to be included in LCAs as part of the commitment to green logistics support to humanitarian partners.

THE LOGISTICS OPERATIONAL GUIDE (LOG)

Throughout 2021 the Logistics Operational Guide (LOG) was completely revised. Every section was reviewed, and a wide spectrum of new sections were added including energy production, information and communication technology (ICT), cold chain, dangerous goods handling, and fleet management. In addition to these new sections, existing sections were expanded on, including multi modal transportation, warehousing and inventory management, procurement, and distribution. Part of the revision process included expanding on explanations and technical guides that specifically cater to beginners and small agencies that have limited capacities, with emphasis on explaining concepts in a way that is easy to understand and absorb.

During the LOG revision process, more than 180,000 words of content was revised/added, as well as several new visual aids, forms and templates, and useful tools for partners. New LOG content has been peer reviewed by several of the World Food Programme’s humanitarian and commercial partners and is currently available online for the entire humanitarian community.

So far, 40 percent of the LOG has been translated into Spanish, Arabic, Portuguese and French, with the remaining sections coming in the near future. The new languages will be available on the new hosting platform in 2022.
SURVEYS
Every year, the Logistics Cluster operations run a service user survey to capture anonymous feedback from partners on the Logistics Cluster’s performance. Each operation adapts the survey to their specific context and Logistics Cluster activities to ensure that key challenges, areas of improvement and good practices are clearly identified. Through this process, 13 country-level operations gathered 376 responses on the value the Logistics Cluster was providing to their operational response in terms of coordination, information management and facilitation of access to logistics services. Finally, when asked on their overall perception of the Logistics Cluster, 74.4 percent of the respondents answered that the added value of the Logistics Cluster was high or very high, highlighting its contribution to sharing logistics information, facilitating the collaboration among humanitarian organisations or overcoming access constraints, among others. The results were shared and discussed with partners at country level in January and February 2022.

PALESTINE: DEVELOPING THE BEST INNOVATION MANAGEMENT TOOLS
The National Logistics Sector has been active in Palestine since the escalation of hostilities in Gaza in May 2021. Led by the World Food Programme’s Palestine Country Office, the National Logistics Sector has been working on innovative information management tools which can easily be used by NGOs and UN Agencies operating in Gaza. Recently, a multisectoral digital data collection platform was developed to help the humanitarian community identify logistics gaps and bottlenecks, and to ensure a harmonised response between humanitarian actors working in Gaza. Between May and December 2021, more than 384 partners’ requests for relief and recovery items importation have been recorded, with data submitted by more than 20 different humanitarian organisations.
To learn more about the work of the National Logistics Sector in Palestine, please visit the dedicated webpage.