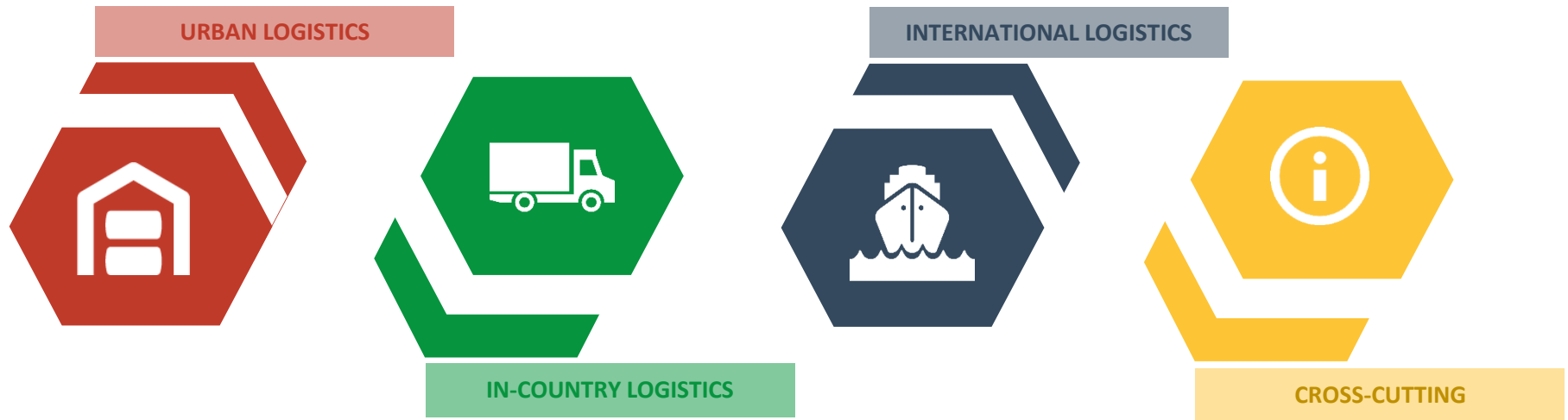




BANGLADESH NATIONAL LOGISTICS PREPAREDNESS RECOMMENDED ACTION PLAN

SEPTEMBER 2019



I - URBAN LOGISTICS

1. PHYSICAL ACCESS, TRANSPORT & DISTRIBUTION				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Insufficient <i>visibility</i> of available logistics assets, machinery and equipment to ensure transport and distribution of relief items to the affected city population	<ul style="list-style-type: none"> • 1.1.A Explore ways to improve visibility of available assets and resources in and around the metropolitan area by Government of Bangladesh (GoB), emergency response community and the private sector. This implies the following core actions amongst others (i.a.): <ul style="list-style-type: none"> ○ A1: Map out all stakeholders and their roles from GoB, response community and private sector ○ A2: Define and agree on data standards and information management methodology and mechanism. This entails nominating information focal points <i>per stakeholder</i>, forming information sharing agreements and agreeing methods and mechanisms to collect and update information <u>and</u> to share the final overview ○ A3: Define and agree on a core <i>central</i> information focal point to collect, process and share the overview with all relevant stakeholders ○ A4: Create a joint (GoB, response community & private sector) database of available assets and recourses in and around the metropolitan area, including hosting, maintenance and access (public information sharing mechanism) ○ A5: Ensure inclusion of the database and the supporting information gathering/sharing processes in contingency planning and response mechanisms ○ A6: Define and agree on role and potential feasible (rapid) update mechanisms in case of ongoing emergency response 			
1.2 Insufficient logistics assets, machinery and equipment <i>capacity</i> to ensure transport and distribution of relief items to the affected city population	<ul style="list-style-type: none"> • 1.2.A Consider ways to increase the capacity and availability of logistics assets and equipment needed during emergencies, and how these will be tracked and maintained before, during and after emergencies. This implies i.a.: <ul style="list-style-type: none"> ○ A1: Conduct in-depth gap analysis on relief transport assets, comparing estimated urban impact pattern, population density, resulting relief cargo estimates against relief transport routes (see 1.3 below) and known existing logistics assets ○ A2: Create overview of core asset needs ○ A3: Identify key stakeholders ○ A4: Agree on procurement plan and identify potential funding sources ○ A5: Develop asset-sharing agreements/MoUs, including details on insurance, maintenance, refuelling, request mechanisms, hand-back mechanisms, etc. ○ A6: Conduct procurement, including equipment standards, maintenance, insurance and liability concerns, and embedding in staff training and drill exercises ○ A7: Ensure assets are embedded in regular contingency planning updates • 1.2.B Explore how neighbouring countries might assist with logistic assets and equipment needed during emergencies, whether customs procedures and duties will apply, what the return mechanism will be, and whether this will be reciprocal. <ul style="list-style-type: none"> ○ B1: Advocate for Government-level bilateral working group to elaborate on recommendations for regular information exchange mechanisms, identification of potential assets and response capacities, emergency protocols, embedding in bilateral contingency planning and bilateral conductance of 			

	<p>emergency response planning, capacity strengthening, protocol exercises and necessary bilateral agreements (or amendments to existing agreements) to operationalise emergency protocols</p> <ul style="list-style-type: none"> ○ B2: Advocate for an implementation plan on establishing recommendations on Government-level 			
1.3 Congestion/blockage of main routes in Dhaka, impeding access to most affected areas	<ul style="list-style-type: none"> ● 1.3.A Consider how to undertake rapid identification and mapping of critical areas; and how debris-clearing services will be prioritized and communicated; and establish site-clearing plans and mechanisms <ul style="list-style-type: none"> ○ A1: Conduct (or extend existing) in-depth gap analysis based on urban planning, estimated impact patterns (affected population and infrastructural damages) against estimated congestion patterns and existing response capacities and contingency planning to identify core supply routes and capacity needs. Include I/1.3.B (below) outcomes. ○ A2: Develop resource needs and recommended clearance protocols involving physical clearance, traffic and corridor management ○ A3: Embed recommendations in contingency planning, capacity strengthening activities and emergency exercises and operational planning ○ A4: Identify procurement strategy and advocate for implementation (similar to I/1.2.A) ● 1.3.B Explore ways to map and enhance alternatives to road transport during a response, including water-roads, river system, manual labour or other. Include boat and barge capacities. <ul style="list-style-type: none"> ○ B1-B4: Actions in analogy to and coordinated with I/1.3.A 			

2. WAREHOUSING & STOCKS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 Some existing government warehouse structures are old and are likely to be damaged during an earthquake	<ul style="list-style-type: none"> ● 2.1.A Consider technical assessments of existing warehouses; repair and reconstruction of damaged warehouses and map these facilities accordingly <ul style="list-style-type: none"> ○ A1: Map location, ownership, size, condition, access routes & potential access constraints (after flooding, earthquake of existing GoB and partner warehouses. ○ A2: Develop standardised minimum warehouse standards (physical structure, access requirements, CC TV, fire-fighting equipment, racking, security, etc) ○ A3: Develop a phased plan to renovate and equip warehouses to meet the minimum standards 			
2.2 Number and capacity of private warehouses within Dhaka is unknown	<ul style="list-style-type: none"> ● 2.2.A Consider working with the private sector to explore ways how additional warehouse space in underserved areas of the city can be obtained and used during emergencies <ul style="list-style-type: none"> ○ A1: Map location, ownership, size, condition, access routes & potential access constraints (after flooding, earthquake of commercial warehouses, and whether they meet the minimum warehouse standards (See I/2.1.A, A2) ○ A2: Put in place long-term agreements (LTAs) for rapid rental (national and international) 			
2.3 Estimated Insufficient temporary warehouse capacity needed during emergencies	<ul style="list-style-type: none"> ● 2.3.A Consider working with the private sector to explore ways how additional warehouse space in underserved areas of the city can be obtained and used during emergencies <ul style="list-style-type: none"> ○ A1: Map locations near airports, seaports, commercial sites, etc. in urban and peri-urban areas that have unoccupied land and capacities to support temporary warehouses ○ See also I/2.2.A (above) ● 2.3.B Explore how (i) warehouse capacity can be rapidly increased (whether through private sector agreements, Mobile Storage Units, or other), and (ii) whether this space can be shared with other responding organisations to support emergency response and agree on prepositioning and stock maintenance at strategic locations <ul style="list-style-type: none"> ○ See also I/2.2.A, and I/2.3.A 			

<p>2.4 Lack of visibility on available contingency stocks with critical relief items and equipment (medical, food, shelter, etc.)</p>	<ul style="list-style-type: none"> • 2.4.A Explore ways to understand better who holds what stock, and how visibility of available contingency stocks in and around the metropolitan area by GoB, humanitarian community & private sector can be improved <ul style="list-style-type: none"> ○ A1: Determine likely stock requirements by hazard type, scale and season, and define categories and quantities of key goods ○ A2: Map potential commercial suppliers/manufacturers who can supply the identified categories, and (i) develop LTAs to support rapid procurement (ii) explore ways to divert stocks from normal production upon request to avoid storage issues and deterioration of goods ○ A3: Consider having adequate quantities of contingency stocks of relief items prepositioned (at supplier's / distributor's / manufacturer's locations) ○ A4: Map stakeholders who carry the identified categories and (i) develop means to keep track of who has what where; and (ii) develop means to share, swap, borrow, repay items between agencies/organisations 			
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II - IN-COUNTRY LOGISTICS

1. ROAD TRANSPORT				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Lack of countrywide oversight with details on available road transporters and their capacities.	<ul style="list-style-type: none"> 1.1.A Consider updating WFP's Logistics Capacity Assessment (LCA) tool for Bangladesh as public online information source and establishing regular update mechanisms built in to regular contingency planning and simulation exercises 1.1.B Explore ways to conduct mapping exercises on available road transport capacities in country (GoB, Humanitarian actors & private sector) and ensure these are updated and disseminated on a regular basis 			
1.2 Congestion/blockage of main routes in Dhaka, impeding access to most affected areas.	<ul style="list-style-type: none"> 1.2.A Explore ways to map existing water-roads and/or river systems to be used as an alternative to road transport during disasters. Include boat and barge operators and establishing regular update mechanisms built in to regular contingency planning and simulation exercises 			
2. PRIVATE SECTOR SUPPLIERS & SERVICE PROVIDERS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 Lack of country-wide oversight with details on available suppliers specialized in relief and other items.	<ul style="list-style-type: none"> See II/1.1.A See II/1.1.B 			
2.2 Lack of comprehensive lists of relief items, equipment and services including quantities required for various scenarios.	<ul style="list-style-type: none"> See I/2.4.A 			
2.3 Lack of manufacturing and suppliers' capacities (or established agreements with existing) to meet sudden, increased demand of relief items needed during large-scale emergency responses.	<ul style="list-style-type: none"> See I/2.4.A 			
2.4 Lack of awareness with suppliers and service providers on their respective roles during large-scale emergencies as part of their Corporate Social Responsibility (CSR) strategy.	<ul style="list-style-type: none"> 2.4.A Explore ways to involve and raise awareness with the private sector on humanitarian preparedness and response strategies (i.e. by inviting them to national logistics cluster meetings). Look at ways to involve private-sector organisations <i>beyond</i> simple service-provision in a response. 			
3. WAREHOUSING & STOCKS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
3.1 Lack of country-wide oversight with details on	<ul style="list-style-type: none"> See II/1.1.A See II/1.1.B 			

available warehouses including storage capacities and stocks				
3.2 Insufficient temporary warehouse/storage capacity during emergency responses	<ul style="list-style-type: none"> • See I/2.1.A • See I/2.2.A • See I/2.3.A • See I/2.3.B 			

III - INTERNATIONAL LOGISTICS

1. AIRPORTS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Lack of sufficient Air Traffic Control capacity during emergencies	<ul style="list-style-type: none"> • 1.1.A Consider the creation of an Aviation Disaster Response Team to coordinate and control aid operations at the airport during emergencies <ul style="list-style-type: none"> ○ A1: With airport authorities, map current ATC capacities and define capacities needed in case of heavily increased traffic ○ A2: Explore additional ATC capacities (mobile towers) as part of contingency planning ○ A3: Consider another GARD exercise for the international airports in country (conducted by DHL/UNDP/OCHA) 			
1.2 Lack of sufficient ground-handling equipment capacity during emergencies	<ul style="list-style-type: none"> • 1.2.A Explore ways to identify and map existing equipment and resources and consider mapping additional resources, like air mobile equipment and local military support <ul style="list-style-type: none"> ○ A1: With airport authorities, map currently available equipment and capacities needed in case of heavily increased traffic ○ A2: Explore in-country availability of additional equipment as part of contingency planning ○ A2: Consider another GARD exercise for the international airports in country (conducted by DHL/UNDP/OCHA) 			
1.3 Lack of sufficient fuelling capacity – aircraft and ground equipment during emergencies	<ul style="list-style-type: none"> • 1.3.A Explore ways to identify and map additional emergency sources for fuel <ul style="list-style-type: none"> ○ A1: With fuel authorities, map current quantities and what contingencies are needed in case of heavily increased traffic ○ A2: Explore in-country availability of additional fuel resources as part of back-up plan, including transport and storage capacities (fuel trucks and depots) • 1.3.B Increase temporary fuel storage capacities at strategic locations (i.e. HSAs) <ul style="list-style-type: none"> ○ B1: Include fuel storage capacities into design planning of HSAs at strategic locations 			
1.4 Lack of sufficient storage capacity (including cold chain) during emergencies	<ul style="list-style-type: none"> • 1.4.A Development of a Humanitarian Staging Area (HSA) close to Dhaka Airport. <ul style="list-style-type: none"> ○ A1: Create a Working-Group with a dedicated Project Coordinator to run the HSA project. ○ A2: Start working on the design of the HSA including all facilities, systems and operational processes needed to manage the HSA • 1.4.B Review, document and identify alternative storage areas <ul style="list-style-type: none"> ○ B.1: Convene a meeting with airport authorities to map current storage capacities (incl. Cold chain) and what capacities are needed in case of heavily increased traffic. ○ B.2: Consider another GARD exercise for the international airports in country (conducted by DHL/UNDP/OCHA) 			
1.5 Lack of an inventory management system during emergencies	<ul style="list-style-type: none"> • 1.5.A Consider exploring ways to build inventory record systems to manage humanitarian equipment and relief items <ul style="list-style-type: none"> ○ A.1: Convene a meeting with airport authorities to assess current inventory record systems ○ A.2: Pending outcome A.1, explore availability on available upgrades and/or alternative systems to be considered and advocate for funding 			
	<ul style="list-style-type: none"> • 1.6.A Consider developing contingency staffing plans for airport thereby identifying alternative sources of support labour like military resources 			

1.6 Lack of staffing back-up plans during emergencies	<ul style="list-style-type: none"> ○ A.1: Convene a meeting with airport authorities to assess current staffing capacities (incl. qualifications) and organogram ○ A.2: Consider including sufficient stand-by staffing capacities (security screened) into airport contingency plans 			
2. SEAPORTS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 Lack of storage areas	<ul style="list-style-type: none"> ● 2.1.A Consider temporary Humanitarian Staging Areas (HSA) at Chittagong & Mongla Seaports. <ul style="list-style-type: none"> ○ A.1: Convene meetings with seaport authorities to assess current storage capacities and define additional capacities needed in case of heavily increased traffic during emergencies ○ A.2: Consider designs for temporary HSAs at seaports to avoid congestion during emergencies ● 2.1.B Review, document and identify alternative storage areas. 			
2.2 Increased risk of channel blockage	<ul style="list-style-type: none"> ● 2.2.A Consider reviewing capacity of available channel clearance resources and consider increasing where necessary. 			
2.3 Limited marine rescue capability	<ul style="list-style-type: none"> ● 2.3.A Explore ways to increase availability of adequate resources and ambulance ships to treat and move injured people during emergencies. 			
2.4 Inadequate floating medical facilities/ships	<ul style="list-style-type: none"> ● 2.4.A Explore ways to increase the number of emergency hospital ships in country. 			
3. BORDER CROSSING				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
3.1 At Indian/Bangladesh border crossings (i.e. Benapole), congestion and delays can be expected when large quantities of relief items enter the country	<ul style="list-style-type: none"> ● 3.1.A Consider Temporary Humanitarian Staging Areas (HSA) at land border crossing points, thereby also reviewing import regulations for relief items, and developing SOPs to be followed during emergencies. <ul style="list-style-type: none"> ○ A.1: Convene meetings with land border crossing authorities to assess current handling and temporary storage capacities and define additional capacities needed in case of heavily increased traffic during emergencies ○ A.2: Consider designs for temporary HSAs at land border crossings to avoid congestion during emergencies ○ A.3: Include clear and tested emergency procedures and SOPs for speedy import/transit of relief items and equipment (also see Customs section 4) 			
4. CUSTOMS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
4.1 No clarity on formal emergency regulations and procedures for importation of relief items	<ul style="list-style-type: none"> ● 4.1.A Consider convening a dedicated workshop with NBR and cross-border agencies and regulatory bodies on customs regulations and procedures during emergencies (i.e. through IMPACCT project). <ul style="list-style-type: none"> ○ A.1: Advocate with MoDMR and NBR (incl. Customs Authorities) to consider a complete review of current customs regulations and processes during emergencies. ○ A.2: Propose clear, improved and tested emergency procedures and SOPs for speedy import and release of relief items and equipment. 			

<p>4.2 Lack of coordination and communication on customs' issues between government and humanitarian community during emergencies</p> <p>4.3 Lack of knowledge of the international community on country import regulations</p>	<ul style="list-style-type: none"> • 4.2.A Explore ways to establish a One-Stop-Shop service at critical entry points (as mentioned in the new SOD); define SOPs to test and run the service and formalize into a new emergency regulation <ul style="list-style-type: none"> ○ A.1: Advocate with MoDMR and NBR (incl. Customs Authorities) to consider a complete review of current customs regulations and processes during emergencies. ○ A.2: Consider including the One-Stop-Shop concept into any future HSA designs. ○ A.3: Consider convening simulation exercises and workshops to test run the service. • 4.3.A Explore ways to establish a mechanism to exchange information on country customs regulations to international donors of aid during the emergency response phase. <ul style="list-style-type: none"> ○ A.3: Consider creating a clear and concise information bulleting to be regularly updated and disseminated internationally before and during a sudden onset emergency. 			
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IV CROSS-CUTTING ISSUES

1. INFORMATION MANAGEMENT				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Lack of clear (documented) understanding of roles, responsibilities and interactions between disaster-management bodies.	<ul style="list-style-type: none"> • 1.1.A: Explore ways to enhance the development and communication of clear SOPs delineating roles, responsibilities, interactions and interoperability of Gov't and non-gov't bodies. <ul style="list-style-type: none"> ○ A1: current (active) existing policies and regulations governing disaster preparedness and response (at national, ministerial and sub-national levels) ○ A2: define where, according to legislation, actors' roles interface, have gaps, overlap or are in conflict. Identify where practice is different from legislated theory. ○ A3: Propose clarification to policy ○ A4: Develop a national disaster-management framework that clearly states the roles and responsibilities of each actor, and under what circumstances 			
1.2 Lack of access to logistics information from the Government of Bangladesh.	<ul style="list-style-type: none"> • 1.2.A: Consider Increasing the visibility and purpose of role of national Logistics Cluster (including Technical Working Groups) with government and humanitarian actors <ul style="list-style-type: none"> ○ A1: Develop a clear term of reference, for the NLC, to be endorsed by the MoDMR ○ A2: Develop a workplan to establish a logistics information management mechanisms, in detail for coming 12 months and a 'big-picture' afterwards ○ A3: Agree workplan by MoDMR and tied into ministry outcomes 			
1.3 Lack of access to general logistics information (infrastructure and capacities)	<ul style="list-style-type: none"> • 1.3.A Explore ways to develop a common data platform for government agencies to share key data-sets, possibly under the NEOC structure, including an online portal to allow easy access during emergencies. <ul style="list-style-type: none"> ○ A1: Investigate data platform requirements to develop a scope of work ○ A2: Define and agree on data standards and information management methodology and mechanism ○ A3: Define and agree on the focal point to collect, process and share the overview with all relevant stakeholders ○ A4: Define and agree who will host and maintain the sharing portal ○ A5: Define and agree protocols for ensuring data is timely, accurate and useful; and is regularly used and tested ○ A5: Ensure inclusion of the platform and the supporting information gathering/sharing processes in contingency planning and response mechanisms. • See also II/1.1.A and II/1.1.B 			

ADDENDUM – FURTHER RECOMMENDATIONS

The following recommendations would fall outside of the activity scope of the national Logistics Cluster, however, would affect logistics emergency preparedness and response. It is recommended to advocate through MoDMR for the identified recommendations

URBAN LOGISTICS - SPACE MANAGEMENT		
GAPS & BOTTLENECKS	RECOMMENDEATIONS	POTENTIAL STAKEHOLDER
<ul style="list-style-type: none"> • Insufficient open spaces in different parts of/around the city especially in unplanned settlements • Lack of Evacuation & Communication Plans 	<ul style="list-style-type: none"> • Explore ways to identify, map and continuously update urban open spaces. Analyse whether these spaces are sufficient for the surrounding population (for evacuation purposes), including WASH needs, and whether there will be additional sufficient space for temporary storage and/or landing areas; and develop designs for logistics distribution hubs in these spaces. • Explore ways to map and continuously update evacuation routes leading to these identified open spaces, under a range of hazard scenarios (earthquake, flood, fire, etc.) • Consider developing a communication strategy, including triggers, SOPs, standard messaging, communication channels and roles and responsibilities, to (i) raise awareness with the general public on evacuation plans; (ii) warn public in event of an oncoming hazard; and (iii) inform public post-hazard. • Explore ways that key information (maps, etc.) can be continuously updated and made available to the public and partners. This includes regularly testing that the intended users of the maps are able to access them, and able to understand them. 	
URBAN LOGISTICS - AWARENESS & CAPACITY BUILDING		
<ul style="list-style-type: none"> • Lack of evacuation awareness & drill exercises 	<ul style="list-style-type: none"> • Develop/update city-wide evacuation plans (considering different hazard types) and implement in all areas/zones of the city and implement methodologies to support continuous update and dissemination in the future, as well as incorporation into standard business continuity plans. • Explore how capacity development programs for Ward Disaster Management Committees & Volunteers to carry out evacuation drills in their respective wards/zones of the city can be developed, standardized and regularly carried out. Explore also how this can be embedded in existing administrative requirements • Consider regular awareness raising programs targeted at the general public 	

URBAN LOGISTICS - ENERGY SUPPLY		
<ul style="list-style-type: none"> Once (parts of) the gas supply system in the city are severely damaged the whole system needs to be shut down and cannot be restarted again Electricity and water supply systems in the city are powered mainly by gas 	<ul style="list-style-type: none"> Explore possibilities on keeping stocks of alternative energy sources for essential services to continue functioning during emergencies Consider a multi-year investment and renewal plan for the entire gas supply system in the city Explore solutions for alternative sources of energy (i.e. solar) to power electricity and water supply systems 	
INTERNATIONAL LOGISTICS - IMMIGRATION		
<ul style="list-style-type: none"> Inadequate immigration facilities during large-scale emergencies 	<ul style="list-style-type: none"> Consider developing clear emergency SOPs from MoHA, MoFA for facilitation of visa on arrival and consider the establishment of humanitarian visa 	
INTERNATIONAL LOGISTICS - QUARANTINE		
<ul style="list-style-type: none"> Lack of provision in law to allow entrance of search and rescue dogs without delay 	<ul style="list-style-type: none"> Short term: explore ways to issue emergency import certificate to allow dogs to enter the country Long term: consider amending the law to solve the issues from the Ministry of Livestock 	
CROSS-CUTTING ISSUES – EMERGENCY COMMUNICATION		
<ul style="list-style-type: none"> Inability to communicate when telecom networks are down Currently no ETC Cluster available in country Currently no ETC Emergency and Response plans available in-country Unclear/No formal procedures in place allowing the use of VSAT/Radio Communication during emergencies 	<ul style="list-style-type: none"> Consider developing emergency communication back-up plans including access to alternative resources (radios, sat phones, etc.) and clear operational regulations and SOPs Consider establishing ETC under the national cluster system HCTT contingency plans) and develop policy and remedial actions as a result. This could include formulating regulations on harmonization of radio frequency usage during a disaster Explore ways to advocate for allowing disaster-response bodies to use VSAT/Radio communication during emergencies 	
CROSS-CUTTING ISSUES - BUSINESS CONTINUITY PLAN (ORGANISATION INTERNAL)		

<ul style="list-style-type: none">• Lack of guidelines & processes for Organisational Business Continuity Planning	<ul style="list-style-type: none">• Explore ways to conduct internal simulations (range of hazards) to stress-test BCP• Encourage disaster-response organizations to define evacuation points, differentiating between events that happen inside and outside working hours• Consider identifying alternative working sites outside of Dhaka by Government agencies and disaster-response organisations	
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