Training Programme
Mid-Term Review
Training Programme Mid-Term Review

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Executive Summary

Global, February – July 2020

Since the creation of the Cluster system the importance of having well trained personnel both at global and field-level has been recognized and continuously re-emphasized. The following pages will highlight, through a series of reports, how the Global Logistics Cluster (GLC) with the generous support of the German Federal Foreign Office (GFFO) funding, has played a key role in capacity development and network building in the humanitarian logistics community.

In 2018, the GFFO made a generous 3-year financial contribution to the Global Logistics Cluster Training Programme which has allowed the Cluster to increase the scope and frequency of the trainings offered. This review focused on the in-person trainings that have been conducted since the start of this funding in January 2018 until trainings conducted in December 2019.

The purpose of this review was two-part: 1) assess if the Training Programme is contributing to the objectives and the priorities set in the 2018 GFFO Funding Proposal and the Logistics Cluster Global Strategy Objectives regarding capacity strengthening, and 2) assess if partner organisations have access to the trainings, as currently conducted, or if modifications could be made to the Training Programme that would make it more inclusive and accessible to partners.

The following pages will demonstrate how the Training Programme is achieving the objectives and priorities set in the Funding Proposal and where there are opportunities to improve while moving into the second half of the GFFO funding. The report will also highlight how and why partners are accessing the Training Programme and propose strategies that can reduce the barriers of smaller and local NGOs to ensure that the Training Programme is fulfilling its commitments of localisation.

The report is divided into the following four sections: 1) Overall Recommendations, 2) Participant Survey Analysis, 3) Focal Point Analysis and 4) Desk Review.

The Participant Survey Analysis will demonstrate the transfer and application of knowledge as well as the creation of a strong network of actors who are now committed to collaborative emergency response.

The Focal Point Analysis will provide thoughtful insight for how the Training Program contributes overall to the development of a stronger sector and highlights recommendations for how to continue to strengthen this community through greater localisation.

Finally, the Desk Review will provide key figures related to the Training Programme, such as the number of trainings conducted, the number of participants involved, the types of organisations engaged and the gender breakdown.

It is apparent that there is value in the development of community and in directly improving the capacity of local actors. Throughout the report there are photos and quotes from past participants and organisation Focal Points that attempt to demonstrate the value those engaged within the Training Programme have expressed for it. In compiling and analysing key data surrounding the Logistics Cluster Training Programme it is evident that the trainings help to breakdown the silos between organisations, and as a result, prevent the duplication of efforts when emergencies occur. The hope is that this report highlights some of the many ways in how the Cluster is making this contribution.

“The Logistics Cluster trainings helps to breakdown the silos between organisations, and as a result, prevents the duplication of efforts when emergencies occur. There is great value in the development of community and in improving direct communication. We see the value both for when people are deployed, but also in building connections between HQs.”

Olaf Potts, International Logistics Coordinator, MSF-International
Overall Recommendations

In the following pages the high-level recommendations from all sections of the Mid-Term Review have been summarized. For ease of reading, the recommendations have been divided into three categories: 1) Training Strategy and Program Design, 2) Training Development and Content Revision and 3) Training Administration.

Each recommendation is followed with a parenthesis indicating which subsection or subsections of the Mid-Term Review lead to this recommendation. It should be noted, that within each of the subsections of the report these recommendations are further elaborated.

Training Strategy and Program Design

- When it is safe and feasible to do so, continue to offer Face to Face Training opportunities (Focal Point Interviews + Past Participant Review).
- Extend the provision of online trainings and act as a spearhead for training methodologies and didactics for the Humanitarian Logistics Community. Given the pandemic, this includes a need to develop new training delivery methods, particularly for simulation trainings (Focal Point Interviews).
- Further define the role of the Focal Point to ensure that Focal Points are aware of their responsibility when it comes to promoting trainings within their networks (Focal Point Interviews).
- Review Training Objectives and Outcomes of each in-person training using the SMART approach to ensure they are aligned with the intended outcomes in the GLC Strategy and the GFFO Funding Proposal. Additionally, the Training Team should review the training content of each training to ensure that adequate time is allocated to achieve the intended results (Desk Review).
- Allocate time for a strategy session for the LRT to discuss and implement key feedback from the LRT post-training surveys. The GLC Training Team, with additional key actors, should review the content of the LRT and examine in which ways relevant recommendations from the post-training surveys can be incorporated to maximise the impact of the training (Past Participant Review + Desk Review).
- Improve the outreach to national and local actors and continue to offer regional and national trainings, while recognising that true localisation requires the GLC to forgo some control of the Training Programme, and that regional travel fees can still be a barrier for small NGOs. It is recommended to share the invitation to trainings with Global, Regional, National and Local NGOs and the UN/HCT (Focal Point Interviews + Past Participant Review + Desk Review).
- Consider the current capacity of local actors and tailor the trainings accordingly to ensure that a strong foundation of knowledge is built. Where appropriate and relevant, expand from training to preparedness by engaging with the extended community to ensure capacity development across the logistics sector (local airport manager, customs agents, etc) (Focal Point Interviews).
There is an **opportunity to further professionalise humanitarian logistics training.** When appropriate, embark on Level 4 Learning Analysis to determine what outcomes, if any, have been achieved. Consider to what extent there is value and buy-in for the creation of an inter-agency competency framework (Focal Point Interviews).

**Create additional opportunities for participants to apply the knowledge they have gained** through the Logistics Cluster Training Programme. As an example, the application of a Roster Mechanism, as some organisations are willing for staff to be seconded to Logistics Cluster operations. There is a need to clarify the expectations of participants following training, as well as the likelihood of them being deployed by the Cluster (Focal Point Interviews + Past Participant Review).

### Training Development and Content Revision

- **Translate** e-courses and Face to Face trainings into additional languages (French, Spanish, Arabic and Portuguese) (Focal Point Interviews + Focal Point Survey).

- **Further connect how participants can utilise what they learned post-training.** For example, a module in the online IM training on how to use the information going forward from an external agency (Focal Point Interviews + Past Participant Review).

- Develop a framework for post training involvement of participants. As potential solutions, a mentoring programme and an alumni network (including alumni events) (Focal Point Interviews + Past Participant Review).

- Develop and/or embed in relevant and existing trainings content on **how to effectively communicate strategic logistics information** to those without a logistics background (Focal Point Interviews).

- Develop a training on **“Logistics for Non-logisticians”** to bridge the gap in communication and elevate the significance of this topic. The Logistics Cluster could fulfil its mandate on “advocacy” this way (Focal Point Interviews).

- Recognise that **medical logistics and health logistics** have fallen between the cracks between the Health Cluster and the Logistics Cluster. There is an opportunity, and in light of COVID-19 clearly a need, to further expand training and training collaboration on this topic (Focal Point Interviews).

- There is a lack of a global strategy on how to address **Green and Reverse logistics**, the recommendation from a Focal Point was not that the GLC necessarily develop training on this topic, but to begin to embed the themes into the trainings that are already conducted. For example, during the LRT, create a media inject about a small fuel spill (Focal Point Interviews).

- A request by Focal Points and participants for **increased personal feedback**. There is an opportunity to further explore the best way to address this (Focal Point Interviews + Past Participant Review).

### Training Administration

- **Share annual training plan** no later than January to allow organisations to plan their human and financial resources accordingly (Focal Point Interviews).

- A request to **share training schedules from the national clusters through global channels** in order to connect field teams to training opportunities. (Focal Point Interviews).

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1 A Level 4 Learning Analysis was originally scheduled to begin December 2020. However, as a result of COVID-19, almost one year of Face to Face trainings have been postponed (to date). Therefore, the Level 4 Learning Analysis has been postponed until June 2021.
- **Expand the GLC Focal Point Mailing List.** Despite having approximately 700 partners, the training schedule is only sent directly to 120 unique partners via the GLC Mailing List. The likelihood of an organisation participating in the Training Programme is directly correlated to receiving the training schedule. Furthermore, **Leverage OCHA and staff communication channels** to further disseminate information on trainings (Desk Review + Focal Point Interviews).

- **An enhanced commitment to recording relevant data.** It is recommended that relevant data should include the number of trainings conducted, number of applicants (and their organisations), number of participants (their duty station and organisation) and the gender break down (Desk Review).

- **Encourage increased female participation in LRTs.** Female participation in the LRT is approximately 4-26% and varies significantly between the global and regional/national LRTs. This is significantly less female engagement than other GLC trainings. Therefore, it is recommended to continue to encourage applications from qualified female applicants (Desk Review).
Training Programme Mid-Term Review

Review Parameters

The Logistics Cluster Strategy commits to enhancing operational capacity, including through the development, delivery and dissemination of training and guidance material for Logistics Cluster staff, stakeholders and partner organisations. The intended outcome of the Training Programme is that humanitarian responders’ (international, regional and national) joint logistics emergency response capacity is strengthened and thereby increasing the efficiency and effectiveness of humanitarian logistics operations and the overall emergency response.

Review Purpose

The purpose of this review is two-part:

1) To assess if the Training Programme is contributing to the objectives and the priorities set in the 2018 GFFO Funding Proposal and the Logistics Cluster Global Strategy Objectives regarding capacity strengthening. The review will confirm if the training methods currently used are both relevant and effective in achieving the training needs for the international community regarding inter-agency/organisational emergency logistics response;

2) To assess if partner organisations have access to the trainings, as currently conducted, or if modifications could be made to the Training Programme that would make it more inclusive and accessible to partners.

Based on the information gathered, the Logistics Cluster will be able to implement relevant changes to ensure that the second half of the GFFO funded Training Programme achieves the expected results.

Objectives of the Training Programme

The main objectives of the Training Programme, as outlined in the Strategy and Funding Proposal, is to increase the effectiveness and efficiency of joint humanitarian logistics preparedness and response efforts by strengthening the awareness, understanding and skills required of humanitarian responders to engage in these efforts.

The activities for capacity strengthening, as identified in the funding proposal, are as follow:

1) Make trainings more accessible to NDMO officials and humanitarians in the field to increase awareness of the advantages of joint humanitarian logistics operations and how joint humanitarian preparedness and response activities are conducted.
   a. Mid-Term Review: output level (i.e. how many NDMO officials and humanitarians in the field were trained)

2) Provide training that addresses bottlenecks and logistical gaps and provide opportunities for sharing best practices to overcome these obstacles in emergencies.
   a. Mid-Term Review: Level 2\(^2\) (Learning) and to a lesser extent Level 3 (Behaviour) evaluation

3) Create networking opportunities and build relationships between humanitarian logistics professionals.

\(^{2}\) The levels outlined in this document are the Kirkpatrick Model which identities Four Levels of Learning Evaluation. The levels are Level 1(Reaction), Level 2 (Learning), Level 3 (Behaviour) and Level 4 (Results).

www.logcluster.org
a. Mid-Term Review: Level 2 (Learning) and Level 3 (Behaviour) evaluation

4) Build joint humanitarian coordination capacity of logistics officers at the national level to reduce the need for international mobilisation.

a. Mid-Term Review: output level (i.e. how many national logistics officers were trained) and Level 2 (Learning) and Level 3 (Behaviour) evaluation

Review Methodology

The Logistics Cluster is a community of partners; therefore, a Training Programme Mid-Term Review that engages directly with the community is critical to ensuring that the intended outcomes are being achieved. This review will seek feedback from Focal Points of partner organisations and past participants in order to identify potential challenges or barriers that prevent the above-mentioned priorities from being achieved to their full potential. The review will also include a Desk Review, which will provide data related to the specific outputs of the Training Programme.

The Mid-Term Review will analyse the organisation of the Training Programme in general, as well as the relevance and effectiveness of the specific trainings. The Mid-Term Review will include a Level 2 and a Level 3 Evaluation. A Level 2 Evaluation measures new skills, knowledge and attitudes as a result of the training and attempts to identify what has been missed. A Level 2 Evaluation is based on the learning objectives set for each training and linked to the goals of the overall Training Programme. A Level 3 Evaluation measures whether learning has been applied by the participants, analysing changes in the participant’s behaviour at work after completing the program. This aspect of the evaluation will be fulfilled by conducting an online survey with past participants from in-person training program to understand to what extent their workplace behaviour has changed.

A unique challenge presented by the nature of the work of the Logistics Cluster is that participants may not have had the opportunity to call upon their new knowledge and skills yet, particularly if they have not been deployed to an emergency since the training. To address this, the question will be formatted to allow for participants to comment on if they could foresee calling on this knowledge if they have not had the opportunity yet. While this will not provide full insight into a Level 3 analysis, it will provide the best information possible given the nature of the work.

While the ideal timeframe for conducting such a survey would be three to six months after the training, the survey will be conducted for the training period from January 2018 until December 2019. This is to ensure that all participants who have benefited from the GFFO funding are included in the review.

It is important to note that the Logistics Cluster already creates opportunities for participants and facilitators to provide immediate feedback following a training. The purpose of this review is not to evaluate the specific, inner workings of each training, but rather to understand if the Programme offered is increasing the logistics capacities of deployed staff and the humanitarian community overall.

Please see the charts on page 10-11 for the review stages and objectives.
Training Programme Mid-Term Review

Review Tools

1) **Inclusion and Engagement Survey**: Online survey to assess global partners inclusion and engagement in the GLC training program.

2) **Workplace Relevance and Use of Knowledge Survey**: Online survey for participants from in-person trainings from January 2018 to December 2019, assessing the relevance and use of knowledge from the training.

3) **Post-training Feedback (previously collected)**: Feedback surveys from past participants and facilitators after each training. This exercise will allow us to capture strategic suggestions that may have already been provided.
   
   i. *While these feedback surveys typically provide Level One feedback, directly relevant to the inner workings of the specific training that has just occurred, they may include suggestions that can improve the method, delivery and planning of the trainings. The intention of reviewing these surveys is to capture any strategic suggestions and to look for recommendations that can be applied more broadly to improve the overall training program.*

4) **Interviews**: Semi-structured interviews will be conducted, as needed, to increase the understanding of the inclusion and engagement of the trainings, relevance of the trainings, how the knowledge is used, etc. Interviews used as needed to further inform the analysis. A maximum of ten interviews will be conducted. ³

Timeline

**February 2020**: Desk review completed, surveys drafted and disseminated to the mailing list, focal points and past participants.

**March 2020**: Past participant survey conducted and analysed. Focal Point Survey delayed as a result of competing demands due to COVID-19.

**June 2020**: Focal Point survey disseminated.

**July 2020**: Review and analyse results of surveys and determine if further information collection is needed (possible use of phone and in-person interviews with identified stakeholders). All interviews completed.

**30 July 2020**: Initial draft of the Mid-Term Review shared.

Budget

$4000 USD available ⁴

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³ 12 Interviews were conducted based on the interest of Focal Points to share feedback.

⁴ As a result of COVID-19, no in-person interviews were conducted, and the travel budget was not incurred.
# Training Programme Mid-Term Review

## Review Stages

<table>
<thead>
<tr>
<th>Action</th>
<th>Steps</th>
<th>Objective of Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk Review</td>
<td>1) Analyse data related to training program to understand the following questions: who are the partner organisations, which of these organisations are applying to trainings, what is the number of applications, what is the number of participants and what organisations are not applying? Any other relevant findings. Findings will primarily be based on available data. 2) Identify the direct outputs that have been achieved (number of participants, number of trainings, etc).</td>
<td>1) Gain an initial understanding of types and characteristics of partner organisations engaging in the training programs to provide a baseline of information to use while developing the Inclusion and Engagement Survey aimed at reaching non-reached partners organisations. 2) To have an accurate understanding of the direct outputs, as defined in the Strategy Plan, that have been achieved.</td>
</tr>
<tr>
<td>Inclusion and Engagement Survey (sent to the global mailing-list and training Focal Points)</td>
<td>1) Develop survey 2) Disseminate survey 3) Analyse survey results 4) If results are unclear and require further clarifications, phone interviews and/or in-person meeting might be conducted with relevant stakeholders.</td>
<td>1) To develop a deeper understanding of why the partner organisations are engaging, or not engaging, in the training programs, with attention to NDMO officials and humanitarians in the field. 2) Learn how to improve the localisation of the training program. 3) The final question in the survey will provide Focal Points with the opportunity to provide their name and contact information, should they be interested in having a conversation with the Training Team to further discuss the Training Programme.</td>
</tr>
<tr>
<td>Workplace Relevance and Use of Knowledge Survey (sent to past participants from in-person trainings)</td>
<td>1) Develop survey 2) Disseminate survey 3) Analyse survey results 4) If results are unclear and require further clarifications, phone interviews and/or in-person meeting might be conducted with relevant stakeholders.</td>
<td>1) To determine to what extent the key activities for capacity strengthening, as outlined in the funding proposal, are being achieved through the current in-person training programs. 2) The survey will attempt to understand to what extent there has been a lasting and...</td>
</tr>
</tbody>
</table>
relevant knowledge transfer to the participant and if there are any additional benefits from participation in the trainings. Based on the analysis of the survey the GLC training team may decide to conduct a series of phone interviews or in-person meetings with representative stakeholders. This will be used to better understand the information gathered and to determine if any modification is needed to increase the relevance or usefulness of the Training Programme. The necessity of this step will be determined after reviewing the Workplace Relevance and Use of Knowledge Survey results.

| Compile Mid-Term Review Report | 1) Review all collected data  
2) Write initial report draft  
3) Share with training team for revisions  
4) Write final version of the Mid-Term Review Report |
|-------------------------------|-------------------------------------------------|
|                               | 1) To summarise any findings found at earlier stages.  
2) To identify any necessary modifications while entering the second half of the GFFO funding to ensure the programs ultimate success. |
Participant Survey Analysis

Introduction

On 6 April 2020, the Global Logistics Cluster (GLC) Mid-Term Review Participant Survey was sent by email to 315 past participants who partook in the following in-person trainings from January 2018 – December 2019: Logistics Cluster Induction Training (LCI), Logistics Response Team Training (LRT), Information Management Training (IM) and the Training of Trainers (ToT). In general, the survey results were largely positive and provided valuable insight into the impact that the trainings have had on individuals since they returned to work. The results indicated that the trainings are relevant, effective and appropriate in responding to the GLC strategic goals in regard to capacity development, localised expertise and network building. The results provided insight on how to modify or enhance the trainings in order to ensure that the impact is maximized and that the trainings maintain their relevancy for today and tomorrow. The value in conducting a Mid-Term Review is that there is the opportunity to identify the strengths and weakness of the Training Programme and to make modifications and enhancements if necessary.

The following report assesses the responses relative to the objectives and priorities set by the GLC and by the specific outcomes for each training. The report includes reflections on the Training Programme overall and is then divided into subsections for each of the individual trainings.

Participant Survey Purpose

The purpose of the survey was to assess if the in-person trainings offered by the GLC have contributed to the objectives and the priorities set in the 2018 GFFO Funding Proposal and the Logistics Cluster Global Strategy Objectives about capacity strengthening. The survey was created as one of the steps to assess if the training methods currently used are relevant, effective and appropriate in achieving the training needs for the international community regarding inter-agency/organisational emergency logistics response. The survey was structured to provide both a Level 2 (Learning) and Level 3 Evaluation (Behaviour) to measure the impact of the training programs on the participants after they have returned to work.

A Level 2 Evaluation measures new skills, knowledge and attitudes as a result of the training and attempts to identify what knowledge has been transferred. A Level 2 Evaluation is based on the learning objectives set for each training and linked to the goals of the overall Training Programme. A Level 3 Evaluation measures whether learning has been applied by the participants, analysing changes in the participant’s behaviour at work after completing the program.

5 The Learning Levels outlined in this document are based on the Kirkpatrick Model. The four levels are Level 1 (Reaction), Level 2 (Learning), Level 3 (Behaviour) and Level 4 (Results).
A challenge presented by the nature of the work of the Logistics Cluster is that participants may not have had the opportunity to call upon their new knowledge and skills yet, particularly if they have not been deployed to an emergency since the training. To address this, the questions were formatted to allow for participants to comment on if they could foresee calling on this knowledge if they have not had the opportunity yet.

While the ideal timeframe for conducting such a survey would be three to six months after a training, this survey was sent on 6 April 2020 to all participants between January 2018 until December 2019. This ensured that all participants who have benefited from the GFFO funding are included in the review.

The key activities for capacity strengthening as identified in the funding proposal, are as follows:

1) Provide training that addresses bottlenecks and logistical gaps and provide opportunities for sharing best practices to overcome these obstacles in emergencies.
   • Analysis: Level 2 (Learning) and to a lesser extent Level 3 (Behaviour) Evaluation
2) Create networking opportunities and build relationships between humanitarian logistics professionals.
   • Analysis: Level 2 (Learning) and Level 3 (Behaviour) Evaluation
3) Build joint humanitarian coordination capacity of logistics officers at the national level to reduce the need for international mobilisation.
   • Analysis: Level 2 (Learning) and Level 3 (Behaviour) Evaluation
4) Make trainings more accessible to NDMO officials and humanitarians in the field to increase awareness of the advantages of joint humanitarian logistics operations and how joint humanitarian preparedness and response activities are conducted.
   • Analysis: Output level (i.e. how many NDMO officials and humanitarians in the field were trained) analysed primarily in the Desk Review, limited further analysis in this report.

Breakdown of the Survey Respondents

Of the 97 people who responded, 94 confirmed that they did participate in these trainings during this period. It is likely that the three individuals who received the survey but did not participate in trainings were registered for the training but had to cancel their participation shortly before the training began. As the survey was anonymous it is not possible to confirm this assumption.

The overall survey response rate was 33%, taking into account email addresses that are no longer valid and out of office notifications. For external surveys, a response rate between 10-15% can be expected. For internal surveys, 30-40%

“The LRT has hugely increased my professional network, both through working as a team with fellow participants, and also through evening meals and the last day of the training. Once you have been through the LRT together have made teammates for years to come.”

– LRT Respondent
can be expected.\textsuperscript{6} By these standards, the Mid-Term Review Participant Survey exceeded response rate expectations as the majority of recipients are external to the Logistics Cluster. Only 25\% of the survey recipients are considered internal, as determined by whether or not they have a WFP email address.

Below is a breakdown of the responses received by training.

<table>
<thead>
<tr>
<th>Training</th>
<th>Number of Emails Sent</th>
<th>Number of Responses</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCI</td>
<td>34</td>
<td>17</td>
<td>50%</td>
</tr>
<tr>
<td>LRT &amp; LCI+LRT\textsuperscript{7}</td>
<td>234</td>
<td>57</td>
<td>24%</td>
</tr>
<tr>
<td>IMT</td>
<td>56</td>
<td>13</td>
<td>23%</td>
</tr>
<tr>
<td>ToT</td>
<td>25</td>
<td>7</td>
<td>28%</td>
</tr>
<tr>
<td>Total Participants</td>
<td>349 (total after duplicates removed 315)</td>
<td>97</td>
<td>33%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total Responses Rate</th>
<th>Total Emails Sent (6 April)</th>
<th>Failed emails</th>
<th>Out of office response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33%</td>
<td>315</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Total Emails received by participants</td>
<td></td>
<td>293</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reminder Email Sent (13 April)</td>
<td></td>
<td>305</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Responses (22 April)</td>
<td></td>
<td>97</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**General Findings**

The results of the participant training survey indicated that the Logistics Cluster Training Programme is achieving the goals, objectives and training outcomes that it has intended for each of the four trainings reviewed. Below, each of the core activities, have been directly responded to with the results of the survey.

**Key Activity One: Provide training that addresses bottlenecks and logistical gaps and provide opportunities for sharing best practices to overcome these obstacles in emergencies.**

In the LCI and LRT respondents clearly indicated that they have learned about likely bottlenecks and logistical gaps and were provided opportunities for sharing best practices to overcome these obstacles in emergencies. Overall, they scored their learnings at LCI 4.2 out of 5 and LRT 4 out of 5, where 5 was the highest score possible.

A major bottleneck in an emergency is a lack of quality, accurate and accessible information. Therefore, the IMT training also directly responds to this core activity. In each subsection this key activity will be directly addressed.

\textsuperscript{6} For more information on online survey response rates: [https://www.appjetty.com/blog/acceptable-response-rate-for-online-surveys](https://www.appjetty.com/blog/acceptable-response-rate-for-online-surveys)

\textsuperscript{7} Please note, 108 of the LRT participants participated in a combined training that included an in-person LCI in advance of the LRT.
Key Activity Two: Create networking opportunities and build relationships between humanitarian logistics professionals.

This survey was sent to the participants of 16 different trainings that took place between January 2018 and December 2019. The participation in these trainings was a direct opportunity for networking and relationship building.

Furthermore, in the free text sections of the survey respondents favourably mentioned the development and expansion of their networks and professional relationships 20 times, the use of WhatsApp groups five times, new contacts on speed dial two times and skype networks one time. This is a total of 28 specific mentions of the networks built and the continued communication as a direct result of participation in the trainings. This demonstrates a continued Level 3 or Behaviour change in the participants. In the LRT results specifically, 98% of respondents said that they would call upon this network in future emergencies. It is relevant to note the timing of the report, on 11 March 2020 the World Health Organisation (WHO) declared COVID-19 as a global pandemic. The survey was initially sent on 6 April and stopped accepting responses on 22 April. During that time period, the severity of the COVID-19 emergency expanded significantly and while it was still a newly developing emergency, respondents specifically mentioned the use of the network ten times in an attempt to better understand and prepare for COVID-19.

This is an incredible testament to the development of a global community of humanitarian emergency responders. Through the trainings that the Logistics Cluster offers individuals in organisations throughout the world have developed a stronger network and now speak the same language of logistics to ensure for the quickest and most efficient response possible.
Key Activity Three: Build joint humanitarian coordination capacity of logistics officers at the national level to reduce the need for international mobilisation.

In 2018 and 2019, the Training Programme continued to support this key activity by offering more trainings locally to the partnership base and in the selection of participants from diverse Duty Stations. In 2018 and 2019, trainings were conducted in 15 countries. The main goal of making trainings available in new countries and regions is to increase the opportunity for local and regional participants to participate in capacity strengthening activities. While the ‘regionalisation’ of the Training Program takes considerably more planning to implement, the Global Logistics Cluster is well placed to do this through an organized Annual Training Plan and strategic program expansion. Important aspects driving all efforts of this expansion are professionalism, community ownership, the capacity to drive and multiply efforts, and longer-term sustainability of efforts.

The map below identifies the 61 countries that were the participants’ Duty Stations at the time of their application to the trainings and where respondents have been deployed to or have had direct contact with the Cluster since participating in the training. Multiple participants also referenced being deployed to support COVID-19 operations, and to the Latin American and the Caribbean (LCA) region, without specifying a particular country for their deployment.

In offering trainings in new regions and countries, the GLC has expanded the number of local partners who have been able to participate through the reduction or elimination of travel costs and challenges associated with the trainings. The success of trainings in new regions and countries is largely dependent on the support of the Country Offices and/or Regional Bureaux.

“I managed to learn from others in Southern Africa how they respond to emergencies in the countries and also to mix with other logisticians.”

– LRT Respondent
In the second half of the GFFO funding, there is an opportunity and the intention for the GLC to continue to offer trainings in new regions and countries in order to fulfill this key activity. Planned activities in 2020 include increased trainings in Asia, Africa and Latin America and the Caribbean. At the time of writing this report, there is a high likelihood that COVID-19 will impact at least some of these planned trainings but when it is safe and feasible to resume training the GLC is prepared to do so. The following subsections will analyse the results of each of the four trainings in detail.

“Working for a National NGO it was a great experience for me to work with many experienced people from INGOs. This enhanced my knowledge ten folds as the discussions we had gave me a clarity on how to work in an emergency.”
– LRT Respondent

Logistics Cluster Induction (LCI) Training

The LCI is the introductory training offered by the Logistics Cluster and familiarises participants with the Cluster by providing an initial experience of the Cluster approach in an emergency setting through a series of interactive modules. The intended outcomes of the LCI are:

1) Participants have a common understanding of the Cluster approach and Cluster mandate to ensure an efficient and effective inter-agency logistics response
2) Participants are able to coordinate with the Logistics Cluster on behalf of their organisations and are prepared to be deployed as a member of a Logistics Cluster team
3) Participants develop an improved understanding of recurrent logistics bottlenecks and the strategies to avoid and overcome constraints.

The in-person LCI is typically conducted over two to four days, depending on the needs of the audience and the resources available. The LCI, whether in person or the online e-LCI, is a required training for all additional in-person trainings. The following graph indicates the feedback of all 17 respondents based on a scale from 1-5, where 5 was the highest score.

LCI Overall Feedback

www.logcluster.org
**LCI General Analysis**

The above graph clearly indicates that the training has been successful in transferring knowledge on the Cluster approach, the mandate and functions of the Logistics Cluster and the service provisions and usual field activities. It also shows that the participants gained a clear understanding of the logistics constraints, bottlenecks and gaps and how to overcome them. In reviewing the above graph, there is an opportunity to enhance the transfer of knowledge on the topic of humanitarian reform.

It is important to note that the response for the question “since returning to your job have you called upon this network to improve your efficiency” had an overall score of only 2.8/5. While this score seems relatively low, it must be considered that at the time of the survey only 47% of the respondents had been deployed. Furthermore, for the question “could you foresee calling upon this network in the future?” scored 4.1/5. Therefore, while the above 2.8 initially seems quite low, it appears that the large majority of respondents would be likely to utilise the network if a situation to do so was presented.

**LCI: Additional Charts and Graphs**

“After I learnt the LC mandate, I started to look for solutions about the problems that needs to be solved by LC. Before this training I was not sure if this duty needs to be covered by us or not but now almost surely, I can get a task and work on it.”

- LCI Respondent
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A selection of key quotes provided in the survey:

- “As a participant in the LCI training I was able to interact with members of other NGOs and Humanitarian organization providing me with a better understanding of what they do and how in case of an emergency we can collaborate instead of compete. Understand also that communities, NGOs, and beneficiaries all have an important role to play in an emergency and all have valuable knowledge and expertise to share.”
- “I am currently the focal point for Africa Missions for Global stocks(Prepositioned stocks) for emergency relief and the skills I acquired at very helpful.”

Overall Analysis and Recommendations for the LCI

In all relevant areas of the Logistics Cluster’s priorities and objectives, the LCI is succeeding in its intended training goals and fulfilling the commitments made. It has been indicated by the respondents that there was a clear transfer of knowledge (Level 2) and either a change in behaviour or a probable change in behaviour if the situation permits (Level 3).

All three of the LCI Training Outcomes are being achieved through the current training structure. There is an opportunity to enhance the following training objective “Participants are able to coordinate with the Logistics Cluster on behalf of their organisations and are prepared to be deployed as a member of a Logistics Cluster team” as respondents only scored this objective a 3.7/5 overall. This indicates that not all respondents feel confident or properly situated to engage with the Cluster. However, on reflection, this Training Outcome is compounded, and it would have been more relevant to split into two questions, in order to separate the question of deployment from communication with the Cluster. It is recommended to re-evaluate this Training Outcome, as it is unclear as to whether or not someone would be prepared to be deployed by the Cluster after only completing the LCI. This is also addressed in the conclusions section at the end of the report.

It is significant to note that all 17 respondents in the LCI subsection indicated that they participated in the in-person LCI as opposed to the online version (e-LCI). The completion of the LCI or e-LCI is mandatory training for all additional in-person trainings. Therefore, every person who completed this survey likely completed the LCI or e-LCI, yet, only those who completed LCI felt it was relevant to complete this LCI section of this survey. This provides insight that participants likely do not take the same value of the online training as the in-person training. There is a need to enhance the relevance and satisfaction derived from the GLC e-learning channel. While this is out of the scope of the participant survey, it is well noted by the training team.

“LCI increased my knowledge or the ability to work with the CDO (Civil Development Organization- in Iraq-Kurdistan-Sulaymaniyah) and work properly to support displaced Syrians with a Kurdish red crescent in Syria. Two different operations, one with army controlled the other huge America controlled. Both with different approaches.”

– LCI Respondent

www.logcluster.org
Below is a summary of the overall recommendations provided by the participants that the training team will consider in order to enhance the LCI:

- Provide a common networking platform for participants to continue interacting with each other and to ensure that all techniques are being used
- Provide the training in Spanish for the LAC region (requested directly by two participants)\(^8\)
- Connect the trainees with various local Logistics Clusters in the respective countries
- Offer a training refreshment course or updates for those who have participated in the LCI and other trainings.

**Logistics Response Team (LRT) Training**

The LRT is a seven-day simulation training offered by the Logistics Cluster that provides participants with a realistic emergency experience with field-like conditions (in tents and with limited connectivity). Participants must overcome obstacles presented by local authorities (military, police, customs, etc.) and other logistical challenges in order to complete their objectives.

The training outcomes of the LRT are:

1. Participants develop **improved knowledge of emergency response management**.
2. Participants enhance their **technical**, **leadership**, and **project management skills** in emergency settings.
3. A **community of practice** is established.
4. Participants **gain experience in common operational mechanisms** to reduce duplicated efforts and **increase efficient** use of existing assets in emergencies.

The LRT is offered at both a global, regional and national level. The following graph indicates the feedback of all 57 respondents based on a scale from 1-5, where 5 was the highest score.

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\(^8\) Please note, in February 2020 the LCI was conducted in Spanish for the first time.
LRT General Analysis
The above graph clearly indicates that the LRTs have been successful in transferring the intended knowledge on the Cluster approach and the mandate and functions of the Logistics Cluster. It also shows that the participants gained a clear, though slightly lesser, understanding of the logistics constraints, bottlenecks and gaps and how to overcome them.

In reviewing the above graph, it is clear that respondents felt that they learned technical, leadership and project management skills in an emergency setting during the LRT, yet there is an opportunity for the training to further promote and enhance these skills. This may be best accomplished through additional online training in advance of the course as well as enhanced personal feedback throughout the training. The latter recommendation has been consistently requested in the immediate feedback following each LRT. Participants desire more direct one on one feedback to improve their skills. To fulfil this training gap, it is recommended that the Facilitator Briefing, which occurs before each LRT, focuses more time of the topic of participant coaching and feedback in order to ensure that facilitators are aware that this is part of their role and prepared to fulfil it. The following graphs on the following two pages elaborate on the results of the survey.

“When preparing for a deployment or scoping the importation procedures for a response, the Gear.UP WhatsApp group is an invaluable network. Within moments I can hear from several individuals across the world with various contacts and reach, as well as share information and opportunities between us.”

LRT Respondent

LRT: Additional Charts and Graphs

Have you been deployed since participating in the LRT? (57 Responses)

- Yes: 28%
- No: 72%
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Since participating in the LRT, participants have used or participated in Logistics Cluster or Sector resources such as meetings, IM products or networks in the following operations:

- Not Deployed
- Zimbabwe
- Yemen
- Syria
- Sudan
- South Sudan
- Nigeria
- Niger
- Mozambique
- Malawi
- LGA
- Iraq
- Ethiopia
- DR Congo
- Covid-19 response
- OOF
- Bangladesh

If you have not already done so, could you foresee calling upon this network in the future when deployed to an emergency and/or in your day to day work? (57 Responses)

- Yes
- Not applicable/already engaged
- No

Did your participation in the LRT expand your professional network? (57 Responses)

- Yes
- Somewhat
- No

3.5
4
3.9

How did you see the diversity of the participation to the training?

Gender Diversity
UN to NGO Participation
HQ to Field Participation
A selection of key quotes provided in the survey:

- “I met many professionals from different organizations, and we keep in touch after the LRT and since one month regarding the COVID-19 Pandemics we shared information, and tips regarding geographical areas we support and how we can find PPE”

- “During drought response 2019 I was able to get some valuable information needed at that time.”

- “Some of these people are now my speed-dial contacts, especially during these time of covid-19 emergency response. I've contacted a few of the training mates to get information on PPE procurement initiatives, travel & export/import restrictions, etc”.

- “After LRT it became clearer that we are limited by resources and at times we need to make the most of the resources that our partners have.”

- “I have developed a good understanding as to how local content experience and partnerships can be used to expand of our expansion network.”

- “I had a huge experience in emergency response, but we never used Private Sector...Knowing now that Private sector can participate to the strengthen or one response is fantastic and will increase my capacity of planning and actors mapping regarding Logistics possibility.”

**Overall Analysis and Recommendations for the LRT**

In all relevant areas of the Logistics Cluster’s priorities and objectives, the LRT is succeeding in its intended training goals and fulfilling the commitments made. It has been indicated by the respondents that in almost all areas there was a clear transfer of knowledge (Level 2) and either a change in behaviour or a probable change in behaviour if the situation permits (Level 3).

The one major exception to the above is on the training objective about knowledge of coordinating mechanisms. As the above graph depicts, here, only 53% of respondents clearly indicated that their knowledge on this topic had improved, 28% indicated that their knowledge had somewhat improved and 19% indicated that their knowledge had not improved. It is interesting to note, that in the current LRT simulation UNDAC is quite a frequent theme, however, it appears that coordinating mechanisms are either not present enough in the training, or that participants have not fully connected the activity in the simulation into a lesson on coordinating mechanisms. To further fulfil the learning intended through this training objective it will be essential to
allocate designated time to the topic in the evening “classroom” sessions during the break in simulation and to provide additional pre/post-reading material on the topic. When possible, it would also be valuable to add more facilitators from these organisations to ensure that their presence is well represented by someone who knows the mandate of these organisations well and is able to play the role throughout the training.

There is also an opportunity to provide additional information on the topic of public-private partnerships and how they can be used to improve emergency response as this area received 4/5. While the LET partnership with Agility, UPS, Maersk, and DP World are presented the above score indicates that their value could be highlighted more in the training.

The above graph on diversity within the training indicates that gender diversity should be improved. The recruitment of qualified female applicants has been and continues to be a particular challenge of the LRT. One participant noted that while they would like to see more females at the training, it is also reflective of the current reality that there are not as many female logisticians in the field as men. The GLC is committed to improving the gender ratio of participants.

A second respondent provided feedback on the need to increase awareness of the LRT to local NGOs to further diversify the training and improve the capacity of the local community. This is a key priority of the Logistics Cluster going forward and the Cluster will work closely with the Country Offices to ensure that knowledge of the training is spread in advance throughout the local humanitarian community in order to provide capacity building opportunities directly to those who work in the country or region.

Below is a summary of the overall recommendations provided by the respondents that the Training Team will consider in order to enhance the LRT:

- Provide a common networking platform for participants to continue interacting with each other and to ensure that all techniques are being used.
- Ensure that the interest of qualified candidates to be deployed by the Logistics Cluster is systemically captured and that this information is utilised when there is a job vacancy.
- Offer a training refreshment course or updates for those who have participated in the LRT and other trainings. This could be offered through an interactive online session. With the LRT in particular this can partially be fulfilled by encouraging participants to return as facilitators at future trainings.
• Consider ways to reduce the environmental impact of the training and reduce plastic waste where possible.
• Encourage more female participants.
• Increase the amount of time spent training on coordinating mechanisms. This can be done in-person and through reading material.
• Increase awareness of the LRT to local NGOs to further diversify the training and improve the capacity of the local community.
The IMT is designed to help participants better understand the Logistics Cluster’s IM activities in the field and in HQ, as well as IM standards, procedures, and tools. The training enhances participants’ ability to function in an IM capacity in field operations, increase their skills for future deployments, and generate a better understanding of the humanitarian architecture.

The intended outcomes of the IMT are:

1) Participants gain knowledge and understanding of IM activities in the field and at HQ, including procedures and best practices.
2) Participants experience functioning as a Logistics Cluster IM Officer in a simulated emergency.
3) Participants develop an improved understanding of IM reporting products and tools.
4) Participants develop an enhanced awareness of social media as an effective IM tool.

The training is classroom-based, including a desktop simulation exercise, presentations, skill-sharing sessions, and working groups. The IMT is typically conducted over three to four days, depending on the needs of the audience and the resources available. The following graph indicates the feedback of 15 respondents based on a scale from 1-5, where 5 was the highest score.

**IMT General Analysis**

The above graph indicates that the training has been relatively successful in transferring the intended knowledge to the participant. Overall, the IMT training scored the lowest of the four trainings analysed in this report. In the above graph, one of the 15 respondents scored each of the categories at 2/5. This is noteworthy as this score is lower than most of the other respondents and is skewing the results of this section of the survey lower than would be expected in reviewing the results of the entire survey.
To further analyse this section, the results from the outlier were removed. In the above graph, the red columns indicate the complete results, whereas the blue columns indicate the results of this section with the outlier removed. The blue results present results that are closer to that of the other trainings. As this was an anonymous survey it is not possible to know the profile of the outlier. It is conceivable that this training was not appropriately aligned with their job profile or skills and therefore did not maximize the effectiveness and relevance of the training for them, or that they simply were not satisfied with the training. Both possible scenarios are important to consider.

The above graph indicates that the learning objective surrounding social media should be developed deeper in the training content to ensure that this objective is met.

A selection of key quotes provided in the survey:

- “The training gave me the overview of this important role, and since then I have been studying different courses on data bases and programming languages in order to be able to manage data and build better reports to facilitate the decision-making process”
- “Following the IMT, I deployed to my first two field experiences ever as IMO and I felt prepared to perform in this role with very positive feedback from partners and management.”
- “…I took the lead to improve the quality of IM activities incorporating them into my regular activities in the field, including the data collection, analysis and distribution.”

Overall Analysis and Recommendations for the IMT

Overall, the IMT is succeeding in its intended training goals and fulfilling the commitments made. It has been indicated by the respondents that there was a transfer of knowledge (Level 2) and either a change in behaviour or a probable change in behaviour (Level 3), as has been indicated by the selection of behaviour-oriented quotes above.
The results of the above graph regarding the working relationship with the IM teams either in the field or in HQ were surprising is that 47% of respondents said they have had no contact with the IM teams since the training. If this is an intended outcome of the training, it should be further promoted to ensure that the desired follow up takes place.

Respondents provided little insight in the free text boxes into their recommendations or suggestions to on how to improve this training.

“Since the training, when on mission to the field I had a smooth and efficient relationship with HQ team also thanks to the training.”

IMT Respondent

Training of Trainers (ToT)

The ToT prepares staff from the Logistics Cluster and partner organisations to lead Logistics Cluster capacity building projects in regional hubs around the world. The ToT amplifies the Logistics Cluster training mandate by creating a cohort of local actors who are able to provide a cost-effective and sustainable option to train staff and partners throughout the world.

The intended outcomes of the ToT are:

1) Participants learn up-to-date adult learning methodologies.
2) Participants are equipped to act as trainers with in-depth knowledge of the Logistics Cluster training methodology, various Logistics Cluster training modules, and the capacity building framework.

The ToT is typically conducted over five days, depending on the needs of the audience and the resources available. The following graph indicates the feedback of all eight respondents based on a scale from 1-5, where 5 was the highest score.
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ToT General Analysis

In reviewing the above graph, it is evident that the respondents felt that there was a direct and lasting transfer of knowledge (Level 2) in each of the key areas. From the information provided in this survey, the ToT has been the most successful in the overall transfer of knowledge to the participants.

The ToT has succeeded in its intended training outcomes as either a change in behaviour, or a probable change in behaviour (Level 3), as has been indicated. As per the graph below, 50% of the respondents have facilitated or supported a Logistics Cluster...
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ToT participants engaged in an activity in 2019

A selection of key quotes provided in the survey:

- “I took the training to improve and add new tools to be used when conducting training. The training was good and the tools that we were given and in class learning we received was useful. Additionally, it was great to solidify my knowledge on Log Cluster trainings available and how to best facilitate those trainings.”
- “It gave me more confidence and the necessary tools to have the right approach when implementing LC trainings.”
- “The training methodologies where focused on teaching in regional / national settings context with a focus on cultural and audience awareness. We also had a global participants representation thus various learning angles due to the cultural variety and operational experience. Cluster Operations as such has not been discussed in detail.”

Overall Analysis and Recommendations for the ToT

To increase the likelihood of the desired behaviour for the ToT participants to support in the facilitation of a Logistics Cluster training is to build a training delivery scheduling session into training the program. During this session, the ToT participants can work with the GLC to design and launch a training proposal in their region or for their organisation. This would help ensure that there is a planned action-oriented activity for the participant to directly use their new skills in following their participation in the ToT.

A missed opportunity in conducting this survey was specifically asking the respondents what content or trainings they have supported with or facilitated. Had we specifically asked this question, the response would have been a clear indication for how the content of future trainings could be modified to best meet the training realities of the participants.

Participants requested additional topics on body language and voice modulation, non-verbal etc., as well as the opportunity to have their presentations recorded in order to analyse mistakes and receive feedback from the trainers.

In the specific case of the ToT, it is important to continue to select participants who are likely to facilitate or support Logistics Cluster trainings. An additional opportunity for engagement with the ToT might be to link the selection of participants directly to the annual training calendar and gain their support for a specific training in advance of their participation in the ToT. This would ensure the timely application of their new skills.
Conclusion for the Participant Survey

The need to develop, diversify and implement trainings is and will continue to be, a critical component of the efficiency of humanitarian operations. Trainings are an integral component of capacity building and preparedness activities and are key to creating, maintaining and fostering the Logistics Cluster community.

The results of the participant survey indicated that the four most frequent in-person trainings (LCI, LRT, IMT and ToT) are relevant, effective and appropriate in responding to the GLC strategic goals in regard to capacity development, localised expertise and network building.

Furthermore, the survey results indicated that each of the four trainings reviewed have attained their specified training outcomes. The comments and feedback for each section included information that is valuable in order to tailor some of the training content to enhance the likelihood of learning and desired behaviour changes.

Overall, there is an opportunity to continue to build formalised communication channels for past participants through an online portal, additional newsletter or greater engagement with GLC social media channels for the participants to engage with following the training. Participants in the LCI, LRT and ToT all recommended for the creation of follow up content and the possibility of refresher courses in order to maintain the information taught and to be made aware of any relevant changes. In each of the trainings, a number of respondents expressed a greater interest to be involved with the Logistics Cluster or expressed that since the training they have not had the opportunity to be engaged with and/or work for the Cluster. It is important that realistic expectations are set and that they are clearly communicated to the participants at the time of registration, acceptance to the training and during the trainings. The Cluster must be careful not to over promote the likelihood of being deployed or be hired by the Cluster as a result of participation in the training. Additionally, the training selection committees should maintain their selection of participants based on the likelihood that they will be deployed by the participant’s respective organisation to ensure the maximum opportunity for participants to apply their learnings. There is also an opportunity for the Cluster to enhance its use of a roster system, that captures the interest and skills of qualified candidates to ensure the ability for rapid deployments.

Finally, in light of current circumstances it is relevant to note that if COVID-19 causes a disruption to global travel that goes beyond the immediate future and becomes a new long-term reality, it will be necessary for the training team to consider transitioning some of the trainings into online or hybrid versions so that the GLC can continue to meet the capacity development needs of the global humanitarian community in an era of reduced travel. This is an essential consideration when the relevance and appropriateness of future trainings is considered.
Focal Point Survey & Interview Analysis

Introduction

On 30 June 2020, the Global Logistics Cluster (GLC) Mid-Term Review Focal Point Inclusion and Engagement Survey was sent by email to the identified Focal Points of partner organisations through the GLC Focal Point mailing list.

In general, the survey results provided valuable insight into both the value that the Focal Points perceive that the trainings offer and suggestions or recommendations from the perspective of the Focal Points for where improvements can be made to make the Training Program more inclusive to a greater number of partners.

This section of the Mid-Term Review will be divided into the following sections:

1) Purpose of the Focal Point Inclusion and Engagement Survey
2) Breakdown of Survey Respondents and Interviewees
3) Summary of the Survey Responses
4) Summary of Focal Point Interviews and Recommendations
5) Conclusion

Focal Point Survey and Interview Purpose

The purpose of the survey was to gain a clearer understanding of why organisations choose to engage with the GLC Training Programme and what can be done to make the Training Programme more inclusive to additional organisations. The survey asked partners about their motivation to nominate participants for face to face trainings, as well as to better understand the value partners derived from these trainings.

The purpose of the interview phase was to further explore the feedback provided by Focal Points through a series of 30-45 minute interviews. Interviews were arranged with each of the Focal Points who volunteered to share further insights or with Focal Points who specifically requested more information about the Training Programme.

Breakdown of the Survey Respondents and Interviewees

In total, the survey was sent to the Focal Points at 57 unique organisations, of which, 29 Focal Points responded. The survey was anonymous unless respondents decided to leave their name and contact information in order to arrange a follow-up interview.

In total, 12 interviews were conducted. The interview schedule below provides further detail.

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<thead>
<tr>
<th>Organisation</th>
<th>Focal Point</th>
<th>Date</th>
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<tbody>
<tr>
<td>Care</td>
<td>Dilip Niroula</td>
<td>17 July</td>
</tr>
<tr>
<td>Save the Children</td>
<td>Susan Hodgson &amp; Megan Bassford</td>
<td>17 July</td>
</tr>
<tr>
<td>UNFPA</td>
<td>Danielle Jurman</td>
<td>17 July</td>
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</tbody>
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<thead>
<tr>
<th>Organisation</th>
<th>Trainer</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>TearFund</td>
<td>Pieter Bakker</td>
<td>17 July</td>
</tr>
<tr>
<td>MSF Amsterdam</td>
<td>Olaf Potts</td>
<td>21 July</td>
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<tr>
<td>Accion Contrael Hambre (ACF)</td>
<td>Juan Goyanes Valero</td>
<td>22 July</td>
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<td>Johanniter</td>
<td>Joern Ostertun</td>
<td>22 July</td>
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<td>Malteser International</td>
<td>Sarah Kunzelmann</td>
<td>24 July</td>
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<td>British Red Cross</td>
<td>Mike Goodhand</td>
<td>27 July</td>
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<td>Oxfam</td>
<td>Fred Jaunasse</td>
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<td>UNHCR</td>
<td>Silva Alkebeh</td>
<td>29 July</td>
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<td>ADRA</td>
<td>Frank Teeuwen</td>
<td>30 July</td>
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“Through the trainings we get a better understanding of Logistics Cluster structure, the values you bring in terms of coordination and information management is an asset that improves our own organization’s ability to respond in a more efficient and effective way. As a result, the humanitarian community is more collaborative, and we save more lives.”

Tom Olsen, Global Emergency Response Team,
UNICEF Focal Point

Summary of the Survey Responses

The charts below indicate the highlights from the Focal Point survey. The information indicated here will be further elaborated in the section on Focal Point interviews. In total, 29 Focal Points responded to the survey.

The chart below indicates the motivations of Focal Points to send participants to trainings. This information was captured in a free text section but quantified into the following categories. The results below clearly indicate that the major motivation to participate in the GLC trainings is based on developing an increased understanding of the Cluster system and coordinating mechanisms, followed closely by the opportunity to develop a network and build relationships and thirdly motivated by
technical capacity development. These answers were closely echoed in the question “what value does your organisation derive from these trainings?”.

The most limiting factors, as indicated above, are internal work demands and the size of the team submitting applicants. It is difficult for the GLC to provide support to these limiting factors, however, in the interviews it was uncovered that Q4 tends to be the busiest time for many agencies, as well we the busiest time for the GLC training schedule. More trainings spaced evenly throughout the year will better enable some organisations to participate. Furthermore, early and clear communication surrounding the Annual Training Calendar allows organisations to better plan the workload of colleagues so that they can participate.

Summary of Focal Point Interviews and Recommendations

Over three weeks, 12 interviews were conducted with the Focal Points listed above. Below is a summary of the key topics, challenges and ideas that were presented in those interviews.

Breaking down barriers and network development

For small organisations, the Logistics Cluster, WFP and the UN can seem like a daunting system and staff from smaller organisations can feel overwhelmed in attempts to access it. Participation in the Training Programme helps to break down the intimidation factor and build the confidence of people from these smaller organisations. Two Focal Points specifically mentioned that when participants return from a training, they have more confidence to go to cluster meetings and engage directly with the network of partners.
The value added is beyond the development of a better relationship with the Logistics Cluster, but also better relationships across the humanitarian logistics sector. The personal list of contacts improves, and they have a deeper understanding of the mandates of other organisations. This was particularly noted by organisations that feel more isolated in their own mandate. For these organisations, they feel that the Cluster trainings help to keep them engaged in the humanitarian community. One Focal Point said that while this is all created under the umbrella of the Cluster training, the positive impact extends beyond in so many ways.

Finally, many Focal Points recognised the need to shift towards online learning and virtual modalities as a result of COVID-19 but consistently echoed the need for community building that is best achieved through face to face trainings.

**Recommendation:** When it is safe and feasible to do so, resume face to face trainings in order to ensure that the humanitarian logistics community continues to develop a reliable network.

### Cluster Trainings Help to Raise the Profile of Logistics in Partner Organisations

Both directly in the survey results, and again numerous times throughout the interviews, it was mentioned that the Logistics Cluster trainings help raise the status of logistics within their organisation overall. This helps to ensure that logistics is seen as a key pillar in emergency response and adequacy supported within partner organisations.

In addition, there was a recommendation to either develop a training that highlights the importance and key information about logistics for non-logisticians and/or to ensure that we include training content that teaches logisticians to bridge the gap in communication between logisticians and non-logisticians. To some extent, this is already done in the LRT through the donor presentation module but there is an opportunity to expand further on it.

Focal Points believe that there is a strong business case to be made for this type of training. One Focal Point specifically said that there is consistent feedback from South Sudan that a reoccurring issue is a lack of translation of key strategic logistics issues to the larger management.

**Recommendation:** Ensure that participants are taught how to effectively communicate high-level strategic logistics information to people without a logistics background in order to continue to elevate the profile of humanitarian logistics.

> “The GLC trainings are the best trainings I have ever attended. Learning by doing in real life scenarios and succeeding together are for me key learning concepts behind the training success. The gained skills and knowledge can be applied directly in our organisation. This positioned us and our local partners to respond faster, effective and more efficient.”
>  
> Pieter Bakker, Deputy Int. Logistics Manager, TearFund

### Localisation

In each interview, the Focal Points were asked how the GLC can improve the localisation of the Training Programme and the engagement of local or national NGOs. While all Focal Points were open to a discussion on the topic, many admitted that this is a topic that their own organisations find difficult. The key points raised on this topic include: localisation requires the GLC to forgo some control of the training program, ensure that a baseline of logistics knowledge is present or developed, offer trainings

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in additional languages, recognise that travel fees are still a barrier for small NGOs, and a need to engage with the extended community to ensure capacity development across the logistics sector.

On at least two occasions, Focal Points highlighted that localisation is a word used by many organisations, but it must be understood that true localisations will require the GLC to relinquish some control of the training. True localisation will require trainings developed for the partners, by the partners, with the support of the GLC.

Similarly, to the above comment that the UN system can seem inaccessible or overwhelming to smaller international organisations, it was noted that the Global Supply Chain can be overwhelming for local partners. Focal Points stressed that logistics capacity for some small and/or local NGOs can be extremely basic, if at all. When tailoring training programs to the local context it is important to consider the current capacity of actors and potentially add additional elements or modify the course content accordingly to ensure that the foundational logistics knowledge is achieved before addressing more complicated issues. Many Focal Points highlighted the need to continue to expand the variety of languages that the trainings are offered in to ensure that local actors are able to fully participate.

In one interview, it was noted that it is critically important to bring local logistics and customs agents to local trainings. For example, when site visits are conducted at airports and ports, where possible, the participants should be engaging with the people who the Cluster would likely engage within an emergency. This will start to build that relationship in advance of an emergency and offer a training opportunity that is multi-directional.

Finally, it was noted that greater clarity is needed about the role of Focal Points in promoting the trainings to their implementing partners in the field and to local NGOs. This is well noted by the Training Team and in the promotion of face to face trainings in the future this will be clarified.

Recommendations:

1) Be willing to relinquish some control of the training program through implementing partners
2) Ensure that a baseline of logistics knowledge is present or developed through training
3) Offer trainings in additional languages (French was particularly highlighted)
4) Recognise that travel fees are still a barrier for small NGOs and look for opportunities to offer scholarships to help offset these costs where appropriate

The Role of the Focal Point

Expanding on the previous comment, the role of the Focal Points, and the GLC communication channels, also directly impacts the success of the localisation of the training program. It was stressed that when decisions can be made at the HQ level the Focal Points have more control, but when the decision to nominate candidates for trainings becomes the decision of the country office the Focal Points lose the ability to make independent decisions.
Many Focal Points do not necessarily have the time or capacity to convince country offices and local partners of the value of the training, though many Focal Points indicated that now that they better understand the role that they can play in the localisation effort and that they will make a greater effort in regards to this topic.

It is important to note, that for at least one organisation, it was unclear how the individual became the Focal Point, as were the responsibilities of the Focal Point in general. While this has direct impacts on an organisation’s participation in the Training Programme, it also extends beyond to the organisation’s relationship with the Logistics Cluster in general. During the interview process this was discussed on a case by case basis, yet would be valuable to address it further, ideally in the next GLC Global Meeting.

**Recommendations:** Further define the role and expectations of Focal Points in the promotion of training opportunities to local partners. Many Focal Points were amenable to this activity but were not previously aware that it was expected of them.

**Communication**

Focal Points stressed that as much as possible, the annual training calendar needs to be prepared by January of each year, at the latest, so that organisations, particularly smaller organisations, are able to plan their budgets and human resources accordingly. This was echoed in the Focal Point survey results.

Focal Points also indicated that it is important that the GLC provides greater clarity on the specific expectations following a training. For example, how likely is it that staff from external organisations will be deployed by the GLC? Furthermore, it was made apparent in the survey results that at least one organisation, though this likely means others as well, was under the impression that participants in GLC trainings must be available to be deployed by the Cluster. As a result, this organisation has not nominated any participants as they cannot afford to deploy staff with the Cluster. This again stresses the need for increased and clearer communication to the Focal Points.

Further on the topic of communication it was recommended that the GLC considers leveraging OCHA and staff communication channels to disseminate information on trainings. Finally, it was recommended that the invitation to participate in the GLC training program is also shared with senior members of organisations and not only those focused on coordination and programming.

**Recommendations:**

1) Share annual training plan no later than January to allow organisations to plan their human and financial resources accordingly

*“The GLC training provides an unparalleled external training opportunity for our staff and volunteers. In the LRT they are pushed to their limits and come out stronger, more skilled and more confident. After the training we see their careers grow. They expand into more senior roles and carry forward the Cluster culture of collaboration and partnership.”*  
Jörn Ostertun, Head of Logistics and Disaster Response, Johanniter Focal Point
2) Leverage OCHA and staff communication channels to further disseminate information on trainings
3) Clarify the expectations of participants following training, as well as the likelihood of them being deployed by the Logistics Cluster.

**Opportunity to Further Professionalise of Humanitarian Logistics Training**

Many organisations noted that while they inherently know the value of the GLC trainings, it is extremely difficult to represent in concrete terms. Focal Points stated that they face the same challenge in regard to their own organisations’ trainings. Great interest was expressed in the GLC’s plan to initiate a Level 4 Analysis to measure the outcomes of the trainings. It was stated that a simple dashboard with specific information on the impact of training on emergency response would be seen as extremely valuable when advocating for the trainings within their own organisation.

Furthermore, various Focal Points indicated that there would be value in a shared competency framework across humanitarian logistics as well as a defined learning and development path. Embarking on projects of this nature would be a significant undertaking but could serve as an opportunity to further professionalise the field of humanitarian logistics.

**Recommendations:**

1) Where appropriate, embark on Level 4 Learning Analysis to determine what outcomes, if any, have been achieved.
2) Consider to what extent there would be value and buy-in for the creation of an inter-agency competency framework.

**Additional Comments or Recommendations from the Interviews and Survey Results:**

- A request to share training schedules from the national clusters through global channels in order to connect field teams to training opportunities
- **Medical logistics and health logistics** have fallen between the cracks between the Health and the LogisticsClusters. There is an opportunity and, in light of COVID-19, clearly a need to further expand training and training collaboration on this topic
- Be sure to connect how participants can engage with what they learned once they return to work. For example, a module in the IM training on how to use the information going forward from and external agency.
- There is a lack of a global strategy on how to address green or reverse logistics, the recommendation from a Focal Point was not that the GLC necessarily develop training on this topic, but to begin to embed the theme into the trainings that are already conducted. For example, during the LRT, create a media inject about a small fuel spill or picture of humanitarian single use plastic water bottles floating down the river. This will help highlight the idea so that it stays in the mind of logisticians going forward.
- A request for increased participant feedback at training on their participants who attend trainings. This was also a consistent topic in the Participant Survey. There is an opportunity to further explore the best way to address this.
- The training value for facilitators was mentioned on at least two occasions. The Focal Points specifically mentioned that the participation of the facilitator is just as valuable, if not more so that the participant. The facilitator is able to build strong relationships with their counterparts they meet this HQ counterparts.
Conclusion on Focal Point Survey and Interviews

There was immense value in surveying and connecting with the Global Focal Points to better understand how to further develop inclusion and engagement in the GLC Training Programme, both with the partners who are currently active participants in the program and with partners who are not heavily engaged within it. The above report highlights some of the key findings and observations as well as recommendations on how to act on them in the second half of the GFFO funding to ensure the maximum impact of the Training Programme.
Introduction

The first stage of the Mid-Term Review was to conduct a Desk Review of all available and relevant data for the Global Logistics Cluster (GLC) trainings conducted in 2018 and 2019. This report highlights the key information that was extracted in regard to the GFFO funding objectives. The Desk Review is divided into the following categories: Challenges and Opportunities, Analysis, Recommendations and Direct Outputs of the GLC Training Programme.

Challenges and Opportunities

The two main challenges present in the Desk Review were consistency in the training data records and consistency in the language used in key documents defining the training program.

Consistency in Training Data Records

A challenge at times present in the Desk Review was a lack of consistency in recorded data related to the GLC Trainings. It is worth noting, in 2019 there was an improvement in the overall record of data comparatively to 2018. There is an opportunity to further enhance data recording in the second half of the GFFO funding.

Consistency in Training Objectives, Outcomes, GLC Strategy and GFFO Funding Proposal

Currently, there are some discrepancies between the core documents that define the training objectives and outcomes. Going forward, it would be a valuable exercise to review the core objectives and outcomes of each training to ensure they are fully in line with the Strategy Plan and GFFO Funding Proposal. Following which, all internal and external documents (Training Catalogue, Concept Notes, etc.) should be updated accordingly.

Analysis

Unique Partner Organisations Engaged

In general, the core of the participants that were engaged in the Logistics Response Team (LRT) Training were from the same 22 organisations. The following is a list of the organisations that participate most frequently in LRTs, listed in order of frequency: WFP, UNHCR, IOM, Logistics Cluster, OXFAM, UNICEF, Care, International Medical Corps, Action Against Hunger, ACTED, Concern, International Federation of Red Cross and Red Crescent Societies, Islamic Relief, Johanniter, Lutheran World Relief, MSF Holland, OCHA, Solidarites International, TearFund, THW, UNFPA and Welthungerhilfe.

According to the data available, the Regional and National LRTs engage a wider range of partner organisations that are not normally present in the Global Trainings. This is likely a result of targeted outreach from the Country Office/Offices and Regional Bureaux and a reduction in travel costs. It is important to note, however, that though LRT participants tend to come from the same 22 organisations, they do come from a wide variety of duty stations within those 22 organisations.
During the analysis of the organisations that participated in the trainings, there was a decision to focus specifically on the diversity of organisations that participated in the LRT, as the information regarding the Logistics Cluster Induction (LCI) Trainings is significantly less diverse. This is because 11 of the 14 LCI conducted in 2018 and 2019 were held within a specific organisation (ex. UNICEF, USAID) therefore all candidates were from the same organisation. In addition, many of the participants in National and Regional LRTs also participate in an LCI immediately in advance of the LRT, so their participation is still captured through the data related to the LRT.

Number of unique organisations engaged beyond the 22 core organisations:

**National and Regional LRTs:**
Pakistan = 6/16 organisations were not from the core 22 organisations that normally participate.
Iraq = 8/24 organisations were not from the core 22 organisations that normally participate.
Finland = 14/23 organisations were not from the core 22 organisations that normally participate.
South Africa = 7/16 organisations were not from the core 22 organisations that normally participate.
Yemen = 1/17 little organisation diversity compared to the core list but 13 of the participants were working in Yemen

**Global LRTs:**
gear.Ups = no variation from the core list of 22
Brindisi = 2 national organisations

**Female Participation in Trainings**
The amount of female participation in each category of training (LCI, LRT, ToT, IM, etc) varies significantly.

Typically, female participation varies between 4 and 26% for the LRTs and LCIs, with the highest levels of female engagement taking place at the Global LRTs and the lowest level of female engagement at the National LRTs.

Currently, there is an effort by the LRT Selection Committees to select qualified female candidates whenever possible and most qualified female applicants who apply are accepted. The challenge remains in the number of applications received from female applicants. It is interesting to note that female participation at the facilitator level for the LRT is nearly at parity with 44%.

The participation of females at the LRTs and LCIs in stark contrast to the Information Management Training (IM) and Training of Trainers (ToT) where female participation is at least 50%, if not greater. This demonstrates that there are qualified, interested, female candidates who work in this field, yet for some reason they are not applying to or prioritising their attendance at the LRT.
Training Programme Mid-Term Review

Feedback from Post-training Surveys
Relevant feedback from the post-training surveys that provides insight into how the trainings could better reach the GFFO funding objectives fall into the following three themes: (1) a desire for more direct personal feedback and coaching during the LRTs; (2) enhanced opportunities to learn about interoperability; and (3) re-examine the break-in simulation during the LRT to maximise training impact.

Direct Outputs of the GLC Training Programme

Please see the charts beginning on page 45.

Recommendations

Recommendation One – An enhanced commitment to recording relevant data.
The GLC Training Team should collectively decide on what data is necessary to record and make a commitment to capture this information. It is recommended that relevant data should include the number of trainings conducted, number of applicants, applicants’ organisation, number of participants, duty station of participants, gender break down of participants.

Recommendation Two – Review Training Objectives and Outcomes of each in-person training program to ensure they are aligned with the intended outcomes in the GLC Strategy and the GFFO Funding Proposal.
The GLC Training Team should review the Training Objectives and Training Outcomes of each of the in-person training programs, as defined in the current Training Catalogue and the individual training concept notes, to ensure that the Learning Objectives and Outcomes are aligned with the intended results. In drafting the various elements of the Mid-Term Review it was apparent that there is an opportunity to further consolidate and streamline these documents to ensure the messaging is clear and transferable. The process for this recommendation is yet to be determined.

Additionally, the Training Team should review the training content of each training program to ensure that adequate time is allocated to achieve the intended training results.

Recommendation Three – Continue to offer localised Regional and National Training Programs to increase the number of unique partner organisations that are participating in the trainings.
If the purpose of the training program is to reach a critical part of the humanitarian actors, the provision of local and regional trainings greatly increases the number of unique actors and increases the accessibility for NDMO officials and humanitarians in the field. Therefore, it is recommended that the Logistics Cluster continues to offer these programs, and identify new countries and regions to provide them in. A strong level of buy-in from the Country Office is key to the success of these programs.
Recommendation Four – Expand the GLC Focal Point Mailing List and encourage Focal Points to share the invitation further.

In total, during the first two years of GFFO funding, 86 unique organisations have participated in the Global Logistics Cluster Training Programs. 55 of the 86 organisations that participated received the training schedule directly from the GLC. While the Cluster had 606 partner organisations in 2018 and 715 partner organisations in 2019, the training schedule is only sent directly to 120 unique partner organisations via the GLC Focal Point Mailing List. Of those 120 unique partners, 55 participated in the trainings. This means approximately 46% of those organisations that received the invitation participated. Comparatively, 14% of all partner organisations (including those not on the mailing list) participated in the trainings. This indicates those partner organisations that receive the training schedule are 32% more likely to participate in the trainings than those organisations that do not receive the training schedule. Therefore, if the GLC intends on engaging more partner organisations directly in the trainings it is essential to expand the promotion of the trainings directly to the partners.

It is also important to encourage Focal Points to widely share information about upcoming trainings with their appropriate networks. This is particularly relevant regarding National and Regional Trainings. Currently, it is standard practice to ask Focal Points and the Country Office or Regional Bureau to share the Concept Note widely. However, the Concept Note is approximately 6-8 pages long and provides more details than necessary to spark the initial interest in the training. A one-page Training Invitation highlighting the core details of the training could be created and circulated in addition.

Recommendation Five – Encourage increased female participation in LRTs.

As mentioned above, typically, female participation in the LRT is approximately 4-26% and varies significantly between the global LRTs and Regional/National LRTs. This is significantly less female engagement than other GLC trainings. Therefore, it is recommended to continue to encourage applications from qualified female applicants. This could be included directly in the verbiage on the training invitation. Furthermore, the GLC social media platforms can highlight female participation in their posts to demonstrate the success of other female candidates in these trainings. The current stance of the GLC to increase female participation is a process of positive discrimination, where female candidates receive additional points in the scoring criteria.

To reach this percentage the value 660 (the average number of reported partners between 2018 and 2019) was used to represent the total number of partner organisations.

www.logcluster.org
**Recommendation Six – Allocate time for a strategy session for the LRT to discuss and implement key feedback from the LRT post-training surveys.**

The recommendation is that the GLC Training Team, with additional key colleagues, allocates a planning session to review the current content of the LRT and see what ways the main themes of the post-training survey can be incorporated to maximise the impact of the training. This may also include feedback from the L2 & L3 surveys, depending on the results. At the time of the Desk Review the survey had not yet been conducted.
### Training Programme Mid-Term Review

#### 2018 and 2019 Global Trainings Direct Outputs

<table>
<thead>
<tr>
<th>Global Trainings 2019</th>
<th>Total Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>LRTs</td>
<td></td>
</tr>
<tr>
<td>LRT21</td>
<td>24</td>
</tr>
<tr>
<td>Madagascar LRT</td>
<td>29</td>
</tr>
<tr>
<td>gear.UP 2019</td>
<td>23</td>
</tr>
<tr>
<td>LRT 22</td>
<td>20</td>
</tr>
<tr>
<td>LRT 23</td>
<td>23</td>
</tr>
<tr>
<td>South Africa LRT</td>
<td>19</td>
</tr>
<tr>
<td>LRT Total</td>
<td>138</td>
</tr>
<tr>
<td>LCIs</td>
<td></td>
</tr>
<tr>
<td>UNICEF</td>
<td>24</td>
</tr>
<tr>
<td>LCI</td>
<td>15</td>
</tr>
<tr>
<td>LCI (MSF)</td>
<td>16</td>
</tr>
<tr>
<td>LCI (THW)</td>
<td>18</td>
</tr>
<tr>
<td>LCI (Yemen)</td>
<td>20</td>
</tr>
<tr>
<td>LCI (South Africa)</td>
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</tr>
<tr>
<td>LCI Total</td>
<td>108</td>
</tr>
<tr>
<td>IMT</td>
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</tr>
<tr>
<td>IM Training</td>
<td>16</td>
</tr>
<tr>
<td>IM Training</td>
<td>32</td>
</tr>
<tr>
<td>IM Total</td>
<td>48</td>
</tr>
<tr>
<td>ToT</td>
<td>16</td>
</tr>
<tr>
<td>15 Trainings</td>
<td>310 Total Participants</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Trainings 2018</th>
<th>Total Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>LRTs</td>
<td></td>
</tr>
<tr>
<td>gear.UP 2018</td>
<td>25</td>
</tr>
<tr>
<td>LRT 25: Pakistan</td>
<td>21</td>
</tr>
<tr>
<td>LRT 26: Iraq</td>
<td>27</td>
</tr>
<tr>
<td>LRT Total</td>
<td>138</td>
</tr>
<tr>
<td>LCIs</td>
<td></td>
</tr>
<tr>
<td>2x UNICEF</td>
<td>53</td>
</tr>
<tr>
<td>LCI USAID</td>
<td>20</td>
</tr>
<tr>
<td>LCI (THW)</td>
<td>16</td>
</tr>
<tr>
<td>LCI (MSF France)</td>
<td>22</td>
</tr>
<tr>
<td>LCI UNHCR</td>
<td>24</td>
</tr>
<tr>
<td>LCI DRC</td>
<td>20</td>
</tr>
<tr>
<td>LCI Red Cross ERU</td>
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<tr>
<td>LCI Total</td>
<td>167</td>
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<tr>
<td>IMT</td>
<td></td>
</tr>
<tr>
<td>IM Training</td>
<td>31</td>
</tr>
<tr>
<td>ELIT Iraq</td>
<td>25</td>
</tr>
<tr>
<td>LET Indonesia</td>
<td>17</td>
</tr>
<tr>
<td>ToT</td>
<td>16</td>
</tr>
<tr>
<td>15 Trainings</td>
<td>329 Total Participants</td>
</tr>
</tbody>
</table>

#### Global Training Overview 2018 & 2019

- **2018**: 15 globally lead trainings, 329 People Trained, 210 Participants
- **2019**: 15 globally lead trainings, 310 People Trained, 223 Participants
# Training Programme Mid-Term Review

<table>
<thead>
<tr>
<th>Training Title</th>
<th>Number of participants/number of applications</th>
<th>Number of Organisations Applied</th>
<th>Break Down by Organisation</th>
<th>Number of Facilities</th>
<th>General Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>LRT 21: Finland</td>
<td>24 participants / 28 applications</td>
<td>23 accepted / 29 Applied Candidates from the following organisations were not accepted: InterSOS, ACP, ERC, STC, DRC, STC UK, Tearfund, Australian Red Cross, Belgian Defence, DFID, DGECG/COGEC, Emergency Services Academy Finland, ERICAR, Fire Safety and Civil Protection, French Civil Protection - Military Unit, Humanitarian Information Management, IOM, Italian Fire Department, Ministry of Interior of Corinto, LC, MIB, MISF, Nigeria NDMA, OXFAM, PLAN, Regione Piemonte, STC, Slovakia’s Firefighters and Emergency Corps, Spanish Agency for International Development Cooperation, State Fire and Rescue Service (SFRS)</td>
<td>14:8 males/6 females</td>
<td>When people are not accepted, they generally seem to continue to apply until they are accepted. Ex: Ahmed Murzim, Leo Palma, many people in Brindisi. Duty stations not recorded</td>
<td></td>
</tr>
<tr>
<td>LRT 22: Germany</td>
<td>23 participants / 49 applications</td>
<td>21 accepted / 27 applied organisations. Candidates from the following organisations were not accepted: Mercy Hands, SwissAid UNFPA, Plan, InterSOS, ACP, British Red Cross, DRF, HI, IRC, IFRC, IOM, Johanner, LC, Maltzer, MEDAIR, MISF, OXAM, ShelterBox, Solidaractus, Tearfund, THW, UNHCR, UNHID, UNICEF, WFP. HI was accepted but unable to participate</td>
<td>35:18 males/17 females</td>
<td></td>
<td></td>
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<tr>
<td>LRT 23: Italy</td>
<td>24 participants / 32 applications</td>
<td>17 accepted / 19 applied Candidates from the following organisations were not accepted: UNHCR, STC</td>
<td>ACP, British Red Cross, CRS, THW, IFRC, IOM, InterSOS, IOM, Johanner, LC Yemen, MISF Holland, OXFAM, Plan, UNFPA, WFP, WFP Regal</td>
<td>19:10 males/9 females</td>
<td></td>
</tr>
<tr>
<td>LRT 24: South Africa</td>
<td>19 participants / 23 applications</td>
<td>16 accepted / 16 applied Care and STC cancelled. IOM accepted but participant passport was expired.</td>
<td>LWR, ADRA Malawi, ADRA South Africa, ADRA Switzerland, Core, IOM, LC, Mabro, Malawi Red Cross, MSF Holland, OXFAM, WFP, UNHCR, WFP Mozambique</td>
<td>21:15 males, 6 females</td>
<td>Possibly only private sector, short application period</td>
</tr>
<tr>
<td>LRT 27: Jordan for Yemen</td>
<td>20 participants / 28 applications</td>
<td>14 organisations accepted and applied</td>
<td>ADRA, CARE, DRC, FINRO, HI, IOM, Islamic Relief, LC, MDM, RI, SCL, UNHCR, UNICEF, WFP</td>
<td>23:13 males/10 females</td>
<td>Interesting note, we have a much greater gender balance in facilitators than participants</td>
</tr>
<tr>
<td>LRT 28: Madagascar</td>
<td>24 participants, only 22 participant applications recorded</td>
<td>7 organisations accepted and applied</td>
<td>ACP, OXFAM, Caritas, Secours Islamique, WFP, UNHCR, BGRC</td>
<td>22:18 males/4 females</td>
<td></td>
</tr>
<tr>
<td>Training Title</td>
<td># of participants/# of applications</td>
<td># of Organisations Accepted/# of Organisations Applied</td>
<td>Accepted Organisations</td>
<td>Number of Facilitators</td>
<td>Notes</td>
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<td>---------------------</td>
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<td>-------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>LAT 20. Germany, gear.UP</td>
<td>25 participants/21 applications</td>
<td>24 accepted/27 Applied: Candidates from the following organisations were not accepted: Concern, IMC, IR.</td>
<td>ACF, Care, Concern, IMC, IR, Johanniter, LWF, Malteser, MEDAIR, Oxfam, ShelterBox, Solidarites, TFC, Tearfund, UNHCR, WFP.</td>
<td>30: 19 males/17 female</td>
<td></td>
</tr>
<tr>
<td>LAT 25. Pakistan</td>
<td>21 participants/26 applications</td>
<td>15 accepted/16 applied: Candidates from the following organisations were not accepted: Action Aid Pakistan</td>
<td>FAO, OCHA, UNHCR, UNICEF, WFP, Concern, Oxfam, PRCS, ACTED, NHN, GBDMA, PDMA, SDMA</td>
<td>15: 11 male/4 female</td>
<td>Government agencies engaged: PDMA, SDMA</td>
</tr>
<tr>
<td>LAT 20. Iraq</td>
<td>27 participants/40 applications 21 males/6 females</td>
<td>23 organisations applied and accepted</td>
<td>ACTED, Civil Development Organization, Finnish Red Cross, ICRC, IRC, IOM, JCC Duhok, JCC Erbil, JCC HQ, JCMC Divale, JCMC Nair, JCMC Wasit, LC, Norwegian Red Cross, OCHA, Solidarites International, Tearfund, TGH, UNHCR, UNICEF, WFP, WHO</td>
<td>23: 19 male/4 female</td>
<td>Much greater diversity in terms of local partners at the National level.</td>
</tr>
</tbody>
</table>