STRATEGY 2016-2018

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WHAT'S NEW?

NETWORK

Local networks to strengthen logistics response capacity

PREPARE

National preparedness of disaster-prone countries

NETWORK

Advocacy for **resolution of supply chain** issues that impact the disaster response

PREPARED AND LOCALLY DRIVEN

FOREWORD

The number of people affected by humanitarian crises has almost doubled over the past decade, leading to unprecedented challenges for the humanitarian system[1].

With trends in climate-related disasters, intra-state conflicts, urbanisation and displacement suggesting a continued increase in the humanitarian caseload, the humanitarian logistics community must adapt and evolve to provide effective support.

The humanitarian cluster approach aims to increase the effectiveness of humanitarian responses by strengthening partnership. It ensures that international responses to humanitarian emergencies are predictable and accountable and have clear leadership[2]. The Logistics Cluster[3] fulfils this aim by providing coordination, information management and operational support to humanitarian actors. In 2015, the cluster supported 13 operations, five of which were classified as large scale emergencies[4].

[1] Saving Lives Today and Tomorrow, https://docs.unocha.org/sites/dms/Documents/OCHA%20SLTT%20Web%20Final%20Single.PDF
[2] Inter Agency Standing Committee (IASC) Cluster Coordination Reference Module, 2015, Paragraph page 4 paragraph 1.
[3] The term Logistics Cluster refers to all Logistics Cluster structures on the global and country levels as detailed under Annex 1.
[4] L3 emergencies as defined in Inter-Agency Standing Committee (IASC) Humanitarian System-Wide Emergency Activation: definition and procedures, 2012, page 1

HUMANITARIAN LOGISTICS SYSTEM

The 2016-2018 Logistics Cluster strategy was designed through a participatory process led by a working group comprised of thirteen organisations, including those that have been participating in the Logistics Cluster Global Meetings.

The joint strategy puts partnership and collaboration at its core, and serves as a guidance for continued collaboration to address the upcoming challenges and trends. The Logistics Cluster community aims to meet humanitarian needs by supporting national logistics preparedness in key disaster-prone countries, engaging with stakeholders from different sectors to leverage their capacity, and systemically sharing and implementing best practices.

This strategy, which focuses on local leadership and on the creation of local capacities to respond to emergencies, goes hand in hand with the Sustainable Development Goals (SDGs), and particularly with SDG Goal 17 that calls for enhanced capacity, building partnerships and shared knowledge[5]. Disaster response and development assistance should be seen as part of a continuum in which activities complement each other in supporting the development of local capacity.

[5] The Sustainable Development Goals (SDGs) are inter-governmentally agreed set of targets aiming to end poverty

STRATEGY

VISION

Vulnerable communities globally are effectively served in crises by a prepared and locally driven humanitarian logistics system.

MISSION

The Logistics Cluster enables global, regional and local actors to meet humanitarian needs. Before crises, we work with the stakeholders in high risk countries and regions to strengthen local capacities. In crises, where local capacities have been exceeded, we provide leadership, coordination, information and operational services. Globally, the Logistics Cluster is a community of partners actively working to overcome logistics constraints, develop and share best practices and solutions.

GOALS

1. Strengthen Logistics **Preparedness** of National Actors
2. **Network** and Engage with Diverse Stakeholders
3. Enhance the Logistics Cluster **Operational Capacity**
4. **Learn** and Drive Best Practices

VALUES

- **Accountability** - the Logistics Cluster is accountable to the affected populations through the Logistics Cluster partners. All cluster strategic decisions are made in the interest of the humanitarian community, and elements such as planning, progress, prioritisation, resource management and results are reported on regularly, and available to all stakeholders.

- **Partnership** - the Logistics Cluster is built on partnership, and as such it strives to involve a diverse and representative group of humanitarian actors, on the global, regional and local levels, that steers its strategic direction, allowing true involvement and ownership by partner organisations.

- **Professionalism and independence** - the Logistics Cluster bases decisions on operational needs, committing to continuous learning and improvement to ensure that cluster operations are relevant for a changing humanitarian environment. The Logistics Cluster serves the humanitarian community as a whole, independently from the interests of individual actors.

- **Sustainability and resilience** - the Logistics Cluster is committed to working together with local actors to provide sustainable solutions that minimise disruption of local markets and promote local resilience in the event of a crisis. In addition, the Logistics Cluster supports the development of local capacities to ensure ownership of preparedness, emergency response and recovery phases.

GOALS

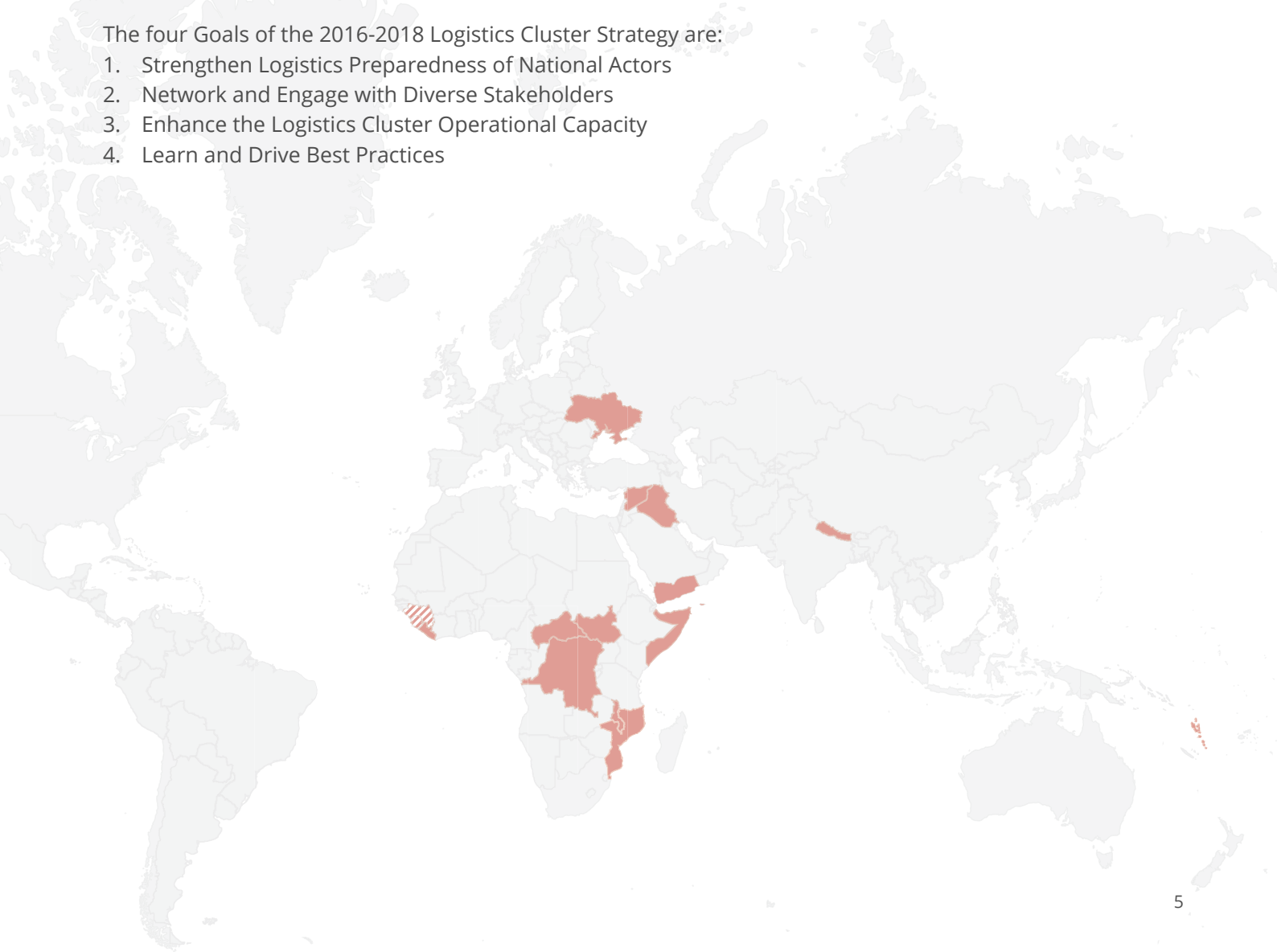
This strategy builds on the 2013-2015 strategy of strengthening and professionalising the work of the Logistics Cluster to ensure that the humanitarian community has the ability to save lives through timely and reliable logistical service support and information. The Logistics Cluster will continue to provide coordination, information management and ensure access to common logistics services where appropriate. Therefore, this strategy will carry forward and strengthen the work of the Logistics Cluster in the ongoing active operations and will serve as a foundation in preparation for new emergencies. An increased focus will be on leveraging the capacities of the Logistics Cluster partners to optimise the response.

The collaboration among the Logistics Cluster partners continued to strengthen throughout the 2013-2015 strategy period, and the Logistics Cluster Global Meetings, conducted twice a year, became a forum to raise and discuss developments, challenges and opportunities in humanitarian logistics, leading to new partnerships and shared best practices. This collaboration will continue and further emphasis will be given to improving knowledge sharing among stakeholders.

In addition, the 2016-2018 strategy includes a special focus on preparedness and on strengthening the response capacity of national actors. The work on preparedness will concentrate on six identified disaster-prone countries in which support will be given for national logistics preparedness and to create a network of local, regional and global stakeholders.

The four Goals of the 2016-2018 Logistics Cluster Strategy are:

1. Strengthen Logistics Preparedness of National Actors
2. Network and Engage with Diverse Stakeholders
3. Enhance the Logistics Cluster Operational Capacity
4. Learn and Drive Best Practices



01

STRENGTHEN LOGISTICS PREPAREDNESS OF NATIONAL ACTORS

Preparedness saves lives and money during disasters and crises[6]. Adequate preparedness by national actors can also significantly improve first response at the local and national level, and reduce the need for international mobilisation. This goal focuses on supporting the national logistics capacity of identified disaster-prone countries.

STRENGTHEN THE IMMEDIATE RESPONSE CAPACITY OF NATIONAL ACTORS IN DISASTER-PRONE COUNTRIES, AND IDENTIFY BEST CAPACITIES FOR POTENTIAL HUMANITARIAN RESPONSE

Objectives	Activities	Indicators
Strengthen logistics capacity on national and cross-border levels	• Identify disaster-prone countries, and prioritise 6 countries in most urgent need for improved logistics response capacity • Map logistics capacities and gaps in priority countries (e.g. entry points, storage capacity) together with local stakeholders (e.g. NDMO, local agencies) using existing and new protocols, including LCAs • Develop scenarios for potential emergencies (e.g. earthquake, flooding, refugee influx), based on existing relevant risk analyses • Assess the potential impact of disasters on logistics infrastructure and capacities. • Support governments and stakeholders in developing plans to address logistics gaps in identified disaster-prone priority countries	• A minimum of 2 priority gaps per country are identified and a road map to address these gaps developed
Encourage active collaboration and ownership of tasks by Logistics Cluster community, involving various humanitarian actors such as civil protection, public and private sectors, as well as other clusters	• Identify organisations and local actors best placed to assist in addressing logistics gaps in priority countries	• Action plan/s are adopted by partners and implemented

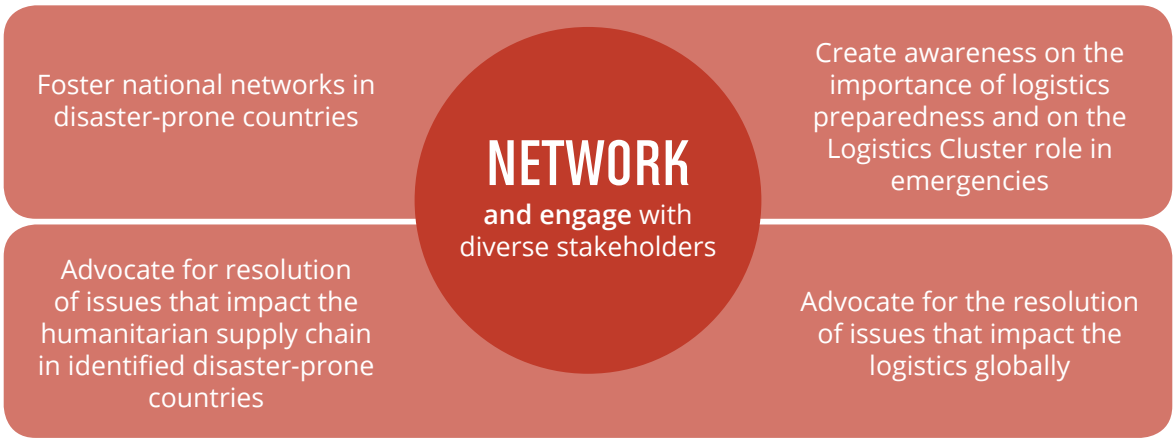
[6] UNDP estimates that on average, every dollar spent on preparedness saves 7 dollars during an emergency. UNDP Act Now Save Later webpage

02

NETWORK AND ENGAGE WITH DIVERSE STAKEHOLDERS[7]

The Logistics Cluster aims to facilitate the creation of partner networks in disaster-prone countries, and in key transit countries critical for the movement of supplies (for example: landlocked countries and the adjacent ports). The networks will convene to discuss and address the existing and potential logistics constraints, and to advocate for their resolution where necessary. Such networks will involve local actors in preparedness activities, and to improve the Logistics Cluster operational capacity by expanding its reach at field level, and the interaction with actors on the ground in priority locations.

The Logistics Cluster continues to expand and diversify its partner network at the global and regional level, to address and advocate for the resolution of issues that impact the global humanitarian supply chain.



ENGAGE WITH VARIOUS ACTORS ON THE GLOBAL, REGIONAL AND LOCAL LEVELS TO UNDERSTAND AND ADDRESS HUMANITARIAN LOGISTICS REQUIREMENTS

Objectives	Activities	Indicators
Foster national networks in disaster-prone countries	• Bring together local and international actors in priority disaster-prone countries to review current logistics capacities, constraints and gaps	• Number and type of organisations present at network meetings and level of representation
Create awareness on the importance of logistics preparedness and on the Logistics Cluster role in emergencies	Together with local network: • Review humanitarian logistics response scenarios with local network • Advocate for increased national preparedness where necessary	• National preparedness requirements are reviewed and discussed with relevant decision makers
Advocate for the resolution of issues that impact the humanitarian supply chain in identified disaster-prone countries, such as: access constraints, customs regulations, or limitations on the availability of essential resources	• Advocate on priority agreements and processes for emergency response such as lifting airspace restrictions and supply chain restrictions, and other regulations in priority disaster-prone and key transit countries • Advocate for key crucial logistics requirements in priority disaster-prone countries	• Measures are taken by relevant actors (national, regional or international) to overcome crucial logistics bottlenecks

[7] The term stakeholders refers to humanitarian actors such as UN agencies, NGOs, other humanitarian clusters, as well as government entities such as disaster management offices (NDMOs),donors, and private sector social responsibility initiatives

ENGAGE WITH VARIOUS ACTORS ON THE GLOBAL, REGIONAL AND LOCAL LEVELS TO UNDERSTAND AND ADDRESS HUMANITARIAN LOGISTICS REQUIREMENTS		
Advocate for the resolution of issues that impact the logistics community globally, such as: the need for investment in preparedness, inclusion of logistics requirements in contingency planning, and access requirements	• Agree on selected key constraints that partners will advocate for	• Measures are taken by relevant international actors that are in line with key messages

03

ENHANCE THE LOGISTICS CLUSTER OPERATIONAL CAPACITY

In an increasingly complex operational environment, the Logistics Cluster works to provide the humanitarian community with professional and predictable coordination, information management, and leadership of common logistics services.

This goal includes the Logistics Cluster internal operational preparedness activities, such as emergency deployment processes, tracking tools, and strengthening Logistics Cluster effectiveness in all phases of the response, namely: inception, operation and exit.

With the expected rise in the number and duration of emergencies, the Logistics Cluster will increasingly rely on capacities of diverse partners to provide operational services on the ground. Therefore, a special emphasis is given to interoperability with cluster partners.

OPERATE AN EFFECTIVE PLATFORM THAT PROVIDES OPERATIONAL COORDINATION, LEADERSHIP OF COMMON LOGISTICS SERVICES, AND LOGISTICS INFORMATION TO SUPPORT THE HUMANITARIAN COMMUNITY

Objectives	Activities	Indicators
Develop and maintain the resources to ensure efficient and effective deployment of Logistics Cluster operations	• Create shared roster with partners for use in cluster operations including standard secondment agreements for rapid deployments • Develop and deliver/disseminate Logistics Cluster training and guidance material for Logistics Cluster staff and stakeholders • Maintain a strong Logistics Cluster Global Support team to ensure operational and information management support to field operation both in terms of support and surge capacity • Create pre-agreements with countries on areas such as air assets, storage, overland, tracking • Create a funding mechanism that allows for agility to meet increased number of emergencies and increased diversity of actors providing common services	• Resource pool available that is sufficient to meet identified deployment needs • Pre-agreements are signed with selected countries on areas such as air assets, storage, overland transport by partners that are potential providers of common logistics services

OPERATE AN EFFECTIVE PLATFORM THAT PROVIDES OPERATIONAL COORDINATION, LEADERSHIP OF COMMON LOGISTICS SERVICES, AND LOGISTICS INFORMATION TO SUPPORT THE HUMANITARIAN COMMUNITY		
Ensure that logistics services and tools are fit for purpose	• Standardize key performance indicators (KPIs) for cluster coordination, information management, and logistics services facilitated by the cluster, that informs changes in service delivery • Maintain and update existing Logistics Cluster tools such as The Logistics Operations Guide (LOG); the Digital Logistics Capacity Assessment platform (D-LCA); Relief Item Tracking Application (RITA); and the Logistics Cluster Website. • Develop new tools to address unmet operational needs or improve the management and dissemination of information	• Regular reports against KPIs that include references for services provided, suitability of services, accountability, user feedback
Encourage interoperability and sharing of information and resources	• Standardize common services (processes, forms, minimum standards of service) • Sign standard agreements for potential services by partners in emergencies	• Standard processes and forms are used, irrespective of the entities involved in delivering the services • Templates are available for providing common logistics services such as job descriptions, waybills, delivery notes, stack cards, commodity release orders • Standard agreements are in place and are used for service provision by various Logistics Cluster partners in emergencies

04

LEARN AND DRIVE BEST PRACTICES

To ensure successful operations, the Logistics Cluster engages in standardising and disseminating its lessons learned, as well as monitoring the implementation of suggested improvements across operations.
The changing operating environment and the introduction of new operation modalities, require continued review of the logistics role in humanitarian operations and the development of new skills, tools and

knowledge. The Logistics Cluster Global Meetings held twice a year, have increasingly become the forum for relevant actors to discuss and highlight gaps, suggest solutions, and examine existing best practices in humanitarian logistics.

ACTIVELY USE LEARNING TO IMPROVE HUMANITARIAN LOGISTICS OPERATIONS THROUGH LEARNING FROM EXPERIENCE AND SHARING BEST PRACTICES WITHIN THE LOGISTICS CLUSTER PARTNERS

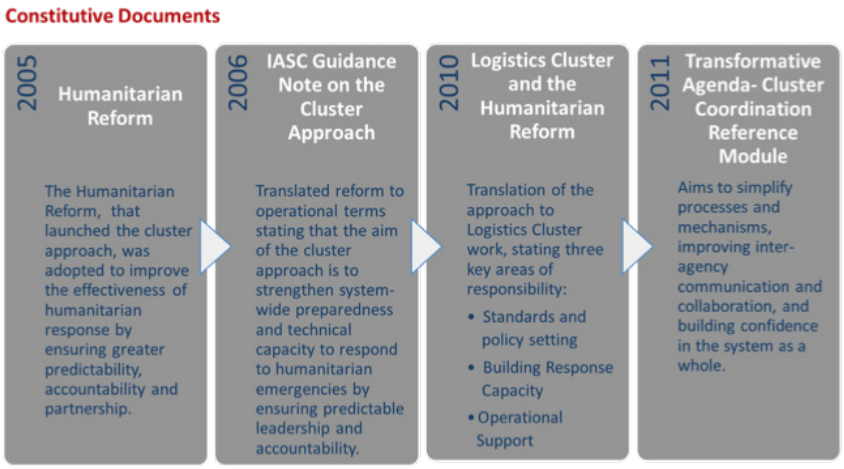
Objectives	Activities	Indicators
Improve knowledge sharing between stakeholders on the national, regional and global levels	• Facilitate knowledge sharing through relevant forums (e.g. global meetings, teleconferences, working groups), and Logistics Cluster digital platforms	• Number and type of organisations present at cluster meetings and level of representation, as well as traffic through digital platforms
Capture and disseminate lessons learned	• Perform lessons learned exercise for each Logistics Cluster operation including review of multi actor service delivery • Develop KPIs for following up and reporting on implementation of lessons learned, and a mechanism to review progress in field operations • Report on progress of implementing lessons learned to Logistics Cluster Global Meetings twice a year	• Relevant recommendations from lessons learned are integrated into cluster operations, and included in reports, publications and training materials
Measure the performance of the Logistics Cluster, and improvements made based on its lessons learned	• Develop a tool to monitor operational KPIs against baselines with which to measure improvements • Report on progress on KPIs at Logistics Cluster Global Meetings twice a year	• Improvements are made against KPI baselines. Relevant recommendations are implemented and measurable improvement is made in subsequent operations

ANNEX 1

THE LOGISTICS CLUSTER ROLE AND STRUCTURE

THE LOGISTICS CLUSTER ROLE

The Logistics Cluster is part of the cluster system that was established by the Inter Agency Standing Committee (IASC), following the humanitarian reform in 2005. The cluster approach was established to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring that there is predictable leadership and accountability in all the main sectors or areas of humanitarian response[8]. The cluster activation protocols and in country leadership role were further clarified in the IASC Transformative Agenda and the cluster coordination reference model included within it[9].



CLUSTER STRUCTURE

LOGISTICS CLUSTER

There is no formal membership to the Logistics Cluster, all humanitarian actors can participate in the cluster community. Governance of the Logistics Cluster is steered by the Logistics Cluster partner organizations. Participating organizations meet twice a year for a Logistics Cluster Global Meeting to discuss operational and strategic matters. In addition, dedicated working groups can be created to develop specific aspects of the partnership and report back to the Global Logistics Cluster group.

LOGISTICS CLUSTER LEAD

The IASC has designated the World Food Programme (WFP) as the Logistics Cluster global lead. As such, WFP hosts the Global Logistics Cluster support team in its headquarters in Rome, and facilitates cluster operations through the allocation of necessary resources at global and local level (resources are contingent on funding provided by donors to the Logistics Cluster operations). WFP also acts as provider of last resort for common logistics services.

GLOBAL LOGISTICS CLUSTER SUPPORT TEAM

The Global Logistics Cluster support team facilitates the process of convening the cluster community, supports the development of the strategy and its implementation in accordance with identified objectives and priorities. The support team is accountable to the Logistics Cluster stakeholders and reports on the progress made against the strategy twice a year during the Logistics Cluster Global Meetings.

The Global Logistics Cluster support team also provides guidance, support and logistics surge capacity to the active cluster operations, reinforcing the capacity on staff on the ground.
The Global Logistics Cluster support team benefits from partners' secondees who bring in a diverse set of skills and valuable insights on the humanitarian community.

[8] IASC Guidance Note on Cluster Approach 2006
[9] IASC Transformative Agenda 2012 aims to improve the timeliness and effectiveness of the collective response through stronger leadership, more effective coordination structures, and improved accountability for performance and to affected people

FIELD LOGISTICS CLUSTER SUPPORT TEAM

The Logistics Cluster support team at field level facilitates the convening of humanitarian actors on the ground, and coordinates the execution of agreed activities.
The support provided by the Logistics Cluster varies in nature and scale depending on the needs of each operation.

Support provided includes coordination and information management and when necessary facilitating access to common air, sea and road transport as well as storage services.

COMMON LOGISTICS SERVICES

When there are evident gaps in the supply chain to reach beneficiaries, due to insufficient or damaged logistics infrastructure and potentially leading to upward pressures on the logistics costs, and bottlenecks resulting from a lack of logistics capacity (e.g. congestion, limited availability of transport or storage assets), the Logistics Cluster is mandated to raise these issues and propose solutions.

Solutions should be primarily sought through the pooling of resources and sharing of assets and information among humanitarian logistics actors. The Logistics Cluster acts as a coordination forum to prioritise critical issues, develops common solutions to logistics problems, and tracks progress in addressing challenges. Overcoming specific challenges may also require the provision of common logistics services, implemented by a capable and willing humanitarian organization for the benefit of all humanitarian actors.
If no effective solution is identified, WFP in accordance with its role as the Logistics Cluster Lead Agency (as per the responsibility of the "Provider of Last Resort"), will provide common logistics services to meet the identified needs of the humanitarian community.

Provision of common logistics services is always dependent on the situation and availability of resources. Prioritisation of cargo to be moved via common logistics services and channelled through the Logistics Cluster is in accordance with the priorities set by the Humanitarian Country Team (HCT).

ANNEX 2

RISK MATRIX

The following major risks might impact the implementation of the Logistics Cluster strategy. The mitigating activities proposed in the table below will be incorporated into the cluster work-plans to minimise the potential impact of those risks.

Risk	Risk cause	Mitigating Activities
Insufficient capacity to respond to standard humanitarian needs (likelihood- high, impact-high)	Limited cluster team capacity- dilution of the focus on emergency operations, because of focus on preparedness and advocacy activities	• Allocate resources to emergency operations that will not be impacted by non-emergency activities • Build a wide resource pool for emergency deployment (Goal 3, objective 3.1) to provide flexibility to respond
	Overstretched capacity of cluster partners across multiple operations	• Expand partnerships to include actors from diverse backgrounds and sectors to increase response capacity • Work with partners to create a roster of pre- contracted staff to support emergency deployments
Unavailability of resources for implementing the strategy (likelihood- medium, impact-high)	Widening of the strategy scope to include new activities that are not seen as core of the work of the Logistics Cluster	• Join pre-existing initiatives that focus on new strategic goals • Advocate with donors and decision makers for strategy goals
	Increased amount of international crises limiting the availability of funding, and limiting cluster capacity to deliver preparedness and advocacy activities	• Secure multiyear dedicated funding to dissociate funding from incidence of emergencies • Link dedicated cluster capacity to dedicated multiyear funding for preparedness and advocacy activities
Lack of ownership and participation by partners in Logistics Cluster activities (likelihood- low, impact-high)	Lack of trust in cluster neutrality in cargo prioritization, and in its financial transparency	• Regularly report to cluster partners, including financial indicators, agreed KPIs, and visibility on prioritization criteria • Promote the involvement of diverse cluster partners in service provision • Promote secondments from partners to cluster operations • Setup global and national mechanism to get endorsement from Logistics Cluster Partners on the concept of operations and project documents
	Reduced standardization and predictability of services because of increased reliance on capacities from diverse partners	• Create an operational kit that includes standard HR competencies, processes, forms and tools, to be used for provision of cluster led common services in all emergencies and have it endorsed • Create training tools and standards to be used for new staff before arriving to emergency deployments • Key documents and products have multi-lingual options: English, French, Spanish, Arabic
	Limited capacity to respond to the increasing number of humanitarian crises leading to loss of reputation	• Increase ownership of Logistics Cluster partners in steering the cluster work and in prioritization of activities • Involve partners in lessons learned missions and share outcomes with Logistics Cluster Global Partners

ANNEX 3

VISUAL SUMMARY

VISION

Vulnerable communities globally are effectively served in crises by a prepared and locally driven humanitarian logistics system

MISSION

THE LOGISTICS CLUSTER enables global, regional and local actors to meet humanitarian needs **BEFORE CRISES** we work with stakeholders in high risk countries and regions to strengthen local capacities **IN CRISES** where local capacities have been exceeded, we provide leadership, coordination, information and operational services. **GLOBALLY** the Logistics Cluster is a community of organizations actively working to overcome logistics constraints, develop and share best practices and solutions.

GOALS

01 PREPARE

Strengthen response capacity of national and regional actors

02 NETWORK

Engage with actors at local levels

Advocate for humanitarian logistics issues

03 OPERATE

Provide crucial operational services and information

04 LEARN

Continuous learning

Identify gaps

Share best practices

VALUES

- ACCOUNTABILITY
- PARTNERSHIP
- SUSTAINABILITY & RESILIENCE
- PROFESSIONALISM & INDEPENDENCE

UNHCR
LOGISTICS CLUSTER
23-25TH Nov 2015
Global Logistics Cluster Meeting
UNHCR BSC II
Budapest, Hungary
1st Floor Duna Towe

LOGISTICS CLUSTER GLOBAL MEETING BUDAPEST, NOVEMBER 2015

The Global Meeting was the forum where 63 attendees from 37 organisations discussed and contributed to the 2016-2018 Logistics Cluster Strategy

LOGISTICS
CLUSTER

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