
Logistics Emergency Team

Annual Report 2018



The Logistics Emergency Teams

The **Logistics Emergency Team (LET)** comprises four global logistics and transportation companies: **UPS**, **A.P. Moeller Maersk**, **Agility** and **DP World**. The World Economic Forum facilitated the establishment of the **LET** partnership with World Food Programme (**WFP**) as lead of the Global Logistic Cluster (GLC) in 2005. The Logistics Cluster is part of the humanitarian cluster system, which was introduced to strengthen system-wide preparedness and response capacity to humanitarian emergencies, and provide clear leadership and accountability in humanitarian response. Because of its expertise in humanitarian logistics and its field capacity, **WFP** was chosen by the Inter-Agency Standing Committee to be the lead agency of the Logistics Cluster, and is hosting the Global Logistics Cluster Support Cell in its Headquarters in Rome. In 2018, the GLC has supported more than 550 humanitarian organisations with coordination, information management or logistics services in emergencies.

In its 13 years of action, the **LET** partnership has responded to 17 major emergencies and provided essential information to Logistics Capacity Assessments (LCAs) process to help humanitarians prepare for and respond to emergencies. When an emergency happens, regardless of the type of emergency, the Logistics Cluster can reach out to the **LET** companies for support. When local capacities for addressing the emergency needs have been exceeded, the Logistics Cluster set up a response to address key gaps in the supply of relief materials. The **LET** companies are called upon to support with key information, services, expertise, and contacts based on their existing set-up in the emergency region.

Expansion of the scope of LET

In 2017, the Logistics Cluster requested to expand the scope of the **LET**. Prior to this expansion, the **LET** only participated in emergency responses that were the result of a large natural disaster affecting more than 500,000 people. The **LET** was not activated in 2017. At the WEF meeting in Davos in January 2018, the **LET** partners agreed to expand the scope of their engagement in view of the change in the global security and humanitarian context during the last decade. The expansion is two-fold:

- 1) Logistics support to 'complex emergencies'. These often are human-incurred crises that can escalate, e.g. due to different external hazards such as drought, or massive influx of refugees etc. About 80% of the Logistics Cluster's resources are currently allocated to complex emergencies, which is a strong case for the positive impact of expanding the operational scope of **LET**.
- 2) Support to Preparedness activities, which have proven to be key for how quickly and effectively people can be reached when a disaster strikes.

For the **LET**, the expansion means that there are more regular requests for support, yet at a much smaller scale. One example in 2018, was a request for support with five reefer containers, which were needed to support the delivery of temperature sensitive relief materials for Yemen such as vaccines and cholera medicine.

In 2018, the **LET** supported preparedness activities, which are also different in nature than the traditional immediate disaster relief. In

preparedness, the **LET** plays a key role in facilitating the engagement of the private sector in preparedness activities, thereby enabling a cross-sector collaboration on risk identification and mitigation. The **LET** companies utilise their networks to engage other key private sector actors, support with logistics information on the in-country logistics capacities and can help address identified capacity gaps through training. The companies may also benefit from the expansion by getting access to information on 'early warning' of disasters, complex emergencies and preparedness activities. This enables the companies to be better prepared to mitigate and handle the impact on the supply chain of a natural disaster or complex emergency. It also allows for a common cross-sector platform for advocacy on addressing the key identified weaknesses in a country supply set-up, which with the government, the private sector and humanitarian actors working together provides a stronger case for investment in key infrastructure, policies or other areas of concern.

Natural Disasters

Natural disasters can be caused by various types of events. They can be geophysical (i.e. earthquakes, landslides, tsunamis, and volcanic activity), hydrological (avalanches and flooding), climatological (extreme temperatures, drought, and wildfires), meteorological (cyclones, storms, and wave surges), or biological (disease epidemics, pandemics, and insect/animal plagues). Most of these types of natural disasters strike with little or no warning, often leaving trails of destruction in their wake, and typically affect many lives. The **LET** now supports when the Logistics Cluster has identified crucial logistics gaps following natural disasters. Where the **LET** is able, it supports with information, logistics services, and expertise to enable a more effective humanitarian response to help the people who have lost their homes, assets, and livelihoods.

In its 13 years of operating, the **LET** has provided humanitarian assistance to 20 natural disasters and global crises:

2018	Indonesia, Sulawesi earthquake & tsunami Indonesia, Java Pandeglang tsunami Bangladesh, refugee support Yemen conflict Syria Iraq
2016	Haiti, Hurricane Matthew
2015	Nepal, Gorkha earthquake
2014	West Africa, Ebola Philippines, Typhoon Koppu/Landa
2013	Philippines, Typhoon Haiyan/Yolanda
2012	Philippines, Typhoon Guchol/Butchoy
2011	Horn of Africa, famine Japan, Tōhoku earthquake and tsunami
2010	Haiti, earthquake Pakistan, flooding
2009	West Sumatra, earthquake Philippines, typhoon
2008	Haiti, tropical storms Fay, Gustav, Hanna, and Ike Myanmar, Cyclone Nargis
2007	Indonesia, earthquakes

Key highlights in 2018

Disaster Relief in Indonesia

On 28 September 2018, an earthquake with a magnitude of 7.5 struck the Indonesian island of Sulawesi. The earthquake generated a devastating tsunami, which caused substantial loss of lives and rendered people homeless. As of October 2018, the death toll in Central Sulawesi stood at 2,256 while 1,309 were still missing, 4,612 people had been severely injured, and 223,751 people had been displaced.

The humanitarian response was led by the government of Indonesia. Under the LET umbrella, UPS and Agility supported the humanitarian response by making trucks available to operate in/around Palu, the capital of Central Sulawesi, transporting the much-needed aid into the area. Maersk provided ongoing information on the country's infrastructure and ocean freight options and contributed through a WhatsApp group for fast information sharing, whilst also reserving containers to support LET disaster relief plans if needed. Due to the expansion of the LET scope, partners could assist with the emergency response, without having to wait to have confirmation that a minimum of 500,000 people were affected.

A planned LET training session, organized by the DP World for the LET companies, took place in Indonesia at the same time, when the request for support came in, allowing the LET to set up an immediate response plan.

“The LET volunteers made important information contributions to our operations planning. They could quickly access and verify information by tapping into their local business knowledge and networks. This was extremely helpful as it helped the humanitarian community make operational decisions which were more informed and faster.”

Stephen Cahill,
Logistics Cluster Coordinator



Aftermath of the earthquake and tsunami that hit Indonesia in September, Source: Getty Images

Jodinand Lapian is the Health, Safety, Security & Environment manager at Maersk Indonesia. He and the team have been on the forefront of many LET activities in Indonesia, including LCAs, staging area projects, workshops, and facilitating meetings with various important stakeholders, e.g. the port authorities, since 2010. Since joining the LET, Jodinand and his colleagues have been able to use their skills and expertise to mitigate the impact, when a disaster strikes.

With the LET on the ground, partners could quickly share relevant logistics information. For example, the LET companies provided the humanitarian community with information on the availability of fuel in the affected area. Without fuel, it is difficult to deliver relief materials and it affects the contracting of transportation. Information was given on the main authority responsible for provision of fuel, which then quickly could confirm the status of the fuel situation. Another example was sharing information on the condition of the port in the affected area, which had sustained substantial damage including total damage of the existing equipment to off-load vessels. This put special requirements on the type of vessels which could go to the port, without which it would not be possible to offload the relief materials.

While many humanitarian organisations were available to provide medicine, food and shelter, the biggest challenge was in getting the right information on regulations, roads, airports, and ports, to understand and solve how essential items could get to the affected areas as quickly as possible.

Additionally, the LET took part in a swift and vast disaster response to the late December Sunda Strait tsunami in Indonesia. The Sunda Strait tsunami in Indonesia was a byproduct of the Anak Krakatau volcano eruption, which caused swaths of its formation to slide into the sea. The underwater landslides disrupted waters and triggered the unexpected tsunami. Due to the unpredictable nature of the volcano, there was no seismic action and thus no way to predict the tsunami in order to warn and evacuate nearby communities. As of December 31, the death toll was 437 according to Indonesian officials, with 14,509 injured.

As part of the response, UPS dispatched 4 trucks to the tsunami-affected area; 3 trucks to the nearby island of Java, and 1 truck to nearby Sumatra Island. The trucks were part of a broad coordination by UPS, which included local drivers to deliver high-need relief supplies to the impacted areas. UPS Indonesia Manager Fransisco Dirgaputra, coordinator for the LET, is continuing to support logistics coordination throughout January 2019.

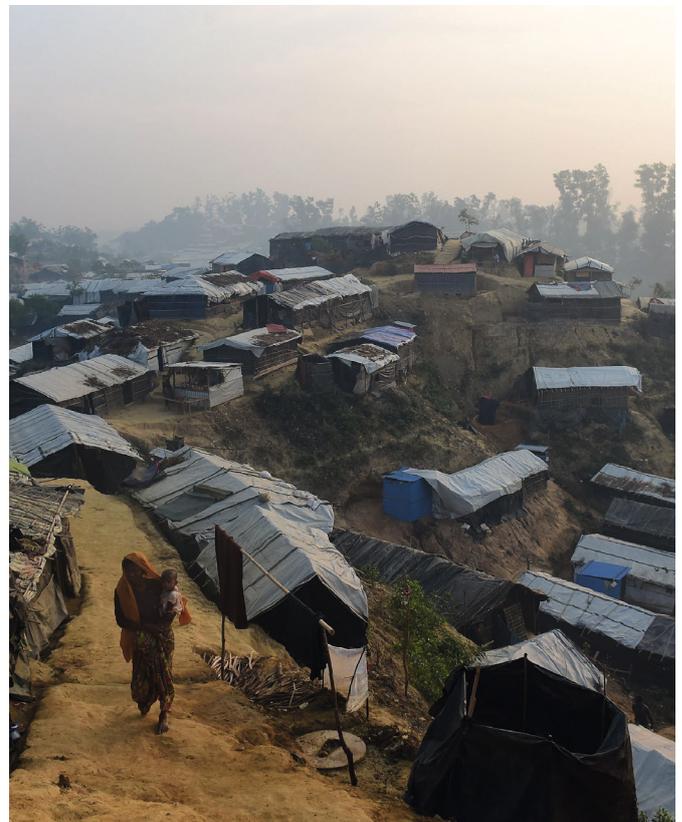
Complex Emergencies

Complex emergencies are often the result of a variety of factors, including both natural and human causes in combination with varying degrees of vulnerability. Complex emergencies are characterised by being associated with differing and multiple challenges, such as internally displaced people during times of civil conflict or following a natural disaster, or with people in need caught in areas of conflict, e.g. as in the case of Syria. The cause of the emergency as well as the assistance to the affected people are often bound by intensive levels of political considerations.

To alleviate the problems that may suddenly occur during a complex emergency, the needs for logistics support may vary. The need, for example, can be logistical knowledge of the impacted area or broader region, with information about how much time it takes to freight aid resources from one point to another in an affected area, i.e. ocean freight mapping, or know-how regarding customs processes in a specific port. The latter can also facilitate the process of bringing aid into an area impacted by a complex emergency e.g. food and medical resources to an impacted area.

Refugee Crisis in Bangladesh

The Rohingya refugee crisis in Bangladesh has continued throughout 2018, where more than 920,000 refugees have fled from Myanmar to Bangladesh as of December 2018. The Rohingya refugees are mainly located within Cox's Bazar district, living in continuously growing refugee camps such as Kutupalong-Balukhali, currently housing 631,000 refugees (OCHA, 2018). The Port of Chittagong, located in the Southeast of the country, is the key port for entry of imported humanitarian cargo for the response. Due to in-port congestion issues, which can cause significant delays to the delivery of relief support, UPS has assisted the humanitarian community with regular information updates on the status of port and airport operations and congestion. These updates are consolidated by the Logistics Sector in Cox Bazar and then shared with humanitarian organisations to support informed decision-making.



A Rohingya refugee stands in one of the continuously growing refugee camp in Cox's Bazar, Bangladesh. Source: Getty Images

Customs Support in Iraq

In January 2018, the Logistics Cluster operations team in Iraq requested support to help manage cargo delays related to customs clearance processing. **Agility** provided a senior operations team member for a two-month project to help the humanitarian community through the Logistics Cluster improve its customs clearance processes and instruction. Because of this engagement, the average customs clearance processing time for humanitarian shipments dropped from 68 to 6 days. This reduction substantially lowers humanitarian operations costs for the humanitarian partners and improves the effectiveness of delivering relief to the affected people.

Yemen – refrigerated reefers

The devastating humanitarian situation in Yemen worsened drastically in 2018, with key supply lines being cut off by the fighting parties. The **LET** partners, **Maersk**, **DP World** and **UPS** provided five refrigerated containers for transport and storage of temperature sensitive relief materials such as vaccines and medicines.

Preparedness

Local actors' knowledge and assets are crucial factors for preparedness, as is engaging the local private sector to play an active role in identifying local obstacles, prioritizing actions, and contributing to the response. Not only does this help a disaster stricken country, but it also helps the private sector build stronger supply chains that will be impacted less by disruptions caused by disasters.

In 2018, the **LET** provided support to Preparedness activities in Madagascar, and started up activities in Indonesia and at a Global level.

Preparedness Platform

Relevant, accessible and ready to use supply information is crucial in emergencies but also for preparing for disasters. Through its Preparedness Platform, the Logistics Cluster strives to facilitate easy access to ready to use information needed for operational decision-making and planning. In addition, to combine information on logistics infrastructure, imagery, mapping, early warning figures, and even crowd-sourced updates from the affected area. The platform provides a solution to one of the largest constraints in humanitarian operations – lack of up to date, easy to access and use, and validated logistics information. Key advantages of the Platform are both the speed of the availability of information that enables better and more effective decision-making as well as the ability of the platform to provide a common operational overview of the response.

Maersk, **UPS** and the Global Logistics Cluster are currently working on linking the companies' internal business information on upstream supply routes with the platform. This, together with information from other sources, will provide easy access to supply route information to humanitarians facilitating the analysis required for effective planning of upstream supply.

With Senior Product Owner of eCommerce, Peter Hyllested, in the lead, **Maersk** eCommerce team introduced the use of API (Application Programming Interface) to the Logistics Cluster's preparedness platform. The API enables the Cluster to request a list of vessels departing from a hub, arriving at the desired location, and includes dates and transit time. Via the platform, the Logistics Cluster receives the needed information within seconds. By always showing the current information, the platform is a quick means to assess whether to use ocean freight, trucks, or air freight for humanitarian aid.

In Peter Hyllested's experience, the cooperation between **Maersk** and the Logistics Cluster has been positive, introducing new values into the eCommerce team by working with disaster relief aid, and not only customer interactions.

Logistics Capacity Assessments

One type of preparedness activity that **LET** traditionally has supported is helping with information collection for the Logistics Capacity Assessments (LCAs). LCAs is key tool for humanitarian logisticians setting up an operation in a country, and while the information is frequented throughout the year, it is particularly important during the onset of a disaster or a change in a conflict. The LCAs are visited more than 500,000 times a year and is often one of the first information sources for humanitarian logisticians when an emergency occurs. The tool is provided by **WFP**, but keeping the more than 80 country LCAs updated so the information is relevant and useful is a big task. The **LET** companies can support by availing information they have from their operations in the countries to the Global Logistics Cluster.

The **LET** companies have in 2018 commenced support for updating information in Bangladesh and have committed to support with information in DR Congo, Kazakhstan, and South Africa. Additional countries will be selected in 2019 along with a training program for **LET** staff involved in gathering the important information.

LET Training

Every year the **LET** hosts training sessions, where employees from **LET** member companies can participate in **LET** response simulation exercises, and receive training in health & safety, field security, communications and teambuilding. In addition, **LET** is also facilitating training for humanitarian actors. In 2018, two main training sessions were held.



Fleet management trainees in Lebanon, Source: Logistics Cluster

Fleet Management Training in Lebanon

From the 12-13 September 2018, **Agility** conducted a Fleet Management Training in Beirut, Lebanon. The training was conducted upon request from Syria Logistics Cluster partners, as this is a crucial topic for the good management of any logistical operation.

Furthermore, organisations have been forced to decentralize the management of their fleet due to challenges posed by the situation on the ground in Syria. This has posed the risk of ineffective management of trucks, as more people had to manage smaller fleets, possibly without the necessary skill set to do it. The training was a specific need arising from operational challenges, which put additional demand on existing and limited personnel (limited staff numbers who could operate within Syria) and which could influence the humanitarian operation positively.

Training in Indonesia

As mentioned previously, 16 senior employees from **LET** member companies underwent a training session in Jakarta, Indonesia, facilitated by DP World and supported by the Logistics Cluster and Avenir Analytics, from 3-5 October 2018. This was part of a planned training exercise for the **LET** member companies on how to deploy and provide support to the Logistics Cluster in a real-life disaster.

During the training session, participants learned how to respond to a simulated disaster on behalf of the Logistics Cluster. The students were then able to develop real-time solutions to the unfolding relief effort following the earthquake and tsunami in Sulawesi, Indonesia. Trainees from **Agility** (7 employees), **UPS** (4 employees), and **DP World** (5 employees), who had flown in from across the Asia Pacific and Subcontinent regions, worked closely with their local counterparts in Indonesia to get this vital information on the current state of ports, airports and roads in the area and how they could help with logistics.

Agility facilitated the training of 19 logisticians. The participants came from Syria, Turkey and Lebanon operations, and belonged to eight different organisations. The training addressed various subjects from fleet management systems to operations and safety. Dima Salloum, a Logistics Associate with the Logistics Cluster in Syria, said: "I'm really grateful that **Agility** made its staff available to give us this opportunity. Once I returned to my duty station I sought additional opportunities to go even deeper into the subject."

DP World is the leading the annual **LET** training and organised a comprehensive training exercise in Indonesia 3-5 October 2018 for 16 participants. The participants learned how to deploy and provide logistic support to the Cluster, if a disaster strikes. Their skills were applied immediately to assist with the relief effort following the earthquake and the tsunami in Sulawesi.



Training session in Indonesia, Source: Avenir Analytics



Humanitarian logistics in Bangladesh

LET Facts

Background and history

The goal of the **LET** is to provide pro-bono logistics services, expertise, and assets to the Logistics Cluster, supporting humanitarian responses for up to six weeks (depending on the context) immediately following a large scale natural disaster, or with gap filling in case of the escalation of a complex emergency. In addition, support to preparedness activities. This partnership between private companies and **WFP** formalize a multi-stakeholder cooperation between the private and public sectors, and remains a good practice of WEF-initiated and operationalized private-public relationships.

Services

The **LET** has provided logistics support for more than 20 emergency responses, global crises and many preparedness projects since 2005. The team is activated when large-scale and sudden-onset disasters or complex emergencies strike or for gap-filling to ongoing operations, and provides the Logistics Cluster with access to a global network of transportation and logistics expertise. Furthermore, **LET** is engaged in national disaster preparedness activities mainly by gathering and sharing information about transport and logistics. Occasionally, the **LET** deploys its highly trained logistics experts to join the Logistics Cluster staff for disaster-response operations.

Governance

The **LET** partners form a steering committee together with representatives of the GLC and convene bi-monthly steering committee calls. Twice a year, the steering committee meet face-to-face for strategic planning. In 2018, the **LET** undertook for the first time a review of the partnership that was conducted by a third-party. The purpose was to take stock of the partnership in view of the expansion of the scope of **LET** earlier in 2018 and to inform the preparation of a **LET** workplan for 2019.

The Global Logistics Cluster

The GLC enables global, regional and local actors to meet humanitarian needs. In 2018, the GLC supported 550 organisations, including national and international NGOs, UN agencies, foundations, civil society organisations, and government agencies across 12 operations.

Due to its expertise in the field of humanitarian logistics, **WFP** was chosen as the lead agency for the GLC.

Proactively, the GLC works with stakeholders in high-risk countries and regions to strengthen local capacities. In crises, where local capacities have been exceeded, the cluster provides leadership, coordination, information and access to operational services.

Globally, the GLC is a community of organizations working together to overcome logistics constraints, and to develop and share best practices and solutions.



