

ANNUAL REPORT

2020 IN REVIEW





INTRODUCTION

THE LOGISTICS CLUSTER	4
FOREWORD	5
GOVERNANCE	6
STRATEGY IMPLEMENTATION PLAN	8
STRATEGY GOALS	9
COVID-19 (GLOBAL)	10

OPERATIONS

2020 IN NUMBERS	12
2020 OPERATIONS MAP	14
BANGLADESH	16
BURKINA FASO	18
CAR	20
DRC	22
ETHIOPIA	24
LEBANON	26
NIGERIA	28
PACIFIC	30
SOMALIA	32
SOUTH SUDAN	34
SUDAN	36
SYRIA	38
YEMEN	40
HAITI - LIBYA	42
VENEZUELA	43

TRAINING

FIELD-BASED PREPAREDNESS PROJECT	46
LOGISTICS OPERATIONAL GUIDE (LOG)	50

| THE LOGISTICS CLUSTER

The Logistics Cluster enables global, regional, and local actors to meet humanitarian needs. Before crises, we work with stakeholders globally and in high-risk countries and regions to strengthen local logistics capacities. In crises, where these capacities have been exceeded, we provide leadership, coordination, information, and facilitate access to operational services.



GLOBALLY

the Logistics Cluster is a community of partners actively working to overcome logistics constraints, and to develop and share best practices and solutions.



THE “CLUSTER APPROACH”

was adopted in 2005 as a result of the Humanitarian Reform process launched by the United Nations Emergency Relief Coordinator, through the Inter-Agency Standing Committee (IASC). The reform process focused on strengthening coordination and accountability, and enhancing partnerships in key sectors, including logistics.



THANKS TO

its expertise in humanitarian logistics and its operational capacity, the United Nations World Food Programme (WFP) was chosen by the IASC as the lead agency of the Logistics Cluster. In this role, when necessary, WFP acts as a provider of last resort, offering common logistics services to all humanitarian responders.



THE LOGISTICS CLUSTER

leverages its network of active partners to best fill critical logistics gaps. When local infrastructure is severely damaged or inaccessible and local capacities have been exceeded, the Logistics Cluster facilitates access for humanitarian responders to common assets and services, enabling them to reach affected populations.

The Logistics Cluster is key to ensuring an efficient humanitarian crisis response, reducing duplication of efforts, and enabling a faster intervention.

FOREWORD BY THE LOGISTICS CLUSTER COORDINATOR



2020 was a tough year for everyone and particularly so for those working in field operations. The “Decade of Action” to reach the 2030 Sustainable Development Goals began with the unprecedented shock of a global pandemic. As the health crisis evolved into a human and socio-economic crisis, the number of people in need has drastically increased. Over the course of the year humanitarian logisticians in the field have endured and overcome unbelievable professional and personal challenges in their efforts to ensure the flow of critically needed relief items. In the following pages you will see how their collaboration, determination and agility enabled partners of the Logistics Cluster to continue to provide the logistics that are so critical to the humanitarian response.

Amidst the grim realities of the global pandemic and the extraordinary efforts required to respond to it, we have seen how preparedness, localisation, collaboration, and sustainability continue to be central to Logistics Cluster operations. While on one side there have been tremendous disruptions to supply chains and humanitarian access, there have also been inspiring examples of innovation and adaptation. Recognising that the pandemic is far from over, these hard-won successes will motivate us to continue working together on new ways to ensure that we can continue to deliver in this moving world.

2020 was remarkable from many perspectives but, looking to the future, perhaps we may single out the progress that has been made with harnessing data and technology to support humanitarian logistics. The pandemic underlined the need for holistic visibility and data driven decision making to optimize every link of the humanitarian supply chain. The private and academic sectors made significant contributions to our ability to do this, and the variety of available technological tools increases daily. As we move forward in a context rich in data and tools, the benefit of collaborating and complementing efforts is as relevant and critical as ever.

Sincerely,

Athalie Mayo

Global Logistics Cluster Coordinator

GOVERNANCE

STRATEGIC ADVISORY GROUP (SAG) COMPOSITION

In 2020, Alex Marianelli joined the SAG in his role as WFP Director of Supply Chain, replacing former Acting Director of Supply Chain John Crisci. Due to the challenges posed by COVID-19 and the inability to conduct a voting process in an online setting of the Global Logistics Meeting (GLM), as an exception it was agreed that the current SAG members would remain in their posts until the next GLM, in the spring of 2021. These members are:

- **Non-governmental agency representatives:** Susan Hodgson (Head of Humanitarian Supply Chain, Save the Children), Fabrice Perrot (Director of Logistics, Solidarités International), and Mary Jelliti (Logistics and Procurement Manager, GOAL).
- **Governmental organisation representatives:** Didier Merckx (Team Leader, Transport and Logistics & ECHO Flights, European Civil Protection and Humanitarian Aid Operations) and Theo Lingens (Deputy Head of Logistics Division, Bundesanstalt Technisches Hilfswerk (THW)).
- **Field Cluster Coordinator representative:** Katja Hildebrand (Logistics Cluster Coordinator, Central African Republic).
- **The Global Logistics Cluster Coordinator:** Athalie Mayo, who serves as the Fixed Chair of the SAG.

The Strategic Advisory Group (SAG) usually meets face-to-face twice a year, in addition to monthly teleconferences. In 2020, all meetings were held online. In addition to the regular sessions, the SAG supported the Logistics Cluster through a number of ad hoc meetings to provide guidance and advice. Whilst the specific focus of most meetings was COVID-19

and its multidimensional impacts on Logistics Cluster activities, various other topics were also discussed by the SAG.

All humanitarian stakeholders may utilise the SAG as their representative body to put issues on the Logistics Cluster agenda. The members can be contacted through sag-logs@logcluster.org

More information about the SAG can be found here:

<https://logcluster.org/strategic-advisory-group>.



| THE LOGISTICS CLUSTER STRATEGY

All activities carried out in 2020 have been implemented in accordance with the Logistics Cluster 2016 – 2021 Strategy, based on four overarching Goals:

- **Strengthen Logistics Preparedness of National Actors**

Preparedness saves lives and money during disasters and crises. 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.

- **Network and Engage with Diverse Stakeholders**

The Logistics Cluster aims to facilitate the creation of partner networks to discuss and address existing and potential logistics constraints, and to advocate for their resolution where necessary. The Logistics Cluster continues to expand and diversify its partner network at global and regional level to address and advocate for the resolution of issues that impact the global humanitarian supply chain.

- **Enhance the Logistics Cluster's Operational Capacity**

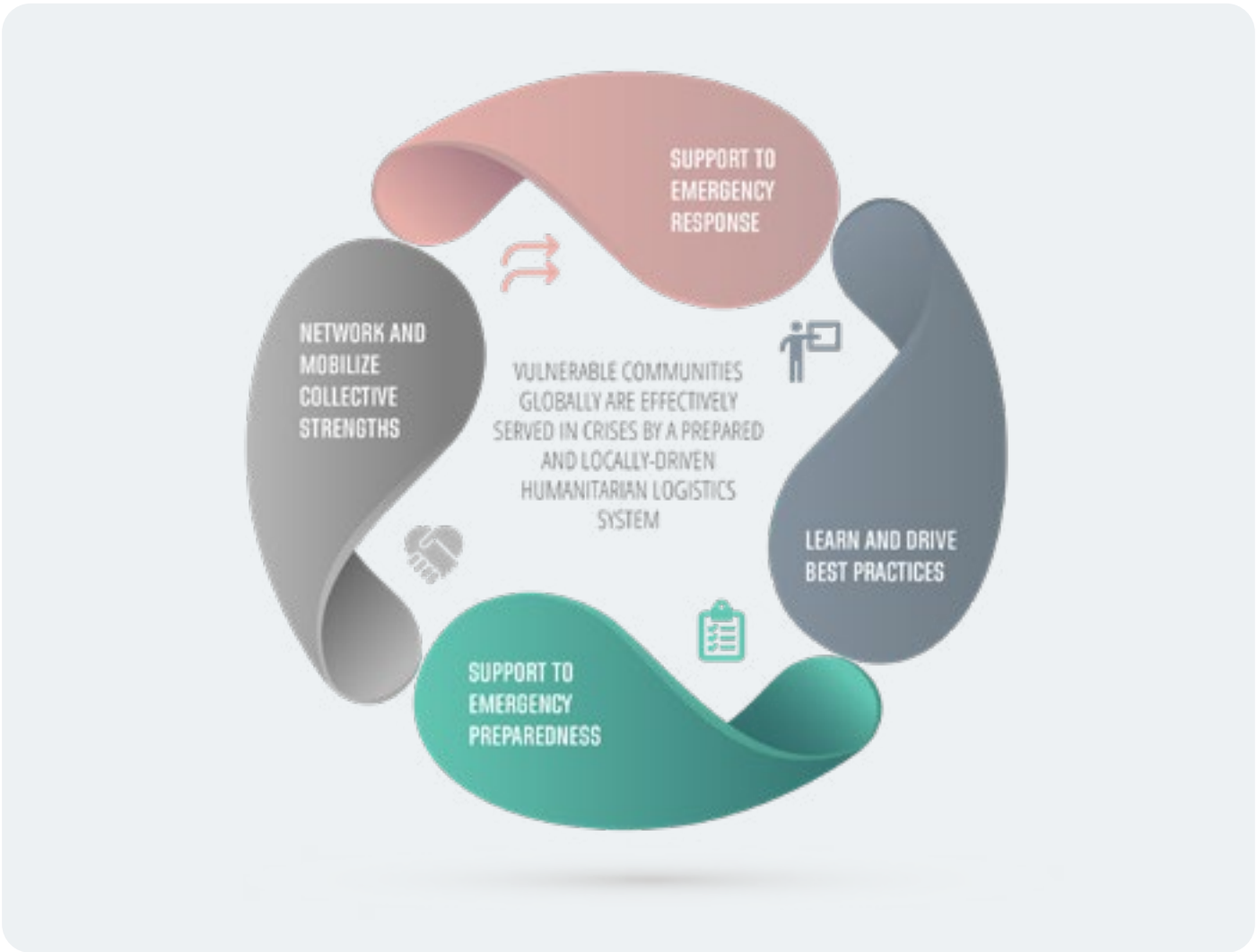
In an increasingly complex operational environment, the Logistics Cluster works to provide the humanitarian community with professional and predictable coordination, information management, and leadership of common logistics services.

- **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.



In addition, to further operationalise its work, the Logistics Cluster community collaborated on its first ever Strategy Implementation Plan (SIP) for activities at global level in September 2019, demonstrating the strength of the Logistics Cluster partnership.



As a management, monitoring, and evaluation tool for Logistics Cluster activities at global level, the SIP is designed to strengthen accountability, enhance coordination amongst various stakeholders, and increase visibility and direct involvement of partners in these activities.



..... A total of 33 organisations had signed up in 2019 to support to the SIP, either as activity leads or contributors.

Nonetheless, the scheduled implementation was hampered in 2020 by the COVID-19 outbreak as available resources were prioritised for operational response. Whilst many of the planned activities were achieved, new activities were introduced in response to the community’s changing needs during the pandemic and the systematic monitoring and evaluation process was postponed.



| COVID-19



Global response

Throughout the COVID-19 response, the Global Logistics Cluster provided extensive information management and coordination within the humanitarian logistics community.

Commencing 20 March 2020, a total of 12 consecutive global calls reaching 139 partner organisations were convened throughout the year.

During these discussions, partners reflected on the pandemic's impact on humanitarian supply chains, provided foresights and insights on global supply chain disruptions, mapped and exchanged on access constraints, and elaborated on coordination structures, personal protective equipment (PPE) allocation, staff movements, and MEDEVAC.

The meetings were complementary to the bi-weekly logistics situation updates and almost daily reviews of the Cargo Entry Points Update (CEPU platform).

In the first and second quarter of 2020, the latter was the most utilised product on the dedicated COVID-19 page of the Logistics Cluster website.



Cargo Entry Points Update (CEPU)

Developed using the Logistics Cluster Preparedness platform, Log:ie and primarily designed to address the COVID-19 emergency, the interactive CEPU map effectively disseminated rapidly changing information regarding cross-border restrictions and limitations triggered by the ongoing COVID-19 pandemic. At the height of the pandemic, CEPU was updated weekly using information from the Logistics Cluster community and the private sector. The platform was closed in December 2020 but can be reactivated should the need arise.





COUNTRY LEVEL SUPPORT

It is to be highlighted that there were three new activations of Logistics Cluster Operations (Ethiopia, Somalia, and Sudan) during this period, each of them to some extent influenced by the increased needs of partners due to the COVID-19 impacts on their respective operations.

Furthermore, in anticipation of the expected increase in need for coordination of logistics activities due to the impacts of COVID-19 on countries' downstream logistics capacities, five additional surge support team members were contracted in April 2020 based on a "no-regrets approach". Global Logistics Cluster support staff were deployed to both Afghanistan and Burkina Faso to conduct assessments of the operational requirements and to support operations and partners with strengthening existing Logistics Working Group activities. Upon formal activation of the Burkina Faso Logistics Cluster, the surge support remained in-country as Logistics Cluster Coordinator.

Additionally, dedicated remote support was provided to the Sudan Logistics Cluster, which

was activated as the COVID-19 pandemic placed additional demands and constraints on partners' response in-country.

The surge team also carried out a series of detailed Gaps and Needs Analysis (GNA) with partners in the following countries, particularly impacted by COVID-19: Afghanistan, Burkina Faso, Burundi, Colombia, Ecuador, Haiti, Honduras, Libya, Mozambique, Sudan, Venezuela, and Yemen. The findings ascertained the requirement for enhanced logistics coordination, information management, and access to common logistics services.

In addition, the surge team provided increased remote support to country operations – particularly when physical deployments were not possible –, further scaled-up when in-country staff were impacted by COVID-19 travel restrictions. By the end of October 2020, operational needs stabilised, and the surge support was discontinued whilst the Global Logistics Cluster Support Team continued to provide advice and guidance.



| 2020 IN NUMBERS



16

OPERATIONS

BANGLADESH, BURKINA FASO, CENTRAL AFRICAN REPUBLIC, DEMOCRATIC REPUBLIC OF THE CONGO, ETHIOPIA, HAITI, LEBANON, LIBYA, NIGERIA, THE PACIFIC, SOMALIA, SOUTH SUDAN, SUDAN, SYRIAN ARAB REPUBLIC, VENEZUELA, YEMEN



2,026

INFORMATION UPDATES
POSTED ON LOGCLUSTER.ORG



5,145

SERVICE REQUEST
FORMS PROCESSED



COMMON STORAGE OF
172,937 m³
CARGO



DELIVERY OF
26,253 mt
CARGO

| VIRTUAL GLOBAL MEETING

21-23 OCTOBER



657

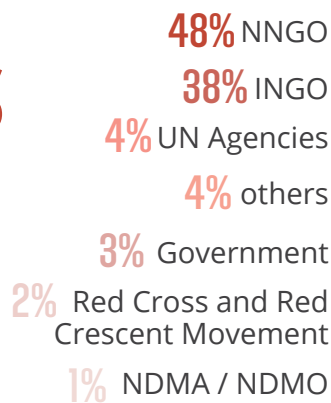
INDIVIDUALS
PARTICIPATED



8

MARKETPLACE
SESSIONS HELD

| PARTNERS SUPPORTED



543

| DIGITAL PRESENCE



410,760
PAGE VIEWS



37%
OPERATIONS UPDATES



620,558
LOGISTICS CAPACITY
ASSESSMENT WEBPAGE VIEWS



1.57
MILLION SOCIAL MEDIA
REACH



29,182
SOCIAL MEDIA
REACTIONS

| 2020 OPERATIONS MAP

At field level, the Logistics Cluster is responsible for logistics coordination and information management (IM) in humanitarian responses. When necessary, the Logistics Cluster also coordinates access to common logistics services, facilitating the transport and storage of relief supplies.



-  Coordination
-  Information Management
-  Storage
-  Road Transport
-  Air Transport
-  Sea/River Transport
-  Sea Passenger Service
-  Preparedness activities

BANGLADESH - BURKINA FASO - CAR - DRC

ETHIOPIA - HAITI - LEBANON - LIBYA - NIGERIA

THE PACIFIC - SOMALIA - SOUTH SUDAN - SUDAN

SYRIAN ARAB REPUBLIC - VENEZUELA - YEMEN



| BANGLADESH



SEPTEMBER 2017
Activation



1.3 MILLION
People in need of humanitarian assistance



161
Organisations supported



96
IM updates published



25
Coordination meetings held

Since August 2017, an estimated 900,000 Rohingya have fled from Myanmar's Rakhine state into Cox's Bazar in Bangladesh. In 2019, the government-led response targeted 1.2 million people in need of humanitarian assistance including a previously existing refugee population and local host communities. In an area with high risk of natural hazards, the size and complexity of the operation requires a well-integrated and coherent inter-agency response.

The Logistics Sector was activated in Bangladesh in October 2017 to support the humanitarian community in Cox's Bazar with coordination, information management, and access to common logistics services, as part of the government-led humanitarian response.

The onset of COVID-19 in 2020 caused a rapid shift in the Logistics Sector's activities, from an initial scale down to opening new storage facilities and addressing emerging gaps. The Logistics Sector collaborated with the government, humanitarian partners, the Inter Sector Coordination Group (ISCG), and other key stakeholders to ensure a timely and efficient response to the COVID-19 crisis. In addition to existing hubs in Madhu Chara, Balukhali, and Teknaf operated in partnership with WFP and Humanity & Inclusion (HI)/Atlas Logistique, a COVID-19 Special Hub was established to support the Health Sector with mobile storage units (MSU) and a temperature-controlled unit for extra common storage capacity. The Logistics Sector also facilitated access for partners to a dedicated HI humanitarian truck fleet to transport COVID-19 response materials to isolation and treatment centres (ITCs) and other response locations within the camps.

As part of its efforts to reduce delays and bottlenecks at checkpoints due to restrictions, the Logistics Sector developed a fully digital system, the Humanitarian Access Project, to validate Refugee Relief and Repatriation Commissioner approved humanitarian vehicles. To date, the Logistics Sector has supported 161 organisations, government bodies, and suppliers through the Humanitarian Access Project.

In order to ensure that the humanitarian community had access to the resources required for operational support, emergency preparedness, and to avoid duplication of effort, the Logistics Sector held 25 coordination meetings attended by 58 organisations. Furthermore, as part of capacity strengthening efforts, five trainings were conducted with a total of 60 participants from 23 organisations. Information sharing remained key to the response. The Logistics Sector worked closely with partners to collect vital information on existing stocks and suppliers of PPE, ITC locations, ports, customs, WFP COVID-19 global transport services, and the impact on logistics by Cyclone Amphan. This information was

shared through 67 information products. Various assessments such as warehouse capacity, traffic count, and road assessments were also carried out over the year.

To enable a rapid scale-up or mitigation of disruption due to disasters, the Logistics Sector pre-positioned standby logistics and preparedness assets across the three existing hubs (Madhuchara, Balukhali, and Teknaf) for partners to borrow. To date, the Logistics Sector has facilitated the loan of a variety of logistics equipment owned by WFP, including refugee housing units, fridges, generators, and MSUs to 22 partners for operational support in SARI ITCs.

Overall, the Logistics Sector facilitated access to storage for **11,022 m³** of relief items for **26 organisations** and facilitated access to transportation of **9,713 mt** of relief items for **25 organisations** in 2020.

11,022 m³



Stored

26



Organisations Supported

9,713 mt



Transported by road

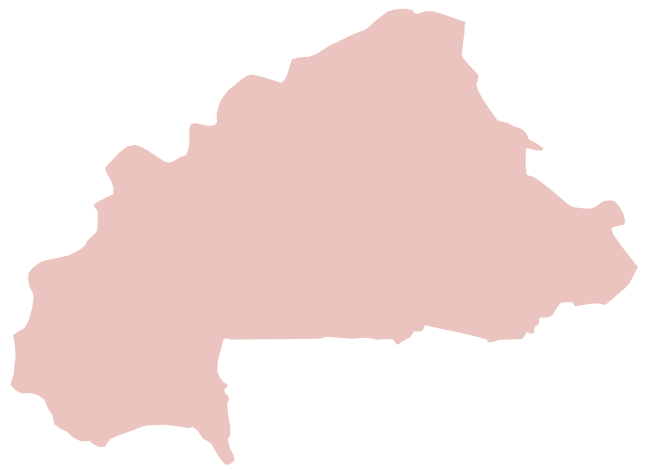
| BURKINA FASO

The Logistics Cluster was activated in Burkina Faso in October 2020 following a sharp deterioration of the humanitarian situation, mainly due to increasing security challenges and rampant natural hazards worsened by climate change.

A GNA conducted in July 2020 highlighted a number of logistics challenges faced by the humanitarian organisations responding to the crisis affecting the country. Specifically, the GNA identified the need for reinforced coordination among the logistics community; increased storage capacity in the main areas of response; and enhanced dissemination of logistics information.

In order to address these challenges, the Logistics Cluster designed a response strategy and started the implementation of a range of activities aimed to address these key priorities. At regional level, coordination groups for logisticians based in Kaya (Central region), Fada N'Gourma (Eastern region), Ouahigouya (Northern region), and Dori (Sahel region) were set up. At national level, the Logistics Cluster initiated regular coordination meetings to increase cooperation and information sharing among partners. Between mid-October and late December 2020, eight coordination meetings took place, which were attended by a total of 24 partner organisations. The Logistics Cluster also participated in national logistics committees and stakeholder discussions to further foster coordination.





In November, the Logistics Cluster was able to start facilitating access to **550 m³** of free-to-user storage in Kaya. Given the demand shown for this service, plans are in place to increase available storage space.



OCTOBER 2020

Activation



2.9 MILLION

People in need of humanitarian assistance



27

Organisations supported



25

IM updates published



8

Coordination meetings held



944.1 m³

Stored

CENTRAL AFRICAN REPUBLIC



NOVEMBER 2013

Activation



2.6 MILLION

People in need of humanitarian assistance



85

Organisations supported



111

IM updates published



22

Coordination meetings held



2,572 mt

Transported by road



371 mt

Transported by air



2,763 m³

Stored

The Logistics Cluster has been active in the country since 2013 amidst intense sectarian violence, supporting responding humanitarian organisations who face logistics constraints, poor infrastructure, and ongoing insecurity challenges impeding their ability to deliver humanitarian assistance. Over the years, the country has seen a gradual deterioration of the humanitarian situation, with 2.8 million people in need of humanitarian assistance, 1.9 million of whom were in acute need in 2020.

Logistical challenges linked to physical accessibility are a key obstacle in delivering aid to the most vulnerable communities. Successive crises have considerably deteriorated the already limited access to infrastructure across the country, isolating entire regions. In 2020, the Logistics Cluster continued working closely with partners in-country to facilitate access to common services such as storage and road and air transport to solve the identified operational issues and provide coordination and information management.



With lack of availability of storage identified as a critical logistics gap, the Logistics Cluster facilitated access to free-to-user common storage for the humanitarian community via a group of partners. Two concrete common storage warehouses were managed by Première Urgence Internationale (PUI), including a temperature-controlled storage site for medical items and specialised nutritious food. In addition, nine Mobile Storage Units (MSUs) were made available in the province and managed by different INGO partners and UN agencies based on their capacity and field presence. A total of 2,763 m3 of humanitarian cargo was stored over the course of the year.

In addition, the Logistics Cluster facilitated the transport of a total of 2,572 mt of humanitarian aid on behalf of 30 organisations to several hotspots around the country through the common road transport services provided by HI. In order to support the emergency operations of partners working in destinations not reachable by road, the Logistics Cluster facilitated access for partners to an emergency air freight service. In 2020, 371 mt of priority cargo were transported on behalf of 31 organisations to priority zones.

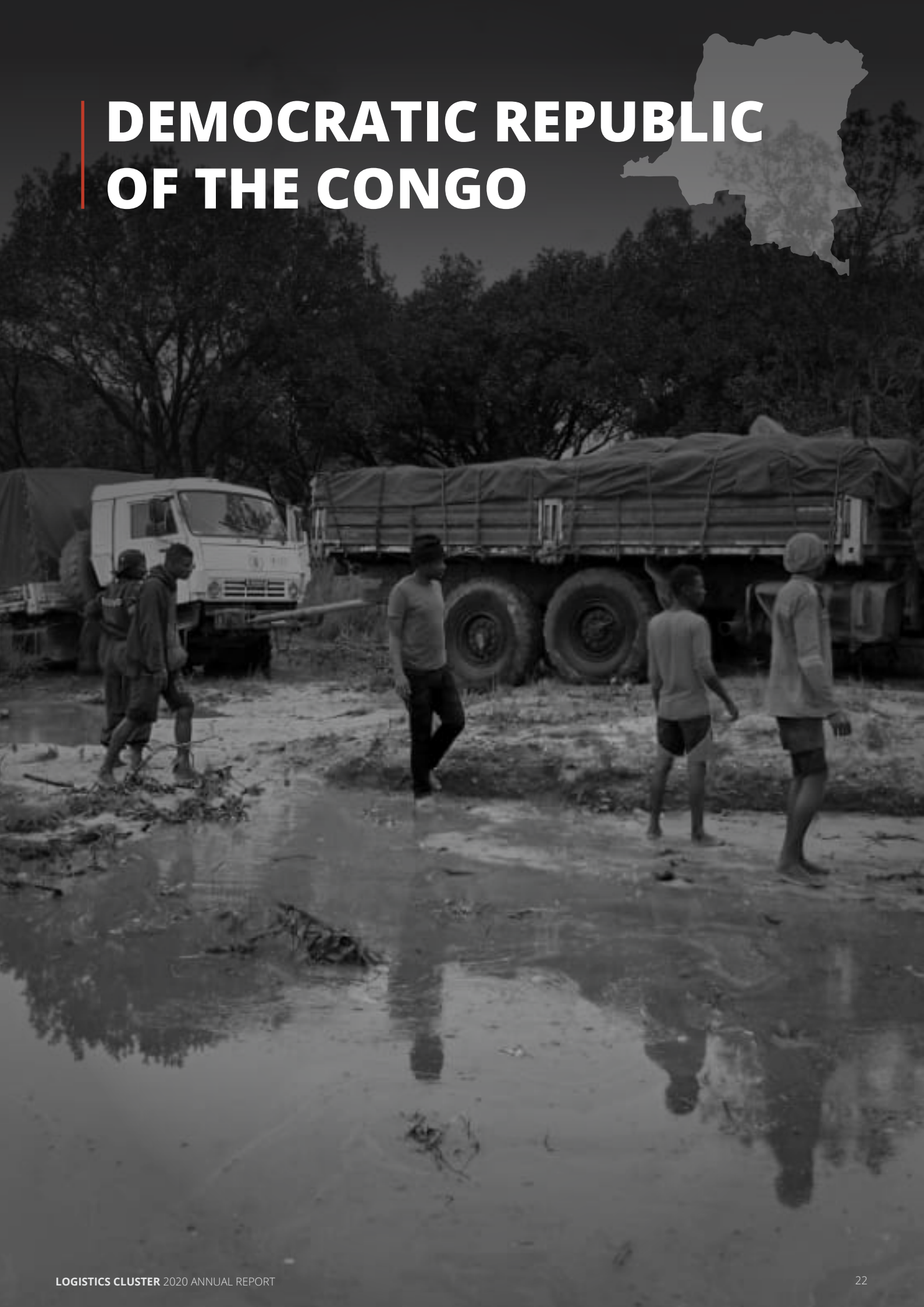
The coordination role undertaken by the Logistics Cluster is a key element in the humanitarian response, helping to reduce costs, create synergies, and avoid duplication of efforts. To this end, 22 Logistics Cluster coordination meetings were held in Bangui, and

logistics working group meetings were organised in provinces to maintain open discussions around logistical needs.

With 111 updates published over the course of the year, a consistent information management endeavour regarding key elements of the response (e.g., customs, local market, accessibility mapping) was also undertaken and was instrumental in supporting partners through their various activities. Furthermore, the Logistics Cluster facilitated two training courses in 2020 as part of its efforts to foster longer-term capacity building and reinforce the technical skills of national logisticians.

In 2020, the COVID-19 pandemic hampered some activities due to health restrictions. Trainings scheduled for the year had to be almost entirely cancelled and in-country infrastructure rehabilitation projects were delayed. Furthermore, at the height of the crisis, stockouts, border blockages, and customs bottlenecks slowed down the overall supply chain of relief items into the country. To support the COVID-19 response, the Logistics Cluster facilitated access to WFP-organised airlifts at Bangui airport, enabling the delivery of COVID-19 items for humanitarian and health partners working in CAR.

DEMOCRATIC REPUBLIC OF THE CONGO



The Democratic Republic of the Congo (DRC) has faced insecurity for many years. In 2020, the volatile humanitarian situation worsened due to COVID-19, and the revised Humanitarian Response Plan estimated that 25.6 million people were in need of humanitarian assistance, 60 percent of which were children. Humanitarians working in-country operate in an extremely challenging environment, facing access constraints and limited logistics infrastructure.



NOVEMBER 2008
Activation



25.6 MILLION
People in need of humanitarian assistance



169
Organisations supported



203
IM updates published



50
Coordination meetings held



317 mt
Transported by road



4,492 m³
Stored

Timely and accurate information sharing through the Logistics Cluster is critical to support operational decision-making. The Logistics Cluster published a total of 203 information management updates in 2020, including 69 maps detailing accessibility and other general logistics information. These serve as key information products in the largest country in sub-Saharan Africa.

The Logistics Cluster held 50 coordination meetings over the course of the year in Kinshasa, Tshikapa, Kalemie, Bukavu, Goma, and Bunia in order to enable effective information sharing and coordination within the humanitarian community. In response to increased needs caused by the COVID-19 pandemic, the Logistics Cluster facilitated access to free-to-user services in Goma to support the health and humanitarian response. These included road transport in urban areas (e.g. between the airport and health care centres) and temporary warehousing, including temperature-controlled units.

ETHIOPIA

The Logistics Cluster in Ethiopia was established in 2020, in response to the impact of the COVID-19 outbreak, at a time when seven million people in Ethiopia were already in need of humanitarian assistance. Significant drivers of humanitarian need in Ethiopia include climate-related disasters, conflict displacement, and disease outbreaks. On top of this, the worst desert locust infestation reported in 25 years hit Ethiopia and neighbouring countries in late 2019, continuing to affect many regions in 2020.

The Logistics Cluster in Ethiopia is co-led by the National Disaster Risk Management Commission for response coordination and to ensure the ability to transport goods throughout the country. The Logistics Cluster also works with the Emergency Coordination Centre which is in charge of coordinating the multi-sector response to humanitarian crises in-country. The Logistics Cluster provides the fundamental link to overall logistics efforts across the country through coordination activities and technical support provided to enhance collaboration between relevant authorities and humanitarian partners. Information management activities, including the interactive physical access constraints map, provided partners with the latest road constraints and a total of 101 information management products were published during 2020.

Overall, 15 mobile storage units were donated to six partners by WFP through the Logistics Cluster for storage of COVID-19-related cargo and other relief items in 2020.



APRIL 2020
Activation



19.2 MILLION
People in need of humanitarian assistance



31
Organisations supported



101
IM updates published



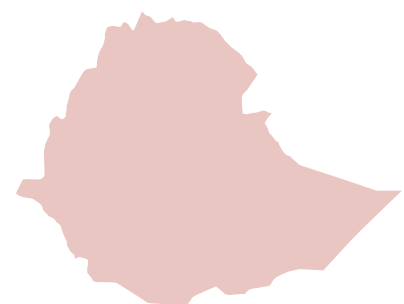
24
Coordination meetings held



67 mt
Transported by road



2,262 m³
Stored



The deterioration of the humanitarian situation in Tigray Region, combined with the rise of COVID-19 cases increased the humanitarian needs in-country towards the latter part of the year. Dire shortages of vital supplies including food, water, fuel, cash, and other essential medical supplies affected people across the Tigray Region. The Logistics Cluster continued to provide urgently required coordination and information management activities and expanded the range of facilitated services. Three logistics hubs were set-up in strategic locations near the entry points of Tigray Region, in Gondar, Kombolcha, and Semera to provide humanitarian partners with access to common storage facilities, dedicated transport, and truck assembly points. The Logistics Cluster also facilitated access to dedicated fleets to support the humanitarian community and took a leading role in facilitating cargo clearance for convoys into the region.



| LEBANON

On 4 August 2020, a warehouse at the port of Beirut exploded, causing widespread casualties and material damage. In response to a number of critical logistics challenges faced by the multi-agency and multi-sector response, a Logistics Sector was activated.



AUGUST 2020
Activation



47
Organisations supported



40
IM updates published



12
Coordination meetings held

A Logistics Sector Coordinator was immediately deployed with United Nations Disaster Assessment and Coordination (UNDAC) to support with coordination, while an IM officer joined remotely, due to COVID-19 restrictions, to support information sharing with partners. In order to minimise duplication of efforts within the humanitarian community, the Logistics Sector coordinated - together with the Emergency Operation Cell chaired by OCHA - other sectors, agencies, and humanitarian organisations.

In total, 11 coordination meetings were held. These meetings served as a platform for partners to discuss common logistics challenges such as fuel shortages and importation and customs procedures. Furthermore, three Global Calls were organised to facilitate coordination and sharing of information at a global level, with the first meeting held on 10 August and attended by 28 organisations.

In the first days after the explosion, the Logistics Sector conducted assessments of the ports in Beirut and Tripoli and of warehousing in Beirut. The assessments findings were shared through the coordination meetings and on the dedicated Logistics Sector webpage. Other information products created include detailed city maps and a map displaying the impact of the explosion through high resolution satellite imagery.

As the response developed, the Logistics Sector supported partners with the facilitation of importation and understanding of customs procedures in collaboration with OCHA. Furthermore, the Logistics Sector and OCHA worked together to establish a facilitated approval process for medical cargo. Following a stabilisation of the situation, the operation was discontinued at the end of the year and instead transitioned into a national working group.



| NIGERIA



AUGUST 2016
Activation



10.6 MILLION
People in need of humanitarian assistance



54
Organisations supported



52
IM updates published



15
Coordination meetings held

The Logistics Sector in Nigeria has provided support to the government-led response in the north-east of the country since August 2016, amidst insecurity that has caused mass movements of people. In 2019, 7.1 million people were in need of humanitarian assistance in the worst conflict-affected states of Borno, Adamawa, and Yobe. In 2020, the Logistics Sector continued to support the humanitarian community by facilitating access to common logistics services. Furthermore, it maintained regular engagement with the community of humanitarian partners operating in-country to discuss and address logistics issues as they arose through a total of 15 coordination meetings.

Through the coordination of the Logistics Sector, six sector-managed common storage facilities strategically located in Monguno, Banki, Ngala, Monguno, Bama, Dikwa, and Damasak were offered to humanitarian partners on a free-to-user basis. These facilities were operated by ACTED, INTERSOS, eHealth Africa, Salient Humanitarian Organization, and Solidarités International respectively. In 2020, 27,088 m3 of relief goods were received for storage on behalf of 21 partners at these facilities.

The Logistics Sector also facilitated access to airlifts for 80 mt of cargo to various field locations on behalf 25 partner organisations through the air cargo consolidation service offered by Première Urgence Internationale (PUI) in Maiduguri and UNHAS air transport.

Along with facilitating access to common storage and transportation, the Logistics Sectors also actively supports the civil-military coordination mechanisms established by OCHA. This support includes facilitation of cargo movements and coordination of military escort arrangements where required. The Logistics Sector processed a total of 7, 283 humanitarian cargo movement notification forms through the Nigerian Armed Forces throughout the year. These represented the proposed movement of 21,937 trucks carrying humanitarian cargo to 73 locations on behalf of 40 organisations across Borno, Adamawa, and Yobe states.

The Logistics Sector continues to facilitate access for humanitarian partners to mobile storage units to augment their storage capacity, along with providing installation and maintenance support. Currently, 21 MSUs are loaned to ten different partner organisations across Borno state.

Information sharing is key to the response, and so the Logistics Sector provides support to the humanitarian community with updated information on the operating environment. In 2020, 52 information products were issued to contribute to the timely and efficient response by partners.

The Logistics Sector also works to reinforce the logistics expertise of the humanitarian workers operating in the north-east. The Logistics Sector's training plans were greatly affected by the movement restrictions imposed throughout the year. Nevertheless, during 2020, the Logistics Sector trained 64 humanitarian personnel through two trainings.

80 mt

Transported by air



27,088 m³

Stored



64

Humanitarians
trained



| THE PACIFIC REGION

The Pacific region is highly dependent on sea and air transport due to its geography. The Pacific island countries and territories (PICTs) are also vulnerable to tropical cyclones as well as other natural hazards such as volcanic and seismic activity. The COVID-19 pandemic led to entry point restrictions imposed by each government to keep the virus out or to slow its spread and made access to the various countries challenging.

During the year, a number of major tropical cyclones (Tino, Harold, Yasa, and Zazu) affected several PICTs. Supporting the governments of affected PICTs in their response operations became more complicated because COVID-19 restrictions prevented physical deployment of personnel. Preparedness activities were similarly hampered by the restrictions.





APRIL 2020

Activation



18

Organisations supported



245

IM updates published



15

Coordination meetings held



125 mt

Transported by air



1,042 m³

Stored

The Pacific Logistics Cluster provided regional partners with coordination and information management services linking partners' logistics needs with available logistics services as well as promoting sharing of information on the general regional situation. The cluster also facilitated access to common logistics services to help fill gaps in commercial services, such as transit warehousing in the Nadi hub, and air cargo and passenger services through the WFP Pacific Air Service. In 2020, the Logistics Cluster facilitated the transport of more than 1,750 m³ of cargo through these services.

| SOMALIA



UNHCR/ Kismayo

In Somalia insecurity, as well as deteriorating infrastructure exacerbated by seasonal flooding hamper the ability of the humanitarian community to deliver assistance to vulnerable populations. The Logistics Cluster was activated on 26 April 2020, building on the existing Logistics Working Group, due to the demand for coordination, information management, and common logistics services as simultaneous challenges arose: the COVID-19 outbreak, a locust infestation, and large-scale flooding. Furthermore, the devastating effects of Cyclone Gati in late 2020 damaged much of the country's infrastructure and cut off key transport routes.

To support the humanitarian community's response, the Logistics Cluster provided coordination and information management services to facilitate the delivery of relief items to affected populations. The Logistics Cluster also collaborated with OCHA to expedite tax exemptions for emergency humanitarian cargo for those affected in the Puntland region.

Due to the lack of stable road infrastructure, continued insecurity, restrictions on border crossings, as well as seasonal flooding, air transport remained the most viable option to deliver assistance to hard-to-reach locations across Somalia in 2020.



APRIL 2020

Activation



5.2 MILLION

People in need of humanitarian assistance



39

Organisations supported



82

IM updates published



18

Coordination meetings held



352 mt

Transported by road



345 mt

Transported by air



49

Humanitarians trained

In response to the COVID-19 crisis, the Logistics Cluster, jointly with UNHAS, supported the transportation of Ministry of Health (MoH) medical teams, testing samples, and COVID-19 medical supplies to key locations across Somalia. To provide the MoH with additional storage capacity, the Logistics Cluster facilitated the loan and installation of an MSU in Aden Adde International Airport, in Mogadishu.

The Logistics Cluster, together with WFP, supported the MoH and The Office of the Prime Minister with the development of an easy-to-use cargo tracking tool for COVID-19 donations, stocks, and dispatches. This was handed over to the MoH to manage in July 2020. Furthermore, the Logistics Cluster, in conjunction with UNHAS, facilitated the airlift over 114 mt of COVID-19 related supplies to nine locations on behalf of eight partners.

Lastly, in September 2020, the Logistics Cluster increased its efforts to reinforce the capacity of its partners through a Virtual Logistics Cluster training. A total of 49 participants from 21 organisations engaged in technical discussions on the gaps and bottlenecks in emergency logistics operations and brainstormed ways in which collaboration amongst partners would streamline efforts

| SOUTH SUDAN



The Logistics Cluster was activated in South Sudan in 2011, and since then has provided logistics support to humanitarian organisations, enabling them to deliver relief in a volatile environment severely affected by poor infrastructure, climate hazards, insecurity, and most recently the impacts of COVID-19. In 2020, 190 organisations were supported with coordination, information management, and facilitation of access to common logistics services.

In 2020, due to a lasting rainy season, major roads remained physically inaccessible for longer than usual, shortening the humanitarian cargo pre-positioning window during the dry season and increasing the reliance of humanitarian partners on costly air transport. For a second consecutive year, the Logistics Cluster team had to adjust its activities to respond to the flood emergency that affected over one million people. To address major bottlenecks of inaccessible roads, the Logistics Cluster coordinated a river movement along a new route - Juba-Bor - for the first time since its activation, transporting over 160 mt of life-saving cargo. The Logistics Cluster also facilitated access to air transport through a WFP helicopter deployed to deliver cargo from Bor to remote locations affected by the flood.

Despite physical road access constraints, the Logistics Cluster continued advocating for better planning and cargo pre-positioning ahead of the rainy season, which resulted in 47 percent of cargo being transported via road and river, significantly decreasing reliance on costly air operations. In 2020, a total of 27 river movements, 10 more than in 2019, were facilitated, enabling the transportation of 2,314 mt of cargo through inland waterways. For the first time since the implementation of the Beyond Responses Project, more than 1,000 mt of lifesaving items were transported to deep field locations by road. The Logistics Cluster also coordinated a total of 42 humanitarian convoys along major supply roads, which enabled partners to transport approximately 16,500 mt to major logistics hubs across South Sudan.

Coordination and information management continued to be the backbone of the Logistics Cluster's support to partners, contributing to operational decision-making, and improving the efficiency of the overall logistics response. In total, 234 information products were published on the country-dedicated website page, including 52 Physical Access Constraints maps.

The Logistics Cluster also facilitated a total of 31 coordination meetings and represented logistics partners in seven national coordination mechanisms, including the Inter-Cluster Coordination Group. COVID-19 restrictions further hampered existing humanitarian operations in 2020. The Logistics Cluster participated in the National Steering Committee on COVID-19 on behalf of WFP, co-leading the Operations Support and Logistics pillar, coordinating closely with the government, WHO and other partners, as well as sharing information and guidance with partners.

As part of the National Response Plan, the Logistics Cluster, supported WHO in expanding capacity at the Dr. John Garang multi-purpose Infectious Diseases Unit by providing and installing a mobile storage unit – made available by WFP – onsite. Furthermore, the Logistics Cluster-managed common storage facility in Juba almost tripled to accommodate the anticipated high volumes of COVID-19 supplies. In order to avoid shortages, stocks of Personal Protective Equipment (PPE) were prioritised across the country to meet the COVID-19 response needs, and the Logistics Cluster launched the central storage and management of PPE on behalf of the humanitarian community in South Sudan. As a result, more than 3.2 million PPE items were allocated by the COVID-19 Inter-Agency Technical Team and dispatched by the Logistics Cluster in Juba to 93 organisations from the common pool created by IOM, WFP, and WHO. Due to COVID-19 global pandemic, Logistics Cluster trainings were put on hold from March 2020. However, in the first two months of 2020, 230 participants from 96 organisations attended eight face-to-face sessions.



OCTOBER 2011
Activation



7.5 MILLION
People in need of humanitarian assistance



190
Organisations supported



234
IM updates published



42
Convoys coordinated



31
Coordination meetings held



1,194 mt
Transported by road



3,956 mt
Transported by air



2,314 mt
Transported through inland waterways



230
Humanitarians trained



1,042 m³
Stored

| SUDAN

The Logistics Cluster was activated in Sudan in May 2020 to provide coordination and information management services in light of the COVID-19 pandemic. Whilst an Information Management officer was deployed in-country, a Logistics Cluster Coordinator provided support remotely to limit travel following the COVID-19 outbreak. The Logistics Cluster conducted regular coordination meetings at state level in Khartoum in order to share key logistics information and updates. In addition, a Gaps and Needs Assessment, performed in June, highlighted key gaps such as a need for enhanced coordination and lack of access to key logistics information.

MAY 2020

Activation



21

Coordination
meetings held



51

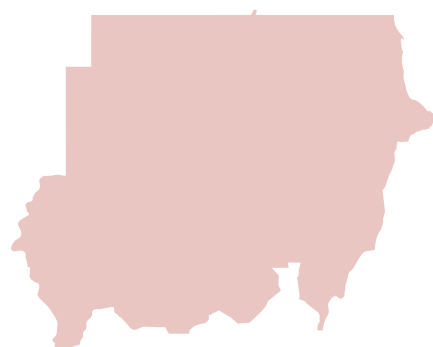
Organisations
supported





In 2020, a total of 21 coordination meetings were held with participants from 51 organisations (INGO, NGOs, UN, and donors). In addition, as GIS support was a key element to provide humanitarian organisations operating in-country with necessary information, total of 33 maps were shared in 2020, together with information on UNHAS flights, booking procedures, and flight schedules.

In order for the Federal Ministry of Health to have an overview of COVID-19 supplies coming into the country through various humanitarian agencies, donors, and private companies, the Logistics Cluster supported in developing an ad hoc digital platform, and in training partners to use it. In addition, support was rendered to the National Medical Supplies Fund, to facilitate road transport of medicines to the Darfur states. With the onset of the Ethiopian refugee crisis, the Logistics Cluster team moved to Kassala and Gedaref states to support with information sharing and production of maps. Mapping support was extended to UNHCR to assist in setting up the new refugee camp in Tunedbea. Additionally, one MSU was set up in Um Rakuba camp to support partners in storage of NFIs.



| SYRIAN ARAB REPUBLIC

The Logistics Cluster was activated in Syria in January 2013 to address the logistics gaps identified by the humanitarian community following the conflict outbreak, and in September 2014, the “Whole of Syria” approach was adopted following UN Security Council Resolution 2165. The resolution brought together separate regional operations into a single framework in order to enhance the efficiency of the humanitarian response. Eight years on, the Syrian context remains one of the most complex humanitarian crises in the world, with an estimated 11.06 million people in need of humanitarian and protection assistance in 2020 according to OCHA . In 2020, the Logistics Cluster supported 77 partners including UN agencies, national and international NGOs responding to the Syria crisis by facilitating access to crucial free-to-user logistics services, coordination and information management, including the development of new IM products, maps, and data collection tools to ensure physical access updates in the northwest ahead of the winter season.





JANUARY 2013

Activation



11.06 MILLION

People in need of humanitarian assistance



77

Organisations supported



84

IM updates published



27

Coordination meetings held



16,533 m³

Stored



The Logistics Cluster continued to provide critical support to the cross-border response through the facilitation of Security Council-authorized cross-border transshipment services for UN agencies delivering humanitarian cargo to areas of Syria inaccessible from inside the country. Over the course of 2020, 12,082 Syrian trucks were transhipped from Turkey to Syria, transporting over 264,000 mt of humanitarian assistance through both Bab al-Hawa and Bab al-Salam border crossings, the highest number of truck transshipments recorded since operations began in 2014.

With the declaration of COVID-19 as a global pandemic, a series of comprehensive preventive measures were put in place at the transshipment hubs. The Logistics Cluster doubled the Bab al-Hawa transshipment hub space from 5,000 m² to 10,000 m² and tripled office space to ensure physical distancing measures were fully implemented for all workers, drivers, and staff operating at the hub.

Inside Syria, access to a total storage capacity of 7,850 m² was secured to cover storage gaps in four strategic locations inside Syria, with the Cluster facilitating access to storage for over 16,000 m³ of humanitarian cargo. The Logistics Cluster also supported the humanitarian community through the loan of logistics assets such as MSUs and a generator. Furthermore, the Logistics Cluster facilitated access to free-to-user air cargo transport services from Damascus to Qamishli to fast-track the delivery of health sector cargo, avoiding lengthy and cumbersome processes related to overland transport.

| YEMEN



JUNE 2011
Activation



24.3 MILLION
People in need of
humanitarian assistance



61
Organisations supported



63
IM updates published



10
Coordination meetings held



44,214 m³
Stored

After six years of conflict, Yemen remained the largest humanitarian crisis and aid operation in the world driven by escalating conflict and a protracted economic crisis, humanitarian needs continued to grow in 2020, leaving more than 80 percent of the population in need of humanitarian assistance and protection. The situation was further exacerbated by torrential rains, desert locust infestation, and the COVID-19 pandemic. Fuel shortages from June onwards, especially felt in northern governorates, aggravated the humanitarian situation, reducing essential services and transport of essential goods, and restricting humanitarian operations already severely hampered by a huge funding shortfall.

The Logistics Cluster has been active in Yemen since June 2011 and has since continued to adapt to the persistently volatile operating environment in order to support humanitarian responders through coordination, information management, and access to common logistics services. In January 2020, a Gaps and Needs Analysis that had been initiated in 2019 was completed and informed the revision of the Logistics Cluster Concept of Operations.

Operating across three main hubs in Aden, Al Hodeidah, and Sana'a, the Logistics Cluster supported 61 partners with coordination, information management and facilitation of access to common logistics services such as air, sea, and road transport as well as storage of relief items.

With the aim of maximising the use of available logistics resources in-country for a timely and effective delivery of humanitarian aid and to avoid duplication of efforts, coordination meetings were held throughout the year – the majority of which online due to the ongoing COVID-19 pandemic. 63 information products were published on the dedicated operation webpage, which was viewed 11,000 times in 2020.

The Logistics Cluster facilitated the transport of a total of 6,276 mt of cargo by air and sea into Yemen, and by road across the country.

Challenges affecting road transport between the south and the north of the country persisted throughout 2020. Furthermore, road transport services in the north were interrupted since June. Despite the challenges, the Logistics Cluster facilitated the road transport of 5,731 mt of humanitarian supplies on behalf of 16 organisations, covering 29 locations across nine governorates and 20 districts.

In close coordination with partners, the air cargo transport departure point

was shifted from Djibouti to Dubai, with connections to Sana'a and Aden. Over the course of the year, the Logistics Cluster facilitated the air transport of 480 m³ of cargo through WFP-chartered flights on behalf of 12 partners. 97 percent of airlifted cargo was health related. Moreover, the Logistics Cluster facilitated the transport by sea of 1,894 m³ of humanitarian cargo on behalf of 15 organisations.

Across Aden, Bajil, and Sana'a, 25,638 m³ of humanitarian cargo was received into common storage on behalf of 17 partners. In addition, the Logistics Cluster facilitated the loan of ten MSUs to five organisations to ensure increased storage capacity as needed. The Logistics Cluster expanded its common storage capacity in Bajil, specifically to accommodate urgent health-related items to prevent the spread of the COVID-19 pandemic. Whilst initially, the expansion was provided through MSUs, in the last quarter of the year, a new warehouse was secured in order to facilitate additional dedicated common storage space for partners. The new facility will open at the start of 2021 and will bring the total common storage capacity across Yemen to 14,880 m².



5,731 mt



Transported by road

202 mt



Transported by sea

113 mt



Transported by air

| HAITI



In 2020, the Logistics Sector resumed its coordination support following the COVID-19 outbreak in Haiti and provided regular meetings in Port-au-Prince in order to share key logistics information and updates with humanitarian organisations operating in the country.

Since October, the Logistics Sector has been gradually shifting its focus into preparedness actions, initiating information tools and the updates of LCA sections through field missions.

In addition, a Gaps and Needs Assessment was performed in October which identified a lack of access to key logistics information and suitable storage infrastructure, road access constraints, and a need to reinforce the decentralised coordination mechanism, among others. The Logistics Cluster is pursuing efforts to address these gaps.

| LIBYA



In 2020, the Logistics Sector activities focused mainly on supporting the coordination platform through which logistics-related information was shared, allowing the humanitarian community to better operate. Thanks to this platform, humanitarian organisations working in-country were made aware of logistics resources available in-country, avoiding duplication of efforts.

In the context of the COVID-19 pandemic, the Logistics Sector in Libya, with the support of the Global Logistics Cluster, conducted a Gaps and Needs Analysis to advise on the most efficient logistics coordination mechanisms to address the constraints faced by responders in-country. Due to the exceptional international measures affecting movements of staff, the analysis was conducted remotely in April and May 2020.

Consultations and interviews were conducted with 16 humanitarian organizations at country and global level. The key recommendations of the analysis included reinforcing coordination mechanisms, information sharing, and supporting in strengthening partners' technical capacity.

The Gaps and Needs Analysis report was shared with the Humanitarian Country Team and OCHA for possible advocacy to donors in order to secure necessary funding for Logistics Sector activities. Unfortunately, sufficient resources were unable to be secured in 2020 to move forward.

| VENEZUELA



The Logistics Cluster was activated in-country to support the humanitarian response to the economic crisis that dramatically worsened following the impacts of COVID-19 on an already vulnerable population. Due to WFP not having an operational presence in-country, OCHA has instead acted as lead agency with support from the Global Logistics Cluster. A Logistics Cluster Coordinator was deployed for most of the 2020, operating remotely from July onwards due to the COVID-19 pandemic.

Regular coordination meetings were held to support the exchange of information between the 43 registered organisations operating in-country.

The Logistics Cluster, through various means of communication – notably targeted mailing lists – supported the sharing of practical logistics information among its partners, providing updates and reports related to logistics capacity, restrictions, and access. This included guidelines and mechanisms within the framework of the COVID-19 Global Humanitarian Response Plan and information regarding cargo and passenger flights available to humanitarian organisations and their staff.



WFP/Logan Abassifir

| TRAINING



In 2020, the Logistics Cluster was forced to dramatically redesign elements of its training programme from a programme that primarily relied on face-to-face trainings into a virtual programme to meet the challenges posed by COVID-19 travel restrictions. In spite of the challenge, the humanitarian community showed a high interest in online trainings offered by the Logistics Cluster during the pandemic.

| TRAINING DELIVERY

The Logistics Cluster had initially planned to deliver 15 face-to-face global trainings in 2020, located in strategic countries with an anticipated reach of approximately 375 participants.

In February, the Logistics Cluster successfully delivered two of these trainings, the Logistics Cluster Coordinator Training pilot and, for the first time, the Logistics Cluster Induction in Spanish, before the COVID-19 outbreak and its subsequent impacts prevented further face-to-face trainings.

From May to September, the Logistics Cluster offered eight online Logistics Cluster Induction trainings with participation from 135 partner organisations in 68 different countries, including a session specifically for Somalia, where the Logistics Cluster had just been activated.

Through the transition to a virtual programme, the Logistics Cluster has been able to engage directly with smaller and local NGOs whose teams may not have had the resources to send a member to a week-long in-person training, but are able to prioritise online learning and engagement in expert forums.

| MID-TERM REVIEW

In October, the Logistics Cluster published the Training Programme Mid-Term Review, which included 19 recommendations on how to strengthen the cluster's training programme. Significant headway has been made on these action points, including outreach to national and local actors and recognition that training for medical logistics is a priority amongst organisations.

The findings were shared with the community at the Logistics Cluster Global Meeting in October 2020 and in subsequent discussion fora with leaders from across the sector.

TRAINING EXPANSION AND DEVELOPMENT OF NEW MODALITIES

Based on the findings of the review, the Logistics Cluster acknowledged that there is a need to increase the number of technical trainings available online. These trainings enable local organisations to be self-reliant, improve sharing of best practices across the sector, and create a community of learners. The Logistics Cluster collaborated with partners to support in the development of new trainings and sourced content from subject matter experts in their respective fields.

The Logistics Cluster remained committed to the further regionalisation of the training programme and embarked on a significant translation project in 2020, translating two of its most popular trainings into Arabic, French, Portuguese, and Spanish.

In 2020, the Logistics Cluster initiated the development of a sector-leading Virtual Reality Online Logistics Response Team training. This simulation transports learners from their homes or offices directly into an emergency environment where they must manage competing demands under pressure. With this tool, the Logistics Cluster was able to connect directly with local partners in the field without complicated and costly travel considerations. Seeing the potential from this initial pilot, the Logistics Cluster will continue to expand the catalogue of VR trainings available, potentially revolutionising the humanitarian training landscape.

Furthermore, the Logistics Cluster has explored the potential of gamification, using mobile apps to deliver a short emergency response training, directly in the hands of the learner.





Local responders and field-based initiatives are at the centre of the Logistics Cluster Preparedness Project, which has as its primary objective the **strengthening and localisation of national humanitarian logistics**. The project works collaboratively with national responders – government, non-government, academia, and the private sector – to build sustainable outcomes based on a common, localised and autonomous approach. The Logistics Cluster Preparedness Project is intended as a catalyst, kick-starting a capacity-strengthening process which is then continued by other organisations – ideally the local government – once the project ends.

The COVID-19 pandemic affected ongoing project activities and rollout planning, primarily through reduced access to key national stakeholders and the reduced ability of project staff to deploy and to interact with counterparts. Nevertheless, the project took significant steps forward in 2020.

Work commenced in an additional four countries (Cambodia, Nepal, Colombia, and Zimbabwe) and activities continued in most active countries – albeit with some delays.



ASIA - PACIFIC REGION

April saw **Cambodia** finalising the recruitment and deployment of a Preparedness Expert, who has since been advocating for an increased focus on logistics preparedness by national actors and has supported them with stakeholder mapping activities and coordination mechanisms. In May, the Bangladesh National Humanitarian Logistics Action Plan, developed during the 2019 Gaps Analysis Workshop, was endorsed by the Ministry for Disaster Management and Relief and discussions are underway on next steps. Activities continued in **Laos**, led by the national Preparedness Officer. Terms of reference for a National Logistics Preparedness Working Group were developed and circulated to stakeholders and are currently with the Ministry of Labour and Social Welfare for endorsement.

The action plan, developed in 2019, was discussed by stakeholders in an NDMO-led workshop. Government officials were also trained in warehouse management and have since led the training of their colleagues across 18 provinces nationally. Work in the **Philippines** was significantly constrained due to COVID-19-related lockdowns, and changes in key government staff. The national Preparedness Officer nevertheless was able to support the government in several natural disaster responses and has continued to build relationships with key interlocutors. The activation in Bhutan, expected in 2020, has been delayed to 2021 due to staffing issues. In the **Pacific**, as with previous years, preparedness localisation initiatives were undertaken under the lead of WFP, through the Pacific Humanitarian Team cluster system.

| AFRICA AND THE MIDDLE EAST



In **Iraq**, the project conducted a regional Gaps Analysis Workshop in Erbil covering the Kurdish Region of Iraq at the beginning of 2020, with a similar event planned for Baghdad covering Federal Iraq in early 2021. These workshops will result in a common roadmap covering the entire country. In **Madagascar**, the national logistics working group was actively involved in the coordination and response to the floods that affected the northern part of the country. The project has continued to support the Bureau National de Gestion des Risques et des Catastrophes (BNGRC) with its pre-positioning strategy. This strategy proved critical in 2020, with the country affected by floods in the north and drought in the south. Throughout the year, work has been ongoing with the BNGRC to fully transition the project to the Government and ensure sustainability.

The **Malawi** Ministry of Transport and Public Works – the lead for the national Logistics Sector – endorsed the Action Plan developed during the 2019 Gaps Analysis Workshop, and stakeholders started implementation of the action plan's activities. In **Mozambique**, a Provisional Logistics Working Group was established in Pemba in the Cabo Delgado province. This was followed by a Gaps Analysis Workshop conducted in the same province with the provincial authorities and humanitarian actors. A Plan of Action of the National Logistics Preparedness project was approved by the Instituto Nacional de Gestão de Calamidades (INGC) directorate. National and provincial level logistics working groups were merged into a single national Logistics Sector working group under the leadership of INGC in order to improve coordination.

South Sudan's scale-up of the project from the Ebola Virus Disease preparedness to national logistics preparedness was put on-hold due to the COVID-19 pandemic. The project instead focused on supporting the humanitarian community with COVID-19 preparedness and response. Since the project commenced in **Zimbabwe** at the beginning of 2020, a Logistics Preparedness Working group has been established, a Gaps Analysis Workshop conducted, and an action plan developed by the working group has been endorsed by the Department of Civil Protection.

Kenya, Tajikistan, and Sierra Leone were identified as candidate countries in early 2020 by the Logistics Cluster Preparedness Working group. However, due to the COVID-19 pandemic, the roll-out of the project in these countries has been delayed by eight months. In December 2020, the National Disaster Management Offices in the three countries endorsed the implementation of the project in their respective countries. The project is planned to be rolled out in early 2021 across the three countries, with Tajikistan likely to commence in late January.



| AMERICAS



2020 marked the start of preparedness activities in the region despite the severe impact of COVID-19 and Hurricanes Eta and Iota in candidate countries. At the beginning of year, a scoping mission was conducted in **Colombia** to officially start the project. A few months after, the Preparedness Expert started chairing the Logistics Working Group focusing on transitioning from response coordination to preparedness activities in 2021. In **Haiti**, preparedness activities resumed through the deployment of a Preparedness Expert who has been actively engaged in starting to transition the work of the Logistics Sector to a Preparedness Working Group in coordination with the Direction Générale de la Protection Civile. Later in the year, the Regional Preparedness Officer for the Americas started developing a regional strategy and engaged with key actors to ensure the scope of the project is tailored to the region's realities where the private sector is strong, and the primary need is to focus on building long-lasting relationship between different stakeholders. In the last months of 2020, **Honduras and Guatemala** host organisations officially accepted to initiate the project in 2021 in the framework of the response transition and lessons learned from Eta and Iota hurricane response.







Log:ie is an information exchange platform for logistics preparedness, response coordination, and information sharing. The platform supports the humanitarian supply chain through timely provision of logistics information. It is anticipated to be rolled out to targeted field preparedness countries through 2021, based on a 'Minimum Viable Product' that has been developed and tested in eight different countries during pilot phases.

| INSTITUTIONAL CAPACITY STRENGTHENING FRAMEWORK

A detailed Institutional Capacity Strengthening Framework was finalised in 2020. This framework, built on a foundation of detailed guidance documentation and templates, supports preparedness officers in taking a sustainable approach to capacity strengthening and activity monitoring at country level. Adopting a consistent set of metrics – while remaining flexible across a wide range of country contexts – the framework allows a global definition of the project's contribution in increasing localisation. The framework will form the core of the project's other major global deliverable, namely the Preparedness Guide. As this approach will be rolled out to new project countries in 2021, the supporting capacity strengthening documentation will be updated to reflect experiences and lessons learned. The Preparedness Guide will aim to support other global partners as they undertake capacity strengthening activities, in line with the grand bargain agreements to systematically support localisation.

| LOGISTICS OPERATIONAL GUIDE (LOG)

The LOG is a tool developed by the Logistics Cluster to provide open source and freely available best practice and general guidance on the technical aspects of humanitarian logistics management. Deep revisions of the LOG have commenced with the goal of updating the entire guide by 2022. In 2020, some completely revised sections were completed including: **Physical Warehousing, Inventory Management, Air/Sea/Road/Riverway Cargo Transport, Customs, Dangerous Goods and Cold Chain Management.**



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