



# STRATEGY

2022 - 2026

Established by the Inter-Agency Standing Committee (IASC), the Logistics Cluster is a community of partners. It supports humanitarian entities abiding by the core humanitarian principles to alleviate logistics constraints impeding the delivery of humanitarian assistance. Details on the Logistics Cluster structure and a glossary may be found in the annexes.



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# FOREWORD

**T**he recent past has, more than ever, shown the need for the world to come together to jointly respond to ongoing and looming crises. Unparalleled challenges have driven humanitarian needs to soar, reaching critical levels and significantly unravelling decades of progress, notably in health, nutrition, and livelihood.

The impacts of natural hazards, worsened, in frequency and intensity, by climate change, are relentlessly compounding the existing challenges that affect vulnerable communities. Intra-state conflicts and man-made disasters are also expanding, together with the number of protracted crises and displacements, prompting a continued increase in humanitarian needs and access challenges.

In early 2020, humanity was stricken by a pandemic whose devastating effects, unprecedented in reach and unseen for a century in terms of casualties, brought many national health systems to the brink of collapse and caused severe system-wide disruptions. This has notably highlighted supply chain vulnerabilities to large-scale shocks and the need to better prepare for and respond to regional and global emergencies. For the first time in over 20 years, extreme poverty rose, and life expectancy fell. Moreover, beyond the heavy human and socioeconomic toll, progress towards a more sustainable system has further been delayed, putting hundreds of millions of lives at even greater risk in the near future.

In this context, there is an acute and clear need for the relief community to ramp up its actions considerably and maximise the use of available resources. Humanitarian commitments across the spectrum must be reaffirmed and focussed on preparedness, recovery, and response through collective and collaborative efforts. Humanitarian, development, and peace actors must deliver on their commitments to work together towards collective outcomes and enable, wherever possible, locally-led sustainable solutions. It is here that the Cluster Approach demonstrates its continued relevance as it seeks to maximise the efficiency of humanitarian operations by strengthening response capacity and fostering partnership and collaboration. This is particularly critical during emergencies, when systemic cohesion and leadership are the most needed.

The Logistics Cluster rightly fits within this dynamic, building on a solid network of partners promoting and enabling joint preparedness and response for the past 15 years, and counting. Through timely and reliable operational support, coordination, and information management, it strives to alleviate the bottlenecks that too often impede humanitarian actors to effectively deliver life-saving assistance. Knowing that supply chain accounts for approximately 70 per cent of the total expenditures for any given operation, the Logistics Cluster's role is instrumental in supporting the humanitarian community to better respond and save lives. In light of the changing operational context and evolving logistics-related challenges, the Logistics Cluster, embracing innovative approaches to humanitarian assistance and methods of delivery, shall leverage its partnership base to address new areas of concern across humanitarian supply chain.

Amidst the prevailing challenges, the Logistics Cluster, along with the wider humanitarian community, is at a critical juncture. Over the next five years, our response capacity must match the scale of the challenges ahead so that, working together and tirelessly, vulnerable communities globally are effectively served in crises by a prepared and locally-driven humanitarian logistics system.





# THE LOGISTICS CLUSTER STRATEGY

## Strategy Purpose

The 2022 – 2026 Logistics Cluster Strategy sets out the collective commitment of its community of [partners](#) around a joint mission and vision, to be achieved through common goals, and supported by shared values. It shall be used to guide and prioritise the Logistics Cluster activities and initiatives at the global and country level, as well as to plan and secure resources for them to be undertaken. Through this document, the Logistics Cluster community re-affirmed its partnership-oriented identity and its willingness to position collaboration at its core. The present document, aligned with the Sustainable Development Goals (SDGs) – especially Goal 17 –, shall serve as guidance for the years to come and the many challenges ahead.

## Strategy Development

The strategy was developed through a participatory process engaging a wide range of Logistics Cluster partners and stakeholders, facilitated by the [Global Logistics Cluster Support Team](#). Through a series of consultations, surveys, reviews, and the [Global Logistics Meetings \(GLMs\)](#), all contributed to the strategy development process. The Logistics Cluster community of partner's diversity of interests is therefore reflected in the final strategy, within the framework of the [IASC-defined and mandated Cluster approach](#).

## Strategy Implementation

Implementation of this strategy shall be a joint effort and the shared responsibility of the entire Logistics Cluster community. In order to achieve the goals agreed in this strategy, fulfil its mission, and work towards the long-term vision, specific projects and activities shall be undertaken. These are outlined in the Logistics Cluster Strategic Implementation Plan which further details the deliverables, timelines, responsibilities, and key performance indicators.

## Strategy Review and Reporting

The Global Logistics Cluster Support Team, in consultation with the [Strategic Advisory Group \(SAG\)](#), shall be responsible for reporting on the strategy implementation joint progress through bi-annual updates during the GLMs. In addition, a mid-term review to take stock of the Strategy Implementation Plan progress shall be conducted and, based on possible context-related developments, could result in a revision or partial readjustments if deemed relevant. In the course of the last 18 months before the planned expiry of this strategy, the Global Logistics Cluster Support Team, in consultation with the SAG, shall suggest a plan for the strategy renewal/extension to be presented during the GLM.



# THE LOGISTICS CLUSTER IDENTITY



## VISION

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



## MISSION

**The Logistics Cluster is a community of partners.** Its purpose is to support global, regional, and local actors to alleviate logistics constraints impeding the delivery of humanitarian assistance to people in need around the world.

**Before crises,** we strengthen humanitarian response capacity, especially in high-risk countries and regions.

**In crises,** where local capacities have been exceeded, we provide leadership, coordination, information management, and operational services.

**After crises,** we evaluate the response, identify areas for improvement, share good practices and solutions, and invest in learning and preparedness for future emergencies.



## VALUES

### • Collaboration

The Logistics Cluster is a [partnership](#) mechanism with the ambition to consolidate its existing network, further expand it to include new actors, and make it more representative at global, regional, and local level. Its partners are committed to jointly work towards collective outcomes and use the Logistics Cluster as a platform to collaboratively address common issues and steer its strategic orientation.

### • Professionalism & Agility

The Logistics Cluster serves the humanitarian community as a whole. It is guided by locally identified priorities and focuses on addressing evidence-based needs through operational and preparedness activities. The Logistics Cluster strives to enhance the humanitarian logistics efficiency by learning from the past, leveraging technology and innovations, and supporting operational agility in a perpetually changing humanitarian environment.

### • Localisation & Sustainability

The Logistics Cluster is committed to foster and support a localised response capacity. When operating in-country, it provides tailored solutions geared towards minimising disruption of local markets and promoting local resilience. Furthermore, the Logistics Cluster advocates for a sustainable approach to humanitarian response and endeavours to apply lasting solutions, both for the communities and the environment.

### • Accountability

The Logistics Cluster is accountable to affected populations through its partners, in compliance with the humanitarian principles. It is further accountable to the humanitarian and national leaderships through the [lead agency](#) as defined by the IASC guidelines. All Logistics Cluster plans, strategic decisions, and prioritisations are made transparently by and for its partners.

# PILLARS & GOALS

The Logistics Cluster Strategy is based upon the [IASC guidelines on implementation of the Cluster approach](#), which aims to harmonise the system-wide humanitarian response mechanism for a better impact. In line with these guidelines, the Logistics Cluster strategy has been broken down into four overarching building blocks, hereafter named “pillars”. Interconnected, they aim to ensure greater predictability, collaboration, and more efficient operational response.

Each pillar comes with an overarching goal and a set of outcomes designed to provide guidance on addressing current and future challenges for the upcoming five years. They substantiate the commitments made by the humanitarian community towards further collaboration, localisation, and sustainability. They also aim to ensure preparedness and response actions are led and managed as locally as possible, as internationally as necessary, to effectively serve vulnerable communities. Underpinned by a set of activities in the Strategic Implementation Plan, these outcomes shall contribute to achieving the Logistics Cluster vision and mission collectively.



## Partnership Base

A broad partnership base is established and maintained to better represent and serve the entire humanitarian community.



## Standards and Policy

General humanitarian logistics good practices are identified, catalogued, and appropriately disseminated, and specific policies and minimum standards for the proper functioning of Logistics Cluster activities and services established and implemented.



## Strengthening Response Capacity

Actors involved in humanitarian logistics are better equipped to collaboratively prepare and respond to emergencies.



## Operational Support

Emergency response is efficiently carried out thanks to joint needs assessments, swift resource mobilisation and advocacy, sharing of resources, deployment of the right capacity and services, and relevant performance analysis.

# PARTNERSHIP BASE

**A BROAD PARTNERSHIP BASE IS ESTABLISHED AND MAINTAINED TO BETTER REPRESENT AND SERVE THE ENTIRE HUMANITARIAN COMMUNITY.**



## OUTCOMES

- The Logistics Cluster network of partners and other stakeholders is further developed and solidified and inclusivity of existing mechanisms, especially at a local level, is enhanced.
- Common opportunities and threats in humanitarian logistics are identified and collectively addressed, including through advocacy on behalf of partners when possible and relevant.
- Active collaboration and ownership of activities by the Logistics Cluster community is encouraged and facilitated.

The central role of the Logistics Cluster is to advocate for, establish, maintain, and strengthen [partnerships](#) to enable an enhanced humanitarian response. The Logistics Cluster [partners](#) believe that a broader network of partners, working collaboratively, would bring about greater synergy and consistency in the way assistance is delivered. Practically, the Logistics Cluster actively engages in fostering partnerships to mobilise and coordinate collective resources available to support humanitarian response where it is needed. Relationships with other [stakeholders](#) shall also be maintained, further developed, and leveraged to strengthen humanitarian mechanisms and response when and where relevant.

The Logistics Cluster acts as a platform of exchange through which partners may share and address issues of common interest having an impact on the community's capacity to deliver assistance. Furthermore, the Logistics Cluster may, in some areas and when requested by a representative group of partners, advocate on their behalf – especially in direction of institutional stakeholders, to which access may be complicated for individual organisations.

At a global level, throughout different forums – notably the GLMs – partners steer the Logistics Cluster strategic direction, discuss and address issues of common concern, collaborate on global joint initiatives (e.g. environmentally sustainable logistics, upstream coordination), and share good practices. With the active support of other stakeholders and networks, this bond is reflected during emergencies by greater cooperation and coherent interoperability.

At a regional level, although no formal structure exists, the Logistics Cluster endeavours to establish linkages between partners and operations whose similar challenges and problematics could potentially be better addressed thanks to a multi-country momentum. In that sense, a regional coordination mechanism may be set up on an ad hoc basis – when deemed relevant by partners from affected countries – in order to ameliorate preparedness or response mechanisms.

At a country level, the Logistics Cluster strives to expand its outreach, and places inclusivity at the centre of its approach. Recognising that a solid and reliable network of local partners and stakeholders is instrumental in strengthening local capacity and scaling up emergency responses when needed, the Logistics Cluster is committed to further localise its partnership building endeavour.

01



# STANDARDS AND POLICY

**GENERAL HUMANITARIAN LOGISTICS GOOD PRACTICES ARE IDENTIFIED, CATALOGUED, AND APPROPRIATELY DISSEMINATED, AND SPECIFIC POLICIES AND MINIMUM STANDARDS FOR THE PROPER FUNCTIONING OF LOGISTICS CLUSTER ACTIVITIES AND SERVICES ESTABLISHED AND IMPLEMENTED.**



## OUTCOMES

- Existing humanitarian logistics-related standards and know-how are catalogued in a publicly available platform enabling partners to strengthen their operations efficiency and interoperability.
- Good practices that could be leveraged globally or in specific contexts to improve humanitarian logistics operations are shared through the Logistics Cluster forums.
- Appropriate standards and policies are defined and implemented where needed to harmonise and improve the Logistics Cluster activities and service portfolio.

Recognising that there are existing supply chain industry standards and that humanitarian organisations may have their own set of specific standards, the Logistics Cluster does not take part in producing universally applicable standards for humanitarian logistics as it also does not have the mandate nor the authority to enforce their application. The Logistics Cluster scope of actions in this matter rather focuses on consolidating and disseminating existing logistics standards and know-how, and identifying and sharing good practices. On the other hand, defining and setting minimum standards and policies for Logistics Cluster activities and services are required for the proper functioning, provision and use of these.

Specific standards related to various aspects of humanitarian logistics are regularly produced and made available by partners and numerous other stakeholders. In accordance with its mission to facilitate access to up-to-date information, the Logistics Cluster provides a repository for logistics-related documentation that could be of use to humanitarian actors to better deliver assistance during an operation by linking existing knowledge and information from where it is produced, to where it is needed.

Furthermore, the Logistics Cluster endeavours to support its partners in their response by monitoring, cataloguing, and sharing good practices. Whilst all operations are by nature different, past experiences and lessons identified through successes and shortcomings may be leveraged to better respond in the onset of an emergency and throughout the response, and to prepare and strengthen the different response mechanisms in the longer term. To foster knowledge sharing, the Logistics Cluster mobilises its partners through different forums, from the coordination meetings in-country to the GLMs at global level.

The Logistics Cluster, being committed to provide its partners with a reliable platform to facilitate coordination, information exchange, and common logistics services, intends to run it in the most efficient fashion possible. Therefore, a set of up-to-date guidance and standards is continuously needed to provide or obtain common services to/from the humanitarian community. In that sense, all organisations willing to use the Logistics Cluster platform would be bound to abide by minimum standards (e.g. ethical, operational, environmental) designed to ensure the services received/provided match with the common interest and accountability of the Logistics Cluster partners community. However, these standards shall be designed in such a way that they allow enough flexibility and agility across operations and do not impede the humanitarian response.

# STRENGTHENING RESPONSE CAPACITY

**ACTORS INVOLVED IN HUMANITARIAN LOGISTICS ARE BETTER EQUIPPED TO COLLABORATIVELY PREPARE AND RESPOND TO EMERGENCIES.**



## OUTCOMES

- Sustainable competency-based learning is made available to ensure an efficient and collaborative response.
- Institutional and systemic preparedness induce a measurable positive shift in how crises are effectively managed by national actors either autonomously or, where needed, collaboratively with regional and/or global actors.

Anticipating crises and adequately preparing humanitarian actors is critical to ensure they and vulnerable communities are resilient and better equipped and organised to respond. Strengthening this response capacity is, therefore, amongst the humanitarian action cornerstones. The Logistics Cluster actively takes part in this momentum, notably through two distinctive but complementary areas of engagement: 1) Enabling individuals involved in emergency preparedness and response to collectively increase and update the skills they are equipped with, and 2) Supporting institutions' capacities to advance sustainable preparedness, efficient response, and recovery endeavours.

Recognising that growing humanitarian needs must imply a proportional increase of skills both horizontally and vertically, the Logistics Cluster seeks to expand its competency-based activities and reach a wider audience at global and local level. For that purpose, partners and stakeholders shall continue to provide sustainable learning tools/methods to the benefit of the humanitarian logistics community. In particular, it leverages its collective expertise and capacity to innovate in order to ensure relevant trainings are designed and implemented to strengthen how humanitarian organisations operate collaboratively and deliver assistance. The objective of the Logistics Cluster learning activities is therefore to generate a systemic enhancement of the humanitarian community capacities thanks to a bottom-up approach nurtured through individuals.

Furthermore, the Logistics Cluster strives to support local, regional, and global institutions in ameliorating their individual and collective responses to emergencies. As it has been assessed that preparedness of national actors significantly improves local emergency responses – notably saving time and resources – and reduces the need for international mobilisation, the Logistics Cluster prioritises this dimension by mobilising its collective expertise to support the logistics preparedness of at-risk countries. It also determines, in coordination with local partners and stakeholders, where collective resources and efforts must be focused and where a positive long-term outcome may be expected. Recognising the existence of multiple preparedness initiatives, the Logistics Cluster strives to foster synergies and collaboration across the sector to advance its vision.

03

# OPERATIONAL SUPPORT

**EMERGENCY RESPONSE IS EFFICIENTLY CARRIED OUT THANKS TO JOINT NEEDS ASSESSMENTS, SWIFT RESOURCE MOBILISATION AND ADVOCACY, SHARING OF RESOURCES, DEPLOYMENT OF THE RIGHT CAPACITY AND SERVICES, AND RELEVANT PERFORMANCE ANALYSIS.**



## OUTCOMES

- Assessments are conducted alongside national stakeholders on an ad hoc basis to evaluate the logistics capacities, needs, and bottlenecks.
- An effective and fit-for-purpose response mechanism is developed and maintained to provide coordination, information management, and facilitate access to common logistics services.
- Adequate strategic planning is elaborated and constantly updated to guarantee efficient operational responses and exit strategies, developed with the aim to localise the response whenever possible.
- The Logistics Cluster performance is adequately measured based on pre-defined indicators to capture, analyse, and disseminate lessons identified and actively use this information to improve operations.

In a volatile environment where the frequency, scale, and intensity of emergencies are only increasing, the Logistics Cluster provides professional and reliable operational support during humanitarian responses by leveraging its community of partners and stakeholders. Throughout the different operational phases, the Logistics Cluster actions are devoted to help the humanitarian community to better prepare and respond to serve people in need of support. Acknowledging the continuous changes the humanitarian logistics community is experiencing, and that partners may have different scope and challenges with regards to supply chain, the Logistics Cluster shall strive to encourage collaboration and provide its partners with solutions and services in line with the various areas of concern emerging.

Outside of emergencies, assessments are conducted in-country together with local actors to determine the state of supply chain infrastructure and services, as well as the local capacity to respond in the event of an emergency. These assessments are instrumental to establish a clear state of play of local logistics capacities as well as a diagnostic of the weaknesses that should be addressed and the strength to be further developed. An appropriate capacity mapping followed by the necessary adjustments are likely to significantly ameliorate the humanitarian response capacity in emergencies.

When an emergency strikes, the Logistics Cluster may deploy to bolster existing capacity and provide the humanitarian responders with leadership, coordination, information management, and to facilitate access to common logistics services when needed. This is done by ensuring availability of technical expertise within the Logistics Cluster community to jointly assess the needs and support the response. A concept of operation could subsequently be agreed upon to precisely define the scope of intervention, its condition of existence, and guide the decision-making process. Via its network, the Logistics Cluster also strives to foster the pooling of resources and ensure complementarity of efforts through enhanced partnership and coordination with other stakeholders. Furthermore, it may advocate on key issues of concern, including resources requirements, particularly for donors to fund humanitarian actors to carry out priority activities related to humanitarian logistics, whilst also encouraging partners resources mobilisation through their usual channels.

Once the emergency is contained, considering that the Logistics Cluster is a temporary mechanism designed to complement local capacity and address specific gaps, an exit strategy should be implemented if its presence is objectively no longer needed. Taking into consideration the remaining coordination, information management, and other operational needs, phasing out should be a transitional period towards longer-term and more sustainable mechanisms. Furthermore, the emergency response efficiency shall be assessed and analysed thereafter, notably through Key Performance Indicators (KPIs), for the Logistics Cluster to tangibly demonstrate its impacts. This performance measurement shall also guarantee a standard of service, uphold accountability, and contribute to learning and improvement.

# ANNEX 1:

## THE LOGISTICS CLUSTER ROLE AND STRUCTURE

### The Logistics Cluster Role

The Logistics Cluster is one of 11 humanitarian clusters established by the [Inter-Agency Standing Committee \(IASC\)](#) following the Humanitarian Reform and further defined by the Transformative Agenda. The Cluster approach aims to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring predictable leadership and accountability across the main technical sectors or areas of humanitarian response. The following documents are constitutive of the Cluster approach and were designed to define the clusters activation protocols, mandates, leadership arrangements, and purposes:

### KEY CONSTITUTIVE AND REFERENCE DOCUMENTS:

[IASC Guidance Note on the Cluster Approach](#)

2006

Established the aim and scope of the Cluster approach and leadership model

[Logistics Cluster and the Humanitarian Reform](#)

2010

Enshrined the Logistics Cluster areas of responsibility

[IASC Reference Module for Cluster Coordination at Country Level](#)

2015

Outlined the basic elements of Cluster coordination

[IASC Guidance on Coordination in the Field](#)

2019

Defined common approaches for emergency preparedness and response

[IASC Guidance on Localisation](#)

2021

Addressed the localisation of humanitarian coordination



# The Logistics Cluster Structure

The Logistics Cluster is a community of [partners](#) collaborating to overcome logistics constraints and improve the overall humanitarian logistics response. The Logistics Cluster governance is steered by its partner organisations at both global and country-level, supported by dedicated support teams, and led by the appointed [cluster lead agency](#).

## Logistics Cluster Lead Agency (CLA)

The World Food Programme (WFP) was designated by the IASC as the Logistics Cluster lead agency at a global level and is accountable to the Emergency Relief Coordinator for its performance. As such, WFP hosts the Global Logistics Cluster Support Team in its headquarters and facilitates its activities through the allocation of necessary resources at global and local level – these 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](#). Whenever an IASC cluster is activated at country level, one or more organisations are appointed by the IASC to be accountable and (co)-lead that particular country cluster.

## Strategic Advisory Group (SAG)

Composed by representatives of the CLA and partner organisations appointed at global level during the GLMs for a two-year mandate, its members represent the Logistics Cluster entire community of partners. The global SAG notably provides strategic support and guidance to the Global Logistics Cluster Support Team. It can also establish ad hoc working groups to develop specific aspects related to partnerships and reports back to the community of partners during the GLMs. A local SAG may also be appointed by partners at country-level when deemed relevant.

## Global Logistics Cluster Support Team

The permanently active support structure that drives, together with partners, the Logistics Cluster strategy implementation globally and is accountable for its results. It fosters, develops, and maintains partnerships to strengthen the community of partners the Logistics Cluster is based upon and oversees the organisation of global events. Furthermore, the Global Logistics Cluster Support Team also provides guidance, support, and surge capacity to Logistics Cluster activities in-country, reinforcing the capacity of staff on the ground. The Global Logistics Cluster Support Team is hosted by the CLA and may benefit from partners secondments.

## Country Logistics Cluster Support Team

At a country level, the Logistics Cluster is a temporary coordination mechanism activated by the IASC and accountable to the [Humanitarian Coordinator](#) through the CLA<sup>1</sup>. The Logistics Cluster Support Team coordinates the Logistics Cluster activities in-country, notably by convening humanitarian actors operating locally and facilitating the logistics coordination and information management. Support provided varies in nature and scale depending on the needs of each operation. The Country Logistics Cluster Support Team is hosted and resourced by the appointed country CLA and may benefit from partners secondment. Where needed, the Logistics Cluster support team also facilitates access to common logistics services provided by its partners and manages the prioritisation of requests to this service through jointly established criteria.

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<sup>1</sup>Where an existing coordination mechanism exist or is deemed better suited to the context, a “cluster-like” logistics sectorial mechanism could be preferred instead of a full IASC Cluster activation. National sectors/clusters that are not IASC-activated are usually accountable to the National Disaster Management Agency (or equivalent). In such contexts, whilst no formal CLA accountability and “provider of last resort” responsibility is established, IASC guidance and Logistics Cluster partners have encouraged the use of Logistics Cluster resources, expertise, and capacities to support and reinforce the national coordination mechanism. A detailed explanation of roles and responsibilities for IASC clusters vs government-led sectors can be found in the [IASC Reference Module for Cluster Coordination at Country Level](#).



# ANNEX 2:

## GLOSSARY



### **Cluster approach**

Established following the 2005 Humanitarian Reform, it is a set of structures, processes, principles, and commitments to coordinate humanitarian actions. It aims to make the humanitarian community better organised and more accountable to crisis-affected people.

### **Cluster Lead Agency (CLA)**

The organisation that has been given the mandate by the IASC to take the lead in the Cluster approach implementation with regard to a humanitarian action specific dimension (e.g. Health, Shelter, Logistics). It is accountable globally to the Emergency Relief Coordinator (ERC) and in-country to the Humanitarian Coordinator. It has the responsibility to act as the provider of last resort. For the Logistics Cluster, the global Cluster Lead Agency is WFP.

### **Common Logistics Services<sup>2</sup>**

When there are evident logistics gaps impeding humanitarian actors to reach beneficiaries, humanitarian organisations involved in the emergency response may first assist each other by sharing resources, assets, and information, with the Logistics Cluster acting as a coordination mechanism to prioritise critical issues and develop common solutions. Nevertheless, where critical gaps are identified, a common logistics service could be set up to serve the needs of the humanitarian community. Whilst these services could be led by any of the partners, the CLA has special responsibility and accountability in accordance with its role as provider of last resort.

### **Global Logistics Meetings (GLMs)**

The Logistics Cluster Global Meetings (GLMs) are held twice a year and bring together representatives from the Logistics Cluster community at global level. These meetings constitute a forum for strategic discussions and decision-making on the Logistics Cluster governance, provide updated information on Logistics Cluster operations, enable reflection on the Logistics Cluster overall performance and global logistics-related developments, and introduce new initiatives and projects relevant to the field of humanitarian logistics.

### **Humanitarian Coordinator**

Is responsible for assessing whether an international response to crises is warranted, and for ensuring the humanitarian response efforts, when needed, are well organised. The Humanitarian Coordinator leads the Humanitarian Country Team (composed of humanitarian organisations operating locally) in deciding the most appropriate coordination solutions in-country, considering the prevalent situation. It notably provides recommendations to the Emergency Relief Coordinator on which clusters should be activated.

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<sup>2</sup>The IASC guidance note on the cluster approach, under Building Response Capacity, also refers to establishing and maintaining material stockpiles. However, a separate specific common UN mechanism, the United Nations Humanitarian Response Depots (UNHRD), was mandated by the IASC to provide this support to the humanitarian community by buying, storing and sending emergency supplies on behalf of its partners.

### **Inter-Agency Standing Committee (IASC)**

Established by the UN General Assembly, the [IASC](#) is the United Nations (UN) system highest humanitarian coordination structure. It brings together heads of UN and non-UN organisations to ensure overall coherence in preparedness and response efforts, formulates policy, and agrees on priorities to strengthened humanitarian actions worldwide.

### **Partnership**

Is defined as a sustainable and mutually beneficial relation between two or several agents whereby a common goal is pursued by leveraging a complementarity of resources and competencies. In this venture, partners are committed to equitably share the means, benefits, and risks to maximise the value creation relatively to the level of investment previously determined. Partnerships comprise a set of structures, arrangements, and approaches agreed upon by all parties enshrining the relationship that should prevail between each other, their respective responsibilities, and the anticipated timeframe for this collaboration. A fruitful partnership is measured in light of the stakeholders' capacity to positively deliver and impact greater than the sum of the parts.

### **Partner**

Humanitarian organisations/entities actively working to deliver assistance in accordance with the humanitarian principles, and engaged in any way, shape, or form, at global and/or regional and/or country-level in activities related to the Logistics Cluster. It may include NNGOs, INGOs, the International Red Cross and Red Crescent Movement, governmental entities dedicated to humanitarian responses, and UN agencies.

### **Preparedness**

A continuous process that includes any action, measure, or capacity development that is introduced before an emergency to improve the overall effectiveness, efficiency, and timeliness of a response as well as subsequent recovery.

### **Provider of last resort**

For any IASC-defined Cluster, the designated CLA is also the provider of last resort. Therefore, where necessary – and depending on access, security, and availability of funding –, the CLA must be ready to ensure the provision of services required to fulfil crucial gaps identified by the Cluster and reflected in the Humanitarian Response Plan.

### **Stakeholder**

Non-humanitarian entities that may contribute to the Logistics Cluster providing resources, furnishing services, or sharing knowledge. Examples may include the private sector, academic institutions, and military forces. Whilst they may be of a crucial help in advancing the Logistics Cluster agenda, they are not entitled to voting rights in its fora nor can benefit from its common services.



# ANNEX 3: VISUAL SUMMARY OF THE STRATEGY

## VISION

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

## MISSION

**The Logistics Cluster is a community of partners.** Its purpose is to support global, regional, and local actors to alleviate logistics constraints impeding the delivery of humanitarian assistance to people in need around the world.

**Before crises,** we strengthen humanitarian response capacity, especially in high-risk countries and regions.

**In crises,** where local capacities have been exceeded, we provide leadership, coordination, information management, and operational services.

**After crises,** we evaluate the response, identify areas for improvement, share good practices and solutions, and invest in learning and preparedness for future emergencies.

## Pillars



### Partnership Base

A broad partnership base is established and maintained to better represent and serve the entire humanitarian community.



### Standards and Policy

General humanitarian logistics good practices are identified, catalogued, and appropriately disseminated, and specific policies and minimum standards for the proper functioning of Logistics Cluster activities and services established and implemented.



### Strengthening Response Capacity

Actors involved in humanitarian logistics are better equipped to collaboratively prepare and respond to emergencies.



### Operational Support

Emergency response is efficiently carried out thanks to joint needs assessments, swift resource mobilisation and advocacy, sharing of resources, deployment of the right capacity and services and relevant performance analysis.



## VALUES

Collaboration

Professionalism & Agility

Localisation & Sustainability

Accountability



## VALUES



# LOGISTICS CLUSTER

## LOGISTICS CLUSTER

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