

COUNTY GOVERNMENT OF GARISSA

LOGISTICS PREPAREDNESS ACTION PLAN



Background

Kenya has faced a rising degree of vulnerability to disaster risk. While the country has so far managed to respond to the disasters as they occur, the cost implications cannot be ignored, and efficiency and effectiveness could be improved. The Constitution of Kenya under the fourth Schedule provides Disaster Risk Management as a shared function between the national and the county government. In this respect, while the National Government has a significant role to play in Disaster Risk Management, the Counties have a special role to play because disasters are mostly localized to respective counties and differ from one county to another.

The occurrence of disasters in the Garissa County has had devastating effects on the various sectors of the economy. From 2019-2023, the county experienced prolonged and severe drought. This necessitated the establishment of the Department of Special Programmes in the county to oversee and co-ordinate disaster management. The Department has finalized a comprehensive County Disaster Management Policy but is still working on a disaster bill which targets interventions involved in mitigation of county disasters such as floods and droughts.

The Global Logistics Cluster through the World Food Programme (WFP) commenced a Field Based Preparedness Project (FBPP) in Garissa County in the last quarter of the year 2021. The FBPP aims to enable government, national and international NGOs, UN agencies, development partners, academia and the private sector to have a coordinated approach towards improving local supply chain resilience. The initiative is built upon localisation and skills-transfer and aims to ensure national responders have the tools and knowledge needed to take ownership of humanitarian logistics operations and reach vulnerable communities during times of disaster.

A two-day workshop was co-led by County Special Programme with key line ministries, National Drought Management Authority, UN agencies, INGOs and private sector to capture logistics gaps and needs and develop recommended activities. The workshop was used to formulate the County Logistics Preparedness Action Plan. The county will implement the preparedness activities both in the short term and long term to enhance emergency response.



This Logistics Preparedness Action Plan for Garissa County is organised into four sections namely:

- Coordination and Information Management,
- Relief Item Storage and Tracking,
- Transport and Logistics Access,
- Import Clearance and Local Procurement.



I – Coordination and Information Sharing



| 1.1 INFORMATION COLLECTION, STORAGE, AND SHARING | | | | |
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| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 1.1.1 There is no information platform where humanitarian logistics information can be stored and shared | 1.1.1A Develop a clearly defined information dissemination mechanism. Promote the utilization of the county website to enhance information communication, as well as other ICT platforms Garissa County Government – Transforming Lives | started | Q3 2023 | County Department for Special Programmes & Directorate of Information Communication Technology (ICT) and e-Government |
| 1.1.2 Inadequate logistics preparedness Information dissemination mechanism | 1.1.2A Strengthen information dissemination structures up to Sub County and ward levels; establish structured information dissemination channels to target members of the society who may not access print information - e.g., radio communications, community barazas and the information should be simplified and translated to local language for easy understanding. 1.1.2B Create timelines for County Steering Group CSG and sub-County Steering Group SCCSG and DRM committees for dissemination of information to lower level (sub county, ward, and village) | started | Q3 2023 | County Department for of Special Programmes & Directorate of ICT and e-Government |
| 1.1.3 There are no standard operating procedures (SOPs) or reporting templates to support | 1.1.3A Create/review Logistics data collection and reporting templates in readiness. 1.1.3B Develop a Logistics situation report template to feed into the County Steering Group meetings. | Started | Q3 2023 | County Department for Special Programmes |



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| logistics emergency response data capture or reporting | 1.1.3C Review the logistics assessment questions in the Multi-Sector Initial Rapid Assessment MIRA tool for community assessment. 1.1.3D Develop a Logistics rapid assessment reporting tool for large scale emergency 1.1.3E Stock distribution reporting template for standardisation across agencies | | | All Partners |
| LONG TERM | | | | |
| 1.1.4 The County does not have a Geographical Information System (GIS) system to map all the county resources | 1.1.4A The County Government establishes a GIS module for its disaster planning and real time emergency response information sharing. 1.1 1.4B Real-time data collection: GIS will be useful to county stakeholders to collect real-time data on weather patterns, water levels, and other key factors that could contribute to a disaster. Relevant stakeholders can use this information to make informed decisions about disaster response and prevention. 1.1.4C Establish of Emergency Operations Center (EOC) 1.1.4.D The EOC needs more space and modern equipment (i.e., ICT infrastructure and office facilities) to better serve different communication and information-sharing activities 1.4.5. Mapping of high-risk areas: GIS will be used to map high-risk areas for natural disasters such as floods, droughts, and outbreaks of diseases. This information can help the county government to plan and allocate resources for disaster preparedness and response. | Not Started | Q4 2023 | County Department for Special Programmes |
| 1.2. LOGISTICS COORDINATION | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 1.2.1 No County Government logistics coordination and communication group that includes County Government, academia, partners and private sector. | 1.2.1A Revise the Terms of Reference of the Logistics Preparedness Technical Working Group (TWG) to include logistics coordination, operation readiness, and information sharing for emergency preparedness and response. 1.2.1B Develop Sub Working Groups to enhance logistics preparedness and response capacity in preparedness. Develop terms of reference for the Working Groups. 1.2.1C Maintain logistics information and contact list in the County Cloud, website. | Started | Q3 2023 | County Department for Special Programmes |
| 1.2.2 There are no emergency logistics & SOPs | 1.2.2A Create a logistics standard operating procedure for emergency response. 1.2.2B Test the implementation of the response SOPs annually in Simulation Exercise (SimEx) | Not started | Q4 2023 | County Department for Special Programmes |



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| 1.2.3 There is no logistics contingency plan | 1.2.3A Develop a logistics contingency plan in alignment to County disaster plans. 1.2.3B Input logistics emergency and response into County Government disaster plans 1.2.3C Develop scenario-based logistics plans against a level 1, 2 and 3 emergencies. 1.2.3D Test aspects of the contingency plan in targeted Simulation Exercises. | Not started | Q4 2023 | County Department for Special Programmes |
| 1.2.4 There is duplication of disaster logistics and health emergency logistics coordination | 1.2.4A Align Logistics and Health Logistics Preparedness TWG preparedness and response efforts and information sharing. 1.2.4B Health logistics information added to logistics information sharing sites and platforms. 1.2.4.3. Preparedness TWG representatives attend each other's meeting during a response. 1.2.4C The health Preparedness TWG continues meeting (as a logistics preparedness sub working group) to enhance health logistics capacity and tools based on lessons learnt post emergency | Not Started | Q2 2024 | County Department for Special Programmes |
| LONG TERM | | | | |
| 1.2.5 Limited Coordination with neighbouring counties and National Government in sharing of logistics initiatives and assets during emergencies | 1.2.5A County Government to investigate/establish quarterly meetings with neighbouring Counties and the National Government to discuss initiatives that may be relevant to Garissa County and the possibility to provide support during an emergency. | Started | July 2023 | County Department of Inter-Governmental Coordination |
| Advocacy, finance, institutional capacity building: NDMA to utilise County Government and Donor networks such to recommend regional meetings to look at regional projects and information and asset sharing. | | | | |
| 1.3. COMMUNICATION | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 1.3.1 No established distribution lists or communication systems for real-time logistics information sharing that includes all stakeholders | 1.3.1A Set up communication distribution lists via WhatsApp, Signal, email and maintain contacts lists for phone call communication chains via the County disaster coordinators of important logistics information. 1.3.1B Develop or utilise established disaster communication and sharing networks and tools where possible. 1.3.1C. Establish a disaster communication Strategy. | ongoing | Q3 2023 | County Department for Special Programmes County Directorate for ICT |
| 1.3.2 Limited mobile network coverage and emergency telecommunications for real-time | 1.3.2A Enhance/establish mobile phone coverage and emergency telecommunication coverage to relay vital logistics information, prioritising high risk disaster locations. 1.3.2B Map who has ETC equipment who can relay field information. | Started | Q4 2023 | County Directorate for ICT |

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| communication of logistics capacity or disaster information. | 1.3.2C Work with providers to ensure they have their own emergency response plan developed and in place (with availability, deployment of mobile antennas for GSM and 4G, VSAT) | | | Communications Authority of Kenya (CAK) County Department for Special Programmes |
| LONG TERM | | | | |
| 1.3.3. Poor communication channels: Poor communication channels can result in miscommunication, delays, and confusion | 1.3.3A The government can invest in improving communication channels by implementing a reliable communication system. This will help to ensure that all stakeholders are informed and updated on logistics issues. | Not started | Q3 2024 | County Directorate for ICT County Department for Special Programmes |

II – Relief item storage and tracking



| 2.1. STORAGE CAPACITY | | | | | |
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| GAPS & BOTTLENECKS | | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | | |
| 2.1.1 | Storage assets and infrastructure are inadequate at county and the sub counties | 2.1.1A The county needs to establish strategic/essential hubs, depots and storage assets and infrastructure across the county, sub-counties i.e., construction of strategic food stores and cold chains at sub counties. 2.1.1B Construct and equip 3 warehouses at Garissa Ttownship Masalani (Ijara) and Dadaab | Not Started | Q2 2024 | County Department for Special Programmes |
| 2.1.2 | The county has inadequate technical and operational capacity for EPR/DRM and HSC&L at all levels | 2.1.2A Enhance the capacity of all EPR/DRM staff and other relevant technical staff on emergency humanitarian supply chain logistics and warehousing. 2.1.2B Train of the end-users for HSC&L preparedness with necessary skills needed to maintain and manage the assets | Not Started | Q2 2024 | County Department for Special Programmes |
| 2.2 RELIEF ITEM TRACKING | | | | | |
| GAPS & BOTTLENECKS | | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | | |
| 2.2.1 | There are no digital tracking services currently in place due to lack of equipment such as computers & the relevant software, and workstations etc. The computers are inadequate, internet is intermittent and no commodity tracking system. | 2.2.1A Develop and install (contract) reliable automated system for commodity tracking. 2.2.1B Ensure adequate infrastructure and equipment is in place to meet requirements of the function. 2.2.1C Purchase additional computers. 2.2.1.D Develop a localized digital data storage service and link to the County GIS to guarantee the safety and reliability of the digital information and services. | Not Started | Q2 2024 | County Department for Special Programmes |
| 2.2.2. | The county's only tracking system is manually filled and through follow ups. | 2.2.2A Automation of Systems and processes including MIS to support tracking. 2.2.2B Develop a centralized system and tools to track progress in the preparedness design and planning | Not Started | Q2 2024 | County Department |

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| 2.2.3 Inadequate skills in commodity tracking and automation. | 2.2.3A Strengthen technical and functional skills of the county stakeholders on commodity tracking system and automation. | Not Started | Q2 2024 | County Department for Special Programmes |
| 2.3. WAREHOUSING AND STOCK MANAGEMENT | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 2.3.1. Currently the county is using depots and storage assets owned by national government and partners for its HSC&L preparedness and does not operate its own infrastructure and assets | 2.3.1A Construction of warehouse at county HQ with necessary infrastructure/equipment 2.3.1B Construct and equip two additional warehouses in Masalani and Dadaab Delta 2.3.1C Install a robust automated systems & processes for warehouse management system. | Not Started | Q2 2024 | County Department for Special Programmes |
| 2.3.2. Limited capacity for county and partners to manage procured and donated relief items | 2.3.2A Capacity enhancement for technical offices on warehouse management (managing inventory, organizing warehouse space, and fulfilling orders.) | Not Started | Q2 2024 | County Department for Special Programmes |
| LONG TERM | | | | |
| 2.3.3. Limited capacity for county and partners to manage procured and donated relief items | 2.3.3A Develop SOPs for unsolicited donation items among county stakeholders in close coordination and collaboration with the County Steering Group. | Not Started | Q2 2024 | County Department for Special Programmes |

III. Transport and Logistics access



| 3.1. ROAD TRANSPORT ASSETS | | | | |
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| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 3.1.1. The county has no trucks to facilitate quick and efficient transport. The county is borrowing National Administration lorries including police lorries for transportation. | <p>3.1.1A Need to document what large and last mile road logistics transport assets and excavation equipment is available for emergency response - Government and humanitarian road transport assets and locations need to be documented; Reputable service providers of fit for purpose 30 MT, 7 MT and 3 MT trucks to be documented.</p> <p>3.1.1B. Government, commercial and private sector owners of road excavation and bridge repair infrastructure and assets to be documented.</p> <p>3.1.1C The county needs to procure transport fleets (Trucks 40 MT, 30 MT, 7 MT) and excavators and Bulldozers, 20,000 litre Water boozers.</p> <p>3.1.1D County should prepare management plan, and develop tracking systems for the movement of commodities,</p> | Not Started | Q1 2024 | <p>County Department for Special Programmes</p> <p>County Department for Roads and Public Works</p> |
| 3.1.2. During emergencies and flood season fuel access can be delayed | 3.1.2A County government should establish an agreement for fuel supply and /or a contingency fuel store for emergency response, | Not Started | Q4 2023 | County Department for Special Programmes |
| 3.2. ROAD ACCESS CONSTRAINTS | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |



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| 3.2.1 Limited capacities to communicate road access issues that affect emergency relief item transport | 3.2.1A Develop spatial plans to establish major connecting road networks. 3.2.1B Map known flood regions and road access issues from previous flood seasons. 3.2.1C Develop real-time road access issues that are reported to logistics stakeholders through WhatsApp email and documented on the logistics capacity platform maps. | Not Started | Q3 2024 | County Department for Roads Kenya National Highways Authority |
| LONG TERM | | | | |
| 3.2.2. Road networks country wide are poor constraining access to affected communities | 3.2.2A Advocate for improvement of existing road network country wide including dedicated emergency routes. 3.2.2B Construction & Tarmacking of the major connecting roads (- from Garissa to Liboi (Dobley), Ohio to Benane, Ohio to Escort market, Garissa to Masalani, Masalani to Hulugho, Hulugho to Daresalaam, | Not Started | Q2 2024 | Dept. of Roads and Transport, |
| 3.3 BOAT TRANSPORT AND ACCESS | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 3.3.1. River boat transport assets are not documented and insufficient to access affected communities | 3.3.1A Map the GIS coordinates of high-risk flood zones in the County and access points to communities and place on the logistics platform, 3.3.1B Map government, humanitarian partners and private sector boat assets and identify gaps in access to affected communities where entry points are a priority need. | Not Started | Q3 2023 | County Department for Special Programmes Kenya Defense Forces |
| 3.3.2. Limited number of trained emergency divers and diving gear in the County, | 3.3.2A Conduct participatory need assessment, identification, and Training of at least 40 divers in flood hotspot areas. 3.3.2B Procurement of diver's safety gears | Not Started | Q3 2023 | County Department for |

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| | | | | Special Programmes |
| 3.3.3. Limited number of emergency boat services | 3.3.3A Procure two (2) emergency speed boats (motorboats) with capacity of 10 passengers | Not Started | Q4 2023 | County Department for Special Programmes Kenya Red Cross Society |
| LONG TERM | | | | |
| 3.3.4. Limited capacity for emergency water evacuation | 3.3.4A Procure three (3) additional emergency speed boats (motorboats) with capacity of 10 passengers | Not Started | Q2 2024 | County Department for Special Programmes Kenya Red Cross Society |
| 3.3.5. Lack of storage and garage facilities for storage and repair of emergency rescue boats | 3.3.5A Construction of boatyards with inbuilt garage in strategic flood spots along the river, 3.3.5B Train boat repair artisans/Mechanics, | Not Started | Q2 2024 | County Department for Special Programmes Kenya Red Cross Society |
| 3.3.6. Limited information on the potential of Daresalaam coastline, | 3.3.6A Conduct feasibility study to assess possibility of harbour development at Daresalaam coastline (20 Km stretch) | Not Started | Q3 2024 | Department for Special Programmes, |

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| | | | | Department for Lands and Physical planning, |
| 3.4. AIR TRANSPORT AND ACCESS | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | DEADLINE | LEAD |
| SHORT TERM | | | | |
| 3.4.1. No formal agreements for emergency use of Government and private air assets and aviation fuel. | 3.4.1A Assess, identify, and document air assets available for emergency transport of passengers and relief items. 3.4.1B Formulate and establish formal agreements between Special programs and owner/operators for the use of the air assets during an emergency. 3.4.1C Need to secure access to aviation fuel for emergency response. | Not Started | Q2 2024 | Kenya Airports Authority (KAA) Department for Special Programmes |
| 3.4.2. There is no rapid air transport of emergency relief and medical supply items to remote communities with access constraints. | 3.4.2A Develop a specific humanitarian logistics plan for emergency supply of emergency health supplies throughout Garissa County, including pre-positioning, cold chain storage and air delivery to remote locations of vaccines and emergency medicines. 3.4.2B Renovation of the airstrip including tarmacking the runway, automated security inspection and public lounge | Not Started | Q1 2024 | Department for Special programs, Kenya Red Cross Society (KRCS) KAA, Private Companies |
| LONG TERM | | | | |
| 3.4.3. There are no air cargo transportation services in the County, | 3.4.3.A Construction of Airport at Modika | Not Started | Q1 2025 | KAA |



IV. Import Clearance and local procurement



| 4.1. HUMANITARIAN CARGO CLEARANCE IN EMERGENCIES | | | | |
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| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | WHEN | LEAD |
| SHORT TERM | | | | |
| 4.1.1 The import clearance of relief items during emergencies can be delayed causing bottlenecks and demurrage costs. | <p>4.1.1A Limited capacity and resources of government agencies responsible for import clearance and local procurement, particularly in emergency situations where there may be a surge in demand for goods and services.</p> <p>4.1.1B Government to revise the waiver process to make it more efficient for clearance of relief items during emergencies. An SOP and policy are developed to advise of the process to all stakeholders.</p> <p>4.1.1C Establish mechanism for uncleared emergency relief items to move off the port /airport to reduce costs to humanitarians, allowing more money to be spent on assistance to beneficiaries.</p> <p>4.1.1D Inadequate infrastructure and technology to support efficient and effective import clearance and local procurement processes. This can include a lack of appropriate storage facilities, customs equipment, and electronic data systems.</p> | Not started | Q2 2024 | <p>County Treasury & Economic Planning</p> <p>Kenya Revenue Authority</p> <p>County Humanitarian Stakeholders</p> |
| LONG TERM | | | | |
| 4.1.2. Import clearance processes are delayed due to agents visiting multiple government agencies to get approvals and certificates. | 4.1.2A Develop and encourage local supply chains, local production and sourcing that can reduce reliance on imported goods, which will help reduce the strain on customs clearance processes and improve local economies. | Not started | Q2 2024 | <p>County Treasury & Economic Planning</p> <p>Kenya Revenue Authority</p> |

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| | 4.1.2B Establish access to one window system so that all agencies can access and view the documents required for assessment and approval at the same time. Humanitarians can see where delays in import clearance procedures are. | | | County Humanitarian Stakeholders |
| 4.2. CAPACITY BUILDING | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | WHEN | WHO |
| SHORT TERM | | | | |
| 4.2.1 Some import clearance agents are not effective or do not have the knowledge or electronic systems required to clear humanitarian relief items quickly. | 4.2.1A Training staff on short term courses for effective and efficient customs officials and logistics personnel. This can improve their skills and knowledge hence making them better equipped to handle the complexities of importing and exporting goods. 4.2.1B Develop import clearance guidance documents for humanitarian organization to reduce clearance on humanitarian reliefs in the shortest time possible. | Not started | Q2 2024 | County Treasury & Economic Planning Kenya Revenue Authority County Humanitarian Stakeholders |
| LONG TERM | | | | |
| 4.2.2. Changing of technology | 4.2.2A Train staff on utilization of technology that can be used to automate customs clearance processes and reduce the amount of time spent on paperwork | Not started | Q2 2024 | |
| 4.3. PARTNERSHIP AND FORMAL AGREEMENTS | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | WHEN | WHO |
| SHORT TERM | | | | |
| 4.3.1. Complex and inconsistent regulatory frameworks that can make it difficult for humanitarian organizations to navigate | 4.3.1A Foster collaboration between government agencies, the private sector, and civil society that can help to identify and address logistical gaps and improve overall supply chain efficiency. | Not started | Q1 2024 | County Treasury & Economic Planning Department for Special Programmes |

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| the import clearance and local procurement process. | <p>4.3.1B Develop agreements or MoU's that need to be established to formalise and fast track humanitarian relief item import clearance, storage, and forwarding.</p> <p>4.3.1C Strengthen legal and regulatory frameworks that allows easy Clearance and consistent legal and regulatory frameworks that can help to reduce corruption and ensure that all parties involved in the import and export process are operating in a fair and transparent manner.</p> | | | |
| 4.4. LOCAL PROCUREMENT | | | | |
| GAPS & BOTTLENECKS | RECOMMENDATIONS & IMPLIED CORE ACTIONS | STATUS | WHEN | WHO |
| SHORT TERM | | | | |
| 4.4.1. Bureaucratic government and long procurement process in place established by the Public Procurement and Disposal Act 2015. | <p>4.4.1A Prequalify/establish framework for experienced and specialised local transporters.</p> <p>4.4.1B Develop a data base for local transporters within Garissa County.</p> <p>4.4.1C Encourage local stockists to provide sufficient goods and services for humanitarian organizations.</p> | Not started | Q4 2023 | Department for Special Programmes |