STRATEGY
Implementation Plan

November 2023

LOGISTICS CLUSTER

Logistics Cluster Strategy Implementation Plan (SIP)

SIP Purpose

The Logistics Cluster Strategy 2022 – 2026 was endorsed by partners during the October 2021 Global Logistics Meeting (GLM). It lays out the strategic orientation and collective commitments towards a shared vision, mission, and values. The strategy builds upon four interconnected pillars, each with an overarching goal and specific outcomes that substantiate the strategy's expected results. Recognising that, in order to be achieved, these outcomes must be translated into practically actionable and measurable elements, this Strategy Implementation Plan (SIP) is an integral part of this strategy. The SIP breaks down each outcome into a set of tangible and implementable outputs and activities aiming to enable the Logistics Cluster community of partners to operationalise its strategy. This document is thus both a roadmap and an action plan, guiding the application of the strategy and allowing effective monitoring.

SIP Development

The Strategic Implementation Plan (SIP) was developed in 2019 and reviewed in 2021 to align with the new strategy. In 2023, the Global Logistics Cluster (GLC) continued improving its way of working, further strengthening relationships with the different stakeholder groups, with the aim of achieving optimal delivery of the cluster mandate and the strategic objectives. The GLC introduced the three 'lenses' for cluster priority settings, namely the cluster mandate, field needs and cluster values. This led to a recalibration of the cluster priority areas and a review and update of the SIP. The review included feedback received by partners and stakeholders, internal review of GLC operations and achievements and discussions with partners at the June 2023 Global Logistics Meeting (GLM).

Consultations rounds were then held with technical leads in the support team, country level coordinators and partners and stakeholders leading up to the Strategic Advisory Group (SAG) review and endorsement. This plan therefore represents a collaborative endeavour and commitment.

SIP Management and Reporting

The GLM gives the overall direction for the SIP and between the meetings this is managed by the SAG, whose overall purpose is to promote and drive the implementation of the strategy. Working groups (WGs) have been established around key topics in the SIP, to further define the actions needed to be implemented, foster collaboration, and promote partner ownership. The WGs will establish accountabilities for activity implementation and allow partners to give their inputs, track progress, and monitor implementation. WGs should be aligned either to a set of outputs or activities or a cross-cutting issue directly linked to the Strategy and SIP and are temporary mechanisms that can be formed and dissolved throughout the Strategy period based on needs and completion of tasks. The Logistics Cluster Team (Rome) (LCT Rome) will act as the secretariate for the SAG and WGs. Quarterly reports are expected from the WGs and SAG regarding the progress on SIP implementation, with every second report coinciding with, and occurring at a GLM.

SIP Review

Recognising the dynamic nature of the Logistics Cluster activities, the SIP will remain a flexible tool open to amendments and changes based on WGs/SAG suggestions, to be verified by the larger partner group through the GLM plenary.

Logistics Cluster terminology

Global Logistics Cluster: Logistics Cluster Teams, partners, and stakeholders all together.

Logistics Cluster Team (Rome) (LCT Rome): located in WFP headquarters in Rome, the LCT Rome supports country teams with the process of cluster activation/deactivation or other options. The team helps with staffing, information products, coordination meetings, and operations as needed.

Logistics Cluster Team (Country) (LCT Country): Logistics Cluster staff working in a specific country or regional location who lead and facilitate the implementation of the 6+1 core responsibilities of the Cluster Lead Agency in the country or region in question.

Partner: Humanitarian organisations/entities actively working to deliver assistance in accordance with the humanitarian principles, and engaged in global, regional, or country-level activities implementing the Cluster approach.

Stakeholder: Non-humanitarian entities that may contribute to the Logistics Cluster providing resources, furnishing services, or sharing knowledge. Stakeholders are not entitled to voting rights in its fora nor can benefit from its common services.

(Global) Strategic Advisory Group ((G)SAG), Operational Advisory Group (OAG): A small yet representative group of partners who work with the Logistics Cluster Team in location, or at global level for the GSAG, supporting and leading the implementation of strategy, or operations for OAGs.

Working Groups: small, task oriented and time limited group of experts. They are created on a needs-basis, for example to agree minimum standards or formulate appropriate practices and should dissolve once they have completed their task.[1]

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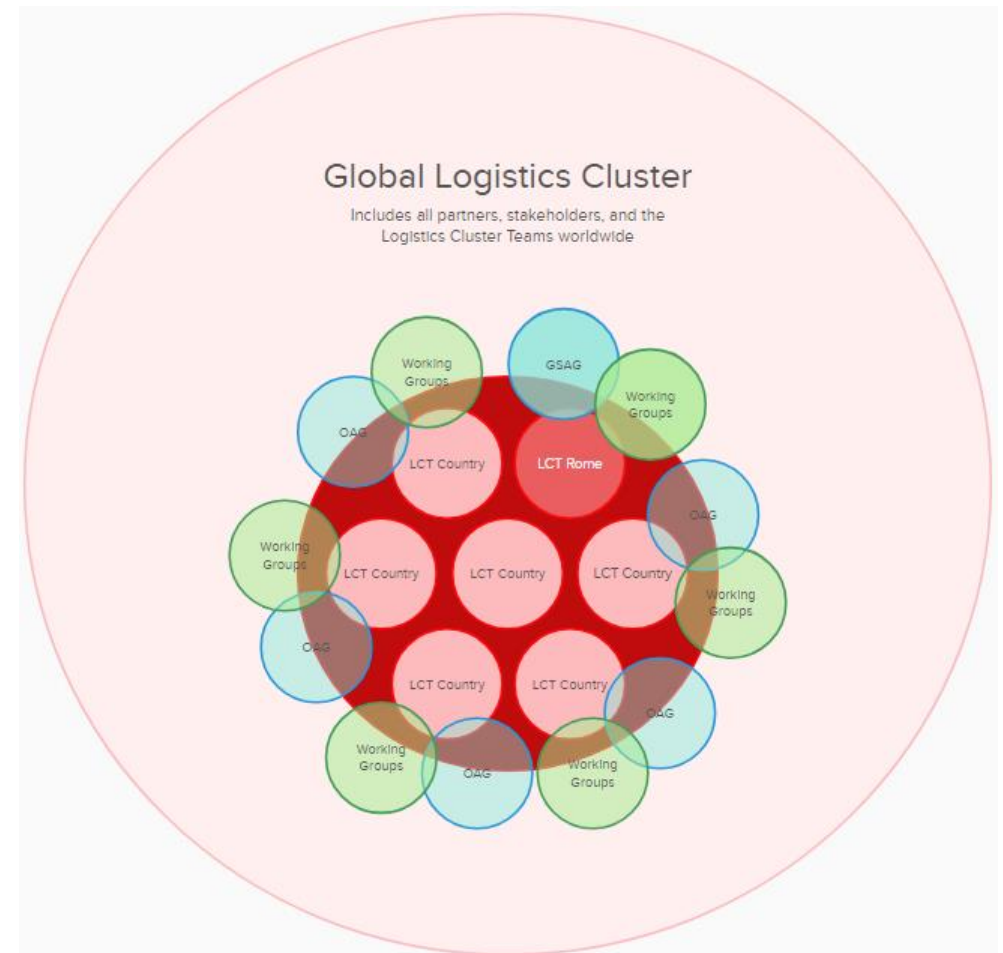
[1] Text is based on the description of WGs provided in the Cluster Coordination at Country Level guidance, version July 2015.

Pillar 1: Partnership Base

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

Outcome 1.1: Develop and solidify the Logistics Cluster network of partners and stakeholders and enhance inclusivity of existing mechanisms, especially at a local level.	
Output 1.1.1: Mechanisms and technical tools have been developed to clarify the roles and responsibilities of the Logistics Cluster, partners, and stakeholders (at global and local levels).	**Actioned by**
1.1.1.1 Create, maintain, and update standard awareness raising materials on the Logistics Cluster and its roles and responsibilities.	COMPLETED
1.1.1.2 Create a clear guidance note on roles and responsibilities of engagement for humanitarian partners as a cluster partner, with a focus on NNGOs and CBOs.	Partnership Working Group
1.1.1 3 Create a clear guidance note on modalities, roles, and responsibilities of engagement for private sector and academic stakeholders and provide clear avenues for engagement.	Partnership Working Group
1.1.1.4 Establish a 'localisation mindset' and relevant materials to support it e.g., inclusion in manuals, job descriptions, Logistics Cluster Coordinator handbook etc.	Logistics Cluster Team Rome
Output 1.1.2: Existing strategic partnerships and networks provide relevant knowledge, expertise, and assets from outside the humanitarian community.	**Actioned by**
1.1.2.1 Develop and maintain strategic partnerships and networks with private sector, government, academia to access relevant knowledge, expertise, network, and assets outside the humanitarian community.	Global Logistics Cluster
Outcome 1.2: Common opportunities and gaps in humanitarian logistics are identified and collectively addressed, including through advocacy, when possible and relevant.	
Output 1.2.1: Awareness raising and advocacy on the role and strategic importance of logistics for the successful preparation and implementation of a humanitarian response to emergencies is conducted on an ongoing basis.	**Actioned by**
1.2.1.1 Collectively agree on key areas and messages for advocacy and awareness raising on relevant humanitarian logistics issues, to improve operational responses.	Global Logistics Cluster
1.2.1.2 Collectively agree on the most efficient and appropriate platform or mechanism to share academic research and information, or other relevant data, between partners; to increase operational innovation, improve efficiency or use as the basis for advocacy messaging.	Global Logistics Cluster
1.2.1.3 Relevant concerns of the Global Logistics Cluster are represented at Inter-Cluster level and in appropriate IASC fora.	Logistics Cluster Teams worldwide
1.2.1.4 Awareness raising & advocacy on the role and importance of logistics in emergency preparedness and response is done collaboratively and systematically by the Global Logistics Cluster.	Global Logistics Cluster, led by the GSAG

	Actioned by
Output 1.2.2: A mechanism has been developed to facilitate the mobilisation of resources (personnel, knowledge, expertise, network, assets) from partners and stakeholders to address priority needs for humanitarian logistics.	
1.2.2.1 Develop and maintain an up-to-date database of partners and stakeholders and conduct mapping of actors from all sectors who may be able to support with relevant resources in case of need, including through the expansion and/or deepening of existing partnerships and through linking to potential country level networks.	Logistics Cluster Teams worldwide
1.2.2.2 Establish clear procedures to mobilise resources collectively at global and field level (personnel, knowledge, expertise, network and assets) from partners and stakeholders to address priority needs for humanitarian logistics.	Logistics Cluster Team Rome

Outcome 1.3:
Active collaboration and ownership of activities by the Logistics Cluster community is encouraged and facilitated.

	Actioned by
Output 1.3.1: Existing platforms for global coordination, joint dialogue, influence and decision-making on priorities and the direction of the Logistics Cluster are maintained.	
1.3.1.1 Organise and participate in Global Logistics Cluster meetings (GLM) for operational humanitarian logistics practitioners as required.	Logistics Cluster Team Rome (organise) Global Logistics Cluster (participate)
1.3.1.2 Convene Strategic Advisory Group (SAG) consultations regularly.	GSAG
1.3.1.3 Establish Working Groups as relevant to address priority issues and activities in the SIP.	GSAG, Working Groups
1.3.1.4 Each partner organisation ensures that all relevant staff understand the *Minimum commitments for participation in Clusters[2]* and engage with Logistics Cluster in a suitable manner as required.	Global Logistics Cluster
Output 1.3.2: Information related to and relevant for Logistics Cluster community activities is captured, analysed, and disseminated to humanitarian stakeholders.	Actioned by
1.3.2.1 Create standardised processes for collective logistics data and information gathering, collation, analysis and sharing for the benefit of the humanitarian community.	Logistics Cluster Teams worldwide
1.3.2.2 Ensure the collection, collation, analysis, dissemination and availability of information at both global and country level is done in a participative manner with the Cluster partners in line with identified gaps and needs; and said information is presented in an 'easy to use' and intuitive manner.	Logistics Cluster Teams worldwide

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[2] IASC Reference Module for Cluster Coordination at Country Level, revised July 2015. https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-reference-module-cluster-coordination-country-level-revised-july-2015

Pillar 2: Standards and Policy

Goal: Humanitarian logistics good practices are identified, catalogued, and appropriately disseminated, and specific policies and standards for Logistics Cluster activities are established.

Outcome 2.1: An overview of global knowledge on humanitarian logistics is available to Logistics Cluster partners and stakeholders.	
Output 2.1.1: Existing humanitarian logistics-related standards and good practices are publicly available enabling partners to strengthen their operations efficiency and interoperability.	**Actioned by**
2.1.1.1 Review/map global knowledge on humanitarian logistics and establish a consultative process to agree on the best way to share knowledge and standards among the community.	Global Logistics Cluster
2.1.1.2 Share information on spaces, platforms, and methods available for partners to be able to update, publish and share logistics-related standards, lessons learned, practices or knowledge they believe should be taken up/incorporated/considered by rest of the community.	Logistics Cluster Team Rome
Outcome 2.2: Appropriate standards and policies are defined, implemented, and communicated to harmonise the Logistics Cluster activities and service portfolio to ensure activities are implemented to sufficient quality and to ensure transparency.	
Output 2.2.1 Act as an enabler in the humanitarian logistics community on emerging topics and areas of common concern (such as preparedness, environmental sustainability, systems integration, etc.) by raising awareness and capability of partners to engage with and implement best practices.	**Actioned by**
2.2.1.1 Develop and maintain a Logistics Cluster Preparedness Guide enabling a common methodology for logistics emergency preparedness globally.	COMPLETED
2.2.1.2 Act as the advisory body for the Institutional Capacity Strengthening approach in Supply Chain preparedness, maintaining the Preparedness Enabler's Guide, and supporting partners to implement the approach, implementing the approach directly only where necessary.	Logistics Cluster Team Rome
2.2.1.3 Provide forums where information and best practice can be exchanged, and where partners can access tools, guidance, case studies, and dedicated expertise to support improved awareness and sustained adoption of best environmental practices related to humanitarian supply chain activities at the field level	Logistics Cluster Teams worldwide
2.2.1.4 Develop guidance material including a Responsible, Accountable, Consulted, and Informed (RACI) matrix as appropriate, for preparedness and response roles of Logistics Cluster partners and stakeholders,	COMPLETED
Output 2.2.2: The cluster approach and its implementation as related to the Logistics Cluster is communicated and shared widely to ensure proper understanding from partners and stakeholders.	**Actioned by**
2.2.2.1 Develop and share awareness material on procedures for cluster activation, cluster mandate, support to other coordination mechanisms, and other relevant issues for Logistics Cluster partners and stakeholders.	Global Logistics Cluster
2.2.2.2 Incorporate general IASC decisions and documents into standard operating procedures and guidance for Logistics Cluster operations.	Logistics Cluster Team Rome

2.2.2.3 Mainstream protection standards, specifically around PSEA (safeguarding) and gender, following IASC guidance and Cluster Lead Agency policy as minimum standards; developing and rolling out operational guidance to ensure full implementation at all levels.	Logistics Cluster Teams worldwide & Global Logistics Cluster (following org. guidelines)
2.2.2.4 Engage with existing forums, networks, and actors to advocate on issues related to cluster activation and support to/engagement in current Logistics Cluster/Sector operations.	Global Logistics Cluster
Output 2.2.3: Advocate for common standards and portfolio of common logistics services for Cluster/Sector Operations endorsed by the humanitarian community.	**Actioned by**
2.2.3.1 Review, agree on and maintain a portfolio of standard services for common service provision.	COMPLETED
2.2.3.2 Develop/endorse standard agreement proposals for potential common service providers and promote their acceptance and implementation.	Logistics Cluster Teams worldwide
2.2.3.3 Ensure the availability and implementation of minimum standards for common service provision for cluster activities.	Global Logistics Cluster
2.2.3.4 Review the service provision process end-to-end to ensure efficiency and responsiveness to partner needs.	Logistics Cluster Team Rome

Pillar 3: Strengthening Response Capacity

Goal: The Logistics Cluster community is equipped to better prepare and respond collaboratively to emergencies.

Outcome 3.1: **Competency-based learning is made available amongst the Logistics Cluster community to ensure an efficient and collaborative response.**	
Output 3.1.1: Logistics coordination knowledge is accessible to in-country actors based on needs to strengthen local expertise and skills to prepare for a collaborative humanitarian logistics response in emergencies.	**Actioned by**
3.1.1.1 Support regional and national training exercises on the Logistics Cluster and logistics coordination in emergency preparedness and response, so that regional and local actors understand the role and added value of logistics coordination.	Logistics Cluster Team Rome
3.1.1.2 Map online training platforms for partner organisations to share training materials to ensure that cost-effective, competency-based learning material is made available from and to partners and stakeholders.	Training Working Group
Output 3.1.2: Logistics Cluster partners and stakeholders have been trained on the Logistics Cluster and roles and responsibilities.	**Actioned by**
3.1.2.1 Identify and train relevant personnel – determined by each partner/stakeholder for their own organisation - on Logistics Cluster roles and responsibilities.	Global Logistics Cluster, Training Working Group
3.1.2.2 Ensure the Logistics Cluster has identified and/or recruited, providing training where applicable, sufficiently qualified staff to ensure the professional management of Logistics Cluster operations.	Logistics Cluster Team Rome

Outcome 3.2: **Emergency preparedness capacities in at-risk countries are strengthened to empower national actors to effectively manage a predictable, collaborative response in emergencies.**	
Output 3.2.1: Relevant actors in at-risk countries have received the support needed to effectively manage a predictable, collaborative response in emergencies.	**Actioned by**
3.2.1.1 Provide on request support and capacity strengthening to new and existing locally led, multi-stakeholder humanitarian logistics coordination mechanisms to strengthen expertise and practice on emergency preparedness.	Logistics Cluster Teams worldwide
3.2.1.2 Provide on request support and capacity strengthening to new and existing locally led, multi-stakeholder humanitarian logistics coordination mechanisms to strengthen expertise and practice in coordination and information management	Logistics Cluster Team Rome

Pillar 4: Operational Support

Goal: Emergency response is efficiently carried out through collaborative effort and sharing of resources to enable humanitarian partners in their logistics response.

Outcome 4.1: **Information on humanitarian logistics needs and capacities is available to the Logistics Cluster community.**	
Output 4.1.1: Country-specific gaps and needs are identified through a collaborative process and dedicated mechanisms and tools that include national actors to enhance the humanitarian logistics response	**Actioned by**
4.1.1.1 Ensure communication materials, including operational response procedures, guidance etc encourage the inclusion of partner inputs, both informational and physical, into Cluster activities at country-level.	Logistics Cluster Teams worldwide
4.1.1.2 Assess country specific gaps and needs on a regular basis through surveys and interviews with partners and stakeholders to identify and share challenges and bottlenecks and adapt the in-country strategy.	Logistics Cluster Teams worldwide
Outcome 4.2: **An effective and fit-for-purpose response mechanism is developed and maintained to provide coordination, information management, and facilitate access to common logistics services.**	
Output 4.2.1: A sustainable surge capacity is available where needed (including on a no-regrets basis) and support is provided to country teams throughout the lifecycle of an operation.	**Actioned by**
4.2.1.1 Procedures are in place to access the relevant resources and allow the deployment of experts from across the humanitarian community on a no-regrets basis as required, in the absence of available capacity on the ground, to ensure fast and efficient response.	Logistics Cluster Team Rome
4.2.1.2 Support is provided to in-country operations throughout the life cycle of the operation, including (but not limited to) advisory support, connection to expertise/resources and review of planning and technical documents and materials, to ensure standardisation across country operations for further predictability and efficiency of response.	Logistics Cluster Team Rome

	Actioned by
<u>Output 4.2.2</u>: Standardised platforms and tools are developed and maintained.	**Actioned by**
4.2.2.1 On a regular basis, identify and address needs for the update/development of existing tools and platforms. (e.g., RITA, LogIE, Logistics Operational Guide)	Logistics Cluster Teams worldwide
4.2.2.2 Collect, analyse, and share relevant data and information in the most useful and efficient ways possible to enhance LC and partner operations and overall response efficiency.	Global Logistics Cluster
4.2.2.3 Ensure that the Logistics Cluster remains up to date with digital progress and shares information on, access to, or deploys tools that meet partner operational needs for more efficient response.	Logistics Cluster Team Rome
<u>Output 4.2.3</u>: Continuously review the scope and application of Logistics Cluster coordination, information management and/or services to ensure the definition and implementation continues to meet partner needs.	**Actioned by**
4.2.3.1 At global level, review the possibility to support additional topics of discussion and/or advocacy beyond operational Logistics Cluster support activities, for the benefit of partner operations; or link partners to appropriate forums where the discussion can be usefully furthered and adequately supported.	Global Logistics Cluster, (G)SAGs & Working Groups
Outcome 4.3: **Strategic planning guides efficient operational responses and exit strategies with the aim to localise the response whenever possible.**	
<u>Output 4.3.1</u>: Humanitarian logistics gaps and needs are collectively identified by the Cluster and humanitarian actors and used to inform the development of Logistics Cluster/Sector strategies for preparedness and response.	**Actioned by**
4.3.1.1 Collaboratively develop country-level Logistics Cluster/Sector strategy with clear roles, responsibilities, project cycle timeframe and phase out to ensure national and international partners' views, gaps, and needs are considered within the mandate.	Logistics Cluster Teams worldwide
4.3.1.2 Link operations and preparedness work to support transition and exit from cluster operations where possible, thus ensuring ongoing national level coordination for future need.	Logistics Cluster Teams worldwide
Outcome 4.4: **The Logistics Cluster performance is measured based on global standards to capture, analyse, and disseminate lessons identified and actively use this information to improve operations.**	
<u>Output 4.4.1</u>: Guidance and tools for the continuous monitoring of Logistics Cluster activities have been developed.	**Actioned by**
4.4.1.1 Develop a monitoring & evaluation framework, including necessary data collection, analysis tools and feedback mechanisms, to assess operational efficiency and effectiveness, and enable more systematic and standardised reporting on Logistics Cluster operations.	Logistics Cluster Team Rome
<u>Output 4.4.2</u>: Lessons Learned and other learning exercises are conducted in a transparent, participatory manner, and progress on implementation of agreed action points are reported to partners.	**Actioned by**
4.4.2.1 Develop a lighter touch, more cost-efficient way to capture rapid lessons identified about specific responses and translate them into operational guidance to become lessons learned.	Logistics Cluster Team Rome
4.4.2.2 Provide updates to the Global Logistics Meeting plenary on the progress of operationalising lessons identified.	Logistics Cluster Team Rome

Annex I - Minimum Commitments for Participation in Clusters

Without the constant commitment of cluster participants, predictable coordination will not be achieved. The minimum commitments for participation in country-level clusters set out what all local, national or international organizations undertake to contribute. They do not seek to exclude organizations or national authorities from participating in clusters. Cluster Lead Agencies (CLAs) have a reciprocal responsibility to ensure that they lead their clusters in a manner that goes beyond merely share information and coordinates effectively with their sub-national counterparts. The responsibility of CLAs, and Cluster Coordinators, is to provide a forum for humanitarian action that meets affected people's needs and supports other levels of the strategic response (for example, inter-cluster coordination at country and global levels). All cluster partners (including CLAs in their role as implementer alongside other agencies) have a shared mutual responsibility to meet the humanitarian needs of affected people in a timely manner.

The minimum commitments are not prescriptive and should be adapted to actual needs and context, since cluster-based responses vary greatly in scale and complexity. They are a starting point and should be considered as an absolute minimum. Country-level clusters should base themselves on this document when they develop or update their ToRs and commitments.

The minimum commitments for participation in clusters include:
1. Commitment to humanitarian principles, the Principles of Partnership, cluster-specific guidance and internationally recognized programme standards, including the Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse.
2. Commitment to mainstream protection in programme delivery (including respect for principles of non-discrimination, do no harm, etc.).
3. Readiness to participate in actions that specifically improve accountability to affected people, in line with the IASC Commitments to Accountability to Affected Populations and the related Operational Framework.
4. A demonstrated understanding of the duties and responsibilities associated with membership of the cluster, as defined by IASC ToRs and guidance notes, any cluster-specific guidance, and country cluster ToRs, where available.
5. Active participation in the cluster and a commitment to consistently engage in the cluster's collective work.
6. Capacity and willingness to contribute to the cluster's response plan and activities, which must include inter-cluster coordination.
7. Commitment to mainstream key programmatic cross-cutting issues (including age, gender, environment, and HIV/AIDs).
8. Commitment by a relevant senior staff member to work consistently with the cluster to fulfil its mission.
9. Commitment to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources.
10. Willingness to take on leadership responsibilities in sub-national or working groups as needed, subject to capacity and mandate.
11. Undertake advocacy, and disseminate advocacy messages to affected communities, the host Government, donors, the HCT, CLAs, the media and other audiences.
12. Ensure that the cluster provides interpretation (in an appropriate language) so that all cluster partners are able to participate, including local organizations (and national and local authorities where appropriate)

Website: https://interagencystandingcommittee.org/system/files/2020-11/Reference%20Module%20for%20Cluster%20Coordination%20at%20Country%20Level%20%28revised%20July%202015%29.pdf