WREC Coalition: Countries & Regions of Focus Strategy and Standard Operating Procedure (SOP)

Phase II – Operationalizing Environmental Sustainability in Humanitarian Logistics

Executive Summary:

The Logistics Cluster's environmental sustainability team, WREC Coalition's, "Countries & Regions of Focus Strategy and Standard Operating Procedure (SOP)" outlines the strategic approach for Phase II of operationalizing environmental sustainability in humanitarian logistics. Building on Phase I, which identified key knowledge gaps and priority areas through feedback from partners, this next phase emphasizes enabling partners to implement sustainable logistics practices at the country level to support localization and enabling of integration of sustainability into supply chain activities of partners. The strategy includes developing presence at the country level with the existing environmental specialists on the WREC coalition project management team. The Environmental Specialists, although not able to attend and have a physical presence in each country will be engaging with Clusters, Sectors, Working Groups, and preparedness activities remotely where opportunity presents and will provide in-person support when requested and as funding allows. The objective of this shift is to enable humanitarian logisticians at the field level to transform their humanitarian logistics operations to become environmentally sustainable, resilient, and locally owned, through coordinated country and field-level engagement and targeted technical support.

About WREC: Value, Vision and Cluster Approach

As the Logistics Cluster's Environmental Sustainability Team, you can count on our expertise. We are a coalition of leading humanitarian organizations united by a shared vision: enabling the community to reduce the environmental impact of humanitarian logistics. We empower you to integrate sustainability by facilitating connections, identifying gaps, and empowering partners to integrate sustainability through practical, field-ready solutions. Through our collaborative approach, we help organizations embody the *"do no harm"* principle while driving meaningful and lasting change in humanitarian operations.

We understand the landscape: We connect you with a network of nearly 1,200 partners globally and provide access to the best available solutions that complement existing capacities to make humanitarian supply chains more sustainable so you can avoid reinventing the wheel.

Simply put, we help humanitarian partners embody the principle of do no harm, supporting them to do their work more sustainably, efficiently, and cost effectively, by sharing sustainable operational solutions that last.

2030 Vision: By 2030, the humanitarian supply chain community will be <u>aware</u> of the sector's environmental impact and are <u>empowered</u> to <u>independently implement a coordinated, scalable, and sustainable approach to measure and reduce that impact</u>.

Aligned with the Global Logistics Cluster's Interagency-Standing Committee (IASC) mandate, the environmental sustainability team focuses on three pillars of activities:

1. **Coordination**: The Logistics Cluster's environmental sustainability team provides a platform for partners globally, and at the country/field level in this Phase II approach, to connect on thematic areas related to supply chain sustainability and share experiences, ideas, updates, best practices, and to also pose questions and requests for support to overcome challenges.

2. **Information Management**: By following the best practices and guidelines provided by the Logistics Cluster Information Management team, the WREC uses the Logistics Cluster standards and consolidates information provided and shared by partners into information that is shared through best practice mapping, case studies, and shared through information sessions and webinars. Additionally, a centralised information portal (WREC pages on the Logistics Cluster website) houses guidance, tools, and trainings to help enable partners to have access to the most recent and up-to-date information on sustainable supply chains as it relates to the humanitarian sector.

3. **Help Desk and Gap Filling:** The WREC team consists of environmental specialists with expertise in thematic areas such as circular economy, decarbonisation, green procurement, reverse logistics, and waste management. These specialists are readily accessible to partners through a Help Desk mechanism, providing specialized knowledge and support to complement in-house expertise and support organisations without in-house sustainable supply chain teams with embedding environmental considerations into their business as usual. Aligned with the 2030 vision, the environmental specialists assist partners in independently integrating sustainable practices into their daily operations by identifying gaps and developing tools and guidance to address those gaps. With this new country of focus and regional approach, the Environmental Specialists on the WREC team have taken on additional responsibilities to support partners at the country and regional level as a first step towards further localization and integration of sustainability in supply chain practices.

1. Overview

Having successfully built a global community of supply chain staff interested in more sustainable outcomes, the WREC coalition is shifting towards facilitating concrete action at country level to address known and persistent challenges. Survey feedback from 168 individuals from 88 organisations across 49 countries highlighted the key knowledge gaps and priority areas that require development of environmental guidance, which has contributed to setting the direction for the WREC coalition's work in Phase II. This next phase of work emphasizes the enabling of partners to operationalise sustainability across humanitarian supply chains through coordinated country and field-level engagement, and targeted technical support. Ultimately, the WREC seeks to support the outcome that humanitarian logistics operations are transformed to become consistently more environmentally sustainable and operationally resilient, through local ownership. With the integration of tools and practices collected and disseminated by the WREC

coalition, country-level actors are empowered to adopt and institutionalise sustainable logistics solutions that reduce environmental impact, enhance supply chain continuity, and foster inclusive partnerships with local governments and private sector actors.

This Countries & Regions of Focus Strategy outlines how and why countries have been selected for priority engagement and how regional responsibilities are distributed to WREC Coalition Environmental Specialists. It also establishes a framework for engagement, mapping, workplan development, and partner collaboration.

2. Strategic Approach

2.1 Objectives

- **Support partners with country-level implementation of sustainable logistics practices**
  The WREC coalition specialists will work directly with Logistics Clusters, Sectors, National Logistics Working Groups, Preparedness Working groups, Coalition member organisations, and national stakeholders to translate global tools and guidance into country-relevant action. This includes identifying entry points within ongoing operations, adapting technical guidance to reflect contextual realities (e.g., infrastructure, regulations, capacity), and providing tailored support. The aim is to embed practical, cost-effective practices—such as energy efficiency, resource reuse, or improved disposal—into day-to-day operations led by national actors.
  - **Enable scale-up of best practices and address sustainability gaps**
    By creating a structured mechanism for peer learning and collaboration, the WREC coalition will help partners identify and implement scalable solutions across geographies. The WREC coalition specialists will support countries in adapting successful interventions from other contexts (e.g., vehicle pooling, solar-powered cold chains) and identify context-specific gaps—such as a lack of waste service providers or training needs—and advise the response through targeted interventions or technical guidance. For example, where formal waste service providers are limited and not sufficient to support sustainable activities, the WREC team will support with mapping informal waste management schemes through partnership with local actors.
  - **Facilitate coordination between national level partners and stakeholders**
    The strategy aims to strengthen in-country coordination on sustainable supply chain issues by promoting mainstreaming of sustainability into logistics operations via existing coordination fora. This includes joint planning, information sharing, and co-hosted technical sessions to ensure alignment of goals and reduce duplication. The approach also encourages private sector and local government engagement to expand the resource base and support long-term ownership of solutions.
  - **Align environmental sustainability efforts with operational priorities and national contexts**
    Rather than approaching sustainability as a standalone agenda, the strategy embeds it into existing humanitarian priorities—such as supply chain continuity, risk reduction,

and cost efficiency. The WREC coalition specialists will support country teams in linking resource-saving logistics solutions with broader goals like emergency preparedness, localisation, or risk adaptation. This includes aligning with national policies or strategies where applicable, ensuring interventions are locally appropriate, politically feasible, and technically sound.

2.2 Targeted Outcomes

- **Improved Local Ownership and Operational Leadership**
  Country-level actors are equipped and empowered to adopt sustainable operations and decision-making using WREC tools and support.

- **Independent Access & Incorporation of Practical Tools and Solutions**
  Humanitarian supply chain practitioners know where and are able to access the necessary tools and solutions to incorporate sustainability into supply chain activities at the country and field level.

- **Strengthened National and Regional Partnerships**
  New or enhanced collaborations are established between humanitarian actors, local governments, and private sector partners to deliver cost-effective logistics solutions at scale. This will be done in collaboration with existing coordination fora (whether Cluster, Sector, National Logistics Working Group, or Preparedness Working Groups) and will support local collaboration and preparedness when not operating in emergency situations.

- **Documented Cost Savings and Efficiency Gains**
  Field-level interventions in focus countries yield measurable cost reductions (e.g. fuel, energy, transport, warehousing) and improved use of local infrastructure, as documented in case studies and partner reports. WREC support will be to provide expertise, guidance, training, and follow-up with partners; successes of partners will be used to highlight best practices and shared with the humanitarian community through the Information Portal on the Logistics Cluster website and/or through coordination meetings/information sessions.

- **Institutionalization of Resilience Practices**
  Logistics practices that reduce operational disruption, improve continuity during emergencies, and support end-of-life resource management are embedded in national response frameworks and preparedness plans.

2.3 Push vs. Pull

Considering shifting priorities and operational realities within the humanitarian sector, the WREC Coalition will implement a more demand-driven, or "pull-based," approach to engagement at the country and regional level. Rather than prescribing actions, this strategy emphasizes enabling field actors by clearly communicating the tools, resources, and technical support available through the Coalition—allowing in-country partners to take initiative and drive uptake based on relevance and value.

This approach will follow a simplified **change management model** to support meaningful adoption and institutionalization of improved logistics practices:

1. **Awareness** – Raising understanding of available tools and how they address existing operational challenges.

2. **Desire** – Fostering buy-in by demonstrating the direct value and cost-efficiency of applying resources made available through the Logistics Cluster.

3. **Knowledge** – Providing technical guidance and peer examples to support practical application.

4. **Action** – Enabling country teams to implement selected tools with tailored support, based on the request and type of support needed.

5. **Reinforcement** – Creating feedback loops and knowledge-sharing opportunities to ensure learnings are retained, scaled, and refined.

By responding to country-led needs and leveraging proven change mechanisms, this approach strengthens local ownership, reduces duplication of efforts, and promotes more agile, cost-effective logistics interventions that can scale across contexts.

3. Roles & Responsibilities

Role	Responsibility
WREC Environmental Specialist (ES)	- Lead technical guidance, country mapping, analysis, and stakeholder engagement. - Develop RACI and GANTT chart for each country. - Produce a lessons learnt report at the 6-month mark. - Schedule and chair all country-level meetings, produce minutes, and ensure proper archiving.
Logistics Cluster Coordinators (LCC)	- For Clusters where engagement is agreed, LCCs will provide operational leadership and integration of environmental sustainability into logistics coordination (with or without the presence of the ES) and help to identify opportunities for mainstreaming sustainability into country-level SOPs, Concept of Operations (ConOps), and meetings. - Inform the ES of any areas of common concern for partners in country to tailor support and resources.
Coalition Steering Committee Members	- Strategic oversight and partner engagement. - Cascade of information related to country of focus activities to relevant field/country/regional focal points. - Support with lessons learnt reports, ensuring to capture successes and opportunities for improvement from respective perspectives.
Local Partners / Authorities	- Ensure alignment with national strategies. - Support implementation of activities recommended by ES. - Feed into lessons learnt by sharing examples and feedback on

implementation of activities at the field / country level

A RACI Matrix and Gantt chart will be developed for each country of focus, per the ES developed workplan.

4. Country & Regional Engagement Framework

4.1 Country Selection Criteria

Entry Points:

- Active Cluster, Working Group, Sector, or Preparedness Working Group. This entry point provides an established coordination structure where Coordinators at the country and field level are active and can advocate for the inclusion of sustainability considerations in operational local solutions.

- No formal coordination structure present, however expressed interest from coalition members or national partners. Presence by Coalition member organisations is not sufficient for country selection. In addition to presence, there must be an expressed and clear interest and availability to provide leadership from the local stakeholders prior to country selection. Local leadership is required to ensure that the country-based practitioners maintain engagement with recommended activities and solutions.

- Selected countries should have a blend of 'quick wins' and more in-depth support needed – this is to be evaluated during the country selection phase and analysis.

Assessment Factors:

- Geographic balance and accessibility (i.e., avoiding all countries in the same region or no countries within other regions)

- Local language capacity within WREC team (minimum one WREC member needs to be able to speak one of the local languages)

- Accessibility (i.e., no active conflict or major instability factors rendering sustainability initiatives difficult to implement)

Initial Countries of Focus (2024 – 2025) Background

Bangladesh

Bangladesh was selected due to the ongoing efforts by partners to conduct sustainable activities (such as the green market assessment conducted in collaboration with WREC and IFRC/Bangladesh Red Cross). In addition, the refugee camps and humanitarian activities in Cox's Bazaar include best practices on waste management (with the installation of a sanitary landfill, which was an inter-cluster coordination activity). In addition, an active Logistics Working Group (LWG), co-chaired by WFP and the Bangladesh authorities, was existing providing a platform for WREC to conduct awareness raising and capacity strengthening activities with multiple partners.

Colombia:

Colombia was selected due to the presence of Coalition Member organisations and active preparedness activities, including an existing coordination mechanism.

Democratic Republic of Congo

The Democratic Republic of Congo was selected due to the expressed interest by the Steering Committee, presence of humanitarian actors (based on a mapping of WREC coalition member organisations), as well as the presence of an active Cluster with regular coordination mechanisms in place to provide a platform for support. DR Congo is also in a complex emergency with remote response locations facing poor or inadequate infrastructure to conduct many environmental sustainability activities, thereby being a challenging environment to pilot WREC tailored support.

Kenya

Kenya was selected due to the presence of Coalition member organisations, expressed interest by the Steering Committee, and the positive operational environment for sustainable supply chain activities. As Kenya is host to refugees as well as many regional organisations, it was selected to be a country context that could potentially provide many best practices to be scaled and shared with partners and duplicated in other contexts. Kenya is host to many ongoing sustainability activities as well as pilots and innovation being conducted by humanitarian organizations and the private sector.

Nigeria

Nigeria was selected due to an expressed interest by the Logistics Cluster Coordinator as well as the presence and interest of the Coalition Member organisations. Nigeria is also a diverse context with many centrally located enabling facets, such as recycling and repurposing infrastructure, however with many challenges due to the vast distances between humanitarian response locations and innovations.

Venezuela

Venezuela was selected due to the presence of Coalition Member organisations and active preparedness activities, including an existing coordination mechanism.

4.2 Strategic Approach to Country Selection

- **Planned and Aligned Country Selection:**
  Country selection must be intentional, data-informed, and aligned with both the overarching WREC Coalition strategy and available or anticipated funding streams. Rather than selecting countries on an ad-hoc basis, prioritization should be based on clear strategic criteria and undertaken through collaborative consultation with key stakeholders—including national Logistics Clusters, Preparedness Working Groups, in-country partners, the Global Logistics Cluster, and the WREC Steering Committee.

- **Prioritize Collaborative and Operationally Active Contexts:**
  Countries with active Logistics Cluster operations and coordination mechanisms should be prioritized to foster alignment and maximize impact. This will ensure that WREC efforts complement and reinforce existing field activities and strengthen collaboration across Cluster structures.

- **Focused Initial Rollout:**
  The initial implementation phase should target no more than eight strategically selected countries (two per WREC team member) where conditions are favourable for in-depth engagement and demonstrable success. A concentrated effort will allow for stronger coordination, higher quality outcomes, and clearer results that can be leveraged to expand donor interest and scale the approach in future phases. No one team member should be assigned more than two countries.

- **Ensure Consistency in Partner Engagement:**
  A standardized and inclusive approach must be maintained across all selected countries to ensure comparability and capture a full picture of field-level efforts. Disparities in methodology—such as mapping only coalition partner initiatives in some countries and excluding them in others—can lead to gaps, underreporting, and missed opportunities. Consistent partner engagement ensures a comprehensive understanding of ongoing logistics innovations and prevents the uneven distribution of coalition responsibilities.

4.3 Country Support Packages

As part of a structured and intentional approach to country-level engagement, the WREC Coalition will bring together a comprehensive country support package prior to initiating collaboration in any new country. This information guide will serve as a foundational communication tool for alignment, expectation-setting, and joint planning with local and regional stakeholders.

As core to the Logistics Cluster's mandate, the Logistics Cluster at the field level has a key objective to serve as the primary coordinating body for humanitarian logistics activities during a response. Similarly, as part of the Logistics Cluster, the environmental sustainability team provides coordination at the global level on thematic issues, and at the country and field levels in collaboration with active Logistics Cluster activities (Cluster, Sector, Working Group, Preparedness, etc.). Where existing coordination mechanisms do not exist, the entry point for the environmental sustainability team will be through the coalition member organisations and partners in the country who are interested in attending coordination fora to collaborate on sustainable supply chain topics. Information shared at this stage will also provide information on the WREC coalitions purpose, vision, and activities.

The country support package will allow stakeholders to identify and prioritize the components most relevant to their operational contexts. This may include (but is not limited to):

- **Tools and Technical Guidance:**
  - Circular Product Procurement Tool
  - Market Assessment Toolkit
  - Warehouse End-of-Life Planning Guide
  - Templates for asset recovery or waste segregation systems
- **Capacity Strengthening and Knowledge Sharing:**
  - Access to WREC's global Massive Open Online Course (MOOC)
  - On-demand technical workshops and field-based training
  - Deployment of technical advisors (virtual or in-person)
  - Peer learning opportunities and documentation of country-specific practices
- **Operational Case Studies and Evidence:**
  - Real-life examples of interventions from other countries (e.g., depot insulation ROI in Niger; solar installation impact in Jordan; ride-sharing coordination in Lebanon)
  - Estimated cost savings and efficiencies gained
  - Lessons learned and replicable models tailored to different field settings
- **Coordination and Field Engagement Support:**
  - Facilitation of in-country coordination sessions focused on logistics efficiency
  - Support to Preparedness Working Groups on integrating lifecycle-based logistics planning
  - Assistance with mapping national logistics infrastructure and services (including end-of-life handling capacity)

The Catalogue will be a *living document*, regularly updated with new tools, case studies, and lessons learned from ongoing field engagements. It will also serve as a conversation starter—used in onboarding meetings, technical briefings, and country scoping missions to identify demand, clarify roles, and design joint workplans aligned with country-specific priorities.

5. Operational Plan / Standard Operating Procedure (SOP)

Background

This Standard Operating Procedure (SOP) is intended to guide implementation following the completion of country selection and formal endorsement by the WREC Coalition Steering Committee. At this stage, foundational tools—including the country engagement templates and the Catalogue of Support—will already have been developed. These resources are considered living documents and will be updated as needed based on field experience, partner feedback, and lessons learned.

Step 1: Proposal and Steering Committee Endorsement

As determined by the Steering Committee, the countries of focus will be reviewed on a bi-annual basis to determine if the progress being made is sufficient to begin phase out or if adjustment is needed to the activities or approach to engage further. After approximately 6-8 months of engagement, a snapshot will be prepared by the relevant focal point on the WREC team and presented to the Steering Committee for their feedback.

As a matter of standard practice, Steering Committee Members play a key role in ensuring successful implementation and are requested to brief their respective focal points in the selected countries on the objectives and implications of the country of focus strategy. It is essential that focal points have the necessary management clearance and support to engage fully in these activities. Where needed, Steering Committee Members should proactively liaise with local leadership to advocate for buy-in and facilitate meaningful participation.

The below steps begin *after* the above country selection or adjustment by the Steering Committee has taken place and there is agreement to the countries to focus. Additionally, the templates and country support package will have been developed in the first instance, and as they are living documents will be updated as and when needed or when lessons learnt justifies making additional modifications.

Coalition Steering Committee Members are asked to ensure their focal points in the countries selected are informed of the implications of the country of focus activities and have clearance from management to engage.

Step 2: Mapping and Assessment

The first step in operationalising the Country or Region of Focus Strategy is to establish a clear understanding of the current landscape of logistics practices and related initiatives at the country level. This step involves structured data collection, stakeholder engagement, and the use of digital platforms for consolidation and visualisation of information.

- Use a survey to identify Circular Economy, Procurement, Waste Management, Reverse Logistics, and Decarbonisation efforts.
- Rather than classifying responses solely by thematic workstreams, assess practices through the lens of core logistics processes, such as warehousing, transportation, fleet management, distribution, and disposal.
    - This method ensures the findings are relevant to logistics operations and allows for more actionable integration of interventions into daily workflows.
- Input and visualize the collected data through the LogIE platform (or other relevant platforms), enabling a dynamic and accessible overview of activities.
    - Ensure mappings are geotagged where possible and link activities to local actors, enabling better coordination and resource allocation.

- The mapping process must capture not only the initiatives led by Coalition members but also establish connections with local actors and existing supply chain preparedness efforts. Depending on the status of preparedness in the selected country—whether completed, ongoing, or planned—Logistics Cluster preparedness activities should be reviewed and incorporated. Regional and country Logistics Cluster preparedness focal points should be actively engaged during the mapping process to ensure alignment, avoid duplication, and help identify additional relevant local stakeholders who may not yet be part of formal coordination mechanisms.

Step 3: Gap Analysis & Opportunity Identification

This step is critical to understanding where the greatest opportunities for improvement lie within the selected country of focus and how the WREC Coalition can add tangible value to ongoing or planned activities. The process involves both analytical review and active stakeholder engagement to ensure that efforts are targeted, efficient, impactful, and relevant to the specific context.

- In collaboration and with the input of the country teams, classify initiatives by impact vs. effort/cost: Using a standard matrix approach, all mapped activities should be plotted against two axes: *impact* (e.g., cost savings, operational efficiency, emissions or waste reduction) and *effort/cost to implement* (e.g., staffing, financial input, infrastructure needs). This helps identify:
  - **Quick wins** – high impact, low effort.
  - **Strategic priorities** – high impact, high effort.
  - **Low priority initiatives** – low impact, high effort, which may be deferred or redesigned.

- **Identify Opportunities for Scaling Best Practices:** Analyse which proven approaches (e.g., warehouse solarisation, joint waste contracts, ride sharing) have strong potential for replication in the local context. Determine:
  - Which actors have the capacity to implement (based on partner self-selection).
  - What enablers (policy, contracts, training) are required.
  - Where WREC can provide targeted technical or coordination support to enable implementation.

- **Look for Gaps in Current Practice:** Identify critical logistical stages or regions that lack effective measures or are not addressed by current initiatives. Look for missing links in the supply chain (e.g., no reverse logistics strategy, no waste segregation at field level) and flag them for possible intervention.
- **Identify and Empower the Most Suitable Actors:** When gaps or barriers to sustainable supply chain activities are identified, WREC will collaborate with country-level partners and coalition members to determine the most appropriate actors to lead. This may involve deploying technical experts, introducing innovations, facilitating collaboration, sharing global tools, supporting peer learning exchanges, or providing targeted technical assistance to address identified needs.

- **Apply a Consistent Taxonomy Across Countries:** Use standardized terminology and categorization across all country mappings to allow for cross-country comparison and regional/global synthesis. This improves reporting, learning, and scaling. Ensure that data is compatible with tools like LogIE and can be easily shared across platforms.

Following this step, the WREC team member assigned to each country will develop a short report summarising identified gaps and opportunities to be cascaded to the country stakeholders and the WREC coalition steering committee.

Step 4: Engage and Align Stakeholders for Collaborative Action

Effective stakeholder engagement is essential to ensure buy-in, align expectations, and leverage the full spectrum of available expertise and resources.

- **Present Mapping Results in-Country:** Convene a coordination meeting to share the results of the mapping and gap analysis with relevant stakeholders including local Logistics Clusters, Preparedness Working Groups, coalition partners, and interested government actors. Emphasize the inclusive and collaborative nature of the process.
    - **Note:** the process must be light for the participants and not include overly technical presentations or data representation. Instead, the coordination meeting should present results as well as initial recommendations for solutions that WREC can provide vs. being overly prescriptive and putting additional work burdens on the participants themselves.
- **Establish Regular Engagement:** Maintain momentum through scheduled regular touchpoints with in-country partners (frequency to be determined based on feedback from partners).
    - Use these sessions to jointly review findings, identify priority areas for support, and guide development of the country-specific workplan.
- **Participate in Coordination Mechanisms:** regularly participate in coordination meetings and identify areas of collaboration or gaps in sustainability initiatives.
    - Where no formal coordination mechanism exists, coalition partners can initiate informal meetings with support from WREC.
- **Ensure Representation and Inclusivity:** Make deliberate efforts to include national and local actors and private sector stakeholders in the process to enrich perspectives and identify underutilised opportunities. Utilise the Cluster preparedness methodology for engagement with local stakeholders to engage more comprehensively with local stakeholders.

To ensure long-term sustainability and legitimacy, the strategy must be anchored in local systems and aligned with national priorities.

- **Engage National and Local Authorities:** Leverage existing coordination structures or Coalition members' relationships to introduce the workplan and solicit feedback or endorsement from relevant ministries or government entities (e.g., environment, infrastructure, disaster management).
- **Promote Complementarity with National Strategies:** Where relevant, align activities identified with national preparedness or climate resilience strategies. This enhances visibility, ensures compliance with regulatory frameworks, and fosters sustainability.

Step 5: Roadmap Development

Roadmaps are designed to be context-specific and responsive to each country's operational realities and priorities and to leverage partner organizations existing work, as identified and requested by partners. These will be developed by in-country stakeholders, with WREC playing a facilitative and technical advisory role, filling gaps identified with guidance, tools, and training as needed.

Entry Point	Description
Quick Wins	Low-effort, high-impact initiatives (e.g. LED installation, behavioural nudges, etc.)
Full Supply Chain Stage	Deep transformation of a logistics stage (e.g. end-of-life waste cycle)
One Targeted Measure	Scaling one impactful activity (e.g. ride sharing, joint waste collection, mapping, etc.)
Enablers	Addressing systematic barriers (e.g. long-term waste contracts, data systems, etc.)

Each roadmap may include:

- Key Performance Indicators (KPIs), milestones, and targets

- Resource needs and early expectation setting (WREC provides guidance, not funding)

- Roles and Responsibilities (RACI matrix)

- Timelines (Gantt chart)

- Field mission plans and toolbox of non-financial resources

Step 6: Review and Agreement

Before implementation begins, validation and alignment across stakeholders is essential to ensure ownership and coherence. Agreeing on a timeline for actions as well as coordination meeting frequency are key to ensuring ongoing engagement and to overcome staffing challenges as turnover may impact results if meeting frequency is not carefully managed and carried out. The WREC team will support partners with regular and timely support to guide partners. The roadmap is a guiding document and to be adjusted with partners at the local level as and when necessary.

- **Joint Review Session:** Organize a collaborative session with all relevant stakeholders (local Clusters, coalition partners, WREC Steering Committee reps) to review the draft workplan and refine based on feedback.
- **Finalize and Agree:** Secure written endorsement from key actors to demonstrate buy-in and alignment. Partners will be asked to self- identify leadership roles and engagement commitments to ensure that the activities identified through this process are embedded

into partner activities – the Logistics Cluster team will provide regular feedback and support throughout the process.

Annexes

- Mapping Email Template (for Kobo Survey)

- Prioritization Matrix

- RACI Matrix

- Country & Regional Assignment

- Workplan Template Overview

- Initial Country of Focus (2024-2025), Status Update (June 2025)

MAPPING EMAIL:

Sent 2024-12-03

Dear XXX,

We are happy the **Environmental Sustainability Mapping survey** (formerly 3W on environmental sustainability initiatives) is now ready for deployment via **Kobo Forms and available in English, French, and Spanish** (see top right button).

Led by the Logistics Cluster, with the support of its Environmental Sustainability Team, WREC Coalition, this mapping exercise aims to identify who is doing what and where on Circular Economy, Procurement, Waste Management, Reverse Logistics and Decarbonisation to gain a comprehensive understanding of ongoing environmental sustainability activities in your country.

Kindly share this mapping [LINK] with your Logistics Cluster partners. Any humanitarian organisation in the country is welcome to respond by the deadline of **Thursday, 12 December 2024. [ADD a day for each day we wait for the link]**

Once completed, we will support you in analysing the results of this mapping exercise no later than early-January 2025.
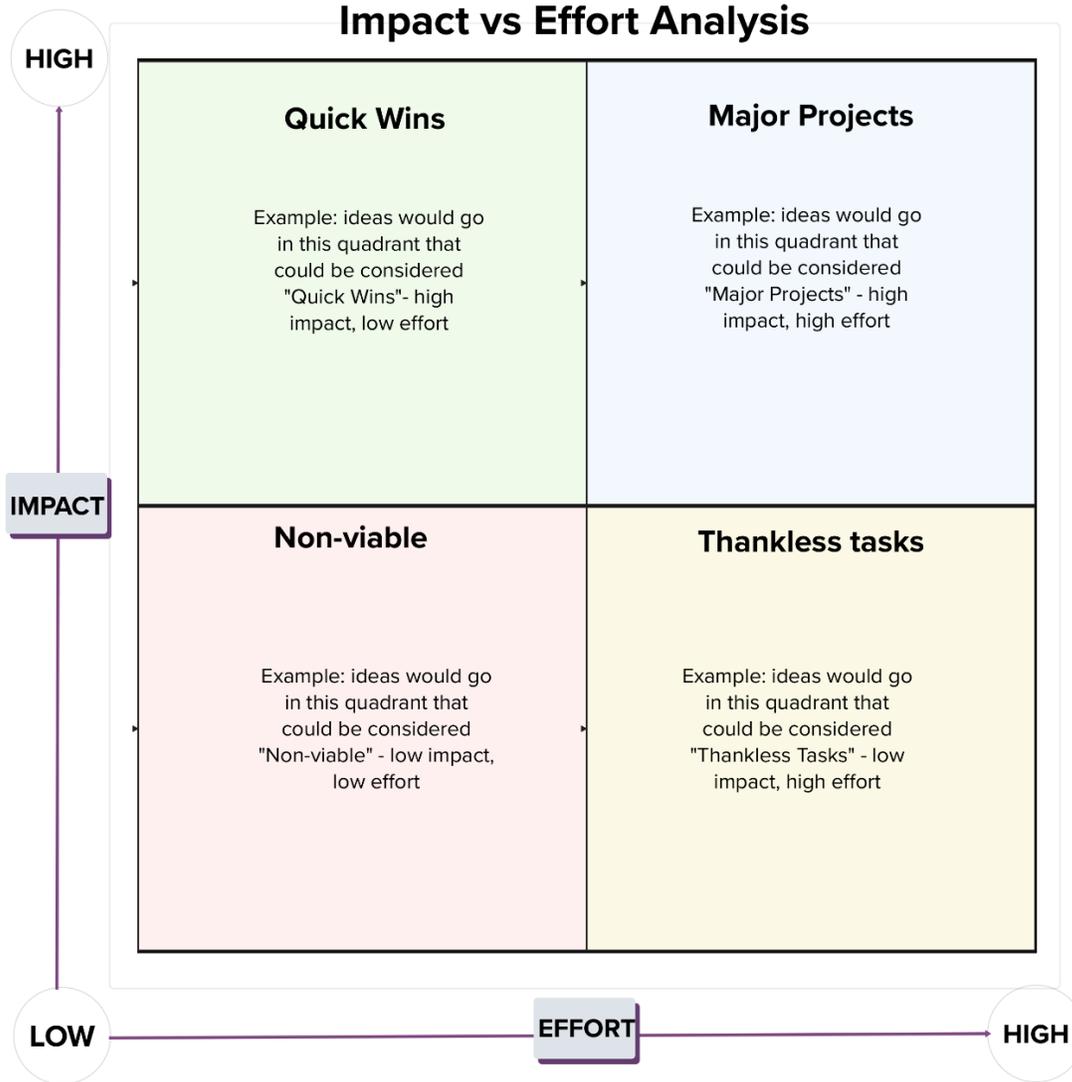
Specifically, we will support to identify opportunities to scale best practices as well as identify gaps. This analysis will inform discussions with WREC Coalition members and Logistics Cluster partners on identifying opportunities and priorities, as well as when, how and by whom best practices will be scaled and gaps addressed. Indeed, the goal is to develop a 2025 workplan early in 2025.

While operationalising environmental sustainability lies with our humanitarian partners, we will support by providing strategic and technical guidance throughout this process.

Thank you again for your support in minimising the negative environmental impact of humanitarian supply chains,

XXXX

Annex 2: Prioritisation Matrix

Impact vs Effort Analysis

HIGH

IMPACT

Quick Wins

Example: ideas would go
in this quadrant that
could be considered
"Quick Wins"- high
impact, low effort

Major Projects

Example: ideas would go
in this quadrant that
could be considered
"Major Projects" - high
impact, high effort

Non-viable

Example: ideas would go
in this quadrant that
could be considered
"Non-viable" - low impact,
low effort

Thankless tasks

Example: ideas would go
in this quadrant that
could be considered
"Thankless Tasks" - low
impact, high effort

LOW   **EFFORT**   **HIGH**

Role	Definition	Number to assign
Responsible (R)	Does the work to complete the task	One person assigned per task
Accountable (A)	Delegates work and is the last one to review the task or deliverable before to sign it off	One person assigned per task
Consulted (C)	Team members or stakeholders who provide input based on how it will impact their work and/or due to their expertise in the topic	More than one person can be assigned per task
Informed (I)	Stakeholders who need to be kept in the loop on project progress, rather than roped into the details of every deliverable.	More than one person can be assigned per task

Potential examples of RACI stakeholders below (not exhaustive):

Responsible: Does the work to complete the task

WREC Environmental Specialists: Technical guidance and project management

Logistic Cluster Coordinators: Guide the project at the operational level

Accountable:

WREC Environmental Specialists

Log Cluster Coordinators

WREC Coalition Steering Committee Members: Promote and encourage local engagement

Consulted:

Steering Committee

GLC Management

Local Government Counterparts

Informed:

Global Logistics Cluster Operations Team

Donors

Desk officers

Preparedness team

GLC Management

Annex 4: Country & Regional Assignment

Regional & Country Focus

	Latin America	Middle East & Europe	Asia & Pacific	West Africa	East Africa	Southern Africa
Marta	*Venezuela* & Colombia				Kenya	
Michela		N/A	Bangladesh			
Nora				Nigeria		DR Congo
Paola (LAC upon return)						

Cluster / Sector / Prep Countries

	Latin America	Middle East & Europe	Asia & Pacific	West Africa	East Africa	Southern Africa
Marta	Colombia, Guatemala, Haiti (WG), Honduras, Peru, *Venezuela*				Ethiopia, Somalia, South Sudan	
Michela		Lebanon, Palestine, Syria, Ukraine, Yemen	Afghanistan (WG), Bangladesh (WG), Bhutan, Pacific Region, Pakistan (WG), Tajikistan			
Nora				Burkina Faso, Chad (WG), Nigeria, Sudan		CAR, DR Congo, Malawi (WG), Tanzania

Action plans

For the WREC Coalition countries of focus

Entry points

Quick wins

What: Measures with little cost & time investment.
When: Countries with limited sustainability measures and limited capacity.
Country example: Energy efficiency quick wins in Democratic Republic of Congo.

Supply chain stage

What: Transforming a supply chain stage, applying all needed measures.
When: When aiming to transform 1-2 locations and resources & capacity are available.
Country example: Waste management in Dadaab, Kenya.

One action

What: Applying one action to all facilities/organisations.
When: When, due to a gap/interest, one measure emerges and there is eagerness to collaborate.
Country example: Sustainable cardboard in Venezuela.

Enablers

What: Enablers which make needed actions possible.
When: When there are obstacles to taking priority actions.
Country example: Waste LTAs in Tanzania.

How to make sustainability work for the field?

The WREC Coalition is now in phase II: Operationalizing sustainability for the field, **applying practical sustainability measures that deliver results:** reducing environmental impact and improving delivery for communities served.

In this context, we work with countries of focus, **mapping existing sustainability initiatives and building tailored action plans with logistics partners working there.**

Overview

| Quick wins | Supply chain stage | One action | Enablers | 1 Choose entry point |

Procurement	Storage/facilities	Transport	End-of-life	
Quick wins Actions KPIs Milestones Resources	**Quick wins** Actions KPIs Milestones Resources	**Quick wins** Actions KPIs Milestones Resources	**Quick wins** Actions KPIs Milestones Resources	
Measure 1 **Measure 2** **Measure 2** Actions KPIs Milestones Resources	**Measure 1** **Measure 2** **Measure 2** Actions KPIs Milestones Resources	**Measure 1** **Measure 2** **Measure 2** Actions KPIs Milestones Resources	**Measure 1** **Measure 2** **Measure 2** Actions KPIs Milestones Resources	2 Choose supply chain stage
Enablers Actions KPIs Milestones Resources	**Enablers** Actions KPIs Milestones Resources	**Enablers** Actions KPIs Milestones Resources	**Enablers** Actions KPIs Milestones Resources	
Monitoring progress	Monitoring progress	Monitoring progress	Monitoring progress	3 Monitor progress

How can the WREC Coalition support?

- **Mapping** existing sustainability initiatives
- **Analyzing results:** What is already there? Where are gaps?
- **Engaging with stakeholders:** What are priorities? where are obstacles?
- **Developing an action plan:** What are entry points? What measures to take? Which KPIs to set?
- **Monitoring progress.**

![Logistics Cluster logo] ![WREC logo]

Annex 6: Initial Countries of Focus (2024–2025), Status Update (June 2025):

Assignment of countries has been based on language capacity and regions are also assigned to be aligned with the countries assigned to each WREC team member. The following are the initial assignments across the team (November 2024). The below table shows the current Cluster active countries (whether a Cluster, Sector, Working Group, or preparedness activities) to demonstrate which countries the WREC team will support through existing coordination mechanisms. An elaboration of the rationale for the selection of each country is provided below the table.

	Latin America	Middle East & Europe	Asia & Pacific	West & Central Africa	East & Southern Africa
Marta Kucharski (Waste Management Specialist)	Colombia, Guatemala, Haiti (WG), Honduras, Peru, Venezuela (WG)				Ethiopia, Somalia, South Sudan, Malawi (WG), Tanzania, Sudan, Kenya
Michela Balzino (Circular Economy Specialist)		Lebanon (WG), Palestine, Syria, Ukraine, Yemen	Afghanistan (WG), Bangladesh (WG), Bhutan, Pakistan (WG), Tajikistan		
Nora Steurer (Greenhouse Gas Emissions Specialist)				Burkina Faso, Chad (WG), Nigeria, DR Congo, CAR	

Red colour indicates Cluster activated countries or working groups (as indicated), blue colour represents Preparedness project presence, and black represents coalition member interest and presence. Countries of focus are indicated with an underline.

Bangladesh:

In Bangladesh, the WREC Coalition provided partners with a package of practical tools and guidelines to implement future proofing activities in the field. Follow-up is ongoing with partners to address implementation challenges and identify community-wide opportunities.

Colombia:

In Colombia, a partnership Group has been created formed by the WREC Coalition members to map initiatives in supply chain (planned, implemented, and ongoing). In total 13 initiatives have been identified and analysed, and the group developed an action plan targeting priority areas to improve the supply chain interventions. The group has started addressing the collection of e-waste across the country and launched an assessment to identify quantities and locations where are accumulated. The WFP Logistics Working Group also hosted a training session led by IFRC and WREC on Greenhouse Gas (GHG) emissions measurement.

Democratic Republic of Congo:

Support to partners, via the Country Logistics Cluster, is currently on hold due to ongoing conflict in the country.

Kenya:

In Kenya, the WREC Coalition, in collaboration with the Preparedness team, conducted a comprehensive mapping of initiatives, which included a technical field mission to Nairobi and Dadaab camps. The mission involved bilateral meetings with coalition partners and site visits to assess ongoing future-proofing efforts. As a result, a total of 75 initiatives were mapped across the country. Based on a gap analysis of these initiatives, the Coalition developed an Action Plan aimed at enhancing the future proofing of humanitarian supply chains. A key priority emerging from this analysis is improving end-of-life management in Dadaab and Kakuma camps, with a focus on promoting waste recovery to minimize open burning and improper disposal of waste as well as increase revenue generation of waste. This initiative seeks to support partners with the tools needed to implement end-of-life management practices that contribute to a more circular and responsible supply chain.

Nigeria:

In Nigeria, the WREC Coalition has mapped 28 initiatives by 18 organisations. Together with local actors, the Coalition are identifying the top activities to scale and will develop action plans enabling their implementation. The Coalition are also supporting a budding ride sharing activity which comes with the triple win of reducing fuel consumption, costs, and emissions.

Venezuela:

In Venezuela, the Venezuela Logistics Cluster has facilitated the mapping exercise of future proofing initiatives among the logistics partners, with a result of 12 initiatives screened. Since March 2025, the Logistics Cluster and the World Food Programme (WFP) have joined forces to promote the recycling of waste generated by humanitarian organizations, both in offices and warehouses. To this end, a Recycling Route has been launched in partnership with a local company, which collects waste generated by the WFP and other United Nations agencies at their main offices in Caracas to promote better waste management for the humanitarian community.

   a. *Note: For both Colombia and Venezuela, the Regional Preparedness Working Group has been engaged in communications to support when needed in the engagement of the countries.*