

# Joint Strategic Evaluation

## Joint Evaluation of the Global Logistics Cluster

### Vol.II - Annexes

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Commissioned by the  
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Ministry of Foreign Affairs, Policy and Operations  
Evaluation Department  
*Measuring Results, Sharing Lessons***

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## Table of Contents

<b>Annex 1: Evaluation Terms of Reference .....</b>	<b>1</b>
<b>Annex 2: Evaluation Methodology.....</b>	<b>17</b>
<b>Annex 3: Evaluation Matrix.....</b>	<b>24</b>
<b>Annex 4: Humanitarian Logistics Context.....</b>	<b>28</b>
<b>Annex 5: Strategies, Policies and Past Evaluations .....</b>	<b>33</b>
<b>Annex 6: GLC Global Income by Source.....</b>	<b>42</b>
<b>Annex 7: GLC Universe of Operations .....</b>	<b>43</b>
<b>Annex 8 – Key Case Study Findings.....</b>	<b>45</b>
<b>Annex 9: Counterfactual Cases in Liberia and Ethiopia .....</b>	<b>52</b>
<b>Annex 10: Logcluster.org Google Analytics Findings .....</b>	<b>55</b>
<b>Annex 11: GHP Principles of Partnership .....</b>	<b>61</b>
<b>Annex 12: Survey.....</b>	<b>62</b>
<b>Annex 13: List of Key Informants .....</b>	<b>72</b>
<b>Annex 14: Bibliography .....</b>	<b>77</b>
<b>Annex 15: Evaluation Team Composition .....</b>	<b>90</b>

# **Annex 1: Evaluation Terms of Reference**

## **Joint Global Logistics Cluster Evaluation**

*Commissioned Jointly by WFP & Government of Netherlands  
In conjunction with the Evaluation Office, UNICEF*

### **Terms of Reference**

#### **1. Background**

##### **1.1. Introduction**

1. The TORs were prepared by the WFP Office of Evaluation (OE) evaluation manager Marian Read based on a document review and discussions with stakeholders.

2. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 defines the scope of the evaluation; Chapter 4 identifies the key questions that the evaluation will address; Chapter 5 spells out the evaluation approach; and Chapter 6 indicates how the evaluation will be organized.

3. The annexes provide additional information including a map of 2010-2011 global coverage, the Global Logistics Cluster Support Cell strategic areas and activities, interests of stakeholders in the evaluation, logical frameworks, reference group members and roles, principles of partnership and the partnership approach and bibliography.

##### **1.2. Context**

4. The 2005 humanitarian reform, within which the cluster approach is a major component, seeks to improve the effectiveness and timeliness of humanitarian response by ensuring greater predictability, accountability and partnership. The introduction of the organizational change process required up-front investments that anticipated benefits over time. As one of the three pillars of reform the cluster approach was introduced, comprising sectoral coordination with designated lead organizations.<sup>1</sup> The other two pillars were: enhanced leadership by humanitarian

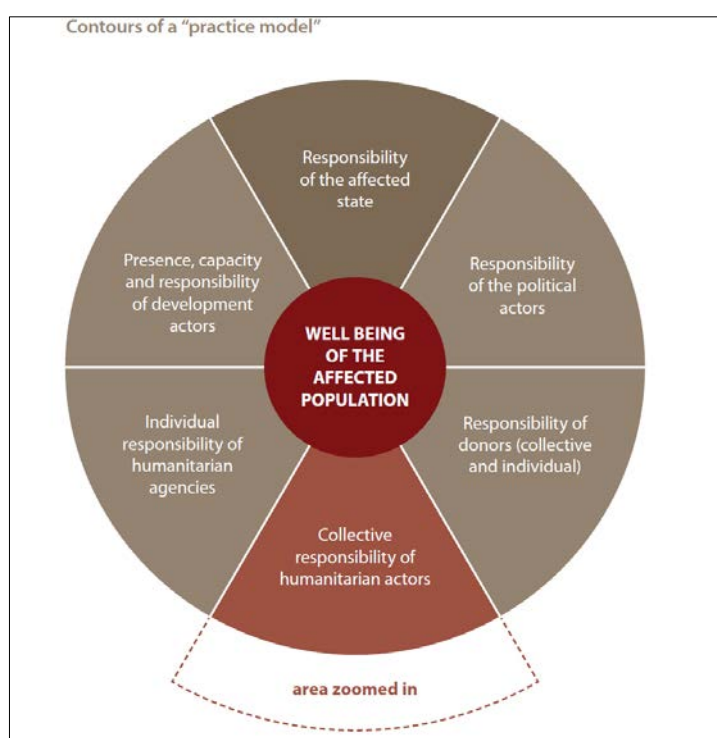
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<sup>1</sup> UN, IASC Cluster Approach Evaluation 2, p8.

coordinators and humanitarian financing. All of the pillars rely on the principle of strong partnerships between UN and non-UN actors and were to be mutually reinforcing.

5. The cluster approach includes 11 thematic or services areas<sup>2</sup>, with global level clusters generally providing support, guidance, and standard setting while country level clusters mainly entail operational coordination; each cluster has a designated lead (or co-lead). Procedures are in place for designating country level cluster leads; and include the principle of having the government in the lead wherever possible. Each humanitarian organization participating in the cluster also retains its own responsibilities. The collective responsibility (the cluster approach) is one among many of the stakeholders’ responsibilities (see Figure 1) in humanitarian preparedness and response.

**Figure 1 Model of Cluster System developed by Cluster Approach Evaluation 2**



6. A recent evaluation - IASC Cluster Approach Evaluation 2 - pointed to the gains made by the introduction of the cluster approach – and the need to continue assessing its success. Generalizing on progress made after 5 years for all of the clusters together, the evaluation noted that “the investments were beginning to pay off as the benefits generated by the cluster approach to date had slightly outweighed its costs and shortcomings. Provided that improvements are made, the cluster approach has significant potential for further improving

humanitarian response and thereby enhancing the well-being of affected populations”.<sup>3</sup>

<sup>2</sup> The 11 clusters as originally established including their leads are as follows: Agriculture Cluster (FAO), CCCM Cluster (UNHCR/IOM), Early Recovery Cluster (UNDP), Education Cluster (UNICEF/Save the Children), Emergency Shelter Cluster (UNHCR/IFRC), Health Cluster (WHO), Nutrition Cluster (UNICEF), Protection Cluster (UNHCR), WASH Cluster (UNICEF) and service clusters Emergency Telecommunications Cluster (OCHA/WFP/UNICEF) and Logistics Cluster (WFP).

<sup>3</sup> Ibid, p 67

### 1.3 Global Logistics Cluster

7. The Inter-Agency Standing Committee (IASC) designated the World Food Programme (WFP) as the lead of the Logistics Cluster. The Global Logistics Cluster Support Cell, comprised of staff from WFP and other organizations, was established in WFP headquarters in 2006 and has continuously evolved and adapted the initial design of the Logistics Cluster to support the humanitarian cluster system at both global and country levels. The Logistics Cluster has unique characteristics compared with other sector clusters as it is (a) one of the two clusters that by definition act as direct service providers (the other is telecommunications); and (b) a “keystone” cluster, a necessary service that enables the work of other stakeholders.

8. At the country level, logistics cluster operations are activated within the overall humanitarian cluster approach, under the leadership of the Humanitarian Coordinator/Resident Coordinator (HC/RC). In many cases WFP staff assumes the leadership role. Between 2010 and 2011 Logistics Cluster operations have been operational in 24 countries/regions (refer to Annex 1) which were categorized as:

- Countries requiring Logistics Preparedness to liaise with humanitarian actors before emergencies assisting often through deploying Global Logistics Cluster Cell staff on logistics missions to prepare contingency plans and Logistics Capacities Assessments (Mozambique, Mongolia, Panama, Papua New Guinea, Solomon Islands and Vanuatu);
- Countries requiring Logistics Sector Support including establishing coordination cells, organizing information sharing, identification of major logistics bottlenecks and gaps in the emergency supply chain and developing solutions in cooperation with various actors but not providing common logistics support services (Liberia, Malta, Tunisia and Egypt); and,
- Countries with Logistics Cluster Operation (activated)– logistics coordination, provision of logistics services and information management and GIS based on identified gaps– Haiti, Cote D’Ivoire, Niger, Libya, Sudan, DRC, Benin, Somalia, Yemen, Pakistan, Kyrgyzstan, Myanmar, Philippines and Sri Lanka.

9. Other countries had active Logistics Clusters, including providing logistics services, in the years from 2005 to 2009, however, most activities had been closed or handed over to humanitarian response partners by 2010, often after only a three month duration of the activities. At least one case exists where the Logistics Cluster supported a country undergoing recovery. Linked to the Timor-Leste Transitional Strategy and Appeal 2008 a Logistics Cluster was formed in Timor-Leste that led to capacity development of the government in information management and supply chain management related to its nation building/development agenda.<sup>4</sup>

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<sup>4</sup> UN. Timor-Leste Transitional Strategy and Appeal 2008 and interview with Joan Fleuren, former Country Director, 28 July 2011 see especially chapter on ‘Establishing a Food Safety Net system for the Government of Timor-Leste’.

## **2. Reasons for the Evaluation**

### **2.1. Rationale**

10. The evaluation was requested by the WFP Logistics Division in its capacity as cluster lead. By focusing on one cluster, the evaluation is designed to build on and provide additional evaluation insights beyond past inter-agency evaluations of the cluster system (led by OCHA) as a whole.

11. The IASC Cluster Approach Evaluation 2 led by OCHA examined the cluster approach but left a gap as it didn't analyze specific cluster performance or the unique dynamics of each cluster. While the IASC Cluster Approach Evaluation 2 revealed that overall the clusters' track record has been mixed, almost two years later there is a need to explore the individual clusters' performance to learn lessons. UNICEF-led<sup>5</sup> or co-led clusters are expected to be evaluated shortly including education, water and sanitation, and possibly more.

12. Sudden onset emergencies and other situations requiring humanitarian response continue to arise where logistics coordination is needed. As recent emergency responses have shown, the Logistics Cluster is a keystone; without it, the other clusters risk failure. This evaluation is expected to help WFP as the cluster leader to measure the effectiveness of the cluster and strengthen partnerships with other members of the cluster. By covering the Logistics Cluster's activities at both the global and country levels, the evaluation will analyze findings in differing contexts where the Logistics Cluster has been active in a way that can derive overall conclusions and identify best practices that can feed organizational learning.

### **2.2. Objectives**

13. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- a. Assess and report on the quality and results of the operations and activities undertaken by the Logistics Cluster from 2006-2011 (accountability); and
- b. Determine the reasons why certain changes occurred – or did not occur -- within the Logistics Cluster's operations and activities since the inception of the humanitarian reform in 2006, to draw lessons that should help in further implementation of the new direction (learning).

## **3. Subject of the Evaluation**

### **3.1. WFP's Interest in the Global Logistics Cluster Evaluation**

14. The establishment of the Logistics Cluster, with WFP as the global lead, was intended to improve emergency preparedness and response. As noted in the Cluster Approach Evaluation 2 Synthesis Report, the main differences to previous sector-based coordination systems include the clear designation of global lead

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<sup>5</sup> With UNICEF's office of evaluation co-managing this evaluation, a degree of alignment of process and substance to the other cluster evaluations is being actively pursued.

organizations; the creation of a global coordination forum; and the responsibility of lead organizations to act as “providers of last resort”.<sup>6</sup> The service clusters –Logistics and Emergency Telecommunications -- differ from the response clusters in that they provide services to other sectoral clusters and humanitarian organizations, rather than the affected population, and have a stronger focus on global preparedness activities. The Logistics Cluster as an enabling cluster, a service provider rather than just a convener-coordinator is an important distinction, compared with other clusters. This evaluation permits an in-depth assessment of the progress made since 2006 by WFP, in its role as the cluster lead, as well as of the Logistics Cluster activities at global and country levels. Such analysis can feed future strategic planning within WFP and between WFP and other global cluster members.

### **3.2. Overview of the Logistics Cluster**

15. The Global Logistics Cluster Support Cell (GLCSC) is responsible for ensuring that a well coordinated, efficient, and effective logistics response takes place for each emergency. This applies to all humanitarian actors participating in the response to sudden onset emergencies. The GLCSC ensures predictable leadership, partnership with other humanitarian actors and, where necessary, becomes the service provider in emergencies.

16. The GLCSC, based in WFP HQ and led by WFP’s Logistics Division, achieves this aim by providing logistics surge support from the HQ based cell with trained logisticians able to deploy to emergencies on short notice and to support those ongoing operations by providing high quality guidance, information management (IM), as well as the dissemination of information through the Logistics Cluster’s web site.

17. In addition to emergency response the GLCSC maintains partnerships at the global level to ensure that high levels of preparedness are maintained and that appropriate strategies are adopted to cope with risks worldwide. This includes: specialized training to ensure a coordinated and comprehensive Logistics Cluster response to emergencies, Logistics Capacity Assessments (LCAs) of at risk countries, the development of tools to be used in emergencies, and the collection and dissemination of best practices from the field to be shared with all humanitarian logistics actors.

18. At country level the Logistics Clusters, under the leadership of WFP’s Logistics staff (in most cases), design and manage activities during an emergency response (for example in Haiti, Kyrgyzstan, Pakistan, Libya, Egypt, Tunisia, Ethiopia, Kenya, and Somalia in 2010-11). For the humanitarian community these activities include, as required: (a) Establishing coordination cells in key locations; (b) Preparing Concept of Operation (CONOPS) and Standard Operating Procedures (SOPs) which outline the overall response strategy of the Logistics Cluster; (c) Providing and

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<sup>6</sup> The terminology “providers of last resort” is currently under review by the cluster leads and others as it has a different meaning depending on the type of cluster, sectoral or service, and different implications for lead agencies. While it is in the cluster mandate, it would not be timely for this evaluation to focus on its precise meaning in different contexts. In the TOR reference is made to operations and services related to the Logistics Cluster. (Personal discussion with Thomas Thompson and Andrew Stanhope, Global Logistics Cluster Cell, 16.09.2011)

managing common storage facilities; (d) Organizing and facilitating common transportation services (by Road, River, Sea and Air); (e) Organizing, facilitating, receiving and unloading of strategic airlifts in conjunction with corporate partners. These services are provided by WFP through Special Operations that include Cluster Logistics Support, and from UNHRD, which provides regionally pre-positioned humanitarian goods and UNHAS – common air services for passengers and cargo -- and by other partners – governments, NGOs, private sector, military -- that provide logistics services and assets to the cluster members in a coordinated manner.

### **3.3. Scope of the Evaluation**

19. The evaluation will take into account the Logistics Cluster's convening/coordinating role, its direct service provision role, and its enabling role to other clusters at both the global and country levels. At the country level, significantly greater focus of the evaluation will be on those countries where the Logistics Cluster was activated and operations undertaken as compared with those receiving Logistics Preparedness or Logistics Sector Support only.

20. All of the activities undertaken by the Global Logistics Cluster Support Cell, including its management by WFP and the Global Logistics Cluster semi-annual meeting involving up to 60 stakeholders, will be covered from 2006-2011, with greater emphasis on the standards and policy setting and the building response capacity functions throughout the entire period. In addition, evaluation of the operational support functions will focus primarily on the 2010 - 2011 period. Earlier support activities for country level Logistics Clusters will be examined to help to establish trends or changes over time, although mainly through the use of secondary source materials.

21. Because of the nature of the activation and exit of clusters at the country level, the focus of the evaluation for country level Logistic Cluster activities will be mainly on the countries listed in Chapter 1 above.

22. In humanitarian response, the scope of the evaluation will include analysing the Logistic Cluster's ability to identify needs and develop appropriate responses. The Logistics Cluster's roles in providing basic coordination and information services and as provider of logistics services, including common air, ocean and overland transport and storage, will be examined. The results of other clusters' activities, both those led by WFP and other agencies, in providing support to the ultimate beneficiaries, are beyond the scope of the evaluation.

23. Regarding partners, the Logistics Cluster has a vast number of partners and therefore the evaluation will need to distinguish between types of partners and focus more intensively on long term partners that have actively participated in the evolution of the Logistics Cluster at the global level (20-25 organizations). In countries where the cluster has been activated, participating organizations will need to be classified and at the inception stage an approach developed to ensure that a cross section of their perspectives are collected and analyzed. The extent to which certain categories of partners, such as governments, donors, private sector, militaries, etc., will also be covered will be determined at the inception stage.

24. The evaluation will not assess the overall performance of common humanitarian services that are established as distinct entities as UN Common Humanitarian Services and have a separate roles outside the Global Logistics Cluster. Examples include the United Nations Humanitarian Air Service (UNHAS) and the



United Nations Humanitarian Response Depots (UNHRD). In country cases, however, where the UNHAS and UNHRD provided services to the Logistics Cluster, these services will be assessed for the part they played in the overall logistics response.

### **3.4. Stakeholders and Users of the Evaluation**

25. The following analysis of stakeholders will need to be refined further through discussion with stakeholders during the inception phase and finalised in the Inception Report. Annex 4 outlines the interests of stakeholders in the evaluation.

#### **26. Direct stakeholders:**

- Partners' staff directly participating in the Logistics Cluster activities at the global and local levels
- HQ and Country staff of WFP participating directly in Logistics Cluster activities
- Managers in WFP Headquarters with direct supervisory responsibilities for the Logistics Cluster
- Country Resident Coordinators/Humanitarian Coordinators directly responsible for the management of all clusters at country level and
- Other clusters and humanitarian organizations that use the Logistics Cluster's support/services
- A number of departments within the Netherlands Government, including the Representative to the UN Agencies in Rome, the Humanitarian Aid Office and the Policy and Operations Evaluation Department
- UNICEF Evaluation Office

#### **27. Indirect stakeholders:**

The final report will be available to these stakeholders:

- Governments
- IASC/OCHA
- Donor agencies
- Private Sector
- WFP Executive Board.

## **4. Evaluation Questions**

### **28. Question 1: What are the results of the Logistics Cluster's operations at the country level?**

- To what extent did the activation of the Logistics Cluster at the country level: result in better logistics approaches? coordinate performance and eliminate redundancies? maximize efficiencies in terms of costs and speed in humanitarian operations in the 2006-2011 period.<sup>7</sup>

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<sup>7</sup> Tomasini, R. and Wassenhove, 2009. From preparedness to partnerships: case study research on humanitarian logistics. Oxford.

**29. Question 2: To what extent did the Global Logistics Cluster's activities and products provide value to users?**

- To what extent were users satisfied<sup>8,9</sup> and were their needs efficiently or effectively met<sup>10</sup>.
- The Global Logistics Cluster's activities and products include: standards and policy-setting, building response capacity, operational support, coordination, information management, Logistics Capacity Assessment (LCA), Common Logistics Services, Mapping and Geographic Information System, Liaison with Civil and Military actors, Funding Mechanisms and Appeals. (Structure and activities are described in detail in Annexes 2 and 3).

**30. Question 3: To what extent have the Logistics Clusters at global and country levels, under WFP's leadership, worked effectively with partners?**

- How effectively has the Logistics Cluster undertaken its roles with partners<sup>11</sup> – e.g., implementing agencies, the other cluster lead agencies, corporate and military actors, and host governments, etc. ? Was the selection of WFP to lead the cluster rooted in the agency's comparative advantage? How has this been borne out in the cluster's functioning?
- How do factors in the Logistics Cluster's external operating environment i.e. donors, policy environments, and social/political/economic and culture affect its abilities to develop and maintain effective partnerships? How do factors inside of the Logistics Clusters at global and country levels i.e. processes, systems, culture, and staff capacity affect the clusters abilities to develop and maintain effective partnerships?

**31. Question 4: To what extent did the lessons derived through Logistics Cluster experience inform decision-making?**

- To what extent did the Logistics Clusters at global and country levels create and use for decision-making a repository of data analysing post-event learning?<sup>12</sup> What other ways were lessons used to improve the Logistics Clusters' approaches, services and products?

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<sup>8</sup> User satisfaction: is the sum of users' attitudes towards interacting with the GLC. These attitudes can be broken down into positive and negative reactions to a pre-defined set of factors, notably content, accuracy, format, ease of use and timeliness

<sup>9</sup> O'Neil, G. Review of the OCHA Central Register of Disaster Management Capacities Final Report, September 2009. P. 10 also has a logic model Figure 1.

<sup>10</sup> Value added: is the extent to which the needs of users are better satisfied by the existence of the GLC as manifested through improvements in efficiency and effectiveness.

<sup>11</sup> See Annex 7 for details on the partnership principles and approach.

<sup>12</sup> Tomasini, 2009.

## **5. Evaluation Approach**

### **5.1. Evaluability Assessment**

32. For the Logistics Cluster there is a lack of a clear results framework, known and understood by the stakeholders. This is also true for Cluster Approach generally. The Cluster Approach Evaluation 2 developed a logic model, analytical framework and set of key evaluation questions with indicators – qualitative --that it applied to the country cases. Following its work it revised the logic model and developed the practice model which showed the evolution from a model centred on the cluster approach to one that puts the cluster approach in perspective by showing which other actors contribute to the goal of improving the dignity of the affected population.<sup>13</sup> (See Annex 5). Both the original logic model and practice model provide starting points for this evaluation and will be further developed at the inception stage, in clarifying the specific Logistics Cluster activities, outputs and outcomes as a service to the other clusters and humanitarian organisations (especially at the country level). The concept of operations (CONOPS) prepared routinely for the Logistics Cluster approach in each emergency will provide valuable insights into planned activities and rationale and contribute to developing of the results framework for this evaluation.

33. Some qualitative and quantitative monitoring data have been collected, but mainly on activities undertaken and less on performance and results. Quantitative data includes, for example, overall budgets for Cluster Special Operations, numbers of capacity assessments completed and published, numbers of days cluster staff deployed for supporting field operations, conducting training, etc., and number of times logistics tools and other documents have been accessed from the website. User satisfaction surveys have been completed following some of the country cluster interventions as lesson learning exercises and have been compiled. For Cluster Special Operations WFP prepares yearly standard project reports on activities and expenditures. A number of evaluations have been conducted on the overall response to humanitarian operations and many include analysis of the Logistics Cluster performance as one of the actors. While cost and benefit related data are limited, the development of a methodology, including quantitative and qualitative that is available or can be gathered, is expected. Similarly its performance is included in the Cluster Approach Evaluation 2, synthesis and country reports.

34. The Logistics Cluster website provides a good repository of logistics operational guides, documents/maps, etc. that have been developed and posted since the Logistics Cluster was initiated from which standards and indicators can be found. In addition, other related websites, such as the Consolidated Appeals Process (CAP) website has the 'Appeals for Improving Humanitarian Response Capacity' and the humanitarian consolidated appeals, by country by year, funding, etc. for operations where the Logistics Clusters was active. Documents found in these websites and in the bibliography provide evidence related to the evaluation questions that can inform the evaluation team.

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<sup>13</sup> UN, IASC Cluster Approach Evaluation 2, p 66.

35. The contribution to the results of the Logistics Cluster activities will be dealt with through country case studies, including examination of variable levels of cluster saturation within individual countries if appropriate, pre-post timeline analysis, stakeholder perception, etc. It is anticipated that some of the cases studies, up to 5, will include field work. The situation before 2006 at the time that the Logistics Cluster (both at global at country levels) was started is not comprehensively documented although secondary source materials are available on aspects such as those activities that were handled by the United Nations Joint Logistics Center (UNJLC)<sup>14</sup>.

36. Primary data collection at the country level will be limited as the Logistics Cluster activities have been phased out in several humanitarian operations and the people involved (from many different organizations) redeployed. During the evaluation period the evaluators will likely face challenges consulting with individuals in the Global Logistics Cluster Support Cell and in countries where the Logistics Clusters is operational in 2011-12 as these staff are at all times under pressure to meet urgent deadlines.

37. The organizations and people who have participated in Logistics Cluster activities as stakeholders are numerous and highly dispersed and therefore will need to be reached by phone or survey.

## **5.2. Methodology**

38. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness. The evaluation team will be expected to pursue the most rigorous approach possible in order to maximize the credibility of their analysis.

39. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report. The methodology will:

- a. Build on the logic that is the basis of the new cluster approach and its objectives;
- b. Be geared towards addressing the evaluation questions presented in Chapter 4.
- c. Take into account the limitations to evaluability pointed out in Chapter 5.1 as well as budget and timing constraints.

40. The methodology will demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups) and using a mixed methodological (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. Direct observation of the cluster in action will be undertaken. An analysis of the costs and benefits will be used, although it is likely that data availability will present challenges. Appropriate user satisfaction surveys and other tools to measure training effectiveness and usefulness as well as satisfaction with web-based materials will need to be identified, developed and

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<sup>14</sup> WFP, 2003. UNJLC Afghanistan Review Project, Vol 1 and Vol 2 covers topics that were handled by UNJLC

implemented. The sampling technique to impartially select countries as case/desk studies or to be visited and stakeholders to be surveyed or interviewed will be specified in the Inception Report.

41. It is expected that there will be a balance of both documentary evidence and perceptual evidence. Timeline exercises will be used to illustrate the changes of the Logistics Cluster over time and to clarify the different roles and functions that the Logistics Clusters at country level undertook depending on the phase of the emergency. To the extent that lesson learning exercises and after action reviews have been conducted, these be used and validated by the evaluation team.

42. The evaluation findings and conclusions will highlight differences in performance and results of the Logistics Clusters' activities for different user groups as appropriate.

43. The evaluation will include field visits to 3 to 5 countries and desk reviews of around 5 additional countries selected based on objectively verifiable criteria including recent emergency operations where the Logistics Cluster was activated.

44. **Using Standards.** The evaluation will use established standards to assess performance, most notably the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) guidelines which in turn refers to a number of additional reference guides for supply chain management including the Logistics Cluster (2010) Logistics Operational Guide which is available on the logcluster.org website.

45. The **Inception Report** will contain: detailed subquestions and a rationale for any proposed changes to the terms of reference questions; a detailed analytical plan articulating the specific methods and indicators to be used to answer each of the questions, how attribution will be gauged and counterfactuals established; a risk management plan; a detailed stakeholder analysis; a case study sampling plan (including the criteria to be used); etc.

46. **Evaluation Matrix.** In the inception phase, the evaluation team will develop an evaluation matrix that expands the key questions and articulates sub-questions, verifiable indicators to respond to these, and means of verification/data collection.

### 5.3. Quality Assurance

47. WFP's evaluation quality assurance system (EQAS)<sup>15</sup> is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OE Director will conduct the second level review. This quality assurance process does not interfere with the views and

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<sup>15</sup> WFP, Office of Evaluation. 2011. Evaluation Quality Assurance System, Strategic Evaluations. January. <http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp230917.pdf>.

independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

48. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

49. To enhance the quality and credibility of this evaluation, the evaluation will be jointly managed and funded by the evaluation offices of the Netherlands Ministry of Foreign Affairs and of WFP with the UNICEF Evaluation Office contributing to its overall management. In addition, a reference group comprising a cross-section of key logistics and other technical stakeholders will provide further quality assurance to the process and will comment on the draft inception and evaluation reports.

## 6. Organization of the Evaluation

### 6.1. Phases and Deliverables

**Table 1 Evaluation Phases, Deliverables and Timeline**

	<b>Evaluation – Phases, Deliverables and Timeline</b>	<b>Key Dates</b>
<b>Phase 1 - Preparation</b>		
	Desk review, first draft of TOR and quality assurance	31 Aug 2011
	Circulation of TOR and review	15-30 Sept 2011
	Identification and contracting of independent evaluation firm for phase 1 Inception (funds availability permitting <sup>16</sup> )	1 Sept- 15 Oct 2011
	<b>Final TOR</b>	<b>10 Oct 2011</b>
<b>Phase 2 - Inception</b>		
	Briefing core team at WFP HQ by members of management group and global Logistics Cluster cell	7-11 Nov 2011
	Review documents and draft inception report including methodology.	17 Oct-12 Dec 2011
	<b>Submit draft inception report to OE</b>	<b>12 Dec 2011</b>
	Evaluation Managers'/reference group quality assurance and feedback	21 Dec 2011
	Revise inception report	22 Dec 2011-5 Jan 2012
	<b>Submit revised inception report to OE</b>	<b>6 Jan 2012</b>
	OE shares inception report with stakeholders for information	10 Jan 2012
<b>Phase 3 - Evaluation Mission</b>		
	Interviews in WFP HQ/detail work with Cell/Desk Studies	<b>16-27 Jan 2012</b>
	<b>Field work (3-5 countries, approx. 1 week each)</b>	<b>Feb 2012</b>
	Debriefing with different stakeholders	28-29 Feb 2012

<sup>16</sup> Major Assumptions: We use a firm with which WFP-OE has a long term agreement, otherwise a request for purchase proposal to contract would require a lead time of 3 months from when funding is available. Funding for the evaluation through Netherlands government will be available by 1 September 2011; while WFP funding (through PSA) will only be approved and available in January 2012 resulting in a two-phase contract.

	Evaluation – Phases, Deliverables and Timeline	Key Dates
	Debriefing on all desk/field studies	29 Feb 2012
Phase 4 - Reporting		
	Draft evaluation report	1-16 March 2012
	Submit Draft evaluation report to OE	16 March 2012
	OE/Management Group/Reference Group quality feedback	19-24 March 2012
	Revise evaluation report	26-30 March 2012
	Submit revised evaluation report to OE	30 March 2012
	OE share evaluation report with stakeholders (working level)	2-14 Apr 2012
	OE consolidate comments	16-18 Apr 2012
	Revise evaluation report	19-26 Apr 2012
	Submit revised evaluation report to OE	27 Apr 2012
	OE circulates the Executive Summary to WFP's Executive Staff	1-14 May 2012
	OE consolidate comments	15-16 May 2012
	Revise Executive Summary of evaluation report	17-19 May 2012
	Submit final evaluation report to OE	20 May 2012
Phase 5 Executive Board and follow-up		
	Editing / translation of summary report	June 2012
	Preparation of Management response	June 2012
	Preparation of evaluation brief and dissemination of reports	June 2012
	Presentation of eval summary report to the EB	Nov 2012
	Presentation of management response to the EB	Nov 2012

## 6.2. Evaluation Team

50. A firm proposing a team leader and team members with appropriate evaluation and technical capacities will be engaged for this evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The **team leader** requires strong evaluation and leadership skills, experience with evaluation of humanitarian preparedness and response (ideally with UN humanitarian reform) and technical expertise in one of the technical areas listed below. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) in line with agreed OE standards (EQAS) and agreed timelines.

51. The three to four **evaluation team members** will bring together a complementary combination of technical expertise and experience in the fields of: (a) humanitarian logistics preparedness and response, (b) cost-benefit analysis using qualitative and quantitative data, (c) organizational change in large-scale international organizations in the humanitarian sector including expertise in implementing partnership principles, (d) training/capacity development in humanitarian logistics and (e) assessment of electronic/web-based guidance and support meeting "just-in-time" user needs. Back office support in data analysis will be required to support the evaluation team members.

52. At least one team member should be very familiar with WFP's logistics work, but none of the team members will have had primary responsibility for the global Logistics Cluster, the outputs, or any of the major interventions, to avoid conflict of interest.

53. The evaluation team leader and members will contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, as necessary to collect information; participate in team meetings, including with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report. All members of the evaluation team will abide by the Code of Conduct for evaluators ensuring they maintain impartiality and professionalism.

54. **Research support** will be provided by OE to collect, compile, and undertake basic analysis of existing databases within WFP and, to the extent possible, from participating Logistics Cluster organizations as requested by the evaluation team leader and evaluation manager.

### **6.3. Roles and Responsibilities**

55. The evaluation will be jointly managed by an evaluation manager from each organization: Marian Read, Senior Evaluation Officer, WFP, Ted Kliet Senior Evaluator, Policy and Operations Evaluation Department (IOB), Netherlands Ministry of Foreign Affairs and Robert McCouch, Senior Evaluation Specialist, UNICEF.<sup>17</sup> The Evaluation Managers have not worked on issues associated with the subject of evaluation in the past. Within the given budget and time, they will manage the entire evaluation process from consultation on draft terms of reference through to dissemination and follow-up to the final evaluation report. WFP will lead management of the process, but all communications will be sent out together and all milestone decisions concerning the responsibilities set out below will be taken jointly with the Joint Evaluation Manager on the basis of inputs from both agencies:

- a) preparation of Terms of Reference in consultation with core stakeholders;
- b) identification and recruitment the evaluation team/firm;
- c) act as the main interlocutor between the evaluation team, represented by the team leader, and WFP and other agencies' counterparts to ensure a smooth implementation process.
- d) briefing the team and participation in the inception visit to WFP HQ and possibly field visits;
- e) review and exercising first level quality assurance on the evaluation tools and products;
- f) ensuring that the evaluation team is enabled to carry out its work by supervising logistical arrangements and preparing and managing the budget

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<sup>17</sup> When drafting the TOR the European Union, OCHA, US government, UNHCR, UK Independent Commission for Aid Impact, DFID, Netherlands, UNICEF as well as all the NGOs participating in the Global Logistics Cluster members meeting were consulted by email / questionnaire on whether or not they would be interested in jointly managing this evaluation. Netherlands and UNICEF responded positively.



- g) supervising the collection and organization of all relevant documentation from within and outside WFP/ other agencies and making this information available to the evaluation team.

56. A Reference Group, composed of a cross-section of key logistic cluster stakeholders, will contribute to the evaluation quality assurance by providing informed peer feedback on the evaluation process and products. Members are mainly from technical units responsible for Logistics Cluster activities in CARE, World Vision, UNICEF, OCHA and WFP. Other members may be included once countries are selected for case studies. The reference group will act as a point of contact for their own organization, review and provide mainly technical feedback on three core evaluation outputs, make suggestions for countries which would serve as case studies, suggest additional key reference documents, and participate in focus groups, interviews or workshops. See details including roles in Annex 6.

57. The Evaluation Managers will share the responsibility for evaluation quality assurance using WFP's process for strategic evaluations.<sup>18</sup> The Evaluation Manager in WFP will handle all responsibilities vis-à-vis the consulting firm, the two co-managers will provide comments on core evaluation outputs focusing on evaluation methodology issues. All Evaluation Managers will be invited to attend consultant briefing/stakeholder debriefing sessions. The Evaluation Manager in WFP reports directly to the Head of Evaluation who will provide: a) strategic orientation and direction at critical junctures; and b) an additional level of quality assurance.

58. WFP and other stakeholders at country, regional and headquarters levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in selected countries; set up certain meetings and field visits, organise for interpretation if required and to provide some logistic support during the fieldwork. A detailed schedule will be presented by the evaluation team in the Inception Report.

59. To ensure the independence of the evaluation, WFP and joint sponsoring agency staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

#### **6.4. Communication**

60. The evaluation managers will ensure consultation with stakeholders on each of the key outputs as shown in Table1 Phases and Deliverables (above). In all cases the stakeholders' role is advisory.

61. Briefings and de-briefings will include participants from country, regional and headquarters level. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A communication plan for the findings and

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<sup>18</sup> [www.wfp.org/evaluation](http://www.wfp.org/evaluation) Evaluation Quality Assurance for Strategic Evaluations.

evaluation report will be drawn up during the inception phase, based on the 'operational plan' for the evaluation contained in the Inception Report. The evaluation report will be posted on WFP's external website once complete.

62. **Language:** Key outputs will be produced in English. During the inception phase, decisions will be taken on the usefulness and possibilities for holding a workshop to discuss the evaluation report recommendations. Should translators be required for fieldwork, they will be provided.

63. The Summary Evaluation Report will be presented to WFP's Governing Body in all official UN languages. During the inception phase, WFP and the joint evaluation offices will agree on a plan for report dissemination in line with the evaluation objectives (see Section 2.B).

### **6.5. Budget**

64. The evaluation will be financed from OE's Programme Support and Administrative budget and through a contribution from the Netherlands Ministry of Foreign Affairs of Euro 100,000. Based on the team composition presented in section 6.2, the associated remuneration (daily fees), the cost of international and domestic travel, costs related to surveys and workshops, all contracted to an independent firm is estimated at US\$272,000. Costs related to a dedicated research assistant based in WFP HQ supporting the Evaluation Managers and the team leader are approximately US\$10,000 and Evaluation Manager's travel costs and field costs incurred by country offices are estimated at \$28,000 bringing the total cost of the evaluation to US\$ 310,000.

## **Annex 2: Evaluation Methodology**

### **Methodology Overview:**

Evaluation methodology is not an end in itself; it is the means whereby the credibility and ultimately usefulness of the evaluation are either established or diminished. Because of this pivotal role, careful attention was devoted to all aspects of the methodology, from the initial evaluation design through the data collection, analysis and reporting phases. These efforts sought to maximize the rigor and credibility of this evaluation as it addressed the questions noted in the terms of reference within the constraints of reality (i.e. budget, schedule, data availability, etc.) Toward that end, this evaluation used both qualitative and quantitative data gathered from documents, interviews, a web-based survey and limited direct program observations. While many of the primary goals were related to specifying the results of completed activities (i.e. summative goals) these findings were intended to guide the ongoing management and refinement of the program (i.e. formative goals). While the evaluation was broader in scope than specific Theory Driven Evaluations (Chen, H., 2005), the methodology nonetheless followed key elements of the Theory Driven approach, including the development of a theory of change during the inception phase and analysis of the congruency between the program theory and implementation during the data analysis and reporting.

Given the unique nature of GLC deployments (typically short-term and in contexts of crisis in underdeveloped areas) 'hard' or documentary data to establish a baseline or counterfactual to determine impact was largely unavailable. Consequently, a primary source of impact data for this evaluation was interviews and feedback from members of the international humanitarian community who were qualified to identify impacts and needs based on their knowledge of similar situations. As more fully described in the data section below, the data gathered included:

- Extensive interviews with 224 individuals selected either directly by the evaluation team or identified by the initial interviewees. This two-step sampling strategy maximized both breadth and depth of the input.
- A 62 item internet survey sent to a random sample drawn from regular recipients of GLC weekly updates and other reports. This survey generated 51 respondents for a 32.7 % response rate.
- Several hundred documents (including activity reports, financial records, shipping records, past evaluations, etc.) provided by the WFP OE, case study key informants and research by the evaluators.
- Extensive data collected by Google Analytics regarding the use and users of the publicly accessible Logcluster.org website which seeks to provide useful and timely logistics information to the international humanitarian community.
- A limited number of observations of ongoing GLC operations in Pakistan, Haiti and South Sudan and observation of a GLC global level meeting of partners in Geneva.

Approximately 120 key informant interviews were conducted to address global level questions (with many of these key informants also providing valuable insights from specific past operations). The remaining key informant interviews focused on seven critical case studies (see Annex 8) to more specifically evaluate the GLC operations.

The case studies were purposely sampled by the evaluation team from a list of 42 operations (see Annex 7) to maximize the diversity of the selected countries across the following criteria:

- Combinations of cluster activities and services: Coordination, Information Management, Logistics Services (transport, warehouse, links to UNHAS/Air Transport)
- Spread across types of emergencies - conflict, natural disasters, outbreak spread
- Scale of need and operational value
- Spread of examples across full five-year time frame
- Cases able to feature inter-cluster coordination challenges or innovations (e.g. Pakistan “Survival” intervention)
- Cases able to feature challenges related to civ/mil – requests by the cluster to militaries, and requests of militaries to the cluster
- Cases able to feature preparedness work of cluster
- Balance of countries where cluster has been completely integrated with operation and those where cluster has been more independently set up
- Combination of operations both linked and independent of SOs
- Examples where LC has deliberately incorporated the national government and sought to contribute to lasting capacity

The unit of analysis for each case study was a specific operation, rather than all of operations that have taken place in a particular country. Inasmuch as possible, these case studies sought to utilize the same data collection tools and indicators across cases, but differences in report formats and data availability between locations limited this goal. The process for conducting these studies was initiated with open-ended inquiry, followed by descriptive analysis and culminating in analysis measuring against the scales and indices indicated in the inception report. The evaluation team then constructed a consolidated data set and cross-case analysis to identify similarities, differences and trends among operations as a basis for addressing the various high level questions noted on the evaluation matrix and formulating the recommendations.

The theory of change developed during the inception phase was based on the key evaluation questions presented in the TOR as well as existing policies, plans and perceptions. The evaluation assessed the extent to which the theory of change reflects the actual work of the GLC through analysis of the data collected during the case studies, global-level feedback, and reports of user satisfaction and use of the various products of the GLC.

### **Limitations**

As noted above, the primary focus of the evaluation methodology was to ensure a rigorous process for addressing the evaluation questions and maximizing the credibility and usefulness of findings for a very diverse group of stakeholders. As with any evaluation, this was conducted within specific parameters, and these realities logically imply limitations. While the evaluation team did not consider any of the following parameters to diminish the overall credibility of the findings, the conclusions of this evaluation must be understood within the limitations implied by the following factors:

- Global scope of operations and complex operational structure

- Extensive list of complex questions noted in the evaluation matrix
- Unique nature of each operation limited the ability to compare across case studies
- Short time for site visits which precluded more extensive observations or confirmation of findings reported within interviews
- Missing and/or inconsistent availability of data between countries selected for case studies
- Difficulty in locating all key informants given rotation and turnover for past operations and activities
- Elapsed time between certain activities and operations and the evaluation limited detailed recollection by some key informants
- Many interviews were conducted by phone rather than in-person, which may have limited candor and information collection
- Insufficient response to the survey by stakeholder sub-categories to allow for extensive data disaggregation
- Accelerated data analysis schedule

## **Data**

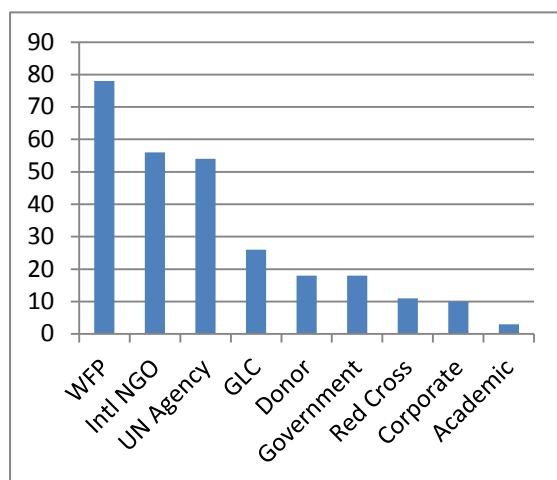
The primary data gathered for this evaluation came from the following five sources:

1. **Semi-structured interviews:** As noted in the introduction above, given the unique nature of the GLC operations, very little ‘hard’ or documentary evidence is available to establish an impact baseline or counterfactual, so a primary source of data was interviews with 224 individuals. These people were interviewed using a guide based on the evaluation matrix (see Annex 3). While the guide provided a general framework for the interviews, the evaluators selected and tailored the individual questions for each key informant to maximize their time investment and ensure richness of data. The key informants were identified directly by the evaluation team based on prior knowledge or positions within key organizations (i.e. intentional sampling) as well as being identified by individuals interviewed earlier in the process as a good source of data (i.e. snowball sampling.) These methods combined to deliver a very robust sample of stakeholders representing all levels of the WFP structure, key NGO and UN Agency partners, participants in GLC operations, donors, government representatives, corporate representatives, and a small number of local NGO and academic representatives.
2. **Survey:** An online survey (see Annex 12) was conducted to collect data related to the satisfaction and use of tools, training, and information products at the global level. The survey was developed and reviewed by the evaluation team and pilot tested by individuals from within the sample frame that were identified as knowledgeable about the GLC and likely to respond in a timely fashion. The participants for the survey were randomly selected from a sample frame of members of the GLC listserv which included 251 representatives of partner organizations and 152 WFP employees. A simple random sample of 100 was drawn from the partners and 50 drawn from the WFP employees. The survey was sent out in late February and left open until late March, and multiple reminders were sent to maximize the response, ultimately totalling 51 individuals (32.6%).

3. **Document Review:** Several hundred documents were provided to the evaluation team by the WFP Office of Evaluation and representatives of the countries visited for case studies. Documents reviewed included activity reports, financial records, shipping records, past evaluations, e-mail, and other forms of documentation. Financial documents and shipping records were compiled for analysis and other documents were analyzed and triangulated with findings from the interviews and survey to support the various findings.
4. **Google Analytics:** The WFP Office of Evaluation made the data compiled by Google Analytics on the Logcluster.org website available to the evaluation team, and as presented in Annex 10. This data was analyzed to determine the relative use of various web pages, the geographic location of the visitors to the website, and the overall level of engagement visitors had with the content on the site. Additionally, this data was triangulated with findings from the survey and interviews related to website use and satisfaction to complete the findings related to internet based information products.
5. **Direct observation:** In addition to direct observation meetings at the global level while in Rome and the GLC meeting, the evaluation team observed country-level operations in Haiti, the DRC, and Pakistan. These field observations included cluster coordination meetings, common services and operational sites. The observation data was collected based on the evaluators' extensive background in humanitarian response and logistics, as the varied and quickly changing nature of these operations undermined the feasibility and utility of an observation protocol.

In order to provide an overview of all of the data collected for this evaluation, the following three figures present the primary dimensions for describing the data from both the interviews and survey respondents *combined*. Note that since some participants provided feedback on multiple countries and some survey participants didn't provide their organizational affiliation, the totals between the figures differ slightly, but the relative proportions are accurate. As noted in Figure 1, employees of the WFP were the largest sample represented which was necessary to adequately represent the global scope and variety of roles within the organization. Figure 2 shows the total gender representation, which is roughly representative of the largely male-dominated humanitarian logistics community.

**Figure 1: Total Participants - Organization**



**Figure 2: Total Participants - Gender**

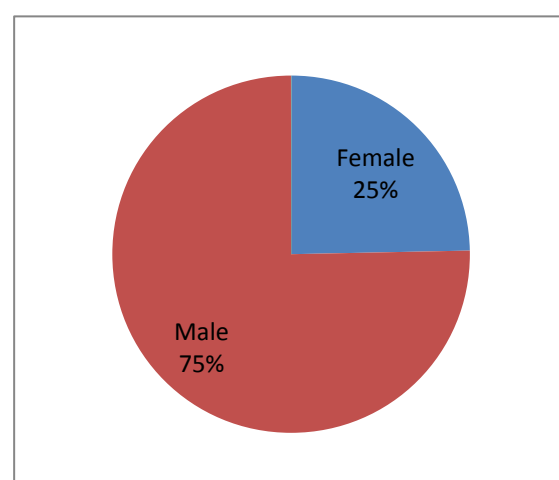
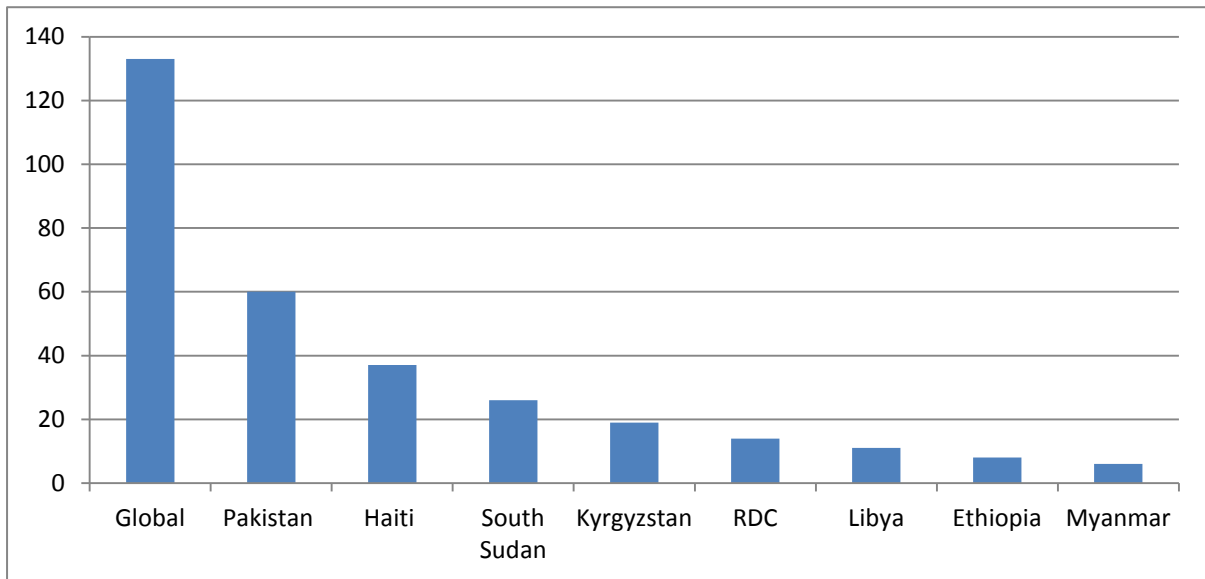


Figure 3 below shows the primary countries addressed by the participants. Note that all 51 of the survey participants were considered ‘global’ participants because of the broad nature of the questions asked, and as noted above, several participants provided feedback on multiple countries so the total represented is higher. While some interviews were conducted in small groups, all interview data was recorded at the individual level to maximize the opportunity to disaggregate the data, such that none are recorded as focus group discussions.

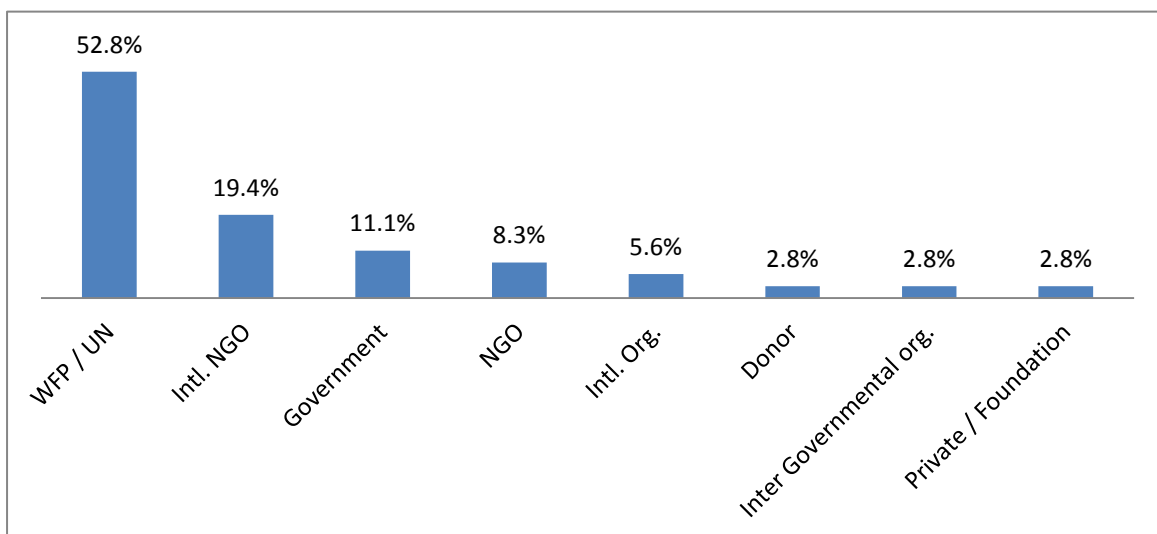
**Figure 3: Total Participants - Country Addressed**



### Survey Data Description

As noted above, a total of 51 individuals responded to the survey, and represented organizations within the categories shown in Figure 4 below.

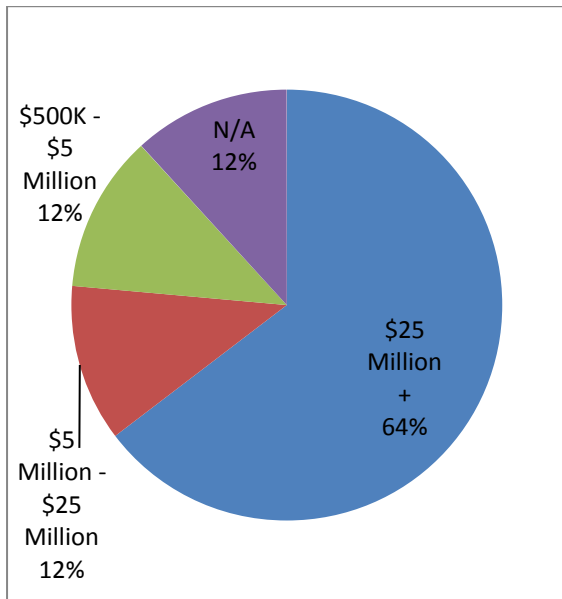
**Figure 4: Survey – Organization Category**



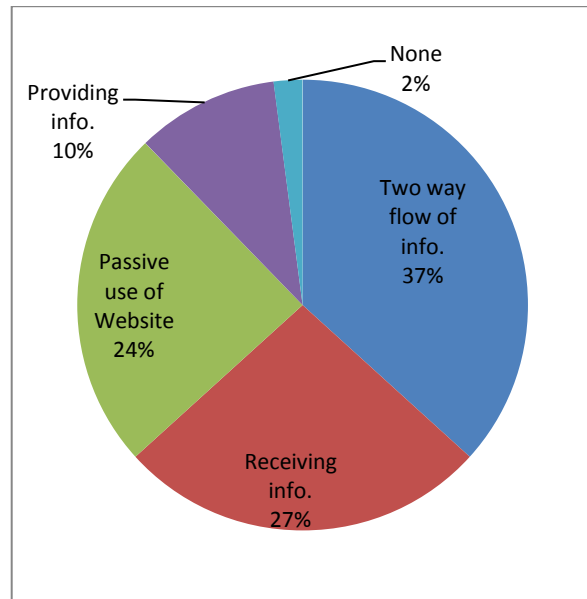
As shown in Figure 5, a strong majority of the participants came from organizations with budgets of over US\$25 million, which is intuitive given the fact that most GLC

partners are from the largest NGOs and the fact that a large proportion of the total responses were from WFP employees. Figures 6, 7 and 8 demonstrate the high level of involvement that most participants had with the GLC, as nearly 50% engaged in either a two-way flow of information or were active providers of information, and only 26% were either passive users or had no information exchange. Similarly, a higher proportion of respondents have a global or regional level of involvement and have weekly or monthly interaction with the GLC.

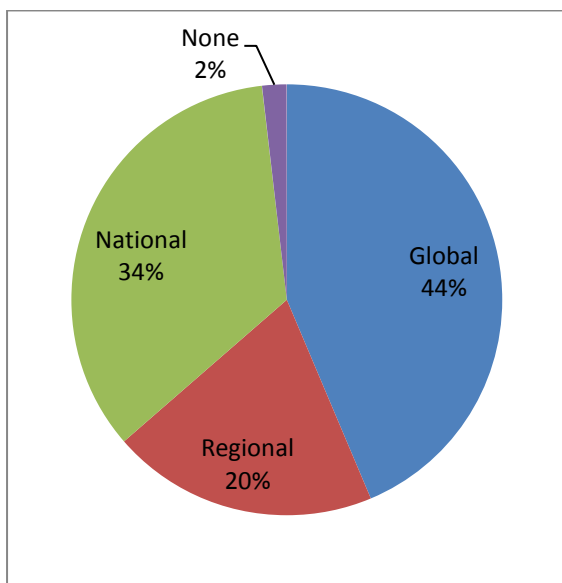
**Figure 5: Survey - Organization Size**



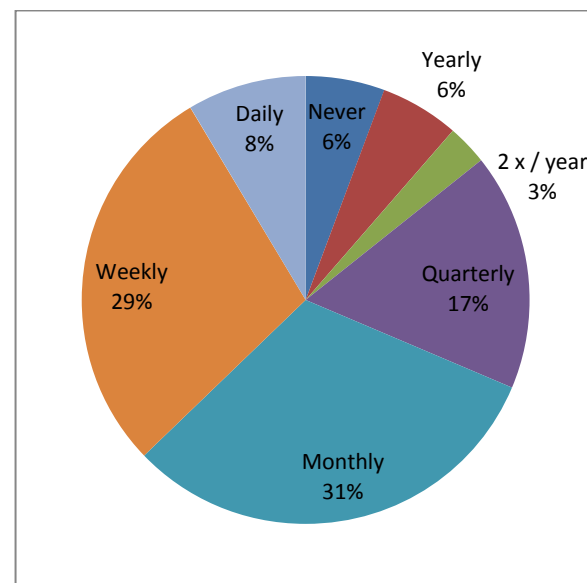
**Figure 6: Survey - Information Exchange**



**Figure 7: Survey - Level of Involvement**



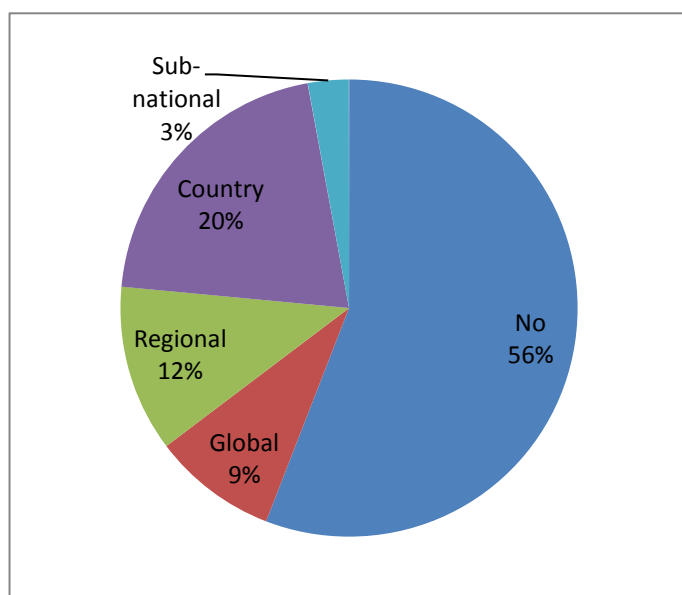
**Figure 8: Survey - Frequency of Contact**



Finally, 56% of the respondents were not employed by the WFP, and of those that were, 9% were at a global level, 12% at a regional level and 23% at a country or sub-national level as shown in Figure 9 below.



**Figure 9: Survey - WFP Employee / Level**



### **Analysis**

In order to maximize the rigor of the evaluation and relevance of the findings, the five types of data noted above were both analyzed individually and then ‘triangulated’ or compared to each other to form a composite understanding as the basis for the broad evaluative conclusions and recommendations. While varying forms of analysis occurred throughout the evaluation, the evaluation team met in Washington DC March 26-28 to collaborate on the analysis.

In order to facilitate the systematic analysis of the extensive interview data, an Excel version of the interview protocol was compiled. This large file allowed the interview team to both analyze related answers together and identify any primary trends by country or organization category. Each member of the evaluation team was responsible to compile their notes and upload it into this format, which while time-intensive, significantly increased the reliability of the data. These notes and associated findings related to observations were the basis for the case study reports and were reviewed by each member of the evaluation team. Country related documents were reviewed by each member of the evaluation team as part of the case studies, while one team member compiled and analyzed all financial and freight related data. The survey data was exported from SurveyMonkey and analyzed in Excel during the analysis meetings, and these findings were triangulated with the interviews, observations, and document reviews.

While during the inception phase it was anticipated that the analysis of several sub questions (i.e. 1d, 1e, 2b, 2c, 2e, 2f, 3b, 3c, 3e) would culminate in a score on an ordinal scale, during the analysis phase the team decided to present the more nuanced findings found in the report. This decision was based on two primary factors: little documentary evidence could be reliably analyzed across locations, and the desire to maintain the richness of data gathered in the interviews.

### **References:**

Chen, H. (2005). *Theory Driven Evaluation*. In Mathison, S. (2005) *The Encyclopedia of Evaluation*. Thousand Oaks, CA: Sage Publications. p 415.

### Annex 3: Evaluation Matrix

#	Question	#	Sub-Question	OECD/DAC Criteria and Level of Logic Model	Type	Measure/ Indicator	Target?	Baseline?	Data Source (Primary/ Secondary)	Data Collection Instrument	Data Analysis (and disaggregation)
1	What are the results of the Logistics Cluster's operations at the country level?	1.a	What has the GLC done at the country level since its establishment?	Relevance, Coherence  Activities, Outputs	Descriptive Qualitative and Quantitative	Quantification and description of activities, operations, services and products, planned vs. actual	100% actual vs. planned or good justification for deviance		GLC staff, partners and participants	Interview, Desk review	Table describing and quantifying key attributes and outputs of GLC disaggregated by country/operation for all operations since 2006. In depth description of each case study operation describing and quantifying types of common services, information products, resource mobilization.
		1.b	To what extent did logistics needs, gap and risk analysis during a humanitarian crisis inform LC activation and deactivation decisions?	Relevance / Appropriateness, Coherence  Outputs	Descriptive Qualitative	Stakeholders view decisions as evidence and needs-based and understand how decisions were made.		Retrospective questions about pre-cluster decisions to establish joint logistics services	GLC Staff, Cluster Members, Sr. WFP decision-makers, HC, ERC  Other evaluations	Interview, Desk review	Per case narrative describing how needs, gaps and risks were identified, how activation and deactivation decisions were made and by whom, level of stakeholder participation at each stage.
		1.c	Once activated, how does the LC identify and prioritize logistics needs/gaps and how do the identified needs relate to decisions on LC common services and resource mobilization? To what extent do different stakeholders use common services?	Relevance  Outcomes	Qualitative	Demonstrated links between needs assessment and common services, Level of participation and use of common services			GLC staff, Cluster members, Other cluster lead agencies, OCHA, HCs, national governments  Archival records, other evaluations	Interview, Desk Review	Per case decision tree analysis linking need/gap assessment to decisions on common services to provide for each case study. Participation and use of common services analysis disaggregated by type of organization (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC, national government) for each case study. Per case study analysis of resource mobilization efforts and results (including who benefited from funds raised).
		1.d	To what extent did the Logistics Cluster's operations result in better logistics approaches (i.e. strategic prioritization, coordination, economies of scale, increased speed, reduced costs) in the 2006-2011 period?	Effectiveness, Efficiency  Outcomes and Intermediate Outcomes	Qualitative and Quantitative	Synthesis score on performance (scaled -1-3), Cost Effectiveness, Timeliness of decisions leading to provision of common services	Highest level	Retrospective questions on logistics costs / approaches before Logistics Cluster OR in other similar situation	Cluster Members, Other Clusters, GLC Staff, non-cluster members;  Archival records	Interview, Desk review  Archival records (financial records, waybill, inventory, etc.)	Per case study analysis of results including: stakeholder perceptions of effects on timeliness, cost effectiveness, coordination (gaps/redundancies) disaggregated by type of stakeholder (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC, national government). Per case study analysis of operational costs compared with described stakeholder perceptions of value.
		1.e	To what extent have the Logistics Cluster's operations had beneficial results that lasted beyond the period of formal activation (once the cluster is scaled back or deactivated).	Connectedness  Outcomes and Intermediate Outcomes	Qualitative	Synthesis score on lasting benefits (scaled 0-3), Descriptive	Highest level	Pre-existing partnerships and capacities	GLC staff, Cluster members, national government  Other evaluations	Interview, Desk review	Per case stakeholder perceptions based on scale disaggregated by type of stakeholder (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC, national government). Per case narrative including examples where lasting benefits are cited or missed opportunities noted.

#	Question	#	Sub-Question	OECD/DAC Criteria and Level of Logic Model	Type	Measure/Indicator	Target?	Baseline?	Data Source (Primary/Secondary)	Data Collection Instrument	Data Analysis (and disaggregation)
		1.f	How have the Logistics Cluster's operations result in <b>unintended consequences</b> , positive or negative.	Impact Outcomes and Intermediate Outcomes	Qualitative	Descriptive qualitative analysis		Pre-activation state of particular topic	GLC Staff , Cluster members, natl government, non-cluster members	Interview	Per case narrative including examples of unintended consequences, positive or negative, cited by stakeholders. Analysis of frequency or divergence of opinion on cited examples.
		1.g	What key <b>internal and external factors enabled or hindered</b> the Logistics Cluster's operations?	Relevance, Effectiveness, Efficiency Inputs and External Factors	Qualitative	Descriptive	Goal is to better understand external & internal factors	None	Cluster members, GLC Staff and Govt. Appointed "Emergency Coordinator"	Interview	Per case narrative on key internal and external factors identified by stakeholders as affecting the LC operation and how.
2	To what extent did the GLC's activities and products provide value to users?	2.a	What has the GLC done at the global level since its establishment and which stakeholders are involved or using its products?	Relevance, Coherence Activities, Outputs	Descriptive Qualitative and Quantitative	Quantification and description of activities, services, products and meetings, planned vs. actual, growth in users over time	100% actual vs. planned or good justification for deviance		GLC staff, GLC meeting participants, logcluster.org website users, operation list-serves, HIA members  Google Analytics data from website, Survey data on other products	Interview, Desk review	Tables describing and quantifying key tools, products, trainings developed at a global level, and level of use disaggregated by type of stakeholder (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC) and location (HQ/Field). Analysis of cost to develop and maintain each. Narrative description of GLC strategic/business plans vs. actual activities. Table documented resource mobilization needs vs. results at global level.
		2.b	To what extent are users <b>satisfied with the preparedness related information products</b> of the Logistics Cluster?	Effectiveness Intermediate Outcomes	Qualitative and Quantitative	% of users satisfied and very satisfied per product and overall	100%		Website users, Operation List-serves, HIA members, GLC mtg participants, Donor agencies, Other clusters	Survey, Interview	Stakeholder satisfaction disaggregated by type (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC). Narrative description of suggested gaps, how users use information, whether products are updated frequently enough.
		2.c	To what extent are users <b>satisfied with the operations related information products</b> of the Logistics Cluster?	Effectiveness Intermediate Outcomes	Qualitative and Quantitative	% of users satisfied and very satisfied per product and overall	100%		Website users, Operation Listservs, HIA members, GLC mtg participants, country level cluster participants, Donor agencies, Other clusters	Survey, Interview	Stakeholder satisfaction disaggregated by type (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC). Narrative description of suggested gaps, how users use information, whether there is an over/under supply of information.
		2.d	To what extent are users satisfied with the <b>guidelines, standards, tools and policies</b> disseminated by the Logistics Cluster?	Effectiveness Intermediate Outcomes	Qualitative and Quantitative	% of users satisfied and very satisfied per product and overall	100%		Website users, Operation List-serves, HIA members, GLC mtg participants, country level cluster participants, Donor agencies, Other clusters	Survey, Interview	Stakeholder satisfaction disaggregated by type (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC). Narrative description of suggested gaps, how users use information, whether there is an over/under supply of information.

#	Question	#	Sub-Question	OECD/DAC Criteria and Level of Logic Model	Type	Measure/ Indicator	Target?	Baseline?	Data Source (Primary/ Secondary)	Data Collection Instrument	Data Analysis (and disaggregation)
		2.e	To what extent do the <b>trainings</b> provided by the Logistics Cluster enhance participants <b>knowledge, skills and ability to effectively coordinate with and access the services of the cluster?</b>	Effectiveness, Efficiency Outputs	Qualitative and Quantitative	Synthesis score on results of training (scaled -1-3), Cost/benefit, Qualitative descriptive analysis of small sample (tracer studies)	Highest level		Training participants, GLC staff Post-training records, training costs	Survey, Interview, Desk Review	Perceptions on value and utility of training disaggregated by type of training and type of participant (GLC lead agency, cluster participants, other cluster lead agencies). Narrative tracer studies of 4-5 randomly selected participants from among those trainees which have deployed to a case study country describing utility and application of training. Post training satisfaction questionnaire analysis (facilitation and content).
		2.f	To what extent do the <b>preparedness activities</b> of the cluster enhance partnerships and response capacities?	Effectiveness Intermediate Outcomes and Outcomes	Qualitative	Descriptive (given variance)			GLC staff, Cluster members, Natl governments	Interviews	Narrative including summarized stakeholder descriptions and perceptions of value of various preparedness activities.
3	To what extent have the Logistics Clusters at global and country levels, under WFP's leadership, worked effectively with partners?	3.a	How has the Logistics Cluster <b>worked with partners or potential partners at global and country levels</b> (national and sub-national) - how and why has this changed since 2006?	Coherence and Effectiveness Activities	Qualitative and Quantitative	Descriptive	Goal is to better understand level and types of engagement	Retrospective description of level and type of pre-cluster logistics partnerships at global level	GLC staff, GLC Meeting participants, Country LC participants, National Governments, Military Actors, Corporate Sector, WFP leadership, Other Cluster Lead Agencies, OCHA and ERC, Donors Archival records including meeting minutes	Observation of GLC Meeting, Desk review, Interviews	Analysis of GLC global meeting participation by organization over time. Narrative describing how participants have been consulted, engaged and included in GLC global work over time.  Narrative for each case study providing ways partners were engaged, consulted and involved in activities. Timeline analysis of # of participants disaggregated by type of organization at various stages of an operation.
		3.b	How <b>satisfied are partners at global and country levels</b> (national and sub-national) with the result of efforts by the Logistics Cluster to work with them?	Coherence and Effectiveness Intermediate Outcomes	Qualitative	% of Partners satisfied or very satisfied per topic and overall, Descriptive analysis of perceptions positive and negative	Highest level	Retrospective perceptions of early cluster satisfaction and pre-cluster satisfaction with other partnership mechanisms	GLC Meeting participants, Country LC participants, Other Cluster Lead Agencies, National Governments, Military Actors, Corporate Sector, OCHA and ERC, Donors End of meeting questionnaires, End of operations questionnaires	Interviews, Desk review	Stakeholder satisfaction disaggregated by global and country, type of engagement and type of stakeholder (Cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC). Narrative description of suggested gaps, suggested changes in how the cluster operates, how users use information, whether products are updated frequently enough.
		3.c	To what degree do WFP's capacities and strengths ( <b>comparative advantages</b> ) facilitate or limit its ability to lead partnership aspects of the logistics cluster at country levels?	Relevance and Effectiveness Inputs, Activities	Qualitative	Descriptive, Degree that WFP strengths and capacities facilitate its roles leading the cluster (scaled -1-3)	Goal is to better understand how perceived strengths of WFP have facilitated the cluster's partnerships		GLC staff, GLC meeting participants, country-level cluster participants and non-participants, other cluster lead agencies Other evaluations, archival records	Interviews, Desk review	Stakeholder perceptions for each case study of perceived WFP comparative advantage related to its role as lead agency disaggregated by type of function and type of stakeholder (GLC lead agency, cluster participants, non-participating organizations, other cluster lead agencies/OCHA/HC). Narrative description of examples provided of key strengths and weaknesses.

#	Question	#	Sub-Question	OECD/DAC Criteria and Level of Logic Model	Type	Measure/ Indicator	Target?	Baseline?	Data Source (Primary/ Secondary)	Data Collection Instrument	Data Analysis (and disaggregation)
		3.d	To what extent have <b>WFP's HQ, RB and country level managers</b> , accountable for its LC lead role, and its <b>systems and support services</b> , addressed the needs of activated clusters at the country level?	Effectiveness Outputs	Qualitative	Descriptive			GLC staff, Cluster members, UNCT, OCHA, HCs  Lessons learned documents, GLC mtg minutes	Interviews	Per case study and global narrative summarizing stakeholder responses and examples of ways in which WFP managers and systems did or did not address the needs of country level LCs and examples where reporting chain for LC to CO and HC/RC worked well or not.
		3.e	To what extent have <b>WFP managers' responsibilities, systems and support services been adapted and modified</b> to enable the Logistics Cluster to better support the needs of other humanitarian organizations and clusters?	Effectiveness Activities and Outputs	Qualitative and Quantitative	Descriptive		Systems and services used in earliest cluster operations	GLC staff, Cluster members, IASC principals, OCHA  Archival records	Desk review, Interview	Global narrative describing changes and adaptation since inception of GLC in WFP manager's responsibilities, systems and support services to better support cluster stakeholders.
4	To what extent did the lessons derived through Logistics Cluster experience inform decision-making?	4.a	To what extent has the Logistics Cluster undertaken <b>lessons learned exercises</b> at key junctures and if so how were these applied to support informed decision making?	Coherence, Effectiveness Intermediate Outcomes	Qualitative and Quantitative	# of operations followed by lessons learned exercises, lessons learned exercises resulting in changed practice		Not applicable	GLC staff, Cluster members, Other cluster lead agencies, OCHA, HCs  Lessons learned documents, GLC mtg minutes	Interview, Observation, Desk Review	Per case narrative on stakeholder perceptions of key lessons, whether there was an organized exercise to discuss or document, what changes followed ID of the lesson. Global timeline analysis of key operations and changes to LC approach/ systems.
		4.b	To what extent did <b>factors in internal/external environment</b> enable or inhibit the application of lessons to inform decision making?	Coherence, Effectiveness Intermediate Outcomes	Qualitative	Descriptive		Not applicable	GLC staff, Cluster members, Other cluster lead agencies, WFP and other agency decision makers	Interview, Observation	Global table showing key lessons, internal and external factors which enabled or inhibited changes and current status.
		4.c	How has the <b>evolution of Humanitarian Reform and support of the IASC</b> affected the work of the Logistics Cluster?	Coherence, Effectiveness Inputs, External Factors	Qualitative	Descriptive			GLC staff, Cluster members, Other cluster lead agencies, OCHA, HCs, ERCs  Archival documents, IASC and OCHA documents	Interview, Desk review	Global narrative summarizing stakeholder perceptions on how evolution of reform has affected GLC and how its relationship with IASC (support from and accountability to) has evolved and affected its work .

## **Annex 4: Humanitarian Logistics Context**

### **1. Overview**

1. The two overarching contexts that shape the work of the GLC are 1) the overall humanitarian logistics field and 2) the cluster system as a key component of overall humanitarian coordination.
2. The field of humanitarian logistics continues to mature against a backdrop of increasingly frequent and impactful disasters set against a progressively more complex operating environment. Funding and overarching accountability trends within the humanitarian sector have created greater demand for efficiency, professionalism and quality with humanitarian logistics seen as a core component of this evolution.
3. Operational complexity is related to larger operational demands and work volume due to recurrent and large-scale emergencies. Key trends driving the complexity faced by logistics in humanitarian operations include: rising import and mobility constraints, growing hostility and targeted insecurity, growing sophistication of the responses due to new technology and quality demands, increasing number of local and international humanitarian actors, and funding constraints partly due to the on-going global financial crisis. Under such conditions it is increasingly difficult to ensure logistics effectiveness, accountability and the quality of the support to those affected by humanitarian emergencies.
4. Natural disasters and the number of people affected by these events have dramatically increased in recent decades and are projected to increase in the future<sup>19</sup>. While the absolute number of people killed by disasters is falling<sup>20</sup> due to active risk reduction, vulnerability to disasters is increasingly concentrated across regions of Africa and Asia with high poverty, hazard risk and population growth.
5. While global armed conflict has declined dramatically since the collapse of the Soviet Union in 1991, protracted intra-state conflict continues to cause significant humanitarian need. In 2010 there were over 27.5 million internally displaced persons (IDPs) and 15.4 million refugees largely due to intractable civil conflict across the globe<sup>21</sup>.
6. The humanitarian response environment is inherently unpredictable, with organizations constantly adapting to supply chain disruption, shifting demands and disrupted infrastructure. Despite this unpredictability, major disasters often follow general phases, and often involve the same major actors allowing humanitarian logisticians to plan, organize and coordinate based on anticipated beneficiary needs.

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<sup>19</sup> According to report published by Oxfam in 2007, the number of natural disaster related to the climate has been multiplied by 4 times over the past 20 years, with a massive rise in the number of affected people.

<sup>20</sup> Based on analysis of data from the Emergency Events Database (EM-DAT) maintained by the Centre for Research on the Epidemiology of Disasters (CRED) – [www.emdat.be](http://www.emdat.be)

<sup>21</sup> Statistics taken in December 2011 from <http://www.systemicpeace.org/conflict.htm>; <http://www.iom.ch/jahia/Jahia/about-migration/facts-and-figures/lang/en> and <http://www.internal-displacement.org/publications/global-overview-2010.pdf>



7. In addition to these challenges, humanitarian logistics faces an increasingly complex operating environment where space to operate is constricted by a perceived loss of neutrality, high expectations for immediate delivery of assistance from a media-wired world and inconsistent funding patterns for response organizations.

8. Humanitarian logistics and supply chain management accounts for between 40%-80% of total humanitarian expenditure, and an estimated US\$7-\$14 billion annually.<sup>22</sup> The drivers of such expenditures can vary considerably depending on the type of organization (e.g. those with food vs. medical focus) with human resources, commodities, transport, warehousing taking up different proportions<sup>23</sup>.

### **1.1 Positive Trends**

9. In response to this complexity, humanitarian responders have worked to improve the efficiency, accountability and predictability of their operations. The Humanitarian Reform approach initiated in 2005 marks one of these systemic initiatives. Reviews of the cluster approach in 2007 and 2010 have shown a process of gradual change, while noting need for improvement in areas of partnership, information management and coordination integration (Stoddard et al 2007, Steets et al 2010). See Section 2.1.1 for further discussion of the humanitarian reform and cluster system context.

10. Due to increasing awareness of the need for a dedicated, trained cadre of humanitarian logisticians for humanitarian response, some observers have noted that training programs and improving professional standards, such as the Fritz Institute's certification in humanitarian logistics, have bolstered the level of professionalization in the field of humanitarian logistics.

11. Growing standardization and cooperation in humanitarian logistics is evidenced by a number of collaborative associations such as the Humanitarian Logistics Association (HLA) and the establishment of shared services such as the United Nations Humanitarian Response Depot (UNHRD), the UN Humanitarian Air Service (UNHAS), and the Humanitarian Procurement Centres (HPC) accredited by the European Commission's Director General for Humanitarian Aid (DG-ECHO). The GLC, along with these and other inter-agency and cross-sector initiatives demonstrate how collaboration is beginning to create common logistics concepts across global response operations.

12. Technological advances in areas ranging from mobile telephony to remote sensing have increased the sophistication of supply chain monitoring, last-mile delivery and enhanced situational awareness and adaptability in response contexts. These systemic advances have helped push down lead times for relief cargo, while increasing predictability and cohesive coordination in humanitarian logistics.

13. The last decade has seen a marked increase in academic discourse around Humanitarian Logistics that is moving the field from an invisible afterthought to a

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<sup>22</sup> "A Peek Into the Future of Humanitarian Logistics: Forewarned is Forearmed", Majewski, Navangul, Heigh, Supply Chain Forum – An International Journal, Vol. 11, No. 3, 2010

<sup>23</sup> According to the WFP Management Plan 2010 – 2011 operational costs are distributed as follows: Food aid commodity cost 49%, External transport, landside transport, Storage and Handling 31%, Overheads 13% and other direct operational costs: 7%.

critical component of response architecture. This transition moves basic logistics towards a supply network model that seeks to manage global demand, linking a network of information, goods and finances to affected populations in need (Tatham and Pettit 2010). Increasing academic interest (Kovacs and Spens 2007) has established an agreed taxonomy for the study of disasters that supports academic advancement and has identified humanitarian logistics as agile and adaptive, with many key lessons for private sector supply chains (Kovacs and Spens 2009).

14. While the primary interest of the private sector in humanitarian logistics was until recently commercially oriented or based on corporate social responsibility and media visibility interests, today corporations are increasingly interested in learning from humanitarian supply chains in remote areas to adapt their own models and develop new markets in Asia and Africa.

## **1.2 Systemic Challenges for Humanitarian Logistics**

15. Despite the positive trends outlined above, humanitarian logistics continues to face several foundational challenges. Structural issues include the challenge posed by the multiplicity of actors involved with both overlapping and diverging mandates. Variable funding patterns favor spending for response over preparedness, which challenges the ability of humanitarian organizations to maintain and build adequate capacity to respond to emergencies. The current global financial crisis is expected to place additional strain on this response capacity.

16. Supply chain management while increasing in profile is still not fully recognized as commensurate with the importance of program related leaders in many organizations, and too often supply chain issues are second-tier planning considerations (Tatham and Pettit 2010). However, many non-governmental organizations (NGO) and private companies have invested during the last decade to raise logistics to a strategic domain.

17. Multiple supply chains often converge in sudden onset disasters maxing out existing coordination systems (Jahre and Jenson 2010). These inefficiencies reduce credibility and may cost more lives as supply chains compete and collide in chaotic post-disaster environments. However, establishing a single supply chain for logistics in such emergencies is viewed as impractical and could lead to greater bottlenecks.

18. Greater demands for transparency in humanitarian logistics (Tomasini and Wassenhove 2009) from donors and the public creates increasing need for analysis of the relevance, merit, worth and results of activities.

## **1.3 Active Issues under Debate within the Field of Humanitarian Logistics**

19. Humanitarian logistics enjoys a vibrant debate over mandate, technology and the inevitable trade-offs related to the operational environment. The following items outline topics of active debate relevant to the GLC evaluation:

20. **Coordination Futures.** Does the future of coordination rest within incremental improvement of performance through technology, partnerships and organizational learning or does future coordination require a radical new strategy? New strategies may entail differential approaches according to the type of stakeholder and the type of context, and may be difficult to develop and implement.

21. **Partnership vs. Most Effective and Pragmatic Approach.** In major disasters, thousands of organizations may converge in the impact zone. Should



coordination include all interested actors, or should systems focus on large-capacity agencies that can provide maximum impact per coordination resource invested? The various dilemmas associated with humanitarian use of military resources are core to this debate.

22. **Defining the Customer.** Who is the customer (or client/users) in humanitarian supply chain management? Different organizations provide different responses ranging from donor, the beneficiary and other humanitarian organizations.

23. **Consolidation vs. Diversity.** Should humanitarian response organizations merge global supply chains to achieve economies of scale (greater consolidation) or is there strength in independently evolving diversity? Does centralization lead to rigid and inflexible logistics approaches? What is the optimal balance between collective and consolidated approaches versus nimble individual ones? How can consolidated systems be managed in a participatory way?

24. **Coordination.** How can various actors achieve coordination across the many levels of the humanitarian response logistics including global, regional, national, district, and local elements of the supply chain?

25. **Decentralization and Subsidiarity.** What is the optimal placement of assets and resources to enable cost effective and timely response? How can international humanitarian logistics better reinforce local capacities to support response leadership at national and local levels?

#### 1.4 Definitions

26. The evaluation team proposes the following definitions for the purpose of the GLC evaluation drawn from IASC Guidance, logcluster.org and relevant logistics literature on coordination:

27. **Cluster Approach.** Organizing humanitarian relief according to sectors with pre-defined leadership to improve capacity, predictability, partnership and accountability and coordination.

28. **Global Logistics Cluster.** An IASC established global cluster led by WFP, providing services at the global level (to the IASC and partners) while also supporting country level GLC operations with tools, surge support and policy guidance.

29. **GLC Partners/Members.** Organizations participating in the GLC coordination structures at any time or location. Note: more specific types of partners and defined responsibilities are not indicated in current guidance.

30. **Logistics Coordination.** Concerted practices between organizations that play a role in supply chains to operate together in relation to a similar context. This includes horizontal coordination with other organizations and competitors, and vertical collaboration with suppliers and customers/beneficiaries.

31. **Predictability.** An increased standardization and documented, agreed response in the context of the cluster approach based on division of responsibilities.

32. **Provider of Last Resort (POLR).** An organizational commitment to fill critical response gaps when other partners are unable to provide key services when access, security and funding allow<sup>24</sup>.

33. **Service Cluster.** A cluster that provides operational support services to partners and other clusters rather than directly to beneficiaries. For example, the GLC is seen as a “keystone” cluster providing services to the Health, WASH, Shelter and other clusters to support their direct assistance to target populations.

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<sup>24</sup> IASC Principals are refining the definition of POLR to the following: Where necessary, and depending on access, security and availability of funding, the cluster lead, as POLR, must be ready to ensure the provision of services required to fulfil critical gaps identified by the cluster and reflected in the HC-led HCT Strategic Response Plan The IASC Principals are expected to finalize these changes in early January 2012.

## **Annex 5: Strategies, Policies and Past Evaluations**

1. At a global level the work of the GLC is guided by three tiers of strategy, policy and guidance:
  - a. Overarching humanitarian coordination policies and decisions of the IASC, which establish the purpose, architecture (governance, cluster lead assignments, etc.), expectations and coordination mechanisms.
  - b. Strategies, policies and decisions of WFP's Executive Board and HQ Management, which determine how WFP will undertake its responsibilities as the lead for the GLC.
  - c. Business plans, preparedness and deployment plans, guidance and systems developed by the GLC SC, to operationalize IASC and WFP decisions and direction set by GLC partners in global meetings.

### **1. IASC Policies and Decisions**

2. The IASC was first established in 1992<sup>25</sup> as an inter-agency forum for coordination, policy development and decision-making related to humanitarian assistance across UN and non-UN actors.

3. In 2005 the UN Emergency Relief Coordinator and Under-Secretary General for Humanitarian Affairs in OCHA (ERC) commissioned an independent review of the humanitarian system to identify ways of improving its predictability and timeliness. The resulting Humanitarian Response Review<sup>26</sup> was finalized in August 2005. Its recommendations included assigning “clear responsibilities to lead organizations at a sector level” and the “development of cluster models between networks at the sectoral, regional and local levels”.

4. The Humanitarian Response Review was used to launch a comprehensive humanitarian reform process. In September 2005, the IASC Principals meeting decided to implement the “cluster approach” in major new emergencies starting in 2006 and agreed to the assignment of lead agencies for nine clusters, including WFP as the lead for the logistics cluster, one of two “service clusters.”

5. In March 2006, OCHA issued the Consolidated Appeal (CAP) for “Improving Humanitarian Response Capacity: Cluster 2006.”<sup>27</sup> This appeal included a request for US\$9,052,980 in funding for the logistics cluster to cover establishment of the GLC SC, capacity building through staff and training, core facilities, stockpiles and preparedness and contingency planning.

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<sup>25</sup> UN General Assembly Resolution 46/182 on the strengthening of humanitarian assistance established the IASC. UN General Assembly Resolution 48/57 subsequently affirmed the role of the IASC as the primary mechanism for inter-agency coordination of humanitarian assistance in 1993.

<sup>26</sup> “Humanitarian Response Review,” Adinolfi et. al., 2005

<sup>27</sup> “Appeal for Improving Humanitarian Response Capacity – Cluster 2006,” United Nations Consolidated Appeals Process (CAP)

6. Throughout 2006, an IASC task team was charged with developing guidance and tools to operationalize the cluster system. The task team developed the “Generic TORs for Cluster Leads at the Country Level,” “Questions and Answers on the Cluster Approach and Implementation Issues,” and the November 2006 guidance note on “Using the Cluster Approach to Strengthen Humanitarian Response.” Together, these documents remain as the primary overarching guidance for the cluster system.

7. A second CAP for “Building Humanitarian Response Capacity 2007-2008”<sup>28</sup> was launched by OCHA in April of 2007. The appeal requested US\$8,055,946 for the Logistics Cluster and includes requests from 10 projects to be implemented by eight agencies including WFP, whose portion of the appeal amounted to US\$4,326,519.

8. In March 2007, the IASC endorsed a two-phased approach to evaluating the cluster system over time. The phase 1 evaluation,<sup>29</sup> completed in November 2007, focused on process indicators, achievements and limitations of the cluster approach and lessons learned related to its rollout.

9. In general the evaluation found improvements in filling gaps, extending capacities and enhanced predictability by lead agencies accepting responsibility for the totality of their cluster. Accountability for performance was deemed the area of least progress due to insufficient institutionalization of cluster commitments by lead agencies. The quality of partnerships and strengthened surge capacity were noted by the evaluation as areas where smaller gains could be found.

10. While none of the recommendations specifically cites the GLC, some broader issues were raised which appear pertinent to its work and help identify broad performance benchmarks that could be applied to evaluating the GLC as shown in Table 1 below.

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<sup>28</sup> “Appeal for Building Global Humanitarian Response Capacity – 1 April 2007 – 31 March 2008” United Nations  
<sup>29</sup> “Cluster Approach Evaluation – Final,” Stoddard et. al., November 2007

**Table 1 – Selected Recommendations from Phase 1 Cluster Evaluation**

<b>Actors</b>	<b>Recommendation</b>
<b>Cluster lead agencies</b>	<ul style="list-style-type: none"> <li>• Codify cluster leadership responsibilities and issue clear guidance for senior management in countries of operation</li> <li>• Adopt an action plan for institutionalizing and executing cluster responsibilities</li> <li>• Clarify reporting lines/accountabilities for cluster coordinators and country directors and ensure that reporting lines and performance objectives are written into position descriptions and appraisals</li> <li>• Clarify reporting from global cluster lead agencies to the ERC</li> <li>• Renew efforts to enhance global preparedness in ways that build upon rather than detract from national/local preparedness</li> </ul>
<b>IASC Principals</b>	<ul style="list-style-type: none"> <li>• Further clarify the function of Provider of Last Resort and consider developing criteria for gap scenarios that would trigger such action</li> </ul>
<b>OCHA/the ERC</b>	<ul style="list-style-type: none"> <li>• Develop global guidance for cluster transition/closeout with the goal of ensuring opportunities for using the cluster to build local response capacity and support contingency planning</li> <li>• Develop clearer and more detailed guidance on working with recipient states where national disaster response structures are already in place</li> </ul>
<b>OCHA/cluster lead agencies at field level</b>	<ul style="list-style-type: none"> <li>• Develop simple, standard field-level information management system for inter-cluster communications and reporting</li> <li>• Make national capacity building a focus of the clusters' operations in chronic and recurrent emergency countries</li> <li>• Carry out cluster-oriented contingency planning in all HC and disaster-prone countries</li> <li>• Initiate information and learning exchanges between cluster countries</li> </ul>
<b>Donors</b>	<ul style="list-style-type: none"> <li>• Support reasonable requests from cluster lead agencies for additional resources to help them fulfill their cluster responsibilities</li> <li>• Encourage and incentivize operational partners to be active participants and contributors to their relevant clusters</li> </ul>
<b>INGOs</b>	<ul style="list-style-type: none"> <li>• Set and clearly communicate parameters for the level of engagement that can be expected in various clusters, including ... second staff as cluster coordinators when called upon to do so</li> </ul>

11. An IASC Working Group was formed to follow up on the recommendations of the phase 1 evaluation. The working group developed a basic management response matrix in June 2008,<sup>30</sup> which shows that most of the recommendations were accepted and follow-up steps identified. The working group also approved a guidance note on the provider of last resort concept, which introduced the caveat that such responsibilities depend upon access, security and availability of funding.

12. The “Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management”<sup>31</sup> was endorsed by the same IASC Working Group in December 2008 and seeks to provide cross-cluster advice on information management at the country level.

<sup>30</sup> “Recommendations from the 2007 Cluster Evaluation Report: IASC Working Group’s Management Response Matrix” OCHA (HRSU), 2 June 2008 – accessed in December 2011 at <http://www.unocha.org/what-we-do/policy/thematic-areas/evaluations-of-humanitarian-response/reports#2007>

<sup>31</sup> “Operational Guidance on Responsibilities of Cluster/Sector Leads and OCHA in Information Management” accessed in December 2011 at <http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-subsi-common-default&sb=73>

13. An IASC Working Group paper from late 2008<sup>32</sup> documents discussions at the GLC global meeting regarding the rationale, analysis and proposal related to merging the UN Joint Logistics Centre (UNJLC) and the GLC. It supports the rationale and consultative process led by UNJLC and the GLC to arrive at a plan to maximize resources, coherence and efficiencies through the merger.

14. At the IASC Working Group meeting in July 2009 a decision was taken to send a letter from all lead agencies to their respective country office directors to remind them of the important role they play in the implementation of the cluster system as part of the overall effort to respond to the identified need to increase “mainstreaming” of cluster responsibilities within lead agencies. The letter, sent in October 2009 was co-signed by WFP’s Director of Emergencies.<sup>33</sup>

15. The Cluster Approach Evaluation Phase 2<sup>34</sup> was conducted between July 2009 and March 2010. This evaluation focused on assessing operational effectiveness and outcomes of the cluster approach based primarily on country level assessments.

16. The phase 2 evaluation report makes more specific reference to the logistics cluster in its findings and analysis. The logistics cluster is credited at various points in the analysis for leading to greater coverage of logistics thematic issues; access to a WFP immediate response account that enables start-up funding and acting as a provider of last resort; developing a pool of trained staff; prepositioning stocks; creating standard operating procedures (SOPs); enhancing a “service mentality” by developing the Service Mindset Training (SMT); and stakeholder perceptions frequently cited in survey responses that GLC is a “very well functioning, inclusive cluster.”

17. In each of its case studies, the phase two evaluation assessed each active cluster against a set of defined indicators. The synthesis report presents the results of its findings for the logistics clusters active in Chad, Democratic Republic of Congo, Haiti and the Occupied Palestinian Territories. The summary findings for the logistics cluster in each case suggest some potential patterns of strengths and weaknesses for the logistics cluster as shown below in Table 2.

**Table 2 – Strengths and Weaknesses of the Logistics Cluster Identified Across 4 Operations in Phase 2 Cluster Evaluation**

Possible Strengths (consistent high scores)	Weaknesses (consistent low scores)
• additional geographic coverage	• involvement of appropriate national actors
• coverage of services	• handover and exit strategies
• quality and level of global cluster support	• interaction with financial pillar
• meeting needs of humanitarian actors	• accountability to HC and among members
• quality of information sharing	

<sup>32</sup> “IASC Working Group Summary Note: Outcomes of the Global Logistics Cluster Meeting October 2008”

<sup>33</sup> “Joint letter from Cluster Lead Agencies to their Directors/Representatives at Country Level”, November 2009, accessed December 2011 at

<http://onerresponse.info/Coordination/ClusterApproach/publicdocuments/Cluster%20Lead%20Agencies%20joint%20letter%20on%20dual%20responsibility.%20November%202009.pdf>

<sup>34</sup> “IASC Cluster Approach Evaluation, 2<sup>nd</sup> Phase, April 2010 – Synthesis Report”, Steets, Grünewald et. al., accessed November 2011 at [http://www.gppi.net/fileadmin/gppi/GPPI-URD\\_Cluster\\_II\\_Evaluation\\_SYNTHESIS\\_REPORT\\_e.pdf](http://www.gppi.net/fileadmin/gppi/GPPI-URD_Cluster_II_Evaluation_SYNTHESIS_REPORT_e.pdf)

18. The phase 2 evaluation presented six key recommendations with 35 total detailed sub-recommendations. The six key recommendations are shown in Table 3 with selected sub-recommendations most pertinent to the GLC.

**Table 3 – Key Recommendations of the Phase 2 Cluster Evaluation and Pertinent Sub-Recommendations**

<b>Key Recommendation</b>	<b>Sub-Recommendation (pertinent to GLC)</b>
1. Identify existing preparedness, response and coordination mechanisms and capacities and link with/support/complement them where appropriate.	<ul style="list-style-type: none"> <li>• Conduct analysis of the context, coordination and response mechanisms and capacities before implementing and ensure appropriate links</li> <li>• Identify appropriate partners in national and local authorities</li> <li>• Strengthen cooperation and coordination between clusters, national actors and development actors at every stage from preparedness to response and the transition to development</li> </ul>
2. Strengthen cluster management and implementation modalities.	<ul style="list-style-type: none"> <li>• Continue to strengthen the “mainstreaming” of cluster lead responsibilities</li> <li>• Strengthen the role of HCs in the cluster approach</li> <li>• Reinforce the role of INGOs in clusters</li> <li>• Clarify the criteria, processes and terminology for cluster implementation, transition and exit</li> <li>• Ensure that cluster coordinators, especially at sub-national level, have sufficient time and skills to fulfill their responsibilities</li> <li>• Improve information sharing and management</li> </ul>
3. Enhance the focus on strengthening the quality of humanitarian response in cluster operations and activities.	<ul style="list-style-type: none"> <li>• Ensure that clusters have a clear operational focus</li> <li>• Facilitate the participation of national and local NGOs and strengthen their capacities</li> <li>• Further strengthen the role of clusters in defining, adapting, using and promoting relevant standards</li> <li>• Ensure integration of cross-cutting issues in assessments, policies, tools, training, guidance, planning and operations</li> <li>• Improve mechanisms to deal with multidisciplinary issues and inter-cluster gaps</li> <li>• Further strengthen learning</li> </ul>
4. Increase the focus of resources for the cluster approach on the local level.	<ul style="list-style-type: none"> <li>• Strengthen training on facilitation, coordination and cross-cutting issues on the national and sub-national levels, minimize turnover of coordinators and improve handover processes</li> <li>• Provide dedicated part-time or full-time coordination capacities for sub-national clusters</li> <li>• Create reporting links between global and national clusters and ensure that national clusters support sub-national ones</li> <li>• Define decision-making procedures between national and sub-national clusters to decentralize operational decisions</li> </ul>
5. Provide sufficient funding and define ways for linking clusters and financing mechanisms.	<ul style="list-style-type: none"> <li>• Provide adequate funding for coordination activities</li> <li>• Ensure adequate funding for cluster strategies and activities “sponsored” by clusters by: strengthening links between clusters and pooled funds, creating strategic links between clusters and bilateral donors, strengthening links to and the inclusion of non-traditional donors</li> <li>• Improve the governance of funding mechanisms to limit conflicts of interest and ensure direct access of international and local NGOs to funding and enhance the transparency of financial transactions linked to clusters</li> <li>• Further define and clarify what “provider of last resort” entails and strengthen this role</li> </ul>
6. Resolve outstanding policy issues at the global level	<ul style="list-style-type: none"> <li>• Develop concrete, context-specific guidelines on the linkages between clusters and peacekeeping and political missions</li> <li>• Focus the activities of global clusters on identifying and addressing conflicts and systemic incoherence</li> </ul>

19. An IASC Principals meeting in December 2011 discussed a range of issues related to humanitarian reform and the cluster system. The discussions focused on key themes raised in past evaluations and consider recommendations made by the Principals Task Team and Sub-Working Group on the Cluster Approach.

## **2. WFP Strategies, Policies and Decisions**

20. In August of 2006, the WFP Executive Director issued notice of the establishment of a special account for the GLC.<sup>35</sup> The notice states that the objective of the account “is to provide the Logistics Service of the Transport and Procurement Division with a single integrated financial management system for its managerial responsibilities for the Logistics Cluster.” It also states that, “WFP as the Logistics Cluster lead agency is responsible to resource and manage the total Logistics Cluster budget at the global level.”

21. The WFP Strategic Plan 2008-2013<sup>36</sup> incorporates the organization’s commitment to fulfilling its cluster lead responsibilities. Under the partnerships section of the strategy’s overarching approach it states that, “priority will be given to fulfilling WFP’s role and responsibilities as the cluster lead agency for logistics,” dependent on finding adequate, predictable and multiyear funding. The strategy goes on to say that, “In order to meet its cluster mandate, WFP must continue to provide efficient, reliable and predictable services to the entire humanitarian community while adopting a customer service approach towards its operational responsibilities.” The strategic plan also lists UN cluster leadership for logistics as one of the main tools to achieve Strategic Objective 1: Save Lives and Protect Livelihoods in Emergencies.

22. The 2008-11 Logistics Division (OML) Business Plan<sup>37</sup> builds upon the inter-agency work of WFP in leading the GLC by calling for WFP to provide logistics services to the wider humanitarian community whenever these services are required, generally on a cost recovery basis when not related to cluster activation. The business plan states that OML’s goal is “to be the logistics service provider of choice for WFP programmes, and to the wider humanitarian community by 2010.” The plan also outlines the cluster support services and value proposition shown in Table 4 below.

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<sup>35</sup> WFP Executive Director’s Circular, “The Establishment of a Special Account for the Global Logistics Cluster, 1 August 2006 (ED2006/05)

<sup>36</sup> “WFP Strategic Plan 2008-2013”, accessed in November 2011 at <http://www.wfp.org/content/wfp-strategic-plan-2008-2013>

<sup>37</sup> “WFP OML 2008-2011 Business Plan,” 27/01/2009



**Table 4 – Logistics Cluster Support Services and Value Proposition from OML 2008-2010 Business Plan**

<b>Services</b>	<b>Value Proposition</b>
Coordination support <ul style="list-style-type: none"> <li>• Meeting management (design, planning, facilitation, documentation)</li> <li>• Communication planning and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Constructive, inclusive, “democratic” decision and problem solving oriented meetings</li> <li>• Transparent, timely, relevant, replicable communications</li> </ul>
Operational and technical support <ul style="list-style-type: none"> <li>• Mobilization of support and/or surge capacity</li> <li>• Impartial advice and information to enable better logistics decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Quick response to support request, professional advice, clear processes and predictable consistent outputs</li> </ul>
Information management <ul style="list-style-type: none"> <li>• Logistics information collection, synthesis and dissemination</li> <li>• Information systems and tools</li> </ul>	<ul style="list-style-type: none"> <li>• Concise, transparent, timely, accessible, neutral</li> <li>• Flexible to be applicable to various requirements, easy to use, customizable</li> </ul>
Prioritization of cargo movement requests	<ul style="list-style-type: none"> <li>• Neutral platform to follow priorities given by HC/UN Country Team</li> </ul>
Normative guidance, support and capacity building for logisticians	<ul style="list-style-type: none"> <li>• Knowledgeable staff, quick access to support, relevant info-packages, high quality training, easy to apply to own organization’s need</li> </ul>

23. The OML 2008-2011 Business Plan also states the intention to integrate the separate support structures of the UNJLC and GLC under a single GLC SC with the following stated mission “To foster coordination and synergy among humanitarian logistics actors in order to maximize their individual and combined performance.”

24. In April of 2009, the Executive Director issued notice of the establishment of an additional special account for the provision of logistics services to the humanitarian community.<sup>38</sup>

25. The WFP Management Plan 2012-2014 presented to the Executive Board in October 2011<sup>39</sup> states that the priority area of “cluster leadership” has been mainstreamed into the regular Programme Support and Administration (PSA) budget with US\$1,824,702 allocated to the GLC to cover 9.5 staff and non-staff costs for 2012. This document also provides a brief rationale for this joint evaluation of the GLC and notes that it will “help WFP ensure good functioning of the cluster and strengthened partnerships with other cluster members.”

### **3. GLC Plans, Guidance and Decisions**

26. Nine GLC Meetings at the global level have been held since 2006 to bring together partners. Discussions and presentations during these meetings have focused on a wide range of topics including GLC plans, mandate, services, activities, products, procedures, funding, lessons learned, thematic issues and cross-cluster

<sup>38</sup> WFP Executive Director’s Circular, “Establishment of a Special Account for the Provision Logistics Services to the Humanitarian Community,” 9 April 2009 (ED2009/001)

<sup>39</sup> WFP Executive Board Second Regular Session, Rome 14-17 November 2011, “WFP Management Plan 2012-2014,” (WFP/EB.2/2011/5-A/1)

coordination and communication. While the meetings do not serve a decision-making or governance function, participants have provided input and sometimes endorsed guidelines, plans and general direction setting presented by the GLC SC.

27. At the March 2007 GLC meeting, participants endorsed the working document titled “Logistics Cluster Concept and Guidelines.” This document establishes key foundational definitions for the cluster, key documents and processes, reporting lines, an activation process flow chart, TOR for the support cell, country level logistics cluster TOR, and the logistics response team (LRT) TOR.

28. The 2008 GLC SC Business Plan<sup>40</sup> outlined the mission of the support cell, key attributes, customers and stakeholders and their business needs, products and services, comparative advantages, performance drivers, objectives, key performance indicators and targets, and project outlines.

29. The 2008-2010 GLC SC Business Plan<sup>41</sup> expands on the 2008 version and outlines the purpose, values, goals, structure, and value chains, and diagrams the links between processes, service outputs and customers as well as key measures for each of the three core areas of focus (operational support – preparedness and response, information management, and normative guidance/policy). The plan also outlines planned development projects of the support cell.

30. In July 2010, the GLC SC produced a document titled “Logistics Cluster and Humanitarian Reform,”<sup>42</sup> which summarizes humanitarian reform and cluster principles and policies, the mission of the support cell, activation decisions protocols, activities carried out by the cluster, definitions, reporting lines, country TOR for the cluster, and overviews of the Concept of Operations Tool (CONOPS), GLC information products, and GLC civil/military (CIV/MIL) relations principles.

31. Key milestones in the development of the GLC SC are shown in Figure 1 below.

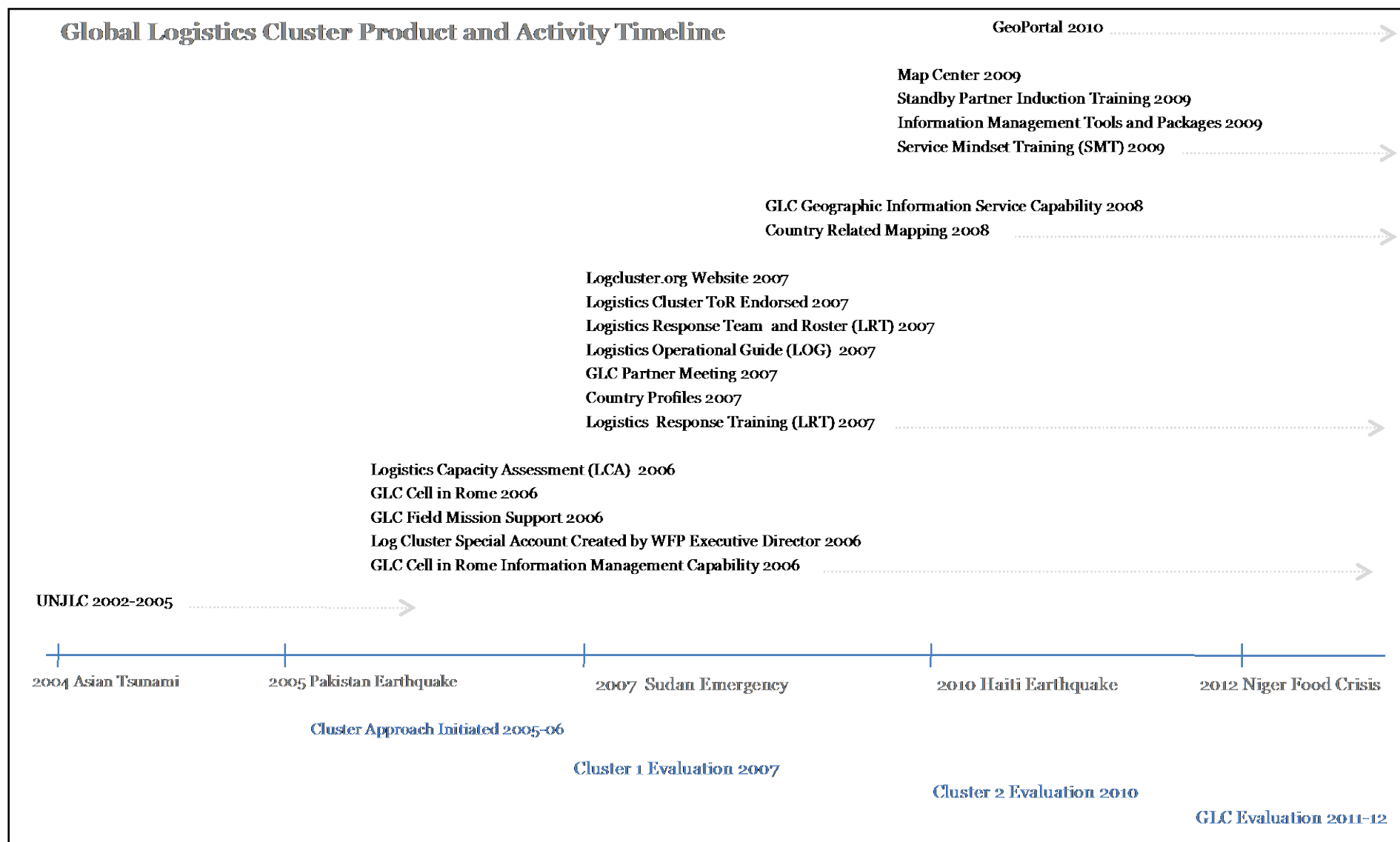
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<sup>40</sup> “Global Logistics Cluster Support Cell – Draft Business Plan 1” 31 January 2008

<sup>41</sup> “WFP Logistics Cluster Support Cell 2008-2010 Business Plan” 27/01/2009

<sup>42</sup> “Logistics Cluster and Humanitarian Reform” The Global Logistics Cluster Support Cell, July 2010

**Figure 1 – Key Milestones in the Development of the GLC SC**



## Annex 6: GLC Global Income by Source

*GLC SC Income September 2006 to November 2011*

Contributor	Amount per Year(s) in US \$					TOTAL	% of Total
	2006-2007	2008	2009	2010	2011		
Australia	1,109,602	0	0	0	0	1,109,602	6.68%
Canada	964,107	0	0	0	0	964,107	5.81%
Denmark	616,822	0	0	0	0	616,822	3.72%
Ireland	770,816	0	0	0	0	770,816	4.64%
Norway	955,430	0	0	0	0	955,430	5.76%
Sweden	1,855,952	0	0	0	0	1,855,952	11.18%
United Kingdom	1,463,560	0	0	0	0	1,463,560	8.82%
United States	843,925	0	0	0	0	843,925	5.08%
EU (ECHO Thematic Funding)	0	0	1,216,676	915,394	740,000	2,872,070	17.30%
WFP PSA Allotment	0	0	1,774,060	1,800,000	1,800,000	5,374,060	32.37%
Miscellaneous	0	0	8,980	5,966	154,000	168,946	1.02%
Exchange Rate Gain	25,295	0	0	0	0	25,295	0.15%
Bank Interest Gain	5,462	0	0	0	0	5,462	0.03%
Funds Sponsored to UNJLC Core Unit	-425,000	0	0	0	0	-425,000	-2.56%
	8,185,970	0	2,999,716	2,721,360	2,694,000	16,601,046	

## Annex 7: GLC Universe of Operations

Country	Dates	Scale	Type of Emergency	Cluster Activities				Active?
	Year(s)	SO Amount Requested (USD)	Natural Disaster, Conflict, Chronic, Disease, etc.	Info Mgt	Coord	Common Logistics Services	Other	Based on Website
Bangladesh	2007-2008	N/A	Natural Disaster	Y	Y	N		
Benin	2010	N/A	Natural Disaster	Y	Y	N		
Central African Republic	2008-2009	\$7,649,088	Conflict, Food and Fuel Price Crisis			UNHAS NFI air transport, road transport, storage	UNHAS passenger transport	Y
Chad	2007-2009	\$5,273,974	Conflict driven Refugee Crisis	Y	Y	UNHAS NFI air transport, road transport	UNHAS passenger transport	
Cote d'Ivoire	2011	\$12,122,727	Conflict	Y	Y	temp storage, land transport	UNHAS Passenger Air Transport	Y
D.R.C.	2006	\$55,951,410	Political Unrest	Y	Y	land transport, storage	sought NGO to implement transport, \$1m contingency fund in SO for bottlenecks	
D.R.C	2009-2011		Complex/Chronic Emergency	Y	Y	land transport, light goods air transport, storage	UNHAS Passenger Air Service, Inter-agency Logistics Service	Y
Gaza	2007	N/A	Conflict					
Gaza	2009-2010	\$3,344,885	Conflict	Y	Y	staging areas, cargo consolidation, transport (fee basis)	negotiation and advocacy with Israeli authorities, UNRWA transport and facilities	
Georgia	2008-2009	N/A	Conflict	Y	Y	warehouse, land transport		
Haiti	2006-2007	N/A	Natural Disaster	Y	Y	transport - air, sea, land	Civ/Mil	
Haiti	2008-2009	\$12,511,647	Natural Disaster	Y	Y	transport - air, sea, land	Civ/Mil	
Haiti	2009-2011	\$93,289,655	Natural Disaster, Disease Outbreak	Y	Y	warehouse, transport - air, sea, land, transit hubs and temp storage	Civ/Mil, Fuel Supply, relief-recovery-preparedness, support to NLI govt cap bldg, CimEx, prepositioning	Y
Horn of Africa (Somalia and Kenya)	2006-2007	\$1,615,989	Natural Disaster	Y	Y	transport - air cargo	UNHAS air passenger transport, air supported noted as "last resort" service, Kenya coordination under KFSM, Somalia under cluster	
Hurricane Felix	2007	N/A	Natural Disaster					
Indonesia	2009-2010	\$1,997,308	Natural Disaster	Y	Y	transport, temp storage		
Kenya	2008	N/A	Political Unrest	Y	Y	warehouse, transport		
Kyrgyzstan	2010	\$4,431,378	Political Unrest	Y	Y	storage	civ/mil, border crossing & customs facilitation	
Lebanon	2006	\$37,289,056	Conflict	Y	Y	land, sea transport	customs clearance	
Libya	2011	\$12,178,221	Conflict	Y	Y	warehouse, land and sea transport	passenger air (UNHAS), multi-country, dedicated NATO civ/mil coord deployed	Y
Mozambique	2007	N/A	Natural Disaster	Y	Y	common transport air, surface, river;	cluster "managed air operations"	
Mozambique	2008	\$3,678,732	Natural Disaster					
Mozambique	2011	N/A	Preparedness				contingency planning	Y
Myanmar	2008	\$41,086,459	Natural Disaster	Y	Y	air bridge, transport, warehouse, temp storage hubs		
Myanmar	2010	\$2,276,565	Natural Disaster	Y	Y	storage hubs, ad hoc transport on cost sharing basis		

Country	Dates	Scale	Type of Emergency	Cluster Activities				Active?
	Year(s)	SO Amount Requested (USD)	Natural Disaster, Conflict, Chronic, Disease, etc.	Info Mgt	Coord	Common Logistics Services	Other	Based on Website
Niger	2010	\$9,404,720	Natural Disaster	Y	Y	None		
Pakistan	2006	\$21,323,889	Natural Disaster	Y	Y	warehouse (fee basis?),	UNHAS, civ/mil, customs negotiation	
Pakistan	2010-2013	\$83,176,998	Natural Disaster	Y	Y	warehouse, land/boat transport	inter-cluster "survival strategy", preparedness	Y
Pakistan	2011-2012	\$1,859,502	Natural Disaster	Y	Y	warehouse, land/boat transport		Y
Panama	2011	N/A	Preparedness	Y	Y		regional logistics coordination group, regional stockpile mapping in 2009	Y
Philippines	2007	N/A	Natural Disaster	Y	Y	IOM operated trucking service		
Philippines	2009-2010	\$3,218,967	Natural Disaster	Y	Y	transport, warehouse, hub staging areas	support to govt dis mgt agency, UNHAS?	
Somalia	2008-2010	N/A	Chronic Emergency, Conflict				UNCAS - UN Common Services for Somalia managed air transport service (cost recovery)	
Somalia	2011	\$7,082,485	Natural Disaster, Chronic Emergency, Conflict	Y	Y	warehouse (according to CONOPS), transport (shipping)		Y
Sri Lanka - Tsunami	2006-2007	\$9,814,908	Natural Disaster					
Sri Lanka	2009-2011		Conflict	Y	Y	warehouse, transport (some by IOM)		Y
Sudan	2007-2010	\$27,762,222	Conflict, Drought, Complex Emergency	Y	Y	transport - cargo movement	Not stated as a cluster, former UNILC now described as WFP Logistics Common Services & Coordination	Y
South Sudan	2012-?		Refugee Return and Recovery, Chronic/Complex Emergency	Y	Y	facilitate transport - land and river, preparedness for common warehousing and emergency fuel	IOM provides transport for NFIs under cluster arrangement	Y (not explicit on website yet)
Uganda	2007	\$27,762,222	Natural Disaster	Y	Y	temp storage, airlift by UNHAS helicopters	WFP transport on bilateral fee basis	
Yemen	2011	\$2,185,986	Political Unrest	Y	Y	fuel procure-ment (cost recovery), potential airlift and staging areas	organized security evacuation, negotiated overflight clearances	Y
Zambia	2008	N/A	Natural Disaster					
Zimbabwe	2007-2009	\$1,640,254	Disease Outbreak	Y	Y	warehouse, temp storage at cargo consolidation hubs, land transport	access to WFP contingency fuel stock	

## Annex 8 – Key Case Study Findings

### GLC Evaluation – 7 Case studies: Main Financial Data, Objectives, Implementation, Core Operational Figures

FINANCIAL DATA																					
	Pakistan SO 200181			Haiti SO 200108			DRC SO 105560			Myanmar SO 107510			Kyrgyzstan SO 200165			Libya SO 200261			S.Sudan SO 200361		
<b>Project start date:</b>	8/13/10			1/14/10			10/13/06			5/12/08			6/21/10			3/4/10			1/1/12		
<b>Project end date</b>	6/30/12			6/30/12			6/30/12			12/31/09			9/20/10			6/30/12			31--12-2012		
<b>Planned total costs (Proj. Doc. + BRs)</b>	83,176,997.84			96,227,675.91			59,567,705.00			41,086,459.20			4,431,377.65			12,178,220.50			14,812,596.00		
<b>Confirmed contribution (31/01/2012 PMO)</b>	45,475,947.95			51,197,547.76			43,249,232.71			32,820,562.92			1,000,269.26			5,141,615.31			0		
<b>Funding ratio %</b>	55%			53%			73%			80%			23%			42%			0%		
<b>3 major donor countries</b>	Japan		24%	Canada		16%	Belgium		8%	UK		35%	Finland		18%	E.U.		29%			
	USA		14%	USA		13%	Sweden		3%	Australia		12%	Sweden		3%	Spain		21%			
	UK		13%	EU		8%	Multilateral		1%	USA		12%				USA		15%			
<b>CERF</b>	1,000,000		2%	3,782,460		8%	11,776,748		20%	5,526,913		13%	664,352		48%	444,890		9%			
<b>Common Pool Fund</b>				6,000,000			12%			11,203,509			19%								
<b>Cost recovery</b>				1,758,113			4%			13,198,746			22%								
<b>Multilateral</b>																535,000		11%			
<b>Commitment + Actuals (Fund consumpt. Rpt)</b>	40,695,707.39			49,714,746.00			44,214,016.00			32,551,563.48			1,411,952.78			4,944,631.00			No data		
<b>Ratio funds consumed %</b>	89% as at 09/03/12			89% as at 14/03/12			89% as at 09/03/2012			99% as at 19/03/2012			100% as at 19/03/2012			83% as at 19/03/2012					
	plan contrib.		spent	plan contrib.		spent	plan contrib.		spent	plan contrib.		spent	plan contrib.		spent	plan contrib.		spent	No data		
<b>ODOC</b>	84%	89%	89%	77%	62%	62%	84%	89%	78%	88%	87%	87%	75%	86%	86%	74%	69%	75%			
<b>DSC</b>	9%	5%	5%	17%	33%	32%	9%	5%	18%	5%	6%	6%	19%	10%	10%	19%	26%	20%			
<b>ISC</b>	7%	6%	6%	7%	6%	5%	7%	6%	4%	7%	7%	7%	7%	4%	4%	7%	6%	5%			
<b>Total.</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
<b>Ratio spent per activity</b>	Logistics		42%	Logistics		59%	Barge		4%	Air transport		87%	Kyrgistan log.		65%	Logistics		81%	No data		
	ETC		1%	ETC		7%	Log. Cl. Mngt.		3%	Logistics' Augmt.		13%	Uzbekistan log.		2%	ETC		18%			
	Air trsp.		47%	PSG		11%	I.L.S.		45%				ETC		28%	Lyb. Discont.		1%			
	Camp		2%	Service in kind		20%	Rd/Bridges rehab		7%				In-kind		6%						
	Str. Air lift		4%	Camp		2%	Kivu trucks fl.		25%												
	Service in kind		4%	Guesthouse		1%	Katanga truck fl.		3%												
							Rail		1%												
							Services In kind		12%												
<b>Total:</b>	100%		Total:		100%		Total		100%		Total		100%		Total		100%				



## GLC Evaluation - 7 Case studies - MAIN FINANCIAL DATA - OBJECTIVES - IMPLEMENTATION - CORE OPERATIONAL FIGURES

### OBJECTIVES

	Pakistan SO 200181	Haiti SO 200108	DRC SO 105560	Myanmar SO 107510	Kyrgyzstan SO 200165	Libya SO 200261	S.Sudan SO 200361
<b>Operations planned as per PD and BRs</b>	1) Enhanced coordination and efficiency under cluster approach	1) Provide operational support, inter-agency common services and customs facilitation.	1) Fill critical gaps in the local transport capacity and stabilise transport rates on a cost recovery basis if possible (Air, road, river, lake)	1)Uninterrupted supply of life saving relief items. Deployment of air-, river-, road transport assets	1) Logistics coordination, information management and provision of logistics common services under cluster approach.	1) Support and augment the logistic capacity of key regional governments and of humanitarian community. Support to cross border operations.	1) Provision of warehouse capacity for storage in northern part of the country of large volumes of relief items for returning refugees.
	2) Provide logistic, telecommunication and common services	2) Strategic airlift and maritime transport	2)Rehabilitation of intermodal logistic infrastructure	2) Operational and telecommunication capability for all humanitarian actors.	2) Provision of common ETC services to the humanitarian community in Pakistan.	2)Ensure uninterrupted delivery of emergency relief items to affected populations.	2) Trucking capacity augmentation considering absence of maintenance facilities and of commercial hauliers.
	3) Provide necessary aviation assets and services	3) Logistic and telecom coordination capacity and information management	3) Provide Inter-agency storage facilities and augmentation of uplift capacity	3) Coordination and information management	3) Logistics capacity and coordination support to Govt. And humanitarian community in Uzbekistan.	3) Enhance coordination and timely and efficient emergency response.	3) Consolidation of north-bound river services through contracting of private vessels
	4)Provide telecom and IT capability to the humanitarian community.	4) Development of National capacity.	4) Information sharing, coordination and response to logistics bottlenecks.	4) Set-up of 5 temporary forwarding hubs		4) Provide cost effective common interagency security and data communications networks and services.	4) Emergency repairs of access roads, bridges, airstrips and airfields
		5) Civil / military coordination	5) Promote local capacity building with SNCC, Office Des Routes, RVF etc.	5) Information consolidation and dissemination over own website and HIC/OCHA website. Comprehensive GIS service.		5) Civil military coordination with appropriate information sharing.	5) Coordination of logistic operations and sharing of information.
		6) Facilitate emergency preparedness.				6) Assessment of ECT requirements by WFP FITTEST. Delivery of sufficient emergency tele- and datacommunication capacity. Assessment in the areas of transport networks, market infrastructure, ports and distribution networks.	6) Ensure coordinated logistics response and efficient utilisation of logistics through a cluster approach.



**GLC Evaluation - 7 Case studies - MAIN FINANCIAL DATA - OBJECTIVES - IMPLEMENTATION - CORE OPERATIONAL FIGURES**

**IMPLEMENTATION**

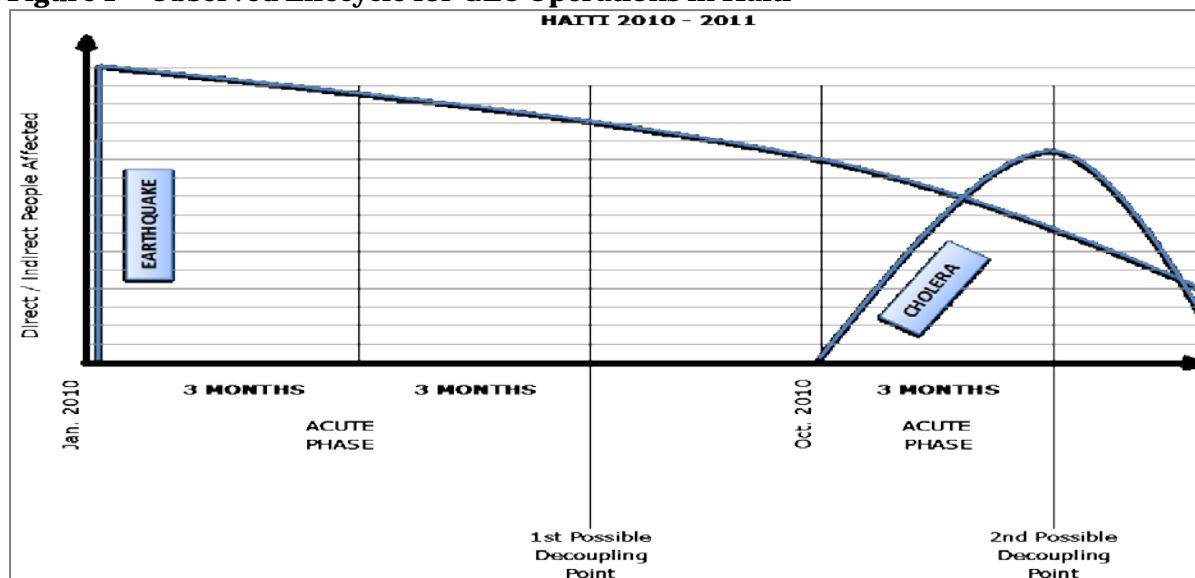
	<b>Pakistan SO 200181</b>	<b>Haiti SO 200108</b>	<b>DRC SO 105560</b>	<b>Myanmar SO 107510</b>	<b>Kyrgyzstan SO 200165</b>	<b>Libya SO 200261</b>	<b>S.Sudan SO 200361</b>
<b>Operations actually conducted as per SPR, SITREPS, annual reports etc.</b>	1) Logistic coordination, information, maps, storage, air transport, camp basis	1) Coordination and use of logistics asset and provision of logistic support services.	1) Identification of logistic bottlenecks and of partners for resolving bottlenecks.	1) Set-up of hubs in Bangkok, Yangon, Labutta, Bogale, Pyapon, Pathein & Mawlamyinyun	1) Humanitarian convoys Bishek - Osh	1) Coordination cells in Lybia, Tunisia, Egypt, Malta.	1)Deployment of staff for coordination, GIS, Information + logistics assistants. LCA for S.Sudan will be updated.
	2) Adequate ETC , secured adequate telecom and IT network	2) Fully manned coordination staff in PaP	2) Follow-up of infrastructure rehabilitation projects	2) LC operation ceased 10/08/2008 but reduced helicopter operations were maintained.	2) Common storage facilities in Bishek and Osh	2) Regular coordination meetings in different locations with UN and NGO in attendance. Distribution of adequate information products.	2) Coordination, prioritisation, booking and consolidation of a range of common services: storage services in 7 locations, trucking by IOM, river transport services, airfield rehabilitation
	3) Air lift with 8 hl helicopters	3) Comprehensive range of transport services in 6 departments- storage facilities	3) Support to funds allocation process by Common Pool Fund & CERF.	3) Air cargo facilitation, road and sea transport including handling, clearance and offloading.		3) Storage facilities in Benghazi and Zarsis at no cost serving as consolidation points.	3) Monitoring and evaluation on the strength of performance indicators.
	4) Airlift (8931 mt).	4) Elaboration of own emergency preparedness plan interagency plan with DCP	4) Coordination of operations with NGO support.	4) Joint tracker supply tracker system was put in place		4) Trucking services from Egypt and Tunisia	
			5) Creation of Inter-agency logistic services	5) 10 UN and NGO partners provided 18 members of personnel		5) Shipping services from Mediterranean ports to Libyan ports and between Benghazi and Misrata	
			6) Coordination of air transport services offered by ASF - ECHO - FLIGHT and UNHAS	6) Comprehensive GIS services.		6) Detailed fuel assessment.	

**CORE FIGURES REPORTED**

	Pakistan SO 200181		Haiti SO 200108		DRC SO 105560		Myanmar SO 107510	Kyrgyzstan SO 200165	Libya SO 200261	S.Sudan SO 200361
	SPR 2010		SPR 2011		SPR 2009 & 2010		End of mission report	No SPR available	Final report 2011	No data available
<b>Core figures</b>	Plan	Actual	Plan	Actual	Plan	Actual	Actual		Actual	
Aircraft / lined up	10	9					3 aircrafts - 10 helicopters			
UNHAS passengers	6,000	3,000							5200 passengers	
Airlift (MT)	5,000	9,931					4005 MT		18 mt	
Sea transport TEU/MT/Pass							170 TEU / 534 MT		18.130 m <sup>3</sup> / 20.056 MT/551 pass.	
Organisation using cluster services	40	44	40	42			31		34	
Info docs. Created Sitreps	22	290	100	131			63		182	
Radio rooms manned	4	4	6	13					6	
Areas covered by common security telecom	4	4								
Delivery points reached	200	306					156			
Logistic hubs manned	11	11							4	
Storage capacity (m <sup>2</sup> )	8,000	23,934					3050	2000	25,000	
Organisation using storage services			40	42					15	
Organisation using transport services			40	41	35-35	45-30				
LCA document updated			1	1					1	
% of storage request fulfills			100%	100%						
Humanitarian cargo transported (MT or m <sup>3</sup> )			4,000	4,000	3,660	4,173	11,463	3,500 m <sup>3</sup>	690 MT	
Hum. Cargo transported - cost recovery (MT)					16,000	24,408				
Number of WFP trucks lined up			50	70	40	30	30 reduced to 15			
Storage tents provided			50	60			22			
Number of whaleboats provided					4	3	3 boats incr. to 4 boats			
Number of barges + tugs provided							4 barges red. to 3 barges			
Partners for IT data services			5	31						
Telecom - number of staff trained			500	1,500						
Assessment surveys conducted			2	2					5	
Contingency plan updated			1	1						
Number of Govt. Counterparts trained			2	1						
km. of roads maintained					348	348				
Number of bridges built / rehabilitated					53 + 48	77 + 125				
Spot improvements					15	42				
Website hits /users							49,900 / 19,900			
Coordination meetings held									62	

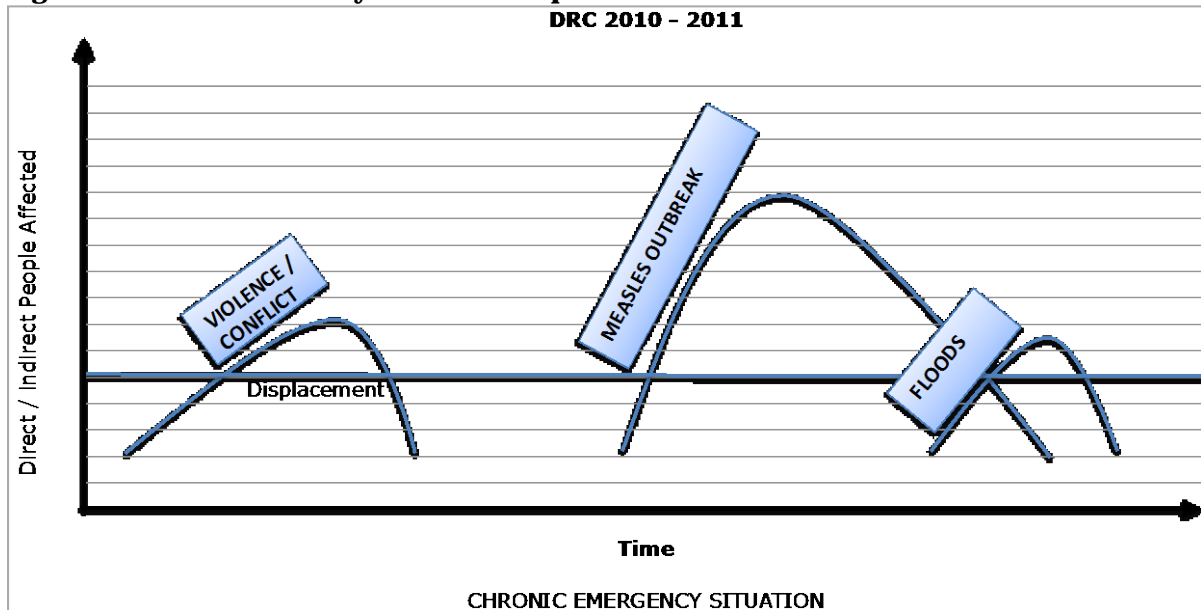
## Activation, Deactivation and Lifecycle

**Figure 1 – Observed Lifecycle for GLC Operations in Haiti**



1. The case of Haiti is essentially a pre-existing chronic emergency with a large-scale sudden onset emergency layered on top, followed by the secondary health emergency with the cholera outbreak 10 months later. In Haiti, activation of the logistics cluster was not formally necessary because it had not been completely deactivated following the 2008 hurricane response. GLC staff and partners have, paradoxically, noted that not deactivating in Haiti proved to have the benefit of helping the logistics cluster rapidly initiate operations following the earthquake.
2. Given the scale of the emergency following the earthquake, the acute phase of response was prolonged with the first potential decoupling point at the six-month mark. During the first six months, cluster staffing needs were intense due to demand for services and extraordinary coordination needs which taxed GLC human resources. While stakeholders noted that GLC personnel were of high quality the constant turnover of staff, especially cluster coordinators, was widely viewed as creating some discontinuity. As the cluster had just finished scaling back its staffing the cholera outbreak struck making scaling back up difficult and less timely, demonstrating the limits of overall GLC staffing and roster capacity.
3. Haiti also demonstrates the challenges for the logistics cluster with deactivation. Two years after the earthquake, the logistics cluster is just transitioning out of the provision of fully funded common services towards cost recovery services. The national government and other stakeholders still perceive the need for coordination including information as well as an on-going role for the cluster in providing additional capacity building and preparedness support.
4. The logistics cluster has been activated in the DRC since 2006. The observed lifecycle in DRC is shown below in Figure 10.

**Figure 2 – Observed Lifecycle for GLC Operations in DRC**  
**DRC 2010 - 2011**



5. DRC demonstrates how various logistics cluster factors differ significantly in contexts where the cluster is activated primarily due to a chronic emergency. The same patterns appear true in South Sudan as well.

6. In DRC, activation came about more organically as partner organization needs reached a tipping point in some parts of the country due to lack of presence and assets, difficulty of access, and shifting natural and man-made needs. Humanitarian organizations in DRC began pooling resources and setting up informal coordination structures in 2005 as these needs appeared to be growing. The logistics cluster appears to have been informally constituted at first, and then formally endorsed by the IASC and ERC in 2006. Support for the cluster was organized first at the country office level, with intermittent deployments from global GLC staff when sudden spikes of the emergency increased needs and attention.

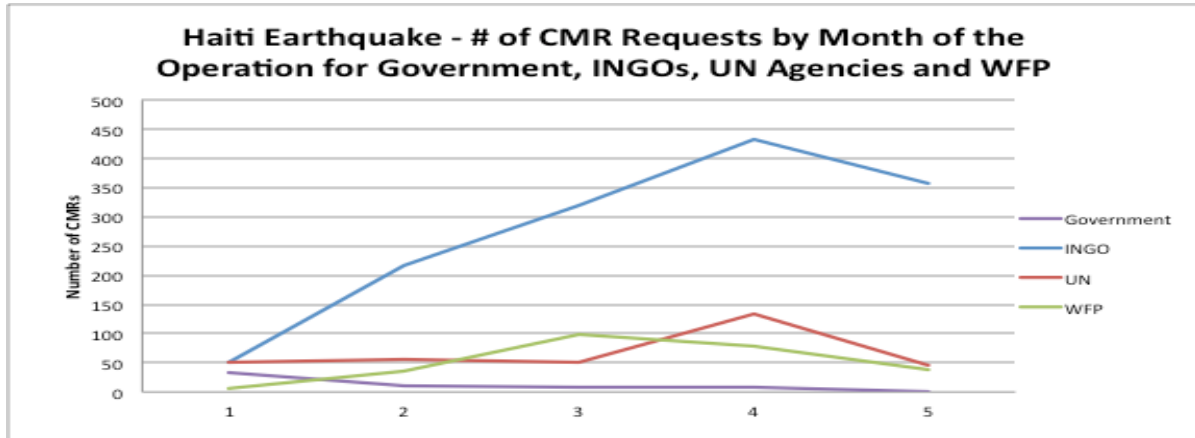
7. In such chronic emergency situations, internal and stakeholders note that the cluster has a better opportunity to develop an understanding of partner needs, establish trust and adjust services according to changes than in a short-term sudden onset activation. At the same time, issues raised by partners regarding transparency, service delivery and benefit from common services have time to become much more deeply felt if left unresolved.

8. Perceptions on deactivation in chronic emergency cases vary considerably between external and internal stakeholders. Most external stakeholders believe it is difficult to envision deactivation or at least ending common services given persistent needs and potential to raise funds through the common appeals and funds while the cluster is providing the services. However, stakeholders in the GLC and WFP outside of the operating context, question whether semi-permanent activation of the DRC logistics cluster creates dependency among organizations relying on the cluster's services since they do not need to establish in-country logistics capacity (perpetuating and filling a gap simultaneously) and undermines GLC credibility for deactivating elsewhere.

## Variance in Common Service Demand Over Time

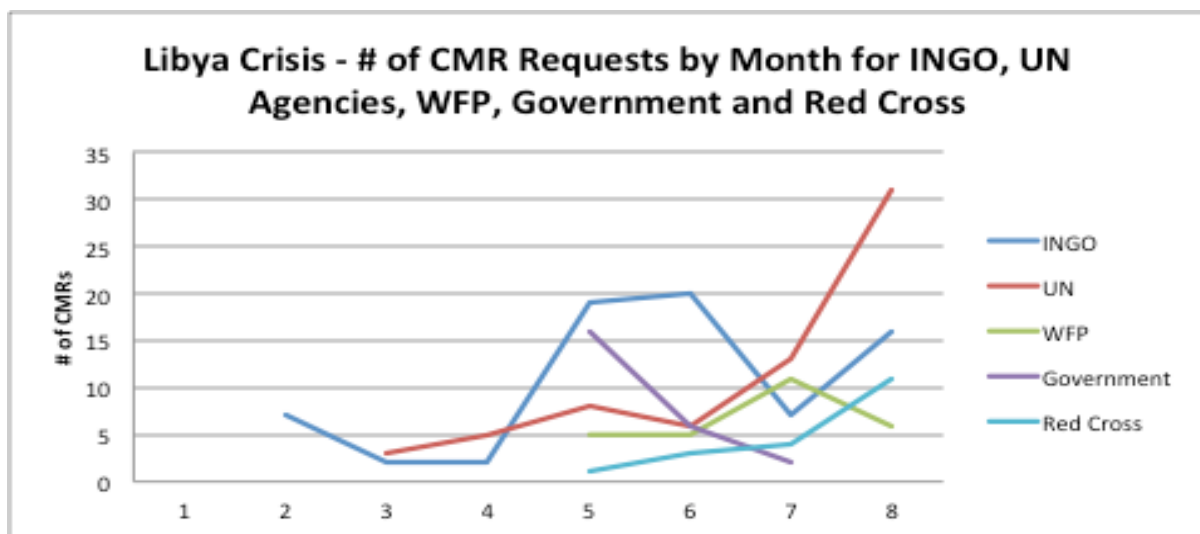
9. The demand for logistics cluster common services varies by stakeholder type at different points in the lifecycle of an operation, as shown for the largest categories of users in Haiti (Figure 3) and Libya (Figure 4).

**Figure 3 – Haiti Earthquake Cargo Movement Requests by Month**



10. In Haiti, INGO demand peaks in month four of the earthquake operation along with UN agencies. WFP demand peaks in month three, while external governments demand peaks in the very earliest days of the operation.

**Figure 4 – Libya Crisis Cargo Movement Requests by Month**



11. In Libya, the demand trends for different stakeholders appear to have been affected by challenges in accessing affected areas and the logistics cluster’s offering of services. The cluster’s ground transport started in month one and the sea transport began in month five. In month seven, demand rose as a transition in power took place.

## **Annex 9: Counterfactual Cases in Liberia and Ethiopia**

1. In addition to asking stakeholders about what results from logistics cluster operations, the evaluators also sought information regarding what happens in emergencies when the cluster is not activated. Two examples provided information in this regard, the ongoing drought operations in Ethiopia and the refugee crisis in Liberia during 2010 and 2011.

### **Liberia Refugee Crises 2010 and 2011**

2. In Liberia, the cluster system was not activated due to UNHCR's strong position that the cluster system does not apply in cases of refugee situations because they have the clear higher level mandate to coordinate all action in such crises. On the ground, humanitarian staff at working levels tried to take a practical approach to logistics coordination by establishing logistics sector meetings.

3. By chance, the UNHCR Logistics Officer responsible for overall logistics coordination had attended the LRT training two years prior, with the WFP logistics officer responsible for chairing the logistics sector. Having attended the LRT together reportedly helped the two work together during and between meetings on the basis of their previously formed relationship and mutual trust and is credited for helping focus on the practical ways they could make coordination work for everyone.

4. A number of stakeholders noted that the logistics sector under WFP's coordination tried to put in place "cluster-like" services and products to the extent possible. An SO for WFP logistics augmentation helped to fund an IM function, which produced some maps. Other WFP country office staff tried to fill some perceived gaps, for example common storage was provided on a low scale by WFP to meet a few requests and transport was provided to UNHCR and a few other agencies.

5. The sector meeting discussed warehousing capacity and transport needs, mostly to enable participants to share information and collaborate bilaterally. UNHCR put in place common framework agreements for transport that were open to use of other humanitarian actors and provided some other actors with warehouse space and transport. The sector group also shared information on market pricing and vendors on an ad hoc basis to help participants better negotiate support contracts.

6. Despite what appear to be well-intentioned efforts of logisticians in Liberia across agencies to make things work in the absence of logistics cluster activation, some notable differences were identified that show limits to what can be achieved without the cluster. These include:

- a. Confusion, diminished interest and lower awareness of partners regarding ad hoc coordination and information sharing mechanisms,
- b. A smaller range of services and volume due to both available funding and unclear mandate for WFP and apparently a gap in UNHCR systems to provide inter-agency logistics services quickly at scale,
- c. More ad hoc efforts to fill gaps in warehousing and transport, and a few common agreements but centrally funded common service,
- d. Lack of prioritized access to CERF funding and less visibility to appeal for funding,

- e. No WFP provided advance funding to jump-start of scale up an operation,
- f. Less inclination by WFP to assume ambiguous possible responsibilities and risks for inter-agency logistics coordination and services.

### **Ethiopia Response to the Horn of Africa Drought 2011-2012**

7. In Ethiopia, the evaluators explored why the logistics cluster had not been activated for the Horn of Africa drought. Two primary reasons were consistently noted by WFP, the national government, Red Cross and NGO informants – there is not a perceived gap and the government has strong enough systems in place to handle coordination of response.

8. In terms of gap identification, the WFP country office contacted the GLC SC in 2011 as the drought worsened to discuss the potential need to scale up for cluster activation. An ad hoc logistics sector coordination meeting was called to facilitate partner discussion about current and projected needs and gaps related to the drought. While some individual organizations were scaling up their programs, all participants agreed that there were no common gaps in transport or warehousing that warranted the activation of the cluster.

9. Many agencies operating in Ethiopia have been present for decades and manage both development and relief programs, and as a result have established their own logistics capacities and arrangements. While WFP has been willing to respond to ad hoc requests for transport and storage on a cost recovery basis, external stakeholders felt that based on their long experience in the country they could source their own solutions for a cheaper price.

10. The smaller agencies operating in Ethiopia tend to serve as implementers for the larger agencies. Geographic coverage is divided among agencies by default, driven partly by funding and partly by historical programs in different localities. Some NGOs working in close proximity to one another have set up shared transport arrangements through agreements with commercial providers of a trucking fleet. Logistics officers have an informal, but reportedly robust, network and frequently hold bilateral calls to coordinate among those working in a given locality.

11. Stakeholders noted that there is sufficient commercial sector capacity throughout Ethiopia to provide for transport. Even in areas where road conditions are poor commercial providers are apparently able to navigate to necessary destinations.

12. The Ethiopian Government is seen as having significant experience in managing response droughts and famine and as a result has developed a relatively advanced disaster management system. The government's Disaster Risk Management and Food Security section (DRM FSS) has a strong and reportedly influential logistics department of its own, which has received technical support from WFP for many years. DRM FSS chairs a Food Management Task Force that deals with drought related issues and WFP coordinates the task force's secretariat. The Ethiopian Transport Ministry chairs a regular meeting to discuss bottlenecks, road conditions and other corridor issues with humanitarian organizations. A disaster risk management strategy has been developed by the government following a consultative process, which engaged many NGO and other humanitarian partners. Technical working groups including NGOs now advise the government on implementation of the strategy.

13. Perhaps as a result of its experience and capacity, stakeholders noted that the Ethiopian government never considered the current Horn of Africa drought a real emergency in their country.
14. An NGO representative echoed this point by noting that they felt the cluster system would only complicate matters in Ethiopia and that the clusters make much more sense in a context where you have a sudden onset disaster and no previous coordination structures existed.
15. WFP is described by other organizations as being very large and strong in Ethiopia, with many NGO implementing partners that already benefit from WFP logistics services as part of their implementation partnerships.
16. WFP staff noted sensitivity about raising expectations for support that would not be sustainable in what amounts to a persistent humanitarian crisis environment. When the cluster is activated, they feel that agencies can become dependent on “free” services provided by the cluster. In Ethiopia it would be difficult to define a deactivation or decoupling point to end such common services given vulnerability throughout the country. It was also noted that WFP is promoting cost recovery services for other agencies out of concern that it may be seen as trying to expand its “market share.”
17. UNHAS provides passenger and some light cargo air transport to the Somali region of Ethiopia. Some information products produced by activated clusters are also produced by WFP’s country office and shared with partners, though on a less formal basis. The LCA, maps and suppliers lists were noted as examples of information available to other humanitarian actors.
18. The most significant differences or gap noted due to the lack of activation of the cluster is a centralized and easily accessible repository for information. When the cluster is activated information sharing is better resourced and the logcluster.org website provides a simple single place for agencies to access information. In the absence of the cluster information has to be requested and provided on an ad hoc basis.
19. In the Somali region of Ethiopia a few stakeholders noted that there is potential for more formalized coordination amongst humanitarian logistics personnel and agencies. A WFP logistician serving in a local office in this region noted that he intended to try to establish an informal coordination meeting in the region, using his past experience working with the logistics cluster as a basis for facilitating coordination and information sharing. He noted however, that setting up such coordination meetings in the absence of an activated cluster required more persuasion and outreach to partners to convince them of the benefits.
20. Overall, the only possible gap assessed in Ethiopia relates to more formal and efficient means of sharing information products across agencies.



## **Annex 10: Logcluster.org Google Analytics Findings**

### **Logcluster.org Evaluation Findings Using Google Analytics Data**

#### **Logcluster.org Website Analysis Overview**

The Logcluster.org website is one of the primary information products provided by the GLC, and maintaining that site and keeping the content updated is one of the primary activities, such that this analysis is primarily addressing question 2: *To what extent did the GLC's activities and products provide value to users?* Additionally, this analysis addresses sub question 2a.: *What has the GLC done at the global level since its establishment and which stakeholders are involved or using its products?*

Google Analytics is a free service that provides data related to many aspects of website usage, and has been active on the Logcluster.org website since its inception. Given the fact that the data was already existing, free, and a reliable source for data about website use, it was included in this evaluation as a valuable resource to triangulate the findings from the survey and interviews. The survey and interview data is a valuable source for rich descriptions and user satisfaction, but since they are based on memory and impressions, should be triangulated with the Google Analytics data related to actual website use.

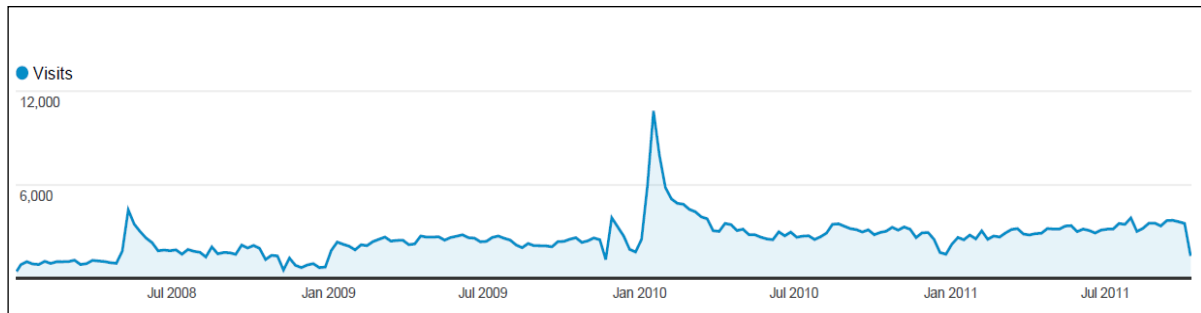
The period covered by this analysis was selected to most closely match the majority of activities being evaluated, such that the Google Analytics data was selected from January 1, 2008 through October 1, 2011.

#### **Overall Website Traffic Averages and Peaks**

The Logcluster.org site has received a total of 499,388 visitors since January 1, 2008. As shown in Figure 1 and detailed in Table 1 one below, this traffic has been relatively steady, averaging 364.5 visits/day (2,561 visits/week). The prominent spike in traffic in January 2010 followed the earthquake in Haiti, and the highest single day of website traffic was 1,901 visitors on 1/19/10 – six days after the earthquake struck. The visits related to Haiti were roughly twice both the magnitude and speed as the earlier peak of May of 2008 following the Cyclone Nargis disaster in Myanmar. That second highest peak was 721 visitors on 5/15/08, 13 days after the cyclone struck.

The website traffic following the Haiti earthquake continued at a very high level, as the 4-week average of 2,209 visits/week prior to the earthquake was over tripled to 7,775 visits/week over the four weeks following the earthquake.

**Figure 1: Overall Logcluster.org Website Traffic**



**Table 1: Overall Website Traffic Averages and Peak**

<b>Overall Daily Average</b>	364.5
<b>Overall Weekly Average</b>	2,561
<b>Highest Day - 1/19/10 (Haiti Earthquake)</b>	1,901
<b>Second Highest Day – 5/15/08 (Myanmar Cyclone)</b>	721
<b>Weekly Average 4 Weeks Before Haiti Earthquake</b>	2,209
<b>Weekly Average 4 weeks After Haiti Earthquake</b>	7,775

As indicated in Table 2 below, 66% of the total visits to the website were new visitors and 34% were returning visitors. Furthermore, the average new visitor visited 2.55 pages and spent two minutes and 29 seconds on the site, while the average returning visitor both visited nearly twice the number and staying twice the length on the site, with 4.47 pages and spent five minutes and 33 seconds. In addition to the more specific findings in the “engagement” section below, these metrics assess reach and relevance of the site, as highly relevant content will generate a greater number of returning visitors.

**Table 2: Overall Visitor Description**

<b>Visitor Type</b>	<b>Visits</b>	<b>Percent</b>	<b>Pages/Visit</b>	<b>Avg. Time on Site</b>
New Visitor	331,142	66%	2.55	0:02:29
Returning Visitor	168,246	34%	4.47	0:05:33
<i>Total/Average</i>	<i>499,388</i>	<i>100%</i>	<i>3.19</i>	<i>0:03:31</i>

### ***Geographic Distribution of Visitors***

Given the global scope of GLC goals, additional analysis was conducted on the Logcluster.org website to determine the geographic distribution of the visitors. The overall list showing the country of origin for the visitors was separated into two lists, including 30 countries identified as “Field” locations (i.e. Haiti, Pakistan, Libya, etc.) and 194 other countries, some of which are regular donors to the GLC (i.e. Italy, United Kingdom, United States) and others which have either had no involvement or have been donors for specific operations (i.e. Thailand.) Tables 3 and 4 below show the top 10 countries from each of these categories, as well as the various averages for both the top 10 and the category overall.

In comparing the two, we see that the number of pages/visit, average time on site and percentage of new visits are roughly similar between the groups. However, the average number of visits, and total number of visits (presented in Table 5 below) is dramatically different, with the overall proportion of visits being roughly 80% for the “donor/other” countries and 20% for the “field.” This indicates that the majority of the logcluster.org

website use is primarily by the main administrative offices of the various organizations, and at a lower level by the staff in the field. That said, this finding is logical given the smaller number of staff deployed to the field and likelihood that the majority of the research, preparation and coordination would be handled by staff in the “home” countries. Furthermore, while a smaller overall ratio, this indicates that there is a substantial amount of website use directly from the field, as Haiti, Pakistan and Kenya had over 15,000 visits each.

**Table 3: Website Use Overview from Top 10 “Field” Countries**

Country/Territory	Visits	Pages/visit	Avg. Time on Site	% New Visits
Haiti	23,159	3.13	0:04:04	38.34%
Pakistan	22,851	2.38	0:02:51	72.59%
Kenya	15,722	2.88	0:04:18	73.36%
Sudan	8,767	3.42	0:05:07	61.61%
Philippines	5,828	2.09	0:02:20	80.16%
Indonesia	3,750	2.35	0:02:59	71.39%
Myanmar	3,203	4.05	0:06:20	52.20%
Sri Lanka	2,822	2.34	0:02:30	78.35%
Congo [DRC]	2,637	2.67	0:04:31	55.33%
<u>Uganda</u>	<u>2,431</u>	<u>2.69</u>	<u>0:03:48</u>	<u>72.07%</u>
<b>Top 10 Average</b>	<b>9,117</b>	<b>2.80</b>	<b>0:03:53</b>	<b>65.54%</b>
<b>Overall Average*</b>	<b>3,446</b>	<b>2.73</b>	<b>0:03:44</b>	<b>70.38%</b>

\*Note: Overall average includes all 30 “Field” countries

**Table 4: Website Use Overview from Top 10 “Donor / Other” Countries**

Country/Territory	Visits	Pages/visit	Avg. Time on Site	% New Visits
United States	99,193	2.84	0:02:43	73.09%
Italy	43,742	6.82	0:08:24	29.19%
United Kingdom	29,604	2.86	0:02:43	72.29%
Germany	16,374	3.64	0:03:34	60.94%
France	14,621	3.45	0:03:05	64.74%
Canada	13,517	2.71	0:02:20	80.17%
India	10,438	1.92	0:01:45	91.19%
Switzerland	10,045	3.54	0:03:48	52.45%
China	8,969	1.9	0:01:52	87.49%
<u>Australia</u>	<u>7,276</u>	<u>2.68</u>	<u>0:02:30</u>	<u>79.37%</u>
<b>Top 10 Average</b>	<b>25,378</b>	<b>3.24</b>	<b>0:03:16</b>	<b>69.09%</b>
<b>Overall Average*</b>	<b>2,041</b>	<b>2.56</b>	<b>0:02:54</b>	<b>78.53%</b>

\*Note: Overall average includes all 194 “Donor / Other” countries

**Table 5: Field vs. Donor/Other Visitor Totals and Proportion**

Location	Visit Total	Visit Proportion
<b>Field total</b>	103,406	20.7%
<b>Donor/other total</b>	<u>395,982</u>	<u>79.3%</u>
<b>Total</b>	499,388	100%

While the overall total numbers of visits by country noted above is one relevant metric to assess the relative geographic scope of the website reach, another is the actual pages that are being visited. Table 6 below shows the top 10 pages visited on the website as well as the average time spent on each page. As is expected and typical, the home page has the most by a large margin, and the general “about” page is within the top 10 as well. However, seven of the top 10 are related to specific operations, indicating that the operational-specific content is reaching a wide audience. Finally, as a gateway to deeper involvement, the login form is also within the top 10 indicating that there is a large number of people engaging the content at that level.

**Table 6: Top 10 Pages Visited and Average Time on Page**

Page	Unique Pageviews	Avg. Time on Page
<i>Home</i>	99,890	0:01:36
<i>Operation Haiti</i>	40,195	0:01:40
<i>Operation Sudan</i>	12,690	0:01:45
<i>Operation Pakistan</i>	9,485	0:01:42
<i>Operation Myanmar</i>	7,324	0:02:10
<i>Operation Libya</i>	6,300	0:01:15
<i>About the Logistics Cluster</i>	7,327	0:01:58
<i>Operation Sudan</i>	5,849	0:01:45
<i>Operation Libya UNHAS Flight Schedule</i>	5,786	0:02:16
<i>Login Form</i>	5,731	0:00:51

### Sources of Website Traffic

Figure 2 below shows the ratios of website traffic by the three primary sources. Given the fact that over 60% of visitors are first time/new visitors, it is not surprising that over 55% of the traffic to the site originates from searches (almost all of which is Google.) Almost 28% of the traffic is “direct,” which means that those visitors have it bookmarked or enter it directly into their browser, and just over 16% of the traffic is from “referrals,” which is the term given to visitors clicking on links from other websites that are pointed to the logcluster.org site.

**Figure 2: Ratios of Primary Sources of Website Traffic**

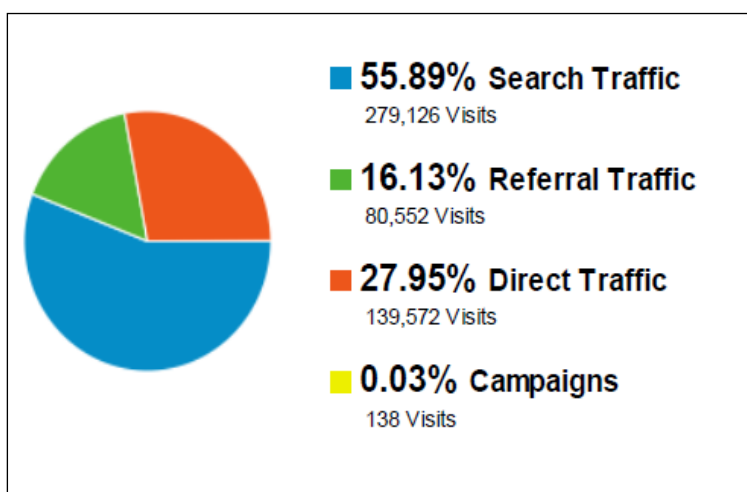


Table 7 below lists the top 10 websites providing referrals, which can be an indication of partnership and practical linkages between organizations. With this in mind, it is notable that reliefweb.int provided slightly more referral traffic than wfp.org, though it is likely that most WFP employees would have logcluster.org bookmarked for direct traffic. Also notable is that the UNJLC.org provided a significant number of visitors, as did the English version

of Wikipedia, indicating that an important minority of users (many likely represented in the search traffic as well) are using the site for school or general research purposes.

**Table 7: Top 10 Websites Referring to Logcluster.org & Percent of Total**

Source	Visits	% of Total Visits
<i>reliefweb.int</i>	4,912	6.10%
<i>wfp.org</i>	4,423	5.49%
<i>onerespone.info</i>	3,695	4.59%
<i>ochaonline.un.org</i>	3,252	4.04%
<i>go.wfp.org</i>	3,121	3.87%
<i>logscluster.org</i>	2,460	3.05%
<i>en.wikipedia.org</i>	1,838	2.28%
<i>unjlc.org</i>	1,794	2.23%
<i>logisticscluster.org</i>	1,771	2.20%
<i>pakresponse.info</i>	1,761	2.19%

### **Visitor Engagement**

As indicated in Table 8, just over 66% of the total website visits are one-time visitors, indicating that a strong majority of visitors have very low engagement. That said, nearly 27% of the total pageviews were to visitors that have visited four or more times, indicating that there is a strong minority of visitors that have relatively high engagement. A similar pattern of engagement is evident in Table 9, with a strong majority spending less than 30 seconds on a page, but 30% spending one minute or more.

**Table 8: Visitor Engagement – Number of Visits / Visitor**

Count of Visits	Visits	Pageviews	Pages/visit	% of Total
1	331,142	843,631	2.55	66.3%
2	45,704	178,957	3.92	9.2%
3	20,553	88,161	4.29	4.1%
4	12,613	56,320	4.47	2.5%
5	8,808	39,799	4.52	1.8%
6	6,687	30,069	4.50	1.3%
7	5,320	24,792	4.66	1.1%
8	4,363	21,407	4.91	0.9%
9-14	16,282	77,093	4.73	3.3%
15 - 25	13,589	62,986	4.64	2.7%
26-50	12,178	61,430	5.04	2.4%
51-100	9,187	51,597	5.62	1.8%
101 - 200	6,153	34,569	5.62	1.2%
201+	6,809	24,062	3.53	1.4%
<b>Total</b>	<b>499,388</b>	<b>1,594,873</b>		
<i>Ratio over 4</i>	<i>17.90%</i>	<i>26.82%</i>		

**Table 9: Visitor Engagement – Time Spent on Site**

<b>Visit Duration</b>	<b>Visits</b>	<b>Pageviews</b>	<b>Pages/visit</b>
<i>0-10 seconds</i>	297,909	312,043	1.05
<i>11-30 seconds</i>	22,150	51,710	2.33
<i>31-60 seconds</i>	25,364	70,467	2.78
<i>1-3 minutes</i>	50,078	187,877	3.75
<i>3-10 minutes</i>	53,390	319,456	5.98
<i>10-30 minutes</i>	38,334	343,977	8.97
<i>Over 30 minutes</i>	12,163	309,343	25.43
<b>Total</b>	<b>499,388</b>	<b>1,594,873</b>	
<i>Ratio over 1 min</i>	30.83%	72.77%	

### Overall Logcluster.org Evaluation Conclusions

The overall evaluative conclusions related to the Google Analytics data presented and described above are:

- 1) The general pattern of website use is appropriate for the goals of a website like Logcluster.org., as it serves a relatively low-level on-going need with substantial spikes immediately after a crisis.
- 2) The total website reach of 499,388 visits represents a larger distribution of information than would be economically possible through any other means.
- 3) The majority (i.e. 80% of total traffic) of website traffic originates from donor/other countries, not the “field.” However, this was not considered inappropriate given the fact that field staff are smaller and much of the operational support provided to partners would be coordinated by “home” offices.
- 4) The website provides a substantial service directly to “field” countries; 103,406 visits originated from “field” countries. Furthermore, 7 of the top 10 pages visited on the site were related to specific operations.
- 5) The fact that the average overall traffic trend has not grown through the years indicates that the reach/relevance of the site within the humanitarian community is relatively static – certainly a better situation than decline, but not growing either, which would be preferable given the substantial ongoing costs involved with maintaining the site.
- 6) A strong majority (66%) of visits to the site were by “new” visitors who only visited the site once, indicating that more than half of the population being reached either find the site irrelevant to their ongoing needs, are seeking one-time information only (i.e. students/researchers) or reached the site by mistake. This high proportion of one-time visitors indicates that a large community could potentially be better served by changing the website structure or content – provided that the changes do not alienate those who are having their needs met.
- 7) Similar to the conclusion #6 related to new visitors, a strong majority of all visits represent very low engagement, as indicated both by being one-time visitors to the site and very short time spent on a page. Again, given the nature of the site (i.e. related to a United Nations program serving global need), some proportion of low-level engagement is expected as many will find the site through general surfing. Still, this does indicate that changes to the site might better serve a very large community that is currently finding the site but not engaging the content. Unfortunately, determining the reasons *WHY* they are not engaging the content or recommending specific changes that would better serve them is beyond the scope of this evaluation.

## Annex 11: GHP Principles of Partnership

### Principles of Partnership *A Statement of Commitment*

*Endorsed by the Global Humanitarian Platform, 12 July 2007*

The *Global Humanitarian Platform*, created in July 2006, brings together UN and non-UN humanitarian organizations on an equal footing.

- Striving to enhance the effectiveness of humanitarian action, based on an ethical obligation and accountability to the populations we serve.
- Acknowledging diversity as an asset of the humanitarian community and recognizing the interdependence among humanitarian organizations.
- Committed to building and nurturing an effective partnership.

... the organizations participating in the **Global Humanitarian Platform** agree to base their partnership on the following principles:

- **Equality**

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

- **Transparency**

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

- **Result-oriented approach**

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

- **Responsibility**

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

- **Complementarity**

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

[www.globalhumanitarianplatform.org](http://www.globalhumanitarianplatform.org)

## Annex 12: Survey

### GLC Evaluation Survey

#### Global Logistics Cluster (GLC) Evaluation Survey

Thank you for participating in the GLC evaluation information management product survey. The survey should take less than 30 minutes to complete.

The survey covers products and processes in the following areas:

- Operational information management products
- Guidelines, standards, tools, and policies
- Training
- Preparedness information management products
- Partnership

The survey concludes with questions about your personal and organisational profile.

The survey is anonymous, however if you would like to share additional experiences and thoughts on the GLC, please leave your contact information in the final comment box and the evaluation team will contact you for a discussion via phone.



# GLC Evaluation Survey

## Operational Information Products

**1. The Global Logistics Cluster (GLC) distributes information products through a variety of methods. Please indicate your level of satisfaction with each of the following products:**

	Very unsatisfied	Unsatisfied	Satisfied	Very satisfied	Not aware of/do not use or require this item
Concept of Operations (CONOPS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Country Profile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standard Operating Procedures (SOPs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Situation Reports (SITREPS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting Minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maps and GIS Data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Info products related to Cargo Tracking Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Info products related to Supply Chain Monitoring Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Logcluster.org Website (full version)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Logcluster.org Mobile (low graphic)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2. To what extent are you generally satisfied with the operations related information products of the GLC (distributed through a variety of methods such as website, mailing lists etc.)?**

- (Very unsatisfied)
- Unsatisfied
- Satisfied
- Very satisfied
- Not aware of/do not use or require these products

**3. How do you use these operational information products, and what other types of operational information products would be useful to you?**

## GLC Evaluation Survey

### 4. Are the GLC operational information products updated frequently enough?

- Yes
- No - If 'no,' please indicate what update frequency would better meet your needs

## Training

### 5. Please indicate which GLC provided training you have completed.

- Service Mindset Training (SMT)
- Logistics Response Training (LRT)
- Standby Partners Training
- Have supervised staff that have completed SMT
- Have supervised staff that have completed LRT
- Have supervised staff that have completed Standby Partners Training
- Have not completed or supervised staff that have completed a GLC training (please skip to question 12)
- Ad Hoc Training provided by the GLC (please specify)

### 6. To what extent do the trainings provided by the GLC enhance participants knowledge, skills and ability to effectively coordinate with and access GLC services?

	Training had no impact	Training led to minor improvements	Training had moderately positive impact	Training had highly positive impact
Service Mindset Training (SMT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Logistics Response Training (LRT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standby Partners Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ad Hoc Training provided by the Logistics Cluster	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 7. What other types of training could the GLC and its partners/members provide to enhance the field of humanitarian logistics?

# GLC Evaluation Survey

## Preparedness Related Information Products

**8. To what extent are you satisfied with the preparedness related information products of the Logistics Cluster?**

	Very unsatisfied	Unsatisfied	Satisfied	Very satisfied
LCAs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs Information Guide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activation and deactivation protocols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9. How do you use the GLC preparedness related information products and what other types of preparedness information products would be useful?**

**10. Are the preparedness related information products updated frequently enough?**

	Yes	No
LCAs	<input type="radio"/>	<input type="radio"/>
Customs Information Guide	<input type="radio"/>	<input type="radio"/>
Activation and deactivation protocols	<input type="radio"/>	<input type="radio"/>

No - If 'no,' please indicate what update frequency would better meet your needs

**11. Have you or anyone else in your organisation adapted or adopted the information products and trainings mentioned above for use within your own organisation?**

- No
- Yes - If 'yes' which tool or tools have you adapted and for what purpose?

### Partnership

**12. To what extent has working in partnership with the GLC changed financial resources and in-kind contributions for achieving programme objectives at global and field level?**

- Decrease in financial resource mobilisation and/or in kind contributions
- No (neither positive nor negative) impact on financial resource mobilisation and/or in kind contributions
- Slight increase in financial resource mobilisation and/or in kind contributions
- Significant increase in financial resource mobilisation and/or in kind contributions
- Major increase in financial resource mobilisation and/or in kind contributions

**13. To what extent has the partnership with the GLC enabled you to enhance your impact on emergency affected populations? (Consider additional outputs, outcomes, including numbers of beneficiaries reached)**

- Significant decrease in impact,
- Slight decrease in impact
- No impact
- Slight increase in impact
- Major increase in impact

**14. To what extent has working in partnership with the GLC permitted any cost savings or cost increases in your activities? (Consider bulk purchases, joint activities, shared premises, staff costs etc.)**

- Significant increase in costs
- Slight increase in costs
- No impact on costs
- Slight decrease in costs
- Major decrease in costs

## GLC Evaluation Survey

**15. To what extent has working in partnership with the Global Logistics Cluster permitted any time savings or time increases in your activities?**

**(Consider bulk purchases, joint activities, shared premises, staff tasking etc.)**

- Significant increase in time
- Slight increase in time
- No impact on time
- Slight decrease in time
- Major decrease in time

**16. Do you agree that the GLC has achieved the following objectives?**

	Strongly disagree	Disagree	No opinion	Agree	Strongly Agree
Increase economies of scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance your organisation's program delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase positive impact on beneficiary populations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocate for a culture of information-sharing in the humanitarian community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**17. To what extent does the Global Logistics Cluster achieve the following outcomes?**

	Has a negative impact on the outcome	Does not achieve the outcome	Has a neutral impact on the outcome	Has a slightly positive impact on the outcome	Has a major positive impact on the outcome
Better Geographic Coverage and Reduced Duplication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved Timeliness, Greater Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greater Predictability and Accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger Capacity of National and International Actors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better Global and National Preparedness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## GLC Evaluation Survey

**18. What is your overall satisfaction level with GLC information products (operational and preparedness)?**

- Very unsatisfied
- Unsatisfied
- Satisfied
- Very satisfied
- Do not require or use these products

## GLC Evaluation Survey

### Guidelines Standards and Policies

**19. To what extent are you satisfied with the following specific GLC provided guidelines, standards and policies?**

	Very unsatisfied	Unsatisfied	Satisfied	Very satisfied	Do not use or require this item
Logistics Operational Guide (LOG)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Management Guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procedures for Accessing Common Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**20. To what extent are you generally satisfied with the with the guidelines, standards, and policies disseminated by the GLC?**

- Very unsatisfied  
 Unsatisfied  
 Satisfied  
 Very satisfied  
 Do not use or require this item

**21. Please describe how you use the GLC provided guidelines, standards, and policies.**

- General background information  
 Specific technical logistics information  
 Adapting the information for use in your organisation  
 Shipping and Tracking cargo

Other (please specify)

**22. Are there any gaps in policies, standards and guidelines that the GLC should seek to fill?**

- No  
 Yes - If 'yes', what should the GLC provide?

## GLC Evaluation Survey

### Personal and Organisational Profile

#### 23. In what type of organisation do you work?

- Government
- Donor
- United Nations
- Inter Governmental organisation
- Non Governmental Organisation
- International Non Governmental Organisation
- International Organisation
- Consulting
- Independent (not affiliated with an organisation)
- Private Sector Company
- Private organisation or foundation
- Academic institution

#### 24. What is your gender?

- Male
- Female
- Other (please specify)

#### 25. What is the annual operating budget for your organisation?

- 0 - 500,000 USD (0 - 380,000 EUR)
- 500,000 - 5,000,000 USD (380,000 - 3,800,000 EUR)
- 5,000,000 - 25,000,000 USD (3,800,000 EUR - 19,000,000 EUR)
- 25,000,000 USD - Above (19,000,000 EUR - Above)
- Not applicable

## GLC Evaluation Survey

**26. Please indicate the level of your involvement with the GLC.**

- Global level (Headquarters, IASC Principals, global hubs)
- Regional level (Regional bureaux or regional hubs)
- National level (Country level or Field and below)
- Non-participating organisation (Do not participate in the Global Logistics Cluster at any level)

**27. Please indicate the level of contact (email, phone, in person or virtual meetings) that your organisation has with the GLC Support Cell based in Rome.**

- Never
- Yearly (once yearly)
- Biannually (twice yearly)
- Quarterly (once every three months)
- Monthly (once per month)
- Weekly (once per week)
- Daily (once per day)

**28. Please describe the type of information exchange between you and the GLC.**

- Providing information only (providing data for Global Logistics Cluster information products)
- Receiving information only (participating in meetings, collecting information, maps etc.)
- Providing and receiving information (strong two way flow of information between the Global Logistics Cluster and your organisation)
- Passive use of the website (receiving info off the website/email only)
- No information exchange

**29. Have you worked for the GLC at the global, regional, country, or sub-national level? If so, in what capacity?**

- No
- Yes - Please specify position and responsibilities



## GLC Evaluation Survey

**30. Do you work for WFP? (As staff, consultant, or in any other capacity)**

- No
- Yes, at global level
- Yes, at regional level
- Yes, at country level
- Yes, at sub-national level

**31. Can the Evaluation Team contact you to follow up for additional discussion on on the items mentioned in this survey?**

**If so please provide contact details below.**

- No
- Yes - If yes, please provide contact details

### Annex 13: List of Key Informants

<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>	<b>Global/Case</b>
Yacoub	Abdallah	GLC	South Sudan
George	Aelion	Food Security Cluster	Global
Zijian	Ahang	GLC	Global
Jawad	Alam	Handicap International	Pakistan
Lise	Albretchen	Norway	Pakistan
Rizwan	Ali	WFP	Pakistan
Mehwish	Ali	WFP	Pakistan
Jeppe	Andersen	GLC	South Sudan
Faheem	Araie	IOM	South Sudan
Chiara	Argenti	GLC	Libya
Malik	Asim	Concern International	Pakistan
Sahir	Aslam	WFP	Pakistan
Ulrika	Aunes	GLC	Global
Ali	Awan	WFP	Pakistan
Ikbal	Bahramova	DCCA, Osh	Kyrgyzstan
Adam	Bailey	IMC	South Sudan
Sospeter	Baitwa	CONCERN	DRC
Rizwan	Bajwa	WFP	Pakistan
Karen	Barsamian	ETC	Haiti
Uluc	Baslanti	FLM	Haiti
Alphonse	Bedouet	GLC	Haiti
Stephanie	Berchtold	ECHO	Global
Talot	Bertrand	DPC	Haiti
Travis	Betz	USAID	Pakistan
Cameron	Birge	GLC	Global
Cléophas	Bishima	CARITAS	DRC
Martin	Blansjaar	Oxfam	Global
Michal	Bruck	WFP	Ethiopia
Maria Rosaria	Bruno	OCHA	Haiti
Baptiste	Burgaud	GLC	Global
Ali	Buzurukov	OCHA	Kyrgyzstan
Stephen	Cahill	WFP	Ethiopia
Pierre	Camara	UNHCR	DRC
John	Carver	WHO	Global
Jean-Luc	Castel	MSF Swiss	Global
Florent	Chane	GLC	Global
Dana	Chivers	OFDA	Pakistan
Bernard	Chomelier	WFP	Global
Gilles	Cimetiere	GLC	Global
Frank	Clary	Agility Logistics	Global
John	Clements	WFP	Global
Loic	Cohen	Care International	Global
Alastair	Cook	GLC	Pakistan
Massimiliano	Cosci	WHO	Haiti
Wendy	Cue	OCHA	Global

<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>	<b>Global/Case</b>
Sergio	Da Silva	OCHA	Haiti
Amer	Daoudi	WFP	Global
Polina	Davydova	ACT Alliance	Kyrgyzstan
Andrea	de Domenico	UN	DRC
Isabelle	de Muysers-Boucher	OCHA	Global
Viviana	DeAnnuntiis	WFP	Haiti
Matthew	Dee	WFP	Global
Jean-Pierre	Delomier	Handicap Inter.	Global
Robert	Demeranville	USAID / OFDA	Global
Tong	Deng	USAID	South Sudan
Gordon	Dennon	Red R Australia	Kyrgyzstan
Katharine	Derderian	MSF -Belgium	Global
Margaret	Desilier	CRS	DRC
Venkat	Dheeravath	GLC	South Sudan
Rasmus	Egental	WFP	Kyrgyzstan
Erland	Egiziano	ACF	Global
Kali	Elavia	IOM	DRC
Abdulkerim	Essa	Ethiopian Govt - DRM&FSS	Ethiopia
Samual	Falsis	IOM	Haiti
Muhammed	Farooq Ahmed	WFP	Pakistan
James	Feeney	WFP	Pakistan
George	Fenton	World Vision, HLA	Global
Nigel	Fisher	PNUD	Haiti
Christian	Fortier	WFP / PAM	DRC
Dominique	Frankefort	WFP	Pakistan
Peter	French	WFP	Global
Jacqui	Gavin	IMC	Global
Mathieu	Geo	ASA	Haiti
Thomas	Georgi	WFP	Haiti
Shayne	Gilbert	JOTC	Haiti
Alfred	Gilman	WFP	Global
Annelaura	Giovannini	ICRC	Global
Denis	Gravel	GLC	DRC
Jens	Grimm	UNICEF	Global
Simon	Hacker	GLC	Pakistan
Christophe	Hambye	ICRC	Global
David	Hayes	UNICEF	South Sudan
Annette	Hearns	OCHA	Pakistan
Wolfgang	Herbinger	WFP	Global
Katja	Hildebrand	GLC	Haiti
Matthew	Hollingworth	GLC	Global
Pierre	Honnorat	WFP	Global
Tod	Horne	USAID / OFDA	Global
Colin	Hourihan	GLC	Global
Ian	Howard Williams	DFID	Global
Kevin	Howley	WFP	Global
Mats	Hulgren	UNHCR	Global

<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>	<b>Global/Case</b>
Mary	Hunt	DFID	South Sudan
Walid	Ibrahim	WFP	Ethiopia
Major	Iftikhar	NDMA	Pakistan
Graan	Jaff	WFP	Haiti
Lucien	Jaggi	WFP	Global
Marriane	Jahre	Lund University	Global
Jens	Jakobsen	UNMISS	South Sudan
Jen	Janice	TNT	Global
Khusro	Jawed	GLC	Global
Elmira	Joldosheva	Central Alliance for Water, Osh	Kyrgyzstan
Gerald	Jones	Catholic Near East Welfare Association	Ethiopia
Marie Lyne	Joseph	WFP	Global
David	Kaatrud	WFP	Global
John	Kalhoj	IFRC	Ethiopia
Myrta	Kaulard	WFP	Haiti
Chris	Kaye	WFP	Myanmar
Ken	Kazungu	WFP	Pakistan
Umer	Khan	Mercy Corps	Global
Bahodur	Khodjaev	GLC	Kyrgyzstan
Dr Michael	Klopfenstein	WHO	Haiti
Chris	Knobel	USAID/OFDA	Global
Martin	Kristenson	ETC Cluster	Global
Sébastien	La Planche	UNICEF	Haiti
Brian	Lander	WFP	Global
Jean-Phillipe	Lézeau	Bioforce	Global
Marie	Lievre	ACTED	Haiti
Theo	Lingens	THW	Global
Robin	Lodge	WFP	Kyrgyzstan
John	Long	OCHA	Pakistan
Etienne	Longe	ADRA	DRC
Andrew	Lukach	WFP	Global
Jespar	Lund	OCHA	Global
Jens Munch	Lund-Nielse	Maersk	Global
Kaoru	Magosaki	Embassy of Japan	Pakistan
Mietek	Maj	WFP	Global
Dilbara	Mamajusupova	Public Foundation Iret	Kyrgyzstan
Gulgaky	Mamasalieva	Interbilim	Kyrgyzstan
Massimo	Marghinotti	IFRC	Haiti
Idres	Masood	NDMA	Pakistan
Jean-Luc	Mathey	GIS (GTZ)	DRC
Benoit	Mazy	GLC	Haiti
Michael	McDonnell	WHO	Pakistan
Patricia	McIlreavy	Inter-Action	Global
Jenifer	McKay		Pakistan
Jean-Cedric	Meeus	UNICEF	Global
Suzanne	Meier	DHL	Global

<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>	<b>Global/Case</b>
Marcella	Michaud	OFDA	Kyrgyzstan
J�rome	Michon	MSF international	Global
Luci	Milatic	IMC	Myanmar
Andrew	Mills	WASH	Kyrgyzstan
Mitsuko	Mizushima	Fritz Institute	Global
Mkumbukwa Paul	Mkombozi	UNHCR	South Sudan
Martin	Mogwanja	UNICEF	Global
Hamza	Mohmand	WFP	Pakistan
Peter	Morris	WHO	Global
Patrick	Mullin	WFP	Global
Nick	Murdoch	DHL	Global
Jean-Pierre	Mustin	ECHO	Global
Jane	Muyundo	World Vision	Global
General	Nadeem	Head of NDMA	Pakistan
Ayad	Namen	WFP	Pakistan
Dusan	Novidovic	UNHABITAT	Pakistan
Christopher	Nyambani	DCA/ACT	South Sudan
Birgitte	Olsen	IFRC	Global
Martin	Ohlsen	WFP	DRC and Global
Farah	Omer	UNHCR	South Sudan
Adrew	Parkes	Save the Children	Global
Carl 'nic'	Paulsson	WFP	Kyrgyzstan
Edmondo	Peronne	GLC	Haiti
Matteo	Perrone	GLC	Pakistan
Maria	Perrotti	WFP	Global
Geoffrey	Pinnock	WFP	Pakistan
Sean	Poune	Samaritan's Purse	South Sudan
Sean	Price	GLC	Global
Vianney	Prouvost	Solidarit�s	Global
Ali	Raza Shah	UNICEF	Pakistan
Daniel	Reilly	CRS	Global
Peter	Rohrbach	ICRC	South Sudan
Eddie	Rowe	WFP	South Sudan
Brigadeir	Sajid	NDMA	Pakistan
Ivo	Santi	WFP	Pakistan
Graham	Saunders	IFRC	Global
Samuel	Sawa	UNICEF	Pakistan
Arthur	Sawmadal	WFP/ETC Cluster	South Sudan
Peter	Schaller	WFP	Pakistan
Herbert	Schembri	WC	Haiti
Neils	Scott	OCHA	Global
Edgar	Scrase	IOM	Pakistan
Isabelle	Sechaud	IFRC	Global
Helen	Seeger	IOM	Pakistan
Pia	Skajelstad	WFP	Global
Tim	Smith	Kuehn & Nagel	Global
Sharifbek	Sohibnazar	WFP	Kyrgyzstan

<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>	<b>Global/Case</b>
Sravi	Solayappan	IFRC	Myanmar
Harriet	Spanos	US Government Mission, Rome	Global
Andrew	Stanhope	GLC	Global
Lasuba	Stephen	Samaritan's Purse	South Sudan
Janne	Suvanto	WFP	Haiti
Tabinda	Syed	Unicef	Myanmar
Mio	Tagaki	Embassy of Japan	Pakistan
Benoit	Thiry	WFP	Haiti
Thomas	Thompson	GLC	Global
Hubert	Topinka	People in Need	Pakistan
Stefania	Trassari	OCHA	Haiti
Jason	Tulk	Canada First Secretary (Development)	Pakistan
Dina	Urazbaeva	OCHA	Kyrgyzstan
Daniel	Urena	ECHO	Haiti
Fred	Urlep	WHO	Global
Marcel	Vaessen	OCHA	Kyrgyzstan
Ester	van der Voerdte	HC	Haiti
Hetty	van Doorn	Everywhere Logistics	Global
Mads	Vejlstrup	WFP	Pakistan
Philippe	Verstraeten	OCHA	Haiti
Jonathan	Vietch	WASH	Kyrgyzstan
Charles	Vincent	Private	DRC
Laszlo	Viranyi	Mercy Corps	Global
Gabriella	Waaijman	OCHA	South Sudan
Sonia	Walia	USAID	South Sudan
Pierre	Wansly	DINEPA	Haiti
James	Weatherill	UNDP/OCHA	DRC
Margaretta	Whalstrom	UNISDR	Global
Micaela	White	USAID / OFDA	Global
David	Wright	Save the Children	Pakistan
Majeed	Yahia	WFP	Pakistan
Anna	Young	GLC	Global
Imran	Yusuf Shami	Plan International	Pakistan
Abdullah	Zaman	WFP	Pakistan
Dr. Mickey		USAID	South Sudan
Gaetan		MSF	Haiti

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## **Annex 15: Evaluation Team Composition**

The Joint Evaluation of the Global Logistics Cluster was conducted by an independent team assembled by the KonTerra Group. Brief biographical sketches of team members are provided below.

<b>Role</b>	<b>Name</b>	<b>Biographical Sketch</b>
<i>Team Leader</i>	Brian Majewski	Professional evaluator with 16 years of experience in the humanitarian sector. 12 years of experience working within the International Red Cross and Red Crescent Movement, including 7 years as Senior Director of International Policy and External Affairs with the American Red Cross. Consulting and evaluation experience with UN, NGO and government clients related to disaster risk management, strategic planning and organizational development.
<i>Evaluator</i>	François De Meulder	Professional logistician with 40 years of commercial sector experience and 16 years experience consulting primarily for humanitarian organizations including WFP. Expertise in shipping and transport logistics and cost analysis.
<i>Evaluator</i>	Pierre Boulet-Desbureau	Professional humanitarian logistician with 20 years of experience. 12 years experience with Médecins sans Frontières in logistics, procurement and emergency operations, including 6 years as Head of the Logistics and Technics Department at the MSF Operations Centre in Brussels. Expertise in medical logistics and emergency coordination.
<i>Evaluator</i>	Mark Slezak	Humanitarian response professional with 11 years experience. Field and headquarters experience working for Church World Service, International Rescue Committee, IOM (including Camp Management and Camp Coordination Cluster), Oxfam GB, and as a consultant to WFP and NGO clients. Expertise in information management, forced migration, post-conflict recovery and disaster response.
<i>Senior Researcher</i>	Kurt Wilson	Professional evaluator and candidate for Ph.D. in Interdisciplinary Evaluation. 20 years experience working with non-profit and humanitarian organizations on communications, fundraising and evaluation. Expertise in research, evaluation methods, economics and communications.

**Rome, August 2012, OE/2012/006**

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**World Food Programme**