

Joint Evaluation of the Global Logistics Cluster Final Report

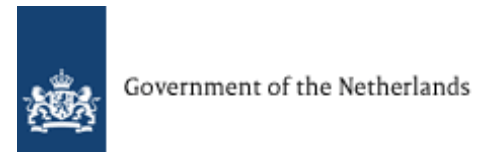
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Agenda

- Purpose, Objectives and Scope
- Time Frame
- Limitations
- Key Informants
- Subject
- Evaluation Key Findings
- Recommendations

Purpose, Objectives and Scope

- **Purpose:**
 - Assess the quality and results of GLC operations and activities
 - Determine reasons changes occurred – or did not - to draw lessons for further improvement
- **Objective:**
 - Systematically and objectively assess effectiveness, efficiency, utilization, results and satisfaction related to GLC products, services and activities at global and country levels.
- **Scope:**
 - Strategic, Tactical and Operational at Global and Field level
 - 7 operations (Pakistan, Haiti, South Sudan, Libya, Myanmar, Kyrgyzstan, DRC) plus two non-activation (Ethiopia, Liberia)

Time Frame

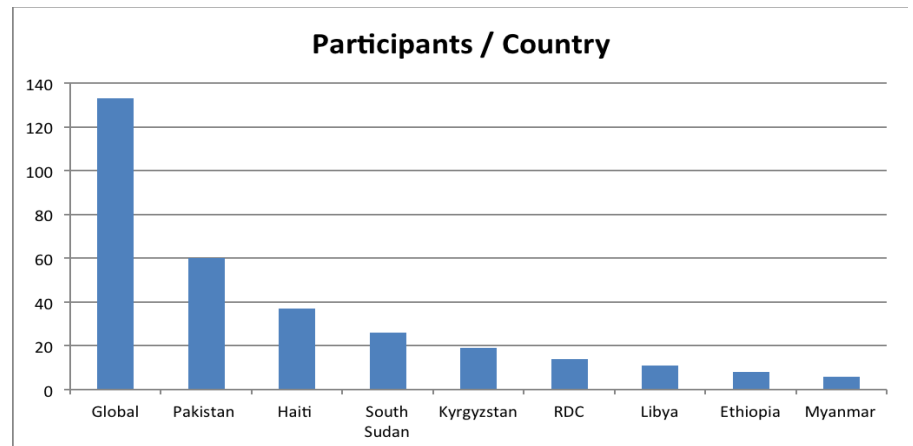
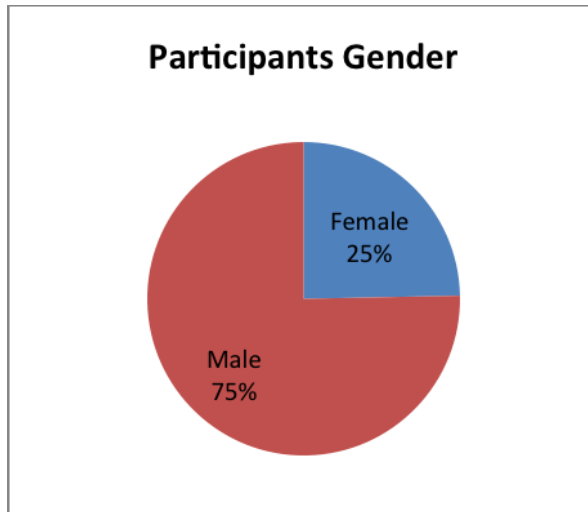
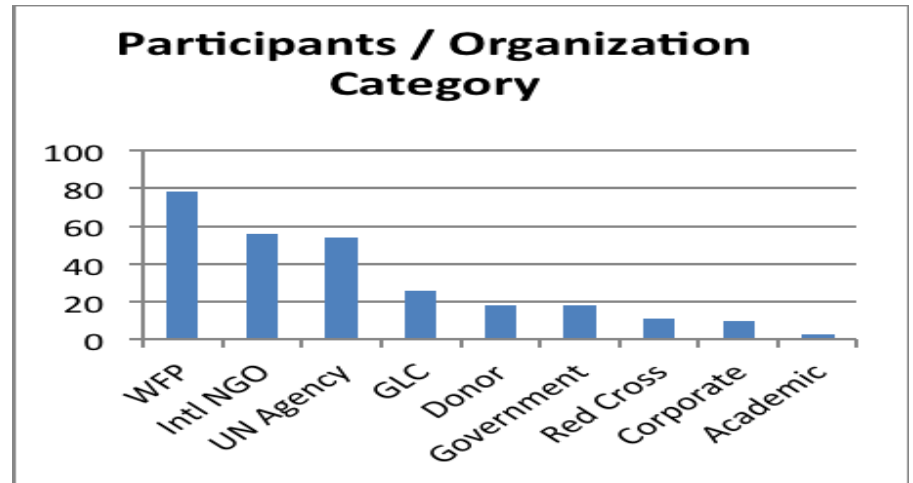


Limitations of the Evaluation

- Global scope of operations and complex structure led to extensive evaluation sub-questions (breadth not depth)
- Very different nature of each operation limits case comparison
- Short time for 3 site visits (limited observations and confirmation)
- Missing and/or inconsistent data between cases
- Difficulty in locating key informants (rotation and turnover)
- Elapsed time between activities and operations (recollection)
- Phone rather than in-person interviews (candour, detail)
- Limited survey response by some stakeholder sub-categories (disaggregation)
- Accelerated data analysis schedule

Key Informants

- 224 Key Informants Interviewed (some multiple times based on relevant experience)
- 51 Survey Respondents (33% response rate)



Subject Key Components of the GLC

| Component | Global Level | Country Level |
|---------------------|--|--|
| Partnership | <p>Open platform and collaboration coordinated by GLC SC</p> <p>Participants: UN agencies, INGOs, Donor Governments, LET, Stand-by-Partners</p> <p>Activities: meetings, calls, information sharing, and training</p> | <p>Open platform and collaboration coordinated by country cluster cell</p> <p>Participants: UN agencies, INGOs, national NGOs, Donors, national governments</p> <p>Activities: cluster meetings, information sharing, operational coordination, use and provision of common services</p> |
| Support Cell | <p>GLC SC comprised of staff selected from WFP and secondees from NGOs, other UN agencies and Stand-by Partners.</p> | <p>Country cluster cell - staff from WFP country office (CO) staff or deployed from outside the country as a LRT or TDY from WFP or GLC SC staff.</p> |
| Cluster Lead Agency | <p>WFP assigned by IASC – Involves:</p> <ul style="list-style-type: none"> •Appointing a Global Coordinator •Resourcing, back office infrastructure and support for GLC •Representational and leadership responsibilities for vis a vis partners and accountable to the UN Emergency Response Coordinator (ERC) and IASC. | <p>HC/RC assigns, to date, always WFP - Involves:</p> <ul style="list-style-type: none"> •Provider of last resort and providing (or arranging) logistics common services •CO resourcing and back office infrastructure to support the cluster •Representational and leadership responsibilities for vis a vis managing logistics cluster staff, accountability to the HC and coordination within the Humanitarian Country Team (HCT). |

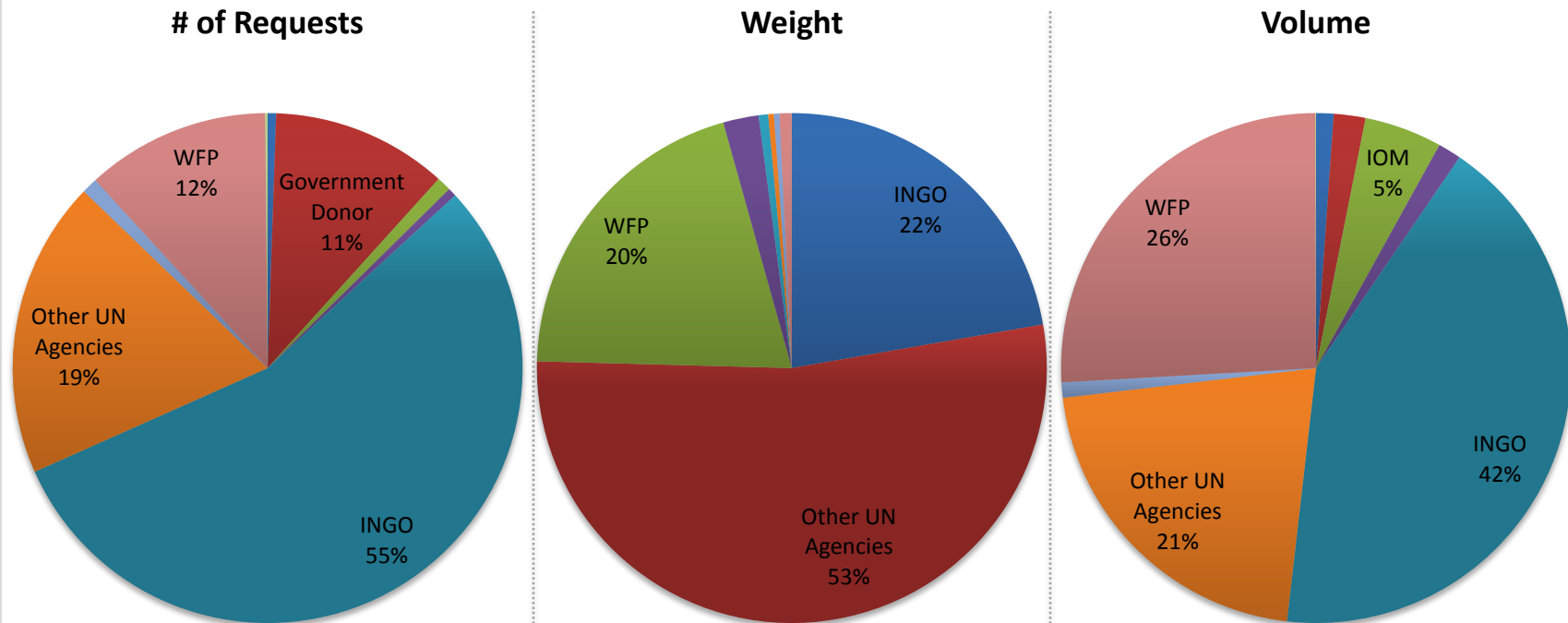
Findings –Q1 – Operational Results

- Highly relevant, improved humanitarian logistics, enabled greater effect on emergency affected populations and enhanced participant program delivery.
- Increased fundraising capacity, enhanced timeliness, cost savings, improved coverage, reduced gaps and duplication, greater predictability, and improved information sharing.
- WFP financial & reporting systems not oriented to GLC needs and inconsistently applied, limiting activity-based financial analysis.
- WFP's account for the GLC and advance funding mechanisms enhance timeliness and likelihood of achieving desired outcomes by helping jump start overall operations.
- Activation and mobilization processes satisfactory (with areas for improvement), broader concern with deactivation processes.

Findings –Q1 – Operational Results

- Prioritization decisions appropriate, but lack of transparent communication about the cost/benefit is a significant weakness.

Average Percentage Total Logistics Cluster Common Transport for Haiti, Libya and South Sudan by User Type for:



Findings –Q1 – Operational Results

- Human resources systems and procedures have not supported operations adequately. Challenges/gaps in selection, handover and staff performance assessment.
- Customs clearance, procurement and specialized program logistics remain the most frequently identified gaps.
- Some evidence that GLC operations have provided lasting results in countries, but limited by designed role and mandate.

Findings –Q2 – GLC Capacities Activities & Products

- GLC SC well established and capacitated. Staff skills and interests oriented towards field support and augmentation vs. global management, performance monitoring, partnership maintenance and development of tools, guidance and systems.
- The GLC Global Coordinator position is combined with head of WFP's ALITE, resulting in less time and focus for significant responsibilities of leading the GLC.
- Staff seconded to the GLC SC have reinforced the inter-agency character of the GLC. Rational for secondees is based in representation and optics vs. staffing needs linked to a clear strategy.

Findings –Q2 – GLC Capacities Activities & Products

- Satisfaction with overall activities but gaps in preparedness activities and serving as forum for strategic discussion.
- Logcluster.org website well used, heavy traffic during emergencies, and small but significant use in “field” locations.
- Gaps in normative guidance - civil/military relations and Unsolicited Bilateral Donations (UBD’s).
- Training participants and their agencies highly satisfied. Gap in logistics cluster coordinator training and general awareness training for WFP field staff and managers.
- High satisfaction with information products - greatest appreciation and use for operations products, especially GIS/Mapping. Preparedness products appreciated but not complete or updated.

Findings –Q3 – Partnership

- Global meetings average 35-45 participants from mix of stakeholders. Turnover high, key INGOs missing, and GLC, WFP & UN attendance disproportionately high.
- Senior level engagement between WFP logistics and counterparts has diminished. Issues regarding shared vision of role/mandate, and transparency have caused some disengagement.
- Positive work with partners between meetings on some projects (LOG). Follow-up activity low.
- WFP best positioned to lead GLC - exceeded expectations on inclusiveness, satisfaction with the GLC efforts to work with partners.
- Inability to develop and sustain an emergency roster due to lack of partner willingness to deploy staff, demand for WFP TDY, and the strong CO interest to work with people they know.

Findings –Q4 – Learning in a Changing Context

- No formal systematic lessons learned process including partners. Ad hoc recruitment, one-time deployments and lack of debriefing reduce institutional memory.
- Broad lessons learned have driven on-going evolution of humanitarian reform. The Transformative Agenda of the IASC addresses some system deficiencies that have negatively impacted the GLC but evolution will require GLC adaptations.

Recommendation 1 - Strategy

Develop a 3 Year Strategic Plan for the GLC

Shared vision of what the GLC, including partners, seek to achieve (strategic objectives) and key partnership attributes to sustain or build

Implementation plan and budget, with requirements for sustainable core budget (WFP) vs. time bound projects (participants/donors).

Analysis of structure, skills and support systems needed in the GLC SC to achieve objectives

Confirmation of the global mandate including: role in broader humanitarian logistics domain; relative emphasis on operations support vs. tools, products and IM; and how it links to other actors to form a total supply chain

Key performance indicators for global and country level activities + services; approach for transparently communicating cost/benefit and performance information to partners

Confirmation of the operational mandate including service catalogue that answers: Can and should GLC better address key bottlenecks? What is its appropriate role in building national preparedness?

Communications and branding plan to enhance knowledge, awareness and appreciation for GLC as a platform benefiting all humanitarian actors.

Recommendation 2 – Financial & Reporting Systems

Develop GLC specific financial and project reporting tools to enhance transparency, performance monitoring and management

Financial system that tracks GLC specific activity costs at global and country levels

Global project and operations reporting tools that track outputs/outcomes based on KPIs linked with GLC Strategy

Standardized system for tracking GLC common services (e.g. cargo, storage) and dedicated field staff to maintain / analyze

Standardized operations reporting process to document performance against KPIs (e.g. timeliness, cost/benefit) at end of operation (or six month intervals for extended)

Recommendation 3 – Organizational Structure and Decision-Making

Strengthen GLC management and the coherence & consistency of cluster lead agency decisions

Clarify (through internal education and advocacy) the need for WFP country directors and staff to consult the GLC SC on: activation discussions in the HCT; and deployment staffing decisions – to ensure quality and consistency

Separate the Global Cluster Coordinator and head of ALITE positions and reconsidering the grade of the coordinator position - to ensure the coordinator is fully focused on the work of the GLC, with a single reporting line, and able to interact at high levels with WFP and external actors

Recommendation 4 – Improved Partnership

Improve formal and informal partnership elements of the GLC

Conduct stakeholder mapping exercise with partners to ID how different actors relate to GLC (global & country) and their relative influence

Consider the pros and cons of establishing a small GLC strategic advisory group with representatives from all stakeholder groups, committed to actively advising the GLC SC (rotating tenures)

Establish a systematic approach to engaging partners and staff in meaningful lessons learned exercises for all cluster operations. Consider light independent reviews of all cluster operations and meta-reviews every 3 years to coincide with strategy development/revision

Increase strategic outreach by the head of the GLC SC and WFP logistics leaders to key global humanitarian logistics actors to ensure the GLC benefits from their input and represents the right actors, not just a diverse set of actors

Develop a project management approach, modelled on the development of the LOG, as a standard basis for developing new tools and engaging partners in follow-up tasks between GLC meetings

Recommendation 5 – Human Resources Management

Improve cluster human resources management

Establish a dedicated staffing coordinator in the GLC SC to manage recruitment, selection, deployment, and debriefing

Develop and maintain a robust GLC specific roster that tracks skills, experience, functional speciality, language and cultural knowledge, and availability - with communications protocols to keep roster informed and engaged (e.g. alerts)

Institute required end-of-mission reports, briefing and debriefing process for all deployed staff

Develop cluster coordinator training and deployment toolkit

Establish cost effective ways of bringing cluster staff (SC and deployed) together to discuss trends, lessons and potential adjustments to improve operations (e.g. conference calls, webinars, mtgs.)

Reduce emphasis on use of unfunded secondments and explore alternative approaches to recruiting for specialized program logistics skills from outside of WFP

Recommendation 6– Global Policy and Inter-Cluster Coordination

Remain effectively engaged in inter-cluster coordination at policy and operations levels

Share and seek good practice examples with other clusters

Establish strong lines of communication b/w GLC coordinators, SC and WFP policy staff in Geneva to provide timely input on field-testing of reforms and emerging issues (e.g. deactivation)

Ensure cluster coordinator training builds knowledge and awareness of evolving cluster system

Collaborate with program clusters to operationalize Transformative Agenda assessment and operations planning tools - to ensure GLC can provide logistics “reality testing” and increase communications on prioritization across clusters throughout operations

Share results of this evaluation with other clusters, IASC Principals & subsidiary bodies and OCHA to increase common learning

END