



# Standard Project Report 2015

## World Food Programme in Syrian Arab Republic (SY)

### Logistics & Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria

Reporting period: 1 January - 31 December 2015

Project Information	
Project Number	200788
Project Category	Single Country Special Operation
Overall Planned Beneficiaries	N/A
Planned Beneficiaries in 2015	N/A
Total Beneficiaries in 2015	N/A

Key Project Dates	
Project Approval Date	December 23, 2014
Planned Start Date	January 01, 2015
Actual Start Date	January 01, 2015
Project End Date	December 31, 2016
Financial Closure Date	N/A

Approved budget in USD	
Food and Related Costs	N/A
Capacity Dev.t and Augmentation	22,089,718
Direct Support Costs	745,544
Cash-Based Transfers and Related Costs	N/A
Indirect Support Costs	1,598,468
<b>Total</b>	<b>24,433,731</b>

Commodities	Metric Tonnes
Planned Commodities in 2015	0
Actual Commodities 2015	0
Total Approved Commodities	N/A

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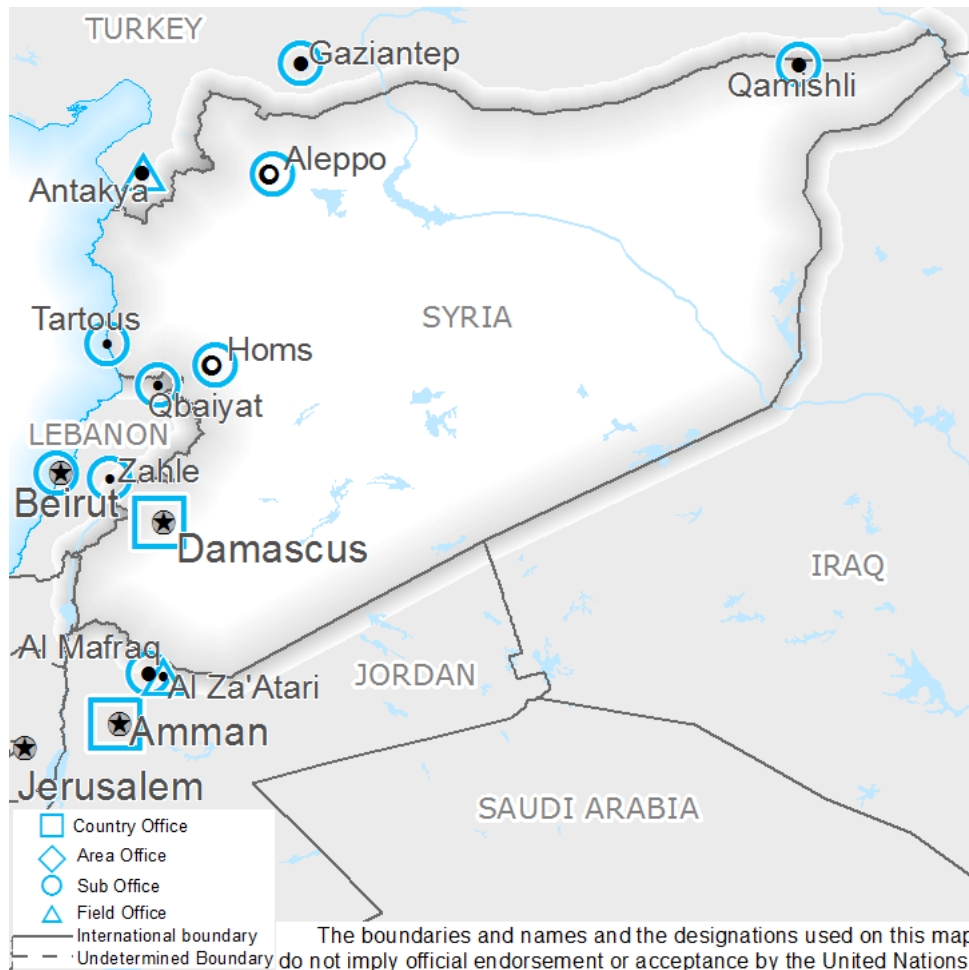
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# COUNTRY OVERVIEW



## Country Background

Five years of conflict in Syria have resulted large-scale population displacement, economic recession, damage to vital infrastructure, and an increase in the population's vulnerabilities and poverty levels. This, in turn, has eroded the development of sustainable and diversified livelihoods and social systems in Syria causing costly losses for both current and future generations.

Syria's economy is facing enormous challenges, with estimated total losses of approximately USD 206 billion across all sectors. At the end of 2015, one third of the 17.7 million Syrians lived in poverty and over half the working age population were unemployed. The economic recession forced the government to reduce its subsidy support, a crucial safety net for Syrian families.

The agricultural sector suffered significant losses due to the impact of the conflict, including reduced access to land, infrastructural damage and shortage of agricultural inputs and labour. The WFP and FAO Crop and Food Security Assessment Mission (CFSAM) conducted in May 2015, indicated that Syria's food production is now 40 percent lower than average pre-crisis levels. Insufficient food production, reduced government subsidies and currency depreciation have led to sharp food price increases. The cost of a standard food basket is now three times higher compared to pre-crisis levels, further reducing the ability of poor households to meet their food needs.

The humanitarian situation reached alarming levels. Over 11 million people, half of the pre-crisis population of 23 million, has been forced to leave their homes, including 6.5 million people internally displaced and 4.5 million who sought refuge in neighbouring countries. The 2016 Humanitarian Needs Overview (HNO) indicates that 13.5 million people, including 6 million children, are in need of various forms of humanitarian assistance, 11 percent more than

2015's estimates.

Food insecurity has become more widespread. The WFP Food Security Assessment (FSA) conducted in May and June 2015 estimated that 8.7 million people required sustained food assistance. Of these, 6.3 million were acutely food insecure and 2.4 million had adopted extreme and irreversible coping strategies to meet their food needs and risked slipping into food insecurity. More than half of all surveyed households had incurred debt to pay for their food needs.

The 2016 HNO summarised a poor nutrition situation across the country according to WHO thresholds, with wasting and stunting estimated at 7 percent and 22 percent, respectively, among children aged 6-59 months. Micronutrient deficiencies of public health significance were recorded in Syria with a moderate prevalence of anaemia in children 0-59 months (29 percent), and a very high prevalence (44 percent) among women of reproductive age.

Human development gains have witnessed a dramatic reversal, as infrastructural damage and economic recession have left healthcare facilities, schools and other essential services unable to meet the population's needs. The 2014 Human Development Index ranks Syria at 118, a considerable fall from 2005 in which the country held the rank of 106. When the conflict started, Syria was on track to reach many of the 2015 Millennium Development Goals (MDGs), noting for example, net enrolment ratio of 99 percent. This is in stark contrast with the current situation, where more than 2 million children are no longer attending school and 400,000 are at risk of dropping out.

With no political solution to the conflict in sight, the humanitarian crisis is expected to further deteriorate, and will continue to require a sustained and large-scale humanitarian response.

## Summary Of WFP Assistance

WFP has been operational in Syria since 1964, providing emergency, recovery and developmental support, including emergency food assistance to Iraqi refugees in 2003, support to drought-stricken populations in 2006, and an education support project launched in 2010 to promote education among children and illiterate women in rural areas.

In 2015, WFP continued to implement the Emergency Operation (EMOP 200339) to provide monthly life-saving food assistance to conflict-affected populations, targeting 4.25 million people in all 14 governorates. Assistance was provided in the form of unconditional monthly family food assistance, including rice, bulgur, pasta, dry and canned pulses, fortified vegetable oil, tomato paste, fortified wheat flour, sugar and iodized salt. In coordination with the Food Security and Agriculture Sector partners, in 2015 the food basket was revised to provide a nutritional transfer of up to 1,646 kcal per person per day, almost 80 percent of the recommended daily nutrition intake of 2,100 kcals. Ready-to-eat food assistance was distributed to address the immediate needs of families during the first days of their displacement, when they had no access to other food sources or cooking facilities.

In addition, assistance was provided to beneficiary groups with specific nutrition requirements, including a blanket supplementary feeding programme aimed to prevent acute malnutrition and micronutrient deficiencies among children under the age of five, and a cash-based transfer scheme using fresh food vouchers for vulnerable pregnant and lactating women (PLW) in Homs and Lattakia to improve their dietary diversity and micronutrient intake.

Finally, WFP implemented a school snacks programme, providing daily entitlements of fortified fruit bars on school days as an incentive to enrolment and regular attendance among primary school children in Damascus, rural Damascus, Tartous, Hama, Homs, Al-Hasakeh and Aleppo, targeting sub-districts with high a concentration of internally displaced people (IDPs) and poor food security indicators.

WFP activities adhered to the objectives of the MDGs contributing directly to an eradication of extreme hunger and poverty (MDG 1) and supporting efforts toward universal primary education (MDG 2). Gender equality (MDG3) is a crosscutting issue that was addressed by more carefully tailored assistance to address the special needs of women.

Collaboration with United Nations counterparts remained a priority and included key partnership with FAO on food security analysis and coordination and with UNICEF for the implementation of nutrition and education support programmes.

WFP continued to co-lead with FAO the Food Security and Agriculture Sector. Furthermore, through a Special Operation (SO 200788) WFP, as the lead agency of the Logistics and Emergency Telecommunications Clusters, provided logistics and telecommunications support to the wider humanitarian community operating in Syria both from within the country and from the existing corridors in Turkey and Jordan to partners operating cross-border.

Beneficiaries	Male	Female	Total
Children (under 5 years)	336,663	356,467	693,130
Children (5-18 years)	1,014,941	1,064,451	2,079,392
Adults (18 years plus)	1,059,500	1,118,911	2,178,411
<b>Total number of beneficiaries in 2015</b>	<b>2,411,104</b>	<b>2,539,829</b>	<b>4,950,933</b>

Distribution (mt)						
Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Single Country EMOP	174,610	32,116	51,251	2,375	133,594	393,947
<b>Total Food Distributed in 2015</b>	<b>174,610</b>	<b>32,116</b>	<b>51,251</b>	<b>2,375</b>	<b>133,594</b>	<b>393,947</b>

# OPERATIONAL SPR

## Operational Objectives and Relevance

The Special Operation 200788 for Logistics and Emergency Telecommunications Augmentation and Coordination to support Humanitarian Operations in Syria was set up as a streamlined response for Syria, after the closing of Special Operation 200477. The operation responded to the needs of the population affected by clashes and civil unrest in Syria, in line with WFP's Strategic Objective 1. As a result of the conflict, more than 6.5 million people were displaced internally according to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Humanitarian Needs Overview, November 2015, this required a concerted effort by the humanitarian community to provide displaced families with critical aid, including food and non-food items (NFIs). Overall, an estimated 13.5 million people were in need of humanitarian assistance.

The Logistics Cluster operated within a complex security environment, with varying transport routes and access to delivery points. The transport market was precarious, with transporters often refusing to enter certain hotspot areas or increasing service rates to cover the additional risk. In addition, the provision of adequate warehousing solutions proved a considerable challenge, as insecurity in certain areas led to the relocation of storage facilities as and when required.

In line with the United Nation's stated 'Whole of Syria Approach' in 2015, the Logistics Cluster's objectives were to continue building on crucial activities that were initiated in 2012 and expanded in 2013. These included the support of Joint Humanitarian Convoys to hard-to-reach areas; the improvement of inter-agency logistics coordination and information management; the provision of logistics services, including common surface transportation and warehousing to humanitarian partners; maintaining contingency fuel stocks in-country; and conducting emergency airlifts to areas with severe accessibility challenges. In addition, a key focus of the Logistics Cluster was to build the capacity of logistics partners to respond to the emergency through the provision of dedicated training on warehouse management and transport coordination.

In the middle of 2014, the passing of Security Council Resolution (SCR) 2165, which authorised the United Nations to use border crossings, including Bab al Salaam and Bab al Hawa in Turkey, and Ramtha in Jordan for cross-border aid to Syria, gave increased importance to the Logistics Cluster's existing regional objectives. SCR 2191 further extended the mandate of these cross-border activities to cover the remainder of 2015. The Logistics Cluster therefore augmented its existing operation with additional cross-border activities from Jordan and Turkey into Syria. In Jordan, this involved coordinating convoys which were implemented by the International Organization for Migration (IOM). In Turkey, this involved running transshipment points at the border for individual agencies to use when conducting their own individual cross-border transport.

The Emergency Telecommunication Cluster's (ETC) objectives were to provide security telecommunications, and voice and data connectivity services to the humanitarian community in Syria and surrounding countries. In addition it aimed to lead inter-agency coordination with respect to emergency telecommunications, and disseminate relevant information to stakeholders through information products including service maps and situation reports.

The ETC continued to face challenges in receiving approvals to import telecommunications equipment into Syria. As a result, ETC plans to strengthen and expand the emergency communication system (radio network) inside Syria, were not possible. The lack of telecommunications equipment inside Syria continued to present an ongoing challenge for the ETC, however, the cluster focused on deploying local solutions at common operational hubs where possible.

The ETC was active in Syria, Turkey, Jordan and Lebanon in varying capacities with key projects being delivered by the ETC in Turkey and Syria. In Turkey, the ETC expanded the radio network in the south-east, close to the Syrian border, and deployed an inter-agency radio room at the Gaziantep hub in collaboration with the United Nations Department of Safety and Security (UNDSS). In Syria, the ETC upgraded voice and data services at two hubs, specifically in Aleppo and Qamishli. Through regular consultations at coordination meetings and direct one-on-one engagements the ETC assisted with telecoms related coordination across the region.

## Results

### Story Worth Telling

#### Logistics Cluster responds to emergency ceasefire operations (October 2015)

A ceasefire agreement between opposing parties in Syria was brokered in September and October 2015 in rural Idleb (Kafra and Foa) and rural Damascus (Zabadani and Madaya). The ceasefire agreement meant that humanitarian aid could now be delivered to locations that were previously impossible to reach due to insecurity. The humanitarian community, including the Logistics Cluster, had to act quickly in order to meet the needs of the beleaguered populations in these areas.

The Logistics Cluster mobilized resources and swiftly organised Joint Humanitarian Convoys to rural Idleb and Damascus on 16 October 2015. The items included hygiene kits, biscuits, water purification tablets, food commodities, plastic sheets, medical equipment, and wheelchairs. The Cluster facilitated the transportation of these items on behalf of IOM, UNICEF, UNHCR, UNFPA, WHO, and WFP.

The route taken by the convoy had to be changed three times, due to the security situation on the ground. The Logistics Cluster frequently updated the route maps to share with participants in order to inform their operational planning. In addition, the Cluster liaised on a daily basis with authorities in Homs for the approval and allocation of 10,000 litres of diesel and 2,500 litres of petrol for the vehicles used in the overall ceasefire operation and for the United Nations armoured vehicles that accompanied the convoys, to support the International Committee of the Red Cross (ICRC) and the Syrian Arab Red Crescent (SARC).

### Outputs

The Syria Logistics Cluster achieved its main 2015 targets on behalf of the humanitarian community. The Cluster transported over 20,000 m<sup>3</sup> of relief items for 15 humanitarian organizations. In total, over 80 percent of service requests were fulfilled. Out of the total requests received, the implementation of 52 requests was not possible due to lack of authority approvals for convoys to take place. This handling of total requests during the year was successfully achieved despite a complex and challenging environment, mainly through flexibility of operations, pre-positioning in advance and consistent coordination between all partners.

The Cluster provided a total storage capacity of over 15,000 m<sup>2</sup> in five storage hubs around the country: Sahnaya and Kisweh in Rural Damascus, Homs in central Syria, Tartous in the coastal area and Qamishly in northeastern Syria. Multiple partners used these warehouses to store their relief items, while waiting to dispatch them across Syria.

Through 32 Joint Humanitarian Convoys, the Cluster transported approximately 14,000 m<sup>3</sup> of relief items to the most difficult-to-access locations in the governorates of Idleb, Aleppo, Homs, and Rural Damascus.

The continuation of cross-border activities after SCR 2165 and 2191 was a key result during 2015. In Turkey, the Cluster maintained its transshipment hubs, disseminated clear information on required procedures, and coordinated logistics activities through the border crossings into Syria. In Jordan the Cluster continued to coordinate the use of common convoys by United Nations agencies.

The Cluster regularly produced and disseminated information products including logistics maps, situation reports, meeting minutes, and snapshots of key logistics infrastructure. In total, 41 products were produced and disseminated during 2015. Over 40 coordination meetings were held on a regular basis in Damascus, Amman, and Gaziantep, with meetings in Tartous and Qamishly held, if and when required. To ensure a regular and coherent flow of information to all stakeholders, logistics updates and products were made available to the humanitarian community through a dedicated Syria Logistics Cluster webpage.

WFP continued to maintain a strategic reserve of diesel in its fuel depot in Damascus, to provide fuel to partners on a cost-recovery basis in case of supply shortages in the future. Moreover, as part of the United Nations' joint winterization project, WFP provided 100,000 litres of fuel for emergency cooking and heating to IDP shelters in Homs, Hamah, and Damascus in response to a harsh winter season.

The ETC achieved its key targets of maintaining and expanding common telecommunications services, disseminating information through various channels (ETC online portal, email, social media), holding coordination meetings and establishing inter-agency collaborations to deliver ETC projects. The achievements included the expansion of the United Nations radio network in south-east Turkey in collaboration with UNDSS to strengthen the safety and security of staff and assets based in Gaziantep, Kilis and Hatay. The ETC established a new

inter-agency radio room at the United Nations hub in Gaziantep and conducted radio training where 86 humanitarian personnel in Ankara and Gaziantep were trained on the use of radio handheld devices to communicate over the United Nations radio network. The ETC also delivered advanced technical training to radio room operators at the inter-agency radio rooms in Ankara and Gaziantep.

Inside Syria, the ETC continued to provide radio programming services to humanitarian agencies and replaced the radio antenna at the inter-agency radio room in Damascus to improve the voice quality on the channel. At the United Nations hub in Qamishli, an isolated city in northeast Syria, the ETC upgraded the newly established inter-agency radio room with locally procured IT equipment, furniture and an emergency power supply. The ETC also deployed a high speed internet data service at the Qamishli hub which was used by humanitarian partners. At the Aleppo hub, the ETC upgraded the inter-agency radio room, upgraded the wireless data network and deployed a fixed line telephone system to improve communications for personnel at the Aleppo hub. In Homs, due to a relocation of the radio room, the ETC relocated radio equipment at the inter-agency radio room.

In Jordan, 152 United Nations and NGO personnel were given radio training at Za'atari camp under the umbrella of the ETC. In general, the ETC was able to train far more personnel than originally planned. This was possible as radio training is highly cost-effective (technical equipment was already available), and the positive response to the initial training generated increased interest from partners, leading to more staff being trained across the region within the planned budget.

Across the region the ETC provided coordination services through local and global ETC coordination meetings.

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO1: Special Operation (Cluster) and Special Operation (Logistics)</b>				
Number of agencies and organizations using coordination and logistics services	agency/organization	20	15	75.0
Number of information management products produced and shared, including bulletins, maps, guidance documents, and other logistics information	item	50	41	82.0
Percentage of logistics service requests fulfilled	%	95	80	84.2
Volume (m3) of cargo moved through logistics common services	m3	25,000	20,000	80.0
<b>SO1: Special Operation (ICT)</b>				
Number of UN agency/NGO staff members trained in radio communications	individual	150	238	158.7
Number of operational areas covered by data communications services	operational area	5	4	80.0
Number of technical reports shared with cluster partners	report	30	15	50.0

## Outcomes

The activities of the Logistics Cluster resulted in several tangible outcomes and performance gains with regard to the humanitarian community in Syria. This was primarily seen in the increased logistics knowledge and know-how of partners in key undertakings such as customs clearance, organisation of convoys, and closer coordination to allow transport of aid cargo from neighbouring countries into Syria, both through SCR 2165 and 2191, mandated border crossings, and the recently opened Nusaybin crossing.

The Logistics Cluster facilitated secure and tailored humanitarian logistics services into Syria from the surrounding countries of Jordan, Lebanon, Turkey, and within Syria itself. In support of Cluster activities, WFP had dedicated Cluster staff in Turkey, Jordan, Lebanon and Syria, and provided services from these countries into Syria and within Syria itself.



The passing of Security Council Resolutions 2165/2191 authorized the use of border crossings that had not previously been used by the United Nations. As a direct outcome of these important resolutions, WFP augmented the services provided by the Logistics Cluster with additional cross-border activities from Jordan and Turkey into Syria. In Jordan this involved coordinating convoys which were implemented by IOM. In Turkey, this involved running transshipment points at the border which individual agencies used when conducting their own individual cross-border transport. This holistic approach of having one project or Cluster covering activities into Syria and within Syria was in line with the United Nations' stated policy of a 'whole of Syria approach' and ensured a coherence of response.

Inside Syria, the access situation on the ground improved in some areas during the latter part of 2015, partly due to the success of Joint Humanitarian Convoys. The Cluster's coordination and implementation of these convoys continues to provide the humanitarian community with concrete logistics means with which to access hotspot locations and deliver critical humanitarian supplies to besieged populations. The success of these convoys has been increasingly used as an important lever to advocate for unimpeded access to areas not permissible to the humanitarian community. This resulted in a number of access gains and during 2015, over 32 Joint Humanitarian Convoys to hard-to-reach areas were conducted by the Logistics Cluster through the provision of trucks, consolidation of requests from participating agencies and coordination of loading of commodities.

By the end of 2015, the Cluster, through Joint Humanitarian Convoys, was able to facilitate access to important locations that had remained inaccessible for almost a year. These included Al Houla in rural Homs, Al Waer in Homs city, Kafraya and Foya in rural Idlib, and Zabadani and Madaya in rural Damascus.

In addition, the Logistics Cluster, in line with the Whole of Syria regional approach for 2015, established a robust logistics coordination and information platform that encompasses several countries in the region. Through the monthly meetings held in Syria, Turkey, and Jordan, along with the Logistics Forum Meetings in Lebanon, partners were able to discuss logistics bottlenecks and develop common solutions for the humanitarian response.

Through its various activities, the ETC remained active across the region leading inter-agency coordination, providing common services and upgrading the emergency communication system. This greatly enabled the humanitarian community working in the region to fulfill its objectives, through the provision of essential communication services in a highly challenging working environment. Regarding the ETC's target of total technical reports for the year, this was only 50 percent achieved, due to a decreased frequency in the reporting cycle (as per operational needs), which differed from the initial plan for the year. The Cluster delivered strongly on its mandate in collaboration with key agencies, in particular UNDSS and UNHCR, who worked closely with WFP, the lead agency.

## ***Sustainability, Capacity Development and Handover***

The Logistics Cluster, recognizing that the conflict had resulted in large numbers of qualified logistics staff departing the country, conducted a number of capacity building exercises for partner organizations' existing and newly arrived staff in Syria.

The largest of these initiatives was a warehouse management training held in Amman in March where a total of 34 staff members attended, representing seven unique humanitarian organizations, including United Nations agencies and NGOs. Participants benefited from this training exercise in the form of new logistics skills and modalities. The training initiative included topics such as the selection and suitability of warehouses, storage capacity calculations in an emergency context, principles of inspection and quality standards, commodity stacking methods, and proper usage of warehouse equipment.

Recognising that sustainability of service delivery is key to continuity, the ETC structured its projects to launch services and, where feasible, hand over to the existing delivery mechanism that were already in place, subject to an improvement in the access and security situation. The ETC followed this approach when it expanded the emergency communication system (radio network) in south-east Turkey. Following the expansion of the network, the ETC handed over the expanded network to the existing oversight function managed by UNDSS. Similarly, the ETC upgraded the inter-agency radio rooms in Qamishli and Aleppo with locally procured equipment and, following the upgrade, handed over the equipment to UNDSS for ongoing management.

Related to building capacity, the ETC conducted an extensive radio training mission in Turkey where advanced training was provided to radio operators at the inter-agency radio rooms in Ankara and Gaziantep. Radio training was also conducted across the region with over 200 humanitarian staff trained on how to use radio devices to communicate over the United Nations radio network.

## Management

### Partnerships

The Logistics Cluster, in line with the Whole of Syria approach, has developed and maintained a network of logistics actors across the region, compiling supplier lists, developing a roster of transporters, and sharing regular logistics updates with over 500 participants across Syria, Jordan, Iraq, Lebanon, and Turkey through a dedicated mailing list.

For the support of Joint Humanitarian Convoys inside Syria, a collective activity for United Nations agencies and NGOs, the Cluster has partnered with OCHA for smooth coordination. OCHA liaised with the government, and the Logistics Cluster and WFP deals with the provision of trucks, processing of service requests, and organisation of loading and transport. This process has continued throughout the year, allowing for coherent planning, and setting a strong platform for common deliveries by all partners.

In Beirut, the Syria Logistics Cluster meeting was merged with the Lebanon Logistics Forum, a platform established for partner organizations working mainly in Lebanon. Partners utilized the forum for information on logistics activities inside Syria, activities in Lebanon with Syria as the final destination, and to a lower extent, activities related only to Lebanon. A similar platform was established in Gaziantep, Turkey where organizations consolidated and exchanged information on suppliers, warehouse locations, and customs requirements, enabling a more efficient response.

The ETC maintained partnerships in Syria and surrounding countries to ensure continuity of service delivery. As lead agency, WFP worked with a number of partners including UNDSS, UNHCR, UNDP, UNICEF and the United Nations Interim Force In Lebanon. Global and local coordination meetings were held and one-on-one engagements allowed the ETC to identify gaps and assist with specific activities at the local level.

WFP led and coordinated the ETC activities across the region. WFP led the delivery of telecommunications services in Lebanon, Syria, and Turkey, while UNHCR led in Jordan, under the auspices of the ETC.

Fifteen humanitarian organizations were served in 2015, achieving three quarters of the estimated target number. This result was based on estimated targets set for the year, and was dependent on partners' requests. The organizations that were served included FAO, ICRC, IOM, International Medical Corps (IMC), Oxfam, Premiere Urgence (PU), Secours Islamique France (SIF), SARC, UNDP, United Nations Population Fund (UNFPA), UNHCR, UNICEF, United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), WFP and WHO.

### Lessons Learned

The comprehensive strategy outlined above for the Cluster, spanning corridors leading into Syria as well as inside Syria itself, was critical for success, in line with the United Nations' Whole of Syria approach.

Continuing to enhance the capacity of local partners such as SARC was crucial, and to this end, the Logistics Cluster plans to provide complementary support equipment, such as clutch plates, to help maintain the trucks previously donated to SARC, and to purchase and donate new logistics equipment, such as trucks and generators, to support the response operations in 2016.

The Logistics Cluster aims to build on the strong information sharing of 2015, by sharing all new supplier information collected, thus allowing partners to have a common understanding of market rates and avoiding excess payments for transport, storage and customs. The Cluster will continue to track official fuel prices in-country, and update Logistics Capacity Assessments for key logistics infrastructure in Syria and Lebanon, including ports and roads networks.

Experience with cost-recovery flights and bilateral transport showed that a carefully tailored blend of free-to-user and cost-recovery services was the most appropriate way both to fill gaps and ensure maximum cost-efficiency. Bilateral transport requests were handled on a cost-recovery basis for all of 2015. The Cluster will continue in this vein in 2016, while keeping convoys and warehousing free to the end user.

WFP will continue to maintain a contingency stock of fuel in Syria, in case of future supply shortages. This reserve fuel has proven useful for unplanned activities, such as the provision of 'mazout' (diesel) to IDP shelters for emergency cooking and heating during a particularly harsh winter season. In 2016, the Cluster plans to double the

amount of contingency fuel stored (from 100,000 litres to 200,000 litres).

During the past four years of the Syria crisis, it has been increasingly challenging to raise funds for the special operation with donors prioritizing their already limited funds for emergency operations. However, the work of the Syria emergency operation and the special operation are intertwined, and sustainable funding for the special operation is crucial to ensure a successful operational response to the emergency. The Logistics Cluster plays a key role in cross-border coordination and transshipment through the United Nations Security Council Resolution's mandated border crossings, and fills logistics gaps faced by humanitarian organizations, including for the United Nations and NGOs, in the Syria response. In order to maintain the current pace of activities and to continue secure and predictable services for the humanitarian community, sustained donor funding in 2016 will be critical for the joint success of both operations. To this end, the Logistics Cluster has taken a more active role in interactions with potential donors, particularly by leveraging the existing Donor Relations capacity at WFP, which led to the receipt of significant funding grants at the end of 2015 for crucial logistics activities continuing into 2016.

During the crisis, the ETC recognized that maintaining an agile workforce that could be mobilized at short notice was an important attribute in deploying personnel for the Syria crisis. One of the ways this was achieved was by sending staff from the Fast Information Technology and Telecommunications Emergency and Support Team (FITTEST) in Dubai to conduct specific and time-bound missions for the response. This allowed the ETC to maintain a more flexible team which would scale up or down depending on requirements. The use of national staff already deployed in-country continues to be key for the ETC.