

# Operational Environment

## Humanitarian Operational Environment

### Introduction

The humanitarian operational environment is the one in which international and national aid organisations and commercial sector entities function and interact during emergencies. It is significantly different from any other operating environment. Activities involved in this environment are all targeted towards the delivery of humanitarian assistance in whatever form. There is no single organisation that is able to deliver this assistance adequately on its own, hence the need to coordinate and collaborate with other entities to achieve this objective. Humanitarian actors operating in this environment include:

- national and local governments;
- United Nations bodies;
- the Red Cross and Red Crescent Movement;
- national and international non-governmental organisations (NGO);
  
- commercial companies;
- military forces; and
  
- donor agencies.

To facilitate engagement between these various entities, inclusive and well-defined structures, known as 'clusters', were created. Accountable lead organisations for each cluster have been identified globally in various sectors.

The cluster approach facilitates efficient and economical operations where humanitarian actors are able to maximise their limited resources and demonstrate accountability. Therefore, clusters serve as a coordination mechanism for humanitarian organisations working in the same sector. The cluster approach will be further explained later in this chapter.

### Humanitarian Principles

The principles of humanitarian practice aim to ensure the rights of those affected by conflict or natural disaster to protection and assistance, while minimising the potential negative impact or manipulation of such assistance and increasing preparedness for future disasters. Humanitarian practice includes the protection of civilians and those no longer taking part in hostilities, meeting their basic needs for food, water, sanitation, shelter and health care; and assisting their return to normal lives and livelihoods. Humanitarian practice is guided by humanitarian law and a range of international standards and codes of conduct including:

- the Universal Declaration of Human Rights 1948;
- the Four Geneva Conventions of 12949 and additional protocols of 1977;
- the Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes; and

- The Sphere Project (2004) Humanitarian Charter and Minimum Standards in Disaster Response.

International humanitarian workers therefore abide by the following core humanitarian principles:

- humanity – every individual's right to life with dignity and the duty on others to take steps to save lives and alleviate suffering;
- impartiality – to act on the basis of need without discrimination;
- neutrality – to act without preference for one group or another; and
- independence – to ensure the autonomy of humanitarian action from any other political, economic or military interests.

### **Organisations/Bodies in Emergency Environment**

It is important that humanitarian logistics staff fully understand the environment in which they are operating and the roles of the various humanitarian organisations which may be involved.

- Inter-Agency Standing Committee (IASC)
- United Nations Operational Agencies
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- UN Senior Representative and Coordinators
- National Government Authorities
- The Red Cross Movement
- Non-Governmental Organisations (NGOs)
- Department of Peacekeeping Operations (DPKO)
- Donor Agencies

#### **- Inter-Agency Standing Committee**

The Inter-Agency Standing Committee (IASC) is a unique forum for coordination, policy development and decision-making involving United Nations and non-United Nations humanitarian partners. IASC is the primary mechanism for inter-agency coordination of humanitarian assistance. Under the leadership of the Emergency Relief Coordinator, the IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles.

The IASC consists of the heads (or designated representatives) of the United Nations operational agencies (i.e. FAO, OCHA, UNDP, UNFPA, UNHABITAT, UNHCR, UNICEF, WFP, and WHO) and humanitarian partners such as ICRC, ICVA, IFRC, InterAction, IOM, OHCHR, RSG on Human Rights of IDPs, SCHR, and the World Bank. The number of participating agencies has expanded since its inception in 1992. On the global level, the IASC meets formally twice a year and deliberates on issues brought to its attention by the ERC and by the IASC Working Group.

Source: IASC web site: About IASC page and IASC Working group page.

Useful document - Terms of Reference of the IASC.

## **- United Nations Operational Agencies**

In the United Nations system, a number of programmes, funds and specialised agencies are responsible for carrying out relief and recovery activities. These programmes, funds and specialised agencies are operational agencies with specific mandates and extensive humanitarian experience. Their activities include identifying detailed humanitarian needs through various assessments as well as designing and implementing relief programmes for disaster affected populations.

The structure of these programmes, funds and specialised agencies can be found in United Nations Organisational Chart.

For more details on these programmes, funds, and specialised agencies, please click below links.

- [FAO - Food and Agriculture Organization of the United Nations](#)
- [UNHABITAT - United Nations Human Settlements Programme](#)
- [UNHCR - United Nations High Commissioner for Refugees](#)
- [WHO - World Health Organization](#)
- [WB - World Bank](#)
- [UNFPA - United Nations Population Fund](#)
- [UNICEF - United Nations Children's Fund](#)
- [UNDP - United Nations Development Programme](#)
- [WFP - World Food Programme](#)

## **- United Nations Office for the Coordination of Humanitarian Affairs**

The Office for the Coordination of Humanitarian Affairs (OCHA) is the arm of the United Nations Secretariat that is responsible for bringing together humanitarian actors to ensure coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort. OCHA's mission is to mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies; advocate for the rights of people in need; promote preparedness and prevention; and facilitate sustainable solutions.

Source: <http://ochaonline.un.org/>

See Links for list of OCHA sites and OCHA's others links.

## **- UN Senior Representative and Coordinators**

## **Special Representative of the Secretary-General**

A Special Representative of the Secretary-General (SRSG) is appointed by the United Nations Secretary-General to act on his behalf in emergencies which are “complex or of exceptional magnitude”. In practice, the appointment of an SRSG is normally reserved for those complex emergencies which require United Nations involvement in major political negotiations and/or when United Nations peacekeeping forces are deployed.

When a SRSG is appointed, he/she is recognized as having overall authority with regard to United Nations operations in the designated country. If heading a peacekeeping operation, the SRSG reports to the Secretary-General through the USG for peacekeeping operations, or if heading a political mission, is through the USG for political affairs.

A SRSG is also involved when an integrated mission is proposed for the planning, design and implementation of complex United Nations operations in post-conflict situations, and for linking the different dimensions of peace support operations. An Integrated Mission is one in which there is a shared vision among all United Nations actors as to the strategic objective of the United Nations presence at country level. Once an integrated mission has been established following a security council resolution, the SRSG will take the lead in the planning process in close cooperation with the Integrated Mission Task Force (IMTF).

Source: United Nations Integrated Mission Planning Process (IMPP) Guidelines endorsed by the Secretary General's Policy Committee, 13 June 2006.

## **Emergency Relief Coordinator**

The Emergency Relief Coordinator (ERC) is the United Nations' Under-Secretary-General for Humanitarian Affairs and head of OCHA. The ERC is responsible for oversight of all emergencies requiring United Nations humanitarian assistance and leads IASC acting as the central focal point for governmental, intergovernmental and non-governmental relief activities.

The current Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator is Ms Valerie Amos. The Global Cluster lead agencies are accountable to the ERC in ensuring better coordination and effective humanitarian response through cluster activities.

Source – OCHA Website

## **Humanitarian Coordinator (HC)**

When a complex emergency occurs, the UN ERC, on behalf of the Secretary-General and after consultation with the IASC, will designate a Humanitarian Coordinator (HC). The HC serves as the representative of the ERC (and therefore of OCHA) in the country/region concerned. The HC is responsible for coordinating the humanitarian activities of the Humanitarian Country Team. He/she will provide liaison between the

Humanitarian Country Team and the ERC.

The IASC may assign the functions of HC to the Resident Coordinator for the country. This is a normal practice but other options are also available, i.e. appointing a separate HC, or appointing a Regional HC when an emergency involves more than one country. In such instances RCs/HCs of countries in the region should work as a team under the guidance of the Regional HC.

The Cluster leads at the country level are accountable to the HC for their cluster lead responsibilities.

### **Useful Document: HC TOR**

Source: Humanitarian Reform website: Document source

## **Humanitarian Country Team**

In April 2006, the IASC Principals endorsed the Action Plan on “Strengthening the Humanitarian Coordination System” which provided, inter alia, that all RCs/HCs must have “*broad-based country teams developed. . . [and] in place by November 2006.*”

A broad-based country team, established through a Humanitarian Country Team (HCT), aims to improve humanitarian coordination and policy making as well as ensuring real and equal partnership. Chaired by a HC, the team consists of UN agencies, NGO partners, and the Red Cross Movement operating in that country. Non members in the HCT are invited on an ad hoc basis for the purpose of assisting in discussion and taking action on humanitarian issues.

## **Resident Coordinator**

A UN RC is a designated representative of the UN Secretary-General. A RC leads the UN Country Team and reports to the UN Secretary-General through the Chair of the UN Development Group (UNDG).

In each country office, the UNDP Resident Representative normally also serves as the RC of development activities for the United Nations system as a whole. Through such coordination, UNDP seeks to ensure the most effective use of UN and international aid resources.

In addition, if international humanitarian assistance is required and a separate HC position is not established, the RC is accountable to the ERC, OCHA for the strategic and operational coordination of the response efforts of UN Country Team members and national and international humanitarian organisations and bilateral actors, in support of national efforts. The ERC may choose to designate the RC as HC, in consultation with the IASC, if the situation so requires. In this case, the RC/HC is accountable to the ERC with whom an annual compact is drawn up detailing the planned key results for the HC function.

Source: RC Online

The Cluster leads at the country level are accountable to the RC in the absence of a HC.

### **Useful Document: RC JD**

## **United Nations Country Team (UNCT)**

The United Nations Country Team (UNCT) encompasses all the entities of the UN system that carry out operational activities for development, emergency, recovery and transition in programme countries and it ensures interagency coordination and decision making at the country level. The UNCT aims for individual agencies to plan and work together, as part of the RC system, to ensure the delivery of tangible results in support of the development agenda of the government.

The UNCT membership, roles and responsibilities must also be laid out clearly within each UNCT. These will include accountability to each other and the RC, taking responsibility for elements of the RC/UNCT work plan, particularly in oversight of subsidiary groups, mobilization of resources for the UNDAF and UNCT plans, and taking part in mutual assessments. This will not prejudice their relationship with their own agency. The UNCT exists in 136 countries, covering all of the 180 countries where there are United Nations programmes.

Source: UNDG

**Useful Document:** IASC guidance note on UNCT

### **- National Government Authorities**

In General Assembly Resolution 46/182, '*... each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory...*' and '*...the affected State has the primary role in the initiation, organization, coordination and implementation of humanitarian assistance within its territory*'.

Source: IASC Operational Guidance on the Concept of 'Provider of Last Resort'

UN encourages governments to '*...designate a single national agency or organisation to conduct and coordinate emergency relief measures.*' The establishment of such government authority to coordinate domestic relief activities recognises the central role and responsibility of the stricken government in disaster relief operations. Where possible, coordinating mechanisms such as clusters should involve the relevant government authorities.

The question is more complicated in man-made conflict situations when circumstances require the coordination of relief activities through a neutral intermediary. Reporting structures will be then agreed between the government and the HC.

### **- The Red Cross Movement**

The Red Cross is a very important humanitarian component that will be prevalent in all aspects of relief work. It is therefore likely to be an integral part of the emergency environment and may play an important role in coordinating humanitarian assistance in complex emergencies. The Red Cross is composed of three elements:

- **The International Committee of the Red Cross (ICRC)** is the founder body of the Red Cross movement. The ICRC is promoter of the Geneva Conventions of their additional Protocols concerning the treatment of wounded and sick military personnel, prisoners of war and civilian populations in internal and international conflicts. Consequently, the ICRC will play an active role in most complex emergencies.
- **The International Federation of Red Cross and Red Crescent Societies (IFRC)** is a federation of national societies worldwide. It aims to inspire, encourage, facilitate and promote all forms of humanitarian activities by its member societies with a view to preventing and alleviating human suffering. When disasters occur, the IFRC assists national societies in assessing needs, mobilising resources and organising relief activities. IFRC delegates are often assigned to give direct assistance to national societies. Personnel from other national societies may also be requested and assigned under the auspices of the IFRC.
- **The National Red Cross and Red Crescent Societies** act as auxiliaries to public authorities and services. They normally concentrate on activities concerned with public health – including first aid and primary health care – and relief. Many national societies also maintain stocks of relief supplies. They receive funds from their own membership, from local fund-raising activities and also in many cases from the government. Especially in emergencies, they may also receive funds, supplies and/or the assistance of personnel from sister societies in other countries. This support is normally channelled through the IFRC, but may occasionally be given on a bilateral basis. The IFRC and national societies may become important actors during relief operations, particularly with regard to the storage and forwarding of non-assigned relief commodities arriving in the crisis region.

## - Non-Governmental Organisations

NGOs can be divided into two main categories – international NGOs working in the international field, and local NGOs working in their own country. The NGO community has become increasingly important in humanitarian work and has significantly grown in numbers over the past years to cover the full spectrum of humanitarian relief activities.

One or more NGOs are often present in the area of an emergency, before, during and after the onset of the crisis and will, therefore, have hands-on experience and information that might be crucial in carrying out relief operations. NGOs tend to specialise in one or two fields, or to direct their efforts towards one needy population group. They usually offer skilled staff, rapid deployment capacity (if they are not already in the area), operational flexibility and resources that might not otherwise be available in an emergency.

Local NGOs can be extremely helpful in various ways, especially because they are known locally and because they are familiar with the area, the culture, the community, etc. and in many cases they work together with other international NGOs and the UN agencies.

Link – List of NGOs in consultative status with the United Nations

**Useful document** – PDF file – list of NGOs in consultative status with the UN/ECOSOC

## - Department of Peacekeeping Operations

The Department of Peacekeeping Operations (DPKO) is a UN body tasked by the Security Council to undertake peacekeeping operations in specific areas of recent or potential conflict. A Special Representative

of the Secretary General (SRSG) is usually appointed to head each peacekeeping operation. Reporting to DPKO headquarters in New York, the SRSG exercises authority over all UN entities in the emergency area. The office of SRSG has two main components: a civilian structure headed by the Chief Administration Officer (CAO) and a military structure headed by the Senior Military Officer (SMO).

Typically, a peacekeeping operation encompasses a broad range of tasks and responsibilities. For example, DPKO staff deployed into an emergency area may include military components in the security or observation role, civilian police elements and mine action teams as well as specialists in political affairs and human rights.

Recent peacekeeping mandates have also included tasks such as “coordination with humanitarian agencies” or “support to humanitarian action.” The personnel, material and financial assets of these operations are managed by a civilian led administration, headed by CAO.

**Useful Document:** DPKO Organizational Chart

Source: United Nations peacekeeping website

## **Civil-Military Coordination**

During emergencies requiring or involving a military presence in the crisis area, the military authorities may be willing to offer direct or indirect assistance to the humanitarian relief effort. It is most important that such assistance be properly coordinated with the work being undertaken by civilian actors. Therefore, it will be necessary to set up some form of mechanism to ensure an effective civil-military collaboration.

Cooperation between civilian and military bodies can take many forms and can be initiated by either side. Civil-Military Coordination (CMCOORD) is the official term used by OCHA to describe the process of liaison between civilian and military actors in a crisis area. Military authorities may also appoint their own staff for liaison duties with the humanitarian community. Larger military formations (e.g. multi-national coalitions) may even establish a Joint Civil Military Operations Task Force (JCMOTF) within a major HQ, as was the case during the Afghan emergency in 2001. The generic military term for liaison between humanitarian and military bodies is Civil-Military Coordination (CIMIC). However some military authorities or formations may use different terminology. Whatever the name used for this important function, the objective is essentially the same: to ensure any military assistance is effectively coordinated with civilian humanitarian activities in line with the “Guidelines on Use of Military and Civil Defence Assets in Disaster Relief, both for Natural Disasters and Complex Emergencies.”

## Considerations for Humanitarian Practice in Conflict

Civil/Military engagement is sensitive in the humanitarian sector and different organisations have different sets of policies on how to engage with the military in various contexts. Logisticians should be aware of:

- the risk of 'doing harm' or fuelling the conflict through manipulation or diversion of aid supplies in exchange for concessions, i.e. access.
- the risk of compromising human rights through withholding aid or conversely, negotiating with armed forces;
- the need for understanding of political, social and ethnic context;
- the value of advocacy or lobbying to raise awareness of rights abuses and promote the principles of good humanitarian practice;
- the value in collaboration with local organisations and social movements to apply pressure or assist in resolving constraints; and
- the importance of conflict-sensitive approaches in programming.

### - Donor Agencies

Donor agencies may be present in the crisis area and may even be actively involved in disaster relief activities before a major emergency occurs. Some of these donor organisations, especially governmental organisations, have developed a concept for rapid intervention in case of disaster. Examples of such disaster relief sections within donor organisations include the Disaster Assistance Response Team (DART) of the United States Office for Foreign Disaster Assistance (OFDA) and the Conflict, Humanitarian and Security Department Operations Team (CHASE OT) of the United Kingdom Department for International Development (DFID).

### Humanitarian Funding

Humanitarian organisations are funded by contributions from individuals, corporations, governments and other organisations. Each humanitarian agency usually has its own resource mobilisation mechanism in place having either bilateral or multilateral contributions provided by donors. In recent days, not only traditional donors such as government and inter-governmental organizations but also private donors are taking on an important part in supporting relief operations.

See Appeals and Funding

**Useful Document:** Humanitarian contributions in 2010 by donors.

### - Appeals

At the onset of an emergency, humanitarian communities come together to prepare for an appeal which summarizes relief needs and response plan for different sectors. These appeals are tools to structure humanitarian response and to mobilize funds.

## 1) Flash Appeal

It is a tool used for structuring a coordinated humanitarian response for the first three to six months of an emergency. The UN Humanitarian Coordinator triggers it in consultation with all stakeholders. Ideally, a Flash Appeal should be issued within one week of an emergency. It provides a concise overview of urgent life saving needs, and may include recovery projects that can be implemented within the timeframe of the Appeal.

## **2) Consolidated Appeals Process**

Consolidated Appeals Process (CAP) serves to raise funds for humanitarian action as well as assist humanitarian aid partners to plan, implement and monitor their activities together. Thus the CAP is much more than an appeal for money.

Source: OCHA

## **3) Common Humanitarian Action Plan**

Common Humanitarian Action Plan (CHAP) is a strategic plan for humanitarian response in a given country or region. It provides:

- a common analysis of the context in which humanitarian takes place;
- an assessment of needs;
- best, worst, and most likely scenarios;
- identification of roles and responsibilities, i.e. who does what and where;
- a clear statement of longer-term objectives and goals; and
- a framework for monitoring the strategy and revising it if necessary.

The CHAP is the foundation for developing a Consolidated Appeal, and is as such part of the CAP.

### **- Pooled Funds**

#### **1) Emergency Response Fund\***

*\*also Humanitarian Response Funds*

The Emergency Response Fund (ERF) aims to provide rapid and flexible funding to address gaps in humanitarian needs. It is usually established to meet unforeseen needs that are not included in the CAP or similar coordination mechanisms but in line with CHAP objectives and identified priorities. It increases opportunities for local actors including NGOs to respond to needs in areas where INGOs face challenges to access due to security or political constraints. The ERFs have been used since 1997. Compared to Central Emergency Response Fund (CERF) and Common Humanitarian Fund (CHF), ERFs are relatively small in size. OCHA typically undertakes both financial and programmatic management of ERFs. ERFs are operational in Afghanistan, Columbia, the Democratic Republic of the Congo (DRC), Ethiopia, Haiti,

Indonesia, Iraq, Kenya, Myanmar, Nepal , the occupied Palestinian Territory (oPT), Somalia, Sudan, Uganda and Zimbabwe.

The objectives of ERFs are to enable mainly NGOs (which do not have direct access the CERF) and UN agencies to respond quickly and effectively by

- making funds available to NGOs, and in urgent cases, UN agencies, to cover start-up costs; and
- making funds available to NGOs and UN agencies in cases of rapidly changing circumstances and humanitarian needs where gaps need to be filled and other donor mechanisms are unavailable.

**Useful document:** Basic Facts - Mapping (as of 19 Feb 2010) - Donors (as of 19 Feb 2010)

Source: Humanitarian Reform

**Useful document:** Review of OCHA Emergency Response Funds (ERFs)

## **2) Common Humanitarian Funds**

The main objective of Common Humanitarian Funds (CHF) is to provide early and predictable funding to the most critical humanitarian needs as identified and formulated in a CAP. CHF will however also maintain an emergency reserve (typically up to 10 percent of total funding) for responding to unplanned emergency needs outside the CAP. All humanitarian partners participating in the CAP process are eligible to receive funding from a CHF. Given that the objective of a CHF is to provide core funding towards the CAP, these funds are often much larger than ERFs and will involve cluster/sector leads and other humanitarian partners in an elaborate prioritization and allocation process. CHFs are managed by the HC supported by a dedicated advisory group and with the OCHA country office providing fund management support. In all existing funds UNDP is financial fund manager (administrative agent) and has also been tasked with subcontracting NGOs on behalf of the CHF (managing agent). CHFs are currently established in three countries: DRC and Sudan since 2006, and Central African Republic since 2008.

More on CHF: Basic facts - Mapping (as of 19 Feb 2010) - Donors (as of 19 Feb 2010).

Source: Humanitarian Funding OCHA website

## **3) Central Emergency Response Fund**

The Central Emergency Response Fund (CERF), which was the first concrete outcome of the Secretary-General's reform process and the Millennium Summit, was launched on 9 March 2006 to achieve the following objectives:

- promote early action and response to reduce loss of life;
- enhance response to time-critical requirements; and

- strengthen core elements of humanitarian response in under-funded crises.

The Fund represents an important international multilateral funding instrument that saves lives through the provision of rapid initial funding for life-saving assistance at the onset of humanitarian crises and critical support for poorly-funded, essential humanitarian response operations. CERF is authorized to raise up to US\$ 500 million, including a grant facility of up to USD 450 million and a loan facility of USD 50 million. CERF is funded by voluntary contributions from around the globe from member states of the United Nations, private businesses, foundations and individuals. Since March 2006, the grant component of CERF has received pledges and contributions from over 110 public and private donors of more than US\$ 1.6 billion.

The Fund is managed by the ERC, on behalf of the United Nations Secretary-General. The Fund allows the UN to react immediately when a disaster strikes by making funding available for life-saving activities to eligible agencies such as the UN and its funds, programmes, and specialized agencies and the International Organization for Migration (IOM).

CERF is intended to complement – not substitute – existing humanitarian planning and funding mechanisms such as consolidated and flash appeals. The CERF provides seed funds to jump-start critical operations and fund life-saving programmes not yet covered by other donors.

Link: CERF website.

Resource section source: Humanitarian Funding OCHA website and Humanitarian Reform/Financing

## **Good Humanitarian Donorship**

The Good Humanitarian Donorship (GHD) initiative provides a forum for donors to discuss good practice in humanitarian financing and other shared concerns. By defining principles and standards it provides both a framework to guide official humanitarian aid and a mechanism for encouraging greater donor accountability.

Good Humanitarian Donorship website

### **Links**

#### **1. Common Guidelines on Humanitarian Operations**

The following guidelines have been developed to ensure consistency in approach and practice:

Humanitarian accountability

People in Aid - Code of Good Practice

The Code of Conduct

Universal Declaration of Human Rights 1948 (link) or see the PDF version in the Annexes

Four Geneva Conventions of 1949 & additional protocols of 1977 and 2005 (link to <http://www.icrc.org>)

Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes

The Sphere Project (2004) Humanitarian Charter and Minimum Standards in Disaster Response

IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response

## **2. Sources of Humanitarian Information**

Alertnet - Reuters service for aid agencies, including latest humanitarian news.

BBC News - Full profiles provide an instant guide to history, politics and economic background of countries and territories, and background on key institutions.

Emergency Disaster Database - Contains essential data on all disaster events occurring in the world from 1900 to present, with country and disaster profiles.

Humanitarian Aid department of the European Commission (ECHO)

Humanitarian Reform – Cluster Approach

International Crisis Group - An NGO working to prevent and resolve conflict, its website has comprehensive information about current conflicts around the world.

IRIN – Integrated Regional Information Networks - Useful country profiles for sub-Saharan Africa, the Middle East and Central Asia with daily and weekly news updates and much more vital information.

Logistics Cluster

MapAction - Provides accurate, up-to-date maps showing the location of groups of affected people, passable routes, which medical facilities are functioning.

Office of U.S. Foreign Disaster Assistance (OFDA)/USAID

UK Department for International Development (DFID)

OneResponse- collaborative inter-agency website on cluster activities

One World Country Guides - Over 50 useful country guides.

ReliefWeb - Main United Nations humanitarian coordination website, with daily news about complex emergencies and humanitarian relief programmes worldwide. Most major aid agencies post reports here during an ongoing emergency.

United Kingdom Department for International Development

## **3. OCHA sites and links**

**Other OCHA sites**

Reliefweb

IRIn News

CAP

CERF

FTS

RedHum

OCHA 3W -Who What Where

Virtual OSOCC

GDACS

IASC

Trust Fund for Human Security

Other public site

## **OCHA Links**

Executive Management

Donor and External Relations Section

Executive and Administrative Offices

Inter-Agency Standing Committee/

Executive Committee on Humanitarian Affairs Secretariat

Emergency Response Coordination

Emergency Services Branch

Internal Displacement Division

Humanitarian Reform Support Unit

Policy Development

Advocacy and Information Management

Advocacy and External Relations

Information Technology Section

Information Analysis Section

## **Partnerships**

Business.un.org

## **References**

*United Nations DMTP (1997) Disaster Management Ethics*

*ICRC (2004) What is humanitarian law?*

*Humanitarian Reform/the Inter-Agency Standing Committee (IASC)*

*OCHA/Humanitarian Funding*

*OCHA/About OCHA*

*OCHA/Reliefweb*

*United Nations Integrated Mission Planning Process (IMPP) guidelines*

*UN Development Group*

*NGO Branch - UN Department of Economic and Social Affairs*

*United Nations Peacekeeping*

*Good Humanitarian Donorship*

## **Cluster Approach**

### **Origin - Humanitarian Reform**

The concept of 'cluster approach' was an outcome of the Humanitarian Reform process in 2005 which was led by the Inter-Agency Standing Committee (IASC) comprising NGO consortia, Red Cross and Red Crescent Movement, IOM, World Bank, and United Nations agencies.

The reform identified three axes, known as the three pillars of the reform. They are:

- development of clusters at global and country levels;
- strengthening of the role of the Humanitarian coordinator at field level; and
- modification of some aspects of the funding mechanisms

Those three pillars rely on the principle of strengthening partnerships between all actors as the key to improved coordination.

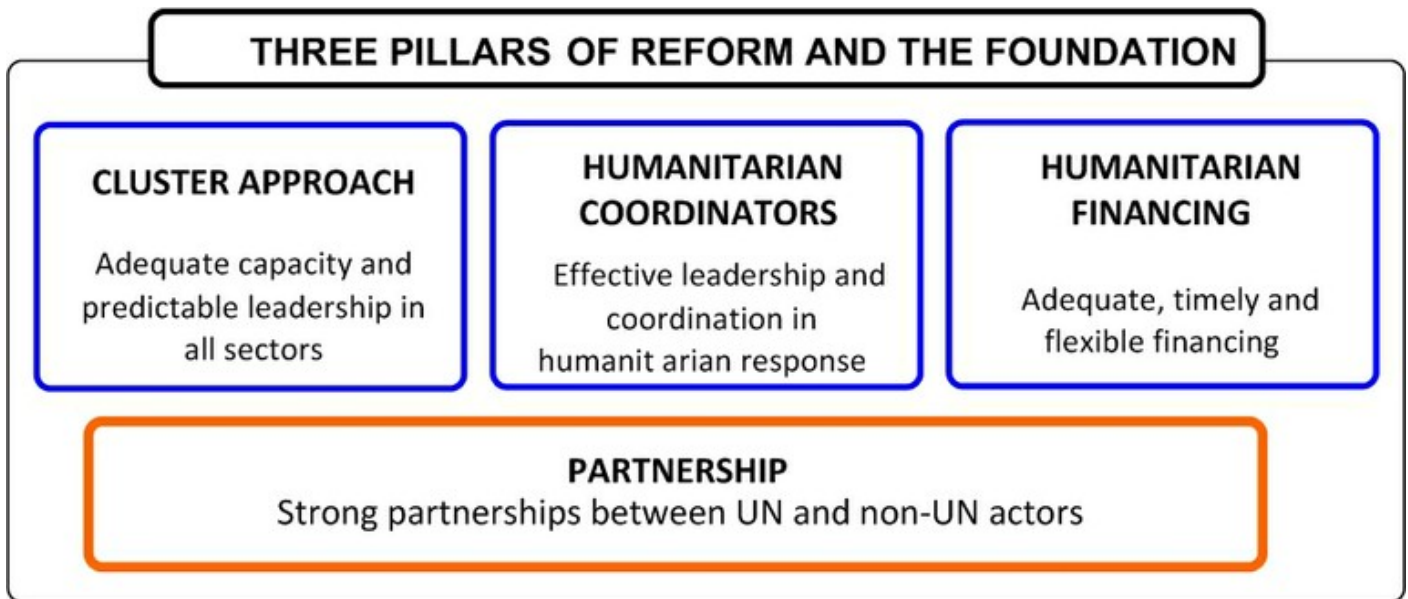


Diagram 1: the three pillars of Reform and the Foundation; Source: Logistics Cluster General Presentation – November 2009

*To download the diagram, 'right click' on it and then choose 'Save Image As' from the menu OR go to Annexes or Library.*

During this reform process, the cluster approach was proposed as a way of addressing gaps and strengthening the effectiveness of humanitarian response through building partnerships. The cluster approach ensures predictability and accountability in international responses to humanitarian emergencies, by clarifying the division of labour among organisations, and better defining their roles and responsibilities within the different sectors of the response. It is about making the international humanitarian community more structured, accountable and professional, so that it can be a better partner for host governments, local authorities and local civil society.

There are now 11 sectors/clusters. WFP was designated as the lead agency of the Logistics Cluster and is therefore responsible for coordinating logistics support for the humanitarian community. The 11 designated global cluster leads are shown in the table below.

### Global Cluster Leads

Sector or area of activity	Global Cluster Lead
Agriculture	FAO
Camp Coordination/Management: Internally displaced persons (IDPs) from conflict	UNHCR
Disaster situations	IOM
Early Recovery	UNDP

Education	UNICEF Save the Children (UK)
Emergency Shelter: IDPs (from conflict) Disaster situations	UNHCR IFRC (Convener*)
Emergency Telecommunications	OCHA / WFP
Health	WHO
Logistics	WFP
Nutrition	UNICEF
Protection: IDPs (from conflict) Disaster / civilian affected by conflict (other than IDPs**)	UNHRC UNHRC / OHCHR / UNICEF
Water, Sanitation and Hygiene	UNICEF

\*IFRC has made a commitment to provide leadership to the broader humanitarian community in Emergency Shelter in disaster situation, to consolidate best practice, map capacity and gaps, and lead coordinates response. IFRC has committed to being a 'convener' rather than a 'cluster lead'. In an Memorandum of Understanding (MoU) between IFRC and OCHA, it was agreed that IFRC would not accept accountability obligations beyond those defined in its constitutions and own policies and that its responsibilities would leave no room for open-ended or unlimited obligations. It has therefore not committed to being 'provider of last resort' nor is it accountable to any part of the UN system.

\*\*UNHCR is the lead of the global Protection Cluster. However, at the country level in disaster situations or in complex emergencies without significant displacement, the three core protection-mandated agencies (UNHCR, UNICEF and OHCHR) will consult closely and, under the overall leadership of the HC/RC, agree which of the three will assume the role of Lead for Protection.

Please note the food sector is not a cluster at the global level as it was not identified as a gap area during the humanitarian reform process. However, food clusters may and do exist at the field level when required.

Source: Humanitarian Reform website

#### **Useful documents:** Global Cluster Participants

To see details of humanitarian reform in action and cluster approach can be found at:  
<http://www.humanitarianreform.org/>

Source: OCHA

#### **Aim of Cluster Approach**

ICRC has stated that its position on the cluster approach is the following: *“Among the components of the Movement, the ICRC is not taking part in the cluster approach. Nevertheless, coordination between the ICRC*

*and the UN will continue to the extent necessary to achieve efficient operational complementarity and a strengthened response for people affected by armed conflict and other situations of violence. At the global level, the ICRC participates as an observer in many of the cluster working group meetings.”*

The cluster approach aims to strengthen overall response capacity as well as the effectiveness of the response in five key ways:

- to ensure sufficient global capacity is built up and maintained in all the main sectors/areas of response;
- to ensure predictable leadership in all the main sectors/areas of response;
- to reinforce the concept of partnerships (i.e. clusters) between UN agencies, the International Red Cross and Red Crescent Movement, international organisations and NGOs;
- to strengthen accountability; and
- to improve strategic field-level coordination and prioritization in specific sectors/areas of response.

### **Global Cluster Leads**

Complementing arrangements already in place for some sectors or areas of activity, global cluster leads were identified and agreed upon. Accountable to the ERC, the global cluster leads engage in activities in three main areas:

### **Standards and policy-setting**

- consolidation and dissemination of standards; where necessary, development of standards and policies; identification of ‘best practice’

### **Building response capacity**

- training and system development at the local, national, regional and international levels;
- establishing and maintaining surge capacity and standby rosters; and
- establishing and maintaining material stockpiles.

### **Operational support**

- assessment of needs for human, financial and institutional capacity;
- emergency preparedness and long term planning;
- securing access to appropriate technical expertise;
- advocacy and resource mobilization; and
- pooling resources and ensuring complementarity of efforts through enhanced partnerships.

Source: IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response.

### **Cluster Activations**

Clusters can be activated in the event of a sudden major new emergency requiring a multi-sectoral response with the participation of a wide range of international humanitarian actors as well as during ongoing emergencies. Specific circumstances are:

- when the HC / RC informs the ERC;
- when the ERC informs the global cluster leads; and
- when the global cluster leads assess a situation to determine that there is a need.

“The HC (or the RC in countries where an HC has not yet been appointed at the beginning of the emergency) should consult all relevant partners at the country level and make proposals regarding the designation of any new cluster/sector leads, if possible within the first 24 hours. Following consultation with the HC, the ERC should consult global cluster leads and other lead agencies at the global level on the designation of country-level cluster/sector leads for the emergency in question. The ERC is responsible for ensuring that agreement is reached on appropriate country-level cluster/sector leads, and that this decision is communicated without delay to all relevant humanitarian partners, as well as donors and other stakeholders. The HC should in turn inform the host government and humanitarian partners at the country level of the agreed arrangements. ”

Source: IASC Guidance Note on Cluster Approach

**Useful document:** SOP Designating lead agencies in new emergencies.

## **Cluster Activities at Country Level**

The role of sector leads at the country level is to facilitate a process aimed at ensuring well-coordinated and effective humanitarian responses in the sector or area of activity concerned. Sector leads themselves are not expected to carry out all the necessary activities within the sector or area of activity concerned. They are required, however, to commit to being the ‘provider of last resort’ where this is necessary and where access, security and availability of resources make this possible.

See the Terms of reference for sector leads at the country level for specific responsibilities of cluster leads at the country level.

## **References**

- 1) *UN DMTP (1997) Disaster Management Ethics*
- 2) *ICRC (2004) What is humanitarian law?*
- 3) *Humanitarian Reform*
- 4) *OCHA/Humanitarian Funding*
- 5) *OCHA/About OCHA*

## **Partnerships**

### **Definition**

A partnership is the establishment of alliances between two or more entities for the purpose of achieving common goals. The alliance stems from collaboration between the organisations. The resulting relationship is based on sharing of resources, information, assets and risks. It is a mutual relationship with clearly defined roles and responsibilities.

In the humanitarian sector these types of relationships are common between local and national governments, NGO's, relief organisations and more recently commercial organisations on corporate social responsibility fulfilment.

## **Objectives/Expected Results**

Conduct a comprehensive review:

- seek out, retain and develop partnerships at the cutting edge of emergency response and ongoing projects;
- be more effective, for example: assistance in technical and specialized systems that can better help utilize resources and have updated systems and tools;
- create synergies to improve processes and add value to the supply chain;
- enhance ability to respond to humanitarian crises (resources and finances); and
  
- be pro-active/assist partners in building their institutional capacities.

## **Developing Partnerships**

Successful partnerships are dependent on all things remaining constant. Effective partnerships rely on equitable participation, decision-making, taking and accepting responsibility. Such relationships contribute to achieving shared/common goals and are the key to the transition from emergency to rehabilitation and reconstruction.

## **Areas of Partnership**

- Providing services – increases capacity to support those affected.
- Exchanging of ideas, knowledge and expertise – critical to the design of effective emergency response programmes.
- Advocating and influencing decisions makers – helps tackle political or social barriers to disaster recovery.
- Solidarity and professional support – particularly important for local NGOs in the face of trauma or insecurity.
- Access to and sharing of information – assists both international and local organisations in participating appropriately to an emergency.
- Building the capacity of civil society – is an integral aim of disaster response interventions and the basis for longer term sustainability.

## **Hints to identifying and negotiating partnerships**

- What type of partnerships would strengthen your aims and capacity?

- What have you learned from current or previous partnerships?
- What information do you have about a potential partner? (strategy, length of establishment, reputation, capacity and governance)
- How compatible are you? (i.e. values, capacity, stakeholders)
- Is there organisational commitment on both sides?
- What can you offer and what are you looking for in a partner?
- What are your mutual expectations and understanding of what the partnership will involve? (e.g. term, purpose, roles, responsibilities, exit strategy, levels of accountability, participation, information sharing and control).
- What form of partnership agreement is needed? (including governance and conflict resolution strategies)
- Be aware of the cultural sensitivities and bias of both partners in assessing, negotiating and formulating a partnership.

## **Selecting a partner organisation**

- Previous partnering experience with the organisation.
- The organization's readiness and ability to work with other partners.
- Whether the organisation's objectives and operating principles are in line with your own organisation.
- Whether the host government approves of the partnership.

## **Potential pitfalls of INGO: local NGO partnerships**

- INGO role as donor and dependence on external funding.
- Mis-match in organisational capacity and culture.
- Unequal accountability demands and access to resources.
- Staff turnover and absence of organisational commitment.
- Contrasting values and stakeholder expectations.

## **Aspects of an effective partnerships**

- Should not be used just to satisfy donor demands.
- Requires genuine commitment by both organisations.
- Requires on-going negotiation and compromise.
- Should be built on shared values, mutual trust, honesty and respect.
- Require clear and mutual understanding of purpose, roles and expectations.
- Is key to a developmental approach.

## **Humanitarian Sector/ Private Sector Collaboration**

The private sector and humanitarian sector are driven by different motivators. The commercial sector is driven by profit and the humanitarian sector driven to meeting the needs of vulnerable people. However the emerging trend of corporate social responsibility policies in commercial entities and the desire to maximise limited resources, has brought a common focus to alleviation of poverty and suffering. The two sectors working

together to find ways of collaborating to meet this objective.

Why should the humanitarian sector partner with the private sector?

Opportunities for collaboration, from a logistics perspective some of these would be:

- organisations should acknowledge that it is not possible to achieve the objectives on their own, for example, the use of commercial transport in emergencies;
- pre-positioning of stocks by vendors for easy accessibility by the humanitarian sector; and
- donation of lifesaving supplies as gifts-in-kind.

See Logistics Cluster topic.

### **What can you do to promote effective partnerships? Tips and practices**

- Engage local NGOs, seek their input on strategies and priorities, and find ways to transfer and build their capacity. Local NGOs often have, amongst other things, a comparative advantage in early response and operational planning due to their links with local communities and authorities.
- Establish regular dialogue between key actors, to reduce adverse institutional attitudes and suspicions, agree on standards of assistance and encourage teamwork and creative thinking.
- Adopt a “collaborative leadership” approach: view other organizations and their personnel as pathways to strengthening response in your sector, not as competitors or obstacles. Your ability to lead and coordinate will depend on the trust and relationships you build and the services or value you provide to cluster members, rather than on line authority (which you don't have). Listen, ask and consult rather than direct or command.
- Be proactive. Personally invite key actors to participate in the cluster and contact those who aren't to find out why they are not participating and what it would take to get them to participate.
- Consider various forms of humanitarian partnership: from close coordination and joint programming to looser associations based on the need to share information, avoid duplication and enhance complementarity.
- With large numbers of cluster participants, establish a strategic planning (or oversight) committee which is representative of the cluster participants and which guides the operational work of the cluster. Set-up interagency technical working groups to address technical issues.
- Concentrate on, and help cluster participants recognise their common goals, common interests and mutual interdependencies. Ensures that meetings provide added-value to those participating.
- Look to UN OCHA country office to facilitate and provide coordination support to NGOs and cross-cluster coordination.
- Focus on solving common problems and developing cluster action plans. An action plan is necessary to guide the cluster participants and serves as a means of accountability and/or tracking progress.
- Base your partnerships on the following principles endorsed by the Global Humanitarian Platform
  - 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 an 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.
- Develop clear, simple TOR's that will help the cluster work together in an effective and efficient manner and which clarify basic expectations and minimum requirements for participating in the cluster.
- Engage partners in assessing the effectiveness of the partnership and in providing feedback on how to strengthen it. Such an assessment can be done spontaneously and built upon the tips and principles noted above. The strength of a partnership comes from hard work and from continually applying the principles of collaboration. Routinely examining "what's working" and "what's not working" is essential to building and sustaining partnerships that can achieve humanitarian results.

## **Conclusion**

Humanitarian partnerships are critical for effective emergency response as no single individual or group is capable of sufficiently responding to any crisis. Collaboration, consultation, building local knowledge and capacity strengthens preparedness and response to disasters of any type. Ignoring local capacity and local knowledge creates a risk of responding in ways that are inefficient and ineffective and which contribute to future dependencies and vulnerabilities.

## **Additional Information**

- *IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response, and Generic Terms of Reference for Sector/Cluster Leads at the Country Level, 24 November 2006.*
- *Enhancing the Effectiveness of Humanitarian Action: A Dialogue between UN and non-UN Humanitarian Organizations, Overview of Consolidated NGO Views, 10 July 2006. See <http://www.icva.ch/doc00001836.html>*
- *Global Humanitarian Platform Principles of Partnership: A Statement of Commitment, Endorsed by the Global Humanitarian Platform, 12 July 2007. See [www.globalhumanitarianplatform.org](http://www.globalhumanitarianplatform.org)*

## References

- *“Enhancing the Effectiveness of Humanitarian Action: A Dialogue between UN and non-UN Humanitarian Organizations”, Background Paper 2: Enhancing UN/non-UN Engagement at Field Level, 3 July 2006. Geneva.*
- *Patronage or Partnership: Local Capacity Building in Humanitarian Crises, edited by Ian Smillie for the Humanitarianism and War Project. 2001 Kumarian Press, Inc. USA.*
- *“Humanitarian Partnerships: A Rapid Review of Recent Experience”, by Mihir Bhatt, All-India Disaster Mitigation Institute. Presented at ICVA conference “How Compatible are UN Coherence and Humanitarian Partnership?” Geneva, Switzerland, 2 February 2007.*
- *WFP design Manual.*
- *World Vision International – Partnership Initiative.*
- *INTRAC NGO Policy Briefing Paper No.4 (2001) NGOs and partnership.*

## Logistics Cluster

### Introduction

The Inter-Agency Standing Committee (IASC) endorsed the cluster approach in 2005 and designated global cluster leads to support the humanitarian community and national authorities for the coordination and delivery of life-saving humanitarian assistance to communities in crisis.

With this cluster approach initiative, the World Food Programme (WFP) was designated as the global lead of the Logistics Cluster. In most cases, WFP will also be the lead of the Logistics Cluster at field level. However, under exceptional circumstances where WFP is unable to fulfil this role at field level, for example where WFP might not be present in country, another organisation can be appointed as lead of the country-level Logistics Cluster.

It is important to note that the Logistics Cluster does not attempt to run logistics operations on behalf of participating organisations, but rather assumes that participating organisations will utilise the Logistics Cluster's services and capacities to strengthen their own logistics capabilities.

### Logistics Cluster Activities and Responsibilities

The Logistics Cluster provides an unique opportunity for the humanitarian logistics community to exploit shared assets, aptitudes and competencies of the Logistics Cluster lead agency, the participating organisations and entities working within the cluster approach. The Global Logistics Cluster lead's role is to facilitate these joint ventures, both at global and field level to ensure system-wide preparedness and technical capacity to respond to humanitarian emergencies.

When activated in emergencies, Logistics Cluster operations vary in scale from information sharing, coordination (such as infrastructure assessment, port and corridor coordination, transporters and rates, customs, equipment supplier information) to those involving common air, ocean and overland transport, storage etc. WFP in its role as the Global Logistics Cluster lead agency undertakes the following:

### Standards and policy-setting

- Development of standardized technical tools:
  - Inter-agency Logistics Capacity Assessment;
  - Logistics Operational Guide (LOG); and
  - Geospatial infrastructure mapping (SDI-T geoportal).
- Publication of policy documents:
  - Logistics Cluster overview of assessment practice in emergencies;
  - Logistics Cluster briefing paper on prioritisation in emergencies (in PDF) or online version; and
  - Guidance for donors in order to avoid unsolicited bilateral donations (in PDF) or online version.
- Maintenance of information-sharing platform (Logistics Cluster website) and publication of standard Logistics Cluster situation reports, assessments, concept of operations and other coordination tools.

## **Building response capacity – Emergency preparedness**

- Development of emergency training module at the local, national, regional and international levels such as the Logistics Response Team Training (LRT) and Service Mindset Training (SMT).
- Establishing and maintaining surge capacity and standby rosters for deployment in emergencies to support establishment of field-level clusters.
- Establishing and maintaining contingency stockpiles through the United Nations Humanitarian Response Depot (UNHRD).
- Conducting Logistics Capacity Assessments for at-risk countries and participating in pandemic preparedness training with national authorities.

## **Operational support – Emergency response**

- Deployment of experienced inter-agency logistics personnel for field cluster coordination and back-up support provided by the Global Logistics Cluster Support Cell in Rome.
- Assessment of logistics gaps and challenges in field-level emergency response.
- Compilation of a joint response plan in support of humanitarian emergency programmes (ConOps).
- Establishment and maintenance of appropriate logistics coordination mechanisms among humanitarian actors, and local and national authorities.
- Provision of operational advice, best practices and troubleshooting assistance to cluster participants to address gaps, bottlenecks or duplications in the overall logistics operations.
- Pooling resources and ensuring complementarity of efforts through enhanced partnerships.
- Relief supplies transport coordination (surface and air).
- Warehousing/storage facilities.
- Negotiation of facilitation measures (i.e. customs and duty procedures) with local authorities and/or government counterparts on behalf of the cluster participants.
- Provision of information management and Geographic Information System (GIS) services to the humanitarian community. See Case study
- Liaison with civil and military actors. See Case study
- Advocacy and resource mobilization.
- Provision of common transport services where necessary. See Case study
- Concept of 'Provider of last resort'.

In order to fulfill the above outlined roles and responsibilities, WFP established the Global Logistics Cluster Support Cell (GLCSC) hosted in the Logistics Division of its headquarters in Rome. It is comprised of a diverse, multi-skilled group of logisticians drawn from WFP, UNHCR, UNICEF, ACF, Care International, MSB (formerly SRSA), and WVI. The primary goal of GLCSC is to mobilise surge capacity to provide logistics support to the global level humanitarian community and the country level Logistics Cluster Cells when activated.

### **Role of humanitarian organisation participating in the Logistics Cluster at the field level :**

Humanitarian actors who participate in the development of common humanitarian action plans are expected to be proactive partners in assessing needs, developing strategies and plans for the sector, and implementing agreed priority activities. Provisions should also be made in sectoral groups for those humanitarian actors who may wish to participate as observers, mainly for information-sharing purposes. The specific roles are:

- participation in cluster activities and partnering;
- sharing organisation contingency plans;
- sharing information on supply pipeline; and
  
- sharing of assets.

The success of the cluster depends on the level of participation from other humanitarian organisations as well as trust and interest amongst participants. However, it is important to note that the participation in and/or use of these cluster services is under no circumstances compulsory. The Logistics Cluster is here to help and support the logistics operations of humanitarian actors, not to replace them.

**Useful document:** Logistics Cluster work-plan.

### **Logistics Cluster Activation Process**

The decision on the Logistics Cluster activation lies primarily in the need of the field operation. The Humanitarian Coordinator, in close consultation with the Country Team, is responsible for securing agreement on the establishment of appropriate sectors/clusters and sectoral groups, and for the designation of sector/cluster leads. This should be based on a clear assessment of needs and gaps, and on a mapping of response capacities, including those of the host government, local authorities, local civil society, international humanitarian organisations and other actors, as appropriate.

When clusters are needed:

- Humanitarian Coordinator or Resident Coordinator informs the Emergency Relief Coordinator (ERC) at UN headquarters;
- Global cluster leads determine the nature of response required;
- country level cluster are established with activities according to the scale/nature of need.

If activation of the Logistics Cluster is foreseen, a Logistics Response Team (LRT) is sent to the field to assess the situation, determine whether activation of a Logistics Cluster is needed and/or what logistics support might be needed in country. If activated, the LRT usually initiates Logistics Cluster operations.

The LRT can be comprised of members from different organizations, including staff from the Global Logistics Cluster Support Cell in Rome. It is important for field logisticians to get in touch with the members from the LRT, as their inputs count particularly at this stage.

Sometimes, the assessment might conclude that there is no need for Logistics Cluster activities, in which case this is reported back to the RC/HC and no country level cluster is established.

Source: Logistics Cluster definitions, reporting lines and activation process.

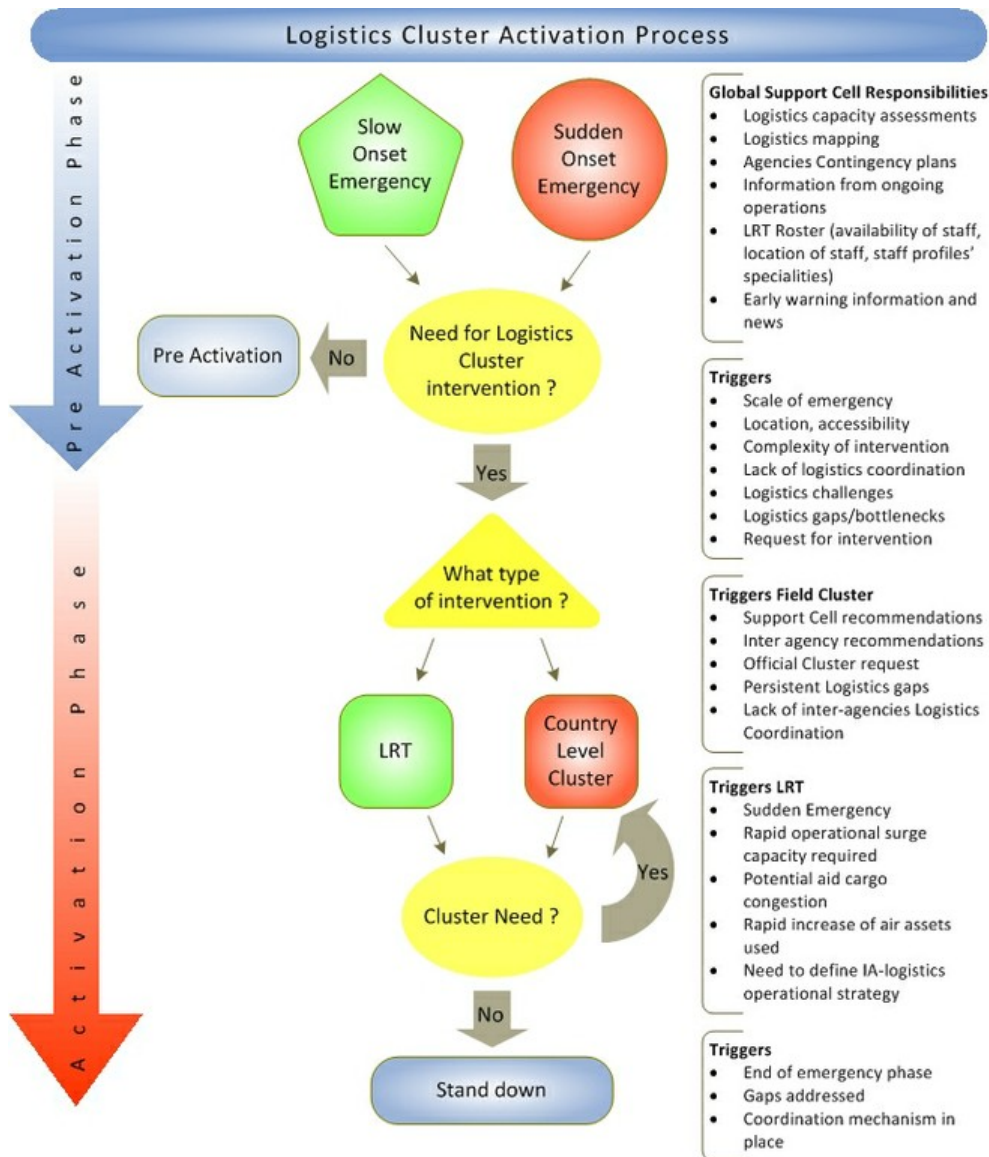


Diagram 1: Activation process

To download the diagram, 'right click' on it and then choose 'Save Image As' from the menu OR go to Annexes.

## Cluster Reporting Lines and Accountability

Globally, the cluster leads are "accountable to the Emergency relief Coordinator (ERC) for ensuring predictable and effective inter-agency preparedness and response within the concerned areas of activity". At field level, the head of the Logistics Cluster lead agency (WFP) reports to the Humanitarian Coordinator / Resident Coordinator. There is a technical reporting line between field level Logistics Clusters and the Global Logistics Cluster Support Cell (based in WFP's headquarters). The Global Logistics Cluster Support Cell provides guidance and support to field level Logistics Clusters.

The cluster approach itself does not require that humanitarian actors be held accountable to sector leads. Likewise, it does not demand accountability of non-UN actors to UN agencies. Individual humanitarian

organizations can only be held accountable to sector leads in cases where they have made specific commitment to this effect.

Source: Log Cluster definition-reporting Line-Activation Process

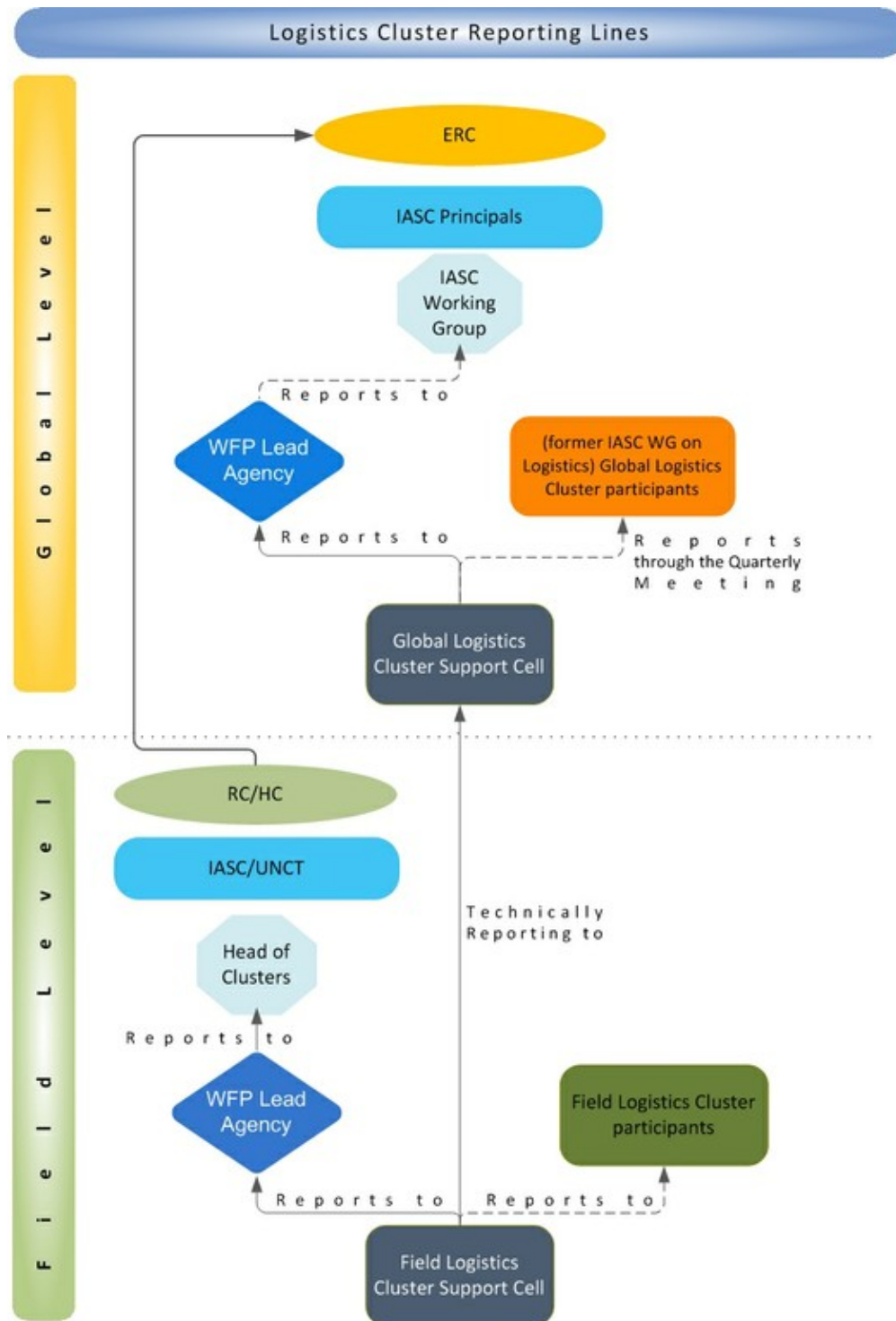


Diagram 2: Reporting Lines

To download the diagram, 'right click' on it and then choose 'Save Image As' from the menu OR go to Annexes.

## Resources and Tools

- Logistics Cluster website

- Logistics Capacity Assessments
- Customs Information Guide
- Service Mindset Training
  
- MapCentre

## Links

*Useful external links related to the Logistics Cluster:*

*Humanitarian Reform*

*Humanitarian Appeal*

*Cerf*

*CAP*

*IASC Revised Guidance Note on Clusters dated 24 November 2006*

## Air Operations

### Introduction

In emergency situations, depending on the nature of disaster, accessing program areas or communities can be a big challenge. Air transport is very common and convenient in these circumstances, but can be very expensive. Collaboration and participating in the cluster approach helps reduce over-head costs related to air operations for organisations. Some common sources of air transport for humanitarian organisation in emergencies are:

- commercial companies: e.g. DHL ([www.dhl.co.ke](http://www.dhl.co.ke)), Mission Aviation Fellowship (MAF - [www.maf.org](http://www.maf.org));
- other humanitarian organisations: e.g. Samaritan Purse ([www.samaritanpurse.org](http://www.samaritanpurse.org)) , IFRC ([www.ifrc.org](http://www.ifrc.org));
- common services coordinated: e.g. United Nations Humanitarian Air Services (UNHAS - [www.wfp.org/content/united-nations-humanitarian-air-service-unhas](http://www.wfp.org/content/united-nations-humanitarian-air-service-unhas)) or Air Serv International ([www.airserv.org](http://www.airserv.org)).

Humanitarian organizations are regularly asked to organize chartering of long-range ad-hoc cargo flights and their downloading at the airport of entry. One of the main elements to be aware of is the requirement for a licensed freight forwarder. A freight forwarder can provide services at both departure and arrival airports, but during emergencies, these services are not necessarily available at the arrival airports (airports of entry). This topic will therefore also cover the more important issues relating to shipping of air cargo and assume that a Logistics officer is in charge to coordinate the arrival of the aircraft, even if a freight forwarder and/or a ground handling agent is involved.

### Developing a Plan of Action (Air Plan)

Normally, an air operation Plan of Action (POA) is part of an organisation's logistics plan, but can also be published as a stand-alone document.

Generally, the logistics plan defines the logistics requirements and actions needed to achieve the objectives established by the project managers. However, the scope of the air operations POA can extend beyond the scope of the organisation's' requirement because it may include partnering/collaboration with other organisations or support to other organisations. If this is the case, the air operations PAO should be considered as a stand alone document.

The air operations POA should justify the need to charter air assets and provide a rationale for the decision to select one or other of the air operation models (concept). The air operations POA should include the following:

- specify the concept: identify the airport(s) of entry, staging base and the follow-on modes of transport (i.e., truck, rail, train, boat and/or regional aircraft);
- where an airlift service will be the follow-on transport, justify the reason for this approach; provide specifications of aircraft categories and types; identify the operations base and delivery airfields; identify action officer for chartering of aircraft;
- include specifications for and actions to be taken to acquire ground support equipment; identify action officer;
- where a passenger service is required, elaborate guidelines for passenger acceptability; i.e. who will be allowed to use the commuter service?
- identify the resources and deficiencies at the operations and/or staging bases and destination airfields; i.e., security, ground handling, fuel, communications, infrastructure, storage, etc. Identify action officer to correct deficiencies;
- where a helicopter operation is proposed, identify operations base, pick-up points and helipads and their resources and deficiencies (e.g., fuel, ATC, communications, security, etc.). Where, for security reasons, helicopters cannot overnight at the pick-up points, identify secure bases and their resources and deficiencies;
- indicate the minimum period for which the chartered aircraft will be required;
- estimate required fuel quantities and availability and any required actions to secure fuel provisioning; identify action officer;
- determine the required staff and their locations; identify action officer for recruitment.
- define responsibilities and deployment staff required.
- determine relationship and interface between different entities involved.
- describe reporting lines and procedures.
- indicate the required operational support equipment, including specifications and procurement needs, inclusive of the office and aviation operational required equipment; identify action officer;
- propose an estimated costing of the required air operation.

## **Types of Contract**

There are two distinct forms of air transport contracting: Air Freight Service Agreements and Aircraft Charter Agreements.

**Air Freight Service Agreements** are agreements where no aircraft are contracted, but where space is made available for cargo in the air transport mode. Those agreements are generally based on a per metric ton/kilo basis directly with scheduled commercial airlines or via freight forwarders.

**Aircraft Charter Agreements** are agreements where aircraft are chartered to perform air transport services and accomplish specific tasks in a specific environment during a specified period or time-frame.

The authority to arrange for aircraft charter agreements is not delegated to the field due to the high liabilities associated with those types contract.

The authority to arrange air freight service agreements is generally delegated to the field due to the lower liabilities. However, generally, there needs to be a check on the requirement, confirming that the air freight is the most appropriate transport for the shipment in question. Additionally advice is required on the proposed contract liabilities and responsibilities to determine the level of exposure vis-à-vis benefits: e.g. contracting operators or aircraft that have been identified as unreliable or banned by some authorities.

## Types of Aircraft Available for Cargo and Passenger

*The most commonly used aircraft are:*

- Antonov 12-BP
- Beech 1900-C1
- Cessna 208-B Grand Caravan
- Ilyushin Il-76TD
- Helicopter Mi8-MTV1

The type of aircraft selected will depend on the needs identified and the mode of distribution, for example, air-drops in flooded and conflict environments or passenger movement. The capacity of aircraft can vary depending on civilian or military configuration, altitude, strip condition, humidity and distance needed to be travelled.



Antonov 12-BP

Beech 1900-C1



Cessna 208-B Grand Caravan

Ilyushin Il-76TD

Helicopter Mi8-MTV1

For additional information on aircraft: [Aircraft Types \(with pictures\)](#), [Aircraft Characteristics 1](#) and [2](#) and [3](#) (hyperlinks on the numbers).

## **Factors affecting the selection of an aircraft**

- type of product to be moved/ or number of passenger;
  - function for which the aircraft is required for airdrops, cargo movement, type of cargo, etc;
  - fuel availability;
  - airstrips and airports - condition, length, access, etc;
  - government regulations;
  - weather;
  - donor requirements;
  - demand by potential users;
  - type of distribution plan; and
- 
- available resources.

See Annexes for Air Operations Concept (Models) and Selecting the right aircraft.

(extracts from WFP Air Transport Manual, p 54-70).

### **Fuel**

In a humanitarian emergency, the availability of aviation fuel, Jet A1, is critical. Fuel provision plays an important part in logistics planning, particularly where large-scale air operations are envisaged. A fuel assessment should be undertaken as soon as possible. When it is evident that multiple actors will be operating out of the same airfields in the relief phase, and that fuel provision may pose a limiting factor, the appropriate research must be undertaken to ensure your logistics officer is thoroughly informed of the fuel situation, both present and projected, including available options. To permit rapid decision making in terms of selecting the air operations concept, general information should be collected on:

#### **Fuel at the airport of entry**

Normally, all international airports have provisions to refuel aircraft; however, demand may quickly exceed the supply and storage capacity. Local airport authorities should be able to indicate whether or not refuelling could become a limiting factor. When in doubt, the chartering and flight planning process should take possible shortages into account - plan flights so that they do not have to refuel at the airport of entry.

#### **Fuel at the operations base**

In regional operations, the availability of fuel is a significant factor in selecting the operations' base. Where local authorities cannot guarantee an adequate fuel supply, the possibility of cooperating with other

humanitarian actors, such as ICRC and/or IFRC in establishing or identifying alternate fuel services could be pursued. Where the operations base is a military base, fuel may be readily available but administrative problems may arise in terms of the ability to purchase the necessary quantities. Moreover, verify whether or not the airbase has the technical capacity to refuel long-range aircraft (e.g., crafts with single-point refuelling) and the appropriate fuel (Jet A1).

## **Fuel at delivery airfields**

Where the delivery airfield is a rarely-used airfield, refuelling may be a problem. The decision on whether or not to use these types of airfields is dependent on their distance from the operations' base and the type of aircraft to be used for regional flights. In some cases, fuel can be stored locally but, wherever possible, this should be undertaken in cooperation with professional operators.

## **Fuel at helipads**

Helicopters can operate from the operations' base, provided it is in range of the affected area. The average flight range for a medium-sized helicopter carrying a maximum payload is 100 NM (185km). Where the distance from the operations' base to the helipads is more than 100-120 NM, the following options must be considered:

- search for a helipad in the crisis area with refuelling capacity;
- select a cargo pick-up point that is reachable by truck from which further dispatching by helicopter is possible. Helicopter pick-up points should be equipped with refuelling services. If this is not the case the setting up of a fuel farm should be recommended in the report.

## **General Procedure in Air Cargo and Passenger Movement Coordination**

In an emergency situation where there is centralised coordination of air transport through one entity, general procedures are put in place to facilitate efficient service provision. Depending on the situation the procedures may be more detailed and stringent.

The diagrams below depict the activity involved in an Air Coordination Centre (ACC) such as the one set up for Haiti after the earthquake in 2010. Typically, the ACC is established to manage the movement of transport aircraft into an airfield where the sheer volume of predicted aircraft movement is likely to overwhelm the airfield, render operations unsafe and/or limit its usefulness. In Haiti, pre-earthquake, the international airport in Port au Prince handled between 30 to 50 total aircraft movements (light aircraft, helicopters, MUNISTAH and international carriers). At the height of the operation the same airfield, using an ACC to manage parking slots and de-conflict the airspace was able to handle more than 500 aircraft movements in one day.

Slot Requests - essentially requests for permission to land and park for offloading - are applied for by the aircraft operators. The ACC using manual, MS Excel based solutions, or web-based tools ensure that there is adequate separation between flights, that there is sufficient space on the airfield to park and offload and that there is adequate ground handling equipment and staff to do the offloading. Priorities are determined by the humanitarian priorities. The ACC is manned by aviators drawn from civil aviation, the military (often the first responders) and humanitarian air transport management specialists. Allocated slots and flight details are communicated to air traffic control (ATC) and the civil aviation authorities responsible for the air space in which the airfield is located.

The activity is essentially a coordination activity which is dependent on communications with many players.

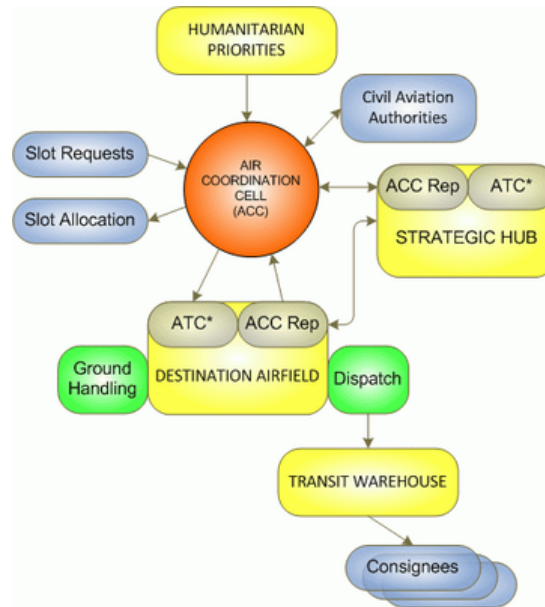


Diagram 1: General Procedures Cargo Request / Movement

To download the diagram, 'right click' on it and then choose 'Save Image As' from the menu OR go to Annexes.

Key: ACC: Air Coordination Centre; ATC: Air Traffic Control; Rep: Representative

## Cargo

### Cargo Reservation Procedures

- Confirmed reservation on schedules flights shall be issued on a first come, first serve basis;
- in case of limited vacant space and in need of prioritisation, management will have to set the priorities;
- the cargo aircraft schedule will be issued within an agreed period of time in advance;
- the final cargo list will be distributed to all concerned at an agreed local time and day; and
- the Cargo Movement Request form must be fully completed and submitted to the relevant officer/ reservation. The request shall include:
  - weight
  - volume
  - dimensions
  - type of packing
  - number of items
  - contact details
- cargo reservation can normally be made in person, by e-mail or fax;

- inform customers regarding the air service at the time of cargo reservation and on request in accordance with the Customer Service guidance;
- commitments: each person requesting cargo space should be aware of their responsibility of compliance to the country customs and transport arrangements at both departure and arrival points;
- timely notification of customers of known delays, change of cargo schedule or cancellations;
- the reservation office must offer timely notification of the status of the cargo reservation;
- the cargo should be delivered to the dispatch office or airport cargo office an agreed number of days before departure. It needs to be in accordance with the request and supporting paperwork and be properly packed. It will only be accepted if the delivering person is a known or approved point of contact;
- special rules and procedures apply when cargo contains dangerous goods items. If the goods are shippable in accordance with the IATA Dangerous Goods Regulations, the Shipper's Declaration specifying type of dangerous goods and additional details needs to be submitted to the Cargo Reservation Office.
- pouches with important official documents/mail/letters should be sealed and not weigh more than the restricted weight. The measurements should not be more than what is officially provided, and must be sealed and signed by the delivery officer. No currency, contraband or dangerous cargo, solid items or ornaments are to be placed in the pouches.
- the logistician should verify rules for cancellation of cargo reservations and the condition of cancellation, i.e. fee or penalty.

See Cargo Movement Request form in Annexes.

## **Packing and Labelling**

The consignor/shipper has the responsibility to arrange for proper packaging. This should be done in accordance with the specific regulations and recommendations in the IATA TACT and, in the case of hazardous cargo, with the IATA DGR. In addition, certain goods demand special treatment (cold chain, fragile items, etc). Aircraft capacity is limited so it is advisable to verify that shipments with oversized dimensions fit into the plane.

It is important to ensure that shipments are properly labelled and bear the full style address of the consignee. Consignments are often sent through transit hubs or air cargo platforms, where large amounts of cargo are handled. Special handling signs like fragile or up/down, protect the cargo and must be clearly visible from at least two sides of the package. Besides the name and address of the consignee, the goods should be marked with the commodity tracking number and the description of the goods.

## **Dangerous Goods**

Dangerous Goods (DG) are all goods that could be a hazard risk to passengers, aircraft, baggage and cargo. It is in the interest of safety to prevent accidents and to increase the awareness of the dangers involved in the air transport of hazardous goods - corrosives, explosives, gases, anything classified as a firearm, etc.

The procedures to transport DG require a Freight Forwarder certified for DG packing, labelling and documenting. When DG are carried on board, the Person-In-Charge of the aircraft must be informed of the precise nature and stowage location of such cargo and of the recommended precautions to be taken in handling. All dangerous goods must be accompanied by a NOTOC (Notification to Captain Documentation or manifest) and a Shippers Declaration form. Precautionary actions have to be taken when carrying DG, for example:

- ensure that the articles or substances are not forbidden for transport by air;
- determine tracking number, proper shipping name, class or division followed by the subsidiary risk (where applicable);
- ensure that the packing requirements relevant to the article or substance are met;
- ensure the proper marking and labelling of each package of dangerous goods;
- the crew reserve the right to refuse any dangerous goods that are not declared on the dangerous goods transport document; and
- "Shipper's Declaration" which includes proper shipping name, class/division, packing group, number of packages, net quantity and any other applicable information.

## **Customs**

It is possible that humanitarian organizations did already negotiate facilitation measures with the host government Ministry of Foreign Affairs on the import of humanitarian commodities in the affected country. Facilitation measures involve the application of simplified customs procedures in order to speed up the delivery of international humanitarian assistance, including deliveries provided by military, civil defence and civil protection assets. Despite the existence of numerous international agreements few countries have ratified them, thus procedures for obtaining duty and tax free waivers vary from country to country. Furthermore, despite the existence of facilitation measures, normal import procedures may continue to apply.

The standard procedures for completing the necessary documents for goods transported by air are discussed in Chapter 7.4 but local customs may accept the temporary use of simplified procedures. Facilitation measures are granted only where humanitarian organizations comply with import procedures. Therefore, the TST must take note of the local procedures and ensure that all concerned parties are informed. This is to ensure that consignors and carriers prepare the necessary documents for importing humanitarian commodities.

## **Security**

If cargo belonging to another organization has to be transported, the client agency must deliver the cargo to the agreed-to freight forwarder for proper identification, documentation and manifestation.

Only cargo properly labelled and delivered to the chartered aircraft shall be accepted.

To avoid possible tampering with the cargo after it leaves the logistics warehouse or hub and during transport to the airport and prior to loading, the consignor must adopt a system to prevent this from occurring such as sealing vehicles carrying the cargo or assigning an escort.

Before loading cargo onto the aircraft, all cargo must be visually inspected to determine whether the box, bag, container and/or parcel have been tampered with.

## **Passengers**

### **Generic Passenger Check-In Procedures**

- Passenger check-in is carried out at the airport, unless passengers have been informed otherwise.
- Check-in deadlines may vary from station to station due to local conditions. The check-in normally opens one hour before scheduled departure and closes 30 minutes prior to departure.
- The passenger lists and tickets need to be ready before start of check-in.
- Passengers travelling on a chartered aircraft must carry valid travel documents. It is the passenger's responsibility to hold necessary travel documents required for the whole journey including transfer stations and final destination.
- Travel document are documents the passenger need for his / her journey:
  - organisation official ID card
  - ticket
  - security clearance (if required)
  - passport and visa (if required)
- The passenger must be present during check-in to ensure that the documents belong to the traveller.
- When the passenger arrives at the check-in counter with the ticket, please check the following:
  - flight number
  - date
  - routing
  - ticket expiry date
  - name
  - valid organisational photo ID card
- Check passport/ID's expiry date, photo in ID/passport to correspond with the holder presenting the ID and name in ID to correspond with name in ticket.
- Issue boarding pass entitling the passenger to enter the aircraft. Seating is on the basis of free seating unless otherwise advised by the flight crew.
- Confirmed passengers arriving after closing time may lose the right to their seat as stand-by passengers will be confirmed after deadline of check-in.

- Stand-by passengers will be allocated a seat on first come first served basis. The first stand-by passenger arriving at the airport will be considered the number one on the stand-by list.
- Passengers arriving after deadline might be accepted on-board provided this poses no threat to flight safety or on-time performance/departure. This will be at the discretion of the flight coordinator.
- No passengers are allowed on-board without a ticket, this concerns all passenger categories.



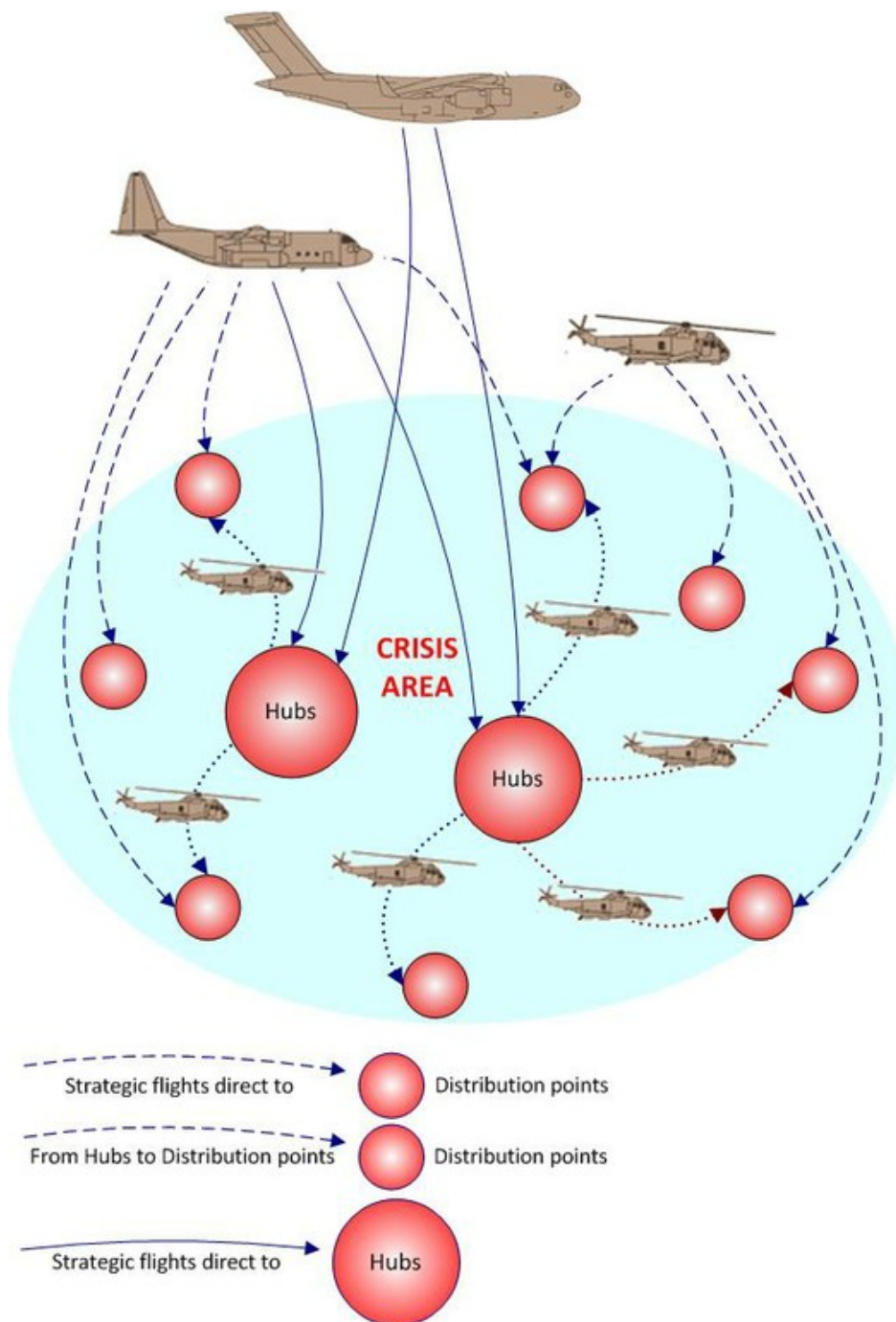
Diagram 2: General procedures passenger movement – necessary documentation.

To download the diagram, 'click right' on it and then choose 'Save Image As' from the menu OR go to Annexes.

See Passenger Movement Request form in Annexes.

## Planning and Coordinating Air Transport in Emergencies

Passenger and cargo movement must be carefully planned and coordinated to maximise the limited capacity available and ensure that movement costs are not unnecessarily high due to flights not making full loads.



The use of aircraft for cargo and passenger movement is prevalent in situations where road infrastructure is badly damaged and where sea or water transport is not strategic and does not enable access to communities affected.

In sudden on-set emergencies such as the 2010 earthquake in Haiti, humanitarian organisations prioritise speed over cost in order to save lives. Without coordination, organisations may inadvertently respond to the same needs, duplicate efforts, compete for limited resources and transport assets and thereby drive up transport costs. In response to such challenges the Logistics Cluster encourages humanitarian logisticians to collaborate and coordinate in emergencies to eliminate duplication.

Advantages of central coordination of air assets includes:

- reduced overheads;
- access to a wider area as a result of special permissions centrally coordinated;

- more efficient utilization of the aircraft – less down time, always fully loaded, etc; and
- better usage of “on the ground” labourers – on/off loading, security staff, etc.

Central coordination of air assets leads to:

- coordinated land transport to and from the airfields;
- fewer administration procedures for each participant;
- increased information sharing – air field quality, ware houses etc;
- cost efficient use of:
  - labourers
  - fuel
  - warehouses
  - security
- enables those organisations that are unable to charter an aircraft, for whatever reason, to operate at reasonable cost.

Diagram 3: Air distribution cargo in crisis region

## **Air Operations in Emergencies**

### **1. Background / Introduction**

In 2002, the High-Level Committee on Management (HLCM) made up of United Nations Chief Executives Board for Coordination (CEB) agreed that “United Nations chartered flight operations should be divided into two categories: peacekeeping and humanitarian/other”.

In 2003, discussions among members of the CEB on improving safety and security of the United Nations air services resulted in a decision of HLCM to give to WFP “the role as the agency responsible for administering all United Nations humanitarian and other air operations (excluding peacekeeping) as of 1 January 2004” and “for establishing a suitable independent air safety unit” to ensure both the efficiency and safety of these operations.

CEB/2002/5, June 8 October 2002, paragraph 23 and CEB/2003/3, June 2003, paragraph 13.

With the introduction of the Cluster Approach in 2005, the Inter-Agency Standing Committee established nine global clusters, each with a designated global lead organisation; WFP is the designated global lead of the Logistics Cluster.

### **2. Global Logistics Cluster/ UNHAS relationship**

UNHAS's relationship with the Logistics Cluster lead agency is supportive; when the Logistics Cluster is activated in the case of a major humanitarian operation, the Logistics Cluster helps organisations to define logistical gaps to be filled. As such, UNHAS is a tool of the logistics cluster lead agency and organisations

participating in the logistics cluster. However, UNHAS does not report to the Logistics Cluster; once an individual UNHAS is established in the field, the RC/HC will set up a Users' Group Committee (UGC) in the country, consisting of representatives of NGOs and United Nations system organizations to give guidance on the management of air services. Generally, the RC/HC is designated as its chairperson. When the RC/HC is not the chairperson, he/she is kept informed of the outcomes of the UGC by the Chief Air Transport Officer (CATO).

### **3. Launching, Financing, Managing and Terminating UNHAS operations**

WFP manages the United Nations Humanitarian Air Services (UNHAS), to serve and provide the Humanitarian Community with safe and reliable air transport assets during humanitarian emergencies. UNHAS operations are launched upon either a request from the Humanitarian Country Team (HCT) or by the Humanitarian Coordinator (HC) to WFP to set-up and manage a common air service in a specific country on behalf of the humanitarian community.

An assessment of the possibilities to launch the requested air services is done by WFP and the assessment report is presented to the HCT/Humanitarian Coordinator for their decision.

The assessment reports are inclusive of:

- an evaluation of the transport requirement with the expected passengers and cargo;
- an overview of the current existing air service providers operating in the area;
- a gap analysis;
- a technical feasibility study inclusive of the National Civil Aviation Authorities rules and regulations;
- a risk assessment and threat analysis;
  
- the initial donor response to the proposals.

WFP will appoint sufficient qualified aviation staff, as per the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations (UNAVSTADs), to run the air operation and will charter the required types and number of aircraft.

WFP has the mandate to manage air services for and on behalf of the humanitarian community. The initial funds for air service operations may be drawn from the Central Emergency Response Fund (CERF).

UNHAS is managed by WFP, but is for the use of the humanitarian community as a whole. The interests of the humanitarian community are represented by a user group. WFP will invite the Head of the leading UN client agency or the rotating chair lead to form and chair the UNHAS user group committee. The terms of reference for the user group is limited to administrative decisions and will include:

- establishing administrative policies and issuing administrative directives detailing eligibility and priority of passenger and cargo on the UNHAS aircraft, and ensuring compliance with WFP management and operational policies and procedures;
- deciding on the destinations to be served;

- ensuring compliance with established procedures for the safe and efficient handling of passengers and cargo;
- ensuring timely settlement of dues to WFP;
- monitoring matters relating to the quality of service; and
- forecasting future usage and requirements in order to assist WFP to ensure the timely contracting / release of the appropriate aircraft.

WFP Aviation is responsible for all aspects of the operation of the aircraft, and is to keep the user group advised of the technical, legal, and contractual limitations. It is vital that the user group and UNHAS work seamlessly together.

Each UNHAS operation has a user group agreed exit strategy that will be included in all special operation documentation. UNHAS operations are terminated either because of greatly reduced air transport requirements, or due to the emergence of a safe and reliable local air carrier, resumption of road transport, improvement in security situation, or regrettably, due to the lack of funding which obliges WFP to reduce and, eventually, close down the common air service if no donor is willing to continue funding this particular UNHAS operation.

## **Logistics Officer Responsibilities**

### **General**

At the airport of entry, the consignee is represented by the Logistics Officer (Log Off). The Log Off is given necessary assistance or support by the Country Office (CO)/National Office (NO). The responsibilities can be discharged to ground handling agents or clearing agents, but the Log Off should monitor their activities. The paragraphs below summarise the most important actions, including those which have to be taken either by the Log Off, the ground handling agents or clearing agents. In addition, it should be taken into account that other actors such as the airport emergency team (AET) and/or donated ground handling teams may be involved in the operation.

## **Preparing the Aircraft's Arrival**

### **Initiation**

Immediately after his/her appointment, the Log Off should be briefed on the air operations plan of action (POA) and those actions which have already been taken to support the air operations. In the event that insufficient or no actions were taken, the Log Off should go through all the necessary steps to obtain an overview of the air situation and take complementary actions as required.

### **Assessments**

Has the necessary data of the air assessment process regarding the airport of entry been collected? Have the airport authorities been advised of the intended WFP aviation field operations (AFO).

### **Fuel**

If fuel is not available, make sure that the charterer and the carrier have been informed.

If fuel is available, have any arrangements been made with one of the fuel companies? If no, take the necessary actions on refuelling and invoicing modalities. Note that the carrier has to pay for the fuel but if the fuel company finds the carrier not credit-worthy, a local arrangement can be made. Such an eventuality should be included in the contract.

*Remark:*

Some carriers have a strategy to refuel en route at cheaper refuelling points and should be allowed to do so, providing the flight schedule is not jeopardised.

## **Facilitation Measures**

Verify whether facilitation measures on import taxes, VAT, overflight taxes, landing taxes and parking fees have been granted. If this is not the case, inform the CO/NO and advise to contact the national authorities. Waivers on landing taxes and parking fees can be directly negotiated with the airport authorities who point the Log Off to the relevant ministry dealing waivers. Facilitation measures should be approved before arrival of the aircraft.

## **Ground Handling**

- If a freight forwarder has been contracted to ship the commodities from the point of departure to the consignee, ground handling and customs clearance is the responsibility of the freight forwarder. In this case, the Log Off shall not be involved in the contracting but the Log Off shall monitor the performance of the freight forwarder.
- Without the involvement of a Freight Forwarder, the Log Off shall be responsible for organising the unloading of the aircraft. One of the first steps is to check whether a ground handling agent is available with the necessary equipment to unload the aircraft. If it is the case, check their abilities and credibility. If reliable, advise the Logistics Coordinator to make a contractual arrangement, preferably by using the IATA SGHA.
- If no commercial capabilities are available, verify other options. These can consist of military unloading teams and/or airport emergency teams (AET), as was the case during the Tsunami in 2004-5.
- Normally, the task of a military ground handling team will be limited to unloading the aircraft. Further actions will be required to clear the ramp and to transport the commodities to the transit storage for customs clearance. This can be done by a clearing agent. If no such clearing agent is available, transport should be organised locally, possibly by the CO/NO.
- If no ground handling or other support teams are available, the aircraft may have to be unloaded manually. If this is the case, the CO/NO should be invited to provide the necessary manpower. In addition, the charterer, consignor and the carrier should be informed about the absence of unloading equipment.
- The Log Off should receive a copy of the shipping documents as soon as available. The documents are verified and copied to those concerned, including the freight forwarder and clearing agent (if applicable). In case of shortcoming, the Log Off shall ask the consignor to correct or complement the documents. In case of dangerous cargo, the Log Off informs the ground handling agent or the team which takes care of the unloading.

## **Transit Storage**

The purpose of transit storage is to keep the consignment in a safe place until the customs release the commodities.

The Log Off should verify whether transit storage is required and available. If no arrangements have been made and indications are that problems may arise, take the necessary actions as discussed in If required, ask support of the CO/NO.

## **Customs**

Verify whether special import procedures are in place. Make sure that the consignors, consignees and the CO/NO are informed of these procedures. Verify whether the goods have to be cleared by a freight forwarder, clearing agent or any other entity, such as the AET. If CO/NO assigns a clearing agent, the airport and customs authorities should be informed of the identity of the clearing agent so that these authorities can notify the agent of the arrival of goods. An official notification will also prevent non-appointed clearing agents claiming and misappropriating goods on behalf of CO/NO.

If no such system is in place, discuss the clearing modalities and verify whether the customs are aware of any facilitation measures. The Log Off should stay on good terms with the customs to ensure that the commodities are cleared without delay.

## **Security**

The Log Off verifies the application of security measures at the airport. Normally, security controls should be established to limit the access to restricted areas. Such areas normally include the ramp, the passenger departure areas between the screening points and the aircraft, the baggage make-up areas, cargo sheds, mail centres, airside cleaning and catering premises.

If security control systems are in place, the Log Off should obtain a permit and ensure that all CO/NO personnel involved in the aircraft unloading activities obtain the necessary authorisation to enter the restricted area, if required.

If no security control system is in place, the Log Off will take measures to prevent unauthorised access to aircraft and consignments.

## **Aircraft's Scheduling**

### **Timing**

As soon as general data on chartering and flight planning are available, the Log Off takes the necessary steps to obtain a slot time and a parking space. The Log Off should take note of the coordinates of the most important actors, being the charterer, the consignor, the operator (carrier) and the consignee. As soon as a slot time has been assigned and/or confirmed by the airport authorities, the Log Off will inform all concerned. This is also the case if any special flight planning or ATC procedures apply i.e. it is helpful that the Pilot in Command (PiC) mentions "Humanitarian Flight", under item 18 "Other Information" of the flight plan. The Log Off should receive the confirmed "stimated Time of Arrival (ETA) as soon as the aircraft is airborne. He/she informs all concerned (freight forwarder, ground handling/unloading team, clearing agent, and refuelling agent) and verifies with the ATC whether a flight-plan has been received. If unloading is done manually, the CO/NO should be informed of the time at which the unloading personnel should be available.

### **Aircraft Arrival**

At the arrival of the aircraft, the Log Off verifies all cargo documents and oversees the unloading of the aircraft.

Refuelling is the responsibility of the PiC, but special caution should be taken if unloading is still in progress. A fire-fighting crew and/or equipment should be readily available to intervene.

Once unloaded, the consignment should immediately be evacuated from the ramp and handed over to the proper entity for customs clearance. The Log Off shall make sure that the customs receive all required documents, possibly through the freight forwarder, or the clearing agent.

The Log Off monitors the customs clearance process and makes sure that he/she is available to answer possible questions or provide supplementary information, if required. The Log Off makes sure that trucks are available for transporting the commodities to the relevant warehouse, once released by the customs.

The Log Off shall file all customs documents, including cargo manifests, in order to be able to trace and justify the movement of goods, if required.

## **Logistics Officer at Staging Base**

### **Structure**

The Log Off is responsible for coordinating and monitoring the arrival, handling and unloading of long range cargo aircraft carrying humanitarian commodities. In addition, the Log Off shall take the necessary actions for transit storage and pursuing the onward transport of the commodities.

### **Aircraft Arrival at Staging Base**

The Log Off coordinates the arrival and handling of the cargo aircraft with the local airfield authorities and informs all concerned on the aircraft operations procedures at the staging base. These include slot allocation, aircraft handling, unloading, refuelling, storage, and further forwarding of the cargo. The Log Off acts as follows:

- informs local authority of aircraft arrival and monitors reception and unloading;
- verifies cargo documents;
- verifies condition of goods and reports to the Consigner in case of damage; and
- monitors safe transit storage of commodities.

### **Follow-on Shipping**

- Inquire on priorities and destination for follow-on shipping;
- coordinate with charterer and carriers on scheduling of follow-on shipping;
- depending on the mode of transport, prepare the necessary shipping documents; and
- inform relevant logistics of client agencies of follow-on shipping schedule.

### **If follow-on shipping is done by air**

The Log Off coordinates the scheduling of the aircraft with the carriers and Log Off at the relevant destination airfields and makes sure that the right commodities are shipped to the right destination with proper

documentation;

- inquire with relevant authorities on acceptability of regional aircraft at delivery airfields;
  - agree with carrier and charterer on flight scheduling;
  - inform Log Off at destination airfield of ETA;
  - monitor loading and inform Log Off at destination airfield as soon as the aircraft is airborne; and
- 
- the Log Off registers and files incoming and outgoing flights and makes regular activity reports to the CO/NO as requested.

### **Goods Received Note and Claims**

- As soon as the commodities have been received by the consignee, the Log Off will complete the goods received note and sent back to the consignor, copy to the charterer.
- If there are any claims about the conditions of the goods, or in the case of serious damage, the Log Off will try to find out how the damage occurred. If it appears that the carrier could be blamed, the PiC will be informed. Damage can also occur during the unloading of the aircraft and it should be decided whether further investigation is required. The Log Off should tick the appropriate box in the goods received note and inform the chartering unit and the consigner of the occurrence.

The Log Off should familiarise themselves with the Carrier's responsibilities and the Aircrew's responsibilities.

### **Governing regulations**

The International Air Transport Association (IATA) is the global trade organisation of the air transport companies, representing 94 percent of international scheduled air traffic. IATA publishes The Air Cargo Tariff (TACT), a manual containing relevant information regarding the transport by air such as rates and tariffs, airport facilities, etc. The TACT is a working tool for IATA agents when processing international air shipments and all carriers and freight forwarders should use the latest edition as reference manual. Another important publication published by IATA is The dangerous goods regulations (DGR), the rules applied by airlines for the transport by air of dangerous and restricted cargo. The packaging, labelling and the establishment of the dangerous goods declaration must be in conformity with the DGR and the acceptance by the airlines of DGR goods is subject to full compliance.

As a general rule, the consignor and the carrier should comply with the IATA standards.

The consignor can transfer his/her responsibilities to a freight forwarder who should be registered with IATA and comply with all international regulations on freight handling. The company should be prepared to sign the IATA Standard Ground Handling Agreement as per Annex L.

### **Key documents in use**

- Passenger manifest: full details of the passengers should be specified.
- Cargo manifest/Packing List: full details of the commodities should be specified.
- Airwaybill: the AWB is a transport contract and the conditions of carriage are printed on the back of the document. The following information is mentioned on the AWB:

- shipper (consignor) and consignee;
  - airlines, routing, airport of destination and flight information;
  - designation (or nature) of goods, number of packages, weight and handling information;
  - rate class, chargeable weight, rate per kg, total charges and accounting information;
  - the operator shall be mentioned as the carrier; and
- the airway bill is issued by the consignor or, if applicable, the freight forwarder.
- Certificate of origin (COO): some destinations require a COO for certain commodities. The purpose of the COO is to authenticate the country of origin of the merchandise being shipped. The COO may be required because of established treaty arrangements, varying duty rates, and preferential duty treatment dependent on the shipment's origin.
- Proforma invoice/gift certificate: a proforma invoice is an invoice provided by a supplier in advance of providing the goods or service. The proforma invoice should state "Value for Customs Purposes Only/Without Commercial Value". If the cargo was donated by a donor nation, a Gift Certificate should be provided to confirm that the goods are a donation and supplied free of charge to the relevant user agency (consignee).
- Goods Received Note: this form should be completed by the Log Off or consignee upon arrival of the goods and sent back to the consignor.
- Additional documents for medical supplies:
    - certificate of analysis;
    - a good manufacturing practice (GMP) certificate of quality-control testing of foods and pharmaceutical products.
  - Additional documents for food items:
    - health certificate stating that the goods are fit for human consumption (except for cereals/pulses).
    - phytosanitary certificate for cereals and pulses.

## Conclusion

Aircraft are the fastest, most reliable means of transport, but are expensive and should be considered only as a last resort. That is in cases when supplies are urgently needed in a location where no other solution is feasible due to limited time frame for intervention, lack of infrastructure for surface transport, or high level of insecurity.

In emergencies, airlifting may be used as an initial response to the situation pending establishment of a surface pipeline. However in cases where surface pipeline is impossible to achieve, the highly expensive emergency airlift operation can be transformed into a long-term relatively cost-efficient air operation. In the initial preparation, the distinction between cargo flights and passenger flights if needed is essential, as the support is quite different in nature.

When opting for air transport the organisation must recognise that aircraft require extensive and carefully organized ground support in their area of operation. Information should be obtained from civil aviation

authorities, airport managers, or any other sources within the aviation industry and ensures that the staff designated to manage the operation are qualified and have the right skills.

## References

WFP Air Transport Manual Version 1.1

IASC Guidance note

## Emergency Telecommunications Cluster

### Introduction

The Emergency Telecommunications Cluster (ETC) is one of the areas of response identified by the Inter-Agency Standing Committee (IASC) as part of the Cluster Approach. The availability of robust and reliable information and communications technology (ICT) is critically important to the successful functioning of all the clusters, and the broader humanitarian community, as well as for ensuring personal security for aid workers. The ETC provides clearly defined services to ensure timely, predictable, and effective inter-agency telecommunications to support humanitarian operations in emergencies.

The World Food Programme (WFP) is the Global ETC Lead Agency and the Provider of Last Resort (PoLR). WFP works in close collaboration and partnership with humanitarian organizations to fulfil the ETC mandate and objectives.

### Services

As lead of the ETC, WFP is responsible for ensuring overall coordination of activities on the ground in close collaboration with eventual local ICT Working Groups (ICTWGs).

In an emergency operation, ETC Services are provided in defined 'common operational areas', i.e. areas where the majority of UN agencies and NGOs are present. Such areas are generally defined through an assessment, approved by the Humanitarian Country Team (HCT), and formally requested by the Resident Coordinator (RC) or Humanitarian Coordinator (HC).

The ETC provides the following:

- Coordination services
- Security Communications services
- Data Communications services

### Coordination Services

The following services relate to overall coordination and implementation of ETC security, voice and data communications on the ground:

- Implementation of or collaboration with existing, regular inter-agency (Cluster, ICTWG) meetings. Take on leadership of such groups if and when appropriate;
- Assessment of security, voice and data communication needs for the humanitarian community, identification of gaps and preparation of recommendations and/ or project proposal(s);

- Definition of project document with clear budget and submission for approval; fund-raising, regular project reporting, final handover/ closure reporting, donor reporting; and all project related activities;
- Coordination of the preparation of project funding proposals documentation for inter-agency requirements such as Flash Appeals, CERF requests and input in the Consolidated Appeals Process;
- Definition of handover or project closure strategy for the project, with either handover of the project to an ETC partner, or a controlled project close-down, in agreement with the HCT/RC/HC;
- Act as the single focal point with government authorities on behalf of the humanitarian community for all ETC related matters.

## **Security Communications Services**

The ETC will ensure the provision of a common security communications backbone, based on findings in the assessment, to facilitate security support measures. The following provides a summary of the scope of the services that will be provided, and the responsibilities of the individual service provider and the humanitarian partners.

### **Security Communications Services include:**

- Assessment of common security telecommunication infrastructure needs for the humanitarian community, and preparation of recommendations and/ or project proposal(s)
- Establishment and maintenance of one or more radio rooms operating as per MOSS standard, including recruitment, training and management of the radio operators
- VHF repeaters to cover the operational area (typically there will be a separate repeater available for the NGO community)
- VHF and HF radios, installed in the radio room, to monitor the networks
- Satellite telephone installed in the radio room, as a backup system to radio networks
- Frequency, call-sign and selcall coordination and management
- Training of users, through a dedicated radio trainer.

In areas that have no existing security telecommunications infrastructure, the following basic services will be provided within 48 hours upon receiving authorization to travel into the affected area

- 1 x VHF repeater
- 1 x VHF base radio
- 1 x HF base radio
- 1 x Satellite telephone

### **Security Communications Services that are NOT provided by the ETC:**

- Provision of personal or vehicle radio equipment for individual organizations
- Procurement of equipment for or on behalf of organizations or partners
- Clearance of customs or the provision of equipment for individual organizations, unless previously arranged on one-to-one basis
- Programming of radios or other equipment belonging to individual organizations (technical assistance may be provided on a “best effort” basis if or when personnel is available)
- Installation or maintenance of radio equipment or electrical power equipment for any individual organizations

- Assessment or establishment of MOSS compliance for individual organizations.

## **Voice and Data Communications Services**

The ETC will ensure the provision of common data communications services, within the defined common operational areas, based on findings in the assessment. The following provides a summary of the scope of the services that will be provided, and the responsibilities of the individual service provider and the humanitarian partners.

### **Data Communications Services include:**

*Initial phase - within 48 hours upon receiving authorization to travel into the affected area:*

- Basic voice facilities
- Web-based email access
- Basic printing services.

*Initial phase services will be replaced, within 48 hours of obtaining import approval from the local authorities, by the following equipment and services:*

- Wireless data-connectivity from one internet “hot spot”
- Voice facilities
- Linking central site to individual agencies in remote location (Up to five sites will be linked however this number may change based on the on-the-ground assessment.) Note: geographical conditions may prevent linking in some situations.

### **Agency Responsibilities NOT included in the Data Communications Services:**

- Connectivity of staff to internet hot spots
- Provision/ procurement and support of all local ICT equipment and applications for individual agencies' staff (PCs, laptop, printers and applications, laptop security, including firewalls and virus software)
- Local Area Network (LAN) implementation for individual agencies.

As lead of the ETC, WFP will attempt to support all agencies, however, if an agency is outside the common area and cannot be directly supported, assistance will be provided, via coordination, for this agency to acquire its own network connectivity.

## **Contact Information**

For additional information about the Emergency Telecommunications Cluster (ETC), visit the IT Humanitarian Emergency Platform: <http://ictemergency.wfp.org> or email: [ictemergency@wfp.org](mailto:ictemergency@wfp.org)

## **Stock Prepositioning**

### **Introduction**

The ability to provide supplies quickly and cost effectively is often a great challenge due to the location of emergencies and access restrictions. To reduce the time taken to respond to emergencies, organisations hold

critical material in “stock” at strategic locations in anticipation. A logistical technique that can improve responsiveness is stock pre-positioning. Stock pre-positioning is not limited to an organisation having its own physical stocks in a particular location, but also embraces vendor agreements that make a provision for access of stocks when the needs arise.

## **Definition**

“Positioning of supplies to meet a perceived or anticipated need”.

Pre-positioning of stocks supports business continuity, reduces delivery lead times, cuts the cost of transportation and overall contributes to a timely response.

## **Types of Pre-Positioning**

### **1. Framework agreements**

An framework agreements (FA) is a long term agreement. It allows quick access to basic relief items based on organisational specification and located in various strategic points nationally, regionally or worldwide. They can therefore be international or local.

### **2. Supplier stock**

Many suppliers keep stock in their warehouses and it is important to be aware of their stock availability and the price. Suppliers may regularly send out to humanitarian organizations their monthly or quarterly stock position and can do so on request.

### **3. Government stocks**

These are stocks maintained by the government for response purposes or to buffer shortfalls in the economy

### **4. Organisation stock**

Some humanitarian organizations have global, regional or national warehouses. In case of emergency, the stocks in these warehouses are mobilised to support emergencies world-wide or within the local environment. Updated stock report of various warehouses may be periodically circulated within and outside the organisation.

### **5. Local agreements**

Most humanitarian organisations have local agreement with suppliers which allow them to have quick access to basic relief items.

## 6. Strategic pre-positioning networks

This is provided through collaboration of humanitarian organisations such cluster leads, United Nations Humanitarian Response Department (UNHRD - [www.unhrd.org](http://www.unhrd.org)), regional Inter-agency working groups and International Federation of Red Cross and Red Crescent Societies (IFRC - [www.ifrc.org](http://www.ifrc.org)) depots.

### Advantages of pre-positioning in emergencies:

- the goods available are according to an organizations pre-approved specification;
- goods in stock meet Sphere standards (time is taken before the emergency to source goods with the right specifications);
- key emergency relief commodities are available at the right time;
  
- goods are strategically positioned in the accessible locations;
- goods are available at the right price that has been pre-negotiated and therefore able to buffer the excessively high cost that arises during emergencies;
- reduce lead-time by eliminating the necessity for a tender process;
- under these agreements suppliers guarantee to maintain a set cost for a specified time period and in most cases also agree to reserve and store a certain quantity of the product. This means that items are ready for emergency use and there is a guaranteed stock level at any given time (except when restocking is necessary after a large-scale sudden-onset emergency); and
  
- FAs ensure that the vendors have a production capacity that can adequately replace stocks within very short time-frame. They may also provide back-up vendors to cover in the event of stock-outs with the principle vendor.

### Stock Pile Mapping

To facilitate emergencies globally, the Humanitarian Response Review recommended to “the expansion of global mapping of relief stocks through which agencies report on quantity, values, geographical positioning, availability and access” of stockpiles of relief goods.

The directory of emergency stockpiles of disaster relief items was established to enable intergovernmental, governmental, non-governmental organizations and UN agencies to quickly identify and contact appropriate authorities, which could provide the required relief items

Access the Emergency Stockpiles of Disaster Relief Items website (OCHA)

Who Has What Where? Emergency Stockpiles of Disaster Relief Items (ReliefWeb website, last update April 2008) or Who Has What Where in PDF format.

This map will be updated on regular basis to reflect the changes /additions of emergency stockpiles of disaster relief items.

### Conclusion

Stock Pre-positioning is a preparedness measure which can improve responsiveness. Pre-positioned stock enables response to immediate needs in an emergency and reduces the lead time. This process ensures that the right product is in the right place at the right time, every time.

## **Links and further References**

### **Links**

#### **The United Nations Humanitarian Response Depots**

*The United Nations Humanitarian Response Depot* is a preparedness tool that supports the strategic stockpiling efforts of United Nations, international, governmental and non-governmental organizations. The network holds strategic stock reserves of emergency relief goods. For more details visit UNHRD website.

### **Reference**

*IFRC Logistics manual*

*WFP UNHRD*

*"Humanitarian supply chains: A Review", Edgar E. Blanco, Jarrod Goentzel, 2006*

## **Information Management**

### **Introduction**

Information management in Logistics is a tool to support logistics analysis and decision-making during an emergency. Information management incorporates the collection, analysis and dissemination of logistics related information which serves as the foundation of decision-making for a coordinated and effective logistics response.

Information Management Officers within a Logistics Cluster team are responsible for consolidating and disseminating up-to-date logistics specific information making use of logistics information gathered from multiple sources including Logistics Cluster participants. These include:

- Logistics situation reports;
- Key information relevant to situational understanding;
- Customs information;
- Operational logistic information;
- Infrastructure updates;
- Maps with access information;
- Contact list;
- Standard forms;
- Policy or technical guidance;
- Datasets;
- Gap analysis

This chapter has been tailored around the general UN OCHA/IASC operational guidance to specifically address the information management in logistics humanitarian response.

See Operational Guidance on Responsibilities of Cluster/Sector Leads & OCHA in Information Management.

## **Logistics Information Management in Emergencies**

The below information management products are useful under emergency settings:

- Overview on what is being done, by whom and where, for collaboration with other actors engaging in similar activities and to avoid duplication;
- Briefing and orientation materials support an understanding of the broader operating environment;
- Information management products such as Geospatial Information Systems (GIS) maps demonstrating key infrastructure such as transport routes and ports as well as locations of affected populations, thereby assisting decision-making and planning for delivery of humanitarian relief;
- Compilation of key contact information, including suppliers, customs agents and other government departments as well as other humanitarian organisations;
- Provision of templates that can be customised for use by other users – minutes of meeting, terms of reference for job profiles, situation reports, assessment templates among others;
- Documented logistics capacity assessments for various countries.

In setting up information management within an operation, humanitarian organisations may consider the following:

- Allocation of a space (virtual or physical) or common platform where other organisations can access information resources;
- Publication of regular updated reports and information products representing activities of the organisation;
- Designation of an information management focal points for data collection, analysis and dissemination;
- Use of standard format and data sets for conducting assessments and analysis, related to logistics response in order to promote information sharing with the broader humanitarian community; and
- Engagement with other organisations for an understanding of their activities within the emergency response to enable sharing of logistics assets, experience and skills.

## **Role of Logistics Cluster and its Partners in Information Management**

### **A. Role of Cluster Leads in Information Management at the Country Level**

The information management strategy focuses on identified gaps, challenges and bottlenecks; i.e. what do the cluster partners need to know to make informed decisions; what problems can they expect; what information can help to solve them.

The IASC defines the information management responsibilities of the cluster leads at country level as following:

- Cluster/Sector lead agencies shall allocate the necessary human and financial resources for IM.
- Each cluster shall appoint an IM focal point, who should have sufficient expertise and an ability to work with different partners and clusters.

- While it is important that there is one IM focal point per Cluster/Sector, humanitarian partners are encouraged to share IM resources and capacities within and across clusters at the country level where appropriate to promote harmonization and economies of scale.
- Cluster/Sector IM focal points should contribute to inter-cluster IM coordination led by OCHA, and support efforts to ensure coherence and coordination between intra and inter cluster information management initiatives.
- Cluster/Sector IM focal points are responsible for ensuring adherence to global—and taking into account national—IM norms, policies and standards. Global level clusters and OCHA can be called upon for IM expertise, operational support, general guidance, training materials and funds as appropriate.
- Cluster/Sector IM focal points will work with OCHA to establish the systems and processes needed for effective information sharing with cluster partners related to inter-cluster coordination and cross-cluster programming.
- Cluster/Sector leads are responsible for generating up-to-date cluster specific information (e.g. contact lists, meeting minutes, standard forms, policy or technical guidance, datasets, needs/gap analysis, etc.) and sharing it with OCHA in order to support inter-cluster data sharing.
- If needed, Cluster/Sector leads are responsible for establishing a data confidentiality and privacy policy within their cluster, which ensures that sensitive, personally identifiable datasets are suitably anonymized.
- Cluster/Sector leads should ensure all information is age and sex disaggregated where appropriate.

Source: Guidance on responsibilities of cluster/sector leads & OCHA in information management.

## **B. Role of Logistics Cluster Lead in Information Management during emergencies**

### **1) Operational Support**

- Identify and deploy experienced Information Management Officers in support of Logistics Clusters in new emergencies where required.
- Based on inputs received, compile key operational documents such as Concept of Operation, Standard Operation Procedures, and relevant assessment and request forms.

### **2) Information Collection and Dissemination**

- Coordinate information with the government ministry that coordinates emergency response.
- Produce logistics situation reports.
- Compile essential operational information on logistics infrastructure, such as ports, airports, border crossing, road and corridors.
- Update and make available key existing information following emergency assessment – e.g. road conditions and blockages to access routes on logistics planning maps and maps of affected areas.
- Make available Logistics Capacity Assessments; transporters and rates; equipment suppliers; government instructions / procedures (where still relevant).
- Share information on location and capacity of warehouses and hubs – even if planning stage.
- Share details of Logistics Cluster meetings - minutes / action points / contact list of participants.

- Highlight what useful services are provided by Logistics Cluster participants – including their key local knowledge and make use of inputs provided by participating organisations.
- Provide contact details - Logistics Cluster focal points, key government, local NGO and commercial contacts.
- Ensure already-existing information is made available to the humanitarian community:

### **3) Information Sharing Platform: Website**

The logistics cluster web page [www.logcluster.org](http://www.logcluster.org) is an example of a common logistics information sharing platform. It hosts useful information products such as operations pagers by countries and shares tools and standardised templates.

- Sharing information via website and mailing list. Give out links to website and make sure OCHA and other web platforms post the Log Cluster link on their site for wider access.
- Post daily sitreps; weekly bulletins; 'snapshots' on key issues – e.g. government customs clearance procedures; prioritization process of humanitarian cargo; general activities of the Logistics Cluster.

## **C. Role of Cluster Partners at the Country Level**

- Government representatives will play an important role in ensuring that information management carried out in support of the humanitarian response is based on existing, national datasets and information management systems in a sustainable manner.
- Humanitarian actors who participate in the cluster/sector are expected to be proactive partners in exchanging information relevant to situational understanding and the response.
- Cluster/sector partners are to adhere to commonly agreed definitions and indicators for "sector" needs and activities, as well as the use of common baseline or reference data, which are disaggregated by age and sex and consider diversity issues where appropriate.
- Humanitarian actors who participate in the cluster/sector as observers should be encouraged to share information with the wider humanitarian community.

### **Information Management Process**

#### Information Management Process

The entire information management process can be summarized as in the below table. This simple process outlines where information is gathered, analysed and disseminated to serve various purposes.

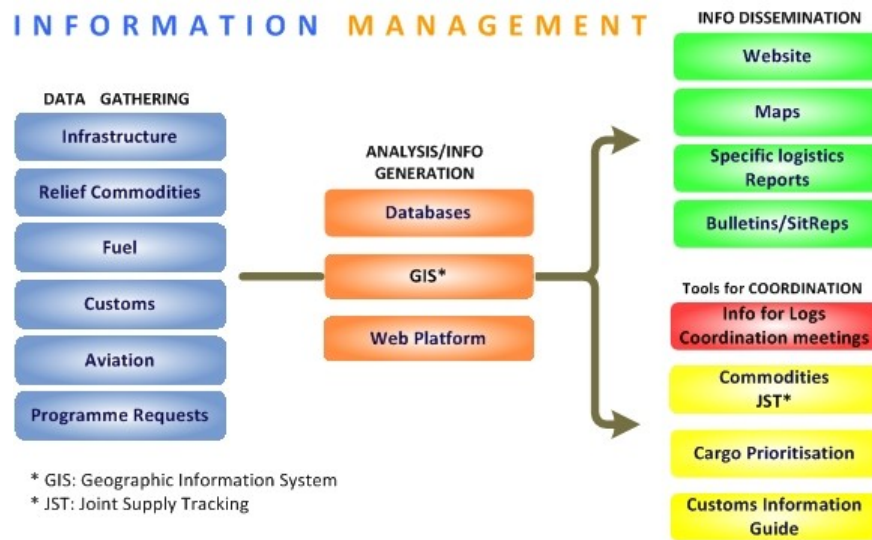


Diagram 1 - Information Management Process

To download the diagram, 'right click' on it and then choose 'Save Image As' from the menu OR go to Annexes.

An equipped information management unit of the Logistics Cluster offers different tools and services to its users such as:

- Updated information management tools;
- Information management best practice and operating procedures;
- Information management how-to, guidelines and software in order to better provide the requested services.
- Logistics Information collected, analysed and disseminated through situation reports, logistics bulletins and specific reports for the use of the entire humanitarian community.

## Resources and Tools

### Logistics Cluster Information Management Product List

- Information Management Product List (March 2010)
- Information Management Snapshot (March 2010)

### Guides and How-to

- Files and Filing Guidelines (Sept, 2009)
- Information Management Tips (April, 2009)
- Photos and Pictures Guidelines (Sept, 2009)
- Reporting Practises (April, 2009)
- Situation Report Guidelines (Sept, 2009)
- Standard Document Guidelines (Sept, 2009)

## Sample and Templates

- Bulletin template (Nov, 2009)
- Contact List template (Excel sheet or Word doc) (Nov, 2009)
- Meeting Agenda template (Nov, 2009)
- Meeting Minutes template (Nov, 2009)
  
- Situation Report template (Nov, 2009)

## Links

Information Management Resource and Tools (Humanitarian Reform)  
Logistics Cluster Website

## Green Logistics

### Introduction

Green logistics is quickly gaining resonance throughout logistics and supply chain management. Donors and host nations are becoming more and more aware of 'green' issues, and international legislation is being introduced and applied world-wide to all aspects of business including humanitarian supply chains.

### Aim of this topic

This topic aims to introduce logisticians to green logistics and encourage them to think in 'green' terms, to highlight the challenges and to indicate some advantages of thinking 'green' in organisations. It is not intended to answer all the questions or solve all the problems that surround green logistics in the humanitarian space, but to set precedence.

### What is Green Logistics ?

Green logistics, in the context of humanitarian logistics encourages all stakeholders to consider the impact of their actions on the environment. The main objective of Green logistics is to coordinate the activities within a supply chain in such a way that beneficiary needs are met at "least cost" to the environment. It is a principle component of reverse logistics. In the past "cost" has been defined in purely monetary terms, where-as "cost" can now also be understood as the external costs of logistics associated with: climate change, air pollution, dumping waste (including packaging waste), soil degradation, noise, vibration and accidents, as illustrated below:

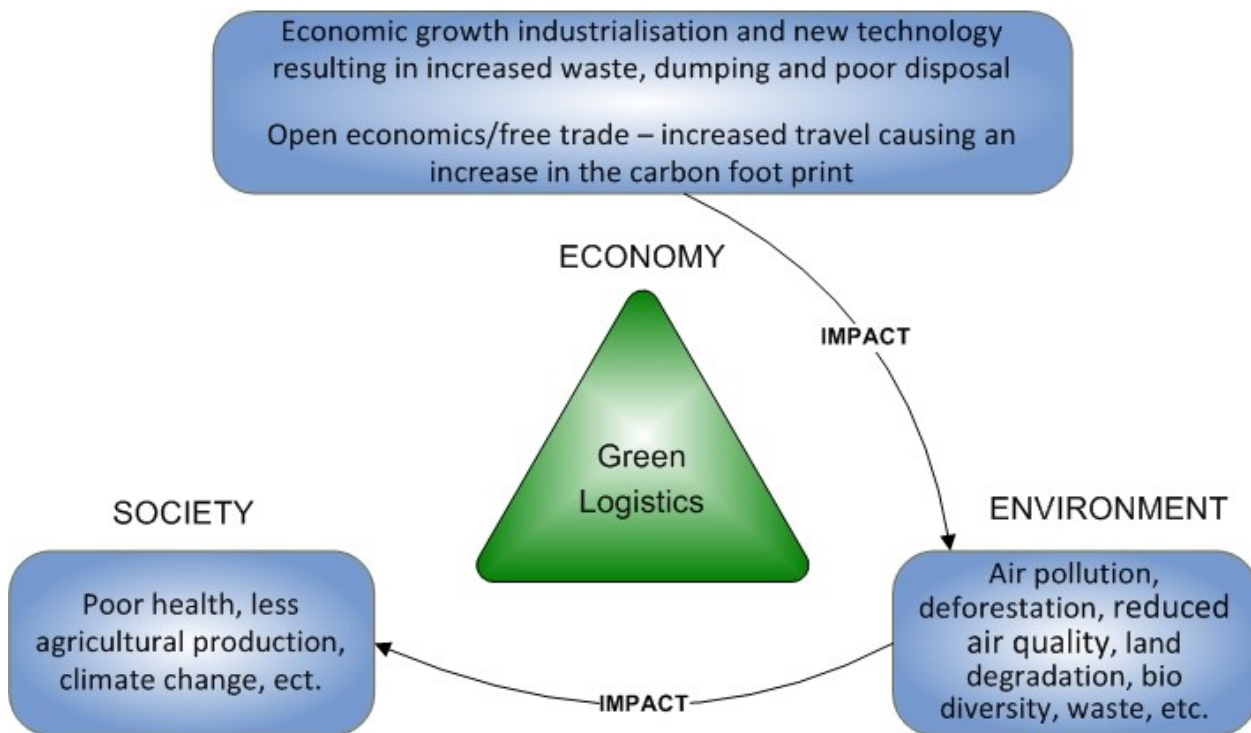


Diagram 1: Where-as cost

To download the diagram, 'right click' on it and then choose 'Save Image As' from the menu OR go to Annexes or Library.

Green or sustainable logistics is concerned with reducing environmental and other negative impacts associated with the movement of supplies. Sustainability seeks to ensure that decisions made today do not have an adverse impact on future generations. Green supply chains seek to reduce negative impact by redesigning sourcing, distribution systems and managing reverse logistics so as to eliminate any inefficiency, unnecessary freight movements and dumping of packaging.

A good example of one Logistics aspect that poses great risk to the environment is packaging.

Packaging represents one of the greatest challenges to environmental friendly logistics while at the same time being vital in shipping and storage.

Correct or incorrect packaging has consequences for how much of a product can be stored, how it is stored and or transported in a given space. This can increase to the unit cost if the packaging hinders optimization of storage space. Many industries have developed forms of packaging that do all that is required of them in transit but do not justify the expense of returning them to the point of origin. This packaging is only used once and then discarded. This principle goes all the way down to the level of individual tins or cartons of food. It is this type of packaging that presents the greatest challenge to logisticians as, increasingly, there is a responsibility for the supplier and the buyer to recover and recycle or effectively dispose of packaging.

### Logistics and Environmental Best Practice

This topic will provide some basic guidelines to help reduce costs arising from negative economic impact on the environmental and achieve a more sustainable balance between economic, environmental and social objectives.

Environmental issues are often complex and they have the ability to generate intense donor and public interest. For these reasons, this topic should be only seen as an introduction to the subject.

### Environmental Management Systems (EMS)

Logistics and transport activities have been identified as having a major impact on the environment in which we all live. For example, excess carbon emission has changed the environmental landscape, by destroying the ecosystem. Indigenous forests have thinned out and changed rain patterns thus impacting farming and food production. Consequently logistics and transport have attracted significant legislation at both national and international level. Targets for improving environmental performance have been set by the international community via the Rio, Kyoto and the Copenhagen summit meetings.

The ISO 14000 series of standards provides a formal system for the management of environmental matters. The ISO 14000 family addresses various aspects of environmental management. The very first two standards deal with environmental management systems (EMS).

- ISO 14001:2004 provides the requirements for an EMS.
- ISO 14004:2004 gives general EMS guidelines.

The other standards and guidelines in the family address specific environmental aspects, including:

- labelling.
- performance evaluation.
- life cycle analysis.
- communication and auditing.

See: [http://www.iso.org/iso/iso\\_14000\\_essentials](http://www.iso.org/iso/iso_14000_essentials).

This standard provides a framework for managing environmental issues rather than establishing performance requirements. It is seen as a process that starts with the creation of an environmental policy and leads on to:

- planning how legal obligations and targets will be met;
- implementation (including operational controls) and operation of the plan (implementation should pay due regard to organisational structure and allocation of responsibilities);
- training and communicating with staff; and
- control of relevant documentation.

## **Monitoring**

Once an EMS is set up, it is then formally monitored through an auditing process, which will identify corrective action that will need to be carried out. Top management are required to engage in this process and to review the performance of the system formally on a regular basis. This review may lead to the policy or objectives being changed or updated in the light of audit reports or changes in circumstances. This process should encourage a commitment to continuous improvement in environmental management as well as ensuring that the organisation is not exposed by failing to meet its legal and moral obligations.

## **Performance Measurement**

Organisations with environmental management systems will attempt to monitor their performance, and simple measures might include:

- miles per gallon of fuel used;

- average life of tyres expressed in miles;
- percentage of tyres remoulded or re-grooved;
- amount of waste lubrication oil generated by the operation;
- utilisation of vehicle load space expressed as a percentage;
- percentage of miles run by vehicle empty; and
- targets for reducing waste packaging.

## **Possible Areas for Improvement**

Areas where improvement can often be made are:

- reduction of water wastage by using simple water recycling methods;
- avoidance of pollution of watercourses with run-off from fuel dispensing areas by using interceptor tanks;
- careful management and monitoring of other hazardous chemicals on site;
- keeping pallet stacks tidy; and
- better management of the production, collection and disposal of waste.

For vehicles, consider the following:

- driver training reduces accidents and improves fuel consumption;
- monitor fuel consumption;
- monitor vehicle utilisation in terms of both payload and empty running;
- follow preventative maintenance programmes as a poorly serviced vehicle uses more fuel; and
- dispose of used tyre casings responsibly.

## **Environmental Checklist**

In a series of questions, this check-list highlights questions asked of the commercial sector. The questions will help focus attention on the key areas for consideration in the humanitarian sector:

- what environmental risks do your organisation's activities pose?
- do the materials you use pose any danger?
- do you know what impact the material that you supply (including its disposal) and services you provide have on the environment?
- do you know what quantity and type of waste you produce?
- do you know how this waste is disposed of and what the cost is?
- is your organisation operating the most cost-effective method of controlling or eliminating pollution risk?
- are there hidden benefits such as greater efficiency, or even straight forward business opportunities (for example, commercial utilisation of waste) from adopting alternative methods of controlling or eliminating the pollution risk?

- are you aware of existing environmental standards and legislation in the country in which you are operating?
- what arrangement do you have for monitoring compliance with environmental legislation?
- is senior management actively engaged in ensuring that proper weight is given to environmental considerations in your organisation?
- could you improve your environmental image to the donors and employees? and
- are you highlighting your environmental performance to donors?

## Conclusion

GR is no longer an option or a fantasy; it is reality and everyone has a clear and present responsibility to promote it. This topic will help focus attention on GR and provide a starting point for a sustainable GR policy within your logistics function.

## Reference

This document is inspired by the collaborative works of the *Universities of Cardiff, Heriot Watt, Lancaster, Southampton, Leeds and Westminster*. These universities are undertaking research into the sustainability of logistics systems and supply chains – [www.greenlogistics.org](http://www.greenlogistics.org) . The diagram above has been adapted from their work on sustainable logistics to the humanitarian space.

## Links

Forest Certification Resource Center: for businesses and consumers seeking accurate, objective information about forest certification

Legambiente: (League for the Environment) is the most widespread environmental organization in Italy

Sustainable Event Management: A Practical Guide: a practical, step-by-step guide leading readers through the key aspects of how to understand and manage the impacts of events of any type and scale.

Earthscan: The world's leading publisher on climate change, sustainable development and environmental technology.

Fleet Forum: the first independent knowledge centre, focused on issues surrounding humanitarian fleets within the aid and development community.