

REPORT

An Evaluation of the Impact of the Logistics Cluster Training Programme: Humanitarian Response to Tropical Cyclones Idai and Kenneth in Mozambique 2019¹

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¹ Report prepared by Kuhne Logistics University

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EXECUTIVE SUMMARY

Since the creation of the Cluster Approach, the importance of having well-trained personnel both at the global and field-level has been recognized and continuously re-emphasized. The following pages will highlight how the Global Logistics Cluster (GLC) Training Programme, with the generous support of the German Federal Foreign Office (GFFO) funding, seems to have played an important role in improving overall emergency response.

Based on the Inter-Agency Standing Committee (IASC) Guidelines on the Cluster Approach, one of the key pillars of the GLC strategy is to strengthen the ability of humanitarian actors to meet humanitarian needs vis-à-vis supply chain challenges. To achieve this, the GLC commits significant time and resources to the Global Logistics Cluster Training Programme. This evaluation report seeks to determine the impact of the GLC Training Programme on the humanitarian logistics community by conducting a Level Four Evaluation based on the Kirkpatrick Evaluation Framework.²

This evaluation aims to measure and describe the impact that the Training Programme had on the humanitarian operations in response to Tropical Cyclones Idai and Kenneth, which hit Mozambique in 2019. Based on the findings, the **Training Programme has made a positive contribution to the overall emergency response** in the following five key areas: 1) **Participants of the Logistics Cluster trainings are familiarized with tools and procedures** in advance of an emergency, 2) **Networks are developed** in advance and lead to better engagement with the Logistics Cluster, 3) Participants are **familiarized with the challenges and learn how to prioritize critical activities**, 4) Participants are **able to prepare operational plans**, and 5) Participants are **prepared to work under stress and pressure**.

Insights from the interviewees showed that the GLC Training Programme equipped humanitarian workers with skills, knowledge, and attitude to support their humanitarian organizations to perform supply chain tasks despite numerous contextual challenges. This evaluation also found that, due to the nature of the emergency simulation training, an incredible amount of content was covered in five days with limited time for reflection. This hindered to what extent the participants were able to reflect and consider how the lessons they learnt could be transferred into their real work environment. Therefore, while participants felt that the actual conditions of a disaster were successfully simulated there may

² The levels outlined in this document are the Kirkpatrick Evaluation Framework, which identifies four levels of learning evaluation. The levels are Level One (Reaction), Level Two (Learning), Level Three (Behaviour) and Level Four (Results/Impact).

be a need to modify or add to the training format to ensure ample time for reflection and debrief.

Participants also expressed a desire to learn more about technical tasks in the response scenario. Should the GLC choose to act on this recommendation, this suggests a need to either better manage the expectations of the training or alter the learning objectives to include more technical tasks, as this is not currently the intention of the training as stated to the researchers by the GLC.

2. INTRODUCTION

The Cluster System was established in 2005 by the Inter-Agency Standing Committee (IASC) to improve the preparedness, technical capacity, and prioritization of the roles and responsibilities of humanitarian organizations in critical sectors (e.g., health, food, and logistics) during humanitarian responses. The role of the Global Logistics Cluster (GLC) is to improve the predictability, timeliness, and accountability of response operations by offering coordination and information management services to the humanitarian sector. Consistent with its core responsibilities, the GLC is also mandated to provide the humanitarian sector with capacity development opportunities, aiming to enhance the knowledge and network of the humanitarian workers at the local, regional, and international levels. As an integral component of capacity building and preparedness activities, the GLC offers Online Trainings and face-to-face trainings around the world.

2.1 Organization of the Report

Following this introductory section, **section three** will provide a brief overview of the Cluster's activation process and supply chain operations is provided. **Section four** will present the evaluation methodology and include a detailed presentation of the interview findings, including findings from the analysis of the Mozambique Closure Report, produced by the GLC, the Concept of Operations (ConOps), as well as the Minutes of Meeting that serve as an outline for the main operations and decision-making process throughout the emergency response from March to July 2019. **Sections five, six and seven** will present relevant conclusions, recommendations, and the way forward.

2.2 Objective of the Evaluation

Based on the Inter-Agency Standing Committee (IASC) Guidelines on the Cluster Approach, a key pillar of the GLC strategy is to strengthen the ability of humanitarian actors to meet humanitarian needs vis-à-vis supply chain challenges. To achieve this, the GLC commits significant time and resources to the Global Logistics Cluster Training Programme. This evaluation report seeks to determine the impact of the GLC Training Programme on the humanitarian logistics community by conducting a Level Four Evaluation based on the Kirkpatrick Evaluation Framework. By reaching out to humanitarian workers who participated in the Logistics Cluster Training Programme throughout the period 2015-2019, this evaluation aims to measure and describe the impact that the Training Programme had on the quality of the response operations during Tropical Cyclones Idai and Kenneth, which hit Mozambique in 2019.

In addition, the objective of the report is to evaluate whether the humanitarian workers were able to apply the takeaways from the Training Programme in their operational context and to understand how the training improved the logistics capacities at an individual and organizational level. To the best of our knowledge, such an evaluation project has not been conducted before in the humanitarian logistics sector. The report presents the evaluation framework and seeks to answer the following questions in the conclusion chapter:

- Has the capacity of Logistics Cluster Coordinators and the promotion of learning and sharing best practices among operations increased?
- Has there been increased availability of Information Management capacity for deployment?
- Has the capacity for coordinated response increased, has interoperability been maximized, and has duplication of efforts in emergencies been minimized?
- Has there been increased availability of humanitarian logistics response capacity, and has coordination in emergencies been enhanced, hence avoiding duplication of efforts?
- Has emergency logistics response become more efficient in emergencies where trained staff had been deployed? Can we link the efficiency impact to the Training Programme of the Logistics Cluster?

2.3 Logistics Cluster Training Programme

The GLC contributes to operational capacity development through training humanitarian workers, logisticians, information management officers, and coordinators from a wide variety of organizations involved in the humanitarian response. The GLC conducts various trainings at its core which include the Logistics Cluster Induction Training (LCI), the Logistics Response Team Training (LRT), the Information Management Training (IMT), the Training of Trainers (ToT), and the Logistics Cluster Coordinator Training (LCC). The expected outcome of this Training Programme is to equip humanitarian workers with increased skills and knowledge, plus an increased commitment to inter-agency coordination to better support operational challenges and enhance the efficiency and effectiveness of logistics and the overall humanitarian response operations. Therefore, it is of great importance for the GLC to determine the extent that the Training Programme improves the work and performance of the humanitarian community. Although the Training Programme consists of various trainings, LRT and IMT will be observed during the Level Four Evaluation.

The LRT training is designed to build capacity for logisticians at the national, regional, and global levels by developing comprehensive emergency response management knowledge. The training prepares logistics staff to be part of skilled Logistics Response Teams and be deployable when immediate operational logistics surge capacity and coordination are required. By developing emergency response management knowledge and capacities and by

adopting the proactive attitudes through participation in interactive discussions and activities identified as essential for an emergency logistics response, the LRT training seeks to establish a network of practice, enhance technical, leadership, and project management skills in emergency settings and reduce duplication of efforts and more efficient use of existing assets in emergencies through a common understanding of coordination mechanisms.

The IM Training is designed to promote an efficient and effective information management system for informed decision-making. By enhancing their knowledge of GLC IM standards, procedures, and tools and building the capacity of IM managers deployed in ongoing GLC operations, the trainings seek to improve the understanding of IM reporting products and procedures for WFP, OCHA, the GLC, other clusters, and their respective audiences as well as enhance the awareness and understanding of relevant GLC and IM tools including LCAs (Logistics Capacity Assessment) and RITA (Relief Item Tracking Application) Reporting.

3. BACKGROUND

3.1 Situation Review

On 14 March 2019, Category 3 Tropical Cyclone Idai made landfall in Beira, Mozambique's fourth-largest city. Cyclone Idai brought high wind speeds of up to 224 km per hour and heavy rains, following extensive flooding throughout the Mozambique provinces of Sofala, Zambézia, and Manica Provinces, causing significant infrastructure damage and interrupting regular supply routes.

On 25 April 2019, Cabo Delgado, a province of Mozambique, was hit by a second cyclone, Category 4 Tropical Cyclone Kenneth bringing wind speeds of up to 200 km per hour and heavy rains leaving large destruction in the districts of Quissanga, Macomia, and Ibo.

The logistics infrastructure was significantly damaged, including roads, bridges, and warehouses in the affected provinces. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Cyclone Idai affected 1.85 million people, while Cyclone Kenneth affected an additional 374,000, resulting in over 2.2 million people in need. The GLC provided support to 102 humanitarian organizations during these disaster response operations, offering a suitable context to understand how the Logistics Cluster Training Programme enabled humanitarian workers worldwide to conduct a better, more effective, and efficient aid delivery in Mozambique in 2019.

3.2 Cluster Activation

After the activation of the Logistics Cluster on 20 March 2019, the Logistics Cluster was requested to provide coordination and information management support in the government lead-response and assist the humanitarian community by delivering life-saving items and facilitating access to common logistics services.

3.3 The Logistics Cluster Operations

To fill identified logistics gaps in the humanitarian supply chain, the Logistics Cluster provided coordination, information management and common logistics services to supplement the humanitarian community's response in the affected areas in Mozambique.

3.3.1 Coordination

After Cyclone Idai, the Logistics Cluster set up three coordination cells in Maputo, Beira, and Chimoio (LogCluster, Minutes of Meeting, 2019). Following Cyclone Kenneth, an additional cell was established in Pemba. The response operation was by Mozambique's National Disaster Management Agency, Instituto Nacional de Calamidades (INGC). During the emergency period, the Logistics Cluster had 48 meetings across the coordination cells across the country (LogCluster, Meeting Minutes, 2019). It provided information and coordination to humanitarian responders to avoid duplication of efforts and establish collaboration and partnership among INGC, line ministries, INGOs, and UN agencies.

3.3.2 Information Management

The Logistics Cluster supported humanitarian organizations with the collection, analysis, and dissemination of key logistics information, including access constraints, transportation, warehousing options, and offering an operational link to other humanitarian organizations. The operational decision-making process was enhanced through a dedicated webpage that served to publish important information and updates, including the Concept of Operations and Coordination Meeting Minutes. In relation to Tropical Cyclone Idai and Kenneth, the Logistics Cluster published 94 social media updates on LinkedIn, Twitter, Facebook, and Instagram, reaching more than 363,000 people (LogCluster, Mozambique Closure Report, 2019).

3.3.3 Air, Road, Sea, and River Transport

The Logistics Cluster coordinated access to common *air transport* services enabling humanitarian organizations to get relief cargo into Beira and Pemba and reach the hardest-to-access locations in areas affected by the cyclones. WFP Aviation supported the emergency responses by providing necessary resources and expertise to establish air transport. The Logistics Cluster coordinated the use of two WFP Mi8 helicopters for the Cyclone Idai response,

supporting responding organizations to transport cargo to hard-to-reach areas (LogCluster, Mozambique Closure Report, 2019). The Logistics Cluster also facilitated access to three 12-meter containers at Beira airport for air cargo consolidation. On behalf of UNHAS, the Logistics Cluster facilitated the passenger bookings for humanitarian organizations on the ground (LogCluster, Mozambique Closure Report, 2019).

The Logistics Cluster coordinated a set of *road transport* services and coordinated humanitarian cargo dispatches to support the distribution of relief items to the affected provinces. The trucks were dispatched from Beira and Pemba to a total of 35 destinations transporting 1,000 mt on behalf of 24 humanitarian organizations.

Due to the effect of Cyclone Idai on road infrastructure, the Logistics Cluster facilitated the *sea and river transport* to the affected areas in the country. The Logistics Cluster facilitated the transport of 205 mt of relief cargo by boat from Beira to Buzi South, one of the priority locations for humanitarian interventions. The boats used for transport were made available by the local private sector, and the landing craft vessels were provided by the French Navy.

3.3.4 Warehousing

In total, 5,270 m² of common storage space was made available across eight locations. Cargo stored at each of these eight locations relied on the support of the logistics cargo tracking and reporting tool (RITA), allowing dedicated staff to provide users with receipt, dispatch, and stock reports, greatly facilitating the management of their pipelines. Throughout the response operations, 3,974 m³ of cargo was stored on behalf of the humanitarian community.

3.4 Evaluation Methodology and Tools

In the course of the evaluation, 1 September- 30 November 2021, seventeen humanitarian responders who participated in the Cyclone Idai and Kenneth operations were interviewed by Jorida Shehu, Ph.D. candidate at Kühne Logistics University (KLU) in Humanitarian Logistics under the general guidance of Dr. Mojtaba Salem, Post-Doctoral Researcher and Prof. Dr. Maria Besiou who provided coordination and methodological assistance in the evaluation project.

3.4.1 Data Collection

The evaluation used the following data-collection methods to assess the results and outcomes of the Logistics Cluster Training Programme:

(a) Semi-structured Interviews

Seventeen semi-structured interviews were conducted to validate and confirm information and findings from the secondary data collection analysis. Sixteen interviews were conducted with humanitarian workers who had participated in the LRT and IMT trainings before their

deployment to Cyclone Idai and Kenneth operations and one participated in a training after these two responses. The data collection tool used for these interviews included specific interview guides and the interviews were conducted over Zoom or Microsoft Teams. Semi-structured interviews seek to capture retro-time perspectives on behaviors of the humanitarian responders who experienced field operations and applied their learnings in response to Cyclone Idai and Kenneth in Mozambique in 2019.

Following the report objective, the GLC provided the list of all humanitarian workers who had participated in the Logistics Cluster Training Programme. In addition, all individuals from various humanitarian operations who were directly involved in the Idai and Kenneth response operations were invited for the interview. Therefore, the sampling logic was purposive to collect data that help explain the potential link between individuals' training takeaways and their actual behaviors during the Idai and Kenneth operations. For this reason, the report sought organizational and individual variety to ensure that the invited sample is representative (i.e., includes diverse experiences), and the findings are, as a result, more generalizable even if they are tied to two specific responses.

All practitioners responded that they have participated in Idai and Kenneth response operations in Mozambique in 2019. One participant deployed in this response operation did not participate in the GLC Training Programme before the deployment in Mozambique. Still, the participant has attended the LRT training six months after this deployment. Fifteen out of seventeen participants have attended the LRT Training, and two have attended the IMT and LCI training, respectively.

The data captured in transcripts indicates that the participants who were engaged in Idai and Kenneth emergency response were from ten different organizations, listed as follows in order of frequency: WFP, Logistics Cluster, Solidarités International, OXFAM, UNICEF, UNFPA, Malteser International, Catholic Relief Services, Action Against Hunger, and Concern Worldwide. Moreover, the data shows that the interviewees held the positions of Logistics Coordinator, Program Manager, Budget Officer, Regional Supply Chain Specialist, Communications Officer, Logistics Adviser, Regional Logistics Preparedness Officer, and Logistics Officer in the respective organizations. Males' participation rate was 53%, and females' participation rate was 47%.

(b) Secondary Data Collection Analysis

In conducting this evaluation, the data analysis is also based on the information provided in seven Concept of Operations, action points from sixteen Coordination Minutes of Meeting, and the Mozambique Closure Report produced by the Global Logistics Cluster.

3.4.2 Interview Guide

Initially, the interviewee was invited to describe his/her organization's key logistics and supply chain responsibilities and identify the supply chain challenges faced during Idai and Kenneth operations. Subsequently, the questions become progressively structured regarding how Logistics Cluster Training Programme impacted humanitarian response behavior, activities, and the decision-making process. Finally, the interviewee was requested to give concrete examples to demonstrate the impact, thus linking the LogCluster Training takeaways with improvements in the response operations in Mozambique. The interviews averaged 45 minutes and the responses of the participants will remain anonymous and confidential.

Table 1: Interview Protocol

1. Could you please describe key Logistics and Supply Chain activities your organization performed in response to the Idai or Kenneth response operation in Mozambique in 2019?
2. What were the most critical Logistics and Supply Chain challenges that your organizations faced?
3. Considering your responsibilities, please describe concrete examples of what you did to address these challenges.
4. Prior to Idai or Kenneth operation 2019 response, did you have a good knowledge of inter-agency emergency response?
5. How did the Logistics Cluster Training that you have participated in enabled you to perform your job effectively concerning?
 - a. using the services of Global Logistics Cluster
 - b. understanding of common logistics bottlenecks and strategies
 - c. improving efficiency and avoiding duplication of efforts
 - d. improving lead-times for customs clearance, transport, storage
 - e. accessing information related to ongoing activities, key infrastructure, important procedures, available storage, and transport capacity
6. Do you think that after you participated in the Logistics Cluster Training Programme, the response efficiency was improved? Please give at least one reason why.

3.4.3 Data Analysis

In addition to secondary data analysis, the report has taken an open-coding analytical framework of the interview transcripts. This approach requires selection, categorization, and labeling of data that interviewees provided using the Dedoose software platform. Specifically, the actual phrasing of the interviewees was used as codes, which later were classified and sorted into broader concepts in a cross-analysis of interview transcripts. Each interview transcript was read multiple times for similarities and differences to be detected and labeled as distinct codes. Similar codes were then integrated and organized to form broader concepts representing key findings. Several reiterations of this coding process by two raters resulted in a situation where no new or distinct codes could be detected from the interview transcripts.

The training effectiveness was measured by adopting the hierarchical four-level model created by Donald Kirkpatrick (Stuns and Heaslip, 2019), which serves as the training evaluation process. Level One (reaction), Level Two (learning), Level Three (behavior), and

Level Four (results) present the sequence of how the evaluation should progress since each level is impacted by the previous one. According to Kirkpatrick (2006), reaction represents the participants' emotional response to the training; learning represents post-training changes in participants' skills, knowledge, and attitudes; behavior concerns measuring changes in behavior that take place when participants have returned from the training to the work environment; and results include measuring the impact from changes in learning and behavior on trainees.

3.4.4 Constraints and limitations

Although the considerable amount of information collected during interviews was unquestionably sufficient in quality to ensure the objectivity of the present report, it would have been desirable to conduct face-to-face interviews with the humanitarian responders as the response operations took place. Additionally, two years have passed from the time of the emergency to the time of the report. Important operational information and knowledge might have been lost, as indicated below in some of the questions evaluated.

4. EVALUATION FINDINGS

4.1 Logistics and Supply Chain Operations

4.1.1 Coordination and Information Management

According to the findings, the logistics and supply chain responsibilities at the individual and organization levels are divided into two main aspects: Coordination and Information Management. Some of the interviewees were initially based in the airport in Mozambique and managed various logistics operations. Various aspects of coordination that the humanitarian workers performed in Tropical Cyclone Idai and Kenneth response operations are indicated below:

We were based in the airport during the response. We did coordination for all the humanitarian agencies that were also based in the airport. (Interviewee no. 8)

It was much more of a coordination effort among local agencies. I was a lot in touch with other logistics officers from other agencies to make sure things were at the airport in time, that everything was taken care of, that the right cargo got into the right air asset. This was basically my main task. (Interviewee no. 10)

We coordinated a lot with the civil-military coordination cell from OCHA because many military assets worked together in different environments and with the humanitarian actors. There is a need to coordinate, avoid duplication and share useful up-to-date logistics-related information with the partners. (Interviewee no. 17)

Furthermore, the results indicate that the interviewees were engaged in organizing and hosting Logistics Cluster Coordination meetings and providing information products such as maps and snapshots of logistics activities to help guide the decision-making of humanitarian

organizations. These activities of the Logistics Cluster mission were essential for the work of humanitarian organizations.

“You first arrive, and the big thing is where can you go, what are the access constraints for staff and goods. For instance, the Logistics Cluster does the access constraints map, which you are always glued to until you are very certain of where you are going, and what condition roads are in” (Interviewee no. 11).

“We could be providing information management and coordination between the agencies. We had regular meetings first daily, then later a bi-weekly basis, weekly basis for information management, coordination, warehousing, transportation, both air and land, and actually, NC transport as well” (Interviewee no. 6).

4.1.2 Humanitarian Logistics Operations

Based on the findings, the humanitarian workers coordinated and performed several logistics operations to ensure that aid delivery was conducted effectively and efficiently in response to Idai and Kenneth Cyclones. These activities include organizing various operations and advising and assisting local partners.

4.1.2.1 Organizing Humanitarian Logistics Operations

The interviewees were responsible for creating and maintaining a functional supply chain that facilitated the transport of aid items to the main airport and designated warehouses and subsequently to the last-mile distribution in disaster-stricken regions of Mozambique. For instance, to ensure that international air transport was conducted effectively, close supervision and facilitation were needed during the response operations:

My task was to cover all Supply Chain Management and all the Operational Logistics matters, taking care of finding buildings, premises for the guesthouse, for the office, for the stocks, for taking care of the transport, taking care of the fleet, taking care of the security, the equipment, the energy. (Interviewee no. 1)

We were able to provide emergency warehousing on the islands and transportation. WFP helicopters were involved in moving the cargo and some passengers, but it was primarily for the cargo movement. (Interviewee no. 5)

We were performing several different services. We were providing shipping, air services, transport, warehousing, and a river operation. (Interviewee no. 6)

...Facilitating transport from international airplanes to the airport, store at the airport and some other areas, and then transporting them to the affected areas. That was a key area in the response. (Interviewee no. 8)

Together with my 2 or 3 other colleagues, my role was to make sure that the capacities were available to the humanitarian community. WFP’s helicopters were not moving WFP’s food because maybe the priority in that area was not delivering food but medical items and shelter items. (Interviewee no. 16)

It is worth mentioning that the warehousing at the airport and distribution (mainly shelter and food) were key supply chain activities performed by the humanitarian workers during the first month of the emergency response:

The last option was Global Supply coming out either from the Supply Division or from one of our warehouses, which could be in Shanghai, or it could be coming out from Panama or anywhere else where we have a hub. (Interviewee no. 4)

We support them in getting the distribution, trying to outline the goods they want and deliver on-site, helping them organize the site, and getting the goods distributed. (Interviewee no. 7)

Our project was to take these kits from (one organization) and distribute them locally. We picked up items from the airport with the help of the Logistics Cluster and distributed them in Baira. (Interviewee no. 12)

4.1.2.2 Advising and Assisting Local Partners

The interviewees suggested that they either took advisory roles or actively assisted local partners in performing their operational responsibilities such as warehousing and tracking supplies throughout the last-mile supply chain.

They had asked me to come in to start coordinating, more on the north of Pemba. One was the response part in-country logistics, so we coordinated with government officials, authorities, municipalities, and the population. (Interviewee no. 1)

We set up the tracking system. The final decision was always Department's decision, but I was advising and representing them (local colleagues) at the Cluster. (Interviewee no. 7)

Moreover, interviewees assisted local partners and colleagues by representing them at the Logistics Cluster meetings and preparing requests, e.g., operational capacity for the Logistics Cluster or other international agencies, e.g., budgets. The following excerpts demonstrate the critical advice-and-assist function of the humanitarian organizations during the Idai and Kenneth response operations.

People would speak Portuguese, so they could not participate in the Logistics Cluster because they could not speak English. We did a bit of donor engagement because they were not familiar with international funding for emergency responses. We tried to support them and engage with UNICEF, the Technical Clusters to get those goods and do the link with the Logistics Cluster to ensure we can get the operation running (Interviewee no.7).

4.2 Critical Supply Chain Challenges - Idai and Kenneth Response Operations

4.2.1 Access Constraints

Interviewees explained that their main challenge was inaccessible infrastructure due to the destruction of roads particularly outside Beira, and security issues. Some areas were only reachable by small helicopters, which required a record of airlift operations. A few sample answers are indicated below:

There was only one road that allowed the rest of the country to join Beira. For the first week, the city was fully isolated. In terms of supply, the people who didn't have the organization didn't have the chance to have the kind of support we received. (Interviewee no. 3)

The biggest challenge we had was accessibility as the infrastructure had been destroyed. One of the obvious problems was: if we were supporting the partner agencies with moving the cargo to remote locations on the beach where there are the most affected villages. (Interviewee no. 5)

Everybody was working on the Idai Cyclone, and then Kenneth struck. All the services were in Beira. We could access the community only using a helicopter, but there were just two helicopters available for the humanitarian community because they were already mobilized. (Interviewee no. 7)

We could not communicate with the flooded areas in the first week or first days. We had many difficulties in even knowing how they were. Everything was flooded, so communications were extremely difficult. It was difficult to understand the need. (Interviewee no. 10)

We used the helicopter, which costs a lot, has a smaller capacity, and a smaller range. We managed to move a few pieces here and there, but at the same time, the water level was still high. That was the only way to reach people sleeping on rooftops or sleeping in trees. (Interviewee no. 17)

4.2.2 Logistics Capacity

Interviewees suggested that the scale of humanitarian needs was larger than available logistics services, which were strained. The commercial logistics operations were not available, and the infrastructure was highly constrained. For instance, the accessible airport was not big enough to allow smooth operations, e.g., cargo unloading.

It was fully blocked because nobody was coordinating which plane was planning to arrive, which one wasn't, and so, after five days, it was just a nightmare in the airport. Everything was full around, and there was no coordination. It was dangerous, and many people were running around on the tarmac. (Interviewee no. 1)

The biggest concern was always ground handling at the airport, getting the plane unloaded, customs clearance, and usually storage... I suppose we had quite a big aircraft that our goods were on. In the end, it turned out fine because the Logistics Cluster had dealt a lot about handling at the airport. (Interviewee no. 11)

We had no information on incoming cargo. The plane was just there, and we had to unload it. The accumulation of cargo at the entry point was the main challenge. (Interviewee no. 16)

4.2.3 Local Understanding

Interviewees emphasized that the lack of an accurate and comprehensive understanding of the local conditions limited their response operations. This lack of understanding ranges from not knowing the local language to a lack of local contacts that offer information about local markets and suppliers, thus facilitating activities such as procurement.

For the security challenges, we had to negotiate with the village leaders to leave some of our staff to elect a temporary campsite for Logistics Cluster to stay there on a weekly rotation basis because this was a very remote area and the hardship for anybody to do full time. (Interviewee no. 5)

It was difficult for us to represent a partner that did not speak the language in the Cluster. I think that was missing, having a Portuguese speaker. (Interviewee no. 7))

I do not speak Portuguese, many of our colleagues did not speak Portuguese, so we were all relying on our local partners, on knowledge of the local market and language. (Interviewee no. 12)

4.3 Impact of the GLC Training Programme

Insights from the interviewees showed that the GLC Training Programme equipped the humanitarian workers with important competencies to support their humanitarian organizations in performing supply chain tasks despite numerous contextual challenges in the Idai and Kenneth response operations. From this perspective, the Training Programme directly impacted the behaviors of humanitarian workers (i.e., participants in the training) who could bring back learnings to and positively influence the response that their respective

humanitarian organizations conducted. As one interviewee explained: “I see the impact that the partners can work more efficiently. We had our desk with infographics on top. I don’t know how many have attended the Logistics Cluster activities, but I know some of them attended because I saw them in the LRTs. I see that they can act quicker, know what to ask and how to proceed” (Interviewee no. 3).

4.3.1 Familiarized with the Logistics Cluster procedures

The GLC Training Programme offered its participants (in advance) a sense of what to expect in terms of the operating environment, procedures, and the people in a natural disaster. The participants deployed in the field knew how to perform logistics-related activities since they were already familiar with the Logistics Cluster procedures and practice. They also managed to support their colleagues, thus contributing to the capacities of the respective teams during the response operations:

The Australian Navy and New Zealand authorities had many personnel coming in, very professional logisticians. Still, what they did was very useful because we could use their skillset based on our Logistics Cluster Information Management. I found the training extremely productive. (Interviewee no. 4)

It was very interesting to see the (GLC) services, request the services, and how they work in the background. I think this is critical because we standardized all the emergency response. So it was great to know how to use it. (Interviewee no. 7).

We had already worked with the software and the tools we needed to work with (during the response). If I never had the training, I would have to learn the tools, procedures, and processes. It simply wasn’t necessary because I already had the training. (Interviewee no. 8)

Idai response is a good example because of what we saw in the simulation, which was implemented during the Logistics Cluster Response Team. As I have done the training before, I knew every step, what they were doing and how to interact with them. I knew the constraints and challenges that I faced. (Interviewee no. 12)

4.3.2 Network development and better engagement with the humanitarian community

The GLC Training Programme positively changed the quality of humanitarian workers’ engagement with the GLC, and other partner organizations involved in the response operations. Participants in the training were more comfortable and skilled in establishing rapport with the Logistics Cluster and other relevant actors since they better understood how the cluster system works. It is worth mentioning that the findings show that such engagements improved the synergy among humanitarian organizations during the Idai and Kenneth response operations.

As I used good communication and good templates, I was probably one of the first to receive these services. Without that, I would have lost probably two or three days because I would not understand any need. I would have had tons of difficulties understanding how to communicate with them and deal with their service request. (Interviewee no. 1)

I think Idai (operation) was my first emergency after the training. I suppose I would physically find them (the GLC) and talk to them face-to-face. Or if not, I would pick up the phone and call them. You know we are busy, so we cannot chat in those environments but getting to know them and knowing

what is available and what they are doing - all these things rather than being more passive. (Interviewee no. 11)

4.3.3 Understand how to prioritize key supply chain activities

The GLC Training Programme enabled humanitarian workers to better understand the logistics bottlenecks and challenges in Idai and Kenneth response operations. Such an understanding is associated with higher quality decision-making of the involved organizations:

Going through different steps during the simulation clearly, helped me a lot to understand the different challenges, different stages, and what are the constraints and difficulties... I remember during the simulation; we were supposed to make a transport plan for 80 different partners. We struggled a lot, and we spent until 4 or 5 in the morning working on this. This can happen in real life, and that is challenging. (Interviewee no. 12)

Moreover, the GLC Training Programme put on-the-job learnings of humanitarian workers into a more extensive framework, thus allowing the practitioners to have a better perspective on how the GLC can support the emergency. The humanitarian workers learn to make sense of their own prior experiences and observations about interagency procedures. Therefore, the response operations can be improved as a result of the deeper knowledge of how the interagency system functions.

I took the position of one of the Logistics Cluster (Coordinators) and did not have proper training. Then, I did the Response Team Training, and I could use my theory and put it into practice. I could frame what I already knew and learned from my experience and put it into practice. (Interviewee no. 12)

Finally, through the Training Programme humanitarian workers understood how an emergency could unfold, which helped them prioritize the activities that matter the most for operational effectiveness and efficiency in the Idai and Kenneth response operations.

It helped me understand how the World Food Program/Logistics Cluster operates and its priorities. The training can tell you what they are emphasizing. (Interviewee no. 4)

I was at the training when Idai happened. When the training finished, I was deployed within three days. The specific training, I attended then, Information Management training, was very valuable in the response. (Interviewee no. 5)

In training, (there are) huge amounts of ad hoc information from loads of people. You have to synthesize and analyze that information quickly, and the Logistics Cluster Training helps you do that. In a large room with 20 people, all shouting at each other, it trains you to understand that this is normal. And the second thing: it also trains you to be patient and wait until the dust settles a little bit and things become more apparent. (Interviewee no. 6)

The key takeaways from the Information Management Training were the prioritization angle and how you could work on the pressure. (Interviewee no. 8)

4.3.4 Preparation of operational plans

The GLC Training Programme helped workers prepare and understand the Concept of Operations (ConOps), a key document in any emergency response. This ultimately improved the leadership in the response:

It has impacted my ability to work quickly because I can make a budget quickly and make fewer mistakes since I do understand the operational side. (Interviewee no. 3)

The sooner you come out with your Concept of Operations, the sooner it gives people a very strong sense of what's going to be done and what the alliances and the pipelines will be. And if you show that kind of leadership – those things are in control, and you understand what you're doing – people tend to fall in line behind you. (Interviewee no. 6)

4.3.5 Ability to cope with stress and pressure

The GLC Training Programme trains humanitarian workers to cope with stressful situations, which were frequent during the Idai and Kenneth response operations. This capability enabled the practitioners to perform their tasks and make operational decisions more effectively, thus contributing to the overall response quality:

Trainings put you under crazy pressure, the pressure I had in Idai response. They have tons of actors and participants that are just there to always put you in a difficult situation, wake you up at night, destroy all the strategies you had on the first day, and the second day you must change. (Interviewee no. 1)

Training has impacted my ability to work quickly. Usually, when you prepare a budget at the beginning and the assessment is continued, you have an aftershock or something, you will do the budget revision. (Interviewee no. 3)

5. CONCLUSIONS

Based on the evaluation findings, the capacity of the Logistics Cluster coordinators and humanitarian workers who participated in Idai and Kenneth response operations after participating the Logistics Cluster Training Programme has increased. The availability for Information Management and humanitarian logistics response capacity for deployment has increased, which can be linked to the positive impact of the Logistics Cluster Training Programme. The coordination in emergencies has been enhanced, hence avoiding duplication of efforts. Furthermore, the findings indicate that the emergency logistics response became more efficient in emergencies where trained staff had been deployed.

6. RECOMMENDATIONS

Interviewees considered the GLC Training Programme a critical lever for improving the quality of their work because these are comprehensive and relevant to the needs of the humanitarian sector. Several suggestions regarding the content and format of the trainings emerged from the interviews that can help guide the GLC in the future. The following evaluation recommendations have been formulated on the basis of selected findings and listed as follows:

6.1 Opportunity for reflection

Interviewees suggested that, although the intensity of trainings resembles the actual conductions, more time for joint reflection would increase the impact of training and

simulation exercises. For instance, an interviewee said, *“I think maybe, in the end, having one day more for more detailed restitution (would be necessary)”* (Interviewee no. 7). The logic is that training participants could not finish their tasks under time pressure – which is a natural part of the simulated exercise; however, they would have preferred to know how best to perform those tasks and what constitutes a best practice.

6.2 More time to understand the hard skills and tools

Like with the first recommendation, interviewees highlighted that many materials are crammed into five training days. While the actual conditions of a disaster were successfully simulated, participants felt they could learn more about technical tasks in the response scenario. Still, they had to stop and finish the training. For instance, an interviewee explained about a GLC Training Programme, LRT, that in a short period of time, participants had to do a bit of everything, but they do not fully get to know the big picture: *“You just get a taste of it. They do not provide the skills or tools to be efficient in the position or understand the approach and the job. It is fine if its objective is to give a sense of the situation. But five days are not enough. Not enough actually to get someone on board as part of the Logistics Cluster Response team when there is no disaster”* (Interviewee no. 17). To achieve the intended training results, the Training Team should review the training content of each LRT and IMT Training Programme to ensure that adequate time is allocated.

6.3 More Face-to-Face Trainings

According to the interviewees, the GLC Training Programme affected the quality of humanitarian response operations in part because they provide a venue for networking and building relationships, which will be critical in future missions. For instance, one interviewee underlined that *“Even with virtual reality in the testing at the moment, the importance of face-to-face training for me is critical. Those personal relationships that you build up at, sense of trust is very important”* (Interviewee no. 6).

6.4 Provision of Local and Regional Training Programme

It is also essential to continue offering the Training Programme and potentially identify new regions to provide them. The provision of the trainings at the local and regional level would increase the accessibility of humanitarian workers in the field, ensuring the ultimate reach of the GLC Training Programme.

7. THE WAY FORWARD

Although the evaluation findings indicate that there is a link between the efficiency impact to the GLC Training Programme, it is recommended that we seek to gain further qualitative and quantitative clarity on these impacts. To determine the impact of the humanitarian logistics community, a follow-up research project could first, develop an improved understanding of logistics challenges in a simulated emergency response and second, assess how and to what extent, the participants are equipped to overcome these challenges.

In order to get these insights, the research team would like to approach the humanitarian workers by conducting a study, which will be designed in a way to gather further information about the work experience in the sector, the experience with GLC, the number of GLC trainings they have attended, number of responses that have been deployed, etc.

By approaching practitioners who have attended the Training Programme as well as a focus group who have not, the evaluation will help us understand to what extent the GLC trainings enable the humanitarian workers (at an individual level) to overcome the logistics challenges and increase the logistics response capacity.

CONTACTS

Global Logistics Cluster (GLC)

Andre Hermann

GLC Capacity Development Manager

Andre.hermann@wfp.org

Julie Kuras

GLC Training Officer

Julie.kuras@wfp.org

Kühne Logistics University (KLU)

Prof. Dr. Maria Besiou

Professor of Humanitarian Logistics, KLU

Maria.Besiou@the-klu.org

Dr. Mojtaba Salem

Post-Doctoral Researcher TUM

mojtaba.salem@tum.de

Jorida Shehu

KLU PhD student

Jorida.Shehu@the-klu.org

Nicholas Burghard

KLU Global Supply Chain Masters Student

Nicholas.Burghard@stud.the-klu.org