



YEMEN

LESSONS LEARNED REPORT

*April 2017*

*(covering the period March 2015 to December 2016)*



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## EXECUTIVE SUMMARY

The Lessons Learned Exercise for the Logistics Cluster operation in Yemen was conducted at the beginning of 2017, covering the period March 2015 until December 2016. The main objectives of the exercise were to draw on the lessons learned and identify best practices for the Yemen operation as well as other Logistics Cluster operations.

The review period was selected to cover the time after the outbreak of the crisis in Yemen in March 2015, when the Logistics Cluster operation was significantly scaled up to respond to the increased logistics needs of the humanitarian community. As a result, a transit hub was set up in Djibouti for all relief cargo destined for Yemen, after commercial sea and air transport providers had suspended their services.

Overall, the Logistics Cluster in Yemen was considered highly relevant. In such a complex operating environment, it was deemed essential to rely on the Logistics Cluster for the coordination of

the delivery of life-saving cargo into and across the country.

While the Logistics Cluster had difficulties in setting up the right services at the beginning of the crisis and to ensure effective implementation in a very challenging operating environment, humanitarian partners recognised that over time the cluster operation improved significantly and was considered satisfactory towards the end of 2016. Nevertheless, there were a number of lessons to be learned from the 22-months review period.

While coordination and Information Management were considered effective and time-efficient, the main issues were related to the facilitation of sea transport services from Djibouti to Yemen. In 2015, these services were considered very slow, costly, and did not address organisations' needs adequately. The main problems identified were: the lack of a clear sea transport strategy; the limited capacity of the World

Food Programme (WFP) to support the Logistics Cluster with service implementation; and the insufficient initiative of the Logistics Cluster in finding alternative solutions to facilitate common services.

One of the main lessons learned was that the Logistics Cluster should not solely rely on WFP support, but should properly analyse the capacities of all organisations on the ground and those of private sector partners to determine who is best placed to provide the logistics services required by the humanitarian community.

In addition, the insufficient presence of cluster management in Djibouti was found as a major weakness. In an operational setting where activities are implemented in several countries, a strong supervision from the Cluster Coordinator or his/her Deputy and a robust team set-up are important. Deploying the Cluster Coordinator or Deputy Coordinator in Djibouti, or ensuring frequent communication and travel could have improved the decision-making required to solve the problems faced regarding the sea transport services.

Another finding of this exercise was the need for a more active outreach to national Non-Governmental Organisations (NGOs). The majority of national NGOs interviewed were not aware of the Logistics Cluster presence and work in Yemen. Those who were, did not make use of the cluster coordination mechanisms, Information Management products and logistics services as they believed they were not meant for local organisations. Having a high field presence and procuring relief items locally, national NGOs required different logistical support than

international organisations. At the same time, they have important ground knowledge, which the Logistics Cluster could make available to all its partners. A better collaboration with national NGOs should be included in the Logistics Cluster strategy.

Given the wide-ranging Logistics Cluster service portfolio in Yemen, multiple competing priorities and limited staff capacity, it was also found that the fuel provision service should be re-evaluated and based on a well-founded strategy. A thorough reassessment of organisations' needs was necessary to determine whether the Logistics Cluster should facilitate a regular fuel service, as opposed to access to fuel contingency stocks.

## INTRODUCTION

The Global Logistics Cluster commissioned a Lessons Learned Exercise for its operation in Yemen covering the time period March 2015 to December 2016 as part of the Global Logistics Cluster Strategy<sup>1</sup> to ensure accountability to all stakeholders. The objective of this exercise was to i) draw upon the lessons learned for future operations in Yemen and globally, and ii) help understand the specific challenges of a Logistics Cluster operation in a complex emergency setting where physical access to beneficiaries and security are the main challenges for operating.

Further information on the objective of this exercise, the methodology, limitations and constraints can be found in Annex 1.

## 1. BACKGROUND INFORMATION

### 1.1 HUMANITARIAN CONTEXT

The worsening of the humanitarian crisis in Yemen in the first half of 2015 resulted in the mandatory evacuation of all United Nations (UN) international staff. In March 2015, more than 400 UN and international NGOs staff were evacuated from Yemen. In May, humanitarian workers gradually returned and the UN introduced a staff ceiling for its international staff deployed in Yemen. On 1 July 2016, the Inter Agency Steering Committee (IASC) activated the Level 3 emergency response designation for Yemen, resulting in a significant scale-up of the humanitarian response to the crisis. The 2016 Humanitarian Response Plan estimated 21.2 million people in need of humanitarian assistance and 2.5 million internally displaced.

The operational context in Yemen during the review period was highly complex. Political instability, insecurity, access restrictions and bureaucratic impediments were major constraints to capacity and operations on the ground. Programmes were implemented in an active war zone and any movement of life saving supplies or staff required significant negotiations and coordination with the actors involved in the conflict. Limited slots for UN personnel and visa restrictions challenged the ability to get international staff into the country.

Access to the country had been challenging as the conflict spread across a greater geographical area, and international sea and air commercial cargo carriers discontinued transportation services to Yemen. Main entry points were either closed down or congested due to competing deliveries for other emergencies in the region (Ethiopia, South Sudan). Road transportation of relief items had been encountering considerable security risks and was at times impossible even when roads were physically accessible. Infrastructure was often inadequate or damaged, and predictions of fuel availability in the country unreliable.

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<sup>1</sup> <http://www.logcluster.org/document/logistics-cluster-strategy-2016-2018>

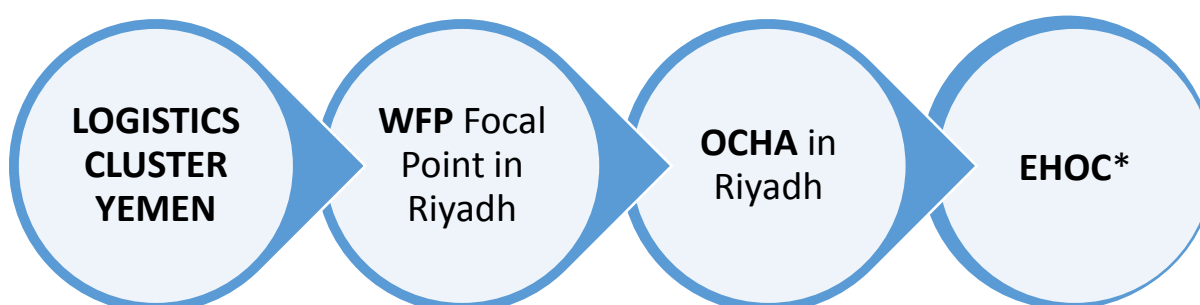
## 1.2 LOGISTICS GAPS

The following main logistics gaps impeding the ability of humanitarian organisations to deliver relief supplies were identified during this Lessons Learned Exercise:

1) Lack of physical access to beneficiaries: Since commercial transporters were generally available in Yemen and often directly contracted by Logistics Cluster partners, road transportation itself was not identified as a major logistics gap. It was the lack of physical access as a result of fighting and insecurity which was the major challenge humanitarian organisations were facing in Yemen.

2) Clearance processes for in-country cargo movement in Yemen: The second biggest challenge mentioned by humanitarian actors was obtaining security clearances for in-country movement of relief cargo and the time required to obtain them from both parties of the conflict. This included the Saudi-led coalition<sup>2</sup> based in Riyadh (see figure 1) as well as the Houthi forces through the relevant line ministries based in Sana'a. To obtain clearance for movements, organisations were required to submit very detailed information, from GPS coordinates to names of drivers. Clearances were often denied and humanitarian cargo held, hampering the delivery of relief items.

*Figure 1: Access clearance processes with the Saudi-led coalition. All cargo moved into or within Yemen was subject to coalition clearance. The below illustrated process took a minimum of 72 hours.*



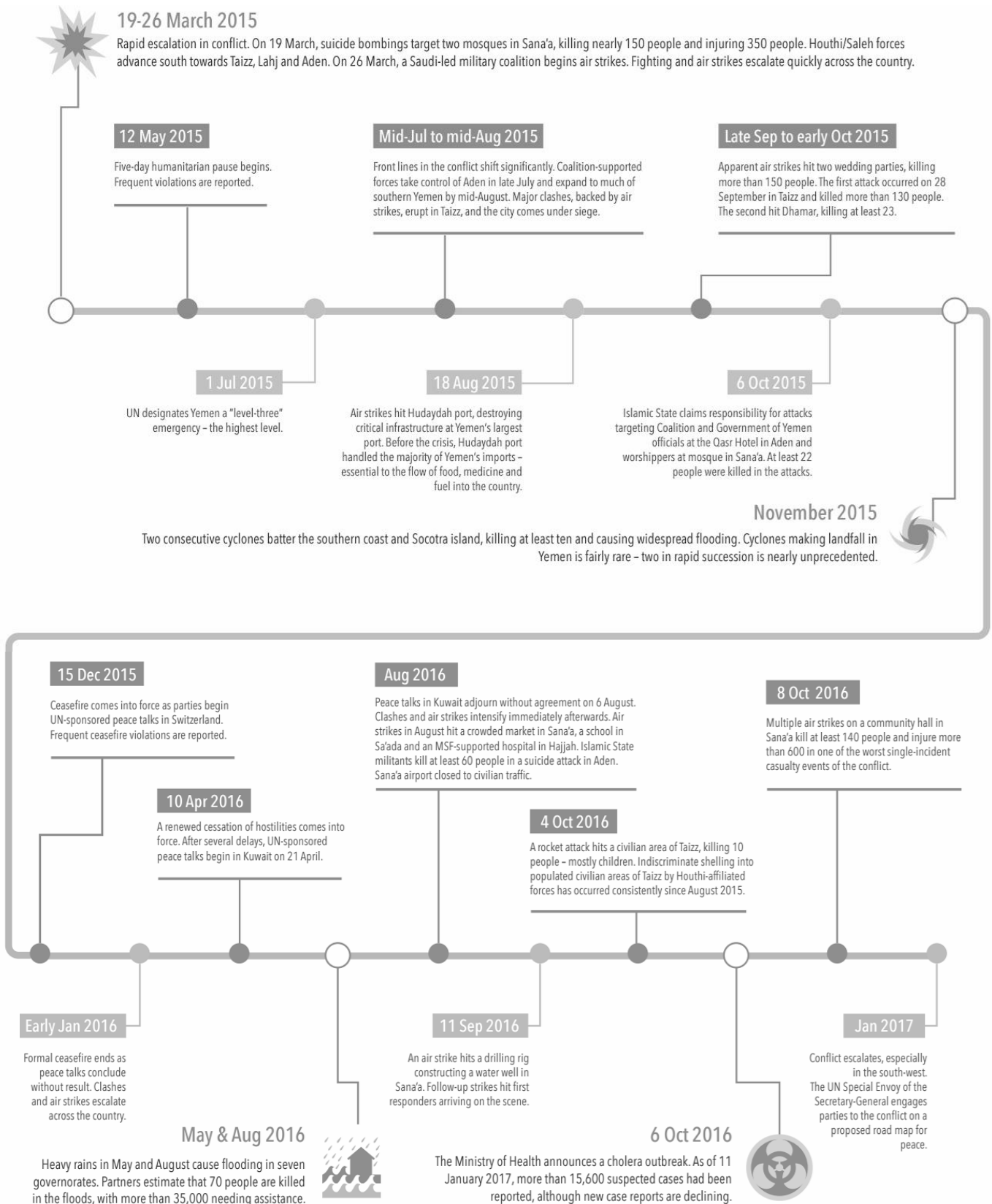
\*Evacuation and Humanitarian Operation Cell (EHOC) of Saudi Arabian Ministry of Defence

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<sup>2</sup> A military intervention was launched by Saudi Arabia in 2015, leading a coalition of nine African and West Asian countries, including Bahrain, Egypt, Jordan, Kuwait, Morocco, Qatar, Saudi Arabia, Sudan and United Arab Emirates.



Figure 2: Timeline of events 2015-2016; from: 2017 Yemen Humanitarian Response Plan



3) Congestion at Djibouti port and complicated transit procedures: The outbreak of the crisis in Yemen coincided with increased volumes of humanitarian and commercial cargo arriving in Djibouti. As an example, high volumes of construction material were discharged for the construction of railroads from Djibouti to Ethiopia in spring 2015. During the same period, increased volumes of food for WFP's operation in Ethiopia arrived at the port. Djibouti port was also an entry point for WFP food donations for operations in South Sudan.

In addition, the port infrastructure was considered insufficient, commercial logistics and customs services of low standard, loading of vessels slow and waiting times for berths long. Djibouti customs procedures were considered complicated and changing frequently. All of this lead to long delays in handling and trans-shipping cargo, and significantly hampered the prompt delivery of relief items to Yemen.

In addition to these three main logistics gaps, the Logistics Cluster Yemen in the Concept of Operations (ConOps)<sup>3</sup> had also identified unpredictable access to sufficient quantities of fuel, volatile fuel costs, inadequate or damaged infrastructure and unavailability of private transporters (in July 2015 only). These gaps were not mentioned by the majority of interviewees or survey respondents during this Lessons Learned Exercise; they may have been temporary issues.

### 1.3 LOGISTICS CLUSTER RESPONSE

The Logistics Cluster in Yemen was activated in June 2011 to provide logistics coordination, Information Management, and to facilitate road transport, storage and fuel provision under Special Operation 200798<sup>4</sup>. In April 2015, a month into the escalation of the conflict, it was replaced by Special Operation 200841<sup>5</sup>, which is subject of this review. The redesigned operation aimed to respond to the new and increased needs of the humanitarian community with augmented coordination mechanisms, Information Management, and additional logistics services as follows:

1) Coordination: The Logistics Cluster coordinated the overall logistics response of the humanitarian community responding to the crisis in Yemen. Coordination meetings took place in Sana'a, Hodeidah, Aden, Djibouti and Amman on a weekly to monthly basis, depending on needs and organisations' presence in the respective locations.

2) Information Management: The Logistics Cluster provided operational information such as meeting minutes, infographics, monthly reports, Shipping Snapshots, airport/seaport status updates and GIS mapping products. These were shared via a dedicated mailing list and on the Yemen country page of the Logistics Cluster website.

3) Facilitation of logistics services:

- a) Sea transport cargo: Sea transport of humanitarian cargo from Djibouti to Yemen was offered free-to-user on a needs basis using WFP chartered vessels since May 2015, and from December 2015 also through small boats (dhows). Starting May 2016, commercial shipping liners were used in addition to the chartered vessels for some of the cargo movements. Hodeidah port was the main entry point for humanitarian cargo destined to the north

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<sup>3</sup> [http://www.logcluster.org/search?search\\_api\\_views\\_fulltext=concept%20of%20operation&search=Search&f\[0\]=field\\_raw\\_op\\_id%3A6681](http://www.logcluster.org/search?search_api_views_fulltext=concept%20of%20operation&search=Search&f[0]=field_raw_op_id%3A6681)

<sup>4</sup> For further information on this project: <http://www1.wfp.org/operations/200798-air-passenger-service-and-logistics-cluster-coordination-support-humanitarian>.



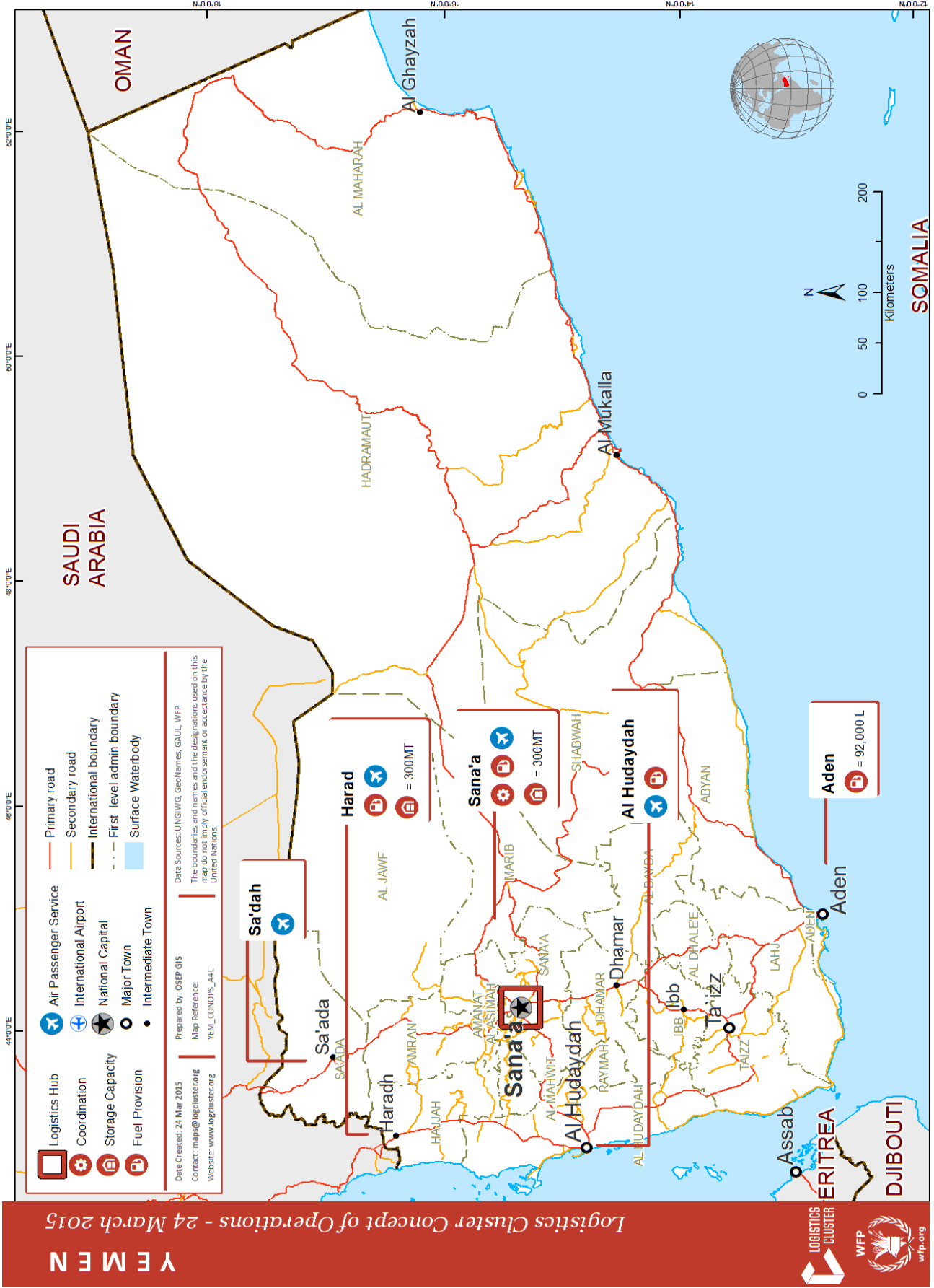
of the country, where more than 70 percent of the Yemeni population were estimated to reside, while Aden port was used to serve the southern regions.

- b) Sea transport passengers: The Logistics Cluster coordinated a passenger boat running between Djibouti and Aden since August 2015 (since May 2016 on a regular schedule) free-to-user, with a capacity to transport approximately 25 passengers and 600 m<sup>3</sup> of light cargo. This service was requested by NGOs in Yemen as the southern parts of the country could not be reached via road or air.
- c) Air transport cargo: The Logistics Cluster facilitated parcel-sized cargo transport on United Nations Humanitarian Air Service (UNHAS) passenger flights (up to 500 kg, depending on the number of passengers) and access to chartered UNHAS aircraft from Djibouti to Sana'a (occasionally also from other locations) on a needs basis, including for medical supplies requiring cold chain. In 2015, UNHAS chartered flights were offered on cost-recovery basis, while in 2016 it became a regular service offered free-to-user.
- d) In-transit cargo handling for Djibouti: The Logistics Cluster facilitated all processes and services necessary to receive, hold and dispatch humanitarian cargo, which was booked through the Logistics Cluster and arriving to Djibouti in transit to Yemen (sea and air) free-of-charge from mid-2015 until May 2016. This included customs clearance facilitation when WFP's bonded warehouse was used for in-transit storage.
- e) Road transport was facilitated free-to-user, based on needs and included obtaining the necessary security clearances for the movement of cargo inside Yemen on behalf of the requesting organisations. Starting May 2016 the Logistics Cluster only obtained clearance by the Saudi-led coalition through OCHA in Riyadh, while requesting organisations were in charge of obtaining clearances from the Houthi forces through the relevant line ministries in Sana'a. At the time of this review, clearances from both parties to the conflict were required for in-country movement of humanitarian cargo within Yemen.
- f) Storage service: The Logistics Cluster facilitated access to warehouse facilities in Djibouti, Sana'a, Hodeidah and Aden free-of-charge for the temporary storage of humanitarian cargo.
- g) Fuel provision service: The Logistics Cluster facilitated access to WFP procured fuel for humanitarian partners on a cost-recovery basis in Sana'a, Hodeidah and Aden to ensure a continuous fuel pipeline and stable prices.

During the review period Logistics Cluster staff were located in Sana'a, Hodeidah, Djibouti and Amman. The Logistics Cluster Coordinator was primarily based in Sana'a supported by three to eight national staff, with the Deputy Cluster Coordinator being deployed in either Amman or Hodeidah. The Information Management, Cargo Tracking and Finance Officers were based in Djibouti, supporting the operation remotely, due to staff ceiling<sup>6</sup> limitations. In Djibouti, the Logistics Cluster had between one and two Logistics Officers coordinating the upstream services.

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<sup>6</sup> During the reviewed time period, only a limited number of international UN staff were allowed to work in Yemen. The limitation was related to the available capacity to evacuate staff in case of an emergency.



## 2. FINDINGS AND RECOMMENDATIONS

Based on the desk review, survey results, interviews with key stakeholders and observations during the mission, the Logistics Cluster operation in Yemen was found to be highly relevant<sup>7</sup>. In such a complex operating environment, it was considered essential to rely on the Logistics Cluster for the coordination of the delivery of life-saving cargo into and across the country.

The main logistics gaps identified during this review and by the Logistics Cluster team as outlined in chapter “1.2 Logistics Gaps” were largely addressed, but could have been handled more effectively. While the first gap – “lack of access to beneficiaries” – did not fall under the mandate of the Logistics Cluster, the second and third gap – “clearance processes for in-country cargo movement” and “congestion at Djibouti port and complicated transit procedures” – although being included in the cluster’s service portfolio, could have been addressed more effectively, as further analysed in the chapters “2.4.2 Downstream Services” and “2.4.1 Upstream Services”.

While coordination and Information Management in Yemen and Djibouti were considered effective and time-efficient, the main issues during the review period were related to the facilitation of sea transport services from Djibouti to Yemen. These services were considered ineffective by interviewees, because of the long time required. Analysis of costs versus performance showed that the choice of vessels in 2015 was inefficient and inadequate to address organisations’ needs, and that the Logistics Cluster lacked an overall sea transport strategy.

A proper needs analysis and strategy was also found to be lacking for the fuel provision services the Logistics Cluster was facilitating, as further outlined in chapter “2.4.2 Downstream Services”.

### 2.1 LOGISTICS CLUSTER STRATEGY

Almost 70 percent of survey respondents were familiar with the Logistics Cluster strategy in Yemen as outlined in the ConOps and Humanitarian Response Plans. Of those, 80 percent found the strategy to be appropriate. Nevertheless, all interviewed partners mentioned they had not been involved in the development of the Logistics Cluster strategy during the review period although they would have liked to be. This showed that the Logistics Cluster identified the logistics gaps in Yemen appropriately, but could involve partners more explicitly. Although the Logistics Cluster engaged its partners by agreeing on decisions during its coordination meetings, a more systematic engagement, particularly when developing or reviewing the ConOps, could have enhanced its inclusiveness.

#### *Lessons Learned*

A more explicit stakeholder engagement when developing the Logistics Cluster strategy in the ConOps is important to ensure all partners feel involved.

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<sup>7</sup> Over 90 percent of the survey respondents found the Logistics Cluster’s work relevant in the humanitarian context in Yemen. No respondents thought it was irrelevant. The remaining respondents skipped the question or ticked “I don’t know”.

## 2.2 COORDINATION

In both survey and interviews, respondents were generally satisfied with the cluster coordination of logistics activities. 76 percent of survey respondents thought the Logistics Cluster was doing a good or very good job in encouraging collaboration among partners.

The coordination meetings were generally considered useful, except by national NGOs and organisations who did not use the logistics services. They considered the meetings to be too focused on issues related to the services, to the detriment of information exchange on topics concerning everyone such as access constraints or clearance procedures. Inputs from OCHA and NGOs on access information were highly appreciated and should be regularly integrated into the meeting agenda. The participation to the meetings was generally not very active with few discussions and limited exchange of information. It was therefore considered necessary for the Logistics Cluster to encourage organisations to engage more in discussions and share inputs.

### *Lessons Learned*

It is important for the Logistics Cluster to encourage active discussions, information and experience exchange during coordination meetings. Logistics Cluster meetings should be arranged to be useful for all participants, including national NGOs.

During interviews in Sana'a it emerged that the majority of national NGOs were not aware of the Logistics Cluster presence and work in Yemen. Those who were, rarely attended coordination meetings and did not use the logistics services as they assumed these were not offered to them.

Having a high field presence and procuring relief items locally (or receiving them in-country from donors such as UN agencies), national NGOs required different logistical support than international organisations. While they would contract transporters, storage facilities and procure fuel themselves, some required support in obtaining access clearances, in securing storage space cleared by the Saudi-led coalition, and in accessing UNHAS flights. Other downstream services were only of interest to them if offered free-of-charge. Due to short funding cycles, national NGOs would contract assets such as warehouses or vehicles only for the duration of the project and support was therefore needed for the periods between project grants.

The need for a more active outreach to national NGOs became evident; many were not even on the Logistics Cluster mailing list. Regular orientation sessions for those organisations who were not familiar with or new to the Logistics Cluster were suggested to explain the mandate and support provided to the humanitarian community. It was also considered crucial to make better use of the ground knowledge national NGOs had, for example in regard to access across the country. The particular logistics gaps national NGOs were facing and how the Logistics Cluster could support with those should be discussed and included in the Logistics Cluster strategy.

### *Lessons Learned*

Understanding the logistics activities of all actors in a humanitarian response is vital to ensure adequate coordination. This includes collaboration with national NGOs, which should be part of the Logistics Cluster strategy. Often, a more active outreach is needed than with international organisations.

Regular information sessions should be organised to inform new partners of the Logistics Cluster mandate and work in the country.

In terms of liaising with key actors such as OCHA or government authorities, 52 percent of survey respondents thought the Logistics Cluster was doing a good or very good job. 40 percent clicked “I don’t know”, which could be related to the fact that, apart from obtaining clearances from the Coalition (see figure 1), the inter-cluster coordination through OCHA was limited to “standard mechanisms”. At the same time, feedback from the interviews conducted in Yemen and Djibouti showed that the Logistics Cluster had a very good partnership with OCHA and the United Nations Verification and Inspection Mechanism (UNVIM), with regular participation in Inter-Cluster and Logistics Cluster meetings and good information exchange. Merely in situations where cargo would get blocked – either on commercial vessels requiring the support of UNVIM or during overland transport requiring the support of OCHA – room for increased collaboration was identified.

As mentioned in chapter “1.2 Logistics Gaps”, the coordination with authorities in Yemen to obtain clearances for road transport was identified as one of the biggest challenges the humanitarian community was facing. Some organisations therefore suggested that the Logistics Cluster should facilitate the clearance processes on behalf of its service users. While access negotiations fall under the mandate of OCHA, a potential collaboration between OCHA and the Logistics Cluster to develop an engagement strategy with line ministries was identified as a possible solution to facilitate faster and more efficient clearance processes. For example, a “coordination cell” or “situation room” could be set up where focal points from the relevant ministries would dedicate certain hours of the day to clear the movement of humanitarian cargo.

### *Lessons Learned*

In the context of the Yemen conflict, a “one-stop shop” for obtaining access clearances for road transport is needed. A collaboration with OCHA to develop an engagement strategy with local authorities could be a solution to the problem.

The communication between the Logistics Cluster team and organisations on the ground was considered very good by the majority of interviewees. The team was found to be highly responsive, which was much appreciated by Logistics Cluster stakeholders. Only a few national and international NGOs complained they had difficulties receiving responses when contacting the team. Furthermore, the web-based surveys, which the Logistics Cluster team conducted regularly, were considered a good way to enquire on needs.

In 2015 in contrast, the Logistics Cluster communication was criticised, because organisations had the impression that the team was not transparent about the delays of cargo in-transit in Djibouti. The lack of communication seemed to be related to the fact that the Logistics Cluster team was not aware of the reasons behind the delays due to the chaotic situation at Djibouti port at the time and inadequate communication between the Logistics Cluster and WFP. This point is further elaborated in chapter “2.3.1 Upstream Services”.

### *Lessons Learned*

Good communication with partners, high responsiveness and a service-mind-set are key success factors for effective coordination.

## 2.3 INFORMATION MANAGEMENT

Overall, Information Management of the Yemen Logistics Cluster was considered relevant, effective and timely. 68 percent of survey respondents rated the provision of logistics information by the cluster as good or very good (20 percent were not using the IM products). The majority of partners and stakeholders interviewed confirmed that the provided information was useful and sufficient. Only national NGOs considered the information products to be too focused on the logistics services, which they were not using.

According to the survey, Access Constraint Maps, Situation Updates and Meeting Minutes were rated as the most useful products. Visitors of the Yemen page on the Logistics Cluster website accessed the forms, Standard Operating Procedures and Meeting Minutes the most.

Figure 3: Information products rated most useful by survey respondents

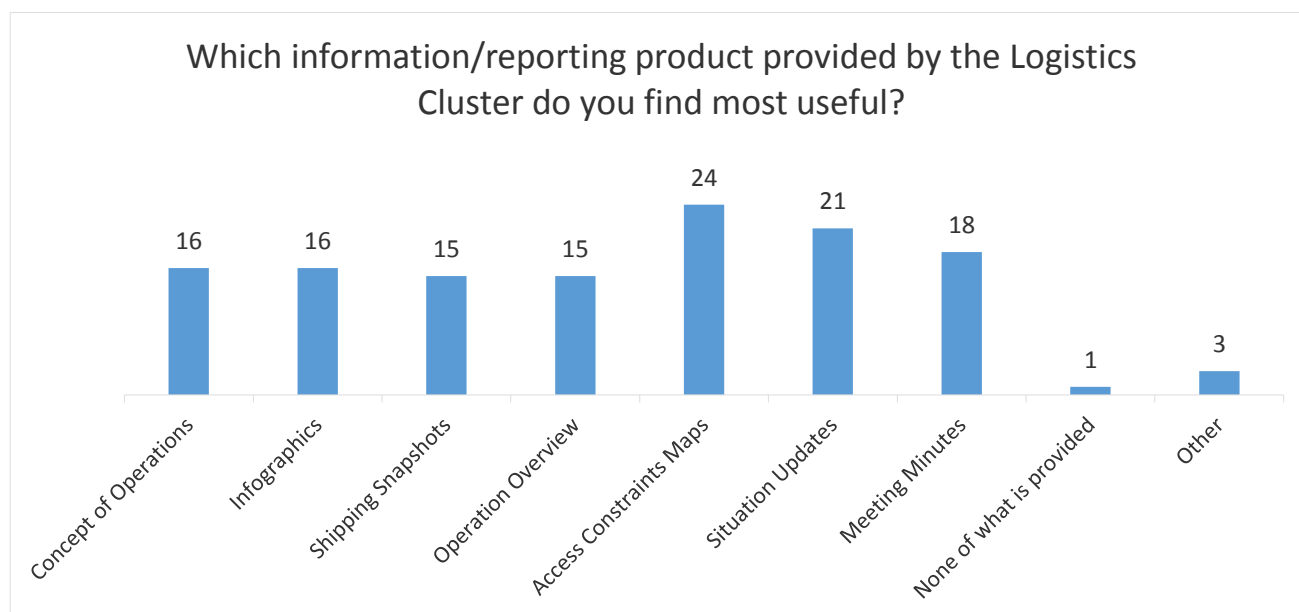
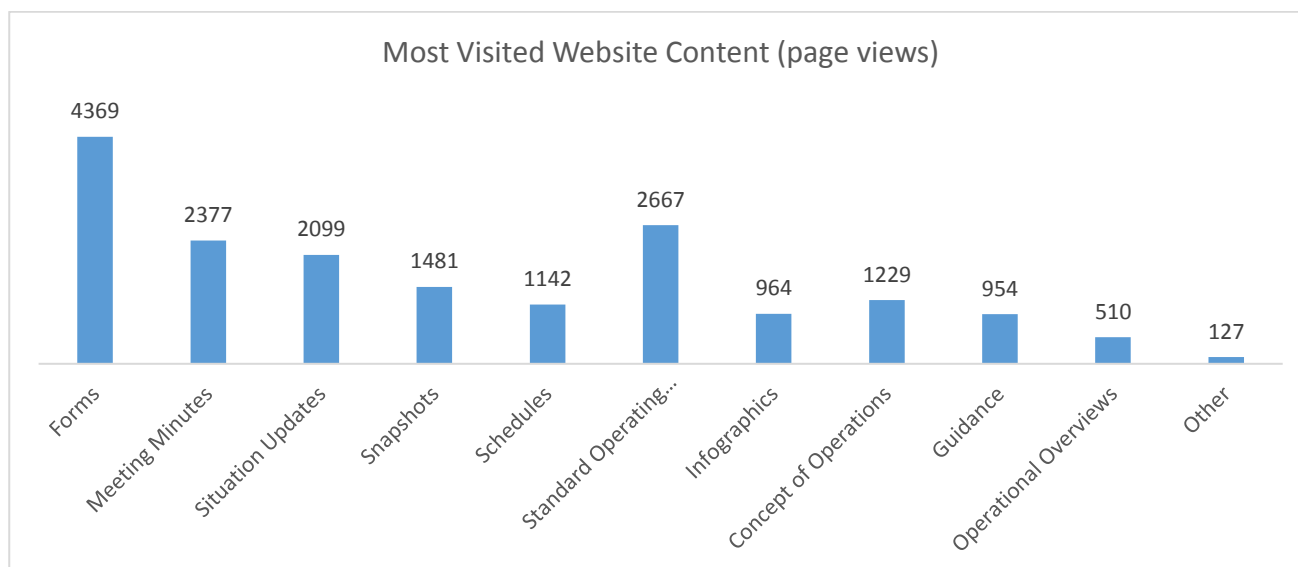




Figure 4: Most visited content of the Yemen Logistics Cluster website



The main challenges the Logistics Cluster team faced in terms of Information Management were the lack of access to accurate information, conflicting information from the sources available and limited information shared by other organisations. The monthly Shipping Snapshot for example, an infographic providing an overview on food and fuel imports to Yemen which was particularly appreciated by donors, was challenging to update regularly, because of discrepancies between data from OCHA, UNVIM and the Logistics Cluster. Furthermore, the port authorities in Aden did not share data on incoming cargo regularly, therefore this information was often left out of the Snapshot.

The Yemen Logistics Cluster website was the third most visited of all Logistics Cluster pages, after Nepal and South Sudan, with over 19,000 page views in the review period. 97 percent of survey respondents preferred receiving information via e-mail, while only 33 percent mentioned the Logistics Cluster website and 37 percent the Coordination Meetings as the preferred outlet for information sharing.<sup>8</sup>

### *Lessons Learned*

The Logistics Cluster has identified the information products and communication channels most suited for the organisations responding to the crisis in Yemen.

## 2.4 COMMON LOGISTICS SERVICES DELIVERY

Generally, partners were satisfied with the services the Logistics Cluster facilitated in Yemen. 68 percent of survey respondents<sup>9</sup> and 80 percent of interviewed organisations thought the cluster facilitated the right logistics services. With exception of the national NGOs, no additional services were requested by the users, showing that the cluster

<sup>8</sup> Multiple answers were allowed for this question.

<sup>9</sup> 16 percent did not use Cluster services, while another 16 percent rated them as poor or very poor.

covered their logistics gaps adequately. 72 percent of survey respondents thought the Logistics Cluster was good or very good in listening and responding to organisations' needs.

Follow-up and communication related to the submission of requests was considered good or very good by over 70 percent of the survey respondents. A few interviewees found that there were too many e-mail exchanges related to the submission of Service Request Forms, and that the back and forth could take several months. Consignment tracking via e-mail and phone call was considered good or very good by 80 percent of survey respondents who used this option<sup>10</sup>. Only 33 percent used the Logistics Cluster Relief Item Tracking Application (RITA) to track consignments.

## 2.4.1 UPSTREAM SERVICES

### Sea Transport

After commercial airlines and shipping liners stopped their services to Yemen (see "Executive Summary"), a logistics transit hub was needed to enable an upstream supply chain into Yemen from a nearby port and airport for cargo and passengers. NGOs and UN agencies identified Djibouti as a suitable location. Some organisations already had an office in Djibouti; others who were not physically present in Djibouti would rely on the presence of the Logistics Cluster to supervise the transit of their cargo.

In May 2015, a Logistics Cluster team was deployed to Djibouti to coordinate the upstream activities and facilitate sea and air shipments to Yemen. This included the use of a WFP contracted bonded warehouse. In facilitating access to these services, the Logistics Cluster team faced a number of challenges, the main one being that Djibouti port did not have sufficient capacity to accommodate the transshipment operations for another emergency response in addition to the commercial and other humanitarian shipments coming in at that time (as further outlined in chapter "1.2 Logistics Gaps"). Being located at the crossroads of one of the busiest shipping routes in the world, linking Europe, the Far East, the Horn of Africa and the Persian Gulf, the port served as a key re-fuelling and trans-shipment centre, and was the principal maritime outlet for imports to and exports from neighbouring Ethiopia. This was identified as the third biggest logistical challenge organisations were facing for the humanitarian response in Yemen.

In addition to the insufficient capacity and congestion at the seaport (see also "1.2 Logistics Gaps"), Djibouti customs procedures were considered complicated and changing frequently. Every transit arrival was registered in a customs database, requiring details such as unit, weight and packaging of consignment. For any discrepancy between entry and exit documentation, the authorities would block the cargo movement. Humanitarian organisations, who were not familiar with Djibouti customs clearance processes, would find it difficult to navigate through the bureaucratic requirements, resulting in their cargo getting held at the port, airport or in between for days or weeks.

In addition, the legal responsibility for transit cargo in Djibouti laid with the organisation under which the bonded warehouses were registered under. This meant that WFP resumed responsibility for any cargo stored in its bonded warehouse for the entire transit process until export of goods. Consequently, WFP had to facilitate the customs

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<sup>10</sup> 36 percent of survey respondents did not track their cargo via e-mail and 40 percent not via phone.

clearance for Logistics Cluster cargo through its own clearing and forwarding agents or withdraw from the provision of bonded storage services entirely. It was decided to pursue the first option. However, organisations could organise the in-transit storage and customs clearance of their own cargo without going through the Logistics Cluster.

The Logistics Cluster team in Djibouti started facilitating the customs clearance process for humanitarian cargo stored in WFP bonded warehouse through WFP clearing and forwarding agent. This process was challenging as the team had to chase after missing information in the required documentation and could not facilitate any movement of cargo without the cargo owner being present. As a result, the Logistics Cluster became an additional layer between the organisations and Djibouti authorities, without adding value to the process.

In addition to these challenges, WFP clearing and forwarding agent who handled all maritime related logistics went bankrupt at the beginning of 2016, resulting in the blockage of WFP and Logistics Cluster cargo for a long period of time and consequent high demurrage costs. The transition to a new agent took time and several documents were lost during the handover. In May 2016, after the Logistics Cluster had managed to finally clear the backlog of transiting cargo held in Djibouti over the previous year, it was decided to stop the storage and customs clearance services. Organisations were asked to arrange bonded storage and customs clearance themselves, which they had already been doing for 57 percent of the cargo requests the Logistics Cluster had received until then.

***Lessons Learned:***

**The Logistics Cluster should refrain from facilitating customs clearance services unless there is a clear value added in getting involved in the process.**

Another challenge which was mentioned by the majority of Logistics Cluster and WFP interviewees was that organisations did not abide to the procedures necessary for the cluster to properly handle cargo. Cargo was sent without notifying the Logistics Cluster team, without awaiting confirmation of receipt, lacking necessary documentation, etc. This led to cargo arriving at the port or airport in Djibouti without the Logistics Cluster team being aware of it, or processes having to be started all over again, leading to significant delays. The team in Djibouti felt it spent a lot of time explaining these requirements to partners in various meetings as well as bilaterally with little improvement, which was partly attributed to the high staff turnover on the partners' side.

***Lessons Learned:***

**It is important to establish regular sessions where the Logistics Cluster team explains the Standard Operating Procedures to responding organisations, in addition to having a focal point who can support individually.**

In 2015, the Logistics Cluster planned to have one time charter available at all times to transport cargo as well as passengers to cover the identified needs. For this purpose, WFP contracted the MV Drive Mahone, MV Mainport Cedar and VOS Apollo consecutively. For cargo shipments these vessels could not accommodate, voyage charters for individual trips were contracted, for example for the transport of vehicles. Whenever there was space available, the Logistics Cluster would also add cargo to larger vessels which WFP contracted for food shipments.

This strategy proved inadequate to enable an effective and timely humanitarian response. The chosen vessels were highly inefficient as they were affected by a number of factors leading to delays. Firstly, the berths at Djibouti port for the contracted type of vessels were usually congested and ships often had to wait weeks in anchorage. At Hodeidah port, berthing was also delayed due to various reasons including lack of cranes, airstrikes or coalition clearance denials. Secondly, long clearance processes either from customs in Djibouti (see above) or from the coalition forces controlling movement into Yemen led to cargo not being ready when the vessel was at berth or vice versa. Thirdly, planning cargo transport effectively was complicated by the fact that passenger movement was sometimes prioritised over cargo shipment at very short notice. Lastly, adding cargo to WFP food vessels proved to be very time consuming as loading times for these larger ships often required weeks.

From a cost perspective the time charters proved very ineffective. All the above mentioned delays resulted in a round-trip to take an average of 32 days. While voyage charters were contracted for individual trips with a fixed price, independent of how long the trip would take, the time charters were paid a daily rate over the contracted time period. Due to the long turnaround time of voyages, time charters could only ship cargo once in one or two months and were therefore highly cost ineffective. The MV Drive Mahone, for example, was used four times during the five months it was contracted, which led to a cost of almost US\$ 2,200 per m<sup>3</sup> transported – two and a half times more than cargo transport via air would have cost (approximately US\$ 900 per m<sup>3</sup>).

Already at the beginning of the crisis, the use of smaller local boats, the dhows, was identified as a potential solution to the problem, as they could be contracted quickly, required less paperwork, and had dedicated berths, which were usually free. The majority of interviewees thought that using the dhows from the start of the Yemen crisis would have solved many of the above mentioned problems mainly faced in 2015. Humanitarian cargo could have been processed and transported more quickly, avoiding the long delays and backlog at the port of Djibouti. At an average cost of US \$ 140 per m<sup>3</sup>, dhows would have also been a cost effective solution. Some organisations had already started using these boats in the second half of 2015 and requested the Logistics Cluster to offer this option. Nevertheless, it took several months until the cluster was able to run this service for the humanitarian community.

As per WFP rules and regulations, international ocean transport was handled by the Shipping Unit at WFP Headquarters. In light of the high risks associated with the use of dhows for ocean transport, the WFP Shipping Unit advocated against this service. Only when the contracting authority was delegated to the WFP Country Director in Yemen, in November 2015, the Logistics Cluster was able to start facilitating this service. Working with other organisations or private sector partners to facilitate this service could have been a quicker solution. UNICEF had offered to run a dhow service, but the option was not pursued adequately, hence it never materialised. Making more use of the capacities of Logistics Cluster partners when facilitating logistics services was therefore one of the main lesson learned from the Yemen Logistics Cluster operation in 2015 and 2016.

### *Lessons Learned.*

The Logistics Cluster should always conduct a proper analysis of the capacities of all organisations and private sector partners to see who is best placed to provide the logistics services which are required by the humanitarian community.

The passenger boat service to Aden in contrast, which was established in August 2015, was considered good or very good by 75 percent of the survey respondents who had used the service (56 percent had not used it). Interviewees also considered the service working well since a regular schedule was put in place in May 2016. Since passenger transport vessels were prioritised for berthing, they did not suffer under the delays the cargo shipments did. While generally being considered a crucial service in providing a lifeline for activities in the southern part of Yemen, the service was very expensive (approximately US\$ 350,000 per month), hence securing sufficient funding to maintain it the main challenge.

Alongside the above outlined challenges, a number of internal problems were identified by the interviewees. The main one was that for all facilitated upstream services, the Logistics Cluster relied on the support and capacity of the WFP Logistics team in Djibouti to contract the required services, as WFP is the provider of last resort as per the Logistics Cluster mandate. In this particular situation, however, WFP logistics capacity was highly stretched with insufficient staffing levels handling the food imports for several operations in East Africa<sup>11</sup> in addition to Yemen. While those operations together with the WFP office in Djibouti were under the supervision of WFP Regional Bureau for East Africa, the Yemen operation fell under the Regional Bureau for the Middle East, Central Asia and Eastern Europe, leading to the latter being de-prioritised according to some interviewees.

### *Lessons Learned.*

A long-term funding strategy for the passenger boat service needs to be established in collaboration with the Humanitarian Country Team, WFP and the NGO community to put this crucial service on a more sustainable financial footing.

Relying on the understaffed WFP Logistics team also led to a lack of control over the Logistics Cluster upstream services. To maintain clear and consistent communication lines, the Logistics Cluster team was asked to not contact clearing and forwarding agents, and vessel contractors directly, but leave the communication to the dedicated focal point within the WFP Logistics team. While on the one hand this was common practice and considered reasonable, on the other hand it led to the cluster team having to rely entirely on the WFP focal point when it came to following up with agents and contractors. Therefore, the team had no direct access to information on the status of cluster cargo and was not able to support or speed up the processes. This proved particularly challenging when cargo was held over long periods of time, resulting in the Logistics Cluster team not being able to communicate the problems to the service users. This was heavily criticised by humanitarian organisations in 2015 and even brought to the attention of some Logistics Cluster donors.

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<sup>11</sup> Ethiopia, South Sudan and Djibouti.

Given the lack of capacity at WFP Djibouti, the Logistics Cluster should have invested more efforts into looking for possibilities of working with other organisations or private sector partners instead.

## Air Transport

In 2015, the Logistics Cluster facilitated the movement of parcel-sized cargo on UNHAS airplanes going from Djibouti to Sana’a, when space available. The Logistics Cluster also coordinated access to six WFP Aviation chartered planes, on a cost-recovery basis, to move cold chain and urgent cargo, between May and December 2015. In 2016, the Logistics Cluster continued to facilitate light cargo on UNHAS airplanes, while introducing regular free-to-user cargo airlifts in May. This service was facilitated on a monthly basis provided that there was a need to transport a minimum amount of cargo via air. If requests exceeded the available space, the Logistics Cluster would organise an additional rotation. If ad hoc transportation was required, extra airlifts were arranged. The service was considered good or very good by all survey respondents who had used it (almost 50 percent had not).

Figure 6: Volumes transported via UNHAS passenger plane and special charter aircraft

| CARGO TRANSPORTED ON:    | 2015       | 2016       | TOTAL      | PERCENTAGE |
|--------------------------|------------|------------|------------|------------|
| UNHAS PASSENGER PLANE    | 31,620 kg  | 4,993 kg   | 36,613 kg  | 10%        |
| SPECIAL CHARTER AIRCRAFT | 155,280 kg | 159,150 kg | 314,430 kg | 90%        |

### Lessons Learned:

A regularly scheduled air transport service for cargo, which at the same time offers flexibility to accommodate additional rotations, is what partners require. This is to ensure that urgent and cold chain cargo can be transported, as well as providing an alternative to the sea transport modality.

## 2.4.2 DOWNSTREAM SERVICES

### Road transport

Facilitation of road transport services was considered good or very good by over 90 percent of the survey respondents who had used the service (56 percent had not). However, the process to move cargo by road was considered lengthy by interviewees due to the difficulties in obtaining clearances from the two parties of the conflict, while organising the transport at the same time. While the organisations sought clearance from the Yemeni line ministries, the Logistics Cluster contracted transportation services through WFP in parallel. Coordinating these processes led to complications as soon as details required for clearance – such as number plates of trucks or names of drivers – changed, requiring the process to be reinitiated again. One interviewee estimated that this procedure could take up to three months. Because of that, about 30 percent of the interviewees in Sana’a stated they preferred using commercial transporters, since they were able to manage the process more quickly.



As outlined in chapter “2.1 Coordination”, an engagement strategy with line ministries for the establishment of a “coordination cell” was identified as a possible solution to facilitate faster clearance processes. Creating a “one-stop shop” for cargo clearances could streamline and speed up these processes, tackling the second biggest challenge mentioned during the interviews (see chapter “1.2 Logistics Gaps”).

Overall, the facilitation of truck services itself was less of a concern, since commercial transporters were sufficiently available in Yemen serving most of the regions where humanitarian assistance was required at the time of this review. Transport requests were always voluminous enough to fill an entire truck and consolidation of cargo through the Logistics Cluster was therefore not required. The only reason some organisations used the Logistics Cluster service instead of contracting commercial transporters themselves seemed to be that it was quicker to do so via the cluster, if the organisation did not have contracts in place.

## Fuel

The Logistics Cluster facilitated access to WFP-managed fuel distribution points in Aden, Hodeidah, and Sana'a. When the conflict broke out in March 2015 and a naval blockade was imposed by the coalition, major fuel shortages were anticipated with the potential to bring the entire humanitarian response in the country to a complete halt. The Logistics Cluster



therefore organised the import of 4.6 million litres of fuel, a quantity which was determined after consultation with organisations on their expected programmatic requirements. Because neither the fuel needs organisations had communicated nor the anticipated shortages fully materialised, a much lower amount was needed and it took the Logistics Cluster a long time and extraordinary efforts to distribute the fuel among organisations. Having high amounts of fuel spread across the main three cities of an active war zone and insufficient storage space posed high risks for WFP. At the time of this review approximately half a million litres of that fuel were still left with the Logistics Cluster.

Although the lesson learned from this experience would be to avoid importing high amounts of fuel again, the ability to bring it in at a time when potentially all humanitarian activities in the country could have been affected was considered a success by humanitarian organisations as well as WFP and Logistics Cluster staff involved. It took an incredible amount of work, diplomatic effort and coordination to successfully organise the import of such high amounts of fuel into Yemen. Nevertheless, it became apparent that it was essential to develop a method to properly analyse fuel needs and anticipate realistic projections in order to avoid overestimations in the future.

Another challenge the Logistics Cluster was faced with throughout the review period was the difficulty of gathering reliable information on the fuel situation in Yemen. The Yemen Petrol Company (YPC) often seemed to be running out of fuel, leading to a general insecurity among the humanitarian community and to the impression that fuel needed to be supplied through the Logistics Cluster. This was also reflected in the high use of the fuel provision service: of the 41 service users the Logistics Cluster had in October 2016, 95 percent used the fuel service, while only 37 percent also used the other services. It therefore looked like providing access to fuel was the logistics service which was needed most by the humanitarian community.

During the interviews, on the other hand, fuel availability was not mentioned as one of the major challenges. And although fuel shortages were frequently anticipated during the review period, they had not once fully materialised, not even during the height of the crisis in the second quarter of 2015. A few interviewees, particularly national NGOs, even noted that the fuel on the local market was cheaper and of better quality than what was supplied through the Logistics Cluster.

In light of these observations, the question came up why the fuel provision service was used by so many partners and whether a regular supply through the Logistics Cluster was needed. Some organisations stated that despite the higher cost and sometimes reduced quality, it was easier to procure fuel through the Logistics Cluster than on the local market. The Logistics Cluster team also argued that the advantages of procuring fuel through them were stable prices, which allowed for better project planning, and the ease of access because partners did not have to queue at gas stations, which could take several hours. Considering these arguments, the question was raised whether this service should be offered for regular fuel needs or whether prepositioning fuel stocks in case of acute shortages would be sufficient. It became apparent that a proper fuel strategy based on a thorough analysis of actual needs was lacking to determine what type of service was required. With only half a million litres of fuel left, it was considered a good time to re-think the service and develop an adequate strategy for the future.

Another issue the Logistics Cluster faced was the bad quality of some of the imported fuel which caused damage to some car engines and generators. A need for fuel quality controls was identified starting from the point of procurement, to proper transport and storage.

### *Lessons Learned:*

The fuel provision service should be re-evaluated and a strategy put in place, to determine whether a general fuel provision service facilitated by the Logistics Cluster is needed in Yemen or the prepositioning of fuel stocks suffices.

A proper method to analyse realistic partner fuel needs should be developed and analysis conducted on a regular basis.

Fuel quality controls need to be put in place starting from the point of procurement to transport and storage.

## Storage

During the review period, the Logistics Cluster facilitated access to warehouses in Sana'a, Hodeidah, Aden and Djibouti, mainly for transiting cargo at ports and airports, since customs clearance processes could take a long time and available storage space was insufficient.

The storage service was considered good or very good by over 80 percent of survey respondents, who had used the service (almost 60 percent had not). Only national NGOs mentioned that more storage space which was cleared by the Saudi-led coalition across the country would be useful for their projects.

### *Lessons Learned:*

In addition to the facilitated storage space at logistics hubs (ports and airports), the Logistics Cluster together with OCHA could organize de-conflicted storage space at strategic locations across the country. Mobile Storage Units could be provided for these locations and managed by one of the Logistics Cluster partners.

## 2.5 STAFFING

One of the major challenges at the beginning of the Yemen crisis came as a result of the evacuation of more than 400 international staff from humanitarian organisations in March 2015. People were suddenly spread across the region (Jordan, Egypt, Djibouti, etc.), which disrupted reporting lines significantly. Specifically for new staff coming on board, reporting lines between the Logistics Cluster, WFP Supply Chain and WFP management in Yemen and in Djibouti were unclear.

### *Lessons Learned:*

To ensure an adequate response, it is important to deploy staff with sufficient experience and for longer periods of time. Additionally, accessing WFP emergency deployment roster or the staff rosters of partners for specific profiles (e.g. port operation, shipping or fuel specialists) could help identifying the right people quickly, when specific expertise is required.

The number of concurrent humanitarian crises impacted on the ability to quickly deploy trained and experienced staff over longer time periods. The Supply Chain Coordinator position at WFP Yemen and the Head of Supply Chain position at WFP Djibouti, two crucial roles for the Logistics Cluster, were both filled by four different incumbents during the review period.

The Logistics Cluster team in Djibouti faced difficulties with high staff turnover, too. The position of the Logistics Officer in charge of the cluster operation was filled by five incumbents during 11 months (May 2015 to June 2016); so was the position of the Cargo Tracking Officer during 20 months (May 2015 to December 2016). The other Logistics Officer position was filled by three different people during 16 months (July 2015 to October 2016), making it very difficult to bring continuity and stability into the team and the Logistics Cluster activities. Although handover reports were submitted duly, some interviewees mentioned that communication was disrupted and documentation lost when new staff took over duties. Furthermore, some of the team members had no previous experience with port operations and

were faced with handling one of the most complicated and challenging Logistics Cluster operations of that time period. Support from WFP Shipping Unit was provided intermittently, but not to the extent needed. Given that WFP's shipping policy is driven at WFP Headquarters, WFP could have better supported the Logistics Cluster with the staff and expertise required for this operation. The Logistics Cluster can only facilitate the sea transport service, which lies with WFP shipping officers, hence HQ Shipping needs to be more flexible and adapt to specific emergency situations.

The staffing structure of the Yemen Logistics Cluster operation was also criticised as the two people in charge of the operation with decision-making power – Logistics Cluster Coordinator and Deputy Coordinator - were based in Yemen (and temporarily in Jordan). Although handling a fundamental part of the operation, the team in Djibouti had no decision-making power and relied on decisions to be taken by WFP Yemen or WFP Djibouti management, to which only the Cluster Coordinator seemed to have had a direct link. If those were not prioritized or taken in a timely manner, it resulted in the inability of the Cluster team to react to partners' needs in Djibouti or implement the necessary measures. A stronger involvement of the Cluster Coordinator or Deputy Coordinator in Djibouti would have been necessary to fully understand the context and drive the decision-making processes for upstream services with the speed required for an emergency response of that magnitude. Since the main difficulties of the operation were faced in Djibouti, not in Yemen, either the Coordinator or the Deputy should have been based in Djibouti permanently or at least during the critical period in 2015, until the problems outlined in chapter "2.4.1 Upstream Services" were solved.

Regarding the Logistics Cluster team in Yemen, an insufficient number of staff for the implemented activities and a lack of training for new employees was noticed, making it difficult for the team to adequately respond to organisations' needs. Some interviewees also mentioned that there was a lack of alternates for the individual Logistics Cluster team members, which at times created operational disruptions.

#### *Lessons Learned:*

Staff needs to be adequately prepared for their functions and postings through induction and other relevant trainings.

Every team member should have a dedicated alternate, who can continue his/her work during absences.

### 3. MATRIX - OVERVIEW OF KEY RECOMMENDATIONS

#### KEY RECOMMENDATIONS

- |     |  |
|-----|--|
| I   | <i>More regular and in-depths gaps analysis to determine an appropriate response and whether or not services are needed as last resort.</i>  |
| II  | <i>Well-founded strategies for the individual logistics services based on gaps analysis.</i>   |
| III | <i>Analysis of the capacities of all partners and the private sector to determine who is best placed to provide the logistics services which are required by the humanitarian community.</i> |
| IV  | <i>Stronger supervision of Djibouti operation by Cluster Coordinator.</i>  |

#### COORDINATION

- |   |  |
|---|--|
| 1 | More active outreach and collaboration with national NGOs should be included in the Logistics Cluster strategy.          |
| 2 | Collaborate with OCHA to develop an engagement strategy with local authorities to facilitate access clearances.          |
| 3 | Encourage discussions, information and experience exchange during Logistics Cluster coordination meetings more actively. |

#### LOGISTICS SERVICE DELIVERY

- |   |   |
|---|---|
| 4 | Without the necessary expertise in customs clearance and added value in getting involved, refrain from facilitating customs clearance services to partners. |
| 5 | Establish regular sessions to explain the Standard Operating Procedures to partners, in addition to having a focal point who can support individually.      |
| 6 | Establish a long-term funding strategy for the passenger boat service in collaboration with the Humanitarian Country Team, WFP and the NGO community.       |
| 7 | Re-evaluate fuel provision service and develop future strategy based on a well-founded gaps analysis.   |
| 8 | Develop a method to properly analyse realistic partner fuel needs and projections. Conduct the analysis on a regular basis.                                 |
| 9 | Put fuel quality controls in place starting from the point of procurement to transport and storage.   |

#### STAFFING

- |    |   |
|----|---|
| 10 | Adequately prepare staff for their functions and postings through trainings.  |
| 11 | Use WFP's emergency deployment roster and supply chain division, and partner staff capacity for the deployment of specific profiles (e.g. port operations, fuel or shipping specialists) to ensure the necessary expertise/support to facilitate the services required by partners. |
| 12 | Establish clear reporting lines between the teams in the different countries, and between the Logistics Cluster, WFP Supply Chain and WFP management in the Country Offices.  |
| 13 | Ensure every team member has a dedicated alternate, who can cover absences.   |

## ANNEX 1 – CONTINUATION OF INTRODUCTION

### LESSONS LEARNED EXERCISE OBJECTIVE

The overall objectives of the Lessons Learned exercise for the Logistics Cluster operation in Yemen were:

1) To assess the performance and the activities undertaken by the Logistics Cluster in Yemen to support the humanitarian community in reaching people in need of assistance. The operation was reviewed in terms of the degree to which it was relevant, effective and efficient in identifying the main logistics gaps and addressing the needs of the humanitarian community.

2) To draw lessons and recommendations from the Yemen Logistics Cluster operation for improved performance in the future and to support the development of the Global Logistics Cluster through the identification of best practices across operations. One particular area here was to draw lessons for Logistics Cluster projects operating in complex emergency settings where physical access to beneficiaries and security are the main challenges for operating.

The reviewed time period was from March 2015, when the crisis in Yemen broke out, until December 2016.

### METHODOLOGY

A mixed-methods approach was used for this exercise, using qualitative and quantitative data as well as literature review. Primary data collection was from key informant and group interviews, a survey conducted among organisations, a two-weeks mission and the Logistics Cluster's Relief Item Tracking Application (RITA). In addition, an analysis of the Yemen Logistics Cluster website was conducted using Google Analytics. Secondary data collection was via a review of key documents.

Key areas of enquiry were the Logistics Cluster's core functions at country level as defined by IASC – the sectoral coordination, Information Management and the facilitation of common logistics services. In accordance with the evaluation criteria of the OECD Development Assistance Committee (DAC), this exercise looked at the relevance, effectiveness and efficiency of the Logistics Cluster response.

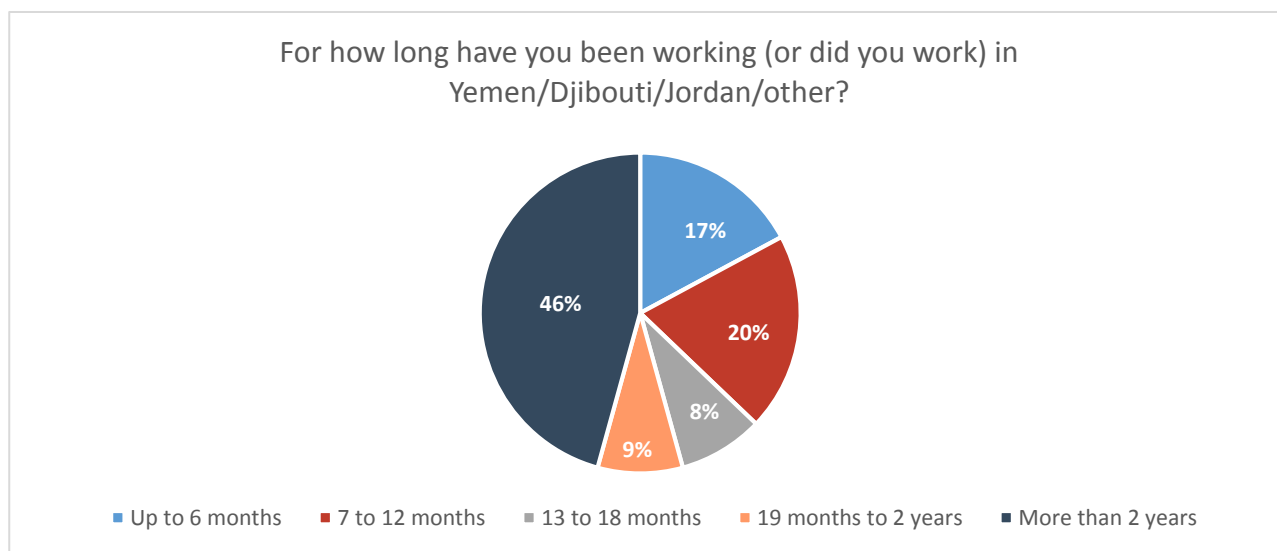
Desk Review: The desk review concentrated largely on Logistics Cluster-related documents such as project documents, Concept of Operations, meeting minutes, donor reports, etc., and inter-agency key documents, such as the various Humanitarian Response Plans (see Annex 5).

Survey: A survey was conducted among the Logistics Cluster partners in Yemen, Djibouti and other locations. Overall 43 responses were received, of which after data cleaning 35 could be used for analysis. 43 percent of the respondents worked with international NGOs, 40 percent with UN agencies, 9 percent with local NGOs and the remaining 8 percent with donors, government or the private sector. 80 percent worked in Yemen, 14 percent in Djibouti, 14 percent at



headquarters and 6 percent in Jordan. The majority worked in the area of WASH (60 percent), Health (60 percent), and Food Security and Agriculture (51 percent)<sup>12</sup>.

The majority of the respondents were titled Head of Logistics/Supply Chain (23 percent), Logistics/Supply Chain Assistant (20 percent) and Project Manager (20 percent). 9 percent were Head of Missions or Representatives of their organisations. 46 percent of the respondents had been working for the Yemen operation since over two years, 17 percent less than six months.



Mission: A mission to Yemen and Djibouti was conducted by the Lessons Learned team during which the following locations were visited:

- Logistics Cluster and stakeholders in Sana’a and Djibouti;
- Logistics Cluster Coordination Meetings in Sana’a and Djibouti;
- Logistics Cluster warehouse and fuel distribution point in Sana’a;
- Port of Djibouti.

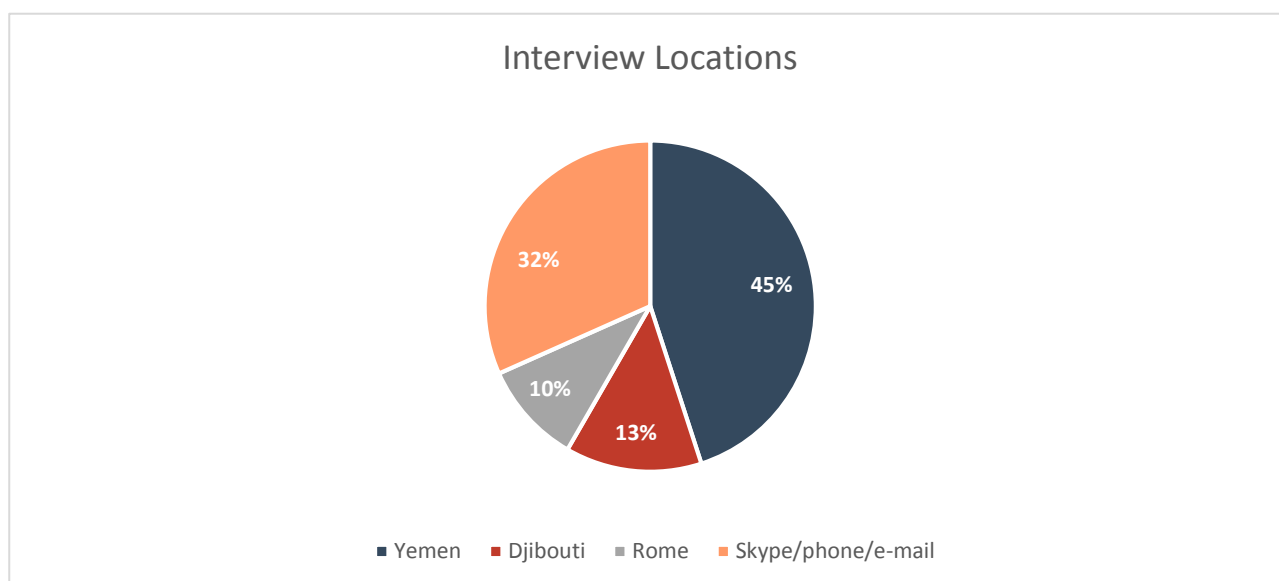
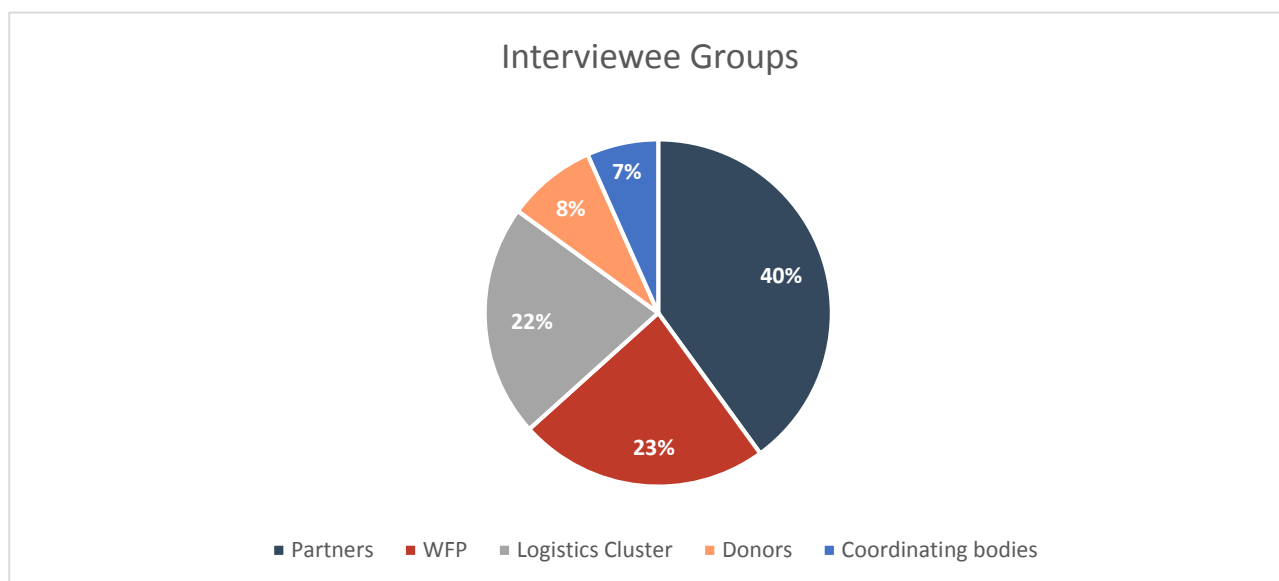
Other project locations such as the WFP Office in Hodeidah, port of Hodeidah and port of Aden could not be visited due to security constraints.

Interviews: Semi-structured interviews were conducted with key stakeholders based in Yemen, Djibouti and headquarters. UN and NGO partners, Logistics Cluster and WFP staff, as well as donors were interviewed. Interviews were conducted at all levels, from the Humanitarian Coordinator to those responsible for delivery. Sampling was purposive, aiming for a cross-section of partners, donors, Logistics Cluster and WFP staff, to cover a representative

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<sup>12</sup> Multiple answers were allowed.

sample of the key stakeholders of the operation. A total of 60 people were interviewed in person, via skype, phone or e-mail. For a full list of interviewees please see Annex 2.



For key Logistics Cluster, WFP Management and WFP Supply Chain functions, it was aimed to interview all main incumbents throughout the reviewed time period, where possible. Of the interviewed partners and coordination bodies, almost 50 percent had joined the Yemen operation at the beginning of 2015 or before, 7 percent in mid-2015 and the rest later. About half of the feedback received from those groups therefore included the first year of this review.

Quality Assurance: To validate the results, this report was reviewed and the key findings discussed with the inter-agency Lessons Learned team, Global Logistics Cluster team in Rome and Logistics Cluster team in Sana’a. It was also reviewed by the Humanitarian Logistics Association Chairman and International Medical Corps Global Supply Chain Manager for external quality assurance. All information was triangulated using interviews and documentary evidence.

The Lessons Learned Exercise team was composed of the following members:

- 1) Insa Deimann, Consultant, Global Logistics Cluster Headquarters
- 2) Peta Barns, Emergency Logistics Manager, UNICEF Supply Division Copenhagen
- 3) Mohammed Nashwan, Head of Logistics, Oxfam Yemen
- 4) Ted Honcharik, Chairman of the Board, Fuel Relief Fund Headquarters

## LIMITATIONS AND CONSTRAINTS

Not all planned interviewees were available to meet during the time of this exercise. Six of the planned interviewees (from WFP, partners and the Logistics Cluster) could not be interviewed. Due to restricted access in Yemen, not all planned project locations could be visited during the mission.

The majority of the collected data was from 2016. From 2015 less data was available, particularly from interviews. Interviewees who had been working in the reviewed project locations since 2015 tended to mainly talk about the most recent experience in 2016. A majority of the results of this exercise are therefore largely based on data from 2016.

## ANNEX 2 – PEOPLE CONSULTED

| ORGANISATION                                 | NAME                     | POSITION  | DATE & LOCATION OF INTERVIEW     |
|--|--------------------------|---|----------------------------------|
| ACF FRANCE HEADQUARTERS                      | Geoffroy Perrier         | Missions Logistic Officer for Iraq, Jordan, Yemen & Djibouti    | Skype, 27 January 2017           |
| ACF FRANCE YEMEN                             | Nadeem Iqbal             | Country Logistics Manager                                       | Sana'a, 23 January 2017          |
| GLOBAL AFFAIRS CANADA                        | Jean-Stéphane Couture    | Senior Programme Officer, International Humanitarian Assistance | E-mail, 05 December 2016         |
| DANISH REFUGEE COUNCIL YEMEN                 | Abdullelah M. Al Edressi | Logistics Manager   | Sana'a, 23 January 2017          |
| ECHO   | Kenneth Grant            | Technical Assistant with ECHO Yemen Team                        | E-mail, 15 December 2016         |
| FAO YEMEN                                    | Abdullah Al-Dhwafi       | Procurement Assistant   | Sana'a, 23 January 2017          |
| HANDICAP INTERNATIONAL YEMEN                 | Mohammed Yahya Al-Aqel   | Logistics Manager   | Sana'a, 23 January 2017          |
| ICRC YEMEN                                   | Stephane Thonney         | Logistics Coordinator   | Sana'a, 22 January 2017          |
| IMC YEMEN                                    | Ammar M. Aqil            | Roving Senior Logistics Manager                                 | Sana'a, 22 January 2017          |
| IOM YEMEN                                    | Kouame K. Gutembert      | Logistics and Procurement Officer                               | Sana'a, 22 January 2017          |
| IOM YEMEN                                    | Waleed Adhban            | Supply Chain Officer  | Sana'a, 22 January 2017          |
| LOGISTICS CLUSTER HEADQUARTERS               | Jeppe Andersen           | Logistics Officer (Desk Officer for Yemen)                      | Rome, 03 February 2017           |
| LOGISTICS CLUSTER HEADQUARTERS               | John Myraunet            | Deputy Logistics Cluster Coordinator                            | Rome, 03 February 2017           |
| LOGISTICS CLUSTER YEMEN                      | Ali Monasser             | Storekeeper (Fuel)  | Sana'a, 23 January 2017          |
| LOGISTICS CLUSTER YEMEN                      | Andrea Rosales           | Finance Officer (previously Cargo Tracking Officer)             | Djibouti, 17 January 2017        |
| LOGISTICS CLUSTER YEMEN                      | Christophe Morard        | Logistics Cluster Coordinator                                   | Sana'a, 19 January 2017          |
| LOGISTICS CLUSTER YEMEN                      | Fatima Alshari           | Logistics Associate   | Sana'a, 23 January 2017          |
| LOGISTICS CLUSTER YEMEN                      | Mira Baddour             | Cargo Tracking Officer  | Rome, 19 October 2017            |
| LOGISTICS CLUSTER YEMEN                      | Qaseem Ghausy            | Deputy Logistics Cluster Coordinator                            | Skype, 01 February 2017          |
| LOGISTICS CLUSTER YEMEN                      | Roberto Marazzani        | Logistics Officer (Djibouti)                                    | Skype, 07 December 2016          |
| LOGISTICS CLUSTER YEMEN                      | Sara Al-Ameri            | Logistics Assistant (Information Management)                    | Sana'a, 23 January 2017          |
| LOGISTICS CLUSTER YEMEN                      | Silvia Pontillo          | Information Management Officer                                  | Skype, 07 December 2016          |
| LOGISTICS CLUSTER YEMEN                      | Thierry van den Borre    | Logistics Officer (Djibouti)                                    | Skype, 09 December 2016          |
| LOGISTICS CLUSTER YEMEN                      | Thomas Debandt           | Cargo Tracking and Logistics Officer (Djibouti)                 | Skype & E-mail, 09 December 2016 |
| MSF FRANCE                                   | Damian Vertet            | Logistics Officer   | Djibouti, 18 January 2017        |
| NORWEGIAN MINISTRY OF FOREIGN AFFAIRS        | Geir Arne Schei          | Senior Advisor Humanitarian Affairs                             | Skype, 12 December 2016          |
| OCHA YEMEN                                   | John Ratcliffe           | Humanitarian Affairs Officer                                    | Sana'a, 22 January 2017          |
| OCHA YEMEN                                   | Wael Hashem              | Humanitarian Affairs Officer                                    | Sana'a, 22 January 2017          |
| OFDA   | Ivana Vuco               | Regional Advisor – Middle East and North Africa                 | Phone, 12 December 2016          |
| KING SALMAN HUMANITARIAN AID & RELIEF CENTRE | Fahad Al-Osaimi          | Director Urgent Aid   | E-mail, 01 January 2017          |

|                                       |                       |   |                           |
|---------------------------------------|-----------------------|---|---------------------------|
| SAVE THE CHILDREN YEMEN<br>UNDP YEMEN | Killion Nyamwanga     | Senior Logistics Officer  | Sana'a, 23 January 2017   |
|                                       | Jamie McGoldrick      | UN Resident Coordinator/Humanitarian Coordinator and UNDP Resident Representative for the Republic of Yemen | Phone, 30 January 2017    |
| UNFPA DJIBOUTI                        | Samira Ahmed          | Admin Assistant   | Djibouti, 18 January 2017 |
| UNFPA DJIBOUTI                        | Yasmine Ahmed         | Admin Finance Associate   | Djibouti, 18 January 2017 |
| UNFPA YEMEN                           | Khalil Al Hakimi      | Admin Assistant   | Sana'a, 22 January 2017   |
| UNHAS YEMEN                           | George Harb           | Aviation Officer  | Sana'a,                   |
| UNHCR YEMEN                           | Aiman Aldholaa        | Senior Supply Assistant   | Sana'a, 22 January 2017   |
| UNHCR YEMEN                           | Ali Zabarrah          | Supply Chain Officer  | Sana'a, 22 January 2017   |
| UNICEF DJIBOUTI                       | David Semerian        | Logistics Specialist  | Djibouti, 26 January 2017 |
| UNICEF YEMEN                          | Ahmed Alsakkaf        | Logistics Assistant   | Sana'a, 24 January 2017   |
| UNICEF YEMEN                          | Mazen Zaki Al-Hashedi | Logistics Assistant   | Sana'a, 24 January 2017   |
| UNICEF YEMEN                          | Yasser Al-Azazi       | Logistics Specialist  | Sana'a, 24 January 2017   |
| UNVIM                                 | Pascal Goodman        | Regional Coordination Officer   | Djibouti, 18 January 2017 |
| THE HUMANITARIAN FORUM YEMEN          | Nezar Al Showaiter    | Project Manager   | Sana'a, 24 January 2017   |
| WFP DJIBOUTI                          | Alessandro Scaletti   | Head of Logistics (TDY)   | Skype, 12 December 2016   |
| WFP DJIBOUTI                          | Magda Jurkowiecka     | Head of Logistics   | Phone, 03 February 2017   |
| WFP DJIBOUTI                          | Steve Nsubuga         | Head of Logistics (TDY)   | E-mail, 19 December       |
| WFP HEADQUARTERS                      | Clara Silva           | Shipping Officer  | Rome, 13 December 2016    |
| WFP HEADQUARTERS                      | Daniel Stolk          | Senior Shipping Officer   | Rome, 13 December 2016    |
| WFP HEADQUARTERS                      | Mustafa Aydin         | Shipping Officer  | Rome, 13 December 2016    |
| WFP REGIONAL BUREAU CAIRO             | Carlos Melendez       | Regional Logistics Officer  | Skype, 10 January 2017    |
| WFP YEMEN                             | Adham Musallam        | Deputy Country Director   | Skype, 28 January 2017    |
| WFP YEMEN                             | Baptiste Burgaud      | Supply Chain Coordinator (TDY)  | Skype, 14 December 2016   |
| WFP YEMEN                             | Matthew Dee           | Supply Chain Coordinator (TDY)  | Skype, 15 December 2016   |
| WFP YEMEN                             | Mohamed Musa          | Head of Logistics   | Sana'a, 20 January 2017   |
| WFP YEMEN                             | Purnima Kashyap       | Country Director  | Phone, 15 December 2016   |
| WFP YEMEN                             | Sasha Hafez           | Shipping Officer  | Sana'a, 21 January 2017   |
| WFP YEMEN                             | Torben Due            | Country Director  | Sana'a, 20 January 2017   |
| YEMEN RED CRESCENT                    | Mohamed Yahya Sawlan  | Disaster Management Coordinator   | Sana'a, 23 January 2017   |
| WHO DJIBOUTI                          | Emanuele Tacconi      | Logistics Officer   | Djibouti, 18 January 2017 |
| WHO DJIBOUTI                          | Mahaddini Moussa      | Logistics Associate   | Djibouti, 18 January 2017 |

## ANNEX 3 – INTERVIEW QUESTIONNAIRES

### **Interviews with partners and other coordinating bodies (OCHA, other clusters):**

- How would you evaluate the Logistics Cluster's job in facilitating coordination?
- Is there anything that could be improved in terms of coordination?
- How would you evaluate the Logistics Cluster's job in providing logistic information?
- Is there anything that could be improved in terms of Information Management?
- What is the main logistics challenge your organisation faced in the delivery of your cargo to its final destination?
- Do you think the Logistics Cluster facilitates the right/appropriate logistics services?
- Are the services facilitated timely?
- Is there anything that could be improved in terms of facilitating logistics services?
- Have you been involved in the development of the Yemen Logistics Cluster Strategy? If not, would you like to be involved?

### **Interviews with Logistics Cluster and WFP staff:**

- What were the main challenges you faced in your role as coordinating body?
- What could be improved in terms of coordination?
- What were the main challenges in the area of Information Management?
- What could be improved in terms of Information Management?
- What were the main challenges in facilitating common logistics services?
- What could be improved in facilitating common logistics services?
- What were the main challenges in terms of staffing and Logistics Cluster team set-up?
- Is there anything that could be improved in terms of support from the Global Logistics Cluster team in Rome?

### **Interviews with Humanitarian Coordinator, WFP Country Directors and Deputy Country Directors:**

- What were the main challenges the Logistics Cluster faced in Yemen?
- In hindsight, is there anything that could have been handled differently? Any lessons we have learned?

## ANNEX 4 – DOCUMENTS CONSULTED

|   |
|---|
| <b>IASC DOCUMENTS</b>   |
| GENERIC TERMS OF REFERENCE FOR SECTOR/CLUSTER LEADS AT THE COUNTRY LEVEL  |
| GUIDANCE NOTE ON USING THE CLUSTER APPROACH TO STRENGTHEN HUMANITARIAN RESPONSE, NOVEMBER 2006  |
| REFERENCE MODULE FOR INTER-AGENCY CLUSTER COORDINATION AT COUNTRY LEVEL, REVISED JULY 2015  |
| <b>GLOBAL LOGISTICS CLUSTER DOCUMENTS</b>   |
| GLOBAL LOGISTICS CLUSTER EMERGENCY RESPONSE OPERATION – SERVICE PORTFOLIO, ROME, APRIL 2012   |
| LOGISTICS CLUSTER GLOBAL STRATEGY 2013-2015, ROME, JANUARY 2013   |
| <a href="http://www.logcluster.org/sites/default/files/LC_STRATEGY_2016_2018_1.PDF">HTTP://WWW.LOGCLUSTER.ORG/SITES/DEFAULT/FILES/LC_STRATEGY_2016_2018_1.PDF</a> |
| LOGISTICS CLUSTER GLOBAL STRATEGY 2016-2018, ROME, APRIL 2016   |
| <a href="http://www.logcluster.org/sites/default/files/LC_STRATEGY_2016_2018_1.PDF">HTTP://WWW.LOGCLUSTER.ORG/SITES/DEFAULT/FILES/LC_STRATEGY_2016_2018_1.PDF</a> |
| LOGISTICS CLUSTER STAFF TERMS OF REFERENCES (INTERNAL DOCUMENTS)  |
| <b>LOGISTICS CLUSTER YEMEN DOCUMENTS – AVAILABLE AT <a href="http://www.logcluster.org/ops/yem10a">HTTP://WWW.LOGCLUSTER.ORG/OPS/YEM10A</a></b>                   |
| CONCEPT OF OPERATION – YEMEN, 21 APRIL 2015   |
| CONCEPT OF OPERATION – YEMEN, 10 JULY 2015  |
| CONCEPT OF OPERATION – YEMEN, 02 MAY 2016   |
| CONCEPT OF OPERATION – YEMEN, 01 JULY 2016  |
| CONCEPT OF OPERATION – YEMEN, DECEMBER 2016   |
| LOGISTICS CAPACITY ASSESSMENT (LCA) DJIBOUTI  |
| LOGISTICS CAPACITY ASSESSMENT (LCA) YEMEN   |
| LOGISTICS CLUSTER SURVEYS CONDUCTED BETWEEN MARCH 2015 – DECEMBER 2016  |
| VARIOUS DONOR REPORTS (INTERNAL)  |
| VARIOUS INFOGRAPHICS, MARCH 2015 – DECEMBER 2016  |
| VARIOUS MAPS, MARCH 2015 – DECEMBER 2016  |
| VARIOUS MEETING MINUTES FROM AMMAN, DJIBOUTI, HODEIDAH AND SANA’A, MARCH 2015 – DECEMBER 2016   |
| VARIOUS OPERATION OVERVIEWS, MARCH 2015 – DECEMBER 2016   |
| VARIOUS SITUATION UPDATES, MARCH 2015 – DECEMBER 2016   |
| VARIOUS SNAPSHOTS, MARCH 2015 – DECEMBER 2016   |
| VARIOUS SNAPSHOTS ON SHIPPING, FUEL AND FOOD IMPORTS, MARCH 2015 – DECEMBER 2016  |
| VARIOUS STANDARD OPERATING PROCEDURES, MARCH 2015 – DECEMBER 2016   |
| <b>OCHA AND UN DOCUMENTS</b>  |
| OCHA GLOBAL OVERVIEW OF COORDINATION ARRANGEMENTS IN 2016, JUNE 2016  |
| UNDAC END OF MISSION REPORT, CYCLONES CHAPALA & MEGH, YEMEN, NOVEMBER 2015  |
| UN SECURITY COUNCIL RESOLUTION 2216 (2015), APRIL 2015  |
| UNVIM DONOR REPORT, NOVEMBER 2016   |
| UNVIM STANDARD OPERATING PROCEDURES V2.0, MARCH 2016  |
| UNVIM TERMS OF REFERENCE  |
| VARIOUS UNVIM WEEKLY SITUATION REPORTS, MARCH 2015 – DECEMBER 2016  |
| YEMEN HUMANITARIAN RESPONSE PLAN, 2015  |
| YEMEN HUMANITARIAN NEEDS OVERVIEW, 2015   |
| YEMEN HUMANITARIAN RESPONSE PLAN, 2016  |
| YEMEN HUMANITARIAN NEEDS OVERVIEW, 2016   |
| <b>WFP DOCUMENTS</b>  |
| INTERNAL AUDIT OF WFP OPERATIONS IN YEMEN, ROME, OCTOBER 2016   |
| JOINT EVALUATION OF THE GLOBAL LOGISTICS CLUSTER, ROME, AUGUST 2012   |
| JOINT FAO/WFP LOGISTICS AND PROCUREMENT ASSESSMENT MISSION – SULTANATE OF OMAN, JUNE 2015 (INTERNAL DOCUMENT)   |
| STANDARD PROJECT REPORT 2015 FOR WFP SPECIAL OPERATION 200841   |



WFP YEMEN SPECIAL OPERATION SO 200841 PROJECT DOCUMENT, BUDGET AND BUDGET REVISIONS 1 AND 2  
WFP TRANSPORT MANUAL, ROME, JULY 2014

***METHODOLOGY DOCUMENTS***

ALNAP, EVALUATING HUMANITARIAN ACTION USING THE OECD-DAC CRITERIA, AN ALNAP GUIDE FOR  
HUMANITARIAN AGENCIES ([HTTP://WWW.ALNAP.ORG/RESOURCE/5253.ASPX](http://www.alnap.org/resource/5253.aspx))

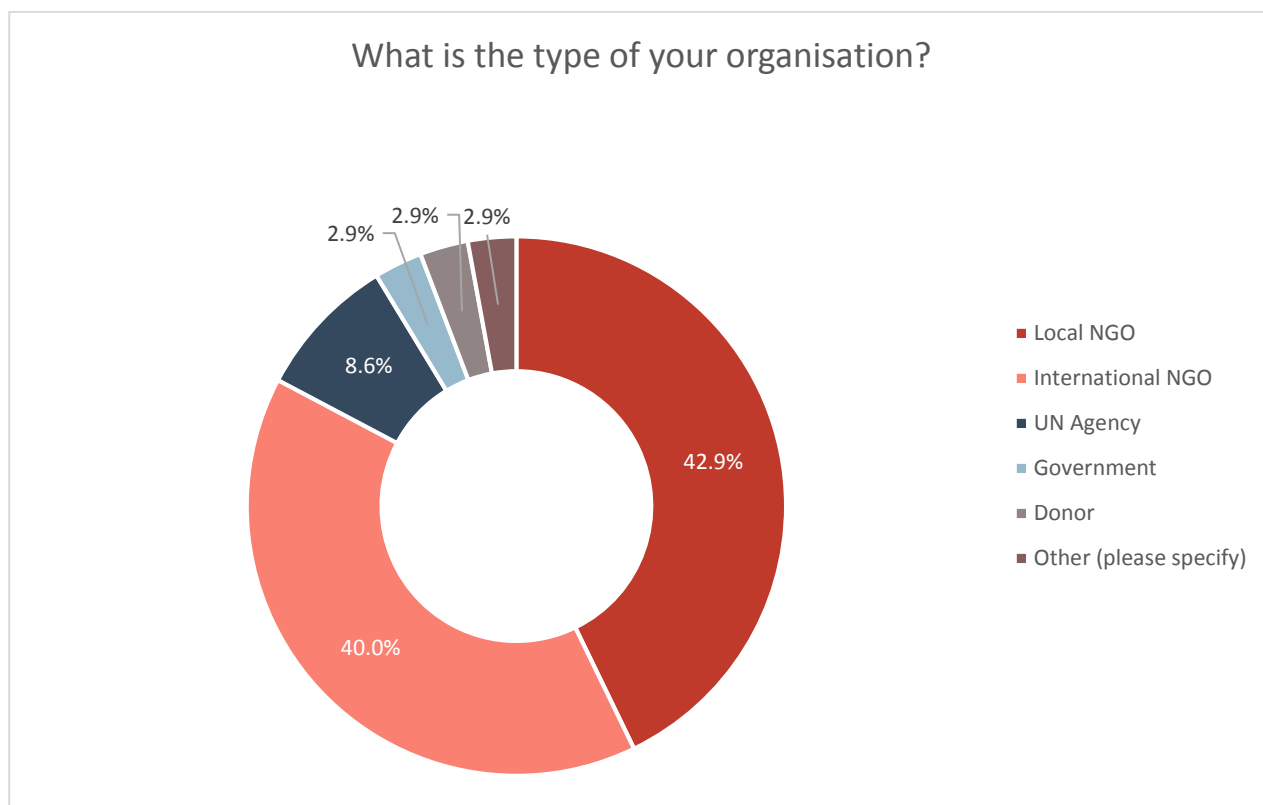
OECD-DAC, OECD-DAC EVALUATION CRITERIA ([HTTP://WWW.OECD.ORG/DAC/EVALUATION/2754804.PDF](http://www.oecd.org/dac/evaluation/2754804.pdf))

## ANNEX 5 – LIST OF ACRONYMS

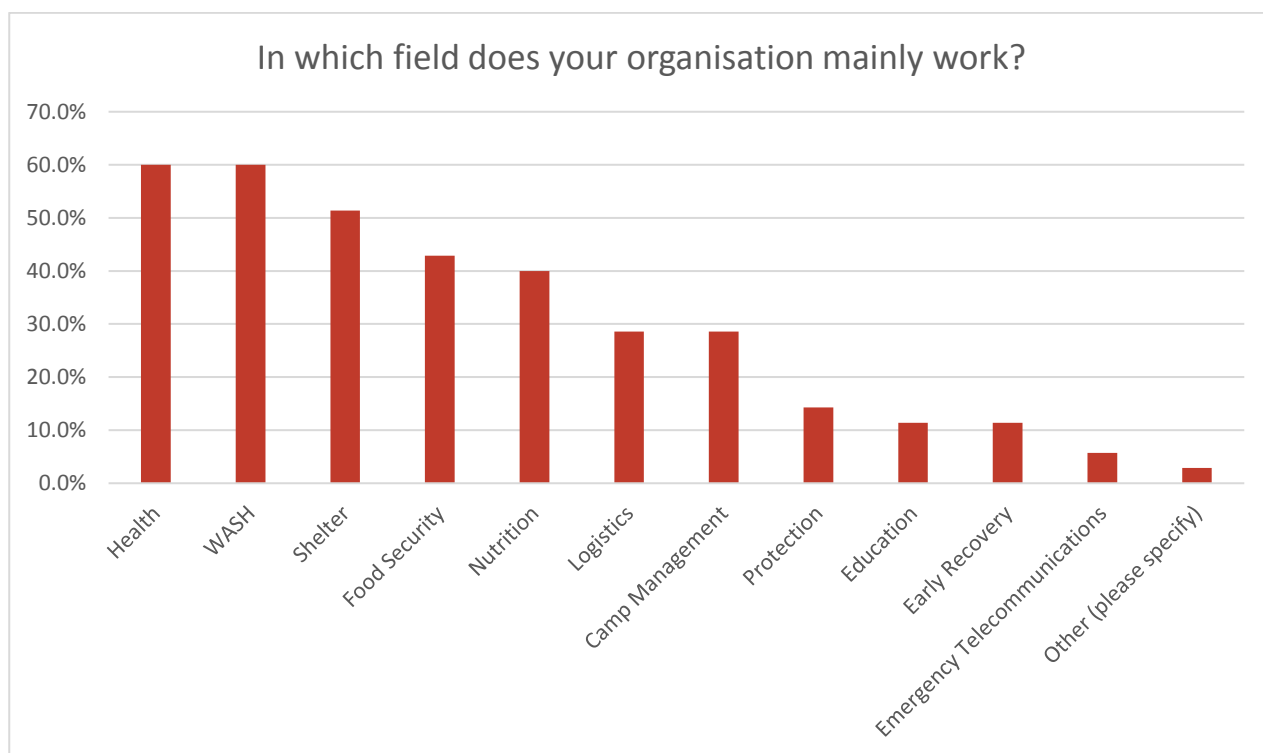
| ACRONYM         |  |
|-----------------|--|
| <b>ACF</b>      | Action Against Hunger  |
| <b>CONOPS</b>   | Logistics Cluster Concept of Operation   |
| <b>DRC</b>      | Danish Refugee Council   |
| <b>ECHO</b>     | European Commission’s Humanitarian Aid and Civil Protection Department                   |
| <b>EHOC</b>     | Evacuation and Humanitarian Operation Cell (Saudi Arabian Ministry of Defence)           |
| <b>GIS</b>      | Geographic Information System  |
| <b>GLC</b>      | Global Logistics Cluster   |
| <b>HC</b>       | Humanitarian Coordinator   |
| <b>HCT</b>      | Humanitarian Country Team  |
| <b>HRP</b>      | Humanitarian Response Plan   |
| <b>IASC</b>     | Inter-Agency Standing Committee  |
| <b>ICRC</b>     | The International Committee of the Red Cross   |
| <b>INGOS</b>    | International Non-Government-Organisations   |
| <b>IM</b>       | Information Management   |
| <b>IMC</b>      | International Medical Corps  |
| <b>IRC</b>      | International Red Cross  |
| <b>L3</b>       | System-Wide Level Three Emergency  |
| <b>LCA</b>      | Logistics Capacity Assessment  |
| <b>LLE</b>      | Lessons Learned Exercise   |
| <b>M&amp;E</b>  | Monitoring and Evaluation  |
| <b>MT</b>       | Metric tonnes  |
| <b>MSF</b>      | Doctors Without Borders (Médecins Sans Frontières)                                       |
| <b>NFI</b>      | Non-Food-Item  |
| <b>NGO</b>      | Non-Governmental Organisation  |
| <b>OCHA</b>     | United Nations Office for the Coordination of Humanitarian Affairs                       |
| <b>OECD-DAC</b> | Organisation for Economic Cooperation and Development – Development Assistance Committee |
| <b>OFDA</b>     | USAID Office of Foreign Disaster Assistance  |
| <b>RITA</b>     | Relief Item Tracking System  |
| <b>SOP</b>      | Standard Operating Procedures  |
| <b>SRF</b>      | Service Request Form   |
| <b>UN</b>       | United Nations   |
| <b>UNHAS</b>    | United Nations Humanitarian Air Service  |
| <b>UNICEF</b>   | United Nations Children’s Fund   |
| <b>UNFPA</b>    | United Nations Population Fund   |
| <b>UNHCR</b>    | United Nations Refugee Agency  |
| <b>WFP</b>      | United Nations World Food Programme  |
| <b>WHO</b>      | World Health Organisation  |

## ANNEX 6 – SURVEY RESULTS

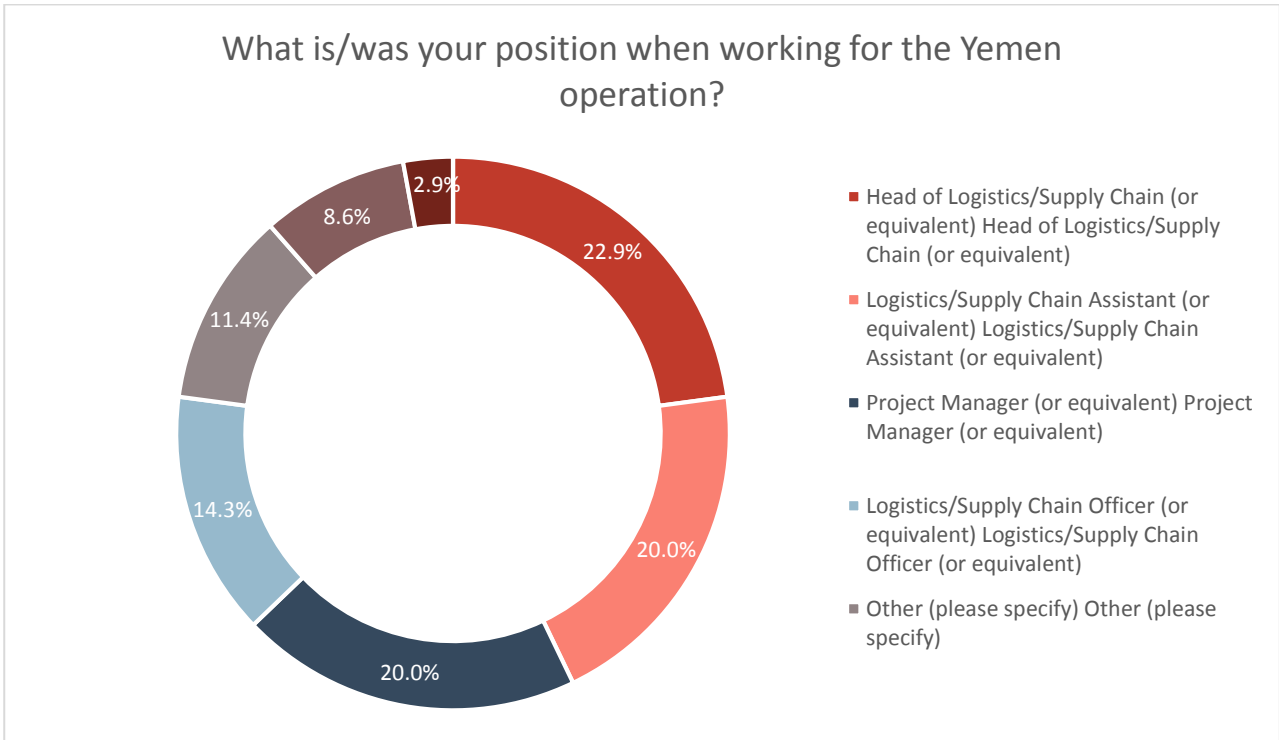
### Question 1:



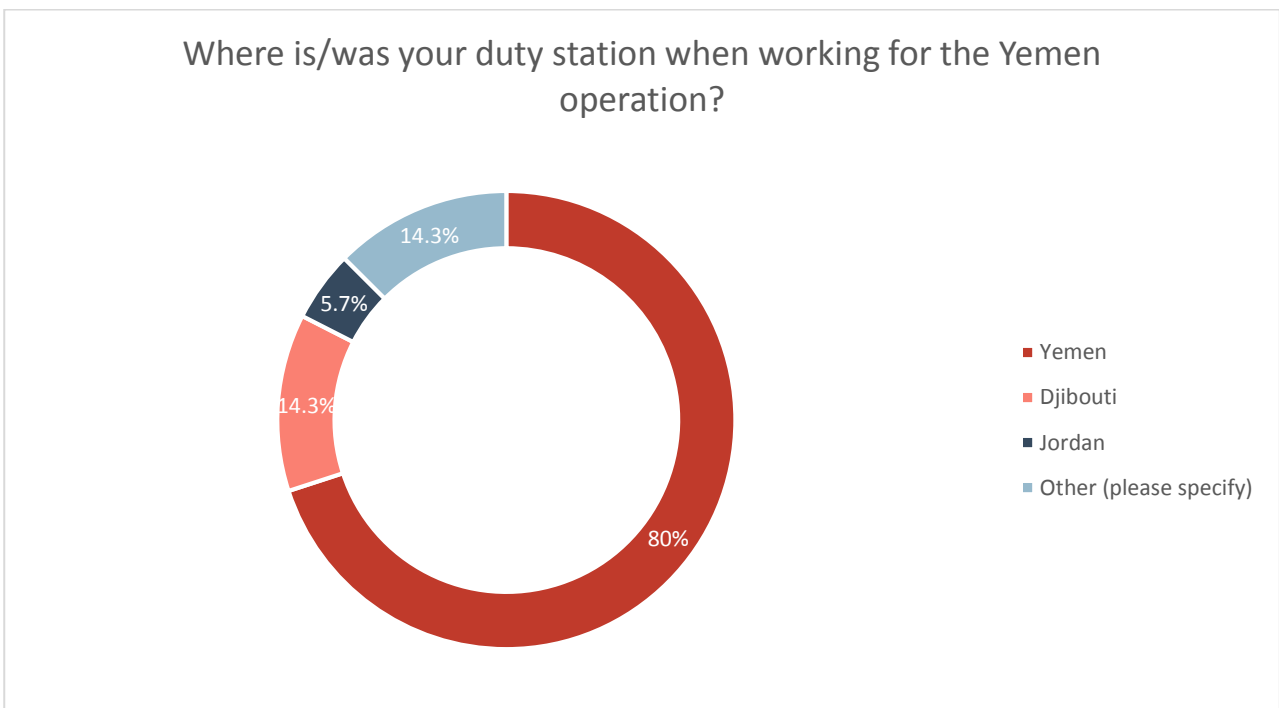
### Question 2:



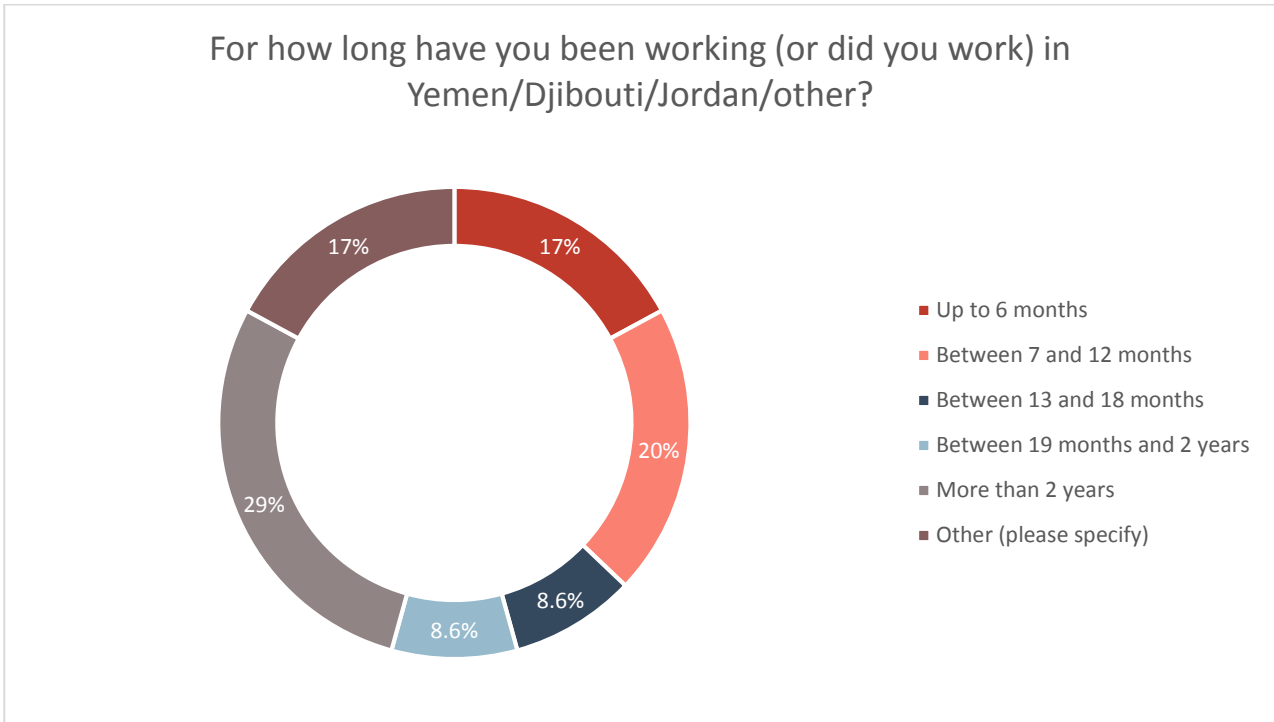
Question 3:



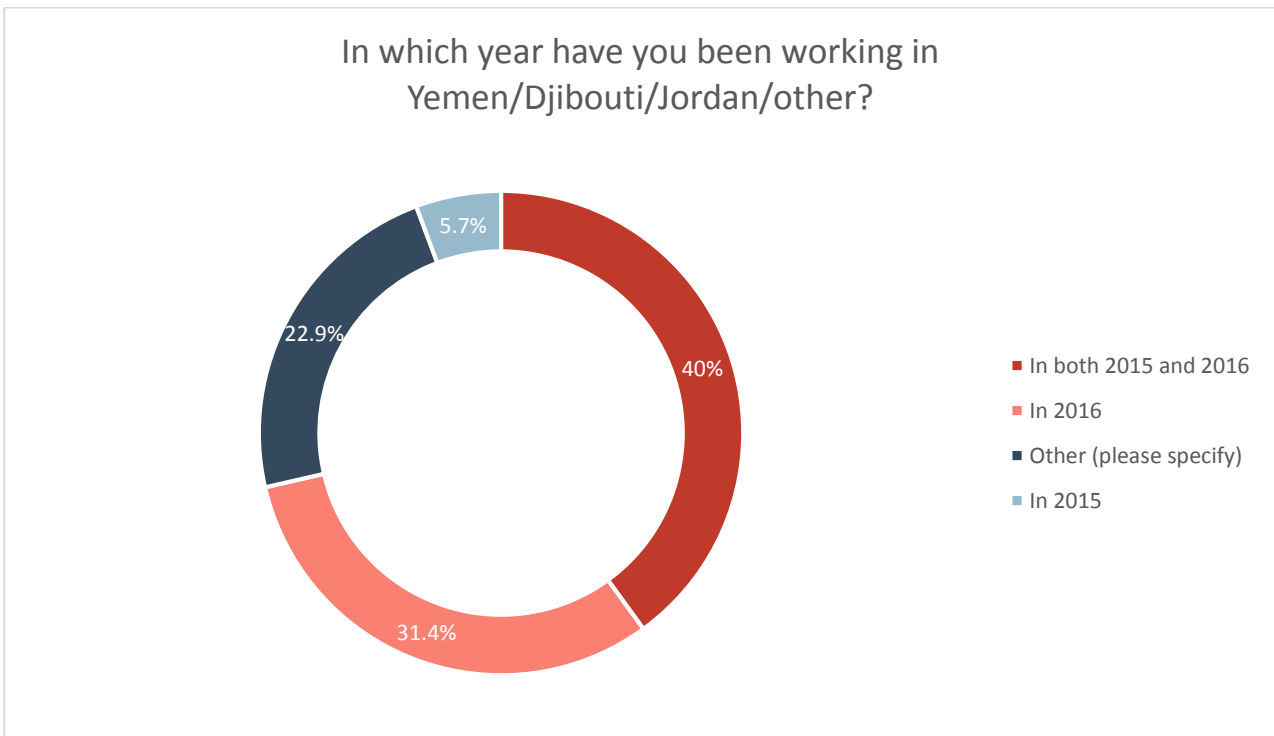
Question 4:



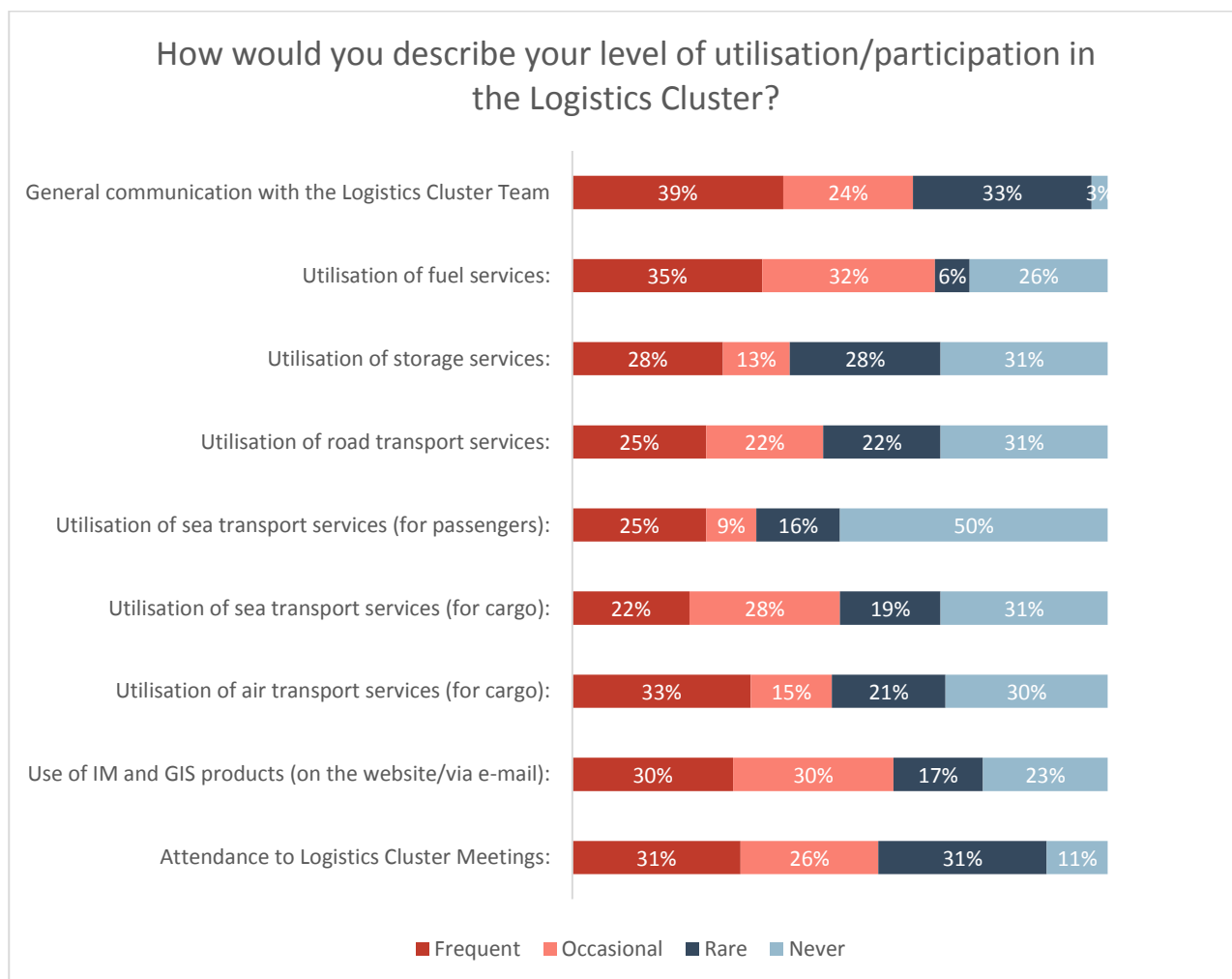
Question 5:



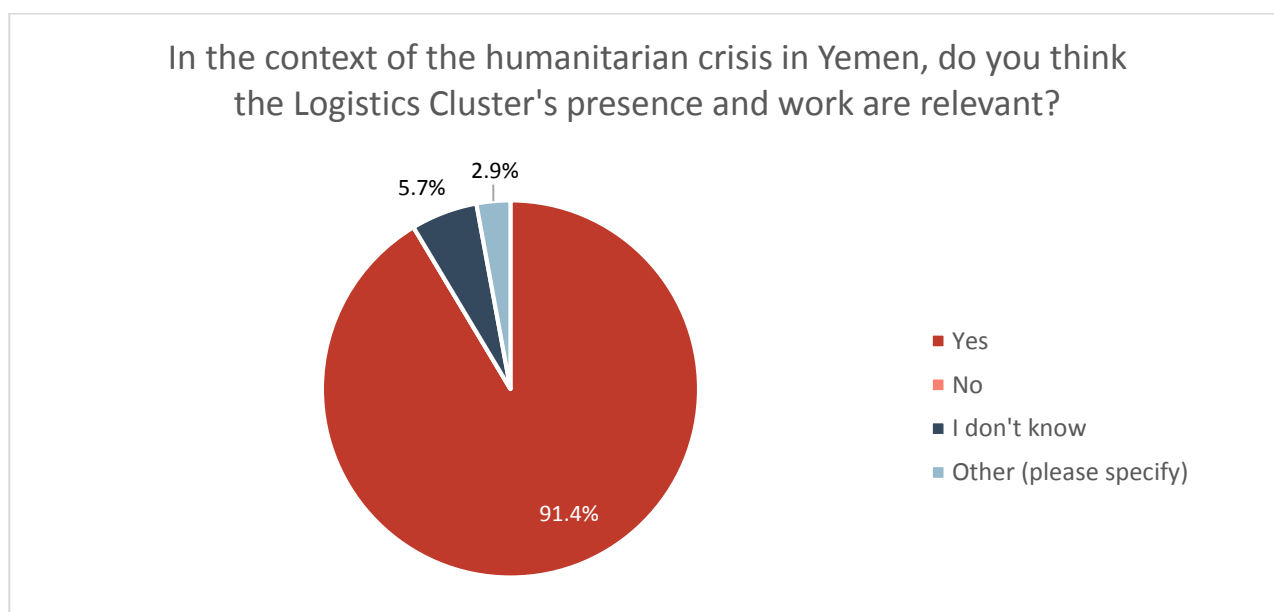
Question 6:



Question 7:



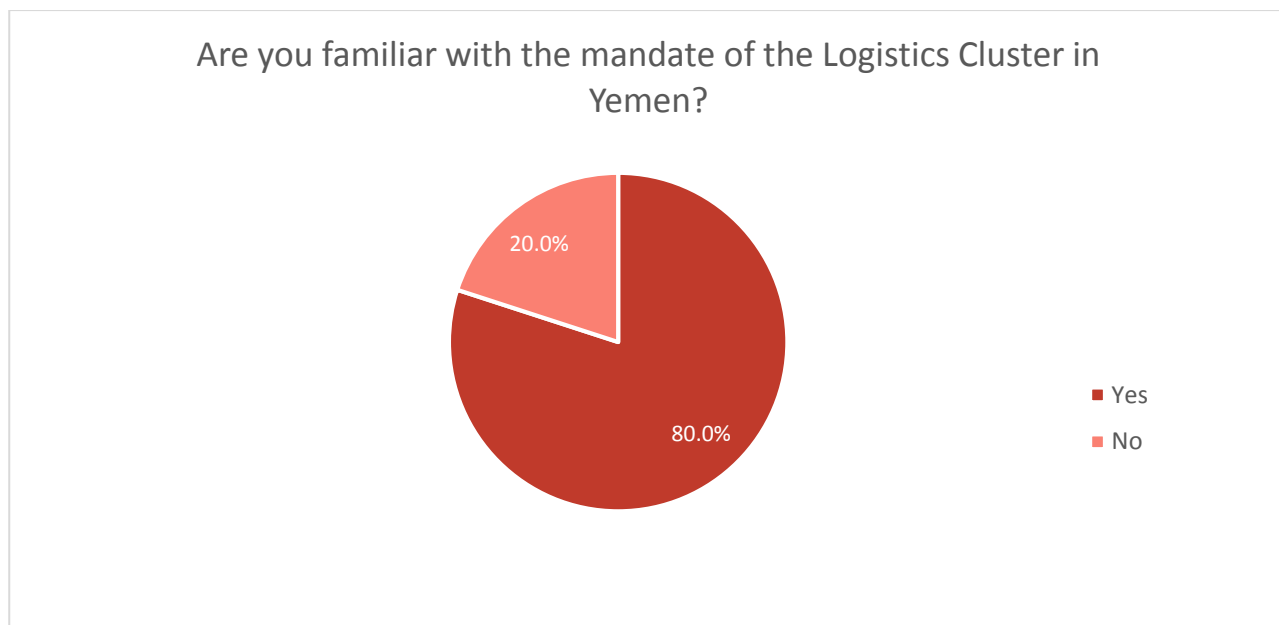
Question 8:



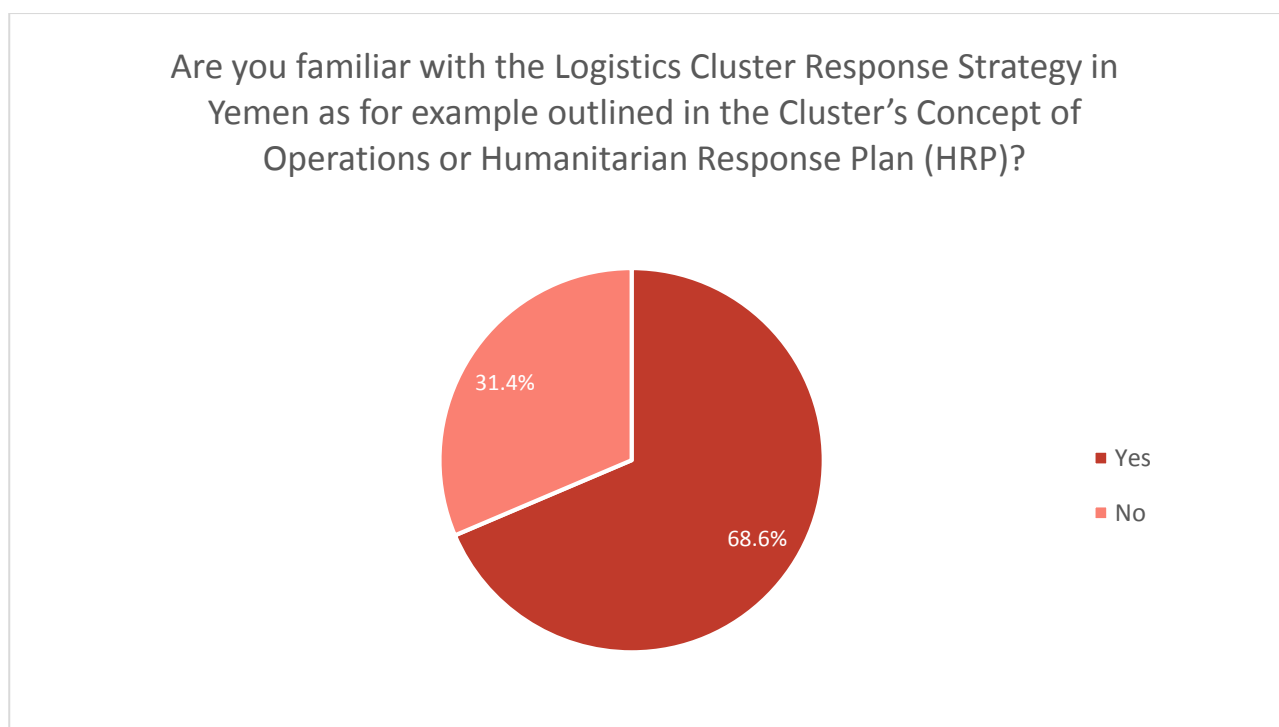
Question 9:

| If not, why do you think the Logistics Cluster is not relevant? |    |
|---|----|
| <i>answered question</i>  | 0  |
| <i>skipped question</i>   | 35 |

Question 10:

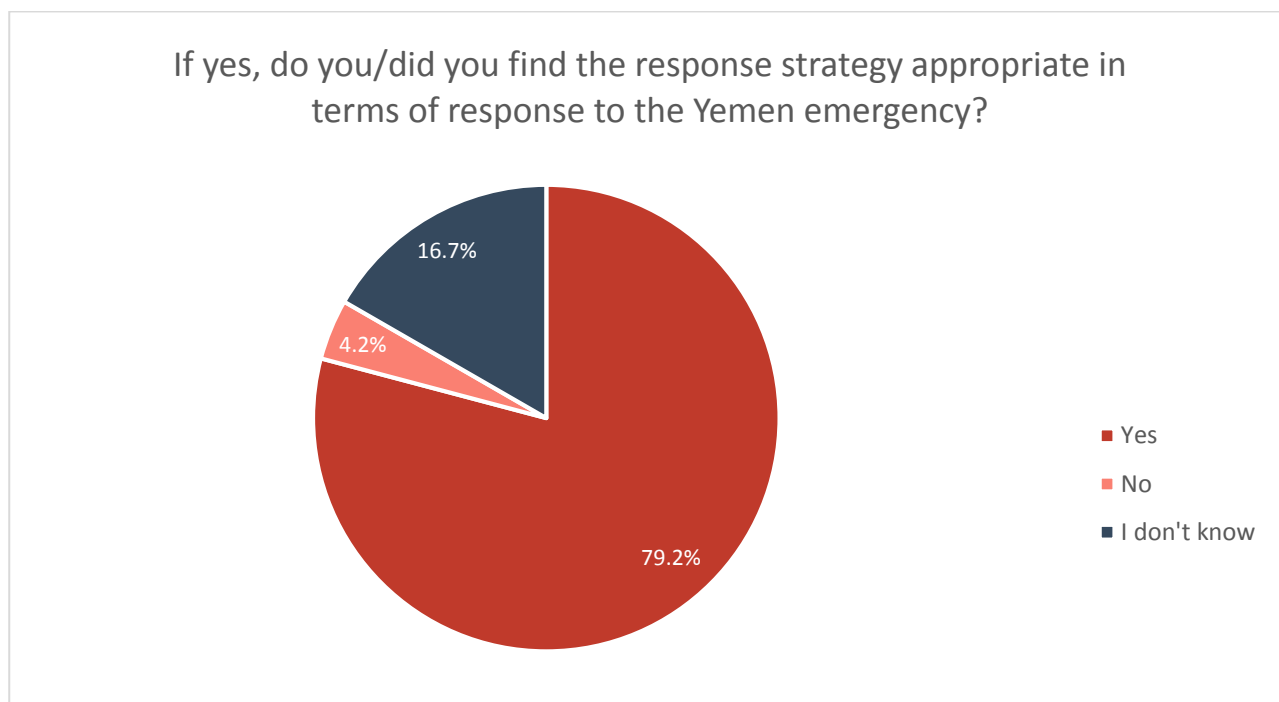


Question 11:





Question 12:



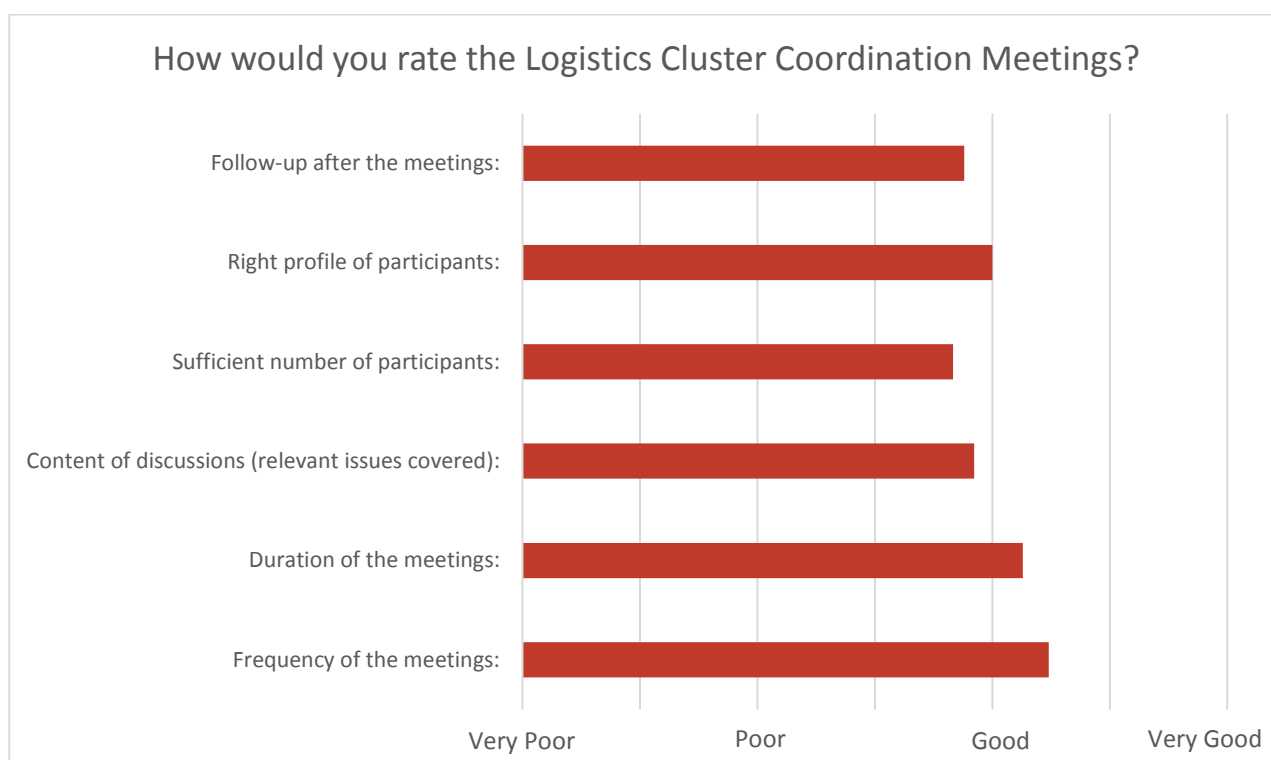
Question 13:

**Please explain, why you find it appropriate/inappropriate or why you are not familiar.**

| Response Text  |
|--|
| 1 Our Mandate as an Emergency Res-ponder , and we are wider humanitarian organization Active Member- at IFRC   |
| 2 I've never been involved / not really aware about it   |
| 3 I find it to be appropriate as it reflects the current situation and addresses valid points with regards to functioning within the environment of Yemen  |
| 4 WFP didn't explain it to us  |
| 5 It is appropriate if it is in line with the current situation by having timely and coordinate responses to the humanitarian needs in terms of logistic support. For me, i am not familiar may be the response and the outcome of the cluster is not effective. |
| 6 i have reported to logistic clusters the difficulties our office is facing in terms of shipment transportation, whoever i did not receive any response or feed back  |
| 7 It wasnt presented to me in the cluster meetings I attended  |
| 8 Solved alot of logistics issues especially delivery in crisis.   |
| 9 Suit the condition on ground   |
| 10 cluster team are very responsive and time respected   |
| 11 I expect succuss if you solve the Security Clearances   |
| 12 Simply because I am new in Yemen with IOM. Arrived on Dec. 5, 2016.   |
| 13 I find it appropriate because it provides the required logistic support for humanitarian operations especially in the challenging context of Yemen.   |
| 14 It outlined the high level activities which were needed to support the response.  |
| 15 .   |
| 16 fill the gap of logistics support on time while maintaing customer's satisfaction   |
| 17 It's appropriate because it shares every single need with all INGOs and NGOs in the cluster and respond to the suggested points by them accordingly   |

- 18 the technical expertise of the cluster is valuable in advising us when issues in communications happens
- 19 Know LogCluster, but specific targets in Yemen I am not aware of.
- 20 Well, lots of staff turnover and decision takes long
- 21 keeps programs aligned, yet is adaptable to the ongoing changes
- 22 The communication of the logistics cluster is not something that is shared with UNFPA in Copenhagen
- 23 It is as appropriate as it can be considering the constraints
- 24 The response that WFP is giving to all INGOs as well as the to serve beneficiaries is really appreciated
- 25 Free of charge is what we are looking for because - Charter flight cost became expensive now.
- 26 I would need to review it once again

Question 14:



Question 15:

**Do you have any suggestion on how to improve the Logistics Cluster Coordination Meetings? Please specify.**

**Response Text**

- 1 Organize Monthly Meeting such as other Cluster and Follow -up the meeting , before that might be Conduct Training in Logistic System and procedures related for the Members
- 2 More involvement of INGOs
- 3 no
- 4 Ensure it matches better the needs/gaps of humanitarian community
- 5 They issued the meetings in not suitable for me to attend and the in different cities that I couldn't be able to go.
- 6 By contacting with The transporter and discuss them all problems in operations
- 7 I invite the Lead of Log Cluster to individually meet the Heads of UN Agencies, NGO/INGO to explain the mandate and objectives of the Cluster. Invite them to designate one Staff from Logistics Unit to participate to Log Cluster organized meetings in Sanaa.

- 8 no
- 9 Although providing excellent supports, it is rarely used by the cluster members. better review the reasons hinder to use the logistics cluster services.
- 10 none
- 11 More relevant topics.
- 12 be focus on issues and solutions and not to repeat what we already know
- 13 N/A
- 14 More communication shall be given to all cluster member .
- 15 There has to be some kind of training from time to time.
- 16 well handled already

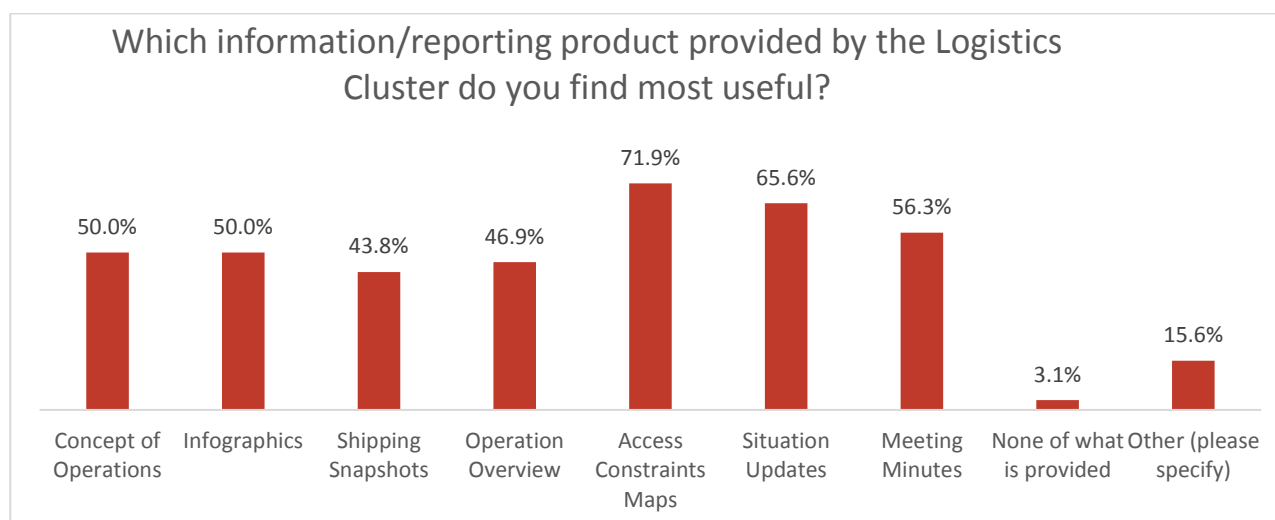
## Question 16:

**Do you have any suggestions on how the Logistics Cluster could improve the logistics coordination in Yemen? Please specify.**

### Response Text

- 1 regular meetings and exchange information about the Logistics
- 2 To organise at regular bases core meetings with few organisation that have a real logistic strategy / means / well understanding and knowledge of the environment
- 3 No, the meetings cover content they should cover, and the website contains all the relevant documents within the scope of this cluster.
- 4 To include INGOs high managements in decision taking
- 5 - working closely with the partners in order to support them particularly in terms of the facilitation of the external procurement
- 6 by providing the rules and regulations.
- 7 in Yemen, centralized in Sana'a and Aden
- 8 To make it as international club and provide ID membership to eas our movement as a logistic cluster also to enable exchange the information contained.
- 9 Yes, i suggest to do an steategy with MOI about Security Clearances because this is the biggest problem in my openion, and i hope you contact the transporter and coordinate with him directly from logistic cluster in order to make the operations simple
- 10 Through regular weekly meetings as of now and train some participants on the objectives of the Log Cluster.
- 11 no
- 12 Make Training for national staff
- 13 I twill be good to have some newer toys to be introduced to Logs officers
- 14 More flexibility and support (without long request deadlines) to get things done, e. g. for transport and storage.
- 15 N/A
- 16 Nothing to add
- 17 Well handled already

Question 17:



**Other (please specify)**

|   |  |
|---|--|
| 1 | nothing has been provided                              |
| 2 | fuel services  |
| 3 | Stock and pipeline                                     |
| 4 | Maps are useful, but it took weeks/months to get them. |
| 5 | N/A  |

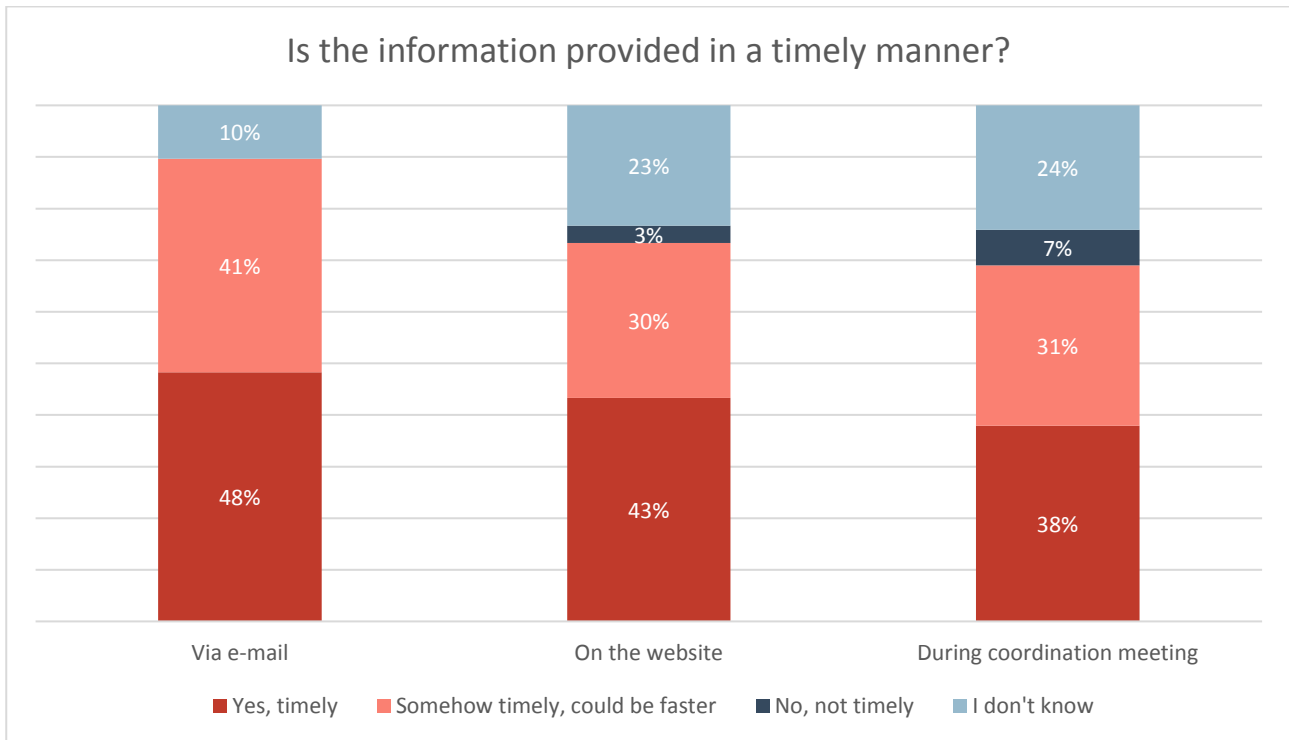
Question 18:

**What additional information would be useful for your operations? Please specify.**

**Response Text**

|    |  |
|----|--|
| 1  | Sea shipping and use the United Nations Flights from Sana'a to other countries   |
| 2  | Real time information about access to the country (waiting time at berth for seaport) for example  |
| 3  | Lesson learned, experiences shared by participating INGOs could use some more focus on to bring about mutual benefit for all the participants. Perhaps through individual presentations. |
| 4  | clear logistical constraints analysis and strategy   |
| 5  | Delivery information for fuel and passengers transaction access.   |
| 6  | I suggest the pipeline for 3 months  |
| 7  | I have no idea yet.  |
| 8  | More information on the UNVIM process and impact on humanitarian operations.   |
| 9  | .  |
| 10 | Logistics situation update   |
| 11 | none   |
| 12 | coordinating opportunities for program funding   |
| 13 | N/A  |
| 14 | Fuel and funding updates   |
| 15 | To have update of new regulation in Yemen customs  |

Question 19:



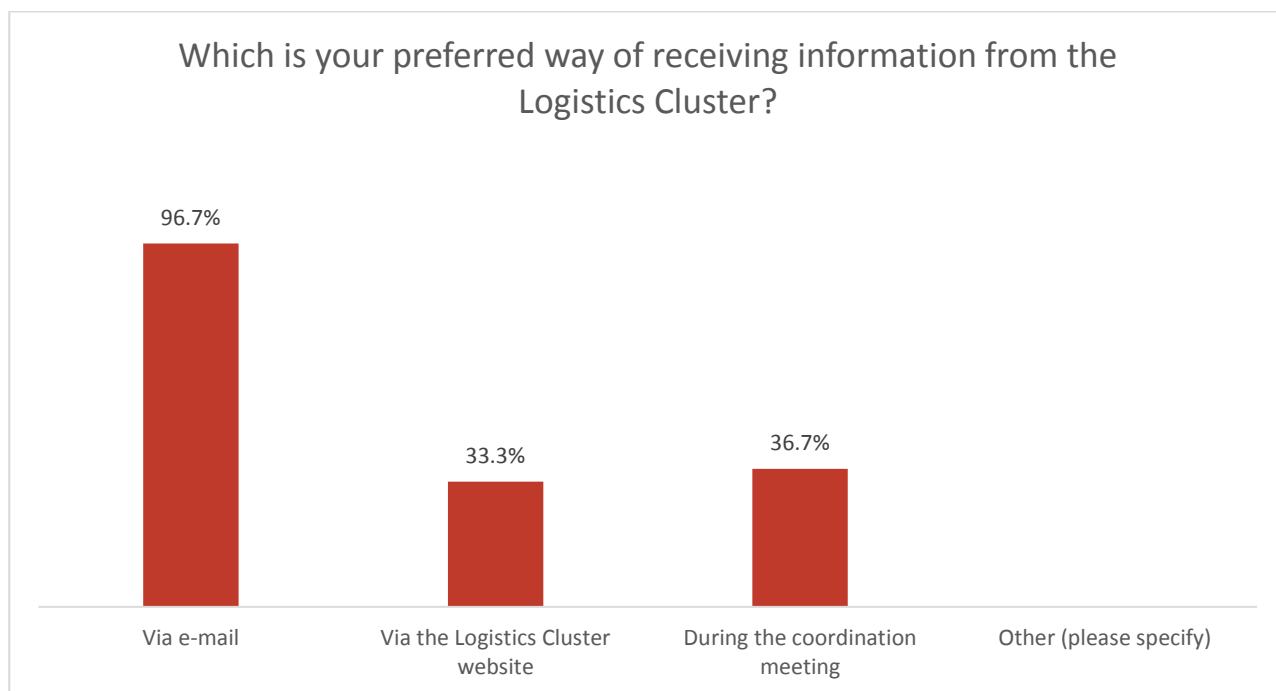
Question 20:

**What additional information would be useful for your operations? Please specify.**

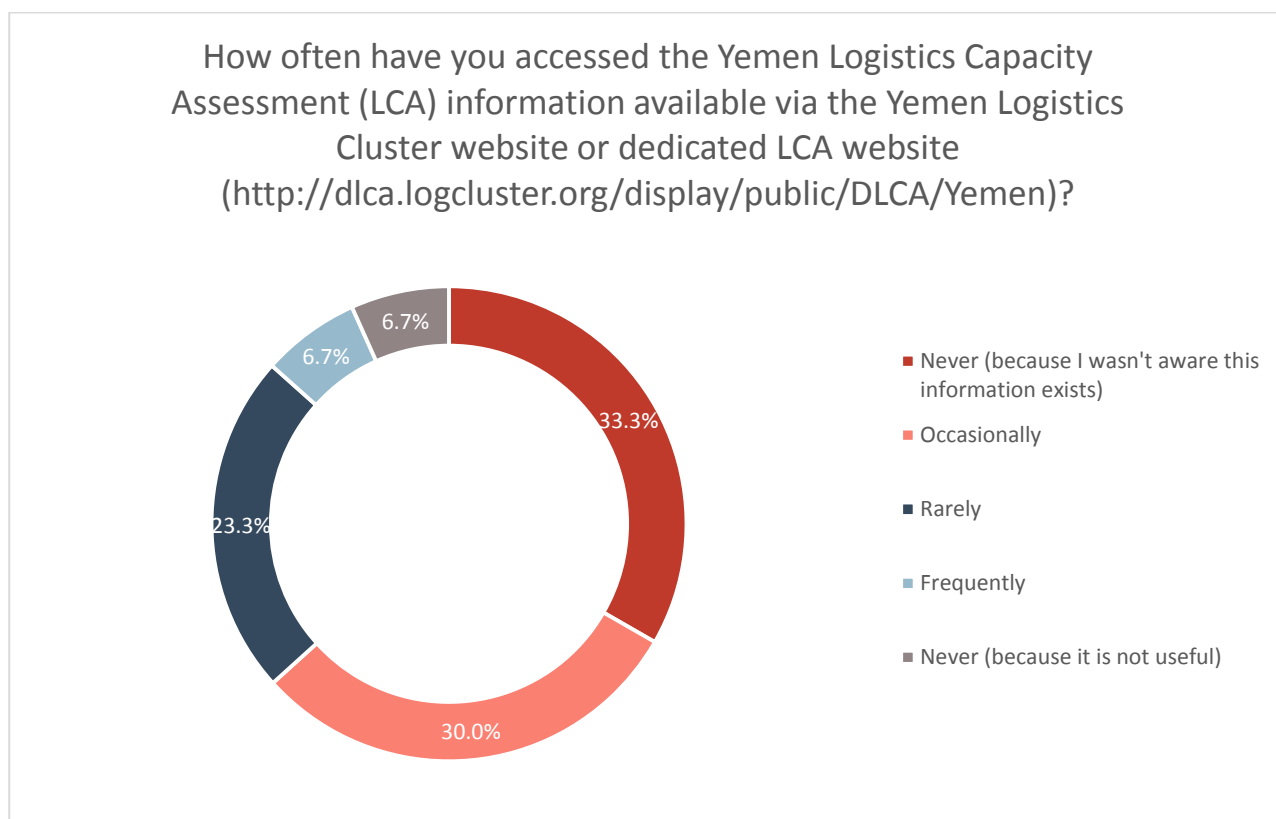
**Response Text**

- 1 No Thanks
- 2 There is an expected delay between the news happening and the time they are provided. Which is normal.
- 3 information should be better circulated per mail before the meetings
- 4 No thanks
- 5 0
- 6 none
- 7 Maps are good, printing could be faster
- 8 Nothing to comment

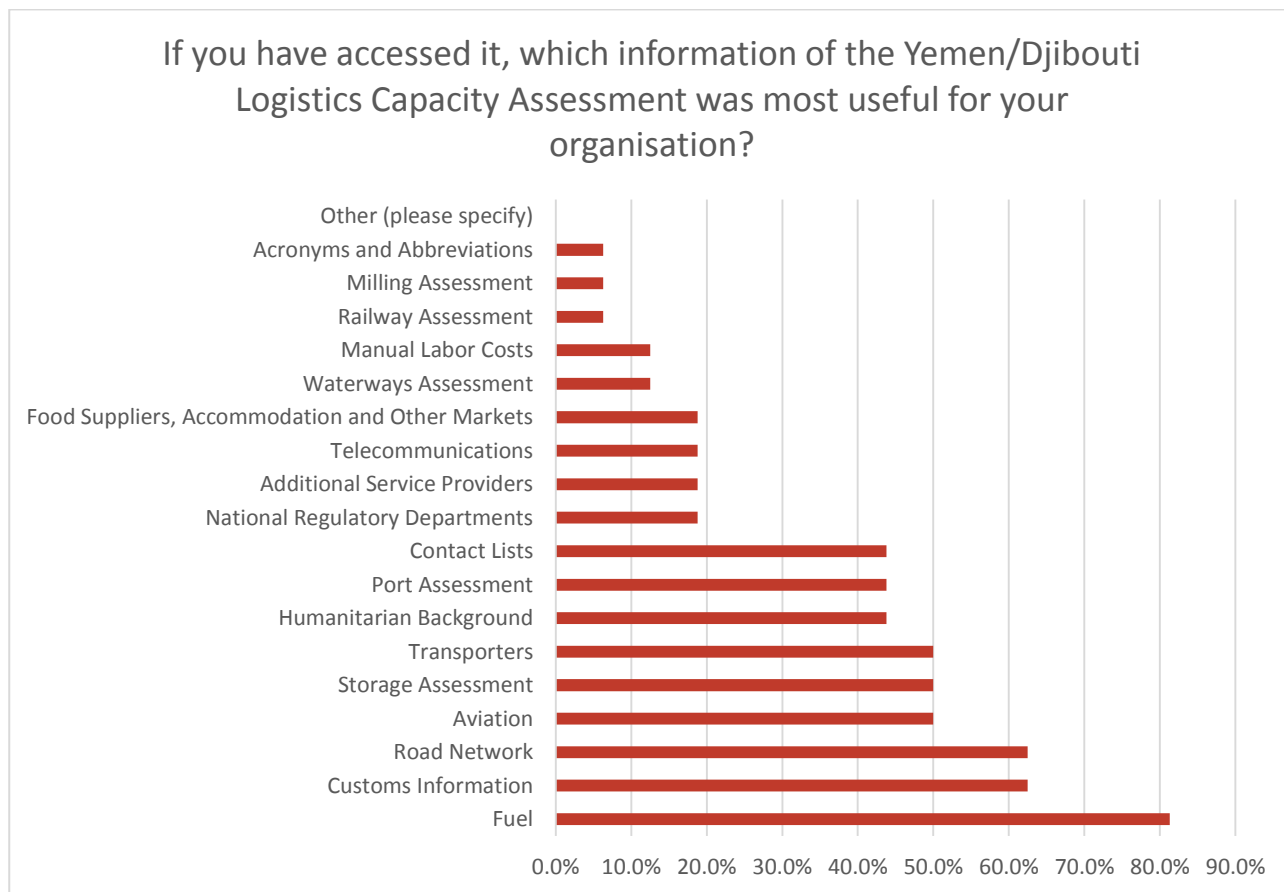
Question 21:



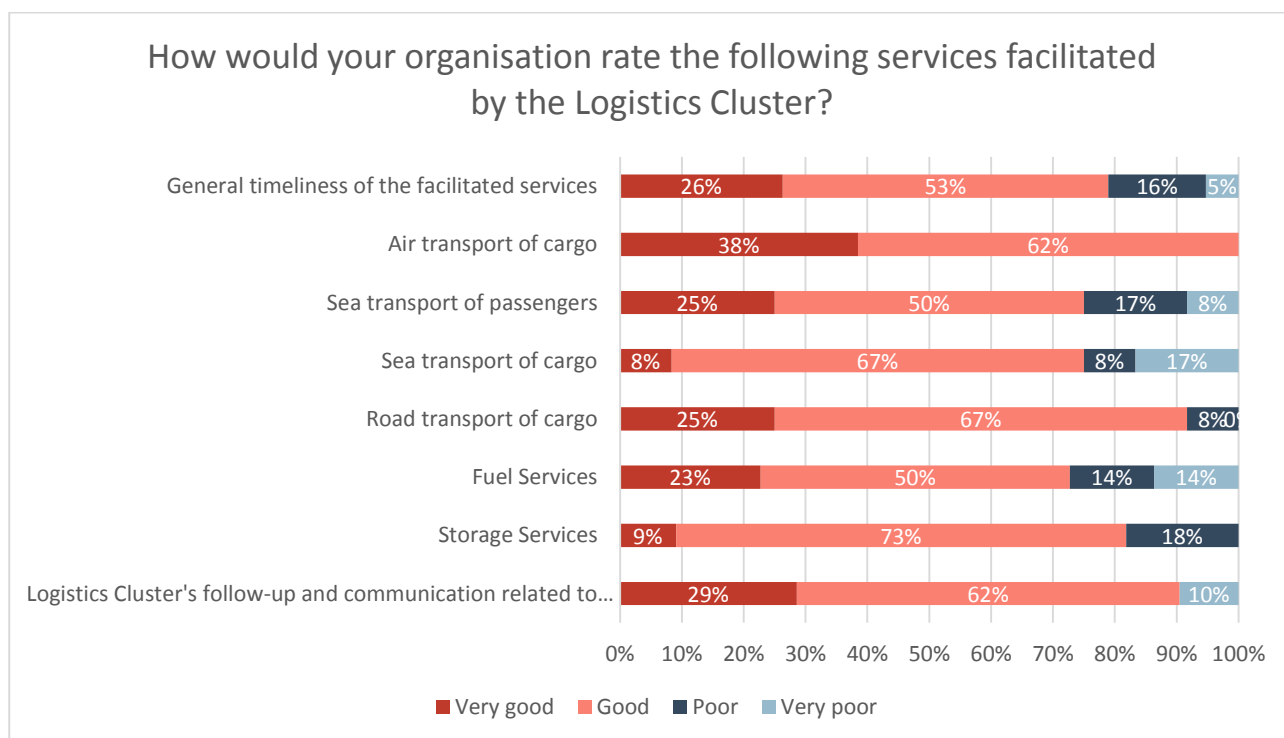
Question 22:



Question 23:



Question 24:

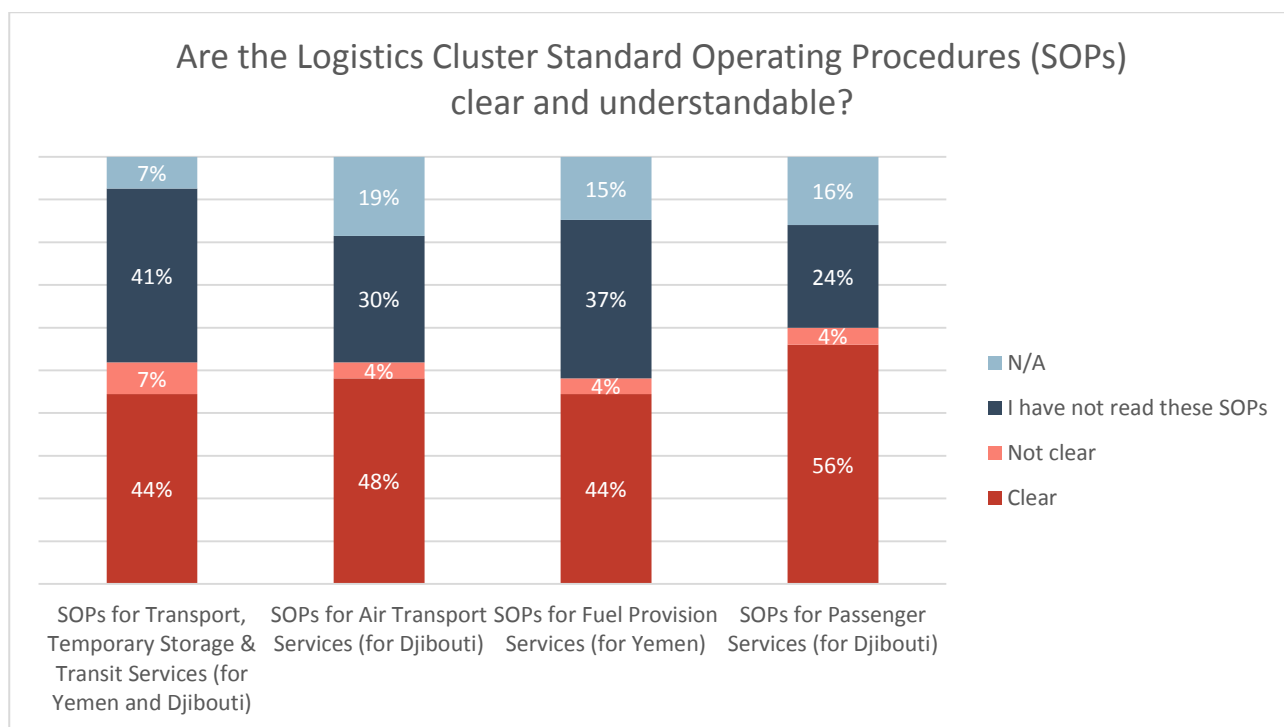




Question 25:

| Is there anything that could be improved? Please specify. |  |
|---|--|
| Response Text   |  |
| 1   | More air cargo   |
| 2   | fuel quality assurance   |
| 3   | Recently not   |
| 4   | More agile solutions for sea shipments to respond to the needs and requests of partners. |
| 5   | none   |
| 6   | We tried to transport, but then found better options.                                    |
| 7   | Nothing to improve, structure is in place already implemented.                           |

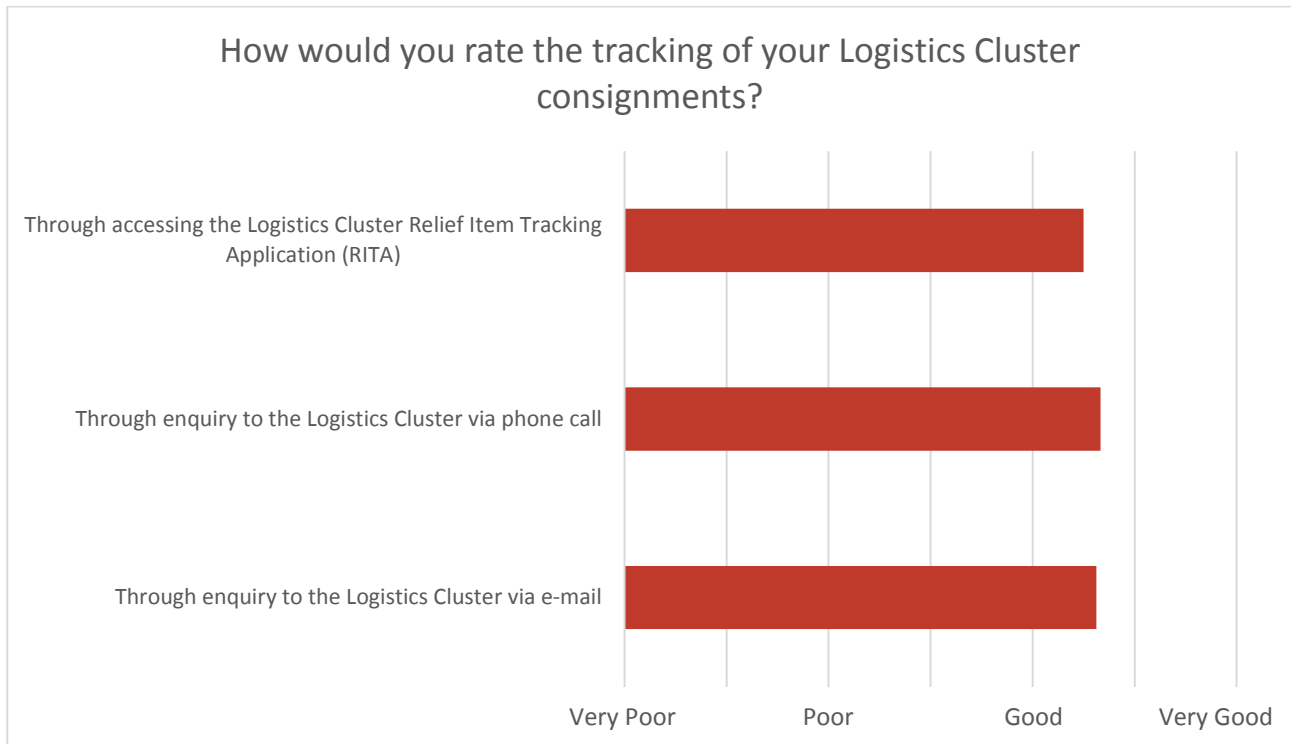
Question 26:



Question 27:

| If the SOPs are not clear, how could they be improved? |   |
|--|---|
| Response Text  |   |
| 1  | Giving time by time update about the previous items.  |
| 2  | I didn't receive these SOPs   |
| 3  | There has been a number of rapid changes which had impact on the clarity of the SOPs. The changes could have been communicated better and with more detailed explanation via SOPs as well as directly to affected partners. |
| 4  | none  |
| 5  | N/A   |

Question 28:



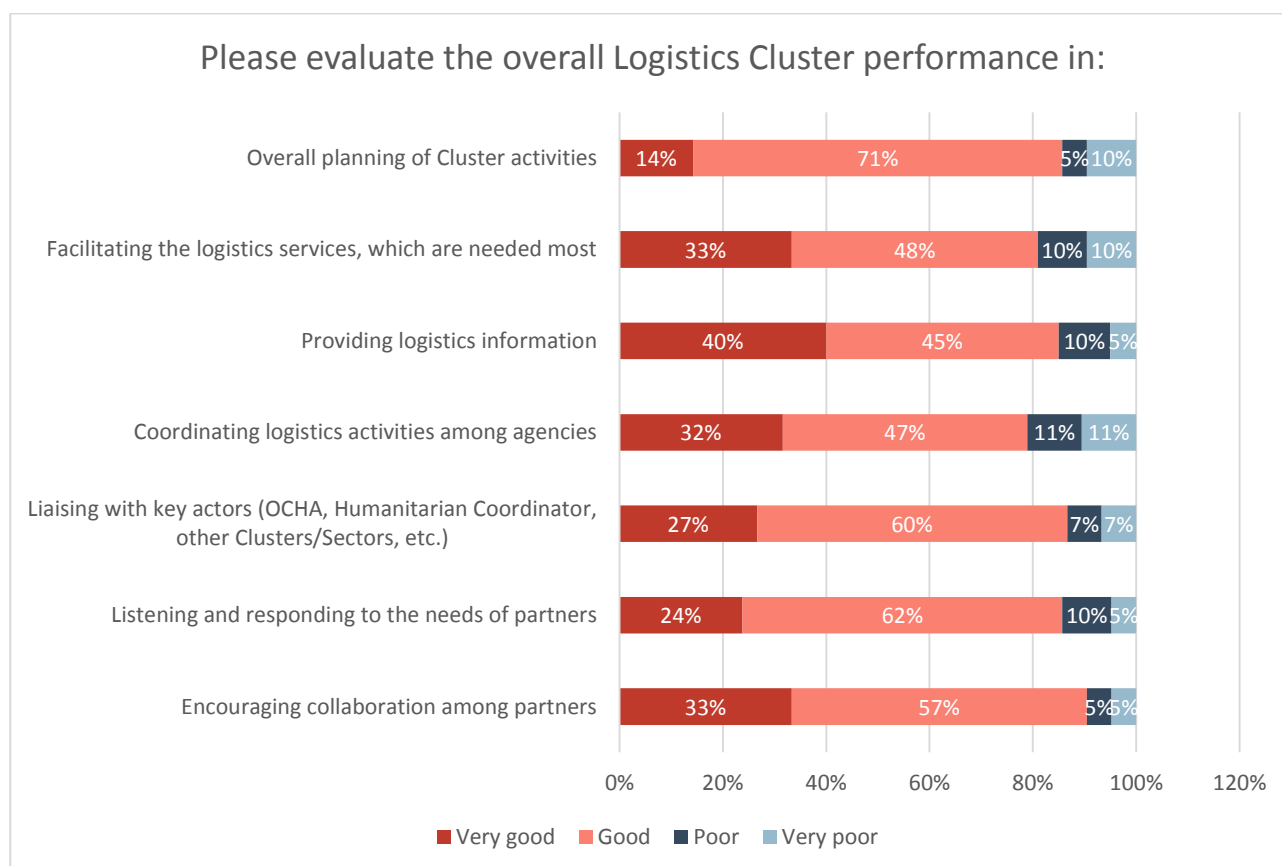
Question 29:

**Is there anything that could be improved regarding the tracking of your consignments? Please specify.**

**Response Text**

- 1 None
- 2 Online tracking showing the date of discharge and collection of the cargo will be useful for us.

Question 30:



Question 31:

**If you have any further comments, please specify here.**

**Response Text**

- 1 I am interested to be active Logistic Member , hopefully invite me to the Regular Meetings
- 2 Thanks to the LC for the real services improvement during 2016
- 3 No, I think they are doing a good job. Keep it up.
- 4 Please enhance the services
- 5 Whilst the overall service in both Djibouti and Yemen has been great, it was frustrating as a partner to not have our requirements considered in regards to agile sea shipment solutions.
- 6 Thank you for providing logistics services with cooperative manner
- 7 none
- 8 Yemen for sure challenging context. Therefore not many agencies are present to respond, but the ones which are there, maybe support can be proactive to their needs.
- 9 Nothing to comment.