

INTER-AGENCY STANDING COMMITTEE
63RD WORKING GROUP MEETING

**Evaluation Recommendations and Management Response
Summary Synthesis Review of the United Nations Joint Logistics Center (UNJLC)**

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| Recommendations to UNJLC Stakeholders Synthesis Review 30 March 2005 | Stakeholders' Response to Recommendations |
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| Operational involvement | |
| <p>1. Recommendation (para 27)</p> <p>The UNJLC's primary task is logistics coordination, however the consensus amongst all of UNJLCs partners is that it should 'focus on getting the job done' and therefore fill as quickly as possible any operational gaps that are identified. In complex emergencies there will almost certainly be logistics areas that are not covered by other partners and filling these gaps has been a vital function for the UNJLC.</p> | <p>1. Recommendation (para 41)</p> <p>The UNJLC's primary task is logistics coordination and augmentation as described in the Terms of Reference approved by the IASC-WG prior to and for individual field operations. In addition, the Field Steering Group can approve operational case-specific logistics services providing UNJLC has the capacity.</p> <p>2. Recommendation (para 42)</p> <p>Every UNJLC field operation should have a Field Steering Group made up of Country Team (CT) members or their delegated staff.</p> |

| Operational involvement | |
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| <p>2. Recommendation (para 28)</p> <p>The UNJLC should only take on operational tasks where other partners are unable or unwilling and with the formal agreement of the other partners. This approach will strengthen UNJLC’s hands-on attitude, will avoid any suggestion of duplication and will continue to give the UNJLC the vital strength in coordination that goes with a practical operational role.</p> | <p>See Recommendation 1</p> |

| Intervention timing and authority | |
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| <p>3. Recommendation (para 32)</p> <p>Preparedness missions, normally in an inter-agency role, should be considered a part of the normal operations of the Core Unit, not requiring the normal intervention authority.</p> | <p>3. Recommendation (para 47)</p> <p>Logistics preparedness missions should be considered a regular part of the operations of the Core Unit. UNJLC should inform partners in advance of such missions and give them the opportunity to participate, and invite them to provide information on in-country logistics. The UNJLC should make logistics preparedness plans for potential trouble spots in coordination with the IASC Sub-Working Group on Preparedness and Contingency Planning.</p> |
| <p>4. Recommendation (para 34)</p> <p>It may be appropriate for UNJLC to fund or second staff to one of its partners to ensure a continuing operation. Also whilst in its operational role the UNJLC should assist the relevant agency to take over and provide capacity building to local government where appropriate.</p> | <p>4. Recommendation (para 49)</p> <p>The UNJLC should only intervene until an appropriate alternative mechanism is in place. The UNJLC should assist the relevant entity to take over and provide capacity building to local government where appropriate. It may be appropriate for UNJLC to transfer staff to one of its partners to ensure a continuing operation.</p> |

| The location of the field office | |
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| <p>5. Recommendation (para 36)</p> <p>Reviewing experience so far it is most practical to locate the UNJLC office depending on local circumstances and that it should be determined through the agreement of the Head of the Core Unit the WFP CD and the HC/RC.</p> | <p>5. Recommendation (para 51)</p> <p>In principle, the UNJLC should be co-located with the other Humanitarian Common Services. Where local circumstances make this not feasible, then it should be determined through agreement between the Chief of the Core Unit, the WFP CD and the HC/Resident Coordinator (RC).</p> |

| Logistics costs | |
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| <p>6. Recommendation (para 39)</p> <p>The UNJLC should maintain an overview of logistics costs. This should be an automatic role for the UNJLC with other agencies agreeing to provide, confidentially, their logistics costs. Considerable cost savings are possible in this area which should typically be a UNJLC role. The monitoring of costs in air, road, rail, river and warehousing helps to ensure that competition is not pushing up costs and where possible leads to sharing assets. Prices should be reviewed regularly. The Core Unit will include this in its standard presentation of logistics services to the UNCT.</p> | <p>6. Recommendation (para 53)</p> <p>The UNJLC should provide a platform where potential logistics cost savings and market trends can be identified. Agencies are encouraged to share information on this subject.</p> |

| The relationship with WFP | |
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| <p>7. Recommendation (para 45)</p> <p>UNJLC cannot function without personnel, financial and administrative support and must consolidate a mutually positive relationship with WFP, whilst retaining its independence. The relationship with WFP must also be clear. A WFP OD Directive explaining UNJLC’s role and relationship with WFP would be a significant help.</p> | <p>7. Recommendation (para 60)</p> <p>UNJLC cannot function without human resources, financial and administrative support from WFP, its host agency, and must therefore consolidate a mutually positive relationship with WFP, whilst retaining its impartiality and inter-agency character. This relationship should be clarified by WFP through further dissemination of information by, for example, an OD Directive.</p> |

| Orphan issues | |
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| <p>8. Recommendation (para 47)</p> <p>The UNJLC should continue to identify orphan issues but they should only be undertaken very exceptionally and with the agreement of its partners.</p> | <p>Covered in ‘Operational Involvement’.</p> |

| Strategic air coordination and working with the UN Humanitarian Air Service (UNHAS) | |
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| <p>9. Recommendation (para 49)</p> <p>WFP should clearly define the aircraft operator role of UNHAS and UNJLC should only be involved in aircraft operations with the formal agreement of UNHAS.</p> | <p>8. Recommendation (para 62)</p> <p>UNJLC should play a role in strategic air coordination where necessary. At the operations theatre level, the UNJLC should continue to coordinate/prioritise cargo for aircraft available for common humanitarian use, including HAS if present.</p> <p>9. Recommendation (para 63)</p> <p>UNJLC and WFP should issue a paper further detailing their roles in air coordination.</p> |

| Working with the military | |
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| <p>10. Recommendation (para 52)</p> <p>UNJLC should clearly define its role in relation to CMCoord officers and make contact with DPKO to identify common logistics ground. This should be in the context of broader UN approaches to the relationship between the humanitarian agencies and DPKO in possible Integrated Missions.</p> | <p>10. Recommendation (para 68)</p> <p>UNJLC's role in liaison and in coordination of logistics issues with military entities should be at the operational level and within the framework of the UN Humanitarian Civil-Military Coordination (CMCoord) Concept. Contacts with DPKO and other UN-mandated forces should be to identify common logistics ground and provide a link between humanitarian and military logistics.</p> |

| Preparedness planning | |
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| <p>11. Recommendation (para 55)</p> <p>The UNJLC should make preparedness plans for future trouble spots and activate if possible before the emergency breaks.</p> | <p>Inserted in 'Intervention Timing and Authority', now named 'Logistics Preparedness, Intervention Timing and Authority'.</p> |

| Working with its partners | |
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| <p>12. Recommendation (para 64)</p> <p>The quarterly meetings of stakeholders should be maintained. The meeting has a very operational focus and demonstrates quite clearly the inter-agency ownership of the UNJLC. Senior representation from WFP at these meetings is essential to ensure that the workings of the UNJLC and its partners are passed back to WFP through a route independent of the UNJLC.</p> | <p>11. Recommendation (para 78)</p> <p>The quarterly meetings of stakeholders should be maintained as the 'UNJLC HQ Steering Group'. Senior representation from the humanitarian agencies that attend the IASC-WG and from DPKO is essential.</p> |

| Working with its partners | |
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| <p>13. Recommendation (para 65)</p> <p>To clarify the UNJLC relationship with its partners, and as the relationship with each one will be very different, the Core Unit should prepare individual MOUs with each major partner. The alternative is a joint MOU but this would pose problems in clearly defining the respective roles.</p> | <p>12. Recommendation (para 79)</p> <p>To clarify the UNJLC relationship with its partners a template agreement should be developed covering human resources, finance and administration issues between UNJLC and the respective entity. Existing technical agreements between WFP and other agencies should be updated with an addendum on UNJLC in this respect.</p> |

| Deployment of Chiefs of field operations and technical support staff | |
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| <p>14. Recommendation (para 67)</p> <p>The UNJLC should strengthen the Core Unit with two additional logistics officers capable of being Chiefs of Field Operations This would give the Core Unit three senior logistics officers in addition to the Chief of the UNJLC, all of whom would be rapidly deployable. These new staff would be drawn from WFP, UNHCR or UNICEF.</p> <p>15. Recommendation (para 69)</p> <p>The UNJLC should establish a special register of potential Chiefs of Field Operations which would expand its normal nucleus of WFP staff, drawing on staff from a variety of sources, broadening the pool of available staff with appropriate experience and reflecting its inter-agency role. Arrangements should be made with their normal employers to make these staff rapidly available and to familiarise them with the UNJLC.</p> | <p>13. Recommendation (para 81)</p> <p>The UNJLC Core Unit should be strengthened with two additional logistics officers capable of being Chiefs of Field Operations. This would give the Core Unit five senior logistics officers from participating UN-Agencies in addition to the Chief of the UNJLC Core Unit, all of whom would be rapidly deployable. The participating UN agencies will be encouraged to fund these positions.</p> <p>14. Recommendation (para 82)</p> <p>Before the arrangement above is put into place WFP should resolve the issue of signing authority for non-WFP UN-staff.</p> <p>Previous recommendation 69 is covered in new recommendations 81 and 82.</p> |

| Deployment of Chiefs of field operations and technical support staff | |
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| <p>16. Recommendation (para 70)</p> <p>Although the Standby staffing arrangement using ALITE works well UNJLC should explore the possibilities of creating a list of technical staff, available under advance commitments from a variety of donors, in areas such as fuel, customs and civil engineering, on lines similar to those used by UNDAC.</p> | <p>15. Recommendation (para 84)</p> <p>Although the WFP Logistics Service’s Standby staffing arrangement through ALITE works well the UNJLC should maintain its register of potential UNJLC staff, drawing from a variety of sources, broadening the pool of available staff with appropriate experience and reflecting its inter-agency role. Arrangements should be made with their employers to make staff rapidly available and to familiarise them with the UNJLC.</p> |

| Financing the Core Unit | |
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| <p>17. Recommendation (para 72)</p> <p>A proposal that donors may wish to make a regular annual ‘stakeholder’ contribution that links with the Special Account would put the Core Unit’s finances on a sound and predictable footing. This recognises the vital need for continuity in support for Core Unit operations and endorses the current approach of clearly separating SO funded field operations from Special Account Core Unit funding.</p> | <p>16. Recommendation (para 88)</p> <p>Donors should be encouraged to make regular annual contributions to the Special Account to put the Core Unit’s finances on a sound and predictable footing.</p> <p>Other recommendations deemed irrelevant.</p> |
| <p>18. Recommendation (para 73)</p> <p>Funding for the Core Unit through the Special Account and the SO should be sufficient to support the Core Unit and the ability to deploy a Chief of Field Operations and a support structure for four months, from that point all UNJLC operations in the field should be on a cost recovery basis from the UNCT agencies.</p> | |

| Financing the Core Unit | |
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| <p>19. Recommendation (para 75)</p> <p>Any funds generated for a specific operational activity that is subsequently handed over to another agency should be transferred along with the operation.</p> | |

| Following financial rules | |
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| <p>20. Recommendation (para 78)</p> <p>The Core Unit should stress to Chiefs of Field Operations that they should document, with a note for the file, any key financial decisions that are taken, particularly in the case of waivers or in any negotiation of rates. They should understand that their actions will eventually be audited by WFP.</p> | <p>Already in place.</p> |

| Information | |
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| | <p>17. Recommendation (para 93)</p> <p>The UNJLC must be strict in crediting and acknowledging the origin of the material on its maps, website and disseminated documents.</p> |
| | <p>18. Recommendation (para 94)</p> <p>UNJLC should develop a clear communication strategy to inform relevant Humanitarian actors on the Centre’s mission and capabilities. The UNJLC is encouraged to attend Humanitarian Coordinator (HC) and Country Director (CD) workshops as training cadre, as per the IASC endorsed recommendations on Humanitarian Common Services.</p> |

Prepared by WFP: Allen Jones (Consultant) – November 2005