EVALUATION REPORTS

Agenda item 6

For consideration

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – GLOBAL LOGISTICS CLUSTER

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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BACKGROUND

1. The joint evaluation of the global logistics cluster (GLC) was undertaken to provide additional evaluation insights beyond inter-agency evaluations of the cluster system as a whole, such as the April 2010 Inter-Agency Standing Committee (IASC) evaluation of the cluster approach. It was commissioned by the Netherlands Ministry of Foreign Affairs Policy and Operations Evaluation Department, the Evaluation Office of the United Nations Children's Fund and WFP's Office of Evaluation upon the request of WFP's Logistics Division.

2. The Secretariat appreciates the findings of the evaluation, which have contributed to a better understanding of the changes that have taken place within the GLC since the adoption of the cluster approach in 2005 and will help the Global Logistics Cluster Support Cell to provide more strategic direction to cluster participants.

3. The recommendations will be applied in the implementation of the GLC's three-year strategy and will provide useful feedback for WFP as the lead agency for three clusters.

4. The Secretariat's responses to the recommendations are presented in the attached matrix.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE JOINT EVALUATION'S OF THE GLOBAL LOGISTICS CLUSTER			
Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
Recommendation 1: GLC strategy. Design a three-year GLC strategic plan that settles mandate issues, establishes a shared vision and partnership attributes, identifies core ("mainstreamed") budget requirements, sets key performance indicators, and identifies communications and branding approaches. (GLCSC and partners, by December 2012)	GLCSC, with partners	**Agreed.** The GLCSC agrees on the importance of a strategic plan. The evaluation was the first step implemented by GLC management to develop a strategic outlook for the cluster. A draft strategy document is being drawn up through a consultative process and will be submitted to cluster partners for their input by September 2012. At the GLC meeting in June 2012, first steps were taken to elaborate a GLC mandate, a strategic plan, partnership attributes and indicative budget, with the expectation that these would be finalized by early 2013 and accompanied by communications and branding approaches. The GLC managers have worked with cluster partners and with the Inter-Agency Standing Committee (IASC) cluster sub-working group to refine the functions of the GLC in light of changes resulting from the Transformative Agenda.	January 2013
Recommendation 2: Financial and reporting **systems**. Develop specific systems and practices for the GLC at the global and country levels, to enhance transparency, performance monitoring and management, including financial tracking of key performance indicators for the outputs and outcomes of global- and country-level projects and operations, cargo/storage tracking and analysis, and project/operations reporting. (GLCSC and WFP Logistics Development Unit (LDU), by June 2013)	GLCSC, WFP LDU	**Partially agreed.** GLCSC agrees with the need for project reports relating to operations in the field and at a global level to ensure transparency in funding and performance. Some work has already been done on performance and financial tracking, but a new framework for financial reporting other than that already agreed with donors may prove to be beyond the current capacities of WFP. Several reporting initiatives had been started before the recommendations were made, and additional reporting requirements have been incorporated into other projects. These include: key performance indicator (KPI) reports on current operations and on global-level work; the introduction of a Relief Item Tracking Application; and the measurement of the financial value of services for both service users and donors.	June 2013

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE JOINT EVALUATION'S OF THE GLOBAL LOGISTICS CLUSTER			
Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
Recommendation 3: Organizational structure and decision-making. Strengthen GLC management and the coherence and consistency of cluster lead agency decisions by clarifying the need for WFP country directors and staff to consult the GLCSC on activation and staffing decisions and separating the Global Cluster Coordinator and Head of the Augmented Logistics Intervention Team for Emergencies (ALITE) positions. (WFP Director of Logistics, by December 2012)	Director, Logistics Division (ODL)	**Agreed.** GLCSC and the WFP cluster working group have begun mapping WFP's internal capacity development and advocacy requirements, with a view to covering activation/deactivation decisions along with decisions relating to mandates, staffing, reporting lines and the relation to the Humanitarian Coordinator. Action has been taken to separate the Head of ALITE from GLCSC Coordinator position, with the Coordinator reporting directly to the Director, ODL in June 2012. .	November 2012 June 2012
Recommendation 4: Improved partnerships**.** Improve partnerships within the GLC by conducting stakeholder mapping, increasing strategic outreach to key humanitarian logistics actors, considering the establishment of a strategic advisory group, including partners in a systematic lessons learned process, and developing a collaborative project management approach. (GLC Coordinator and WFP Director of Logistics, by December 2012)	GLC Coordinator and WFP Director of ODL	**Agreed.** GLCSC agrees that partnerships are central to the effectiveness of the GLC. A stakeholder mapping exercise was conducted following the June 2012 GLCSC meeting. A final stakeholder map will be included in the global strategy document. As agreed with cluster partners at the last GLC meeting, working groups set up as a subset of the group of global partners could help carry projects forward and facilitate project management overview and the development of new tools. GLCSC partners will define the terms of reference and scope of engagement for the working groups by year-end. Given that partners have expressed strong interest in having regular opportunities to provide input on the strategic direction of the cluster, participation in the strategic advisory group will remain as inclusive as possible, linked to participation in the GLC meeting. All GLC field operations now include mandatory reviews to be conducted while the operation is ongoing and included in the project document. Partners will be invited to participate in these reviews. A formalized procedure for the evaluation of active clusters will be outlined in the three-year strategic document.	September 2012 January 2013

MANACEMENT RESPONSE TO THE RECOMMENDATIONS OF THE JOINT EVALUATION'S OF THE GLOBAL LOGISTICS CLUSTER			
Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
Recommendation 5: Human resource management. Improve cluster human resource management by establishing a dedicated GLCSC staffing coordinator, developing and maintaining a robust GLC response roster, improving briefing and debriefing of deployed staff, developing a deployment toolkit, finding cost-effective ways of bringing cluster staff together to discuss lessons, and reducing the use of unfunded secondments by exploring alternative external recruitment approaches. (GLC Coordinator and WFP Director of Logistics, by June 2013)	GLC Coordinator and Director, ODL	**Agreed.** The Deputy GLCSC Coordinator and a dedicated support team have been assigned to staff coordination. Post-mission debriefings will become the standard operating procedure for all deployments. A GLCSC roster has been produced, but a web-based staff availability function still needs to be developed. A GLCSC training and deployment toolkit is being developed. Secondments of non-WFP staff to the GLCSC are integral to the principle of joint ownership and the sharing of the GLCSC's responsibilities among agencies. Secondments ensure that non-governmental organization (NGO) skills and viewpoints are applied to the benefit of all humanitarian actors in emergencies. This view was reaffirmed at the GLC meeting in June 2012. The GLCSC will be expected to apply strategic criteria when recruiting NGO and United Nations secondments so that the specialized skills that the GLCSC requires may be secured, along with the necessary funding.	Implemented End-2013, subject to funding

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE JOINT EVALUATION'S OF THE GLOBAL LOGISTICS CLUSTER			
Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
Recommendation 6: Global policy and inter-cluster coordination. Increase engagement in inter-cluster coordination at the policy and operations levels by sharing and seeking good practice with other clusters, contributing timely inputs for field testing of IASC reforms, training cluster staff on the evolving system, collaborating with programme clusters to operationalize new IASC assessment and operations planning tools, and sharing the results of this evaluation with other clusters and major humanitarian actors. (GLC Coordinator, WFP Cluster Working Group, WFP Policy Officer – Geneva, and partners, by June 2013)	GLC Coordinator, WFP Cluster Working Group, WFP Policy Officer (Geneva), Partners	**Agreed.** GLCSC management is fully engaged with the Transformative Agenda and is working on the cluster approach with the IASC sub-working group and other global clusters to achieve greater efficiency and effectiveness in policy development and operations. Within WFP, a working group has been formed to ensure the internal and external coherence of the clusters led and co-led by WFP. The working group is already drawing on the recommendations of the evaluation in respect of lead-agency advocacy and decision-making processes. The logistics response team training has already begun incorporating changes outlined in the Transformative Agenda and the IASC reforms. Training for the GLC Coordinator is being developed. GLCSC will continue to provide input for the development of Transformative Agenda assessment and operational tools. GLCSC will also advocate for the development of specific tools for the logistics cluster so that the GLCSC may service the needs of programme clusters. Stakeholder presentations have been made in Rome and Geneva, and another is planned for New York. The findings and recommendations of the evaluation have been made available to all GLC partners, the principal organizations of the IASC, subsidiary bodies, donors and the Office for the Coordination of Humanitarian Affairs (OCHA).	Ongoing

LIST OF ACRONYMS USED IN

ALITE	Augmented Logistics Intervention Team for Emergencies
GLC	global logistics cluster
GLCSC	Global Logistics Cluster Support Cell
IASC	Inter-Agency Standing Committee
KPI	key performance indicator
LDU	Logistics Development Unit
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
ODL	Logistics Division
UNICEF	United Nations Children's Fund

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