



**WFP (Pakistan)**  
**SPECIAL OPERATION SO (200363)**

Country:	Pakistan
Type of project:	Special Operation <sup>1</sup>
Title:	Logistics Cluster augmentation in support of the Government of Pakistan and the Humanitarian Community's response to flooding in southern Pakistan
Total cost (US\$):	<b>US\$ 1,859,502</b>
Duration:	6 months: September 25, 2011 to March 25, 2012

### **Executive Summary**

Following extensive flooding in the southern part of Pakistan, the Government has called for urgent international humanitarian assistance. The Logistics Cluster has been activated in recognition of the need for greater logistics coordination and the provision of services to the wider humanitarian community. By drawing on re-usable/contingency stocks and strong links with provincial and national authorities the Logistics Cluster will build on experience gained in responding to floods last year by designing and implementing a response plan meeting the needs of all actors.

### **Project Background**

1. Heavy monsoon rains have resulted in large scale flooding in the southern part of Pakistan affecting an estimated 5.3 million people. Some 226 have been confirmed dead and over 1.1 million homes have been lost. An estimated 1.7 million people have been displaced and are currently living in 10,700 camps. Many of those affected were victims of last year's flooding. The Government of Pakistan reports that 22 of 23 districts in Sindh are affected by floodwaters along with parts of Baluchistan Province. The situation is expected to get worse as the monsoon season is still ongoing. The Government has called for international assistance.
2. Four Clusters have been re-activated: Food Security, Emergency Shelter, Health and WASH. In addition, Coordination and Logistics Clusters have been newly activated in support of the operations.
3. Initial assessments by the Logistics Cluster have indicated a need for effective logistic coordination and provision of additional transport and storage capacity to augment the capacity of the Government and of humanitarian partners.

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<sup>1</sup> This SO is different in activities then SO No. 200181 Logistics Cluster Coordination to Support the Humanitarian Community and Enhancement Emergency Preparedness and Response Capacity currently operating in Pakistan until June 2013. SO No. 200181 aims to establish permanent emergency response depots and does not include short term hubs, coordination, transport or information management activities.

### **Project Justification**

4. As the humanitarian community scales up its relief response, substantial quantities of life-saving and life-sustaining relief items will be needed. In order to ensure that these supplies reach the most vulnerable people affected by the crisis in a timely and efficient manner, immediate logistical augmentation, coordination and support is required.

### **Project Objective(s)**

5. Through this Special Operation, WFP will provide logistics support to the Government of Pakistan and the humanitarian community in order to prevent gaps and bottlenecks in the humanitarian response. Support will include logistics coordination at the national and provincial level, temporary storage, road /water transport, information management services and geographic information services. All services will be provided free of charge.

### **Project Implementation**

6. This Special Operation will have duration of six months. The operation will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional equipment and logistics common services as required.

7. The following activities will be implemented by WFP as the Logistics Cluster lead:

- a. *Logistics Cluster Services:*

1. Warehousing. Plans have been made to establish ten humanitarian hubs in the flood affected areas. These will be available free of charge to the humanitarian community. In addition to existing WFP logistics hubs and warehouses, the Logistics Cluster will stand ready to make available additional storage capacity at specific locations, if needed and requested, either through leasing warehouses from the commercial sector and/or through the erection of Mobile Storage Units - MSUs. Temporary storage services might include handling, consolidation and tracking systems.

2. Overland/Road & Boat Transport. With transport having been identified as a main gap in the supply chain, the Logistics Cluster will hire commercial trucking companies, who will deliver cargo to affected areas on behalf of all actors, when needed. The Cluster has the advantage of being able to negotiate competitive transport rates, consolidate cargo and plan loading and delivery. Boats may also be purchased and then handed over to either the Government or to partners who will operate those assets individually.

- b. *Logistics Coordination:* The Logistics Cluster will facilitate regular coordination meetings with humanitarian partners and government counterparts to share information on the logistics situation, bottlenecks and gaps. The National Logistics Cluster Coordination Cell for Pakistan will be active in Islamabad with a dedicated Logistics Cluster Coordinator who ensures close liaison with the NDMA and the humanitarian community. Additionally, Logistics Cluster Cells will be

established in the field for coordinating the logistics response and working closely with the PDMA and the humanitarian community.

- c. *Information Management:* The Logistics Cluster will provide information management services with the aim of supporting operational decision making to improve the efficiency of the logistics response. These services will include the following:
  - 1. consolidating information from the humanitarian community and local authorities on the overall logistics situation, including logistical gaps and bottlenecks;
  - 2. providing updated operational information on topics such as road conditions, air operations and customs procedures; and publishing sitreps, bulletins, snapshots, flash news and briefings;
  - 3. enhancing information management, through the deployment of a dedicated Information Management Officer, based in Islamabad.
  - 4. establishing a platform for the sharing and dissemination of logistics information.
- d. *Geographic Information Systems.* The Logistics Cluster will provide logistics related Geographic Information Systems (GIS)/mapping tools and products. Mapping products will include general maps, road accessibility maps, maps for logistic infrastructure, etc

- 8. In the short term the activities outlined in this document build on the experience of handling a similar situation last year and the lessons learned. Lessons learned include the need to build trust early with logistics stakeholders and to establish the strongest possible linkages with local service providers such as transport companies. Assets procured in previous operations, such as generators and MSUs, will be re-used and thus will result in a faster response and a less costly operation. In the medium term feedback from assessments and needs identified by the users of the Logistics Cluster will define in better detail which services will be most needed. In the long term, the Logistics Cluster will look at phasing out operations by preparing humanitarian partners to meet their own logistics needs.
- 9. The Country Director of the Pakistan Country Office will be the fund manager for this Special Operation and the Pakistan Finance Officer will be the Allotment Manager. The Country Office will appoint a Logistics Project Manager who will be responsible for the implementation of the activities stated in the project.
- 10. This Special Operation will continue as long as the Government of Pakistan and the humanitarian community need assistance in providing support to those affected by flooding. Humanitarian partners will be encouraged to develop their own logistics response strategies, and guidance can be provided by the Logistics Cluster by making available shortlists of transporters and/or turnover of facilities like temporary warehouses. Operations will be phased out when gaps and bottlenecks no longer exist.

## **Project Cost and Benefits**

11. The total cost for the activities contained in this project is US\$1,859,502
12. Due to the fact that services under that Special Operation will be offered to humanitarian partners at zero cost, the cost savings made by partners will allow additional investment to be made in projects benefiting the affected population. Coordination services will also help prevent overlap in response and identify any potential gaps.
13. This Special Operation intends to prevent and alleviate gaps and bottlenecks in the humanitarian logistics response and provide an uninterrupted supply of life-saving and life-sustaining goods and services to those affected by flooding. It will also enable the humanitarian community to move larger quantities of humanitarian relief items into the affected area in a more reliable and predictable way, while preventing overlaps in the response.

### **Monitoring & Evaluation**

14. Lessons Learned Exercise: the Logistics Cluster will conduct a detailed lessons learned mission in order to ensure that best practices highlighted during the operation are complied and carried over to future operations. This will ultimately allow for a faster, better tailored and more cost effective response mechanisms for future emergencies.
15. The key performance indicators will be:
- Total storage space made available (m<sup>3</sup>)
  - Number of agencies and organizations using storage facilities
  - Number of agencies and organizations utilizing logistics coordination services
  - Number of bulletins, maps and other logistics information produced and shared
  - Volume (m<sup>3</sup>) of cargo moved through logistics common services
  - Percentage of requests for storage services fulfilled
  - Speed of delivery based on time to fulfill transport requests, in number in days
16. Operational reports will be provided on a regular basis.

### **Risk Analysis and Contingency planning**

17. A number of risks could impact the implementation of the SO. The main risks identified are presented through the three risk areas (contextual, programmatic and institutional). The subsequent narrative explains the risks and outlines mitigation measures to be taken.
18. Contextual Risks. The security situation in Pakistan remains unpredictable and threats to staff and access to beneficiaries could increase.
19. Programmatic Risks. Given the potential increased needs arising from further flooding, the Special Operation might possibly need to expand and change activities in line with emerging demands from stakeholders. An increase in flood

water could result in damage to logistics infrastructure which will require flexible and creative approaches to delivery.

20. Institutional Risks. These include lack of adequate resources to meet the demands of stakeholders and consequent damage to WFP's reputation within Pakistan as a leader in logistics.

## **RECOMMENDATION**

This Special Operation covering the period from September 25, 2011 to March 25, 2012 at a total cost to WFP of **US\$ 1,859,502** is recommended for approval by the Deputy Executive Director for Operations.

## **APPROVAL**

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Ramiro Lopes da Silva  
Deputy Executive Director for Operations