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Global Logistics Service (GLS) Annual Report

 International Federation
of Red Cross and Red Crescent Societies

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**This report covers the
period 1/01/2012 to
31/12/2012**

*Uploading of emergency supplies by
Philippine Red Cross relief workers for
dispatch to flood-affected areas.
International procurement of supplies is
supported by the Zonal Logistics Unit in
KL. Photo by: Pablo Rayers/IFRC*



Overview

Operating within a five year strategic plan – Logistics 2015 – the IFRC Global Logistics Service (GLS) is working toward reinforcing and further developing its global logistics capacity to ensure that the IFRC – as a global network of National Societies – has access and control of a competent, efficient and effective logistics service to carry out its humanitarian assistance activities and achieve the goals outlined in *Strategy 2020*. Logistics 2015 focuses on three strategic objectives, namely:

1. support the enhancement of National Society logistics capacity;
2. increase the IFRC's logistics capacity to deliver logistics services for preparedness and operational activities;
3. provide agreed logistics services to pre-selected humanitarian agencies.

During the reporting year, steady progress was achieved in the implementation of development projects that support the delivery of Logistics 2015 and its strategic aims. Key accomplishments include:

- GLS established an initial logistics set-up in the Africa zone and developed a plan of action for further logistics roll-out in Africa.
- The scoping of the Disaster Management Delivery system (DMDS) was finalized and a vendor-developer of the system was selected through a thorough tender process.
- The process and tool for the National Society Logistics Capacity Enhancement (NSLCE) project was designed and pilots tested in pre-selected National Societies (Chile, Thailand).
- A new GLS visual identity and communications strategy have been developed, and marketing tools were created to profile GLS services to internal and external groups.

- A partnership agreement was signed between the IFRC and Airbus Corporate Foundation focusing on logistics cooperation.
- As from January 2012, GLS moved to a full cost recovery scheme of operation.
- Logistics development work was combined with uninterrupted logistics service provision to RCRC and external humanitarian partners.
- Finally, GLS conducted a logistics business case to review the impact of the changing environment on Logistics 2015 and assess whether there was any need for adjustment in the strategy implementation. This has been an additional task not foreseen in the scope of the GLS annual plan. The business case has required dedication of time and human resource capacity which has had an impact on the delivery of some other planned activities.

Working in partnership

The Global Logistics Service works with a number of partners on a range of activities as outlined below.

ICRC

GLS has a continuous strategic cooperation with the ICRC's logistics service. Where appropriate, both organizations coordinate operational activities and implement joint projects in areas of common interest. Activities include enhancing the emergency items catalogue, working on the quality assurance framework, jointly establishing supplier framework agreements and maintaining suppliers' social responsibility track records, among others. Also, the parties use each other's services such as ICRC pre-positioning stock at IFRC warehouses, or IFRC getting access to ICRC stock in Nairobi. Regular meetings are held between IFRC and ICRC management and technical groups.

Logistics cluster

GLS attends the global logistics cluster meetings and contributes to operational coordination mechanisms during emergency operations.

Fleet Forum

The Fleet Forum brings together numerous humanitarian organizations – the IFRC, UN agencies and NGOs – and provides a platform for humanitarian actors, donors, commercial companies and academia to meet annually to review and discuss best practices in fleet management. The IFRC's Global Logistics Service is a founding member of the Fleet Forum and a member of the Fleet Forum Board.

Cooperation with academic community

GLS maintains links with a number of academic institutions that offer logistics within their curriculum and/or are actively involved in researching new practices and innovative approaches in the field of humanitarian logistics. A close relationship is maintained with researchers affiliated with the BI Norwegian Business School and Lund University, Georgia Institute of Technology, Massachusetts Institute of Technology (MIT), University of Istanbul and INSEAD Business School, on the development of case studies, among others.

Partnership with Airbus Corporate Foundation

In June 2012, the IFRC signed a partnership agreement with the Airbus Corporate Foundation which fosters cooperation between the partners, focusing on air transportation and knowledge-sharing. Such mutually beneficial cooperation allows to combine industry best practice and innovation with real humanitarian know-how, enabling the parties to leverage maximum impact for humanitarian aid operations.

Interagency cooperation

The IFRC, ICRC, UNICEF and UNHCR cooperate within an interagency Quality Assurance and Product Development Group. This is an initiative to promote interagency collaboration in sharing information and best practices with the aim to develop synergies related to quality assurance and product development of major relief items. This initiative consolidates best knowledge and expertise across humanitarian logistics and leads to development of technical solutions that ultimately benefit the wider humanitarian sector.

Working Group on the use of Military and Civil Defence Assets (MCDA)

The IFRC cooperates within a dedicated MCDA working group focusing on logistics MCDA under a joint chair of the IFRC GLS and the World Food Programme. The objective of this logistics working group is to convene logistics specialists and planners within militaries, states, humanitarian actors and multilateral entities who can together determine how best logistics MCDA assets should be configured, deployed and coordinated – based on a common understanding that the use of logistics MCDA should be needs driven and used as an enabling capability for the humanitarian community.

Progress towards outcomes

During the reporting year, the work of GLS focused on achieving the three strategic objectives of Logistics 2015. They are:

Objective 1: to support the enhancement of National Society logistics capacity, to help strengthen National Societies and to articulate the global capacity and effectiveness of the IFRC's logistics. *(linked to Business Line 1: Raise humanitarian standards; Business line 2: Grow Red Cross Red Crescent services for vulnerable people and Business Line 5: Deepen our tradition of togetherness through joint working and accountability);*

Objective 2: to increase the IFRC's logistics capacity to deliver logistics services for preparedness and operational activities, connecting National Society assets where possible, and making this self-sustaining by promoting the effective functioning of the IFRC. *(linked to Business line 2: Grow Red Cross Red Crescent services for vulnerable people and Business Line 5: Deepen our tradition of togetherness through joint working and accountability);*

Objective 3: to provide agreed logistics services to pre-selected agencies to help ensure the sustainability and relevance of the supply chain, and therefore help protect the IFRC's ability to maintain its neutrality and voice in humanitarian diplomacy. *(linked to Business line 2: Grow Red Cross Red Crescent services for vulnerable people and Business Line 4: Heighten Red Cross Red Crescent influence and support for our work).*

The development projects underpinning the delivery of Logistics 2015 as well as all ongoing activities carried out in 2012 contributed to the achievement of logistics strategic objectives. The information below lists each of the six projects with the objectives and achievements during the reporting year.

Project A: Management and Communication

Objective: Creation of a management platform to support the implementation of Logistics 2015 and to ensure business continuity. Design and implementation of a comprehensive communication plan ensuring that Logistics 2015 activities are effectively promoted and disseminated to key stakeholders.

Achievements

- The need to develop a new approach for GLS communications strategy was identified in 2011, as an important enabler and contributing factor for successful implementation of Logistics 2015. It embraces GLS strategic target of effectively communicating its activities and profiling its services among RCRC and the wider humanitarian community in a compelling and professional manner. With this aim, GLS engaged a professional company and in close cooperation with the IFRC communications department, designed a visual identity which profiles GLS with a consistent and recognizable look under the IFRC corporate identity. A Strategic Communications Plan was also embedded to set the guiding framework for GLS communications activities in 2012 and beyond. The new visual identity was tested at external events (e.g. AIDEX 2012 trade show) and used on newly developed communications material and publications.
- Logistics 2015 strategy was widely promoted at internal and external meetings, including a number of individual briefings for National Societies and the ICRC, logistics conferences (Health and Logistics Conference in Hamburg, Transport Forum in Leipzig, MedAir Supply Chain Seminar), ERU meetings, donor meetings (ECHO, DFID, Global Fund), meetings with commercial companies (Airbus, Lufthansa, Kuhne Foundation, Unilever, Falck), meetings with government missions and other. Over 25 high level presentations were delivered and events attended with the aim to promote stakeholder awareness about Logistics 2015 strategic aims and explore synergies for potential cooperation. Some of these initiatives led to developing business relationships and cooperation, such as further expanding GLS service provision to governments and humanitarian partners, as well as exploring mutually beneficial partnership perspectives.
- A number of promotional materials were produced and disseminated to logistics stakeholders, among which the GLS calendar 2013, a leaflet *Global fleet solutions for humanitarian action*, 2 versions of a leaflet *GLS services - Better solutions to the world's need*; a briefing document *IFRC global logistics services for National Societies*. The public web content was updated and GLS procurement portal was completely revised and moved to be hosted on the IFRC public web platform – substantially increasing the access to and exposure of GLS information.
- GLS produced a 2.5 minute animated video profiling the IFRC global logistics capacity and services. The video completed the promotional kit supporting the marketing effort of GLS. Link to the film: <https://docs.google.com/file/d/0B2v9sPLEuWIRWk00cjRqQnZrNEU/edit>
- GLS with a strong representation of ERU operating National Societies (Benelux, French, Danish, German) organized a stand at AidEx exhibition in Brussels, 24-25 October. AidEx is an annual opportunity for humanitarian and development aid professionals to come together to exchange best practices and facilitate improvements in the delivery of humanitarian aid and development.

The IFRC teams showcased the work of the RCRC movement in humanitarian response. The IFRC stand was well attended by visitors, including corporate companies, NGOs and donors. The head of GLS also delivered a session at one of the practical workshops dedicated to “Stock prepositioning: key factors for success”. The IFRC team also participated at the Humanitarian Hero Award which was received by Abbas Gullet, the Secretary General of the Kenya RC. As a follow up to the event, GLS called for a conference call with participating NS and the RC/EU Brussels office to take stock of what worked well and what could be improved for similar events in the future. GLS exposure at AidEx allowed to profile the IFRC logistics as a leader in humanitarian service provision. Experience gained at AidEx will guide GLS preparations for similar upcoming trade events, namely AIDF in Bangkok (Jan 2013) and DIHAD in Dubai (March 2013)

- GLS organized a virtual stand for the ECHO Partners Conference in Brussels (17 October) profiling the IFRC logistics capacity and contributing to increased awareness by partners about the global logistics activities.
- Following a formal negotiation process to identify areas of mutually beneficial cooperation, in June 2012 the IFRC and the Airbus Corporate Foundation concluded an official partnership agreement focusing on logistics cooperation in air transportation and knowledge-sharing. Standard Operating Procedures were developed for coordination of flight requests across the Movement. In October, GLS hosted a meeting with representatives from the Airbus and Airlink Foundation. The discussion focused on exploring how Airlink can support the IFRC operations, linking with available capacities for free air transport. GLS management participated in Airbus Corporate Foundation’s first advisory board conference meeting on Humanitarian and Community support (5 Nov) by delivering a presentation on IFRC mission and global logistics activities. GLS also attended the Airbus Corporate Foundation’s Annual Experts Meeting in Paris (14 Dec).
- GLS communicated several updates to stakeholders on the implementation of Logistics 2015.
- During 28-30 November, GLS held an offsite planning meeting with global logistics managers. The GLS Long-Term Planning Framework, development projects and budgets for 2013 were discussed and finalized.

Project B: Logistics HR development

Objective: Development of a logistics human resource strategy that meets the needs of the GLS in delivering Logistics 2015.

Achievements

- The logistics HR strategy framework designed at the start of the project implementation was acknowledged by the IFRC as an organizational priority and was incorporated into the wider HR business processes improvement exercise.
- As part of the organizational process, the GLS conducted a complete revision of all logistics job descriptions for jobs at global, zonal and country level. To ensure consistency of approach, a professional company was commissioned to develop the standard job description templates, which then were adjusted to specific job requirements. This exercise was used to standardize logistics job descriptions across the organization and align them to a more service-oriented approach which is in line with the Logistics 2015 strategy.
- The organization also initiated a new competency framework, job classification system and performance evaluation system, which will be finalized in 2013 and will also apply to revised logistics jobs.

Project C: Sustainable funding

Objective: Development of the most optimal and automated financial management system for managing budgets, income and expenses, invoices and reports relating to global logistics service operations and its provision to internal and external service requesters.

Achievements

The business processes and systems requirements for logistics financial transactions (covered in Annual Report 2011) were finalized and the project was integrated into the information systems project in early 2012.

Project D: Legal status

Objective: Evaluation and recommendation on legal risk management and legal status issues related to new or enhanced logistics services, to be delivered under Logistics 2015.

Achievements

The project work and findings have been summarized in Annual Report 2011. The recommendations highlighted in the project final report are being considered in the further implementation of Logistics 2015 strategy.

Project E: Supply chain management systems

Objective: Development of supply chain management systems to manage the delivery and measure the impact of logistics services in support of Logistics 2015. Assessment of existing systems and future needs, planning and implementation of logistics systems that fill the identified gaps.

Achievements

- From January to May 2012, the bid evaluation process analysed and shortlisted offers received from vendors in response to the tender launched in December 2011. The strategy for future systems selection was to follow a modular approach in order to remain scalable and flexible for diverse needs between the different operational levels: global/headquarters, zonal/regional offices, country offices and field operations. In order to ensure maximum flexibility for choosing the best suited vendor, the tender had been structured in functional modules grouped in six different lots - separate interchangeable software components with clearly defined interfaces intended to support one or more supply chain processes. Particular emphasis was put on a supply chain structure from an end-to-end perspective. With this respect, a specific module will cover the current lack of IT systems for beneficiary registration, distribution planning, cash programs, reporting and communication with beneficiaries (post-distribution/satisfaction surveys and complaint mechanism). As the outcome of the tender process, one vendor was identified with the potential to cover all the functional and technical requirements using a single system. Its offer has been included in the 5-year total cost of ownership estimated with the key departments involved, considering: implementation; required HR; roll-out and training; user support, upgrades and server hosting; contingency. The estimated total implementation cost over 5 years is 6 million CHF. The 2013 cost is 2.5 million.
- The 2nd half of 2012 was centered on fundraising activities to secure the required funds to implement the solution. The year concluded by putting in place the purchase order with the selected IT company for the initial working package that will bring the first deliverables by

beginning of second quarter of 2013 as well as the overall process and systems architecture. The assessment and analysis implemented at the start of the project showed that the future system is going to be an integrated institutional system, to be used by broader disaster management programmes and support functions. For that reason it was decided to rename the project/system to Disaster Management Delivery System (DMDS) which will be announced in early 2013. As the DMDS is based on a very flexible open source ERP solution, which is also used by other humanitarian organizations, exploratory talks are planned in 2013 to verify how to best leverage the experience and available know-how on behalf of the IFRC.

- Starting in January 2013, the DMDS implementation Phase I will start and span during the next 18 months. In order to assure maximum efficiency during the implementation phase an incremental approach will be followed with 4-month working packages meaning different modules will be piloted and integrated to the 'live' component sequentially. The Relief and Cash distribution programmes are initially targeted to pilot and use the system, and once it is proven to be stable it will be made accessible to other programmes: Shelter, Health, Water & Sanitation, Livelihoods, etc. The project organization will consist of a senior cross-departmental Steering Group, and will include members from Global Logistics Service, Disaster and Crises Management, Information Systems Department, Audit, Legal and Finance. Where possible, the implementation team will be strengthened by experienced individuals from National Societies. By mid-2014, full functionality for the DMDS system should be implemented at Geneva and Zone/Country levels and integrated within the IFRC's IT landscape. In addition to the software, a training package shall be developed and used to train users. A system implementation Phase II is envisioned for the second half of 2014, once the system has been proved to be fit-for-purpose and stable within the operations supported by the IFRC. Then, it will be explored how to extend systems support to National Societies depending on specific working environments and functional needs.

Project F: Infrastructure, assets and resources

Objective: Definition and set up of the required infrastructure – including locations, organization and assets in five zones – to provide adequate logistics services to internal and external partners.

Achievements

- In 2012, GLS initiated a project to develop a systematic approach to logistics capacity enhancement in National Societies. The NSLCE (National Society Logistics Capacity Enhancement) is a procedure and tool that supports persons involved in developing the logistics capacity of National Societies. The NSLCE approach is based on three fundamental elements.
 - ✓ The National Society recognizes the importance of logistics and has the ambition and resources to develop capacity
 - ✓ The logistics capacity requirement of the National Society can be calculated by analysing its national and international role and responsibility
 - ✓ The capacity calculation, planning and implementation has to be carried out by professional logisticians
- Testing for the NSLCE process and tools was completed in Chile and Thailand in the last quarter of 2012 and the initially planned trial in Uganda was postponed until 2013 for operational reasons. Testing involved an initial visit and sensitization, a period of data collection for the NS and a follow up visit to review the data and create development plans. The feedback from the

initial trials was that the tool and process was extremely well received and useful. The three major findings were (i) that the process is a step change improvement in what we did in the past, (ii) it is a long-term process which requires sustained and consistent follow up; (iii) it is a coordination tool and as such will be operated by the Zonal Logistics Units (ZLU). In November, a global briefing was held in Geneva for the ZLUs. The responsibility for identifying priority NS (along with the Zone OD) and making a programme for 2013 for the Zones has been passed to the ZLUs. The NSLCE prototype rolled-out to the ZLUs will be implemented as an additional module of the DMDS platform in order to ensure integration of a central data repository, data management and system support. Implementation details will start to be analysed by the end of 2014, by when the core platform of the DMDS will be in place.

- In addition to the NSLCE project, the infrastructure was further enhanced by the evolving development of the Africa Zone ZLU. Initial placement of the Head of Africa ZLU has been followed up with planning activities, and these will be translated into capacity to deliver services in Q1 and Q2 of 2013.
- At the request of the IFRC Senior Management, GLS developed a logistics business case to review the impact of the changing environment on Logistics 2015 and assess whether there was any need for adjustment in the strategy implementation. The main case was developed from a desk study. The findings from the desk study were cross referenced for reliability using the results of 3 case studies carried out independently from the GLS; (i) Haiti earthquake study carried out by a team affiliated with the Massachusetts Institute of Technology and a logistician from the French Red Cross; (ii) Van earthquake study carried out by a team affiliated with Georgia Institute of Technology and University of Istanbul with a logistician from the British Red Cross and (iii) Cote d'Ivoire Civil Unrest study carried out by a team from BI Norwegian Business School and Lugano University with a logistician from the Canadian Red Cross. The new business case was presented to IFRC Senior Management with a series of recommendations. It was decided that the next follow up step would be to call for a wider stakeholder consultation meeting. It has not been possible to organize this meeting toward the end of the year and the plan has moved to 2013 – to be revisited under the leadership of the newly appointed USG for Programme Services Division.

Ongoing activities

Combined with development projects, Global Logistics Service supported the delivery of Logistics 2015 strategic objectives through ongoing work and regular logistics support to operations.

- GLS continued to provide traditional capacity-building support to National Societies through basic and tailor-made logistics workshops and individual staff mentoring. Development of regional logistics capacity was enhanced with a total of 17 workshops (463 participants), targeting the National Societies of Qatar, New Zealand, Indonesia, Guatemala, Israel, Jordan, Iran, Japan, Nicaragua, Dominican Republic, Sahel countries, Finland, Spain and Switzerland.
- GLS continued to provide logistics services to the Red Cross Red Crescent network directly supporting the delivery of Logistics 2015 strategic objective 2. On average, 30 operations per month have received logistics support. The main focus of operational support in 2012 has been on Syria, Cuba, Haiti, Guatemala, Philippines, Somalia, Pakistan, Afghanistan, Bangladesh, South Sudan, Nigeria, Myanmar and Haiti reconstruction programmes, Ethiopia, DPRK, Maldives, among others.
- Under services to external humanitarian partners, the second half of 2012 marked a growth in the number of humanitarian and government agencies requesting services from GLS.

Discussions have led to signing of formal service agreements with some of them. GLS is already providing services to some governments and discussions are underway with a few others which are expected to be formalized in 2013.

- Globally in 2012, GLS dispatched nearly 13,000 cubic meters of relief items from our pre-positioned stock to operations. In order to better support Middle East and North Africa operations (focus on Syria), GLS Dubai office increased its stock by 30 %. In Americas zone, National Societies response standing capacity improved by implementing the pre-positioning project of Federation Owned Stock at the country level. The pre-positioning began in Guatemala, with stocks for 500 families. The plan is to expand with six other National Societies in 2013.
- The IFRC and ICRC continued to implement the Emergency Items Catalogue project in 2012 with a primary focus to enlarge the scope of commodity items captured by it. Specific developments included: a more functional search engine was put in place; a more comprehensive description of kit content lists has been developed; additional functionalities were introduced to facilitate downloading of data; and new items were added, such as winterization kits for family tents, insulating mats, and solar lamps. The updates and developments were communicated to all stakeholders through a dedicated newsletter on the catalogue. Visit the catalogue online at: <http://procurement.ifrc.org/catalogue/>
- In Q4 2012, GLS initiated a project of revising the IFRC Procurement Manual, engaging key stakeholders in the consultation process. The revision process is being implemented in three phases, namely: (i) a desk exercise that includes the review of the manual content in view of existing best practices, comparable procedures and donor requirements (ii) soliciting internal stakeholders' feedback on proposed revisions and alignments to better address current business requirements (iii) final validation of the manual and sign off. The work will progress to be completed in 2013.

Stakeholder participation and feedback

- The Global Logistics Service cooperates with stakeholders and where relevant actively involves them in the implementation of Logistics 2015 strategy. This is realized through many initiatives: (i) engaging with commercial stakeholders for development of mutually beneficial partnerships, cooperation and exchange of best practice and know-how, such as the recently concluded partnership with Airbus; (ii) working together with researchers affiliated with reputable academic institutions for development of logistics case studies; (iii) involving National Society experts in logistics development projects and connecting National Society assets and resources to extend the global network. The development of the recent business case has been a successful example of how stakeholder participation can combine various experiences and perspectives in developing a neutral and substantiated output.
- The GLS hosts or contributes to logistics forums and stakeholder meetings that bring together experts and practitioners from different sectors (aid and development, commercial, academia) to stimulate a sharing of best practices and innovation in humanitarian logistics. In April 2012, GLS hosted the Annual Fleet Forum Conference at the Secretariat.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
The GLS will not get the required support from the Secretariat to implement its 5 year strategic plan	H	Promote Logistics 2015 from the higher management level to achieve a Movement-wide understanding of its benefits and <i>what is in it for the Movement stakeholders</i> . Reinforce the mandatory use of GLS services for Secretariat-led programmes
GLS will not be able to secure self-sustainability due to low business level and premature cut of the core funding	H	Develop a mechanism of filling the funding gap allowing the GLS to catch up with business levels
GLS will continue to access donor funding for development work	M	Seek alternative funding opportunities and advocate for logistics development

Lessons learned and looking ahead

Within the humanitarian sector, Logistics 2015 is a new way of managing a global logistics platform to support the core work of the Red Cross Red Crescent network and extend logistics services to other humanitarian partners, operating a global structure fully on a non-profit cost recovery basis. It is designed to address the imperatives of the changing humanitarian environment, and the success of its implementation depends greatly on a number of enabling factors.

Firstly, typical of any change process, this transition requires time, consistent effort and active advocacy in promoting a common understanding among all level RCRC stakeholders and shaping an open-minded approach to making changes for better humanitarian impact. *Why do things differently and what is in it for the Movement stakeholders?* To be able to answer this question, there needs to be a clear understanding of how Global Logistics Service is developing and delivering its global services, how the cost-recovery mechanism applies and what is the ultimate benefit of the new strategy for humanitarian aid providers and for people who rely on it. This understanding coupled with the IFRC management directive to use the GLS services for Secretariat-led operations are critical enablers to ensuring that the strategic targets of Logistics 2015 will be achieved. Further expansion of services to external humanitarian partners (which is steadily growing) is going to result in bigger business volumes and increased consolidated purchasing power. This will allow logistics service costs to be kept at minimum, for the benefit of the entire RCRC network and other humanitarian users.

Another critical factor for the success of Logistics 2015 is the development of an integrated information system, the Disaster Management Delivery System (DMDS). The new system, once implemented, will provide an end-to-end process flow for disaster management operations, modernizing the existing supply chain management systems and filling in gaps for beneficiary registration, distribution planning, reporting, beneficiary communication and cash-based programming. It will better meet the requirements of the logistics new business model and will capture the full volume of logistics activities and charges, directly contributing to GLS self-sustainability - an improvement from the current system which only captures 40% of logistics activities that should be cost recovered.

Financial situation

[Click here to go directly to the financial report.](#)

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

Contact information

For further information specifically related to this report, please contact:

Birgitte Olsen, Head of the Global Logistics Service
International Federation of Red Cross and Red Crescent Societies
Tel. +41 (0)22 730 4245 | Fax +41 (0)22 730 4906
Email birgitte.olsen@ifrc.org