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Project Number: 200821 | Project Category: **Single Country Special Operation**

Project Approval Date: March 10, 2015 | Planned Start Date: March 01, 2015

Actual Start Date: April 14, 2015 | Project End Date: March 31, 2018

Financial Closure Date: N/A

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**SPR Reading Guidance**



## Logistics Cluster Support to the Humanitarian Response in Ukraine

### Standard Project Report 2018

World Food Programme in Ukraine (UA)



World Food  
Programme

# Table Of Contents

## **Country Context and WFP Objectives**

Achievements at Country Level

Country Context and Response of the Government

WFP Objectives and Strategic Coordination

## **Country Resources and Results**

Resources for Results

Supply Chain

Implementation of Evaluation Recommendations and Lessons Learned

## **Project Results**

Activities and Operational Partnerships

Results

Performance Monitoring

## **Figures and Indicators**

Data Notes

# Country Context and WFP Objectives



## Achievements at Country Level

Five years since the eruption of hostilities between the Government of Ukraine and de-facto authorities in eastern Ukraine, humanitarian needs have manifold on the back of prevailing political impasse and armed conflict. In 2018, at least 4.4 million people were affected by the crisis, of which 3.4 million required humanitarian assistance and protection [1]. Despite multiple ceasefire agreements and peace efforts, violations continued to be recorded, resulting in insecurity and mass displacement among the vulnerable populations, particularly in densely populated urban areas in the Donbas oblast. Consequently, basic life-saving public services such as state pensions were disrupted, and the price of food and non-food items increased significantly.

In response to the humanitarian crisis and following a request from the Government of Ukraine, WFP launched its Emergency Operation (EMOP 200765) in November 2014 until December 2016, assisting 830,000 of the most vulnerable internally displaced persons (IDPs), returnees, and residents with food parcels and cash-based transfers (CBT) in eastern Ukraine. This was achieved despite the volatile security situation during the period that restricted humanitarian staff movement.

In January 2017, WFP shifted its operation from an emergency response to addressing medium-term food security needs, as the conflict entered protraction and the de-facto authorities in non-government controlled-areas (NGCAs) established as politically independent. Additionally, findings from an inter-agency vulnerability assessment (2016) [2] and the WFP Ukraine Food Security Assessment (FSA), published in June 2016 [3], revealed that the conflict in eastern Ukraine had led to a significant increase in food insecurity in NGCAs. At least 1.2 million people were found to be food-insecure, of whom 150,000 were severely food-insecure (5 percent of the population in Donbas). As a result, under the Protracted Relief and Recovery Operation (PRRO 200953, January 2017 – March 2018), WFP supported 216,358 people of the most vulnerable people in eastern Ukraine with in-kind immediate relief rations and CBT, while also enhancing the resilience and improving social cohesion within the conflict-affected communities through asset-creation and individual capacity-strengthening activities.

As the conflict in eastern Ukraine became more entrenched in 2017, state infrastructure, which facilitates access to food, healthcare, and education, was further beleaguered by the continued political unrest, restricting WFP's operational environment and hindering the full achievement of its humanitarian mandate. Furthermore, despite

increased levels of hunger in eastern Ukraine and the positive impact of humanitarian assistance, dwindling resources made it impossible for WFP to maintain its operation in Ukraine.

Consequently, WFP made the difficult decision to phase out its operations in Ukraine for March 2018 and keep a limited presence to support the Food Security and Livelihood Cluster (FSLC) until the end of 2018. Following the recommendations of the FSLC on winterisation [3], WFP assisted the conflict-affected populations during the harsh winter months, distributing its final assistance in January and February [4] [5], reaching more than 19,500 people residing in the government-controlled area (GCA) [6]. With additional confirmed contributions, WFP was able to increase the CBT value from UAH 550 (USD 20) per person to UAH 700 (USD 26), helping minimise the impact of increased food and non-food prices, and a deteriorated socio-economic situation [7]. WFP recipients were able to redeem their entitlements electronically at the bank and purchase food in the supermarkets through WFP electronic vouchers. Those physically incapable of redeeming their cash assistance in person received home deliveries through the State Post Office.

Overall, WFP's humanitarian assistance in Ukraine reached a total of 1,088,000 beneficiaries from November 2014 to February 2018. WFP provided assistance through CBT (both cash and vouchers) and locally-purchased in-kind food entitlements, operating in both GCAs and NGCAs, respectively. Furthermore, WFP contributed USD 60 million into the local economy through cash and vouchers, and locally-procured food commodities.

Throughout WFP's operation in Ukraine from 2014 to 2018, WFP supported its cooperating partners, predominantly non-government organizations (NGOs) working directly with the beneficiaries to implement the food assistance activities and to engage in dialogue with the donor community to pursue direct funding. In addition, WFP coordinated closely with other United Nations agencies, the International Committee of the Red Cross, and other humanitarian actors with fewer access constraints and more resources to ensure life-saving support reaches those people most vulnerable to food insecurity.

Prior to WFP closing its operation in March 2018, WFP ensured that an adequate handover strategy was in place. WFP agreed with other United Nations agencies, NGOs, and other cooperating partners to align their projects with those that would continue after WFP's phase out of Ukraine.

As of 2018, the conflict in Ukraine continued to prevail and humanitarian access to NGCAs remained significantly restricted. As the high volatility of the operational environment persists, the populace residing in these areas continued to be the most vulnerable to the societal and economic impacts of the conflict. Following this, WFP will continue to monitor the food security situation in Ukraine and remains on stand-by for any future intervention.

[1] 2018 Humanitarian Needs Overview, November 2017:

[https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/ukraine\\_humanitarian\\_needs\\_overview\\_2018\\_en\\_1.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/ukraine_humanitarian_needs_overview_2018_en_1.pdf)

[2] Ukraine Inter-Agency Vulnerability Assessment, November 2016:

[https://reliefweb.int/sites/reliefweb.int/files/resources/ukr\\_report\\_interagency\\_vulnerability\\_assessment\\_november\\_2016.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/ukr_report_interagency_vulnerability_assessment_november_2016.pdf)

[3] WFP Food Security Update, June 2016:

[https://documents.wfp.org/stellent/groups/public/documents/ena/wfp285351.pdf?\\_ga=2.263253708.1327023611.1552803175-1944100901.1524394863](https://documents.wfp.org/stellent/groups/public/documents/ena/wfp285351.pdf?_ga=2.263253708.1327023611.1552803175-1944100901.1524394863)

[4] FSLC Winterisation Guidance Note for 2017-2018 on Food Security:  
<http://fscluster.org/ukraine/document/fslc-winterisation-guidance-note-2017>

[5] Summary Report on Joint Food Security Assessment on GCA & NGCA at Food Security and Livelihoods Cluster in Ukraine: <http://fscluster.org/ukraine/document/joint-food-security-assessment-gca-ngca>

[6] Corresponding to 150 percent of the of target for the extension period, WFP was able to exceed the planned figure by prioritising the food needs of those traditionally most reliant on food assistance during the winter months.

[7] Analysis of Impact of Conflict on Socio-Economic Situation in Eastern Ukraine at Food Security and Livelihoods Cluster in Ukraine: <http://fscluster.org/ukraine/document/analysis-impact-conflict-socio-economic>

## Country Context and Response of the Government

A lower-middle income country, Ukraine is ranked 88 out of 188 countries in the 2018 Human Development Index. Currently facing its most serious challenge since it achieved independence in 1991, Ukraine has seen a complete reversal in its geo-political and socio-economic status. Civil unrest began in late 2013, when a turnaround in the national political line led to the countrywide civil Euromaidan' protests, the dismissal of the former President, and resultant early parliamentary and presidential elections. In April 2014, historical tensions between the West and East of the country escalated and erupted into a full-scale military conflict, with non-state armed groups seizing power in the Donetsk and Luhansk regions (referred to as the Donbas) of eastern Ukraine.

Five years after the start of the conflict, the security situation in eastern Ukraine remained fragile and highly volatile. Competing with large-scale global conflicts, Ukraine disappeared from global headlines and subsequently failed in attracting the necessary resources to address many of the humanitarian needs. Ceasefire agreements between both parties to the conflict often faced direct and indirect violations. Exchanges of fire and shelling were common in densely populated areas along the 'contact line' between government-controlled areas (GCA) and non-government controlled areas (NGCA) of Donetsk and Luhansk oblasts. The protracted crisis caused large-scale displacement of people. More than 7,000 km of land close to the contact line is contaminated with landmines and unexploded ordinances which endanger civilian lives and deny farmers access to arable land. The central Government transferred its responsibilities to departments of the local government such as the Emergency Services, and Ministry for Temporarily Occupied Territories and Internally Displaced Persons (IDPs), which was established in April 2016, to respond to the challenges and needs caused by the armed conflict.

Ukraine has a strong agricultural sector and is one of the world's largest grain exporters. As a food surplus nation, food availability in Ukraine was not a concern for the majority of the country prior to the start of the conflict. The Luhansk and Donetsk oblasts have been most affected by the losses of control over territory, state infrastructure, markets, and resources. Since the onset of the crisis, consumer prices have steadily increased faster than incomes, limiting household purchasing power and general access to food. This situation is worse in single-headed and pre-pension aged (51-60 years) adult-headed households, where families are most likely to be moderately or severely food insecure (28 percent and 32 percent, respectively). A ban on the trading between GCAs and NGCAs, introduced by the Government, as well as continuous fighting, further isolated civilian populations living in the east of the country. Some 1.6 million IDPs do not have access to their social benefits, including pensions, due to bureaucratic impediments. These factors further compounded civilian suffering, cutting off their access to areas such as food markets, medical care, and education, preventing people from meeting their basic needs. Poor performance of the national economy and one of the highest global food inflation rates contributed to further weakening of households' ability to maintain food security, as does a decrease in income and rising unemployment.

An increase in food prices, higher unemployment rates, and a sharp decline in state assistance undermined the populations' ability to access sufficient food. Based on the latest Joint Food Security Assessment (September 2017), and reflected in the Humanitarian Response Plan 2018, the number of food-insecure people in 2017 significantly increased in NGCAs and GCAs to approximately 1.2 million people, compared to 621,000 in mid-2016. This represents both severely and moderately food-insecure people in NGCAs and GCAs of Luhansk and Donetsk oblasts. Households headed by women, households with a person living with disabilities, and single-parent households were identified among the most vulnerable to economic shocks. Through the Protracted Relief and Recovery Operation (PRRO), launched in 01 January 2017 and extended into 2018, WFP took into consideration existing social safety nets of the national government when selecting the beneficiaries. Specifically, WFP and its cooperating partners prioritised assistance to people not captured by the social security system, including IDPs who were in the process of restoring their documents supporting their eligibility for social support.

[Source] [https://reliefweb.int/sites/reliefweb.int/files/resources/reach\\_ukr\\_situation\\_overview\\_winter\\_assessment\\_february\\_2018\\_0.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/reach_ukr_situation_overview_winter_assessment_february_2018_0.pdf)

## WFP Objectives and Strategic Coordination

The United Nations Development Assistance Framework (UNDAF) Road Map prioritized three areas for short, medium, and long-term consideration. To support the Government in implementing the 2030 Agenda and achieving the Sustainable Development Goals (SDGs), WFP focused its operations on two key areas: i) humanitarian response for conflict-affected regions and internally displaced persons (IDPs), and ii) recovery, stabilization and rehabilitation for eastern Ukraine and other affected regions.

Following an assessment of the operational environment, including an ever-shrinking sphere of humanitarian access, as well as available resources, WFP began to phase-out its Ukraine operation in November 2017 and concluded on March 2018. WFP systematically informed the beneficiaries, partners, donors, and the Government on the phasing out as a result of funding constraints and lack of access to the non-government controlled areas

(NGCAs) where food insecurity was more prominent. This was achieved through official communication, and bilateral meetings and press releases. WFP agreed with other UN agencies, non-government organizations (NGOs), and other cooperating partners that its remaining Food Assistance for Assets activities would be completed in alignment with their own water, sanitary and hygiene (WASH), and Shelter activities, ensuring the sustainability of previous achievements. WFP operations in Ukraine were aligned with WFP's Strategic Plan (2017-2021), which includes guidelines on gender and protection, and addressing emergency and protracted relief food needs caused by conflict in the eastern Ukraine. The protracted relief and recovery operation (PRRO) was guided by SDGs 2: Zero Hunger and 17: Partnerships for the Goals, fostering partnerships and national plans and strategies to achieve zero hunger.

Through PRRO 200953, WFP aimed to provide food assistance through unconditional resource transfers (cash-based transfer, CBT) to 13,000 of the most vulnerable and food-insecure people in government-controlled areas (GCA) of conflict-affected eastern Ukraine. Target beneficiaries included elderly people (living alone or as a couple), households headed by women with more than two children, chronically ill people (people living with Tuberculosis, HIV or Cancer), people living with disabilities, and unaccompanied minors. WFP utilised available coordination mechanisms and liaised with Government bodies, as well as with the International Committee of the Red Cross, private foundations and other organizations, to ensure that the remaining conflict-affected people will be targeted by other food assistance actors.

In 2018, WFP strengthened partners' capacity by facilitating trainings on beneficiary selection, food security, monitoring and reporting, and integrating cross-cutting themes such as protection and gender when implementing activities. Through its partners, WFP raised awareness at the community-level and promoted the participation of affected populations while ensuring safe and dignified food assistance. In parallel, WFP engaged with other UN agencies to conduct food assistance activities, reaching people in need of food assistance in government-controlled areas (GCA). WFP also continued to cooperate with third-party monitors, who conducted 302 post-distribution monitoring surveys in GCA during 2018. Results from these surveys will be used to inform the food security outcome indicators analysis and better align humanitarian assistance to the needs of those most affected by the conflict.

WFP led the Logistics Cluster and co-led the Food Security and Livelihoods Cluster (FSLC), cooperated in and coordinated efforts of more than twenty organisations, including national NGOs, international NGOs, and local private foundations, and engaged in food security and early recovery livelihoods interventions in Ukraine. The FSLC and cluster partners continued to promote the jointly developed common targeting criteria and update transfer values, considering results of joint assessments and the evolving situation on the ground. To maximize resources and ensure a well-coordinated response, the FSLC continuously engaged with national and local authorities, United Nations agencies, NGO partners, and other key stakeholders. This was achieved with the FSLC's appointment of district focal points to assist with humanitarian coordination in the event of sudden increase in negative impacts resulting from the crisis.

The Logistics Cluster provided coordination and information management services, contributing to improved efficiency for the logistics response to the operation. Given the food needs identified beyond the contact line in the NGCA, WFP supported the Logistics Cluster in its activities, assisting the humanitarian community through the delivery of essential humanitarian cargo in the NGCA across the contact line. Roads and access points to the NGCA were regularly assessed and monitored, with the results presented in a road access constraints map.

WFP coordinated with UNAIDS, United Nations Population Fund, and UN Women to streamline its response to ensure some of the most vulnerable groups affected by the conflict, such as people living with HIV/AIDS/TB patients, were included in the humanitarian response. In line with UNAIDS' strategy on eliminating HIV, WFP contributed to the effectiveness of the treatment by improving access to food to support adherence to anti-retroviral therapy (ART). Through its cooperating partner, WFP prioritised its emergency food assistance project in the form of electronic food vouchers to conflict-affected people living with HIV, identified as being particularly vulnerable to food insecurity. WFP is also member of the United Nations Gender Theme Group led by UN Women.

In 2018, WFP strengthened its communication with the Government of Ukraine for a maximally effective coordination of the phase-out plan, while maintaining its effectiveness in activities on the ground. This included coordination with the Ministry of Ukraine for Temporarily Occupied Territories and Internally Displaced Persons (MTOT), to ensure WFP activities continued to be aligned with MTOT priorities.

WFP operations in Ukraine were supported by new technologies for improved beneficiary data management and better targeting including WFP's data management system, SCOPE, a digital platform for managing beneficiary information. SCOPE has been successfully implemented in Ukraine as a beneficiary database, with 27,000 people registered in the system.

[1] Logistics Cluster 2018 End Report:

## [2] WFP Press Release

# Country Resources and Results

## Resources for Results

In part, due to the protracted and low-intensity nature of the conflict in Ukraine, in 2017 WFP changed its strategy to focus on longer-term recovery through a Protracted Relief and Recovery Operation (PRRO, January 2017 - March 2018). The overall project targeted 220,000 people through recovery activities (150,000 beneficiaries) and a smaller relief component (70,000 beneficiaries), for a total budget of USD 37.8 million. Contributions from historical donors (Germany, Italy, and USA) and the private sector, excluding multilateral and Strategic Resource Allocation Committee's (SRAC) funds, covered 20.4 percent of the planned budget.

After a funding peak in 2015, donor interest decreased, attracted by more complex regional crises, which resulted in a challenging funding environment for WFP in Ukraine. This was compounded by access constraints to non-government controlled areas (NGCAs) and persisting humanitarian needs. A similar downwards funding trend affected other UN agencies and non-governmental organisations (NGOs), resulting in a number of humanitarian programmes being reduced or closed, as well as in WFP's operation being phased-out.

In addition to Germany's multi-year contribution for 2016 and 2017, which was a reliable and predictable source of funding for WFP's operations in previous years, two contributions from the United States and Italy were confirmed towards the end of 2017. Following an assessment on winter-related needs [1], these contributions allowed WFP to plan for the winterization response, and to extend the PRRO, whose implementation was initially planned for one year, for additional three months (January-March 2018). The contributions enabled WFP to provide affected people with cash assistance from end-2017 through February 2018, as well as to adjust the transfer value from 20 USD to 26 USD to mitigate the effects of the increased prices and deteriorated socio-economic situation.

To assist the severely food-insecure beneficiaries at a time of limited resources, WFP focused its food assistance on the most vulnerable categories of the population identified by WFP's food security monitoring systems, utilising the Food Security and Livelihoods Cluster (FSLC) vulnerability criteria. In addition, WFP worked with cooperating partners, the Government, and local authorities to address food needs in areas with higher food insecurity, where no other food assistance programs were present.

Amidst insufficient resources, WFP Ukraine was able to provide unconditional resource transfers (URT) through cash-based transfers (CBT) to over 19,500 food insecure beneficiaries in 2018, corresponding to 150 percent of the of target for the extension period. WFP was able to exceed the planned figure by prioritising the food needs of those traditionally most reliant on food assistance during the winter months, including households headed by women residing in NGCAs and elders (aged 60 years+). At the same time, WFP reduced the number of food assistance rounds per-person in both government-controlled areas (GCAs) and NGCAs. However, the reduction in the number of rounds of WFP food assistance in NGCA continued as a result of restrictions from local de-facto authorities. The position of the de-facto authorities was to ensure food assistance for as many people as possible by providing fewer rounds to a larger number of people, including to avoid social tensions.

WFP continued to ensure cost-efficiency in the implementation of CBT assistance in Ukraine. During the cooperating partners' (CP) selection process, WFP put emphasis on cost-sharing, technical and operational capacity, including valuing CP's presence in the area of intervention. As part of its strategic planning and because of the imminent phase-out, WFP reallocated savings from support costs to provide food assistance to additional conflict-affected people. WFP maintained its commitment to value for money; efficiency was sustained through the finance and administration departments, with the introduction of an invoice tracking system (ITS) for finance department and fleet management system (FMS). ITS minimised the frequency of errors and improved performance of invoice processing, while FMS optimised cost and efficiency of fuel consumption and tracking of vehicles.

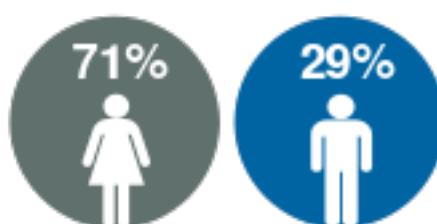
Throughout the PRRO, WFP took an active role in the joint UN committees, as well as maintaining donors' interest through field visits to the conflict-affected areas in eastern Ukraine, in order to raise awareness and understanding of humanitarian needs on the ground. Despite the gradual phase-out from Ukraine in 2018, WFP continued advocacy efforts with the donor community to mobilise resources for the direct benefit of local first responders and ensure programme sustainability and continuity.

[1] Guidance note on winterisation (2017-2018) in food security, July 2017.



## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	353	353	706
Children (5-18 years)	862	764	1,626
Adults (18 years plus)	4,410	12,856	17,266
<b>Total number of beneficiaries in 2018</b>	<b>5,625</b>	<b>13,973</b>	<b>19,598</b>



## Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Single Country PRRO	1,415,074	479,603	-
<b>Total Distributed in 2018</b>	<b>1,415,074</b>	<b>479,603</b>	<b>-</b>

## Supply Chain

The logistics infrastructure in Ukraine is well-developed across four main shipment options air, sea, surface, and rail. Road infrastructure covers the entirety of the country with a total length of 165,000 km of roads, of which approximately 80 percent are covered with hard surface (asphalt). With the exception of the international class highways, road surface conditions are often below acceptable standards, which reduces speed of the traffic and increases cargo transit time. Unpaved roads connecting remote villages present potential access challenges in winter. Road surface viability is highly dependent on the season; in winter the roads are blocked with snow, while in spring and autumn they are often washed out by seasonal rains.

As part of the phase out plan, the WFP-led Logistics Cluster continued to strengthen the capacity of national partners and other humanitarian actors by holding workshops for Logistics Officers from the Humanitarian Community. Trainings focused on convoy facilitation and standard operating procedures were designed to streamline the sharing of information and best practices among key Logistics Cluster partners.

## Implementation of Evaluation Recommendations and Lessons Learned

Following a lessons learned exercise and a food security assessment, protracted relief and recovery activities were extended to deliver the assistance in January and February 2018, when needs were higher due to the harsh winter months.

As part of its phasing out strategy, WFP continued to support to the Food Security and Livelihoods Cluster Coordination in Ukraine and the food security assessment that feeds into the UN Country Team's (UNCT) Humanitarian Response Plan. WFP decided that beyond June 2018, Ukraine will be treated as an oversight country. WFP's Regional Bureau, based in Egypt, will continue to monitor the food security situation and support assessments of the UNCT's Humanitarian Response Plan. Additionally, WFP's Emergency Preparedness team will support the Food Security and Livelihoods Cluster's coordination activities in Ukraine as an oversight country.

# Project Results

## Activities and Operational Partnerships

Since the operation began in March 2015, the WFP-led Logistics Cluster has played a crucial role for the delivery of humanitarian aid to conflict-affected population in eastern Ukraine from the Government Controlled (GCA) to Non-Government Controlled Areas (NGCA). On a free-to-user basis, inter-agency humanitarian cargo, which is stored in Dnipro, has regularly been transported across contact lines into Donetsk and Luhansk, both of which are situated in NGCAs.

To enable this, and owing to the restrictions on humanitarian access, the Logistics Cluster has taken part in administrative procedures to obtain permissions for convoys, providing a common channel to facilitate access for humanitarian relief. Successful efforts have also been made to promote recognition of Logistics Cluster convoys at checkpoints. Both activities have strengthened the relationship with local authorities, building a high level of trust between both parties.

Beyond providing logistics support and access to common logistics services to organisations delivering to NGCA, the Logistics Cluster also acted as a humanitarian intermediary for other organisations. By conducting regular coordination meetings, as well as ad-hoc bilateral meetings with partners, the Logistics Cluster has consolidated and shared information concerning operational limitations and constraints within Ukraine. Through this, it has frequently provided updated details on cargo transport procedures, complemented by information on the status of access and infrastructure.

Utilising the information which was gathered whilst acting as an intermediary, the Logistics Cluster played a central role in sharing information with external partners including situation updates, maps, including access constraints maps, and logistics capacity assessments [1]. Alongside this, information related to coordination, logistics services made accessible through the Logistics Cluster, and customs procedures have also been shared externally to help partners in their planning and implementation of projects.

Information has been shared through a dedicated mailing list and web page on the Logistics Cluster website [1]. Until January 2018, the Logistics Cluster continued supporting members of the humanitarian community by assisting them in obtaining permissions for convoys to deliver humanitarian assistance to NGCAs. The Logistics Cluster team also continued to provide support via experienced staff to ensure safe passage of humanitarian convoys through check points to ensure the effective and efficient delivery of humanitarian cargo. Throughout 2017, the Logistics Cluster worked to enhance coordination between members of the humanitarian logistics community, State Fiscal Service, Civil Military Coordination (CIMIC) structures provided by the Office for the Coordination of Humanitarian Affairs (OCHA), and other counterparts involved in the effective and successful deliveries of lifesaving humanitarian assistance. This involved verifying and validating processes for clearing the delivery of humanitarian goods through the armed conflict contact line.

The Logistics Cluster provided support to agencies and organisations to clear their cargo with the Ukrainian authorities as humanitarian actors, and when necessary, supporting the process of crossing the contact line. When the emergency response began in 2015, the transportation and storage services, made available by the Logistics Cluster, were intended to fill the logistics capacity gaps of partners. This was done through providing access to free-to-user common logistics services. However as per the mandate, Logistics Cluster activities were never intended to replace the capacities of other agencies.

To ensure that partners using the services could strengthen their own preparedness and reinforce their capacity, as WFP began its phase out towards the end of 2017, activities were complemented by capacity strengthening initiatives, such as workshops for Logistics Officers from the Humanitarian Community on convoy facilitation and relevant procedures. This initiative was designed to allow the Logistics Cluster to share its expertise with key partners, with the aim of empowering them to facilitate their individual organisations cargo deliveries into the NGCA.

In November 2017, a transition strategy was drafted by the Logistics Cluster and WFP Ukraine and presented to the humanitarian community. This document outlined a proposal to handover coordination responsibilities to a Logistics Sector Working Group (LSWG) led by OCHA and UNHCR. It detailed how cluster activities could be phased out or handed over to individual agencies or to the working group. This document, drafted following consultation with WFP management, partners, OCHA and the Resident Coordinator's office, was a comprehensive guide to future logistics coordination in Ukraine.

In conjunction with partners, a timeline for capacity building, training, and operational support was agreed upon continuing through to March 2018, after which point the working group assumed full coordination

responsibilities. In the beginning of April 2018, a recommendation to officially deactivate the Logistics Cluster in Ukraine was given to the Humanitarian Country Team and the Humanitarian Coordinator which was approved in December 2018.

[1] <http://www.logcluster.org/ops/ukr15a>

## Results

The Logistics Cluster aimed to conduct a series of thematic trainings and workshops for partners to transfer the knowledge. Three trainings were conducted on convoy preparation and facilitation, with a total of 40 participants. The purpose was to transfer knowledge and share experiences regarding convoy and cross-line cargo facilitation with all relevant humanitarian actors. These workshops enhanced the capacity of individual organizations to efficiently deliver life-saving cargo to beneficiaries. Throughout the operations in Ukraine, the Logistics Cluster facilitated the movement of 65 convoys carrying humanitarian cargo for diverse organizations. The Logistics Cluster facilitated the storage of 18,500 m<sup>3</sup> and transport of 10,574 mt of humanitarian cargo for 13 non-government organisation (NGOs), international non-government organisation (INGOs) and UN agencies.

Warehouse management trainings which were planned as part of the transition process were not delivered due the shift in the operations as commercial sector options were available. Consequently, there was no need for any direct management of warehouses.

A one day close-up retreat was conducted in February 2018 with WFP, the Office of Coordination of Humanitarian Affairs (OCHA), and the United Nations High Commissioner for Refugees (UNHCR), in which procedures, lessons learned, and best practices were discussed.

As part of an effective hand-over process, a number of Information Managements products were produced (both e-version and hard copies) to provide partners with the best guidelines, instruction manual, as well as key contact lists. This was done in the framework of the transition strategy. From February 2015 to January 2018, the Logistics Cluster produced and shared 109 Information Management products. Products included Logistics Capacity Assessments, meeting minutes, Standard Operation Procedures to access services, Concept of Operations, Access Constraints maps, and informative snapshots. As partners became more knowledgeable on the procedures required to implement cross-line convoys, the need for Information Management products reduced later in the operations.

During its 2015-2018 operation in Ukraine, the Logistics Cluster held a total of 48 coordination meetings. Coordination, Information management, and convoy facilitation support activities were handed over to OCHA and UNHCR. Both agencies are co-leading the sectoral working group.

## Performance Monitoring

The Logistics Cluster established defined Key Performance Indicators (KPIs) for the Special Operation 200821. Regarding service provision the most significant KPI is the percentage of Service Requests from partners accepted from the Logistics Cluster. To monitor a) the percentage; b) the cargo moved, the Logistics Cluster has implemented the Relief Item Tracking Application (RITA). This tool serves as main element of service provision monitoring and evaluation. While the Logistics Cluster conducted online surveys for Logistics Cluster participants and users on performance evaluation in 2015 and 2016, the methodology was shifted to feedback mechanisms through the Logistics Cluster Coordination Meeting.

Considering the scale down of the Logistics Cluster in Ukraine and the significant decrease of partners, bilateral comprehensive engagement with partners was considered an appropriate approach to tailor the Logistics Cluster operation to the needs of the community. This clearly included a feedback mechanism, directly contributing to the monitoring and evaluation cycle. As agencies increased their capacity to manage their own conveys, the number of partners, non-governmental organization (national and International) and United Nations Agencies, dropped from 41 in 2016 to an average of 8-9 in 2017. As the Logistics Cluster focused on an inclusive and integrated approach for scaling down the operation and to initiate a transition, monitoring and feedback mechanisms were ensured through bilateral communication with participating organisations.

Furthermore, the Global Logistics Cluster conducted a review of the original purpose for the Logistics Cluster activation in 2015. Based on this review, the Logistics Cluster had initiated a transition of activities to a Logistics Sectoral Working Group, co-led by the Office of the United Nations High Commissioner for Human Rights (UNHCR) and the Office for the Coordination of Humanitarian Affairs (OCHA) beginning March 2018. After almost a

year of close monitoring of the performance and functionality of the working group, it was noted that the set-up works well. This is also confirmed by remaining partner organizations in Ukraine. This was also recognized by the Humanitarian Coordinator, who, in consensus with the Humanitarian Coordination Team and partners, requested the official deactivation of the Logistics Cluster in Ukraine. This was confirmed by the Under-Secretary General on 19 December 2018.

# Figures and Indicators

## Data Notes

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Beneficiaries receiving food parcels at a WFP distribution in Mironovskiy, Ukraine. Many take them home on sleds. WFP prioritises elderly people and women here, as they are the most food insecure.