

Module 2: What is humanitarian logistics/SCM



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con**tribute**



Q1: What is humanitarian logistics?



'Last mile logistics':
distribution in disaster
relief...(ECHO 2006)



February 2006 after the
Earthquake: One of the
colourful Pakistanian trucks
brings aid from Turkish Red
Crescent (www.ifrc.org)



A helicopter delivers relief to a
remote village after the Pakistan
Earthquake (www.ifrc.org)



The scale of the tsunami disaster has
required a massive logistical response.
From the air...(www.ifrc.org)



February 2006 after the
Earthquake: Logistics can be
dangerous (www.ifrc.org)

Before....



Risk reduction (www.ifrc.org)



Training, April 2009



<http://www.unhrd.org>



From the emergency items catalogue (www.icrc.org)

Afterwards...



In connection with Worlds Aids Day 2007: In Africa IFRC also works with projects like these: Making a garden for growing of spinach, carrots, etc. to help the Aids-patients with more nutritious food as part of the treatment (www.ifrc.org)



The village of Shera Kot. The jumbles of lumber are structures destroyed in the earthquake. (www.confluence.org)



April 2006 after the Pakistan Earthquake: 'Shelter repair kit' spade, hammer, axe, saw, spikes and hooks– used for re-construction and construction (www.ifrc.org)



Logistics can be challenging: Indonesian Red Cross got a fleet of vehicles (military trucks: M6) from Norwegian Red Cross after the Tsunami. 35 were used specifically for deliveries of 20,000 transition shelters, February 2006 (www.ifrc.org)



Before, during and after a disaster.....



- Most operations are handled by the countries themselves through their own governments and national organisations
- Logistics account for up to 60-80% of total cost (IFRC, 2011; van Wassenhove 2006)

Course concept 1:

Logistics in the humanitarian context is strategic, therefore focus on preparedness and how this impacts on response

**Q2:What made the 'world'
aware of the importance of
logistics in disaster operations?**

‘ We were hit by three disasters in succession. First came the earthquake, then the Tsunami. And finally the relief agencies.’ (Words of an interlocutor in Indonesia during a Tsunami review (IFRC 2005)).

‘After the Indonesian tsunami in December 2004, it was an eye-opener. We realized we were using ocean shipping to move items from Asia to Europe and North America - and then flying them back to Indonesia. It was a 13,000 kilometer supply chain.’

(Olsen, Head GLS IFRC, 19th October 2011: <http://www.hu-online.org/index.php/j-stuff/category-blog/265-ifrc-can-forecast-requirements-if-not-disasters>)

Main challenges - Assessment

- *‘To get suppliers to the most remote areas, we may have to resort to a range of imaginative and unconventional delivery systems, from air-dropping to using elephants for transport.’* (INSEAD Quarterly 2005).
- *‘When you have to carry plastic bags of hundreds and thousands of dollars because the banking system has collapsed.....’* (Breivik, September 2007)
- *‘When streets have no name...’* (IFRC 2006)
- Assessment of what?
 - When, how many, where and what is needed?
 - What infrastructure is left for transport and coordination of materials, people, information and money?
 - <http://www.reliefweb.int>
 - Early warnings
 - <http://www.gdacs.org/>
 - <http://www.hewsweb.org>

Main challenges - Funding

- ‘Donations tend to be linked to a specific disaster and there is a marked lack of funding for strategic disaster preparedness such as logistics systems’ (Thomas and Kopczak 2005).
- ‘During the Tsunami, when people sent Christmas trees and high-heeled shoes clogging up the supply chain so food and relief items did not get through....’ (Breivik, September 2007)
 - Can lead to unwanted or inappropriate supplies
 - Can lead to lack of funding for more long-term investments needed to deploy resources more efficiently when needed
 - More competence is needed on relation between funding and logistics during and between disasters.
 - <http://ochaonline.un.org/humanitarianappeal/>

Main challenges - Coordination

- ‘During the early phase of relief in Banda Aceh, there were 72 coordination meetings held every week.’ (Fritz Institute 2005a, p.3)
- In Haiti there were more than 1000 organisations participating (Heigh, 2012)
- What must be coordinated?
 - Of flows of materials, information and money
 - Within and between organisations
 - During and between disasters
 - <http://www.humanitarianinfo.org/iasc>
 - <http://logcluster.org/ops/phl13a>

Main challenges - Measurements

- Different types of measurements
 - Evaluation studies versus logistics
 - During vs. Afterwards
 - Short vs. Long-term
 - External vs. Internal
- For what will the measurements be used?
 - Evaluation to see 'how well did we do' as basis for future applications for funding and as basis to politics/policies – 'how well does it work', 'how much of the funding reaches the beneficiaries'
- What is measured
 - Cost of lost sales vs. Cost of lost lives
 - Benchmarks set to be able to measure how well we do and then adjust



What is humanitarian logistics/SCM in disaster response?



‘Humanitarian logistics as a discipline lives somewhere on a continuum between the ultrahigh-speed, money-is-no-object imperatives of a military campaign and the customer-focused, margin-cutting mentality of a commercial supply chain.’

Source: Organizing Armageddon: What We Learned From the Haiti Earthquake (Vince Beiser, Wired Magazine, April 19)

‘Humanitarian logistics in 2001 was very similar to where commercial logistics were when I started out — very lowbrow, low-status, low-paid...Now it’s going through the same evolution, from an obscure back-office thing to ‘Christ, this is important!’

Source: Fritz in Wired, 2010).

‘Most of what’s been done seems to me to be case-study type work and conceptual reviews but not a lot of empirical/analytical. Time is a big gap and there doesn’t seem to be a strong dialogue between the sector and academia about things that could make a real difference.’

Source: Blansjaar, Oxfam, in Kovács and Spens, 2011, p.40

‘Why make up problems when the world around us is full of fascinating and crucially important problems that beg for some elementary insight.... ‘By pretending to solve real problems we are alienating the few remaining practitioners who still read our technical journals.’

Source: van Wassenhove in Schmenner et al, 2009, p.342

Engaged Scholarship

*‘Participative form of research for obtaining different **perspectives** of key **stakeholders** (researchers, users, clients, sponsors, and practitioners) in studying complex problems...producing knowledge that is more **penetrating and insightful** than when scholars or practitioners work on the problems alone’*

Source: Van de Ven, 2007, p. 9

*‘If the duty of the intellectual in society is to make a difference, the management research community has a long way to go to realize its potential....The action steps to resolve the old dichotomy of theory and practice where often portrayed with the minimalist requests for management researchers to engage with practitioners through more accessible dissemination. But **dissemination is too late if the wrong questions have been asked.***

Source: Pettigrew 2001:p. 61, 67

Course concept 2:

Research lacks access to and knowledge of practice and vice versa, therefore focus on link practice and theory

Applied research project 2010-2013

- Improve the **effectiveness and efficiency** of disaster operations by identifying ways of **developing and maintaining well functioning relationships** and collaboration between commercial sector providers and humanitarian organisations.
- The use of **logistics service providers** in international humanitarian response



Background - changes in disaster relief logistics

The way in which operations are planned and run requires:

- Updated profiles of logistics specialists & expertise
- A systematic overview of needs & resources
- Increased cooperation & collaboration between the actors
 - Humanitarian
 - Military
 - Commercial
 - Donors
 - Host governments



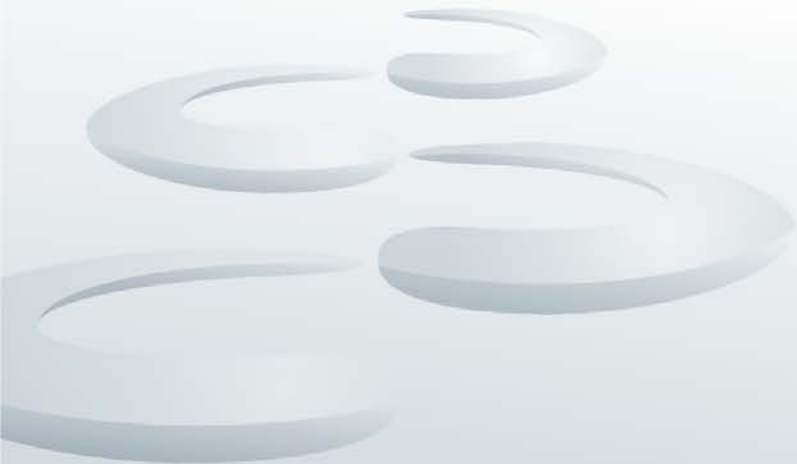
© Pictures provided by www.insidedisaster.com

Where did we start

- Lack of funding, particularly for preparedness, makes it difficult to plan and run good operations.
- Inefficiencies, overlaps and gaps
- Too few logistics specialists to set-up and manage the supply chains
- Outsourcing is beginning to attract increased attention
- Relations non-profit humanitarian organisations and commercial service providers lack substance and trust



Where did we go



Q3:What are typical activities in disaster relief logistics and what resources are required to to it?

The course and the supply chain process - depicting the main activities and the resources required



contribute

Module 2: Strategic & Tactical Planning

Module 3 & 8: Accountability, Performance Measurement & Coordination

Module 9: Human Resource Management

Assessment

Consolidate,
publish
Needs

Module 4:
Source

Module 5:
Transport

Module 6:
Stock

Module 7:
Distribution



Items

- NFI
- Shelter
- Food
- Health
- Watsan
- Cash



Facilities & other
infrastructure

- Warehouse space
- Office space
- Communication/IT
- Transport infrastructure
- Transport means
- Equipment



Human resources

- Rosters of logisticians and other technical experts
- Training courses

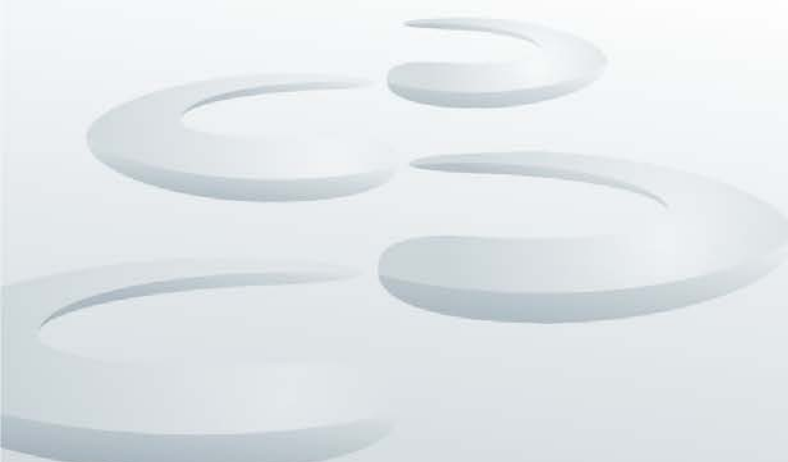


Systems and relationships

- Tools
- SOP, standards & plans
- Manuals
- Contracts & framework agreements
- Suppliers, donors



Q4: Given the changes in the humanitarian context, what are the implications for logistics?



Summarising 1:

General context: trends and challenges

- Frequency, complexity and severity of disasters increase due to climate change, population growth and urbanisation. 'Silent disasters' need more attention.
- More people are affected whereas fewer die. More people in urban areas are affected. The number of refugees and IDPs are increasing.
- Funding will not increase in line with needs
- More actors will be involved and they are expected to coordinate and cooperate

Logistics/SCM: impacts from general context

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Logistics/SCM: impacts from general context

- (Logistical) needs will change in line with change in location/type of disasters
- Preparedness is needed to improve use of funding and cope with increased size, complexity, and scope of logistics
- Changing roles of (Logistics) actors with according changes in required competence/capacity and how they work together

Summarising 2:

- Humanitarian organisations will increasingly need to achieve greater levels of efficiency, professionalism, and quality in order to remain relevant and competitive.....
 - Donors will fund a limited number of supply chains in the future
 - Governments will make more use military and civil defense logistical assets
 - Commercial companies will continue to enter the market.
- ..through professional supply chain management arrangements that use technology and emerging best practices.....
- ..developing in-house capacity, partnership arrangements with larger humanitarian organisations and the private sector or a combination of both.....