MTTN45 Humanitarian Logistics

9 April 2013
Agenda for the day

• Lecture on accountability
• Break
• UN guest lecturers on sustainable sourcing and procurement
MTTN45 Humanitarian Logistics
Accountability and performance measurement

9 April 2013
Content

• The importance of accountability - benefits
• How to ascertain accountability - challenges
  – The Humanitarian Principles – Defining the Humanitarian Space
  – Importance of information for accountability
  – Evaluations – basis for accountability
• How performance measurement can support accountability
• Improving supply chain performance through measurements – redesign principles: framework and case
Module 3 in the course

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 logistics and other technical experts
- Training courses

Systems and relationships

- Tools
- SOP, standards & plans
- Manuals
- Contracts & framework agreements
- Suppliers, donors
Objective of the lecture

- Understand the importance of accountability in the humanitarian sector,
- how it links with visibility and transparency, and
- how performance measurement can support accountability and improve supply chain performance.
Agenda

• Defining accountability in humanitarian logistics
• Connecting accountability with performance measurement
• Connecting accountability and performance measurement to supply chain management
• Case discussion
Accountability?

• “the process of holding actors responsible for their actions”

• Who’s accountable to who?
## Whose accountability and to whom?

<table>
<thead>
<tr>
<th>Whose accountability</th>
<th>Accountable to whom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country of operations</td>
<td>National Authorities</td>
</tr>
<tr>
<td></td>
<td>Local Communities</td>
</tr>
<tr>
<td></td>
<td>Individual</td>
</tr>
<tr>
<td>Sectorial</td>
<td>International agencies, UN</td>
</tr>
<tr>
<td></td>
<td>International agencies, NGOs</td>
</tr>
<tr>
<td></td>
<td>Colleagues</td>
</tr>
<tr>
<td></td>
<td>Donors</td>
</tr>
<tr>
<td>Donor country</td>
<td>Private donors</td>
</tr>
<tr>
<td></td>
<td>Media</td>
</tr>
<tr>
<td></td>
<td>Corporation</td>
</tr>
<tr>
<td>Bodies of law</td>
<td>National law on fundraising, employment and charity governance</td>
</tr>
<tr>
<td></td>
<td>International law</td>
</tr>
<tr>
<td>Profession (e.g. medicine)</td>
<td>Professional associations</td>
</tr>
<tr>
<td></td>
<td>Professional publications</td>
</tr>
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<td></td>
<td>National courts</td>
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</tbody>
</table>

“Where lives are at stake and resources in short supply, efficiency is a moral requirement and reform becomes a moral imperative.”

Accountability in humanitarian logistics

‘Accountability and transparency are very important elements for our International Federation and for any organization…Our accountability is not only to donors, but also to beneficiaries. Being transparent, open about numbers, activities and issues is a key element to build trust with our constituencies and stakeholders.’

(www.ifrc.org: ‘International Federation tops global accountability study (Published 21st February 2003)
What is it and what are the issues?

- [Link](https://www.youtube.com/watch?v=ep7RWMI0YbE&noredirect=1)
Accountability towards beneficiaries

- Continued failure to address the issue of too many inexperienced NGOs being able to access affected populations in high profile emergency responses
- Weaknesses and failures of leadership in the humanitarian systems
- Senior managers not maximising potential benefits of accountability improvement processes
- Better general awareness of accountability to beneficiaries as equal to that of other stakeholders
- Significant increase in proportion of evaluations considering accountability to intended beneficiaries and local communities
- Certification against standards can have positive impact on organisational performance and accountability
## Defining Humanitarian Space – Guiding Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanity</td>
<td>Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health, and to ensure respect for the human being</td>
</tr>
<tr>
<td>Impartiality</td>
<td>Humanitarian action must be carried out on the basis of humanitarian need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, religious beliefs, class or political opinions</td>
</tr>
<tr>
<td>Neutrality</td>
<td>Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature</td>
</tr>
<tr>
<td>Operational</td>
<td>Humanitarian actors must be autonomous from political, economic, military or other objectives that any actor may hold regarding areas where humanitarian action is being implemented</td>
</tr>
</tbody>
</table>

Why should operations be accountable?

- Protects humanitarian space
- Assist in division of tasks resulting in better distribution of labour
- Improves donor relations by helping donors track their funding
- Improves media relations by proactively reporting on supply chain performance
- Creates a set of standards to audit stakeholders’ performance
Stages in the Accountability Cycle

<table>
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<tr>
<th>Accountability</th>
<th>Concept</th>
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<tbody>
<tr>
<td>Agreement on clear roles and responsibilities</td>
<td>Define roles and responsibilities</td>
</tr>
<tr>
<td>Taking action</td>
<td>Stakeholders’ ability to execute their roles</td>
</tr>
<tr>
<td>Reporting</td>
<td>Ability to communicated clearly and objectively</td>
</tr>
<tr>
<td>Responding</td>
<td>Capacity to empower others to act</td>
</tr>
</tbody>
</table>

Source: Tomasini and van Wassenhove (2009:98)
Accountability and performance measurement – linking to the supply chain

• **Visibility**
  – Snapshot of what is in the pipeline to determine what resources are missing to improve response

• **Transparency**
  – ‘The ability to understand how processes interact within the supply chain to improve performance’ (p.94)’

• **Accountability (internally and externally)**
  – Identifies who is responsible for the actions within the process and how well they are performed

Source: Tomasini and van Wassenhove (2009)
Why assess effectiveness and impact of programmes regularly

Intention is to save lives and reduce suffering and effectiveness is therefore crucial to affected population

Need to improve use of the funding

Evaluations can potentially fulfil an important accountability function

What’s the sector doing about it?

- https://www.youtube.com/watch?v=fvUur1NKTTtQ&noredirect=1
# Defining Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Population</strong></td>
<td>As per appeal</td>
</tr>
<tr>
<td>Target Relief Goods Delivered in Units</td>
<td>Based on relief items only (not recovery)</td>
</tr>
<tr>
<td>Distance traveled</td>
<td>Shortest distance by air taken to port of arrival (<a href="http://www.timeanddistance.com">www.timeanddistance.com</a>) with average distance to relief locations</td>
</tr>
<tr>
<td>No. of Families Receiving Partial Package</td>
<td>Figures from Operations Updates</td>
</tr>
<tr>
<td>Av. No. of Families Reached Per Day</td>
<td>Days from the disaster striking to date of distribution in operations update</td>
</tr>
<tr>
<td>Total MT Delivered</td>
<td>Total MT delivered - relief items only (not recovery)</td>
</tr>
<tr>
<td>Supply Chain Rate (tonnes/day)</td>
<td>Average MT delivered / day - relief items only</td>
</tr>
<tr>
<td>Time Taken to Start Early Recover</td>
<td>Green light provided to start activities - Purchase orders raised for shelter kits, etc</td>
</tr>
<tr>
<td>Total Families Assisted at 2 Mths</td>
<td></td>
</tr>
<tr>
<td>Total Operational Costs 2 Mths</td>
<td>Total cost including logistics</td>
</tr>
<tr>
<td>Cost Detail</td>
<td>Transport cost, Storage cost, Cost of supplies (excluding capital equipment)</td>
</tr>
<tr>
<td>Perfect Order Detail</td>
<td>No. of families receiving full package, on time and in perfect condition</td>
</tr>
</tbody>
</table>

Source: GEG (2008: 14-19)
Supply chain measurements

Need

MANAGEMENT:
Principles for Planning & Control
Information & Communication Tools
Organisation

TRANSACTION:
Lead time
Frequencies
Uncertainties
Expected Demand

STRUCTURE:
Complexity - Levels
Complexity - Points
Divisibility
Predictability

Delivery

Adapted from Persson, 1995
Using the framework on the IFRC-case

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Concept</th>
<th>Definition/Measure - examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRANSACTION</td>
<td>Lead-time</td>
<td>Time from needs occur until the beneficiaries have received what they need: can be split into elements, e.g. time for IFRC to be in the disaster area; time to assess needs; time for ordering; transportation, distribution</td>
</tr>
<tr>
<td></td>
<td>Uncertainty</td>
<td>In response time; needs; what and how much are in stock; what is distributed to whom</td>
</tr>
</tbody>
</table>
Using the framework on the IFRC-case

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<tr>
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<th>Definition/Measure - examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRUCTURE</td>
<td>No. of levels</td>
<td>No. of levels and order goes through and a physical package goes through; no. of levels from when the earthquake hits until needs are met</td>
</tr>
<tr>
<td></td>
<td>No. of points at each level</td>
<td>No. And location of pre-positoned stocks; no. 0f procument departments; not. of items in a package; no. of suppliers</td>
</tr>
<tr>
<td></td>
<td>Divisibility</td>
<td>Advantage of having all items available to do only one distribution round per family</td>
</tr>
<tr>
<td></td>
<td>Predictability</td>
<td>How much do we know about what is required for the logistics in an earthquake in Pakistan? E.g. available infra structure, etc.</td>
</tr>
</tbody>
</table>
Using the framework on the IFRC-case

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<tr>
<th>Characteristics</th>
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</thead>
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<tr>
<td>MANAGEMENT</td>
<td>Principles</td>
<td>What rules are used for forecasting, ordering, inventory management, storage and transport management? Is there a difference between preparedness and response? What about recovery?</td>
</tr>
<tr>
<td>Tools</td>
<td></td>
<td>What tools are used for forecasting, ordering, inventory management, transportation management? Manual/IT?</td>
</tr>
<tr>
<td>Organisation</td>
<td></td>
<td>Who does what internally in IFRC and what does IFRC do in relation to other actors: how to secure coordination?</td>
</tr>
</tbody>
</table>
Connecting to strategies for improvement
Measurements – evaluation – accountability

Measurements

Agree on the objectives, measures and how to measure

Evaluations

Use evaluations underway to learn and take action, not merely when the operation is over

Accountability

Agree on how measurements and evaluations are to be used to improve accountability

Agree on what is accountability; whose accountability and towards whom

Beneficiaries AND donors
Six key lessons for future large-scale disasters

Get the analysis right
- Diagnosis covering analysis of the context; needs; existing capacities/support; constraints and how this may evolve

Get the paradigms right
- Urban dimension; participatory approaches; security; survival strategies; interaction with local economies

Get the resources right
- Assess existing local capacities; staff competence and welfare; in-kind donations

Get the coordination right
- IASC and clusters; clusters and integrated missions, OCHA, Humanitarian Country team; decision making levels; coordination between clusters and rapid deployment teams (UNDAC, FACT, etc.); donors in the field

Get the communication right
- With affected population; with donors; the press and the general public

Get the leadership right
- Top management showing signs of stress to be replaced; coordinator positions filled by senior personnel

Source: GPPI: Inter-agency real-time evaluation in Haiti: 3 months after the earthquake (August 2010)
Thank you!

QUESTIONS?