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MODULE 7

1. A lot of disasters have been encountered over the last three decades. Do you believe that the aid organization have learnt how to improve logistics in disaster? How can they learn?

Balcik et al. (2008) Research and taken from The Disaster Management Training Programme, explains a general process from the beginning of the international call up to the delivery of the supplies to the last beneficiary.

However, when an organization experiences a disaster, it sets off a chain of events. Questions fly and confusion runs rampant. Questions come not only from those directly involved in the event, but their families and friends, the press, regulators, shareholders, business partners and others. You need to provide answers before someone else does, because let's face it in today's world of social media, any event, no matter how small, can quickly become big.

Fortunately, there are lessons we all can learn from disasters that have gone by, whether they were handled smoothly or whether a lack of proper communication escalated the situation rather than calmed it. By studying these lessons, you can prepare a plan that will serve you in the event of a crisis by asking the following questions.

- Do you know how to reach everyone you need to in a crisis?
- Do you have a way of reaching their families if necessary?
- Do you have a way to keep contact data up to date?
- Does your current team have the emotional resources to respond to a barrage of questions while they are dealing with a threat?

Therefore, over the three decades especially in the context of South Sudan, aid organizations have faced a lot of natural and man-made disasters where host communities experienced a lot of

challenges that requires response from the humanitarian sector and NGOs have learnt on how to improve Logistics in disaster through the following as aforementioned below.

Developing a basic framework to model the demand based on historical data, past experiences and most likely scenarios. Start with a disaster design: type, magnitude, location characteristics and other defining attributes especially to the context of South Sudan where there are seasons of massive flooding and roads become unpassable and can be measure through contextual analysis tool which helps logistics on hope to arrange airlifting supplies to various locations.

Ensuring adequate inventory levels given the high uncertainty of delivery lead times for relief supplies. Inventory prepositioning is a suitable strategy to face uncertainty, especially when local supply might be very limited particularly the humanitarian aid being food or non-food items (NFI) to support the needy communities. Hence planning is so essential and can serve time consumption.

Processing standards that helps in facilitating regional cooperation, but effort should also be placed on decentralized models of smaller coalitions among neighbouring cities or countries with similar characteristics. Economies of scope in established emergency response systems support joint operations; and partnerships with multi-location and international corporations bring flexibility, robustness and agility to the supply chain especially through regional coordination and synergies

Ensures consolidation of in-kind donations and be classified and then redistributed, or reassign them to local organizations for instance churches, orphanage centres, feeding centres, health care units, who are equipped to deal with these donations. These organizations can either identify those items that can be used or sell some items to raise funds for relief efforts according to the terms of the contract.

Ensures there is collaboration among organizations. Governments especially Relief and Rehabilitation Commission (RRC) for South Sudan case should play a leadership role in determining what critical resources the region needs and achieving coordination, partnerships and strategies among the NGOs being for-profit or non-profit to avoid disruptions in any logistical arrangements.

Understanding regional political, economic and socioeconomic conditions. Awareness of the local conditions is crucial for the success of the humanitarian operations. Arrange cultural awareness training programs to create opportunities for a given organization to meet with others that have previously worked in the region. Additionally, it is essential to involve the community in the preparedness processes and to understand their coping mechanisms before imposing other preparedness measures.

Utilization of local capacity and capabilities. First, find out what capacity is already in place. Using local capacities and assets (e.g., local volunteers, mules, carts, etc.) offers the added benefit of giving community residents dignity and opportunities to participate in the response and recovery operations.

Ensures there is constant communication. Information from and communication with the people in the field, right where the disaster took place, is critical. Hence information and communication emergency systems should be built in advance as the use of mobile phones, when possible, has obvious advantages; moreover, telecommunications companies may see an agile disaster response as a marketing opportunity. Satellite phones might be purchased in advance in case terrestrial cellular service becomes unavailable. Various technologies such as GIS (Geographic Information System) and GPS (Global Positioning System) are available as part of robust current information systems.

Socioeconomic impact assessment. Potential negative socioeconomic impact of humanitarian operations is undeniable, but it could be reduced. Past experiences and information sharing could be helpful. First, consider what is or is not likely to be needed in the affected region to enable space creation especially transportation.

Through humanitarian operations evaluation. Humanitarian operations form a continuous improvement cycle that requires measurement. After a disaster, all learned lessons should be discussed and documented. Tracking the results of the humanitarian operations is particularly important; avoid strategies such as “truck and dump” that fail to document whether the supplies reach those in need.

2. Identify and explain major steps in each phase of humanitarian logistics relief.

Humanitarian logistics is defined as the process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials, as well as related information, from the point of origin to the point of consumption for the purpose of alleviating and the suffering of vulnerable people. However, humanitarian logistics is far more complicated and includes forecasting and optimizing resources, managing inventory, and exchanging information in as disaster management and response. Gyöngyi. K, Karen. S, Ira. H (2016)

In general, and after analyzing diverse models from different researchers, some phases are commonly faced which include the following which is referred as the four R's: Response, Recovery, Readiness and Reduce. The disaster management cycle by Seychelles (2010), summarizes these mentioned steps.

Once a disaster event strikes, damages are seen in different zones. Immediate Response begins then by the local government, organizations and general community national and international. This last one only under an international called made by the country in danger. The purpose would be to afford basic requirements for the people in threat until enduring and sustainable solutions are found.

Recovery phase, once the disaster zone is under control, the recovery phase aims to restore beneficiaries' lives as well as all the structure that supports them.

Mitigation stage would intend to reduce the effects of a new disaster occurrence by informing society of plans and public policies to follow for future disasters. Some of the mitigation measures include: building codes, vulnerability analyses updates, zoning and land use management, building use regulations and safety codes, preventive health care and public education.

Preparedness Phase would aim to maintain the society well informed of how to respond to any emergency future catastrophe. It involves response mechanisms as rehearsals, developing long and short-term strategies, public education and building early warning systems (Warfield). At last, Safran (2003) details a disaster and emergency model (cited in G. Kovacks, personal communication, 2010) was selected to be studied under this thesis, due to the extensiveness that it represents.

These four phases make up the disaster management cycle. The mitigation phase relates to the laws and the mechanisms used to reduce social vulnerability. The issues are related to the responsibilities of the government and they don't relate to the direct involvement of logisticians.

During the preparation phase many operations are sorted before the disaster strikes. Strategies are established that will permit the implementation of the operational response. The preparation stage is necessary and vital as it is the one where the physical design network, information and communication systems and the collaborations are created. The purpose of this phase is to try to avoid the most serious consequences of the disaster. It also includes the steps made between disasters in learning and adapting, going on past experiences so new challenges can be met.

3. The most effective way emergency managers can partner with private sector providers during an emergency is to share information to develop mitigations and remedies to the unique challenges in transitioning supply chains. Name and explain five major challenges faced by aid organizations during disasters.

Funding constraints. Once a disaster entrusts in the country, many NGOs rushes to the scene to intervene by responding to helping lives of the affected population which includes national and international NGOs, government stake holders among others in different fields hence it affects the funding opportunity for some of the NGOs especially those who didn't turn up in time during the assessment process,

Donations aim only to specific disasters and fulfilling donor's desires. The ultimate restriction by the donors on funding is a major challenge for a humanitarian NGO as a humanitarian agency might be specialised in a certain field of either humanitarian, emergency or development among others. However, as an agency who need to response to rescue lives and properties of the population, it's so challenging since, one is tied to one area or field of operation.

Transportation and distribution systems within the affected country. This is particularly the case of South Sudan where flooding and too many roadblocks persist especially when transporting items by road to the affected location. In addition, there is no effective distribution system where beneficiaries are recorded automatic except data inputted into an excel sheet (Database) to reporting.

Difficulty in assessing demands. Humanitarian NGOs faced great challenges in accessing demands of the beneficiaries especially in respect to the South Sudan where aid workers are denied access to some locations for instance when a disaster happens in an area where its controlled by the government forces, when crossing over, the opposition forces will not allow the humanitarian workers to cross over as they claims, the aid workers are supporting enemies and will be targeted.

Restrictions in communication flow. Humanitarian NGOs faced disruption in communication especially in South Sudan context where handsets like Thuraya are restricted unless one acquires approval from the national security to hand carry it to the field yet there are no telecom operators in the location of operations which hinders the flow of information from the field to the base.

The concern of the organization to endure and develop. Donors demand for transparency and accountability (Moore, 2000; Lindenberg & Bryant, 2001, p.218)NGOs have two major bottom lines: mission effectiveness and financial sustainability (cited in Wassenhove, 2006). Their mission effectiveness has then a lot of pressure of time because it makes the difference between life and death (Wassenhove, 2006). 18

4. Define the following terms used in Humanitarian Logistics

a) Disaster

A disaster is defined as a sudden, calamitous event that seriously disrupts the functioning of a community or society and causes human, material, and economic or environmental losses that exceed the community's or society's ability to cope using its own resources for either short or long-term period. Though often caused by nature, disasters can have human origins. (vulnerability

+Hazard)/Capacity = Disaster <https://www.ifrc.org/en/what-we-do/disaster-management/about-disasters/what-is-a-disaster/>

b) Disaster Resilience

Disaster Resilience is the ability of individuals, communities, organisations and states to adapt to and recover from hazards, shocks or stresses without compromising long-term prospects for development. Disaster resilience is the ability of individuals, communities, organisations and states to adapt to and recover from hazards, shocks or stresses without compromising long-term prospects for development. According to the Hyogo Framework for Action (**UNISDR, 2005**), disaster resilience is determined by the degree to which individuals, communities and public and private organisations are capable of organising themselves to learn from past disasters and reduce their risks to future ones, at international, regional, national and local levels.

While DFID (2011a, 6) defined disaster Resilience as the ability of countries, communities and households to manage change, by maintaining or transforming living standards in the face of shocks or stresses such as earthquakes, drought or violent conflict without compromising their long-term prospects.

c) Mitigation

Mitigation means reducing risk of loss from the occurrence of any undesirable event. This is an important element for any insurance business to avoid unnecessary losses.

In general, mitigation means to minimize degree of any loss or harm. In insurance contracts, various clauses and conditions are specified to ensure minimum losses to the insurer. The actuaries are entrusted with the responsibility of underwriting the insurance policy. They employ a variety of quantitative techniques to assess the risk associated with the insured and decide the appropriate premiums commensurate with the risk. The primary objective of the exercise is to mitigate the risk ingrained with the insured. (Peter. T, Martin. C 2018).

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