

1st Edition

**LEARNER'S  
GUIDE**



**TECHNICAL COMPETENCY UNIT**



**ADM.TEC  
012.1**

Apply Knowledge on  
Humanitarian Logistics Context



**ASCEND**

ASEAN Standards and Certification  
for Experts in Disaster Management

## ASEAN Standards and Certification for Experts in Disaster Management

# APPLY KNOWLEDGE ON HUMANITARIAN LOGISTICS CONTEXT

## ADM.TEC.012.1

### Learner's Guide



ONE ASEAN  
ONE RESPONSE



#### Project Sponsors:



The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Viet Nam. The ASEAN Secretariat is based in Jakarta, Indonesia.

The "ASEAN Standards and Certification for Experts in Disaster Management (ASCEND)" is under Priority Programme 5: Global Leadership of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2021-2025 that envisions ASEAN as a global leader in disaster management.

The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) implements the ASCEND project in collaboration with the Korean National Fire Agency (KNFA) and support from the ASEAN Secretariat and the Republic of Korea.

The publication of this document is part of the "ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) Toolboxes Development for Five (5) Professions" project.

General information on ASEAN appears online at the ASEAN Website: [www.asean.org](http://www.asean.org)  
 Copyright of the Association of Southeast Asian Nations (ASEAN) 2021. All rights reserved.

For inquiries, please contact:

#### The AHA Centre

Graha BNPB, 13th floor Jl. Raya Pramuka Kav. 38 East Jakarta 13120 Indonesia  
 Phone: +62 21 21012278 Fax: +62 21 21012287 Email: [info@ahacentre.org](mailto:info@ahacentre.org)

The information provided in this publication is for informational purposes only. The publisher and authors of this document do not guarantee any results from using its contents. You should assess your individual needs, conduct your research, and seek professional advice before relying on the content contained in this document. The publishers and authors are not responsible for any injury, damage, or loss resulting from the use of this publication.

Images appearing in this resource are the property of the AHA Centre and used under their permission or sourced from CC Search and Flickr under the Creative Commons license:

<http://creativecommons.org/licenses/by/2.0/deed.en>



# Table of Contents

ASCEND PROGRAMME AND TOOLBOX: INTRODUCTION	1
1.1 The ASCEND Programme	2
1.2 The objectives of ASCEND	2
1.3 Advantages and benefits of an ASCEND certification	3
1.4 The ASCEND Toolbox	4
THE LEARNER GUIDE: INTRODUCTION FOR CANDIDATES	6
ASCEND COMPETENCY STANDARDS AND UNIT DESCRIPTOR	9
UNIT READINGS AND ACTIVITIES	15
4.1 Element 1. Implement principles of logistics	16
4.2 Element 2. Implement storage plan	23
SELF-ASSESSMENT CHECKLIST	29
ORAL INTERVIEW AND WRITTEN TEST GUIDE	31
RECOMMENDED READINGS	34
TRAINING EVALUATION SHEET	36





ASCEND Programme and  
Toolbox:

# Introduction



**ASCEND**

## 1.1

# The ASCEND Programme

Southeast Asian governments, through the ASEAN Committee on Disaster Management (ACDM), continue to invest in strengthening disaster management systems for a more secure and resilient region. However, the compounding risks and increasing uncertainty of disasters in our new climate reality threaten to set back the socioeconomic development gains of ASEAN societies. Widespread and recurring disaster damages and losses can overwhelm national capacities and worsen regional transboundary effects.

The Declaration on One ASEAN One Response (OAOR) at the 2016 ASEAN Summit in Vientiane, Lao PDR, reaffirms ASEAN's vision to move towards faster and more integrated collective responses to disasters inside and outside the region. However, ASEAN's past experiences responding to large-scale disasters showed that realising the OAOR can be challenging. Various responders from different countries, institutions, organisations, and companies seek to contribute to the overall response. Their goodwill is appreciated, and several provide much-needed assistance. But ASEAN and affected Member States sometimes found it challenging to determine what knowledge and skills responders have and how they can effectively contribute to national and regional efforts.

Learnings from past experiences and shared commitment to realising the OAOR vision increased the need to develop regionally recognised Competency Standards and a certification process for disaster management professionals. The increased support led to initiatives that eventually created the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) Programme. ASCEND is now part of Priority 5: Global Leadership of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2021-2025, a programme that envisions ASEAN as a global leader in disaster management.

## 1.2

# The objectives of ASCEND

- To enhance the capacity of the ASEAN countries in the implementation of ASCEND.



- To establish regionally recognised Competency Standards and assessment processes covering five professions in disaster management.
- To improve the capacity of the AHA Centre to serve as the ASCEND Secretariat.
- To promote understanding of the ASCEND Framework among the ASEAN Member States (AMS) and other ASEAN sectors in preparation for the inclusion of ASCEND into the ASEAN Mutual Recognition Arrangement (MRA).

**1.3**

## Advantages and benefits of an ASCEND certification

### For ASEAN

The ASCEND certification can assist Member States in ensuring that competent disaster management professionals handle emergency assistance and disaster relief across the region. It also supports mutual recognition of disaster management competencies to facilitate acceptance of external aid and faster response.

### For AHA Centre

ASEAN, a rapidly developing and hazard-prone region, will need more competent disaster management professionals. The ASCEND certification can narrow current knowledge and skills gaps. It can also enable stronger cooperation and interoperability between disaster managers in their home countries and across regions.

### For disaster management professionals

Disaster management professionals can use their ASCEND certification to promote themselves professionally and serve as evidence of their experience and qualifications. It can also make it easier for organisations to determine the ability of certificate holders to perform critical work functions of specific occupations in the disaster management sector.

These ASCEND toolbox documents support the ASEAN Member States in identifying, building the capacity of, and mobilising competent disaster managers across Southeast Asia that are highly capable of contributing to reducing disaster risks and disaster losses in the region through timely and effective response.



**1.4**

## The ASCEND Toolbox

A set of technical requirements must exist before it is possible to implement the ASCEND programme in participating ASEAN Member States. The first requirement is the ASCEND Competency Standards, containing forty-three (43) regionally recognised core and technical competencies in selected disaster management professions. The Competency Standards outline the work elements and performance criteria that guide for certification of disaster management professionals across the region.

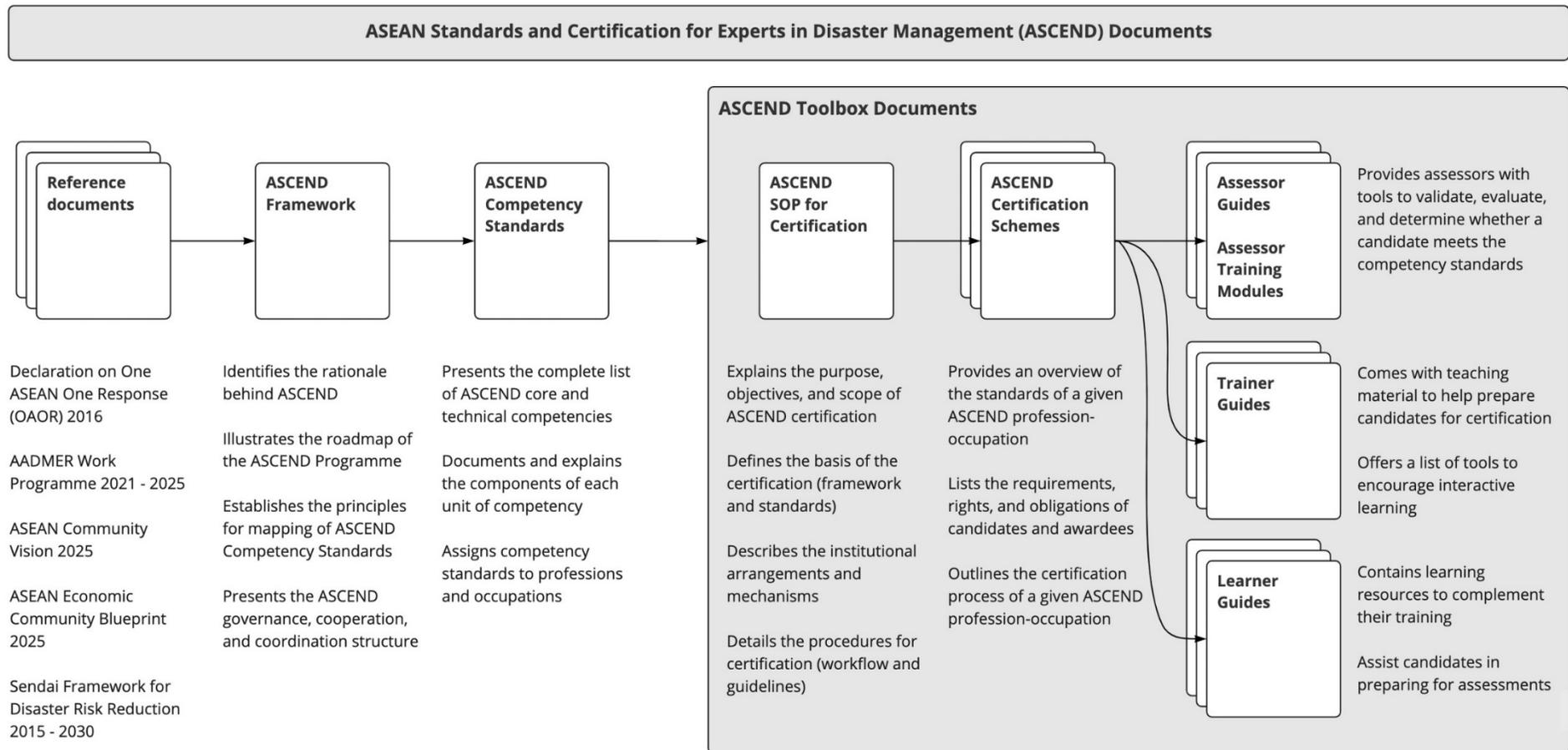
Another requirement is the development of an ASCEND Toolbox for five professions. These professions are Rapid Assessment, Humanitarian Logistics, Information Management, Water, Sanitation and Hygiene (WASH), and Shelter Management. The ASCEND Toolbox consists of an SOP, Certification Schemes, Assessor Guides, Trainer Guides, and Learner Guides. The ASCEND Competency Standards, approved by the ASEAN Committee on Disaster Management, are the primary basis of the Toolbox documents.

The SOP defines the basis of ASCEND, describes the institutional arrangements and mechanisms, and details the certification procedures. Certification Schemes present an overview of the standards of each profession-occupation and certification requirements, the rights and obligations of candidates and certificate holders, and general guidelines on the certification process. Assessor Guides provide assessors with tools to validate, evaluate, and determine whether a candidate meets the Competency Standards. Trainer Guides come with PowerPoint slides and presenter notes to help trainers prepare candidates for certification. It also offers a list of tools trainers may use to encourage interactive learning. Learner Guides assist candidates preparing for ASCEND certification in their chosen disaster management profession and occupation. It contains learning resources and complementary readings to help prepare them to undergo the required assessment.

The ASCEND Toolbox documents can assist the ASEAN Member States to identify, build the capacity of, and mobilise competent disaster managers across Southeast Asia to help reduce disaster risks and disaster losses in the region through timely and effective response.



Figure 1: Overview of ASCEND Toolbox Documents





# The Learner Guide: Introduction for Candidates



**ASCEND**

Welcome and thank you for your interest in pursuing an ASCEND certification. This Learner Guide is for you to read. It contains learning resources and helps you prepare for the required assessments: oral interviews, written tests, and observation checklists.

## Competency-based learning and assessment

**Competency** is the attitude and ability to use or apply one's experience, knowledge, and skills-sets to perform critical job functions in a defined work setting.

*Table 1: Competency areas and descriptions*

Competency area	Description
<b>Experience</b>	Refers to the qualifications of the candidate that make them eligible to pursue certification. It includes the candidate's formal education, work experience, professional training, and job-relevant life experiences.
<b>Knowledge</b>	Refers to what the candidate needs to know to make informed decisions on how to perform the work effectively.
<b>Skills</b>	Refers to the ability of the candidate to apply knowledge to complete occupational tasks and produce work outcomes or results at the standard required.
<b>Attitudes</b>	Refers to associated beliefs, feelings, motivations, and values that influence a candidate to make decisions and act according to occupational standards and the professional work setting.

There is one Learner Guide for each unit of competency. The Competency Standards and Unit Descriptor section of this document outlines the content you will be studying – broken down into elements and performance criteria



that will be covered during training and assessed using competency-based methods. This guide contains a glossary of terms, a list of abbreviations, readings and activities, a self-assessment checklist, and information about the oral interviews and written tests.

**Competency-based methods** help ensure that the ASCEND certification process is relevant, valid, acceptable, flexible, and traceable – in alignment with the ASEAN Guiding Principles.

The relevance principle confirms that the ASCEND certification reflects the current professional needs in the disaster management sector. The validity principle relates to the consistency and equitability of the assessment process. The acceptability principle is about aligning the ASCEND certification to other disaster management professional standards and good practices. The flexibility principle refers to the responsiveness of the ASCEND certification to changes or differences in disaster management work settings and job requirements. The traceability principle ensures that evidence is sufficient to grant the ASCEND certification.

**Competency-based assessment (CBA)** is the process for evaluating whether a professional is qualified and competent to perform in a particular occupation. CBA is used to determine if the candidate's experience, knowledge, skills, and attitudes meet the standards and performance criteria defined in a unit of competency.





# ASCEND Competency Standards and Unit Descriptor



**ASCEND**

**3.1**

## Competency standards

Competency standards are a set of industry-accepted benchmarks that defines the experience, knowledge, skills, and attitudes professionals need to perform well in an occupation. It also reflects the requirements of work settings and considers the developments in the disaster management profession.

**3.2**

## ASCEND Competency Standards

The ASCEND Competency Standards identify the key features of work in selected disaster management professions and performance standards professionals need to meet to be deemed competent. It also provides the list of the forty-three (43) core and technical competencies that serve as the basis for defining the regionally recognised disaster management qualifications across the ASEAN Member States. The five (5) professions covered by the ASCEND Competency Standards include Rapid Assessment, Humanitarian Logistics, Information Management, WASH, and Shelter Management. Under these professions are five (5) categories of occupations: Manager, Coordinator, Officer, Promoter, and Engineer. Overall, there are fifteen (15) profession-occupation combinations (e.g., humanitarian logistics manager, information management coordinator, WASH promoter).

Each ASCEND Competency Standard has its dedicated Toolbox documents: an SOP, Certification Scheme, Assessor Guide, Trainer Guide, and Learner Guide. Only one SOP applies to all profession-occupation combinations covered by the ASCEND certification. The Certification Schemes, one for each of the profession-occupation combinations. Both these documents align with the AQRF Level Descriptors, Section 4: Guiding Principles and Protocols for Quality Assurance of the AGP, and ASEAN Disaster Management Occupations Map. The Certification Schemes also outline the ASCEND competencies under selected professions and occupations, eligibility criteria, basic requirements and rights of candidates, and obligations of certification holders. Assessor Guides describe the components of particular competency standards and offer tools to determine the candidate's qualifications. Trainer and Learner Guides expound on a given competency standard's elements and performance criteria for learning and assessment preparation purposes.

The ASCEND Toolbox documents can assist the ASEAN Member States to identify, build the capacity of, and mobilise competent disaster managers across Southeast Asia to help reduce disaster risks and disaster losses in the



region through timely and effective response. The Toolbox documents may also serve as a reference for ASEAN Member States' seeking to develop and implement national-level competency-based certification processes based on their respective capacities and needs. The ASCEND Competency Standards and its derivative Toolbox documents will be reviewed and updated every five (5) years to ensure it reflects changes in the disaster management profession and remains relevant. Table 2 describes its main components.

*Table 2: Components of the ASCEND Competency Standards*

Component	Description
<b>Unit title</b>	Describes the critical work function to be performed in an occupation
<b>Unit number</b>	<p>A coding system to organise the units of competency. It also indicates the types of competency standards.</p> <ul style="list-style-type: none"> <li>▪ ADM.<b>COR</b>.000.0 are core competencies. These are general professional knowledge and skills related to international humanitarian principles and disaster management standards, including ASEAN mechanisms and procedures.</li> <li>▪ ADM.<b>TEC</b>.000.0 are technical competencies. These are specific knowledge and skills needed to perform effectively in work areas under their chosen disaster management profession and occupation.</li> </ul>
<b>Unit description</b>	Provides information about the critical work function covered by the unit.
<b>Elements</b>	Presents the occupational tasks required to perform the critical work function in the unit.
<b>Performance criteria</b>	Lists the expected outcomes or results from the occupational tasks to perform and the standard required.



**3.3**

## Unit descriptor

**Unit title** : **Apply Knowledge on Humanitarian Logistics Context**

**Unit number** : ADM.TEC.012.1

**Unit description** : This unit deals with skills and knowledge required by a logistics officer to have a comprehensive understanding of logistics principles, processes and implementation of logistics response operations.

### Element 1.

#### Implement principles of logistics

##### Performance Criteria

- 1.1 Identify the role of logistics as support service
- 1.2 Identify the flow of the supply chain
- 1.3 Identify logistics stakeholders

### Element 2.

#### Implement storage plan

##### Performance Criteria

- 2.1 Identify emergency logistics cycle
- 2.2 Identify logistics planning process



## 3.4

# Glossary of Terms and List of Abbreviations

Terms and abbreviations	Descriptions
<b>AADMER</b>	ASEAN Agreement on Disaster Management and Emergency Response
<b>ACDM</b>	ASEAN Committee on Disaster Management
<b>AGP</b>	ASEAN Guiding Principles
<b>AHA Centre</b>	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management
<b>AMS</b>	ASEAN Member States
<b>AQRF</b>	ASEAN Qualifications Reference Framework
<b>ASCEND</b>	ASEAN Standards and Certification for Experts in Disaster Management
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>CBA</b>	Competency-Based Assessment
<b>Disaster, Rapid onset</b>	Rapid-onset disaster unfolds almost instantly and tends to create destruction through immediate physical impacts. Example: sudden natural events such as windstorms, floods, wildfires, landslides, avalanches, earthquakes, and volcanic eruptions.
<b>Disaster, Slow onset</b>	Slow-onset disasters can be predicted much further in advance and unfold over months or even years and create crises through the economic and social impacts of the disaster. Example: crop failure due to drought, the spread of an agricultural pest or disease, or a gradually deteriorating political situation leading to conflict.



---

<b>HLIS</b>	Humanitarian Logistics Information Systems
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>KNFA</b>	Korean National Fire Agency
<b>MRA</b>	Mutual Recognition Arrangement
<b>NGOs</b>	Non-Governmental Organisation(s)
<b>OAOR</b>	One ASEAN One Response
<b>SCM</b>	Supply Chain Management
<b>SOP</b>	Standards Operating Procedures
<b>UN</b>	United Nations
<b>UNHRD</b>	United Nations Humanitarian Response Depot
<b>WASH</b>	Water, Sanitation and Hygiene

---





# Unit Readings and Activities



**ASCEND**

**4.1****Element 1. Implement principles of logistics****1.1 Identify the role of logistics as support service****A. Introduction**

All humanitarian logisticians need to understand the core purpose of logistics, its basic operating principles, and how to design efficient and effective logistics operations in disaster response

Logistics play an important role in humanitarian operations because approximately 73% of the humanitarian response spending relates to the supply chain. The high figure suggests that humanitarian operations will likely fail without a proper logistics management system in place. The appropriate aid and relief will not reach the beneficiaries on time in the correct quantity and quality. Organisations will also suffer significant losses because their operations are not optimised.

Humanitarian logistics are a part of the supply chain and involve various systems and processes to mobilise people, resources, knowledge, and skills to deliver humanitarian assistance to people in need. It involves assessments, procurements, gaining clearances, delivering goods and services, monitoring, distributing, and evaluating. Communications and security are also important aspects of logistics programs, although other specialists often manage these.

**B. Understand the definition of humanitarian logistics**

“My logisticians are a humourless a lot... they know if my campaign fails, they are the first ones I will slay.” – Alexander the Great

Every humanitarian logistician needs to understand the definition of logistics and how it relates to humanitarian work. The quotation above stresses the importance of developing capabilities to build and operate logistics management systems. Logistics planning and implementation processes are an inseparable part of any joint activity regarding scale.

The Oxford English Dictionary defines logistics as a branch of military science relating to purchasing, maintaining, and transporting materials, personnel, and facilities. Logistics is a concept that evolved from the need to prepare for and sustain military campaigns on multiple battlefields. Since then, various actors have adapted for different types of work, including humanitarian action. Any



effort involving delivering goods and services to beneficiaries has logistics elements.

Humanitarian Logistics is defined as the process of planning, implementing, and controlling to ensure the cost-effective and effective flow and storage of goods and materials and related information, from the point of origin to the point of consumption, to alleviate the suffering of affected and vulnerable people.

Based on this definition, humanitarian logistics services are intended for delivering:

- the RIGHT commodities
- to the RIGHT place
- at the RIGHT time
- in the RIGHT quantity
- at the RIGHT quality
- and at the RIGHT price

Humanitarian logistics operations differ from commercial logistic operations. Humanitarian logistics seek to save lives and alleviate suffering. Therefore, a higher cost-to-serve is acceptable. However, commercial logistics are about maximising profits and keeping customers happy. Hence, products need to be shipped consistently and efficiently to achieve high levels of cost-effectiveness and productivity.

FEATURES	COMMERCIAL LOGISTICS	HUMANITARIAN LOGISTICS
<b>Strategic goals</b>	Maximise profitability and achieve high customer satisfaction.	Minimise loss of life and alleviate suffering
<b>What is the “demand”?</b>	Products and services	Supplies and people
<b>Demand pattern</b>	Relatively stable, mostly predictable	High variability and unpredictability in terms of timing, location, type, and size
<b>Distribution networks</b>	Well-defined methods for determining capacity and set locations of distributions centres	Challenging due to the nature of the unknowns (areas, type, and size of events, politics, and culture) and “last mile” considerations



<b>Inventory control</b>	Well-defined methods for determining inventory levels based on the lead time, demand, and target customer service levels.	Inventory control is challenging due to the high variations in lead times, needs and demand locations.
--------------------------	---	--

## C. Humanitarian Logistics Information Systems (HLIS)

As explained above, humanitarian logistics operate in all aspects of humanitarian operations and functions in the different phases of disaster management.

- **Planning**  
Logisticians map the critical aspects that support a given operation: including supply availability, infrastructure needs, distribution process, and risk analysis. Such information is communicated to teams and becomes one of the main bases for designing programmes.
- **Implementation**  
Logisticians help ensure that a given operation is running well. And if not, assist in finding solutions to problems that arise and helping the team adapt to the situations faced on the field.
- **Control and coordination**  
Logisticians find ways to facilitate communication among different stakeholders and put in place measures that may prevent or minimise interference with operations.
- **After action review**  
Logisticians analyse the output of operational activities to draw out lessons and generate insights for future program development.

## D. Summary

- Humanitarian logistics are a part of the supply chain and involve various systems and processes to mobilise people, resources, knowledge, and skills to deliver humanitarian assistance to people in need.
- Humanitarian logistics operations differ from commercial logistic operations. Commercial logistics aims to maximise profitability and



achieve high customer satisfaction. Humanitarian logistics seek to minimise loss of life and alleviate suffering.

- Humanitarian logistics operate in all aspects of humanitarian operations and functions in the different phases of disaster management.

The following sections will discuss how a logistician can organise and coordinate this entire process.

## 1.2 Verify validity of data and information

### A. Introduction

Logistics refers to the different mechanisms and arrangements that operate within a supply chain. The supply chain has a larger and more complex structure than logistics.

The humanitarian supply chain is the flow of relief aid and the related information between the beneficiaries affected by disaster and the donors to minimise death and human suffering. Management practices in the humanitarian supply chain refer to the coordination of the movement of goods and services along the chains that links the source of supply to the endpoint. Management practices in humanitarian logistics focus on facilitating and maintaining the flow and storage of goods and services in an organisation.

### B. From logistics to supply chain management

Getting different actors to work together by sharing processes and distribution channels goes beyond logistics. It requires an integrated supply chain management approach to coordinate multi-stakeholder efforts to maximise efficiencies and eliminate redundancies effectively.

In the late 1980s and early 1990s, we witnessed the evolution of logistics as an activity (i.e., bringing products from point A to point B) to supply chain management as a necessary function in integrating global networks of planning, procurement, and warehousing, transporting and distribution.

Globalisation trends pushed organisations to look beyond their capabilities and scope and focus on enhancing coordination and integration of their activities along the whole value chain. There is a significant increase in stakeholders involved in delivering goods and services to affected



communities. These actors affect the speed, quality, cost, and variety of logistical services. An end-to-end supply chain management approach is needed. Humanitarian organisations have to go beyond traditional logistical services and adopt a more holistic supply chain management approach to coordinate the different players involved in a relief operation.

Supply chain management techniques are becoming more popular in the humanitarian community, with cross-functional and multi-stakeholder approaches becoming more common – at least in intent, if not execution. Using the supply chain management approach provides the opportunity to optimise logistical performance at the inter-organisational level. It also forces organisations to choose what capabilities in the value chain to invest in and develop internally and what activities to outsource.

### **C. Types of flow in supply chain management**

Supply chain management has three main flows: the product flow, the information flow, and the finances flow. Like humanitarian logistics, supply chain management also adopts a system based on commercial processes adapted according to the humanitarian context and needs.

- **The Product Flow**  
Product flow involves the movement of goods from the supplier until the beneficiaries receive the goods. This flow includes the purchasing, storage, and transport processes such as procurement, warehouse management and fleet management.
- **The Information Flow**  
Information flow facilitates communication between the team, donors, and partner vendors. It includes sharing information about an assessment or providing regular updates to management and related parties about the goods and services for beneficiaries.
- **The Financial Flow**  
Financial flows involve payment schedules, consignment arrangements, and budget projections internally in an organisation and donors.

### **D. Challenges in supply chain management**

The three challenges most often experienced in supply chain management are:



- **Supply**  
There are specific challenges related to supplies that come from in-kind donations. Since the quantity and mix of the supplies depend on donors, there is high uncertainty about what will be received. Moreover, the timing of these supplies might not be appropriate. For example, consumables that arrive too early expire or non-consumables that come after operations are no longer helpful.
- **Demand**  
Unlike logisticians in the private sector, humanitarian workers are constantly faced with many unknowns: when, where, what, how much, where from and how many times. In short, the fundamental parameters needed to make decisions and set up an efficient supply chain setup are highly variable. Additionally, disasters are unique even if they occur in the exact location since other factors such as population structure or economic conditions could have changed since the previous occurrence. Hence, historical data is not always helpful for predicting future demand.
- **Coordination and management**  
The supply network is vast and complex, with numerous players (donors, NGOs, government, military, and suppliers). Despite being experienced in humanitarian logistics and supply chain management, people in charge in most humanitarian organisations lack specialisation in multi-stakeholder coordination. Furthermore, domestic barriers such as excessive paperwork and specific region policies may cause additional delays and external complications due to foreign relations.

## E. Summary

- The supply chain has a larger and more complex structure than logistics. Logistics refers to the different mechanisms and arrangements that operate within a supply chain.
- Supply chain management has three main flows: the product flow, the information flow, and the finances flow.
- In general, humanitarian logistics and supply chain management challenges arise from uncertainties in demand and fulfilment of needs because of complex conditions in the field, the vast number of stakeholders involved, and organisational bureaucracy.



## 1.3 Identify logistics stakeholders

### A. Introduction

Humanitarian logistics is a complex operation complexity that involves the delivery of various commodities through multimodal networks under stringent time constraints requiring the coordination of different actors. This section will identify the stakeholders usually involved in a humanitarian logistics operation.

### B. Stakeholders

- **Beneficiaries/Communities**

At-risk groups and the affected community members are key stakeholders in disaster management. The ultimate goal of all humanitarian operations is to save lives and fulfil the needs of survivors while maintaining their dignity.

- **Donors** (foreign government, individuals, foundations, UN agencies, and private sector companies)

Many responding actors come from not-for-profit organisations. Their operations largely depend on the availability of funds or goods provided by donors. Therefore, donors play an essential role in logistical operations as support for humanitarian operations because they can determine the direction of such operations.

- **Government agencies**

Governments might be the primary implementer of most emergency operations. The government holds considerable power when it has control of political and economic conditions that influence supply chain processes and decisions around them, such as the customs clearance process for humanitarian relief goods that will enter from overseas. In addition, coordination with the government is needed to minimise gaps and overlaps in implementing humanitarian activities. The task of other stakeholders is to support these activities.

- **Military**

Civilian actors are usually the ones primarily responsible for disaster response. But militaries are often tapped because they have the personnel, equipment, training, and organisation to mobilise relief efforts right after large-scale disasters rapidly. Therefore, militaries are also significant stakeholders that humanitarian actors need to engage with. They get involved especially in logistical operations that require



strategic assets and resources, such as delivering goods to inaccessible areas using helicopters, building emergency bridges to reach isolated locations, etc.

- **Other NGOs and UN agencies**

Different NGOs and UN Agencies need to coordinate for humanitarian logistics to prevent gaps and overlaps in implementing their activities. Information exchange about logistical needs (vendors, infrastructure, etc.) enables resource exchange, such as borrowing warehouse space and vehicles near or in the area of operations.

- **Industries/Vendors**

The various organisations that supply goods and services for operations and programmes are key stakeholders in logistics operations. The prominent challenge humanitarian organisations face when working with the private sector is ensuring accountability and transparency in their transactions.

- **Headquarters**

Stakeholders in headquarters are the main line of contact with donors and other funders. They also usually decide how to allocate the funds needed for humanitarian logistics. Although they are far away from the realities in the field, they also have legitimate and urgent claims, making them key stakeholders.

## C. Summary

- Humanitarian logistics involves various actors, including communities, government, military, non-governmental organisations, and industries. These actors differ in their size, objectives, structure, and activities.
- It is necessary to understand what each stakeholder can contribute to humanitarian logistics operations and assist the overall effort.

## 4.2

# Element 2. Implement storage plan

## 2.1 Identify emergency logistics cycle

### A. Introduction



This section describes how logistical processes function in each phase of the disaster management continuum.

## **B. What is the emergency logistics cycle?**

Emergency logistics processes are planned and implemented along the disaster management continuum. Therefore, it is essential to understand how logistics support each stage of disaster management intervention.

Disaster risk management aims to prevent or reduce the potential damages and losses a society incurs from hazards. It also seeks to provide the structure, mechanisms, and arrangements to facilitate prompt and appropriate assistance to those affected and achieve rapid and effective recovery.

The disaster management continuum illustrates the ongoing process by which governments, businesses, and civil society mitigate the impact of disasters, respond during and immediately following a disaster, and take steps to recover after a disaster has occurred.

### **Mitigation and prevention**

Mitigation activities seek to lessen the probability of a disaster occurrence and reduce the effects of a disaster impact. Mitigation measures include building codes, vulnerability analysis updates, zoning and land use management, building use regulations and safety codes, preventive health care, public education and more.

Mitigation aims to implement appropriate measures in national and regional development planning. Its effectiveness will depend on the availability of information on hazards, risks, and countermeasures.

Mitigation in the supply chain could also include ensuring that all the infrastructure in the supply chain, including ports and transportation networks, can withstand forces of nature and remain functional after significant disaster events such as earthquakes and cyclones.

### **Preparedness**

Emergency preparedness programs aim to achieve a satisfactory level of readiness to respond to an emergency. It involves plans and programs that



strengthen governments, supporting organisations and local communities' technical and managerial capacity. It includes long-term and short-term strategies, early warning systems, response mechanisms and procedures, and rehearsals. Preparedness can also take the form of ensuring that strategic reserves of food, equipment, water, medicines, and other essentials are allocated and maintained. These measures can be described as logistical readiness to deal with disasters.

Governments, organisations, and individuals develop plans to save lives, minimise disaster damage, and enhance disaster response operations during the preparedness phase. Preparedness measures include preparedness plans, early warning and communications systems, a roster of responders, response exercises, evacuations plan and training, resource inventories, mutual aid agreements, and public education and information campaigns.

A humanitarian logistics team will monitor events, forecasting, stockpiling, contingency planning, and logistics capacity assessments during the preparedness stage.

### **Response and relief**

The emergency response aims to provide immediate assistance to maintain life, improve health and support the morale of the affected population. Such assistance may range from providing specific but limited aid to assisting refugees with transport, temporary shelter, and food to establishing a semi-permanent settlement in camps and other locations. It also may involve initial repairs to damaged infrastructure.

The response phase focuses on meeting the people's basic needs until more comprehensive and sustainable solutions are available. Humanitarian organisations are active in this phase of the disaster management continuum.

In this phase, the humanitarian logistics team will conduct a rapid needs assessment, support life-saving activities, and distribute humanitarian aid.

### **Recovery and reconstruction**

As the emergency is brought under control, several activities aimed at helping affected populations restore their lives and the infrastructure that supports them occur. There is no distinct point where immediate relief transitions into recovery and long-term sustainable development.

Recovery activities continue until all systems return to normal or better. Short- and long-term recovery measures include restoring vital life-support systems



to minimum operating standards; temporary housing; public information; health and safety education; reconstruction; counselling programs; and economic impact studies. Information resources and services include data collection related to rebuilding and documentation of lessons learned.

The humanitarian logistics team will support the rebuilding and reconstruction process in this phase. Usually, it is followed by establishing a site office, changing the system from emergency to standard business processes, and initiating long-term contracts with vendors for program activities.

## C. Summary

- Disaster risk management aims to systematically reduce the potential damages and losses a society incurs from natural hazards. It also seeks to provide the structure, mechanisms, and arrangements to facilitate prompt and appropriate assistance to those affected and achieve rapid and effective recovery.
- Emergency logistics processes are planned and implemented along the disaster management continuum. Therefore, it is essential to understand how logistics support activities in each disaster risk management stage.
- Disaster risk management continuum includes mitigation and prevention, Preparedness, Response and relief, recovery and reconstruction.

## 2.2 Identify logistics planning process

### A. Introduction

The logistical planning process aims to maximise the outcomes resulting from an operation by carrying out a series of steps that enhance logistical readiness. It is based on programme objectives, assessments, predictive calculations, discussion with partners relating to operational activities in procurement, warehouse and fleet management, resource allocation, distribution, organisation, and logistics control.

### B. Why is logistics planning necessary in a humanitarian operation?



Logistics is central to disaster relief for several reasons:

- It bridges disaster preparedness and response, procurement and distribution, headquarters, and the field.
- It is crucial to the effectiveness and speed of response for major humanitarian programs, such as health, food, shelter, water, and sanitation. It can be one of the most expensive parts of a relief effort.
- Since the logistics department tracks goods through the supply chain, it often handles an extensive data repository for post-operation analysis and learning. Logistics data reflects all aspects of program implementation: from the effectiveness of suppliers and transportation providers to the cost and timeliness of response, to the appropriateness of donated goods and the management of information. This data can generate critical insights for enhancing the performance of both current and future operations and programs.

A well-structured logistics plan will provide maximum results by minimising failure in the supply chain structure. It links and synchronises the overall supply chain as a continuous process and is essential for effective supply chain connectivity.

### **C. Planning and preparedness**

Planning and preparedness include pre-disaster logistical procedures and activities that should take place. A plan outlines what tasks to complete, who will be responsible, and how to procure the needed resources to complete the task. National or regional plans must consider infrastructure vulnerabilities, the logistical support in the area, and governmental emergency response capacities.

Planning includes written contingency plans and procedures to respond to disasters. Most plans are based on several scenarios of damage and losses. Governments usually have national and local plans. Humanitarian organisations also have plans that are often aligned with governmental plans but can still operate independently.

Preparedness is related to making the response system ready for catastrophic events. It is impossible to be completely prepared to face the impact of an earthquake. However, planning and preparedness allow for a far more effective response.

Organisations such as the IFRC and various UN agencies operate a system of pre-positioning goods, vehicles, and equipment at different hubs around the



globe. These stocks are managed independently or under the banner of the UNHRD.

The planning and preparedness process includes:

- Logistics capacity assessment, both internally and in the identified disaster-prone area.
- In-depth coordination with cluster and relevant stakeholders for information sharing and monitoring of the overall situation.
- Developing contingency plans and emergency protocols.
- Building staff capacity internally or with other institutions collaborating to establish logistic preparedness structures.
- Pre-positioning of relief goods, supplies, and equipment to carry out rapid emergency operations during a disaster, at least until the team can build an onsite logistics system.

## D. Summary

- The logistical planning process aims to maximise the outcomes of an operation by carrying out a series of steps that enhance logistical readiness.
- A well-structured logistics plan will provide maximum results by minimising failure in the supply chain structure. It links and synchronises the overall supply chain as a continuous process and is essential for effective supply chain connectivity.
- Planning and preparedness include pre-disaster logistical procedures and activities that should take place. A plan outlines what tasks to complete, who will be responsible, and how to procure the needed resources to complete the task.





# Self-assessment Checklist



**ASCEND**



## Self-assessment Checklist

Please use the checklist below to help you determine whether you are prepared to be assessed in this unit of competency. The boxes without tick mark indicate that there may be some areas you need to work on to become ready for assessment.

### Instructions

Please tick (✓) the box if your answer is yes

### Questions

Have I read the Learner Guide and understood its contents?

Have I attended, participated in, and completed all training sessions and activities?

Have I reviewed the learning resources to reinforce what I've learned in training?

Am I able to demonstrate my understanding of each element and performance criteria of this unit of competency by writing a summary in my own words?

Am I able to communicate how my experience, knowledge, skills-sets, and attitudes make me qualified and competent enough to perform the job related to this unit of competency?





# Oral Interview and Written Test Guide



**ASCEND**

## Oral interview and written test guide

This section guides candidates on how to communicate, demonstrate, or present evidence, responses, and their work in a professional manner. There are three primary ways the candidates will be assessed: through observation, oral interview, and written test. The assessor will determine the final assessment methods and tools depending on several factors like the local context, professional needs, and the like.

### On observations

Assessors will observe the candidate over a period of time to collect evidence of their capability to meet the required standards and performance criteria. Assessors may attend selected learning sessions, if any, to witness how candidates complete their activities and participate in exercises. In doing so, assessors can get a sense of the candidate's key strengths and areas for improvement concerning the unit of competency. It will benefit candidates to ensure their work is always complete and presentable.

### On oral interview

Assessors will conduct oral interviews to confirm and evaluate the candidate's experience, knowledge, skills, and attitudes regarding the unit of competency under assessment.

Please review the Unit Readings and complete the Self-assessment Checklist in this document. It may include verification questions about what you learned from the training content and material. It may also include competency questions about your knowledge and skills. Assessors may ask you what knowledge or skill you will use or apply to address a specific occupational issue or problem. Candidates need to think about how they will carry out their critical job functions in a defined work setting.

Finally, the interview may also include behavioural questions that focus on attitudes. Assessors may ask for examples of what you will do when a particular situation happens or when circumstances change. Candidates will need to support their answers with reflections on their own or other's experiences and the lessons learned from those.

### On written tests

Assessors will also present a written test to candidates to confirm whether candidates learned and understood the training content and material concerning the unit of competency under assessment.



Accuracy, brevity, and clarity are the ABCs of good writing. The first thing candidates are suggested to do is answer the questions as accurately as possible. It helps structure your response and sharpen your main points in an outline before writing them down. Candidates are advised to use short and simple sentences and paragraphs. The key messages and transitions between your sentences and paragraphs must be clear. Your answers need to be easy to read and understand. It includes removing and leaving out irrelevant material. Candidates are also expected to write coherently and logically so that readers can follow their thought.

Proofread and correct errors in your work before submitting it. How you format your work also matters. If you are using a computer, please check whether your indentions, margins, spacing, listings (bullets, numerical sequencing), and page numbers are in order.





# Recommended Readings



**ASCEND**

## Recommended readings

Sahay, B. S., Gupta, S. & Menon, V. (2016). *Managing Humanitarian Logistics*. Print ISBN: 978-81-322-2415-0. Electronic ISBN: 978-81-322-2416-7.

Seifert, L., Kunz, N. & Gold, S. (2018). *Humanitarian supply chain management responding to refugees: a literature review*. ISSN: 2042-6747. Accessible [here](#)

Wassenhove, L.V. & Tomasini, R. (2009). *Logistics of Humanitarian Aid*. In: *Humanitarian Logistics*. INSEAD Business Press Series. Palgrave Macmillan, London. Online ISBN: 978-0-230-23348-5. Accessible [here](#)

## Learning resources

Ergun et al. (2009). Humanitarian Supply Chain Management – An Overview. Accessible [here](#)

IFRC. (2018). *Supply Chain Expenditure and Preparedness Investment Opportunities*. Accessible [here](#)





# Training Evaluation Sheet



**ASCEND**



## Training evaluation sheet

**Name of Training**

**Competency unit title and number**

**ADM.TEC.012.1** Apply Knowledge on Humanitarian Logistics Context

**Location of training**

**Date of training**

**Instructions**

Please tick (✓) your level of agreement with the statements below

**Strongly Agree**

**Agree**

**Neither Agree or Disagree**

**Disagree**

**Strongly Disagree**

### Training content and facility

The training objectives were clearly defined and met.






The training content was organised and easy to follow.






The training material was relevant and useful to me.






The training facility is adequate and comfortable.







### Training delivery and activities

The trainers/presenters were knowledgeable and well prepared.

The trainers/presenters were engaging and helpful.

The length of the training was sufficient for learning.

The pace of the training was appropriate to the content and attendees.

The activities and exercises encouraged participation and interaction.

**What did you like most about this training?**





**What parts of the training could be improved?**



**Other comments and feedback:**



**Thank you for completing this training evaluation form.  
Your response is appreciated.**





# ASCEND

ASEAN Standards and Certification for Experts in Disaster Management

**THE AHA CENTRE**

Graha BNPB, 13<sup>th</sup> Floor | Jl. Pramuka Kav. 38 Jakarta-13120 | INDONESIA

[f @ahacentre](#) [t @AHACentre](#) [i @ahacentre](#) [v AHA Centre](#)