

**LEARNER'S
GUIDE**



TECHNICAL COMPETENCY UNIT



**ADM.TEC
007.2**

Manage Humanitarian Supply
Chain and Logistics Operations



ASCEND

ASEAN Standards and Certification
for Experts in Disaster Management

ASEAN Standards and Certification for Experts in Disaster Management

MANAGE HUMANITARIAN SUPPLY CHAIN AND LOGISTICS OPERATIONS

ADM.TEC.007.2

Learner's Guide



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.

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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. However, 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 ensure disasters across the region are met with competent disaster management professionals in order to reduce the loss of life, respond effectively, recover more quickly, and decrease risks throughout the ASEAN region wherever possible. Note: In cases of extraordinary, diminished capacities, non-certified persons may be utilised at the



discretion of the AMS in compliance with local governance/rules/laws.

- To establish a guide for the certification of disaster management professionals across the ASEAN Member States. The disaster management professionals will be certified in a competency-based assessment to perform tasks across all strategic components of AADMER, i.e. risk assessment and awareness, prevention and mitigation, preparedness and response, and recovery.
- To ensure disaster management professionals can work interchangeably and cooperatively both in their home country and in all AMS.

1.3

Advantages and benefits of an ASCEND certification

For ASEAN

The ASCEND certification enables ASEAN Member States to efficiently manage emergencies and disasters by fostering a regional network of competent professionals. It equips ASEAN countries with a system to recognise the expertise of incoming assisting teams if needed. Simultaneously, it streamlines resource mobilisation for assisting countries while upholding the ASEAN Standards.

For the AHA Centre

Given ASEAN's rapid development and vulnerability to natural hazards, there is a pressing need for a skilled workforce of disaster management professionals. The ASCEND certification can bridge the existing knowledge and skills gaps, promoting stronger cooperation and interoperability among disaster managers in the region.

For disaster management professionals

The ASCEND certification serves as a valuable credential for disaster management professionals, providing evidence of their expertise and qualifications. It also helps organisations determine the capabilities of certificate holders in performing critical job functions of specific occupations in the disaster management sector.



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 the certification of disaster management professionals across the region.

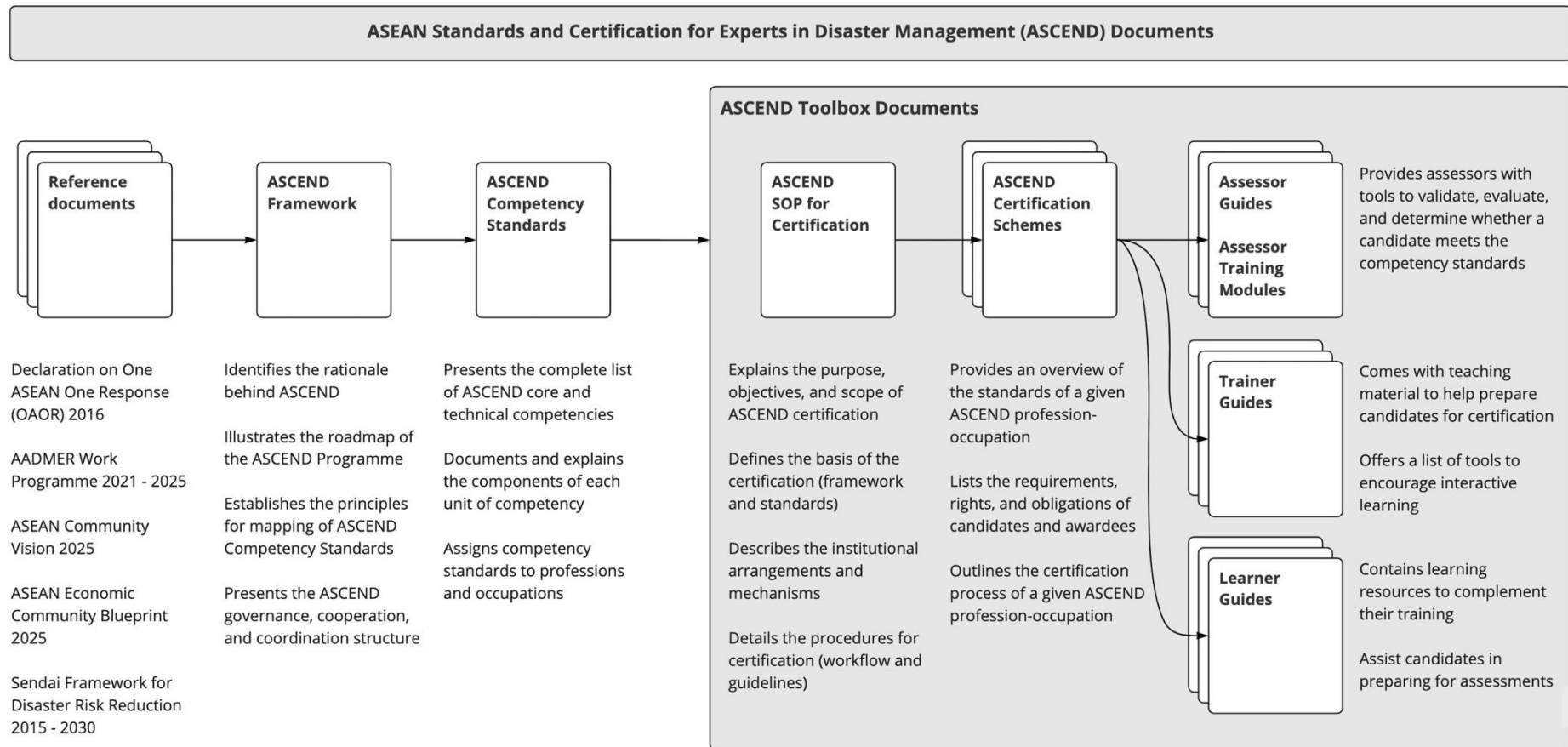
Another requirement is the development of an ASCEND Toolbox for five professions. These professions are Rapid Assessment, Humanitarian Logistics, Information Management, Water, Sanitation and Hygiene (WASH), and Shelter Management. The ASCEND Toolbox consists of an SOP, Certification Schemes, Assessor 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 that trainers may use to encourage interactive learning. Learner Guides assist candidates in 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
Experience	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.
Knowledge	Refers to what the candidate needs to know to make informed decisions on how to perform the work effectively.
Skills	Refers to the ability of the candidate to apply knowledge to complete occupational tasks and produce work outcomes or results at the standard required.
Attitudes	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 of 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 define 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 they reflect changes in the disaster management profession and remain relevant. Table 2 describes its main components.

Table 2: Components of the ASCEND Competency Standards

Component	Description
Unit title	Describes the critical work function to be performed in an occupation
Unit number	<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"> ▪ ADM.COR.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. ▪ ADM.TEC.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.
Unit description	Provides information about the critical work function covered by the unit.
Elements	Presents the occupational tasks required to perform the critical work function in the unit.
Performance criteria	Lists the expected outcomes or results from the occupational tasks to perform and the standard required.



3.3

Unit descriptor

Unit title : **Manage Humanitarian Supply Chain and Logistics Operations**
Unit number : **ADM.TEC.007.2**

Unit description: This unit deals with the skills and knowledge required by a logistics manager to manage the humanitarian logistics operation efficiently and effectively in an emergency context.

Element 1.

Identify supply chain and logistic elements and resources

Performance Criteria

- 1.1 Identify the resources required to manage an emergency operation.
- 1.2 Identify important variables: Plan – Execute – Response to manage Operational Management, controlling on variance analysis, corrective actions.

Element 2.

Initiate logistics resource mobilisation

Performance Criteria

- 2.1 Produce transport, storage, and distribution plan.
- 2.2 Ensure the resources are being deployed.

Element 3.

Manage strategic procurement

Performance Criteria

- 3.1. Identify factors to consider
- 3.2. Introduce strategic sourcing cycles
- 3.3. Ensure segregation of duties



Element 4.**Oversee the security management of the logistics response****Performance Criteria**

- 4.1. Advocate for safety and security for the logistics
- 4.2. Plan, Monitor, evaluate and respond to security
- 4.3. Establish safety and security protocols

Element 5.**Mitigate fraud and corruption in a supply chain and logistics****Performance Criteria**

- 5.1. Detect and prevent risks of fraud and corruption in supply chain
- 5.2. Establish control mechanisms



3.4

Glossary of Terms and List of Abbreviations

Terms and abbreviations	Descriptions
AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ACDM	ASEAN Committee on Disaster Management
AGP	ASEAN Guiding Principles
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management
AMS	ASEAN Member States
AQRF	ASEAN Qualifications Reference Framework
ASCEND	ASEAN Standards and Certification for Experts in Disaster Management
ASEAN	Association of Southeast Asian Nations
CBA	Competency-Based Assessment
CHS	Core Humanitarian Standard
CONOPS	Concept of Operations
CPMS	Child Protection in Humanitarian Action
GIO	Goods Issue Order
GRN	Goods Received Notes
KNFA	Korean National Fire Agency
MRA	Mutual Recognition Arrangement



OAOR	One ASEAN One Response
OCHA	Office for the Coordination of Humanitarian Affairs
PCM	Project Cycle Management
SOP	Standards Operating Procedures
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme





Unit Readings and Activities



ASCEND

**4.1**

Element 1. Identify supply chain and logistics elements and resources

1.1 Identify the resources required to manage an emergency operation

A. Introduction

Managing response to natural, man-made and technical disasters becomes increasingly essential in light of climate change, globalisation, urbanisation, and protracted conflicts.

Several response measures are activated when a disaster strikes, ranging from mobilising search and rescue, setting up field hospitals, delivering food and relief packages, and laying the foundations for longer-term processes, such as education or recovery.

Organisations supporting response operations can face many challenges in delivering assistance, such as limited time, scarce resources, and infrastructure damage. A robust yet flexible logistics system is needed to help map, source, allocate and provide available resources to meet humanitarian needs.

B. Source of supplies

Emergency logistics is a complex dynamic process that consists of many interrelated tasks with different objectives and constraints. For example, after a large-scale disaster, the primary task of logistics is to collect and distribute emergency resources to the affected areas. But it is not straightforward. Things like who holds emergency resources, where one can get the emergency resources, and who delivers the emergency resources to the affected areas need to be addressed.

Before identifying the resources needed for response, it is vital to agree on the following first:

- The objectives of the organisation
- The geographical area to operate in
- The humanitarian needs to prioritise
- The timeframe of operation
- The capacity of the organisation to carry out these operations.



A logistics emergency assessment can inform logistic decision-making ranging from resource provision to storage, delivery, and distribution options.

Logistics managers should carefully plan orders and regularly supply and store emergency resources to prevent misuse of funds and instances where stock runs out before replenishment arrives.

Another consideration is the procurement mechanism, which includes accepting donations or international in-kind contributions. Some questions to reflect on are:

- Does the organisation have an emergency procurement mechanism that allows faster and easier processing of procurement than those used in non-disaster situations?
- Is the import duty exemption mechanism enforced?
- What is the process of the customs mechanism in force in that country?
- Are the staff knowledgeable and trained to navigate the customs clearance process?

There are three (3) sources of resources that emergency logistics operations draw from:

1. Procurement

Procurement is the purchase or lease made by an organisation to obtain certain goods or services. In disaster response, the procurement of relief goods in the correct quantity, with the right quality, and at the right price is of utmost importance. Operations performed during this phase aim to respond flexibly and quickly to emerging humanitarian needs and demand patterns of disaster-affected populations in the most cost-efficient way possible.

Changing procurement trends in the international aid sector seek to create more opportunities for local enterprises to participate. The goal is to support local economies and boost local market capacity and job growth. The general recommendation is for aid organisations to procure relief goods locally rather than import them whenever possible. Doing so can reduce costs for the aid organisation, encourage regional trade, and improve the skills and expertise of the local workforce. It is considered one of the ways to lessen the dependence of developing countries on international assistance.



Although there is an increasing propensity towards aid localisation and local sourcing, there are challenges and risks associated with local procurement. These challenges include lower-than-acceptable quality goods and limited production and warehousing capacities. As a result, there is a need to split purchase orders among multiple suppliers. So, the product quality and lead times vary.

The risks of local procurement include corruption and security challenges, especially in places where a complete tendering process is missing and emergency procurement is not enforced. International procurement also carries risks. It is challenging to pinpoint delivery times accurately because it has to go through the customs process of the recipient country. The goods purchased may also not be acceptable to the culture and customs of affected communities.

Procurement challenges in emergency settings:

- **Redundant resource acquisition:** Parallel acquisition of emergency items, such as trucks, generators, and tents, is often the result of weak cooperation and poor communication between aid organisations. The general lack of information transparency is the primary driver for redundant resource acquisition.
- **Information sharing:** Wrong, insufficient, and delayed information is a common problem encountered by actors involved in a response. It is often problematic for smaller local NGOs to filter relevant information transferred between larger INGOs. Larger INGOs usually do not receive important information from smaller local NGOs that use non-standardised communication channels within the relief chain. Information asymmetries also result from personal preferences (e.g., the unwillingness of people in charge to pass on information). Information is withheld by those who want to keep up their competitive advantages over others.
- **Different thinking in preparedness activities:** Procurement before a disaster is usually handled differently by different organisations involved in the preparedness stage. Some organisations have pre-negotiated agreements with suppliers at their disposal to speed up procurement when the need arises. Others enter relief items procurement completely unprepared, adding problems to programming efforts.



The use of pre-positioning as a preparedness activity depends on the financial capacity of an organisation. Pre-positioning items in warehouses ties up capital, which lowers the organisation's financial liquidity. Other forms of preparedness activities like pre-negotiating contracts with suppliers do not require high investments, so they are attractive for smaller local NGOs. Differences in organisations' preparedness activities and capacities lead to inconsistencies and unsynchronised processes in the overall procurement coordination.

- **Needs assessment:** Efficient needs assessment involves evaluating the needs of disaster-affected communities in terms of the required product type, quantity, and quality. This provides the basis for coordinated procurement processes. Often, a need assessment that is not carried out correctly will give incorrect information on humanitarian needs and result in improper procurement.
- **Artificial price inflation:** Different organisations seek to contribute to relief operations after a large-scale rapid-onset disaster. Suppose smaller local NGOs cannot procure from global suppliers or do not have knowledge about their internal resources, as already mentioned. In that case, they will rely on local manufacturers. NGOs that only procure onsite are trapped in artificially inflated prices.

2. In-kind donations

Appropriate in-kind donations in the initial stages of a response can help organisations stretch their limited funds to help more disaster-affected communities. However, finding the few appropriate contributions among a vast sea of inappropriate offers is a frustrating and time-consuming exercise for an organisation already hard-pressed in emergencies.

Many organisations have to decide: whether to continue assigning limited human resources to sift through in-kind offers in the hope of finding appropriate donations or to avoid in-kind donations altogether and focus their limited workforce on purchasing the required supplies with the funds available.

Accepting in-kind donations is essential for organisations to maintain relationships with corporate donors. Rejecting a donation offer can weaken the relationship with a donor and put future contributions, including cash donations, at risk. One possible motivation for an organisation to accept less than appropriate in-kind donation offers is to build pathways for obtaining other (cash) grants in the future.



Unsolicited in-kind donations pose severe logistics challenges for large-scale international relief operations. Local customs often hold donated materials in global disaster relief for extended periods because they lack proper documentation and permits, which many aid organisations and donors fail to provide. Coordinating with customs officials, overseas donors, clearing agents, and others will create extra work for aid organisations. These efforts, in most cases, yield no beneficial results because, in the end, the donations are either inappropriate for the response or arrive too late to be helpful.

3. Free logistics services

In several emergency response operations, the logistics clusters, usually led by the World Food Programme, provide logistics services that aid organisations and governments can access free of charge. It includes vehicles, trucks and ships, storage facilities, and cargo handling services. Services like this are helpful for organisations with limited budgets because they can allocate their transportation and storage facility budgets to implement programs that directly deal with the beneficiaries. However, the distribution and storage services of smaller local organisations can be highly dependent on the availability of the cluster.

C. Human resources

Relief organisations need to train and retain competent humanitarian logistics personnel. The efficiency of humanitarian logistics organisations often depends on their staff's knowledge, skills, experience, and professional networks. However, this is an understudied area, and there is a need for more research into strengthening the humanitarian logistics staff's capacity and competencies.

D. Summary

- A logistics emergency assessment results can be the basis for making logistical decisions regarding resource provision, storage, delivery, and distribution.
- Emergency logistics operations draw on three (3) sources of resources: procurement, in-kind donations and free logistics services.
- The relief organisations need to train and retain competent humanitarian logistics personnel.



1.2 Identify important variables: Plan – Execute – Response to manage Operational Management, controlling variance analysis, corrective actions

A. Introduction

We will discuss the Project Cycle Management approach related to Emergency Supply Chain. Like other units in humanitarian organisations, Supply Chain Management uses the Humanitarian Project Cycle Management approach to provide a clear and structured framework in every process.

Five key elements serve as a benchmark for the implementation of activities in the emergency supply chain:

- **Assess:** What is the current situation?
- **Think:** What caused it? Who is involved? What are we going to achieve?
- **Plan:** How are we going to do it? With whom and when? With what resources?
- **Do:** Get it done. How is it going? Do we need to adapt?
- **Review:** What went well/badly? What can we learn from the experience?

Project cycle management (PCM) is the term used to describe the management of an emergency intervention through a sequence of five phases, also known as the project cycle. These phases are:

- Assessment (also referred to as situation analysis)
- Strategic response planning
- Implementation
- Monitoring
- Evaluation and learning

This section will only focus on the first four steps related to material needs.



B. Assessment (Situation analysis)

Needs assessments provide the evidence base for designing humanitarian response. The intended result of a joint assessment is a comprehensive situation analysis that includes information needed to develop common strategic objectives and operational planning.

A situation analysis aims to understand affected communities' context, needs, and vulnerabilities as well as their available capacities and resources. It is used to inform the design of an intervention or project to address communities' needs while facilitating response operations. A situation analysis aims not to identify an intervention but to determine whether it is needed. It is, therefore, a process that supports and informs decision-makers.

Just like assessments, a situation analysis also consists of three (3) phases:

- **Rapid situation analysis:** Provide an overview of the situation on the ground and the availability of capacities and resources to meet humanitarian needs as soon as possible.
- **Detailed situation analysis:** Gathers more specific and comprehensive information on the emergency and the proposed response.
- **Continual situation analysis:** Involves regularly updating information on the situation and seeking relevant feedback from beneficiaries to facilitate decision-making on long-term activities.

The assessment and situation analysis process:

Planning and designing the situation analysis → Collecting data → Processing and analysing data → Report drafting.

Important variables:

- Logistics assessment data.
 - Data collection and analysis methods must have clear objectives and be agreed upon in advance
- Stakeholder analysis
- Organisation mandate and program objectives
- Organisation capacity and resources
- Corrective action:
 - Ensure that a clear ToR is in place and agreed to in advance.



- Choose sources of information carefully with objectives in mind.
- Always validate and triangulate data.
- Put measures to minimise bias in data collection and analysis.

C. Strategic response planning

Planning is the process of deciding what an organisation wants to happen and then choosing from the different courses of action available to ensure the best chance of making it happen. It is the process of defining an objective and developing a strategy to achieve that objective.

Strategic response planning enables an organisation to respond to the needs of the affected communities more effectively. Senior management leads the process, defines activities, identifies needed resources, and helps ensure that all stakeholders work towards a common goal. The decisions made in response planning guide the collective response by setting strategic objectives and developing a harmonised approach to achieving these goals. The logical framework is the result of the strategic planning process

The strategic response planning process:

Defining the objectives → Designing activities → Identifying risk and assumptions → Developing indicators and means of verification → Drafting the logical framework and the operation document

Important variables:

- Once the objectives of the intended project are defined, activities are designed around the expected results. This step is all about the change you want to see.
- The difference between a risk and an assumption is this. A risk is a negative statement about what might go wrong. An assumption is a positive statement about conditions and factors that help achieve specific results.
- Indicators and means of verification enable an organisation to follow up on, monitor and evaluate the operation.
- Consider the following: cost, timeliness, feasibility, cultural sensitivity, gender, and child safeguarding when defining means of verification.
- **Corrective Action:**
 - Make sure to define objectives and expected results clearly and in detail. Too broad objectives will make it difficult for the team to take the next step.



- Always take the time and resources to carry out a risk analysis. Unforeseen risks can harm the team and the organisation.
- Identifying assumptions can help determine whether the project objectives are reasonable and well-informed or based on unrealistic optimism or flawed initial situation analysis.
- In defining indicators, set high standards but remain practical: data collection may be expensive. It should not be time-consuming in a crisis context, so select only those indicators representing the most important and basic dimensions of the results sought.
- In emergencies, the team do not always have the time to brainstorm suitable indicators. Use international quality standards (CHS, SPHERE, CPMS) and internal organisation indicators. Doing so will contribute to the organisation's positioning as a credible humanitarian actor.
- Do not select and use too many indicators: Most organisations will recommend two general objective indicators and one to three indicators for expected results. Indicators only need to capture what is necessary for monitoring and evaluation.
- Use the checklist to ensure that the team did not forget or overlook anything important while completing strategic planning steps.

D. Implementation

The procurement planning and delivery of humanitarian assistance to disaster-affected communities require efficient and structured processes. Implementation processes include procurement, warehousing, inventory management and distribution of supplies in cooperation with partners working in response operations. The acquisition and distribution of aid and transportation services need to be managed simultaneously.

Important variables:

- **Human resources who will manage logistics operations:** Getting a team to handle complex logistics processes during an emergency response is essential. During an emergency response, the market is extra challenging and competitive.
- **Supply for distribution and internal operations:** The procurement or donation process must be carried out correctly in a supply shortage. Making an emergency procurement protocol is one of the most practical solutions because it makes the procurement process less bureaucratic. However, there is still a high risk of irregularities.



- **Supporting infrastructure:** Storage facilities, offices, lodging, telecommunications, electricity, clean water, and distribution lines are essential elements that have to be in place during the implementation phase.
- **Coordination:** Coordination with clusters or other stakeholders is necessary because technical support such as mapping avoids market competition, gaps, and overlaps in the field.
- **Corrective Action:**
 - Making a roster for emergency operations and offering in-house training can solve the problem of limited staffing capacity during disaster response.
 - Establishing long-term contracts with logistics providers ensures prices will not increase drastically, avoiding shortages and uncertain delivery schedules.
 - Making coordination mechanisms work requires constant attention and continuous investments in time and effort.

E. Monitoring

Monitoring involves collecting, analysing, and using data concerning events and processes related to a project's progress. Its purpose is to assess a project's progress and ensure it is on the right track to achieve the expected results. Monitoring is also helpful for observing and understanding gaps, difficulties, or even new opportunities.

In humanitarian emergencies and disasters, a well-functioning monitoring system is critical to ensuring accountability, quality, and effective project management. Timely and reliable monitoring provides information to:

- Uphold accountability, transparency, and compliance
- Support project implementation by informing decision-making
- Provide opportunities for stakeholder participation and empowerment, especially for project beneficiaries, partners and actors
- Enhance the impact of our work and uphold our advocacy initiatives
- Contribute to organisational learning and knowledge sharing
- Promote our work by highlighting our accomplishments and achievements

Compared to development projects, monitoring systems in emergencies and humanitarian crises must take into consideration the following unique characteristics:



- The short timeframe for action
- The high number of vulnerable beneficiaries
- The rapidly changing context and evolving needs
- Multisector interventions and the diversity of actors
- High turnover of staff
- Access restriction and security measures
- Information systems in place that may have collapsed, infrastructures that may be damaged or absent

In addition, monitoring during humanitarian emergencies and after disasters may occur in highly volatile or violent conflict settings. There are some considerations to ensure *no harm* is caused while implementing and monitoring project activities.

Tips for determining the scope of your monitoring system:

- **What is the geographic scale of the project?** The wider the geographic coverage, the more complex the monitoring system.
- **What is the demographic scale (target population) of the project?** The complexity of your system will vary based on accessibility and target population.
- **What is the security context?** Your approach and ambitions must consider highly volatile security contexts. You may have to opt for remote monitoring.
- **What is the time frame of the project?** Short projects only require streamlined and straightforward monitoring systems. In contrast, longer-term projects are more ambitious in measuring outcomes, impact, and transitions towards relief and development.
- **Is your intervention multi-sector?** The more themes your project deals with, the more complex your monitoring will be.

Monitoring processes are relevant only if key actors working in operations consider and apply their findings. They need to reflect on the information, set aside time to learn the lessons, and make necessary adjustments.

F. Summary

- Like other units in humanitarian organisations, Supply Chain Management uses the Humanitarian Project Cycle Management approach to provide a clear and structured framework in every process carried out.
- Project cycle management (PCM) is the term used to describe the management of an emergency intervention through a sequence of five



phases, also known as the project cycle. These phases are: Assessment, also referred to as Situation Analysis, Strategic Response Planning, Implementation, Monitoring, Evaluation and Learning.

- Needs assessments provide the evidence base for designing humanitarian response. The intended result of a joint assessment is a comprehensive situation analysis that provides information needed to develop common strategic objectives and operational planning.
- Strategic response planning enables an organisation to respond to the needs of the affected communities more effectively. It helps ensure that all stakeholders are working towards a common goal.
- Monitoring involves collecting, analysing, and using data concerning events and processes related to a project's progress. Its purpose is to assess a project's progress and ensure it is on the right track to achieve the expected results. Monitoring is also helpful for observing and understanding gaps, difficulties, or even new opportunities.

4.2

Element 2. Initiate logistics resource mobilisation

2.1 Produce transport, storage and distribution plans

A. Introduction

All aspects of logistic operations (locating, transporting, distribution, warehousing) are closely interconnected. Mismanagement in one area may have adverse effects on the whole logistics operation.

The timely delivery of disaster relief goods is critical to meeting the needs of disaster-affected communities. Whether the government, the private sector, or regional and international organisations supply the logistics services, they all need to prepare. Any delay may result in more casualties and more complex response operations.

The basic logistics principles include responsiveness, simplicity, flexibility, economy, attainability, sustainability, and survivability. These principles are not the sole responsibility of one actor. The logistics process requires different distribution points, suppliers, manufacturers, and actors to work together.



The transport, storage, and distribution plans are part of a larger logistics operation plan based on an emergency logistics assessment. It is aligned with the overall program objectives and organisational mandate.

B. Planning Process

For purposes of planning purposes, estimates and assumptions on the following are needed:

- The number of people in specific areas and population groups who need particular types/levels of assistance
- The expected evolution of the situation (the planning hypothesis)
- Expected logistics assistance to be provided to other sectors
- Possible contingencies (and are to be covered by contingency planning)
- How and at what intervals progress and plans will be reviewed and revised if needed
- The humanitarian and operational principles that guide the whole humanitarian assistance operation

Aspects of planning internally within the organisation

Internal plans should fulfil the organisation's responsibilities during the planning period. It must consider the quantity of aid delivered, the monitoring process, and any direct role in distribution.

Logistics plan

Every organisation or institution has a different planning format, but the essential points that must be included in plans and templates are described.

a. Stocks and movements:

- Movement schedule to meet program requirements
- Commodity pre-positioning and operational stock requirements
- Warehousing plan – table showing storage facilities, capacities, areas and numbers of beneficiaries to serve, planned throughput, desired operating stock
- Port operations, including handling equipment/operations
- Land-frontier operations, including handling equipment/operations
- Warehouse facilities and management



b. Transport:

- Table showing routes, modes, travel time, capacity, planned throughput, and notes (e.g., actions designed to reduce bottlenecks/increase efficiency)
- Road transport: use and management of commercial and government, and other relief fleets
- Air/water transport
- Fuel and maintenance for transport units

c. Distribution, monitoring and evaluation:

- Plan and resources for the implementation of distribution (when an organisation is directly responsible)
- Plan and resources for the phased implementation of monitoring
- Plan and resources for periodic self-evaluations and external evaluations

d. Asset arrangement:

- Determine which assets belonging to the organisation will be used for operations.
- Ensure the readiness of assets to be used, completeness (battery, charger, etc.), condition of assets and the time required to allocate assets.
- Ensure that staff will be responsible for the supervision of onsite assets.

C. Transport plan

Things to consider when designing a transport plan:

- The nature of the supplies to be transported
- The weight and volume of the load: including the space occupied by the packages depending on their shape and size)
- The destination: distance, access to the delivery point (by air, water, land), and the condition of the access routes
- If vehicles have different load capacities, each vehicle should recalculate the estimate. Similarly, if the supplies go to different destinations, each requires a separate calculation.
- The urgency of the delivery



General contents of a transport plan:

- The distribution channel to be selected is based on the results of the emergency logistics assessment analysis. It should be mapped out completely.
- If vehicles are rented from vendors, it should note the contract details, contact persons, and vehicle list. It also needs detailed information such as vehicle numbers, engine numbers, and frame numbers.
- When using the free service provided by the government or other organisations, add details of the procedure and contact person.
- Detailed delivery schedule or trip to the location.
- Document templates used (such as Vehicle Logbook, Waybill, etc.).
- Vehicle control procedures, both daily and monthly.
- Vehicle maintenance schedule and document extension (if any).
- Organisation chart.
- Reporting schedule, flow, and templates.

Remember: Information must be updated whenever changes occur.

D. Storage plan

Emergency supplies are stored until they can be distributed or used. However, finding a warehouse large enough to accommodate the shipments is not simply a matter of finding a warehouse. An organised system must be in place to keep track of the type and quantity of supplies and their location in the warehouse, including reserve stockpiles for future needs.

The entire storage process protects emergency supplies until hand-over to recipients. Organising a warehouse to function correctly involves complying with current standards to safeguard the quality and security of the products shipped.

While applying the following warehouse management standards and procedures exactly as presented may not be possible, they should guide the storage process. The standards and procedures apply to warehousing facilities built primarily for emergency response operations or retrofitting to support aid and relief efforts.



General contents of a storage plan:

- Location of storage facility with complete address and coordinates. It would be better to include a map and photos.
- The level of each storage facility, whether logistics hub, central warehouse, transit warehouse or temporary storage area, before distribution.
- The specifications for each storage facility. The size (for indoor warehouses, only 70% of the warehouse volume can be used as storage), building structures, layouts and supporting infrastructure, including security protocols.
- If storage facilities are rented, include contract details, contact persons, and insurance details.
- When using the free service provided by the government or other organisations, add details of the procedure and contact person.
- Security analysis of the location.
- Warehouse procedure for receiving, storing, kitting and distributing, including the timeframe of each process.
- Document templates used, such as GRN, GIO, Bin Card, Stock Card, General Ledger etc.
- Warehouse maintenance procedures, both daily and monthly.
- Organisation chart.
- Reporting schedule, flow, and templates.

E. Distribution plan

The main objective of humanitarian logistics is to assist the people affected by a disaster or organisations managing the disaster response. Delivery of assistance must be proportionate to needs, equitable, and controlled to avoid abuse and waste.

Distribution cannot be generalised and indiscriminate. On the contrary, it must be proportional and managed. While every organisation has its own policies and motivations for assisting disaster-affected communities, there are specific standards to adhere to at all times to create a more effective distribution.

The distribution of humanitarian assistance is highly complex and demands a great deal of expertise. A poorly run operation can harm the very population it is meant to serve. Before engaging in the distribution of relief, it is vital to have a clear picture of its responsibilities. Equally important is knowledge of the standards that govern the distribution of the



aid to ensure that it will positively change the living conditions of the affected population.

The distribution of humanitarian assistance should not occur until the capacity to meet the organisational requirements of such an operation is in place. The criteria for selecting the beneficiaries, the distribution procedures, and methods, must be defined in advance in as much detail as possible.

Direct Distribution

Direct distribution can provide greater control over the use of donations. Engaging in direct distribution requires an excellent working knowledge of the affected population and the physical and social environment. It also calls for logistical, administrative, and infrastructural capabilities. However, it can prove highly challenging if experienced personnel or the capabilities mentioned are unavailable.

Indirect Distribution

When working in unfamiliar places, it is difficult for an organisation to distribute supplies equitably and adequately in the short time available. In some cases, the operative functions of an organisation do not include handling direct distribution. It is important to find a local, trustworthy counterpart who knows the population and the place and can handle distribution in these circumstances.

However, the distribution of the goods to their recipients must be carefully monitored to ensure fairness and proportionality. Another drawback is that it diminishes the visibility of an organisation, something that may be undesirable.

General contents of a distribution plan:

- Distribution schedule with time, location, number of beneficiaries (if direct distribution) or partners, both from local organisations and government institutions (if indirect distribution), and details of the types of items and quantities to be distributed.
- The supply chain mechanism at the time of distribution, when it will be prepared by the storage facility, when and how the relief goods will be delivered, and the transport mechanism when combining two or more modes of transportation.



- Information on distribution locations, contact persons, supporting equipment such as tables, chairs, etc.
- Analysis of security at distribution locations, including the crowd control mechanism at the time of distribution and the number of security personnel contacted if the distribution does not go well.
- Distribution support documents, such as distribution cards, donation letters, etc.
- Organisational chart.
- Distribution reporting format.

G. Summary

- All aspects of logistics operations (locating, transporting, distribution, warehousing) are closely interconnected. Mismanagement in one area may have adverse effects on the whole logistics operation.
- The basic principles of logistics include Responsiveness, Simplicity, Flexibility, Economy, Attainability, Sustainability, and Survivability. These principles are not the sole responsibility of one actor. The logistics process requires different distribution points, suppliers, manufacturers, and actors to work together.
- The transport, storage, and distribution plan is part of a larger logistics operation plan based on an emergency logistics assessment. It is aligned with the overall program objectives and organisational mandate.
- Every organisation or institution has a different planning format, but what is described above are the essential points that must be included in plans and templates.

2.2 Ensure the resources are being deployed

A. Introduction

Emergency supplies will have to follow a route and a series of stages from the point of entry or reception until they reach end-users, the disaster-affected population. Tools to monitor the status of the supplies as they pass through the various stages are required to prevent loss diversions and ensure more efficient use of resources. These controls should indicate what types of supplies were mobilised, quantity, and condition. They should also identify the parties involved in the process.



B. Monitoring

Documentation and reporting tools that enable control and follow-up procedures should be agreed upon and designed during the preparation phase of operation planning. It is also essential to define who will be responsible for control at each stage.

Defining control and follow-up procedures is difficult and involves finding a balance between two things. One is developing methods simple enough not to hinder the flow of supplies. The other is developing thorough methods to keep track of the consignment's movement, integrity, and condition as it goes through the various intermediate points towards its final destination.

The goal is to ensure that all the people in charge are familiar with the different control and follow-up procedures and supervise the various activities and personnel involved.

Control should be placed at each stage of the movement of supplies within the affected country or region:

- a. The arrival of the donations and other supplies at the points of entry (ports, airports, borders) and the reception sites (collection centres, institutional warehouses, and so on) involves:
 - Arrival and registry of the goods
 - Temporary storage
 - Dispatching of supplies (delivery to recipients for their use or distribution, delivery to authorised carriers for sending to other storage facilities)
- b. Transport of the relief goods and other supplies to other storage facilities or their ultimate destination in the field involves:
 - Loading of the supplies
 - Notifying recipients of the delivery of the load
 - Transporting the supplies (including transshipments)
 - Offloading of the supplies
- c. Reception in the field or at secondary storage facilities involves:
 - Physical and documentary verification of the consignment (quantity, weight, quality)



- Registration of incoming goods
 - Notifying recipients of the arrival of the load
- d. Storage of goods involves:
- Recording of the arrival of the supplies
 - Inventory and stock control
 - Sanitary and safety measures in the storage facility
 - Recording of expiry dates and rotation of stocks
 - Servicing and maintenance of equipment (e.g., water pumps, electrical generators, etc.)
 - Recording and certification of the loss or destruction of items
 - Recording of the dispatch of the supplies to the final or intermediate recipient
- e. Dispatch of the consignment from the storage site (deliveries for final use or for sending to distribution points) involves:
- Loading the goods
 - Notifying the recipient of the delivery
 - Transporting the supplies (including transshipments)
 - Offloading goods
- f. Distribution of the supplies involves:
- Recording of the supplies that arrive at the distribution points
 - Storage
 - Recording and identification of beneficiaries.
 - Recording of the delivery of the goods to the beneficiaries.
 - Inventory and stock control
 - Daily distribution reporting

C. Summary

- The humanitarian logistics concept of operation helps organisations determine the logistics operation structure and processes that fit the context of the situation. Every logistical operation, especially in disaster response, is a "tailor-made" operation because each event is unique.
- A humanitarian logistics concept of operation includes a brief context summary, identified gaps and bottlenecks, planning assumptions and risk factors, organisational asset information, coordination mechanisms, and roles and responsibilities of actors involved.



**4.3**

Element 3. Manage strategic procurement

3.1. Identify factors to consider

There are several aspects/factors that ensure the quality of procurement.

- Assess staffing needs for the procurement unit and increase capacity to meet emergency demands.
- Enact simplified emergency procurement procedures allowed by organisation procurement policy to speed up procurement process.
- Comply with funding requirements and obtain any necessary waivers.
- Identify detailed specifications for required goods/services and any applicable funding restrictions from the programme and operational assessment, and prepare a procurement plan.
- Conduct a market survey for disaster relief items.
- Identify sources for needed supplies from local, national and international markets.
- Document and Implement streamlined vendor selection and screening processes.
- Manage contracts that ensure organisational accountabilities and liabilities are adequately covered.
- Ensure importations and customs handling are managed appropriately with consideration of duty or tax liabilities, and approval requirements for restricted items.
- Ensure in coordination with logistics appropriate inspection and documentation of goods received.
- Maintain clear documentation of all steps in the procurement process with the correct forms and file for audit purposes.
- Always ensure good communication, collaboration and coordination between procurement, programme, logistics and administration units.
- Regularly prepare and circulate a procurement status report to help team members plan programme activities based on the expected delivery of programme supplies.

In a non-presence situation, ensure procurement is adequately represented on the assessment team, staff is trained, and policies and systems are put in place as soon as possible.



3.2. Introduce strategic sourcing cycles

A. Determine sources of supply

The procurement unit needs to assess which sources (local, national and international) can deliver the right quantity and quality of product the most quickly.

The first principle should be to source all commodities locally and in-country, as close to the field as possible, to reduce transport time and cost. However, this is often not feasible in emergency contexts due to limited availability or poor quality of humanitarian items. Sometimes, a combination of sources is required to achieve the right quantity, quality, and speed of delivery.

Note that many response organisations have standards only for non-emergency procurement policies that require procurements over a certain value to be completed by their headquarters.

Decentralising procurement to sub-offices by increasing their authorisation levels can make procurement faster if goods are available in sub-office locations. Decentralisation can support the global commitment to localisation of emergency response systems.

B. Sourcing supplies internationally

Often, the materials required will not be available locally or nationally in the quantities required. This is particularly common for relief items such as tarpaulins, tents and blankets. In these cases, it is necessary to identify international vendors and/or manufacturers of these supplies.

Procurement restrictions imposed by the donor may require the products to be purchased from the donor country. In this case, your organisation might require assistance from the international partners to help identify sources of supply, and establish links between your HQ and the vendor from outside your countries (e.g. can be associated donor countries).

If international procurement is going to be undertaken, ensure that your organisation is aware of all import procedures and costs before proceeding with orders



3.3. Ensure segregation of duties

For the sake of quality and control, segregating responsibilities during the purchase process helps not only to identify errors by adding review and oversight steps but also limits the possibility of fraud. Having more than one person involved in the process also helps to protect those with procurement responsibilities from accusations.

A best practice might be the segregation of duties among persons with different points of view, knowledge and ideas. Decisions are more likely to be successful when everyone is informed and in agreement. The table below shows different examples of how to ensure the Segregation of duties:

The person to:	Should not be the only person to:
Request an article and/or fill out the purchase request (PR)	Approve the Purchase Order (PO)
Execute the contracting/acquisition procedure.	Approve the Purchase Order or the Contract / Framework Agreement
Select the supplier	Approve the Purchase Order or the Contract / Framework Agreement
Approve the Purchase Order (PO)	Approve the Purchase Order or the Contract / Framework Agreement
Execute the contracting/acquisition procedure.	Approve the Purchase Order or the Contract / Framework Agreement
Receive the goods/services, e.g., Approve a Goods Receipt Note	Create payment request / Prepare Payment Package / Authorise payment



4.4

Element 4. Oversee the security management of the logistics response

4.1. Advocate for safety and security for the logistics

A. Introduction

Humanitarian crises occur in some of the world's most difficult and unstable environments. Devoted aid workers risk their lives to provide essential supplies to those in urgent need. However, these workers and the crucial logistics systems they operate are frequently exposed to substantial safety and security threats. This endangers the entire humanitarian response, potentially delaying or even jeopardising the delivery of life-saving assistance.

It is crucial to prioritise safety and security throughout the entire humanitarian logistics chain. We will examine the various threats faced by logistics personnel and explore concrete strategies to mitigate these risks. By collaborating to create a safer and more secure operating environment, we can ensure that humanitarian aid reaches those who need it most, precisely when they need it most.

B. Preparedness and Planning: The Foundation for Effective Response

A proactive approach is essential, beginning with demand forecasting and scenario planning. By analysing historical data, conducting risk assessments, and collaborating with local experts, organisations can anticipate potential crises and develop forecasts for various scenarios. This enables pre-emptive actions, such as stockpiling essential goods (food, water, medicine) in strategic locations near potential disaster areas. These pre-positioned supplies significantly reduce lead times when disaster strikes, saving valuable time and potentially saving lives.

Furthermore, establishing stockpile partnerships with regional governments and NGOs is crucial. Sharing resources and storage capacity through collaborative stockpiles ensures wider availability of aid and optimises the use of often-limited storage space. Imagine a network of regional warehouses holding pre-positioned supplies, ready to be deployed when needed. This collaborative approach eliminates redundancies and ensures a more efficient response.



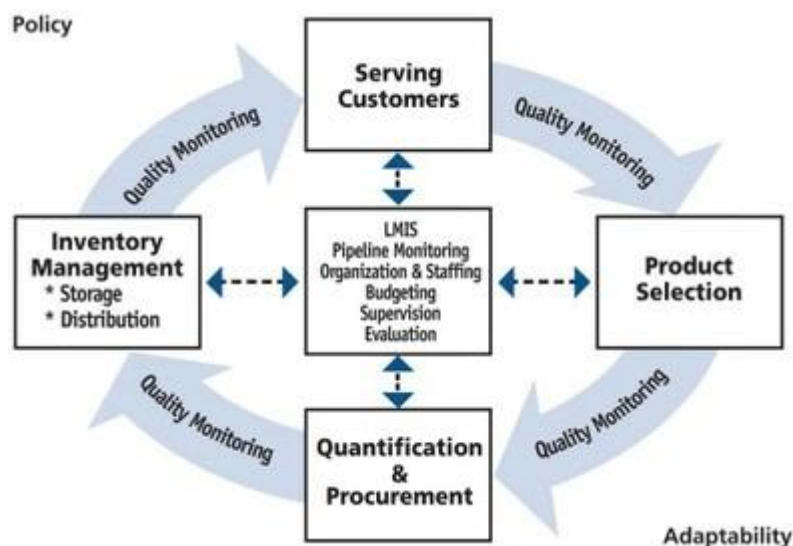
4.2. Plan, monitor, evaluate, and respond to security

A. Introduction

Quality monitoring is an integral part of any disaster/humanitarian logistics system, as it assesses the system's performance and identifies areas for improvement. Monitoring and evaluation also foster accountability, allowing all stakeholders to understand the impact of their work and investments. Additionally, it supports advocacy by highlighting program successes and identifying areas of greatest need.

Figure 1 illustrates the logistics cycle, a systematic approach to describing the activities of a logistics system. Quality monitoring is depicted throughout the logistics cycle, indicating that it should be integrated into every step of the process. Key indicators are useful tools for monitoring and evaluating a logistics system for health commodities. These indicators measure the availability of commodities in health facilities, the performance of the logistics system, and the efficiency of distribution, forecasting, and procurement.

Commodity logistic cycle:



Source: Deliver 2006



B. Objective of Monitoring and Evaluation

M&E has several purposes:

- Provide information to logistics managers on their capacities.
- Identify problems in the supply chain and entire logistic systems.
- Determine what measures are needed for improving logistics performance.
- Understand the need to increase or decrease resources.
- Make an objective assessment of minimum and maximum logistics capacities in a context.
- Objectively measure achievements and failures.
- Define parameters for the periodic review of measurement calculations.
- Identify internal gaps, bottlenecks and misunderstandings.
- Evaluate the performance of individual staff members, locations, or functions.
- Motivate logisticians.
- Serve as a basis for the formulation of an internal logistics strategy.

C. Key Performance Indicator (KPI) in planning, monitoring and response in logistic response

A useful way to measure performance is through the establishment of indicators for the key aspects of logistics activity, with the goal of evaluating the success of an ongoing process or particular activity.

Key Performance Indicators (KPIs) are quantifiable measurements of performance for key activities managed by an organisation or team. These include all the activities that are needed to keep an operation functioning on an ongoing basis.

A KPI consists of the following elements:

1. Identified Metric - Anything the organisation chooses to measure is a metric. There are some metrics that the organisation or teams classify as “key”; those are the ones that become KPIs.
2. Ongoing Value - The ongoing value is the running value of the defined metric when it is measured at any given moment.
3. Target Value - The target value is the minimum or maximum desirable value for the identified metric.
4. Unit of Measure - The unit of modality of measurement and organisation chooses to view and track an activity.



- Numerical – a flat number that indicates a target number – Example: Number of beneficiaries receiving commodities.
- Percent – a measurement of activity as a per cent of a whole – Example: % of orders delivered on time.
- Rate – a measurement of activity referenced against another number – Example: dollar value per metric tonnage stored.

All the information needed to understand the KPI units of measure needs to be clear for everyone involved, and when two or more variables are measured, this needs to be clearly defined.

By setting the KPIs, the key areas of the intervention are defined, using a predefined metric (as well as a target value) to indicate how that key area is performing. Thus, KPIs are used to measure the health of an organisation and its respective teams and departments. KPIs are often thought of as “health metrics” because they give the vital signs and provide warning signs when the metrics are unusual.

D. Action Plan

Results are the outcomes of different activities measured together as a whole that lead to the achievement of an overall objective. On a day-to-day basis, these activities are the most basic steps to focus on. If well-designed, performing every activity will lead to achieving a goal. To properly define each of these steps, a clear action plan must be created. An action plan will establish a time frame, indicators, persons responsible, and costs of each activity, and should be shared with all persons involved.



E. Logistic report

A report is used to analyse facts and information to inform the steps towards reaching an objective and possible problems faced, while an evaluation will take this data and establish the degree of achievement and evaluate how a defined strategy and/or plan has worked.

It is important to create a reporting system that will follow the progress of strategic plans and give feedback on activities of a specific location over a specific time frame. Reports, in general, should be as concise as possible whilst ensuring all important information is recorded.



The objectives of a report are:

- To provide supervisors/managers with the necessary information to monitor the activities.
- To keep a record of the history of logistics activities.
- To provide an overview of how logistics activities are arranged in the programme or field location, what the key responsibilities are, and how well operations are managed.
- To clearly identify the current problems and pending activities that have yet to be implemented.
- To follow up and keep records on KPIs.

The better the report structure, the easier and more accurate a performance evaluation will be.

4.3. Establish safety and security protocols

A. Basic Minimum Standards

To ensure that movements are carried out safely, logistics must actively work on three key elements:

- Movement planning.
- Vehicle safety.
- Driver and team's competence.

However, in the first instance, organisations should seek to control risk on the road by reducing or eliminating the need to travel.

1. Regarding Movement planning, it is recommended to make an “in-depth” analysis of threats and vulnerabilities linked to vehicle movements, plan movements accordingly and create adequate travel protocols as per the context and movement type. Additionally, an integral system for movement tracking and follow-up adapted to the context should be implemented.
2. Vehicle safety includes the good mechanical condition of all parts of the vehicle in motion and, to the extent possible, avoiding accidents; braking, steering, suspension, adherence to the ground (tyres) and lights. Vehicle safety also includes elements that minimise the damage that can occur when the accident occurs: airbags, functioning seat belts, headrests, and windows/bodywork.



3. The driver and team's competence encompasses personal skills, physical condition, knowledge of the environment and, awareness of potential hazards and the ability to properly manage possible critical situations, such as weather events, accidents, checkpoints, demonstrations, harassment.

B. Vehicle Accidents

Agencies are strongly advised to design and implement an internal management system for vehicle accidents. The system should include: reporting mechanisms, basics on crash management, and analysis and reporting on road crashes. When possible and available, all tools should be coordinated together with security managers.

Reporting a road traffic crash, or a potentially unsafe situation such as a near miss is the first step to reducing future crashes. Anytime a vehicle is involved in an accident, near miss or other incident, an accident/incident report form should be filled out, detailing all information pertaining to the accident. If operating in an area with functioning police, a police report should be filled out if required, and all information on witnesses and other vehicles should be captured. A report should only be filled out after the vehicle and persons are safe and free from additional danger, and after all injuries have been attended to. It is recommended that blank copies of accident/incident report forms accompany each vehicle. Fleet Forum offers a comprehensive crash data analysis tool, including actions to take at a crash scene, capturing information at the scene and driver post-crash reports, insurance claims, and basics on logging and recording information about a crash.

Policies relating to how drivers/passengers should respond to a crash vary from agency to agency. As a general guide:

1. Drivers nor passengers should ever admit fault at any location other than safely back at the office/compound with a security officer present. If a driver or vehicle is at fault, it should be settled by insurance.
2. National regulations may require a vehicle to come to a full stop and wait for a police report before the vehicle can move after an accident. The need to stop should be context-specific, however - if the area is unsafe, large crowds are gathering, or local law doesn't require it, the vehicle may choose to move to a safer location.
3. Payments and negotiations for damages should never occur on the scene, nor should they be undertaken by the driver or occupants. All exchanges of money and negotiations should occur in a safe location



and between authorised persons following the laws of the country and respective insurance companies.

C. Special Movements

Special movements vehicle movements that require special planning and organisation.

Typical special movements might be:

- Movements with heavy planning requirements.
 - Exploratory missions into unknown areas.
 - Convoy travels.
- Movements of special items.
 - Transport of dangerous goods.
 - Transport of valuable assets.
 - Transport of special passengers (patients, kids, human remains).
- Movements of special vehicle types.
 - Ambulance services.
 - Armoured vehicles.

Usually, two or more of the above-listed movements are combined. For instance, an organisation may plan a convoy because of the inherent value of the transported assets.

Basic considerations for any special movements are:

<p>Movements in Unknown Areas</p>	<ul style="list-style-type: none"> • Organise the planned movement well in advance. • Minimise the number of passengers. • Define the roles and responsibilities among the team members. Ensure that at least one driver plus a passenger is in each vehicle. • Communicate with relevant stakeholders in the area and assess their capacity to deliver assistance in case of need. Inform them about the journey schedule and itinerary. • Assistance may be unavailable: bring vehicle recovery kit. A second vehicle is highly recommended in order to provide assistance in case of severe breakdown. • Resources could be scarce: bring food and water.
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	<ul style="list-style-type: none"> • Depending on the duration of the journey and if overnights are possible, consider bringing additional fuel and the appropriate number of sleeping sets. • Assess communication networks in the areas of the planned movement • Bring several communication devices using different technologies. • Ensure one person is monitoring the movement and recording all milestones through the planned journey. Allocate a backup for this person.
Convoy Movements	<ul style="list-style-type: none"> • Define positioning within the convoy, especially the first and the last car in the convoy. • Define the distance between convoy elements. • Allocate sufficient time for preparation before departure. • Agree on basic procedures to be applicable by the vehicles to ensure certain discipline within the convoy: departure, stop-over and contingency plans for common scenarios: vehicle breakdown, accident, checkpoints, etc. • Define the means of communication internally and externally to the convoy. Agree on the hierarchies. • Compile a vehicles list, drivers list, passengers list and any other list that could be useful during the journey.
Movement of Dangerous Goods	<p>Dangerous Goods, frequently referred to as "DG" for short, are commonly handled by humanitarian organisations in field settings. Unfortunately, proper handling and storage of DG items is less commonly known, and many areas of humanitarian response lack regulatory oversight or enforcement of DG rules. Humanitarian actors should attempt to learn as much about DG items under their care for the safety of their own personnel, local communities, and the environment, and should seek to enforce proper handling and storage procedures wherever DG may be present.</p> <p>Kindly read further details at: https://log.logcluster.org/dangerous-goods-0</p>



Transport of Valuable Assets	<ul style="list-style-type: none"> • Be discrete. Don't disclose the nature of the movement. • Inform the occupants of the vehicle about the nature of the movement, but not in advance. Give them a chance to decline the assignment and remain at the departure point if they are not comfortable. • Avoid regularly scheduled movements, and schedule different days and different hours. • Consider organising as part of a convoy. • Reduce the number of stopovers to those strictly necessary.
Transport of Special Passengers (e.g. patients, kids, human remains, etc.)	<ul style="list-style-type: none"> • Ensure that the vehicle is fit for purpose and has the necessary equipment to transport the specific passengers. • Have clear rules on who is allowed to travel and in which conditions: who authorises the passenger, how much luggage is allowed, safety considerations, point(s) of destination, etc. • Brief passengers about the movement: schedule, itinerary, stopovers, etc. Consider including information about the return trip. • If minors are transported, they should always be accompanied by an adult.
Ambulance Services	<ul style="list-style-type: none"> • Ensure that the vehicle is fit for purpose and has the necessary equipment and medical supplies to transport patients. • Children patients should always be accompanied by an adult. • One medical staff should be present during the transfer in case medical needs are required. • Provide basic PPE and Infection Control SOPs and training to the staff working in the ambulance to avoid cross-infection from transported patients. • If the patient is seriously ill, inform the receiving medical facility in advance that the patient is being transferred. • If oxygen is provided to the patient, for safety purposes, oxygen concentrators are a preferred option over oxygen cylinders.



Armoured Vehicles (AVs)

- Ensure that the vehicle is fit for purpose and is armoured according to the threats present in the area of operation: armoured steel floor, armoured rear cargo area, etc.
- Technical specifications should be provided by a subject matter expert.
- Consider import and export restrictions and any laws regarding the use of the vehicle around the planned area of movement.
- Ensure that drivers have gone through specific training programs and certifications required for AVs.
- The costs of managing a fleet of AVs increase significantly compared with a fleet of regular vehicles.
- Maintenance of AVs requires specialised knowledge and capacity as vehicle configuration differs from regular vehicles, especially the electronic components. Spare parts are often manufacturer-specific and can be very hard to come by.
- All communication equipment must be operable from the inside, which may impact some communications devices such as regular mobile phones. Additional communication equipment and specific installation and setup will be required.
- Disposal at end of life is not easy and should be planned far in advance.



4.5

Element 5. Mitigate fraud and corruption in a supply chain and logistics

5.1. Detect and prevent risks of fraud and corruption in supply chain

It is important to be aware that fraud prevention regulations cannot by themselves guarantee the non-existence of fraud. The effectiveness of fraud prevention guidelines depends on the organisation and the individuals who comprise it.

Procurement fraud may include, but is not limited to:

- **Collusion between providers** - A group of suppliers work together to manipulate their bids in order to rotate winners.
- **Division of the offer** - Demand is split into multiple bids to pass through a lower threshold and therefore reduced due diligence supervision.
- **Adaptation of the offer** - Persons within the agency deliberately draft bid documentation to tailor it to the specific strengths of a specific supplier.
- **Price manipulation** - A supplier charges a price higher than the one agreed in the contract/framework agreement.
- **Product substitution** - The organisation obtains and pays for a certain specification, but the supplier provides a lower / different specification.

Key red flags to watch out for may include, but are not limited to:

Related to Suppliers:

- Undisclosed conflict of interest.
- Winning suppliers outsource to losing bidders.
- The last provider to submit a bid wins the contract.
- Offers that look similar on paper, font, colour, spelling errors, printing, etc.
- Inflated invoices or purchase orders.
- The winning bid is higher than the rate from the market.
- The winning bid is identical to the budget.



- Fictitious suppliers or suppliers without existence or physical address.
- Turnover pattern of winners.
- Partial delivery of goods or services.
- Quality of the delivered items differs from the supplied/proposed samples at the bidding stage.
- Qualified contractors do not submit bids.

Related to Personnel:

- Manipulation of the evaluation criteria after the opening of the tender.
- Contracts awarded by a single source or non-competitive process.
- Requirements defined in a way that only a specific manufacturer or supplier can meet.
- Multiple purchase requests started in close proximity for similar requirements to avoid boundaries threshold.
- A staff member does not separate duties.
- Excessively narrow or wide specifications.
- Officials do not delegate their responsibilities or they refuse to go on vacation.
- There is no clear information on the presentation of offers.
- Inadequate documentation (no PR, PO, bid analysis and GRN).
- Overly friendly relationship between a provider and any persons conducting procurement.
- Unusually high exemption rate.
- Tender announcements are scheduled to match holidays.

5.2. Establish control mechanisms

A. Internal Control

Personnel	<ul style="list-style-type: none"> • Comply with this policy and • Understand the exposure to fraud and corruption in their area; • Take appropriate measures to detect and report any suspicions of fraudulent and corrupt practices through the appropriate channels. Not every organisation has such measures in place. Good practice can be seen in organisations such as the IFRC's Code of Conduct.
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Managers	<ul style="list-style-type: none"> • Identify and assess potential risks of fraud and corruption; • Reduce and prevent the risk of fraud and corruption; • Promote Personnel's awareness of adherence to this Policy; • Ensure the dissemination of this Policy to contractors or suppliers and ensure its incorporation as necessary into any contractual instruments with such parties.
HR Department	<ul style="list-style-type: none"> • Recruitment and selection processes for Personnel, including the use of criminal background checks if necessary; verification of facts and documentation supporting applications for employment and volunteer placement; verification of employment history with the International Federation at headquarters and field level and with Members; and reference checks; • Induction programme for new Personnel; and • Personnel development and training programs
Finance Department	<ul style="list-style-type: none"> • Improvement of fraud and corruption prevention mechanisms and internal controls; and • The provision of advice on fraud and corruption prevention and control
Risk Management and Audit Department	<p>Establish a mechanism where there is a structure in place to regulate and govern risk management and audit. In governmental as well as large international organisations, there are Risk Management as well and Audit Departments that will monitor and assess the adequacy and effectiveness of internal controls and reports on omissions, weaknesses or deficiencies in order to facilitate corrective action.</p>
Insurance Unit	<ul style="list-style-type: none"> • Advising and obtaining proper coverage against fraud;



	<ul style="list-style-type: none"> • Filing any related claims upon the agreement of the Insurance Management Committee; and • Reporting back on progress of any claims filed
Legal Department	<ul style="list-style-type: none"> • Provide advice to the governing bodies and responsible departments to ensure that suspected allegations of fraud and corruption are fully investigated and that such investigation procedures and disciplinary actions are fair, equitable and in accordance with the rules and regulations of the organisation; and

B. External Control

External Auditors

Having an external oversight demands cost. However, to establish a good humanitarian and public organisation, the practice of auditing must be seen as a critical part of humanitarian and disaster management logistics. While the external auditor is not responsible for detecting fraud, if any cases of fraud are detected in the course of their audit work, they shall report it to upper-level structures and governing bodies in your organisation.

Cooperating Partners, Contractors and Suppliers

Any cooperating partners, contractors or suppliers will be required through contractual instruments to:

- Allow access to specified records concerning the International Federation; and
- Represent that it has not, and shall not, engage in any fraudulent or corrupt practices.





Self-assessment Checklist



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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 a 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
<input type="checkbox"/>	Have I read the Learner Guide and understood its contents?
<input type="checkbox"/>	Have I attended, participated in, and completed all training sessions and activities?
<input type="checkbox"/>	Have I reviewed the learning resources to reinforce what I've learned in training?
<input type="checkbox"/>	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?
<input type="checkbox"/>	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



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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 by ensuring 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 thoughts.

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



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Recommended Readings

da Costa, S. R. A., Campos, V. B. G., Bandeira, R. A. de M. (2012). *Supply Chains in Humanitarian Operations: Cases and Analysis*. Elsevier Ltd. Selection

OCHA Service. Humanitarian Response. (n.d). Humanitarian Programme Cycle. Accessible [here](#)

DELIVER. 2006. Monitoring and Evaluation Indicators for Assessing Logistics Systems Performance. Arlington, Va.: DELIVER, for the U.S. Agency for International Development. Accessible [here](#)

IFRC 2012. Fraud and corruption prevention and control policy. International Federation of Red Cross and Red Crescent Societies. Accessible [here](#)



Learning Resources

Amna, S. (2013). *Logistics Support and Its Management during Disaster Relief Operations*. Department of Environmental Sciences. International Islamic University, Islamabad, Pakistan. Accessible [here](#)

CARE 2024. Safety and Security. CARE Emergency Toolkit. Accessible [here](#)

CARE 2024. Critical steps for procurement. CARE Emergency Toolkit. Accessible [here](#)

CARE 2024. The procurement sourcing and acquisitions process. CARE Emergency Toolkit. Accessible [here](#)

Logistic Cluster 2024. Procurement Process. Accessible [here](#)

Terre des Hommes. (2018). *Project Cycle Management in Emergencies and Humanitarian Crises Handbook: Situation analysis, strategic planning and monitoring*. Accessible [here](#)





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ASEAN Standards and Certification for Experts in Disaster Management

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