

2nd Edition

**LEARNER'S  
GUIDE**



**TECHNICAL COMPETENCY UNIT**



**ADM.TEC  
009.2**

Coordinate Supply Chain and Logistics  
Response Plan



ONE ASEAN  
ONE RESPONSE

**ASCEND**

ASEAN Standards and Certification  
for Experts in Disaster Management

## ASEAN Standards and Certification for Experts in Disaster Management

# COORDINATE SUPPLY CHAIN AND LOGISTICS RESPONSE PLAN

ADM.TEC.009.2

### Learner's Guide



ONE **ASEAN**  
ONE **RESPONSE**



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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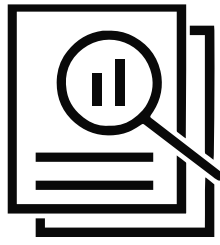
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ASCEND Programme and  
Toolbox:  
**Introduction**



**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.

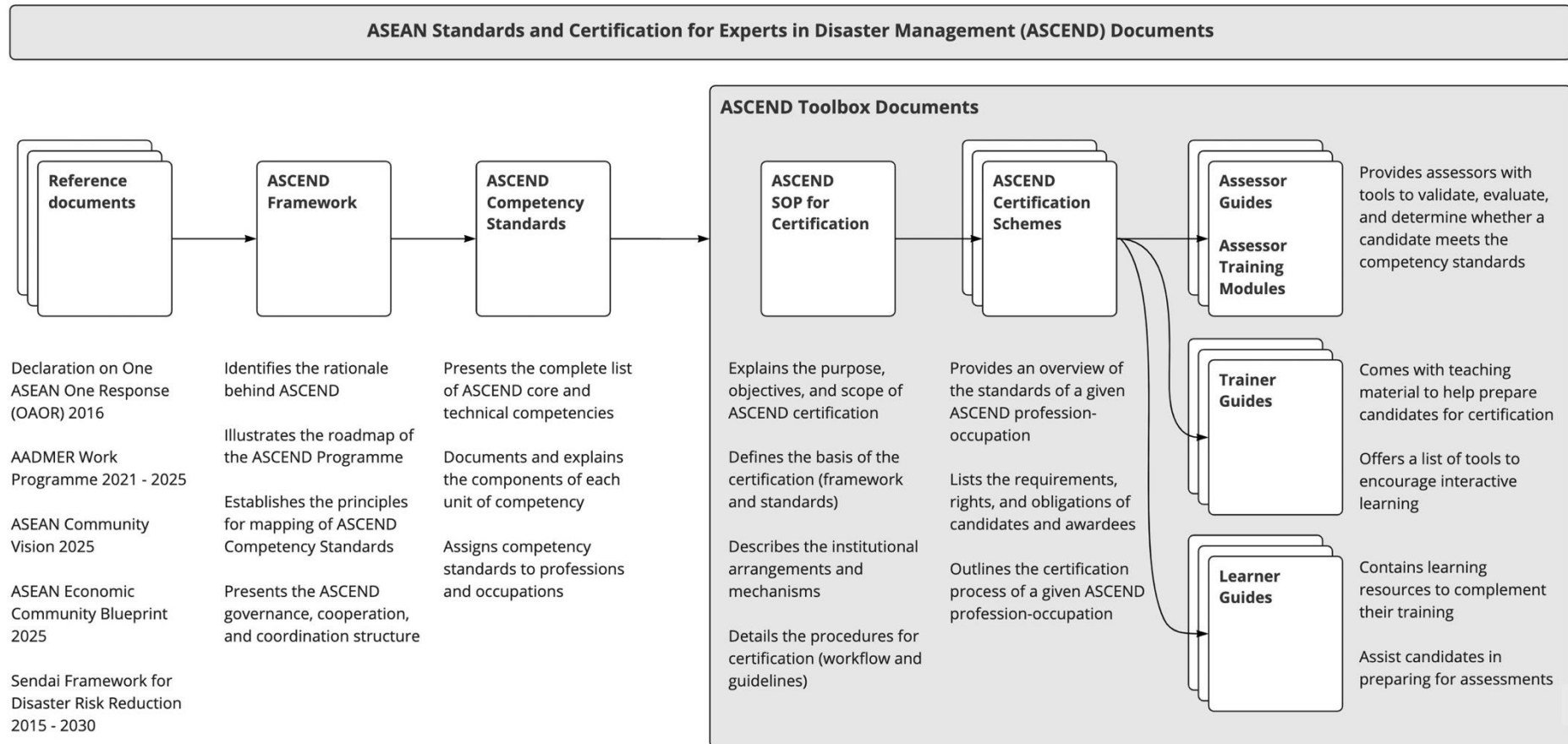
Another requirement is the development of an ASCEND Toolbox for five professions. These professions are Rapid Assessment, Humanitarian Logistics, Information Management, Water, Sanitation and Hygiene (WASH), and Shelter Management. The ASCEND Toolbox consists of an SOP, Certification Schemes, Assessor 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 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 skill 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 the alignment of 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
<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:** **Coordinate Supply Chain and Logistics Response Plan**

**Unit number:** ADM.TEC.009.2

**Unit description:** This units deal with skills and knowledge required for a logistics coordinator to coordinate the implementation of a logistics response plan through engagement with logistics stakeholders and ensure the execution of the Concept of Operation.

### Element 1.

#### Apply logistics coordination

##### Performance Criteria

- 1.1 Ensure effective horizontal and vertical as well as internal and external coordination
- 1.2 Identify key stakeholders in emergency operations
- 1.3 Whenever relevant, execute civil-military coordination during response

### Element 2.

#### Apply Concept of Operations

##### Performance Criteria

- 2.1 Initiate emergency supply chain and logistics rapid assessment
- 2.2 Develop logistic action plan
- 2.3 Develop operational control mechanism



## 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>CET</b>	CARE Emergency Toolkit
<b>CSR</b>	Corporate Social Responsibility
<b>DART</b>	The Disaster Assistance Response Team
<b>DoD</b>	Department of Defence
<b>EDUCEN</b>	European Disasters in Urban Centres
<b>HQ</b>	Headquarters



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<b>IASC</b>	Inter-Agency Standing Committee
<b>ICT</b>	Information and Communication Technology
<b>IM</b>	Information Management
<b>IT</b>	Information Technology
<b>KNFA</b>	Korean National Fire Agency
<b>LOU</b>	Letter of Understanding
<b>MRA</b>	Mutual Recognition Arrangement
<b>MoD</b>	Ministry of Defence
<b>MoFA</b>	Ministry of Foreign Affairs
<b>NGOs</b>	Non-Governmental Organisation(s)
<b>OAOR</b>	One ASEAN One Response
<b>SOP</b>	Standards Operating Procedures
<b>UN</b>	United Nations
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WFP</b>	World Food Programme

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# Unit Readings and Activities



**ASCEND**

**4.1****Element 1. Apply logistics partnership****1.1 Ensure effective horizontal and vertical as well as internal and external coordination****A. Introduction**

How can different responders coordinate more effectively among themselves even when a fast and efficient response is required? Studies that examine how to make coordination more effective largely focus on the organisational factors that hinder coordination inside and outside the organisation. However, knowledge about how multiple organisations working in a highly stressful environment can improve their coordination with each other is still limited.

Various barriers can limit coordination efforts among different responders, such as an absence of a common goal, unestablished cross-sector mechanisms, lack of standard concepts, trust issues, competitive practices, and more. Organisational culture is another crucial factor to consider. In an emergency, organisational culture shapes how responders interpret the problems, view the situation, organise tasks, and interact with others.

Existing formal protocols for interaction largely ignore how cultural diversities, specifically organisational culture, influence how different actors perceive their social network and its functions. Consequently, this affects how they connect and relate to other entities. The complexity and dynamic of a crisis further complicates how people work because they interact to change or grow during an emergency.

This section will discuss how to connect and interact with other actors to enable teams to work better together

**B. Coordination with internal actors**

Internal coordination refers to connections and interactions within the same team/units/department or between an organisation or institution's teams/units/departments. The primary purpose of internal coordination is to ensure that different groups of an organisation or institution are working coherently to implement a unified plan or achieve a common goal.



The internal coordination process has various formats. Regular meetings or communication platforms are used to discuss progress, challenges, help needed, and risks in implementing plans. Written reports are circulated regularly, weekly or monthly, to ensure every team/unit/department receives the latest updates and assesses their work impact.

## C. Coordination with external actors

### a. Transactions with logistics providers

Logistics services providers play an increasingly prominent role in humanitarian operations by entering commercial and non-commercial transactions with humanitarian organisations. There are two main reasons why logistics providers are interested in working with humanitarian organisations on humanitarian operations:

- **Direct economic returns:** Logistics service providers may search for new ways to expand their business or reach. Many commercial companies are interested in participating in humanitarian operations since they see a multi-billion-dollar market. They may also want to learn aspects of humanitarian operations that they can use to improve their services.
- **Non-economic returns:** Logistics service providers may want to enhance their brand's image, increase staff motivation, and demonstrate corporate social responsibility.

There are generally two services that logistics providers usually provide:

- **Asset-based services:** These include transportation (e.g., domestic, international, intermodal transportation), last-mile distribution, warehousing (including storage and cross-docking facilities), provision of IT services, and reverse logistics.
- **Non-asset-based services:** These include procurement of relief items and equipment, handling, forecasting, kitting services, logistics capacity building training and workshops, documentation, reporting and tracking of KPIs, claim management, labelling, receiving, picking, shipping, customs clearance, needs assessments, data analysis, routing services (e.g., aircraft scheduling and fleet management).

Logistics service providers can often implement services with shorter ramp-up times even when they do not have a prior operational presence. They have the capacity to scale up quickly because they can subcontract and manage numerous projects in large-scale programs. They can help



responders meet humanitarian needs due to their technical knowledge, access to data, and financial resources. However, logistics providers may lack sensitivity to the local context and humanitarian work.

- Main reasons why humanitarian organisations outsource to logistics service providers:
  - Lack of knowledge of logistics, customs and infrastructure of destination countries/regions is a driving force for humanitarian organisations to acquire the expertise of logistics service providers.
  - Many humanitarian organisations are non-profit. They often depend on donor funds and work with the limited resources available. Outsourcing reduces capital investment in the workforce, equipment, facilities, and ICT networks.

A significant number of humanitarian organisations consider outsourcing and acknowledge the need to establish more strategic outsourcing partnerships that will benefit parties in the long term. However, humanitarian organisations mostly do outsourcing in the ad hoc or short-term. This creates several issues such as dealing with different logistics service providers in every bidding process, not being well acquainted with the quality of the services they provide, and difficulty "maintaining" prices due to frequent changes of service providers.

- **Corporate Social Responsibility (CSR)**  
The private sector also gets involved in humanitarian work under corporate social responsibility programs. CSR programs are often implemented in communities where their business operates.
- **Characteristics:**
  - Motivation is driven partly by humanitarian motives and partly by branding and marketing opportunities
  - Typically prefers to provide in-kind support and work with the government or humanitarian actors
  - **Advantages:** Can offer in-kind services that are highly specialised (e.g., in logistics can offer local customs clearance teams, forwarding specialists with knowledge of the area, lending specialised equipment and operators)
  - **Challenges:** May have difficulty working with other responders; branding and marketing motives can sometimes overtake humanitarian motives of implementing partners



## b. Participating in the cluster system

The Logistics Cluster provides coordination and information management support to improve operational decision-making and the predictability, timeliness, and efficiency of the humanitarian emergency response. When necessary, the Logistics Cluster also facilitates access to logistics services. The IASC assigned the World Food Programme as the lead agency for the Logistics Cluster. WFP also acts as a "provider of last resort" and provides logistics services when critical gaps hamper the humanitarian response. WFP hosts the Global Logistics Cluster support team in its headquarters in Rome.

- **Operations support**

The central role of the Logistics Cluster is to act as a liaison between humanitarian actors and where logistics operations are concerned. The Global Logistics Cluster staff organise and participate in various inter-organisational fora and working groups, preparing and disseminating regular updates on Logistics Cluster activities. At the field level, the Logistics Cluster organises and chairs coordination meetings to streamline activities, avoid duplication of efforts, and ensure the optimal use of resources. The Logistics Cluster Global ConOps Map provides a comprehensive overview of active operations and current activities.

- **Information management (IM)**

Global Logistics Cluster IM officers serve as the communications link between field operations and the humanitarian community. They help ensure that global standards and continuity across operations are maintained. Global Logistics Cluster IM officers support operations by providing guidance and support to field staff, deploying as surge capacity at the onset of an emergency, and filling the position of field IM Officer when needed. Field IM Officers collect and analyse operational information and develop high-quality, timely, and accurate information products disseminated to stakeholders through the appropriate channels, following the principles outlined in the Information Management Guide.

- **Cluster coordination**

Logistics Cluster logisticians design and manage logistics cluster activities, offering logistics solutions and technical support to responding organisations. Global Logistics Cluster logisticians act as the focal point at the global level for Logistics Cluster operations, providing expert advice, regularly deploying to ongoing activities, responding to sudden onset emergencies and supporting field staff.



## 1.2 Identify key stakeholders in emergency operations

### A. Introduction

Multiple stakeholders from different sectors, disciplines, and organisations must work together to make decisions that will affect the joint response and overall aid efforts. Decision-making and the implementation of decisions require effective coordination. The actors' various connections, interactions, and relationships must be managed and directed in an emergency response. Without proper coordination, many gaps and overlaps in activities will emerge. However, before coordination can take place, those entrusted with this important task need to understand who the actors are and their role in an emergency operation.

### B. Actors in an emergency response

[This is a brief repetition from Module ADM.TEC.006, Element 1.D]

The actors usually involved in an emergency operation are:

#### a. Internal actors

- **Headquarters**

In centralised supply chains, power can be concentrated in the headquarters of humanitarian organisations. There is a trade-off between cost efficiency and immediate, specific action. Stakeholders in headquarters are the primary contact line for 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.

- **Internal organisation at the country / provincial level**

As part of a larger humanitarian operation, the logistics function depends on other departments/units such as programs, finance, administration, and more. The decisions or directions given by these departments/units will shape the conduct of logistics operations.

#### b. External actors

- **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 important role in logistical operations as support for humanitarian operations because they can determine the direction of such operations.
- **Government agencies**  
Governments are still the primary implementers of every emergency operation. 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. However, militaries are often tapped because they have the personnel, equipment, training, and organisation to mobilise relief efforts rapidly right after large-scale disasters. Therefore, militaries are also major stakeholders with which humanitarian actors need to engage. 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 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 of warehouse space and vehicles near or in the area of operations.
- **Logistics providers**  
The various organisations that supply goods and services for operations and programmes are key stakeholders in logistics operations. The main challenge humanitarian organisations face when



working with the private sector is ensuring accountability and transparency in their transactions.

## C. Summary

- In emergency operations, many factors influence decision-making and actions that result from it. These involve a wide range of internal and external actors from an organisational perspective.
- These actors' connections, interactions, and relationships facilitate information exchanges, transfer of resources, joint implementation, and more. Coordination is the process of managing and directing the different activities of multiple actors to prevent gaps and overlaps.

### 1.3 Whenever relevant, execute civil-military coordination during response

Engaging with the military in emergency operations is a sensitive topic as their involvement raises issues about neutrality in humanitarian space.

Therefore, military involvement in humanitarian operations must be coordinated with government agencies, non-governmental organisations (NGOs), and international bodies to ensure a comprehensive and effective response that upholds humanitarian principles.

Coordination with a military's 'Humanitarian Assistance and Disaster Relief (HADR) missions' should be based on value addition. In brief, defence forces have human resources and assets that can add value to humanitarian logistics. They are also vital, especially when there is a security concern.

- **Potential advantages when working with the military:**
  - Enhanced cooperation and capacity
  - Improved access to people in need (e.g., security escorts, de-mining, infrastructure repairs)
  - Potentially reduced response time
  - Improved communication and information sharing at the field level
- **Potential challenges when working with the military:**
  - Humanitarian Principles at risk:



- Military objectives can prevail over the civilian character of humanitarian operations
  - Not neutral actors – Winning the “Hearts and Minds” of affected communities is not a humanitarian objective
  - Can compromise relations with other humanitarian actors
  - Coordination
    - Lack of understanding of mandates of other actors
    - Although militaries may respond immediately, the clearance process is often slow, thus hampering the response.
    - Use of different concepts, terms, and languages
  - Competition for resources
    - Militaries can control limited storage space, air, or seaport slots
    - When available, commercial alternatives are usually cheaper.
    - MoD/DoD charges their development agency or MoFA – This comes out of the ID and Development Budget, which humanitarian organisations rely on.
- **Organisational culture:**

Like most organisations, the military has a distinct organisational culture with its own rules, regulations, viewpoints, perspectives, and operating procedures. This culture is based on military history's unique tradition, mission, structure, and leadership.

    - Highly structured and authoritarian way of life with a mission-focused, goal-oriented approach—both explicit and implied.
    - Strict sense of discipline, tending to adhere to rules and regulations strictly.
    - Strong work ethic with high regard for physical and mental strength.
    - Decisive leadership that expects the loyalty of subordinates and allies.

The following section describes how the military’s cultural norms can affect response operations with other humanitarian actors:

- **Meetings**

Military personnel expect meetings to be highly structured and efficiently managed by someone “in charge.” The military expects meeting participants to leave with a clear understanding of their task. Meetings attended by autonomous relief agencies expecting a consensus approach to issue resolution may be viewed by the military as inefficient and lacking focus.



- **Coordination**

The military will respond well to defined missions, efficient processes, clear organisation, and high levels of responsibility and competence. Concern for operational security will likely result in a reluctance to share information about planned activities. However, the military may also want in-depth information about civilian activities.

- **Operational view of the mission**

Some military leaders may be concerned that humanitarian operations degrade combat readiness. This may result in a desire to minimise participation in some operations. However, the military is excellent at dutifully executing national security tasks and generally feels a great sense of accomplishment in helping others in need. If their missions align with the objectives of humanitarian operations, the military's response can be beneficial to the affected communities.

- **Deployment**

The military deploys with a comparatively high standard of support designed to make the military as self-reliant as possible. The military tries to avoid "mission creep," which occurs when armed forces take on a broader mission than they initially planned. Recently, the military has incorporated humanitarian assistance and disaster relief into its mission planning process. When these missions are planned and executed, the civilian DART teams must be involved to ensure inter-agency coordination and a single focus. Without civilian input, the military will generally fill the void as it sees fit.

- **Force protection**

Overriding all other priorities will be internal force protection. Force protection is the security program designed to emphasise protecting soldiers, civilian employees, facilities, and equipment that are part of the military organisation. Force protection will significantly impact disaster relief operations, thus affecting freedom of movement, security, and logistics.

## D. Summary

- Various barriers can limit coordination efforts among different responders, such as an absence of a common goal, unestablished cross-sector mechanisms, lack of standard concepts, trust issues, competitive practices, and more.



- Organisational culture is another crucial factor to consider. In an emergency, organisational culture shapes how responders interpret the problems, view the situation, organise tasks, and interact with others.
- Existing formal protocols for interaction largely ignore how cultural diversities, specifically organisational culture, influence how different actors perceive their social network and its functions. Consequently, this affects how they connect and relate to other entities. The complexity and dynamic of a crisis further complicates how people work because they interact to change or grow during an emergency.
- There are three main categories of actors a humanitarian or disaster-responding organisation needs to coordinate with internal and external partners, including the private sector and the military or armed forces.

## 4.2

## Element 2. Apply Concept of Operations

### 2.1 Initiate emergency supply chain and logistics rapid assessment

#### A. Introduction

As soon as the field team is deployed onsite, they must conduct an emergency logistics rapid assessment to verify the information obtained before the field departs and better understand local conditions. The information gathered in rapid assessments will be part of planning and decision-making when determining the scheme and form of operation. (Please refer to module ADM.TEC.013.1 - **Element 1. Conduct emergency logistics assessment** for more detail regarding the assessment process and requirements).

#### B. Initiating an assessment

##### a. Preliminaries

Before sending the field team, it would be ideal to make these preparations:

- Analyse existing data. Rapidly collate and analyse available information. Thus, anticipate the likely effects on food security and



determine the areas on which information-gathering efforts should focus.

- Prioritise the areas to be visited. Decide where to get a useful overview of the most urgent situation and details of the most pressing needs.
- Coordinate and work with others. Form multi-disciplinary teams with government, UN Agencies and NGO partners whenever possible. Coordinate efforts to get information from as many localities as quickly as possible. If possible, agree to common definitions, methods, and data collection formats so that information from different teams will be comparable.
- Define terms of reference and information needs. Define the purpose and scope of each mission clearly. Specify appropriate reporting headings (for example, whether one individual or team should concentrate on food security while another focuses on operational capacities and constraints).
- Design data collection formats for any large-scale assessment.
- Take care of practical arrangements necessary for field survey operations.

When information is already available on a specific aspect, the assessment will not need to report on that aspect.

### **b. Basic principles**

- Use multiple sources and methods to achieve an adequate and accurate understanding quickly and economically:
  - Use both qualitative and quantitative methods and information
  - Use both secondary data (existing reports) and primary data (new information specifically gathered for the assessment)
  - Compare (triangulate) data from different sources to get a complete and balanced picture.
- Seek participation and consensus. As much as possible, people from all groups in the community should be involved in the assessment process. Seek to build consensus at the outset on:
  - Whose (short- and long-term) survival is most at risk
  - The objectives for any food assistance, the targeting/selection criteria to be adopted, and the procedures to use
  - How and when assistance will be phased out (Without such consensus at the outset, it will be difficult to effectively target the neediest households or a smooth transition to recovery and self-reliance).
- Ensure transparency and feedback. Ensure that the community leaders, local officials and other concerned agencies understand the



information-gathering process and the basis for the conclusions. Share tentative conclusions with these groups. Keep them informed about decisions concerning the allocation of food assistance.

- Record source(s) of information and the particular areas or groups to which specific information relates.
- Copy any important information from documents found in the field. Please do not take the originals away from their owners.

## E. Summary

- As with other activities in operations, the emergency assessment also requires preparation to ensure that the desired targets are achieved. Information gathered can be used to make operational plans and other management decisions.



## 2.2 Develop a logistics action plan

### A. Introduction

As explained in the ADM.TEC.013.1 Element 2.2. Identify the process of the logistics action plan - the development process of a logistics action plan is more about designing a logistics operation after combining basic information held through assessment, secondary data, coordination, and internal information (e.g., financial information) with an objective program that the organisation or institution has determined.

Keep in mind that action plans are subject to change and must be reviewed regularly, especially in highly dynamic ecosystems such as large-scale and complex emergency response operations.

### B. Logistics action plan

This action plan itself will be in the form of:

- Short-term plans, a few days at a time in the early stages of response to a sudden major emergency.
- Long-term plans for several months later or in response to a slow-onset crisis.

Some aspects need to be defined/agreed upon in collaboration with the government and other partners, internal and external, for a responding organisation.

#### The planning context

For planning purposes, seek agreement on current estimates and assumptions concerning the following:

- 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)
- The expected service to provide to related sectors
- Possible contingencies that can be anticipated (and are to be covered by contingency planning)
- How and at what intervals progress will be reviewed and plans revised if needed



- The humanitarian and operational principles that guide the whole humanitarian assistance operation, if and when possible, especially in a conflict situation

### **Aspects of planning internally within an organisation/institution:**

Internal plans allow organisations to fulfil their specific responsibilities. It usually involves planning the quantities of aid to be delivered, setting up monitoring processes, and participating in distributions if required.

#### **a. Internal systems and capacity**

Responsibilities and reporting:

- Decision-making responsibilities, reporting and coordination within the country office
- Role and delegated authority of sub-offices
- Reporting to regional bureau and HQ: type and frequency
- Reporting responsibilities of sub-offices: type, formats, and frequency

Facilities and operational capacity:

- Financial systems: bank accounts, petty cash accounts, arrangements for transfers (including the movement of cash, where needed), adequate signatory panels for bank accounts and certification of payments
- Procurement and contracting systems: clear guidelines; effective procurement, and establishing transport committees
- Physical facilities: arrangements and schedule for establishing/upgrading offices, warehouses, transport bases, etc., and arrangements for ongoing management
- Telecommunications: arrangements and schedule for the establishment/expansion of communications for offices, individuals, vehicles, convoys and, where appropriate, services to other agencies
- Light vehicles for office/staff transport (rental/purchase, control, and maintenance)

Staff and training:

- Staffing: schedule for recruitment, arrangements for human resource management (including accommodation)
- Training: schedule specific training activities organised for staff and partners.



**Information management:**

- Pipeline management
- Commodity tracking – the ability to provide essential reports and accounts to donors
- Database management – all the information necessary for planning, managing and reporting on the operation

**External relations:**

- Donor relations – assigning a point of contact and arrangements for regular information updates

**Procedures and guidelines:**

- For dealing with requests
- For local contracting
- Others as required

**b. Logistics plan****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 served, planned throughput, desired operating stock
- Port operations, including handling equipment/operations
- Land-frontier operations, including handling equipment/operations
- Warehouse facilities and management

**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

**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



Security arrangements:

- Security plan for each project location
- Orientation/training of all staff in security precautions and procedures, regular security briefings for staff in all locations
- Specific security measures for offices, warehouses, residences

Contingency plans:

- Possible contingencies identified, prioritised, and planned for.

**Aspects of being agreed upon with the government and partners:**

**a. Objectives and strategies**

Programme objectives, strategies, and priorities:

- The overall (medium-term) goal and time frame
- Priorities and specific objectives for the present planning period (for each distinct area and population group)
- Indicators by which the achievement of objectives will be measured

Humanitarian assistance strategy:

- Type(s) of intervention/activity for each distinct area and population group
- Phasing of the introduction and expansion of each activity in each area
- Targeting: the criteria for geographic targeting and beneficiary selection for each activity
- Food basket and ration levels (including the reasons for choosing the specific commodities and any short-term substitutions that are allowed)
- Measures (and their implementation modalities) to promote recovery and, where appropriate, peace and reconciliation
- Measures (and their implementation modalities) to minimise negative social and environmental impacts

Phasing out and evaluation:

- How and when relief assistance – and later recovery assistance – is expected to be phased out
- When, how and by whom the effectiveness and impact of operations will be evaluated



Strategies for related logistics requirements:

- The overall logistic arrangements (including measures to increase capacity and reduce costs)

## **b. Implementation arrangements**

Overall management and partnership agreements:

- Responsibility (responsibilities) and arrangements for the overall management, including resource allocations
- The particular roles and responsibilities of the government, organisation, and other partners
- Operational zones – distinct geographic operational areas, where appropriate
- Arrangements for coordination at the national and sub-national levels
- The Letter of Understanding (LOU) with the government
- The standard text for the agreement with other non-governmental partners

Aid commodity acquisition and delivery:

- Aid commodities requirements – in a month-by-month table
- Sources of goods: quantities from national and other in-country stocks, borrowing, local purchases, imports; required actions by the government, organisation, and others.
- Delivery schedules for commodities from different sources (pipeline management)
- Delivery routes into and within the country – a map and a table showing the routes, mode of transport, travel time, daily carrying capacity and planned throughput
- Schedules for opening new routes required actions by the government, organisation, and others
- In-country storage locations and management responsibilities – a table showing the location, capacity, area, and number of beneficiaries
- Served and the planned throughput: criteria and schedules for establishing new storage facilities, required actions by the government, organisation, and others
- Security arrangements on transport routes and at storage facilities (if special arrangements are required)
- Desirable operating stock levels
- Reduction of logistic bottlenecks: responsibilities and schedules for measures to reduce constraints and/or costs and increase efficiency in port, airport, trucking, storage, or other operations



- Movements to final distribution sites: responsibilities, means of transport

#### Beneficiary selection; distribution:

- Responsibilities and procedures for beneficiary selection and registration (and procedures for resolving disputes)
- Distribution arrangements: sites, methods, equipment, staff requirements and training
- Arrangements (if needed) to ensure the safety of beneficiaries

#### Monitoring and supervision:

- Responsibilities for monitoring the distribution and end-use of food and related assistance
- Collaborative arrangements for monitoring the overall situation and the effects of assistance
- Monitoring methods/techniques: frequency, staff, mobility, and training requirements for government and NGO partners
- Supervision: staff, mobility, and training requirements for government and NGO partners

#### Guidelines and training:

- General procedures and guidelines for all partners, a schedule for any new ones, government responsibilities, organisation responsibilities, and others.
- Training of partners: existing training opportunities and a schedule for instituting new ones, as well as responsibilities of the government, organisation, and others for organising training.

#### Reporting and information management:

- Reporting system/arrangements: formats, frequency, and channels for submission.
- Arrangements for the consolidation, analysis, and dissemination of information.

#### Contingency plans:

- How to respond to changes in beneficiary numbers and/or locations.
- How to manage pipeline problems.
- How to respond to other potential contingencies/scenarios



## C. Cash and vouchers in emergencies

In certain emergencies, food supply to markets and shops is sustained, but affected communities lose the means to buy it. In such cases, cash transfers can directly aid and quickly reach those in greatest need. It can also prevent reliance on foreign relief aid distributions, creating additional logistical problems and disrupting local markets.

Cash and voucher programs' impact on supply chains differs from traditional aid programs. The logistics team carries out the tenders to vendors who will become providers. However, the control of what, how many, and when to acquire the goods are transferred to the direct beneficiaries. A feedback mechanism system is crucial to ensure the goods or services meet the demand's quality standards.

Vouchers can be exchanged to purchase commodities from traders, distribution outlets, markets, or relief shops. Voucher programs may require more planning and preparation than simple cash distribution. For instance, agreements with local traders have to be in place, which often takes time. A parallel market may develop if vouchers do not provide the appropriate goods that people consider a priority. Vouchers will be traded for cash at a discounted price.

Evaluations comparing vouchers and commodity approaches find that the use of vouchers gives people more choice and can have positive effects on local markets. However, evaluations comparing voucher approaches and cash distribution raise questions about whether the additional administrative burden of managing a voucher program is worthwhile. Donor constraints and reservations about cash distribution play an important role in discouraging organisations from switching from vouchers to cash, even where this might be appropriate.

There are situations when voucher approaches are more appropriate than cash distribution. Sometimes, cash distribution can create additional security challenges that vouchers do not. Sometimes, there is a need to restrict support to a particular commodity or where markets have been weakened and need revitalisation.

Embracing vouchers and cash programs would mean moving away from resource-driven assessments. It would be encouraging to see agencies explicitly considering various intervention options as part of the assessment process. Issues around the appropriateness of cash distribution fall into two categories: practical questions around its feasibility



and economic questions around the ability of local markets to respond. Organisations need to improve their capacity to assess local markets to judge the economics of cash and voucher responses.

From a logistics perspective, implementing voucher programs begins at the assessment level. It may be difficult to implement right after a large-scale disaster where the market itself, both in terms of supply and infrastructure, is experiencing significant disruptions. The logistics team starts by assessing the market to see how far it can meet the needs based on the calculated number of beneficiaries to serve.

After the tender process (which is not much different from other tender processes) and the selection of vendors, the next step is to set up a feedback mechanism. Input from beneficiaries needs to be collected, analysed, and responded to by the program team, who will adjust the programs based on the evidence gathered.

## D. Strategic planning

Poor strategic policies can reduce the potential benefits of significant preparation and pre/post-event efforts. Strategic planning involves making decisions on potential community needs in vulnerable locations. It also includes assessing the degree of uncertainty, quality of information, and complexity of emergency operations in those locations, should it be needed. When decisions around these issues are clear, it is possible to set coordination, integration, and management policies for the logistics function of an organisation.

Strategic level objectives vary depending on the phase of a disaster an organisation is involved in. Given that some organisations work during multiple phases of a disaster, the objective function might simultaneously balance several dimensions. For example, the additional cost of opening an additional storage location may be justifiable at the preparation stage if it is expected to improve the capacity of an organisation to serve a more significant number of beneficiaries during response.

Strategic level planning also needs to consider the trade-offs before facing them. For instance, sensitivities are involved when serving affected people from different ethnic, religious and social class backgrounds. The best way to handle these issues is to finalise them at the strategic planning stage in the form of guidelines, which cascade down to the respective objective functions in later stages.



## E. Summary

- Logistics action plans are subject to change and need to be reviewed regularly, especially in highly dynamic ecosystems such as large-scale and complex emergency response operations.
- The logistics action plan itself may be in the form of a short-term plan (a few days at a time in the early stages of response to a sudden major emergency) or a long-term plan (for periods of several months later on or in response to a slow-onset crisis).
- Aspects of this logistics action plan need to be defined/agreed upon in collaboration with the government and other partners, internal and external to a responding organisation.
- Embracing vouchers and cash programs would mean moving away from resource-driven assessments. It would be encouraging to see agencies explicitly considering various intervention options as part of the assessment process.

## 2.3 Develop operational control mechanisms

### A. Introduction

It is not ideal for improvising humanitarian supply logistics systems and processes during an emergency. Countries and organisations must see it as a cornerstone of emergency planning and preparedness efforts. Employing resources appropriately and securing those not at hand depends on identifying their availability and location and the sources for obtaining them.

All those activities demanded by a logistical deployment during an emergency—the mechanisms for standardising the various processes and all the necessary documents for recording information and controlling, monitoring, and following up on the flow of supplies—must be prepared, understood, and tested in advance.

The various stages in the flow of supplies from their point of origin to the moment they reach their recipients—including organisations managing the emergency response—are part of a supply chain with very close links. What happens in one of these links affects the other links. Therefore, supply management must focus on an integral approach that looks at all the links in the sequence and never loses sight of their interdependence.



## B. Challenges in an emergency logistics operation

Given the complexity of supply chains, several challenges are often faced when planning and implementing a logistics operation:

*Table 3: Challenges in an emergency logistics operation*

Emergency characteristic	Challenges to emergency logistics
Large-scale impact	Problem scale and complexity
Severe consequences	Different objectives and decision criteria
Multi-agency involvement	Multiparty collaboration problem
Time pressure and urgency	Critical time requirements and real-time decision making
Demand surge and resource shortage	Allocation of scarce resources
Great uncertainty	Stochastic and scenario-based modelling
Infrastructure damage	Logistics with damaged infrastructure

### a. Problem scale and complexity

Large-scale disasters may devastate vast geographical areas and affect large populations. Logistic operations during a response involve damage assessments, demand estimation, resource distribution, and many more in a short amount of time. It also considers hard-to-measure factors like the unanticipated surge of local demand, transportation infrastructure damages, and the emergence of secondary hazards. These features make problem structures in emergency logistics inherently complex. Furthermore, operational activities are interconnected and cannot be solved individually without considering their mutual impacts.

### b. Different objectives and decision criteria

Large-scale disasters may cause significant casualties and severe property damage. The main objectives of humanitarian logistics are to support efforts to save lives, alleviate human suffering, and reduce property damages, rather than the commercial objective of reducing operating costs and increasing profit for the business. Different stakeholders, however, put different weights on these objectives and



raise several conflicts in decision-making. For instance, prioritising lifesaving may conflict with damage control.

**c. Multiparty collaboration problem**

Large-scale disaster response requires various actors to connect and interact in carrying out aid and relief efforts. The different sectors, professions, organisational structures, cultures, and functions involved make multi-stakeholder coordination very complex. Various actors have different incentives and motivations, competing for limited resources. The stakeholders can improve coordination by exchanging information, sharing resources, and dispatching jobs. The lack of coordination can worsen the impacts of the disaster.

**d. Critical time requirement and real-time decision-making**

Any delay in the aid and relief efforts may cause severe consequences and cascading effects. Therefore, a timely response is crucial. This raises two challenges in humanitarian logistics. On the one hand, we need to speed up the response operation, such as the quick transportation of humanitarian aid through better scheduling. Sometimes it is necessary to look for a quick feasible solution rather than an unrealistically sophisticated optimal solution because time is critical. On the other hand, we need to speed up the decision-making process to reduce unnecessary delays. Real-time information gathering and decision support are critical.

**e. Allocation of scarce resources**

Large-scale disasters may create a sudden massive demand for emergency supplies that greatly exceed resource availability. In this situation, the goal is to allocate scarce resources to different areas that need them the most. However, setting up allocation principles and measuring resource allocation performance is not clear-cut and straightforward. It is a subject of much debate because, besides issues on efficiency and effectiveness, it involves questions of justice and fairness. With urgent needs and insufficient resources, what is a just and fair way to allocate resources?

**f. Stochastic and scenario-based modelling**

It is usually difficult to accurately assess the damages and estimate resource requirements in large-scale disaster response. Establishing a stochastic or scenario-based emergency logistics model can help humanitarian logisticians explore potential needs and prepare for eventualities.



### g. Logistics with damaged infrastructure

Large-scale disasters may cause extensive damage to communications, power supplies, and transportation infrastructures and make them unavailable for emergency relief operations. For example, disrupted transportation facilities may limit humanitarian aid access to disaster-affected regions, including ports, airports, roads, and bridges. Destroyed communication infrastructures such as telephone and radio towers can hamper information collection and sharing, slowing down the response. These additional constraints must be considered when planning and implementing emergency logistics operations.

## C. Overview of logistics and supply activities over the duration of a program

*Table 4: Logistics and supply activities over the duration of a program*

Activity	Assessment phase	Start-up phase	Implementation phase	Closure phase
Asset tracking	<ul style="list-style-type: none"> <li>Identify the assets that are currently available.</li> </ul>	<ul style="list-style-type: none"> <li>Establish databases and ensure items are registered as received.</li> <li>Ensure assets are tracked as they move.</li> </ul>	<ul style="list-style-type: none"> <li>Track capital item movements.</li> </ul>	<ul style="list-style-type: none"> <li>Make a disposal plan for all assets.</li> <li>Ensure donor / internal policies for disposal are followed.</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>Determine logistics and supply requirements.</li> <li>Determine existing organisation capacity and capability.</li> <li>Determine available local capacity and capability.</li> <li>Specify international and national</li> </ul>	<ul style="list-style-type: none"> <li>Finalise and agree on job descriptions.</li> <li>Recruit staff.</li> <li>Induct and train staff, as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor staff performance and provide feedback.</li> <li>Provide training and development, as necessary.</li> <li>Identify additional needs and recruit as required.</li> </ul>	<ul style="list-style-type: none"> <li>Plan staff's contract termination or redeployment as the program scales down.</li> <li>Ensure contract termination processes and procedures comply</li> </ul>



	recruitment needs. ● Provide staffing budget.			with local laws, etc.
Warehouse and inventory management	● Determine storage and warehousing needs. ● Identify available existing storage/ warehousing facilities/ material handling. ● Identify expansion opportunities . ● Identify potential new sites. ● Provide budget costs.	● Select sites. ● Negotiate and conclude contracts. ● Carry out any essential works to customise to requirements. ● Obtain material handling equipment and storage media. ● Establish effective management control and reporting procedures.	● Ensure buildings are well maintained and that any problems are dealt with effectively within lease/ contracts. ● Ensure that procedures are well implemented. ● Carry out regular stock reviews and audits and ensure results are recorded.	● Make a plan for disposal of remaining stock equipment, ensuring donor / internal policies for disposal are followed. ● Ensure appropriate notice is given. ● Do an exit inspection with landlords and the owner.
Transportation and distribution	● Identify local suppliers and assess their capability. ● Check on import procedures. ● Develop a purchasing plan: identify supply needs and system.	● Establish an effective order management system. ● Train staff, both logistics and users, in its use. ● Make purchases following the system and procedures.	● Ensure procedures are effectively implemented. ● Monitor performance of vendors and systems. ● Identify problem areas and take remedial action where necessary.	● Ensure all orders are closed, and suppliers are paid. ● Consolidate records for potential future audits or evaluations .
Fleet management	● Determine requirements for vehicles and their types.	● Arrange the hire or purchase of vehicles.	● Ensure procedures are effectively implemented.	● Plan and implement disposal/re allocation of vehicles



	<ul style="list-style-type: none"> <li>Decide whether to hire or purchase.</li> <li>Provide budget costs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish maintenance systems.</li> <li>Establish usage and fuel monitoring systems.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor results and check deviations from the norm (e.g., excessive fuel consumption)</li> </ul>	<p>as per internal and donor policies.</p> <ul style="list-style-type: none"> <li>Ensure any rental contracts are terminated correctly and final payments are made.</li> </ul>
Comms and IT	<ul style="list-style-type: none"> <li>Determine requirements for IT equipment/services.</li> <li>Assess internal capacity.</li> <li>Check local regulations, licenses, etc.</li> <li>Specify the additional capacity and technologies required.</li> <li>Provide budget costs.</li> </ul>	<ul style="list-style-type: none"> <li>Obtain equipment and appropriate licenses, etc.</li> <li>Install.</li> <li>Train staff.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure equipment is maintained, repaired and updated as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Plan and implement disposal/re-allocation of equipment as per donor / internal requirements.</li> <li>Notify authorities concerning licenses, regulations, etc.</li> </ul>
Information management	<ul style="list-style-type: none"> <li>Identify performance measures for logistics activities on the project.</li> <li>Provide input on budget cost, assumptions, and possible constraints in the proposal process.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a system to regularly give feedback on order information to customers.</li> <li>Establish a system to provide feedback on actual cost information to budget holders.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the established reporting processes are followed and updated where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Provide 'end of deployment' reports and input final project reports on compliance with donor requirements.</li> </ul>



Support to security management	<ul style="list-style-type: none"> <li>● Gather information on the context and specific threats to the UN, local authorities, partners and other NGOs.</li> <li>● Carry out threat and vulnerability analysis.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop security guidelines to minimise risks identified during assessment .</li> <li>● Continue information gathering for regular reviews of risk analysis.</li> <li>● Identify changes in risk level and alerts</li> </ul>	<ul style="list-style-type: none"> <li>● Continue information gathering and dissemination for reviews of risk analysis.</li> <li>● Identify changes in risk level/alert management .</li> <li>● Update security guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure that there are no security lapses towards the end of the project.</li> <li>● Ensure no security gaps during the handover of activities or equipment to partners or donors.</li> </ul>
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## D. Summary

- Humanitarian logistics is part of a more significant operational mechanism that runs parallel with other sectors, such as procurement, transportation, etc.
- Given the complexity of supply chains, several challenges are often faced when planning and implementing a logistics operation related to the large-scale impact, severe consequences, multi-agency involvement, time pressure and urgency, demand surge and resource shortage, great uncertainty, and infrastructure damage.
- Activities in logistics operations are different in each phase of the program. Still, they are all part of the same chain. Each activity has an impact on other activities in the next phase.





# 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.

<b>Instructions</b> Please tick (✓) the box if your answer is yes	<b>Questions</b>
<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



**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 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. 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. The key messages and transitions between your sentences and paragraphs must be clear.

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

EDUCEN. (2020). *The Educen Handbook on Culture and Urban Disasters. Project funded by the European Union's Horizon 2020 research and innovation programme.* Accessible [here](#)

Emergency Preparedness and Disaster Relief Program - Pan American Health Organization (2001). *Humanitarian Supply Management and Logistics in the Health Sector.* Accessible [here](#)

McLachlin, R. & Larson, P. D. (2011). *Building Humanitarian Supply Chain Relationships: Lessons from Leading Practitioners. Journal of Humanitarian Logistics and Supply Chain Management.* Accessible [here](#)

UN Office for the Coordination of Humanitarian Affairs. (2004). *Civil-Military Relationship in Complex Emergencies: An IASC Reference Paper.* Accessible [here](#)

World Food Programme. (2020). *Essential Needs Assessment.* Accessible [here](#)



## Learning Resources

CARE Emergency Toolkits. (n.d.). *Overview of logistics and supply activities over the duration of a programme.* Accessible [here](#)

Mokhtari, M., Altay, N., Heikkilä, J. & Gonçalves, P. (2021). *Procurement in humanitarian organisations: Body of knowledge and practitioner's challenges.* International Journal of Production Economics. Accessible [here](#)

Lassa al. 2022. Humanitarian ecosystem for cash transfer programming: Understanding institutional and operational constraints in post-disaster governance in Indonesia. *Journal of Disaster Studies: JAMBA* 14(1). Accessible [here](#).

Sigala, I. F. & Wakolbinger, T. (2019). *Outsourcing of humanitarian logistics to commercial logistics service providers: An empirical investigation.* *Journal of Humanitarian Logistics and Supply Chain Management.* ISSN: 2042-6747. Accessible [here](#)

UN OCHA. (n.d.). *Logistics Cluster. Humanitarian Info.* Accessible [here](#)



World Food Programme. (2002). *Emergency Field Operations Pocketbook*.  
Accessible [here](#)





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ASEAN Standards and Certification for Experts in Disaster Management

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