

2nd Edition

**LEARNER'S
GUIDE**



TECHNICAL COMPETENCY UNIT



**ADM.TEC
012.2**

Apply Knowledge of Supply Chain and
Logistics in Humanitarian Context



ASCEND

ASEAN Standards and Certification
for Experts in Disaster Management

ASEAN Standards and Certification for Experts in Disaster Management

APPLY KNOWLEDGE OF SUPPLY CHAIN AND LOGISTICS IN HUMANITARIAN CONTEXT

ADM.TEC.012.2

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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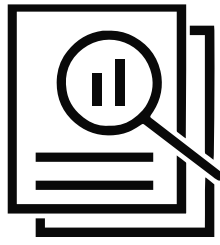
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ASCEND Programme and
Toolbox:
Introduction



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 certification of disaster management professionals across 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 to 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 for certification of disaster management professionals across the region.

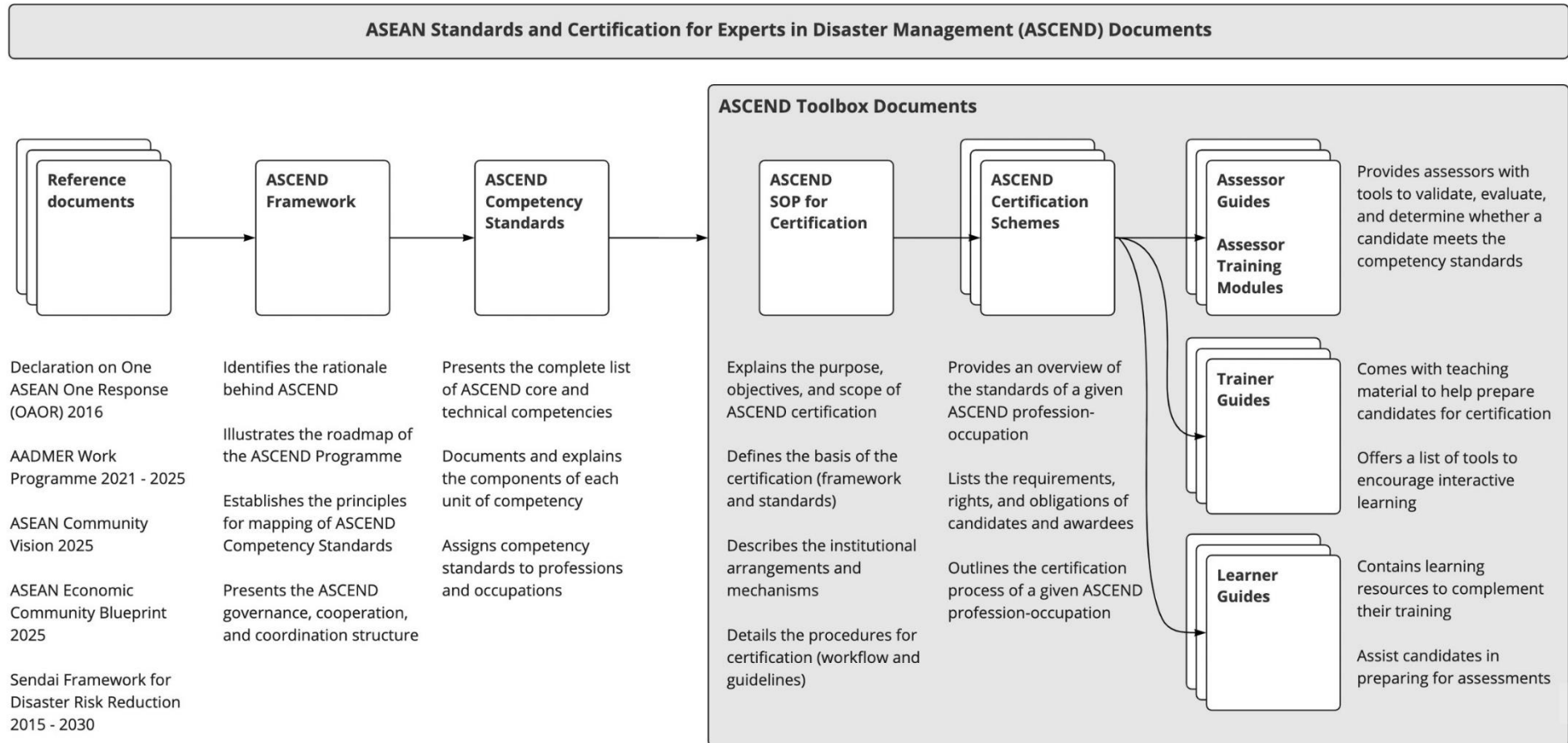
Another requirement is the development of an ASCEND Toolbox for five professions. These professions are Rapid Assessment, Humanitarian Logistics, Information Management, Water, Sanitation and Hygiene (WASH), and Shelter Management. The ASCEND Toolbox consists of an SOP, Certification Schemes, Assessor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

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

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



Figure 1: Overview of ASCEND Toolbox Documents





The Learner Guide: Introduction for Candidates



ONE ASEAN
ONE RESPONSE

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





ASCEND Competency Standards and Unit Descriptor



ASCEND

3.1

Competency standards

Competency standards are a set of industry-accepted benchmarks that 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 are 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: **Apply Knowledge of Supply Chain and Logistics in Humanitarian Context**

Unit number: ADM.TEC.012.2

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

Element 1.

Implement principles of supply chain and logistics

Performance Criteria

- 1.1 Identify different roles and characteristics of supply chain and logistics support service in a commercial setting and in a humanitarian context
- 1.2 Identify the flow of the supply chain
- 1.3 Identify key stakeholders in a humanitarian logistics coordination mechanism
- 1.4 Identify key supply chain waste and challenges that may occur in a humanitarian context

Element 2.

Implement logistics plan

Performance Criteria

- 2.1 Identify planning process in an emergency logistics situation and its importance
- 2.2 Identify key concepts in a humanitarian supply chain operation



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
Disaster, Rapid onset	Rapid-onset disaster unfolds almost instantly and tends to create destruction through immediate physical impacts. Example: sudden natural events such as windstorms, floods, wildfires, landslides, avalanches, earthquakes, and volcanic eruptions.
Disaster, Slow onset	Slow-onset disasters can be predicted much further in advance and unfold over months or even years and create crises through the economic and social impacts of the disaster. Example: crop failure due to drought, the spread of an agricultural pest or disease, or a gradually deteriorating political situation leading to conflict.



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





Unit Readings and Activities



ASCEND



Element 1. Implement principles of supply chain and logistics

1.1 Distinguish different roles and characteristics of supply chain and logistics in a commercial setting and in a humanitarian context

A. Introduction

In a business setting, the objective of sound logistical planning and management is to ensure commercial gain and efficiency. However, all humanitarian logisticians need to understand the core purpose of logistics, its basic operating principles, and how to design efficient and effective logistics operations in disaster response.

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

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

B. Understand the definition of humanitarian logistics

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

Every humanitarian logistician needs to understand the definition of logistics and how it relates to humanitarian work. The quotation above



stresses the importance of developing capabilities to build and operate logistics management systems. Logistics planning and implementation processes are an inseparable part of any joint activity regarding scale.

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

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

Based on this definition, humanitarian logistics services are intended to deliver:

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

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

FEATURES	COMMERCIAL LOGISTICS	HUMANITARIAN LOGISTICS
Strategic goals	Maximise profitability and achieve high customer satisfaction.	Minimise loss of life and alleviate suffering
What is the “demand”?	Products and services	Supplies and people
Demand pattern	Relatively stable, mostly predictable	High variability and unpredictability in terms of



		timing, location, type, and size
Distribution networks	Well-defined methods for determining capacity and set locations of distribution centres	Challenging due to the nature of the unknowns (areas, type, and size of events, politics, and culture) and “last mile” considerations
Inventory control	Well-defined methods for determining inventory levels based on the lead time, demand, and target customer service levels.	Inventory control is challenging due to the high variations in lead times, needs and demand locations.

C. Humanitarian Logistics Information Systems (HLIS)

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

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



D. Summary

- Humanitarian logistics are a part of the supply chain and involve various systems and processes to mobilise people, resources, knowledge, and skills to deliver humanitarian assistance to people in need.
- Humanitarian logistics operations differ from commercial logistics operations. Commercial logistics aims to maximise profitability and achieve high customer satisfaction. Humanitarian logistics seek to minimise loss of life and alleviate suffering.
- Humanitarian logistics operate in all aspects of humanitarian operations and functions in the different phases of disaster management.

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

1.2 Identify the flow of supply chain

A. Introduction

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

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

B. From logistics to supply chain management

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

In the late 1980s and early 1990s, we witnessed the evolution of logistics as an activity (i.e., bringing products from point A to point B) to supply chain



management as a necessary function in integrating global networks of planning, procurement, warehousing, transporting and distribution.

Globalisation trends pushed organisations to look beyond their capabilities and scope and focus on enhancing coordination and integration of their activities along the whole value chain. There has been a significant increase in the number of stakeholders involved in delivering goods and services to affected communities. These actors affect the speed, quality, cost, and variety of logistical services. An end-to-end supply chain management approach is needed. Humanitarian organisations have to go beyond traditional logistical services and adopt a more holistic supply chain management approach to coordinate the different players involved in relief operations.

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

C. Types of flow in supply chain management

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

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



- **The Financial Flow**

Financial flows involve payment schedules, consignment arrangements, and budget projections internally in an organisation and donors.

D. Steps in Supply Chain Management Plan

Response demands: needs and resources assessment

- Determine the humanitarian needs of disaster survivors. This includes formulating programme response requirements in close coordination with Program staff.
- Contribute to the design and define the operational programme support needs and establish an intervention strategy.

Procurement process

- Establish rapid procurement processes appropriate to the emergency situation to ensure the organisation has the resources needed to meet identified needs.
- Identify sources of goods and services required, and the way in which they will be acquired.

Transport and customs

- Put in place transport arrangements to ensure supplies reach the places they are needed.
- Develop a transport strategy that takes into account the different types of transport to get supplies from one place to another, as well as back-up options that facilitate the prompt and safe delivery of relief assistance.
- For imported goods, manage customs processes to ensure your organisation is able to access the goods in a timely and cost-effective manner.

Warehousing and storage

- Make arrangements for warehousing and storage to protect supplies and ensure accountability through an organised system until they can be delivered to their ultimate recipient.
- Ensure appropriate storage of reserve supplies for future or unforeseen needs.

Distribution

- Deliver aid to the people affected by a disaster (or to partners entrusted with the distribution of relief supplies) according to the project/program plan through well-organised distribution systems that ensure aid is



provided safely for both staff and beneficiaries, accountable and properly controlled to prevent misuse or waste.

Putting it all together

- Ensure that links in the supply chain do not fail. The failure or ineffective functioning of any of the links will affect the overall performance of the system.

E. Challenges in supply chain management

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

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



F. Summary

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

1.3 Identify key stakeholders in a humanitarian logistics coordination mechanism

A. Introduction

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

B. Stakeholders

- **Beneficiaries/Communities**
At-risk groups and the affected community members are key stakeholders in disaster management. The ultimate goal of all humanitarian operations is to save lives and fulfil the needs of survivors while maintaining their dignity.
- **Donors** (foreign government, individuals, foundations, UN agencies, and private sector companies)
Many responding actors come from not-for-profit organisations. Their operations largely depend on the availability of funds or goods provided by donors. Therefore, donors play an essential role in logistical operations as support for humanitarian operations because they can determine the direction of such operations.



- **Government agencies**

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

Civilian actors are usually the ones primarily responsible for disaster response. 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 significant 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 warehouse space and vehicles near or in the area of operations.
- **Industries/Vendors**

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

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



C. Summary

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

1.4 Identify key supply chain waste and challenges that may occur in a humanitarian context

A. Managing waste produced

Unintended by-products of humanitarian action (e.g. plastics and packaging required to safeguard the quality of the relief items, food or non-food, hazardous materials from organisations' vehicle fleets like used tyres, motor oils and lubricants, batteries and end-of-life vehicles, dangerous fumes from the burning of waste) impact negatively on local human and ecological health, and they typically occur in contexts where systems to manage them sustainably do not exist. Waste management can be defined as the set of practices, processes and policies aiming at measuring and reducing the overall waste volumes of an organisation. Typically, waste management practices should be prioritised according to the following scheme:

- Reduce
- Reuse
- Recycle

The final objective of effective waste management is reducing waste at the source, for example, avoiding unnecessary packaging, banning single-use plastics and introducing mechanisms to plan needs in a way to minimise the quantity of waste or by-products to dispose of.

Effective steps to understand the different waste streams on site, identify the most suitable disposal options, and continuously improve on-site waste management include:

- Introducing a Solid Waste Inventory: This exercise allows us to identify all the waste generated and disposed of either on-site and/or off-site. It is completed by performing a physical inspection of current waste



storage locations in the compound/facility and/or referring to invoices from waste contractors.

- Identifying the most appropriate disposal methods for each type of waste, from “Best option” to “Last resort”.
- Identification of local contractors and potential with adequate capacity to treat and dispose of hazardous and non-hazardous waste in collaboration with procurement teams.
- Set up and regular inspection of storage areas to ensure separation of waste streams.

B.Green Procurement

Green procurement considers the environmental, social and economic consequences of design, materials used, manufacturing methods, logistics and disposal. In green procurement, organisations can meet their needs for goods, services, and utilities in a way that achieves value for money while still addressing principles for sustainable development.

The aim and challenge of sustainable or green procurement is to integrate environmental and social considerations into the procurement process. One of the most powerful methods is to choose the appropriate selection criteria with sustainability in mind, clearly inform potential bidders, and ensure all requirements are properly met. A guide to developing solicitations for vendors can be found in the procurement section of this guide.

Examples of selection criteria might include:

Economic	Social	Environmental
Previous/current experience Accreditation by independent certification organisation.	Accreditation by independent certification organisation to a standard.	Impact of materials used and processes of production.
Productivity/service capacity.	Evidence that workers know their rights and responsibilities at work.	Impact of packaging
Design robustness/innovation.	Presence of independent trade	Impact of transport (air freight from



	unions or effective management/worker committees which address workers' priorities, including pay, hours and conditions.	Europe may be greater than sea freight from Asia/Africa).
Whole-life costing of product	Sub-supplier practices and conditions.	Impact of product life cycle.
Switching cost of current supplier.	Participation in multi-stakeholder initiatives that educate and change practices to address ingrained problems.	

Ongoing procurement has had such an impact on green logistics that ISO has developed a specific standard that is able to guide every procurement decision.

Formed on the bases of ISO 26000 for Social Responsibility, sustainable procurement relies on the following:

- Assess the organisational “buying culture” - Understand how and from whom the organisation buys/sells, the control over sub-suppliers as well as sub-supplier capacities to accommodate green demands, and if green requirements are realistic and expressed clearly.
- Know the organisation's supply chain - Evaluate the cost of the supply chain and the proportion of the revenue that goes towards paying suppliers. Assess the supplier's societal and environmental impact.
- Think strategically; Consider the risks and opportunities of working more closely with the main suppliers across the whole life cycle of products and services.
- Get buy-in from top management - Ensure key decision makers are on board and aware of the benefits, opportunities, and possible consequences of implementing sustainable procurement into the organisation.



4.2**Element 2. Implement logistics plan****2.1 Identify planning process in an emergency logistics situation and its importance****A. Introduction**

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

B. What is the emergency logistics cycle?

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

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

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

Mitigation and prevention

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

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

Mitigation in the supply chain could also include ensuring that all the infrastructure in the supply chain, including ports and transportation



networks, can withstand the forces of nature and remain functional after significant disaster events such as earthquakes and cyclones.

Preparedness

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

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

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

Response and relief

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

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

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



Recovery and reconstruction

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

Recovery activities continue until all systems return to normal or better. Short- and long-term recovery measures include restoring vital life-support systems to minimum operating standards, temporary housing, public information, health and safety education, reconstruction, counselling programs, and economic impact studies. Information resources and services include data collection related to rebuilding and documentation of lessons learned.

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

C. Summary

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



2.2. Identify key concepts in a humanitarian supply chain operation

A. Introduction

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

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

Logistics is central to disaster relief for several reasons:

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

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

C. Planning and preparedness

Planning and preparedness include pre-disaster logistical procedures and activities that should take place. A plan outlines what tasks to complete, who will be responsible, and how to procure the needed resources to



complete the task. National or regional plans must consider infrastructure vulnerabilities, the logistical support in the area, and governmental emergency response capacities.

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

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

Organisations such as the IFRC and various UN agencies operate a system of pre-positioning goods, vehicles, and equipment at different hubs around the globe. These stocks are managed independently or under the banner of the UNHRD.

The planning and preparedness process includes:

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

D. Summary

- The logistical planning process aims to maximise the outcomes of an operation by carrying out a series of steps that enhance logistical readiness.
- A well-structured logistics plan will provide maximum results by minimising failure in the supply chain structure. It links and synchronises the overall supply chain as a continuous process and is essential for effective supply chain connectivity.



- Planning and preparedness include pre-disaster logistical procedures and activities that should take place. A plan outlines what tasks to complete, who will be responsible, and how to procure the needed resources to complete the task.





Self-assessment Checklist



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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	Questions
Please tick (✓) the box if your answer is yes	<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 to ensure their work is always complete and presentable.

On oral interview

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

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

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



On written tests

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

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

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





Recommended Readings



ONE ASEAN
ONE RESPONSE

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Recommended Readings

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

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

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



Learning Resources

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

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





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ASEAN Standards and Certification for Experts in Disaster Management

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