SU29: Humanitarian Operations and Supply Chain Logistics (Intensive)

Faculty
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Prerequisite
Basic knowledge of supply chain management and humanitarian issues.

Aim of the course
To provide students with an understanding of humanitarian operations by introducing the context in which they take place, the organizations (UN Humanitarian agencies, NGOs, public and private sector), and the activities and challenges in the supply chain for the procurement, delivery, warehousing and distribution of the aid. Lastly it will introduce arguments from Corporate Social Responsibility to highlight the role of private sector.

Course content

Lecture 1: Humanitarian Challenge: A Different Type of Supply Chain. This lecture reviews the different stakeholders involved in a response, the parameters for involvement and fosters a discussion about the trade offs between humanitarian needs and supply chain objectives.

Lecture 2: Introduction to Humanitarianism: Principles, Space and Conflict. Building upon the first lecture, this one focuses on the more specific aspects from the humanitarian angle to highlight the importance of agility, adaptability, and alignment in a response.

Lecture 3: Readiness and Preparedness: Building Organizational Capacity to Respond. This lecture helps to set up a group exercise (leading to a group presentation). Aware that effective responses are not improvised, and that agencies need to work not only during disasters but also between them, participants will develop a preparedness strategy for their organization looking at the different components of it (HR, Finance, Knowledge Management, Operations, Community Relations)

Lecture 4: Coordinating Relief: Approaches to Joint Efforts. Considering the importance of interagency coordination and collaboration, this lecture takes a look at the work of the UN Joint Logistics Center to set up the discussion about the different types of coordination possible, means of implementing them, and understanding the challenges they face in the humanitarian system.

Lecture 5: Procuring for Emergencies: (On site Visit to UNICEF Warehouse, guided tour with lecture) Supported by readings from the lecturer on the main challenges and issues regarding emergency procurement.
Lecture 6: Distribution: Going Through the Last Mile. Building upon the previous points this lecture looks at the interaction between implementing partners, coordinating agencies, suppliers and donors to generate a comprehensive response.

Lecture 7: Guest Speaker from International Organization (alternatively simulation of donations tracking system, or similar disaster planning software)

Lecture 8: Information Management: Not Just Data, But Information. In an environment where urgency supersedes importance, there is not enough time to solve all problems, solution are often incomplete, and problems recur and cascade, managing information become a critical issue to avoid overload and firefighting. This lecture discusses information management examples to help support the collaborative system in which humanitarian organizations operate.

Lecture 9: Group Presentations. Students will present the preparedness and coordination strategy in a mock session of the annual board meeting where donors will be present to evaluate the organization for future funding. Guests from the sector, and other academics may be present to provide feedback (TBC)

Lecture 10: Private Meets Public. The Role of Private Sector and Corporate Social Responsibility. As a closing lecture, and aware of the numerous challenges in the humanitarian supply chain, this lecture helps to illustrate how CSR can be used to create a learning lab where public and private sector can interact to improve the status of both supply chains.

Teaching methods

Class will be largely based on case studies that students are responsible for preparing ahead of time. Class time will be a combination of lectures on the background material (academic articles and news), group discussions and presentations, and a plenary discussion towards the end to summarize key points.

Examination

- 20% participation
- 40% group presentation on the last day of class
- 40% individual research paper (to be handed in 3 weeks after class ends) based on the case study handed out on the last day of class.

Course literature

Students will be responsible to acquire the case studies listed, along with compendium that will compile all the background supporting material for the discussion. Slides will be made available on Sitescape and further handouts will be provided in-class for exercise or background (seeing as we may discuss issues of current nature like Sudan).

Cases Studies:

- INSEAD Case Study: "Coordinating Disaster Logistics after El Salvador's Earthquakes using SUMA's Humanitarian Supply Management System "
• INSEAD Case Study: "Genetically Modified Food Donations and the Cost of Neutrality: Logistics Response to the 2002 Food Crisis in Southern Africa"
• INSEAD Case Study: The United Nations Joint Logistics Center (UNJLC): The Afghanistan Crisis
• INSEAD Case Study: Logistics Moving the Seeds of a Brighter Future. The Afghanistan Crisis. United Nations Joint Logistics Center (UNJLC): Second Year
• INSEAD Case Study: International Federation of Red Cross and Red Crescent (IFRC) – Choreographer of Disaster Management. The Gujarat Earthquake.
• INSEAD Case Study: International Federation of Red Cross and Red Crescent (IFRC) – Choreographer of Disaster Management Preparing for Tomorrow’s Disasters.
• INSEAD Case Study: “Moving the World, TPG-WFP Partnership. Looking for a Partner” Case 1
• INSEAD Case Study: “Moving the Word, TPG-WFP Partnership. Learning to Dance.” Case 2
• INSEAD Case Study: “Information Management in Humanitarian Operation. The case of the United Nations Joint Logistics Center (UNJLC) Website.”
• INSEAD Case Study: “Medecins sans Frontiers Case 1: Review of the Pharmaceutical Procurement: Quality Drugs for Quality Treatment at the Cost of Lives”
• INSEAD Case Study: “Medecins sans Frontiers Case 2: Revisiting the Supply Chain for a Project-Centric Approach.”

Articles and Reports:

• UNHCR’s Handbook for the Military
• Real time evaluation of the Distribution of Non-Food Items in Sudan. (United Nations World Food Program)

Suggested readings

Students will be provided a list of relevant sites where they will not only obtain news, but access to academic reports on humanitarian operations, operations reports from UN agencies, and other related topics in humanitarianism and development.

• At Risk, Ben Weisner. Second Edition
• Turbulent Decade, Sadako Ogata
• Resilient Enterprise, Yossi Sheffi