



Matching Supply and Demand in Emergency Response

.....perspective from a multi-sector, multi-context iNGO

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Understanding humanitarian demand

Demand = Need

- An average of **650 disaster events per year**, affecting tens of millions of people and killing an average of 80,000+ each year
- prompting **60+ international humanitarian responses**, mostly in **20+ countries**, many simultaneously
- Supply requirements per thematic sector are **well understood**
- Many events are cyclical/predictable and responses **can be planned for** – early detection - more manageable events (cyclones, floods, droughts, fragile/chronic states...even earthquakes)

Humanitarian supply chain models to service this demand include

1. Routine (push/pull) Supply Chains
(both in developing and humanitarian contexts)
2. Campaign (push) Supply Chains
(both in developing and humanitarian contexts)
1. Emergency (push) Supply Chains

.....many humanitarian organisations support delivery through all 3 supply chains simultaneously to 10s of countries, frequently transitioning from one to the other – Agile Supply Chains (Reliable, Responsive and Flexible)

Challenges in Humanitarian Supply Chains

Some of the challenges in Emergency (push) Supply Chains

- ✗ **Insufficient planning** and not being prepared due to funding constraints
- ✗ Competing for products on local and global markets due to **limited product availability**
- ✗ Need for negotiation of rapid production at scale for a **new interventions** (Ebola PPE))
- ✗ **Access** to the disaster zone due to conflict or natural barriers (rains, landslides, etc)
- ✗ Insufficient **supply chain/logistics surge** personnel to deliver in multiple responses simultaneously
- ✗ **Security** related challenges in complex environments (sudden route closure, freight being stolen)
- ✗ Ensuring products meet **quality standards** and managing waste/unwanted Gift in kind (do no harm)
- ✗ User friendly **technology** enabling good decision making
- ✗ Enabling local systems and markets to **return to normal** post emergency

Routine (push/pull) supply chain challenges

- ✓ driven by seasonal, epidemiological and consumption data, with significant local sourcing to support market based programming
- ✓ should be few challenges to on-time delivery and at value-for-money

However there are regular delays due to

- ✗ Poor supply planning in programme design
- ✗ Stretched procurement/logistics staff with few supply chain qualifications
- ✗ Lack of technology to enable good decision making
- ✗ Access (seasonal) and security (conflict) challenges

Campaign (push) supply chain challenges

- ✓ detailed delivery schedules enable production and pricing negotiations with manufacturers & freight agents
- ✓ supply should meet demand

Supply Chain challenges usually involve

- ✗ Sub optimal distribution network design
- ✗ Freight reliability and tracking during mass distributions
- ✗ Need for Subsidies/incentives to create supply and/or demand when bringing new products to market

Matching supply & demand starts with response planning

Categorising events with triggers and resource mobilisation plans

Category 1

Affecting all levels in a society, including governance systems

Category 2

Affecting all levels in a society, governance systems still functioning

Category 3

Affecting a regional population within a country

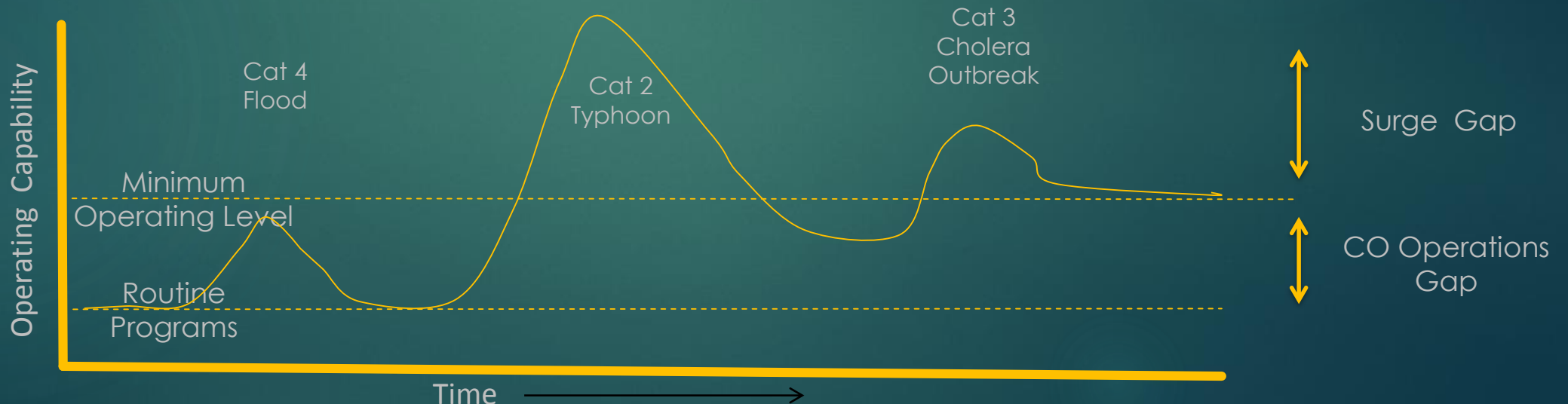
Category 4

Affecting a sub regional population within a country

Having **Emergency Preparedness Plans** per Country

based on local context, historic event trends and data, supply chain infrastructure, local market capability and supply chain capacity

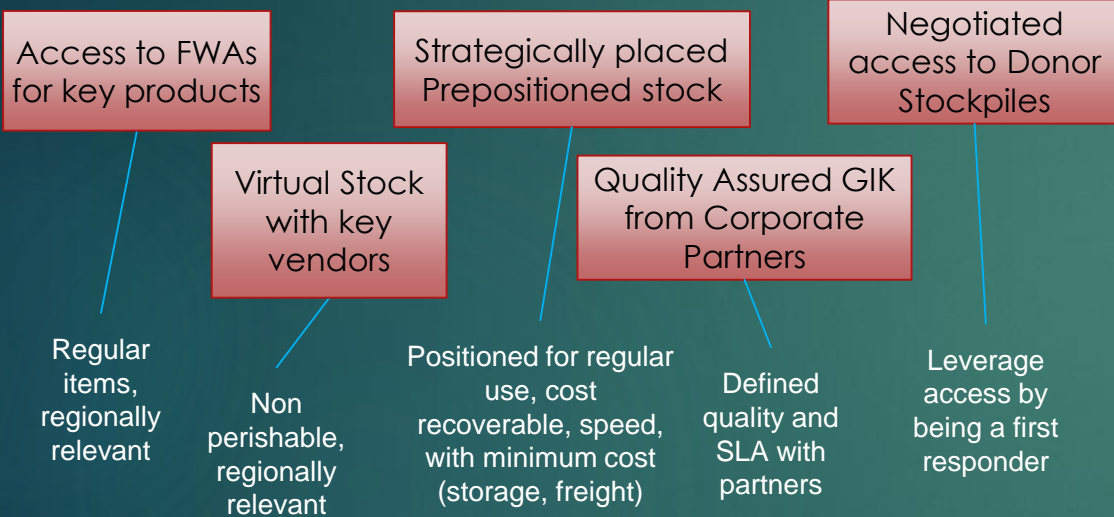
Defining **Minimum Operating Levels** per country



Matching supply with demand in humanitarian contexts requires

1. Embedding Supply Planning into Program design to support forecasting & costed supply chains

2. Having multi layered supply strategies



Delivered by

3. Right skills doing the right job

- **Qualified** experts to oversee and manage end-to-end supply chains
- **Professional** Procurement and Logistics Agents for sourcing and freight
- **Last mile** logisticians with experience of delivering in challenging and insecure contexts
- **Pharmacists** linking health and supply chain data

Supported by **experienced** Response Logisticians to surge in Emergencies

Bringing in new skills & upskilling existing staff

4. Enabled by Business Process Simplification and Technology

Forecasting and Demand Planning

Procurement and Freight tracking

Fleet tracking

Inventory and Consumption monitoring

5. Underpinned by Coordination and shared learning

Questions