



# 5th African Logistics Conference

October 2016 | Nairobi, Kenya



## Sessions and Speeches

From the Managing Director of HELP Logistics

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## Co-Facilitators for the African Logistics Conference 2016

Cormac O'Sullivan,  
Regional Director East Africa, HELP Logistics

Onserio Nyamwange, Lecturer, University of Nairobi

Tarek Keshavjee,  
Regional Logistics Officer, WFP

Konjit Kidane,  
Senior Logistics Officer, WFP

Pamela Steele,  
Founder and CEO at PSA Ltd.

George Njeru,  
Secretariat Coordinator,  
The Inter-Agency Working Group – East & Central Africa

# From the Managing Director of HELP Logistics

## on behalf of the ALC Co-Facilitators

The first African Logistic Conference (ALC) was initiated by HELP Logistics in Tanzania in 2011. It has grown in participation and importance and this year, the 5th conference was hosted in Kenya for the first time - in the same year that the HELP Logistics East Africa regional office was opened in Nairobi. The ALC is proudly supported by the Kuehne Foundation which was founded by Mr Klaus-Michael Kühne, and his wife Christine, in 1976. The Foundation has three main programmes. CK-Care is one of Europe's largest private initiatives in the field of allergy research and education. The Kuehne Logistic University (KLU) is an independent, state accredited, private university in Hamburg focusing on logistics and management. HELP Logistics provides supply chain consulting and training to all actors in the humanitarian sector so that emergency relief operations can be more effective and efficient. HELP also creates platforms, such as this conference, to give humanitarian practitioners a platform for raising local challenges and opportunities in supply chain and logistics. Indeed the 5th ALC was organised and supported by a strong core of co-facilitators – the World Food Programme, the University of Nairobi, Pamela Steele Associates (PSA), the International Association of Public Health Logisticians (IAPHL) and the Inter-Agency Working Group (IAWG). The Kuehne Foundation wishes to thank all those that contributed. We would also like to acknowledge the participation of representatives from UNICEF, International Organization for Migration (IOM) and United Nations Office for Project Services (UNOP); NGO's like Save the Children, Oxfam, Tearfund and World Vision; private enterprises such as, CHMP, InstaProducts and the Shippers council of East Africa (SCEA) and the professors and students from the 10 East Africa universities. To engage the next generation of humanitarian supply chain practitioners, over 40 of the attendees were final year university students.



Sean Rafter  
Managing Director of HELP Logistics

The conference took its theme from the World Humanitarian summit and brought in diverse perspectives on what is happening in the world of East Africa's humanitarian supply chain management. The conference ultimately seeks to facilitate collaboration, to tackle current challenges and to share future solutions. This conference was able to look past current operational activities and examine adaptations to new demands and trends. The conference gave actors in the East African humanitarian supply chain community a forum to explore key critical challenges and respond with one voice. Their opinions and ideas are critical to understand so that future humanitarian investment and action is impactful and sustainable. We hope this report can inform those investment and actions. HELP Logistics looks forward to further conferences in order to continue the dialogue on how the global and local supply chain and logistics community can meet the humanitarian challenges in East Africa.

A stylized, handwritten signature in black ink that reads "Sean Rafter".

Sean Rafter



# AFRICA LOGISTICS CONFERENCE NOTES

## OVERVIEW

The 5th Africa Logistics Conference was successfully convened at the United Nations Office at Nairobi on the 27th – 28th October 2016. For the World Humanitarian Summit, the Global Logistics Cluster prepared a paper, in tandem with a number of partners, including HELP Logistics, concerning the issues of importance to the global humanitarian logistics community. The fifth Africa Logistics conference continued this conversation in East Africa by bringing together the relevant practitioners and capturing East African perspectives on these issues.

Organized by the HELP Logistics East Africa team; and co-facilitated by WFP, the University of Nairobi, the International Association of Public Health Logisticians (represented by Pamela Steele Associates) and the Inter Agency Working Group, the conference brought together a wide and diverse group of humanitarian supply chain practitioners. Attended by over 150 supply chain delegates; there were representatives

from more than 70 Donors, UN agencies, Government bodies, several Red Cross and Crescent agencies, commercial companies and Universities in attendance.

This representative group came together to provide East African responses to key issues that were raised by the Global Logistics Cluster in its paper 'Delivering in a Moving World' at the World Humanitarian Summit, 2016. The World Humanitarian Summit brought together 9,000 participants from around the world with the purpose of achieving "better, safer and more efficient aid" through the fulfilment of the Agenda for Humanity's five Core Responsibilities. Led by the Global Logistics Cluster (GLC), with support from humanitarian organisations and the Kuehne Foundation, a paper was developed for the summit called, "Delivering in a Moving World". The logistic challenges and evidence for strengthening supply chains was made and five key recommendations put forward:



1. Strengthen local response
2. Assist through cash and in-kind
3. Allow access to beneficiaries in complex emergencies
4. Engage the private sector
5. Coordinate, collaborate and provide shared services



This paper has been widely distributed through all sectors and represents one of the first co-ordinated and collaborative analyses, put together by humanitarian supply chain practitioners, in relation to key trends and changes in the sector. It is a global milestone. Building on from this, the 5th Africa Logistics Conference enabled supply chain practitioners from the region to present their perspectives on the important themes raised by this paper like localisation, nationalization as well as adapting to change in the humanitarian world.

# Session 1:

## Localisation, Nationalisation, and Coordination

### SPEAKERS:

Ms Yasmin Chandani, In-Supply  
Dr Andrew Kisang, MoH  
Mr Timothy Theuri, CHMP  
Mr Stefano Peveri, UNHRD

Mr Douglas Onyancha, USAID / KEMSA MCP  
Mr Job Kemboi, SIGNON  
Mr Anthony Odoyo, SPIF  
Mr Taigu Muchiri, SCEA

### >> Through building local stewardship

Ms. Yasmin Chandani from InSupply (JSI) and Dr. Andrew Kisang from the Nandi County Administration, Kenyan Ministry of Health, gave an insightful overview into the development of local leadership networks in Kenya to strengthen stewardship in humanitarian health supply chain optimization; in part by using data to drill down to problems and scale back up to solutions. In Kenya, devolution of authority from a centralized to a county level has resulted in some disruptions to health service delivery and fragmentation of supply chain data availability. The InSupply project, funded by the Gates foundation, is helping to address this. It is doing so in a manner that is supportive of increased localisation through the development of leadership networks in public health supply chains and through empowering colleagues within these networks to use data to root-cause issues and come up with local solutions. As well as investing in data and processes, InSupply is also creating a regional pool of qualified consultants with expertise in translating private sector solutions to optimize public health supply chains, design context-specific solutions and provide local support. Feedback from Nandi county is already showing improvements in data-driven supervision, the big impacts of low-cost interventions like staff sensitization and reductions in wastage through data driven redistributions. sector and

### >> Through focusing on activities of key importance to the region

Mr. Timothy Theuri from CHMP Kenya talked about the transplantation of this originally French Pharmaceutical not for profit to Kenya; and the increasing reach of this organization, as well as highlighting the increasing threat of counterfeit pharmaceutical supplies to humanitarian supply networks. CHMP Kenya partners with humanitarian agencies to deliver commodities across the region and further afield including in Asia; as well as providing services in East Africa. CHMP Kenya noted that, as per WHO source information, over 30% of pharmaceutical commodities in East Africa were considered to be counterfeit. This compares to 1% in Europe & North America; and 10 – 20% across most of Asia, the Middle East and Russia. Addressing the prevalence and impact of counterfeit supplies is a key concern which can be addressed through engaging with regional organizations like CHMP Kenya to support localized responses that are working to prevent the impact of such levels of counterfeit supplies. CHMP is an ECHO HPC, USAID approved and ISO 9001 certified.

### >> Through engaging with supply networks

## How should the international community invest to reduce the cost and increase the localisation of humanitarian response?

Mr. Stefano Peveri from WFP UNHRD discussed the importance of the humanitarian logistics community working together to respond as one to the needs of beneficiaries. Mr. Peveri stated how important it is, to reframe how we work, in order to incorporate theories of integrated supply networks into the operational practises of humanitarian organizations and move beyond conceiving of our supply functions in terms of individual supply chains. "We don't have one supply chain – we have a number of actors (...) that integrate and co-ordinate (...) to make sure that the needed supplies reach the beneficiaries." In order to ensure such coordination - especially at a decentralized or local level, UNHRD operates as platform that provides a wider range of network services to partners and provides a framework to operate within. UNHRD provides logistics services and comprehensive supply chain solutions to 78 partners including the UN, governmental and non-governmental organizations. Through this network, partners are empowered to coordinate efforts, prioritize dispatches to emergencies, lend and borrow stock amongst themselves, and benefit from immediate access to goods through a flexible sourcing structure. The UNHRD seeks to further develop this network model. Key investment areas, include the training and equipping of teams ready to be deployed; the sourcing and stockpiling of key relief items, mapping and partnering with global humanitarian stockpiling initiatives to build a more comprehensive network; optimizing space and sustainability and stock management; as well as focusing in on systems and processes in support of these network activities. Through its network of 6

locations and 78 partners, UNHRD seeks to increase its capacity and support local operations and as a platform, UNHRD supports the collective effort to enhance coordination and efficiency.

### >> Through leveraging existing networks

Mr. Douglas Onyancha, Head of USAID / KEMSA MCP (Kenya Medical Supplies Authority) talked about the crucial role of his organization within the Kenyan Public Health System and advised on the importance of agility, benchmarking and the need to leverage on existing networks; while advising on how KEMSA's success could be translated to other contexts. The KEMSA mandate was established in Kenya by a 2013 act of Parliament. KEMSA serves over 6000 facilities throughout Kenya and is recognised to be a leader in public health supply chain management in Sub-Saharan Africa. Mr. Onyancha described the utilization of strategic concepts like agility to meet emerging needs and the need to leverage on both existing networks and amongst existing partners, including private the donor community, to reach new frontiers of performance. He also emphasized on the need to embrace continuous improvement methodologies such as Lean Six Sigma as they enhance efficiency and cost effectiveness in health supply chain and hence the consequent improvement in quality, service, affordability and value to meet public healthcare needs.

# Session 1(cont.):

## Localisation, Nationalisation, and Coordination

### >> Through strategic, local partnerships

Mr. Job Kemboi from Sigison Global Logistics and Mr. Anthony Odoyo from Spedag Interfreight (SPIF) presented jointly on their perspectives on working with the humanitarian supply chain community. Through their joint presentation on humanitarian and private sector partnerships they highlighted the need for strategic partnership and networking, investment in technological innovation systems, impartial data and knowledge sharing on market trends; local/remote market integration and the need for improved information sharing across the entire supply chain. They urged for a greater adoption of agile principles to achieve 'urgent effectiveness' and the adoption of leanness in processes and procedures to save costs. In relation to nationalization, they discussed opportunities for joint humanitarian and private sector partnerships, such as secondments, pro-bono / subsidized work and joint projects.

### >> Through regional advocacy

Ms. Taigu Muchiri from the Shippers Council of East Africa (SCEA) discussed the recent improve-

ment of Kenya's ranking in the global World Bank Logistics Performance Indicators report (L.P.I.). One of the contributing factors has been regional advocacy which resulted in improvements like the introduction of the paperless single-window system. Ms. Muchiri discussed how the SCEA supports improved efficiencies through advocacy and policy interventions at a regional level to standardize and improve handling and customs processes; and focuses on areas served by poor infrastructure and uncompetitive routes to improve outcomes. This connection between regional advocacy and general operational efficiencies can also benefit humanitarian supply chains. She also discussed the improved performance of the port, weighbridges and border crossings to show a relationship between advocacy and operational efficiency the region.

### >> Through consistent engagement

Mr. George Njeru, from the Inter Agency Working Group on Disaster Preparedness for East and Central Africa (IAWG), highlighted the wide range of partners in the IAWG and the technical value of the 10 sub-working groups that span the spectrum of humanitarian activity in the region. He described the beneficial impact that these working groups have had in many technical areas such as Monitoring & Evaluation or Nutrition. However, he noted that the Logistics community spectrum of humanitarian activity in the region.



He described the beneficial impact that these working groups have had in many technical areas such as Monitoring & Evaluation or Nutrition. However, he noted that the Logistics community needs to engage more formally, creatively and consistently in the Logistics sub-working group. Mr. Njeru explained that this working group has gone through a number of iterations over the years but that currently, participation had become less formal and less consistent. Without this group, many aspects of inter-agency and cross-border co-ordination tend to focus predominantly on operational issues. Mr. Njeru argued that there is also a need to discuss and share information and best practises on more technical and strategic areas and concepts.

### >> Through focusing on operational, on-the-ground solutions

Ms. Fiona Lithgow from the South Sudan Logistics Cluster (LC), gave a grounding presentation on the central co-ordinating role of the in-country cluster and the importance of collaboration through operations. She reminded participants that with the support of WFP, the LC works primarily in augmenting the capacity of the wider humanitarian supply chain community. She described Logistics Cluster operations in the 2015-2016 period, noting the responses in Somalia and South Sudan in the region and describing in detail the impactful and wide-reaching work of the South Sudan Logistics

Cluster. Ms. Lithgow also described the global extent of the clusters responses throughout 2015 – with 13 operations that supported 300 organizations through coordination and information management and 245 organizations through coordinated services. She further discussed the critical role of the clusters in managing the expectations and needs of donors / governments, engaging with civil-military co-ordination, humanitarian and private partnerships.

### >> Through regional advocacy

Mr. Tariq Arain from Kuehne + Nagel asked the question “Why do we want to maintain effectiveness; why don’t we want to improve standards?”. He framed the answer in terms of the efficiency / effectiveness paradigm by emphasizing the need for improved planning and system visibility, resource sharing and synergies in order to ensure the sector is collaborating to pursue the right goals - efficiently. He emphasized examples like the critical need for a centralized pipeline integrated into all clusters to give agencies the ability to improve sharing of resources and decrease costs. Mr. Arain re-iterated the need to find the simplicity within these complex systems. Additionally, he stated that bi-lateral support should be increased; so that those responsible for planning to consider all variables and improve the supply chain.

# Session 2:

## Adapting to change in the humanitarian supply chain landscape

### SPEAKERS:

Mr Trip Allport, ARC  
Prof Gituro Wainaina, NDMA  
Mr Rolf Campbell, Insta Products  
Mr Christos Bitos, KLU  
Mr Nibona Sylvere, Oxfam

Ms Konjit Kidane, WFP  
Job Kemboi &  
Patricia Koech, SIGNON  
Taigu Muchiri, SCEA

### >> Through leveraging private sector expertise in effective partnerships

Mr. Trip Allport, from the Africa Resource Center, discussed the principles and concepts behind Project Last Mile and the Africa Resource Center, both of which bring together powerful coalitions of donors and private sector actors who share a common belief that private sector engagement can have meaningful impacts for Ministries of Health and through them, for groups of people like the 50% of people in the poorest areas of Africa who lack access to life-saving medicines. Project Last Mile poses the question of how can private sector expertise be leveraged through public-private partnerships in order to develop or transfer solutions in areas like distribution expertise or marketing know-how; to more efficiently and effectively move medical supplies through the critical and complex last mile of their supply chain. To facilitate this, the project approaches the question through the golden triangle philosophy, which combines government and civil society needs with corporate solutions. Project Last Mile combined the needs of public bodies like governments and the USAID as an engaged donor, with the support of Civil Society bodies like the Global Fund and the Bill and Melinda Gates Foundation and private support from companies like Coca-Cola and Accenture who provided logistics expertise. The combination of these actors in a partnership offered a variety of potential,

compelling solutions, which are being replicated in a number of innovative ways throughout Africa, by the ARC. Mr. Allport positioned the response of Project Last Mile as coming from 2 perspectives. The first is more of a supply perspective, looking downstream and including interventions like; the sharing of planning and cost methodologies, guidance on best practise for sourcing; support on last mile IT on storage, the transfer of local good knowledge on distribution management; sharing of reverse logistics thinking as well as guidance on HR. From the alternate demand perspective, looking upstream, Mr. Allport clarified that the PLM partnership offers support to local ministries through examples such as sharing best practise on consumer analytics to ensure improved insights as well as sharing mechanisms to build awareness and utilization of health services. Mr. Allport clarified that there is much scope for interesting collaboration and he asked the audience to further consider the innovative ways that they might be aware of, through which private sector engagement could support the public sector and how such partnerships can be better engaged.

### >> Through community centred approaches

Professor Gituro Wainaina from the University of Nairobi, representing the National Drought Management Authority (NDMA) discussed the

## How can the humanitarian and private sectors benefit from their inherent interdependencies towards improved humanitarian outcomes?

need to ensure that the requirements of the end-users, and their representative government agencies remain the main priority for the partnership. Engagement with communities demonstrates that issues are complex, multi-faceted and sometime the unique needs of a community are not immediately obvious but can be very important. Community centred development approaches are key to creating effective and appropriate responses. He discussed how their humanitarian supply chains faced limited resources, often had to grapple with poor infrastructure and a redundancy of services and supplies. In order to better focus on the end beneficiary of humanitarian supply chains, Professor Wainaina considered that they should adapt systems from their industrial counterparts like ensuring they have timely and reliable data, they perform the right kinds of analytics, they embrace flexibility in response to disruptions, diversify their risks through ensuring alternative systems are available and determining whether it is better to have an efficient or a resilient supply chain. Professor Wainaina suggests that academic research into such disaster events, in the local context, is a critical need at this point.

>> Through understanding private sector aims

Mr. Rolf Campbell from Insta Products described how the humanitarian imperative is a motivating factor for private service providers to the

humanitarian sector; and that with that in mind, improved and effective partnerships can be built on a platform of information sharing, respect, sustainable business principles and shared advocacy to address governmental obstacles. Insta Products is a privately owned Kenyan food manufacturing organization that produces RUTF and RUSF for a wide variety of humanitarian agencies in Africa and Asia. In a comparison of the critical success factors between a UN agency and its private sector manufacturer, Mr. Campbell noted that the private organization relied upon predictability of forecasting, capital investment in infrastructure and working capital for delivery and cash cycles, rapid order fulfilment and harmonized distribution planning with transporters. On the other hand, the critical success factors for one of their main partners UNICEF, as perceived by Insta Products, included transparent procurement processes, open competition for LTAs, real time information on safety standard and real-time communication on changing market/demand patterns, understanding the unique demands of manufacturing in recipient environments and operating efficiencies predominantly related to timeliness. Mr. Campbell recommended that information sharing between the 2 sectors should increase. He asked the humanitarian agencies to be cognisant of their impact on humanitarian suppliers, especially when funding decreases, when such suppliers need to balance the risks associated with working in this sector with the desire to create a sustainable and reliable business. Mr. Campbell also called for all components of humanitarian supply chains to be adequately and fairly rewarded for their value,

# Session 2 ( cont.):

## Adapting to change in the humanitarian supply chain landscape

efficiency and innovation. He also re-iterated the call for all components within the humanitarian supply chain to collaborate together to advocate to government for potential obstacles imposed by government regulations.

### >> Through understanding local market structures

Mr. Christo Bitos (Kuehne Logistics University) discussed the role of cash programming and its ability to positively impact on markets; through understanding the local market's structure and stability and linking consumers with small farmers. Mr. Bitos shared findings from his work with World Vision – Philippines and FAO Zambia on their cash transfer and cash voucher programs. In the Philippines, he created an operational manual to improve the organization's effectiveness and efficiency by providing systematic, practical guidelines for decision making, planning and implementation of cash programs. In Zambia, he studied the role that FAO's cash voucher programs can play by linking vulnerable consumers with vulnerable small farmers. In these programs it is crucial that cash program personnel possess in-depth insight on the market structure and stability and the food supply chain. Mr. Bitos's recommendations include that organizations should gain a thorough understanding of the local market and the entire market supply chain to determine which parts of that chain would best benefit

from the cash programs. He also recommends that organizations should constantly monitor the market conditions to determine when to implement cash programs, and when to implement in-kind programs, according to the needs at the time."

### >> Through being market smart

Mr. Nibona Sylvere from Oxfam framed his organization's history of cash programming in terms of understanding markets as complex, dynamic systems that require analysis to ensure that humanitarian responses are market-smart and supportive of communities. He described how Oxfam performs Cash Transfer Programming (CTP) in various contexts - during rapid and slow onset crises, during recovery and in chronic situations. However, Mr. Sylvere stated that before an organization intervenes in any system, it should understand the context and the people to ensure an appropriate response. In pursuit of this policy, Oxfam performs pre-crisis market analyses to understand local capability and capacity of suppliers; followed by a period of mapping the market system by collecting data on areas prices, volumes, actors and storage which is then supported by analysis of the data to understand supply & demand, market integration and market power.



## >> Through under-standing private sector aims

Ms. Konjit Kidane from the World Food Program (WFP) discussed cash transfers as an integrated part of its hunger solution tool-box. This form of programme can be tailored to suit specific objections in the various contexts where WFP operates. Ms. Kidane noted that when cash based programming is selected as the most suitable modality, over in kind or vouchers, based on principles like programmatic objectives, market maturity, reliability of supply chains and operational security – then it can have a very effective and wide-ranging impact. WFP's cash based transfers have grown from supporting 1.1 m beneficiaries in 2009 to 9.59 million in 2015. On an annual basis, WFP reaches 80 million people worldwide and distributes over 3 million tonnes of food. In 2015, WFP distributed USD \$ 680 million worth of cash transfers demonstrating the significance of this area. In terms of competitiveness, WFP regards its strong supply chain experience, particularly its deep field presence, strong market trend / analysis abilities and strong network of government and commercial partners to be a strength that can be leveraged to improve the effectiveness of its cash programming. In this context, Ms. Kidane discussed how cash based programmes can have multiplying effects on local economies by encouraging small-holder farmers to be more

productive so as to engage people to purchase locally; thereby further strengthening local markets and national capacities. Overall, Ms. Kidane clarified that cash transfers can create more consistent consumption patterns and reduce negative coping strategies. Cash based programming is utilized in alignment with WFP's view that its beneficiaries are best placed to decide what is best for them.

# Session 3:

## Future roles and responsibilities of humanitarian supply chain professionals

### SPEAKERS:

Mr Martin Ohlsen, Expert & Consultant  
Mr Adrian Van Der Knapp; WFP

### >> Through focusing on urban environments

In reference to the topic of future roles and responsibilities, Mr. Martin Ohlsen (Management Expert and Consultant for Humanitarian Logistics) discussed the critical need to consider the impact of emergencies on urban populations; and proposed a 2-stage strategic and tactical supply chain response for such situations. Mr Ohlsen discussed the specific types of emergencies that effect cities – from conflict sieges and natural disasters to urban-based social unrest or turmoil. Such instances can create complex operating environments that require new types of supply chain thinking and typically affect large population groups. For example, Sarajevo's siege lasted from 1992 to 1996 with an urban population of 300,000 needing up to 6,000 MT per month in food aid while the siege of Aleppo effects 300,000 people in rebel-held east Aleppo with 1.5 million in government held areas. Similarly, sudden onset disasters such as the tsunami which displaced 600,000 people in Aceh and social unrest in Bangui, CAR, which displaced over half of the 800,000 inhabitants can all result in the need for humanitarian assistance in situations where the terrain presents complex challenges. At a strategic level, Mr. Ohlsen considers that responses should piggy-back off local communication and distribution networks, rebuilding delivery systems where possible and modifying them to adapt to population

movements, while considering how this delivery system can respond to the more complicated needs of hidden populations of vulnerable minorities; recognising their different capacities to access such distribution mechanisms. At the technical level, Mr Ohlsen recommends using cash based distribution mechanisms, while identifying safe storage zones and distribution points at known locations like schools. He also recommends accessing and utilizing community-based mechanisms like hand-deliveries or bikes and considering how to address blockages like debris piles. Mr. Ohlsen also posed the question as to whether or not Modern Urban Logistics Systems can be applied to the distribution of relief items during emergencies in cities? Reflecting on how commercial operators have engaged with these systems, grappling especially with the decreasing size of shipments combined with a demand for express movements, Mr. Ohlsen recommended that concepts could be adapted for use – concepts such as shipment bundling, delivery co-operation, freight villages and the utilization of 'new' types of carriers like metro, water-ways and drones.

### >> Through Transformational Logistics

Mr. Adrian Van Der Knapp (WFP) considered the future changes needed in the sector against the significant changes that have occurred in humanitarian supply chain management in recent

## How can the Humanitarian Supply Chain Community advocate for change in the wider humanitarian system?

years. He described how the skill-set and remit of the Logistics Officer has developed, over the previous 20 years and in line with changes in the commercial sector, from a general handy-man through a procurement / administration officer into a Logistics Manager who, as an expert in supply chain management, needs to look into complex areas like network optimization. Building on the momentum of these adaptations, Mr Van Der Knapp reflected that, the humanitarian supply chain community now needs to consider the concept of Transformational Logistics. Recognising that 75% of the total USD \$20 billion plus that exists within the annual current humanitarian operations is in some segment of a supply chain; he poses the question 'Can't we use that money in a smarter way?' In response, Mr Van Der Knapp stated that if Supply Chain Management is the process whereby Logistics Managers plan and co-ordinate all activities necessary to achieve the desired levels of service at the lowest level of cost; then we need to add one further transformational logistics objective, which is to achieve the 'the maximum economic output.' Often, procurement becomes the primary focus of humanitarian supply chain management and the output – or the item and service itself – is over-emphasized. Mr Van Der Knapp states that we are missing something and that now we need to advocate to ensure the maximum economic outcome from the utilization of both the funds, and the activity of the supply chains, that they are used within. chain management, needs to look into complex areas like network optimization. Building on the momentum of these adaptations, Mr Van Der Knapp reflected that, the humanitarian supply

chain community now needs to consider the concept of Transformational Logistics. Recognising that 75% of the total USD \$20 billion plus that exists within the annual current humanitarian operations is in some segment of a supply chain; he poses the question 'Can't we use that money in a smarter way?' In response, Mr Van Der Knapp stated that if Supply Chain Management is the process whereby Logistics Managers plan and co-ordinate all activities necessary to achieve the desired levels of service at the lowest level of cost; then we need to add one further transformational logistics objective, which is to achieve the 'the maximum economic output.' Often, procurement becomes the primary focus of humanitarian supply chain management and the output – or the item and service itself – is over-emphasized. Mr Van Der Knapp states that we are missing something and that now we need to advocate to ensure the maximum economic outcome from the utilization of both the funds, and the activity of the supply chains, that they are used within.

# PANEL

Evolving our co-ordination with an increasing number of actors to maintain humanitarian standards and effectiveness through academic collaboration and engagement at a regional and local level

## SPEAKERS:

Dr Onserio Nyamwange, University of Nairobi (UoN)

Dr Neil Jacobs, University of Stellenbosch

Dr Gladness Salem, University of Dar Es Salaam

"Greater effort must be made to establish links  
between the humanitarian community  
and the regional academic world."

>> Mr. Onserio Nyamwange from the University of Nairobi (UoN) described the growing interest in SCM as a study area, noting that it was the second most popular area of specialization in his business school. Mr. Nyamwange noted that many students, across all levels, were interested in research on various technical aspects of humanitarian supply chain management including design, optimization, maintenance, M&E, and best practices. He further noted the research models often took the form of action research but that there was less emphasis on supply chain modelling. Additionally, Mr. Nyamwange discussed how the UoN is committed to increasing humanitarian SCM training and to collaborative initiatives in support of this, such as the development of a joint PhD curriculum with another university in the region such as Dar es Saalam or Makerere Business School. Mr. Nyamwange also discussed the importance of leveraging established and emerging technologies to address humanitarian supply chain management challenges. He called

for more topical research from East Africa which should be cognisant of local complexities and he discussed with audience participants the need to ensure regional academic engagement with the humanitarian community. He also emphasized the role of humanitarian organizations in the further development of skills through internships and attachment opportunities for the students specializing in supply chain management.

>> Dr. Neil Jacobs from the University of Stellenbosch discussed the exciting involvement in humanitarian SCM in Stellenbosch and their willingness to expand research into various areas, such as process modelling for air logistics in humanitarian and peace operations in Sub-Saharan Africa; management of ports that work with humanitarian materials in Sub-Saharan Africa; and models of collaboration between road operators and humanitarian agencies. Dr. Jacobs noted the importance of academic collaboration within the region. Further academic





contributions which can be enhanced by intra-African collaboration can include assessment of vulnerabilities in the transport infrastructure, communications and border document handling; as well as benchmarking- and skills-gap analyses of humanitarian logistics management and operations. In relation to the topic of how theoretical models can support operations, Dr. Jacobs noted that it should serve as structure for tools which simplifies and automates routine tasks wherever possible. In line with his academic fellows, he also expressed sincere interest in collaborative research and localised solutions.

>>Dr. Gladness Salema from the University of Dar Es Salaam noted the comparative lack of research in East Africa into humanitarian SCM themes relevant to this region – such as slow onset famines. Dr. Salema acknowledged that this is being addressed by initiatives such as the establishment of the Centre for Humanitarian Logistics (supported by HELP) but emphasized

that increased inter-university collaboration was a vital step towards capacity development in this region. To this end, she noted that greater effort must be made to establish links between the humanitarian community and the regional academic world; and within the academic world itself. In this context, Dr. Salema stated that a regional research agenda would allow a focus on key regional areas like 'Improved Visibility over the Last Mile', 'Upstream Coordination' and 'Post-Disaster Recovery'. However, she cautioned that applied research, rather than 'high-level' mathematical modelling was the form of analysis most likely to be adapted by the humanitarian logistics community in this region. She also noted a regional capacity gap with people not being trained for humanitarian logistics and discussed the importance of teaching leadership in this context. Questions from the audience revealed a strong desire and expectation that humanitarian SCM skills should be improved and that greater levels of research within this region, relating to this region, are required.

# CLOSING SPEECH

## SUMMARY

DR JAMES NIJIHIA

Dr James Njihia, University of Nairobi closed the conference by recognising the importance of humanitarian supply chains in this region and by clarifying that the community needs to be ready to respond by ensuring the right kinds of systems are in place. Dr. Njihia also noted that the world's humanitarian supply chain structures are part of a global network and the East Africa community needs to do their part to ensure the ability to respond.. "Collaboration, at a national and regional level in East Africa is very important (...) needs to be owned and managed from within this region. The changes that are affecting our region, whether these are in the landscape due to the impact of climate change or in

the political environment itself, require that we are in control of how we respond. We have the right people, the right skill-sets and the best understanding of the context so we need to ensure that we continue to develop this. In particular, we need to ensure that we have the correct skills sets, the right understanding and the right training for young people to ensure that they can continue this important work. They will inherit this challenging world. They need to be supported to ensure that they can respond accordingly (...) The world's humanitarian supply chain structures are part of a global network and we in East Africa need to do our part to ensure the ability to respond."



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