6TH AFRICA LOGISTICS CONFERENCE

MARCH, 2018 | NAIROBI, KENYA
INTRODUCTION

The 6th ALC brought together local and regional researchers, business leaders and professionals from humanitarian, government, donor, academic and private sectors to share and exchange knowledge related to supply chain networks in the context of humanitarian assistance in East Africa.

The conference examined humanitarian issues and trends specifically affecting the region and facilitated the sharing of opportunities, ideas and solutions to foster collaboration and partnership in order to meet the complex humanitarian challenges. The conference considered how supply networks in Africa need to evolve to support the 17 Global Sustainable Development Goals (SDG’S) set by the United Nations and which end in 2030.

This conference considered 4 questions, as follows:

Session 1
**Future Roles in Humanitarian Logistics**
What are the roles of the private sector, the academic community, national governments and the humanitarian community in humanitarian logistics in Africa now; and until 2030?

Session 2
**Future Supply Chain Integrations**
Are humanitarian supply networks sufficiently integrated or could they be further integrated into a more cohesive network by 2030?

Session 3
**Future Standards in Ethical Supply Chains**
How should the humanitarian supply chain community in Africa collaborate to ensure standards in ethical procurement and supply chain management? Is there a limit to the type or the range of ethical standards that the humanitarian supply chain community safeguards?

Session 4
**Future Technology in Humanitarian Logistics**
What will humanitarian aid look like throughout the 2020s in terms of technology, software and hardware?
The world is highly integrated but globalisation as the force that created much of this state seems to be under a new threat, which itself is a threat in Africa. The old challenges of terrorism, corruption and limited infrastructure remain but these are joined by the new threat of protectionism. We see it in Brexit. We see it in the call for a wall between America and Mexico. Is this part of a wider change? As we focus on these challenges; we should remember that the world contains various global supply networks, which Africa is a part of. Change in these, affects Africa.

Let us appreciate how humanitarian supplies move across the world. Let us ensure this continues through improved integration. Crossing international borders is difficult. In most of Africa, certainty over movement is not guaranteed. In other regions, crossing an international border occurs without interference. Throughout the EU, goods move freely and without interference; with many of the simplest processes that we would like to implement here. How can we better integrate in this region of the world to ensure simplicity and certainty in movement?
Over 150 delegates from 100 plus organisations from across Africa, Europe and the Middle East were in attendance.

Let us focus on sustainability. We should consider how our supply networks should evolve to support the SDGs; in particular the 17th SDG on partnership. We are duty bound as partners to ensure we create an integrated world. But can this continue to work? Is it a mirage? Can the world be one when there is disintegration? As we come together in this conference, trying to understand our values, principles, where we come from and how we think; we should interrogate ourselves as to what a supply chain really is, in this context. As we rethink the modalities, can we rethink the concept? Silently and at the end of this chain, is the ever present demand. We should always remember who they are. So therefore, let us ensure our integration; let us focus on simplicity because if we don’t operate as simply as possible and appreciate the principle of globalization; then how will we support this demand.
THE ECONOMY OF DELIVERING AID – WHAT IS GOING IN AND WHAT IS COMING OUT?

BY KARL GERNANDT, CEO AND EXECUTIVE CHAIRMAN OF KÜHNE HOLDING AG AND MEMBER OF THE BOARD OF TRUSTEES OF KÜHNE FOUNDATION

Quite intentionally, my speech entitled, “The economy of delivering aid – what is going in and what is coming out?” is formulated as a question. During my years in the commercial sector, almost all strategic decisions were centred around the question of how to optimize the input/output ratio or rather how to maximize the return on investment. When profit and shareholder value is the driving factor I feel that this question can be answered relatively easy by using straight forward formulas or more complex modelling methods and proven in countless scenarios. The currency is clearly determined: it is profit in relation to the invested capital. It doesn’t necessarily mean that all our decisions led to the expected results but the decision making process itself was supported by facts, forecasts and clearly defined expected outcome. I would like to take the opportunity to share some of my thoughts around the overall humanitarian logistics context throughout Africa noting that as we move forward, we do not want only to do the thing right, but even more to do the right things.

My first point is on the term “humanitarian logistics”. Does it need to be separated by name from commercial logistics? When I look at the way relief goods are procured, stored and transported I do not see much difference besides potential special import tax exemptions and donors paying the bill at the end. Sure the environment is tough but so is it for many commercial actors operating in difficult to access parts of the world. By accepting that the gap or difference between humanitarian and commercial logistics is not that big at all, I see the chance for much more respect between representatives from both sectors to meet at eye level and to accept highly professional services and professional processes. Subsequently, it opens the door for knowledge and expertise transfer as well as opportunities for staff to swap from Humanitarian Organisation to Government Agency to Logistics Service Provider and back. There is definitively no difference in expecting the best solution for getting certain goods to the right place at the right time. Be it food, distributed for multinationals like Carrefour or Nestle or be it for WFP in a small village in Ethiopia.

My second thought is around collaboration. The humanitarian landscape is huge and keeps on growing with new actors joining with new initiatives. It is great to see the increasing awareness of humanitarian needs in particular within the corporate sector with a renewed sense of sustainability and social responsibility. Keeping an overview on who is doing what and where is certainly a major challenge. A much bigger challenge is the sustainability and impact of all those initiatives on the ground. I am in full agreement
with large institutional donors such as the European Commission or the German Government who are stepping away from the traditional donor-recipient relationships to equal partnerships. Furthermore, mutual respect needs to be combined with long term engagement. Parachuting in temporary solutions from abroad will not drive the change. Understanding the context, being present on the ground and developing solutions locally will most probably help to make the difference. We must avoid the “not invented here” mentality of isolation thinking and keep in mind the broader system and goals.

Thirdly, I would like to elaborate on proactiveness and preparedness which are critical success factors. A recent study from the Kühne Logistics University carried out together with the French NGO “Action Contre la Faim” and HELP Logistics proved that every dollar invested in the supply chain prior to a disaster can save 7 dollars or more during the response operation. Traditionally though, most humanitarian funding is only provided once the emergency has occurred. This is caused by the uncertainty on when and where exactly the next disaster will strike. When it comes to investments in preparedness I was wondering whether humanitarian organisations and donors should not be more open to risk, and to potential, rather than in trouble-shooting. If we are honest, behind the nice photos and reports, there are humanitarian projects which do not work out the way we hoped they would.

Success or failure in itself is not the issue, but without the means to measure feedback on our efforts, we risk considering the outcomes of innovation only in terms of cost expenditure, without learning from the process. As the complexity of global systems continues to increase we must make additional efforts to find solutions. Without objective and fair feedback on our efforts, we cannot ask our leaders to move forward. We will tend towards the static rather than the dynamic; and it is dynamism that is the accepted game-changer or competitive advantage in the “professional world”. Increased funding and support for preparedness interventions from donor side and more of a start-up mentality on the side of the humanitarian organisation bears, without a doubt, tremendous potential to bring the whole sector further.

In the end, despite the best planning and preparedness measures, everything often turns out to be completely different. Adaptiveness is a critical skill. In a world that is increasingly complex, volatile and prone to disasters we have to constantly adapt to changing environments and unforeseeable events. This skill is part of humanitarian aid workers’ DNA. So if someone would ask me what a global commercial company could learn from a humanitarian organisation this would be my number 1 response: Ability and motivation to work in constant changing environments, accepting course-correction as a natural rule, without losing sight of the target. Commercial behaviour and humanitarian aid can benefit from each other and bring the best of both worlds together. I am proud and motivated to be part of this community. Let us do our utmost to accelerate the benefit of all our work, investments and personal motivations.
NEW PARTNERSHIP ROLES FOR STRUCTURAL SOLUTIONS TO HUNGER

Mr. Adrian van der Knaap, Deputy Regional Director, East and Central Africa, WFP, stated that 36% of children in Africa are stunted due to a lack of the right nutrients in the first 1000 days. He proposed that future supply chain management should increasingly contribute to structural solutions to facilitate zero hunger through partnerships between public and private sectors. In this model, the private sector invests in ‘gaps’ to create products to address the demand for these nutrients. The public sector (government and WFP) maps out the demand and supply, minimises risks by committing to the investors and ensures nutrients are delivered to those who need them. WFP is mapping nutrient need areas, production points, the required distribution networks and transportation pricing. The intention is to improve nutritional outreach, economic development through multiplier effects; and through technological transfer to strengthen local businesses to develop from an agricultural economy to agri-industrial economy. WFP intends to support such initiatives throughout Sub-Saharan Africa; with current projects in Rwanda and Burundi.
NEW ROLES IN AN INCREASED CASH-AID ENVIRONMENT

Mr. Tim Waites, DFID-Kenya, Livelihoods Adviser and Team Leader, ‘Poverty, Hunger and Vulnerability Team’ made a case to increase the percentage of cash aid from 6% of the current total of humanitarian expenditure to 50%. He contended that beneficiaries prefer unconditional cash because it empowers them to choose what they need while simultaneously helping to build markets for local communities. He advocated for increased cash transfers in the future, where appropriate, in both protracted humanitarian responses and emergencies to mitigate the need for external food and non-food assistance. Private sector involvement from banks, money transfer agents and mobile phone networks is key to this transition while engagement with academia and innovators into improved monitoring methods and advanced technologies like blockchain; is critical to reach those in hard-to-reach conflict zones and help build national and local supply-chain capacity for market access; an area of potential development for humanitarian supply chain management.

NEW SPACES FOR EMERGING ROLES

Ms. Hellen Ben Kallili (Kenya) & Ms. Azuka Okeke (Nigeria), Africa Resource Centre (ARC), explored the impact and role that organizations like ARC will increasingly have in humanitarian logistics in the future decades. They hypothesized that Governments and their partners do not consistently have access to the local supply chain talent, approaches and partnerships that are needed to deliver on their health services goals and strategies in Africa. With Africa’s population expected to develop significantly over the
next decades, there is a need to develop and refine the thought space within which to create such capacities. ARC’s objective in the coming decades is to continue to support Ministries of Health to improve supply chain performance to enhance availability of medicine and health products, at the last mile, by building efficient, effective & resilient supply systems through acting as a trusted, independent advisory, brokering the provision of subject matter expertise, especially through private sector engagement and catalyzing cross-sector partnerships. ARC will continue to work with partners to support research and innovation in public sector supply chains and to ensure sustainability through talent development and organizational capacity building.

NEW PARTNERSHIPS THROUGH MINISTRIES OF HEALTH

Mr. Mavere Tukai, Global Health Supply Chain – Technical Assistance – Tanzania, talked about aligning national supply chain strategies and priorities, to better respond to future humanitarian logistics challenges. He explained how different partners work together through the USAID’s Global Health Supply Chain Program in locations like Tanzania, to develop agile, robust and sustainable health supply chains and improve medicines availability. To improve future humanitarian response, he contended there is a need to optimize logistics systems to ensure self-sustainability by transforming medical stores into business entities, for example, or identifying opportunities for self-financing by intertwining food value chains and health supply chains. Additionally, technological opportunities to ensure advanced product coding and advancing supply chain portals, using eLMIS as surveillance tools to determine trends in health commodities demands, will improve resilience, in the coming decades.

Ms. Hellen Kalili from ARC (Kenya) discussed the developments in the ‘thought space’ around public health supply chain management across the region.

Mr. John Sibi-Okumu, Moderator of the 6th African Logistics Conference
THE KEY ROLE OF THE PRIVATE SECTOR

Mr. Amar Ali, CEO of Africa Improved Foods (Rwanda and Ethiopia) focused on the importance of changing the humanitarian logistics system to develop local solutions for local problems by providing agro-food solutions for humanitarian and nutritional purposes from local farmers and processors. AIFs’ objective is to address malnutrition in East Africa by manufacturing high-quality nutritious complementary foods to address the nutritional needs of different segments of the population, from pregnant mothers to children of different ages while striving to maximize its social, economic and environmental impact in the communities in which they operate. Foods are locally produced with local maize and soya beans, blended with micro-nutrient pre-mix, skim milk powder and soy oil. AIF Rwanda is a joint-venture between the Government of Rwanda and a consortium of Royal DSM, Dutch development bank (FMO), DFID Impact Acceleration Facility, managed by CDC Group Plc and the World Bank (IFC). Mr Ali Emphasized that future humanitarian logistics endeavors should involve many stakeholders for better tractions.

FUTURE ROLES IN THE CONTEXT OF MEGA-TRENDS

Professor Alan McKinnon, Kühne Logistics University, Germany, discussed mega-trends that will impact roles in the sector like risk and recovery; where network disruptions to IT through cyber-attacks and data breach need to be considered against the vulnerability created by previously promoted strategies like JIT and system centralization. Professor McKinnon contended all actors should focus on SDGs relevant to transport and consider how humanitarian logistics could benefit from complex technological advancements like intelligent vehicles, predictive analytics and artificial intelligence; or the application of the networking principles of the internet to the physical movement of freight. Professor McKinnon described collaborative business models like supply chain orchestration that could be adopted in the humanitarian sector. He also discussed the global logistics skill shortages, which can be overcome by specialist university programs and the upgrading of skills across sectors in developing countries.

PARTICIPANT RESPONSES

After listening to the panels and breaking out to discuss, participants identified a number of responses. Amongst these, they defined an interest in the humanitarian sector prioritizing integration; aligning objectives, missions, policies, joint programming and standardizing processes. They contended Donors should advise on ‘how-to’ integrate Humanitarian Logistics. They described future roles; like government integration with agencies to reduce duty duplication; the development of information centers; the creation of spaces to explore and embrace technology; and increased support for cash aid and local sourcing.

From the Academic sector, they asked for syllabuses that match with current/future issues; research into innovative practices and more advisory consultancies. An increased role for government was seen in coordination, with the prompt communication of crises, the development of accountability and standardization of ethics amongst actors; and the fast tracking of life-saving projects. The private sector was seen as service providers for innovative logistics solutions and cash transfer services, amongst others.
LEVERAGING NETWORKS FOR INTEGRATION

Mr. Rishi Ramrakha, Head of Regional Logistics Unit Africa for IFRC contended that common issues in emergencies like customs clearance and tax exemption delays and a lack of collaboration mean slower aid, more expenses and less efficiency; hence the call to integrate supply chains. Smaller agencies can’t afford to manage efficient supply chains but larger agencies can. So should they shift to service provision for smaller agencies? What about limited sourcing expertise during emergencies, limited funding for logistics activities, privilege disparities for exemptions and donor pressure for increased efficiency and effectiveness? Integration could deliver value for money, contribute to a greener economy and let local partners conduct field assessments while leveraging the networks of larger agencies. Advocacy with donors and governments, pressure from localization, emerging monitoring technology, and public-private partnerships can be the drivers of this need to come together and coordinate for an integrated supply network.
Ms. Yasmin Chandani, Project Director at In-Supply (JSI) explained how to build sustainable public health supply system by adapting private sector stages of evolution to drive transitions from adhoc through organized to integrated networks. Ms. Chandani detailed her experience with governments in building local, vertical supply chains by reviewing the horizontal public sector view of integration within supply chains in order to then incorporate ‘People, Data, Processes and Functions’ elements of private sector practices to improve performance, efficiency and cohesion and enable supply chains to become more customer focused. Ms. Chandani noted it is important to redefine the MoH view of supply chain to a customer-centric competency by employing measures like alignment of goals and objectives at different organizational levels and connecting these with data to guide people’s path to outcomes; increasing efficiency by streamlining, reducing redundancies, and alignment; and breaking silos to increase cooperation.

Ms. Elizabeth Murugi Nderitu, as Acting Director NTBs and Standards at TradeMark East Africa, contended that the ultimate goal for the integration of supply chains in this context should be to further reduce reliance on humanitarian aid by supporting efficiencies in the trading environment. Ms. Nderitu argued that to do so, the sector needed to ensure that barriers to existing businesses or to the entry of new businesses need to reduce. Such a reduction will allow for more business and for increased business competitiveness. Ms. Nderitu noted TradeMark’s experience in focusing on interventions in infrastructure, business competitiveness, and other issues in trade facilitation, for example, had demonstrated that the ultimate aim should be to create an environment where business competitiveness moves beyond a focus on inefficiencies to an environment where it enables social progress and development.
PRIVATE SECTOR EXPERIENCE OF INTEGRATION

Mr. Jonathan Halse, Country Lead, Project Last Mile, described how Coca-Cola approached complexity for central medicines supply chain integration in Liberia. Previously, Coca-Cola had a simple portfolio with high stock levels and organized inventory. When their range expanded, effectiveness decreased due to insufficient capacity and outdated performance management routines. Mr. Halse described how they adapted best practices from other FMCG multi-nationals, to specialize in the last mile and ensure teams first became effective in one category. Mr. Halse advised applying this to consolidation of last mile deliveries and that when consolidating networks, there is a need to ensure last mile effectiveness for a particular range of products; consolidate last mile deliveries to be effective across a wider portfolio; identify efficiency opportunities to reduce costs; and explore 3PL efficiency options. Once achieved, additional complementary products can be included as a way to provide distribution capability to other supplies.

REDUCING BARRIERS TO INTEGRATION - ROLE OF BLOCKCHAIN

Dr. Jon Lenchner, Chief Scientist for IBM Research Africa, described how Blockchain creates conditions conducive to more cohesive integration. Dr. Lenchner explained how a problem in traditional book-keeping

Delegate participation was central to the ALC6. Numerous feedback and discussion sessions were allocated to ensure delegates got the chance to respond with their own insights. During the feedback discussions, delegates were divided into pre-selected groups that ensured a representative mix of participants from the academic, humanitarian and private sectors.
Blockchain was perceived to be a critical area of importance to humanitarian supply chain management. How to evolve to meet the challenges this brings was one of many key discussions.

Participants contended that Humanitarian supply chains are insufficiently integrated because the operating environment is not conducive to collaboration due to competition for funds; the non-alignment of aims within service providers and insufficient system infrastructures for co-ordination. A lack of global standardization means different rules of engagement in different countries, from both governments and service providers, in interactions with humanitarian agencies, which makes integration difficult. Restricted donor rules and funding make it difficult for organizations to plan beyond a year. This disables organizations abilities to plan, which is crucial for integration. Participants advised that sufficient integration could be created through government co-ordination; donor commitment to, and guidance on, service integration; improved inter-agency coordination and clear information sharing and feedback. They also argued for focused specialization in humanitarian, logistics organizations, which would improve their expertise to ensure greater service efficiency and create the conditions for integration.
Ms. Emanuela Cattaneo, Environmental Sustainability Consultant at WFP, illustrated that by providing assistance to 91.4 million people in 83 countries in 2017, and distributing 3.8 million tonnes of food, WFP’s network is large, global and impactful. However, limited resources, market constraints and legal restrictions can at times be challenging. Despite this, WFP asked ‘How do we integrate environmental and social sustainability without making it an additional constraint?’ WFP’s new environmental policy commits the organisation to systematically identify, avoid, address and manage risks to the environment from its work, while at the same time pursuing environmental and social benefits. Initiatives in supply chain and other operations designed to reduce greenhouse gas emissions, prevent pollution, manage waste and water, and procure sustainably bring cost savings, minimised risk and an enhanced organizational reputation. WFP is framing sustainability as a driver to improve its supply network efficiency, and ensure it is not seen as a constraint.

HOW SHOULD THE HUMANITARIAN SUPPLY CHAIN COMMUNITY IN AFRICA COLLABORATE TO ENSURE STANDARDS IN ETHICAL PROCUREMENT AND SUPPLY CHAIN MANAGEMENT?

IS THERE A LIMIT TO THE TYPE OR THE RANGE OF ETHICAL STANDARDS THAT THE HUMANITARIAN SUPPLY CHAIN COMMUNITY SAFEGUARDS?

SPEAKERS
Ms. Emanuela Cattaneo
Environmental Sustainability Consultant, WFP
Prof. Alan McKinnon
Professor of Logistics, Kühne Logistics University
Mr. Sam Barratt
Chief of Public Advocacy and Communication, UNEP
Ms. Millicent Njuguna
Social Compliance Auditor, Intertek Services
Prof. Gyongyi Kovacs
Hanken School of Economics

MODERATOR
Mr. John Sibi-Okumu

TECHNICAL FACILITATOR
Mr. George Fenton
of the HLA

SUSTAINABILITY IS A DRIVER NOT A CONSTRAINT

Ms. Emanuela Cattaneo, Environmental Sustainability Consultant at WFP, illustrated that by providing assistance to 91.4 million people in 83 countries in 2017, and distributing 3.8 million tonnes of food, WFP’s network is large, global and impactful. However, limited resources, market constraints and legal restrictions can at times be challenging. Despite this, WFP asked ‘How do we integrate environmental and social sustainability without making it an additional constraint?’ WFP’s new environmental policy commits the organisation to systematically identify, avoid, address and manage risks to the environment from its work, while at the same time pursuing environmental and social benefits. Initiatives in supply chain and other operations designed to reduce greenhouse gas emissions, prevent pollution, manage waste and water, and procure sustainably bring cost savings, minimised risk and an enhanced organizational reputation. WFP is framing sustainability as a driver to improve its supply network efficiency, and ensure it is not seen as a constraint.
DE-CARBONIZATION AS A STANDARD

Professor Alan McKinnon - Lecturer, KLU described the climate change challenge in ethical humanitarian logistics. He illustrated how carbon emissions drove the constant, unprecedented increase in average global temperatures with countries contributing the least to climate change likely to suffer the most. Professor McKinnon contended that de-carbonization of logistics to mitigate negative environmental impacts is an important humanitarian response. Professor McKinnon discussed de-carbonization options like reducing demand for freight transport through a switch from in-kind donations to cash payments or shifting freight modes to lower carbon options. He also described other de-carbonization opportunities like optimized vehicle loading; training in eco-friendly driving skills, environmentally conscious vehicle maintenance, energy efficient vehicle technologies and alternative energy sources for vehicles. Similarly, a reduction of total emissions and distance covered by vehicles is possible through supply chain restructuring and logistic system design, freight modal shift, vehicle routing and scheduling. Such activities would support humanitarian organizations to minimize their carbon impact.
NO TRADE-OFF BETWEEN HUMANITARIAN STANDARDS AND SUSTAINABILITY

Mr. Sam Barratt, Chief of Public Advocacy and Communication, UNEP, contended that a trade-off between saving lives and protecting the environment is often implied. However, there are many instances where saving lives without considering the environmental impacts led to negative consequences for both. He gave examples where a lack of waste treatment led to a cholera outbreak in Haiti and drilling for water in Afghanistan led to local wells drying up. Mr. Barratt contended that it is clear Earth is close to the boundary of habitability. Forests are disappearing. Plastics are seeping into oceans. Carbon emissions are constantly increasing. Humanitarians need to support sustainability and the most powerful action humanitarians can do is to build principles of sustainability into the heart of their processes; by removing 50% of plastics from supply chains by a targeted date, for example, or ensuring humanitarian interventions are powered by renewable energy.

STANDARDS TO ENSURE ETHICAL SUPPLY CHAINS

Ms. Millicent Njuguna – Social Compliance Auditor, Intertek Services described an ethical supply chain as one in which responsibility is assumed for labor and human rights practices. She advocated that commitment to these standards creates respect for stakeholders and is critical to organizational sustainability. Ms. Njuguna clarified how ethical supply chains ensure organizations can operate in accordance with the laws of a country, identify corrective actions and avoid criminal risks. From a practical
perspective, she clarified how organizations can identify and eliminate hazards that may result in worker injuries, compensation claims and damaged reputations. Ms. Njuguna contended it improves the work environment which encourages enhancements in an organization’s operational efficiency and employee productivity. Finally, she illustrated how ethical supply chains allow organizations to meet the reporting requirements of beneficiaries/customers and she warned against repercussions like law suits, decreased brand value and loss of productivity that may result if an organization does not center ethics at the heart of their supply chain.

**USING METRICS TO ENSURE SUSTAINABLE STANDARDS**

Professor Gyongyi Kovacs, Hanken School of Economics discussed how performance metrics inspired by SDGs could drive sustainability. She illustrated metrics that humanitarian supply chains use to evaluate operations and clarified that with the SDGs, the goal now, is to examine how metrics like program aid effectiveness and time/cost efficiency improve an organization’s ability to meet the SDGs. Professor Kovacs described examples of SDG related targets from tackling emissions and resource scarcity; to impacts on public health; and economic growth and stability; with various links and trade-offs noted. Professor Kovacs contended that perspectives which promote sustainable supply chain management like ecologically dominant logic are suitable and that examining extant nodes and links in the humanitarian supply chain which are rarely considered simultaneously when thinking of aid initiatives, will improve sustainability. Finally, Professor Kovacs considered how dealing with risks in SCM will influence sustainability through the avoidance of certain suppliers when standards are not met or coaching suppliers to meet acceptable levels.

**PARTICIPANT RESPONSES**

Participants contended that Humanitarian supply chains are insufficiently integrated because the operating environment is not conducive to collaboration due to competition for funds; the non-alignment of aims within service providers and insufficient system infrastructures for co-ordination. A lack of global standardization means different rules of engagement in different countries, from both governments and service providers, in interactions with humanitarian agencies, which makes integration difficult. Restricted donor rules and funding make it difficult for organizations to plan beyond a year. This disables organizations abilities to plan, which is crucial for integration. Participants advised that sufficient integration could be created through government co-ordination; donor commitment to, and guidance on, service integration; improved inter-agency coordination and clear information sharing and feedback. They also argued for focused specialization in humanitarian, logistics organizations, which would improve their expertise to ensure greater service efficiency and create the conditions for integration.
ASTRAL AVIATION

Mr. Kush Gadhi and Mr. Geoffrey Nyaga introduced Astral Aerial Solutions, which is a drone service provider based in Kenya that works in sectors like the aid sector, the environmental sector in wildlife conservation and with the private sector for oil, gas and mining and infrastructural services. They described how drones are changing the ability of humanitarian service providers to monitor landscapes to better understand changing conditions and to respond in good time to those changes. As an example of these exciting capabilities, they described the ‘Guardian Eye’, which is a surveillance drone that can be used for long distance inspections and to map risks and disasters. They also described the FlyOx Cargo Drone, with a range of 1200 km and a payload of 1850kgs, which is currently being tested with WFP and UNICEF, and has the possibility to extend organizations abilities to deliver in complex locations. They also discussed the development of Kenya’s first droneport in northern Kenya which will enable relief cargo to be moved to remote locations from this point.
KÜHNE LOGISTICS UNIVERSITY AND HELP LOGISTICS

Mr. Mojtaba Salem on behalf of the KLU and HELP Logistics described ground-breaking analysis that is helping humanitarian supply chain practitioners to re-think the economy of delivering aid by examining preparedness practices. This analysis was based on 2 assumptions. The first is that the supply chain costs represent between 60 to 80% of total humanitarian expenditures. Through an analysis of 16 disasters with 4 INGOs, an average of 66% was corroborated. This highlighted that supply chain functions require most of the funding in an emergency response, necessitating an essential voice in the global decision-making and strategic processes of humanitarian organizations and demonstrating that supply chain is the critical business component of an efficient (cost saving) and effective (time saving) humanitarian response. This leads to the question on when is the best time to invest in supply chain to maximize efficiency and effectiveness? This answer is connected to the 2nd assumption that significant savings can be generated if investments are made before the disaster strikes on one dollar before saves seven dollars after principle. Two scenarios were selected and a model was developed to analyze the Return on Investment depending on the time that passes between pre-disaster investments made and the actual disaster to happen, which demonstrated that the 1–7 RoI ratio can be reached under certain conditions.

HELP LOGISTICS AND WFP

Ms. Naomi Muriithi (HELP Logistics) discussed the development and implementation of a resilience analysis tool as part of the DFID funded ‘Ready to Respond’ Initiative. The aim of this tool is to examine the ability of a humanitarian supply chain to respond to disruptions like surges in demand or supply/infrastructure while ensuring business as usual in the supply chain. Ms. Muriithi explained how the tool uses publicly available indices to evaluate the vulnerability of supply chain operations and the contextual constraints in a target country and comparison countries; while also using a system dynamics model to simulate and evaluate the effect of different disruptions and preparedness measures. In the final analysis, vulnerable nodes and main bottlenecks are identified and decisions can be made on how to ensure those preparedness measures with the greatest potential benefit while prioritising resource mobilisation.

Examples of successful technological innovations in the region were discussed as evidence of a strong future for this function of humanitarian supply chain management, with for example, Mr Yaniv Gelnik from Zipline describing the compelling progression of drone technology in medical deliveries in Rwanda.
MERCEDES BENZ AND KARCHER FUTURTECH

Mr. Werner Gotz described how Mercedes-Benz’s High Mobile Water Purification Unit, produced in partnership with Karcher Futurtech, represents a step change in the ability to ensure the production and distribution of drinking water in many forms of complex terrain. The Mercedes-Benz Unimog with its ground clearance of 500mm, fording ability of 1200mm and ability to side-slope up to 38 degrees allows for an expanded range of locations to be reached; while the Karcher Futuretech WTC 5000 Ultra Filtration allows for the filtration of up to 360,000 liters of drinking water per day. The partnership of these 2 components into one offering allows for a flexible and reliable solution to water filtration in the humanitarian context.

SHERP

Mr. Constantine Spivakov took audiences through a fascinating trip with the SHERP vehicles, which are uniquely designed to access a wide range of terrains – on water, sand, ice, snow and swamp – considered to be previously inaccessible by similar vehicles. SHERP vehicles come in a number of designs with specially designed cargo sleds that can be added as required. Powered by a reliable Japanese engine, with no electrical components, SHERP vehicles can climb a slope of up to 35 degrees, steps of up to 1 meter and can carry up to 1 Ton. These vehicles have been designed to be lightweight, with a simple and reliable design in suspension and transmission and minimal electrical appliances so repairs can be carried out anywhere and with minimal system knowledge. Mr Spivakov explained how such designs are tailored to ensure humanitarian responses in context where terrain seems impassable and the solutions need to stay simple to be effective.
SKYLIFE TECHNOLOGY

Mr. Jeffrey Potter introduced SKYLife’s innovative approach to last mile deliveries in the humanitarian world. He explained how they use cutting edge technology to create aid delivery systems that reach beneficiaries in difficult to access locations. Their delivery kits are made of aerodynamic packs, boxes and communications devices that can be distributed from a variety of aircraft when a sudden-onset disaster strikes or in order to deliver to a relief operation located in complex terrain or a difficult to reach location. Instead of drops of heavy rations to drop zones, they distribute lightweight, individual packs over wide areas that float down payloads of first aid supplies, shelter, food or other essential supplies down to earth where they can be picked up safely by individuals. SKYLifes approach to last mile deliveries is a customizable one where they work with aid agencies to ensure the correct solution to these complex last mile deliveries is obtained.

ZIPLINE

Mr. Yaniv Gelnik told the story, so far, of Zipline. Zipline designs, manufactures and operates drones to deliver lifesaving medical products. In challenging last-mile contexts, where roads are often unpassable and medical supply chains are impacted by over-stocks and stock-outs, Zipline asked if we ‘Can we skip roads altogether?’ From 2016, Zipline has operated the world’s first autonomous national scale drone delivery system; delivering blood to hospitals across western Rwanda. Drones respond to orders placed by mobiles; then hubs dispatch small, autonomous ‘Zip’ drones that can carry 1.5 kilo packages up to 160 kms before notifying recipients and gently parachuting down the much needed medical items. Zips fly autonomously to the delivery site via pre-calculated flight paths and then return home. Zipline dramatically increases the reach and responsiveness of medical warehouses allowing deliveries in areas of up to 20,000 km2 in 15 to 45 minutes. Its’ speed and its frequency of deliveries can transform access to care. Zipline’s expansion continues in 2018 to nationwide coverage in Rwanda; with 4 sites developed in Tanzania to serve 10 million people and over 1,000 health facilities.

LORI

Mr. Joshua Sandler described the compelling work of Lori. Responding to growth in African markets and consumption, logistics movements in countries like Kenya are increasing year on year. However, the same product in Africa costs up to 3 times more than in the US because of Logistics costs that are 2.5 times higher in Kenya to 3.9 times higher in Rwanda. Lori Systems is a logistics coordination platform that seamlessly connects cargo owners to transportation. This technology-driven response enables improved operational service by optimizing truck utilization. Customers can submit orders on the platform and easily connect with the right providers to minimize their effort with greater certainty of truck arrival. In turn, this leads to greater visibility and better customer service. This technological transformer in Logistics offers a more eco-conscious and cost effective way in which to move commodities; with customers in the region already extolling the extensive time and cost savings they have benefitted from.
Big history is a way to understand our past, present and future. It asks how do we propel into change and what are the challenges to moving forward? In 2017, the global emergency horizon was complex. Pockets of famine and looming famines in numerous locations highlighted multiple threats to stability. For the past 30 years, the number of famines had decreased but in 2017, the number of people affected by famine increased. How did we get here and how can we move forward? This forum is important because it brings many sectors together to look collectively at what the challenges are and how they can be defeated; despite different goals and objectives. It asks how we can have a common, sustainable vision? Combining internal perspectives from nutritionists, logisticians and programs, with diverse external perspectives, creates an interesting lens to understand the big histories of our sector, which in turn, allows for improved collective learning on how to move forward.

Learnings from Ebola Response: In WFP, key events have changed how our organization operates. As Regional Director in Dakar during the 2014 Ebola response, I experienced firsthand the importance of working collaboratively to create a blueprint for a new type of response. The tools that existed then were not wholly suitable for a viral pandemic. We needed to modify our existing tools to work out, for example, the right mix of food for Ebola treatment centers. To do this, we used a partnership with Google to allow remote assessment. Furthermore, from this event we learned that pandemic preparedness in supply chain required strengthening. Differences in perspectives meant that contractual arrangements existed but these were not the right form of partnerships to enable joint preparedness. WFP is now working with the WHO, governments and private sector organizations to create a pandemic supply chain network to fill the gaps before the...
next pandemic; listing critical supplies and suppliers in an effort to bring together the required actors around a common cause.

**Learnings from Kakuma Camp:** Previously, Kakuma camp’s food supply chain was beset by long lead-times, poorly constructed roads, tensions with host communities and culturally insensitive food commodities. WFP asked itself how to do it better? The solution took time, and thought, and required WFP to move beyond its comfort zone. The solution, which came from the supply chain team, was to link small, local traders to larger traders; and assist them to buy in bulk, with WFP as the reliable demand point. This energized local markets and dealt with many of the intractable issues.

**Learnings from Cox’s Bazaar:** In Cox Bazaar, with cyclones leading to mudslides and latrine overflow, health issues are a primary concern. WFP has deployed front line logistics and engineers to respond. Logistics is the foundation. Other components can be added – e-vouchers, transfer cash by sms, retail strategy – but the fundamental foundation of logistics and its core capabilities need to be maintained.

**Collective Reach:** These examples, amongst many others, show that the impressive reach and footprint of our global supply network, built collectively with the humanitarian community, is clear. The challenge now is to go from ‘We Deliver’ to ‘We Invest’. Invest in solutions that change communities. Invest in solutions that positively impact on the SDGs. This requires collective action. Humanitarian supply networks are often locked in daily operational responsibilities while the private sector has a better sense of horizons and innovation potential. We need to consider how to partner differently with one another to think about what we do and how to do it better? The challenge is not only to come together in this conference but to use the time and space in between; to better prepare and better deliver. Anticipating how challenges may evolve and putting together a collective response is critical. The challenges of the global context and the real needs of communities; mean that this responsibility remains very real.
HELP Logistics provides best-in-class logistics and supply chain management knowledge to enhance the effectiveness and efficiency of humanitarian organizations. HELP Logistics operates with more than 25 partners in over 25 countries.

The Kühne Foundation promotes education and training as well as science and research in the fields of transport and logistics, including humanitarian logistics.

The Inter Agency Working Group (IAWG) for East and Central Africa is a leading regional forum for networking, technical information sharing and coordination.

The HLA is a global membership association for humanitarian logistics professionals who respond to take relief to and create infrastructure for those affected by global emergencies.

The University of Nairobi (UoN) is a collegiate research university based in Nairobi. It is one of the largest universities in Kenya.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is a worldwide humanitarian aid organization that reaches 160 million people each year through its 190-member National Societies.

Assisting 80 million people in around 80 countries each year, the World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience.
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