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# Logistics Preparedness: In Need of Action?

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# Purpose – provoke discussion on

What constitutes logistics preparedness and how it links to emergency (organizational) preparedness

Gaps identified in the study – we invite you to challenge our results

How applied research can support organizations in developing and improving their preparedness

Why we did our study

How we did our study

Main findings

Key issues

Further work



*“Increasing evidence shows that one dollar invested in disaster preparedness saves seven dollars in disaster aftermath. However, only **1% of international aid** is spent to minimize disaster impact” (UNDP, 2015).*

Why we did  
our study



How we did  
our study



Main  
findings



Key issues



Further  
work

- **Research on logistics preparedness limited**

- decision making tools for prepositioning of goods
- location of warehouses
- fleet management

Kunz et al. (2014); Jahre and Van Wassenhove (2014)

- **Good coordination requires preparedness**

Van Wassenhove, (2006); Jahre and Jensen (2010)

- **Measuring the effect of preparedness investments is difficult**

BCG (2015) WFP-UNICEF report; Listou (2015)

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work

## *Question: How do humanitarian organizations define, and say they try to achieve, logistics preparedness?*

We reviewed more than 2500 pages of public information on preparedness and logistics efforts in 13 large organizations:

WFP, IFRC, MSF, UNHCR, IOM, UNICEF, WHO, CARE, Mercy Corps, World Vision, Oxfam, Help Age, and FEMA.

Why we did  
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Further  
work

## • Lack of a unified understanding

- No unified definition in practice or research
- Different aims and opinions about what needs to be done
- Different levels – beneficiary, org, or response network
- Little (NGOs) agreements with local authorities

## • Fragmented efforts

- Large variety on what they *report they do*
- What they say *they should do* vs. what *they say they really do* (planning)



# What do not organisations say they do?

	IFRC	MSF	WFP	UNHCR	UNICEF	WHO	IOM	CARE	Mercy Corps	World Vision	Help Age	Oxfam	FEMA
Performance measurement	V	V			V	V	V	V	V	V	V	V	V
Procurement							V	V	V	V	V	V	
Information Management	V	V			V	V		V	V				
Financial resources						V	V	V	V		V	V	
Supplies and Services							V		V		V	V	V
Planning and strategy		V				V			V	V		V	
Transport and distribution							V		V	V		V	
Human resources					V				V				
Recipient community	V									V			
Warehousing									V			V	
Networks								V					

Why we did our study



How we did our study



Main findings



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## What organizations say they *should do* vs. what they *say they do*

- **Most say they should do** (mentioned most often to reach aims)
  - Planning
  - Network coordination
  - Collaboration
- 50% of the organizations add resilience, human resources, and prepared supplies

- **Most say they do** (mentioned most often as efforts)
  - Prepositioning
  - Training
  - Mapping community resilience
- 50% of the organizations add inter-agency agreements
- Seem to be **little efforts in planning**

Why we did  
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Further  
work



# What organizations *say they do* vs. what *they really do*

- Results from the survey at HHL 2015 – brief, initial analysis
- .....
- .....
- .....
- .....
- .....

Why we did  
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Further  
work

# Consequences of lack of unified understanding

- Varying levels of investment in different efforts by organizations
- Important efforts not invested in (or underreported?)
- Difficult to evaluate efforts and investments
- Decreases visibility of efforts, and thus their importance and impact (to donors)
- Barrier to communication, collaboration and coordination

Why we did  
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How we did  
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Main  
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Key issues



Further  
work



# What are your critical thoughts on our work so far ?

Why we did  
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How we did  
our study



Main  
findings



Key issues



Further  
work

# What are some of your personal experiences with logistics preparedness efforts?

Why we did  
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How we did  
our study



Main  
findings



Key issues



Further  
work

# What do you think are key priorities of logistics preparedness in the sector / for your organization?

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How we did  
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Main  
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Key issues



Further  
work

In your opinion, what are some key challenges/barriers to achieving logistics preparedness?

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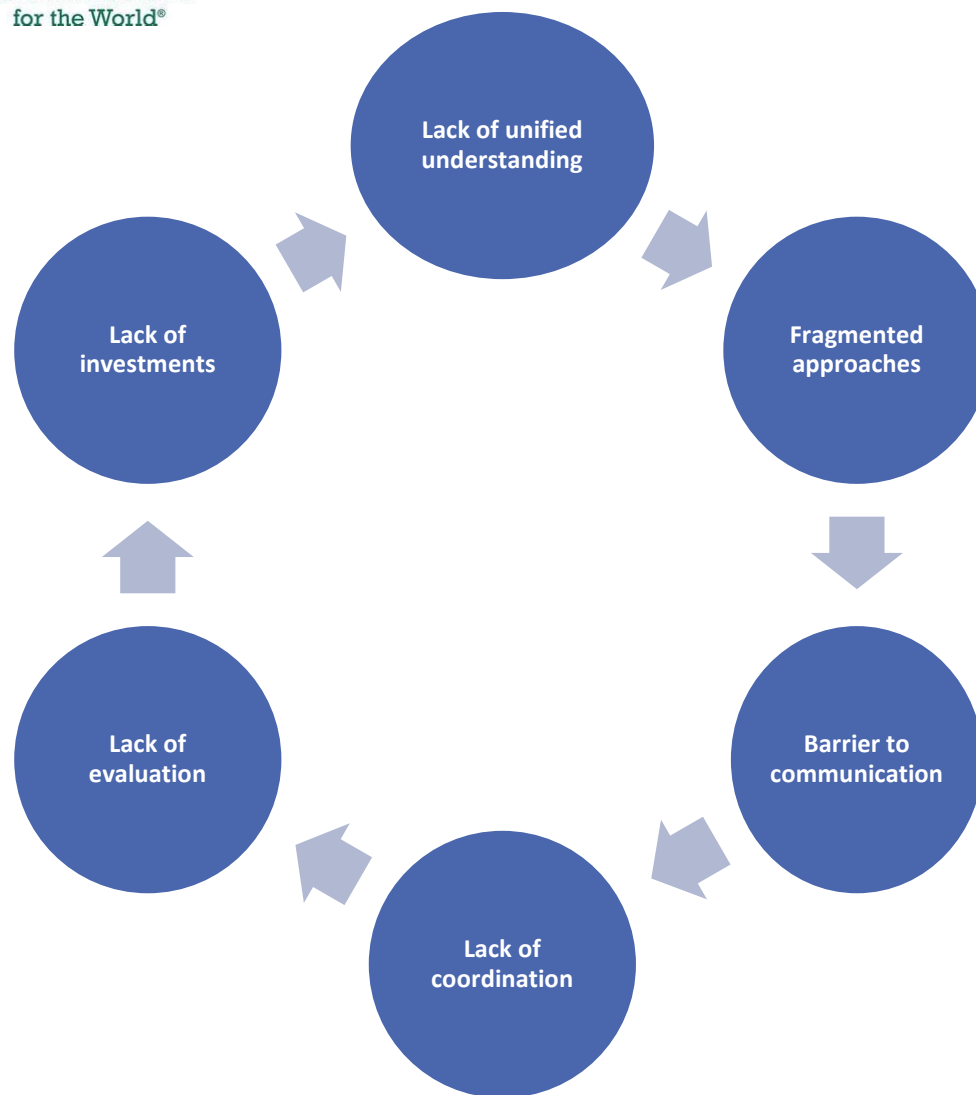


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# Thank you!

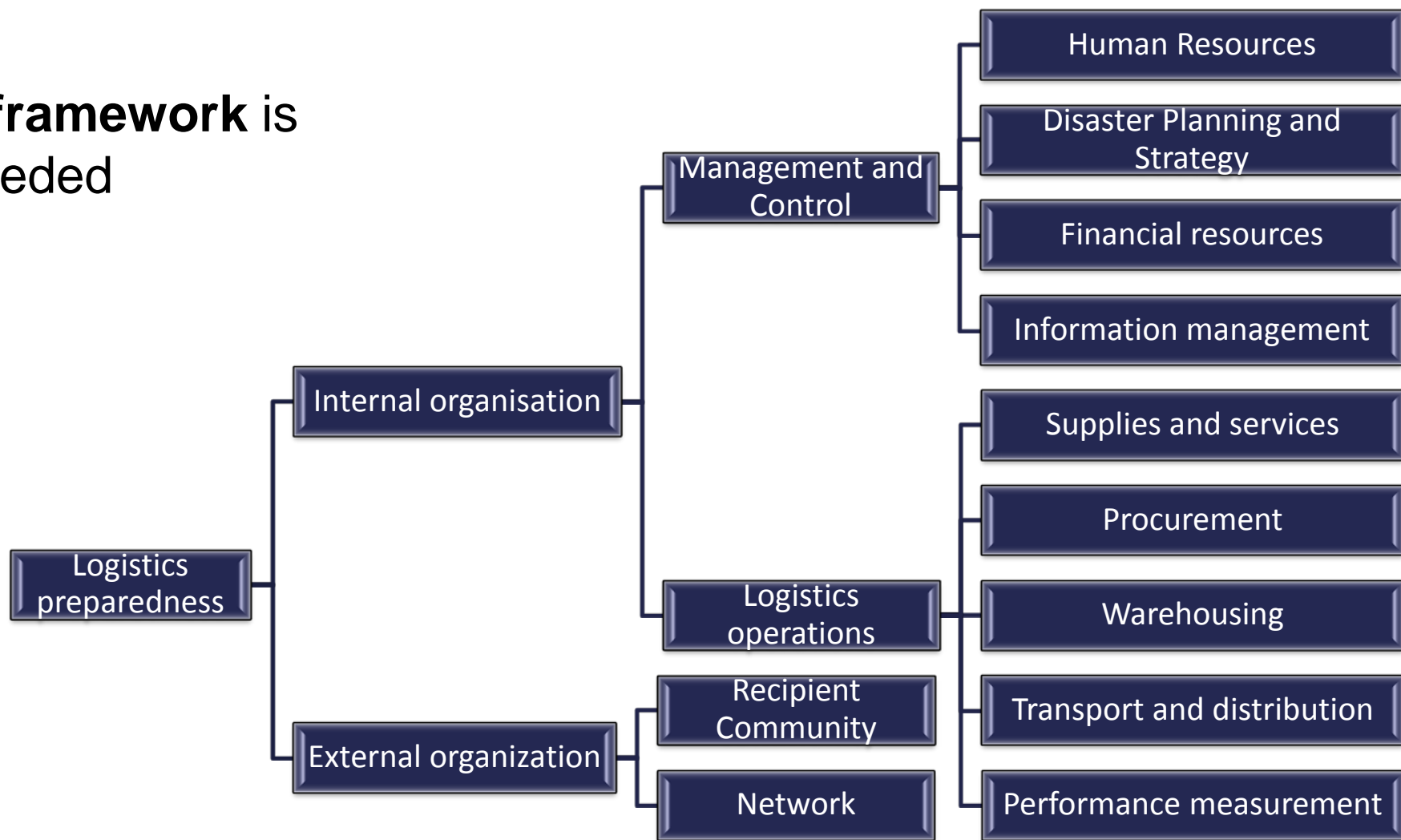
*Please provide us with your contact  
details/business card if you would like to  
discuss further/are interested in collaborating*

# A Vicious Circle?





# A framework is needed



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our study



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work

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