

# **Emergency Relief Logistics: Military and NGO Crisis Response**

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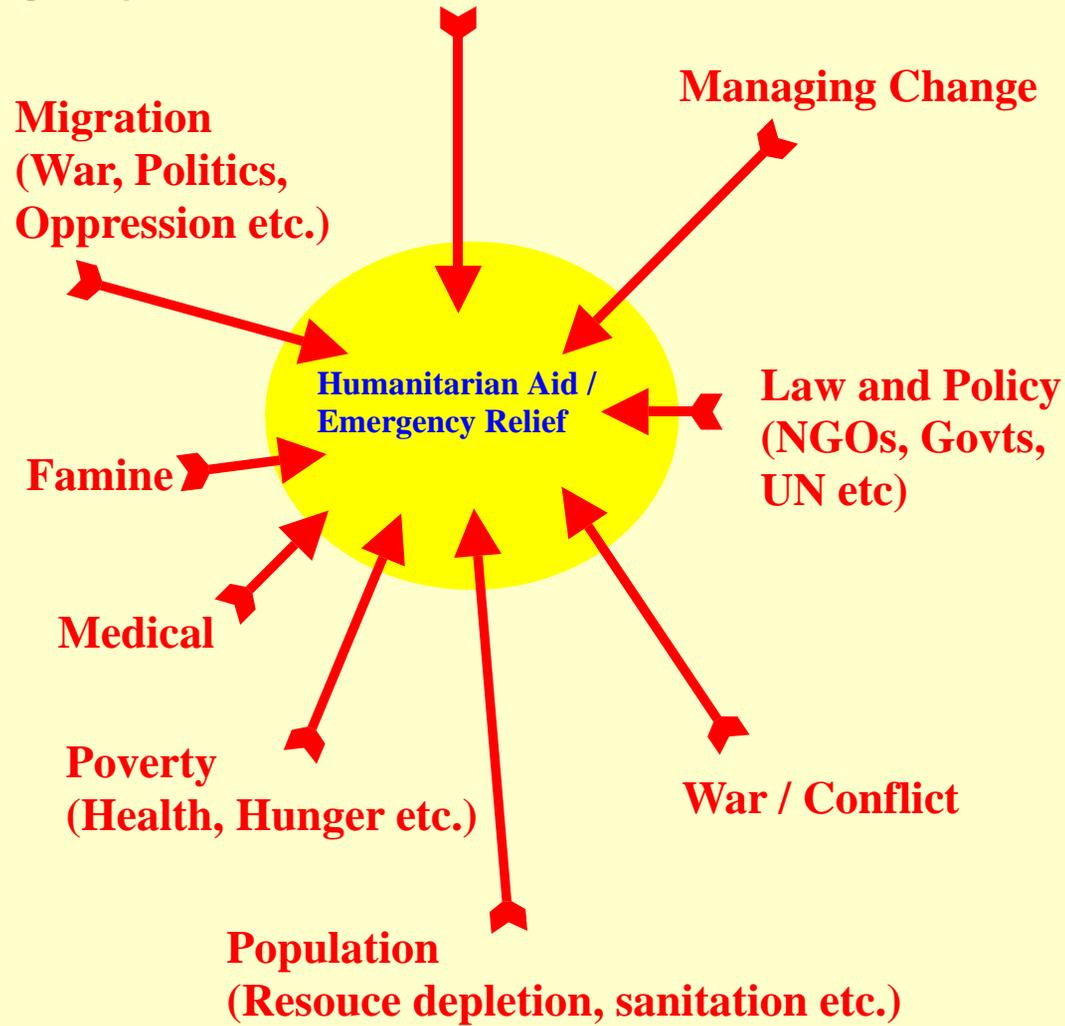


**Chartered Institute of Logistics and Transport  
Seedcorn Research Project**



# Context

**Natural Hazards / Disasters**  
(Earthquakes, Floods etc.)



## **Facets of Humanitarian Aid / Emergency Relief**



# Introduction

## Aims

- **To consider the relationship between military organisations and NGOs in the provision of emergency relief**
- **To identify and review existing models of emergency relief response**
- **To clarify the relationships between existing models**
- **To develop a new emergency response model**



# Research Background

- **Beresford (1995/1998) – Logistics of Emergency Relief in East-Central Africa (UN sponsored work)**
- **Jennings, Beresford, Banomyong (2000) – Initial work on disaster response model**
- **Jennings, Beresford, Pettit (2002) – Further work on disaster response: military vs non-military (LRN 2002 best paper)**
- **ILT seedcorn funded project (2003/4) to consider range of emergency relief response models (Military/NGO/Other)**



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# Issues

**Emergency relief response is a complex mix of military and NGO activity**

- **Is the situation a military or natural event?**
- **Are military resources to be used?**
- **Can NGOs operate without military support?**
- **Will the military have to provide relief supplies which they do not consider to be part of their remit (e.g. Um Qasr, Iraq – UK forces)?**
- **Will military involvement affect the neutrality of the NGOs (e.g. Afghanistan – MSF)?**



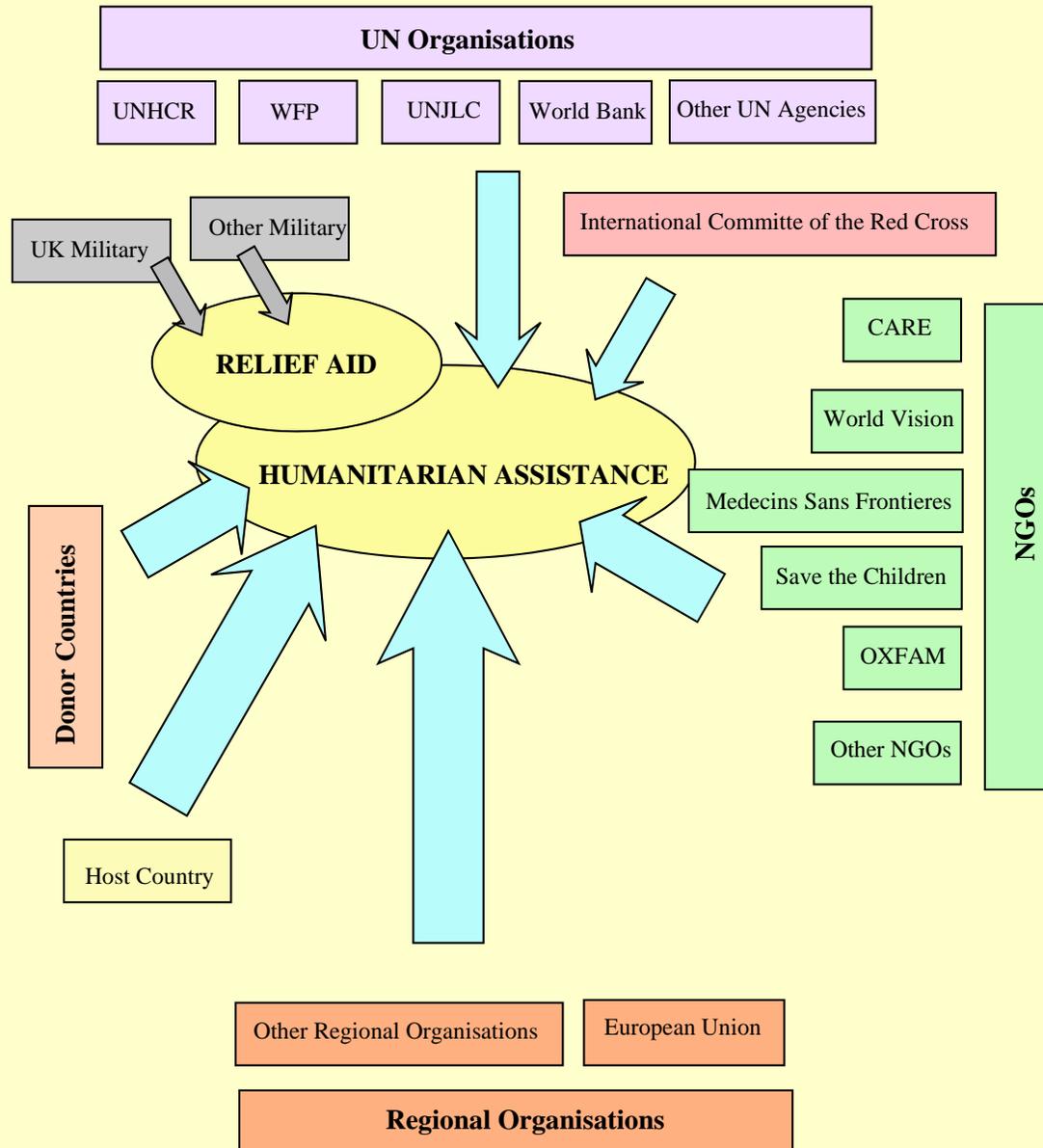
# Actors

## Who are the actors in relief situations?

- **Every situation has a different complex of military and non-military actors**
- **The aims and objectives of military and non-military actors are not the same**
- **Coordination between the actors is required in order to both sustain the relief effort and to provide ‘neutral’ aid**



# Emergency Relief Actors



# Example - Sierra Leone

## • Host Country

- Government of Sierra Leone
- Sierra Leone Police Force
- National Committee on Food Aid
- National Committee for Repatriation...
- National Committee on Demobilisation....
- RUF Political
- RUF Military
- CDF Military
- CDF Political

## • Donor Country

- UK FCO
- UK DfiD
- UK FCO
- USA
- Nigeria
- China
- Liberia
- Guinea

## • UN Organisations

- UN Mission to Sierra Leone (UNAMSIL)
- UNHCR
- International Special Court for Sierra Leone
- UN Office for the Coordination of Humanitarian Affairs (OCHA)

## • Regional Organisations

- African Union (AU)
- Economic Community of West African States (ECOWAS)



Source: adapted from JDCC (2004)

# Example - Sierra Leone

<ul style="list-style-type: none"><li>• <b>NGOs</b><ul style="list-style-type: none"><li>– <b>Merlin</b></li><li>– <b>OXFAM</b></li><li>– <b>CARE</b></li><li>– <b>MSF</b></li><li>– <b>AFRICARE</b></li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>UK Military</b><ul style="list-style-type: none"><li>– <b>International Military Advisory and Training Team (IMATT)</b></li></ul></li><li>• <b>Other Military</b></li></ul>
<ul style="list-style-type: none"><li>• <b>International Committee of the Red Cross (ICRC)</b></li></ul>	



Source: adapted from JDCC (2004)



# Approaches

- **Business Logistics models don't transfer easily to Humanitarian Aid Logistics (Oloruntoba and Gray, 2002) due to complexity of relief logistics responses and relationships between actors**
- **Little agreement on the detail of relationships between NGOs and between NGOs and military (Stock, 1990; Long and Wood, 1995; Whalley, 2003; Fritz Institute, 2004)**
- **Focus on response rather than preparedness**
- **Key to effective response: coordination**



# Approaches

- **Examples:**
  - **Ryongchon, North Korea – Train Explosion**
    - **Issues: Political dogma; Sub-optimal routeing; slower, more costly distribution**
  - **Darfur, Western Sudan – complex emergency**
    - **Issues: Remoteness; Insecurity; Fragile air-road supply line**
  - **Kashmir, Pakistan - earthquake**
    - **Issues: Remoteness; Insecurity; Cumbersome supply line – air, truck, donkey**
  - **New Orleans, USA – hurricane and floods**
    - **Issues: Organisational structure, severe physical infrastructure damage, political dimension**



# Humanitarian Aid and Military Relief

## Logistics

- **Individual country response mechanisms are often overwhelmed by scale of crisis or by political problems**
- **UN standard mechanism for international involvement**
  - National response
  - UN Response
  - NGO Response
  - Donors
- **Situation complicated as balance has to be achieved between military and humanitarian requirements**



# Humanitarian Aid and Military Relief Logistics

- **British defence doctrine distinguishes between disaster relief and HA provision**
- **Military ideally do not want to be involved in HA provision – a secondary activity from which will exit a.s.a.p**
- **Humanitarian operations accompany /support civilian organisations**
  - **Humanitarian/Disaster Relief Operations**
  - **Humanitarian Assistance**



# Humanitarian Aid and Military Relief Logistics

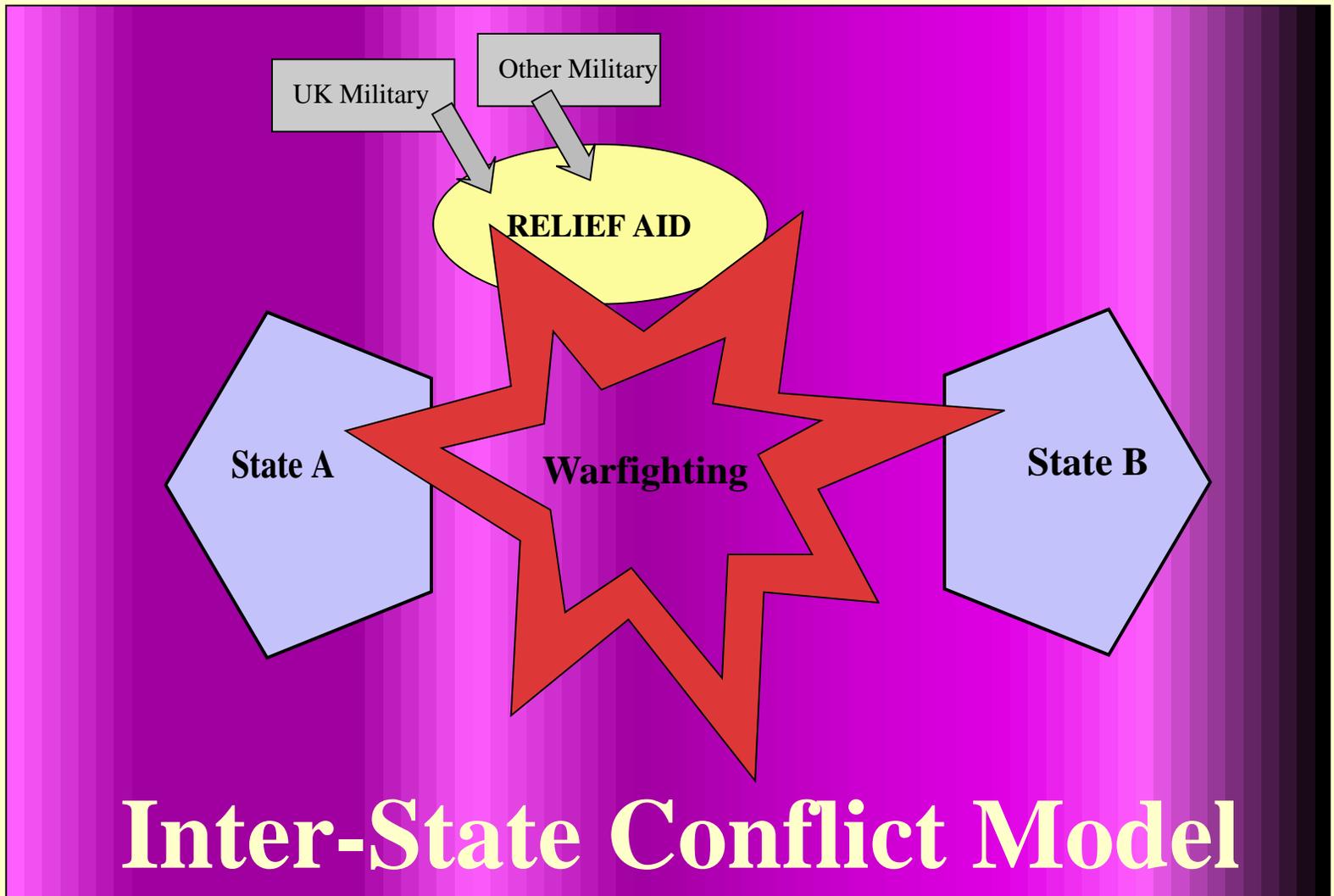
- **Level and form of coordination between the military and relief agencies affected by a number of issues:**
  - UN Charter requires agencies to work with host government
  - UN relatively slow in response
  - UN long term commitment
  - NGOs less bureaucratic
  - NGOs decentralised compared to centralised military
  - NGO intervention may not be as carefully planned
  - Neutrality is important issue



# Humanitarian Aid and Military Relief Logistics

- **Initial response in a crisis situation may rely on military capability**
- **Provides alternative supply chain**
- **Military response has to interface with non-military organisations**
- **Military models do not necessarily consider the link between its fighting role and HA provision**



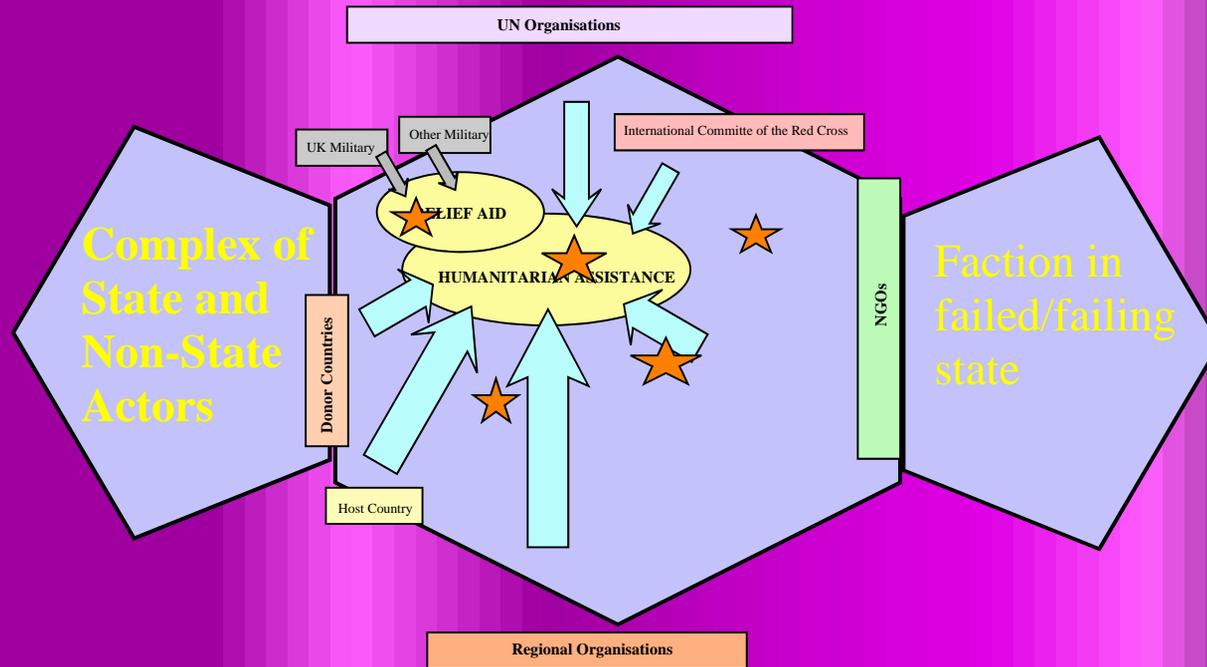


# Inter-State Conflict Model



Source: adapted from JDCC (2004)

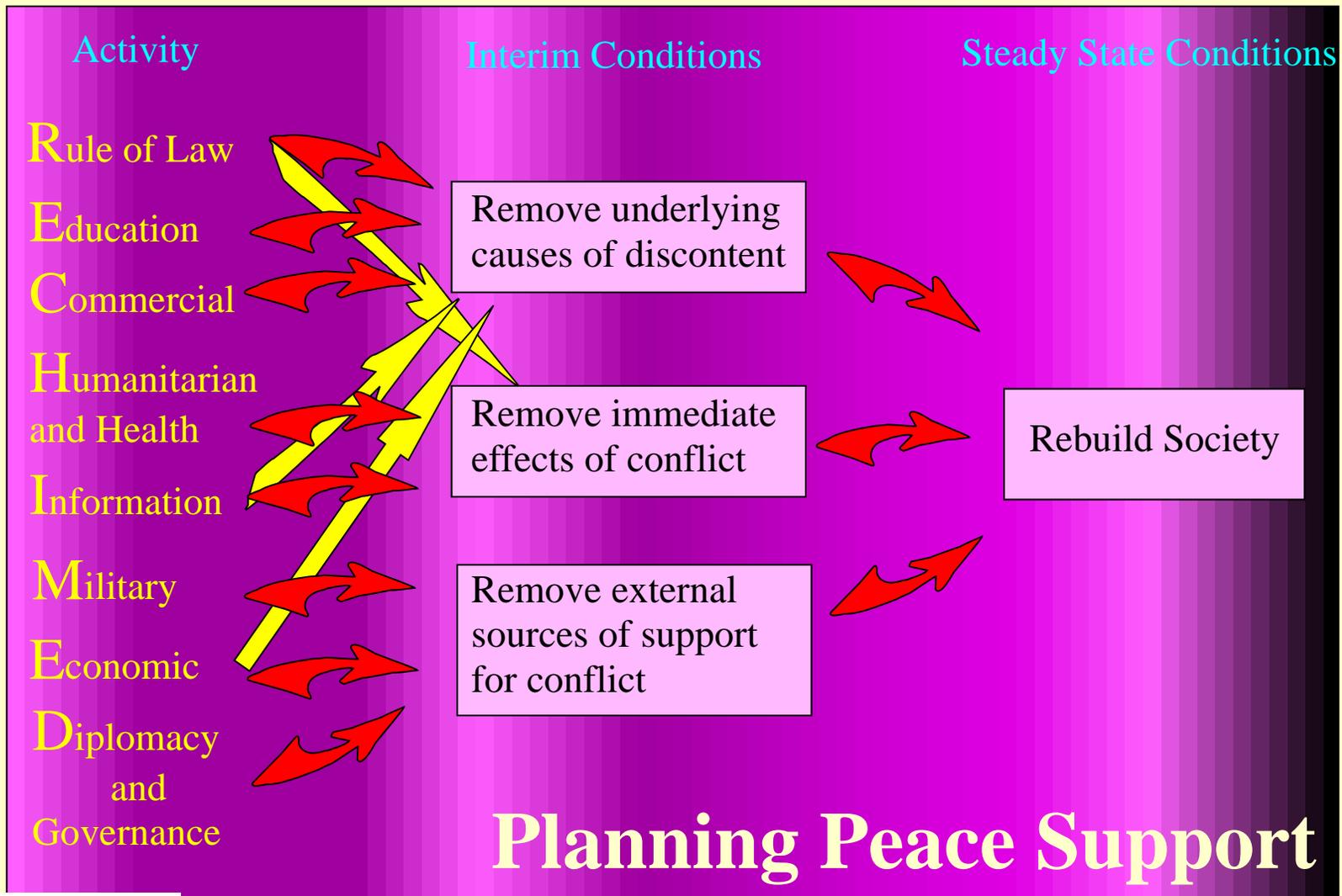
# Alternative Conflict Model



Source: adapted from JDCC (2004)

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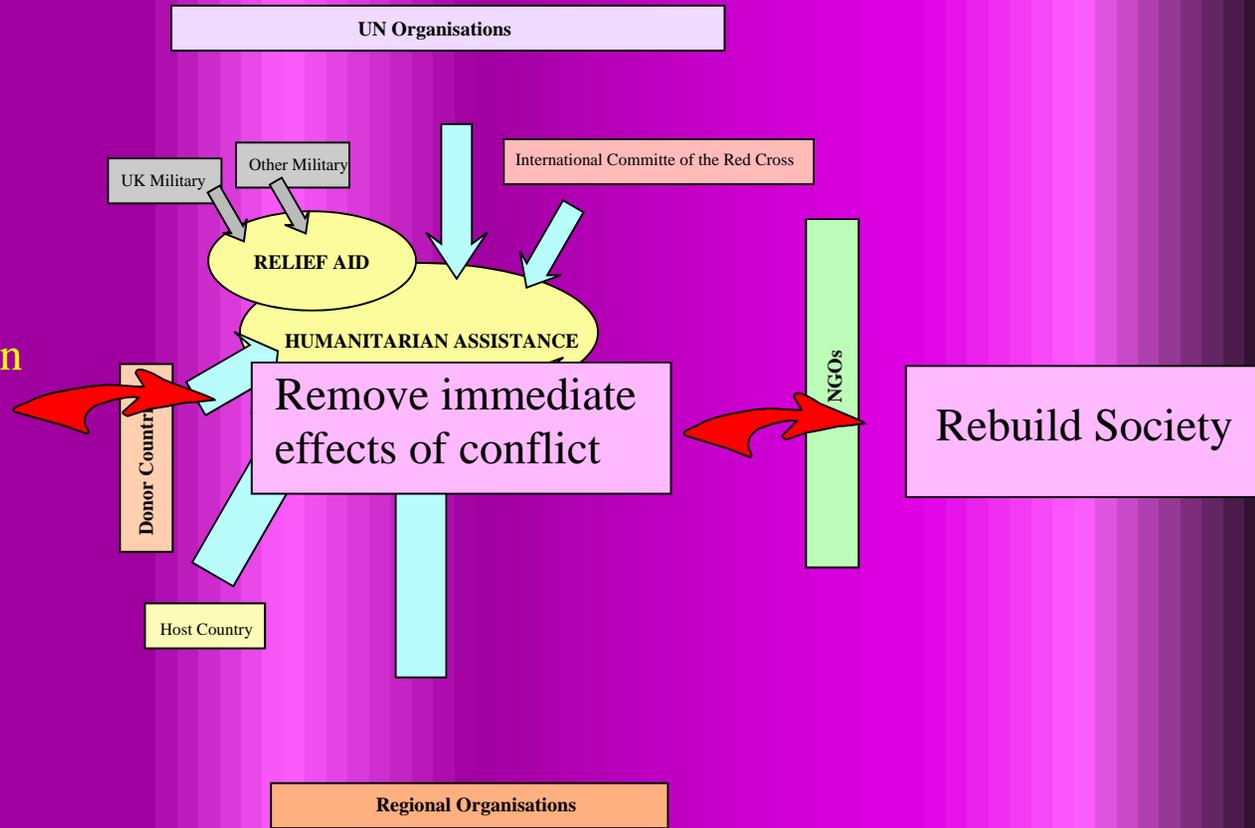
Source: adapted from JDCC (2004)

Activity

Interim Conditions

Steady State Conditions

Humanitarian  
and Health



# Planning Peace Support



Source: adapted from JDCC (2004)

# Impartiality

- **Important dimension in military / NGO interplay**
- **NGOs *per se* are neutral**
- **Military involvement can be perceived as skewed**
- **Military have to invest considerable effort in ensuring impartiality**
- **Military stance will vary depending on situation on ground**



# Humanitarian Aid Logistics

- **Disaster Management Cycle**
  - Preparation
  - Response
  - Recovery
- **Can be sub-split into 8 stages as suggested:**



**Preparedness**



**Assessment/Appeals**



**Resource Mobilisation**



**Procurement**



**Transportation/Execution**



**Tracking and Tracing**



**Stock/Asset Management**



**Performance Evaluation**



**Preparation**

**Response**

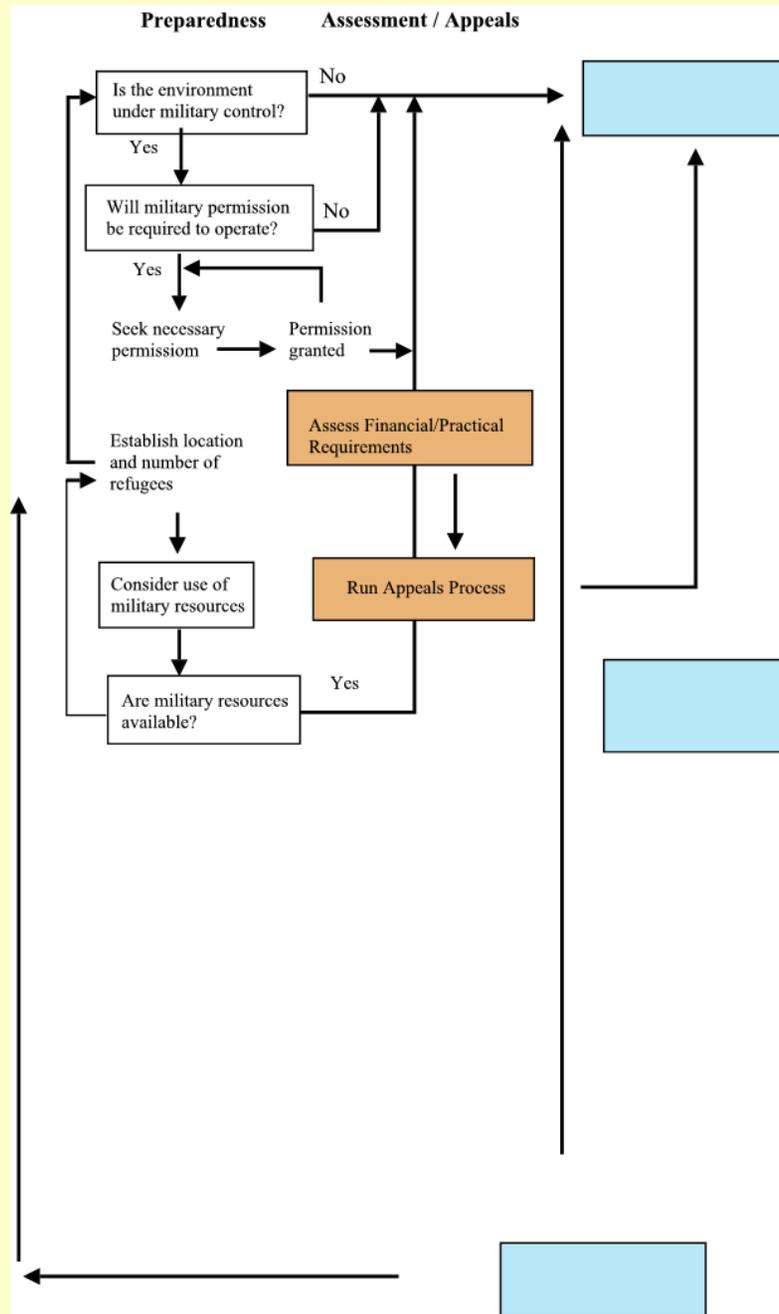
**Recovery**

Source: adapted from Fritz Institute (2000)

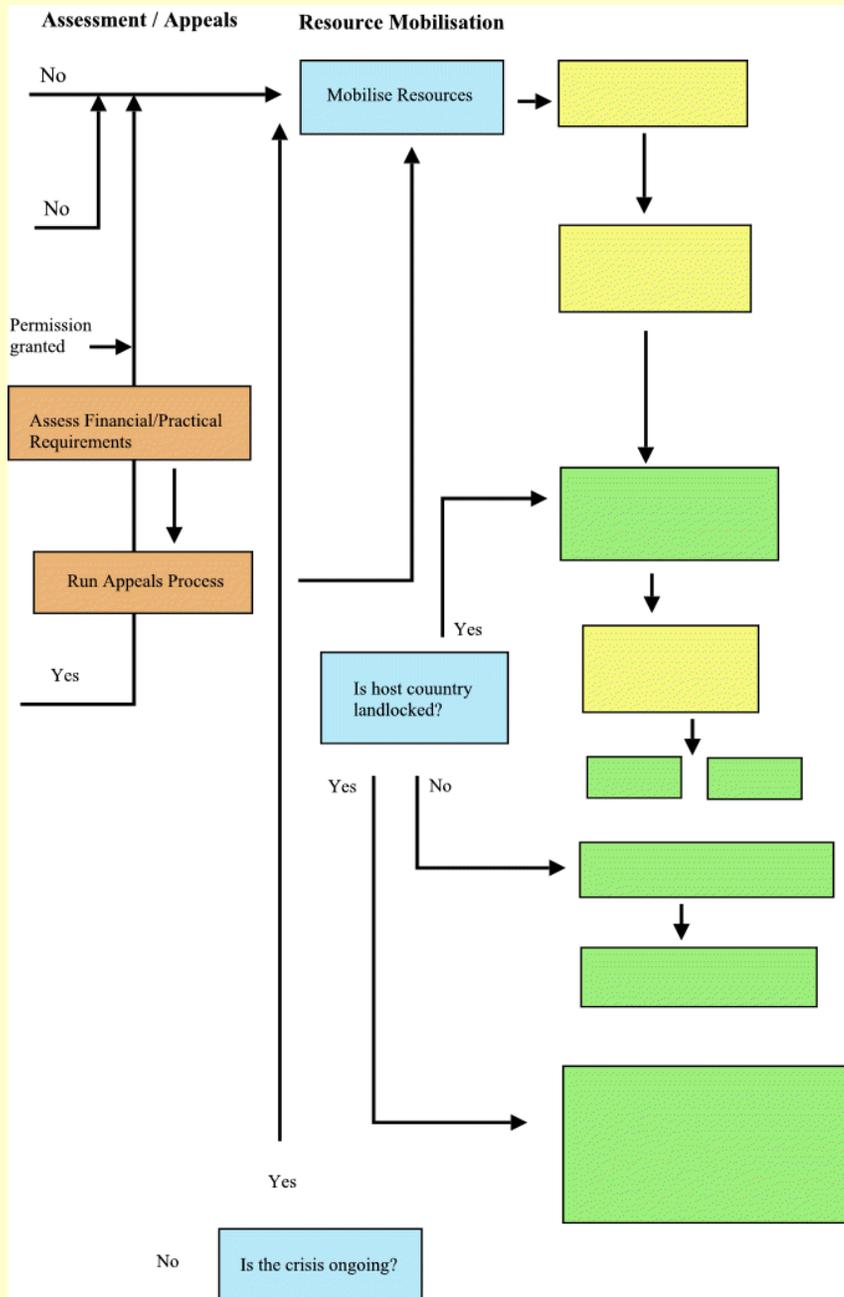




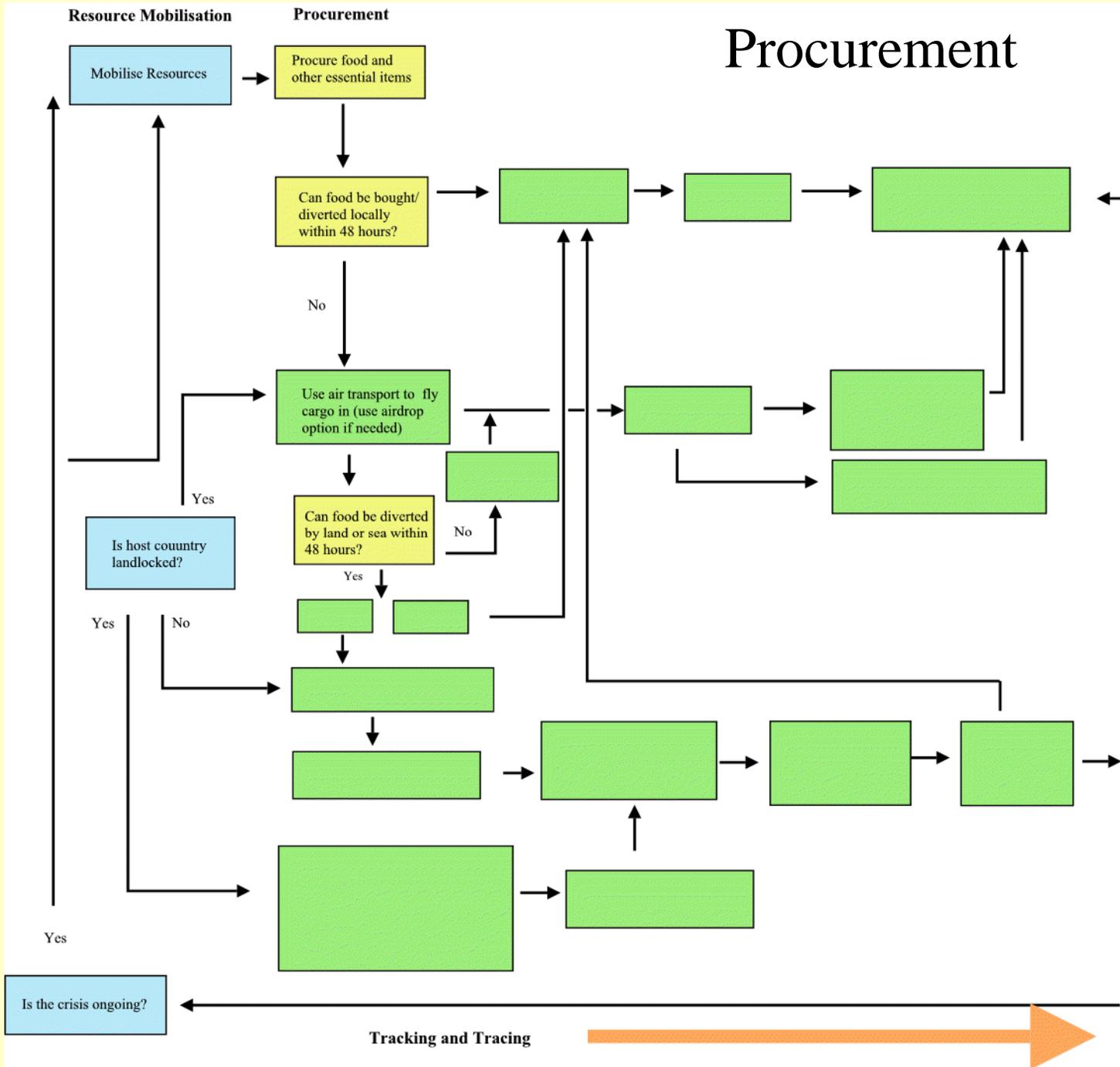
# Assessment/ Appeals



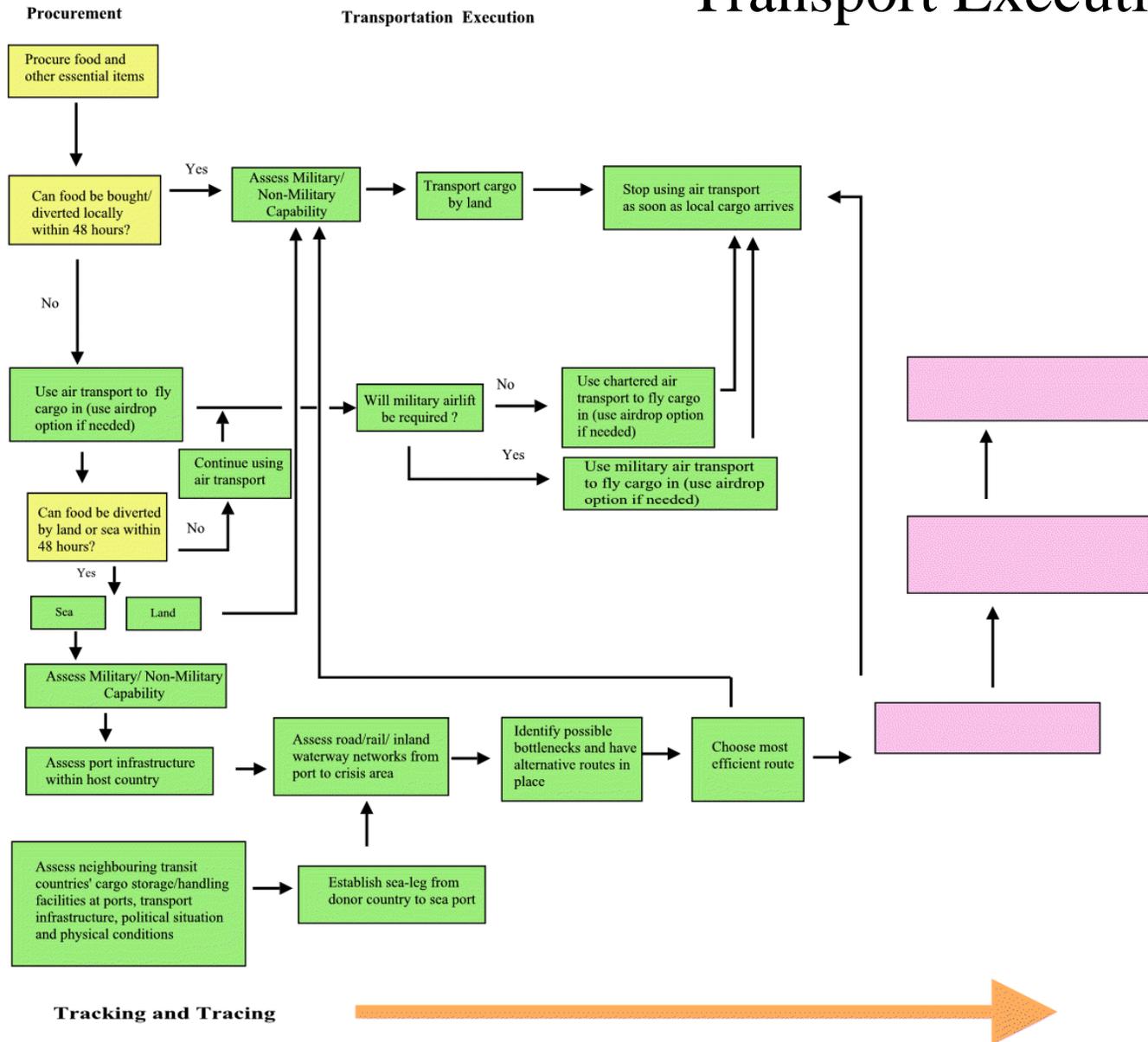
# Resource Mobilisation



# Procurement



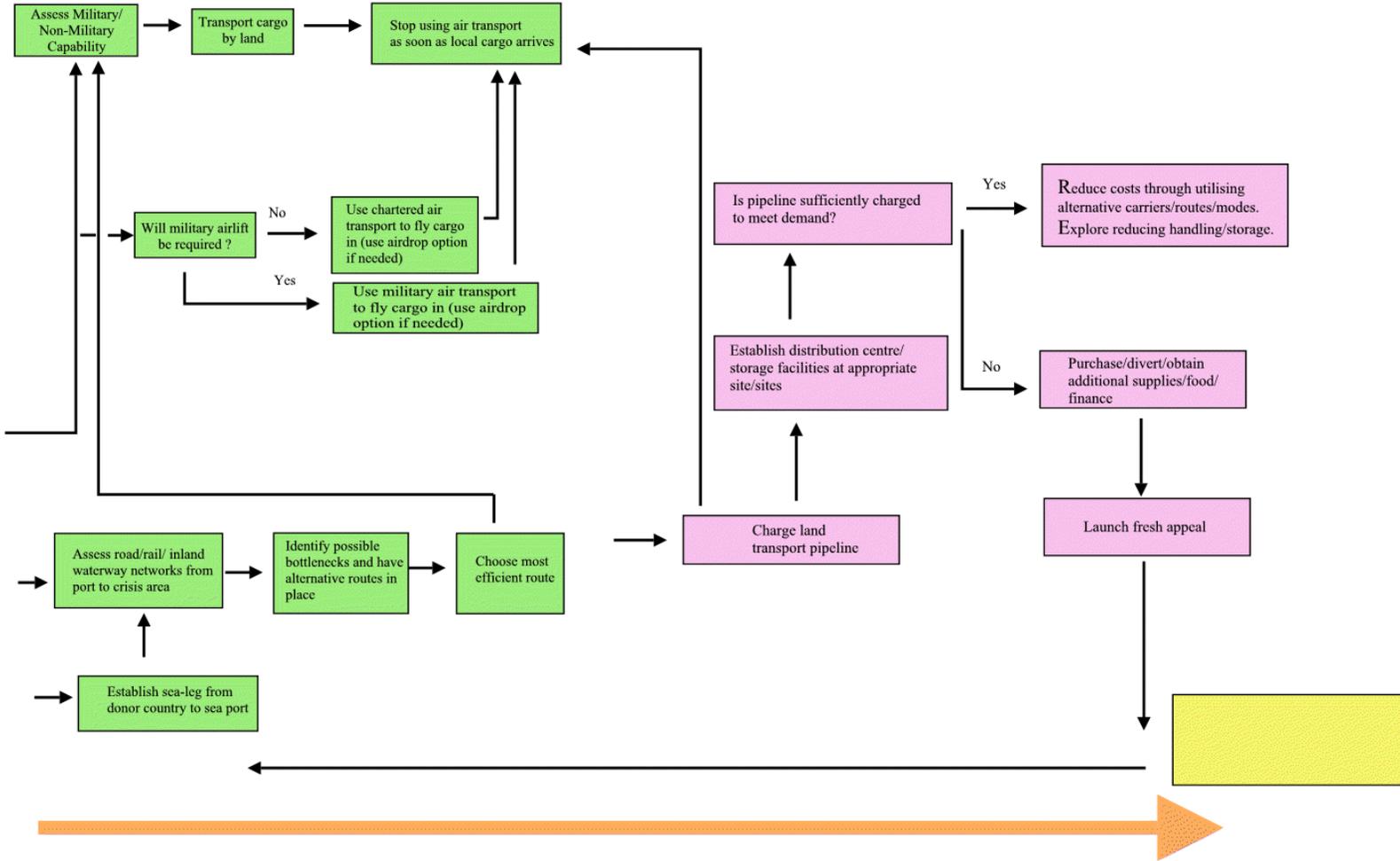
# Transport Execution



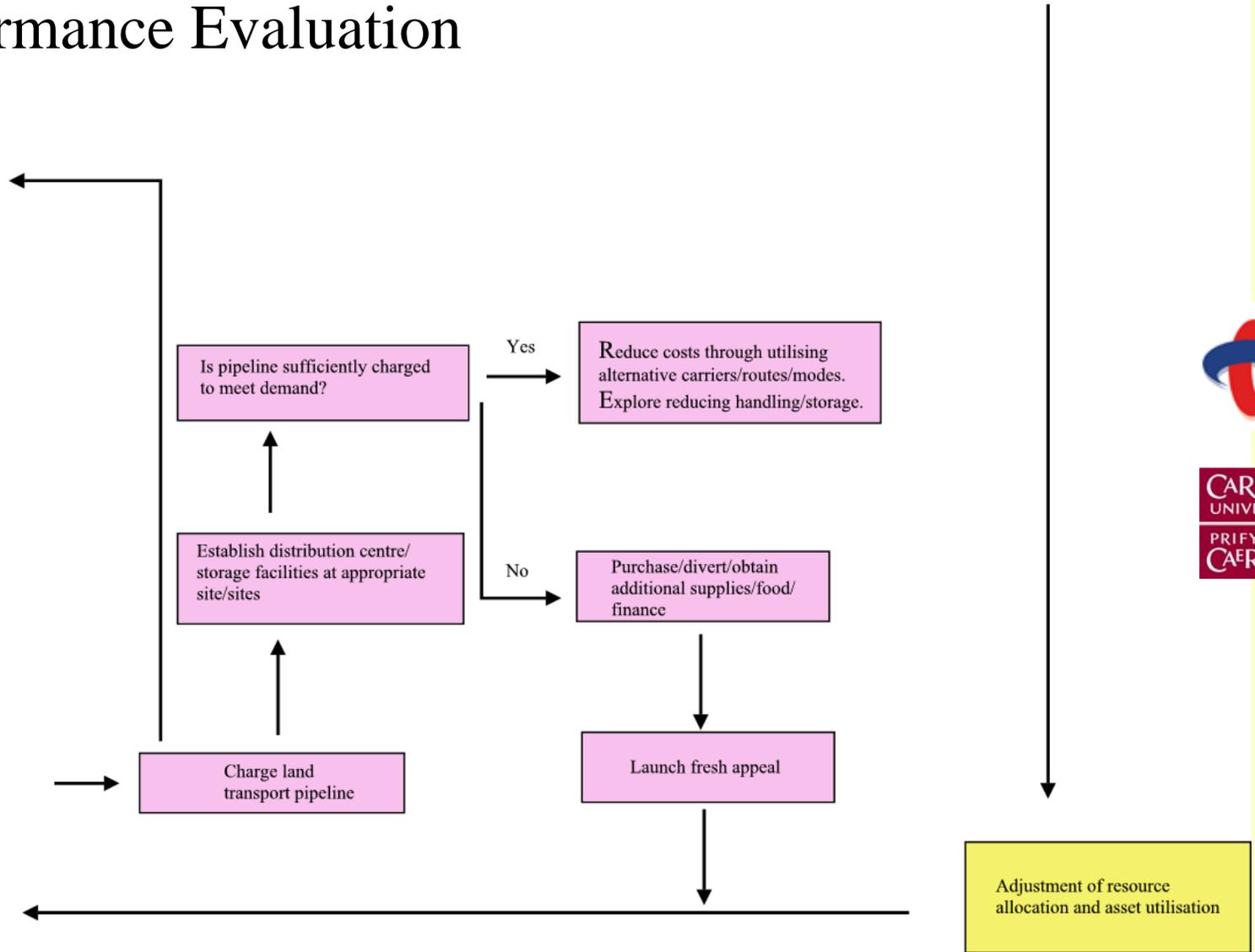
# Stock / Asset Management

Transportation Execution

Stock / Asset Management



# Performance Evaluation



# Conclusions

- **No single model can accommodate all variables**
- **Key dimensions where military are involved:**
  - Is it a conflict situation?
  - Is it a natural disaster?
- **Military conflict situation will be shaped by security considerations**
- **Balance required between military and NGO logistics effort**
  - Military early stages
  - NGO HA effort gradually taking over



# Conclusions

- **Balance between country's indigenous HA capability and external aid**
- **Speed and scale may influence who is initially involved**
- **Model based on NGOs system with military linked in at appropriate points**
- **Variables which must be addressed:**
  - **balance between military and NGO effort**
  - **dynamics of individual supply chain and can it be streamlined**



# Future Research

- **Current model is based on desk research**
- **Work required to test cases against models**
- **Key Logistics Issues:**
  - **Balance of military / non-military logistics**
  - **Structure and finance of supply chain**
  - **Indigenous vs External Capability**
  - **Speed of achieving stability determines:**
    - **Length and form of response**
    - **Level of NGO involvement**
  - **Geopolitical circumstances**
    - **border issues and internal security**
    - **international relations**





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