



“A Decade of Disaster Relief”



The Context of Disaster Relief

- Disaster relief is an expanding market [...] over the next half-century natural and man-made disaster predicted to increase five-fold (*Thomas and Kopczak, 2005*)
- 1995 estimates suggest there were around 100 relief agencies managing annual budgets over USD 1m. (*Long and Wood, 1995*)
- Ten years later (2014) and the top ten agencies were handling a combined budget between USD 14-15bn (*Kovacs and Spen, 2007*)



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ABOUT US 

What we do

How we do it

Our aid

History

Rotary

Funding

Patrons

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Our affiliates

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What we can do when disaster strikes



INFO

WHAT WE DO 

We provide emergency shelter and vital supplies to support communities around the world overwhelmed by disaster and

PEOPLE WE'VE HELPED 

Since ShelterBox was founded, we have responded to over 230 disasters and humanitarian crises in

OUR AID 

We deliver the essentials people need to rebuild their lives in the aftermath of a disaster.

Image courtesy of ShelterBox, 2013

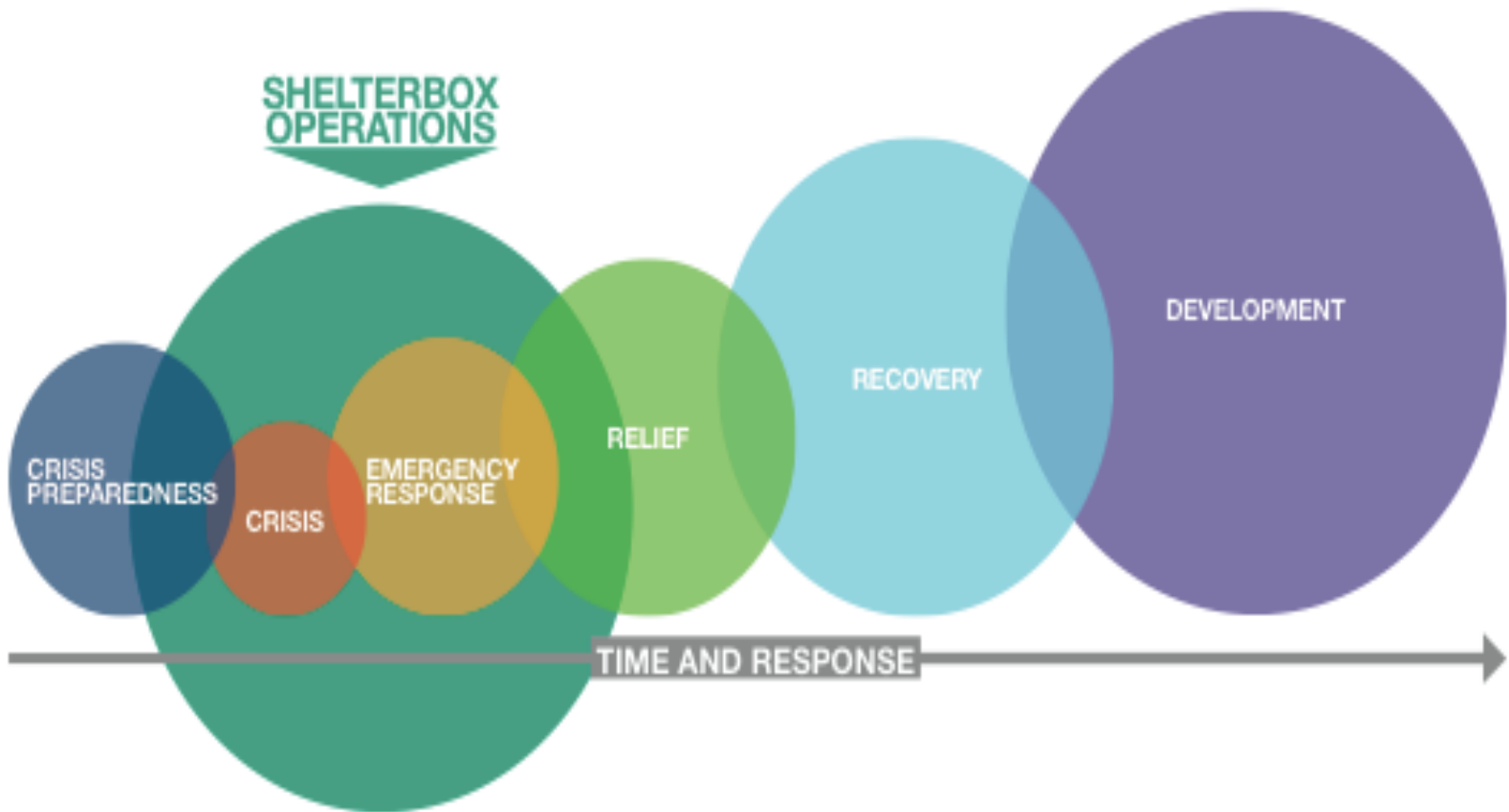
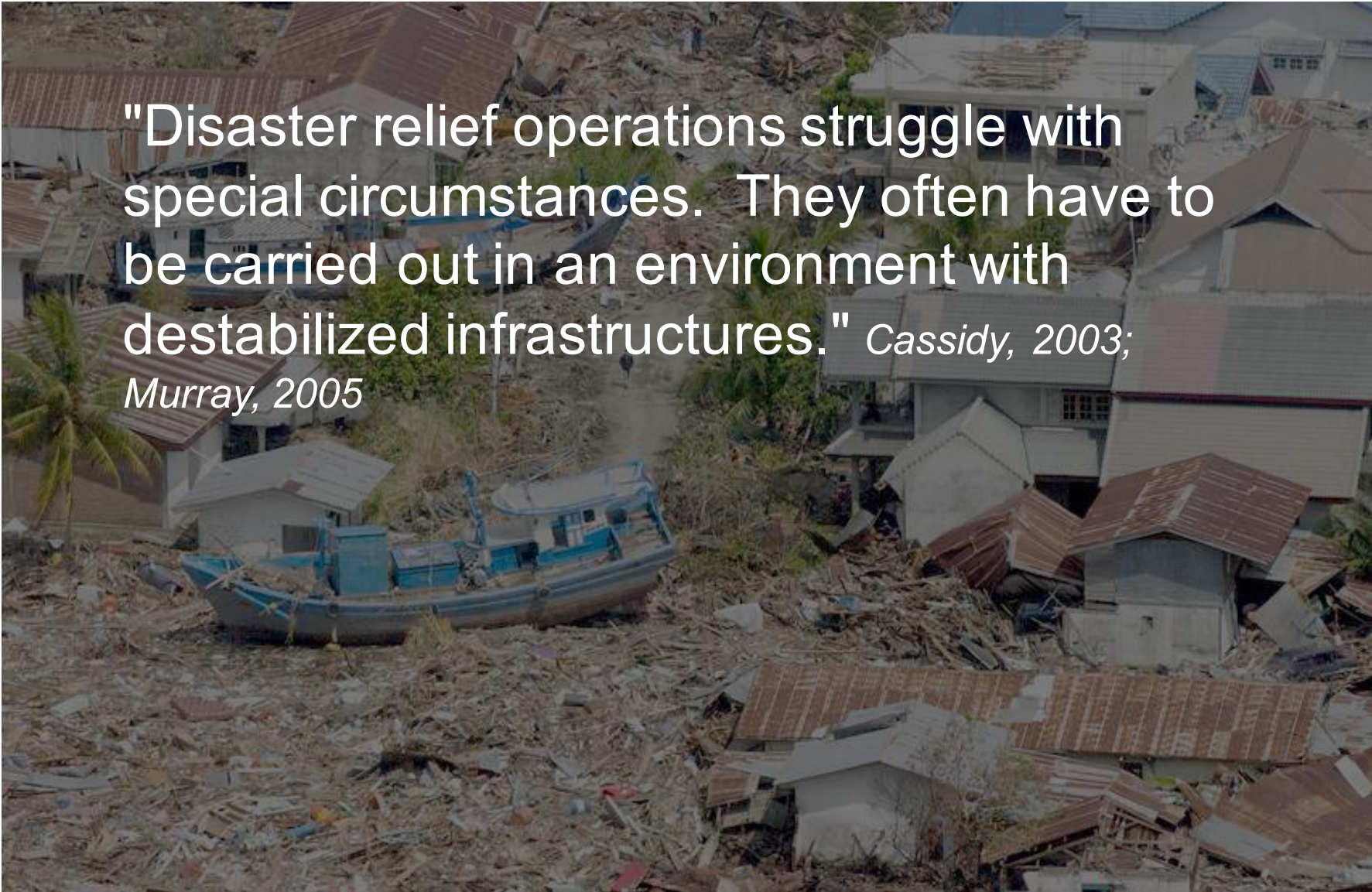




Image courtesy of ShelterBox, 2013

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An aerial photograph showing a village that has been almost completely destroyed. The ground is covered in a thick layer of debris, including twisted metal, wood, and other household items. A blue boat is partially submerged in the debris in the lower-left quadrant. The remaining structures are mostly small, simple houses with corrugated metal roofs, many of which are partially collapsed or missing. The background shows a hilly, rocky terrain with some sparse vegetation.

"Disaster relief operations struggle with special circumstances. They often have to be carried out in an environment with destabilized infrastructures." *Cassidy, 2003; Murray, 2005*

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“A Decade of Disaster Relief”

- Illustrates concepts through disaster relief lens to challenge traditional, commercial SCM & Logistics assumptions
- Sensitive aspects related to needs of beneficiaries, donors, workers
- Makes links between concepts currently adopted by scholars to understand Humanitarian SCML (e.g., Inventory Control, Systems, Stakeholder and RBV theories) with humanitarian sector, in particular, humanity, impartiality, neutrality and independence.
 - **What** difficulties if the cheapest or fastest method of transporting aid to a conflict zone is with, say, a US cargo handler?
 - **You** have the necessary resource expertise to freight 10,000 tents today but no clear indication of the clearances procedures at Haiti, Katmandu or Vanuatu? What could the real cost be of doing or not doing?
 - **Choose** between providing assistance to a wounded militant, or an able survivor with children? Challenges the ‘needs-based’ assessment – the so-called “dark-side” of case writing (Bridgman, 2010)

Humanitarian Principles

- Two main principles:
 - Humanity: concern for human life
 - Impartiality: needs based, without discrimination

- Two main conditions:
 - Neutrality: not favouring one side or another
 - Independence: autonomy from political, economic, military or other objective



Image source: NY Times, 2013

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Haiti earthquake, 12th January, 2010

At 17.05 local time (22.05 GMT), 12th January 2010, just twelve-minutes after a devastating 7.0-magnitude earthquake struck the Caribbean nation of Haiti, one of the world's most impoverished countries, international disaster relief charity ShelterBox initiated their response to the situation.

The earthquake's epicentre was situated near Léogâne, 25 kilometres southwest of Haiti's capital city Port-au-Prince. It caused extensive and catastrophic damage to the entire area, including many of the capital's principal buildings, residences and commercial properties.

Nine-hundred boxes of aid, with the potential to support around 9,000 people, were quickly mobilised from ShelterBox's United Kingdom (UK) headquarters as the scale of the situation quickly became apparent to the numerous aid agencies and military personnel already working on the ground in Haiti. ShelterBox realised this would likely become the greatest test to face the charity since its inception a decade earlier and could eventually surpass the charity's response in the aftermath of the devastating Indian Ocean tsunami, which struck on 26th December, 2004.

Figures released by the International Committee of the Red Cross (ICRC) and the Disasters Emergency Committee (DEC) in the weeks after Haiti's earthquake stated that 180,000 homes had been destroyed, 230,000 people were killed immediately or as a direct result of the earthquake, a further 300,000 people were injured and a population of around half-a-million people was displaced.

The Earthquake lasted just forty seconds.



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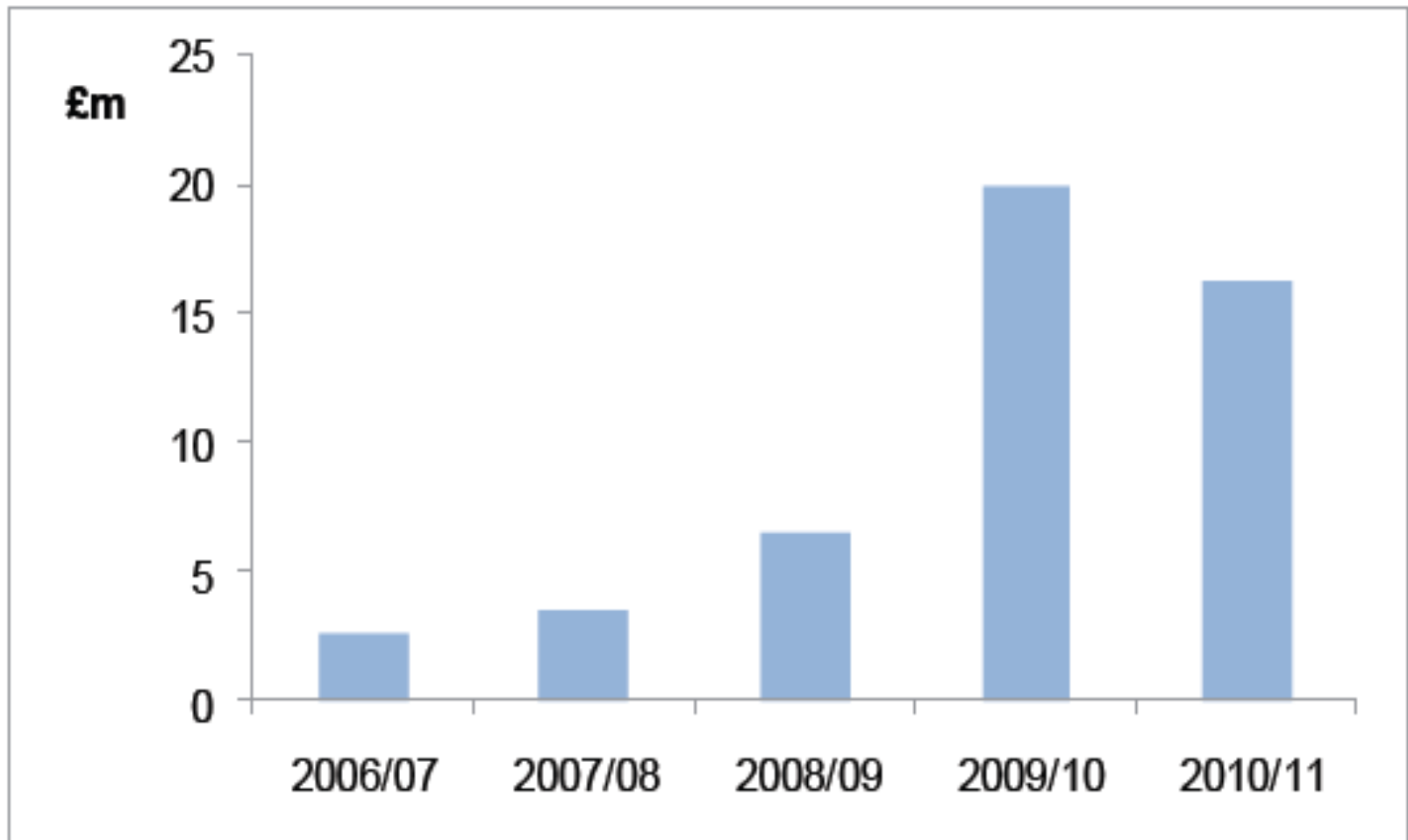
Image courtesy of ShelterBox, 2013

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Money, money, money...

“We found ourselves, suddenly and unexpectedly, in receipt of bank cheques bigger than any we had received before. Some for as much as £150,000. And, you’d be forgiven for it, for thinking ‘wow, that’s great’. After all, that’s what we’d been striving for to be able to create a sufficient inventory. However, it caused us a problem which we hadn’t anticipated”

Annual income (£m)



ShelterBox Annual Report, 2013

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Image courtesy of ShelterBox, 2013

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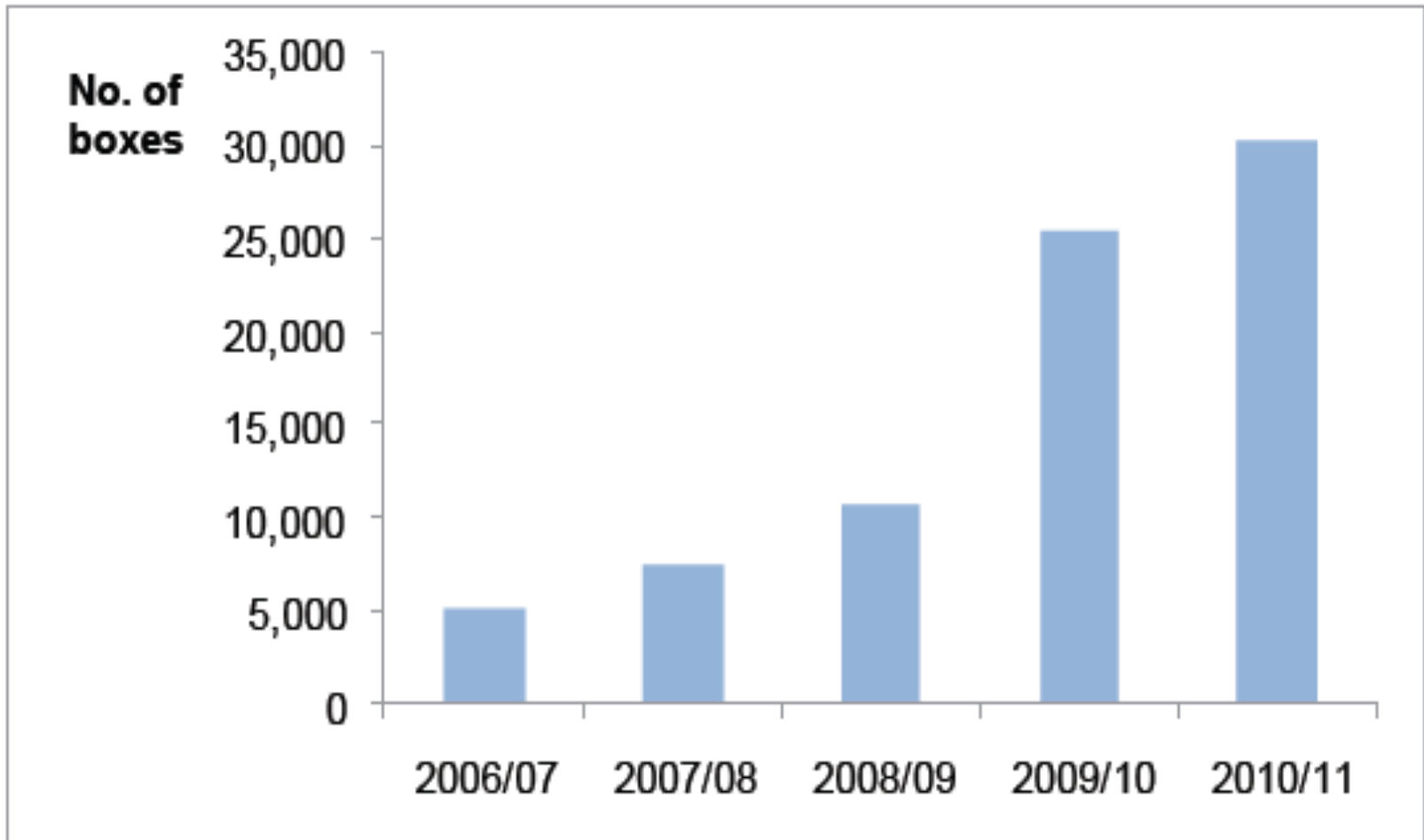
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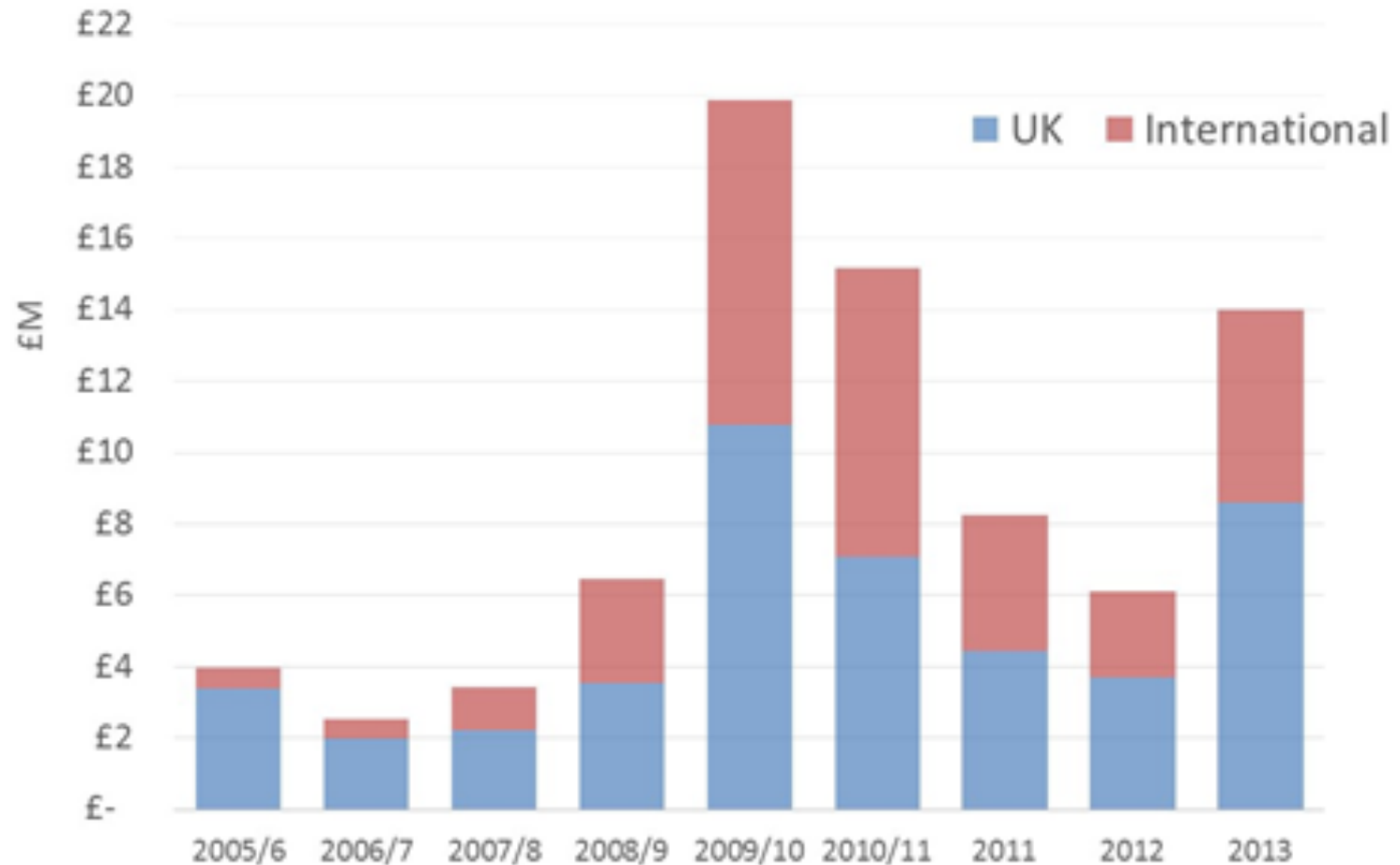
Number of boxes deployed



ShelterBox Annual Report, 2013

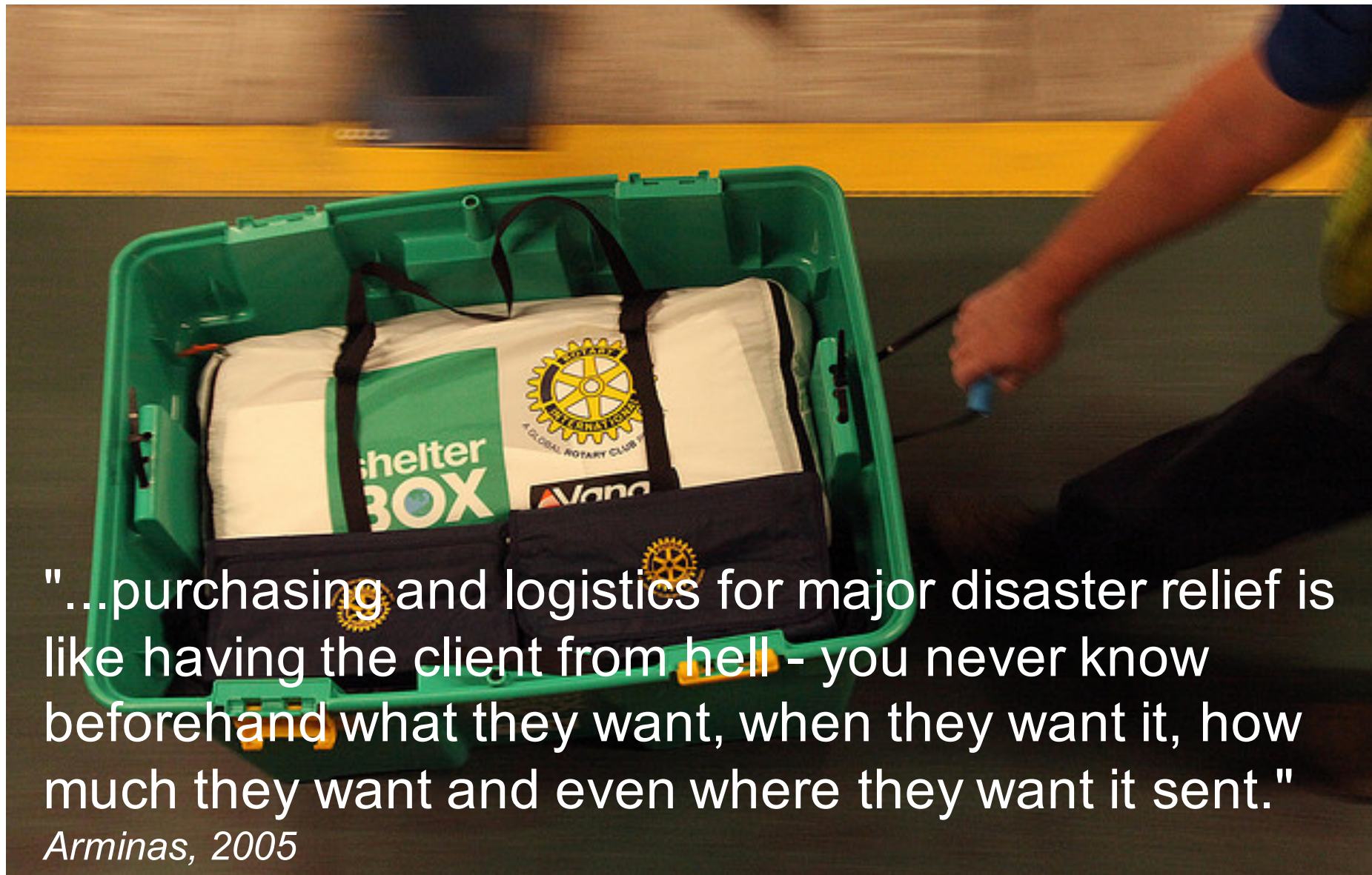
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ShelterBox Global Income 2005 to 2013



ShelterBox Annual Report, 2014

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"...purchasing and logistics for major disaster relief is like having the client from hell - you never know beforehand what they want, when they want it, how much they want and even where they want it sent."

Arminas, 2005

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In their summary of the humanitarian logistics sector, *Kovacs and Spens (2007)*, ask what the focus of disaster relief operations is...

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"...design the transportation of first aid material, food, equipment, and rescue personnel from supply points to a large number of destination nodes geographically scattered over the disaster region..." *Barbarosğlu et al, 2002*



The right solution for a displaced population?



Image courtesy of ShelterBox, 2013

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Students like...

- Adopting the protagonist's role
- Wicked problem – forced to challenge assumptions and come to terms with ambiguous issues
- Credibility of working on case with author's knowledge and up-to-date research
- Forced to consider carefully the ethical implications of 'inflicting *aid*' on survivors: this determines whether they are actually beneficiaries, or consequential victims

The situation today...

- Complexity within sector growing as demand increases.
Calls to professionalize
- The job of the logistician is now recognized as central to effectiveness in theatre
- Logistics accounts for 80-86% of all sector spending
- Debate about militarization of operations
- Current mantra to “*decrease human suffering*” (ICRC, 2010) and “*contribute to development*” (UNDP, 2013)
 - In other words, ensure manner of aid delivery does “no harm” (Haavisto and Goentzel, 2015)

Criticisms and observations

- It's easier to visualize crises through lens of sudden-onset, high-profile, 'CNN' disasters
 - Not representative of the majority of spending or effort in the sector (<5%)
 - Not my intention to sensationalize the sector
- Sector itself suffering from a lack of knowledge of own activities and ability to learn from experience
- Despite ethical concerns more opportunities are needed to establish reliability of information emulating from field

Towards a new case



- Presents an even greater challenge – huge complexity, very recent and high profile challenges (e.g., bombed hospitals, kidnappings and politically-motivated violence)
- Unique funding structure: largest proportion of private donations of any INGO, enabling greater impartiality
- MSF Supply set up as an independent entity to offer specialist supply chain support to parent org
- Constantly changing situation globally, with lots of publically available information

Thanks....

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