

ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE
NEW YORK UNIVERSITY

MANAGING HUMANITARIAN CHALLENGES: SUPPLY AND LOGISTICS

MANAGING THE EFFECTIVE DELIVERY OF SUPPLIES TO SUPPORT RESPONSE

JANUARY 27 - MARCH 9, 2016, 4:55 TO 6:35PM

PROFESSOR: DR. LAURA ROCK KOPCZAK
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OFFICE HOURS: WEDNESDAYS, 6:45 TO 8:00PM
ADDITIONAL OFFICE HOURS: SUNDAY EVENINGS BEFORE ASSIGNMENTS ARE DUE, BY PHONE OR SKYPE

COURSE DESCRIPTION

“Boots on the ground” create the action in humanitarian action. Whether it be medicines, tents, blankets, pumps, textbooks, communications equipment or vehicles, materials and supplies must be in place for humanitarian response to take place. Humanitarian logistics is the management and execution of the activities needed to plan for and move relief materials and supplies, along with related funds and information, from suppliers to beneficiaries. Logistics activities include needs assessment, planning, procurement, transport, warehousing, distribution to beneficiaries, and reporting. Effective, timely logistics is critical to response to emergencies arising from armed conflicts, epidemics, famine, and natural disasters.

This course provides an overview of humanitarian logistics by introducing the challenging context in which it takes place, the organizations typically involved, the products and services needed, and the operational approaches taken and challenges encountered in meeting the needs. Issues covered include operational challenges, funding issues, coordination and strengthening local capacity. The course combines lectures, readings and teaching cases covering organizations such as IFRC, UNICEF and MSF.

COURSE GRADING & REQUIREMENTS

In this course, we will develop an understanding of humanitarian logistics through lecture, reading, assignments and the case study method.

Course Grading Components

Final grades are determined by the following course components:

- **Class Participation (20%)**
Class participation consists of four main components: presence, promptness, preparation, and discussion participation. All class sessions will involve discussion, especially those centering on a case discussion. If you have thoroughly prepared, you should have no problems following and contributing to the discussion. Keep in mind that much of a leader's communication is verbal, especially in operations settings. Therefore, developing your abilities to verbally state and support your positions is an important part of this class, in addition to listening and reflecting on the discourse.
- **Assignments (60%)**
The four assignments will each be weighted 15%. These are an important part of this course as they apply the concepts we learn in class. They will be framed in relation to actual humanitarian interventions. You may work on the assignments individually or with classmates in groups of two. Each collaborating group should submit only one assignment noting both collaborators' names.
- **Final exam (20%)**
The final exam will cover all lectures, assignments and readings. It will be open book. There will be some time pressure.

Prerequisites

- **CORE-GP.1020** Managing Public Service Organizations (MPSO)
This is a core course and the gateway to the broader management curriculum.
- **Statistical and Mathematical Knowledge**
 - Basic algebra
 - Normal distribution, mean, standard deviation.
 - Aggregating two or more normal distributions.
- **Excel Knowledge** (Minimum is NONCR-GP.0932 Excel Computer Module I or equivalent)
 - Consider taking NONCR-GP.0933 Excel Computer Module II
 - Review "Basic tasks in Excel 2010" in the Microsoft Office help.

COURSE READINGS

The required and optional readings for the class will come from the following sources:

1. **Required book - none**
2. **Course Packet - none**
3. **NYU Classes**

NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently. The readings listed in this syllabus are posted on NYU Classes.

The specific readings are listed in the Detailed Course Outline below.

COURSE CALENDAR

Session	Topics	Date	Comments
1	IFRC RESPONSE TO HAITI EARTHQUAKE	JANUARY 27	
2	EMERGENCY RESPONSE	FEBRUARY 3	ASSIGNMENT 1 DUE
3	PROCUREMENT	FEBRUARY 10	
4	LOGISTICS FOR 1991 RWANDAN REFUGEE CRISIS	FEBRUARY 17	ASSIGNMENT 2 DUE
5	PLUMPY'NUT SUPPLY CHAIN FOR EAST AFRICA	FEBRUARY 24	ASSIGNMENT 3 DUE
6	PERFORMANCE MEASURES	MARCH 2	
7	MSF SUPPLY CHAIN FOR CHOLERA	MARCH 9	ASSIGNMENT 4 DUE
	FINAL EXAM	MARCH 16	

Detailed Course Outline

Session 1 Video – IFRC Response to Haiti Earthquake	
Date	January 27
Topics	<ol style="list-style-type: none"> 1. Course Overview 2. Destruction and chaos after an earthquake 3. Reality on the ground for logisticians during the response 4. Challenges and obstacles
Preparation	<ul style="list-style-type: none"> • How to Prepare a Case Discussion Handout • Read: Luk van Wassenhove. “Blackett Memorial Lecture: Humanitarian aid logistics: supply chain management in high gear,” <i>Journal of the Operational Research Society</i> (2006) 57, 475-489. • Read on the web: “The Humanitarian Economy,” Irin News, late 2015. http://newirin.irinnews.org/the-humanitarian-economy and “Nine charts that show why the UN’s humanitarian appeal costs \$20bn,” <i>The Guardian</i>, 2015. http://gu.com/p/4ep5y/sbl • Skim: “International organizations” and “NGOs and private action,” in <i>Shaping the Humanitarian World</i>, by Per Walker and Daniel Maxwell, Routledge Global Institutions, (2009).
	<p>NYU Classes</p>

Session 2 Preparedness and Emergency Response – WFP and IFRC	
Date	February 3
Topics	<ol style="list-style-type: none"> 1. Immediate emergency response 2. Regional logistics strategy at IFRC
Preparation	<ul style="list-style-type: none"> • Prepare assignment #1: “Can Heroes Be Efficient? Information Technology at the International Federation of the Red Cross,” by Laura Rock Kopczak, M. Eric Johnson, Tuck School of Business at Dartmouth, 2004 (Case #6-0021). • Read “The Value for Money Approach in DFID Humanitarian Programming,” pages 1-3. • Read “Logistics for food assistance: delivering innovations in complex environments,” by Emma Quinn, Chapter 19 in <i>Revolution: From Food Aid to Food Assistance – Activities and Platforms</i>, p. 307-328.
	<p>NYU Classes</p>

Assignment #1 is due to NYU Classes February 3 before class

Session 3 Procurement	
Date	February 10
Topics	<ol style="list-style-type: none"> 1. Assessment of beneficiary needs and programmatic challenges 2. Forecasting material requirements 3. Assessment of logistics requirements and challenges
Preparation	<ul style="list-style-type: none"> • Read “Brief: Estimating Needs and Material Requirements” • Read WFP Field Operations Pocketbook, Chapter 8, “Procurement and Contracting” • Read executive summary (pp. 1-2) of “Preventing Corruption in Humanitarian Assistance, Final Research Report, Transparency International, 2008.
	<p>NYU Classes</p>

Session 4 Logistics for 1994 Rwandan Refugee Crisis	
Date	February 17
Topics	<ol style="list-style-type: none"> 1. Planning for receipt and movement of people and materials in country 2. Chaotic context and need to balance immediate tasks with improving the structure of the logistics operation
Preparation	<p>NYU Classes</p> <ul style="list-style-type: none"> • Reread: "Brief: Estimating Needs and Material Requirements" • Read: Andrew McClintock, "Logistics of Humanitarian Emergencies: Notes from the Field," Journal of Contingencies and Crisis Management, Volume 17, Number 4, December 2009 • Prepare assignment #2: "The logistics of a Third-World relief operation," by Andrew McClintock • Skim: WFP Field Operations Pocketbook, Chapter 9, "Logistics"

Assignment #2 is due to NYU Classes February 17 before class

Session 5 Plumpy'Nut Supply Chain for East Africa	
Date	February 24
Topics	<ol style="list-style-type: none"> 1. Analysis and improvement of humanitarian supply chains 2. Lead time and inventory analysis 3. Production capacity and capacity utilization 4. Evaluation of options to improve
Preparation	<p>NYU Classes</p> <ul style="list-style-type: none"> • Read: "Brief: Inventory, Capacity and Responsiveness," by Laura Rock Kopczak (2015) • Prepare Assignment #3: "UNICEF Plumpy'Nut Supply Chain," by Jay Swaminathan, Teaching case (2009).

Assignment #3 is due to NYU Classes February 24 before class

Session 6 Performance Measures	
Date	March 2 – Guest Speaker: Greg Matthews, IRC
Topics	<ol style="list-style-type: none"> 1. Performance Measures 2. Cash assistance
Preparation	<ul style="list-style-type: none"> • Read: Chapter 5: “Measuring Markets that Supply Cash-Based Humanitarian Operations,” by Laura Rock Kopczak and Greg Matthews (2015).
NYU Classes	<ul style="list-style-type: none"> • Read: “When Supply Chains Save Lives,” by Komrska, Kopczak and Swaminathan • Skim: “Unlocking cash and markets-based programmes,” brief from the Logistics Cluster

Session 7 MSF Supply Chain for Cholera	
Date	March 9
Topics	<ol style="list-style-type: none"> 1. Forecasting material requirements for emergencies 2. Country vs. global forecasting 3. Locating preparedness stock
Preparation	<ul style="list-style-type: none"> • Prepare assignment #4: Preparedness Stock for Addressing Cholera
NYU Classes	<ul style="list-style-type: none"> • Read “Emergency Intervention Proposal for Cholera Outbreak,” from MSF • Read “Preparedness,” from <i>Humanitarian Logistics</i>, by R. Tomasini and L.Van Wassenhove, St. Martin’s Press (2009).

Assignment #4 is due to NYU Classes March 9 before class

Final Exam – March 16