

# *The Challenge of Security*

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*In memory of Soaleh Khan,  
true scholar and dear friend*

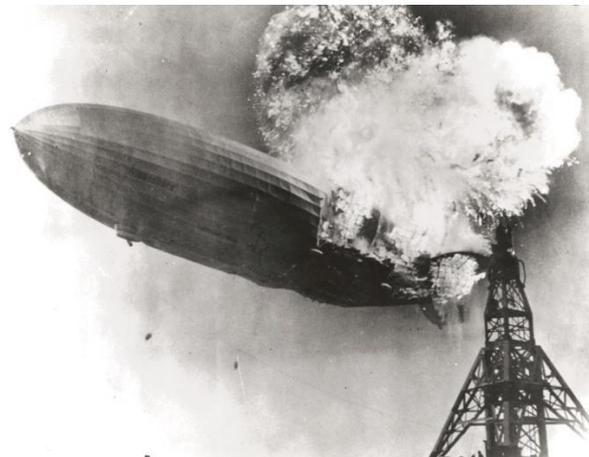
**LOGISTICS CLUSTER GLOBAL MEETING**

18-22 OCTOBER 2021 - ONLINE



What are the three biggest supply chain risks your organization faces? **Please list them in the chat box.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



## *Types of Supply Chain/Logistics Risk*

- Matching supply and demand
  - Late shipments; demand spikes
  - Stock-outs, back-orders, lost sales
  - Capacity shortage vs. excess capacity
  - Labour shortage
- Oil price volatility; currency fluctuations
- Major interruptions
  - Earthquakes
  - Hurricanes
  - Floods
  - Labour strikes
  - Social unrest
  - Pandemics
  - Wild fires
  - Wars/armed conflict
  - Terrorist/criminal attacks

# Manitoba

In Manitoba, rivers can pose a risk of flooding, and thunderstorms and tornadoes can occur anywhere. All regions are vulnerable to wildfires. In addition to natural disasters there are other types of risks. There are power outages, industrial accidents and major transportation accidents. As well, there is the possibility of acts of terrorism on Canadian soil.

<https://www.getprepared.gc.ca/cnt/hzd/rgnl/mb-en.aspx>

- [Floods](#)
- [Chemical releases](#)
- [Pandemic influenza](#) - Public Health Agency of Canada
- [Landslides](#)
- [Power outages](#)
- [Severe storms](#)
- [Tornadoes](#)
- [Wildfires](#)



22 February 2021

# Attack on World Food Programme field mission in Eastern Democratic Republic of Congo

<https://www.wfp.org/news/attack-world-food-programme-field-mission-eastern-democratic-republic-congo>

*ROME – The United Nations World Food Programme (WFP) has expressed its deepest sympathy and condolences to the family, colleagues and friends of three people killed, today, in an attack on a delegation travelling on a field visit in the east of the Democratic Republic of Congo (DRC).*



# Aid group MSF 'horrified' as colleagues murdered in Ethiopia

By CARA ANNA June 25, 2021



*NAIROBI, Kenya (AP) — The medical charity Doctors Without Borders said Friday it was “horrified by the brutal murder” of three colleagues in Ethiopia’s Tigray region, the latest attack on humanitarian workers helping civilians in the deadly conflict there.*

*A statement by the aid group, also known by its French acronym MSF, said two Ethiopian colleagues and one from Spain were found dead Friday, a day after colleagues lost contact with them while they were traveling.*

# UN chief: World faces a 'hurricane of humanitarian crises'

*The United Nations chief is warning that a “hurricane of humanitarian crises” around the world has left civilians in conflict areas paying the highest price*

By EDITH M. LEDERER Associated Press

16 July 2021, 13:40 • 5 min read

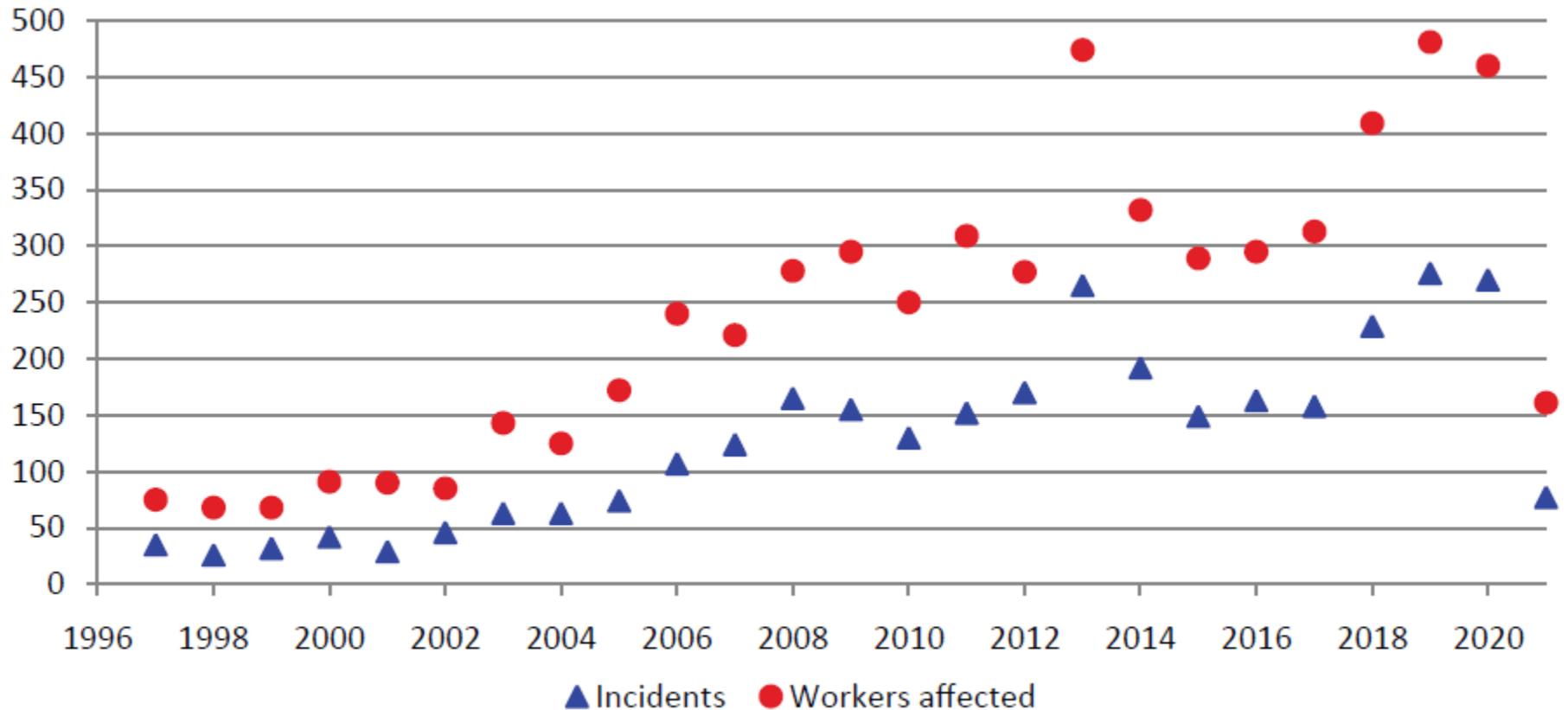


*UNITED NATIONS -- The United Nations chief warned Friday that a “hurricane of humanitarian crises” around the world has left civilians in conflict areas paying the highest price and is compounded by a relentless wave of attacks on humanitarian and medical workers.*

Around the world, security incidents affecting humanitarian agencies including shootings, assaults, sexual violence, kidnappings and raids “have increased tenfold since 2001.”

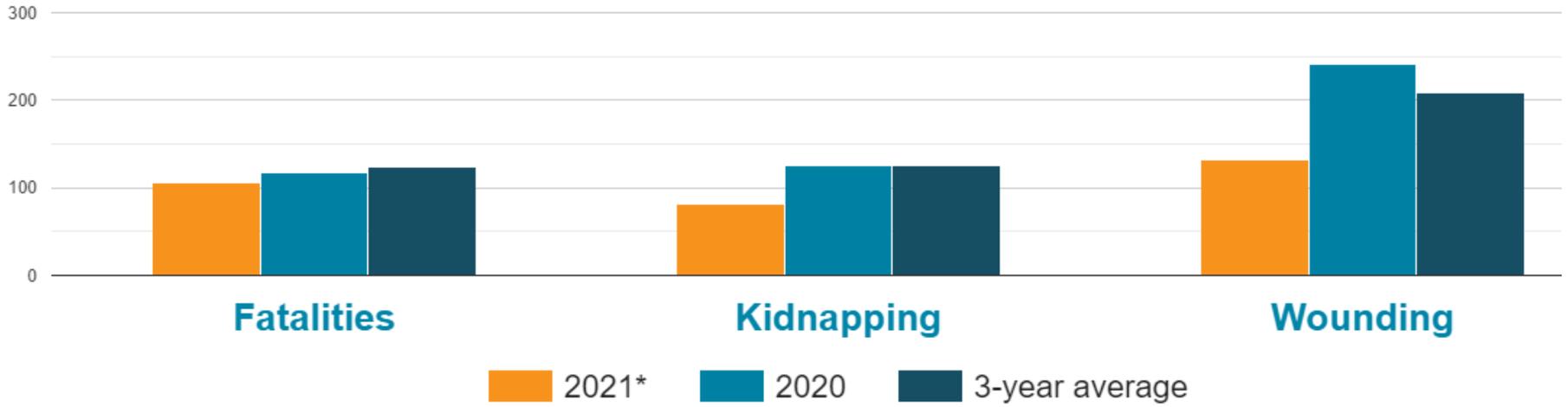
In Tigray, 12 aid workers have been killed since November 2020 and many more have been intimidated, harassed and detained.

## Major attacks on aid workers, 1997–2021\*



**Note(s):** \*The last (far right) data points for incidents and workers affected reflect attacks in the first few months of 2021

<https://aidworkersecurity.org/>



\* To date and pending final verification

<https://aidworkersecurity.org/>



University  
of Manitoba



Transport Institute

Hickson, Allister, Paul D. Larson, Al Phillips, Soaleh Khan, Sharon Cohen, Brian Wirth, David Wolters, Stephen Wright and Danielle Kososki (2008), *Manitoba Nutrition Supply in Event of a Pandemic*, Manitoba Agriculture, Food and Rural Initiatives, Winnipeg, March.

Manitoba Nutrition Supply In Event of a Pandemic:  
Analysis, Vulnerabilities  
and Risk Management Plans



UNIVERSITY  
OF MANITOBA



Transport Institute

an attack



Does your organization have ~~a pandemic~~ preparedness and response plan?

Yes:

No:

I don't know:

~2008

## *Situation Assessment*

an attack

1. The risk of ~~a pandemic~~ is great.
2. The risk will persist.
3. Evolution of the threat cannot be predicted.
4. **The early warning system is weak.**
5. Preventive intervention is possible, but untested.
6. Morbidity and mortality reduction in ~~a pandemic~~ will be impeded by inadequate ~~medical supplies~~.

an attack

↑  
security

## *Supply Chain Risk Evaluation & Management (SCREAM)*

- Stakeholder analysis: Who are your stakeholders?
  - Beneficiaries
  - Donors
  - Staff members
  - Volunteers
  - Implementing partners
- Are some stakeholders more important than others?
- What are you doing for your various stakeholders?
  - Serving beneficiaries
  - Reporting to donors
  - Protecting staff, volunteers and partners



# *Slain Aid Workers Were Bound by Their Sacrifice*



<https://www.nytimes.com/2010/08/10/world/asia/10aidworkers.html>



The 10 civilian aid workers killed Thursday in Afghanistan, from top left: Glen D. Lapp, Tom Little, Dan Terry, Dr. Thomas L. Grams, Cheryl Beckett, Brian Carderelli, Dr. Karen Woo, Daniela Beyer, Mahram Ali and Ahmed Jawed.  
Associated Press

By **Shaila Dewan** and **Rod Nordland**

Aug. 9, 2010

# security

[ si-kyoor-i-tee ]

SHOW IPA



See synonyms for: **security** / **securities** on [Thesaurus.com](https://www.thesaurus.com)



Elementary Level

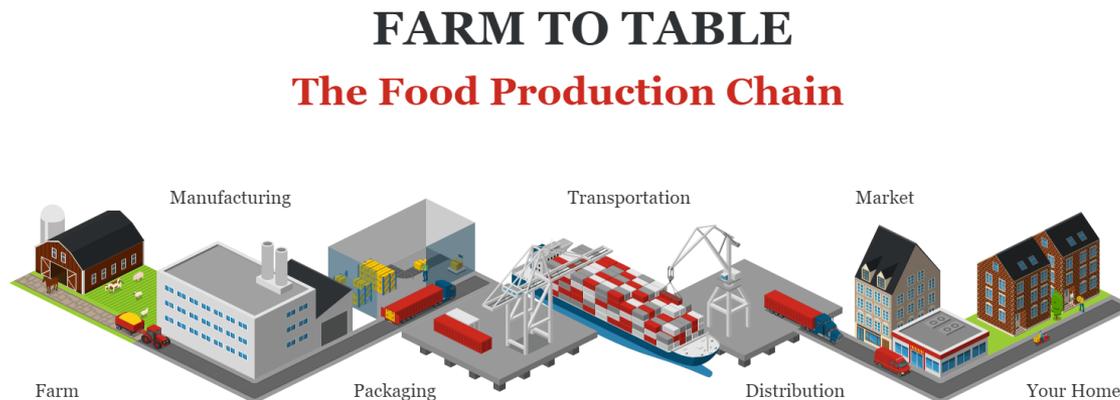
*noun, plural* **se·cu·ri·ties**.

- 1 freedom from danger, risk, etc.; **safety**.
- 2 freedom from care, anxiety, or doubt; well-founded confidence.
- 3 something that secures or makes safe; **protection**; **defense**.
- 4 freedom from financial cares or from want:  
*The insurance policy gave the family security.*
- 5 precautions taken to guard against crime, attack, sabotage, espionage, etc.:  
*claims that security was lax at the embassy;*  
*the importance of computer security to prevent hackers from gaining access.*

<https://www.dictionary.com/browse/security>

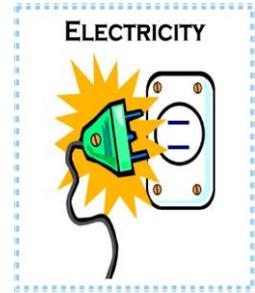
# *Supply Chain Risk Evaluation & Management (SCREAM)*

- Who do you need on your SCREAM team?
  - cross-functional (procurement; logistics; security)
  - inter-organizational (suppliers; implementing partners; 3PLs)
  - stakeholders (beneficiaries; staff members; government representatives; communities)
- Supply chain mapping
  - Identify nodes and links of vulnerability



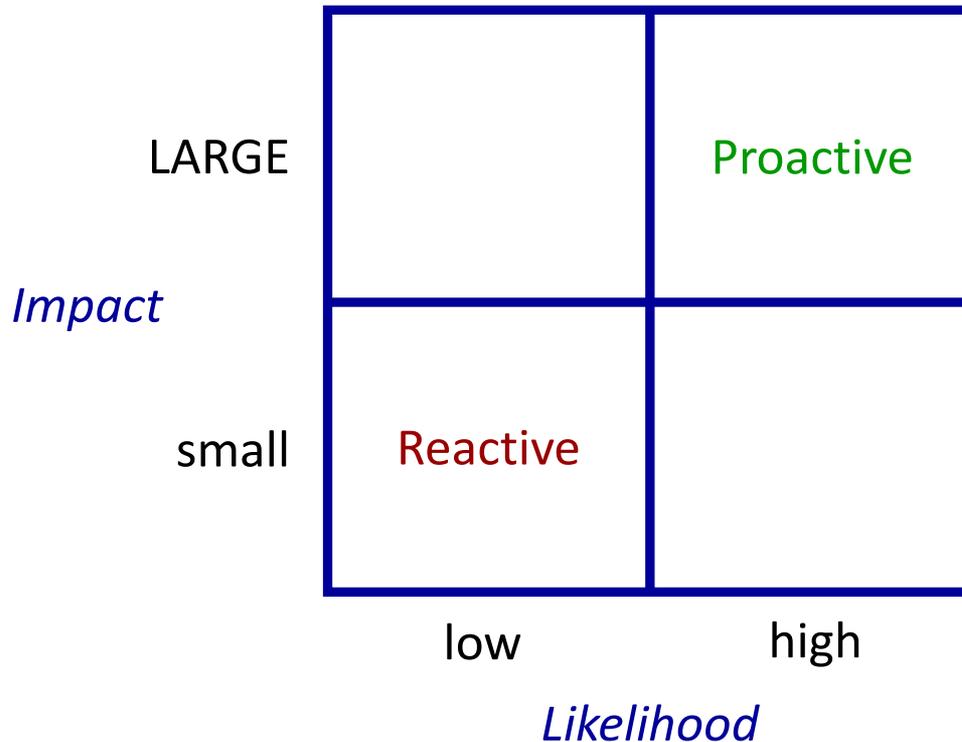
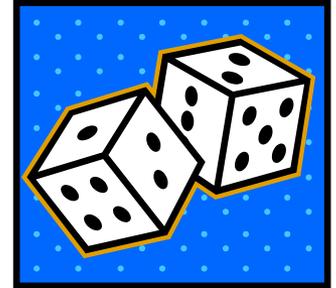
## *Supply Chain Risk Evaluation & Management (SCREAM)*

- Impact assessment: How will the approach to security affect your organization?
  - recruitment, retention, absenteeism
  - cost of operation
  - service to beneficiaries
  - labour shortages
  - availability of material (food, water, etc.)
  - donor relations
  - communications



## *Supply Chain Risk Evaluation & Management (SCREAM)*

- Vulnerability identification; event prioritization
  - Exposure and vulnerability to risk events
  - Likelihood and magnitude of impact
  - What? When? Where?



How does your organization typically respond to supply chain risk?

\_\_\_ Reactive – “bring it on!”

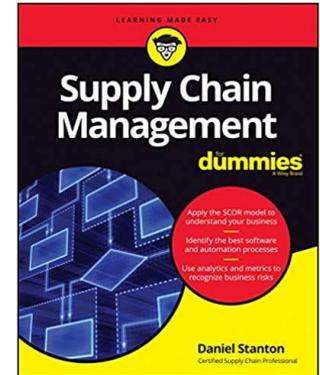
\_\_\_ Proactive – “be prepared”

\_\_\_ It depends on the type of risk, etc.



## *Stanton's Risk Management Decisions*

- Avoid – temporary or permanent withdrawal
- Accept – reactive approach
- Transfer – with insurance or contractual terms
- Mitigate – proactive approach, preparation

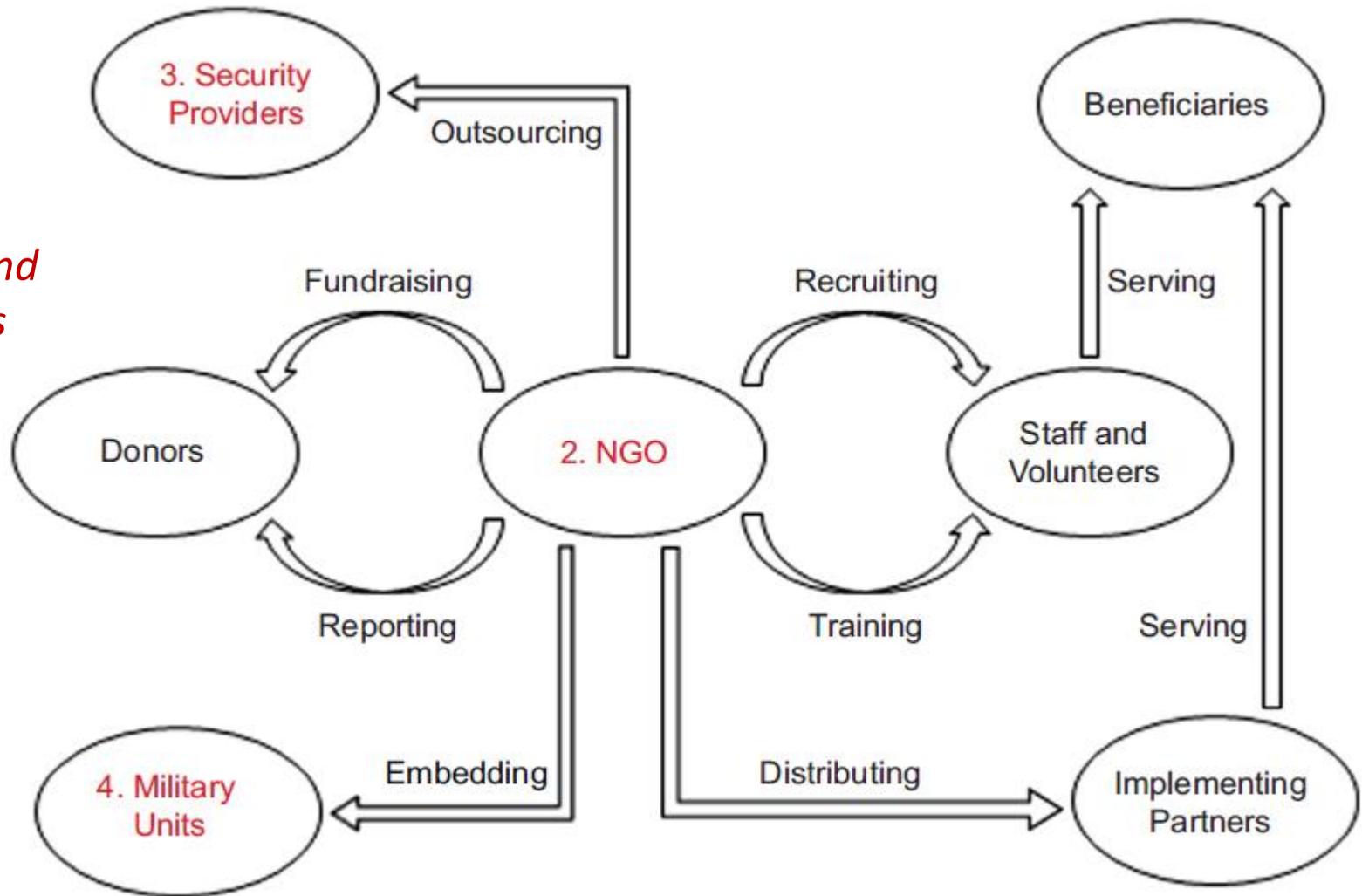


If an agency decides to enter a high-security risk situation, there appear to be at least four strategic options to consider, resulting in an increasing loss of autonomy:

- (1) Be reactive
- (2) Provide security internally
- (3) Hire a commercial security provider
- (4) Embed with a military unit

Larson, Paul D. (in press), "Security, sustainability and supply chain collaboration in the humanitarian space," *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>

*Selected security actors and activities*



Larson, Paul D. (in press), "Security, sustainability and supply chain collaboration in the humanitarian space," *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>

(1) *Be reactive*. Under this approach, the humanitarian agency comes in, performs its usual activities to help those in need, and hopes for the best. As security problems arise, the agency may alter its methods of delivery. In the extreme, this may entail temporary or permanent withdrawal from an area of conflict.

Larson, Paul D. (in press), "Security, sustainability and supply chain collaboration in the humanitarian space," *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>



+ Follow

# Haiti kidnapping: Christian Aid Ministries faced close calls and threats before abduction

By Kara Fox, David Shortell, Natalie Gallon, Matt Rivers and AnneClaire Stapleton, CNN · 21 mins ago



“The danger was visible all around them, long before a group of Christian Aid Ministries missionaries and children were abducted from the road in Haiti.”

On Saturday (Oct. 16), 17 Christian Aid Ministries members -- ranging in age from 1 to 48 years -- were kidnapped by the 400 Mawozo gang after visiting an orphanage in Croix-des-Bouquets, near Port-au-Prince. The kidnappers have demanded ransom of \$1 million per hostage.

(2) *Provide security internally*. This approach implies a need to broaden the skills needed to be a humanitarian logistician, with a special focus on security management and the ability to work under pressure/in harsh environments (Kovács et al., 2012). The inclusion of security among the functions of humanitarian logistics has clear implications for the recruitment, hiring and training of aid workers.

Larson, Paul D. (in press), "Security, sustainability and supply chain collaboration in the humanitarian space," *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>

(3) *Hire a commercial security provider.* This is similar to hiring commercial logistics service providers, but with a focus on security services. An example of such a firm is G3 Security Limited (<https://www.g3security.co.uk/>), based in London. Naturally, engaging such services is sure to have budgetary implications, as well as reputational implications, for any aid agency.

Larson, Paul D. (in press), "Security, sustainability and supply chain collaboration in the humanitarian space," *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>

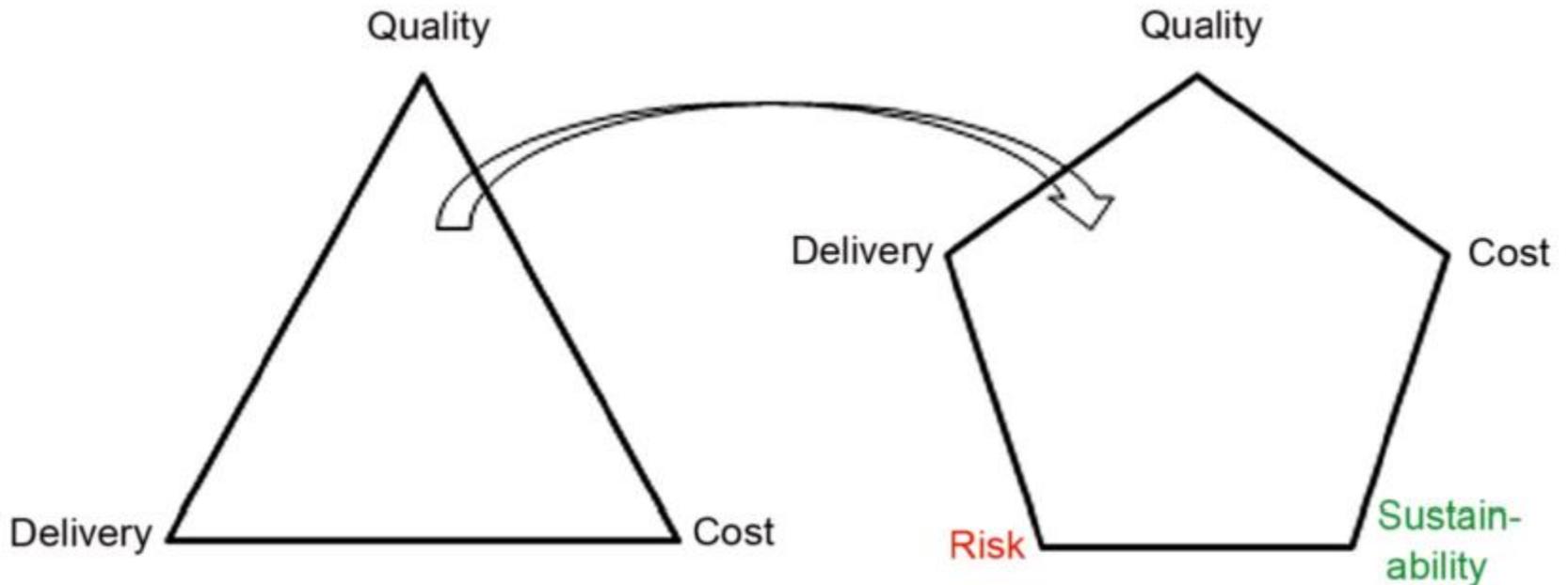
(4) *Embed with a military unit.* This would entail “humilitarian” collaboration (McLachlin and Larson 2011; Larson 2012). The unit could be attached to the national (host) government, NATO or UN peacekeepers, an intervening foreign government or even insurgents. The Provincial Reconstruction Teams (PRTs) in Afghanistan are an example of this approach (Munslow and O’Dempsey 2009). Whatever entity is supporting the military unit, its purpose is to assure a safe operating environment for aid workers and the local civilian population. Of course, this approach maximizes aid agencies’ loss of perceived autonomy.

Larson, Paul D. (in press), “Security, sustainability and supply chain collaboration in the humanitarian space,” *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>

## *Supply Chain Risk Evaluation & Management (SCREAM)*

- Contingency planning: How will you respond?
  - Stay or withdraw?
  - Who are your key people?
  - What are your critical activities?
- Communication/education: What's the message?
  - Beneficiaries
  - Donors
  - Staff and volunteers
  - Partners

## *From triangle to pentagon*



Larson, Paul D. (in press), "Security, sustainability and supply chain collaboration in the humanitarian space," *Journal of Humanitarian Logistics and Supply Chain Management*. <https://doi.org/10.1108/JHLSCM-06-2021-0059>

## *Discussion*

- Security vs. autonomy
- Impact of security on cost and service
- Impact of security on recruiting and retention
- How to match security options to situations?
- How does your organization handle security?
- Is the “humanitarian space” shrinking?

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