

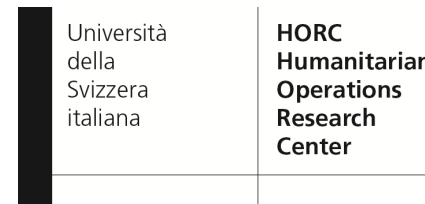
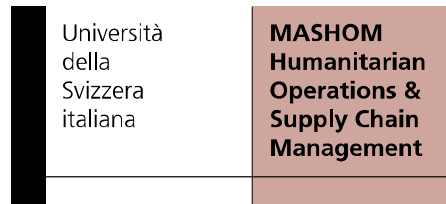


# Improving Humanitarian Operations Through People & Partnerships

**Paulo Gonçalves, PhD**

- Associate Professor** – Università della Svizzera italiana (USI), Lugano
- Founder & Director** – Master Humanitarian Logistics & Management
- Master Humanitarian Operations & SC Management
- Humanitarian Operations Research Center
- Research Affiliate** – MIT Sloan School of Management

Rio de Janeiro, October 6, 2014



# Tito Tettamanti



# Roman Rudel



# MASHLM Summer Schools

2006

Strategic insights into  
key logistics issues



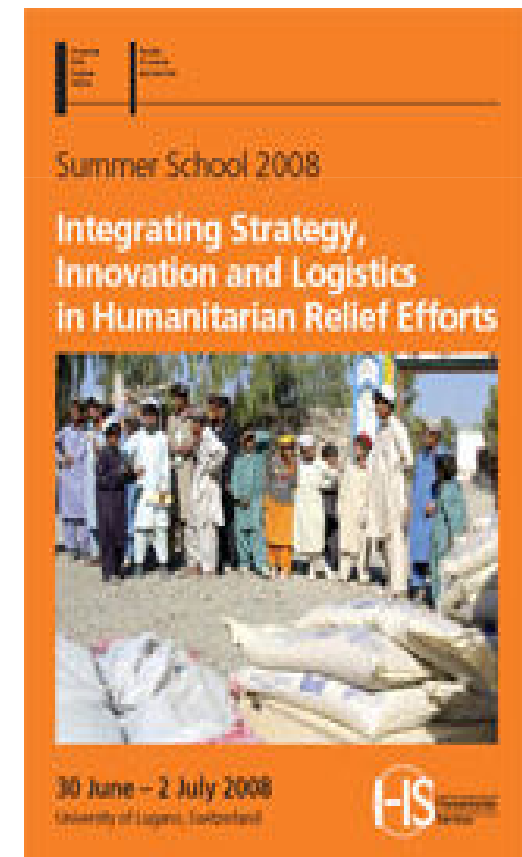
2007

Strategy Logistics  
and Organizational  
Development



2008

Strategy, Innovation &  
Logistics in  
Humanitarian Relief



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**MASHLM**  
Humanitarian  
Logistics and  
Management

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## The way forward for your humanitarian career

The Master of Advanced Studies in Humanitarian Logistics and Management (MASHLM) is a part-time executive program intended for humanitarian professionals seeking to advance their managerial, analytical and decision making skills. Through relevant theory and practical applications world renowned faculty help participants



Schedule

Students

Faculty

Application

# **Subjects: MASHLM covers four broad academics areas**

## **Humanitarian Context**

- **Introduction to Humanitarian Action**
- **Legal Framework of Humanitarian Action**
- **Delivery of Humanitarian Assistance**

## **Organizational & Strategic Management**

- **Organizational Behavior**
- **Strategic Planning**
- **Human Resources Management**
- **Managerial Accounting for Non-Profit Organizations**

## **Research Methods**

- **Research Methods I: Analytical Thinking**
- **Research Methods II: Statistics**

## **Project Management**

- **Project Management Principles**
- **Project Strategy & Scenario Planning**
- **Process Management**
- **Disaster Risk Reduction**

## **Supply Chain Management**

- **Supply Chain Principles**
- **Supply Chain Design**
- **Decision Making Models**
- **Lean Six Sigma**
- **Transportation Management**

## **Thesis**

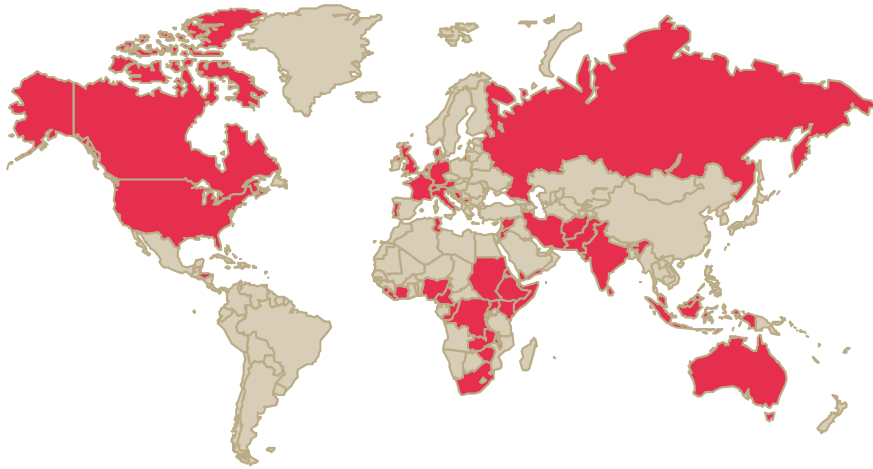
- **Applied Master Thesis**



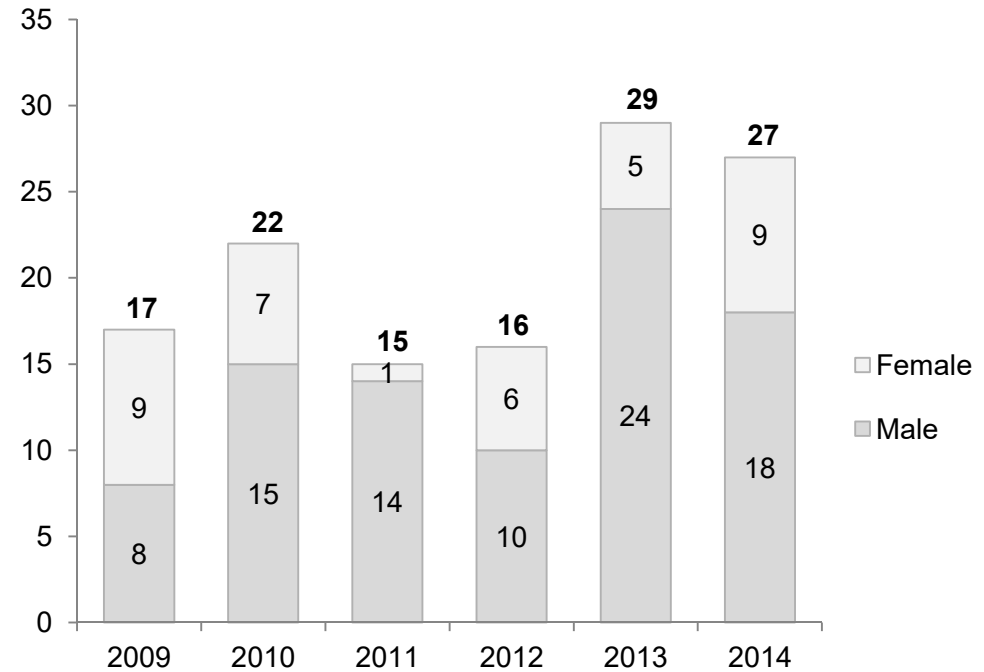
# Students: MASHLM - a growing global program

MASHLM has currently 56 students in both cohorts

## Students from 46 countries so far

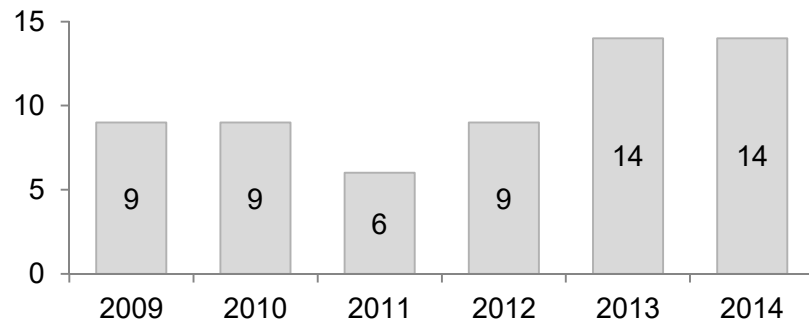


## Evolving number of students

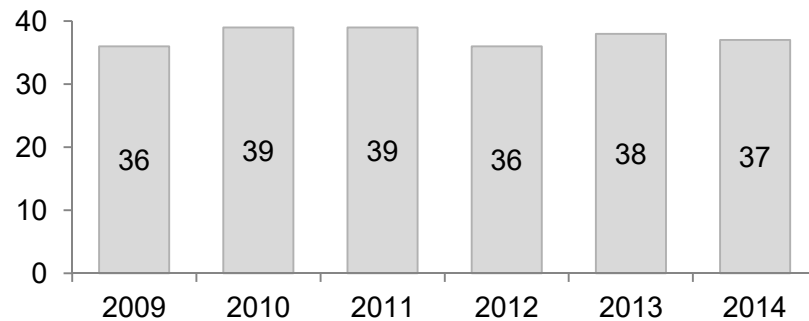


# Student quality: MASHLM attracts experienced managers from renowned humanitarian organizations

## Professional experience in years



## Average age of participants



## Students' organizations



**Bervery Chawaguta**  
**MASHLM 2010 Master**  
**thesis**

**Optimization of Food**  
**Distribution for WFP Ethiopia**  
**Model**



United Nations  
**World Food  
Programme**





# MASHLM: Applicable Tools & Measurable Impact



“It's not just the theories anymore, it's tools that I can use and that I can share with my colleagues.”

***Deanna Beaumont - MSF***



“I got quite a lot out of the program. I feel more mature, the way I approach issues at work. I feel more strategic.”

***Alfred Kashweka - WVI***



“Because of the lesson I did in statistics I was able to propose a faster way to input the data in our organization that they've actually come to adopt, and they're actually quite grateful for that.”

***Farai Tumbare***

***Harare City Council***

“You learn optimization in the program, that's really important, especially in logistics, optimizing whether it's cargo movement or space or scheduling of vehicles.”

***Dickson W. Musyimi - WVI***



“The first thing, it's a change of business mindset and the first thing that I brought back to my team was system dynamics.”

***Patrick Effinda - UNHCR***



“This course is more like a practical course where if you are in the humanitarian sector you'll be able to implement directly what you're taught in class.”

***Juliet Bvekwa - CARE***



**Rose Van Steijn**

**2012 Best Master Thesis Award**

**HUMLOG Institute (Finland)**

**Participatory Games as Road to Safety**



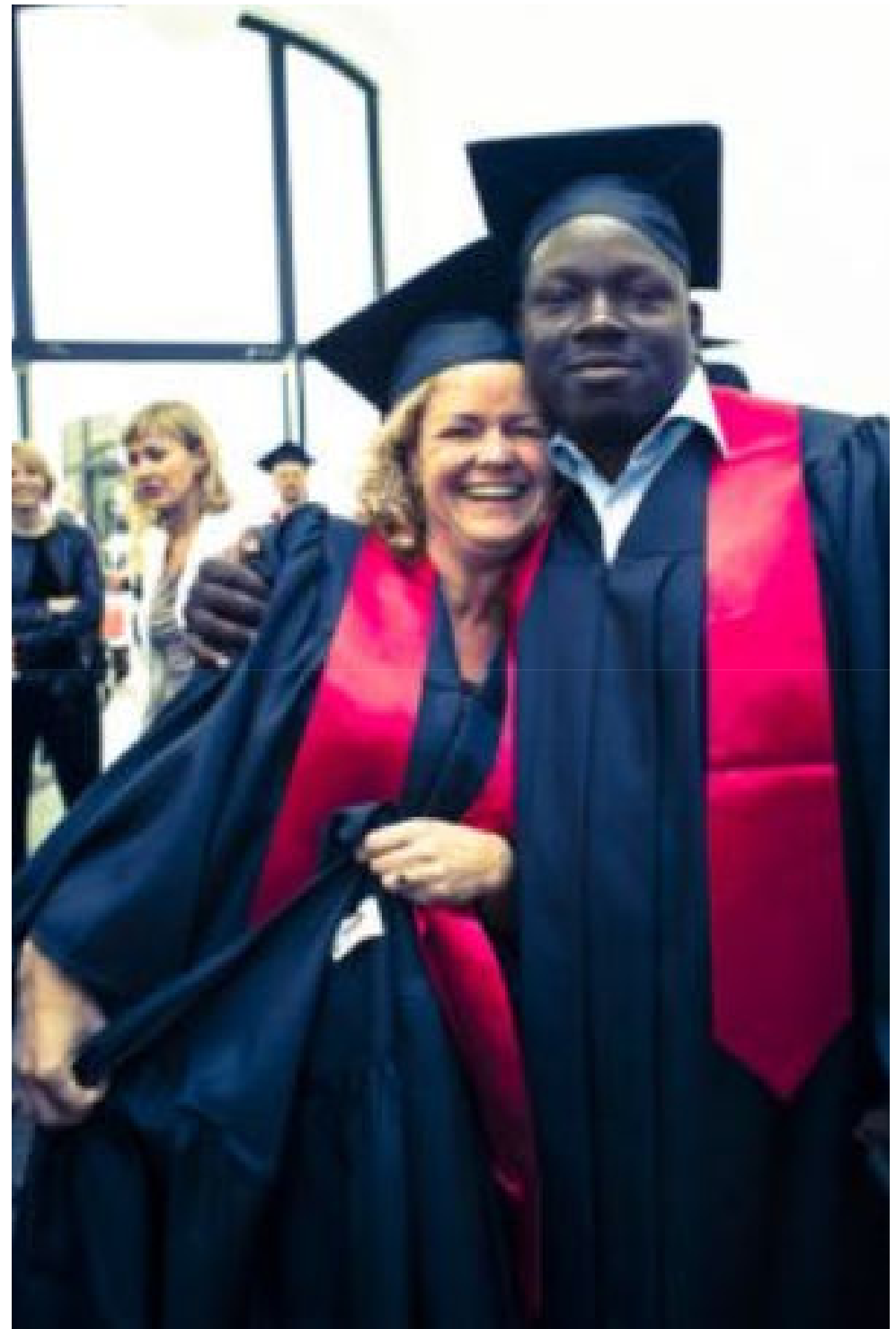
**Toni Villy**

**2012 Honorary Mention**

**HUMLOG Institute (Finland)**

**Humanitarian Accountability**

**Framework: DRC Somalia**



**Juliet Bvekwa**

**2013 Best Master Thesis Award**

**HUMLOG Institute (Finland)**

**Improving CARE Zimbabwe Non Food  
Items Management & Accountability**



# SwissLeg Team

**Roberto Agosta**  
**COO**



## *The Manager*

MAS HLM USI Lugano  
4 y. banking experience  
20 y. in humanitarian work  
internationally

**Paulo Gonçalves**  
**CEO**



## *The Strategist*

PhD MIT Sloan, MSc MIT  
15 y. applied research & consulting  
Founder/Director MASHLM,  
MASHOM USI Lugano

**Mohammad Ismail**  
**CTO**



## *The Inventor*

MAS HLM USI Lugano  
20 y. Certified Ortho Prosthetist  
Inventor of SwissLeg Technology

# Swiss Leg

THE LOW COST SOLUTION TO HIGH END PROSTHETICS



*“Walking is a basic human right that should be affordable to everyone everywhere”*



[www.swissleg.com](http://www.swissleg.com)



**24 Million amputees** have no access to adequate prostheses



Because existing prostheses are:

1. Too expensive (high-end)
2. Cheap but poor quality (rigid & heavy)





# SwissLeg: affordable high-mobility to amputees!

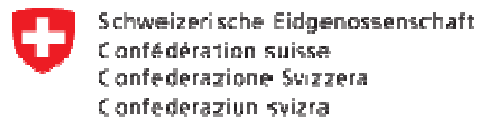
From Disabled to ...



- **Affordable:**
  - Cheap & available materials
- **High-mobility:**
  - Integrated alignment & robust
- **Comfortable:**
  - Custom fitted & well designed
- **Light:**
  - Few & light co-polymers
- **Same day production:**
  - Simple & sequential process

... impressive mobility!

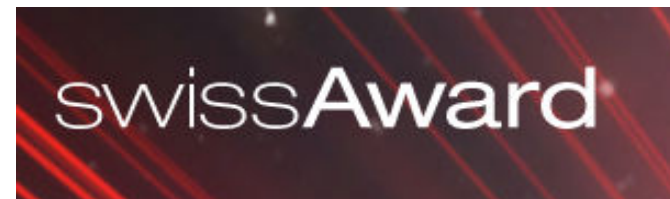
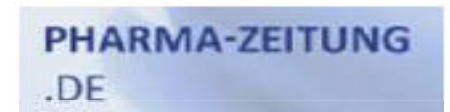




Swiss Confederation

Commission for Technology and Innovation CTI





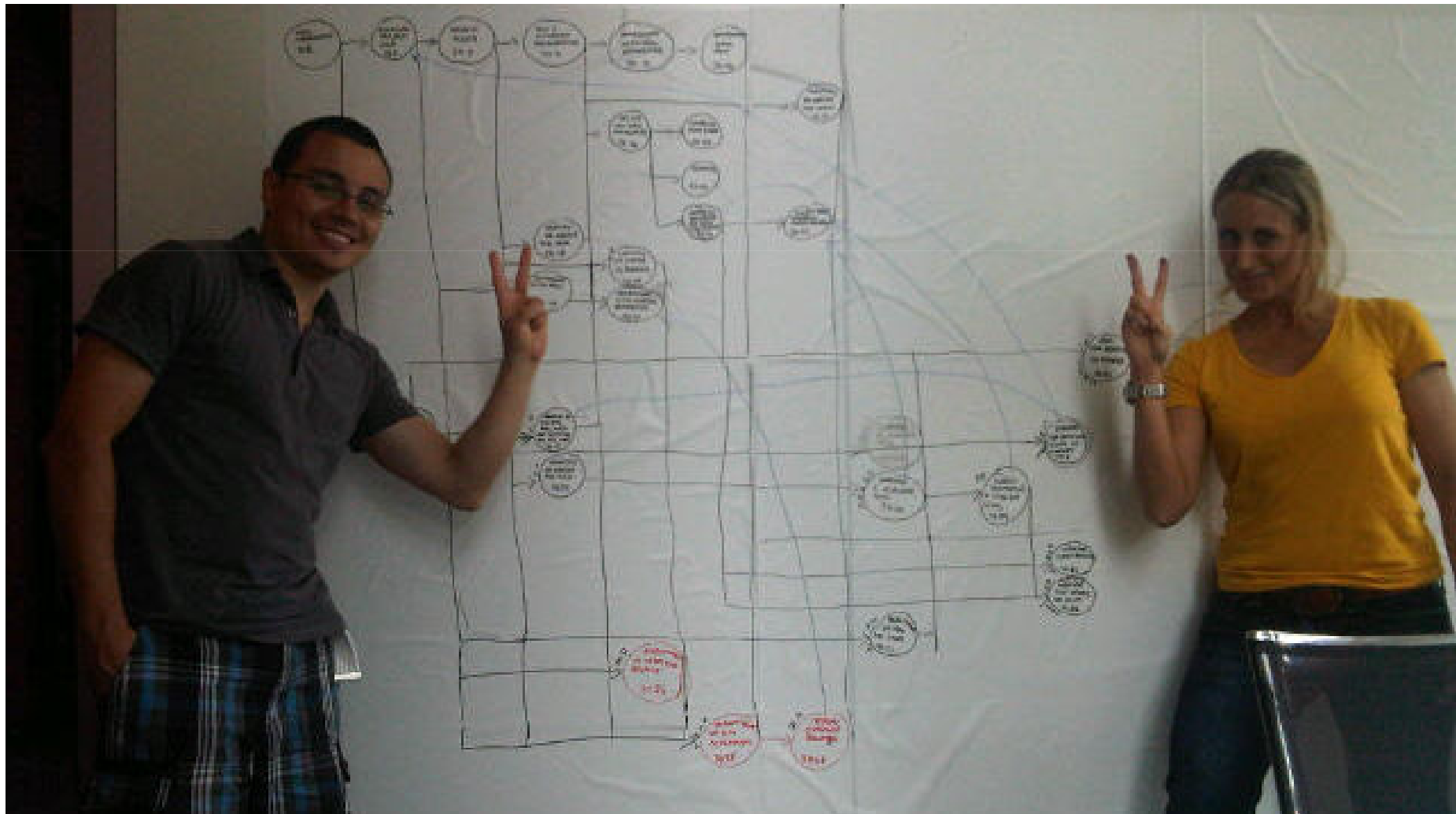
# PROJECT MANAGEMENT & RISK MANAGEMENT: DISTRIBUTION OF MOSQUITO NETS IN IVORY COAST

**JAIME CASTANEDA**

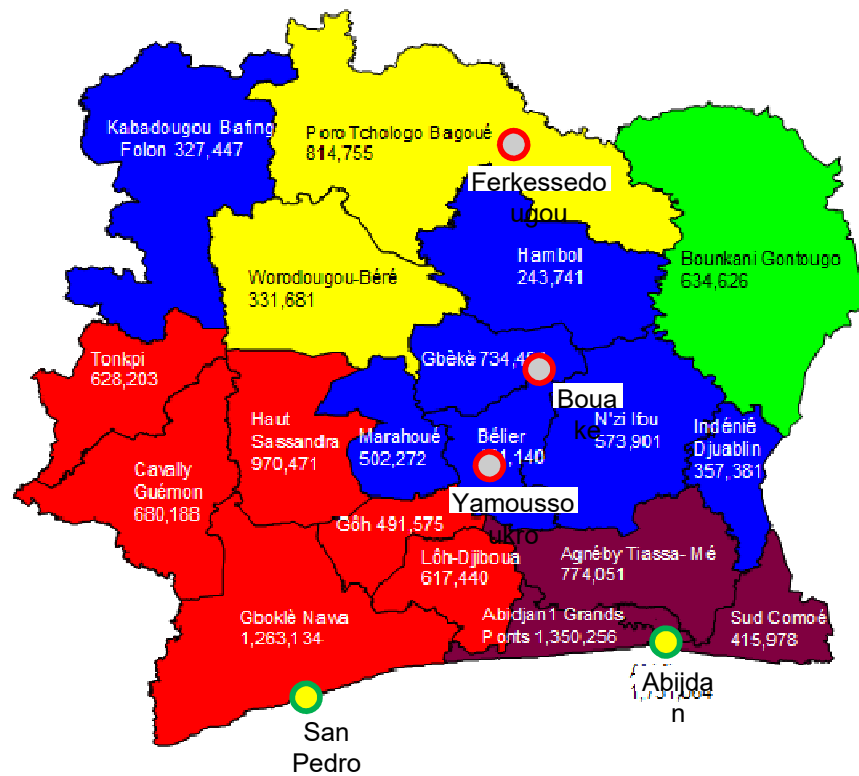
POST DOCTORAL FELLOW MIT

**SILVIA UNEDDU**

LOGISTICS & EMERGENCY MANAGER UNICEF



# SUPPLY CHAIN OPTIMIZATION OF THE DISTRIBUTION OF MOSQUITO NETS IN IVORY COAST



Phase Pilote 1

Phase Pilote 2

Phase 1

Phase 2

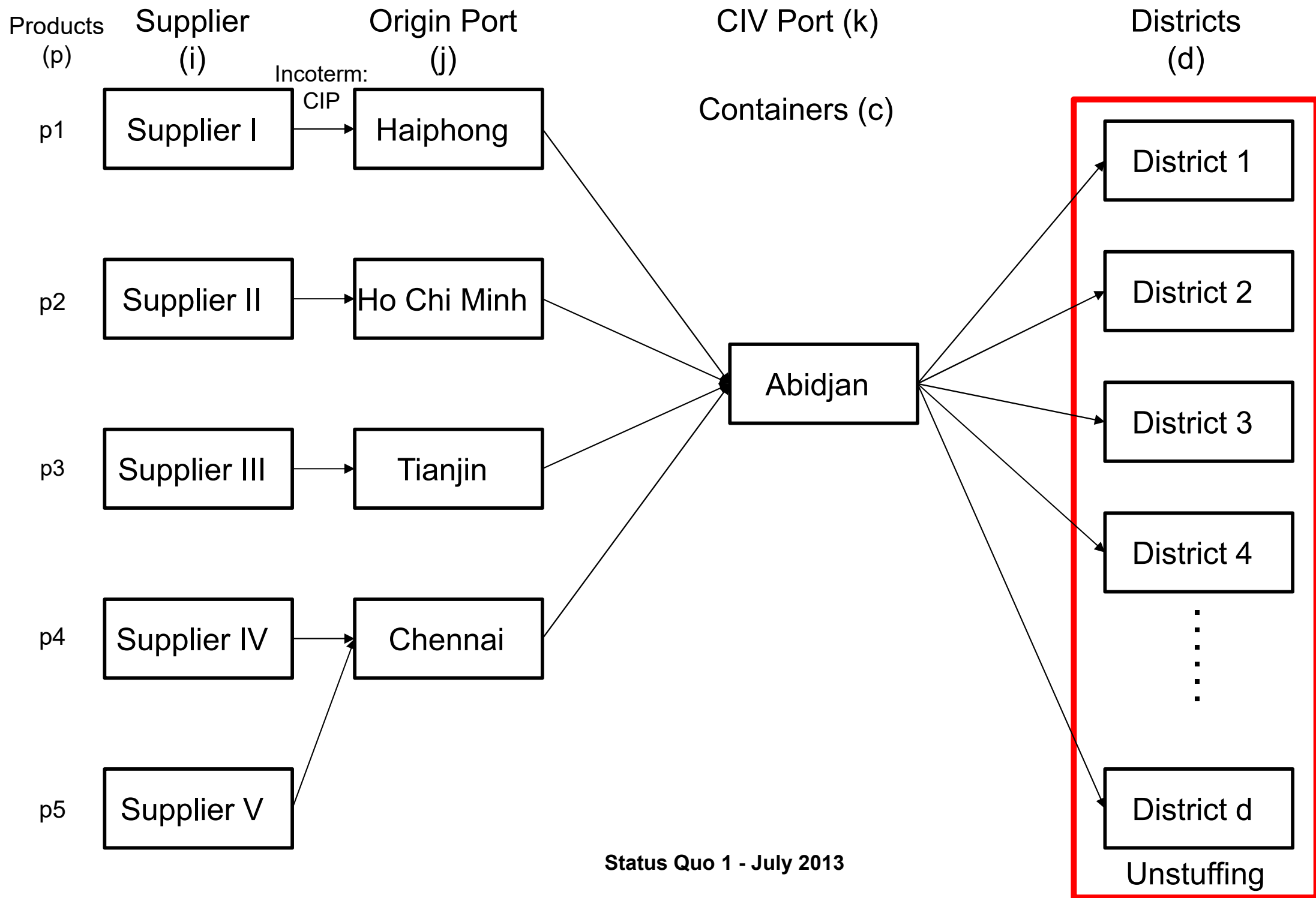
Phase 3

**Adriana Leiras**  
PUC



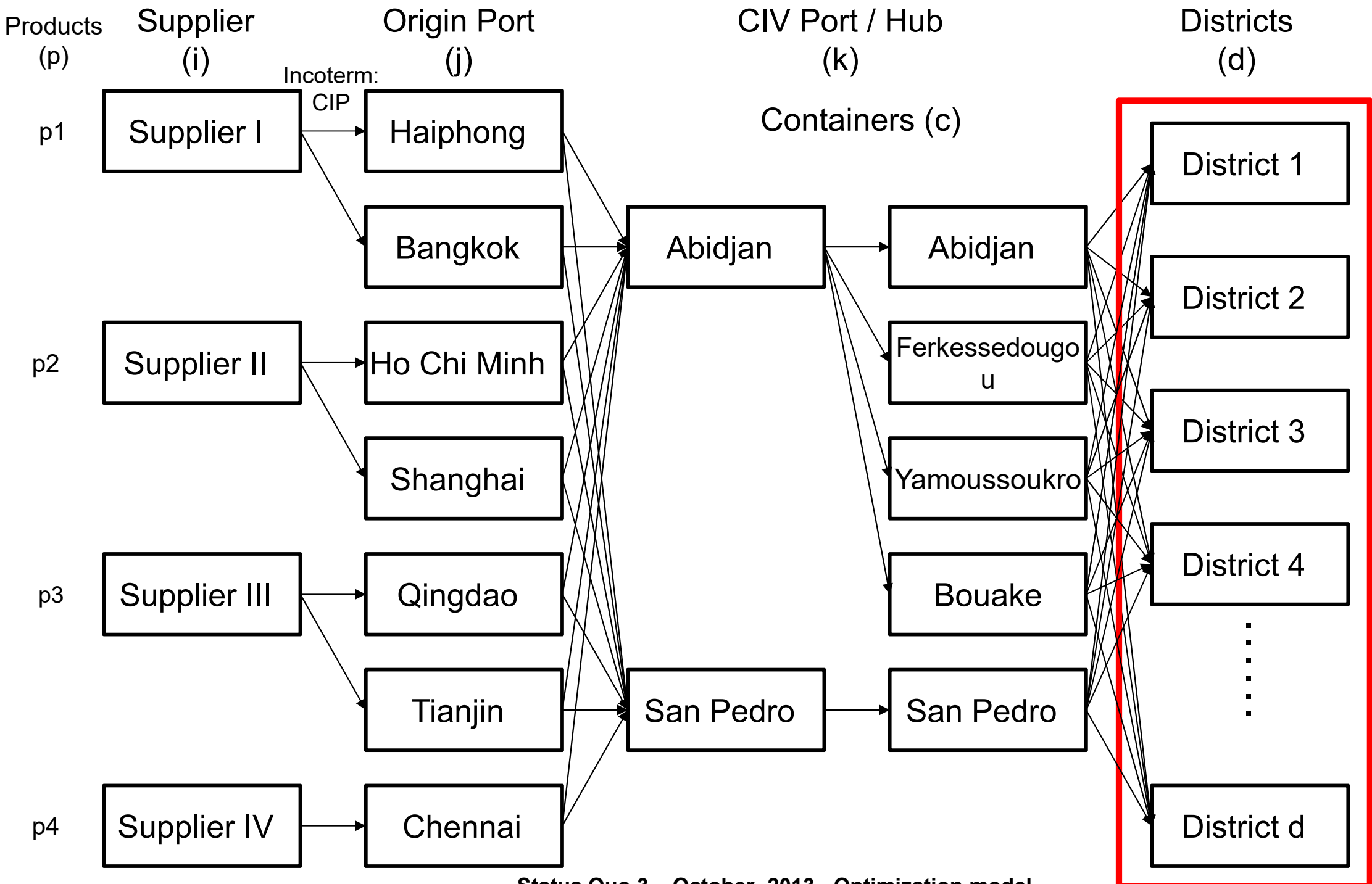
**Irineu de Brito Junior**  
USP





Status Quo 1 - July 2013





Status Quo 3 – October -2013 - Optimization model

# Conclusions

Initial Situation:	After Optimization
✓ 5 suppliers based in Asia	✓ 3 suppliers based in Asia
✓ Shipments from 4 ports of origin (depending on the location of the suppliers)	✓ Shipments from 3 ports of origin (depending on the location of the suppliers)
✓ Use over 500 40-foot containers,	✓ Use 482 (40ft, 40ftHC, 20ft) containers,
✓ Abidjan as the only port of arrival in CIV.	✓ Abidjan and San Pedro as port of arrival and 2 inland cities as transshipment point.

- **Shipment and distribution of 12 million LLINs requires a strong coordination requirement among the stakeholders and a meticulous supply chain plan.**

**Mike Pillinger**  
Chief of Mission

**Lado Gvilava**  
Global Logistics Coordinator



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Operations &  
Supply Chain  
Management

# MASHOM-IOM Partnership

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## Lugano - Amman - Hamburg

The Master of Advanced Studies in Humanitarian Operations and Supply Chain Management (MASHOM) is a project based part-time executive program created exclusively for humanitarian professionals. It seeks to complement and enhance the knowledge base and practical skills of practitioners in humanitarian logistics and management.

Students attend 7 one-week sessions, with 4 in Amman, Jordan, 1 in Hamburg, Germany and 2 in Lugano, Switzerland, over the course of 14 months. All classes are taught in English.



*This project based program aims to help organizations identify operational problems and develop the capacity to*

# Students' High Praise for MASHOM

"Overall on this MASHOM, the **subjects, methods and tools are very useful** for our **daily work.**"

"In general MASHOM was able to **change my way of thinking**, now for me Humanitarian assistance projects management differs from before."

"This **program should be a mandatory** course for any program manager, developer, implementer that work in the international humanitarian community."

"All courses have been very effective and I have **applied the principles and techniques in a large scale emergency** that emerged while I am in the course."

"The program is very interesting, the courses are very **well adapted to the humanitarian context**, and are nicely **complementing each other.**"

"I enjoyed learning every course, and I feel that I have **gained an excellent tool set, skill set and mind set** support me with any role in the future."

"The **teaching methods are interactive and very dynamic.** The course material as well the content and **references to literature** are extremely interesting and useful."

"There is no single module from which I have not been using one or more methods, techniques, ideas in my daily work. These are very applicable tools and **make a big difference in the way I operate**, make decisions, plan, implement, etc."

"I am a better person today in the workplace and in life than I was before the MASHOM, and thanks to the MASHOM **I am able to do my work exponentially better.**"

"The most important benefits of MASHOM courses is that teaching **modules are tailor-made and adjusted to IOM operational modalities.** It is a great opportunity to be able to utilize the advanced tools and methodologies learned in the classroom in IOM projects implemented in various field missions."



# MASHOM Project Has Lead to Higher Fundraising

## MASHOM Skills Applied to Reduce Logistic Complexity

**Japanese's funding for Syrian refugees**  
**The Government of Japan funded IOM with USD 300'000 to provide aid to populations** (urban refugees) affected by the Syrian crisis in Iraq.

### Complex logistics

**This logistically very complex project was accomplished in record speed largely utilizing skills acquired at MASHOM courses** and addressing the immediate needs of 590 vulnerable refugee and returnee families, reaching more than 3'500 people in 10 cities all over Iraq.



## Successful Project Led to Additional Funding

**Additional USD 1.8 million received from Japanese government for next project phase**

Emergency Assistance to Syrian Refugees in Northern Iraq allows to provide for the next 9 months:

- Transportation assistance
- Provision of food and medical
- Provision of non-food items (NFI)

**Additional USD 800'000 has been provided in form of material, tents etc.**





# MASHOM Led to Immediate & Measurable Savings

## MASHOM Impact on Iraq Mission → US\$ 800,000+ in Savings

### MASHOM Transport Optimization

- **Problem:**  
Provide transport to Syrian refugees crossing from Syria to KRG Iraq?
- **Results:**  
Savings US\$150,000 (single operation, for project last three months).
- **Methods:**  
Diversified procurement optimizing costs to specific destinations.
- **Opportunity:**  
Diversification to other transport efforts and other missions.

### MASHOM Lean Six Sigma

- **Problem:**  
How to Eliminate redundant processes?
- **Results:**  
Savings US\$67,000 per month (since February)  
Removed non-valued added components, reduced lead time and increase speed of NFI delivery
- **Methods:**  
Process management and lean six sigma
- **Opportunity:**  
Diversification to similar organizational processes

# MASHOM Impact on IOM Iraq Emergency Response Anbar IDP Crisis

- Increased Responsiveness:** - IOM first International Organization to respond
- Mainstreamed SCM:** - Rapid adjustment of services to increased and diverse needs of most vulnerable population
- Optimized Processes:** - Highest number of services delivered among UN agencies  
→ **NFIs 8,255 kits in 5 months to 49,530 benefic.**
- Increased Capacity:** - Distributing aid on behalf of other UN agencies  
→ **WFP 15,122 food parcels to 90,732 benefic.**  
→ **WHO 5 emergency medical kits for public hospitals**

**IOM today has highest funding among all Anbar crisis responders**

# MASHOM: Impressive Team; Amazing Results!







# Thank you !

## Paulo Gonçalves, PhD

- Associate Professor – Università della Svizzera italiana (USI), Lugano
- Founder & Director – Master Humanitarian Logistics & Management
- Master Humanitarian Operations & SC Management
- Humanitarian Operations Research Center
- Research Affiliate – MIT Sloan School of Management

[paulo.goncalves@usi.ch](mailto:paulo.goncalves@usi.ch)

