

Proposal title

Risk analysis and controlling policies in the supply chain of the
humanitarian sector

Case of Yemen operations

Rationale for the Study:

There are many stakeholders in humanitarian supply chains including food and nonfood items, associated services and financial resources as well as the exchange of information among all stakeholders. An essential part of humanitarian network are donors, suppliers, targeted community and other humanitarian agencies.

The latter results in the need to establish a robust supply chain through optimizing all the supply chain activities. Having said that, humanitarian supply chains include four main phases consisting of mitigation, preparedness, responsiveness, and recovery (Manopiniwes & Irohara, 2014).

It was observed that the humanitarian supply chain process has been exposed to different type of risks due to the fact that humanitarian operations are typically conducted in unstable countries and within complex environments, of which:

Risks associated with the current conflict, such as increased violence, attacks on staff, and looting of supplies and aid convoys (United Nationan-OCHA, 2021). The Access challenge: many areas in the targeted countries (Yemen in our case) cannot receive assistance due to limited accessibility or due to various factors, including politics. A risk associated with external factors such as weather change in the event of natural disasters (floods, hurricanes) (World Health Organization, 2023) .

However, a wide range of risks exist, and their impacts are applicable to a broad range of functions within the supply chain, such as procurement, storage, transport, customs clearance, and port operations. These risks may affect all aspects of the supply chain directly or indirectly.

Nevertheless, an extensive research studies are required to identify and assess risks, categorize the type of risks impacting humanitarian operations in Yemen.

The study as well will provide a holistic overview about the practices undertaken by the humanitarian actors in Yemen to overcome and mitigate risks including identifying risks, prioritizing risks, assessing and analyzing risks, sourcing strategies, products suitability, and the establishment of convenient risk register and risk mitigation strategy.

Context of the study:

There has been a conflict in Yemen since 2015 and as a result of the conflict, Yemen's infrastructure and economy have been severely affected during this period of time and the violence has forced millions of people to flee their homes. The political instability and conflict have pushed the humanitarian organizations to an extremely challenging to provide relief to those in need.

The supply chain is the backbone of any humanitarian response since it's responsible for delivering the food and services to the targeted people. On an another extreme, supply chain body encounters day to day challenges and risks in Yemen operation taking into consideration its complexity and the involved various actors who are in the response. However, the supply chain team had to work on identifying risks rang where it impacts the supply chain ability to response, nonetheless major risks shapes were distributed among security risks, operational risks, external risks (climate change, natural disasters) (Abualrejal, et al., 2017).

Against this backdrop, the aim of the study is to examine the risk analysis and control procedures in Yemeni humanitarian sector's supply chain. The study's objectives are to identify the main supply chain risks, evaluate the effectiveness of current control polices and address suggestions for enhancing the risk management procedures.

Having said that, the study seeks to contribute to fostering and improving the humanitarian response effectiveness and efficiency.

Aim:

The aim of this research is to analyze the risk and propose mitigating policies to enhance the supply chain resilience in the humanitarian sector, focusing on Yemen operations.

Research questions: the research intends to answer the following questions:

Q1: what are fundamental risks that impact the humanitarian operation in Yemen?

Q2: what are the main mitigation measures adopted by humanitarian actors in Yemen in order to minimize the risks?

Q3: what are the opportunities for implementing an effective supply chain risk management policy in Yemen humanitarian operations?

Objectives:

The objective of this research is to:

1. To investigate the fundamental risks that impact the humanitarian operations in Yemen.
2. To examine the mitigation strategies adopted by humanitarian actors in Yemen to minimize the risks.
3. To explore and outline the opportunities of having a supply chain risk management in place for the Yemen humanitarian operation.

Proposed methodology:

The study will use mixed method research design that combines both quantitative and qualitative research methodology. The research will be conducted in two phases:

Phase one: qualitative data collection:

Interviews will be held with key players in Yemen's relief supply chain in the first phase using a semi-structured format. Interviewees could be suppliers, service providers, logistics managers. Interviews will be conducted based on an interview outline that includes risk management strategies, control procedures, and supply chain obstacles. As a result of the information gathered during the interviews, we will conduct a thematic analysis to uncover significant themes and patterns related to risk management in the supply chain.

Phase two: Quantitative data collection:

During the second phase, a survey to larger sample of stakeholders in the Yemeni humanitarian sector's supply chain. In this survey, quantitative data will be collected about supply chain risks, risk management practices and controlling policies. The survey will be distributed online using a survey tool and both convenience and snowball sampling techniques to recruit participants. To examine the relationship between the variables collected from the survey and to test the hypothesis based on these relationships, however the collected data to be analyzed using descriptive statistics and inferential statistics.

Data integration and analysis:

The collected data from both phases of the study will be combined, integrated, and analyzed in a way to enable comparison and assess the contrast between results in order to identify the areas of convergence and divergence. The outcomes of the study will be utilized in developing recommendations for improving risk management policies in the supply chain.

Limitation of the study:

The study will be accompanied with different types of limitations that need to be considered upon interpreting the results:

1. Sample size: due to security reasons a limit access to Yemen Humanitarian stakeholders.
2. Self-report bias: data collected through interviews and surveys are subject to bias according to participants opinion.
3. Data quality
4. Time constrains.

Delimitation of the study:

The following delimitations of the study”

1. Geographical scope: as the study will search for Yemen concept of operation and the associated risks therefore findings probably not be generalized to other humanitarian operation within supply chain.
2. Sectoral scope: the study focus on humanitarian and might not applicable to the supply chain of commercial sector.
3. Timeframe: research will shed light on the current circumstances and risk management under current environment and result might not be applicable for historical nor future studies concept of operation.
4. Language: study will be held in English while part of Yemen stakeholders not fluent in English and language could limit study results.

Proposed structure of the study:

- I. Introduction:
 - a. Background and context of the study.
 - b. Problems statement.
 - c. Research questions.
 - d. Aim and objectives.
- II. Literature review:
 - a. Overview of supply chain management in the humanitarian sector
 - b. Key information and definitions.
 - c. Previous research on risk management.
 - d. Best practice in risk management
- III. Methodology:
 - a. Research design.
 - b. Data collection
 - c. Sample selection
 - d. Data analysis methods
- IV. Results:
 - a. Overview of the study sample.
 - b. Qualitative results.
 - c. Quantitative results.
- V. Discussion:
 - a. Interpretation of results.
 - b. Implication of risk management on supply chain in humanitarian operation in Yemen.
 - c. Limitation of study
- VI. Conclusion:
 - a. Summary of the key findings
 - b. Conclusion and recommendations.
 - c. Future research directions.

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The Institute of Risk Management is the risk management's professional education body. Established as a not-for-profit organisation, the Institute is governed by practising risk professionals and has strong links to leading universities and business schools across the world. www.theirm.org

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