

# Success and Failure of Humanitarian Logistics in Boko Haram Disaster Operations in Borno State

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**Abstract**—Whenever there is a disaster, it is critical to provide the affected people with the necessary assistance in terms of services such as shelter, food and non-food items like medicine and water, as early as possible. Humanitarian logistics significantly affect the effectiveness and efficiency of humanitarian interventions. There are several successes and failures in the operations of humanitarian organizations in the Internally Displaced Persons (IDPs) camp in Borno State, Nigeria, due to the Boko Haram insurgency, which is yet to be ascertained. As a result of the Boko Haram insurgency, many citizens have lost their homes, and a significant number of aid movements within the state have emerged.

Hence, this study aims to examine both the elements of success and failure in the Boko Haram disaster operations by humanitarian logistics movements in Maiduguri of Borno State. A quantitative research design was adopted where the questionnaire was developed and distributed online to the 224 NGOs in Maiduguri of Borno state. The collected data was analyzed using descriptive statistical analysis by SPSS software. The results indicate that pre-occupation with the response, uncertainty, work pressure, and high stress are the three significant factors affecting the humanitarians' activities. On the other hand, an agile humanitarian supply chain, risk and needs assessment, coordination, and collaboration with other relief agencies are the top leading key success factors of humanitarian organizations operating in Maiduguri IDPs camps. This study ascertains that the factors affecting the humanitarian activities in Maiduguri IDPs camps are mainly the human factors which affect the success of humanitarian logistics and challenges of the system. Therefore, it is recommended that Government, NGOs and individuals should provide more humanitarian aid and ensure effective and efficient delivery and distribution of the aid to the appropriate and affected people as well as ensuring the block linkages in the distribution of logistics and aid to the affected areas.

**Keywords**— Critical Success Factors, Humanitarian Supply Chain, Humanitarian Logistics, IDPs, NGOs, Success Factors

## I. INTRODUCTION

Logistic practices are an integrated concept for controlling a channel's whole movement from the initial material supplier to the ultimate end-user, including the disposal process (Tennakoon et al., 2021). The majority of logistics activities are located in the scope of urban logistics. Logistics service integrators play a vital role in the supply chain operations as essential stakeholders, including exercises. They serve as

intermediaries and connectors between the supply and demand sides of logistics (Bielecki et al., 2021). The presence of a humanitarian logistics network in Borno state is a consequence of the significant number of people displaced by the Boko Haram insurgency. Many people have lost their homes, personal properties and means of livelihood. A substantial number of movements within the state have emerged, attracting the attention of international, national, and local humanitarian organizations for humanitarian assistance. The ongoing growth in humanitarian aid and assistance to IDPs has prompted the humanitarian logistical services to raise the alarm. The support targeted for IDPs can only reach the needy through a functioning humanitarian logistics system.

In light of this study, the action of Boko Haram was reported to be violent, as Gbigbiddje et al. (2020) have stated in their research that the Boko Haram Terrorism (BHT) had been engaged in a violent campaign against the Nigerian state since 2009, following the Nigerian military's violent suppression of the group. Eventually, the group evolved into a very lethal terrorist organization that wreaked havoc on people's lives and property, destroyed infrastructure, and disrupted the country's social services. This has resulted in enormous humanitarian disasters in the North East (NE) region, including the Republics of Chad, Niger, and Cameroun (Gbigbiddje et al., 2020).

## II. LITERATURE REVIEW

### A. Concept of Humanitarian Logistics

Humanitarian logistics refers to "planning, implementing, and controlling the efficient, cost-effective flow of commodities and materials, as well as related information, from the point of origin to the point of consumption to alleviate the suffering of vulnerable people" (Pascucci, 2021). Logistics refers to the procedures and systems involved in mobilizing people, resources, skills, and expertise to assist vulnerable individuals affected by disaster (Blank, 2021). Humanitarian logistics has always been at the heart of relief operations, despite its position of not being acknowledged to the extent it is today. So, while humanitarian logistics may have been critical to completing operations, it lacked operational experience. More broadly, there was no

investment in technology and communication and the most up-to-date approaches and techniques, such as mathematical modelling (Jones & Mulloy, 2021).

### *B. Critical Success Factors in Humanitarian Supply Chains*

Maintaining a humanitarian supply chain is not an easy process. De Camargo Fioriniet et al. (2021) used an Interpretative Structural Modeling (ISM) and a Matrice d'Impacts Croisés Multiplication Appliquée à un Classement (MICMAC) assessment to help clarify the critical success factors in the management and operation of chain stores. The critical success factors identified in the study are policy decisions and organizational structure, humanitarian relief delivery systems, strategic planning, reliable telecommunications and information, collaboration and coordination with other relief organizations, disaster-resistant infrastructure and transportation, enhanced forecast and early warning systems, procurement and donation administration, inventory management, risk and needs assessment, institutional and human capacity building, and agile humanitarian supply chain.

### *C. Humanitarian Organization's Issues and Challenges*

Authors have recognized several issues common to humanitarian organization logistics supply chain management, such as assessment and planning issues, limited use of technology, distant and rural operating areas, and poor infrastructure (Behl, & Dutta, 2019). One noteworthy difficulty mentioned is that donor spending habits might be shallow and short-sighted. In other words, funders are more likely to contribute funds for visible or concrete achievements rather than procurement and delivery system readiness or development (Dubey et al., 2021). The key obstacles to humanitarian organization logistics supply chain management, according to Nayak & Choudhary (2020), are dealing with unexpected demand, limited delivery times, inexperienced logistics workers, awkward media pressure, a lack of money, insufficient infrastructure and personnel, and improper political meddling. Differences in professionals' and academics' interpretations of knowledge pose another barrier, affecting problem-solving techniques and qualitative and quantitative data (Dennehy et al., 2021). For example, using 4WD (4-wheel drive) automobiles in Humanitarian Organization fleets to solve traffic problems is a suggestion from academia; however, 4WD vehicles are typically understood as an extravagant display of money in surrounding people and influence. Knowledge and understanding of this explanation and its implications come only from practical experience. As a result, academic training and field applications are frequently at odds (Dubey et al., 2021). Humanitarian organization effectiveness and efficiency necessitate effectively coping with a wide range of humanitarian organization logistics supply chain management difficulties and positively contributing to the delivery of humanitarian assistance to those in need. Socio-political variables like familial relationships, nepotism, favoritism, and other soft obstacles can also destabilize humanitarian help.

The nature of infrastructure degradation, unreliable communication systems, roadblocks, and numerous security challenges are some of the more difficult hurdles to overcome. Planning and assessment issues, operational environments, collaboration standardization challenges, and monitoring challenges are the four basic categories of humanitarian organization logistics supply chain management challenges. The literature review revealed that the first three types of challenges (Assessment and management challenges, Operational challenges, Collaboration and standardization challenges) have received more attention from the literature.

## III. METHODOLOGY

To assess the critical success factors of international, national, and local humanitarian organizations by exploring the challenges of the humanitarians' organizations' supply chain management in Internally Displaced Persons' (IDPs) camp in Maiduguri of Borno state, a quantitative research method is employed. Primary data were sourced by administering questionnaires to 224 NGOs in Maiduguri Borno state. The data were collected from the responses obtained in the study area. The study considered ten international humanitarian organizations and ten local humanitarian organizations. A purposive sampling technique was employed in selecting the respondent, and descriptive statistical analysis using mean, ranking and standard deviation was carried out to explore the result of the study.

## IV. RESULT AND DISCUSSION

### *A. Demographic respondent*

Descriptive analysis was carried out using frequency and percentages to explain the characteristics of the respondents.

The result of the humanitarian organization's Key Success Factors of Humanitarian Organization operating in Maiduguri IDPs camps are presented in Table 4.6. It shows that the Agile humanitarian supply chain, Risk and needs assessment, Coordination and collaboration with other relief agencies and Inventory management are the highest in the workers' responses on key success factors of humanitarian organization of the humanitarian organization operating in Maiduguri IDPs camps. However, Improved forecasting and early warning system, Government policies and organizational structure, Robust information & communication technology and Strategic planning for the emergency relief supply system with the least mean values of ( $M= 4.3945$ , std. deviation =  $0.78015$ ), ( $M= 4.3670$ , std. deviation =  $0.79353$ ) and ( $M= 4.3486$ , std. deviation =  $0.87332$ ) and ( $M= 4.3440$ , std. deviation =  $0.85652$ ) ranked from 1st to 4th respectively. The least Improved forecasting and early warning system, based on the lowest mean scores were in Government policies and organizational structure, Robust information and communication technology, and Strategic planning for the emergency relief supply system with their mean values of ( $M= 4.2752$ , std. deviation =  $0.89413$ ), and ( $M= 4.2706$ , std. deviation =  $0.82872$ ), ( $M= 4.2936$ , std. deviation =  $0.94360$ ), and ( $M= 4.2569$ , std. deviation =  $0.86300$ ) ranked at 9th to 12th respectively.

## V. CONCLUSION

This paper tried to determine the success and failure in humanitarian logistics. Several factors affect humanitarian activities in Maiduguri internally displaced persons camps as there are various organizations in the operational activities of the humanitarian services. The result of the humanitarian organization's Key Success Factors of Humanitarian Organization operating in Maiduguri IDPs camps are presented. It is indicated that the Agile humanitarian supply chain, Risk and needs assessment, Coordination and collaboration with other relief agencies and Inventory management are the highest on the workers' responses on key success factors of humanitarian organization in Maiduguri IDPs camps. With these results obtained, the study concluded that the first three types of challenges (Assessment and management challenges, Operational challenges, Collaboration and standardization challenges) have received more attention from the managers. The success factors are the drivers of the humanitarian operations in the study area. Therefore, it is recommended that Government, NGOs and individuals should provide more humanitarian aid and ensure effective and efficient delivery and distribution of the aid to the appropriate and affected people.

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