

**THE ROLE OF HUMANITARIAN LOGISTICS ACTIVITY IN HUNGARIAN
DEFENCE FORCES AND IN HUNGARIAN RED CROSS**

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Abbreviations

CBRN Incidents = Chemical, biological, nuclear and radioactive attacks

CEP = Civil Emergency Planning

CIMIC = Civil-Military Cooperation and Psychological Operations Centre

EADRCC = Euro-Atlantic Disaster Response Coordinator Center

EAPC = Euro-Atlantic Partnership Committee

ECHO = European Commission Humanitarian Aid and Civil Protection Department

HDF = Hungarian Defence Forces

HRC = Hungarian Red Cross

ICRC = International Committee of the Red Cross

IFRC = International Federation of Red Cross and Red Crescent Societies

NAC = North Atlantic Council

NATO = North Atlantic Treaty Organisation

NGOs = Non-governmental organisations

OCHA = United Nations' Office for the Coordination of Humanitarian Affairs

PfP = Partnership for Peace Program

UN = United Nations

Introduction

In my study I focus on the humanitarian role of the Hungarian Defence Forces. Nowadays the importance of humanitarian help and also the organisations and supply chains are more and more in public awareness. Humanitarian catastrophe in the Middle East (Gaza, Syria), spread of Ebola and also the earthquake in Fukushima prove that humanitarian help has always needed.

People are sometimes irresponsible, they do not think about the consequences. Natural disasters have got the reason, and a lot of disasters are caused by us. Because we want to dominate above everything, no matter what the price is for it. People are selfish and wading others.

On the other hand, we expect that in case of emergency everybody helps them; however it is not the expected way.

Humanitarian organisations have more and more functions nowadays. If only the XXI. Century is examined: war and natural disasters in almost every year. Think about natural disasters like tsunami in 2004, earthquake in 2011, Hurricane Katrina 2005 etc. But not only after natural disasters is needed humanitarian help. It can be also useful after disasters caused by humans. Special need has been amplified nowadays as well, especially after the Arabic Spring: unrest in Gaza, ferment in Ukraine etc. And not to speak about epidemics: Ebola in Africa is also a big risk for the humanity. Because disasters do not know any borders.

Humanitarian organisations have a really hard work to solve or to try to solve these problems. It is often seen in newspapers or TV that one and other humanitarian aid shipments have arrived. But there are not so much news about the way about the supply chains.

1. Humanitarian logistics

In this chapter logistics and parts of logistics are introduced. Logistics is a really popular world nowadays, lots of people use it for almost everything but the history of logistics is older than it is thought. The most important definitions of logistics are the military and the business meaning, which are seen in the following subchapter.

1.1. Definitions of humanitarian logistics

The word “logistics” came from military. It has a lot of different interpretations but there is no general – accepted by everybody – definition for it. In military for logistics is often use the following definition: logistics is *“the science of planning and carrying out the movement and maintenance of forces.... those aspects of military operations that deal with the design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of material; movement, evacuation, and hospitalization of personnel; acquisition of construction, maintenance, operation and disposition of facilities; and acquisition of furnishing of services”*.¹ According to some other definitions it is stated that military logistics’ task is to organize supply of effectives and to coordinate its movement and implementation in every period.²

Humanitarian logistics is a part of the whole logistics family. It is a special task, which connected to many fields, like supply chain management, inventory management etc. According to Thomas and Kopczak³ it is *“the activities of planning, implementing and controlling the efficient, cost-effective flow of and storage of goods and materials as well as related information, from point of origin to point of consumption, for the purpose of alleviating the suffering of vulnerable people.”* It is kind of a system how to react to help vulnerable people affected by different disasters in different places.

According to our NATO membership and other military policy challenges there is other part of logistics, the so called expedition logistics, which are important military operations in foreign countries like combat against terrorism.⁴ Nowadays these are one of the most important military logistics challenges. It is well-seen, enough to think about the

¹ What is logistics? <http://www.logisticsworld.com/logistics.htm> downloaded: 06/09/2014

² POTÓCZKI, György (2011): *A katonai és a polgári logisztika határterületei civil szemmel*, Hadmérnök, VI./1. online available: http://hadmernok.hu/tartalom11_1.php downloaded: 06/09/2014

³ Thomas, A. & Kopczak, L. (2005). *From logistics to supply chain management: The path forward in the humanitarian sector, white paper*, Fritz Institute, San Francisco, CA.

⁴ ibid 2.

Ukraine-Russian condition, the Syrian conflict and so one, which are readable more detailed in the following chapters.

But logistics has not only military but also business meaning as well. In business is often seen that “*logistics is defined as a business planning framework for the management of material, service, information and capital flows. It includes the increasingly complex information, communication and control systems required in today's business environment*”.⁵

So to conclude, logistics’ task is to have the right thing, at the right place at the right time.

Optimizing logistic performance requires that all the relationships among actors involved are managed through an integrated approach to efficiently coordinate inter-organisational performance, eliminate redundancy and maximize efficiency along the entire emergency support chain as Cozzolino said.⁶

Logistics and supply chain are both really important at disaster situations, especially at reconstruction movements.

But first of all to analyse the logistics system, it is needed to clear types of disasters and to categorize them.

According to the international literatures there are four types of disasters, which are the followings:

- *Calamities*

These types are characterized by natural causes and sudden-onset occurrences e.g.: earthquakes, hurricanes.

- *Destructive actions*

These are characterized by man-made causes and sudden-onset occurrences e.g.: terrorist attacks.

- *Plagues*

Plagues include natural causes and slow-onset occurrence e.g.: droughts.

- *Crises*

Crises are man-made causes and slow onset occurrence e.g. refugee crises.

The following table conclude all the four types of disasters with their characteristics, which can be connected to each others.

⁵ibid 1.

⁶ A. COZZOLINO (2012): *Humanitarian Logistics*, SpringerBriefs in Business, DOI: 10.1007/978-3-642-30186-5_2, The Author(s)

Table 1.: Categories of disasters

DISASTER CATEGORIES							
Disaster attributes	Calamities			Destructive actions		Plagues	Crises
	Cause of the disaster	of	the	Natural	Man-made	Natural	Man-made
	Predictability and speed of the disaster occurrence	and	the	Sudden-onset	Sudden-onset	Slow-onset	Slow-onset

Source: Edited by VARGA based on A. Cozzolino, *Humanitarian Logistics, SpringerBriefs in Business*, DOI: 10.1007/978-3-642-30186-5_2, The Author(s) 2012

Logistics is one of the main elements of humanitarian support and also one of the most expensive of any disaster relief. In 2006 it cost 80% of total costs in disaster relief.

1.2. Stages in the Emergency Supply Chain

To talk about different humanitarian aids and support first of all needs to be talked about the different stages in the emergency supply chain.

Disaster management is defined as a process composed of several stages, as mitigation, preparation, response and reconstruction. These four stages constitute the so called disaster management cycle where preparation, response and reconstruction are together the humanitarian logistic stream.

Laws and mechanism reduced with social vulnerability are link to mitigation phase. The preparation phase refers to various operations that occur during the period before disaster strikes. This phase is very crucial. The aim of it is to avoid the gravest possible consequences of any disaster. The third phase is the response phase which refers to the various operations that are instantly implemented after disaster occurs. (Cozzolino, 2012)⁷

It is a global agreement that at any kind of disaster the first 72 hours are the most critical and crucial parts. Within 3 days everything can change, like the number of victims, the size of the disaster – how many people are involved, which sector is the most damaged etc.

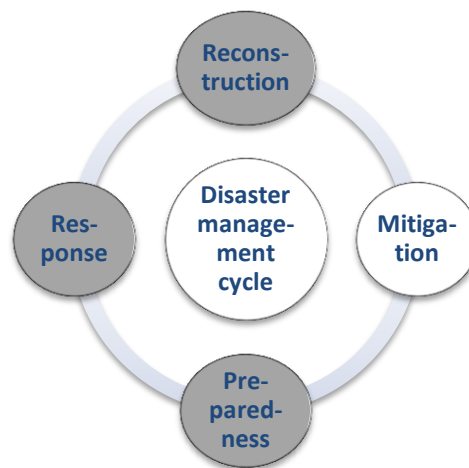
The fourth phase is the reconstruction phase, where money and costs have huge roles. At reconstruction phase it is seen how big the disaster was, how many people are

⁷ ibid 6.

involved, which aid is the most helpful and the most crucial. If we think about the Hurricane Kathrina or the Nuclear Catastrophe in Fukushima, the reconstruction phase was or is still the longest phase and has many actors, like humanitarian organisations, local government and also global organisations, NGOs, military etc. In this phase it comes out how long the disaster will effect of companies and inhabitants. After a disaster usually transportation is damaged, so transportation companies may undergo a modal shift from road to rail that prevails long after the occurrence of the disaster.

The following figure shows the so called disaster management cycle, where the grey circles are the humanitarian logistics stream. The preserve life ties to restore (inside response phase) which means: “time saved means life saved” and to reconstruction links the sustain life, where cost saving means live helping.

Figure 1.: Agility and leanness in the humanitarian logistics stream



Source: Edited by VARGA based on A. Cozzolino, *Humanitarian Logistics, SpringerBriefs in Business*, DOI: 10.1007/978-3-642-30186-5_2, The Author(s) 2012 pp.13.

The most important actors in disaster management cycle – as was mentioned before – are the costs and the time. Agility is usually defined as the ability to respond to unexpected changes when an unpredictable demand is combined with short lead times (Christopher, 2005)⁸ And leanness usually refers to doing more and better with less when demand is relatively stable and predictable. (Childerhouse and Towill, 2000).

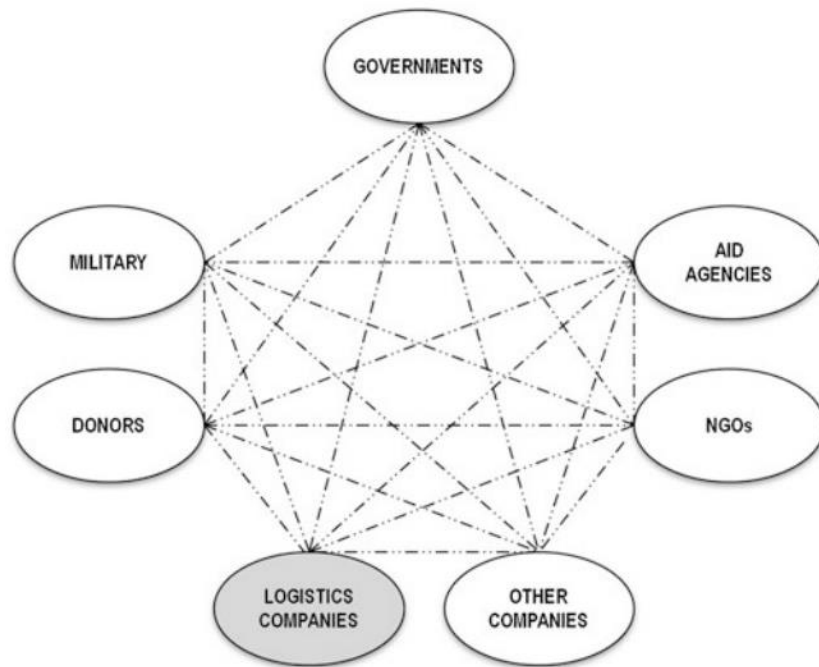
The two cases focus on different thing tied to disasters: leanness focuses to efficiency and cost saving while agility focuses to effectiveness and speed. In humanitarian supply chain these connections means that we save time, and it means we save more life and we save cost so more lives helped.

⁸ CHRISTOPHER, M. (2005). *Logistics and supply chain management. Creating value adding networks*. London: Prentice Hall.

1.3. Actors involved in Humanitarian Supply Chains

In humanitarian relief operations there are very different players with different interests, mandates, capacity and logistics. Key players are governments, military, NGOs, aid agencies, donors and private sector companies. Among them Cozzolino made a humanitarian relationship model, which is the following.

Figure 2.: The humanitarian relationships model



Source: A. Cozzolino, *Humanitarian Logistics*, SpringerBriefs in Business, DOI: 10.1007/978-3-642-30186-5_2, The Author(s) 2012 pp.13.

The heptagon shows the seven main actors, where processes can be played by international agreements. The first actor of octagon is the donors who generally consist of giving financial support to humanitarian operations or providing goods or/and services for free.

The second actor is the military, which has been a very important actor since soldiers are called upon to provide primary assistance like rout preparation, hospital installation. A good example for it is the flooding in Hungary in 2013 when Komárom and Szőny (which is a 4 km long part) 800 soldiers were to help and in Serbia more than one thousand soldiers went as well to protect inhabitants houses. Soldiers have been trained for emergency situations and also army has logistics capabilities.

The third part is the government. Under governments it is understood the national government and also the local government. They are the activators of the logistics stream after a disaster strikes and they have the power to mobilize resources and to authorise

operations. Without them no player can operate in the disaster scene. They also can give financial support and physical support like places to stay as well. Their role is one of the biggest in disaster situation, and their decisions affect everything.

The fourth actors are the aid agencies. There are some global actors and also many small local organisations which are regional and country-specific. They are able to alleviate the suffering caused by disasters. They also can give financial support but their main part to give food, clear water, clothes, and things to have a kind of normal life in a disaster area.

The fifth actors are the NGOs, the non-governmental organisations. They include big and small organisations as well to develop within local communities but also to be able to operate at international levels. Some of them are only temporary to help the given crisis.

The sixth players are the other companies which are neither NGOs nor logistical companies. They represent the private sector, and can play not only one role which is the followings: donors, collectors and providers. A company as a donor can support by financial aid. As a collector can gather financial means from its customers its employees and its suppliers and as a provider they can offer its foods and services for free. They can give both technical support and logistics staff and managers.

The last players in a humanitarian relationship model are the logistics companies. They are part of the private sector companies but generally they give logistics support at each stage of disaster-relief operations. They have logistics and supply chain management core capabilities. Leading international logistics services are DHL, FedEx, TNT etc. They also have important role as the partners of humanitarian organizations.

As it is read before humanitarian logistics is more complex than it is seen first. It has main actors, organisations and roles in any case of disasters. If the involved players react badly or slow, it affects the whole chain and the whole process. The relationships are highly connected, each player depends on others.

In the following chapters the Hungarian Defence Forces' role is presented as a player in humanitarian relationship model.

1.4. Commercial vs. Humanitarian Supply Chain

Supply chain in corporate life has 4 actors: retailer, wholesaler, distributor and factory. Also the fifth actor, where chain starts is the customer. Nowadays it is wiser to talk supply network instead of supply chain. Every actor is connected to many others and there is not only one chain. Humanitarian supply chain is a bit complicated, because sometimes every actor is not seen and customer is not a customer like in corporate life. Customer is the country who needs help in disaster relief. He cannot go to the supermarket and buy what he needs, but he needs to submit demands to NATO or UN organisations. As it was mentioned before commercial supply chain looks the following.

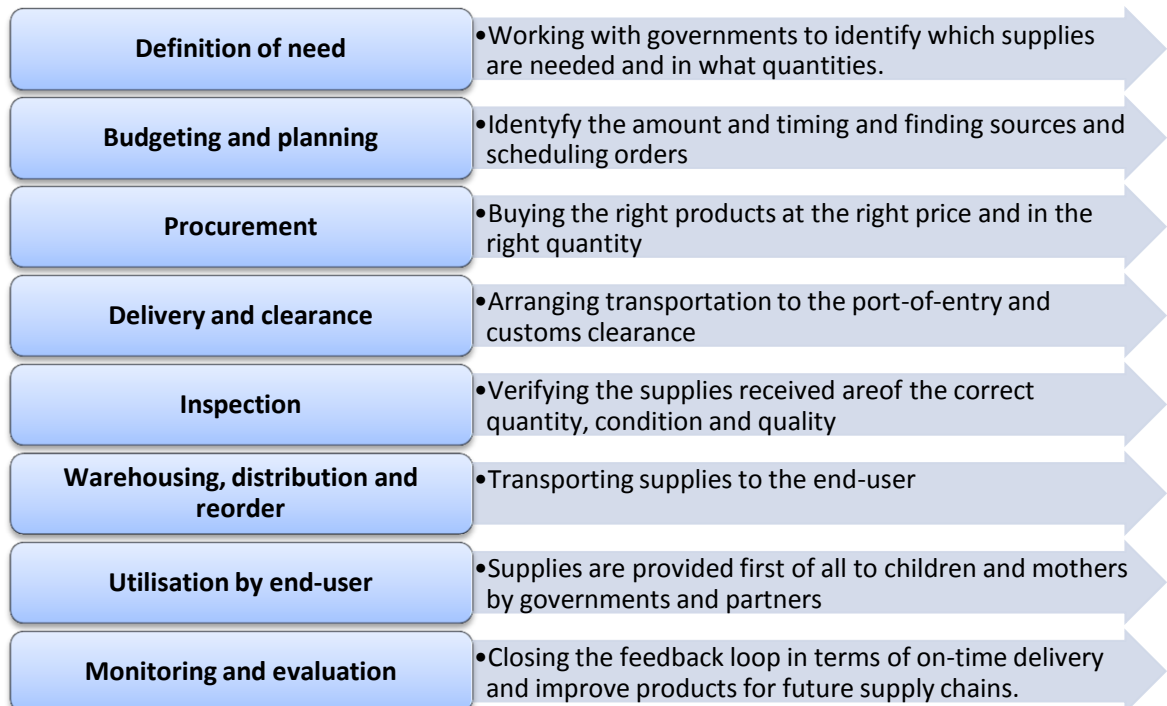
Figure 3.: Commercial Supply Chain



Source: Edited by VARGA, 2014

But humanitarian supply chain has more actors, not only for. According to UNICEF supply chain figure, humanitarian supply chain actors are the followings.

Figure 4.: A humanitarian supply chain



Source: Edited by VARGA based on UNICEF supply chain figure, 2014

According to Nagurney⁹ (2012) there are big differences between the two chains and not only in actors but also in characteristics. The following table shows the biggest differences, Nagurney researched.

Table 2.: Differences between commercial and humanitarian supply chain

	Commercial Supply Chain	Humanitarian Supply Chain
Demand	Products	Suppliers
Demand Pattern	Relatively stable, predictable	Demand is generated from random events and is estimated after they are needed.
Inventory control	Inventory levels based on lead time, demand and target customer service levels.	Inventory control is challenging due to high variations in lead times, demands and demand locations.
Lead time	Determined by the Supplier-Manufacturer-Distributor Center-Retailer chain	Zero lead time between the occurrence of the demand and the need for it.
Network configuration	Exists methods for supply chain network design.	Challenging due to the nature of unknowns and “last mile” considerations.
Information systems	Use of advanced technology	Information is often unreliable, incomplete or non-existent.
PMS	Focused on resource performance measures.	Focus on output performance measures
Strategic goals	Produce high quality products at low cost in order to maximize profitability and achieve customers satisfaction	Minimize the loss of life and alleviate suffering.

Source: Edited by VARGA, based on Nagurney, 2014

⁹ Anna NAGURNEY (2012): *Commercial vs. Humanitarian Supply Chain*, University of Massachusetts online available: http://supernet.isenberg.umass.edu/courses/SC-MGMT597LG-Spring12/Nagurney_Humanitarian_Logistics_Lecture_2.pdf downloaded: 19/10/2014

2. Humanitarian aid inside the European Union

Before talking about NATO and Hungarian Red Cross, it is important to talk about European Union regulations and organisations about humanitarian aid support and humanitarian logistics.

2.1. The European Commission's Humanitarian Aid and Civil Protection

The main organization inside the European Commission is the Humanitarian Aid and Civil Protection Department. According to their self-characterization “*The European Commission's Humanitarian aid and Civil Protection department (ECHO) aims to save and preserve life, prevent and alleviate human suffering and safeguard the integrity and dignity of populations affected by natural disasters and man-made crises. EU assistance, amounting to one of the world's largest, is enshrined in the Treaty of Lisbon and supported by EU citizens as expression of European solidarity with any person or people in need. Headquartered in Brussels with a global network of field offices, ECHO ensures rapid and effective delivery of EU relief assistance through its two main instruments: humanitarian aid and civil protection. By bringing together the two under one roof in 2010, the Commission has built up a more robust and effective European mechanism for disaster response both inside and outside the EU. Since November 2014, ECHO operates under the mandate of Mr Christos Styliandes, EU Commissioner for Humanitarian Aid and Crisis Management.*”¹⁰ The first Annexes shows the organizational structure of ECHO.

ECHO is a worldwide network in 2013 it has got 140 international humanitarian experts and 320 national staff members in place in 44 field offices located in 39 countries. And they also have regional support offices in Amman, Bangkok, Dakar, Managua, Nairobi and New Delhi¹¹ The second Annexes shows where field offices are.

Field work is indispensable because ECHO has “*up-to-date analysis of existing and forecasted needs in a given country or region, contributing to the development of intervention strategies and policy development, providing technical support to ECHO funded operations, ensuring adequate monitoring of these interventions and facilitating*

¹⁰ <http://ec.europa.eu/echo/en/who/about-echo> downloaded: 1/11/2014

¹¹ <http://ec.europa.eu/echo/en/who/about-echo/field-network> downloaded: 1/11/2014

*donor's coordination at field level*¹². Without that an international organization is not able to work and support others.

Its work has two aspects: one of them is the humanitarian aid and the other one is the crisis management. Both of them is important and connected to humanitarian logistics.

2.1.1. Humanitarian Aid inside ECHO

Humanitarian aid inside ECHO is based in international humanitarian principles and also within EU providing people in need gets one of the biggest attentions. Aid is channelled impartially to affected populations, regardless of their race, ethnic group, age etc. EU also takes care of the biggest crises zones like Syria, Sudan and Central African Republic, and also nowadays Ukraine, Liberia, Guinea so in West Africa because of Ebola. But EU also plays a crucial role in assisting former or kind of forgotten crises which often do not get enough media attention. According to ECHO's policy the areas which are covered by them are food and nutrition, shelter, healthcare, water and sanitation etc. ECHO tries to have closer and more bounded relationships with international companies and organizations and also humanitarian NGOs.

ECHO has huge role in logistics tasks not only in coordinating different supply chains but also in goods delivery. Logistics is an essential part of humanitarian aid support and relief operations. As a disaster happens logistics and can have a critical role for a humanitarian organization: funds become more and more limited, requests for assistance increase etc. Costs are also not inconsiderable, because according to different studies of ECHO *“costs attributed to logistics and supply chain activities range between 40-60% of the overall budget of humanitarian organisations and up to 80% for a food relief supply chain.”*¹³ As it was mentioned before saving time means saving life so for that cost is not negligible and increase delivery helps saving more time and life.

ECHO is a large contributor of funding for logistics needs, ensuring that humanitarian relief can reach people in need as swiftly yet efficiently as possible. This is done by¹⁴:

- “directly providing air transport services, such as humanitarian air services;

¹² ibid 11.

¹³ <http://ec.europa.eu/echo/en/what/humanitarian-aid/logistics> downloaded: 01/11/2014

¹⁴ ibid 13

- financing other air transport services, notably the United Nations Humanitarian Air Service (UNHAS);
- funding logistics capacity building of ECHO partners, such as building stock warehouses that multiple partners can use to store supplies or providing training for partners to more efficiently deal with logistics;
- ensuring that logistics elements are carefully considered in any funded action.
- ECHO's Field Network also plays a crucial role by providing 'in-house' logistics help to ensure that preparedness, procurement, vehicle management, and inventory management are carried out as efficiently as possible.”

And also needs to say that the EU Civil Protection Mechanism can co-finance the cost for transporting the assistance provided in-kind by the participating countries to emergency areas.

2.1.2. Civil Protection

The other part of ECHO's operation is the civil protection. It is not so bounded to the research work but it is important to talk about when crisis management and humanitarian support are examined. Civil protection was found in 2001 and since that date more than 300 disasters has monitored and more than 180 requests for assistance has received.¹⁵

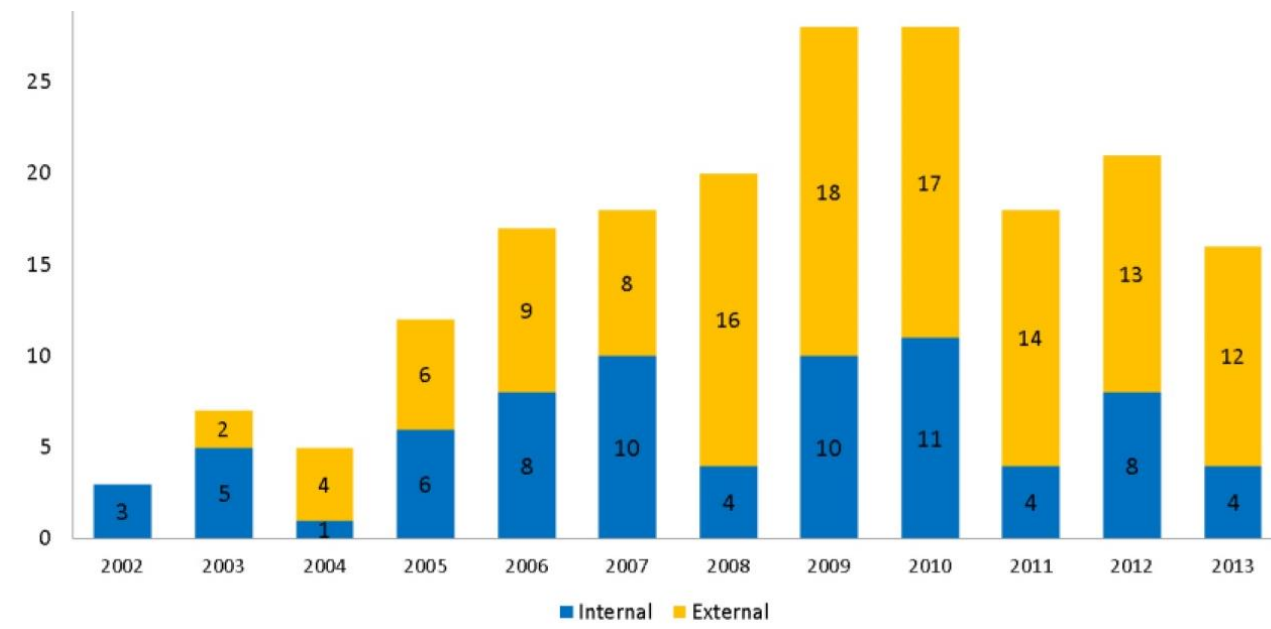
All members of EU participate in the EU Civil Protection Mechanism. The assistance includes in-kind aid, sending experts and intervention teams and specific equipment to disaster stricken countries and deploying experts for assessment and coordination of European response. The delivery of civil protection assistance relies on the participating countries' resources. When civil protection assistance is required in third countries, it usually works together with humanitarian aid. The majority of participating states offer assistance free of charge as a gesture of solidarity. Furthermore, up to 55% of the costs of transporting assistance (and up to 85% in certain circumstances) can be co-financed by the European Commission.¹⁶

The following figure shows the internal and external support by Civil Protection Mechanism.

¹⁵ *ECHO Fact Sheet – ECU Civil Protection* (2014) online available: http://ec.europa.eu/echo/files/aid/countries/factsheets/thematic/civil_protection_en.pdf downloaded: 28/10/2014

¹⁶ *ibid* 15

Figure 5.: Internal and external support of Civil Protection Mechanism, 2002-2013



Source: http://ec.europa.eu/echo/files/aid/countries/factsheets/thematic/civil_protection_en.pdf downloaded: 28/10/2014

The vertical axis shows how many internal and external supports have been given, and the horizontal axis shows the years. It is seen that most of the support was given between 2009 and 2010 and it is also seen that in 2002 there were given only internal support. The numbers of 2009 includes the humanitarian support during Hurricane Kathrine.

Nowadays one of the most common known crisis management problems is to solve Ebola crisis in West Africa. For that the EU is helping to deliver nearly 100 metric tons of aid to regions in the three countries in West Africa hit hardest by the Ebola virus. ECHO has made €1 million available to UNICEF in order to transport these vital supplies to help our partner in their efforts to stop the spread of the epidemic.

The first of several flights has left from Amsterdam's Schiphol airport, providing medical isolation equipment and sanitation materials to health centres and families in Sierra Leone. And there are possibilities to more additional flights taking off to Liberia and Guinea.¹⁷

¹⁷<http://ec.europa.eu/echo/en/news/eu-and-unicef-partner-air-lift-vital-equipment-fight-against-ebola> downloaded: 01/11/2014

3. Hungarian Defence Forces and NATO Operations

The history of NATO and Hungarian Defence Forces (HDF) is not so long, however it was a big diplomatic and military success. The relationship between Hungary and NATO started in 27th June in 1990 when the current Minister of Foreign Affairs, Géza Jeszenszky visited the NATO Headquarters in Brussels, Belgium. In December 1991 Hungary was one of the founders cooperate with other members of Warsaw Pact, the North Atlantic Cooperation Council (NACC) which was the precursor to the Euro-Atlantic Partnership Council. It initially brought together NATO and nine central and eastern European nations in a consultative forum.¹⁸ The practical cooperation has started in January 1994 at the summit meeting after The Program for Partnership (PfP) started. PfP was established “to enable participants to develop an individual relationship with NATO, choosing their own priorities for cooperation, and the level and pace of progress.”¹⁹ In 1995 with the help of ambassadorial leadership an independent liaison office has been created in the area near the centre of NATO Alliance. Between 1995 and 2004 Hungary was not only a member of PfP programs but also many NATO member countries’ IFOR/SFOR mission get supported by them. In 8th June 1997 NATO started the negotiations with Hungary to be a member of the partnership. In 12th March 1999 Hungary officially became a full member of the Organisation.

3.1. NATO Logistics Support for Peace

In NATO Logistics handbook²⁰ which was published in 1997 there is a chapter about Humanitarian missions which is still valid. In that chapter it is written that “Humanitarian missions are conducted to relieve human suffering, especially in circumstances where responsible authorities in the area are unable, or possibly unwilling, to provide adequate services and support to the population...Alliance involvement in humanitarian missions will be determined through the same decision-making process within NATO as peacekeeping or conflict prevention missions. Humanitarian missions may be executed in the context of a peacekeeping or conflict prevention operation, or it may be a completely independent task.” According to this there are three main categories of humanitarian missions in NATO which are the followings:

¹⁸ László, SZÜCS (2011): *Tizenkét éve a NATO-ban*. www.honvedelem.hu downloaded: 09/03/2012.

¹⁹ http://www.nato.int/cps/en/natolive/topics_50349.htm downloaded: 17/10/2014

²⁰ <http://www.nato.int/docu/logi-en/1997/lo-505.htm> downloaded: 15/10/2014

1. Disaster Relief

Deliberate planning for disaster relief operations is a difficult task, but analysis of past natural or man-made calamities can serve as a guide for national and local authorities to take appropriate precautions, such as stockage of water purification equipment, non-perishable food, tents, beds, and blankets.

2. Refugee/Displaced Person Assistance

A refugee assistance task force may well become involved in providing the logistic support system to include transportation and its supporting logistic chain. Consideration must be given to prioritization of those to be moved, by age, infirmity, sex or family groups. Negotiations with group leaders will be required. Transport used for relief supplies should be considered as the most readily available assets.

3. Humanitarian Aid

Humanitarian aid missions may pose significant challenges to any elements assigned this task as they usually occur in conjunction with civil strife or military confrontation. When the requirements for humanitarian aid are caused by a breakdown in the civil distribution systems, the mission area may encompass a large area or even an entire country. The greater the difficulties of the situation, the more likely it is that Alliance military and civil resources can provide invaluable contributions to national and international relief agencies

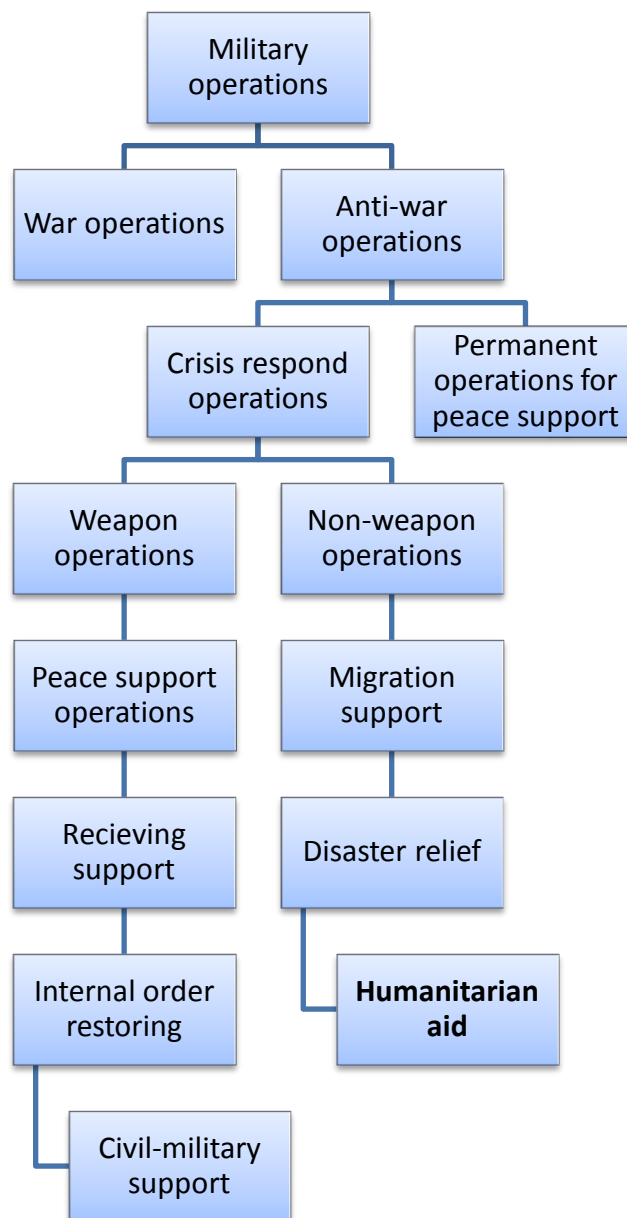
After making clear differences of these categories it can be concentrate to missions involved by HDF until now and in the future.

3.2. Humanitarian Logistics Operations within NATO²¹

Peace support and building, training and logistics operations, rebuilding processes and humanitarian aid are also part of NATO main aims. Crisis management operations are under no-weapon operations. The following graphs shows where humanitarian aid takes place in the structure of military operations.

²¹ Dóra SZIJJ (2011): *A NATO részvétele a humanitárius műveletekben: több, mint katonai szövetség* online available: www.biztonsagpolitika.hu/?id=16&aid=1127 downloaded: 17/10/2014

Figure 6.: Humanitarian aid in military operations structure



Source: Edited by VARGA based on Dóra SZIJJ (2011): *A NATO részvétele a humanitárius műveletekben: több, mint katonai szövetség* online available: www.biztonsagpolitika.hu/?id=16&aid=1127

So humanitarian aid is part of crisis respond operations and inside that it is within non-weapon operations. Humanitarian aid operations are operations have started at natural disasters and disasters caused by humans for support of human life and decrease extent of suffering. NATO only can interfere for official request. Official request can come from official representatives of damaged country directly to UN-member or to NATO-member country who are the intermediaries. Respond comes from North Atlantic Council of

NATO. NATO forces can send to earthquake, flooding, famine, radioactive or other chemical disasters.

Civil Protection Committee has been established in 1951. The North Atlantic Council (NAC) decided to have an organised and unified network for disaster management. The Euro-Atlantic Partnership Committee (EAPC) has been established in 1997 and it said that it is needed to have the Euro-Atlantic Disaster Response Capability to help UN during disaster management. There are many organisations inside NATO which are responsible for crisis management. One of them is Euro-Atlantic Disaster Response Coordinator Center (EADRCC) which is an impermanent organisation supported by NATO-member countries. Main task of EADRCC is that as a coordinator organisation mobilize EADRU and cooperate to UN Office for the Coordination of Humanitarian Affairs; OCHA).

The main coordinator of humanitarian crisis management is Civil Emergency Planning (CEP). CEP's task is to help countries in planning, in preparation, and to accord international cooperation in fact the country is not able to handle catastrophe solving or its consequences like infrastructure development, energy- and cyber security, and protection against epidemics. Hungary is a member of CEP since 1995. Before EADRCC has established there were huge operations like flooding in 1966 at river Arno, earthquake in Turkey in 1975 where NATO helped together with International Red Cross. Their main tasks were to build mobile hospitals, and to provide military vehicles.

In 1990 another organisation was developed, the Military and Civil Defence Assets to support NATO. And in 1992 Foreign Ministers of NATO decided to develop a new organisation so they accept a decree about the Ministerial Guidance for Civil Emergency Planning, so since then NATO is able to participate in operations out of trans-atlantic region. In this document it is written that NATO forces can be deployed only for requests and these requests come from mainly from organisations of UN and International Red Cross.

NATO is generally a military organisation so in 1995 the North-Atlantic Council came to terms that NATO forces can offer only military staff and experts and it is not allowed to change civil experts' roles in disaster relief. After many other organisations have been developed, the EADRCC has started its work in 3 July 1998 in Brussels. Hungary also helps EADRCC's work by National Directorate for General Disaster Management. Inside NATO EADRCC is responsible for liquidate of chemical, biological, nuclear and radioactive attacks (CBRN incidents). EADRCC also took part in support of

Hungary in 2010 during the big flooding. Although EADRCC has taken place in many humanitarian incidents since 2000 they have been organising exercises for their partners. First exercise was in 2000 under coverage of “Trans-Carpathia 2000.” In 2011 there was also a mission in Moldova called CORDII 2011, where 12 countries and 1300 participants took place.

For NATO member countries disaster relief is national obligation and taking part in humanitarian missions and handling with migration are also because of global acting.

3.2.1. Most important missions

Since its establishment the Organisation has been attended in many missions. There are three stages of its operation:²²

1. After the Cold War and in the early 1990s

When NATO was established in 1949, one of its fundamental roles was to act as a powerful deterrent against military aggression the entire period of the Cold War, NATO forces were not involved in a single military engagement. With the end of the Cold War in the early 1990s came great changes to the international security environment.

2. Terminated operations and missions

There have been eleven missions where NATO operated after the political system changed. The most important are the mission in Bosnia-Herzegovina, in Iraq and in Libya. But there are not only military missions but also humanitarian aid for example after Hurricane Katrina in USA, when on 9 September 2005, the North Atlantic Council approved a military plan to assist the United States, which consisted of helping to coordinate the movement of urgently needed material and supporting humanitarian relief operations. Other humanitarian mission was taken place in Pakistan in October 2005 after a huge earthquake, where an estimated 53,000 people were killing, 75,000 injuring and at least four million became homeless. NATO assisted in the urgent relief effort, airlifting close to 3,500 tons of supplies and deploying engineers, medical units and specialist equipment. This was one of NATO’s largest humanitarian relief initiatives, which came to an end on 1 February 2006.

3. Current missions

There are five big operations now, in Afghanistan, in Kosovo, in Mediterranean Sea, in the Horn of Africa and by supporting the African Union.

²² http://www.nato.int/cps/en/natolive/topics_52060.htm downloaded: 08/09/2014

In Afghanistan there are the ISAF missions, which currently comprises approximately 50,000 troops from 48 different countries deployed throughout Afghanistan. Its mission is to extend the authority of the Afghan central government in order to create an environment conducive to the functioning of democratic institutions and the establishment of the rule of law. It also aims to prevent Afghanistan from once again becoming a safe haven for terrorists. HDF has also big part of it by the static force protection of the airport in Kabul.

Following Kosovo's declaration of independence in February 2008, NATO agreed it would continue to maintain its presence on the basis of UN Security Council Resolution 1244. It has since helped to create a professional and multi-ethnic Kosovo Security Force, which is a lightly armed force responsible for security tasks that are not appropriate for the police.

In October 2001, it launched the maritime surveillance operation Active Endeavour, focused on detecting and deterring terrorist activity in the Mediterranean. Since April 2003, NATO has been systematically boarding suspect ships.

Since June 2007, NATO has assisted the AU Mission in Somalia (AMISOM) by providing airlift support for AU peacekeepers.

3.3. Missions HDF has taken place

Nowadays there are 800 soldiers in missions abroad in 12 countries in 3 continents: 60% of it in NATO, 10% in UN and 30% in European Union missions for peace partnership programs. The biggest contingent is in Kosovo with KFOR (Kosovo Force) with almost 350 soldiers in individual and national assignment. There are almost 140 soldiers in Afghanistan in five contingents also with individual and national assignment.

European Union missions take place in Mali, in Bosnia-Herzegovina (EUFOR Althea), In Congo, in Somalia, in Georgia and in the Republic of Central Africa (EUFOR RCA). These missions are for military support and for peacekeeping.

Within UN missions in West-Sahara, in Lebanon and in Cyprus there are peace support operations. There are also 26 soldiers and 16 police officers in Egypt in Sinai-peninsula.²³

²³ <http://nol.hu/kulfold/szaz-magyar-katona-vesz-reszt-az-uj-afganisztani-misszioban-1492907> downloaded: 17/10/2014

4. Current tasks for Hungary in HSC

Since our NATO membership, Hungary has provided many tasks. Our soldiers have been proved that they are well trained and can take place in every circumstance. In the following chapter current tasks for HDF are shown.

4.1. What they do exactly?

Inside Hungarian Defence Forces there are many logistics organisations which are responsible for missions taken place abroad and inside Hungary. In every disaster relief inside Hungary HDF is one of the first government organisations which needs to take part in actions. To know whose responsibility is it I made a personal interview with Attila Derzsényi eng. lieutenant colonel and PhD. Habil Attila Horváth lieutenant colonel, Head of Department of Logistics and Military Operations at National University of Public Service Faculty of Military Sciences and Officer Training in Budapest, Hungary. (Questions of the interview is seen in Annexes VI.)

They both told me, that HDF only takes place in missions if they are asked for supporting peace partnership. Missions only take place if there is national offer to NATO/UN. Humanitarian logistics as it is read in national agreements it is not a task of HDF, it is better military support for humanitarian operations, for example providing humanitarian aid shipments by military tools.

Humanitarian operations for HDF mean peace support and crisis management in peace enforcement areas. Military only supports these missions if organisations like UN ask for it, the whole chain is provided by civil logistics operation members. There are many requests for international organisations. The main task for HDF is as it was mentioned before the providing by using military tools, till the situation is not stabilised. For that there are two good examples. The first one is what happened in 1991-92 in Somalia. Humanitarian aid which needed to be transported to Uganda was attacked by pirates military intervention was needed. Other example for it what happened in Darfur and in Ruanda where militia and other ethnic problems. The experience is that in that case shipping of aid is not made by United Nations but they ask military operatives to help to make the road “clear” and safe. It is important because if military do not support them, the aid won’t be able to ship to in need.

4.2. Who is responsible for aid support?

In Hungary, Civil-Military Cooperation and Psychological Operations Centre (CIMIC in Hungarian) is responsible for shipments and logistics operations. They can pre-ordain who can be the member of supply chain and what kind of membership it will be. They not only see the national but also the international interests. Humanitarian help is always given for procurement proposes. It also contains the detection. Only those can be a member of this supply chain who is accepted by CIMIC. The shipping are made by the 64. Boconádi Szabó József Logistics Regiment

The main aim of shipping is that first of all maritime transport have to be used. For that the port of Koper, Triest and Rijeka is used. But there are some countries and some parts in need where this cannot be a solution. In that case they use airlift, for example in some parts of Afghanistan. Afghanistan can be reachable overland via Pakistan because Karachi is suitable for it, but that part has never been a safe place for it. The biggest part of the military of Pakistan is used in Africa and there are many militias in Afghanistan, so it is safe neither for humans and aid. That part has never been under control of sovereign Pakistan government.

In addition to transportation it also needs to be mentioned that ECHO also has a part of its department which is responsible for humanitarian air services. It is the ECHO Flight, which operates flights in the African countries of Kenya, Democratic Republic of Congo (DRC), Mali and Chad. These flights are purely reserved for humanitarian workers and are free of charge. Last year, the service carried over 20 000 passengers and 480 tonnes of cargo in Kenya and DRC alone. In addition to running its own fleet of aircraft in insecure zones, ECHO supports existing not-for-profit air operators with some charging a subsidised fee to partly recover flight costs. On top of the routine flights, the EU finances ad-hoc flights to support humanitarian operations during big emergencies. For instance, ECHO has funded the transportation of humanitarian supplies and workers during the Syria crises and is directly contracting cargo aircrafts to deliver much needed and life-saving aid in the conflict affected Central African Republic.²⁴

It is acceptable that every aid goes through the United Nations High Commissioner for Refugees inter alia US Aid.

²⁴ <http://ec.europa.eu/echo/en/what/humanitarian-aid/humanitarian-air-services> downloaded: 02/11/2014

4.3. Process of procurement and purchase of goods

I also wanted to know what the process of procurement is and what the typical type of humanitarian aid support is. Lieutenant colonels said that there are some financial resources for humanitarian support, but everything pertains to CIMIC. (I tried to make a contact with CIMIC for further information but there has been no answer until script closed). They said that typical way of support is a change. If militias lay down arms they get food and sanitarian support. Procurement is always controlled by international organisations, because HDF only takes part in missions if other organisation asks or the government offers. As I mentioned in previous chapters most of the soldiers are on a mission taken part of NATO missions. Hungary as a country only supports humanitarian aid via international relief organisations.

The last part of my interview was focused on purchase of goods. It is part of Public Procurement Act. But it happens many times if military force support takes part in a mission that some goods are left there. It is economically considering that the exported goods are worth bringing back or it is better to leave it or to sell, for example in the case of health inventory. If a mission starts they have go with stock for 30 days and also stocks for 30 days. If mission ends but there are stocks which are closed to its expiry dates or which can be useful for other missions, those won't be ship back but leave there or offer via aid agencies.

In the interview I wanted to concentrate on humanitarian tasks but because of the complexity of that part I wanted to show a part of the whole methods. Via many examples it is seen that there are different tasks and responsibilities of logistics support inside HDF and everything is made by different organisations.

5. Role of Hungarian Red Cross in Humanitarian Aid Operations

Hungarian Red Cross is one of the biggest aid agencies which are member of International Red Cross and Red Crescent Movement. In that chapter it is not shown how this organisation works but what its role in humanitarian support is.

For that an interview was made with István Gerzsenyi Retired Lieutenant Colonel, Head of Hungarian Red Cross Pest County Organisation. (Questions of the interview is seen in Annexes VII.)

Interview was built around four big issues: the supply chain of humanitarian aid, the flow of humanitarian support and charity activities, who can be a supplier and also disaster respond cooperation system. In this chapter information are processed according answers.

5.1. Charity activities and humanitarian support

The Hungarian Red Cross (HRC in the followings) implements humanitarian activities through charity work. For that it is important to make differences between cooperation with International Federation of Red Cross and Red Crescent Societies (IFRC in the followings), which means that HRC cooperate with national ICRCs where it is required. The other one is that implement humanitarian work in those countries or fields where there are no ICRC. In that case HRC or ICRC cooperates with legitimate government or with those whose are responsible for the stability of the area. Examples for these cooperation are first aid, elimination of various diseases caused by lack of hygiene, mobile infrastructure development etc.

One of the most important questions is nowadays the eradication of Ebola. I asked Mr. Gerzsenyi about drug delivery but he responded that taking care about medicaments is not a basic task of HRC, but as a partner they can cooperate with specialized care organisations or doctors. HRC mainly collects donatives, financial support is rarely. One part of financial support to call the so called donate line. Money which comes from that form is used by buying other necessary equipments which are not in the warehouse of HRC but needed in taking-care.

It is written in the Terms and Conditions for Funds²⁵ donation only can accept if it is legal, open and transparent where it comes from. HRC accept every donation except it has

²⁵ Györgyi POLACSEK (2014): *Terms and Conditions for Funds in the Hungarian Red Cross*

underlying interest for example HRC is not allowed to accept donation from any political party.

It is also a ground for refusal if the goods are:

- inappropriate,
- internal medical aid without any analytical report,
- expired or rotten food etc.

5.2. Cooperation system and disaster respond

In every international operation the main actor is the Headquarter of International Red Cross and Red Crescent Movement in Geneva. But still there are some cases when national red crosses help other countries for example in Ukraine. In that case national organizations use their tools to help and build a contact with national organization in the home country to know who and how many people are in need. There is no concrete humanitarian help to other country, even if they do not have their own Red Cross organizations. In that case ICRC or HRC collaborate with national government. But there are almost no places like this, because more than 180 countries are member of ICRC.

The LEAN logistics is not so specific for HRC however logistics tasks are shown in two places: first at aid and second at the organization operations. The two activities are different if we only analyse the flow of logistics. Operating aid means in 100 percent to deliver donations. The flow of it is seen in the following figure.

Figure 7.: Levels of national aid delivery



Source: Edited by VARGA based on István GERZSENYI (2012): *A Magyar Vöröskereszt Budapest Fővárosi Szervezet Természetbeni adományai kezelésének folyamatairól*

The most common form of donation is the residential product offering, but there were examples for renovating houses and rarely there are money donations.

The operation logistic for HRC is the same like for every organization. They are not operating from public funds; they are able to get normative support. It means for example that every procurement above 50 000 HUF has to be tendered and they have to ask for at least three offers and it needs to be documented (order form, invoice, certificate of performance etc.)

So to conclude at aid delivery there is no procurement like in the civil operations. Every delivery is shipped from one of the warehouses. Sorting and shipping are made from the warehouses, and of course everything needs to be documented.

In that part it needs to be mentioned the so called disaster respond, which is also a task for HRC. In that case the activity is conscious and preventive. Every operation is charged to their own revenue. These operations include:

- formation of disaster stock,
- maintain the level of stock (update maturing food),
- replenishment of used stocks.

The second connecting matter is the applicability of camp conditions, like:

- mobile devices, movable kitchen for preparing protective beverages and heating fast-foods,
- repairing and maintenance of transporting and other vehicles,
- replenishment of tents, and lying tools etc.

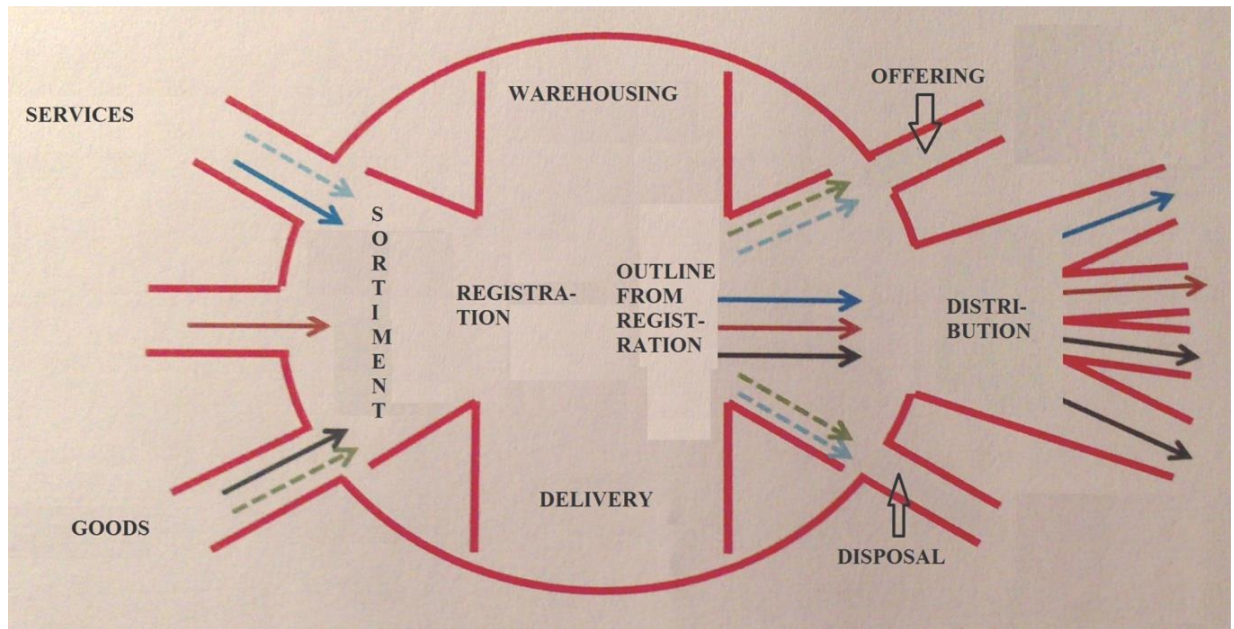
The third part of disaster respond is the training of employees for psycho socialist aid support which contains vocational and further training of the staff.

5.3. Who can be a supplier and how the supply chain builds up?

As it was mentioned before Hungarian Red Cross is mainly responsible for delivery humanitarian aid. So in that case the form of commercial supply chain is not appeared. But it can be talked about the flow and the chain about an aid from it first appeared in the system to the delivery to the locations where it is used.

Following figure shows its chain in detailed.

Figure 8.: The real process of donation system



Source: István GERZSENYI (2012): A Magyar Vöröskereszt Budapest Fővárosi Szervezet Természeti adományai kezelésének folyamatairól

As it is seen on the figure the permeability of the subsystem is getting slower and slower due to administration and material handling tasks. This situation is also seen in the outline part of the system.

The simplest answer for the question who can be a supplier is that almost everybody. As it was mentioned before HRC only has to refuse donations from political parties. Everybody who donates to HRC will get a donation certificate and the donated goods will get to different warehouses. In the warehouse every donated goods get a number that it is registered (registration mark).

Donation from and to abroad

If a donation comes from abroad there are special regulations how to handle it. First of all it needs to pay customs after it, and customs declaration needs to be attached. In Hungary donations from abroad only can be used which commercial traffic is not restricted by law (for example medicines).

Donation packages are only allowed to assemble by National Board of Hungarian Red Cross and only can be transported if there is a so called receiving notice from the other country.

Other part of being a supplier of HRC is money donating. It can happened in four ways, which are the following:

- direct payment,
- bank transfer,
- payment by check, specific-purpose payment,
- “bushing collection”.

To conclude this part about being a supplier it is important to say that if somebody wants to donate to the Hungarian Red Cross, the opportunity is open. The only one limitation is the aim of the donation – donating without any hidden aim.

The whole LEAN supply chain is not exists in these case of donation. There is no concrete factory, distributor, wholesaler and retailer. But there are many warehouses and there is a distributor who is the Hungarian Red Cross.

6. Conclusion

In my study I examined what a humanitarian supply chain is and what the humanitarian logistics tasks are. For that I analysed the meaning of humanitarian supply chain and how an emergency supply chain is built.

It is seen according to this and also other studies that there are huge differences between humanitarian and commercial supply chain. The main difference is about the target. While humanitarian supply chain helps to people in need, commercial supply chain produce high quality products at low cost in order to maximize profitability and achieve customers satisfaction. The lead time is also important difference between the two supply chain.

It is also seen that many actors are involved in disaster management. However it may seem that disaster management is only task for humanitarian operations, national governments, aid agencies, logistics companies and military is also very much involved. It is enough to think about the flooding in Hungary, one of the first questions were that where soldiers are. However military support is really specific part of humanitarian aid support, it is really important. Think about Somalia, Darfur or Iraq, Afghanistan without military help none of the humanitarian organizations would be able to get along their aid. This task of military gets vanishingly small attention however it is also a part of peace support.

Aid agencies are also part of the humanitarian supply chain. To show how big influences they have, I made an interview with the Head of Hungarian Red Cross Pest County Organization. From that interview it made me clear that HRC has biggest part of aid support than lots of people expect. They not only take care of donation but also try to educate their employee.

It is important to emphasise that humanitarian logistics is a continues developing part of logistics studies, but unfortunately has not so big attention in the whole system. Humanitarian supply chain is always changing because of different needs and circumstances.

In the future I want to expand the research to other countries military' humanitarian tasks and compare to Hungarian commitment.

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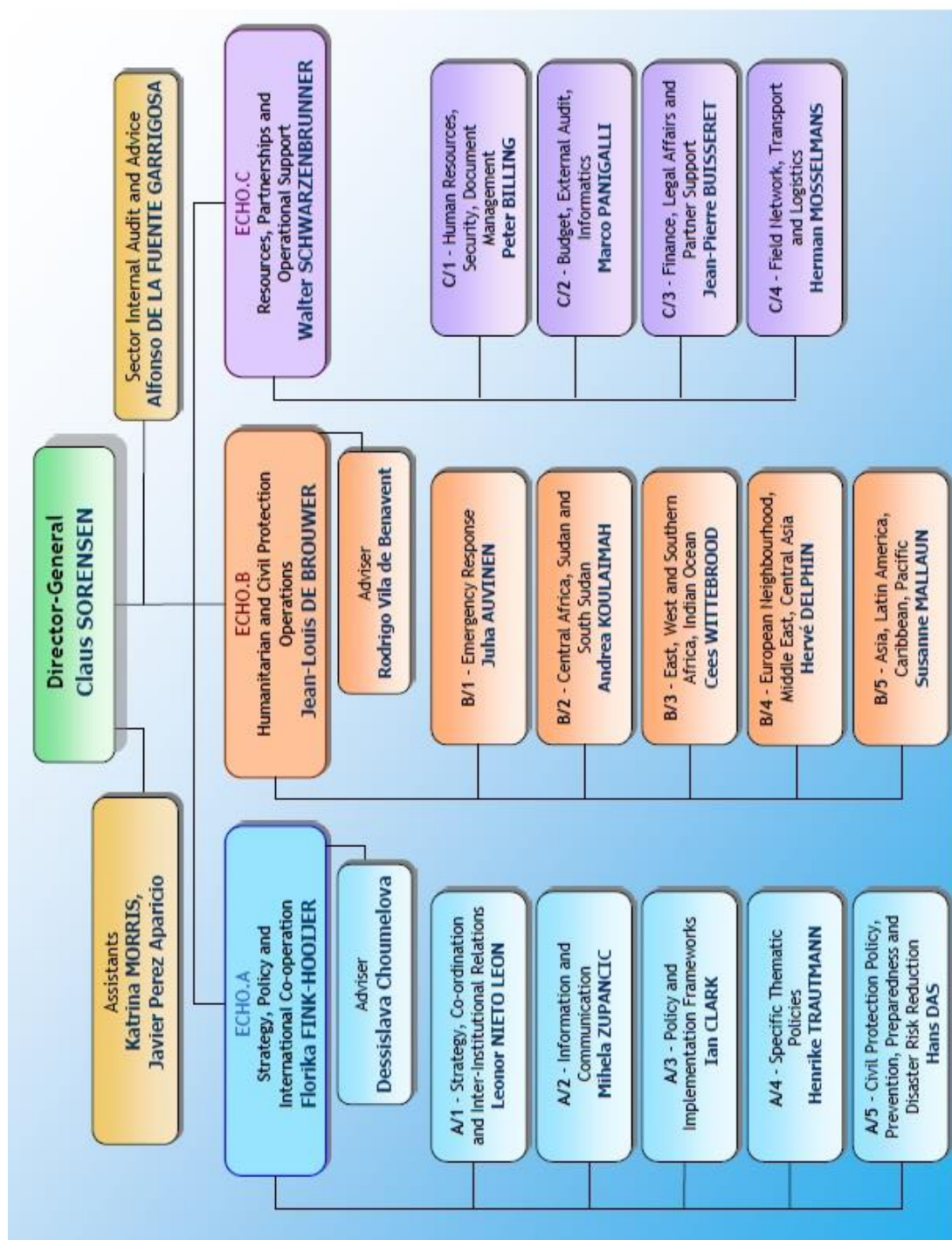
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Personal interview with István Gerzsényi Retired Lieutenant Colonel, Head of Hungarian Red Cross Pest County Organisation, Budapest, Hungary, 01/11/2014

Annexes



Source: http://ec.europa.eu/echo/files/about/ECHO-organigramme_2014_en.pdf downloaded: 01/11/2011

Annexes I.: The organization chart of ECHO

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Peace Support Operations

Humanitarian Missions

505. Humanitarian missions are conducted to relieve human suffering, especially in circumstances where responsible authorities in the area are unable, or possibly unwilling, to provide adequate services and support to the population. This suffering among large numbers of people may be the result of natural or man-made disasters such as earthquake, flood, famine and radioactive or chemical contamination. It may also be a consequence of war or the flight from political, religious, or ethnic persecution. Alliance involvement in humanitarian missions will be determined through the same decision-making process within NATO as peacekeeping or conflict prevention missions. Humanitarian missions may be executed in the context of a peacekeeping or conflict prevention operation, or it may be a completely independent task.

506. The three principal categories of humanitarian missions are:

- a. **Disaster Relief:** Deliberate planning for disaster relief operations is a difficult task, but analysis of past natural or man-made calamities can serve as a guide for national and local authorities to take appropriate precautions, such as stockage of water purification equipment, non-perishable food, tents, beds, and blankets. Potential donor nations may form special response teams to handle disaster relief, and may establish a stock of relief supplies, preferably in coordination with the efforts of UN Department of Humanitarian Affairs (UN-DHA) Geneva. Similarly, NATO Headquarters should be kept informed by member nations of their civil and military resources which might be contributed to disaster relief operations outside their national territory, and establish procedures and guidelines for the employment of military resources in disaster relief to aid timely response.

- b. **Refugee/Displaced Person Assistance:** Beyond the actions necessary to respond to a disaster, there may also be requirements to deal separately with the movement of people displaced from their homes voluntarily or by force either as refugees or displaced persons. A refugee assistance task force may well become involved in providing the logistic support system to include transportation and its supporting logistic chain. Adequate transportation assets may be extremely difficult to arrange. Consideration must be given to prioritization of those to be moved, by age, infirmity, sex or family groups. Negotiations with group leaders will be required. Transport used for relief supplies should be considered as the most readily available assets.
- c. **Humanitarian Aid:** Humanitarian aid missions may pose significant challenges to any elements assigned this task as they usually occur in conjunction with civil strife or military confrontation. When the requirements for humanitarian aid are caused by a breakdown in the civil distribution systems, the mission area may encompass a large area or even an entire country. There may be little or no cooperation from authorities who control points of entry or the transportation assets. The relief supplies may likely be considered so valuable that their delivery is threatened by criminal elements. The greater the difficulties of the situation, the more likely it is that Alliance military and civil resources can provide invaluable contributions to national and international relief agencies.

Annexes V.: Member countries of Peace for Partnership Program

Countries	Signed by	Date
Albania	PDT Sali Berisha	23.02.94
Armenia	FM Vahan Papazian	05.10.94
Austria	FM Alois Mock	10.02.95
Azerbaijan	PDT Geidar Aliyev	04.05.94
Belarus	FM Uladzmir Syanko	11.01.95
Bosnia and Herzegovina	PDT Nebojša Radmanović	2014.12.06
Bulgaria	PDT Jelu Jelev	14.02.94
Croatia 4	FM Tonino Picula	25.05.00
Czech Republic	PM Vaclav Klaus	10.03.94
Estonia	FM Jüri Luik	03.02.94
Finland	FM Heikki Haavisto	09.05.94
Georgia	FM A.Chikvaidze	23.03.94
Hungary	FM Jeszensky	08.02.94
Ireland	FM Andrews	01.12.99
Kazakhstan	FM Saudabayev	27.05.94
Kyrgyz Republic	PDT Askar Akayev	01.06.94
Latvia	PM Valdis Birkavs	14.02.94
Lithuania	PDT Brazauskas	27.01.94
Malta	DPM/FM Guido de Marco	26.04.95
Moldova	PDT Mircea Snegur	16.03.94
Montenegro	PDT Filip Vujanovic	2014.12.06
Poland	PM Pawlak	02.02.94
Romania	FM Melescanu	26.01.94
Russia	FM Andrei Kozyrev	22.06.94
Serbia	PDT Boris Tadić	2014.12.06
Slovakia	PM Meciar	09.02.94
Slovenia	PM Janez Drnovsek	30.03.94
Sweden	FM Margaretha Af Ugglas	09.05.94
Switzerland	FM F. Cotti	11.12.96
Tajikistan	AMB. Sharif Rahimov	2020.02.02
The former Yugoslav	Head of Government	15.11.95
Republic of Macedonia	Crvenkovski Branko	
Turkmenistan	DPM B. Shikmuradov	10.05.94
Ukraine	FM Zlenko	08.02.94
Uzbekistan	FM Saidmukhtar Saidkasimov	13.07.94

Source: http://www.nato.int/cps/en/natolive/topics_82584.htm downloaded: 15/10/2014

Annexes VI.: Questions for the interviews of Attila Derzsényi and PhD habil Attila Horváth:

1. In central budget of Hungary for 2014 there is a budget section for International Development Cooperation and Humanitarian Aid in the appropriation of 160 Million HUF. Currently what are the missions Hungarian soldiers participate abroad and in what forms? (Such as Syria, Libya – medicine distribution, road construction).
2. What is the flow of supply chain of goods you deliver and what kind of aid packages are delivered? How a supply chain looks like in that case of logistics operations? (procurement, warehousing, inventory, special needs such as product placement etc.)
3. Who are the suppliers who may be able to participate in the supply chain? Companies or private persons?
4. As a member of NATO is there any cooperation with other nations for shipping a humanitarian support? If yes, what kind of cooperation is it? (Using our airlift etc.)
5. Can you tell me more information about the procurement of goods?
6. In the news it is often heard that our soldiers are well trained and they participate in difficult missions. What are the most typical tasks for soldiers in a humanitarian mission?
7. Can you tell me an example, where military help has been necessary via delivery goods?

Annexes VII.: Questions for the interview of István Gerzsenyi

1. What kind of missions does Hungarian Red Cross take parts abroad? (Syria, Libya – medical support, road transportation etc.)
2. What is the flow of supply chain of goods you deliver and what kind of aid packages are delivered? How a supply chain looks like in that case of logistics operations? (procurement, warehousing, inventory, special needs such as product placement etc.)
3. Who are the suppliers who may be able to participate in the supply chain? Companies or private persons?
4. As a member of NATO and UN is there any cooperation with other nations for shipping a humanitarian support? If yes, what kind of cooperation is it? (Using our airlift etc.)
5. Can you tell me more about the procurement of goods? Who can donate to Hungarian Red Cross?
6. How LEAN principles prevail in Your supply chain?