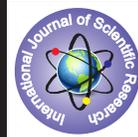


Humanitarian Logistics in Maoists Regions of North Eastern States of India



Management

KEYWORDS :

Guruprasad.T.S

Phd. Research Scholar Karpagam University, Coimbatore

Dr. N.Panchanathan

HOD of Business Administration, Annamalai University

ABSTRACT

Natural, man-made disaster and human-induced crises swept through various parts of the world and received much attention over the past decade. Meanwhile, many parts of the world suffer from the lack of basic necessities, including shelter, water, food, education, access to basic health care and safety including in India. India is however effected by both Natural and man-made disasters, this paper provides a perspective or an overview of Humanitarian logistics during Political and civil unrest in Northeastern states of India. Since North eastern states are not developed in terms of infrastructure and geographical tough to reach, this paper would discuss on probable situations of humanitarian logistics in human-induced crises. The paper also emphasizes on the methods of reducing the overhead costs incurred in the logistics and cost of supplying the goods to north-eastern states of India. Humanitarian Operations range from short-term relief to long range assistance to the people, they adhere to certain principles such as Humanity, neutrality and impartially and deliver the services on a basis of need without any discrimination regarding religion, ethnicity and gender, they seek alleviate suffering and save lives of victims of natural or man-made and human-induced crises.

1. Introduction

Humanitarian supply chains deliver supplies, relief items and infrastructure assets to support emergency response and ongoing operations of humanitarian organizations that work to relieve suffering, mainly in developing countries.

The context in which these organizations operate presents unique challenges that may include disrupted or poor road networks and communications infrastructure, lack of security, harsh climates and recruitment/staffing difficulties. However having materials and vehicles and communications in place is essential to delivering programs.

In India, due to its unique geo-climatic and socio-economic conditions, has been vulnerable in varying degrees, to various disasters like floods, droughts, cyclones, tsunamis, earthquakes, Landslides, avalanches and forest fire. Out of 35 States and Union Territories (UTs) in the country, 27 are disaster prone. Almost 58.6% landmass is prone to earthquakes of moderate to very high intensity; 12% land is prone to flood and river erosion; out of 7,516 km. coast line, 5,700 km. is prone to cyclones and tsunamis; 68% of the cultivable land is vulnerable to drought and hilly areas are at risk from landslides and avalanches. Fire incidents, industrial accidents and other manmade disasters involving chemical, biological and radioactive materials are additional hazards, which have underscored the need for strengthening mitigation, preparedness and response measures.

Hence Humanitarian supply chain have to change to meet our countries requirements where we do not have even road to supply the aid in case of emergencies.

Table 1. Complex Emergencies vs. "Natural" Disasters

Complex Emergencies

- Political/social phenomenon (endogenous)
- Institutionally driven.
- Evolves slowly
- Target population
- Response may not be politically neutral and

Natural Disasters

- Extreme natural event (exogenous to the society)
- Social "Tensions" Sudden
- "Randomly" affected population/location
- Critical first response Varying length.
- May evolve to long term complex emergencies part of a larger

agenda

Source - Journal of Transport and Supply Chain Management | November 2011

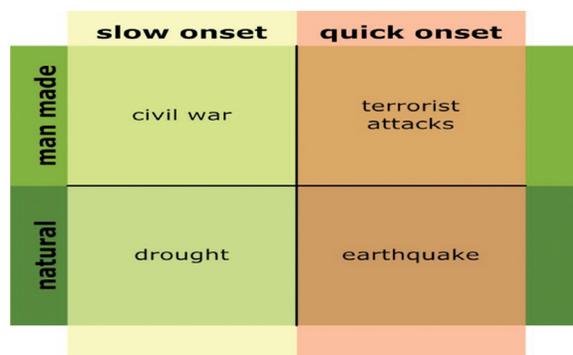


Figure 1: Schema for classification of disastrous events (Adapted from Viljoen, 2010:38) Journal of Transport and Supply Chain Management | November 2011

The term disaster covers a broad spectrum of low-probability, high consequence events that severely affect human life and damage infrastructure. The schema in Fig 1 is used to classify disastrous events. (Wilna Bean Nov 2011)

Table 1. Illustrates the difference of complex emergencies and natural disasters. Complex emergencies are usually man-made, which shows the sign of starting and erupts as a volcano. There is enough time to prepare for such type of emergencies. Whereas natural emergencies do not give you time to prepare for the same. It comes instantaneously which out any signs as discussed in the Journal of Transport and supply chain management

Man-made crises and natural disasters need to be handled separately in different ways, means and techniques. This paper will discuss about the ways man-made crises are being handled in north eastern states of India and any probable solutions of improvising the situation which can be tackled more effectively and efficiently.

Any state or country that is affected by Man-made crises/disasters requires proper disaster management and an overview is provided of what is being done in NER states of India. The crucial role of

humanitarian logistics is the aftermath of disasters, in addition it extends with the aim to relieve human suffering.

This paper would also present the experiences of the presenter during his tenure with one of the defense product manufacturing company in providing support to Manipur police.

This paper would also discuss about the perspective of Humanitarian logistics in South Africa.

At the end, we could also discuss probable solutions which the Indian government can implement to make certain improvements in the system and bring greater benefits and value addition to humanitarian logistics.

2. Background

Northeast India is a geographically land-locked, covered ninety nine percent of its boundary by foreign countries. Thus in spite of being blessed with a high potential for development of resource-based and demand-based industries in the region, the pace of industrialization in Northeast had not been satisfactory. Village and cottage industry in Northeast India constitutes an important part in the economy of this region.

As per the 2001 census, the annual per capita income of NER is 6,625 INR against the rest of India average of 10,254 INR. Nearly 34.28% of the population is below poverty line as compared to the national average of 26.1%. However, the NER is a highly literate region. Except for Arunachal Pradesh, all the other states have literacy rates about or above national average of 64.8% which provides a good pool of educated human resources in the region.

The communal situation in the country in the year 2012, has by and large remained under control. The North Eastern Region which comprises of eight States has a complex security scenario due to activities of various militant outfits with diverse demands. The communal violence which flared up on 19.07.2012 in Kokrajhar (Assam) later spread to Chirang and Dhubri Districts in which 99 lives were lost and more than 4.85 lakh people were displaced. They were accommodated in various relief camps. In November, 2012, fresh incidents of violence took place in Kokrajhar District in Assam resulting in deaths of 10 persons. The States of Assam and Manipur continue to account for the bulk of incidents of violence in the North Eastern Region. In Nagaland and Meghalaya, the violence level was higher than the previous year.

North-East are home to 200 of the 430 tribal groups in India. 30 to 40 rebel groups are currently active in this region. During the past decades, the Northeast has been the scene of repeated ethnically- motivated conflicts in which the fight for a perceived homeland has sometimes resulted in ethnic cleansing. At least 50,000 people have been killed in such conflicts in the Northeast since India's independence in 1947. Violence has broken out in the states of Assam, Manipur, Nagaland, Tripura and Arunachal Pradesh, involving at least ten different ethnic groups (Bodos, Nagas, Kukis, Karbis, Dimasas, Paites, Mizos, Reangs, Bengalis and Chakmas). The largest forced displacement movements have occurred in the states of Assam, Manipur and Tripura. In Assam, ethnic clashes over territorial issues, insurgency against the Indian government for separate homelands and communal violence among the Assamese against "foreigners", mostly immigrants from Bangladesh, have led

to widespread displacement in Assam which flared up on 19.07.2012 in Kokrajhar, and later spread to Chirang and Dhubri Districts in which 99 lives were lost and more than 4.85 lakh people were displaced initially – MHA annual Report 2012.

In Manipur the number of incidents of violence has increased to 518 during the current financial year (upto 31.12.2012) as compared to previous year (298) in 2011 -

http://www.mcrg.ac.in/rw%20files/RW33/3.IDP_Monika.pdf

3. Statistics of Communal disturbances which have led to crises management

The North Eastern Region, which comprises eight States, viz. Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim, presents an intricate cultural and ethnic mosaic with over 200 ethnic groups with distinct languages, Dialects and socio-cultural identity. The security situation in some of the North Eastern States has remained complex for quite some time because of diverse demands advocated by various militant outfits. The profile of violence in North Eastern Region as a whole during the last five years is given table 2:-

Table -2 Data on Security Situation in NER States

Security Situation in North Eastern States During the Period 2007 to 2013 (upto 28.02.2013)							
Head	2007	2008	2009	2010	2011	2012	2013 (Upto 28.02.2013)
Incidents	1489	1561	1297	773	627	1025	113
Extremists arrested/killed/surrendered	2875	4318	3842	3306	2746	3562	524
SFs killed	79	46	42	20	32	14	004
Civilians killed	498	466	264	94	70	97	007

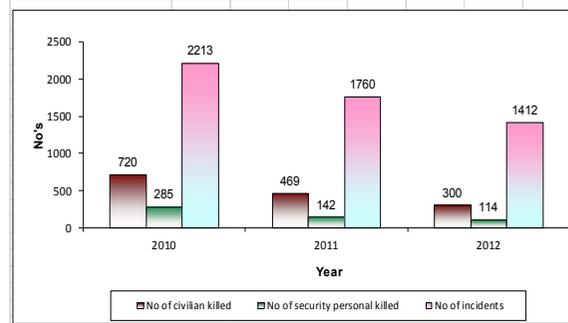
Source – MHA annual Report

Several insurgency groups are also active in North-East Indian states including Manipur, Nagaland, Assam and Arunachal Pradesh. The resulting violence continues to affect thousands of people in the region. In a report released in November 2011, the Internal Displacement Monitoring Centre estimates that nearly a million people were forced to flee their homes over the past 20 years due to inter-ethnic violence in the North-East1. Ethnic tensions flare up regularly.

The table-3 shows the problems by left wing extremist group in India.

Table-3 Problems due to left wing extremist group in India

Year	2010	2011	2012
No of civilian killed	720	469	300
No of security personal kill	285	142	114
No of incidents	2213	1760	1412



Data from the MHA Annual report 2012:-

In 2012, clashes in Assam between the Bodo tribe and the Bengali-speaking Muslim community over land-right issues forced hundreds of thousands of people from both communities to flee their homes. Many have since returned, but those who haven't still live in makeshift camps, where they need food, shelter, sanitation facilities and clean drinking water. Many also require livelihood support to rebuild their lives.

4. Challenges faced in Humanitarian logistics and present practices followed.

The biggest challenge that is faced by the logistics are lack of infrastructure. The only means of transportation is by road and very minimal by Air.

India's transportation infrastructure in the Northeast is inadequate, and what exists is outdated. Motor-able roads do not exist beyond the state capitals and some townships. Air connectivity in the Northeast is also much below the national average. Only Guwahati and Agartala airports have night landing facilities. And the second biggest problem is risk to the life of Aid workers, who could be the targets of Maoists.

The only way at presently followed by the government is providing relief aid is by transporting the material by only one national highway which is controlled by Maoists, thus ensuring safety by providing the CRPF escort to carry the relief material to the designated location. These escorts are provided in group which are defined by time and rules.

Military organizations undertake this role that requires them to work as a part of multinational, multi-discipline operations that have to be conducted at a great range from their home base.

There were incidents when police forces refused to accompany due to inadequate forces strength. As per the article below:-

Maoists block supplies to CRPF; supplies being air-dropped Sunday, May 2, 2010, 16:21 IST | Place: New Delhi | Agency: PTI

A camp in Chintalnar comprising two to three companies of 62nd battalion of CRPF, one of which was wiped out by Maoists on April 6, have had their supplies airdropped two days back as the state police refused to accompany the paramilitary force in reaching there, official sources said.

Hence in these cases how do you reach the required place at the required time providing the necessary relief / aid to the people who are physically and mentally tortured.

There was another case where a company manufactures Bullet proof vehicles for various state and central governments. This company had to transport 11 of these vehicles to North eastern states of India due to the increase Maoist activity in that region. The major problem faced by the company was providing security cover for the vehicles and hilly terrain of the geographical location. It was a matter of national security concern too. But still without security cover provided these vehicles were transported to Manipur state under the cover of darkness.

There were case's where Maoist loot food supplies which are being transported to a camp area and also ambush the

security forces as given in the article below:-

CPN-Maoist cadres allegedly looted some five quintals of food supplies being transported in a mule for a mobile camp at Sorukot in Jima VDC on Friday night. - *www.ekantipur.com/2013/05/18/top...maoist...supplies - Mugu, May 18th, 2013.*

Maoist rebels are seizing arms from security forces

The Maoist rebel (so called People's Liberation Army PLA) successfully ambushed security forces. The PLA captured large numbers of SLRs, M-16s, LMGs, SMGs, M-36 grenades and heavy quantity of ammunitions from those sites. The classic Maoist strategy is to replenish their strength with the arms captured from the security forces.

- *www.raonline.ch/pages/story/np/mao16B01T.html*

Fig-2: Please refer last page

The author would like to emphasize certain strategies which were adopted by South African disaster management team to overcome these difficulties as shown in the Fig -2, which could be adopted in these types of situations in north eastern states of India.

As per the paper by Wilna L.Bean, the people who help are called as role players, the below fig depicts how role players are involved on different levels of Strategic- Tactical – Operational continuum.

In South Africa many relief initiative have been hindered by underestimating the influence of community elders, peer pressures, superstitions and religious and political convictions. On the other hand when role players have proactively engaged communities with respect, the positive response has produced great synergies.

The above example is best suitable for our current situations of NER states, where it is essential to take the confidence of the local tribe and community to overcome the Maoist in this region.

This was best demonstrated in providing security cover while transporting 11 bullet proof vehicles across Maoists region of Nagaland and Manipur through the dense forest of the region. The person used the local community tribes to transport these vehicles safely to the capital of Manipur without any police / CRFP escort. Where the local community youth where enrolled to deliver to consignment safely to Manipur police. In this case not only proactive engagement but flexible engagement was also adopted which served the purpose of both.

5. Humanitarian logistics opportunities in NER states of India.

The greatest opportunity lies in translating models, theories and best practices from the commercial world and the international humanitarian community into practicable solutions for the NER States context.

The term humanitarian logistics is defined by Thomas and kopczak (2005:2) as the process of planning, implementing and controlling the efficient, cost effective flow and storage of goods and materials as well as related information from the point of origin to the point of consumption for the purpose of alleviating the suffering of vulnerable people. The function includes a range of activities, including preparedness, planning, procurement, transport, warehousing, tracking and tracing, customs and clearance.

As cited above the communal disturbance would be created on a slow path and can be identified, in this period of time certain planning has to be carried out for efficient and cost effective flow of material. This is at present not seen in the relief structure followed by the Govt. agencies. They are all reactive in nature.

During the year 2011, the Maoists had blocked the national highway for more than 120 days which created lot of problems in NER states, including essential commodities where not to be delivered. Govt. or National disaster team could have thought of other ways of transporting the commodities into NER states.

The National disaster team should have thought of utilizing the below scheme which is already available for NER States.

Helicopter services in the North eastern States:-

At present, the helicopter services are in operation in the States of Arunachal Pradesh, Sikkim, Meghalaya, Nagaland and Tripura with subsidy from Ministry of Home Affairs. The subsidy portion is limited to 75% cost of operation of helicopter service minus recovery from passengers. The balance cost of operation of the helicopter service are met by concerned State Governments. – MHA website

An example of translating practices of commercial world into humanitarian is given below:-

Movement of over-dimensional cargo, known as ODC, into the northeastern states of India is a nightmare for project developers and transportation specialists because of the region's inaccessibility on both political and physical fronts. That's why project logistics providers prefer to turn to alternative routes to access these remote northeast states. Transshipment through neighboring Bangladesh often provides a better solution. The shipment was bound for a 763-megawatt, gas-based power plant at Palatana near Tripura's capital city of Agartala, India. The distance saved to 350 kilometers by going from Kolkata through Bangladesh to Palatana. The cargo moved by sea to the Ashuganj River port in Bangladesh, then overland to the project site. - Road-blocks to Northeast India - Gary Burrows on February 25, 2013

Major river routes in the NER are the Brahmaputra and the Barak in Assam which has a combined navigable length of around 1,000 km. In all the NER has about 3,839* km of navigable river routes. There are seven operational port locations in the state for import and export to the Kolkata and Haldia ports. There is an inland container depot (ICD) at Amingaon, 10 km from Guwahati, operated by the Container Corporation of India Ltd (CONCOR). Waterway connectivity between Mizoram and the port of Akyab Sittwe-http://www.pwc.in/en_IN/in/assets/pdfs/publications/2013/north-east_summit-2013.pdf

As per the above article NER is well-connected by the mighty Brahmaputra River which can be used as a waterway, even in the Budget 2013: FM stresses on waterways connectivity for Northeast India

When roads were blocked and all the aid material was blocked for several days the tactical and operation model had to be executed and found different ways of transporting the goods for the needy on time.

Great insights have to be gained in humanitarian logistics by comparing it to its commercial counterpart. As de-

scribed in the below fig - 3, emphasis of Humanitarian supply chain effectiveness.

Fig - 3 explains in detail the phases involved in the Humanitarian supply chain stream and its effectiveness. These phases have to be understood and implemented in the Indian scenario keeping the constraints also in mind.

The Author has tried to explain in detail on these phases.

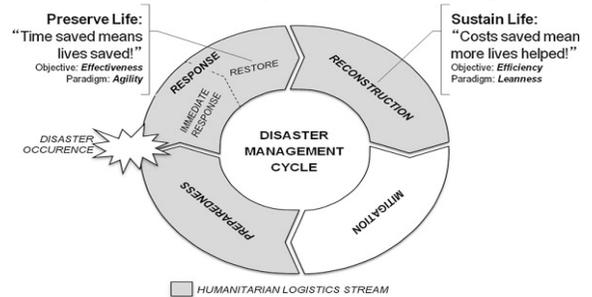


Fig. 3. The humanitarian logistics / supply chain stream

Source - Chapter 2 of Humanitarian Logistics and Supply Chain Management-Van Wassenhove (2006) p. 475

Disaster management is often described as a process composed of several stages, even though there is disagreement among authors as to the structure and nomenclature of the stages (Kovács and Spens 2007, 2009; Altay and Green 2006; Pettit and Beresford 2005; Van Wassenhove 2006; Lee and Zbinden 2003; Thomas 2003; Cottrill 2002; Nisha de Silva 2001; Long 1997). However, for the most part, the literature concurs on the existence of the following phases:

- Mitigation;
- Preparation;
- Response;
- Reconstruction.

These four phases constitute the disaster management cycle. With the focus on logistics and supply chain management, the process that involves logisticians mainly concerns the preparation, response and reconstruction; together these constitute humanitarian logistics stream (Fig. 3).

The *mitigation* phase refers to laws and mechanisms that reduce social vulnerability. These are issues that relate to the responsibilities of governments and do not involve the direct participation of logisticians.

The *preparation* phase refers to various operations that occur during the period before a disaster strikes. This phase incorporates the strategies put into place that allow the implementation of a successful operational response.

The *response* phase refers to the various operations that are instantly implemented after a disaster occurs.

The *reconstruction* phase refers to different operations in the aftermath of a disaster. It involves rehabilitation, and this phase aims to address the problem from a long-term perspective. The effects of a disaster can continue for a long period of time, and they have severe consequences on the affected population.

The objective of the reconstruction phase is saving as many costs as possible, and it can be achieved through leanness (Fig. 3). It is through preparedness and the immediate response that agility and leanness can be used to design and develop processes and procedures to be performed in the fol-

lowing steps of restore and reconstruction (Fig. 3).

In humanitarian supply chains, effectiveness ensures that we save time, and time saved means more lives saved; efficiency ensures that we save costs, and costs saved means more lives helped. The objective of the restoring sub-stage (as part of the response phase) is saving as much time as possible, and it can be achieved through agility.

6. Creating awareness and post disaster situation of communal / social unrest.

In this phase a strategic method should be used in creating an enabling environment by taking the support of national government, state government, local community and Public & private sector.

For this we should understand what NER states are strong at. Some of the points are discussed below and how this can be used favorable in providing positive solutions.

The region has a forest cover of more than 66.1% (ranging from 35.3% in Assam to 90.7% in Mizoram) against the national average of 21.1%. Even though, it accounts for about 8% of the total geographical area of the country, it has only 3.4% of land for agricultural purposes (CMIE, 2007). It contributes only 2.8% to the total agricultural production, underscoring the low productivity of the region (RBI, 2005)

Table – 4 Forest cover 2011

States	Geographic area	Forest cover	% Forest cover
Arunachal	83743	67410	80.5%
Assam	78438	27673	35.3%
Manipur	22327	17090	76.5%
Meghalaya	22429	17275	77.0%
Mizoram	21081	19117	90.7%
Nagaland	16579	13318	80.3%
Sikkim	7096	3359	47.3%
Tripura	10486	7977	76.1%
NER	262179	173219	66.1%
All India	3287263	692027	21.1%

Area in Sq Km

Source: Forest Survey of India

The government can build, operate and handover by creating job opportunities for the locals in tourism and nature parks. The state government can generate funds by promoting these scenic beauties as tourist destinations.

Tourism is one sector where the region has comparative advantage. This industry is highly competitive where the tourists have a wide range of choices and look for good value of their money. With bountiful nature's breathtaking scenic beauty, salubrious climatic conditions, extraordinarily diverse rich art and cultural heritage of the people, this region can become a hotspot for eco and adventure tourism. Tourism can generate more employment per million of rupees spent than any other activities. It can generate jobs in the remotest corners for unskilled to highly specialized skilled workers which would help in the realization of plan objectives. It would also enlarge the base of locally manufactured products.

And hence with tourism coming, there is lot of aid and focus coming for humanitarian logistics from all parts of the world.

The northeastern states have observed high production of fruits, spices and cashew in the recent past but could not fetch market price to the farmers at par with the markets

in the other states. The topography of the NE states is not favorable for the movement of the products. Besides, the infrastructure, procurement practices, marketing approaches and processing facilities are also observed as the major constraints.

The northeastern region has historically enjoyed good trade relations with the erstwhile East Bengal that continues even today across the Bangladesh border. As agribusiness has fast taken shape in the country, the northeastern states should create export wings in their apex marketing boards, corporations and related marketing organizations to drive home the market advantage that already exists.

Manipur literally means "a jeweled land", nestle within a lush green corner of northeast Asia, the beauty of which once inspired Mrs. St. Clair Grimwood, described it as "A pretty face more beautiful than many show places of the world. Late Pt. Jawahar Lal Nehru paid a fitting tribute by describing it as "Jewel of India". But today ironically, as per the latest article in Times of India, Manipur is one of the most Maoist prone areas.

As per the articles/ research papers published in Manipur Small Farmers' Agri-business Consortium, the economy of the states can be improved by implementing replicable ideas in the area of agriculture and allied activities, viz., organic farming, agri business, exports and marketing of aromatic plant products, bamboo products, fiber extraction from banana pseudo stem, which will further improve the livelihood of the people and bringing down the militancy.

Table 5-Human Development and Infrastructure Index

Category	Human Development Index	Infrastructure Index
High	Mizoram	
High Middle	Manipur, Nagaland, Sikkim	
Middle	Arunachal Pradesh, Meghalaya, Tripura	
Lower Middle	Assam	
Low		Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura

Source: Report of the Twelfth Finance Commission, p 61.

As per the above data, human development is high in these which can be taken as a very strong point and also the literacy rates are 60% and above which is again an added advantage for building a strong post disaster relief program.

Opening up and augmenting trade with the neighboring countries such as Bangladesh, Myanmar and through Myanmar to South East Asia will also help in realizing the full potential of the region. With the emergence of globalization, economic integration among nations has become a necessity. Cross-border trade is the most important medium of the current wave of globalization. In this process, knowingly or unknowingly the north east economy has emerged in to a new dimension of cross-border trade (informal trade) with neighboring nations and that increases social welfare of the poor masses of the region. Under the "Look East" policy, India seeks economic cooperation with ASEAN and other neighboring countries through the gateway of the region. http://www.pwc.in/en_IN/inl/assets/pdfs/publications/2013/north-east_summit-2013.pdf

Some of the best practices proposals - As per EWGT2012 - *Compendium of Papers discussed are as below:*

Transport

To map the risk areas and identify the availability of resources by type of transport (road, waterway, air) able to be mobilized in the shortest time in the occurrence of natural disasters. Thus, we must undertake a survey of transport service providers, as well as government entities or private organizations with fleets available that can assist in case of humanitarian operations, identifying the types of vehicles and their capabilities. In general, humanitarian operations largely use road and air transport. However, we must evaluate how best to use other modes (water and air transportation - helicopters), in order to more efficiently support distribution activities in both the strategy of shipment and logistical support to the operation.

Storage and Handling

Definition of points to receive goods (domestic and international donations) in order to objectively define the distribution by warehouse and storage in classes or "supply kits" to facilitate the distribution. At these points, the following actions occur: storage, handling, screening (to identify unwanted or rejected material), shipment and discharge of material rejected. In points with incoming international donations, it will be necessary to have a staff with knowledge of customs clearance, in order to avoid congestion at the entry point. Finally, it should qualify staff to work in the area, to reduce errors and avoid the congestion of airports and blocked warehouses. It should also analyse potential points for storage, belonging to government entities or private organizations, as well as identify the availability of equipment (forklifts, pallet conveyors, etc.) able to be mobilized in the shortest time possible.

Distribution

The definition of the number of distribution points should be made to minimize the distance to the beneficiaries, but they should be placed in community centres already established, and meeting places such as clubs, churches, etc. An efficient distribution program requires information data about the goods available and the people affected. The use of military activities in cargo handling and access roads clearance facilitates the humanitarian mission.

This above strategy would also help in humanitarian logistics to develop an alternative road of transport to reach interior parts of NER states. Also International agencies like WFP, Unesco can reach easily from other nations if the main national highways are closed by Maoists, thus ensuring the supplies reach on time to the needy people.

The Government can also take help of professional and dedicated Emergency & Relief Logistics like for example (Kuehne + Nagel, DHL, Dasher) where there certain service products are designed to support humanitarian efforts of governmental, non-governmental and charitable organizations, both in routine procurement and emergency situations. With its experience in handling long-term projects as well as ad-hoc crisis situations. The company can arrange for any kind of transport, from waterways to airfreight to overland, part- and full-charter, 24/7 warehouse solutions as well as handling at the place of emergency.

Figure 2: South African disaster management role-players



Journal of Transport and Supply Chain Management | November 2011

References:

1. www.wikipedia.com
2. Manipur Small Farmers' Agri-business Consortium
3. Fritz Institute. <http://www.fritzinstitute.org>.
4. INSEAD Research Group in Humanitarian Operations.
5. <http://www.insead.edu/humanitarian>
6. University of Washington. Interdisciplinary Program on Humanitarian Relief. <http://depts.washington.edu/iph>
7. ReliefWeb. <http://www.reliefweb.int>
8. EM-DAT. International Disasters Data Database. <http://www.em-dat.net/>
9. Journal of Humanitarian Assistance. <http://www.jha.ac> Journal of transport and supply chain management Nov 2011
10. Globalization and North East India: Challenges and Opportunities1. Bhubendro Singh
11. Annual Report of Ministry of Home affairs 2012.
12. Humanitarian Logistics and Supply Chain Management - A. Cozzolino, Humanitarian Logistics, SpringerBriefs in Business, DOI: 10.1007/978-3-642-30186-5_2, _ The Author(s) 2012
13. <http://www.fritzinstitute.org/pdfs/whitepaper/fromlogisticsto.pdf>
14. Supply Chains in Humanitarian Operations: Cases and Analysis
15. Sergio Ricardo Argollo da Costaa*, Vânia Barcellos Gouvêa Camposb, Renata Albergaria de Mello Bandeira Universidade do Grande Rio, Rua Prof. José de Souza Herdy, 1160 - 25 de Agosto, Duque de Caxias/RJ, CEP 25071, Brasil Instituto Militar de Engenharia, Praça General Tibúrcio, 80 - Praia Vermelha, Urca, Rio de Janeiro/RJ, CEP 22290-270, Brasil
16. Thomas, A.S. (2003) Humanitarian Logistics: Enabling Disaster Response. Fritz Institute.
17. A Peek into the Future of Humanitarian Logistics: Forewarned Is Forearmed-Brian Majewski Global Emergency Group, Kaustubh Anil Navangul Department of Strategy and Logistics, BI Norwegian