Annual Report
2021

Shaping supply chains for the benefit humanity
About Us

Since 2014, HELP Logistics AG has been registered as a non-profit organisation in Schindellegi, Switzerland. It is a subsidiary organisation of the Kühne Foundation.

HELP Logistics provides technical advice, training, and research to aid organisations and governments to strengthen their logistics capabilities and improve the effectiveness and efficiency of humanitarian operations. Dedicated full-time logistics and supply chain management professionals operate from offices in Amman, Dakar, Nairobi and Singapore, covering the majority of the respective continents.

Kühne Foundation

Together with his parents, Klaus-Michael Kühne established the Kühne Foundation in the year 1976. The deed of the Foundation is support for training, further education, scholarships and research in the fields of transport and logistics. It is also involved in Humanitarian Logistics and supports a project “Global Free Trade” at the University of Zurich. Furthermore, the Kühne Foundation has established a Medicine Campus in Davos, Switzerland, supporting two major research projects in the fields of allergology and cardiology, and runs the Hochgebirgsklinik. In the area of culture, the Kühne Foundation supports festivals, opera houses and concert halls in Europe.

Supply chains are crucial for effective humanitarian responses and efficient and sustainable economic development. Mastering them should be a core competence. Our ambition is to support local communities and organisations through technical assistance and training in logistics. Through better prepared and more resilient supply chains the impact of global disasters can be reduced considerably.

Prof. Dr. h.c. Klaus-Michael Kühne, President of the Board of Trustees and Founder of HELP Logistics

Foreword

2021 saw a globally disrupted supply network with significantly increased transport costs and lead times. The result was previously unseen visibility on the pivotality of supply chains and the capacity of local actors towards successful humanitarian operations. During this period, we supported more partners as they faced growing humanitarian needs with limited operational funding.

Our goal to support long-term local capacity strengthening demanded that HELP respond to these challenges through custom and flexible solutions. In support of its partners’ lifesaving work, we provided over 1,700 days of technical support across 39 projects. We gave over 4,000 participants from more than 100 countries access to English, Arabic, French, and Spanish online learning programmes.

Disaster preparedness and strengthening food and health supply systems remain at the core of our expertise. Throughout 2021, HELP focused more on the supply chain challenges of local actors, particularly smallholder farmers and health workers in clinics. We developed relations with local ministries and organisations to elevate efficiency and effectiveness and strive for sustainable impact through our projects.

Innovative ideas and solutions are needed to tackle complex local and international challenges. In support of HELP’s work and the humanitarian community, we established the Center for Humanitarian Logistics and Regional Development (CHORD) at the Kühne Logistics University in Hamburg, Germany. The Center will complement humanitarian operational analysis through top-class academic research in leadership management, sustainability, preparedness and resilience.

HELP Logistics continues to shape supply chains by gauging future supply chain opportunities and challenges based on current operational realities. HELP will continue to shed more insights and encourage more critical thinking on future humanitarian supply chains in 2022.

Sean Rafter
Managing Director
HELP Logistics AG

Our purpose is to shape supply chains for the benefit of humanity.

Our mission is to be a catalyst for transferring supply chain and logistics knowledge that will improve the lives, opportunities and potential of people, communities and economies around the world.

Our Values
Focused on programmes that have a measurable and sustainable impact
Dedicated to innovative, efficient and effective solutions
Committed to being a trusted, independent, competent partner
Active in supporting diversity and integrity
Our Reach

- Head Office: Schindellegi, Switzerland
- Middle East Regional Office: Amman, Jordan
- West Africa Regional Office: Dakar, Senegal
- East Africa Regional Office: Nairobi, Kenya
- Asia Regional Office: Singapore

- 5 operational offices
- 19 full-time SCM and logistics specialists
- 35 countries with active projects
Our Strategy

Our approach is to be an operative non-profit organisation that contributes to long-term sustainable impact in line with global initiatives, such as the Grand Bargain and Sustainable Development Goals (SDGs).

We pursue our agenda by working collaboratively hand-in-hand with partners on projects and programmes with a clear problem statement. We employ lean structures to manage projects in a creative, cost-effective and impactful manner.

All that we achieve is in partnership with more than 30 humanitarian organisations and actors from the private, public, and not-for-profit sectors. We identify and address their most critical challenges.

“...Our partnership with HELP Logistics has provided us with key data and visibility on the bottlenecks and gaps within the Palestinian health supply chain. This information enables us, and our other partners, to direct current and future funding streams where needed and design strategic plans to improve the situation on the ground."

Mr Giorgio Figus
Supply Manager State of Palestine, UNICEF

Agenda implementation

Preparedness & Resilience
Supply chain preparedness and resilience to improve the effectiveness of life-saving assistance and build sustainable economic supply networks (SDG 9, 11).

Food security
Optimising food supply chains to enhance small farmer livelihoods and provide food security for vulnerable populations (SDG 2).

Capacity strengthening
Contributing to local training, education and research to increase professional logistics talent and sustainable opportunities (SDG 4).

Health
Strengthening health system supply chains to increase the availability of essential medicines (SDG 3).

Service expertise

Technical Assistance
by specialists with cross-sector experience that allows us to analyse and optimise a broad range of supply chain functions, processes and infrastructure. Adopting academic and commercial tools and approaches, our method saves costs, reduces lead times and increases visibility.

Learning resources
that meet the growing demand for supply chain professionals. We create long-term undergraduate and postgraduate study programmes in developing countries. Curricula are designed to international standards whilst targeting specific cultural and geographic needs.

Training
that addresses gaps in supply chain learning and delivers quality, highly customisable seminars that pay close attention to locality and context. Our extensive range of modular learning programmes and gamification resources meet the needs of directors and practitioners alike to strengthen resource capacity at all levels.

Operational research
through the Center for Humanitarian Logistics and Regional Development (CHORD) hosted at the Kühne Logistics University (KLU) and through partnerships with selected universities in the regions. Jointly defined problem statements are examined and analysed to deliver new knowledge and innovative solutions validated by rigorous research methods.

Outreach via collaboration and networking
that creates sustainable change and impact for the humanitarian sector. Programmes can be at a global level with multiple partners, or they can be country/region specific. Programmes include cross-sector collaborations, public outreach and the promotion of humanitarian logistics.
Our Agenda

Agenda 1

Supply chain preparedness and resilience is critical for the delivery of life-saving assistance and reducing the economic setbacks to commerce and communities.

Beyond panic buying and stockpiling, towards improved preparedness strategies

The coronavirus pandemic taught World Vision International (WVI) Laos how crucial supply chain preparedness is. Construction materials, agricultural seeds, books, sanitation items, and hygiene kits are the primary products WVI sources and procures. The procurement team provides the materials to assist vulnerable children and their communities.

As soon as the pandemic hit Laos, local markets were in chaos. Demand for products spiked, but international trade activities faced restrictions. Thus, many local suppliers found their supply chains disrupted. The lack of preparedness resulted in a protracted recovery period, reducing humanitarian assistance to vulnerable communities.

HELP Logistics came on board with Thammasat Business School (TBS) in Thailand to investigate how World Vision International (WVI) Laos how crucial supply chain preparedness is. The framework was implemented after a local market assessment, revised sourcing processes, and the adoption of the Kraljic Purchasing Portfolio Model (PPM). The framework was implemented to evaluate, prioritise, and classify the supply base. The procurement team can now identify what and where critical risks are in their upstream supply chain and mitigate them before shocks happen.

The overall result was a reduction in procurement cycle lead time of critical commodities by 19%.

Mr. Vilasak Boualavong
Supply Chain Manager, World Vision International Laos

Chairman of the Philippines Red Cross, Richard Gordon, oversees supply chain improvement agreements with HELP Logistics.

“Thanks to HELP Logistics, the Thammasat Business School, and regional WVI office, my team and I have been exposed to a new way of work to manage our ten critical items and their suppliers. We hope to mitigate associated risks as much as we can before the next disasters.”

Mr. Vilasak Boualavong
Supply Chain Manager, World Vision International Laos

Holistic investments in supply chain preparedness for greater performance

Typhoons, volcanic eruptions and decades of armed conflict: these are major challenges the Philippines is continuously forced to cope with. The Philippine Red Cross (PRC) recognises the importance of preparedness for their emergency responses.

Supply chain optimisation is the foundation of their operations. In recent years, HELP Logistics has been working with the PRC and the International Federation of Red Cross and Red Crescent Society (IFRC) to maximise emergency response performance. The project methodology uses a unique holistic approach by investigating the interconnectedness of supply chain functions and processes. The five critical areas are prepositioning, personnel, processes, supplier management and local stakeholders.

In 2021, a unique series of training courses across the Asia Pacific region was delivered to raise staff capabilities and hence bolster the the capacity of the regional Rapid Response Team (RRT). Expanding the number of personnel on the roster reduces the need for international personnel. It increases the availability of local professionals ready to respond to emergencies in the Philippines and the region.

A comprehensive revision of the PRC Logistics Management System (LMS) manuals was another significant milestone towards ensuring the optimisation and standardisation of operations across the country. In addition, framework agreements with crucial custom brokers will increase operations responsiveness, resulting in an estimated saving of 15 days during importation processes.

The next vital goal is to measure the impact of the changes and replicate these investment strategies and supply chain improvements across other regions and organisations.

Applying strategic foresight to chart disruptive future supply chains

The aid sector is constantly evolving. The future is difficult to predict. However, the past and the present provide guidance. Building up structures and processes that support agility and execution is one of the core challenges facing IFRC today. To thrive in today’s operational environment — with its move towards localised, sustainable systems — many organisations need to evolve from long-term, top-down planning to a mindset of rapid, bottom-up innovation and adaptation. In many ways, this is at the core of resilience.

In the last 24 months, COVID shone a spotlight on organisational cultures, illuminating strategy gaps and exposing blind spots. For IFRC Asia, there is no more opportune time than now to review its global strategy. HELP applied modelling and strategic foresight tools to map out a vision for the future. We used our in-house technical spend analysis to analyse trends in their procurement systems. Zeroing in on past and present procurement trends inform the trajectory of the organisations’ future programs. As numbers only tell one side of the story, we used strategic foresight, a future thinking methodology, to humanise the data, thereby allowing us to include how the strategy affects people. We collected the opinions and viewpoints of the people who influence and interact with the systems and the data.

An important insight from this project is to increase supply chain resiliency by promoting increased collaboration among supply chain stakeholders, both internal and external. This action will create a shared understanding and propel the organisation towards adopting a long-term perspective. By formalising resiliency practices with updated policies, toolsets, and organisational changes, the supply chain division will be geared towards a long-term transformation path. The actions will be incorporated into IFRC’s global strategy.
Our Agenda

Agenda 2

Improving local education and research increases opportunities and sustains professional logistics talent.

Educational board game for humanitarian logistics management

How can we simulate the interconnectedness and complexity of humanitarian supply chains and reward players who distribute to more beneficiaries at lower operating costs, with a bonus for sustainable approaches? A board game!

HELP Logistics embarked on a fascinating journey to create a customised version of the Business on the Move board game for the humanitarian sector. The modified board game aims to enhance students’, practitioners’, and industry professionals’ humanitarian supply chain knowledge. Crucially, non-logistics staff can play too — it will help them to understand the importance of the supply chain in their roles.

The process began with consultations with Save the Children and other humanitarian partners to understand all the operational challenges in humanitarian logistics, such as last-mile modes of transport, infrastructure and security. It was also essential to capture the purpose of humanitarian logistics: to save lives, not to make profits.

During the game, each player must try to optimise the movement of their emergency aid items around the world by air, land and sea — speed and efficiency are the goals! They will face challenges: how to respect the environment and deal with unexpected disruptions. Players will also face choices about when to ask for support; collaborating with other players is essential to supporting their humanitarian mission.

Ultimately, this game will help every organisation understand humanitarian supply chain challenges, the importance of collaboration and the need for professional logistic services. It’s eye-opening, it’s educational and, most of all, it’s fun!

“...We feel very honoured to have been invited by HELP Logistics to create this special Humanitarian Edition of Business on the Move.

Indeed, we have learned so much about the nature of the demanding and unexpected challenges that the amazing people involved in the sector regularly face. We do hope players - be they experienced professionals or potential new recruits - will be similarly excited and inspired by our board game to explore the wide variety of factors that impact on the effective performance of logistics and supply chains in the delivery of humanitarian aid.”

Andy Page
Game developer and director of The Very Entering Community Interest Company

Center for Humanitarian Logistics and Regional Development (CHORD)

After a decade of successful collaborative project work, HELP and the Rührk痣sche Logistik University (KLU) formalised their relationship by establishing a joint Center for Humanitarian Logistics and Regional Development (CHORD). CHORD aims to bring together the best of two worlds by combining top-class academic research and education with operational training and consulting excellence.

The Center is backed up by its extensive outreach and field presence through four regional HELP offices. It forms a unique offering in the humanitarian and development context. In its first year, the CHORD team implemented applied research projects with the World Food Programme, United Nations Population Fund, International Committee of the Red Cross, Médecins Sans Frontières and Action contre la Faim in sustainable environmental operations, health systems and impact measurement of preparedness investments.

Through its extensive network and with support from the regional HELP offices, CHORD was able to run one of the most comprehensive surveys in the humanitarian logistics community with 532 respondents. The survey captures trends and developments in the humanitarian sector. It is run on a bi-annual basis to build valuable knowledge and support decision-makers at strategic levels.

Young logistics professional overcomes procurement corruption

In November 2021, all 900 staff from the Kenya Medical Supplies Agency (KEMSA) were ordered home so the Government could investigate corruption allegations. The suddenness was shocking, but as a university student, Fiona Mungai stated, “Corruption in medical supply chains is a serious issue”. A lack of procurement integrity is the number two economic crime globally and companies can lose up to 5% of their revenue.

If you want medical supplies in Kenya, you go to KEMSA. When the pandemic hit, it shouldered the strain. However, Fiona was troubled to read about ‘COVID billionaires’ who allegedly stole money intended to fund frontline PPE. She could not understand how anyone would endanger frontline heroes, and a desire for justice lit a fire within her. The spark was a hackathon offered by Strathmore Business School and HELP.

Participants were empowered through online training and mentoring while challenged to find supply chain solutions to the pandemic. Fiona learned about drug safety and design thinking but struggled to distil the extensive dilemma of corruption into something practical. Then, her mentorship started. Mentors guide people to find their solutions. “Consider how information flows with suppliers?” her mentor suggested. “What does the system feel like for suppliers?” Fiona wondered. “It’s not clear at all,” she realised, “but it needs to be.”

She pored over dense documents, deliberating ideas with colleagues until she re-imagined a transparent version of an existing public procurement app. She created a mock-up and won the hackathon. She presented her idea to KEMSA officials who saw its potential and successfully applied for funding. The app will allow a digital submission of tender bids through a single channel to contracting authorities will see credible vendors provide their services to the citizens.

The hackathon is an example of HELP Logistics vision and service: working with partners to empower young professionals to develop real-world solutions to complex supply chain issues.
Our Performance

Who we reached

We trained

- 3,482 practitioners
- 616 students
- 47 managers/leaders
- 30 client organisations
- 6 internships

What we delivered

- 39 projects managed
- 20 training courses
- 491 training hours
- 5y 4m 8d 20h eLearning training time
- 13,672 hours of technical assistance
- 1,016 facilitator-led training participants
- 3,129 eLearning participants

How we performed

- 90% client satisfaction
- 97% client retention
- 20% increase in new clients
- 6 New client organisations

Where we are seen

- 4,712 LinkedIn followers
- 432 YouTube subscribers
- 13,814 YouTube most viewed
- 17% increase in LinkedIn followers
**Our Agenda**

**Agenda 3**

Optimising food supply chains enhances small farmer livelihoods and provides food security for vulnerable populations.

**Effective investment in smallholder farmer livelihoods**

Smallholder palm oil farmers in Uganda are losing hundreds of thousands of dollars due to supply chain inadequacies. And they are not alone.

Millions of dollars are invested in the Sub-Saharan Africa agricultural sector to alleviate poverty and improve smallholder farmer livelihoods. At HELP Logistics, we believe that agrarian development initiatives do not sufficiently include supply chain management.

Bugala Island in Uganda is known as the pearl of Africa. Set within the expansive calm waters of Lake Victoria, Bugala Island has untapped resources, yet the rural economy struggles. Like most of rural Uganda, it has poor infrastructure and inadequate employment opportunities. Last year, palm oil farmers lost potential revenue of USD 257,382 in supply chain losses due to the harvesting and transportation waste.

Together with the International Fund for Agricultural Development (IFAD), HELP Logistics designed a livelihood empowerment project that integrates agronomy and food logistics. The recommendations and training centred on harvesting planning and transportation. As a result, the quality of palm oil is better, and the rate of acceptance by markets is higher. The entire palm oil supply chain is more profitable and sustainable.

- **Through investment in local warehousing:**
  - **30%** reduction in last mile delivery costs
  - **31%** increase in food availability

**Amplifying the voice of smallholder farmers**

Raising cattle is the only source of livelihood for many smallholder livestock farmers in Jordan. They constantly struggle against rising costs of feeding and vaccinating animals and lower demand due to increasing poverty rates and competition from imports.

However, the main challenge is the lack of a cooperative or union to elevate farmers’ procurement and selling status in the local market. It would also grant them a voice in the policy-making halls of Jordanian institutions.

HELP Logistics partnered with the International Fund for Agricultural Development (IFAD) and the Jordanian Ministry of Agriculture (MoA) on a joint project to identify the hardships facing smallholder farmers and to shape future solutions.

A survey of 105 smallholder farmers across six Jordanian governorates was achieved. The data allowed both IFAD and the Ministry of Agriculture to gain valuable insights from smallholder farmers whilst simultaneously providing a platform to the average smallholder farmer, especially often-forgotten female smallholder farmers. The national agriculture strategy for Jordan 2020-2025 will use the results of this work.

**Supply chain resiliency through localisation measures**

Tsihombe, a village in the south of Madagascar, has been Aminata’s home for 45 years. She is the third generation in a family of smallholder farmers on the land that her forefathers ploughed. As she sits on a three-legged wooden stool outside her ancestral home, ruminating on the impact of COVID-19, she is concerned by the gush of dry winds that promise yet another year of drought. Her outlook on life is bleak.

For a couple of years now, poverty and hunger have been constant companions for her and her family. Despite having land and the strength to till it, Aminata has been forced to rely on emergency aid for her basic food needs. She feels hopeless as these climate-related environmental changes impact her family’s food resilience and health. She is apprehensive.

In the summer of 2021, IFAD, a trusted development partner of Madagascar, worked with HELP Logistics to define the logistical strategies that could best alleviate the plight of smallholder farmers like Aminata.

Using the supply chain resilience assessment toolkit, HELP Logistics provided technical insights and guidance to enhance productivity and localisation in the supply chain. Instead of food aid, Aminata and her community can receive drought-resistant cultivars to withstand the precipitation variability and temperature increases. Adequate storage capacities will be critical once the crop is ready for harvest. HELP identified new warehouse requirements to ease the reliance on an overburdened transport system that currently reduces the affordability and availability of food.

For Aminata, the ability to till her land again, to feed her family, and sell off excess food for some extra, needed income is a source of joy and pride. She can hope again with the knowledge that she can finally bid farewell to her unwanted companions: hunger and poverty.

IFAD’s value chain financed projects required more supply chain and logistics understanding and insight. HELP Logistics provided that expertise, and in so doing, improved the effectiveness of food and agricultural supply and value chains of small-scale farmer networks.

**East Africa**

Sara Mbago-Bhunu
IFAD Director East and Southern Africa Division

**Middle East**

- **16%** of women smallholder farmers in the survey

- Traditional palm oil milling

**East Africa**

- **$257,382** (USD) in supply chain loses and transportation waste

HELP Logistics
Annual Report 2021
HELP Logistics partnered with UNICEF to assess the Logistics Management Information System (LMIS) in Gaza and the West Bank. The Gaza Strip experiences periodic escalations in violence. This creates a frequent need for emergency medical care. The Ministry of Health at the Khan Younis district medical store is one of the eleven central stores spread around the Gaza strip. It provides essential medical items and equipment to nearby hospitals and clinics. However, warehouse management is a complex struggle. Neither hospitals nor clinics have up-to-date information on inventory in medical stores. The absence of a Logistics Management Information System (LMIS) means that orders have to be reported and processed through a phone- and paper-based system. This increases the risk of duplication and delaying response time.

Realising the immense supply chain and logistics challenges, HELP Logistics partnered with UNICEF to assess the Logistics Medical Information System (LMIS) in Gaza and the West Bank. We conducted 47 interviews with stakeholders in the healthcare sector in public, private and non-profit organisations. The assessment covered more than 21 sites across the two territories. The data provided an in-depth look at the system’s processes and procedures adopted by different actors. Furthermore, a mapping of the main actors in the healthcare sector and the corresponding process flows in Palestine was completed. The study identified key bottlenecks facing the OPT medical response and strategic recommendations to tackle them across the whole sector. One major recommendation proposed to define current and future operational, performance monitoring, and strategic information and analytics requirements needed to support the health supply chain.

**Essential medical logistics knowledge**

West Africa is regularly affected by deadly epidemics, such as Ebola, Marburg, Dysentery, Malaria or Cholera. A fast, efficient and effective supply chain of protective equipment for medical staff, medication and essential supplies is a necessity for hundreds of health supply chain workers in the region.

The Medical Logistics in Pandemics (MLP) digital learning programme, designed, developed and translated into four languages by HELP Logistics, is aimed at frontline health practitioners. In cooperation with the Logistics Cluster, HELP Logistics delivered the course globally 3,350 participants from 26 countries.

**Procedures for vaccine management and distribution**

Frontline health workers in East Africa have worked non-stop throughout the pandemic, struggling to meet aid distribution challenges. Many countries needed COVID-19 vaccines quickly to protect frontline Ministry of Health workers.

When several large vaccine shipments were finally confirmed, it brought relief to many strained health systems, but it also brought new logistics challenges.

A low temperature-controlled supply chain, cold or ultra-cold chain, is needed to transport the vaccines to hundreds of clinics and distribution points from the airport. An unprecedented cold chain is essential to maintain the efficacy of the vaccines. If not, thousands of vaccines would become waste or dangerous to recipients.

HELP Logistics developed a suite of Standard Operating Procedures (SOP) to support all the Ministries of Health facing similar challenges. The ten SOP documents, plus two infographics, provide essential guidance on the effective management of temperature-sensitive vaccines, from the reception at the port of entry to the warehousing, distribution and waste management. The SOP suite is an essential reference for managing vaccination logistics now and in the future.

**Our Agenda**

**Agenda 4**

Strengthening health supply chains increases the availability of essential medicines.

**Building the case for a better medical logistics system in OPT (Occupied Palestinian Territories)**

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**Findings**

- **10** findings across information systems and tools, inventory management, data visibility, organisational capacity
- **24** warehouses and field offices assessed

**Infographic**

- Infographic summarises the essential aspects of effective vaccine logistics, such as quality control and reporting
- Infographic includes sections on inventory management, data visibility, organisational capacity, and the logistics process flow.
The inside view...

Nour Alaqqad

During a simulation training exercise, Nour first discovered her passion for sharing supply chain and logistics knowledge.

At the time, she was doing a Bachelor’s degree in Logistics Science at the German-Jordanian University. As an analytical thinker, she was inspired by how supply chain concepts with many layers of complexities can be explained so simply using interactive training tools. “For me, supply chain and logistics just makes sense. Concepts and solutions click like pieces of a puzzle in any operation. I aspire to simplify and deliver supply chain concepts to our network of clients and partners in a way that resonates with them,” Nour explains.

Today, in the Learning Programme Management team, Nour works on developing various training programmes, including classroom resources, online courses, games, and simulation exercises out of HELP’s Learning Resource Centre at the Middle East Office in Amman, Jordan.

During the COVID-19 pandemic, Nour led the global team’s effort to develop, launch and deliver HELP Logistics’ first online training course, Medical Logistics in Pandemics, which reached more than 4,000 participants in over 100 countries in 2021 alone. She coordinated efforts across four regional offices to translate and launch the course in English, Arabic, French, and Spanish. Nour reflects on the impact of her work at HELP, “I am motivated by a desire to make learning opportunities accessible to those who need them and to deliver long-term knowledge that is applicable and stays with learners for the course of their career.”

Nour developed learning programme management by delivering supply chain training and consultancy projects across the Middle East, Africa, Asia and other regions over the past six years. She draws on her diverse experiences working in various supply chain fields, including a leading metallurgy company and freight forwarder in Germany. Nour strives to provide supply chain practitioners with a robust understanding of the role and impact of supply chains in both commercial and humanitarian sectors. “I find value and fulfilment in providing training opportunities to strengthen capacities in a sector that relies heavily on successful supply chains but still takes this success for granted,” she reflects.

Nour is continuously working on understanding learning behaviours and training best practices to broaden the scope of HELP Logistics’ best-in-class training products portfolio.
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