

HELP Logistics Annual Report

2019



Shaping humanitarian and sustainable
development around the world



About us

HELP Logistics was registered in 2014 as a non-profit organisation in Schindellegi, Switzerland. It is a subsidiary company of the Kühne Foundation.

Since 2016, we have created four regional offices in Singapore (Asia), Amman (Middle East), Nairobi (East Africa) and Dakar (West Africa). From these centres, our dedicated supply chain and logistics experts partner with a range of government, academic and professional institutions.

Our purpose is to shape supply chains that benefit humanity

We want to be the catalyst that transfers supply chain and logistics knowledge to improve the lives, opportunities and potential of people, communities and economies around the world.

We are an actively operational organisation that contributes to long-term sustainability in line with global initiatives such as the Grand Bargain and Sustainable Development Goals (SDGs). We pursue our purpose through projects and programmes with clear problem statements, which are then implemented by our regional offices.

All we achieve is in partnership with nearly 30 formal and non-formal humanitarian actors from the private, public and not-for-profit sectors. Together, we help them to identify and address their most critical challenges in transforming the lives of those most in need.

Foreword



Sean Rafter
Managing Director
HELP Logistics AG

“Logistics processes are crucial for the division of labour in the modern world. Mastering them should be a core competence. Our key priority is to support training, further education, research and the widespread understanding of logistics, including humanitarian logistics.”

Prof. Dr. h.c.
Klaus-Michael Kühne,
Founder of HELP Logistics

In 2019, the momentum towards sustainable development for ‘people, planet and prosperity’ intensified. However, the financing gap to achieve the SDGs 2030 agenda is estimated at US\$ 2.5–3 trillion per year. Financial constraints also affect humanitarian operations. Last year 167 million people were in need of assistance but more than 25% of the required funding remained unmet, leaving many people behind.

In view of the ever ever-increasing humanitarian needs and the growing funding gaps, ‘Nexus thinking’ became the norm in all our projects. Subsequently, we focused on interdependencies and trade-offs between supply chain systems and treated humanitarian and development challenges as interconnected rather than separate. We illuminated our purpose, sharpened our agenda and intensified our efforts to transfer best-in-class logistics knowledge to benefit humanity.

In this first ever HELP Logistics annual report, you will read about projects that contribute to fulfilling our agendas, improving supply chain preparedness and resilience, enhancing the quality and security of vulnerable communities through food and health system strengthening, and empowering local logistics professionals.

‘Nexus thinking’ also encourages people to think about connections and networks and consider different scales, domains, sectors and disciplines. Over the last year, we have broadened our network across academic, private, humanitarian and public sectors to optimise our combined efforts. Achievement and scale are the foundation of our partnerships. Furthermore, we have used our collective standing to promote supply chain management and its potential for humanitarian, social and economic benefits.

I want to thank all our partners for their continuous commitment and dedication, and the Kühne Foundation and the Kühne Logistics University (KLU) whose support is essential for the success of our work.

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Our reach 2019



2019 Projects by country

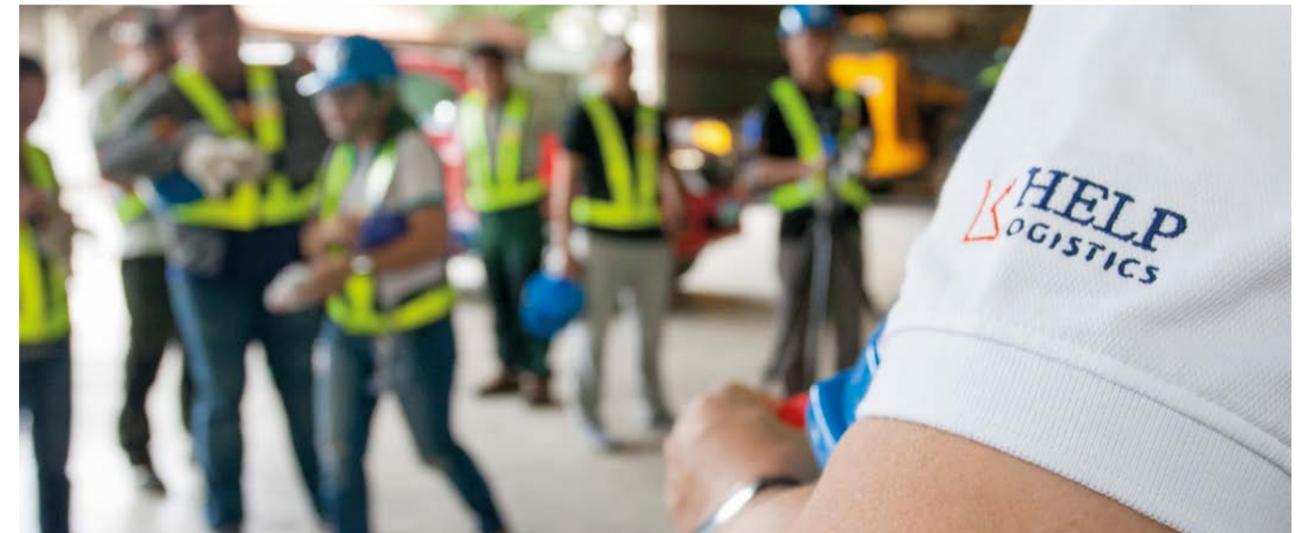
- | | | |
|----------------------------------------|-------------|-------------------------|
| Egypt | Lebanon | Somalia |
| Ethiopia | Madagascar | South Sudan |
| Germany | Malawi | Sri Lanka |
| Indonesia | Malaysia | Switzerland |
| Iraq | Mozambique | Thailand |
| Jordan | Nepal | Timor-Leste |
| Kenya | Netherlands | Uganda |
| Lao People's
Democratic
Republic | Nigeria | United Arab
Emirates |
| | Philippines | Zimbabwe |
| | Singapore | |

Organisational strategy

In 2019, HELP Logistics persisted in driving change for humanitarian organisations: developing logistics and supply chain solutions that improve lives, opportunities and economies. Much was achieved in emerging countries by facilitating knowledge exchange across private and public sectors, and through humanitarian agencies and academic communities to support education and capacity strengthening.

Projects for 2019 drew on the expertise and experience embedded within our key service workstreams. In all projects we strive to optimise humanitarian supply chains by enhancing procurement, transportation, storage and the distribution of relief commodities. We demonstrated the potential Value for Money (VfM) and impact of effective and efficient supply chains on humanitarian operations.

The Africa Logistics Conference 2019 examined the impact of physical infrastructure changes and digital network changes on African supply chains.



Warehouse site visit as part of Emergency Preparedness training, World Vision International, Philippines.

HELP Logistics delivers in these major service areas:



Technical Assistance delivered by specialists with cross-sector experience allows us to analyse and optimise a broad range of supply chain functions, processes and infrastructure. Adopting academic and commercial tools and approaches, our methods save costs, reduce lead times and increase visibility.



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 is performed in collaboration with the Kühne Logistics University (KLU) and regional universities across the world. Together, we deliver a heightened understanding of complex and dynamic humanitarian supply chains using advanced modelling techniques applied to preparedness and resilience scenarios.



Educational 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.



Outreach via collaboration, networking and advocacy that generates sustainable change in the humanitarian sector. Commissions can be global, regional or country specific in scope, and may involve multiple partners. Commissions encompass on cross-sector collaborations, public outreach and the promotion of humanitarian logistics.

Agenda implementation

We undertake clearly specified projects that deliver long-term, sustainable impacts. Our solutions are practical and pragmatic, offering ways of thinking that align with, and support, the global Sustainable Development Goals 2030 (SDG).

In 2019 we introduced **4 Global Agendas** to shape our efforts and which have the SDGs at their core:



Supply chain preparedness and resilience is critical for delivering life-saving assistance and minimising economic setbacks



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



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



Strengthening health system supply chains increases the availability of essential medicines to patients and equipment to health workers

Agenda 1

Supply chain preparedness and resilience is critical for delivering life-saving assistance and minimising economic setbacks

Maximising the impact of preparedness investments

Humanitarian supply chain operations are highly dynamic and complex endeavours. There is little analysis to identify improvement potential and a clear lack of proof and fact-based evidence on the actual impact of supply chain investments.

That is why HELP Logistics and Kühne Logistics University (KLU) have developed an innovative approach to give better guidance to strategic investment decisions taken in the humanitarian sector. We show a stronger focus on the supply chain and logistics through earlier and smarter investments ultimately reduces requirements and helps the whole community of humanitarian actors do more with less.

Building on the findings of a comprehensive study using system dynamics modelling, we develop an investment plan jointly with partner organisations. Ultimately, the positive impacts on reducing lead-times, costs or carbon emissions are measured through a performance metric framework.

One key feature of the approach identifies priority investment opportunities. We take a holistic view, considering human resource capacities, IT systems and processes, suppliers and markets, prepositioning, and the local actors that will generate the greatest impact. This overview extends to all supply chain functions; from procurement to distribution of relief items as well as reverse logistics. It creates synergies and leverages greater sustainable impact for every dollar invested.

The results of our studies with the International Federation of Red Cross and Red Crescent Societies (IFRC), Action Contre la Faim (ACF), UNICEF and Save the Children over the last three years all suggest that every dollar invested in supply chain preparedness can save seven dollars or more in relief response.

Actual investments, as well as the measurement of impacts, are currently being carried out in pilot projects with IFRC and Philippine Red Cross in the Philippines and ACF Madagascar. The work emphasises that humanitarian agencies, donors, governments (and indeed commercial partners) should all further capitalise on supply chains and logistics by recognising these as critical business operations for an efficient and effective response. These are also essential for sustainable development and economic resilience.



“Thanks to HELP’s evidence-based reports, we now have stronger, concrete impact indicators related to the efficiency and effectiveness of our logistics operations.”

Jagan Chapagain
Under Secretary
General Programmes
and Operations, IFRC



Loading prepositioned potable water containers in the Philippines. ©IFRC

84%
reduction in response
time achieved with regional
prepositioning

73%
of total expenses are in
the supply chain

US\$ 1
invested in supply chain
preparedness saves at least
US\$ 7 in the response

Supporting reduced global maternal mortality

Women and girls affected by crises face increased risk of maternal mortality, unintended pregnancy and sexual violence. The United Nations Population Fund (UNFPA) needed to increase their emergency preparedness in the Arab States. They already knew prepositioning reproductive health kits and essential humanitarian commodities were important enablers for swift disaster response. Our prepositioning analysis delivered a range of possible supply chain designs to distribute commodities in eight country missions. We recommended stockpiling US\$ 1.5m worth of reproductive health supplies at the UNHRD hub in Dubai and to extend preparedness by prepositioning a fraction of similar stock in countries with major operations such as Yemen, Syria and Iraq. This would reduce average response times by up to 84%, while cutting shipping costs by up to a third.

Supply chain resilience in disaster zones

HELP Logistics partnered with UNICEF, World Food Programme (WFP) and IFRC in 2019 to assess supply chain resilience levels in Madagascar, Ethiopia, Uganda and Kenya. Against a backdrop of anticipated scenarios, such as the Ebola outbreak, droughts and storms, we quantified the number of beneficiaries that could be served given available supply chain capacities and operational bottlenecks. For example, results for the Ugandan Red Cross indicated a considerably high resilience level. We demonstrated that their current supply chain could serve a potential population increase of 120,000 if an Ebola outbreak were to drive people in from the neighbouring Democratic Republic of Congo.

Agenda 2

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

Training and education is central to building humanitarian capacities, sustainable development and economic growth

Throughout 2019, HELP Logistics spearheaded a number of collaborative projects with academia at a global level as well as in the regions.

Over the last decade, the Government of Myanmar increasingly recognised the significance of Supply Chain Management to strengthen health systems. It was even included as a major intervention in their 2017-2021 health plan. We partnered with Chemonics International Inc, Prime Contractor for the USAID Global Health Supply Chain Programme, to support the Myanmar Government to develop its first postgraduate certificate in Health Supply Chain Management. Delivered at the country's University of Public Health, we provided 50% of the curriculum in the form of 11 classroom learning modules. This competency-based, interactive course introduces fundamental Supply Chain Management (SCM) concepts applicable to Myanmar and the certificate programme launched in March 2020.

In collaboration with the German Jordanian University and Lufthansa, we co-hosted the Middle East's first ever Impact Week in Amman, Jordan. The workshop applied design-thinking techniques to tackle humanitarian and social challenges in the region. 20 professionals from humanitarian, academic and commercial backgrounds received

train-the-trainer coaching. In addition, 150 university students learned and utilised design thinking to come up with innovate solutions to local challenges.

Together with the Kühne Logistics University, we delivered the third and fourth Executive Supply Chain Management (ESM) trainings in the humanitarian contexts of Bangkok and Dubai. A total of 36 senior professionals from the humanitarian, commercial and government sectors predominantly based in the Middle East and South-East Asia were co-hosted by two of our strategic partners, the International Humanitarian City and Thammasat Business School.

The training goals focused on strengthening leadership and enhancing performance and collaboration in humanitarian supply chain management. Using a collection of tools and first-hand expertise, the programme centred around major themes, proposing that: the supply chain is the backbone of humanitarian operations, supply chain design should feature in organisational strategies, it is necessary to recognise the potential of public-private partnerships and that strengthening leadership is critical in the sector.

▶ **Executive Supply Chain Management in the Humanitarian Sector, Hamburg, Germany**

▶ **Design Thinking for Humanitarian Challenges, Amman, Jordan**

Humanitarian Supply Chain Simulation (HSCS) game played in the Philippines. Cross-sector participants learn about emergency response roles and collaboration.



“Our Supply Chain-Procurement Supply Management (GHSC-PSM) project in partnership with HELP enabled us to leverage USAID investments for improved supply chain competency development in specific contexts.”

Dr. Andrew N Brown
Workforce Development Specialist
USAID Global Health

11
universities
collaborated with

3
research items
published

175
attend seventh Africa
Logistics Conference co-
hosted by HELP Logistics

Gamification for fresh supply chain thinking

Experimental learning is highly effective at building and transferring knowledge in the humanitarian sector, particularly when participants need delivery in different languages, for varied cultural and educational backgrounds. Our Humanitarian Supply Chain Simulator (HSCS) training was delivered for the first time in Manila, Philippines to senior professionals with humanitarian, governmental and commercial backgrounds. Over three days, participants played out emergency response scenarios from the perspectives of various stakeholders, including a donor, warehouse operator and transportation manager.

Experiential learning is also effective at handling sensitive topics such as fraud and corruption that have enormous implications on the supply chain operations. Our interactive training module, based on Where's Wally maps (or in our context, Where is fraud?), depicts situations along the supply chain where corruption might happen.

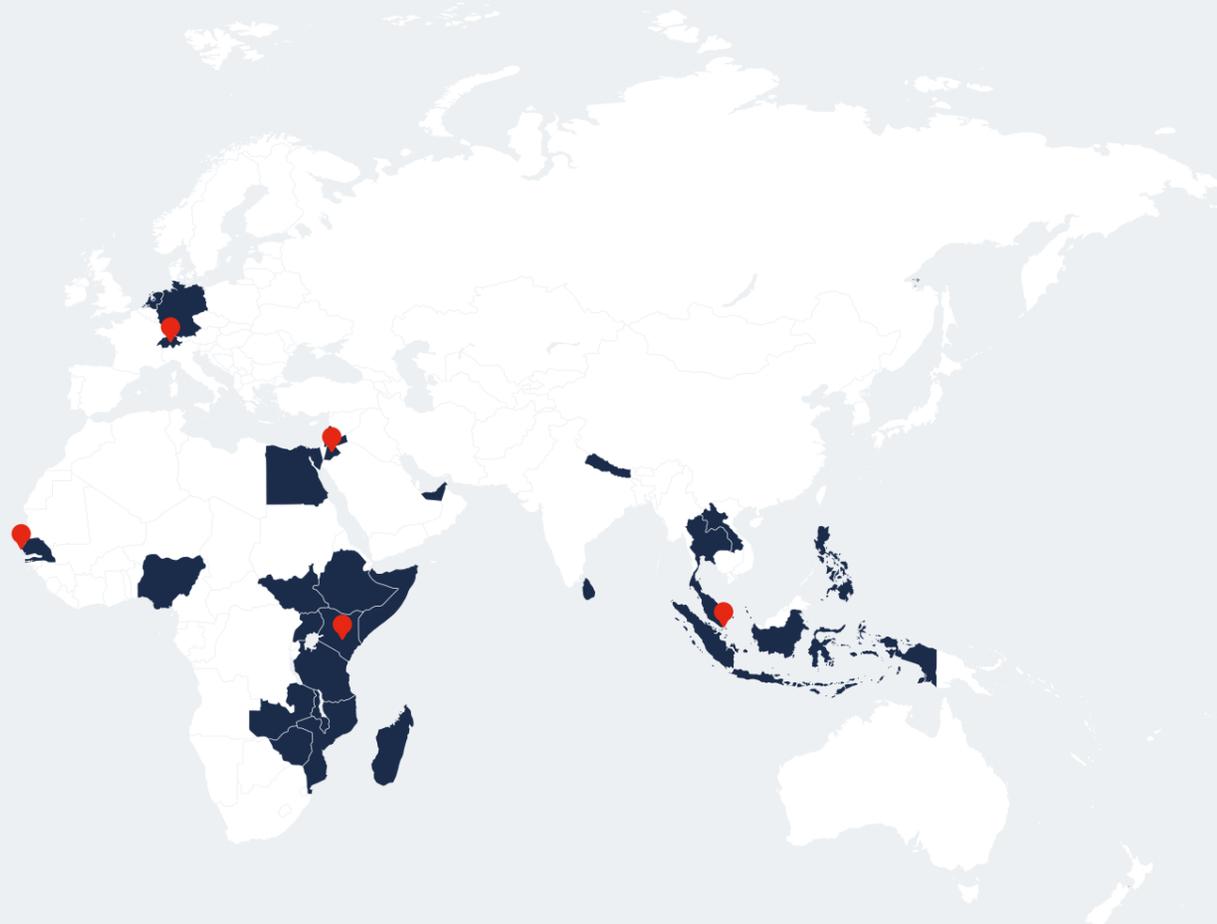
Hosted 7th African Logistics Conference (ALC)

Over the course of three months, we designed the event's theme and content with World Food Programme (WFP), International Federation of Red Cross and Red Crescent Societies (IFRC), the University of Nairobi, the Humanitarian Logistics Association and the Inter Agency Working Group of East and Central Africa. The two-day event, in Nairobi, was filled with interactive sessions where experts discussed the impact of change on Africa's supply networks, both physical infrastructures and digital networks, and particularly with regards to humanitarian supplies. 175 attending supply chain practitioners listened to university professors, government agencies, infrastructure experts and dynamic ICT influencers share their perspectives on trends influencing supply chain functions, present and future. Presentations examined the roles of academia, women in supply chain leadership and how logistics professionals can engage with the digitisation process to optimise their own supply networks.

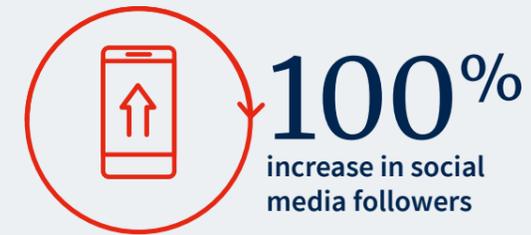
▶ **7th Africa Logistics Conference (ALC)**

HELP Logistics 2019

Where we are



Who we reached



What we delivered



Agenda 3

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

Improving the livelihoods of rural households affected by armed conflicts

The quality of life and livelihoods in the rural communities of many countries has a volatile context. One that is often triggered by armed conflicts that devastate rural community businesses and greatly hinder development. When the rebellion in Northern Uganda was quashed in 2017, the Government started working to improve the livelihoods of the population and to rebuild their community resilience.

With the help of partners such as the International Fund for Agricultural Development (IFAD) large-scale projects began to resuscitate local economies. One such undertaking was the Project for the Restoration of Livelihoods in the Northern Region (PRELNOR). The goal was to increase the income and food security of poor rural households.

In 2019, IFAD Uganda approached us to review and improve the logistics systems that smallholder households can access to send their produce to markets. HELP Logistics spent time in Northern Uganda to understand the market linkage challenges farmers were facing. Such linkages are a vital part of the process that ensures families have access to incomes to pay for schools and healthcare.

The solutions we delivered supplied markets with updated databases of farmers in their region, including the crop varieties grown, location details and contact information. This essential data source improves supply chain integration and coordination with prospective buyers. We also encouraged farmer groups to buy cassava-processing equipment with their savings plus grant money provided by the project. Processing cassava before getting it to market reduces its bulkiness and results in lower transportation costs. It also allows farmers to receive improved price margins at market.

It is such practical initiatives that can boost household income and the resilience of rural farming communities when natural disasters like droughts and floods strike.



Improving rural food supply chains for farmers in Northern Uganda, HELP Logistics, IFAD and the Government of Uganda.

“HELP’s recommendations bolstered government guidelines on the provision of school meals to ultimately improve the lives of teachers and children across the country.”

30%

of food produced in sub-Saharan Africa is wasted along the supply chain

89%

of Madagascar’s rural inhabitants cannot access road networks and are isolated from wider-scale food systems

1.7

million children in Nepal, Bhutan and Timor-Leste rely on school meals for nutrition

Jurgen Hulst
Head of Supply Chain & Emergency Preparedness and Response, World Food Programme, Nepal

Ensuring Madagascar’s access to food

A national US\$ 250 million project will ensure all islanders can access nutritious, affordable food produced in their own region. Madagascar has 98% of the arable land of the Indian Ocean Island states, but only 11% of its rural growers can access road networks. Partnering with the country’s IFAD office and the Indian Ocean Community (IOC), we assessed cross border trade of key foods. Our analysis with IFAD, highlighted little agricultural trade, food insecurity and chronic unemployment. There were also several pervasive issues for regional food supply chains: long procurement and delivery lead times, poor coordination, low regulation and little opportunity for regional trade. We recommended that investment be extended to establish storage facilities and to create a centralised, inter-country trading platform in order to coordinate food surpluses and deficits.



School feeding programme, Bhutan.

School meal supply chains boost education

Each day, countless children across the globe arrive at school on an empty stomach, where they struggle to focus and succeed with their education. All would benefit from daily school meals yet challenging geographic landscapes, market access limitations and poor transportation and storage mean existing school feeding programmes currently deliver 30% fewer meals than are needed. In South-East Asia we have been working with the World Food Programme (WFP) and the governments of Nepal, Bhutan and Timor-Leste to ensure reliable and efficient school feeding programmes for 1.7 million children. We focused on optimising and standardising food procurement, supply, and logistics.

Agenda 4

Strengthening health system supply chains increases the availability of essential medicines to patients and equipment to health workers

Providing medical assistance to the world's most vulnerable

As per 2019 data from the United Nations' Department of Economic and Social Affairs (DESA), the number of international migrants around the world has reached 272 million people. For the first time, it outpaces the growth rate of the world's population.

Never has there been a greater need to facilitate orderly, safe, regular and responsible migration, in particular in the context of forced displacements. We expect migration will be a significant challenge in achieving the Sustainable Development Goals.

The International Organization for Migration (IOM), as the United Nations' (UN) migration agency, has the mandate to assist migrants in need, often supporting them in complex operational environments. Providing humanitarian aid under these circumstances is particularly challenging when it comes to medical assistance. Special consideration must be given to the sensitive and specific handling needs of the items and equipment, as well as the broad regulations involved.

In 2019, IOM partnered with HELP Logistics to run an extensive analysis of their medical supply chain in East Africa. The project team applied a Value Stream Mapping (VSM) methodology to evaluate supply chain processes from a value adding perspective. This detailed analysis identified potential weaknesses and bottlenecks. The list of recommendations we made revolved around: clarifying process responsibilities, improving communication between programme and procurement departments, prioritising emergency orders over regular ones and a strong focus on long-term supplier agreements.



HELP Logistics working with IOM to assess their medical supply chains which deliver vital health commodities to displaced populations.



Ensuring testing of vulnerable populations is a critical component of humanitarian response. ©IFRC

Unpacking complex supply chains

Supply Chain Management is increasingly considered to be the backbone of the Pharma and Health sector; it ensures that that the right product and service reaches patients at the right time, in an acceptable condition and at a realistic price. With many different stakeholders, regulations and specific handling requirements involved, Pharma Health Supply Chains are complex systems which face myriad challenges.

Besides infrastructure constraints, insufficient knowledge on how to manage the supply chain is seen as a major root cause of inefficiencies, losses and waste. To close that knowledge gap at a practitioner level we have developed a five-day Pharma and Health Supply Chain Management (PSM) training. It utilises the experience of local and international practitioners to offer an understanding of the special requirements and regulations involved for an effective pharma supply chain.

The training highlights both the challenges and opportunities, and provides practical tools for supply chain operations. From assessment to last mile distribution, our comprehensive approach includes reverse logistics and pharmaceutical waste management, as well as quality assurance in a humanitarian context. In 2019, HELP Logistics provided PSM training to 186 practitioners in a wide sweep of countries: Malaysia, Jordan, Nigeria, South Sudan and Malawi.

“I sincerely thank HELP Logistics for supporting us as we enable the most vulnerable children and their families to access affordable and high quality pharmaceuticals.”

Karen Hong
Regional Supply Chain Management Director,
World Vision International

70+

million forcibly displaced people need access to medical assistance and health systems

5

day Pharma and Health Supply Chain Training now fully developed

186

medical practitioners trained

The inside view...

...meet Hugo Chaignaud



Preparing countries and organisations to support vulnerable people in times of humanitarian crisis takes passion, knowledge and broad understanding. Admiring those qualities in HELP Logistics first brought Hugo Chaignaud to us. Projects in Tanzania saw him advance certificate programmes, develop lectures and training materials and teach at South Africa's Stellenbosch University. Today, he is our Senior Project Manager for West Africa in Dakar, Senegal, in the regional office he helped set up.

Hugo generates impact and brings about improvements for a broad range of the region's clients, including the World Food Programme, Save the Children and the Red Cross. Having established his clients' needs, he designs and delivers bespoke solutions in the form of supply chain and logistics trainings and projects that are conducive to supply chain optimisation. Each is created to fit individual organisations, and delivery is always carried out in the most cost-efficient way, with outputs and impact fully reported.

For Hugo, strengthening and extending supply chain and logistics is an important lever for humanitarian development. He explains, "I firmly agree with the mandate and objectives of HELP Logistics. The organisation trusted in me after my studies and I now have an extensive first-hand understanding of supply chains in South-East Asia, East Africa and West Africa. At the same time, I have grown as a logistics specialist and seen our organisation develop to become a renowned actor in the field of humanitarian supply chain management."

Supply chain management and logistics solutions will face greater challenges with the growing ramifications of climate change. In 2019, Hugo's largest impact project supported the World Food Programme in Madagascar prepare for yet another potentially devastating cyclone season. He guided them to identify supply chain weak points and to increase their resilience to this type of disaster. The project was coordinated with the country's Ministry of Preparedness to Natural Disaster, who put measures in place in response to project findings that would reduce the local population's vulnerability to cyclones.

Predicting where cyclones strike is never easy. In 2019 Madagascar was spared. However, cyclones Idai and Kenneth went on to strike Mozambique, leaving 2.2 million people needing humanitarian assistance. "Our work for the Malagasy people remains relevant and valid," Hugo explains. "It will help both the government and humanitarian community deliver to local populations when the next cyclone hits. Knowing that investing in preparedness is one-seventh of what the emergency response cost would be reminds me that our work is vital for allowing countries and regions to prepare a more effective and faster response."

Hugo appreciates the relationships that HELP Logistics has built with so many humanitarian organisations. "I feel lucky to work with colleagues from such diverse backgrounds, from so many countries. I firmly believe in the strategies and methods of HELP Logistics and the unique difference they make."

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