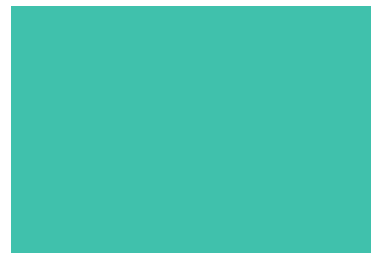
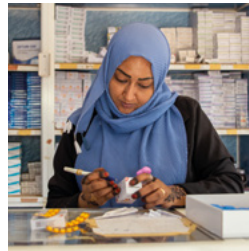

Annual Report 2025



CONTENTS

3

Foreword

4

Who We Are

6

Where We Work

8

What We Do
Supply Chain Strategy & Operations

22

What We Do
Talent development

28

What We Do
Thought Leadership

34

Inside View

About Us

As a unique non-profit subsidiary of the Kühne Foundation, HELP Logistics AG has been advancing logistics excellence in the humanitarian and development sectors since 2014.

Headquartered in Switzerland, we operate across the Middle East, Africa, Asia-Pacific, and Europe. Our team of 40 professionals supports governments, international and local NGOs, UN agencies, the IFRC and its national societies, and private-sector partners.

Through these partnerships, we strengthen supply chain strategy and operations, advance professional and talent development, and shape policy and innovation through thought leadership.

Kühne Foundation

The Kühne Foundation, established by the Kühne family in 1976, promotes education, research, and expertise in logistics and transport. It operates Kühne Logistics University in Hamburg and supports capacity-building in developing and emerging economies.

Since 2023, the foundation has expanded into climate initiatives, promoting sustainable development in transport and logistics to address environmental challenges.

Beyond logistics, the Kühne Foundation invests in medical research through its Medicine Campus in Davos, focusing on allergology and cardiology. Additionally, the foundation supports cultural enrichment by funding leading European festivals, opera houses, and concert halls.

Foreword



Seán Rafter
Managing Director
HELP Logistics AG

In 2025, the humanitarian sector faced one of its most demanding operating environments in recent years. Funding shortfalls deepened, geopolitical tensions disrupted access and trade routes, and climate-driven shocks continued to intensify. In this context, reliable delivery was not simply a technical ambition - it was central to protecting lives, livelihoods, and dignity.

Building resilience into supply chains before the next crisis, not during it, became the organizing principle of 2025. With the ASEAN Coordinating Centre for Humanitarian Assistance, we advanced the Emergency Logistics Roadmap toward stronger regional preparedness. In Central Africa, we assessed the Douala-Bangui-Bangassou corridor to improve aid flow predictability.

Digital tools and health supply chains formed a defining thread. With UNFPA, the Supply Chain Control Tower reached a working prototype, improving visibility of reproductive health supplies globally. Across East Africa and the Horn, we helped partners scale pharmaceutical information systems and procurement practices. When data becomes actionable, reliability follows - and that determines whether essential supplies reach people at all.

Thought leadership carried particular weight in 2025. Our workshop series in Nairobi and Dakar placed local practitioners at the center, ensuring voices shaping policy reflect those closest to the work. Through DG ECHO's Humanitarian Leadership Group on Supply Chain, we extended that influence to the highest levels of donor dialogue. Developing people remained equally important: new training programs and online learning pathways strengthened local expertise across the system.

We are grateful to our partners across governments, UN agencies, NGOs, and the private sector, and to colleagues who carried this work with discipline and care.

As we move into 2026, our direction is clear: translating evidence into action, investing in local capability, and strengthening resilience across the system. Our purpose remains constant. Shaping supply chains that benefit humanity.

Who We Are

Our purpose is to shape supply chains to benefit humanity.

Mission

We are a catalyst for transferring supply chain and logistics knowledge, strengthening local capacity, and co-creating sustainable solutions to enhance livelihoods and economic resilience in vulnerable communities.

Approach

We drive systemic and lasting impact by solving complex supply chain challenges through independent expertise, data-driven solutions, and collaborative partnerships across humanitarian, development, commercial, and government sectors.

Working alongside partners, we help organizations respond effectively to complex logistics needs while reinforcing commitments to locally driven and sustainable development — co-creating scalable solutions that strengthen supply chains for humanitarian and economic progress.

Ultimately, we help build a sustainable and equitable supply chain network that strengthens local humanitarian response and enhances economic resilience.

Our approach is anchored in three interconnected pillars:

Evaluate

We strengthen organizational supply chain strategy and operations through rigorous analysis and data-driven insights — leading to right-sized structures, streamlined processes, and more effective decision-making.

Empower

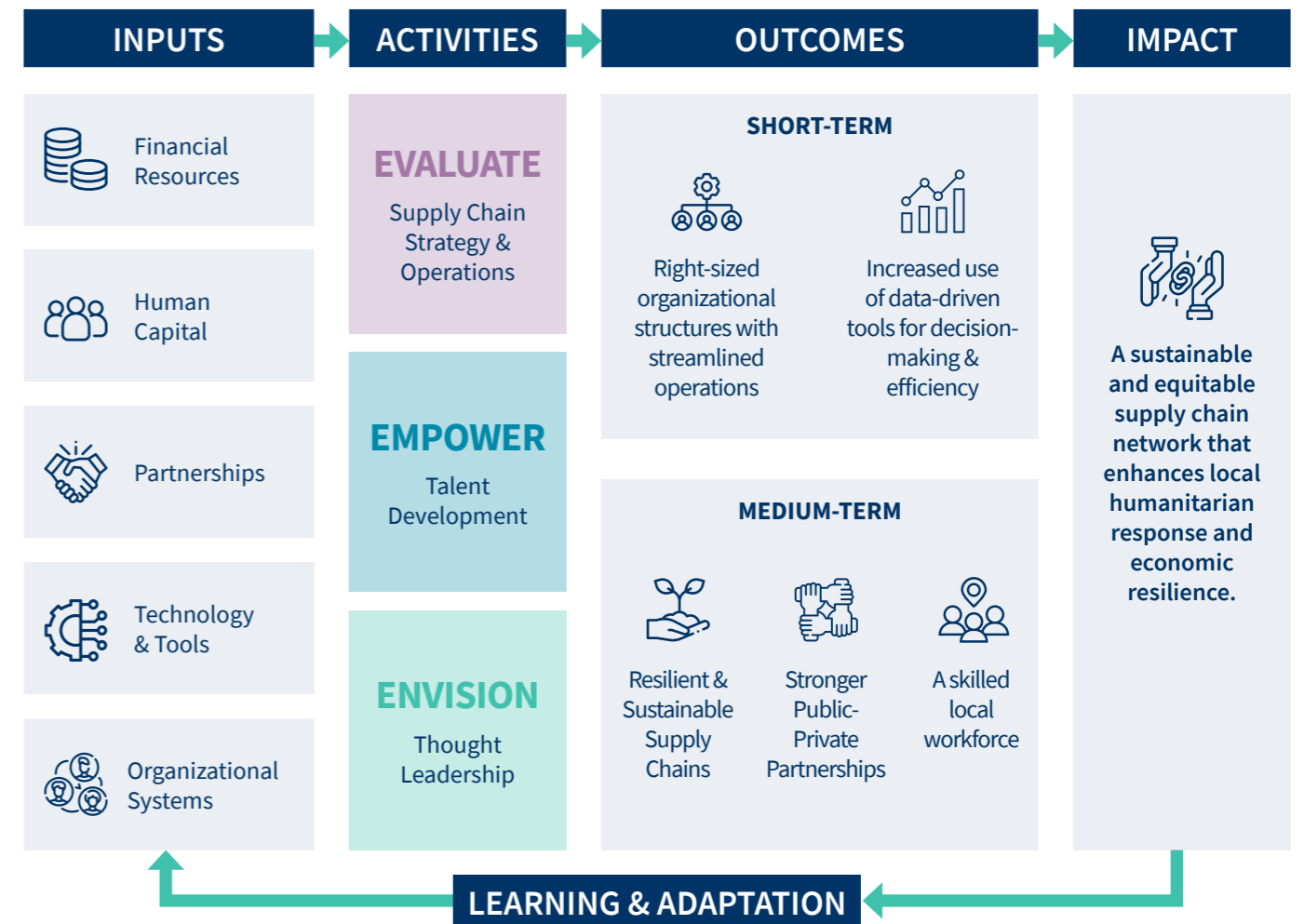
We enable organizations and leaders to expand their knowledge and skills, developing capable local workforces that sustain long-term improvements.

Envision

We shape supply chain policy and innovation through research, advocacy, and thought leadership — influencing systemic change across the sector.

These three pillars structure our Theory of Change, outlined opposite.

Theory of Change



Continuous learning across all pillars informs strategy, operations, and advocacy — ensuring we adapt as contexts evolve.

Values

Our principles guide everything we do—ensuring we create solutions that are sustainable, data-driven, and collaborative.

Collaboration

Partnerships and shared knowledge, working openly and inclusively to create lasting impact.

Curiosity

Lifelong learners, always questioning, and pushing boundaries to improve and innovate.

Integrity

Honesty and responsibility; using data ethically to drive meaningful change.

Resilience

Embracing challenges with determination, adapting to uncertainty and staying committed to impact.

Where We Work

Active Project Locations in 2025



What We Do

Supply Chain Strategy & Operations

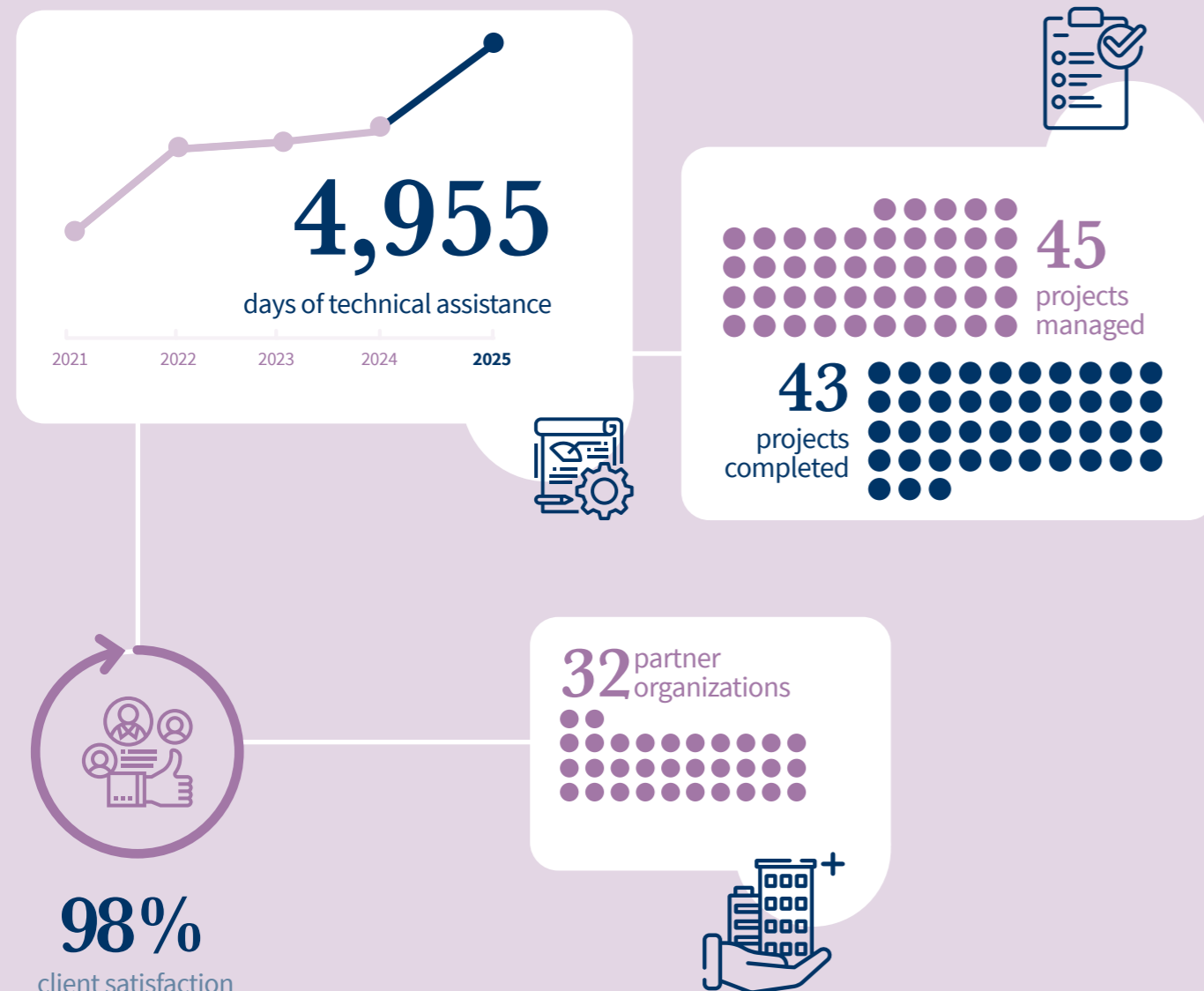
Our team of skilled experts combines deep operational expertise with digital tools to optimize supply chain performance. By reducing lead times, cutting costs, and increasing data visibility, we help organizations navigate complex challenges and achieve measurable improvements.

Our work spans critical sectors such as healthcare, food security, and emergency response, enabling organizations to adapt and respond effectively in crisis contexts.

Through close collaboration with local and international organizations, and government agencies, we focus on building resilient supply chains that address both immediate needs and long-term challenges.

By integrating academic insights with commercial best practices, we empower organizations to make data-driven decisions that enhance preparedness and resilience. This comprehensive approach ensures supply chains are not only effective and efficient but also adaptable, paving the way for sustained impact.

What We Delivered



Strengthening UNFPA Supply Chains for Women’s Health

Improving Visibility, Processes, and Leadership Across the Network

Reproductive health supplies only matter if they arrive where they are needed, when they are needed. For the United Nations Population Fund (UNFPA), that depends on a global system of forecasting, procurement, warehousing, and transport that spans regions and partners. To strengthen this network, UNFPA’s Supply Chain Management Unit (SCMU), HELP Logistics, and the Gates Foundation began a multi-year transformation effort focused on three elements: better visibility, clearer processes, and stronger leadership.

A core milestone is the UNFPA Supply Chain Control Tower, launched in 2024 as a digital platform designed to provide real-time visibility across supply movements. The first phase delivered a working prototype that consolidates existing data into operational insights for coordination and decision-making. As part of this work, the prototype integrates information across 6 functional areas of SCMU’s operations so teams can work from a shared view.

In parallel, UNFPA with support from HELP initiated Business Process Reengineering (BPR) to strengthen how the system functions end to end. HELP seconded a supply chain specialist to SCMU to support the effort. More than 120 staff from SCMU, regional, and country offices mapped UNFPA’s supply chain processes from forecasting to delivery, identifying where

handovers and workflows can be better aligned. This work has supported the mapping of plan, source, deliver, return and enable processes; that is the precursor to the development of a new supply chain manual for the supply chain management of UNFPA.

The transformation also invests in people. HELP and Kühne Logistics University (KLU) delivered an Executive Supply Chain Management (ESM) course for SCMU leadership. In total, 20 senior leaders were trained to support change leadership and sustain continuous improvement.

Together, the Supply Chain Control Tower, the BPR work, and the ESM training establish a common operating picture, a shared set of processes, and stronger change leadership, creating a more reliable foundation for UNFPA to plan, prioritize, and deliver reproductive health supplies at scale.

“ The Kühne Foundation’s work to strengthen supply chain operations within UNFPA includes a forward-looking strategy and Control Tower that improve visibility, agility, and data-driven decision-making across the global system. This effort helps ensure life-saving reproductive health supplies reach the women and girls who need them most. ”

Daniela Vernille
Senior Program Officer Supply Chain
Gates Foundation



Enhancing Aid Delivery in Sudan

Evaluating Coordinated Logistics to Improve Speed and Accountability

As Sudan's conflict continues, millions of people remain displaced, and humanitarian supply chains face mounting pressure. Roads are unsafe, access routes disrupted, and families across Darfur struggle to obtain essential household and medical supplies. To help strengthen the flow of relief to those most in need, HELP Logistics partnered with INTERSOS, ShelterBox, Action Medeor, and Airlink to evaluate a new model of collaborative aid delivery.

The initiative tested how shared systems and coordinated logistics could make emergency operations faster and more efficient. HELP Logistics designed and led an independent evaluation to assess performance, cost-effectiveness, and accountability across joint operations conducted between September 2024 and April 2025.

The evaluation found measurable gains: coordinated air transport and shared routing reduced logistics costs by 10 percent, while in-kind donations valued at over USD 110,000 supported the delivery of critical relief items. Most importantly, delivery times were reduced by approximately 50 percent, enabling faster delivery of assistance compared to previous timelines. The evaluation also noted improvements in safety and transparency, with standardized pharmaceutical procurement strengthening traceability and shared data systems enhancing donor confidence.

By grounding collaboration benefits in evidence, the evaluation illustrates how data-driven coordination can contribute to stronger collective outcomes among humanitarian partners. The Sudan initiative offers evidence that alliance-based responses can strengthen future responses, showing how structured inter-organizational collaboration can support faster and more accountable aid delivery.

“ I'm optimistic that we can revisit the alliance initiative in the future and build an even stronger project that clearly highlights the value of our collaboration. ”

Andrea Dominici
INTEROS Director
Regional Office for Emergencies

50% reduction in delivery timelines

US\$110,000 in-kind procurement offset



Advancing Health Supply Planning in Kenya

Using Procurement Analytics to Improve Availability of Essential Medical Supplies

For patients and health workers in Meru County, Kenya, inconsistent deliveries of essential medicines often meant delayed treatment and avoidable disruptions in care. Fragmented procurement data, uneven supplier performance, and limited visibility across facilities made it difficult to plan and maintain reliable stock levels. Recognizing the urgency of improving supply reliability, HELP Logistics partnered with the County Health Products and Technologies Unit (HPTU) to strengthen procurement systems and build a foundation for data-driven decision-making.

The collaboration began with an extensive analysis of multi-year procurement records from county systems and high-volume facilities. By consolidating these datasets, HELP created a unified view of purchasing trends, supplier performance, and spending patterns. The assessment revealed systemic gaps. Funding for essential tracer health products and technologies (HPTs) did not align with actual needs, facility-level autonomy led to fragmented purchasing, and the absence of a Logistics Management Information System (LMIS) limited transparency and coordination.

Building on these insights, HELP supported the HPTU in identifying the top 20 tracer HPTs that accounted for 80 percent of total spending. The analysis revealed significant price variations across suppliers and delivery lead times ranging from one to fifteen days, providing a strong evidence base for better procurement planning and supplier management.

The work produced practical improvements for planning and oversight. The HPTU and county leadership now have a clearer baseline of one to three suppliers across four tracer HPT categories, supporting more rationalized spending and better supplier comparison. With HELP Logistics' training and data analysis support, the HPTU reported a 75 percent improvement in supplier performance indicators and more coordinated procurement planning across facilities. These changes strengthen the county's ability to plan realistically for essential medicines and supplies and to reduce preventable disruptions in availability.

“ For the first time, we can see where our funds go, which suppliers perform best, and how to plan realistically for our needs. ”

Dr. Denis Wahome
Health Products and Technologies Unit Lead
Meru County Government

Improving Emergency Food Response in Vietnam

Building Data-Driven Logistics for Faster Mobilization

In Vietnam, the demand for food assistance continues to rise as floods, typhoons, and other climate-related disasters increase in frequency and intensity. To strengthen emergency food assistance and improve preparedness for disaster response, HELP Logistics partnered with the Food Bank Vietnam Network (FBVN) to provide targeted technical assistance aimed at enhancing logistics coordination and data management capabilities. The collaboration supported the food bank's strategic objective to develop a Community Logistics Network that enables faster, more efficient, and better-coordinated humanitarian response across the country.

As part of this engagement, HELP supported the FBVN in conducting an in-depth assessment of its logistics and data management flows, with a particular focus on emergency logistics operations. The project team included three interns selected from the winning team of the logistics hackathon co-organized by Kühne Logistics University (KLU) Vietnam. The team applied logistics best practices and structured data analysis to build a comprehensive picture of existing supply chain structures and information flows supporting emergency response.

This diagnostic work informed practical recommendations to strengthen the organization's ability to move food quickly in disaster-affected areas. Special emphasis was placed on emergency supply chain design and on improving how needs, available resources, and delivery decisions are tracked and shared. During the work, an AI-based tool that scans social media for reported needs was highlighted as a promising approach, with the potential to reduce first-response lead times by up to eight hours compared with traditional government needs assessments. Digital registries for volunteer resources were also highlighted as a priority opportunity to support faster mobilization and improve surge readiness.

Overall, the collaboration strengthened FBVN's operational understanding of its logistics systems and laid the groundwork for more resilient, data-informed emergency response capabilities. By aligning global logistics expertise with local operational knowledge, the project contributed to the food bank's long-term vision of a robust, community-based logistics network capable of responding effectively to humanitarian needs across Vietnam.

Expanding Food Assistance Reach in Egypt

Improving Food Bank Planning, Visibility, and Operational Efficiency

As food prices rise across Egypt, more households are finding it harder to afford daily meals. The Egyptian Food Bank (EFB) has seen donations grow sharply in recent years, but inflation and higher operating costs make it difficult to sustain and expand reach. In response, HELP Logistics partnered with EFB to identify where efficiency and stronger planning could help every donation go further.

The assessment combined systems thinking with supply chain diagnostics, benchmarking EFB's operating model against global and regional food bank models, and testing multiple scenarios across recovery, warehousing, and distribution. Through end-to-end mapping, the study examined how planning, procurement, warehousing, and last-mile delivery interact in practice. It identified constraints including limited supplier diversity, weak coordination between warehousing and demand, and the low utilization of automated inventory and replenishment systems. Limited collaboration with community-based organizations also reduced visibility into local stock and complicated food allocation decisions.

Scenario modeling indicated that improving food recovery performance could lower the cost per kilogram delivered. Under a scenario where food recovery rates increase to 40 percent, the same budget could potentially support assistance to up to 2.4 million additional people, depending on implementation choices and operating conditions.

HELP delivered targeted recommendations and practical tools to strengthen governance and daily operations, including two dashboards to support strategic tracking and planning. Together, these steps aim to improve transparency, strengthen decision making, and help EFB expand reach as needs continue to grow.

“ This assessment gave us real visibility across functions. For the first time, we can clearly see our end-to-end supply chain process and understand exactly where the inefficiencies are. ”

Baha Elreedy
CEO's Technical Advisor
Egyptian Food Bank



© EFB

Modernizing ALIMA Logistics Systems in West Africa

Roadmap to Integrate Tools and Reduce Manual Workload

As the Alliance for International Medical Action (ALIMA) expanded its medical operations across 14 West African countries, its logistics teams were required to manage procurement, warehousing, and transport across six separate, non-integrated tools. The absence of shared data and interoperability limited visibility, duplicated effort, and slowed coordination between headquarters and country missions.

To address these challenges, HELP Logistics partnered with ALIMA to assess and modernize its logistics management setup. The assessment engaged teams at headquarters and field levels to map workflows, identify bottlenecks, and define realistic improvement pathways.

Based on the findings, HELP developed a phased modernization roadmap that balances immediate efficiency gains with longer-term digital transformation. Initial actions focus on resolving software issues and simplifying key workflows, with projected time savings of up to 20 percent for field logisticians. Subsequent phases will consolidate tools, automate data flows, and strengthen analytics to support faster, evidence-based decision-making.

This work is now informing ALIMA's planning and investments in technology and capacity, providing a clearer path toward a more reliable, data-driven supply chain function.

20% projected time savings for field logisticians

“ The analysis clearly identified gaps and delivered a phased improvement plan that matched our expectations and was completed on time. ”

Mahaman Saley
Deputy Operations Director in Charge of Logistics
Alliance for International Medical Action

Boosting Farmer Profitability in Senegal

Improving Storage and Planning for Agroecological Producers

Climate change is placing growing pressure on onion production in Senegal, where smallholder farmers supply most of the crop while competing with imported, industrial produce. Many producers are turning to agroecological practices that better match changing weather patterns and market expectations. To support this shift, HELP Logistics partnered with ECLOSIO to identify barriers and opportunities for agroecological onion production in the Thiès region.

HELP carried out a contextual and supply chain analysis through document review, focus group discussions, and close to 600 interviews with agroecological onion producers in Notto and Mont Rolland. The analysis highlighted that profitability depends not only on yields, but also on the ability to store, plan, and sell at the right time.

More than half of interviewed farmers reported post-harvest losses, reducing revenues by about 5% of total production. Losses were most often linked to storage. Producers reported that 28% of losses occur during the storage phase, pointing to gaps in infrastructure and handling practices. At the same time, the analysis shows storage can be a major lever for income when systems work. Storing onions for six months before selling can increase margins by up to 128% compared with selling immediately at the field, when prices are typically lowest.

Planning is another factor. Farmers who conducted rigorous pre-season planning exercises reported up to a 17% reduction in post-harvest losses, reflecting better preparation for storage, timing, and market engagement.

Based on these findings, HELP and ECLOSIO developed recommendations to strengthen storage options and build planning skills that help farmers reduce avoidable losses and capture better prices. The partnership is using these insights to guide practical support that improves livelihoods and resilience for smallholder producers.

128% higher profit margin potential

17% projected reduction in post-harvest losses



©FAO/Mahmoud Shamoruk

Designing a Corporate Supply Chain Action Plan

Global Diagnostic to Strengthen FAO Operations from Planning to Last Mile

For the Food and Agriculture Organization of the United Nations (FAO), food security depends on ensuring that the right agricultural inputs reach the right beneficiaries, in the right condition, and at the right time. Achieving this requires a well-coordinated, time-sensitive supply chain, that connects upstream planning to last-mile delivery across diverse and often high-risk contexts. As the scale and complexity of FAO's operations have grown, so too has the need for a more integrated and strategically governed supply chain function.

In response, HELP Logistics partnered with FAO to conduct the organization's first global, end-to-end assessment of supply chain practices. The diagnostic covered 8 country operations, with 5 visited in-person across emergency, resilience, and development settings. This field evidence was complemented by a global survey of more than 1,000 staff across 130 offices and structured interviews with key headquarters divisions, providing a broad view of strengths, gaps, and day-to-day operational realities.

8 in-depth country operation assessments completed

1st global end-to-end supply chain diagnostic assessment conducted

The assessment identified several areas for improvement. Planning remains predominantly program-led, which can limit early alignment with procurement and logistics. Roles and responsibilities for supply chain-related functions are fragmented and enabling systems such as inventory management and visibility tools are used inconsistently. While many offices have developed local workarounds to deliver effectively, these approaches often operate in isolation, limiting consistency and scale.

Building on these insights, HELP supported FAO to design its first corporate Supply Chain Action Plan and a complementary Logistics Operating Model. The Action Plan sets out a phased pathway toward a more integrated operating model. In the near term, it recommends consolidating supply chain-related functions under a clearer divisional structure to reduce fragmentation. It also proposes a dedicated Supply Chain Orchestration Team to lead integrated planning, strengthen coordination between headquarters and field operations, and oversee performance and visibility through the development of a control tower function. These proposals have been presented to FAO's executive leadership, who endorsed them, and who will guide implementation priorities, pace, and resourcing.

“ HELP Logistics brought an external perspective that helped us move toward an integrated supply chain vision, translating ambition into a practical roadmap. ”

Rodrigo de Lapuerta,
Assistant Director General
Food and Agriculture Organization of the United Nations

Driving Efficiency Through Data and Technology

Improving Data Quality, Supplier Stability, and Cycle Times

Digitalization is transforming how humanitarian organizations plan, procure and manage resources. Recognizing the need for greater transparency, accountability and cost efficiency, HELP Logistics supported the Danish Refugee Council (DRC) to evaluate how its enterprise resource planning (ERP) system is influencing procurement performance across its West Africa, North Africa and Latin America and Caribbean (WANALAC) country offices.

The analysis covered more than 43,000 procurement transactions from 2018 to 2025 across Burkina Faso, Cameroon, Mali, Niger and Senegal. The results show measurable progress since the ERP rollout. The share of duplicate, cancelled or outlier transactions fell by 93 percent, greatly improving data quality and reliability. Supplier management also strengthened, with the proportion of one-contract suppliers decreasing by 20 percent, demonstrating more consistent engagement with vendors.

Procurement processes became faster and more efficient. Average lead times decreased by five days, and overall procurement cycle times shortened by six days, allowing faster delivery of critical supplies in complex operational settings.

The assessment also revealed areas for improvement, particularly in early system adoption and data-entry compliance. During initial rollout, up to 10 percent of annual procurement volumes were entered into the ERP, underscoring the need for continued capacity building and user training.

By translating data into actionable insight, HELP is supporting DRC to align digital tools with operational goals and donor expectations. The collaboration also supports software rollout and change management, laying a stronger foundation for reliable analytics, strategic procurement planning, and improved supplier relationships.

20% decrease in one-contract suppliers

93% reduction in duplicate or outlier transactions



© Wiards / Welthungerhilfe

Standardizing Emergency Market Assessments

A Data-Driven Tool to Improve Crisis Decision-Making for Cash and Markets

When crises unfold, emergency teams must quickly determine whether local markets can support cash-based assistance or must relief rely on direct distribution. Across Welthungerhilfe's (WHH) global operations, these decisions often varied by country and were shaped largely by experience rather than a standardized analysis. To bridge this gap, HELP Logistics and WHH set out to develop a standardized, data-driven approach that improves both the speed and consistency of decision-making.

Rather than reinventing the wheel, the collaboration drew on existing sector tools and frameworks. The result is Stoplight+, a WHH-adapted version of the Norwegian Refugee Council's Stoplight model tailored to WHH's operational context. The tool provides a structured process for assessing market functionality, cash feasibility, and supply chain implications, while integrating community perspectives. This approach strengthens accountability and ensures that the experiences of affected populations meaningfully shape program design.

Developed jointly with WHH's supply chain, cash and protection specialists, Stoplight+ balances analytical rigor with operational practicality. Its nine-step assessment can be completed in as little as five days, enabling teams to generate timely, evidence-based insights to guide procurement, sourcing, and response strategies. By embedding supply chain considerations directly into the analysis, the tool turns market data into clear, actionable guidance during the first critical days of an emergency.

The tool has been globally rolled out with guidance materials to support consistent use and will be piloted across two WHH country offices. Stoplight+ represents a key step toward harmonized, data-driven decision-making that links market analysis with faster, smarter humanitarian action.

Reducing Postharvest Food Loss in Nepal

Strengthening Logistics to Protect Farmer Income and Food Security

Postharvest food losses in Nepal's horticultural sector are among the highest in Asia, with large volumes of vegetables spoiling before they reach consumers. Up to one in three tomatoes and ginger roots never make it to the wholesaler, and losses at the wholesale level can reach 50 percent. Fragmented logistics systems, limited storage capacity, informal transport practices, and weak market coordination drive these inefficiencies, directly reducing farmer incomes and undermining food security and community resilience.

To better understand how logistics failures contribute to food loss and income instability, HELP Logistics and IFAD Nepal launched a study to examine logistics gaps across vegetable value chains. Engaging more than 700 farmers, cooperatives, traders, wholesalers, and government officials in Karnali, Lumbini, and Sudurpashchim provinces in focus group discussion, surveys and interviews, the team mapped the vegetable supply chain to identify where and why losses occur.

The findings show that postharvest losses stem from system-wide logistics and coordination failures rather than isolated farm-level issues. Transport-related damage and quality deterioration affect 84 percent of producers, leading to an average 38 percent reduction in farmgate prices. Poor handling practices and inadequate transport conditions during transit contribute significantly to both physical losses and quality degradation, highlighting first-mile logistics as a critical bottleneck in the value chain.

By reframing postharvest loss as a logistics challenge, the analysis identified practical improvements, including better coordination, upgraded transport and handling practices, and the introduction of cold storage and structured transport networks. Targeted improvements to transport conditions alone could reduce physical losses by 9 percent, while broader first-mile upgrades could enable 30 percent more vegetables to reach markets, stabilizing prices and increasing producer incomes.

These insights are now informing IFAD's Resilient High Value Agricultural Programme (R-HVAP), guiding investments in storage, market linkages, and infrastructure that support livelihoods while improving disaster preparedness.

9% targeted reduction in postharvest losses

30% modeled increase in vegetables reaching consumer markets

Localizing Procurement Across the Middle East and North Africa

Sourcing Portal Connects Vetted Suppliers with Humanitarian Buyers

Structural barriers, including reliance on international suppliers, fragmented procurement systems, and complex donor requirements, continue to constrain humanitarian operations across the Middle East and North Africa (MENA). These frictions can slow response and limit the role local markets can play in meeting urgent needs. To address this, HELP Logistics collaborated with Solvoz to launch the MawaredMENA Sourcing Portal, a regional platform designed to support supplier discovery, tendering, evaluation, and compliance in one transparent workflow.

In its first five months, the portal onboarded 150 users across buyers and suppliers. It provides access to 1,400 vetted suppliers and 850 standardized commodities, helping organizations compare offers more consistently and strengthening due diligence. Early engagement also indicates strong participation from local and regional actors, supporting the portal's localization objective.

Supplier feedback reinforces the platform's usability. Among surveyed suppliers, 88 percent reported they are likely or extremely likely to continue using the portal. In addition, 75 percent said they are satisfied with the process of responding to procurement requests, and 87 percent found the instructions and requirements clear. Together, these findings suggest clearer pathways for suppliers to engage with humanitarian procurement, with fewer barriers created by inconsistent requirements and limited visibility.

By combining market insight with digital execution, MawaredMENA demonstrates how structured procurement data and standardized processes can support faster, more transparent sourcing while strengthening local market participation across MENA.

“MawaredMENA has been among the fastest Solvoz deployments to gain traction locally, reflecting strong regional demand for transparent, digital procurement.”

Claire Barnhoorn
Chief Executive Officer
Solvoz



Evaluating the Common Pipeline for Shelter and Non-Food Items

Evidence to Improve Coordination, Speed, and Localization

HELP Logistics, in partnership with Ultraia, conducted the first global evaluation of the Common Pipeline (CP) Mechanism for Shelter NFIs. Commissioned by the International Organization for Migration (IOM) on behalf of the Global Shelter Cluster, the CP was created to coordinate the procurement and distribution of shelter and other non-food items at country level. Following recent geographic expansion, the mechanism now operates in over 10 countries, reaching up to 4.4 million people each year through a network of more than 400 partners.

The evaluation combined global-level interviews, country visits to South Sudan, Mozambique, and Bangladesh, and a survey of CP managers, Shelter Cluster coordinators, and partner organizations. Across these sources, the CP emerged as a strong enabler of localization and speed. Around 75 percent of CP users are national NGOs, and partners reported that access to CP goods can determine whether they are able to operate at all. In protracted emergencies, reported lead times for CP-supported items are reduced by over 90 percent, supported by a continuous flow of prepositioned relief supplies.

90%+ reduction in lead times in protracted emergencies

US\$ 1m estimated annual savings in South Sudan

The mechanism also strengthens quality assurance. Partners noted that CP materials were consistent, in contrast to independent procurements. Cost efficiency is another clear advantage: partners reported paying 20-100 percent more when procuring outside the CP, with conservative savings estimated at up to USD 1 million annually in South Sudan alone.

The evaluation also highlighted gaps that, if addressed, could protect and extend these gains. The CP lacks formal governance and has not been formally established. It is recommended that the CP be formally integrated into the emerging Cluster structure, with clear ownership, protocols, training materials, SOPs, and global guidance. Parallel pipeline mechanisms should also be integrated where they exist, since some partners procure shelter items partially or fully outside the CP.

Finally, localization constraints persist on the supply side, with over 80 percent of items sourced internationally. A multi-year local procurement and market development strategy is recommended, particularly in protracted emergencies.

“This first-of-its-kind global evaluation provides evidence to strengthen the Common Pipeline mechanism, helping partners reach people faster with consistent relief items.”

Taylor Raeburn-Gibson
Common Pipeline and Relief Items Coordinator
International Organization for Migration

Scaling Digital Solutions for Last-Mile Medicine Visibility

Digitizing Inventory and Dispensing for Stronger Accountability

In humanitarian health systems, weak data visibility can contribute to avoidable inefficiencies, including stockouts and wastage of essential medicines. To address these gaps at the last mile, HELP Logistics partnered with International Medical Corps (IMC) to scale the Pharmaceutical Information Management System (PIMS), a digital platform designed to strengthen real-time visibility, accountability, and decision-making in medical supply delivery.

The initiative focused on scaling PIMS across East Africa, particularly in Somalia, Sudan, and Ethiopia, where weak data systems often limit the availability of life-saving medicines. Through technical support, training, and cost-sharing models, HELP and IMC made the tool accessible to smaller health partners and built local capacity for independent system management.

Results have been significant. IMC has deployed PIMS across over 100 health facilities, enabling staff to monitor stock levels, forecast needs, and reduce delays in medicine delivery. IMC also has trained over 300 health workers to use the system, enabling local teams to take full ownership of supply chain management. Early deployments achieved up to 99.8 percent inventory accuracy, reducing stockouts and improving dispensing times. In several locations, digital records have fully replaced manual paper systems entirely, improving coordination with national health authorities.

In Somalia, PIMS has also supported efforts to address antimicrobial resistance. Improved commodity availability and facility-level monitoring of prescribing trends enabled targeted engagement with prescribers and promoted more rational antibiotic use in line with good clinical practice, contributing to a 33 percent reduction in improper antibiotic prescribing.

Beyond improving operational efficiency, PIMS has improved forecasting accuracy and enabled demand-driven supply planning, reducing unnecessary inter-facility transfers and emergency deliveries. This has lowered fuel consumption and associated carbon emissions while strengthening the sustainability, resilience, and efficiency of last-mile health supply chains.

Through this partnership, HELP is transforming medical supply chains in crisis-affected regions. To date, the HELP-IMC initiative established 139 active PIMS instances across 107 facilities, demonstrating a scalable, cost-effective model for digitalizing health supply chains in fragile contexts

99.8% inventory accuracy achieved

33% reduction in improper antibiotic prescribing



© IMC Somalia

Strengthening ASEAN Disaster Response

Building shared frameworks, digital foundations, and accountability for coordinated regional preparedness

Across Southeast Asia, the growing scale and frequency of climate-related disasters continue to strain national systems and regional coordination. Recurrent floods, typhoons, and earthquakes highlight that effective response depends not only on assets, but on coordination, planning, and information-sharing before crises occur.

In response, HELP Logistics partnered with the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) to deliver two closely linked initiatives strengthening ASEAN's emergency logistics system at a structural level, addressing both the strategic rationale for regional coordination and the practical mechanisms to deliver it.

The first initiative supported the development of the ASEAN Emergency Logistics Roadmap 2026–2030, a regionally endorsed framework aligning eleven Member States around a shared vision for preparedness and response. Developed through extensive consultations, the roadmap translated the “One ASEAN, One Response” principle into four strategic pillars covering logistics backbone, rapid response, workforce development, and partnerships and innovation, supported by a clear implementation and monitoring framework to track progress as risks, capacities, and priorities evolve.

Complementing this, HELP led a Supply Chain Management Information Technology Feasibility and Requirements Study under DELSA Phase IV. The study assessed logistics operations across DELSA warehouses, identifying gaps in data integration, visibility, and decision-making. Through more than 40 technical consultations, it delivered concrete outputs, including a fit-for-purpose ERP system recommendation, five operational dashboards, and a digital transformation roadmap.

Together, these initiatives strengthen ASEAN's coordination architecture. The roadmap defines the region's strategic direction, while the IT study provides practical tools to enable faster, more transparent, and more coordinated responses as disasters intensify.

4 strategic priorities identified within roadmap framework

5 digital dashboards designed for real-time data visibility

Expanding Access to Clean Energy Sources in Afar, Ethiopia

Building Local Capacity for Reliable, Sustainable Cooking Fuel

In Ethiopia's Afar region, where displacement and extreme heat define daily life, access to clean cooking energy remains limited. Families rely on firewood, forcing women and children to walk long distances under harsh conditions. Clean briquettes made from the invasive Prosopis tree offer a safer, low-cost and environmentally sustainable alternative, but the supply chain behind this solution is fragile.

To address this, HELP Logistics, in partnership with the Organization for Sustainable Development (OSD) Ethiopia and Diakonie Katastrophenhilfe (DKH), assessed the briquette and stove production ecosystem. The study found that most machinery and stoves are produced in Addis Ababa, with limited technical expertise or spare parts available in Afar. When equipment breaks down, repairs can take weeks, forcing families to revert to unsafe firewood collection.

HELP worked with partners to map suppliers, engage fabricators and identify bottlenecks affecting maintenance, spare-part availability and local enterprise participation. The assessment found that 60 percent of local fabricators have the baseline capacity to scale production meaning they possess basic tools, workshop space, and technical skills but require more reliable access to spare parts and maintenance services. One recommendation is establishing a technician and spare-part hub in Afar, which the assessment projects could reduce machine downtime by up to 50 percent and improving continuity in production. The assessment further projects a 70 percent reduction in household fuel costs for users of Prosopis briquettes thus supporting affordability while reducing pressure on local wood resources.

If these supply constraints are addressed, the study projects that briquette production could expand to reach approximately 30,000 households within five years. These findings are now guiding practical recommendations for government agencies, NGOs, and local enterprises, with a focus on strengthening local capability so cleaner cooking options remain reliable over time. By reinforcing local systems, HELP is helping build a resilient clean energy model that benefits both communities and the environment.

70% projected reduction in household fuel costs



Advancing Malawi's Agrifood Systems in Kasungu

Reducing Farmer Losses Through Stronger Storage and Supply Chain Coordination

In Malawi's Kasungu district, smallholder farmers form the backbone of local livelihoods but continue to face high input costs, unreliable markets, and limited access to coordinated support. Stronger supply chains are essential for lasting food security. To support this, HELP Logistics partnered with Moving Windmills, a local organization working with rural communities, to strengthen storage, distribution, and market linkages.

The collaboration began with training local teams to identify operational inefficiencies and improve storage and distribution practices. By applying better layout and inventory management, Moving Windmills reported a reduction of up to 10 metric tons of food losses. Building on this success, HELP conducted a supply chain assessment using interviews, focus groups, and market mapping to uncover further challenges, including fragmented procurement and limited use of cooperative structures.

The findings highlighted a recurring pattern. Farmers often buy inputs at retail prices, then sell produce below market value due to weak bargaining power and uneven access to buyers.

The assessment indicated that better-organized bulk purchasing through cooperatives could potentially reduce input costs by up to 5 percent. It also showed how seasonal price spikes, where input costs can rise by up to 26 percent, can undermine affordability and planning. Strengthening purchasing coordination and timing can help farmers manage these fluctuations more effectively.

Overall, the Kasungu work demonstrates how targeted improvements in logistics and coordination can reduce avoidable losses and create a stronger foundation for more predictable, efficient local food systems. The partnership is using these insights to guide next steps on procurement coordination, storage practice reinforcement, and more structured market engagement.

“ HELP Logistics has been a key partner in improving our storage systems and reducing food losses by more than 10 tons, strengthening livelihoods for farmers in Malawi. ”

Olivia Scott
Co-Director
Moving Windmills

10 metric tons of food losses reduced through improved storage and inventory practices

Strengthening Rural Value Chains in Senegal

Reducing Losses and Input Costs Through Better Planning and Market Access

When supply chains falter, rural livelihoods suffer. In Senegal's Sine Saloum region, smallholder millet farmers depend on efficient logistics to access inputs, reach markets and secure fair prices. Yet persistent gaps in planning, storage, and transport continue to limit productivity and income.

To better understand these challenges, HELP Logistics and ENABEL conducted a logistics assessment across the regions of Kaolack, Kaffrine and Fatik. Drawing on 1,481 surveys and 73 interviews, the study mapped how logistics connectivity functions along the millet value chain, from input sourcing to market access.

The findings revealed a system constrained by limited financing, delayed inputs, and weak transport links. Farmers miss potential savings on seed and fertilizer costs by purchasing individually rather than collectively. Consolidated purchasing could generate an additional 18 percent savings on seeds alone. Delays in subsidized fertilizer delivery, which reach farmers an average of 26 days late, force producers to adjust by reducing quantities or relying on lower-quality alternatives. Planning remains largely informal, with most farmers estimating needs without data and excluding logistics costs from their budgets.

Postharvest practices further affect incomes. Limited storage and immediate cash needs push farmers to sell soon after harvest, even though longer storage and gradual selling over 10 to 12 months can increase revenues by 17 percent. Losses during threshing remain high, yet keeping the drying-to-threshing period under six weeks could reduce these losses by 36 percent. The study estimates post-harvest losses at around 2.8 million euros per year, underscoring the scale of value lost through inadequate handling and storage.

The assessment sets out practical actions, including earlier and coordinated input planning, collective procurement, shared storage and processing facilities, transport pooling, and targeted rural infrastructure investment. Together, these measures can strengthen agricultural connectivity and help farmers capture more of the economic value of their harvests.

36% reduction in threshing losses

Mapping the Humanitarian Lifeline to the Central African Republic

Assessing the Douala–Bangui–Bangassou Humanitarian Corridor

In a small village outside Bangassou, families often wait for the next aid convoy to arrive with food, medicines, and basic supplies. In a country shaped by years of instability and chronic poverty, getting assistance to communities is a logistical challenge as much as a humanitarian one.

An estimated 1.7 million people rely on humanitarian assistance in the Central African Republic (CAR). For most imported goods, including relief items, movement depends on a single, high-stakes route: the Douala–Bangui–Bangassou corridor, which carries more than 80 percent of the country's imports and serves both humanitarian and commercial needs.

To better understand where the corridor breaks down and how reliability can be improved, HELP Logistics partnered with ALIMA, ICRC, MSF, NRC, UNHCR, UNICEF, and WFP to conduct an assessment of the supply chain performance along the corridor. This assessment builds on a methodology developed and refined by HELP Logistics' West Africa office over successive years, drawing on lessons learned from corridor studies across the region. The study combined document review, stakeholder interviews, and field surveys to capture the day-to-day realities faced by transporters, customs officials, and humanitarian logisticians.

The assessment found significant, measurable bottlenecks. Port processing times can reach 18.4 days during peak congestion. Warehouse capacity in CAR is around one-third of that in Cameroon, limiting safe storage and pre-positioning options. Customs procedures and informal fees can account for up to 45 percent of total transport costs. Seasonal disruptions can increase lead times and prices by up to 70 percent, adding uncertainty for planners and partners.

The analysis identifies practical measures aligned with these constraints, including limiting upstream constraints at the point of goods procurement, strengthening pre-positioning, coordinating planning across actors, investing in storage facilities, and digitizing customs systems. Applying these findings can help partners improve predictability, reduce avoidable costs, and strengthen the flow of assistance to communities across CAR.

70% measured surge in delivery times and costs during seasonal disruptions

What We Do

Talent Development

We support humanitarian organizations in building workforce capabilities and fostering organizational transformation through targeted training courses and learning pathways.

Our approach begins by identifying gaps in supply chain knowledge, which we address through developing flexible, high-quality training modules and interactive simulations tailored to meet unique operational contexts.

Our trainings are delivered by expert facilitators with commercial and humanitarian experience, integrating the

latest academic insights in the field. We offer trainings in multiple languages and formats, including classroom sessions. Designed with interactive exercises, real-world case studies, and mentoring, our trainings offer participants a well-rounded learning experience.

To empower the next generation of humanitarian logisticians, we provide internships, career development opportunities, and professional pathways that equip emerging talent with the skills and experience needed to drive innovation and resilience in the sector.

Who We Reached

8,426

total number of people trained

 **52**
managers/ leaders

 **8,250**
practitioners

 **117**
students

 **7**
interns

28

classroom courses
26,069 learning hours

 **704**
participants

24

online trainings
59,173 learning hours

 **921**
participants

courses hosted on partner platforms
12,434 learning hours

19%
increase
from 2024



Advancing Localization in Humanitarian Procurement

Strengthening Local Procurement Capability Through Strategic Collaboration

Procurement is a central determinant of humanitarian effectiveness, influencing both the cost of operations and the speed at which assistance reaches communities. As organizations navigate complex supplier markets and heightened donor expectations, the Certified Humanitarian Procurement Professional (CHPP) program, delivered by HELP Logistics in partnership with the Chartered Institute of Procurement and Supply, has evolved into a proven capacity development model that strengthens procurement practices across the sector.

The program continues to grow in scale and diversity. This year, the training was delivered to 13 cohorts across countries from Malaysia and Indonesia to Sierra Leone and Tanzania, as well as central locations in Jordan, Hungary, and Kenya. Across these sessions, 251 practitioners from different organizations have strengthened their skills in leveraging strategic sourcing and category management to add value and achieve cost savings in humanitarian procurement.

A key advantage of the program is its regional adaptation. While the curriculum provides a standard foundation, each cohort is adjusted to reflect local realities such as fragmented supplier markets, volatile pricing, or governance gaps. This ensures relevance for both international agencies and national organizations and supports localization by strengthening the competencies needed to identify, assess, and engage local suppliers effectively.

Digital delivery has expanded access. A virtual cohort explicitly designed for participants in Chad enabled 17 professionals working in insecure or hard-to-reach environments to complete accredited training despite travel constraints.

Delivered at scale, contextualized and accessible procurement training turns capacity development into practical localization by bringing purchasing power and supplier engagement closer to affected communities.

“ The training strengthened my understanding of bid processes, contract management, and supplier relationships. It also gave me practical tools to improve our procurement practices. ”

Lecarl Lim
International Programmes Executive
Mercy Relief

251

 professionals trained

Expanding Access to Humanitarian Logistics Training

Launching a Flexible Online Program to Broaden Access

Across the humanitarian sector, organizations are being asked to do more with less. Budget cuts, rising operational costs, and limited opportunities for in-person training have made it increasingly difficult for practitioners to build the technical skills required to manage today's complex supply chains. In response to these challenges, HELP Logistics and the HUMLOG Institute at Hanken School of Economics launched a modular e-learning program designed to expand global access to high-quality humanitarian logistics training.

Built around a stackable structure, the program allows learners to tailor their learning journey by selecting core and elective modules aligned with their professional needs and experience. Two learning pathways guide this progression: a Discovery Pathway for those new to the sector and an Understanding Pathway for practitioners seeking deeper operational and strategic capability. Fully online and open to students, early-career professionals, and experienced logisticians alike, the platform removes traditional barriers related to cost, travel, and time constraints.

The curriculum is anchored by ten modules covering key supply chain functions, including supply chain design, needs assessment and planning, procurement, warehouse management, transport

management, distribution and last-mile delivery, information management and coordination, digitalization, and performance. Early participation highlights strong demand for accessible, practice-oriented learning, with 1,242 enrollments to date and sustained learner engagement, underscoring both the relevance and rigor of the content.

By broadening access to practical, expert-led training, this initiative contributes to strengthening the sector's capacity to navigate increasingly complex supply chain challenges amid mounting operational pressures.

“ This training helped me understand the unique challenges of humanitarian supply chains and bridge the gap between commercial and humanitarian logistics, helping us provide more effective, tailored support. ”

Caroline Wanjiru Kiunga-Kihusa
Global Humanitarian Relief Director
UPS

2 training pathways designed for different competency levels

1,242 enrolments



Driving Operational Impact Through Emerging Talent

Emerging Professionals Delivering Real-World Impact for Partners

Strengthening humanitarian supply chains requires not only effective systems but a skilled workforce ready to innovate and adapt. In 2025, HELP Logistics invested in that workforce by placing seven emerging professionals with partner organizations and supporting 12 strategic initiatives across global partners. Through hands-on engagement, these placements paired learning with direct contribution, bringing fresh analytical approaches and digital solutions that strengthened operational performance and organizational capacity.

Five interns embedded within partner organizations in Panama, Kenya, Switzerland, and Germany delivered practical solutions to real operational challenges. In Germany, Meng-Yu collaborated with logistics and sustainability teams at Plan International to develop an emissions comparison dashboard that enables comparison of emissions profiles across locations and supports evidence-based sustainability planning.

In Switzerland, Nikhil supported the International Organization for Migration (IOM) by developing a Power BI dashboard to report procurement spend, improving data consistency and decision-making by introducing standardized data extraction, cleaning and transforming fragmented datasets, and documenting processes to address persistent data quality issues.

In addition, the Young Professionals Program (YPP) expanded this foundation by placing two emerging professionals into high-impact strategic transformation roles contributing to institutional change at scale. At the Food and Agriculture Organization of the United Nations (FAO), Lea supported the development of the global Supply Chain Strategy, conducting assessments in Madagascar and consolidating cross-functional insights to inform strategic direction.

At the United Nations Population Fund (UNFPA), Charlien played a core role in a major Business Process Reengineering initiative, engaging with approximately 130 staff members across the organization. She helped map and optimize core processes, contributed to the development of new standard operating procedures, and delivered project updates to senior leadership and donors, thereby strengthening transparency and alignment during a complex change process.

Together, the internship and Young Professionals Program demonstrate how emerging talent can meaningfully strengthen partner operations while gaining the skills required to lead future humanitarian systems.

12 strategic initiatives supported across partner organizations

Supporting Local Health Logistics Teams

Targeted training and tailored support to improve medicine availability

Across Zanzibar, Namibia, and Indonesia, systemic gaps in health supply chains have long prevented essential medicines from reliably reaching patients. Stock availability as low as 58 percent in Zanzibar, annual pharmaceutical wastage of roughly N\$100 million in Namibia, and low practitioner confidence in Indonesia highlight a challenge that extends beyond infrastructure: a need to strengthen the skills and confidence of the people who run national supply chains.

HELP Logistics partnered with UNICEF ESAR, the Global Fund, and VillageReach to address this gap by equipping Ministries of Health with practical competencies and data-driven frameworks. Through targeted workshops and joint assessments, national teams strengthened their understanding of forecasting, inventory management, performance measurement, and systems optimization, skills essential for maintaining medicine availability.

In Zanzibar, capability-building efforts enabled health workers to identify bottlenecks and improve their stock management practices, ensuring medicines that expire soonest are used first. The establishment of Information Mobilized for Performance Analysis and Continuous Transformation (IMPACT) Teams introduced a locally led performance management approach, supported by a costed pathway that could raise medicine availability by 12 percent.

In Namibia, teams co-developed and adopted six improvement plans spanning quality assurance, quantification, warehouse optimization, inventory management, forecasting, and last-mile design. Their interconnected analysis led to an internal agreement to pursue a targeted 5 percent annual reduction in pharmaceutical wastage through improved data use.

In Indonesia, supply chain training significantly strengthened practitioner confidence, with an 88 percent improvement in familiarity with supply chain concepts and a growing readiness to adopt more resilient practices.

These initiatives show how locally delivered, context-specific support can build the structures and skills needed to sustain improvement over time. By investing in people and practical performance routines, national teams are better positioned to manage their own supply chains and reduce preventable gaps in medicine availability.

88% improvement in familiarity with supply chain concepts in Indonesia

12% modeled potential increase in essential medicine availability in Zanzibar



Strengthening Health and Agriculture Supply Chains Across Jordan

Building stronger logistics systems by enhancing local expertise

Jordan's public institutions are increasingly expected to sustain essential services while remaining ready for emergencies. In this context, strengthening logistics capability within government systems is a practical investment in preparedness and resilience. The Humanitarian Logistics Diploma Program, delivered by HELP Logistics in collaboration with the German Jordanian University, supports this goal by building applied skills among national professionals.

The fourth cohort brought together 14 professionals from the Ministries of Agriculture and Health for a nine-month blended program designed to translate academic learning into operational capability. Jointly facilitated by HELP specialists and university faculty, the curriculum covered strategic logistics, procurement, disaster response, inventory management, and risk assessment. Field visits, case studies, and a capstone simulation enabled participants to test concepts against Jordan's operational contexts.

Working in three project teams, participants developed applied concepts addressing persistent logistics challenges. One team proposed a digital humanitarian supply chain management system to support faster coordination of emergency aid distribution. Another explored the use of blockchain and artificial intelligence to improve pharmaceutical traceability and reduce risks linked to loss or counterfeiting. A third team conducted a value chain analysis of potato production in Ramtha district, identifying opportunities to strengthen local food security through targeted improvements in agricultural logistics.

During final evaluations, an expert panel of academics and practitioners noted gains in systems thinking, analytical capability, and problem-solving across the cohort. Graduates return to their ministries better equipped to strengthen preparedness, improve coordination, and support more resilient supply chains. This partnership reflects HELP Logistics' long-standing commitment to building local capacity by strengthening national systems and empowering professionals to drive sustainable change.

14 professionals trained

9 month blended training program delivered

Empowering Sustainable Decision-Making

Applying Life Cycle Assessment to Inform Food Procurement Choices

Rice is a cornerstone of humanitarian food assistance, but it also has one of the largest environmental footprints among plant-based foods. For humanitarian procurement and supply chain teams, understanding what drives these impacts and how to make more sustainable sourcing choices remains a persistent challenge.

To address this gap, HELP Logistics, in partnership with the Center for Humanitarian Logistics and Regional Development (CHORD), the World Food Programme (WFP) and the International Committee of the Red Cross, launched a collaborative initiative to explore how sustainability considerations, particularly environmental impacts, can be better integrated into humanitarian food systems. The initiative combines applied analysis with targeted capacity building to translate sustainability considerations into operational practice.

At its core, the project applies Life Cycle Assessment (LCA) to assess the environmental footprint of rice used in humanitarian operations. By analyzing impacts across the value chain, from production to processing, the project seeks to support more informed, sustainability-oriented decision-making.

Alongside the analytical work, the initiative also focuses on strengthening practitioner capabilities. HELP organized a two-day, hands-on training workshop in Bangkok to embed life cycle thinking within humanitarian operations. Using a structured LCA case study, participants gained practical experience in conducting and interpreting LCAs, helping to connect technical analysis with real-world decision-making. While centered on rice, the training emphasized transferable skills applicable to a wide range of food commodities and operational contexts.

By pairing analysis with practical training, the initiative strengthens the skills, shared methods, and confidence needed for humanitarian teams to incorporate environmental considerations into day-to-day supply chain decisions.

19 professionals trained

What We Do

Thought Leadership

As global challenges intensify, supply chains must become more adaptive, transparent, and resilient. Achieving this requires a shift from conventional approaches toward forward thinking strategies and scalable solutions that deliver lasting impact.

Our Thought Leadership initiative serves as a catalyst for change by identifying critical challenges, uncovering opportunities, and shaping solutions that influence policy and practice. Through operational research, regional dialogue, and cross-sector partnerships, we create platforms for transformative thinking, ensuring supply chains evolve to be more effective, sustainable, and prepared for the future.

Three interconnected approaches drive this effort. The Center of Humanitarian Logistics and Regional Development (CHORD), our joint research hub with

Kühne Logistics University, provides rigorous analysis that generates sector insights and informs strategic decision-making. At the same time, our regional projects develop localized, data-driven solutions that can be tested, refined, and scaled across contexts.

Our regional workshops convene thought leaders and experts from across sectors to examine pressing challenges and identify emerging priorities affecting humanitarian supply chains. These structured dialogues are grounded in regional realities while contributing to policy-shaping conversations, ensuring that solutions are context-driven, evidence-based, and scalable. Together, these efforts bridge research, dialogue, and real-world application, translating knowledge into meaningful and sustained impact.

How We Engaged Our Community

4 publications



in **17k+** ↑
LinkedIn followers
24% increase (3,330 new)

▶ **1.21k** ↑
YouTube subscribers
21% increase (210 new)

30 speaking engagements



Shaping Supply Chain Policy Through Local Perspectives

Driving Locally Led Change Through Collective Regional Insights

Localization remains one of the most pressing challenges in the humanitarian system. Power imbalances, restrictive administrative processes, and fragmented supply chain structures continue to limit the influence of national responders. To help address these systemic barriers, HELP Logistics launched the Thought Leadership Initiative to surface regionally grounded insights and identify practical pathways to strengthen locally led action.

The initiative creates structured dialogue on how localization can shift from commitment to implementation. These workshops are based on themes identified in the latest survey report on The State of Logistics and Supply Chain in the Humanitarian Context as well as project reports from previous HELP work within the regions.

The first workshop, held in Nairobi with representatives from East Africa, focused on validating regional problem statements and exploring actionable solutions. Participants identified three critical barriers to shifting power: power asymmetries, internal capacity constraints, and rigid donor systems, and highlighted seven strategic priorities for practical change. These insights informed the first Shaping Supply Chain Policy Brief, *Repositioning Power*, which outlines recommendations for national organizations, governments, and international partners across East Africa.

The brief also elevates supply chain considerations often missing from localization debates, emphasizing stronger national procurement pathways, targeted investment in logistics systems, and incentive structures that support equitable partnerships. A second workshop in Dakar continued this conversation by convening contributors from West Africa around similar topics.

Including market strengthening, internal capacity constraints, and corridor access. These will inform a dedicated policy brief reflecting priorities pertinent within that region.

Across both workshops, the initiative engaged 22 Thought Leaders from 13 countries across Africa representing a diverse mix of humanitarian actors. With additional sessions planned for Asia-Pacific and the Middle East in 2026, the Thought Leadership Initiative is building a global series of regionally grounded briefs, with each brief containing actionable recommendations that humanitarian supply chain stakeholders can integrate to contribute to a shared 2030 vision of a more equitable humanitarian system.

By translating diverse perspectives into practical guidance, the initiative is helping reshape how localization is understood, implemented, and integrated into humanitarian supply chains.

22 high-level thought leaders engaged

2 policy briefs published

“What made this workshop different was the focus on advocacy and concrete next steps. It moved localization from a principle into practical actions we can take.”

Albashir Ibrahiim
Executive Director
Organization for Sustainable Development Africa

Rethinking Supply Chains for the 21st Century

Shaping Digital Transformation Discussions with Global Leaders

In December 2024, the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) launched the Humanitarian Leadership Group on Supply Chain to encourage a more strategic and collaborative approach to supply chain management across the humanitarian system.

Throughout 2025, the European Commission and its partners convened five thematic workshops and a final conference, bringing together C-level executives and supply chain directors from international humanitarian organizations, governments, and the private sector. The series created a structured forum to compare approaches, surface shared bottlenecks, and agree on priority areas where collective action could improve performance and coordination.

HELP Logistics was invited to contribute across the workshops as a neutral supply chain advisor. In partnership with the World Economic Forum and the International Rescue Committee, HELP co-facilitated the workshop on digital transformation. The aim was to sharpen a practical, shared view of what future-ready humanitarian supply chains require.

Discussions reflected a broad consensus that digital transformation is no longer a peripheral ambition but a core operational requirement to improve visibility, coordination, and more informed resource allocation. Participants also highlighted persistent constraints that continue to slow progress, including fragmented data standards, interoperability barriers between systems, and uneven digital capacity among local actors.

These insights reinforced a clear direction of travel: stronger governance for data and technology choices, targeted investment in enabling infrastructure, and inclusive design that supports adoption across the whole humanitarian ecosystem, not only well-resourced headquarters

“ We welcome HELP Logistics’ support to the Humanitarian Leadership Group on Supply Chain. Its perspective, supply chain expertise, and data-driven insights play an extremely useful role in efforts to transform supply chains to better serve those who need it the most. ”

Michela Matuella
Director
DG ECHO– Emergency Response Coordination Centre



Unlocking Collaboration Across United Nations Supply Chains

Research Identifies Drivers, Barriers, and High-Value Shared Services

To explore how supply chain cooperation can be strengthened, HELP Logistics partnered with Professor Nathan Kunz of the Bern University of Applied Sciences to examine the drivers, barriers, and most promising opportunities for inter-agency collaboration.

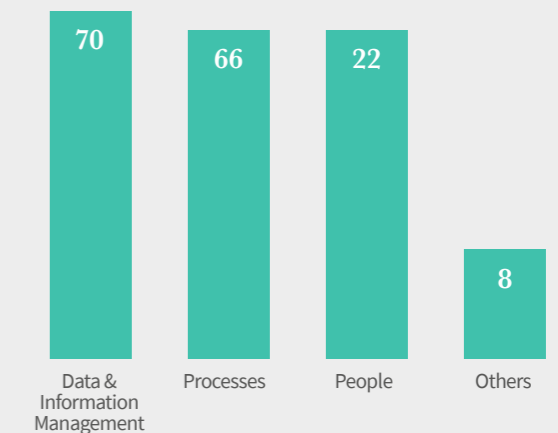
The study began with a review of ten existing collaboration initiatives, followed by semi-structured interviews with 36 senior experts from 20 organizations across the United Nations system. The 20 hours of interview material were coded and analyzed using qualitative research tools, yielding approximately 2,200 coded quotations grouped into 28 thematic codes.

Findings highlight several drivers of collaboration, including trust, awareness of mutual benefits, institutional pressure, and strong senior-level support. At the same time, key barriers include inter-agency competition, limited incentives, organizational differences, and resistance to change. Data and information management systems, together with standardized processes and aligned people capabilities also emerged as critical enablers of interoperability, reinforcing the operational and human foundations of digital transformation across agencies.

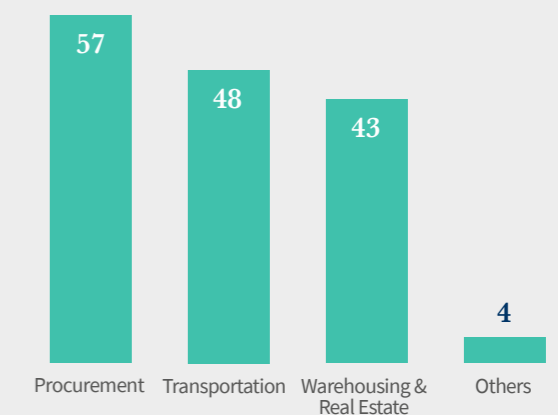
The research also identified where shared services could deliver the most outstanding value, with procurement leading, followed by transportation and warehousing. Additional opportunities include harmonized data management, centralized supply chain coordination, collaboration on localization, increased product standardization, and better coordination of sustainability efforts.

These evidence-based insights will be consolidated into a forthcoming white paper offering practical recommendations for United Nations agencies and the wider humanitarian community. By deepening understanding of what enables and hinders collaboration, the study contributes to efforts to strengthen humanitarian supply chains, reduce duplication, and deliver assistance more efficiently amid mounting resource constraints

Relative importance of supply chain enablers for interoperability



Relative importance of supply chain functions for interoperability



Tracking Shifts in Humanitarian Supply Chains

Annual Global Survey Highlights Priorities in Localization, Sustainability, and Digitalization

Supply chains are at the heart of humanitarian response, yet they face mounting pressure as crises grow more complex. To understand how the sector is evolving, the Center for Humanitarian Logistics and Regional Development (CHORD), a joint initiative between Kühne Logistics University and HELP Logistics, conducts an annual global survey that has become a trusted barometer of change.

Since 2021, CHORD's surveys have captured responses from more than 2,800 experts, providing comprehensive insights into how humanitarian supply chains are adapting to new realities.

This year's survey, reflecting insights gathered between August and December 2024, engaged 308 respondents from NGOs, UN agencies, and government institutions, with 70 percent based in national offices. The findings show a sector in transition, with measurable year-on-year gains.

On core performance: 86 percent reported that supply chains consistently met programmatic needs, up 5 percentage points from 2023. On-time delivery reached 77 percent, up 7 points.

On localization: 79 percent now prioritize local sourcing and community engagement, up 3 points. Yet this has not translated into leadership change: promotion of local staff to senior supply chain roles fell to 48 percent.

On sustainability: 77 percent favor greener supply chain practices, but fewer than half measure emissions or waste.

On digital transformation: 88 percent recognize its positive impact, though adoption of advanced tools such as AI remains below 20 percent, constrained by funding and skills gaps.

On collaboration and preparedness: 81 percent reported stronger coordination between program and supply chain teams, and 60 percent cited improved disaster readiness through prepositioning and supplier diversification. Resource pooling and joint initiatives remain underused.

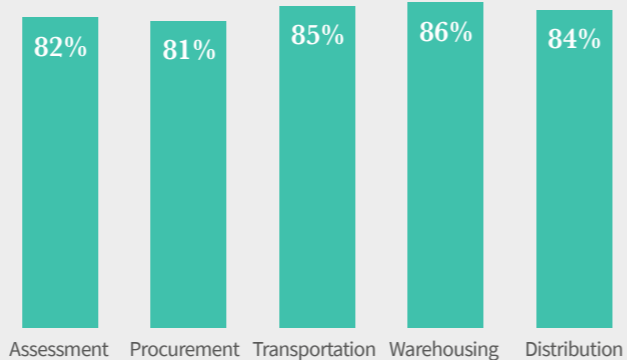
The findings point to progress on stated priorities but persistent gaps in implementation. Closing them will require sustained investment in local leadership, practical collaboration mechanisms, and digital capability.

86% report supply chains meeting programmatic needs (up 5 points)

2,800+ experts surveyed to-date

Limited AI Adoption Across Supply Chain Functions

Percentage of respondents indicating that their organizations have never or only occasionally used AI-enabled tools for managing various processes of their supply chains in 2024.



Percentage of respondents agreeing that the supply chain localization has been a strategic priority in their organizations during 2023-24.

79% agreed that localization is a strategic priority.

76% in 2023

“ This report reinforces three practical shifts: localization so national actors can lead prepositioning with better stock data, collaboration to move beyond isolated capacity, and digitalization to strengthen analysis and preparedness. ”

Florent Chané
Project Manager
ESUPS hosted at Welthungerhilfe



Forecasting Demand to Improve Humanitarian Response

Turning Procurement Data into Practical Foresight for Preparedness

Humanitarian supply chains have long operated under high uncertainty. Every month, logisticians in crisis-affected regions must decide how much food, medicine, or relief material to procure and preposition—often without reliable data. For years, these critical decisions have relied on professional judgment only rather than analytical evidence.

HELP Logistics and its partners set out to challenge that assumption. Their objective was to demonstrate that demand in humanitarian operations can be forecast with measurable accuracy and that data-driven planning can strengthen the sector's overall preparedness.

40% of three-month forecasts showed strong predictive accuracy

3 events where the results were presented

Through the Center for Humanitarian Logistics and Regional Development (CHORD) and with support from hulo and DG ECHO, the team analyzed four years of procurement records from a hulo member organization. The study applied time-series forecasting methods commonly used in commercial supply chains but rarely tested in humanitarian contexts.

The results were conclusive. Forty percent of the forecasts for the upcoming three months achieved an error margin below 40 percent, providing tangible proof that humanitarian demand can be predicted under specific conditions. Moreover, simple statistical models performed better than complex algorithms, suggesting that practical and accessible tools can be more effective than advanced systems when combined with clean, structured data.

The findings have already reached practitioners and scholars alike. HELP Logistics presented the research at AidEx 2025, where practitioners discussed how forecasting could strengthen planning and resource allocation. The results also reached academic audiences at EURO HOpe 2025, and a forthcoming academic publication will explore how evidence-based planning can reshape humanitarian supply chains.

“ Supply chain planning is a strategic pillar for humanitarian organizations: it determines the organization's readiness and effectiveness, especially in complex contexts. ”

Eugide Lalé Mbunda
Country Director
Première Urgence Internationale
DRC

The inside view...

...with

Niklas Jaeschke

Chief Digital Officer



We talked with Niklas Jaeschke, Chief Digital Officer, to learn about his journey in the organization, his perspectives on supply chain digitalization, and how priorities and on-the-ground challenges differ across regions.

You joined HELP Logistics in 2017. What key experiences have shaped your journey so far?

I started out in industrial environments where systems, processes, and reliability are central; that mindset still shapes my work. Joining HELP exposed me to a much broader landscape, from local NGOs to large international agencies and governments. I quickly realized that while humanitarian supply chains operate under different stakes and constraints, the core challenges of uncertainty, coordination, and continuity under pressure are the same.

The pandemic was a defining moment. With travel impossible, we had to rely on digital ways of working, from e-learning to launching a platform that connected teams in disrupted countries with remote supply-chain experts. Uptake was slower than we hoped. That taught me an important lesson: technology only matters if people trust it when it counts.

Your work spans many continents. How do digital priorities and solutions differ across regions?

The differences are related to context. In Europe and parts of the Middle East, access to technology is rarely the main barrier. In places like Yemen or Syria, years of conflict have weakened infrastructure and institutions.

Across many African contexts, connectivity and power supply are major constraints. Digital solutions often need to work offline, and digital literacy varies widely. Even within the same region, there can be huge variations. Kenya, for example, has a strong mobile ecosystem and widely used digital services, while in many contexts, core supply chain processes still become paper-based once you move beyond major urban centres. That's why solutions designed in the Global North often struggle on the ground: they don't start with local realities. That's where our regional offices play an important role.

Which digital or analytics initiatives have had the greatest impact on our partners?

Procurement analytics has been a strong starting point. Across several projects, we've helped organizations analyze nearly \$1 billion in humanitarian spending. At that scale, you start seeing structural weaknesses: reactive emergency buying, fragmented supplier bases, and a disconnect between procurement data and strategic decisions.

Building on this, our focus has expanded to supply chain visibility and resilience. We've supported partners in implementing control towers that provide a shared view of planning, procurement, logistics, and operations. We've also helped organizations move beyond static risk analysis and to simulations that model how disruptions would play out. This thinking now extends to the Global Supply Resilience Initiative, in partnership with the World Economic Forum, UNICEF, and others. Digital delivers the most value when it helps organizations build resilience together, not when it helps organizations manage risks alone.

Looking ahead, how do you see digitalization shaping the future of humanitarian supply chains?

The coming decade will test humanitarian supply chains like never before. Needs are rising, budgets are shrinking, and shocks are becoming the norm.

Digitalization is not about adding more tools. It's about faster, better choices. Digital platforms and AI can make problems visible sooner, highlight trade-offs, and shorten the gap between information and action, enabling faster, more reliable delivery to people in need.

Other sectors have successfully built digital backbones to coordinate supply chains in real time. The humanitarian system can do the same. HELP Logistics' contribution is connecting actors, data, and practices across organizational boundaries, turning fragmented systems into coordinated ones.

When digital infrastructure is shared rather than rebuilt in silos, supply chains become easier to run, easier to adapt, and harder to break.



Head Office

HELP Logistics AG

Dorfstrasse 50
8834 Schindellegi
Switzerland

The Kühne Foundation

Dorfstrasse 50
8834 Schindellegi
Switzerland



help-logistics.org



kuehne-stiftung.org



help.information@kuehne-foundation.org



info@kuehne-stiftung.org



linkedin.com/company/help-logistics



youtube.com/c/helplogistics



learning.help-logistics.org

Regional Offices

HELP Logistics Ltd

352 Tanglin Road
#02-01/02 Strathmore Building
Singapore 247671
Singapore
help.singapore@kuehne-foundation.org

HELP Logistics Ltd

4th Floor, West Wing
Vienna Court
State House Crescent
Nairobi, Kenya
help.kenya@kuehne-foundation.org

HELP Logistics

Großer Grasbrook 17
20457 Hamburg
Germany
help.germany@kuehne-foundation.org

HELP Logistics AG

158 Makkah Street
Alhijaz Towers
Amman, Jordan
help.jordan@kuehne-foundation.org

HELP Logistics BdR

Résidence FIFA
Almadies, zone 13,
Dakar, Sénégal
help.senegal@kuehne-foundation.org