



Activity Report

2021 - 2022

About Us

The **Humanitarian Logistics Cooperative**, or **hulo**, was established in June 2021 with a clear and ambitious mission: to amplify the effectiveness of humanitarian aid by fostering stronger connections and solidarity among humanitarian logistics stakeholders. This vision is underpinned by the idea of optimizing logistics, supply chain, and expertise through cooperation and resource pooling.

Founded by a consortium of humanitarian organizations, the Cooperative operates with a commitment to innovation and collaboration, aiming to catalyze transformative changes in the realm of logistics, particularly for supply chain management. These efforts aim to enhance the efficiency, effectiveness, and overall impact of humanitarian assistance efforts.



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Overview

In the few short years since its creation in June 2021, hulo has emerged as a trailblazing force in the humanitarian logistics space.

Hulo is delighted to present this brief activity report, chronicling the cooperative's journey in pioneering new solutions. These initiatives, rooted in innovation, collaboration, and agility, endeavor to change the landscape of humanitarian logistics planning, execution, and optimization.

As hulo celebrates and reflects on the cooperative's encouraging strides in solidifying its structure and governance, launching its activities, and building its presence at global and local levels, it also takes the opportunity to look to the future and set the stage for what is yet to come.

2021-2022 At A Glance

Global Level



3

pilot countries of intervention



20

staff members working for the cooperative at global and field levels



7

new grants funded by major institutional and private donors



3.4M

euros secured for hulo's pilot projects and initiatives



11

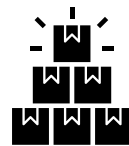
member organisations active in the cooperative's governance

Activity Level



80

flights coordinated under the European Union Humanitarian Air Bridge



1,354

metric tons of health, nutrition and other supplies delivered to 7 countries



5

Joint Initiatives launched at global and field levels



37

organisations participating in at least one joint initiative (including EUHAB)



9.3%

in savings observed by participants of completed joint initiatives

Geographic Footprint



Hulo uses a data-centered approach to assess the feasibility and opportunities for mutualization available in different regions. Hulo evaluates potential countries of intervention based on a robust set of criteria, including the presence of members active in country and the availability of historical procurement data to determine opportunities and savings potential for Joint Initiatives. This information is then triangulated with contextual information and macroeconomic data to guide the final country selection.

Criteria/ Country	Burkina Faso	DRC	CAR
# of cooperative members	9	8	9
market opportunities	>15M EUR	>25M EUR	>40M EUR



Activities Overview

Joint Initiatives

Joint Initiatives are open to any stakeholder of the humanitarian and logistics community, with both international and local organisations eligible and encouraged to participate. Hulo piloted its first Joint Initiatives in 2022, which included **Joint Procurement Initiatives (JPIs)** and **Joint Human Resource Initiatives (JHRI)**.

Business Intelligence

Data analysis is at the core of each decision of the cooperative. The **Business Analysis and Research (BAR)** team prioritized the development of a **Performance and Impact Measurement Framework (PIMF)**, establishment of a **Business Intelligence Platform**, and **comprehensive data dashboards**.

Air, Land, and Sea Transport

To ensure the continuity of humanitarian programming, the **European Union Humanitarian Air Bridge (EUHAB)** has been supporting aid organizations and European Member States to deliver aid where it is most needed. Hulo has played a central role in coordinating partner organizations to access and participate in the mechanism.

Digital Solutions

Hulo directed significant effort towards developing various innovative tools, such as a **Shared Resources Web Platform**, **Transport by hulo** (humanitarian airlift activity management tool), and **LINK** (supply management tool). The team also worked on producing an application to progressively centralize the tools being developed.

Activities: Joint Procurement Initiatives

Since its launch, hulo devoted much of its efforts in building robust operational processes and tools, laying the groundwork for the successful implementation of Joint Initiative (JIs). The JIs further outlined in this report served as vital proofs of concept, demonstrating the feasibility of collaborative efforts and shaping hulo's adaptive ways of working.

Country Level



4

local JPIs launched



15

unique organisations participating in local JPIs

Global Level



1

global JPI launched



5

organisations participating in global JPI

Joint Procurement Initiatives (JPIs) consist of hulo coordinating and facilitating the competitive bidding process, where it has been determined that participants can save significant time or money from the pooling of resources. At all stages of the process, data analysis plays a key role in determining the market feasibility, gauging the potential for time and financial savings, and measuring the impact of the joint initiative.

In **Burkina Faso**, the first JPI was undertaken for the procurement of Non-Food Items (NFI) kits for the Rapid Response Mechanism (RRM), engaging 10 humanitarian organizations operating in the country. The competitive bidding process facilitated by hulo resulted in a collective cost reduction of 9.32% for the participating organizations.

In **CAR**, following the preparatory work carried out over the first half of 2022, two JPIs were launched simultaneously, in collaboration with six participating organizations. These JPIs facilitated the procurement of construction materials and printing. As the joint procurement was not completed by the end of 2022, the impact on time and cost savings will be measured once finalized in early 2023.

At **global level**, a JPI was undertaken with 5 organizations for the joint procurement of laptops and although the process was launched in 2022, it is expected to be finalized in 2023.

Focus was placed on local procurement to stimulate the local market and support regional suppliers and production in line with the **localization agenda**.

Activities: Joint Human Resource Initiatives

Country Level



1

JHRI launched



7

organisations
participating in local
JHRI

Joint Human Resource Initiatives (JHRIs) are based on the recruitment of national employees, consultants, or international experts to be shared among participating organizations. These initiatives are undertaken when a clear need is identified by hulo member organizations and other participants.

In **CAR**, the first JHRI was undertaken in the last quarter of 2022 for the recruitment of an expert electrician, a technical human resource capacity shared among seven humanitarian organizations. This resource enabled the participating organizations to adopt a common approach to electrical safety across their offices in Bangui, to train and identify local resources in the field, and to strengthen collaboration with the local Logistics Cluster.

The JHRI model has enabled the establishment of a **transparent and replicable cost allocation system** between participating organizations. This human resource sharing has had very positive budgetary implications as it has allowed participants to direct a limited portion of their operating budgets towards expertise that is essential both for security and the working conditions of staff. The JHRI has paved the way to be replicated for future pooling of other key support services requiring human resources, which often are severely underfunded in humanitarian operations.

Activities: Air, Land, and Sea Transport

The EUHAB mechanism is a key element of the European Humanitarian Response Capacity (EHRC). Hulo, with support from DG ECHO, has played a central role in coordinating partner organizations to access and participate in the mechanism.

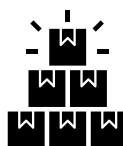
Throughout 2021 and 2022, Hulo has coordinated 80 flights to 7 destination countries, including Somalia, Afghanistan, Madagascar, Haiti, Mozambique, Ethiopia and Moldova. A total of 51 unique partners were supported in 2021 and 2022, which included humanitarian NGOs, international organizations, cooperation and development agencies, and UN agencies. **Somalia and Afghanistan** were the destinations with the most flights, with mainly internal flights being coordinated in Somalia and cargo international flights coordinated for the Afghanistan response.

Hulo placed particular focus on increasing the efficiency of air transport solutions, integrating new members into the mechanism, and leveraging data and lessons learned for its development. As a result, 92% of the organizations supported with air transport via the EUHAB mechanism reported being satisfied or very satisfied with the service and hulo's facilitation of the overall process.



80

EUHAB flights coordinated



1,354

metric tons of health, nutrition and other supplies delivered



7

country destinations for EUHAB flights



51

unique partners benefitting from at least one EUHAB flight



92%

of partners supported reported being satisfied or very satisfied



Activities: Business Intelligence

Impact Measurement

Hulo strongly believes in the power of data. Data analysis is at the core of each decision, whether to expand to a new country, pilot a new initiative, or adapt current activities. The Business Analysis and Research (BAR) team prioritized the development of a **Performance and Impact Measurement Framework (PIMF)**, which was finalized by the end of 2022.

The PIMF was the result of in-depth discussions within the hulo team and its members and it outlines the process behind selecting an impact measurement methodology, details the chosen metrics, and outlines concrete steps for collecting information for performance monitoring and evaluation. Through the PIMF, hulo is able to monitor metrics such as efficiency, expertise, sustainability, and robustness of its initiatives.

Data Dashboards and Power BI

Through strong coordination with all cooperative member organisations, hulo dedicated efforts to collecting, cleaning, and centralizing vast organisation and activity-level data in various dashboards, supported by Power BI. The resulting **Business Analytics Platform (BAP)** has become a widely used monitoring, evaluation and management tool for the team.

The overarching goal of the BAP is to streamline data access and analysis, allowing stakeholders to easily access real-time information, make data-driven decisions, and track key performance indicators. Moreover, it facilitates collaboration by enabling teams to share insights and collaborate on data analysis, fostering a data-driven culture within the cooperative.

Activities: Digital Solutions

Shared Resources Web Platform

Hulo's Information Systems and Operations teams worked on developing and piloting a Shared Resources website throughout 2022. The website is a digital intermediation platform meant to locally connect supply and demand in terms of humanitarian logistical resources, such as transport, premises, vehicles, IT, training, and much more. The platform was designed to meet the needs of logisticians, build a local network or contacts and resources, and facilitate pooling requests.

The platform was first deployed in June 2022 and piloted in Burkina Faso, with 30 organisations registered and using the platform. The second half of the year was dedicated to testing the functionalities of the platform, gathering user insights and feedback, and strategising for the refinement and upgrade of the tool to best meet the needs of users. An upgrade of the platform is expected in 2023, followed by eventual rollout to other countries of intervention.

LINK Supply Management Tool

Link V1 is a supply management tool which was initially developed by Action Cotre La Faim (ACF). The tool has been also adopted and used by Humanity & Inclusion - Handicap International (HI) and Solidarites International (SI). Deployed at the headquarters of these three founding members of the cooperative, the tool has been operationalized across 60 countries and used by over 5,300 users thus far.

In 2022, the tool has been in the maintenance phase and preparatory steps were undertaken to facilitate its migration to an upgraded V2 as well as transfer from ACF to hulo, who will eventually be hosting and managing the tool, to enable more organizations to access it, to pool operating costs, and harmonize logistics data for optimal resource pooling.

Looking Ahead

Expansion to New Countries

In the first quarter of 2023, hulo will be launching activities in **Beirut, Lebanon** and **Amman, Jordan (Syria Response)**. Hulo will be coordinating with the Logistics Cluster present in both countries, as well as its members, to roll out its Joint Initiatives package.

Expansion of Joint Initiatives

Joint Transport Initiatives (JTI) will be launched in Lebanon and CAR, which will allow organizations to optimize their transport strategy and promote overall joint, greener, and more efficient approach to humanitarian logistics.

Digital Solutions

Innovation is at the heart of hulo's work and this is spearheading the development of an array of digital solutions, such as the **Humanitarian Supply Chain Management software (LINK)**, **Transport by hulo**, and **Shared Resources Web Platform** to facilitate exchanges between humanitarian organizations and suppliers.

Impact Measurement

With the newly rolled out Performance and Impact Measurement Framework and the established data collection, visualisation, and protection tools and processes, priority will be placed in leveraging this for **concrete impact measurement** across hulo's initiatives and countries of intervention.

Environment & Sustainability

Hulo is fully committed to **limiting environmental impact and reducing carbon footprint** through its activities. The recruitment of an Environment and Ecology Expert in 2023 will mark the initial step in developing and operationalizing this transversal pillar.

2023-2025 Strategy

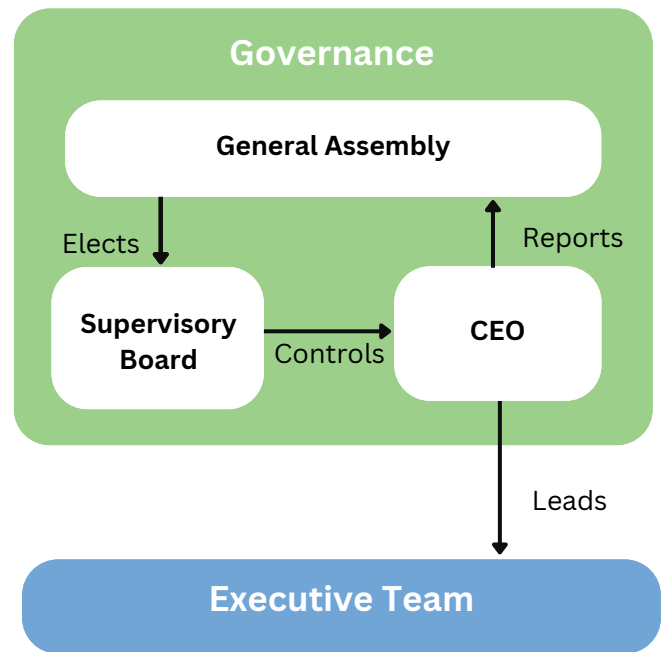
Hulo is working diligently to maintain the momentum it has gained since its inception and is further defining its **business model** and **multi-year strategy** to sustain its growth, integrate new members, and maximize impact.

Governance & Membership

As of today, hulo is the **first and only humanitarian logistics cooperative**. In June 2021, hulo was registered as a European Cooperative Society (SCE), created and managed by humanitarian organisations for humanitarian organisations. The cooperative remains open to any humanitarian stakeholder, allowing every participant to maintain its unique identity whilst combining supply chain and logistics expertise for increased efficiency and effectiveness of aid delivery.

Throughout 2021 and 2022, targeted effort was placed on defining and structuring the governance of the cooperative, prioritizing accountability, agility, and inclusion.

Within the cooperative framework, members have an active role in steering the strategic direction of the cooperative through their role and vote in the General Assembly, which elects the Supervisory Board. The board oversees the actions of the CEO, who in turn leads the hulo Executive Team.



Current Cooperative Members



Our Donors

hulo's work is made possible through the generous support of its donors. By contributing to the development and expansion of hulo, the following organizations have aided the development of improved humanitarian logistics and solutions.



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