



ANNUAL REPORT 2023

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About Us

The Humanitarian Logistics Cooperative (hulo) was officially launched in June 2021 as a European Cooperative Society (SCE), created and managed by humanitarian organisations for humanitarian organisations. Hulo's ambitious mission is to amplify the effectiveness and impact of humanitarian aid by strengthening connections and solidarity among humanitarian logistics stakeholders. This vision is underpinned by the idea of optimising logistics, supply chain, and expertise through cooperation and resource pooling.

The Cooperative remains open to any humanitarian stakeholder, allowing participants to maintain their unique identity while combining supply chain and logistics expertise for increased efficiency and effectiveness of aid delivery. 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.

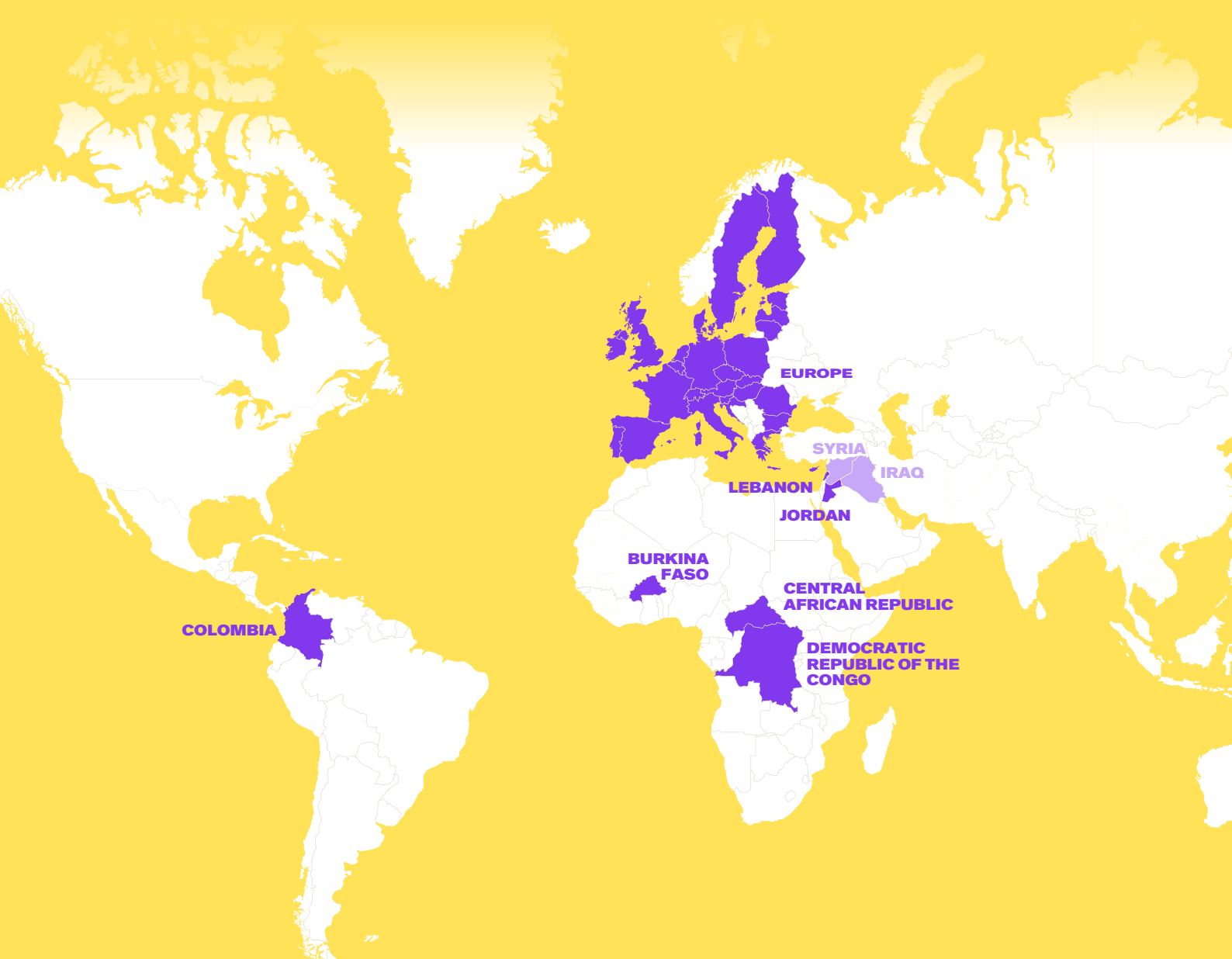
In 2023, hulo expanded its operational footprint, launching activities in three new countries: Lebanon, Jordan (addressing the Syrian crisis), and Colombia. This expansion brings the number of countries where hulo has established its presence to six, actively implementing Joint Initiatives that focus on procurement, transport, human resources, and environmental sustainability. Throughout the year, 63 organisations participated in at least one of hulo's Joint Initiatives.



Globally, hulo maintained its key role in facilitating the European Union Humanitarian Air Bridge (EUHAB) and advanced the development of a comprehensive Digital Solutions service package, which includes "Shared Resources", "LINK", and "Transport by hulo".

Across its array of Joint Initiatives and activities, hulo employs a structured methodology designed to enhance efficiency and service quality, minimise the environmental impact of aid, and broaden access to markets and expertise for humanitarian organisations. Its approach is data-driven and field-driven, enabling the development of collaborative and effective solutions to drive transformation in the aid sector.



Where We Work



-  Current countries of intervention
-  Countries supported from Jordan

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Introduction

In this report, we provide an overview of our progress over the past year, detailing how we have continued to innovate and expand our impact within the humanitarian sector. As we navigate the complexities of global humanitarian needs, this document captures our efforts to enhance operational efficiencies, expand technological capabilities, and deepen engagement with stakeholders across multiple regions and the cooperative ecosystem.

Throughout this report, you will find updates from the Supervisory Board President and the CEO, an in-depth look at our strategic initiatives, operational achievements, and significant advancements in our information systems. We also highlight the evolving landscape of our business model and the strides we have made in governance and stakeholder engagement. Each section aims to provide transparency and insight into our activities, achievements, and the challenges faced along the way.

By sharing our experiences, we hope to account for our actions as well as inspire and catalyse further collaboration within the humanitarian community. Join us as we reflect on the year's milestones and plan for future initiatives to come in 2024.

Helicopter operation with Airbus Foundation
in Burkina Faso – Photo: Faso Aircraft Service



Message from the President & the CEO



Dear hulo Members, Partners, and Supporters,

As we reflect on hulo's journey through 2023, we are immensely grateful for the support and commitment of our donors, members, partners, participants, and dedicated team. This past year has marked significant milestones in our mission to transform humanitarian logistics through collaborative efforts and innovative solutions.

In 2023, hulo published its first Annual Impact Report (AIR), providing a transparent and structured analysis of our initiatives' impacts. Notably, we are proud to report that our Joint Procurement Initiatives have not only achieved 15% in financial savings but also enhanced the quality of purchasing processes and items, validating the effectiveness of our resource pooling model. This success has confirmed the vast potential of collaborative logistics, pushing us to new heights.

Our Cooperative has grown amid a challenging and evolving global humanitarian context, where the need for efficient and impactful responses has never been more critical. To best address these needs, hulo has adapted its governance and business models to accommodate a robust ecosystem of stakeholders and to integrate collaborative activities and new ways of working into the internal frameworks of each participating organisation.

To this end, significant governance adaptations are underway, including the integration of a hulo toolkit within each member organisation and enhancing the involvement of the organisations' teams for greater buy-in and ownership. As part of our multi-year strategy review and definition, we have taken steps to streamline operations into four distinct business units – Shared Resources, Joint Initiatives, International Transport, and LINK Supply Chain System – each with a tailored business model to optimise our collective impact.

Looking ahead to 2024 and beyond, our priority is to institutionalise new standards of operation that foster collaboration and resource pooling across the humanitarian sector. This institutional adoption phase, expected to extend from 2024 to 2027, will require robust change management strategies supported by diversified funding streams to sustain our activities.

The journey of systemic transformation is complex and demands time, structure, and dedicated support to create sustainable cultural change. We are committed to continuing this transformation, propelled by a deeply engaged team whose dedication to enhancing humanitarian logistics is unwavering.

We invite you to explore this 2023 Annual Report, where we further detail our progress and set the stage for our work in 2024. On behalf of hulo, we extend our heartfelt thanks to everyone who has joined us on this endeavor. Your engagement and support are not just vital to our operations; they are the very foundation of our success thus far.

Sincerely,

Jean-Baptiste Lamarche
CEO, hulo

Fabrice Perrot
President, hulo Supervisory Board

2023 At A Glance

Global level



6 countries of intervention



38 staff members working for the cooperative at global and field levels



6 active grants funded by major institutional and private donors



7.27M euros secured for hulo's projects and initiatives



13 member organisations active in the cooperative's governance



7 coordination forums and events in which hulo was an active participant

Activity Level



7 operational Joint Procurement Initiatives (JPIs)



15% in savings observed by participants of completed Joint Initiatives



100% user satisfaction rate on efficiency gains from JPIs



39 flights coordinated under the European Union Humanitarian Air Bridge



1,703 metric tons of health, shelter, nutrition and other supplies delivered to 6 countries



15 Joint Initiatives launched at global and field levels



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

Governance & Membership

In 2023, hulo’s governance structure continued to evolve, reinforcing stability while adapting to the Cooperative’s expanding scope and operational needs. Guided by the Supervisory Board, the Executive Team played a crucial role in supporting governance mechanisms and integrating new members, an effort bolstered by the strategic recruitment of an Executive Assistant. This role proved pivotal, dedicating 30% of its responsibilities to governance support and enhancing hulo’s administrative capabilities.

Membership within hulo is distinctive. Members purchase shares and actively participate in governance by voting in the General Assembly. Additionally, participants in the Cooperative include various aid organisations, both local and international, involved in Joint Initiatives (JIs), enhancing the reach and impact of hulo’s operations. For a full list of members of the cooperative, please refer to Figure 3 below.



Figure 1
Hulo members in 2023

The Supervisory Board of hulo has steered the Cooperative through a year of continued growth. As the board reflects on the year’s activities and lays the groundwork for future development, several key updates and recommendations have emerged.

Board Composition and Membership

The Supervisory Board welcomed two new members to the Cooperative in 2023, Fleet Forum and Welthungerhilfe (WHH). The membership process was also initiated with the Norwegian Refugee Council (NRC), which is expected to be finalised in 2024. This expansion enhances the Board’s diversity and expertise.

Board Activities

The board supported a simplification of membership requirements for hulo employees, which has catalysed the opening of the employee voting college, bringing the number of active voting colleges to four in general meetings.

¹These include AidEx 2023, European Humanitarian Forum, Humanitarian Network Partnership Week, Global Logistics Cluster, Joint Initiative for Sustainable Humanitarian Assistance Packaging Waste Management, Réseau Environnement Humanitaire (REH), and WREC

Cultural Reevaluation

Recognising the Cooperative's maturation over its two-and-a-half-year journey, the Board has mandated the Executive Team to reflect on hulo's culture. This introspection aims to align hulo's theoretical model with the evolved practical realities of the Cooperative's operations. In alignment with this, the Board has contributed to redefining hulo's Charter of Principles, which will be submitted for approval at the General Assembly in May 2024.

Transparency and Information Sharing

To enhance governance transparency, a dedicated Governance SharePoint was developed in 2023 and launched in January 2024. This platform organises essential information for shareholders, the Supervisory Board, and the Global Engagement Committee, promoting informed participation across all levels of hulo's governance structure.

Stakeholder Engagement

While donor engagement remains robust, as evidenced by the continued support for country operations, the Board underscores the necessity for member organisations to actively engage in hulo's initiatives. Increased participation is crucial for hulo's sustained impact and for the Cooperative's long-term viability.

Next Steps and Recommendations

The Supervisory Board enters 2024 with a focused commitment to strategic development and growth. Our priorities are to finalise the "cooperative culture" project, aiming to crystallise hulo's identity and reinforce the spirit that guides its daily operations. A transformation of governance and management structures is underway to improve the efficiency of decision-making processes.

The Board also seeks to boost involvement from member organisations, particularly in core operational activities such as joint procurement and the optimisation of resource pooling. A renewed dedication to applying governance rules systematically ensures that new humanitarian operations, especially in times of emergency, are executed in alignment with hulo's standards.

In the year ahead, the Cooperative will focus on improving communication channels, smoothing the interactions between organisations that partake in hulo's activities, and clarifying the frameworks of support that underpin these collaborations. Integral to these endeavors is the pursuit of a sustainable financial model—one that not only secures hulo's continued impact but also underlines our commitment to innovation and shared success in humanitarian logistics.

Departmental Update: Operations

In 2023, hulo made notable strides in operational efficiency and strategic expansion, solidifying its role as a critical facilitator in humanitarian logistics through the European Union Humanitarian Air Bridge (EUHAB) and Joint Initiatives.

International Joint Transport

The EUHAB mechanism is a key element of the European Humanitarian Response Capacity (EHRC). Maintaining its support to DG ECHO, hulo has played a central role in coordinating partner organisations to access and participate in the mechanism. In 2023, hulo coordinated 39 flights across six countries, including Afghanistan, Egypt, Chad, DRC, Niger and Sudan. A total of 43 unique partners were supported, including humanitarian organisations, international organisations, cooperation and development agencies, and UN agencies.

The year also marked the successful launch of the “Transport by hulo” platform. The digitalisation efforts facilitated an increase in activities and streamlined the operational processes for participating organisations. Future changes to the platform to improve user experience are scheduled for release in the first months of 2024.

Moreover, a new partnership with the Airbus Foundation has expanded the Cooperative’s capacity to support humanitarian responses. Using “Transport by hulo” and operated by Bioport Humanitarian Logistics, the first hulo-Airbus Foundation flight was organised in November 2023. Two additional flights are planned for 2024.

Hulo continued focusing on increasing the efficiency of air transport solutions by integrating new members into the mechanism and improving initiatives using collected data and lessons learned. As a result, 85.6% of the organisations 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.

Expanding Joint Initiatives

Hulo’s Joint Initiatives are designed to enhance efficiency and reduce costs through collaborative procurement and logistics efforts among cooperative members and participants. Hulo has implemented Joint Procurement Initiatives (JPIs), Joint Human Resources Initiatives (JHRIs), Joint Transportation Initiatives (JTIs) and Joint Environmental Initiatives (JEIs).

Hulo’s flagship initiative is the JPI, on which hulo particularly focused its efforts in 2023. JPIs pool the needs of as many local and international humanitarian organisations as possible to achieve significant financial savings, based on the concepts of economies of scale and solidarity. The JPI acts as a joint market assessment, selecting suppliers that members and participants contract individually.

As of December 31st, 2023, **7 JPIs were operational** in Burkina Faso, the Central African Republic (CAR), and the Democratic Republic of the Congo (DRC) with 4 being actively used and 3 awaiting orders. A total of **17 humanitarian organisations** participated in these initiatives, including 9 hulo members. Market evaluations were carried out in full in 4 markets, with final suppliers selected and made available to the Cooperative’s participants.

As outlined in the 2023 Annual Impact Report, the results obtained to date demonstrate approximately **15% financial savings** along with a general increase in the quality of purchasing processes and items. These initiatives optimised procurement costs and promoted local procurement, thereby supporting local markets and reducing environmental impacts. By integrating environmental selection criteria, hulo facilitated more sustainable purchasing practices and encouraged suppliers to adhere to socially responsible standards.

While JPIs continued to be a primary focus for hulo, emerging projects in environmental sustainability (Burkina Faso, DRC), human resources (CAR, Burkina Faso), and transport (Lebanon, CAR, Burkina Faso) initiatives have further marked 2023 as a year of innovation and pilot projects. For an overview of all Joint Initiatives and activities across hulo’s countries of operation, please refer to Figure 4 below.

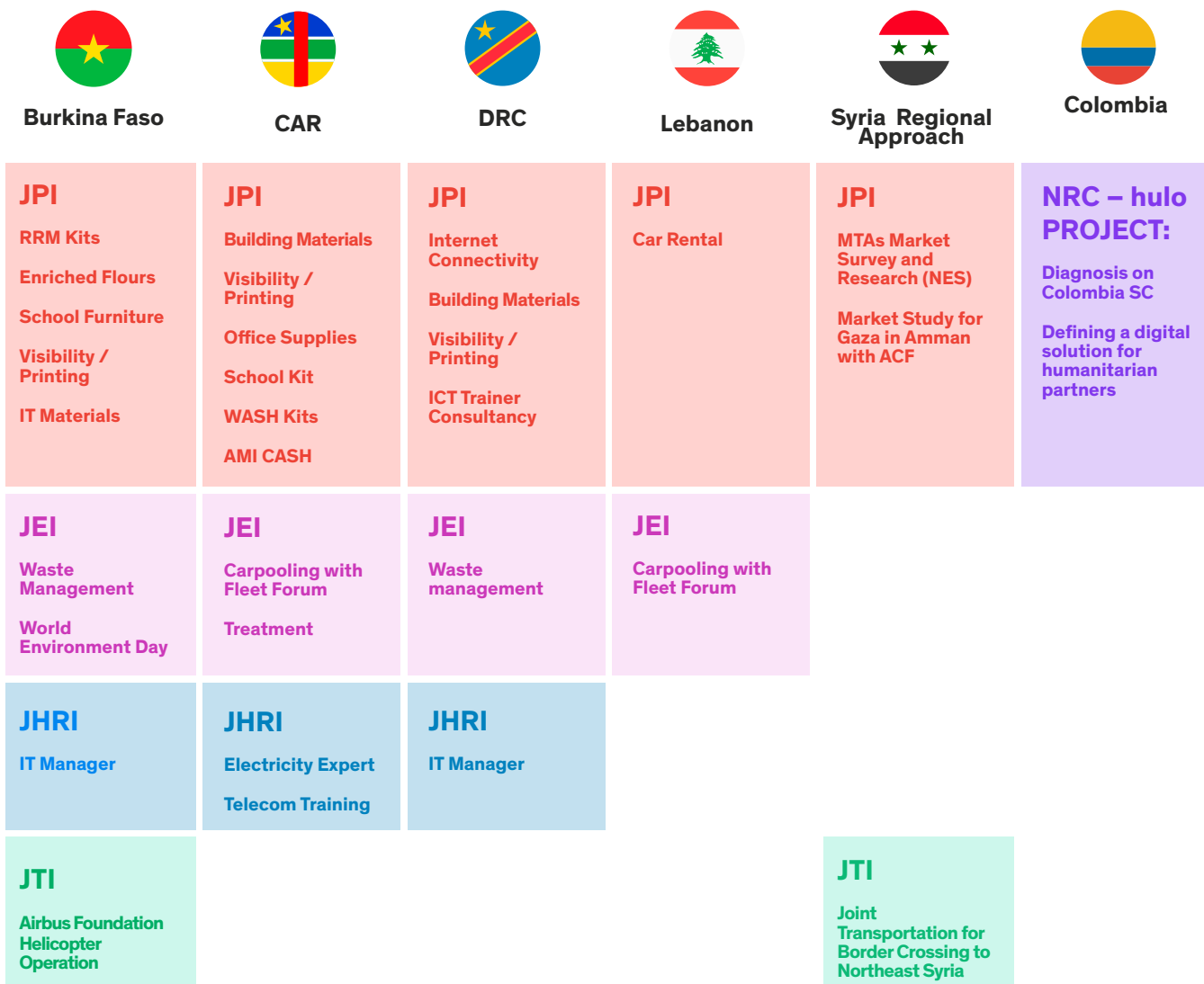


Figure 4 – hulo Joint Initiatives and activities by location

Operational Growth and Local Engagement

Hulo expanded its geographic footprint by launching operations in Lebanon (April 2023), Jordan for the Syrian crisis (August 2023), and Colombia (December 2023). The Cooperative also enhanced its activities in existing regions. This expansion was supported by efficient staffing strategies and the introduction of a Regional Coordinator for Africa, which improved operational oversight and responsiveness to local needs. Where possible, hulo prioritised engagement of local HOs in its countries of operation, which thus far has included four national HOs in Burkina Faso and one in DRC. Please refer to figure 5 below for a timeline evolution of hulo’s operations across locations.

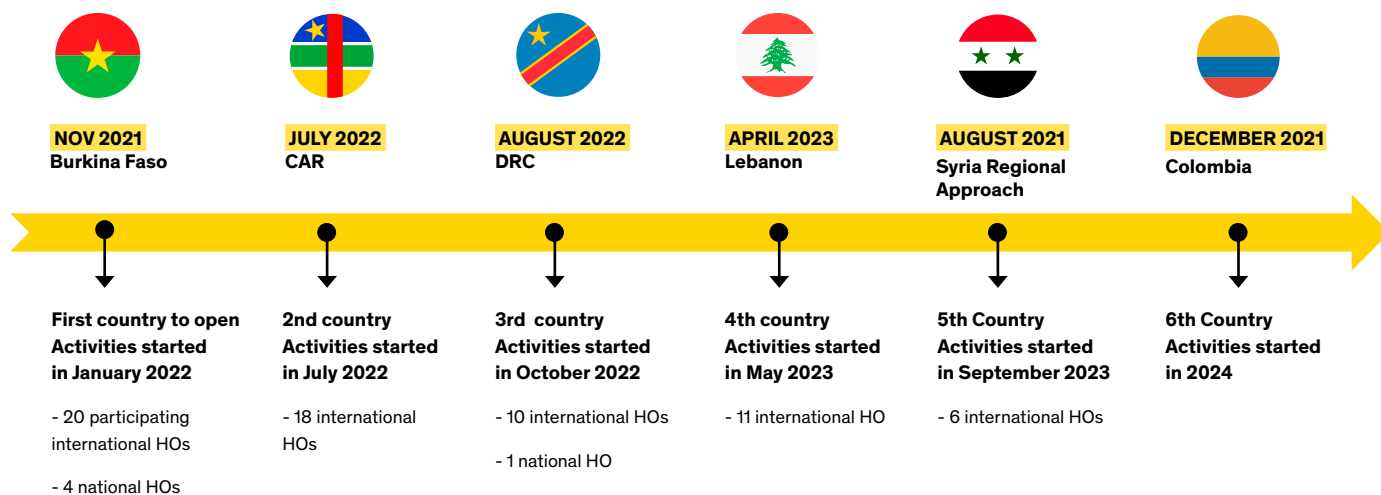


Figure 5 – Timeline of hulo’s operations by location

Environmental Initiatives

Hulo recruited and onboarded an Environment and Ecology Expert during the last quarter of 2023. Significant efforts were then directed towards establishing and enhancing the Cooperative’s environmental initiatives, focusing on understanding how humanitarian aid intersects with environmental issues and identifying areas where resource pooling can be most effective. A total of 15 interviews were conducted with environmental focal points across various HOs. This engagement helped to clarify the current landscape of environmental priorities and practices among hulo’s partners and other organisations, revealing a spectrum of commitment levels and resource allocations toward environmental concerns.

These efforts were complemented by hulo’s participation in various coordination fora, including two working groups on waste and procurement as part of the Waste management and measuring, Reverse logistics, Environmentally sustainable procurement and transport, and Circular economy (WREC) and Réseau Environnement Humanitaire (REH). Moreover, hulo took part in the Joint Initiative for Sustainable Humanitarian Assistance Packaging Waste Management.

Hulo worked to strengthen and operationalise its environmental initiatives by developing a clear and actionable road map, aimed at transforming environmental challenges into collaborative opportunities. The road map focuses on four key objectives: pooling resources to minimise environmental impact, creating value through collaborative efforts, reducing costs, and enhancing compliance with environmental standards. Given that these objectives are transversal across the full range of Joint Initiatives offered by hulo, the environmental strategy encompasses JPIs, JHRIs, JEIs, and JTIs, ensuring that environmental standards are integrated into every aspect of hulo’s operations.

Departmental Update: Information Systems



Hulo's Information Systems (IS) activities centered around developing and enhancing the Digital Platform, which comprises of an array of digital solutions including Shared Resources, Transport by hulo, LINK V1, and LINK V2 supply chain management tools.

sr

Shared Resources Platform

Shared Resources is a digital intermediation platform intended to structure and institutionalise solidarity across organisations by connecting supply and demand for humanitarian logistical resources, such as transport, facilities, vehicles, IT, training, and more. The platform was designed to build a local network and facilitate the sharing and pooling of resources within the humanitarian community.

The platform, initially piloted in Burkina Faso, underwent notable transformation. After a comprehensive evaluation by hulo's team, the platform was transitioned to a mobile application to address previous deployment barriers, such as cumbersome data entry and integration challenges with existing organisational processes. The shift aimed to make the platform more user-friendly and globally accessible, fostering greater adoption among humanitarian organisations. A digital solution project manager was hired to refine the app's functionalities, which now include an inter-NGO directory and mutualisation advice features. The app, developed in partnership with Poyesis, is set to launch mid-2024, with preparations underway to ensure a smooth rollout and integration across humanitarian organisations.

tr

Transport by hulo

The Transport by hulo platform, launched at the beginning of 2023, quickly became a cornerstone of hulo's Digital Solutions. It supports organisational registration, mailing list subscriptions, and streamlined consultation processes. The platform's user base has grown to 88 registered organisations, with over 40 active users thus far. The success of the initial launch facilitated the development of Batch 2 functionalities, scheduled for deployment in early 2024. These enhancements will include an operations management module, allowing for detailed logging of items to be transported, pre-transport information, and a feature for uploading and verifying customs documents.

lk

LINK Supply Chain Management Tool

LINK is a supply chain management software built by humanitarians, with and for humanitarians. Initially developed by one of hulo's founding members, Action Against Hunger (ACF), it was soon adopted by two more international organisations, including Handicap International (HI) and Solidarites International (SI).

With more than 4,000 unique references, LINK V1 has been serving daily operational needs across all missions of the three organisations; it has been used in 100 projects across 57 countries by 5,700 users, 90% of whom are field-based. This platform enables humanitarian organisations to streamline their supply chains and generate data that can lead to more strategic management.

LINK V1 is currently managed through a shared governance structure, which dictates its annual development and upgrade schedule. In 2023, several improvements were integrated into the tool, including new tags for equipment and framework agreements, refined views for purchase requisitions by activity, and an enhanced purchasing file system. ACF Spain has also adopted the LINK V1 tool for its inaugural missions. This commitment to maintenance and user support is planned to continue into 2024 under the same robust governance structure.

A new version of the tool, referred to as LINK V2, is currently being developed to accommodate new organisations and provide more features, including improved portability and customisation and easier integration with data analysis tools. The objective of hulo's IS team was to maintain LINK V1 until the full-scale rollout of LINK V2, at which point a migration of V1 users would take place. Preparatory steps are underway to activate the transition contract of the LINK solution from ACF to hulo (which was a condition to obtain major donor funding for the LINK V2 upgrade). Hulo will then be positioned to host and manage the tool, enabling more organisations to access it, pool operating costs, and harmonise logistics data for optimal resource pooling.

Regarding LINK V2, there were considerable advancements in project structure, design and partnership formation in 2023. At the beginning of the year, a project manager experienced in digital transformation was recruited to spearhead the project management efforts, building upon the foundational work conducted with Wavestone, a consultancy partner of SI. These efforts culminated in the establishment of a phased design approach, with plans to deliver an initial version by 2025 and a comprehensive solution by 2026.



100
projects across
57 countries by 5700 users

With more than 4,000 unique references, LINK V1 has been serving humanitarian organisations daily.

By September 2023, project leadership transitioned to a more senior, production-focused manager who drove the project into an intensive design phase. This phase culminated in the specification of the first functional package of LINK V2, covering key operational aspects like NGO configuration and administration, alongside the creation of dynamic mock-ups for the system’s interface.

The technical design advanced significantly, laying down a robust digital foundation that integrates common application repositories, a connection portal, and a comprehensive back-end and design system. This groundwork ensures that LINK V2 will seamlessly integrate into hulo’s broader digital platform, enhancing overall system coherence and efficiency.

Moreover, a partnership with OXFAM was initiated to align the LINK solution with the Front Humanitarian Logistics (FHL) supply chain standards, supported by Net Hope. OXFAM has commissioned a study to measure LINK V1 system’s adherence to the FHL data model. The results of this study, expected in early 2024, will inform further development of LINK V2, ensuring it meets the evolving needs of the humanitarian sector.

On top of the three existing user organisations (ACF, HI, SI), nine additional organisations are following the progress of the LINK V2 project. They are regularly consulted on upgrade orientations by the project team. Additionally, ACTED has volunteered for a pilot implementation of LINK V2 and initiated a comprehensive gap analysis to support this transition.

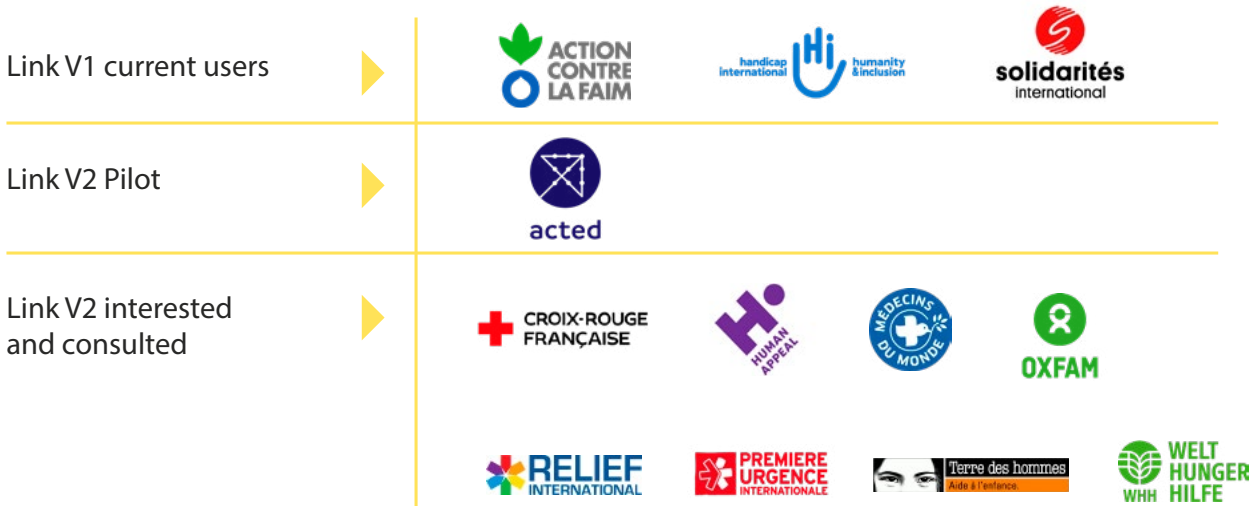


Figure 6 – LINK V2 project partners

Departmental Update: Business Analytics & Research

The mission of the Business Analytics and Research (BAR) department is to provide data analysis to guide decision making, analysis relevant to logistics and humanitarian trends, performance monitoring and evaluation, research initiatives related to logistics and mutualisation, and impact measurement of the hulo approach.

Since its creation, hulo has remained deeply committed to objectively demonstrating the impact of its approach and to ensuring that operational decisions are data-driven. The BAR department developed the Performance and Impact Measurement Framework (PIMF) in December 2022 and operationalised this throughout 2023 to measure the impact of the hulo approach. A second version of the PIMF is expected to be released by the end of 2024.

The efforts around impact measurement have culminated in the first Annual Impact Report (AIR), which provides an overview of hulo's impact over the course of its full year of field presence. Data was collected throughout 2023 through three internal annual evaluation visits in Burkina Faso (May 2023), the Central African Republic (CAR, August 2023), and the Democratic Republic of the Congo (DRC, December 2023). Given that the Lebanon, Jordan (Syrian Crisis), and Colombia activities were only launched in April, July, and December 2023 respectively, the evaluation missions will take place in 2024 and be reflected in the 2024 AIR accordingly. The three internal annual evaluations consisted of interviews with 24 participants (including members) and 16 suppliers (selected and not selected for JPIs), as well as an analysis of around 208,000 purchase lines representing approximately EUR 300 million of supply expenses across 4 JPIs. The in-depth analysis and results outlined in the 2023 AIR demonstrate 15% financial savings along with a general increase in the quality of purchasing of items.

Moreover, the deployment of the Business Analytics Platform (BAP) marked a notable milestone. This platform has been instrumental in providing shared dashboards that enhance the visibility of operational data and support decision-making processes for hulo and its member organisations. The positive reception and active use of the BAP underscore its utility and value, with ongoing requests for expanded functionalities to cater to the growing analytical needs of the cooperative.

The BAR department collaborated on research and development through its work with research centres like CHORD, HUMLOG, and INSEAD. These partnerships are geared towards bridging the gap between theoretical knowledge and practical applications in humanitarian logistics, with ongoing projects expected to deliver actionable insights in 2024.

Lastly, with progressively intricate data science challenges and constrained resources, hulo has forged a strategic partnership with the Institute for Systems and Computer Engineering, Technology and Science (INESC TEC), a research and development institute. This collaboration is poised to enhance hulo's proficiency and capabilities in data science, including areas such as Machine Learning and Artificial Intelligence.

Departmental Update: Development

Hulo's Development department was committed to steering the Cooperative through a year of strategic growth and reinforcing its organisational framework. As the driving force behind key initiatives, the department focused on fostering growth, identifying new opportunities, building support networks, and enhancing the cooperative's governance structure.

A significant achievement in 2023 was the establishment of the Communications department. Hulo appointed a dedicated Communications Officer, significantly elevating the Cooperative's communication to match its growing ambitions. The efforts culminated in the development of a professional online presence with a renewed website and an expanding LinkedIn community, which reached 3,200 followers by the end of December. These advancements in digital engagement helped elevate hulo's visibility both within the humanitarian sector and to the broader public. The cooperative also actively participated in key international forums, including the European Humanitarian Forum (EHF), Humanitarian Networks and Partnerships Weeks (HNPW), Global Logistics Cluster (GLC) and AidEx 2023, where hulo was honored with the Humanitarian Innovation Challenge award, further solidifying its reputation as a leader in humanitarian innovation.

Furthermore, the Development department worked on designing and implementing hulo's complaint and feedback mechanism. A data management and protection framework was also formalised and implemented in 2023. These frameworks are set to be disseminated to all staff, marking a significant step towards ensuring that hulo's operations are ethically sound and compliant with best practices in data handling.

Efforts in 2023 also focused on reviewing and refining hulo's multi-year strategy for 2023-2025, with the Development team facilitating a cross-departmental process to align all departmental objectives with hulo's long-term goals. This strategic alignment was critical to integrating the Business Model upgrade strategy for the 2024-2027 period, which explores new funding streams, including contributions from members and participants, new donors, direct funding to hulo, and field funding, while ensuring continuity through global funding via hulo members. The Executive Team reviewed and refined departmental action plans and the activity chronogram to ensure smooth execution and efficient resource planning, positioning hulo for sustained impact and operational efficacy.



Departmental Update: Support

In 2023, hulo's Support department implemented significant improvements to its structure and operational dynamics, encompassing Finance, Human Resources, and Logistics/General Administration. The department expanded its team and refined its procedures, notably with the newly added roles of the Executive Assistant filled in March and later transitioned to the Purchase & Finance Control Manager in December to facilitate hulo's operational activities.

Financial Management

Financial management within hulo saw some changes over the reporting period. Initially, the Cooperative's bank account activity was minimal as the founding member organisations managed most expenses through the hosting of donor grants for five out of the six active projects in 2023. These are outlined in greater specificity in the report's Financial Overview Annex.

As of January 2023, only one out of hulo's six projects ("Digital Platform" funded by Plan International's Innovation Fund) was signed directly by the Cooperative. Therefore, only funds from this project were transiting through hulo's bank account. The scenario shifted when hulo, in consortium with other organisations (SI, ACF, Fleet Forum Association, and the Kühne Logistics University), successfully proposed the "InnovLog+ by hulo" project for DG ECHO's Logistics Policy 2023 Humanitarian Implementation Plan (HIP). Through this project, hulo was positioned for the first time as an Implementing Partner (IP) of SI, managing a substantial portion of the project's budget. This increased direct management of funds underscored a growth in hulo's financial autonomy, particularly in the second half of the year with increased direct expenditures.

The reporting period was dynamic in terms of grant management, with the completion of two major projects initiated in 2021 and amendments to four projects to accommodate shifts in scope, timing, and costs. These complex adjustments required coordination and diligent oversight to ensure compliance with financial and operational objectives.

Moreover, the year ended with hulo taking on a significant role in a project led by the Norwegian Refugee Council (NRC) in Colombia, further extending its responsibilities as an IP within an ECHO-funded multi-year grant. This involvement highlights hulo's growing capacity in managing complex humanitarian logistics projects directly.

Human Resources

Hulo's team composition was diverse in 2023. Hulo staff included employees contracted through founding organisations, such as ACF, SI, and HI, direct hires by the Cooperative, and consultants. This setup underscored the complex HR landscape within which hulo operates.

The year was marked by significant HR activities, including frequent recruitment and integration of new team members. To reinforce the team, the recruitment for hulo's HR Manager, scheduled to start in 2024, was formalised in the last two months of 2023. With new operations in Lebanon and Jordan for the Syrian crisis and increased budget allowances for new roles across hulo's departments, the Cooperative onboarded 36 new hires throughout the year, with a peak of 9 new staff members in July alone.

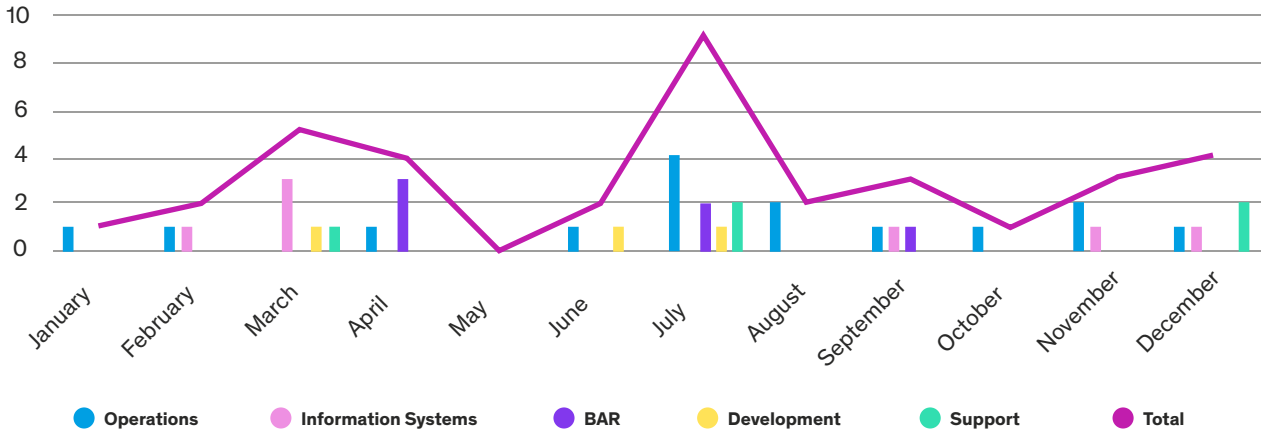


Figure 7 - Number of new team members integrated per department during each month of 2023

Advancements were made in structuring HR processes. The Support Department developed the “Employer Pack” and facilitated the transfer of the first hulo contracted staff member from ACF on March 13, 2023. The first half of the year also saw the creation of hulo’s salary grid, adhering to the French collective labor agreement SYNTEC. Later, the Cooperative solidified its relationship with SI through a bilateral secondment agreement signed in November for nine international staff positions, formalising the structure of personnel provision between the organisations.

Purchasing, Infrastructure and Office Management

The formal establishment of the Purchase and Finance Control position, which also encompasses IT and infrastructure responsibilities, was completed on December 1st, 2023. However, even before this role was officially created, significant groundwork was underway in the first half of the year. Key initiatives included securing hulo’s office space in Montreuil and transitioning to a hulo-managed hosting environment for both the files on SharePoint and the organisation’s email addresses.



JEI Field Visit, CAR, April 2024

2023

was an important year for hulo’s support department, characterised by strategic hiring, enhancement of systems, and strengthening of operational frameworks. These efforts supported the Cooperative’s growth and have positioned it for continued success.

These efforts bolstered the Cooperative’s growth and future success.



Looking Ahead

As hulo moves into 2024, it is positioned to build upon the progress made in the previous year, focusing on enhancing operational efficiency, increasing stakeholder engagement, expanding technological capabilities, and deepening strategic governance. The overarching goal is to continue innovating and refining its business model while fostering sustainable growth and increasing the impact of humanitarian efforts.

Strategic Governance and Operational Efficiency

The hulo Supervisory Board and Executive Team will focus on reinforcing the Cooperative's governance structures to support its expanding operations and ensure robust oversight. This will include the upcoming General Assembly, which will reaffirm strategic priorities and the Cooperative culture review which will aim to align operational practices with foundational values.

Deepening Stakeholder Engagement

for Joint Initiatives

While operations are gaining momentum in Lebanon, Jordan (Syrian Crisis), and Colombia, the validity of the hulo approach is being confirmed. The only downside remains in the somewhat lower-than-expected number of purchase orders needed to confirm the savings trends. This may be due to a misunderstanding about the nature of resource pooling, with field teams expecting hulo to act as a service provider when it is in fact aiming to build a new type of organisation, a Humanitarian with Humanitarian model, based on solidarity and transparency.

Hulo plans to solidify its presence in the six current countries of operation and expand into a new country with more JPIs planned. A Joint Initiatives Toolkit is also under development to provide clear, donor-validated procedures to help integrate these initiatives seamlessly into the existing operational frameworks of humanitarian organisations. Moreover, hulo is developing a comprehensive change management strategy with its members to institutionalise new collaborative ways of working within each organisation.

2024 will also mark the launch of the Shared Resources app, set to transform how organisations collaborate and support each other in humanitarian responses globally. This initiative underscores hulo's commitment to fostering a more interconnected and efficient humanitarian ecosystem.



Hulo aims to build a new model, based on solidarity & transparency.

Enhanced Legal and Ethical Frameworks

Hulo will continue to focus on developing the Cooperative's own ethical framework, finalising the private sector engagement policy, and formalising its environmental positioning paper. These initiatives will further define hulo's operational ethos and strengthen its capacity to carry out its mandate. The period of 2024-2025 will be pivotal, with a focus on legally securing relationships between hulo and its members to support a scalable increase in interconnected activities. Moreover, hulo and ACF will continue preparatory works for the anticipated transfer of the LINK tool to hulo from 2025, navigating the legal complexities involved in this transition.

Business Analytics and Research

BAR will leverage the newly deployed BAP to provide deeper insights and data analysis to support data-driven and strategic decision making across the Cooperative. Moreover, the second version of the Performance and Impact Measurement Framework (PIMF) will be released in 2024 to support hulo's efforts in robust impact measurement of its activities.

Hulo is also working on solutions to streamline accounting data-cleaning and analysis in the future by developing partnerships to integrate machine learning and, eventually, artificial intelligence into its analytical tools. This will accelerate the JPI process and free up resources for other types of analysis.

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 organisations have aided the development of improved humanitarian logistics and solutions.



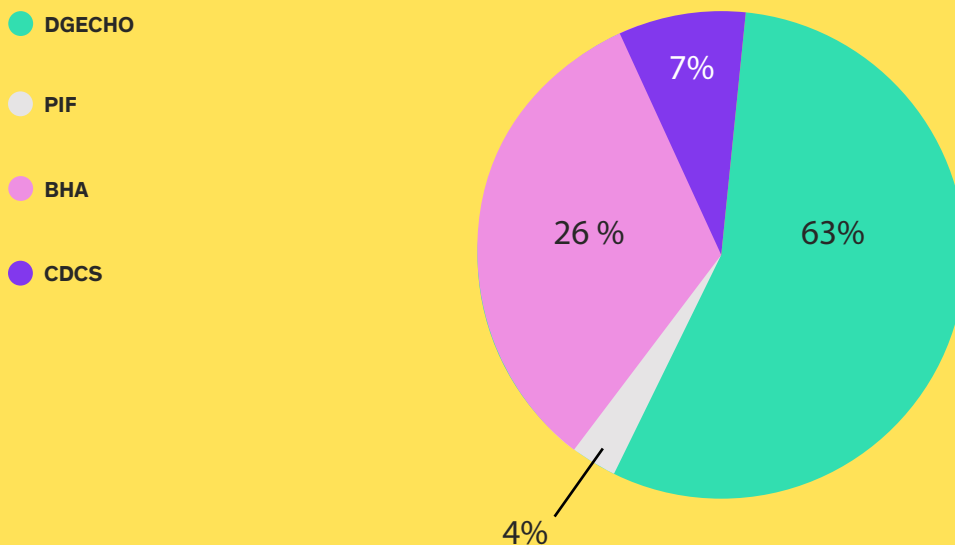
Annex - Financial Overview

Since the launch of the Cooperative and at the end of December 2023, hulo had secured EUR 7,278,000 (35% of which was transiting directly via hulo) funding its 6 active projects, all with anticipated end dates in 2024. This funding involved 6 different organisations, 5 of which are hulo members.

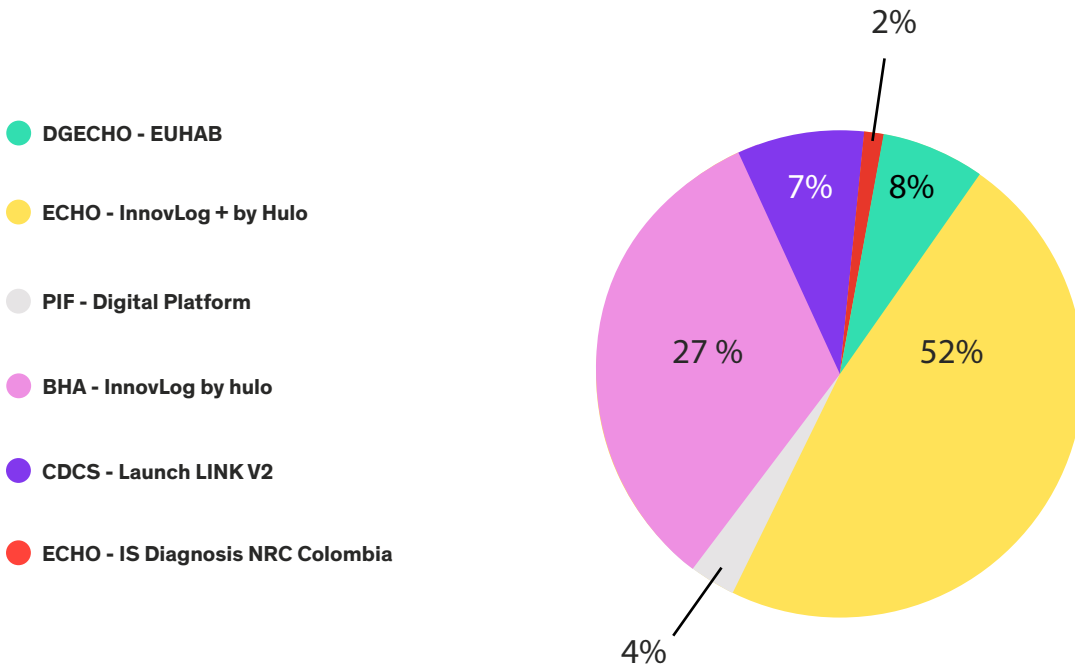
The main donors funding the Cooperative’s activities included Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), the Bureau for Humanitarian Assistance (BHA), the Centre de Crise et de Soutien (CDCS) and Plan International Innovation Fund (PIF). The 6 active grants during 2023 were as follows:

- “EUHAB” funded by DG ECHO
- “Digital Platform” funded by PIF
- “InnovLog by hulo” funded by BHA
- “InnovLog+ by hulo” funded by DG ECHO
- “IS Diagnosis for NRC Colombia” funded by DG ECHO
- “Launch of Link V2” funded by CDCS

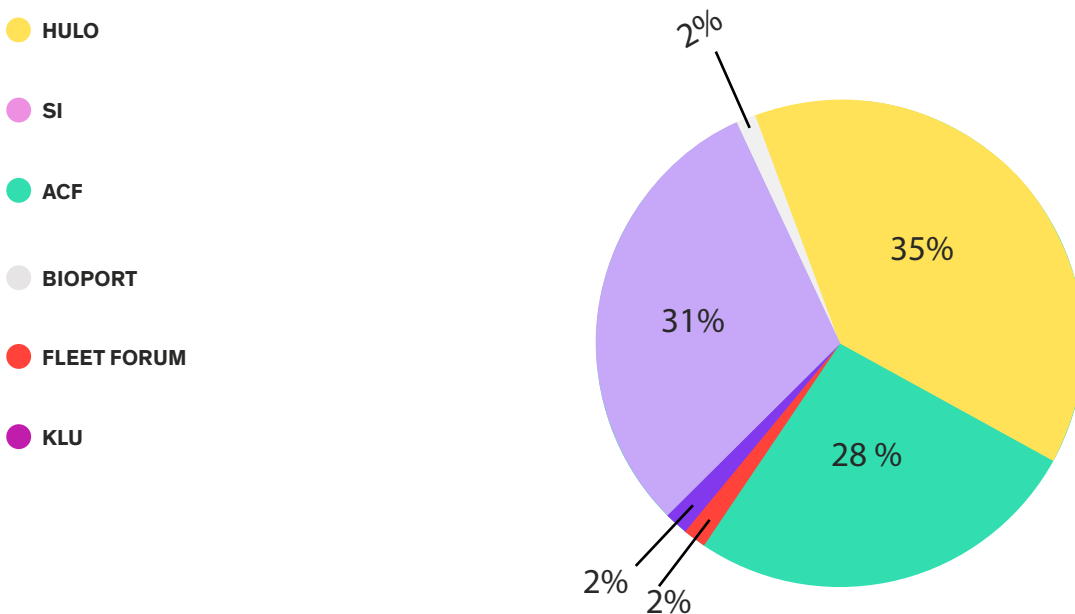
BREAKDOWN OF FUNDING BY DONOR AS OF DECEMBER 2023



BREAKDOWN OF FUNDING BY PROJECT AS OF DECEMBER 2023



BREAKDOWN OF HOST ORGANISATION AS OF DECEMBER 2023



Stronger Together

Thank you to all members and participants of hulo's activities in 2023.

Acted

Action Contre la Faim (ACF)

Acción Contra el Hambre (ACF) Spain

Agency for Technical Cooperation and Development (ACTED)

AGED

The Alliance for International Medical Action (ALIMA)

Archemed

ATAD

Atlas

Association of Volunteers in International Service (AVSI)

Bioport

Biferd

Bureau d'Intervention et de Restauration du Développement (Biferd)

CARE International

Chaîne de l'espoir

Concern Worldwide

French Red Cross (CRF)

Danish Church Aid (DCA)

Diakonie Katastrophenhilfe (Diakonie Emergency Aid)

Danish Refugee Council (DRC)

Educo

Emergency

Fairmed

Fleet Forum

HELP

Humanity & Inclusion (HI)

Humedica International Aid

International Committee of the Red Cross (ICRC)

International Federation of Red Cross and Red Crescent Societies (IFRC)

International Medical Corps (IMC)

INTERSOS

International Rescue Committee (IRC)

Irish Aid

Magna

Médecins du Monde (MdM)

Médecins du Monde Belgium (MdM BE)

Médecins du Monde Spain (MdM ES)

Medair

MSB: Swedish Civil Contingencies Agency

Médecins Sans Frontières Belgium (MSF BE)

Norwegian Refugee Council (NRC)

Oxfam Intermón

Plan International

Première Urgence Internationale (PUI)

Danish Red Cross (DRC)

Relief International (RI)

Save the Children

Shelter Box

Solidarités International (SI)

Secours Islamique France (SIF)

SOS Villages d'enfant

Terre des hommes (TdH) Switzerland

Triangle Génération Humanitaire (TGH)

TIN TUA

Trócaire

United Nations Population Fund (UNFPA)

United Nations High Commissioner for Refugees (UNHCR)

United Nations International Children's Emergency Fund (UNICEF)

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

United Nations World Food Programme (WFP)

Welthungerhilfe (WHH)

World Health Organisation (WHO)

World Vision International (WVI)



Learn more about hulo: www.hulo.coop

