



1. Annual Report to 31 December 2021

1. Overview

The Trustee/Directors are pleased to present their report and accounts for the year ended 31 December 2021. The Company (No. 6477969) is Limited by Guarantee and is also a registered charity (No. 1004963).

The Trustee/Directors are of the opinion that the accounts have been prepared in accordance with the charity's governing document, being its Memorandum and Articles of Association dated December 2007 updated by the Extraordinary General Meeting of 9 December 2011.

Principal address and Registered Office

c/o Chartered Institute of Logistics and Transport UK
Earlstrees Court
Earlstrees Road
Corby
Northamptonshire NN17 4AX

Bankers

HSBC
2, The Promenade
Cheltenham
Gloucestershire
GL50 1LR

The trustees remain highly grateful to CILT UK for its support in acting as host for the Association's registered office.

2. Objectives and Overview of Achievements

The objectives of the charity are reported on the Charity Commission website as:

- a. Discussion, information and knowledge sharing focal point for individual humanitarian logisticians and organisations involved in humanitarian transport and logistics; and
- b. The networking of volunteers abroad.

Mission

Empowered logisticians drive cross sector solutions that are locally sustainable and globally enabled to deliver aid more effectively

The HLA is focussed on achieving three key outcomes:

2. Policy change
 - We work with donors, aid organisations, private and public sectors to help them improve their supply chain management policies to enable improved aid delivery.
3. Market Transparency
 - We support shared marketplaces which are recognised and used by all sectors involved in aid delivery, enabling resource efficiencies and better supported local businesses.

4. Empowered logisticians

- We facilitate evidence and knowledge generated via projects, research and case studies to be shared to improve awareness and provoke mind-set changes, enabling individual skills and organisational supply chain design improvements.

This annual report serves to update the HLA’s position since the last annual [narrative] report in 2018. While, in accordance with Companies House and Charity Commission regulations, annual financial reports were produced for 2019 and 2020, narrative reports were not produced for these two years due to interruptions caused by the COVID-19 pandemic and subsequent diminished activities and capacity. However, in 2020 - HLA’s tenth year of operation - the executive team launched a ‘refresh project’ to review and update the Association’s strategy.

2021 saw the finalisation and operationalisation of activities planned under the refresh project. Subsequently, the Association has again delivered on its objectives of:

- Being an independent, organisation for the professional development of humanitarian logisticians, and humanitarian logistics more broadly;
- Providing a neutral forum for the exchange of knowledge and experience;
- Also HLA has continued to work to develop best practice and standards for humanitarian logistics and has acted as a forum for connections to the humanitarian logistics community of practice for HLA corporate membership.

The HLA remains the premier sector-wide body focused on humanitarian logisticians and continues to seek to bring systemic changes to the sector’s efficiency and effectiveness, since logistics remain the second largest cost for humanitarian organisations.

- **Review of Achievements against Outcomes (Impact Areas)**

The table below highlights the key elements of the Association’s new Impact Model as aligned to the five-year strategy 2021 to 2025.

HLA Impact model

Goal	Empowered logisticians drive cross sector solutions that are locally sustainable and globally enabled to deliver aid more effectively					
Outcomes	Policy change Donors, aid organizations, private and public sectors have better aligned supply chain management policies to enable improved aid delivery		Market Transparency Shared market-place(s) recognised and used by all sectors involved in aid delivery , enabling resource efficiencies and better supported local markets		Empowered logisticians Evidence and knowledge generated via projects, research and case studies is shared to improve awareness and provoke mind-set changes, enabling individual skills and organisational supply chain design improvements	
Neutral platforms	Thematic Advocacy Groups	National HLA Branches	Online market-place information	Awareness, training and knowledge sharing	Annual Humanitarian Health and Logistics Conference (Awards)	
Platform Objectives	To connect individuals, groups and initiatives to: <ul style="list-style-type: none"> • Generate evidence from research, projects and case studies • Shape aid delivery policies, processes and standards • Support/conduct awareness and training to bridge conceptual and policy gaps 	To establish local HLA branches (initially in regional hubs e.g. Nairobi, Bangkok) to: <ul style="list-style-type: none"> • Support local private, aid, public sector collaboration • Shape globally enabled local innovation 	To gather local market intelligence that complements organisational processes for: <ul style="list-style-type: none"> • Improved market transparency for all involved in aid delivery – CSOs, social enterprises, aid, public, private sectors & donors • Supplier quality checks gathered - sanctions, registration and tax checks, tags for quality standards e.g. HPC, WHO, NDMA, NSA, etc. • Used by members to generate information for members 	To offer a neutral place to share knowledge and resources generated via inter-agency projects <ul style="list-style-type: none"> • Training identification, promotion and improvement • Information sharing, leadership and networking events to convene multi-sector stakeholders enabling each to learn from and influence each other (for the benefit of aid recipients) 	To take forward key issues identified from HLA events & meetings throughout each year: <ul style="list-style-type: none"> • Position papers support sector advocacy and mindset changes • Awards recognise individuals and organisations’ (?) good practice and innovations that shape future interventions • Strong local focus supporting voices from the field (main differentiator from Logistics Cluster) 	

*Targeting logisticians and aid delivery to impact individuals from all sectors: aid, private, UN, government
Working with existing initiatives/mechanisms – not reinventing the wheel*

In their work on the new HLA strategy, trustees reviewed the Outcome Areas.

Impact Area 1 - Policy Change: Research, in support of the development of humanitarian logistics and supply chain management knowledge was activated with the **launch in January of the Local Procurement Learning Partnership (LPLP)**, as the first thematic advocacy group. The HLA now hosts and supports the LPLP, which is a new multi stakeholder initiative, seeking to improve the timely, relevant, and efficient use of local procurement in humanitarian response and resiliency building activities.

Impact Area 2 - Market Transparency: Due to limited capacity and resources, work in this area was put on hold until the end of 2022.

Impact Area 3 - Empowered Logisticians: Work-in-kind in this area was the main focus of activity in 2021. Building a Community of Humanitarian Logistics Practice both through expenditure and through donations-in-kind HLA has continued to keep members informed of logistics news and events through newsletters and emails, and keep all aware of latest practice via the HLA website. To this end, HLA ran several well-attended events - see below. Potential solutions will be addressed during the 2022 event series. There also was continued collaboration with the steering group on professional standards via support to the 'HPass' (humanitarian passport initiative) and on increasing the access of logisticians from all sectors to latest developments in the field.

Other important work included the development of a new website, with particular focus on the 'member zone' to provide a more user friendly experience, greater value for membership, and support for the new strategy and impact model.

Despite the challenges posed by the pandemic, HLA undertook a diverse programme of events and partnership activities in 2021:

March – HLA and Parma.Aero signed a Memorandum of Understanding

HLA and Pharma.Aero (a non-profit association of airport authorities) signed an agreement with the aim of combining thought leadership projects to improve the efficiency and quality of the air cargo industry worldwide, particularly across low and middle income countries, crises, health emergencies and last mile humanitarian supply chains.

April – Digital Workshop on the draft Knowledge Management Framework

To raise awareness of the HLA's knowledge portal (activated on the new website member zone), important work conducted since 2019 was presented during a webinar hosted by knowledge management experts Lothar Weichert and John Sharman, who shared the draft knowledge management framework for the logistics library.

April – Universal Logistics Standards participation

The ULS team launched the Universal Logistics Standards handbook, the culmination of a years' work, which brought together feedback from hundreds of practitioners in the field of humanitarian aid and logistics. A number of pilots took place across the world to test how the standards can work in practice and these provided invaluable feedback. HLA participated in several events to launch the standards more widely.

April – HLA hosted two session during the Humanitarian Networks and Partnerships Week(s) - HNPW

The HNPW event gathered experts and humanitarian professionals from more than 40 participating networks and partnerships. It hosted sessions on a range of topics affecting the humanitarian aid

sector. Two sessions were led by HLA, one session introducing the aims and objectives of the LPLP, hosted by George Fenton and Claire Travers; and a second discussed the ULS project.

April – AirDropBox partners with HLA

AirDropBox became a corporate partner with HLA. AirDropBox is the latest development in the simple air delivery of supplies for Humanitarian aid. It's product has been designed to be as cost effective and simple to use as possible, and cause minimal environmental impact.

June – Joint webinar with Pharma-Aero on "the Use of UAVs in the Pharma and Humanitarian air cargo sectors". Following the webinar a joint white paper on the use of UAVs was published. HLA further supported phase 2 of the project at the end of 2021 which produced a short video on the types of UAVs (with a focus on airship technology) used for the last mile delivery of pharmaceutical products.

July to September – Online Airlink Workshop Series

A four-part series which took an in-depth look at countries at risk of natural hazard and human-based disasters, which discussed the larger challenges of humanitarian supply chains in these contexts, exploring ways to streamline humanitarian logistics and ultimately enhance humanitarian coordination.

5th July: The Tigray crisis and last-mile challenges in Ethiopia

29th July: The complexities of delivering aid in Venezuela

17th August: Disaster preparedness in The Philippines

7th September: The largest humanitarian crisis in the world in Yemen

September 20th to 22nd – Health and Humanitarian Logistics Conference

A major milestone for the launch of HLA's new strategy was the delivery of a three-day, highly interactive virtual conference that focused on 'Building Efficient Supply Chain Connections'. Each day delivered important context-specific content and presentations, from renowned speakers, to audiences in Africa, Asia/Pacific, the Middle East, and the Americas.

Membership

Under the new strategy and impact model, the Board of Trustees aims to widen HLA's footprint by providing valuable membership benefits to both individuals and organisations. The HLA's global footprint provides a growing cadre of logisticians in the places where disasters have their greatest impact.

During 2021 HLA moved its membership data to the new member zone platform, and at the end of the year initiated a data cleaning process to prepare for re-registration of individual and organisational members.

Monthly newsletters

Regular newsletters have been produced successfully. Approximately 30% of these are read on mobile devices.

Website

HLA tracks communications activity online through Google Analytics. There were almost 13,000 website users during the year. Approximately 80% of website visits are from low and middle income countries, 15% were returning visitors. This implies to Trustees that professional use is being made of the site but that other languages should be considered, and that the potential of the site has not yet been fully realised. The new website functionality to be launched in 2022 is expected to significantly improve user experience.

Social media followers

HLA shares articles, information and knowledge via its social media channels, which have seen a significant increase in followers from 2019 to 2021.

Facebook	5,133 (+46.6%)
Twitter	4,161 (+51.3%)
LinkedIn	8,499 (+78.1%)
Instagram	792 (+86.3%)

Overall Lessons from 2021:

Capacity to deliver high quality content and regular network communications is seen as critical to HLA's future success. While the reliance on volunteers to support this has been successful there were still gaps in communication and missed opportunities for marketing and fundraising.

Digital marketing capability will be a key requirement moving forward. A core team of remunerated staff is needed.

3. Resources**People**

For most of its life, HLA has assisted its membership and stakeholder through the engagement of many highly motivated volunteers, through benefits in kind and through other non-financial transactions.

The Trustees are extremely pleased that the Association has been able to develop as an organisation and deliver value to its members, and are grateful to the team of volunteers who have given up their time to support the HLA's activities.

Volunteers that served during the reporting period were:

1. Andrew Parkes (Head of Operations)
2. Thomas Fernandez (S. E Asia rep.)
3. Tikhwi Muyundo (Africa rep.)

Marketing & Comms Team:

4. Anna Lake
5. Farshid Raminfar
6. Jamie Anderson
7. Bethan Slater
8. Michaela Fricova
9. Tracey Forgue
10. Emma Holman
11. Melissa Taylor
12. Rebekah Yore
13. Lesley Pilbeam

14. John Sharman (Intern)
15. Caoimhe MacGabhann (Intern)

16. Tony Tagent (Finance advisor)

17. Jenny Shelly (Bookkeeper)

Financial Summary:

- a. **Income** for membership was just over £6,500 for 2021 (£5,600 for 2020).
 - i. This position was due to low levels of activity caused by the pandemic but also due to the dormancy of several activities / events while the new strategy was being developed.
 - ii. All income received were unrestricted funds.
- b. **Expenditure** was £13,358 (2020: £9,034). 58% of expenditure was focused on the development of the new HLA website and member zone.
In 2018, 8% of expenditure was on governance. This is in line with our expectation of major increase in 2018 as the costs of the online accounting package and the bookkeeper are reflected for the first time.
- c. **Outcome for the period** was a loss of £6,770 , with £7,706 of funds carried forward as a reserve.
- d. **Financial Position.** The charity's book value was £25,888 on 31 December 2018 (2020: £16,756) a 35% increase. This represents continuing confidence in HLA's ability to add value to the humanitarian sector.

The Trustees have decided that there is no requirement for an audit or external examination this year. This will be kept under review.

Financial and Reserves Policy

Financial Roles

In 2021, HLA was in its eighth year of handling significant sums and the separation of roles for a Financial Controller (accountant / bookkeeper) and a Finance Director continued to prove robust this year.

Financial policies

In principle, Trustees only authorise projects when 100% of the annual cost is held as a reserve.

When projects are undertaken in foreign currencies, a 10% allowance is made for exchange rate fluctuations.

In 2016 Trustees implemented a new policy, levying a 10% overhead on projects for charitable governance. This was informed by the Charity Commission guideline that proper governance should be in the range between 10-15% of all costs. This policy will be kept under review as the need for in-house and external financial and legal advice grows.

Risk Assessment

The Trustee/Directors remain aware of their responsibilities for risk management and seek to identify and then eliminate, ameliorate (through insurance and other mechanisms) *or where essential* accept and track the risks to HLA with reports of their impact to Trustee/Directors at their meetings. In 2021 the trustees were made aware of the risks to the charity based on the Risk Register that had been built

on the advice of the UK Charities Commission, our regulator. A more detailed review of risks will be conducted during Q2 of 2022.

Outline plans for 2022

As well as membership growth and the now regular events of seminars, advocacy group roundtable meetings and the annual Health and Humanitarian Logistics Conference for members and other stakeholders, in 2022 significant additional developments are expected, including:

- Launch the second Advocacy Group for Health and Humanitarian Supply Chain (HHSC) capacity development
- Complete and test the beta version of the new website and member zone platform
 - Develop new registers / databases for members, consultants, knowledge library, and potentially suppliers
- Continue to support the humanitarian logistics network through knowledge sharing and thought leadership initiatives
- Explore project opportunities / funding for the LPLP and HHSC advocacy group
- Explore partnerships / sponsors / donors to support HLA activities / projects
- Strengthen communications and content development for social media and the website
- Build the volunteer base to support HLA administration and the secretariat with the aim to increase income / funding that will enable team remuneration
- Obtain sponsorship for the Annual Humanitarian Health and Logistics Conference to support event organisation

Better and more up to date communications have allowed us better to promulgate the humanitarian logistics lessons and innovations to our community of practice.

4. Organisation of the Charitable Company

The Company is overseen by a Board of Trustee/Directors of wide experience across the humanitarian logistics sector, private sector and academia, and is overseen by its Chairman. The trustees meet physically or electronically at least four times per year. Trustees receive strategic guidance and support from the HLA Advisory Group (HAG), which normally meets every two months.

The charity reports its evolving personal membership on the Charity Commission website. There are no voting rights attached to this form of membership.

Fiscal performance is reported to Companies House and the Charity Commission.

HLA Advisory Group (HAG)

The HAG has become a key source of support to the overall governance of HLA. The objective of the HAG is to provide space for advisors to discuss topics specific to humanitarian logistics as these relate to the operation of the HLA as an international professional association, which represents the interests of its members. The overall purpose of the HAG is to allow the various actors engaging with humanitarian logistics activities to discuss ideas and experiences, share resources and learning, and to foster greater collaboration among organisations to improve practice and to develop the sector.

The HAG provides strategic and operational guidance and technical direction to the HLA Board of Trustees.

Member Profile

- High-level thought leaders in the fields of health and humanitarian logistics, supply chain management and market-based programming e.g., recognised leaders in the industry, CEOs, Board Members of high-level initiatives such as individuals representing universities/think-tanks, private sector logistics companies, donors etc.;
- Individuals who were or are actively working in logistics and humanitarian assistance – to be able understand our aims;
- Individuals sufficiently respected in the logistics and humanitarian sector to add to the reputation of the HLA;
- Individuals who represent diversity with respect to geographic location and institutional type.

Advisory group members that served during the reporting period were:

1. Will Holden, Managing Director Emergency Logistics Team
2. Martijn Blansjaar, Head of Supply and Logistics, Oxfam GB
3. Jane (Tikhwi) Muyundo, Humanitarian Logistics & Capacity Building Consultant
4. Neil Rodrigues, Senior Director, Global Supply Chain Operations, IRC
5. Dr Jarrod Goentzel, Director, MIT Humanitarian Supply Chain Lab
6. John Cropper, Co-founder, Pyramid Learning
7. Ilse Larkin, Logistics Officer, UN WFP
8. Dr Wojciech Piotrowicz, Director HUMLOG Institute, Helsinki
9. Rishi Ramrakha, Head of Operational Logistics, Procurement and Supply Chain Unit, Africa Region, IFRC
10. Otavio Costa, Logistics Officer, UN WFP Somalia
11. Christophe Peyrichou, Humanitarian Operations Manager, Bioport
12. Maggie Heraty, Humanitarian logistician / Advisor, Transport for London
13. Michael Stone, President, IFRC Alumni Association
14. Rebecca Darts, Procurement Specialist, Oxfam Novib (Secretary to the Advisory Group)

Trustee/Directors

Following the initiation in 2019 of the development of a new Business Plan, which included the transition to a Chief Executive. This process was followed up in 2020 with the development of a new strategy and impact model. A key element of this work has been to improve HLA's governance and drive towards enhancing services to our members and wider community of practice by building on a foundation of committed volunteers and by creating the right framework for us to become an employer.

Trustee/Directors that served during this reporting period, and were:

1. Simon Parker (Chairman) - appointed May 2021
2. George Fenton (Acting CEO)
3. Mike Goodhand OBE
4. Isaac Kwamy
5. Femi Olajimbiti - appointed February 2021
6. Phillip Maritz (Finance Director) - appointed February 2021 (replacing Sujit Jadhav who resigned in 2020)

Trustee Resignations:

Maggie Heraty OBE - February 2021

Mitsuko Mizushima - February 2021

Trustee/Directors' responsibilities

The Trustee/Directors are responsible for preparing this report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustee/Directors to prepare financial statements, for each financial year, which give a true and fair view of the company and its income and expenditure for the period. In preparing those accounts the Trustee/Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the accounts on a going concern basis unless it is inappropriate to presume the charitable company will continue in operation.

The Trustee/Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with Companies Act 2006. They are responsible for safeguarding the assets of the charitable company and then take reasonable steps to prevent fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies, and in accordance with the governing document and the Statement of Recommended Practice – Accounting and Reporting by Charities 2005 (revised 2008).

By order of the Board

Simon Parker
Chairman

Profit & Loss Account as at 31 December 2021

	Unrestricted	Restricted	Total	Total
	Funds - 2021	Funds - 2021	Funds - 2021	Funds - 2020
Income				
Membership - corporate	5,569.21		5,569.21	2,181.98
Membership - individual	892.46		892.46	1,365.03
Other Unrestricted Revenue	126.80		126.80	
Services			0.00	2,115.75
	<hr/> 6,588.47	<hr/> 0.00	<hr/> 6,588.47	<hr/> 5,662.76
Other Income				
Sponsorship			0.00	0.00
Other projects			0.00	975.38
	<hr/> 0.00	<hr/> 0.00	<hr/> 0.00	<hr/> 975.38
Total Income	6,588.47	0.00	6,588.47	6,638.14
Cost of Sales				
Direct Expenses			0.00	510.67
Advertising & Marketing			0.00	1,000.00
Communications	1,310.80		1,310.80	790.20
E commerce	838.32		838.32	1,182.89
Travel - National			0.00	45.65
Travel - International			0.00	820.07
Consulting	1,200.00		1,200.00	314.00
Events & Aidex				
General Expenses			0.00	13.00
HLA Annual Dinner				
Kenyan expenses				
Printing & Stationery				
	<hr/> 3,349.12	<hr/> 0.00	<hr/> 3,349.12	<hr/> 4,676.48

Gross Profit	3,239.35	0.00	3,239.35	1,961.66
Operating Expenses				
Bank Fees	86.01		86.01	155.72
Audit & Accountancy fees	897.10		897.10	978.60
Company Secretary costs				
	13.00		13.00	
Entertaining			0.00	
Exchange Rate Differences	-0.10		-0.10	-0.10
FX Gains & losses	-443.93		-443.93	244.07
Insurance	236.24		236.24	102.60
IT Software and Consumables	166.50		166.50	2,876.80
<i>Postage, Freight & Courier</i>	1,233.33		1,233.33	
Staff Training			0.00	
Website 2021	7,792.80		7,792.80	
Subsistence	28.42		28.42	
	<u>10,009.37</u>	<u>0.00</u>	<u>10,009.37</u>	<u>4,357.69</u>
Outcome for Period	-6,770.02	0.00	-6,770.02	-2,396.03
Balance Sheet Movement	0.00		0.00	30.00
Funds brought forward	14,476.29		14,476.29	16,842.32
Funds carried forward	<u>7,706.27</u>	<u>0.00</u>	<u>7,706.27</u>	<u>14,476.29</u>

Balance Sheet, Year Ended December 2021

Micro-entity Balance Sheet as at 31 December 2021		
	2021	2020
Fixed Assets	0	0
Current Assets	26,951	16,756
Prepayments and accrued income	174	
Creditors: amounts falling due within one year	1,237	0
Net current assets (liabilities)	25,888	16,756
Total assets less current liabilities	25,888	16,756
Creditors: amounts falling due after more than one year	0	0
Provisions for liabilities	0	0
Accruals and deferred income	0	0
Total net assets (liabilities)	25,888	16,756
Reserves	25,888	16,756

For the financial year ended 31 December 2021, the company was entitled to exemption from audit under Section 477 of the Companies Act 2006; and no notice has been deposited under Section 476. The Trustee/Directors acknowledge their responsibilities for ensuring the charitable company keeps accounting records which comply with Section 386, and preparing accounts which give a true and fair view of the state of affairs of the charitable company at the end of the year and of its net income and expenditure, in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006, so far as applicable.

The accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Approved by the Board of Trustee/Directors on:

And signed on their behalf by

Simon Parker

Chairman

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES

The accounts are presented on a going concern basis. The company owns no land, stock or equipment. Accounting policies for these will be developed as circumstances require. There was no investment income as the Trustees have made no investments to date.

2. CHARITABLE ACTIVITIES - Cost of Fundraising

As part of ever greater transparency, although costs of fundraising are an allowable charitable expense, we report those costs above.

3. STAFF COSTS

The average number of full time staff employed during 2021 was nil. One part time booker was remunerated.

No employee earned over £60,000.

Trustees are only remunerated for expenses and for work other than as a Trustee, in accordance with the constitution of the charitable company.

4. DEBTORS

All debtors are recoverable and the trustees do not feel the need to provide for any doubtful debts.

5. CREDITORS: amounts falling due within one year

All the creditors due on 31 December 2021 have been paid off.

6. RELATED PARTY TRANSACTIONS

No donor had a financial relationship with any Trustee.