

NOTE FOR THE RECORD

GLOBAL LOGISTICS MEETING (GLM)

17-18 June, 2025



Table of Contents

Executive Summary	_____	2
Highlights from the Keynote Speeches	_____	3
Logistics Cluster Global Strategic Updates	_____	4
Funding Gaps and Impact on Humanitarian Supply Chain	_____	5
Defining Common Logistics Priorities and Solutions for the year ahead	_____	6
Additional Key Sessions	_____	7
Strengthening Emergency Preparedness	_____	8
Advocacy in Action: Aligning Voices for Greater Impact	_____	9
Additional Key Sessions	_____	10
Conclusion and Way Forward	_____	11

Global Logistics Meeting (GLM), June 2025

Executive Summary

The Global Logistics Cluster community gathers twice every year for review, analysis, and discussion of ongoing operations, activities, and strategic issues within humanitarian logistics. This year's first Global Logistics Meeting (GLM) marked 20 years of responding together as a community of partners. The meeting took place online over two days on 17–18 June 2025 and provided an opportunity to reflect on two decades of collective achievements in humanitarian logistics, assess the current challenges in light of significant sector changes, and align future priorities.

The meeting brought together participants from **57 partner** and stakeholder organisations. The event highlighted the strength of the Logistics Cluster community—now composed of **1,150 partners (of which 37% are national actors)** operating in **45 countries**, while reaffirming the Logistics Cluster's strategic value in a shifting humanitarian landscape marked by sector reforms and constrained funding.

Throughout the two-day meeting, a series of discussions, including breakout groups and workshop activities, participants delved on the following topics with important outcomes as described below.

- **Funding Gaps & Impact Mapping:** Partners identified Sudan, South Sudan, Ethiopia, and several Sahel countries as especially affected by cuts to logistics services, with broader implications across other major emergencies.
- **Partner-Voted Strategic Priorities:** Advocacy emerged as a central theme, with partners emphasising that collective voices are stronger than individual efforts. Key advocacy topics identified included access negotiations, customs and import facilitation, and the need for flexible funding and aligned policies. Additional priority areas included emergency preparedness, shared logistics services, surge deployments, and convoy coordination.
- **Operational Coordination:** Country Coordinator's from Palestine, Syria, Ukraine, Myanmar, Nigeria, Sudan, and South Sudan hosted open room sessions for peer exchange, surfacing key operational challenges and lessons learned
- **Advocacy and Cargo Access:** Challenges to cargo access and policy restrictions were mapped for follow-up by the Strategic Advisory Group (SAG)
- **Preparedness Dialogue:** Sessions emphasised scenario-based planning and pre-crisis agreements, with follow-up coordinated via the [Preparedness Network](#).
- **Humanitarian Leadership Group on Supply Chain:** DG ECHO presented early findings on procurement and sustainability workshops, paving the way for discussions on supply chain digitalisation.
- **Cost-Efficiency Brainstorming:** A dedicated session led by Hulo generated practical ideas for short- and medium-term logistics cost reductions.

The meeting featured keynote interventions from **Jan Egeland, Secretary General, Norwegian Refugee Council**, **David Miliband President & CEO, International Rescue Committee**, and **Betty Ka Director of Supply Chain and Delivery Division, World Food Programme**, highlighting leadership perspectives on the future of humanitarian logistics. Additionally, four Strategic Advisory Group (SAG) seats (two NGO and two UN/government) were up for election, and all positions were filled through a partner vote.

This Global Logistics Meeting provided a timely and critical platform for partners to review sector progress, reflect on 20 years of collective action, and align on future priorities. Over two days of strategic dialogue, the community reaffirmed the vital role of logistics coordination in enabling effective humanitarian response and reinforced its shared commitment to collaboration, adaptability, and impact. As the humanitarian sector continues to evolve, the meeting offered space for honest reflection, strategic alignment, and renewed ownership of collective actions. It underscored the Logistics Cluster's relevance and readiness to implement its strategy and to remain fit-for-purpose for the future —anchored in 20 years of delivering, preparing, connecting, and innovating together.

Keynote Speeches



Effective logistics coordination is the lynchpin of a successful humanitarian response.



Jan reminded participants why the Cluster exists: coordinated, accountable and predictable aid delivery. He challenged us to “swim, not sink” as funding tightens and needs rise, focusing our efforts on the people at the end of the supply chains.

[Watch the recording](#)



Jan Egeland
Norwegian Refugee Council (NRC)

Betty celebrated 20 years of WFP’s leadership of the Cluster, pledging to defend its mandate amid the humanitarian reset, and emphasising using WFP’s supply-chain expertise to “work smarter together”, leveraging each other’s strength through collaboration, and shared services.

[Watch the recording](#)



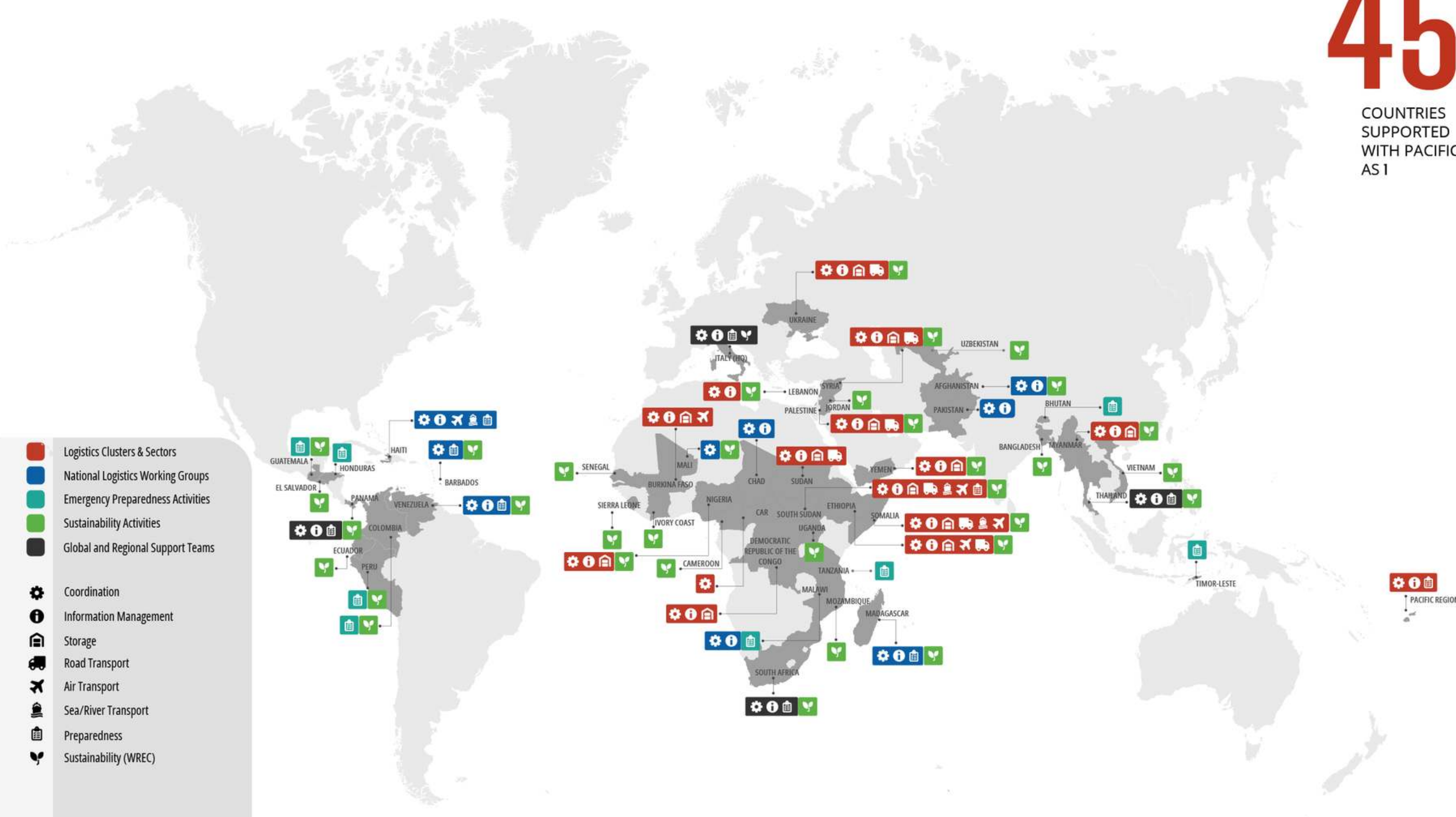
Betty Ka
World Food Programme (WFP)

David called for a sector-wide “Memorandum of Action” on collaboration, localisation, predictive capacity, and shared risk, and warned that survival-mode thinking will limit innovation, without which we cannot meet the needs of the future.

[Watch the recording](#)



David Miliband
International Rescue Committee (IRC)



global.logcluster@wfp.org |
www.logcluster.org

Logistics Cluster Global Strategic Updates

As the humanitarian landscape grows more complex and funding more constrained, the Cluster's role in coordination, advocacy and targeted support is more critical than ever, ensuring that logistics remains a lifeline, not a barrier, to humanitarian assistance.

Marking 20 years of coordination and impact, the WFP-led Logistics Cluster continues to serve as a central enabler of humanitarian aid delivery. In 2024 alone, the Cluster coordinated logistics solutions across over **1,150 partners** in **45 countries**, **37%** of whom were national actors. It facilitated **246 inter-agency convoys**, transported over **373,000 cubic meters of cargo** via road, air, and sea, and managed the storage of **214,000 cubic meters** of humanitarian goods. The Logistics Cluster lent or donated **274 Mobile Storage Units (MSUs)**, while training and capacity-building activities reached over **400 participants—25% of them national actors**.

Coordination and information management remained at the core of the mandate: more than **450 coordination meetings** were held, over **1,150 information products** were disseminated, and **242 humanitarian actors** engaged in emergency preparedness efforts at multiple levels. The Cluster's digital tools continued to scale, with **800,000 views** of the Logistics Operational Guide, **50 Logistics Capacity Assessments** updated, and the launch of the Logistics Cluster App, which now has over **1,600 users** across **28 countries**. The LogIE interactive platform supported supply chain visibility with **34,000 users** in **20 active countries**. Private sector partnerships were leveraged for key responses in Sudan, Gaza, and Lebanon, while the Cluster responded to **214 requests** for environmental technical support from **64 organisations** across **36 countries**—illustrating both operational reach and technical relevance.

Looking ahead to 2025, the Logistics Cluster is firmly engaged in system-wide reform dialogues, including the Emergency Relief Coordinator's Humanitarian Reset and UN80 efforts. While discussions point toward the likely merger of the Logistics and Emergency Telecommunications Clusters, WFP—leading both—has emphasised maintaining the operational excellence and technical specialisations that make both clusters effective.

Funding Gaps and Impact on Humanitarian Supply Chain

Heat Map: Analysis of the Impact of Current Changes in the Humanitarian Landscape on Partner Organisations

Participants worked on a mapping exercise which highlighted countries where humanitarian logistics operations were significantly impacted by closures or reductions in logistics operations. Sudan, South Sudan, Ethiopia, and several Sahel countries showed the steepest cuts to transport and warehousing. See the [heat map](#) for more information.

Strategic Priorities for the Global Logistics Cluster

Partners were grouped in Logistics Cluster activities according to two criteria:

- **Importance** (impact on humanitarian logistics)
- **Difficulty** (effort/resources required to implement)

The working session helped participants determine where attention, resources and collaboration are most needed. The first four priorities focusing on access, customs, strategic advocacy and emergency preparedness are commonly prioritised across all groups, while shared logistics services and convoy coordination completed the list, summarising the top six that resonate across multiple groups to address both current constraints and future risks. Below is a summary illustration of the areas of operational priority. Detailed information of the group responses can be found [here](#)

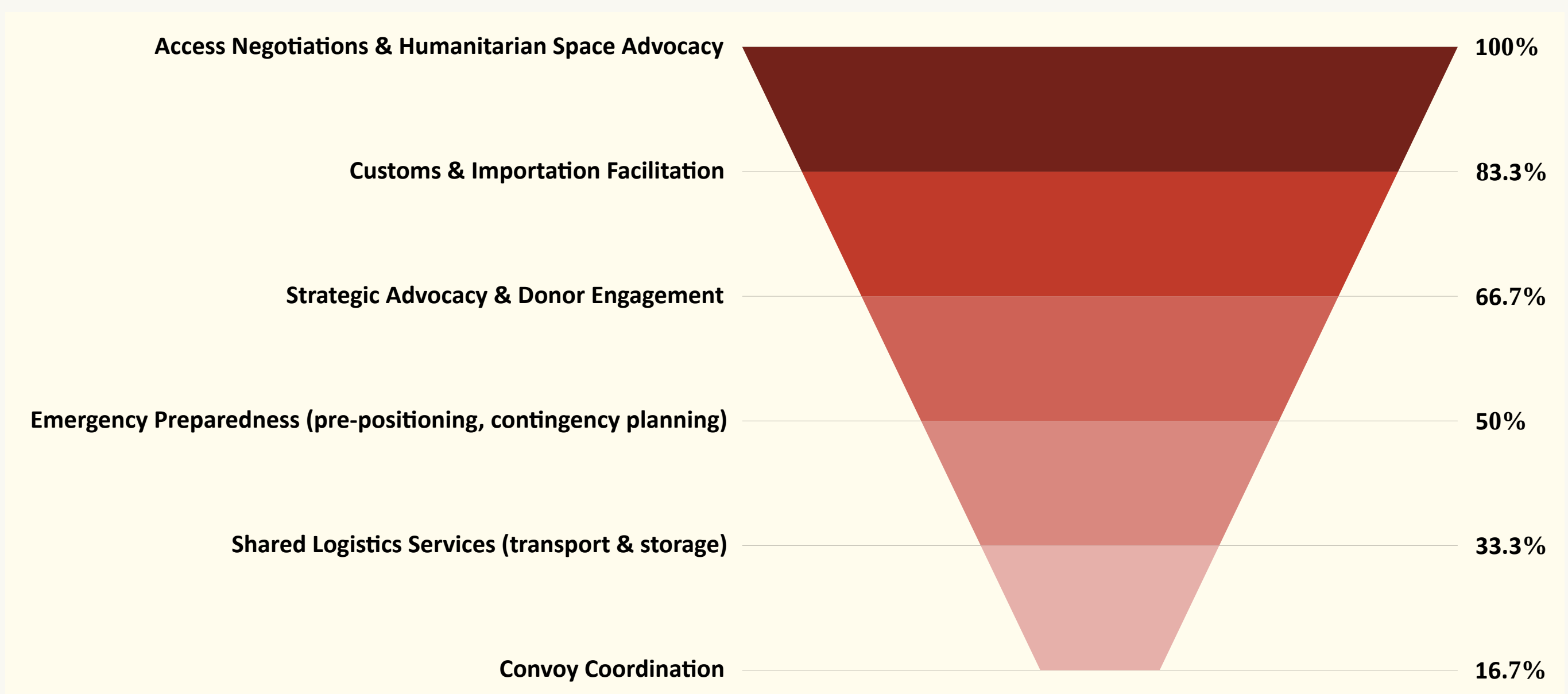


Figure 1: Strategic Priority List

Defining Common Logistics Priorities and Solutions for the Year Ahead

Based on the strategic priority list, partners worked collectively to identify solutions, turning high-priority issues into strategic actions under four thematic areas: Advocacy, Partnerships, Efficiency & Innovation, and Reduction - Operating with Reduced Resources. The session work can be viewed [here](#).

Advocacy

- Agreed on a unified advocacy strategy to ensure logistics is included in early, high-level access negotiations, supported by strategic missions, shared messaging and capacity building of Global Logistics Cluster partners and Coordinators. This will need high level engagement with UNOCHA to clarify roles and leadership in access within emergencies.
- Recommended strategic engagement with national governments via formal logistics frameworks and stronger collaboration in cross-border contexts.
- Highlighted the importance of partnering with the private sector and civil protection to expand advocacy reach.
- Emphasised the need for data-driven advocacy to demonstrate logistics' impact and influence donor and policymaker decisions.
- Called for increased investment in preparedness during non-crisis periods, with a focus on empowering national actors through training and planning.
- Emphasised the potential of IMPACCT in future access strategies as well as aligning access with Inter-Agency Standing Committee (IASC) strategic goals.
- Increased involvement of national actors in training to strengthen localisation, collaboration and advocacy for access.

Partnerships

- Agreed to develop context-specific Standard Operating Procedures (SOPs) for access advocacy, jointly led by the Logistics Cluster and OCHA, with clear roles and actions during emergencies.
- SOPs should also include provisions for contexts where neither the Cluster nor OCHA is present, enabling alternative coordination through actors like UNDP.
- On emergency surge, partners called for early secondment of in-country staff to support initial Logistics Cluster activation.
- A coordination framework for surge deployments was proposed to clarify roles, processes, and requirements, ensuring timely and effective support during emergency onset.

Efficiency and Innovation

- Called for stronger coordination between emergencies, with improved support during post-crisis transitions and preparedness planning.
- Emphasised the need to leverage data and IT tools for better decision-making, transparency, and donor trust. Private sector could be leveraged.
- Proposed standardising preparedness tools, customs procedures, and reporting systems to improve speed and predictability of access negotiations and customs clearances.
- Recommended a cost-sharing model for surge capacity, with clear mandates adaptable to both sudden and protracted crises.

Reduction

- Identified joint operations and shared services (e.g., fleets, warehousing, sharing agreements, preparedness initiatives through platforms like ESUPS) as key strategies to maintain efficiency amid resource reductions.
- Proposed a “divide and conquer”, leveraging each actor's comparative advantage through shared unbranded stockpiling and coordinated planning, backed by leadership assignments and inter-agency collaboration.
- Although not a procurement actor, the Logistics Cluster could facilitate linkages with networks like IAPG and the Fleet Forum to support coordination with procurement-focused networks.
- A review of cost recovery models and the development of a fair model for cost-recovery for Cluster services.
- Advocacy for more flexible and dynamic donor funding was recommended to ensure equitable resource mobilisation and enhance sustainability of logistics operations.

Additional Key Sessions

ECHO Workshop

ECHO is leading five 2025 workshops on key supply chain themes—procurement, sustainability, preparedness, localisation, and digitalisation—with partners including WFP, NRC, UNHCR, and others.

- Procurement and environmental sustainability workshop led to proposals for a global strategic procurement forum, better emissions tracking (e.g., via the Humanitarian Carbon Calculator), and joint waste management strategies.
- The upcoming digitalisation workshop will focus on interoperability and the use of AI tools.
- A dedicated working group will review feasibility and impact of actions ahead of a high-level conference in late 2025 to endorse concrete next steps.

See the presentation [here](#)

Open Dialogue with Cluster Coordinators

This session facilitated direct dialogue between partners and Logistics Cluster Coordinators from active emergencies, focusing on operational challenges and opportunities across three regions.

- **Africa:** Partners called for improved information and resource sharing, stronger inter-agency collaboration, and highlighted convoys in Sudan as a best practice. Localisation was reaffirmed as critical to empowering national actors. Need for strengthened collaboration across partners.
- **Eurasia:** In Ukraine, strong government coordination and 2024 funding stability were noted. A completed capacity-mapping exercise is available for partner use. Engagement with civil protection (e.g., THW) was discussed.
- **Middle East:** In Syria and Palestine, partners stressed the importance of verified information, community-building efforts, local partnerships, operational flexibility and adherence to humanitarian principles. Contingency planning and clarity on Cluster roles in non-activated settings were identified as key next steps.

Updates on the above operations can be found [here](#).

Strategic Advisory Group (SAG) Elections

The Strategic Advisory Group (SAG) elections were held with the following results:

- Two NGO Seats: Susan Hodgeson from Save the Children International and Fabrice Perot from Solidarités International, were re-elected.
- Two UN/Government Seats: Richard Kneller from Directorate-General for European Civil Protection and Humanitarian Aid Operations was re-elected and Theo Lingens from Technische Hilfswerk (THW) was elected.

Details are available on the dedicated [SAG](#) Page.

Strengthening Emergency Preparedness: Where We Are, Impact and Adapting for the Future

The Logistic Cluster is mandated by the Inter-Agency Standing Committee (IASC) to lead supply chain emergency preparedness in accordance with the humanitarian principles. The Logistics Cluster's focus on Emergency Preparedness is implemented at national, regional, and global levels, the programme aims to reduce reliance on costly international support by building local capacity and enabling coordinated response.

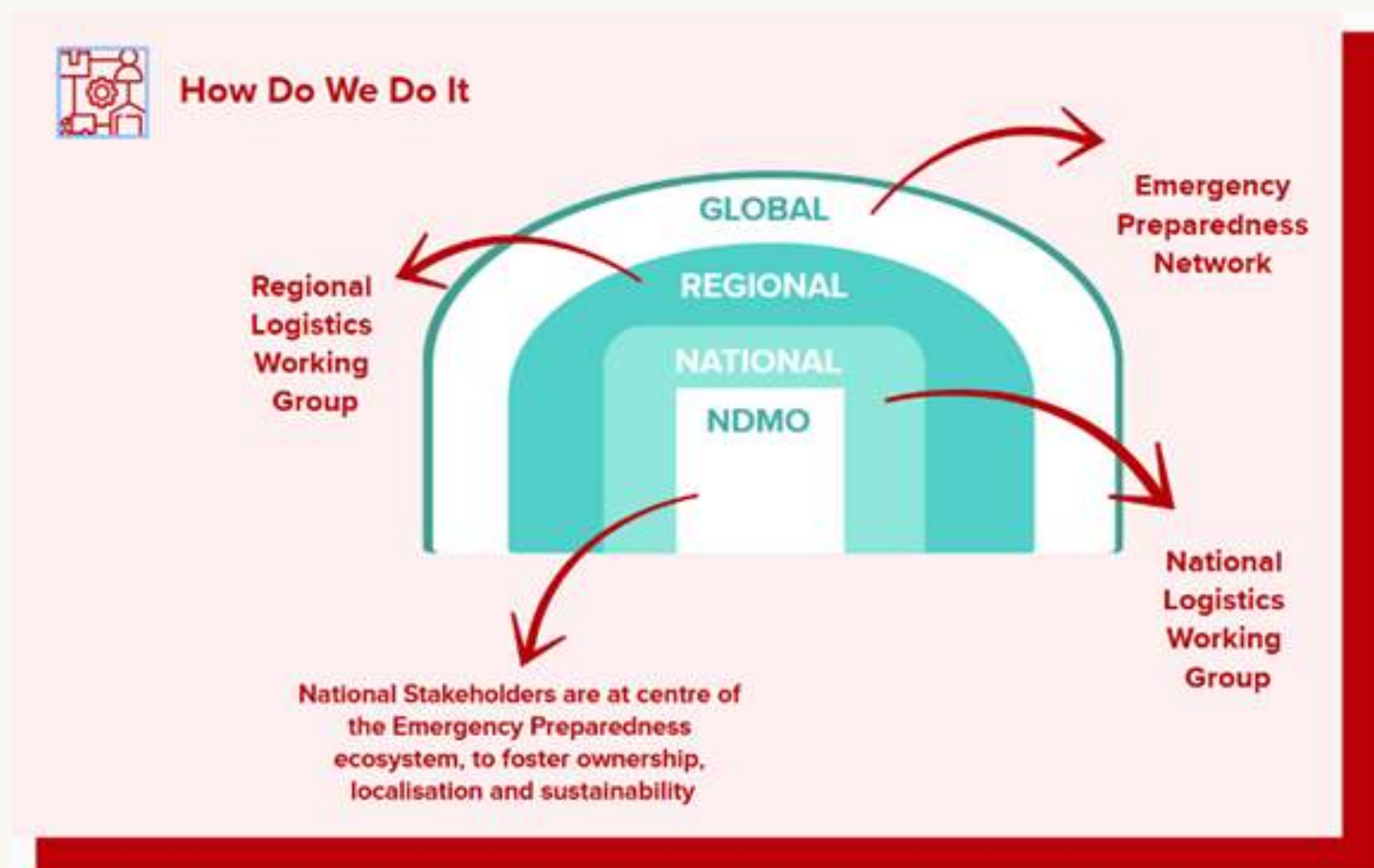


Figure 2: Emergency Preparedness Eco-system

National Level

Capacity-building efforts focus on empowering national authorities (e.g., National Disaster Management Organisations and National Logistics Working Groups) to lead logistics coordination during emergencies. Support is tailored to each country's context and includes coordination, information management, conducting logistics assessments, and fostering collaboration among humanitarian actors. In Malawi, logistics preparedness was embedded in the 2023 Disaster Management Act, following years of support—enabling faster, locally led responses to multiple cyclone emergencies between 2022 and 2024.

Regional Level

Regional Logistics Working Groups (RLWG) serve as strategic coordination platforms that align national preparedness efforts with cross-border needs. These groups play a critical role in ensuring alignment between national preparedness efforts and regional priorities, while also facilitating coherent, cross-border response strategies. Regional coordination is especially vital in contexts where crises impact multiple countries or demand regional-scale logistics solutions. The Asia-Pacific RLWG played a crucial role during the Myanmar Earthquake, enabling real-time coordination, joint planning and accelerating response.

Global Level

The Emergency Preparedness Network unites over 260 partners in consolidating logistics preparedness efforts into a shared strategic roadmap, enabling coordinated technical support and advocacy for joint regional and national initiatives. This collective approach strengthens the global preparedness ecosystem—reinforcing the ability of humanitarian actors to anticipate, adapt, and respond more effectively to evolving crises. For more information: giuseppe.linardi@wfp.org and hq.glc.preparedness@wfp.org.

Mapping Exercise: As part of a collaborative exercise, partners mapped their ongoing logistics emergency preparedness initiatives across national, regional, and global levels, with a strong focus on operational readiness (e.g. stock prepositioning, training, market analysis) and growing recognition of the need to strengthen localisation through government and NGO capacity-building while also and improving local procurement through market assessments and supplier mapping. The exercise helped identify gaps and alignment opportunities for continued discussion within the Emergency Preparedness Network and Regional Working Groups. Details can be found here: [Emergency Preparedness Matrix - Mapping Exercise](#).

Advocacy in Action: Aligning Voices for Greater Impact

The session explored the evolving concept of advocacy in humanitarian logistics, with a particular focus on humanitarian access challenges and the identifying high-impact priorities for collective action. Since the 2024 GLMs, progress has been made through the establishment of an Advocacy Working Group (WG), which prioritised areas including procurement, digitalisation, preparedness funding, and capacity building for national staff. Although the development of a procurement paper has been initiated, the group has faced challenges in stakeholder mapping, evidence collection, and resource allocation. Interested partners are invited to join the WG are encouraged to contact mary.jelliti@wfp.org

What Has Been Done So Far

The Logistics Cluster has collectively contributed by raising access issues through global and regional forums (e.g., access into Gaza, the Myanmar earthquake response in Bangkok and the Haiti air bridge in Panama), supporting joint messaging with the Access Working Groups, and integrating access topics into national coordination structures. Specific country-level constraints—such as in Gaza, the West Bank, and Myanmar have been elevated to humanitarian leadership structures. The Logistics Cluster has promoted engagement through the Importation and Customs Clearance Together Working Group ([IMPACCT](#)) to facilitate principled dialogue with authorities.

Advocacy for Access for Humanitarian Cargo

The biggest challenge all partners face is humanitarian access. Participants agreed that addressing this challenge, especially in cross-border and hard-to-reach areas, requires early and structured engagement with both state and non-state actors, humanitarian leadership and within own sector. The importance of preparedness through early and structured engagement, both at national and regional level, and pre-existing relationships and advocacy frameworks was highlighted as key to enabling faster decision-making and operational efficiency, as seen in contexts like Ukraine and Sudan. The expanding operational role of logistics in access negotiations underscored the need for institutional support, clear engagement frameworks, and early coordination mechanisms. The outcomes from the discussions emphasised:

- The need to strengthen collaboration with OCHA and Humanitarian Country Teams (HCTs) to better integrate logistics into strategic access planning.
- Partners recommended promoting national and regional Advocacy Working Groups to unify messaging and escalate local access issues effectively.
- Access was recognised as a multi-dimensional challenge, extending beyond infrastructure to include bureaucratic restrictions, needs denial, and political interference, underscoring the need for shared definitions and cross-sector coordination.
- The adoption of the [IMPACCT](#) model was encouraged to guide principled engagement with both state and non-state actors, particularly in high-risk contexts.
- To support consistent communication, the development of a standardised information-sharing policy template with clear terminology was proposed.
- Additional recommendations included expanding donor outreach to include non-traditional and emerging donors, and reinforcing localisation by empowering smaller, community-based actors to play a more central role in humanitarian logistics and response.

Participants agreed that advocacy for systematic collaboration, unified messaging, and strategic integration of logistics into access planning are essential to unlocking humanitarian response capabilities in today's complex operational environments.

Additional Key Sessions

Cutting the Cost Base

In this interactive session, partners identified practical ways to reduce costs and improve impact through proactive, data-driven, and collaborative approaches in humanitarian logistics. Immediate priorities for 2025 include resource pooling, shared services, improved information exchange, and local market assessments. Long-term goals envision a fully digital, localised, and integrated system by 2035, with progress dependent on clear collaboration frameworks, donor incentives, and formal partner commitments.

To initiate progress toward long-term goals, partners discussed how the humanitarian logistics sector in 2025 must agree to share resources, accept a degree of pooled collaboration, and clarify the collaborative framework for a consortium. High-impact results hinge on stakeholder mapping, increased donor incentives, and formal commitments such as a signed commitment paper by partner organisation management. Additional details available on the [working board](#)

Logistics Emergency Team (LET)

The [Logistics Emergency Team \(LET\)](#) was established in 2006 through the World Economic Forum and comprises four global logistics companies—Agility, UPS, Maersk, and DP World. For nearly two decades, the LET has provided pro bono logistics services during major emergencies, including deployment of skilled personnel, transportation, warehousing, customs clearance, and other supply chain support in coordination with the Logistics Cluster. The LET 2.0 session introduced a major shift in how humanitarian partners can engage with the LET. Under this updated model, LET companies will:

- Offer services directly to Cluster partners via a newly launched online portal. Organisations can register and either respond to services offered in a specific emergency or submit direct support requests. A live Webinar to onboard users will take place in October/November. Further details will be communicated to partners.
- The LET can now respond to individual partner requests that fall outside the Logistics Cluster Concept of Operations (ConOps) scope to support their unique needs, even when they fall outside the broader humanitarian community.

The LET 2.0 is a step forward in making humanitarian/public–private collaboration more agile, targeted, and fit for the future. Further details are available on the [presentation](#)

Community-led Digital Solutions

The Community Solutions (CSL) team plays a vital role in supporting the Logistics Cluster by developing, enhancing, and maintaining collaborative ICT tools that help humanitarian responders act faster and more efficiently together during emergencies. Working in close collaboration with partners through the Community of Practice (CoP), the CSL team focuses on translating operational needs from the field into practical, cost-effective digital solutions that reduce lead times and overcome technological barriers.

The team’s mission is to unlock the humanitarian community’s potential by delivering streamlined, high-performing platforms that allow responders to focus on saving lives. The tools and platforms developed are community-driven, ensuring they are tailored to offer direct support for needs on the ground. The session showcased the latest updates in digital tools and services available to partners. Further details are accessible via the [video](#) recording and [presentation slides](#) provided.

Conclusion and Way Forward

The 2025 Global Logistics Meeting (GLM) provided a valuable platform for the humanitarian logistics community to confront shared challenges and align with practical, forward-looking solutions. Over two days of intense and open dialogue, a clear message emerged: while our operational contexts vary, we are all navigating a new humanitarian terrain that is marked by constrained funding, growing expectations, and increasing pressure to adapt and demonstrate the Logistics Cluster's strategic value.

Key Takeaways

The following were highlighted:

- **Cluster efficiencies:** Discussions emphasised the need to reduce duplication, encourage collective decision-making, and critically assess operational value. Efficiency means doing what matters most and letting go of what we can no longer support due to the collapse in funding. However, 'what matters most' must include forward-looking activities that will create efficiency over time.
- **Access and Preparedness:** Discussions highlighted the need for the humanitarian logistics community to navigate political complexities to swiftly address any operational compromise. Logistics actors must be engaged early in strategic planning to ensure preparedness and effective response. As such, logistics must be part of the access conversation, not just during the operational phase of humanitarian response.
- **Localisation:** Localisation is both a moral and strategic imperative. It was recognised as essential to cost efficiency, resilience, and long-term impact. Consortium models and cooperative approaches were discussed as ways to empower local actors and drive ownership.

Looking forward, the GLM identified the opportunities:

- **Leveraging Network Strength:** Acting boldly and collaboratively to use the existing logistics networks to proactively shape the sector's engagement.
- **Learning and adapting to opportunities:** Adopt new ways of working, testing innovative ideas, leading changes, and eliminating outdated practices that no longer add value. This includes engaging logistics professionals early in strategic conversations at national, regional, and global levels to position logistics as a driver of operational success.

This year's GLM has been a demonstration of clarity, realism, and collective commitment. We have acknowledged that many of the challenges are not new, but what matters now is what we choose to do next, what to prioritise and who leads the processes. The constraints we face are significant but so is our capacity to act. As David Miliband put it: "The old, state-centric, reactive model of aid is no longer enough." And as Mailin Fauchon reminded us: "We must be fast in finding new ways of working—before we're absorbed into systems not of our choosing."

The path forward calls for us to think differently, plan collaboratively, and speak with one voice. By leveraging shared insights and taking bold, unified steps, we can position logistics as the cornerstone of strategic, effective humanitarian response. The outcomes of this and the next meeting will feed into the drafting of the new strategy of the Global Logistics Cluster for 2027-2031. We extend our gratitude to the partners for the commitment to honest discussions and a commitment that will be implemented in our work and brought forward to the next GLM, which will connect directly with countries of operation and voices on the ground, between October and November 2025.



[/logcluster](#)



[@logcluster](#)



[@logcluster](#)



[/company/logcluster](#)



[/logcluster](#)