Emergency Preparedness Network

Note for the Record

24 September 2026

LOGISTICS & TELECOMMUNICATIONS CLUSTER (LTC)

LOCATION	Online
DATE	24 September 2026
CHAIR	Logistics Cluster
PARTICIPANTS	DP World, European Civil Protection and Humanitarian Aid Operations (ECHO), Emergency Supply Pre-positioning Strategy/Welthungerhilfe (ESUPS/WHH), Foreign, Commonwealth & Development Office (FCDO), Humanity & Inclusion, Norwegian Refugee Council (NRC), United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR), United Nations Humanitarian Response Depot (UNHRD), and the World Food Programme (WFP).
AGENDA	1. Welcome remarks and introduction of new members 2. Emergency Preparedness Network vision and objective 3. Follow-up to the Preparedness Network Terms of Reference exercise 4. From Evidence to Action: Emergency Preparedness Impact Study 5. Country and regional updates 6. Thematic Lead updates 7. Looking ahead: Q4 priorities
ACTION POINTS	• Finalise the thematic Terms of Reference by the end of October 2026 and circulate them to Network members at the beginning of November 2026. Submit feedback on the draft Terms of Reference approximately one week before the Q4 meeting and discuss endorsement on 19 November 2026. • Submit written regional and thematic updates by 13 November 2026 for circulation before the Q4 meeting. • Organisations interested in hosting the 2027 Annual Preparedness Workshop are invited to submit an expression of interest to the Emergency Preparedness Team.

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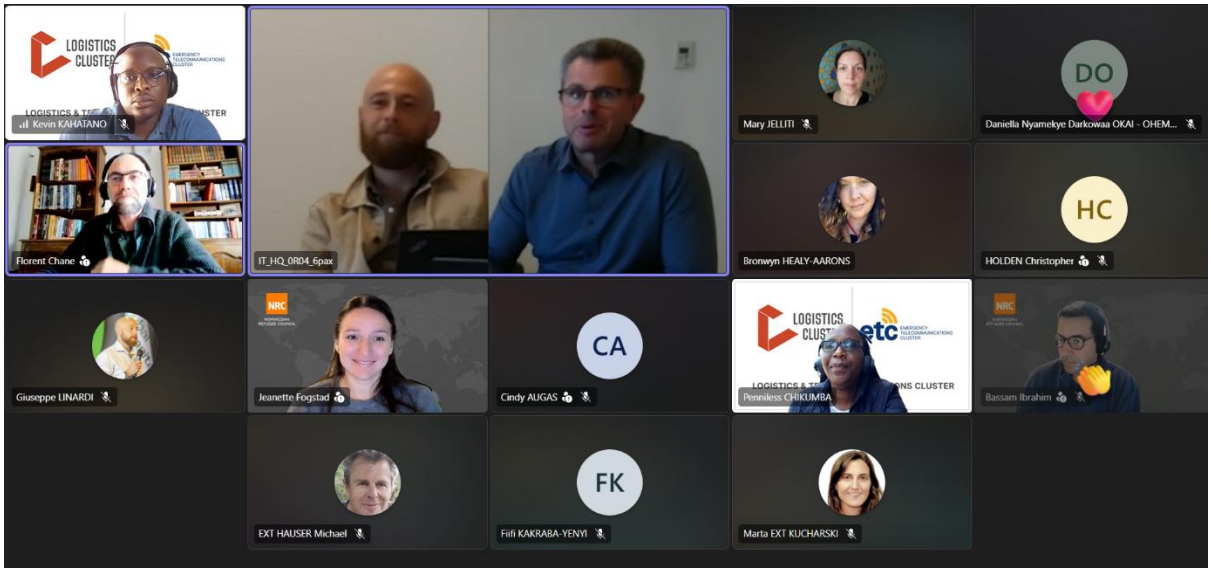
1. Welcome Remarks and Introduction of New Members



The meeting opened with welcome remarks and introductions from new and returning members. Participants were invited to introduce themselves in the meeting chat, including their organisation and role.

Michael Hauser was welcomed as Strategic Preparedness Lead, seconded by the Swiss Government. He outlined his experience across private-sector supply chains, logistics, information technology, peacekeeping and humanitarian supply chains, and noted that his role would include stewardship of the Preparedness Network, external representation, linkages with related initiatives, support to thematic pillars, and development of communication materials.

Mary Jelliti welcomed the additional strategic capacity and highlighted the opportunity to strengthen the Network at a time when continued investment in emergency preparedness is increasingly important. The discussion reaffirmed that preparedness should remain a priority because it is improving the efficiency and effectiveness of humanitarian response.

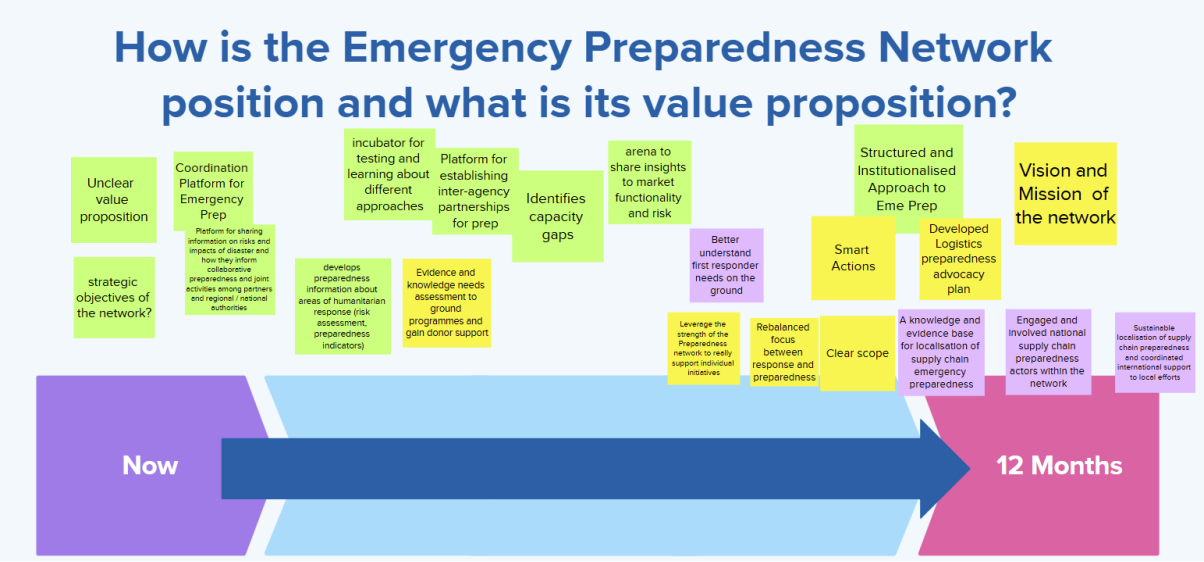
2. Emergency Preparedness Network vision and objective

The Network reflected on its current positioning, value proposition and ambition for the next 12 months. Through a collaborative Mural exercise and plenary discussion, participants considered both the functions the Network already performs and the areas requiring greater clarity, structure and collective action.

Participants recognised the Network's current and potential value and also noted that the Network's value proposition, strategic objectives and scope require further clarification. Over the next 12 months, the Network should move towards a more structured and institutionalised approach that remains flexible, practical and partner-led. This should include:

- Defining a clear vision, mission, value proposition and set of strategic objectives.
- Establishing a clear scope and priorities that reflect partners' comparative strengths and the needs of national and regional stakeholders.
- Translating discussions into SMART actions with identified owners, delivery dates and follow-up between quarterly meetings.
- Developing a logistics preparedness advocacy plan that identifies target audiences, priority messages, responsibilities and appropriate communication channels.
- Strengthening the balance between preparedness and response by demonstrating how sustained investment in preparedness can improve the efficiency and effectiveness of humanitarian operations.
- Building a stronger knowledge and evidence base for the localisation of supply chain emergency preparedness.

Participants emphasised that the Network should remain a trusted space for candid discussion of what is and is not working. Its added value will depend on moving beyond information exchange towards accountable collaboration, practical outputs and coordinated action, without creating unnecessary formality.



3. Follow-up to the Preparedness Network ToR Exercise

The session reviewed progress since the initial thematic discussion during the Annual Preparedness Workshop and the more detailed partner engagement exercise conducted during the Q2 meeting.

The proposed thematic groups are intended to:

- Address gaps, coordinate initiatives and track results between quarterly Preparedness Network meetings.
- Translate workshop discussions and follow-up analysis into prioritised thematic workplans.

- Coordinate partner contributions and reduce duplication across related initiatives.
- Develop practical outputs, including guidance, tools, training approaches, evidence products and implementation pathways.

The five thematic areas under development remain:

- Coordination, information management and institutional capacity strengthening.
- Customs clearance and importation.
- Environmental sustainability.
- Impact measurement and evidence.
- Stock pre-positioning.

The Q2 consultation highlighted four overarching results: stronger national and regional logistics preparedness systems; better coordination and institutional capacity; faster and more efficient customs and stock-related operations; and more evidence-based and environmentally responsible preparedness. Members may propose additional or cross-cutting areas where a clear need emerges. Market analysis was again noted as a potential area for further consideration.

Draft Terms of Reference have been reviewed internally. Under the proposed Q4 timeline, thematic leads will prepare the drafts in the Logistics and Telecommunications Cluster format by the end of October. The drafts will be shared with members at the beginning of November, with feedback requested before the Q4 meeting on 19 November 2026, when the Network will discuss and seek endorsement.

4. From Evidence to Action: Emergency Preparedness Impact Study

The Impact Measurement and Evidence workstream shared an update on work to strengthen the evidence base for emergency preparedness and localisation. The session emphasised that research and learning should inform decisions, programme improvements and practical action rather than remain standalone products.

The forthcoming impact research study of the Field-Based Preparedness Project was conducted by the Centre for Humanitarian Logistics and Regional Development (CHORD), an initiative involving Kühne Logistics University (KLU) and Help Logistics. The study includes four country contexts: Bhutan and Malawi, where implementation had concluded, and Peru and Tanzania, where implementation was ongoing during the research period.

The launch event will include contributions from the country teams and will be offered across time zones. A summary and response paper will set out the main findings, recommendations and the commitments that can be taken forward immediately. Other recommendations will require further analysis and planning.

A complementary series of Malawi deep-dive papers is also being prepared. The papers will document continued government-led and country-level efforts following the conclusion of the Field-Based Preparedness Project, including digitalisation and technology for commodity visibility, health supply chain dashboards, and the development of a humanitarian staging area.

Members were encouraged to engage in the Impact Measurement and Evidence thematic workstream and use the evidence generated to strengthen programme design, sustainability and accountability.

5. Country and Regional Updates

EAST AND SOUTHERN AFRICA

Regional efforts focused on strengthening preparedness and coordination across East and Southern Africa. Key priorities included Ebola readiness in the Democratic Republic of the Congo and neighbouring countries, revitalisation of regional coordination mechanisms, and preparedness for El Niño. In Southern Africa, support continued for the operationalisation of the SADC Humanitarian and Emergency Operations Centre, including work on regional pre-positioning and supply chain preparedness. Activities included simulation exercises, preparedness training, webinars, and workshops, as well as the use of the STOCKHOLM platform to support stock mapping and decision-making. Country-level efforts included transition planning in Tanzania, preparedness activities in Malawi, Mozambique, Zambia and Somalia, and continued engagement with government and regional partners. Several regional events and technical assessments are planned in the coming months to further strengthen preparedness, coordination and operational readiness across the region.

LATIN AMERICA AND THE CARIBBEAN

Regional work continued on customs readiness and the application of lessons from coordination support in Colombia and Venezuela. The Peru programme is transitioning towards national stakeholders, with continued attention to stock pre-positioning and El Niño preparedness.

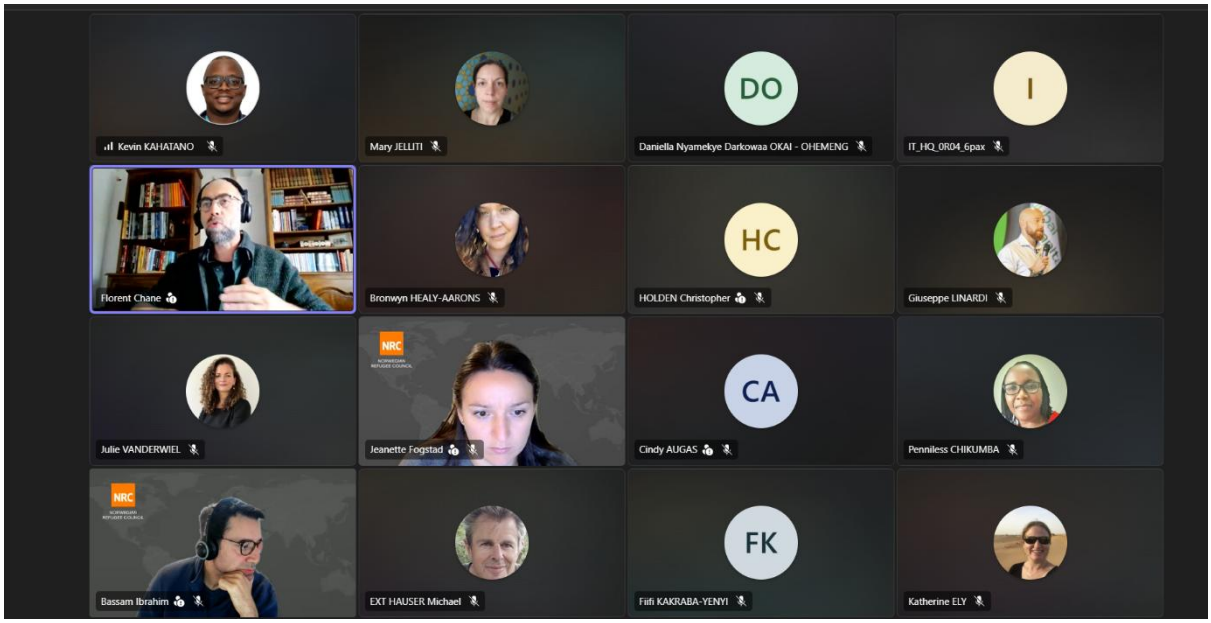
A tabletop simulation exercise in Bolivia tested coordination mechanisms, standard operating procedures and readiness systems. At regional level, the Logistics Working Group is structuring thematic workstreams, including sourcing and procurement, stock pre-positioning, customs and importation, and technology and digitalisation. A regional logistics coordination exercise is also planned in Panama to test coordination from preparedness and readiness through response.

ASIA AND THE PACIFIC

Support continued to the National Logistics Working Group in Nepal. In Timor-Leste, transition planning is under way, including work to embed technology support with the national disaster management authorities and strengthen alignment with the National Action Plan. A transition workshop is planned for early November.

A regional roundtable is planned in Bangkok in December to support technical exchange among stakeholders across Asia and the Pacific. The Emergency Preparedness Programme is also exploring expansion to additional countries in 2027 as existing country engagements transition.

6. Thematic Lead Updates



STOCK PRE-POSITIONING AND THE STOCKHOLM PLATFORM

The Emergency Supply Prepositioning Strategy expanded its steering group to include additional partners and initiatives, including UNHRD, Dubai Humanitarian and the Quality, Social and Environmental initiative. An application programming interface gateway has been developed to enable partner stock data to be ingested from different systems and formats, with UNHRD identified as the first connection under testing.

Work also included user bulletins and a broader newsletter, a major data-cleaning exercise, and revision of item categories and taxonomy to improve alignment with other humanitarian stock initiatives. Following engagement through the Southern African regional simulation exercise, planned onboarding was reported for Zimbabwe, Malawi, Mozambique, Madagascar and Zambia.

ESUPS and NRC are also developing a joint proposal to integrate or white-label NRC's warehouse management system for smaller organisations and local actors that do not have access to a full enterprise resource planning or warehouse management system.

QUALITY, SOCIAL AND ENVIRONMENTAL (QSE) Working Group

The initiative's webpage is live and provides access to information on participating organisations and published universal technical specifications. Seven product specifications were reported as

available. Further work is planned to map the specifications within the STOCKHOLM platform and support wider adoption.

Additional updates included a reference laboratory visit to inform the next revision of tarpaulin specifications, progress on the Shared Audit Assessment memorandum of understanding, a joint quality-control session at the International Committee of the Red Cross Logistics Centre in Geneva, and planned sessions for the AidEx event.

UNHRD STOCK TASK FORCE

The task force reported completion of three main phases: identification of 44 core emergency relief items; development of a stock-ceiling methodology for each item and hub; and development of stock-management guidelines covering allocation, ageing stock, loans and borrowing, branding postponement and related issues. A stock-monitoring dashboard has also been developed for UNHRD members and users.

7. Looking Ahead: Q4 Priorities

The principal Q4 priority is to finalise, consult on and seek endorsement of the thematic Terms of Reference. The Q4 Preparedness Network meeting is scheduled for 19 November 2026 and will dedicate most of its time to discussion and endorsement of the thematic pillars.

To preserve time for forward-looking discussion, regional and thematic leads will be asked to submit written updates by 13 November for circulation to members. The proposed meeting format would then prioritise questions, decisions, upcoming events and next-quarter priorities.

Looking into 2027, the Network will continue to develop its vision, mission and value proposition based on the consultation initiated during this meeting. The Q1 meeting is expected to advance this discussion, while the 2027 Annual Preparedness Workshop is envisaged as an opportunity to develop the Network's strategy and strategic objectives.

An open call was made for organisations interested in hosting the 2027 Annual Preparedness Workshop. Members were encouraged to propose venues that can support both the workshop sessions and learning from partner facilities or operations.

8. AOB

- The collaborative Mural will remain open for further contributions, including from members unable to attend the meeting.
- The Network will continue quarterly engagement, complemented by thematic work between meetings.
- The next Emergency Preparedness Network meeting is scheduled for 19 November 2026.

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The next Emergency Preparedness Network meeting will be held on 19 November 2026.

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