

ANNEX 3

HUMANITARIAN LEADERSHIP GROUP ON SUPPLY CHAIN

THEMATIC WORKSHOPS

OUTCOME DOCUMENTS COMPILATION¹

¹ The Outcome Documents present the findings and recommendations of the thematic workshops. They were prepared through extensive consultations. These documents neither necessarily reflect the views of any specific participant nor do they constitute legal or policy commitments.

Procurement Workshop (13th & 14th May 2025)

Outcome Document

Accounting for an estimated 55-65%² of total aid costs, procurement represents the largest financial component of the humanitarian supply chain. There is increasing recognition of the central role it can play as a driver for efficiency and programme impact. This requires a deliberate and value-driven approach among humanitarian actors, repositioning procurement from a transactional function to a strategic pillar. This would provide a foundation for the simplification of processes, reduction of silos and duplication, increased transparency, and more joined up ways of working.

Achieving this shift requires senior leadership to: create the conditions for sector wide cooperation and collaboration; institutionalise the role of procurement into strategic and operational decision-making; integrate procurement into organisational policies; establish performance indicators as a key boardroom metric; and strengthen workforce capacity, particularly in the field. A coherent, structured approach across the sector is required to achieve this and to capitalise fully on existing initiatives and mechanisms. There is also a need to recognise key distinctions, including the diverse roles and operating models of different humanitarian actors. Addressing compliance and regulatory complexity and misalignment is another key area that offers opportunities to increase efficiency and impact.

Given the complex and multifaceted nature of the sector, a shared leadership role is required across the different categories of actors to shape the enabling environment, set expectations and drive system reform.

The strategic principle of collaboration and cooperation, the elevation of procurement as a strategic pillar, and the simplification and alignment of compliance and regulatory frameworks are interconnected. Together, they can unlock procurement's full potential to enhance efficiency and effectiveness in humanitarian action. Furthermore, procurement intersects with other key thematic areas - such as environmental sustainability, localisation, preparedness and digitalisation, as well as the cross-cutting issue of funding and cost eligibility. Principles of inclusivity and context-sensitive, more local approaches need to be cornerstones of the way forward.

Under the Humanitarian Leadership Group on Supply Chain (HLGSC), the procurement workstream is co-chaired by NRC and WFP, with support from the European Commission (DG ECHO) in its capacity as Secretariat. The co-chairs and DG ECHO have developed the accompanying matrix as a practical roadmap for operationalising a more strategic approach to procurement within the humanitarian supply chain, aiming to overcome some of the barriers to progress, including:

- **Fragmentation of humanitarian supply chain:** Procurement in the humanitarian sector has long been shaped by organisational silos, with agencies developing independent systems, policies, and supplier networks which often hinder collaboration and cooperation.
- **Lack of visibility and coordination of what exists across sector:** There are many initiatives aiming at improving collaboration in procurement which lack visibility, and existing fora with a partial coverage of the sector, which limit the scale-up of innovative practices across sector.
- **Procurement, as a transaction and compliance-driven function:** The focus on operational and immediate response and compliance process prevents adding value, not only via cost-efficiency but also increasing program impact and contributing to longer-term strategies.
- **Human resource constraints:** the procurement function - along with the broader supply chain - is chronically under-resourced across the sector. Limited training and over-use of generalist profiles hinders the specialised expertise and leadership skills necessary to develop a strategic approach from the field level.
- **Legal and compliance constraints:** Procurement regulations are often based on public sector norms and have

²Falasca, M., Zobel, C.W., 2011. A two-stage procurement model for humanitarian relief supply chains. *J. Humanit. Logist. Supply Chain Manag.* 1 (2), 151–169. <https://doi.org/10.1108/20426741111188329>, Stumpf J., Besiou M., Wakolbinger T., 2023, Assessing the value of supply chain management in the humanitarian context – An evidence-based research approach.

not been developed with the fast-paced, high-risk nature of humanitarian operations in mind. Procurement processes are also increasingly burdened by fragmented and overly cautious compliance requirements.

The matrix reflects the outcomes of the Procurement Workshop held in Lyon (May 2025). It proposes a set of revised approaches, outlines related key actions, resource availability and gaps, interlinkages with other HLGSC thematic topics (Environmental Sustainability, Localisation, Preparedness, and Digitalisation), and puts forward timeframes to support implementation.

Key areas for action

- **A coordinated and strategic-level approach to procurement** must be created across the humanitarian sector.
 - **A single global strategic forum for procurement must be established to share knowledge, tools, resources, and align practice, by upscaling and linking existing procurement networks (particularly IAPG, UNHLCM PM).**

As a part of the work of the forum:

- **Guidelines on cooperation and collaboration must be established**, with a view to these becoming a donor requirement.
 - **A common humanitarian marketplace, particularly for NGOs³, must be established** to simplify and broaden engagement with suppliers. This should be kept simple and the focus at country level (e.g. providing a country portal for all tenders).
 - **Key top 5 item specifications should be agreed and implemented.**
- **The full integration of procurement into organisational strategies across the sector** must be normalised.
 - **The value of procurement in strategic planning and end-to-end project management** must be recognised. Ambassador organisations must be identified to exemplify good practice and support a group of organisations to make concrete next steps in repositioning procurement internally.
 - **A process to establish a set of best practice boardroom level procurement performance indicators** is needed, also supported by ambassador organisations.
 - **Procurement professionalisation must be strengthened via training targets**, supported by a competency matrix and mapping of training resources.
 - **The harmonisation and simplification of regulations** led by donors is essential. A formal donor group must be established, starting by convening an initial meeting to define the donor group's scope, mandate, and membership. This group must address:
 - **The five key regulatory misalignments** in donor requirements, building on findings from the *Interagency Procurement Group Study Humanitarian Procurement Efficiency – IAPG's Requests to Donors*⁴ and consulting with humanitarian practitioners and experts to prioritise, plan, and implement harmonisation actions.
 - **Unnecessary audit and compliance administrative burdens** making use of growing research and practice on streamlining audit processes and mitigating risks more effectively. Quick wins, such as allowing the use of digital copies and validated digital signatures rather than paper copies, should be capitalised on.

³ UN Agencies already have the UN General Marketplace (UNGM), which is designed for the way in which UN agencies work, so not optimal for NGOs.

⁴ [Humanitarian Procurement Efficiency – IAPG's Request to Donors](#), June 2025

Strong leadership across all levels is essential to translate commitments into action. The Humanitarian Reset and UN80 also present a timely opportunity for procurement, and supply chain more widely, to become a strategic topic and form a part of the leadership agenda - embedded in policies, resourcing, and organisational culture. Interconnections with other core humanitarian priorities such as localisation, preparedness, and environmental sustainability, as well as funding crosscutting issues must be taken into account.

Increase Efficiency via Procurement Cooperation and Collaboratio

Proposed Approach 1: Humanitarian organisations and donors institutionalise greater procurement cooperation and collaboration, particularly on knowledge sharing, alignment of practice, tools, and resources

Actions, beginning 2026	Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
<p>1.1 Humanitarian organisations establish a single global strategic forum for procurement, by upscaling and linking existing procurement networks (particularly IAPG, UNHLCM PM).</p> <p>First steps:</p> <ul style="list-style-type: none"> - Humanitarian organisations establish a temporary committee and organise the first meeting to define the scope and purpose of the strategic forum, based on linking and upscaling existing procurement networks. - Humanitarian organisations map existing procurement initiatives including their mandate, scope, and objectives and identify key gaps. 	<p>Short Term (6-12 months)</p>	<p>All humanitarian organisations, donor representation also necessary.</p>	<p>Funding to link And upscale current networks. The forum will require dedicated, full-time HR.</p>	<p>Existing platforms such as IAPG, HULO, GLC and UNHLCM-PN 'and Donors' support</p> <p>IAPG mapping work ongoing, funded by ECHO, could be enlarged and complemented by academia.</p>	<p>As the unified global forum for procurement, this has links to all other actions/approaches.</p>
<p>1.2 Humanitarian organisations agree guidelines on procurement collaboration and cooperation</p> <p>As a part of this:</p> <ul style="list-style-type: none"> - Commit to default to common solutions such as joint procurement (and mutualisation more widely) when it makes sense to do so - UN to provide standardised guidelines on the use of its procurement outcomes (such as supplier selection) and contracts by non-UN actors - NGOs to agree guidelines on use of procurement outcomes and systematically allowing piggybacking on their contracts. - Donors to require these guidelines to be followed in donor documentation. This can be supported by a mapping of donor 	<p>Short Term (6-12 months)</p>	<p>Humanitarian Organisations, donors.</p>	<p>Humanitarian organisations to allocate human resource.</p>	<p>Existing donors' Framework and organisations' policies.</p>	<p>Link to proposed approach 3 on integration of procurement into organisational strategy and establishing performance management indicators.</p>

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Proposed Approach 2: Standardise key items and collectively engage suppliers to increase quality, and reduce environmental impact and price

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
2.1	<p>Humanitarian Organisations to establish a common humanitarian marketplace, particularly for NGOs, to simplify and broaden engagement with suppliers. This should be kept simple and the focus at country level (e.g. providing a country portal for all tenders).</p> <ul style="list-style-type: none"> - As a first step, analyse the needs, feasibility and implementation conditions (ie. inclusive of smaller actors, localised) informed by a mapping of what exists, including UN Global Marketplace (UNGM). 	Medium Term (1-2 years)	NGOs with input from UN, private sector, academia (with discussion with e.g. PARCEL to capture local actors' needs)	Financial resources, support from UN experts, private sector	UN UNGM knowledge, academic research support, private sector knowledge and resources.	To be part of the workplan of the Global Strategic Forum for procurement, action 1.1.
2.2	<p>Humanitarian organisations identify which top 5 items would benefit the most from standardised specifications using existing work e.g. on QSE.</p> <ul style="list-style-type: none"> - Follow this through by identifying a group of organisations to pilot use of standardised items' specifications (to be discussed further with QSE and academia on the approach). 	Short Term (6-12 months)	All humanitarian organisations, HPCs, QSE, clusters, ESUPS	Human resources, financial resources	Work done by QSE group and with the support of existing initiatives such as HULO, IAPG, GLC and donor' group	Link to approach 8 - as part of the development of the harmonisation and alignment plan led by Donors' group.

Elevate Procurement as a Strategic Pillar to Drive Efficiency

Proposed Approach 3: Normalise full integration of procurement into organisational strategy, and bring supply chain performance management into the boardroom

Actions, beginning 2026	Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
<p>3.1 Humanitarian organisations establish best practice guidelines on integration of procurement into organisational strategy, with a view to establish this as a donor requirement by:</p> <ul style="list-style-type: none"> - Establishing a key group of 3-5 humanitarian organisations who have successfully integrated procurement into organisational strategy or are at an advanced stage of doing so. This will be supported by academia + draw on lessons from the private sector. This may include concrete recommendations e.g. requiring supply chain director / procurement chief signing off on program proposals. - This key group will accompany 3-5 organisations who volunteer to follow this process of full integration of procurement into organisational strategy, and then themselves report back on this, enriching the best practice guidance and lessons learned further. 	Short Term (6-12 months)	3-5 humanitarian organisations to establish guidelines, 3-5 to implement.	3-5 humanitarian organisations to Allocate human Resource to establishing guidelines. 3-5 humanitarian organisations to allocate HR to Apply the guidance, with a strong mandate From their organisational leadership.	Humanitarian organisations existing experience. Academic Research (e.g. to provide case studies). Private sector experience.	To be part of the workplan of the Global Strategic Forum for procurement, action 1.1.
<p>3.2 Humanitarian organisations establish a a set of standardised key performance indicators to be used at board level by:</p> <ul style="list-style-type: none"> - 3-5 humanitarian organisations which have implemented supply chain key performance indicators will draw up a proposal for which standards to use and guidelines for the implementation process. - This key group will accompany 3-5 organisations who volunteer to implement these recommendations. - Based on the experience of the pilot, update 	Short Term (6-12 months)	3-5 organisations that have implemented key performance indicators, accompanied by academia and IAPG. 3-5 to implement.	3-5 humanitarian organisations to Allocate human resource to establishing standards and guidelines. 3-5 humanitarian organisations to allocate HR to apply the guidance, with a strongmandate from their organisational	Academia research Private sector	To be part of the workplan of the Global Strategic Forum for procurement, action 1.1.

	the recommendation and guidance, and seek further organisational commitments to wider adoption of key performance indicators, looking at the potential for donor requirements for these to be used.			leadership.		
3.3	Humanitarian organisations to develop common guidelines on procurement localisation. These should capture key considerations and trade-offs, e.g. impact on environment or local markets, etc.	Medium Term (1-2 years)	Humanitarian organisations	Human resources, financial resources		Link to the upcoming localisation workshop.
3.4	Humanitarian organisations commit to upscale work on standardisation and sharing of market analysis	Short Term (6-12 months)	Humanitarian organisations	Human resources	Work done by NRC with DG ECHO support.	Link to action 3.1 establishing guidelines on how to work more cooperatively and collaboratively.

Proposed Approach 4: Strengthen professionalisation of procurement

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
4.1	<p>Establish a common procurement competency matrix. This should be based on what already exists. It should include transversal and strategic competencies (e.g. project management, leadership, sustainability and localisation).</p> <p>This can be accompanied by a procurement curriculum building on existing training (including from the private sector).</p>	Short Term (6-12 months)	Humanitarian organisations	Financial resources	<p>Academia research, existing material/tools in humanitarian organisations and transferable material from Private sector</p> <p>Existing e-learning platforms and certifications (e.g. PARCEL, CIPS)</p>	To be part of the workplan of the Global Strategic Forum for procurement, action 1.1.
4.2	<p>Humanitarian organisations to set targets for professional training and industry standard certification for staff, particularly in the field as well as non-supply chain, and board level.</p>	Medium Term (1-2 years)	Humanitarian organisations	Financial resources	Existing material/tools in humanitarian organisations and transferable material from private sector	To be part of the workplan of the Global Strategic Forum for procurement, action 1.1.

Address compliance and regulatory complexity and misalignment

Proposed Approach 5: Launch a process of harmonisation and simplification of regulations led by a donors' group

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
5.1	Donors to setup a formal group to identify and address key regulatory bottlenecks to efficient procurement. Set out next steps to define scope, mandate, membership and workplan.	Short Term (6-12 months)	Donors	Human resources	Leverage on the first discussion held at the end of procurement workshop.	To include close cooperation with the Global Strategic Forum for procurement, action 1.1.
5.2	Identify the 5 top regulation misalignments in donor requirements and next steps to address these, leveraging on the IAPG study "Humanitarian Procurement Efficiency - IAPG's Requests to Donors".	Short Term (6-12 months)	Shared between partners and donors	Human resources	Academic Research, IAPG study "Humanitarian Procurement Efficiency - IAPG's Requests to Donors"	To include close cooperation with the Global Strategic Forum for procurement, action 1.1.
5.3	Donors to set up workstream on reducing audit burden (such as duplicate audits) e.g. via mutual recognition of audits between some or all donors. - Take immediate action to allow digital copies and digital validation signatures (paper copies no longer required).	Medium Term (1-2 years)	Donors	financial resources	IAPG study "Humanitarian Procurement Efficiency - IAPG's Requests to Donors", HULO paper State of Humanitarian Procurement, DRC paper, etc.	To include close cooperation with the Global Strategic Forum for procurement, action 1.1.
5.4	Donors to clarify which supply chain costs are attributable to operational costs.	Short Term (6-12 months)	Donors	Human resources		
5.5	Donors to examine structural support to prepositioning / preconstituted stocks - Clarify positions on the eligibility of the cost of supplies purchased before a grant start date.	Short Term (6-12 months)	Donors, humanitarian organisations	Human resources	IAPG study "Humanitarian Procurement Efficiency - IAPG's Requests to Donors", HULO paper State of Humanitarian	

	<ul style="list-style-type: none"> - Examine ways to support repositioning within applicable legal constraints, e.g. via specific grants, for which humanitarian organisations to plan and structure needs accordingly. 				Procurement, DRC paper, etc.	
5.6	<p>Donors to harmonise donor requirements regarding international sourcing via HPC.</p> <ul style="list-style-type: none"> - Also explore the opportunity to develop regional HPCs and enhance use of existing HPCs, including the ones established in countries, to provide solutions closer to the need. 	Medium Term (1-2 years)	Donors	Human resources	ECHO current work on reviewing the HPCs.	Link to action 3.1 establishing guidelines on how to work more cooperatively and collaboratively.
5.7	<p>UN to clarify and consistently implement UN harmonised procurement requirements for implementing partners.</p>	Short Term (6-12 months)	UN	Human resources	HLCM	Link to action 3.1 establishing guidelines on how to work more cooperatively and collaboratively.
5.8	<p>Agree mandatory mutual recognition of partner portal HACT vetting and measures that follow on procurement (Harmonised Proposed Approach to Cash Transfers)</p>	Medium Term (1-2 years)	UN		UN Partner Portal	Link to action 3.1 establishing guidelines on how to work more cooperatively and collaboratively.

Environmental Sustainability Workshop (12th & 13th May 2025)

Outcome Document

Environmental sustainability has become a critical focus in humanitarian supply chains, driven by the need to reduce ecological footprints while delivering essential aid, promoting efficiency, and reducing financial costs to reach more people in need. Humanitarian actors witness first-hand the intensifying consequences of climate change and environmental degradation on the communities they serve. They have a duty not to exacerbate these conditions by contributing to local waste, pollution, environmental degradation, or by producing emissions - especially in communities that are already highly vulnerable. Addressing this challenge is not only an ethical imperative; it is essential for the long-term effectiveness and sustainability of relief efforts.

Currently, up to 75% of humanitarian emissions stem from procurement activities alone, underscoring the urgent need to rethink how goods and services are sourced, transported, and managed. A holistic approach to environmental sustainability is essential – this means embedding sustainability throughout the entire life cycle of products and services. Environmental sustainability must be recognised as a core, cross-cutting pillar of effective and principled humanitarian action, crucial not only for minimising harm but also for enhancing impact.

Considering the growing humanitarian funding gap, it is urgent to preserve the environmental sustainability gains achieved to date and to scale up communication and advocacy efforts to emphasise the multiple co-benefits of “greening”. Misconceptions persist - such as the belief that environmental sustainability inevitably incurs additional costs or diverts funding from core humanitarian priorities. It is therefore essential to highlight its potential to enhance operational efficiency, **generate cost savings** - particularly through sustainable solutions in transport (air travel and freight) and energy⁵ - **and contribute to life-saving outcomes**. Indeed, environmental sustainability plays a vital role in advancing localisation and strengthening community resilience. When implemented in a way that stimulates local markets, it can reduce reliance on external aid, it supports the development of more durable and self-sufficient systems. Protecting natural resources can further safeguard livelihoods, reduce tensions, and foster stability, especially in fragile contexts.

Under the Humanitarian Leadership Group on Supply Chain (HLGSC), the Environmental Sustainability Workstream is cochaired by UNHCR and CDCS/France, with support from the European Commission (DG ECHO) in its capacity as Secretariat. The co-chairs and DG ECHO have developed the accompanying matrix as a practical roadmap for operationalising environmental sustainability in humanitarian supply chains, aimed at overcoming some of the barriers to progress⁶, including:

- **Lack of Standardisation:** The humanitarian sector lacks consistent application of methods for measuring and reporting environmental impact. Organisations use different approaches, creating inefficiencies and making it difficult to compare results or coordinate efforts across the sector.
- **Inconsistent Emissions and Impact Data:** There is no agreed way to measure emissions or conduct LCA, leading to varying results. This makes it hard to track progress, especially for areas like cash and voucher assistance, where data is often incomplete or based on estimates.
- **Challenges Understanding Tools and Data:** Tools like LCAs can be complex and require interpretation, which many organisations struggle with. Making sustainable decisions involves balancing many factors, and tools must be adapted to each unique context.
- **Fragmented Procurement Practices:** Efforts to procure more environmentally sustainable humanitarian relief items are not always coordinated. While useful guidelines exist, differences in how organisations operate make it hard to adopt shared standards. This limits the potential for joint procurement and greater efficiency.

⁵ See the section entitled “Climate Action Accelerator’s approach to financial impact assessment” in the “[Leading the Way](#)” Policy Brief “ (2024, Climate Action Accelerator)

⁶ These were identified in preparation for the workshop, through key stakeholder interviews, questionnaires and feedback from HLGSC meetings.

- **Limited Private Sector Engagement:** Although sustainable products do exist, humanitarian organisations may face challenges in accessing them due to limited volume or geographical availability. In addition, supplier's capacity to understand environmental sustainability and to act on this (by offering greener goods and services) varies widely. This is due to the diverse nature and range of suppliers (including manufacturers/producers as well as resellers) that humanitarian organisations work with.
- **Gaps in Resources and Capacity:** Funding and staffing to work on environmental sustainability (particularly sustainable procurement) are limited. Organisations need guidance, funding, and leadership commitment to drive change.

The matrix reflects the outcomes of the Environmental Sustainability Workshop held in Lyon (May 2025), but approaches have been revised, streamlined and restructured according to the stage of the lifecycle of humanitarian relief items (procurement, transport, storage, end of life waste management). It identifies concrete actions, resource gaps, links with other HLGSC workstreams (Procurement, Localisation, Preparedness, and Digitalisation), and proposed timeframes.

The humanitarian sector is at a pivotal moment in its response to the environmental and climate crisis. There is growing consensus that practical, immediate action and implementation is essential to reduce the climate and environmental impact of humanitarian supply chains. Waiting for perfect tools or data is no longer an option: progress must come from *doing*, whilst continuing to *improve* tools and data in parallel.

The Humanitarian Reset and UN80 present a timely opportunity to embed environmental sustainability more deeply into our ways of working - across policy, programming, and operations. It is a moment to challenge outdated assumptions and accelerate the uptake of practices long embraced in the private sector, including digitalisation, sustainable supply chain, and life cycle thinking. Many suppliers already offer sustainable products to their commercial clients; humanitarian actors must now demand the same, ensuring that their supply chains are fit for purpose, with sustainability at their core.

Key areas for action

- **Emissions measurement**, including Scope 3 emissions, must become standard practice across all humanitarian organisations.
 - The **Humanitarian Carbon Calculator** is widely recognised as the most practical tool available today and should continue to be developed and funded. Yet measurement alone is not the end goal, and data must lead to clear reduction targets and concrete, system-wide actions.
 - To fully embed sustainability in procurement and operational decision-making, a life cycle approach needs to be used. **Life Cycle Assessments** (LCAs) must be leveraged, and known challenges such as data complexity, capacity limitations, and lack of consistent sharing must be addressed. Importantly, the absence of perfect data should not delay action: proxy data, streamlined LCAs, and existing analysis can and should guide decisions today. As LCAs can be costly and time-consuming, creating barriers for smaller or local organisations, existing data and analyses, and less costly alternatives can also identify environmental hotspots and guide procurement decision-making.
- Collective action is vital. Shared strategies and joint action on **waste management, freight, and warehousing** - including mutualisation, pre-positioning, de-branding, and context-appropriate waste solutions - have the potential to significantly reduce emissions, enhance efficiency and save costs. These changes will require flexible donor support and clearly defined roles across the sector.
- The **private sector** is a critical partner in this transformation. Humanitarian actors must engage suppliers – including at the local level to support the development and delivery of more sustainable products and services. Dialogue with suppliers must be tailored to their role (as producers, manufacturers, distributors or retailers) and care must be taken not to disadvantage local suppliers or undermine localisation objectives.

Strong leadership across all levels is essential to translate commitments into action. Environmental sustainability must

become a shared organisational responsibility - embedded in policies, resourcing, and culture - not siloed within technical teams. The interconnections between sustainability and other core humanitarian priorities such as localisation, preparedness, and procurement, must be acknowledged and built into future workstreams and collaborations.

Stage 1: Procuring products & services with a proven lower climate & environmental footprint & engaging with suppliers on sustainability

Accelerating Emissions Reduction in Humanitarian Operations: Standardisation, Measurement and Funding for Climate Action						
Proposed Approach 1: Donors and Humanitarian Operators agree to calculate emissions using a standardised, high-quality carbon footprint methodology to calculate emissions, including Scope 3 emissions. This approach builds on existing commitments to explicitly reduce overall Greenhouse Gas emissions across humanitarian operations.						
Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
1.1	Donors and organisations use existing tools such the Humanitarian Carbon Calculator (HCC) to measure and mitigate emission scopes 1, 2 and 3. Donors may consider <i>requiring</i> their partner organisations to measure emissions in the future (i.e. as a condition for funding).	Short term (6-12 months)	Signatories, Supporters and the Secretariat of the Climate & Environment Charter for Humanitarian Organisations (“Charter”) the Donor Greening Working Group (DGG); Donor Declaration (DD) Signatories Group and Secretariat to the DD Group WREC; Global Logistics Cluster (GLC); Climate Action Accelerator (CAA); Sustainable	HR (staff and capacity to collect data, feed this into calculation and produce reports on an annual basis)	HCC; guidance on scope 3 emissions (WREC, UNHCR, WFP - forthcoming, etc); CAA Roadmap for Humanitarian Sector. ECHO’s Minimum Environmental Requirements (MERs); Upcoming guidance from Sustainable UN (SUN) Scope 3 Advisory Group	Links to approach 2 below. Interdependency: if funding can be mobilised for the HCC, this set of actions will be easier to achieve.
1.2	Donors and organisations that are advanced in emissions reduction Support smaller, resource-limited organisations (e.g. local NGOs) to calculate their emissions (all 3 scopes) and share best practices to integrate mitigation measures. This includes support to interpret existing GHG guidance and to use the HCC or other appropriate tools.	Short term (6-12 months)	Supply Chains Alliance (ICRC).	Continued funding for projects that support local actors (e.g. CAA, WREC Helpdesk, Charter Sec).	Low carbon strategies of some of CAA’s local partners.	
Proposed Approach 2: Donors agree to fill the current funding gap for the Humanitarian Carbon Calculator (HCC) as soon as possible.						
Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies

2.1	Donors – through the DD Signatories Group, the DGG and the Charter Supporters’ Group – reach an agreement on funding for the HCC by mid-2026.	Short term (6-12 months)	DD Signatories and DD Group Secretariat; Charter Supporters’ Group and Charter Secretariat, DGG.	Funds for maintenance, updates and hosting of HCC.	Proposal to maintain and improve HCC, simplify it for smaller orgs., update data, align it with other tools, and support users through training and resources to better measure and reduce emission	Links to approach 1 above. This (approach 2) would facilitate the achievement of approach 1.
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Proposed Approach 3: Humanitarian Operators – with support from donors - jointly identify key Life-Cycle Assessment (LCA) data gaps per sector. They mobilise private sector contribution to high-quality, shareable LCA data to fill identified gaps, working collaboratively where feasible.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
3.1	Working through the Cluster System, hum orgs. identify key LCA gaps across thematic sectors and prioritise 4 or 5 items (such as those with the highest carbon footprint or procured in large volumes, where organisations have strong purchasing power) for which to secure funding. Key sectors include food security and agriculture, health, nutrition, protection, WASH, and emergency shelter & NFIs. ⁷	Medium term (1-2 years).	Private sector (suppliers, manufacturers), Clusters (e.g. food security and agriculture, health, nutrition, protection, WASH, and emergency shelter & NFIs) WREC; CAA; DGG; DD Signatories and Secretariat; Charter	Funds to fill Identified gaps in LCA data (donors & private sector)	ECHO’s mapping of LCAs; results of CAA & ICRC LCA project (streamlined LCA methodology; LCA and emission factors for 13 relief items); Charter Commitment two ⁸ ; Donor Declaration Commitment four ⁹ ; Common Donor Greening Priority Action two ¹⁰ .	Links with waste management Links with engagement with the private sector
3.2	Working through the Cluster System, hum. orgs develop proposals and mobilise funds (from donors and private sector) for LCAs of selected items.	Medium term (1-2 years).				

⁷ According to CAA’s “Towards Halving Greenhouse Gas Emissions by 2030 in the Humanitarian Sector: a Sectoral Roadmap”, in 2022 the most emissive clusters were food security and agriculture, health, nutrition, protection, WASH and emergency shelter and NFI. Taken together, they represented 80% of emissions that year: the Food Security and Agriculture cluster contributed the largest proportion of emissions (50%), followed by Health (18%), Nutrition (8%), Protection (8%), WASH (4%), and Emergency Shelter and NFI (4%).

⁸ Maximise the environmental sustainability of our work by identifying and implementing measures to reduce our greenhouse gas emissions.

⁹ Use services and goods that guarantee better respect for environmental protection requirements, taking into consideration the value chain.

¹⁰ Prioritise products and services with a proven lower climate and environmental footprint.

3.3	Hum. orgs. and donors leverage their collective influence to require large international suppliers to provide high-quality LCAs for the products they manufacture/supply ¹¹ and enable sharing of LCA data across the sector.	Medium term (1-2 years).	Signatories, Supporters and Secretariat.			
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¹¹ For example, Palladium (which supports the UK FCDO in humanitarian operations and supply chain management across crisis-affected regions) has achieved success in this respect. Its emissions reduction targets have been validated by the SBTi and - to tackle its Scope 3 emissions - it expects many of its suppliers to set science-based targets by 2026, supported by LCA data. Palladium has started collecting direct data from suppliers and has requested LCAs for 13 key commodities, successfully obtaining them for 5 so far.

Proposed Approach 4: Humanitarian Operators use LCA data to guide procurement, prioritising sustainability alongside localisation. A shared, public LCA repository will support evidence-based decisions and collective learning.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
4.1	Humanitarian orgs include product and category-level insights, simplified summaries and visual support in future LCAs, to support procurement staff.	Short term (6– 12 months).	Clusters; ECHO; CAA & ICRC; WREC; MSF; Charter Secretariat; Quality, Social & Environment (QSE) ¹² Working Group members; suppliers and manufacturers.	Support from LCA experts.	New LCA repository; results of ECHO's LCA mapping and CAA & ICRC LCA project;	Links with waste Management (more Sustainable procurement choices helps to reduce waste at source, i.e. upstream. Links with private sector engagement.
4.2	Humanitarian orgs and suppliers improve the "shareability" of LCAs, by anonymising sensitive data and uploading LCAs to new repository. This should include research and mapping of existing LCAs by sector (<i>see column 5</i>).			Legal team support on IP rights, data protection etc.		
4.3	Small organisations or those unable to undertake full LCAs use proxy data, <i>streamlined</i> LCAs or <i>existing</i> LCAs to inform procurement decision-making.	Medium term (1-2 years).	CAA, ICRC, Humanitarian Division of the Swiss Federal Technology Institute of Lausanne/EPFL (technical partner for CAA & ICRC LCA project)	Continued funding of projects to standardise or streamline LCAs (e.g CAA & ICRC LCA project)	(Forthcoming) open Source streamlined LCA methodology from CAA & ICRC LCA project)	

¹² Members of the QSE working group are as follows: ICRC, IFRC, UNHCR, UNICEF, MSF, IOM, CARE, CSR, and Oxfam

Driving Sustainability through collaboration: Engaging the Private Sector in Humanitarian Supply Chains

Proposed Approach 5: Humanitarian Operators and donors embed sustainability across procurement policies, strategies and tools at the earliest opportunity. These should include measures to reduce the use of plastic, eliminate single-use plastics and unnecessary packaging, and to develop, adopt and share sustainable (“green”) specifications.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
5.1	Humanitarian organisations and donors develop or revise procurement manuals to incorporate sustainability criteria for selecting relief items. These manuals include tools to assess, score, or compare items and suppliers, allowing points to be awarded for sustainability, provided this does not exclude small or local suppliers.	Medium term (1-2 years).	ICRC, WREC, IAPG, QSE WG, DDG, DD Signatories, Charter Supporters; WREC; Dubai Humanitarian; UN Global Marketplace; High-volume international suppliers and small local resources)	Capacity building, funding (including to cover the additional costs of more sustainable items, where justified) ¹³	WREC guidance on green procurement; Save the Children's Supplier Policy , sustainable criteria, Supplier scoring systems: MSF's work on greening their Procurement and assessing; REH Database of sustainable criteria ; WREC Green Procurement Specifications Repository	Links to topic 1 above related to LCAs. Links to Localisation workstream
5.2	Hum. orgs use sustainability data - including results of LCAs or similar exercises to revise or develop “greener” technical specifications.	Medium term (1-2 years).	Clusters; ECHO; CAA & ICRC; WREC; MSF; Charter Secretariat; Quality, Social & Environment (QSE) ¹⁴ WG members; suppliers and manufacturers.	Time, expertise, e.g. access to QSE WG		Links to topic 1 above related to LCAs.
5.3	Hum. orgs and donors share “greened” technical specifications via the WREC Repository or clusters.	Medium term (1-2 years).		Platform to share green specifications		Links to action 4.1 on specifications. Links to Localisation workstream.

¹³ Sustainable solutions are not inherently more expensive, though they may involve higher upfront costs until they achieve market price parity. However, as more humanitarian organisations align their demands and request similar standards from suppliers, the resulting increase in demand can enable large-scale production, ultimately driving prices of more sustainable relief items down.

¹⁴ Members of the QSE working group are as follows: ICRC, IFRC, UNHCR, UNICEF, MSF, IOM, CARE, CRS, and Oxfam

Proposed Approach 6: Humanitarian Operators and donors prioritise capacity building for procurement staff to enable effective exchanges with suppliers on sustainability. They adopt a flexible, context-specific approach to supplier engagement, using awareness-raising, resource-sharing, and targeted capacity building to support suppliers based on their diverse needs and profiles, bearing in mind localisation and equity goals. Where possible, humanitarian actors coordinate their messaging and approaches towards suppliers to ensure consistency.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
6.1	Humanitarian organisations and donors strengthen the capacity of procurement teams to apply sustainability criteria and engage with suppliers in ways that are flexible, practical, and context specific. This includes equipping staff with the tools, guidance, and confidence to raise awareness, share resources, and foster two-way learning with suppliers across different contexts.	Medium term (1-2 years)	ICRC, WREC, IAPG, QSE WG, DDG, DD Signatories, Charter Supporters; Dubai Humanitarian; UN Global Marketplace or UN Procurement Network; Suppliers (high-volume international suppliers and small local resources)	Funding For capacity Building of procurement staff.	Save the Children Supplier Sustainability Policy & Supplier Sustainability Impact Programme, ICRC Sustainability questionnaires for local suppliers.	Links with Topic 1 sub-topic 2 on LCAs.
6.2	Humanitarian organisations and donors jointly engage with large international suppliers to share aligned sustainability expectations, exchange feedback, and explore areas for collaboration. These conversations build on existing relationships and aim to reinforce common goals.				UNOPS Supplier Resource Centre: https://www.unops.org/business-opportunities/supplier-resource-centre	Links with Localisation workstream.
6.3	Humanitarian organisations and donors use existing processes - such as supplier mapping and risk assessments - to identify suppliers' needs and tailor engagement efforts on sustainability accordingly. Suppliers flagged as higher risk can be prioritised for targeted capacity building support, while others may benefit from lighter-touch interventions such as awareness raising, resource sharing, or signposting to platforms.					

Stage 2: Collaborative Strategies for Sustainable Freight and Warehousing in Humanitarian Setting

Proposed Approach 7: Donors and humanitarian operators prioritise mutualisation approaches to sustainable warehousing and freight, building on existing resourcepooling initiatives¹⁵. They identify and address factors that hamper joint efforts - including internal financial rules and regulatory constraints.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
7.1	Donors and hum. orgs embed mutualisation in operational models by encouraging procurement and logistics teams to proactively identify opportunities for shared solutions (such as joint warehousing or transport arrangements) where these are feasible, cost-efficient, and context appropriate.	Medium term (1-2 years)	WREC, HULO, HI / Atlas Logistique, DD Signatories, DDG, Charter Supporters	Continued funding for mutualisation efforts	HULO's Joint Initiatives; HI /Atlas Logistique Pooled logistics services supporting NGOs, authorities, and the private sector; UNHRD's regional hubs (prepositioning and preparedness through shared warehousing etc); WFP's Service Marketplace (providing supply chain support to organisations upon request)	Links with Procurement workstream (mutualisation efforts). Links with Preparedness workstream (pre-positioning efforts)
7.2	Donors and hum. orgs. encourage partners to collaborate on warehousing, freight, and prepositioning wherever feasible. Funding rules and mechanisms (such as pooled grants or shared logistics budgets) as well as procurement rules should facilitate these collaborative approaches.					
7.3	Hum. orgs improve supply chain planning to reduce GHG emissions from freight - particularly air freight, limiting its use to exceptional emergency contexts. They use better forecasting and coordination to preposition stock in shared regional hubs, allowing for greater use of sea and land freight.					

¹⁵ Examples include HULO's Joint Transport Initiatives (to optimise field transport for freight and passengers via flight sharing or helicopter use), HI/Atlas Logistique's pooled logistics services in Mali (supporting NGOs, authorities, and the private sector), and UNHRD's global hub network, which promotes stock pre-positioning and preparedness through shared warehousing and services for multiple humanitarian actors. In addition, WFP is leveraging its supply chain expertise and global presence to provide supply chain services upon request— to humanitarian and development actors. This includes support for warehousing, transport, procurement, fuel, and fleet services

Stage 3: Collaborative Strategies for Sustainable Downstream Waste Management in Humanitarian Settings

Strengthening Collective Action for Sustainable Waste Management in Humanitarian Settings						
Proposed Approach 8: Donors fund waste management as a core programme cost in humanitarian contexts¹⁶. This includes operations and maintenance, collection, storage, transfer, recycling, and, where needed, export of waste.						
Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
8.1	Donors fund waste management as part of programme (rather than support) costs. They explicitly state and communicate to their partners that such costs are eligible and promote the integration of sustainable waste management - including through joint approaches and reverse logistics with other orgs. - into planning and measuring, proposal development, and budgeting.	Short term (6-12 months)	WREC, Groupe URD/REH, Donor Greening Group, Donor Supporters Group, DD Signatories Group.	An enabling environment (regular dialogue)	Donor Declaration Commitment four ¹⁷ ; Common Donor Greening Priority Action four ¹⁸ .	Links with topic 1 and topic 3 (reducing waste at its source by prioritising products that are more sustainable and have a long lifespan) and measuring/reducing GHG emissions from waste.
8.2	Humanitarian donors discuss waste management with development counterparts on a regular basis, identifying opportunities to jointly enhance local/national waste systems or support local businesses for waste mgmt. and or circular economy Initiatives.	Medium term (1-2 years).				

¹⁶ Where applicable, development funding should be mobilised (nexus), particularly where investments in waste management initiatives can drive innovative solutions, create employment and support local businesses.

¹⁷ Use services and goods that guarantee better respect for environmental protection requirements, taking into consideration the value chain.

¹⁸ Incorporate environmentally sustainable waste management.

Proposed Approach 9: Humanitarian Operators take responsibility for the waste they generate by embedding sustainable, context-appropriate waste management as a strategic organisational function. They work through existing mechanisms to clarify roles and responsibilities across the sector, align with local/national systems and pursue collaborative waste management solutions wherever possible.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
9.1	Hum. orgs embed sustainable waste management in their internal organisational strategies / policies and programmes and assign clear responsibilities across departments.	Medium term (1-2 years)	Leaders of humanitarian organisations and agencies; WREC, Clusters and cluster-leads; Groupe URD/REH; Sustainable Supply Chains Alliance (ICRC); WORM project;	Funding and an enabling environment (where waste management is an organisationwide priority).	WREC resources on waste management (multiple); REH's Resources on waste management (multiple); Joint Initiative resources (multiple)	Links with topic 1 and topic 3 (reducing waste at its source by prioritising products that are more sustainable and have a long lifespan)
9.2	Donors and hum. orgs. step up and contribute to ongoing work ¹⁹ to improve inter-cluster coordination on sustainable waste management in emergency contexts and to strengthen collaborative waste management.	Medium term (1-2 years)	Bio4HUMAN project DGG; DD Signatories, Charter Supports Group; HULO.	An enabling environment (where donor policy and organisational policy enables collaboration e.g. shared service contracts)	WREC recycling mapping; Joint Initiative compendium of good practices; REH resources; HULO Joint Environmental Initiatives	Links with Preparedness workstream
9.3	Waste management encompasses all waste streams. However, in contexts where sustainable waste management options are severely limited, hum. orgs must ensure that, at a minimum, hazardous waste is managed responsibly (e.g. toxic medical waste, plastics from product lines like mosquito nets, e-waste, used engine oil, batteries, etc.)	Medium term (1-2 years)				Links with topic 1 and 3 (reducing waste at its source by prioritising products that are more sustainable and have a long lifespan).

¹⁹ At HNPW 2023, the WREC Coalition convened an inter-cluster sessions including WASH, Health, Shelter, Logistics, and CCCM clusters to discuss overlapping responsibilities in waste generation and disposal and how to clarify who is responsible for which types of waste. A follow-up meeting will be convened in July 2025.

Digitalisation Workshop (1st & 2nd July 2025)

Outcome Document

Digital transformation has become a critical imperative for the humanitarian supply chain, driven by the need for greater efficiency, accountability, and effectiveness in a landscape of increasing crises and diminishing resources. Humanitarian actors operate within a system where the supply chain accounts for 60-80% of aid spending. The digitalisation of this backbone is therefore not merely a technical upgrade but a fundamental enabler of sector-wide reform, with the potential to reach more people in need with the same resources.

However, currently the digital ecosystem is highly fragmented. A proliferation of siloed tools, inconsistent data standards, and a lack of interoperability between systems prevent the sector from realising the full benefits of technology. This fragmentation leads to duplicated efforts, poor visibility across operations, and the exclusion of local actors who are often unable to access or afford complex, externally-driven systems. A holistic approach is therefore essential, embedding digital transformation as a core, cross-cutting pillar of principled and effective humanitarian action.

Considering the growing humanitarian funding gap, it is urgent to move beyond isolated pilot projects toward a coordinated, sector-wide strategy. Misconceptions that digital infrastructure is a project-based overhead rather than a core long-term investment must be addressed. It is essential to highlight its potential to enhance operational efficiency, generate cost savings, and contribute to life-saving outcomes through better-informed decision-making. Indeed, digital transformation plays a vital role in advancing localisation by empowering local actors with accessible tools and data, strengthening community resilience, and ensuring a more equitable and effective response.

Under the Humanitarian Leadership Group on Supply Chain (HLGSC), the Digitalisation Workstream was co-chaired by the World Economic Forum (WEF) and the International Rescue Committee (IRC), with support from the European Commission (DG ECHO) in its capacity as Secretariat. The co-chairs and DG ECHO have developed the accompanying matrix as a practical roadmap for operationalising digital transformation in humanitarian supply chains, aimed at overcoming some of the primary barriers to progress, including:

- **Fragmented Governance and Coordination:** The sector lacks a central coordination mechanism or neutral advisory body to guide digital investment, enforce standards, and prevent the duplication of initiatives across agencies.
- **Inconsistent Data Standards and Siloed Systems:** Organisations use different terminology, data formats, and disconnected systems, which hinders data aggregation and analysis, cross-agency coordination, reporting, and overall operational visibility.
- **Unsustainable Funding Models:** Digital systems are often underfunded, treated as short-term overheads, and managed in silos, which prevents long-term investment in shared infrastructure and limits the scalability and sustainability of promising tools.
- **Exclusion of Local Actors and Capacity Gaps:** Many digital tools are not designed for the diverse contexts of humanitarian action, excluding national and local organisations. Furthermore, many humanitarian staff lack the foundational digital and analytical skills needed to use systems effectively.
- **Limited Private Sector Engagement:** The sector has struggled to move beyond traditional funding requests to strategically engage the private sector as a partner providing expertise, shared platforms, and scalable, interoperable tools.

The matrix reflects the outcomes of the digitalisation Workshop held in Geneva (May 2025) co-led by IRC and the World Economic Forum (WEF) at the WEF HQ in Geneva, with the Kuehne Foundation in an advisory role, and DG ECHO. **Key areas for action**

- **A shared governance model for coordination and accountability must be established across the sector.**
 - A **multi-stakeholder governance body** must be established to align strategy, enforce standards, and guide investment. Its coordination will be delivered through working groups, pilots, and shared platforms.
 - As a part of the work of this governing body:
 - **Common data standards and a shared taxonomy** must be adopted, building on existing global frameworks (e.g. GS1), to serve as the non-negotiable foundation for interoperability.
 - **An integration blueprint** must be developed to provide clear, technical pathways for connecting the sector's fragmented systems using APIs and modular, open-source principles.
 - **Shared digital infrastructure and platforms**, including a digital initiative registry and repositories for common data standards and APIs, must be promoted to enhance visibility, reduce duplication, and support the reuse of scalable solutions.

- **Humanitarian agencies must implement digital transformation by embedding it into their organisational DNA by:**
 - **Adopting shared taxonomies, protocols, and governance models** to align internal processes and systems with the sector-wide strategy, moving beyond bespoke, siloed solutions.
 - **Piloting shared, interoperable tools and embedding digital infrastructure** as a core component of operational planning and budgeting, moving it beyond a standalone IT function.
 - **Institutionalising digital competencies** in staff development and performance systems, ensuring the workforce has the necessary skills to leverage data and digital tools effectively.

- **Donors must shape the enabling environment, linking financing to strategic digital transformation by:**
 - **Leading the shift from short-term project funding to long-term, coordinated investment** in shared digital infrastructure, governance, and capacity, reframing digitalisation as a core operational enabler.
 - **Co-funding pilots and integration efforts, seeding structured governance, and embedding digital requirements** (such as adherence to standards and inclusive design) into funding criteria and multi-year frameworks.
 - **Prioritising inclusive design** by funding local co-design initiatives and digital literacy programs to ensure that transformation benefits all actors and closes the digital divide.

Strong leadership across all levels is essential to translate commitments into action. The Humanitarian Reset and UN80 also present a timely opportunity for digitalisation, and supply chain more widely, to become a strategic topic and form a part of the leadership agenda - embedded in policies, resourcing, and organisational culture. Interconnections with other core humanitarian priorities such as localisation, preparedness, and environmental sustainability, as well as cross-cutting issues, must be taken into account.

Standardisation and Data Management: Promote and incentivise sector-wide standardisation to enable accurate, consistent, and shareable data

Proposed Approach 1: Develop and promote a common humanitarian data taxonomy, promote existing interoperable tools through information repositories, and align digital systems through global standards and cross-agency governance

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
1.1	Humanitarian organisations, private sector and academia to: 1. Launch working group to agree on shared supply chain data standards (technical approach required) and define value. 2. Benchmark agency tools for proposed standards compatibility and against commercial solutions.	Short Term (6-12 months)	Technical coordination platform (e.g.GS1-aligned body or UN agency +agencies + private sector).	Funding to link and upscale current networks. The forum will require dedicated, fulltime HR.	Existing platforms such as NETHOPE, FHL, IAPG, HULO, GLC and UNHLCM-PN. HELP mapping work ongoing on mapping of digital tools.	Link to approach 4, governance platform.
1.2	Donors to make adoption of sector-wide standards a condition of digital funding First step: - Signal support for common data standards through upcoming funding decisions	Medium Term (1-2 years)	Donors + working group mentioned above to establish which standards to use.	Human resource of donors to integrate conditionality into funding in a harmonised way.	Potential updates to current donor policy.	Link to donor group being proposed under procurement workstream.
1.3	Humanitarian organisations to align internal systems with adopted taxonomy First step: - Joint taxonomy working group and start benchmarking tools	Medium Term (1-2 years)	Humanitarian organisations, private sector.	Humanitarian organisations to allocate specialised human resource.	Existing donors' Framework and organisations' policies.	Link to approach 4, governance platform.
1.4	Private sector to commit to long-term interoperability and open architecture First step: - Ensure tool compatibility with GS1/open standards	Medium Term (1-2 years)	Private sector, humanitarian organisations, networks and research.	Human resource and expertise to engage in substantial, structured discussions.	NETHOPE, FHL.	
1.5	Academia to lead research on adoption and performance of shared standards First step: - Support shared repository management and usability feedback	Medium Term (1-2 years)		Human resources, financial resources	Previous and ongoing research.	Link to approach 4, governance platform.

Interoperability and System Integration: Develop integrated, modular digital tools and adopt shared technical standards to enable end-to-end data exchange

Proposed Approach 2: Adopt shared technical standards for digital solutions; promote API integration and modular digital tools to enable cross-agency data sharing, visibility, and coordinated response

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
2.1	Humanitarian organisations, private sector and academia to: <ol style="list-style-type: none"> 1. Develop shared integration blueprint (APIs, protocols) 2. Pilot system connectivity across 2–3 agencies via a working group. 	Short Term (6-12 months)	UN operational agency (e.g. WFP) or tech-enabled INGO consortium.	Financial resources, support from UN experts, private sector	UN UNGM knowledge, academic research support, private sector knowledge and resources.	To be part of the workplan of the Global Strategic Forum for procurement, action 1.1.
2.2	Donors to embed interoperability principles in digital investment strategies First step: <ul style="list-style-type: none"> - Co-fund early integration pilots and system mapping 	Medium Term (1-2 years)	All humanitarian organisations, HPCs, QSE, clusters, ESUPS	Human resources, financial resources to fund pilots + mapping	Work done by QSE group and with the support of existing initiatives such as HULO, IAPG, GLC and donor' group	Link to donor group being proposed under procurement workstream.
2.3	Humanitarian organisations to institutionalise use of shared integration protocols First step: <ul style="list-style-type: none"> - Commit to pilot API standards and share learnings 	Medium Term (1-2 years)	Humanitarian organisations	Human resources, financial resources for piloting		Link to approach 4, governance platform.
2.4	Private sector to maintain scalable APIs and support cross-agency integration First step: <ul style="list-style-type: none"> - Provide demo API access or join pilot effort 	Medium Term (1-2 years)	Private sector	Human resources, financial resources		
2.5	Academia to track system-wide progress on integration benchmarks First step: <ul style="list-style-type: none"> - Document and publish lessons from interoperability pilots 	Medium Term (1-2 years)	Academia	Human resources, financial resources		Link to work under procurement workstream following the integration of procurement into organisational strategy. Link to 2.1. pilot on system connect.

Inclusivity and Scalable Solutions: Design inclusive, adaptable digital solutions that are accessible to all actors, including national and local organisations

Proposed Approach 3: Co-develop scalable tools with local actors based on a clear problem statement, promote shared identity frameworks, and map sectoral modular solutions

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
3.1	Humanitarian organisations, private sector and academia to: <ol style="list-style-type: none"> 1. Map digital exclusion across organisations and geographies 2. Co-design modular tools with national actors 	Short Term (6-12 months)	National NGO Network or localisation-focused platform	Human resources, financial resources	Humanitarian organisations existing experience. Academic Research. Private sector experience.	
3.2	Donors to require inclusive design standards in digital programme criteria First step: <ul style="list-style-type: none"> - Fund co-design workshops with local actors 	Medium Term (1-2 years)	Donors	Human resources, financial resources	Academia research Private sector	Link to donor group being proposed under procurement workstream.
3.3	Humanitarian organisations to ensure procurement frameworks prioritise inclusive, locally co-designed tools First step: <ul style="list-style-type: none"> - Nominate local partners for tool co-design initiatives 	Medium Term (1-2 years)	Humanitarian organisations	Human resources, financial resources	PARCEL?	Link to the upcoming localisation workshop.
3.4	Private sector to build modular tools adaptable to diverse digital contexts and bandwidth limitations First step: <ul style="list-style-type: none"> - Support localised design adaptations of digital tools 	Medium Term (1-2 years)	Humanitarian organisations	Human resources	Work done by NRC with DG ECHO support.	Link to action 3.1 establishing guidelines on how to work more cooperatively and collaboratively.
3.5	Academia to support validation and dissemination of inclusive design methods First step: <ul style="list-style-type: none"> - Support mapping of digital exclusion and co-design efforts 	Medium Term (1-2 years)	Academia/research	Human resources, financial resources		Link to 3.1 mapping

Governance, Coordination, and Policy: Establish coherent governance frameworks and sector-wide coordination mechanisms to align digital efforts

Proposed Approach 4: Develop governance frameworks, advisory platforms, and policy alignment for innovation and interoperability against a common vision, with clear incentivisation

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
4.1	Humanitarian organisations, private sector and academia to: <ol style="list-style-type: none"> 1. Form digital governance task force to establish vision and strategic priorities and direction 2. Draft and consult on a governance framework 	Short Term (6-12 months)	Cross-agency governance group (e.g. HLGSC members)	Human resources, financial resources	Academia research, existing material/tools in humanitarian organisations and transferable material from private sector	Link to the proposed Global Strategic Forum for procurement proposed under the procurement workstream.
4.2	Donors to align multi-donor policies around governance structures First step: <ul style="list-style-type: none"> - Provide seed funding for governance task force convening 	Medium Term (1-2 years)	Humanitarian organisations	Human resources	Existing material / tools in humanitarian organisations and transferable material from private sector	Link to donor group being proposed under procurement workstream.
4.3	Humanitarian organisations to embed agreed governance structures into digital policy First step: <ul style="list-style-type: none"> - Join governance model drafting and review process 	Medium Term (1-2 years)	Humanitarian organisations	Human resources		Link to embedding of procurement into organisational strategy suggested under procurement workstream.
4.4	Private sector to contribute to sector-wide governance innovation platforms First step: <ul style="list-style-type: none"> - Advise on governance structure for open digital platforms 	Medium Term (1-2 years)	Private sector	Human resources		
4.5	Academia to facilitate ongoing review and evolution of governance frameworks First step: <ul style="list-style-type: none"> - Convene expert roundtables on governance model options 	Medium Term (1-2 years)	Academia/ research	Human resources		

Sustainable Financing and Resource Optimisation: Achieve sustainable financing and shared investment strategies for digital infrastructure and tools, based on clear recognition of their added value

Proposed Approach 5: Reframe digital investments as core infrastructure, align funding with strategic coordination and operations optimisation, and promote shared or outsourced development and procurement

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
5.1	Humanitarian organisations, private sector and academia to: <ol style="list-style-type: none"> 1. Engage donors to reframe digital systems as infrastructure 2. Develop joint procurement guidelines for shared services and develop cost benefit analysis mechanism 	Short Term (6-12 months)	Donor coordination forum with implementing agencies (e.g. OCHA, ECHO)	Human resources	Leverage on the first discussion held at the end of procurement workshop.	To include close cooperation with the Global Strategic Forum for procurement under the procurement workstream.
5.2	Donors to treat digital infrastructure as a core part of humanitarian funding First step: <ul style="list-style-type: none"> - Endorse digital infrastructure in funding criteria 	Medium Term (1-2 years)	Shared between partners and donors	Human resources	Academic	
5.3	Humanitarian organisations to embed digital infrastructure costs in strategic and contingency plans First step: <ul style="list-style-type: none"> - Join pooled procurement pilot or costing tool testing 	Medium Term (1-2 years)	Donors	Human resources, financial resources		To include close cooperation with the Global Strategic Forum for procurement under the procurement workstream.
5.4	Private sector to offer subscription- or servicebased pricing models for scalable infrastructure First step: <ul style="list-style-type: none"> - Offer pricing options or co-finance pooled procurement 	Medium Term (1-2 years)	Donors	Human resources, financial resources		
5.5	Academia to advise donors on investment trends and optimisation models First step: <ul style="list-style-type: none"> - Survey financing models and pool case studies 	Medium Term (1-2 years)	Donors	Human resources	ECHO current work on reviewing the HPCs.	Link to action 3.1 establishing guidelines on how to work more cooperatively and collaboratively.

Capacity Building and User Engagement: Strengthen digital literacy, analytical skills, and user engagement across the supply chain workforce

Proposed Approach 6: Strengthen digital literacy, embed analytics, and promote user-centred and data-driven decision-making

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
6.1	Humanitarian organisations, private sector and academia to: <ol style="list-style-type: none"> 1. Conduct rapid assessment of digital literacy and champions 2. Develop and launch a tiered competency framework 	Short Term (6-12 months)	INGO training Consortium or UN-led logistics capacity initiative	Human resources, financial resources	Existing mapping of digital literacy, drawing on e.g. survey such as <i>The State of Logistics and Supply Chain in the Humanitarian Context</i>	
6.2	Donors to integrate digital capacity building in multi-year funding frameworks First step: <ul style="list-style-type: none"> - Fund rapid digital literacy and competency assessment 	Medium Term (1-2 years)	Donors	Human resources, financial resources		
6.3	Humanitarian organisations to institutionalise digital competencies into staff development and performance systems First step: <ul style="list-style-type: none"> - Nominate focal points for competency framework design 	Medium Term (1-2 years)	Humanitarian organisations	Human resources		Link to procurement performance management approaches suggested under procurement workstream.
6.4	Private sector to integrate user-centric training modules and analytics dashboards into core product offerings First step: <ul style="list-style-type: none"> - Partner on user-friendly analytics tools or dashboards 	Medium Term (1-2 years)	Private sector	Human resources, financial resources		
6.5	Academia to anchor peer learning and evaluation on digital skills uptake First step: <ul style="list-style-type: none"> - Compile evidence on user engagement and training efficacy 	Medium Term (1-2 years)	Academia	Human resources, financial resources		

Preparedness and Localisation Workshop (29th, 30th September & 1st October)

Outcome Document

Humanitarian supply chains are the operational backbone of crisis response, determining how effectively, efficiently, and equitably assistance reaches affected populations. Although localization and preparedness have long been recognized as critical pillars of humanitarian supply chain effectiveness, progress has remained limited and uneven. As crises become more frequent, complex, and protracted, and resources continue to diminish, the sector faces a renewed urgency to move from intention to implementation, embedding localization and preparedness as practical, measurable and interdependent enablers for a more effective and sustainable humanitarian supply chain system. It should also be noted that preparedness and localisation extend beyond the supply chain domain. While this workshop focused primarily on the supply chain perspective, connections with the broader context naturally emerged, reflecting the need to ensure coherence and complementarity between supply chain approaches and wider disaster preparedness frameworks, structures, and plans.

Localisation recognises that crises are most effectively addressed when local and national actors lead, supported by international partners in complementary roles. Preparedness ensures that supply chains are ready, adaptable, and resilient before humanitarian crises strike. Together, they represent a shift from reactive, externally driven operations toward proactive, nationally owned approaches.

Despite broad consensus on their importance, both localisation and preparedness remain underdeveloped in humanitarian supply chains. Current systems often operate in parallel to national structures, shaped by short-term projects and models that prioritise individual organisational efficiency, donor risk management, and compliance over system-wide effectiveness, and local ownership. The result is fragmentation, duplication of efforts, and weakened national leadership—leaving supply chains reactive rather than anticipatory, and dependent rather than resilient.

Moving forward requires a coordinated, system-wide transformation based on collaboration among all humanitarian actors, including local ones. Localisation ensures that response systems are as inclusive, equitable, and grounded in local realities as possible; preparedness ensures that these systems are anticipatory, data-driven, and ready to scale when crises occur or are about to occur. Together, they strengthen accountability, enhancing efficiency and the humanitarian system's overall capacity to respond effectively to both immediate and future needs. Localisation and preparedness must become core, interdependent functions of humanitarian supply chains—underpinned by collective will and commitment to a future Humanitarian Supply Chain Charter of Principles and Framework for Engagement.

Under the Humanitarian Leadership Group on Supply Chain (HLGSC), the Localisation and Preparedness workstreams were jointly convened by the Danish Refugee Council (DRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and UNICEF, in collaboration with the European Commission (DG ECHO) in its capacity as Secretariat. The workshop convened 73 participants from 57 organisations—including EU Member States, NGOs, UN agencies, academia, and private sector actors—to define a shared vision and actionable priorities to advance localisation and preparedness in humanitarian supply chains.

The discussions and analyses (based on working documents and action papers developed in advance) focused on six systemic barriers that impede progress and identified priority areas for collective action. These include:

- 1. Role definition:** Ambiguity in mandates and leadership roles limits both local ownership and coordinated preparedness. Humanitarian supply chains often rely on models that overlook national and local capacities, creating duplication, blurred accountability, and inefficiency. Clearly defining and aligning roles across local, national, and international actors is critical to ensuring complementarity, accountability, and sustainability.
- 2. System integration:** International humanitarian and national supply chain systems frequently operate in silos, reducing coherence and sustainability. Preparedness efforts designed outside national frameworks and localisation initiatives that bypass national and local capacities and infrastructures weaken long-term resilience. Stronger interoperability, co-investment, and integration with national disaster risk management and procurement systems are essential.

3. **Planning and design:** Externally driven, static plans and tools often prioritise global efficiency over local relevance and adaptability. Without co-design and continuous learning mechanisms, supply chains remain reactive and unable to anticipate evolving risks. Embedding dynamic, risk-based planning that integrates local knowledge, and real-time data is vital for resilience and effective preparedness.
4. **Governance and accountability:** Weak or unclear governance structures and risk-averse accountability frameworks centralise decision-making and constrain local leadership. In both localisation and preparedness, the absence of shared, adaptive accountability models leads to duplication, inefficiency, and limited transparency. Strengthening inclusive governance and shared accountability is key to enabling both ownership and effectiveness.
5. **Sustainable financing and funding mechanisms:** Donor practices such as earmarking, short-term grants, and indirect funding channels hinder both preparedness and localisation. Reactive, fragmented funding models prevent investment in long-term systems, capacity building, and local infrastructure. Predictable, flexible, and context-driven financing aligned with national strategies is needed to build sustainable, locally anchored preparedness and response leading capacity.
6. **Data evidence, and visibility:** Fragmented or inaccessible data systems limit decision-making, coordination, and accountability. In localisation, this constrains the ability of local actors to lead or adapt; in preparedness, it prevents anticipatory planning and efficient resource allocation. Building integrated logistics information systems with shared standards and predictive analytics is essential, ensuring that local actors have meaningful visibility and decision-making authority.

Together, these challenges underline that localisation and preparedness are mutually reinforcing agendas. Advancing one without the other risks perpetuating the very inefficiencies, dependencies, and fragmentation they seek to overcome.

Embedding localisation and preparedness as core pillars of humanitarian supply chains systems will require coordinated leadership, shared investment, and a commitment to collaboration. It demands a shift from short-term projects to long-term partnerships and investments, from parallel operations to integrated systems, and from reactive responses to proactive, nationally led resilience.

Key areas for action

1) The Humanitarian Supply Chain Charter of Principles: a shared vision and key principles

While existing mechanisms, such as the IASC Cluster System, the Grand Bargain, the Red Cross Red Crescent Movement (RCRC) system, and ongoing UN reform initiatives provide important coordination and policy frameworks, they do not offer a dedicated, system-wide vision for humanitarian supply chain collaboration. The Cluster System focuses primarily on operational coordination during emergencies and in some context for coordination of preparedness activities at country level, while the Grand Bargain addresses broader efficiency and localisation commitments without specific mechanisms for supply chain governance.

In the absence of a shared vision and agreed principles - such as national ownership, complementarity, and transparency—the sector continues to face duplication, inefficiencies, fragmented investments and burdensome compliance requirements rooted in limited trust.

A Humanitarian Supply Chain Charter of Principles would complement existing coordination and reform initiatives by establishing a shared vision and set of principles that define roles, accountability, and collaboration across national, international, humanitarian, development, and private sector actors. It would help align fragmented efforts, bridge preparedness and response, and strengthen collective accountability for building coherent, locally led, and resilient humanitarian supply chains.

During the workshop, initial efforts were made to develop a preliminary set of vision statements for Preparedness and Localisation, along with a first draft of a Humanitarian Supply Chain Charter of Principles.

Preparedness Vision Statement

Populations affected by crisis receive timely, appropriate, and effective assistance through a humanitarian supply chain that operates cohesively and collaboratively.

Localisation Vision Statement

National and local humanitarian actors in countries affected by crisis, are empowered and prepared to lead their humanitarian supply chain response, supported by a complementary international system that together meets the needs of affected populations.

Humanitarian Supply Chain Charter of Principles

Participants suggested that a Supply Chain Charter of Principles could be put forward. This Charter could outline the shared principles that guide the humanitarian supply chain community in delivering timely, effective, and equitable assistance to people affected by crisis. It could reflect the humanitarian community's collective commitment to efficiency, collaboration, and accountability in the use of global and local resources.

Proposed commitments include:

1. **Collective impact:** making our collective resources reach as many people in need as possible, maximizing the efficiency and effectiveness of every intervention.
2. **Localization and complementarity:** operating as local as possible and as international as necessary, strengthening national and local systems while ensuring that international capacities complement, rather than replace, local leadership.
3. **Agility and contextualization:** ensuring that humanitarian supply chains must remain agile, adaptive, and context-sensitive in their application, while maintaining coherence and consistency in systems, standards, and principles.
4. **Alignment and harmonization:** striving for alignment and harmonization across organizations, sectors, and geographies to promote interoperability, reduce fragmentation, and enable collective performance.
5. **Efficiency:** upholding the principle of non-duplication while valuing diversity and innovation.
6. **Transparency and information sharing:** sharing information for visibility, transparency, and accountability across the humanitarian supply chain by default, not by exception.
7. **Collective learning:** building for all - developing shared standards, frameworks, and tools that benefit the entire humanitarian community - and to building on the work of others through collaboration, knowledge exchange, and respect for existing efforts.

2) Framework for engagement on preparedness and localisation at country and global level

There was convergence on a set of principles to guide a framework for engagement on preparedness and localisation. This framework would address persistent challenges, including misaligned governance structures, weak accountability mechanisms and unclear role definitions within humanitarian supply chains.

The principles included:

- Build on national supply chain strategies and plans, including those for preparedness where they exist and clarify accountability, roles and responsibilities. The use of Supply Chain Maturity Model approaches was highlighted as a key tool to strengthen systems, enable targeted and coordinated investments, enhance supply chain resilience and support monitoring and evidence generation. The importance of local leadership in using the model is recognised, although the facilitation of such approach may vary according to the context.
- Promote national and local leadership as a core principle, whereby governments and national or local authorities take the lead, with international actors providing complementary support based on context and capacity and guided by maturity models. To ensure applicability across different contexts, a segmented approach was agreed upon.
- Leverage existing coordination platforms where they exist (such as the Logistics Cluster) and country and local level supply chain forums (including the UN procurement working groups, and the RCRC) and bring humanitarian and development networks together. This approach aims to bridge preparedness, response and longer-term system strengthening efforts.

- Enhance the coordination of international supply chain preparedness efforts to ensure the optimal use of global response capacity.
- Replace overlap and competition with collaboration models, anchored in clearly defined mandates and a recognition of the need to segment roles based on context, skills, and competencies.
- Prioritise collaboration as a guiding principle, building on existing systems and frameworks through coordinated scaling, harmonisation, and mutual recognition.
- Shift accountability from donor-centric models toward shared responsibility among local, national, and international actors.
- Align and coordinate donor efforts, including through harmonised funding, compliance, and reporting standards, to foster an enabling environment for effective governance and trust-based accountability.

3) Sustainable financing and funding

There was convergence around driving more sustainable financing and funding for humanitarian supply chains, including:

- Review existing financing mechanisms and funding streams for preparedness and development, with the aim of integrating supply chain preparedness and localisation activities, for example, through pooled funds.
- Include a supply chain representative on the board of relevant financing mechanisms.
- Enable a shift toward forecast-based financing to support preparedness activities that enhance response effectiveness and reduce overall response costs.
- Ensure that preparedness costs are eligible for funding during the response phase.
- Scale access to existing financing mechanisms that enable forecast-based financing and supply chain system strengthening activities for governments, humanitarian actors.
- Scale parametric insurance as a tool for governments.
- Support governments to include or increase investment in supply chain preparedness through national budgets.
- Enhance multi-year funding and donor harmonisation (including reporting).

4) Build on what exists: Leveraging existing initiatives, tools and capabilities

There was broad consensus on the need to drive action by building on existing structures and initiatives, prioritising their contextualisation and scaling over the creation of new tools. At the same time, participants recognised the importance of clarifying roles and accountabilities where these remain undefined. Some actions included:

- Conduct targeted rapid mapping exercises across key initiatives in all sectors—humanitarian, development, private sector, academia, and local, national, and international stakeholders—to identify initiatives with scaling potential, as well as gaps and duplications.

5) Investment in data, evidence, and predictive systems

There was broad consensus on the need to invest further in data, evidence, and predictive systems to strengthen forecast-based decision-making and early action, while supporting locally led humanitarian supply chains. It was stressed that while such investments can be initiated at the international level, the tools and systems developed should be adaptable and interoperable with national frameworks.

Some actions included:

- Promote information sharing by default, ensuring transparency and accessibility across actors and systems.

- Embed interoperability into system design to enable seamless data exchange and coordination among partners.
- Co-develop digital and data systems with local and national actors to ensure alignment with national supply chain strategies, priorities, and platforms.
- Ensure the ethical, secure, and accessible use of data—including AI-enabled forecasting—to underpin preparedness planning and performance measurement.
- Invest in tools and systems that expand access to global predictive analytics on crises and their impacts, enable needs forecasting, and enhance end-to-end supply chain visibility across actors and systems wherever possible.
- Incentivise donors to adopt data-sharing requirements to support the development of locally led codedigned, and inclusive data systems.
- Encourage academia to generate evidence through research that examines the impact of key shifts in localisation and preparedness, with particular attention to systemic barriers.

Considerations

In support of localisation, participants advocated for a *service model* enabling actors to request assistance from partners best placed to provide it. While there was broad agreement on the value of a demand-driven approach where feasible, some cautioned that such a model could risk undermining the humanitarian imperative. It was therefore considered essential to safeguard core humanitarian mandates and capacities to ensure timely and effective response.

Strong leadership across all levels will be essential to translate commitments into action. The Humanitarian Reset and UN80 present a timely opportunity to elevate preparedness, localisation, and supply chain systems as strategic priorities within the leadership agenda - embedding them into policies, resourcing decisions, and organisational culture. Interconnections with other core humanitarian priorities such as procurement, digitalisation, and environmental sustainability, as well as cross-cutting issues, must be considered.

Actions and implementation timeline

Given the interdependency between localisation and preparedness—and systemic barriers common to both—the table below presents possible approaches across both themes in an integrated format.

The approaches, the proposed actions and roles are based on the full process to date (interviews, mapping, working documents and action papers, as well as workshop discussions); however, they are suggested approaches to possibly take forward. Some actions may appear under more than one thematic area. This reflects the complementarity and interdependence of reform efforts rather than duplication; similar or overlapping actions often contribute to resolving the same core systemic issues, such as role clarity, financing, and data integration. The matrix should therefore be read as a connected set of reform pathways, not a list of standalone activities.

Behind specific actions, an indication is given to show whether actions:

[B] apply across both localisation and preparedness,

[D] represent the same action but serve different purposes in localisation and preparedness, or

[L] / [P] are specific to localisation or preparedness respectively.

Each action is also accompanied by an anticipated implementation timeframe, categorised as short-term (6 to 12 months), medium-term (1 to 2 years), or long-term (2 to 5 years).

Participants in the Localisation and Preparedness workshop proposed a set of parameters to guide the selection of scalable initiatives:

- Increase supply chain performance and efficiency for the same or less.
- Enable local actors to be self-reliant and foster local ownership.

- Right-size global supply chain infrastructure to support local response.
- Decrease reliance on and scale of the global aid supply system.

In addition, participants proposed prioritisation criteria to guide leadership decision-making:

1. Responds to a call or request from local actors.
2. Resource preferences.
3. Maturity level of the initiative.
4. Mainstreaming potential.
5. Return on investment.
6. Impact.

Role definition – Objective: Humanitarian supply chains are more efficient, accountable, and resilient through clearly defined, context-sensitive roles and inclusive coordination mechanisms - enabling faster delivery, reduced duplication, and empowered national and local leadership across preparedness, response, and recovery

Proposed approach 1: Establish adaptive, context-specific role frameworks at national, regional, and global levels that distinguish preparedness from response, embed mandates in domestic systems, and align coordination, capacity, and decision-making across all humanitarian supply chain actors.

Actions, beginning 2026		Approx. timeframe	Potential actors ²⁰	Resources needed	Existing resources to leverage ²¹	Links to other actions & interdependencies
Overall: Develop a framework for engagement to address gaps in role clarity, governance and accountability for humanitarian supply chains.						
1.1	<p>Role definition</p> <ul style="list-style-type: none"> Apply or adapt a maturity model to diagnose existing capacities and leadership readiness for humanitarian supply chains. [D] (L - guide leadership transfer; P - assess readiness) Define and align roles for humanitarian supply chain actors across preparedness and response phases based on those findings and on national DRM plans. [B] Embed agreed roles for humanitarian supply chain actors within existing national or coordination frameworks, including DRM structures. [D] (L - embedding; P on operationalising) Delegate authority and establish accountability thresholds for humanitarian supply chain accordingly. [L] Use the final role map for humanitarian supply chain to inform investment and partnership planning within the sector. [D] (L - local capacity; P - system-wide readiness) 	<p>Short term (existing) Medium term</p> <p>Short term</p> <p>Medium term</p> <p>Medium term</p> <p>Medium term</p>	<p>Humanitarian organisations, national authorities, donors</p> <p>National authorities, UNCTs, humanitarian organisations, regional bodies</p> <p>National governments, UNCTs, and humanitarian organisations</p> <p>Donors, national authorities, humanitarian organisations</p> <p>Donors, fund managers, humanitarian organisations</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p>	<p>UNICEF maturity model (adapted), IFRC PER</p> <p>National DRM plans, National Humanitarian Supply Chain Strategy, Cluster SOPs, national civil protection/RCRC</p> <p>National DRM strategies, contingency plans</p> <p>CBPF governance models, START Fund, DREF (IFRC pool fund)</p> <p>Maturity model outputs, partner assessments</p>	<p>Role definition, investment planning</p> <p>Governance frameworks, coordination platforms</p> <p>Governance, planning and design</p> <p>Risk-sharing, accountability frameworks</p> <p>Financing, leadership transfer</p>

²⁰ The workshop scope did not cover potential actors for specific actions in detail – those mentioned here are at the suggestion of the workshop Steering Committee and are examples and not exhaustive.

²¹ The list of resources is not exhaustive. A more comprehensive mapping exercise will be required at a later stage.

1.2	<p>Coordination mechanisms</p> <ul style="list-style-type: none"> • Leverage / build on humanitarian supply chain coordination platforms and protocols so they reflect national leadership, local actor participation and international support [B] • Promote joint planning workshops, after-action reviews, and scenario-based simulations [B] • Codify humanitarian supply chain coordination mandates and escalation pathways in legal and regulatory frameworks [P] 	<p>Short term</p> <p>Short term</p> <p>Long term</p>	<p>Logistics Cluster, national logistics working groups, UNCTs, AU CDC, IFRC, etc.</p> <p>National authorities, humanitarian organisations</p> <p>National governments, legal advisors, donors</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p>	<p>Existing coordination platforms (GLC, IFRC, RCRC in country, UNCT)</p> <p>IFRC PER tools, Sphere standards, simulation models National DRM laws, humanitarian legislation</p>	<p>Governance, role definition</p> <p>Planning and design, governance</p> <p>Governance, role assignment</p>
1.3	<p>Policy alignment^{1 2}</p> <ul style="list-style-type: none"> • Align donor and partner policies on humanitarian supply chain to reinforce national leadership and role clarity [L] • Harmonize funding and reporting requirements for humanitarian supply chain to support role-based accountability and enable smoother integration [D] (L - access; P – efficiency) 	<p>Medium term</p> <p>Long term</p>	<p>Donors, humanitarian organisations</p> <p>Donors, pooled fund managers, humanitarian organisations</p>	<p>Human, Financial</p> <p>Human, Financial, Systems</p>	<p>Grand Bargain, donor policy reviews</p> <p>CBPF harmonization pilots, OCHA FTS</p>	<p>Governance, role definition</p> <p>Financing, risk-sharing, data systems</p>

System integration – Objective: Humanitarian supply chains are more coherent, sustainable, and nationally anchored through the integration of preparedness and response functions into existing logistics, procurement, disaster management systems - reducing fragmentation, enhancing visibility, and enabling locally led operations that strengthen long-term resilience

Proposed approach 2: Integrate humanitarian supply chain functions into nationally led systems by aligning preparedness and response logistics with domestic infrastructure and policies, while coordinating regional and global support to reinforce local leadership, interoperability, and continuity during crises.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
2.1	Integration with national systems <ul style="list-style-type: none"> Map national & local capacities, platforms, and integration points across supply chain functions [B] Integrate humanitarian supply chains into national logistics, procurement, DRM and sectoral service systems [B] Align donor procedures and compliance requirements for humanitarian supply chain with national systems / platforms [D] (L - access/flexibility; P - harmonization/efficiency) 	Short term	National authorities, UNCTs, donors, private sector	Human, Financial	IFRC PER approach, maturity models	Role definition, investment planning
		Medium term	National authorities, humanitarian organisations	Human, Financial	National DRM and Sectoral plans, procurement frameworks	Governance, planning/design, donor alignment
		Medium term	Donors, national authorities, humanitarian organisations	Human, Financial	CBPF pilots, Grand Bargain reporting reforms	Risk-sharing, governance, financing
2.2	Interoperable systems and shared standards / tools <ul style="list-style-type: none"> Co-developed systems and tools for humanitarian supply chain (e.g., LMIS, coordination platforms, assessments) that leverage existing humanitarian and commercial efforts and are interoperable and inclusive [B] Define and adopt common quality standards and operating procedures for humanitarian supply chain across actors / contexts [B] Streamline importation and customs clearance processes through national platforms and policy reform [P] 	Medium term	Humanitarian organisations, national authorities, private sector	Human, Financial, Infrastructure	LMIS platforms	Data visibility, coordination, capacity strengthening
		Medium term	Humanitarian organisations, national authorities	Human, Financial	Sphere standards, Procurement guidelines	Risk management, supplier development
		Long term	National governments, customs authorities, UN, private sector, donors	Human, Financial, Systems	National Single Window, e-customs systems, ADEPT, IMPACCT	Governance, donor alignment

2.3	<p>Infrastructure and asset absorption</p> <ul style="list-style-type: none"> Promote dual-use infrastructure that serves both humanitarian and national systems, enabling longterm absorption [L] Ensure new humanitarian infrastructure is designed for post-crisis integration into national systems [L] 	<p>Medium term</p> <p>Medium term</p>	<p>Donors, national authorities, humanitarian organisations</p> <p>Humanitarian organisations, national authorities</p>	<p>Human, Financial</p> <p>Human, Financial</p>	<p>Shared warehousing and delivery systems, cold chain systems</p> <p>Existing humanitarian infrastructure guidelines</p>	<p>Financing, planning/design</p> <p>Governance, system integration</p>
2.4	<p>Private sector collaboration and local supplier development</p> <ul style="list-style-type: none"> Engage private sector and chambers of commerce to align supply chain systems and strengthen local market integration [P] Increase access to local and regional suppliers of essential emergency supplies through strategic procurement initiatives, market shaping that develops suppliers, and verified vendor databases shared globally [L] Increase local access to education related to core supply chain functions [D] (L – local capacity; P – surge readiness) 	<p>Medium term</p> <p>Medium term</p> <p>Short term</p>	<p>National chambers, private sector, humanitarian organisations</p> <p>Humanitarian organisations, national and regional authorities</p> <p>Training institutes, Humanitarian organisations, private sector</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p>	<p>Industry associations, procurement forums</p> <p>Hulo, QUAMED, local procurement platforms</p> <p>Existing logistics and procurement education and training efforts</p>	<p>System integration, supplier development</p> <p>Financing, procurement policy reform</p> <p>Capacity strengthening, leadership transfer</p>

Planning and design – Objective: Humanitarian supply chains are more adaptive, anticipatory, and locally relevant through co-designed planning tools, integrated early warning systems, and the inclusion of national and local actors in strategic decision-making - enabling faster, data-driven responses and long-term system resilience.

Proposed approach 3: Design inclusive and anticipatory humanitarian supply chain planning processes by embedding early warning triggers, co-developing tools with national and local actors, and aligning supply chain preparedness and response strategies to context-specific risks, capacities, and decision-making structures.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
3.1	Strategic planning and forecasting					
	<ul style="list-style-type: none"> Institutionalise supply chain adaptive, risk-informed planning linked to national DRM frameworks [P] 	Medium term	National authorities, humanitarian organisations	Human, Financial	National DRM plans, contingency planning tools	Governance, coordination platforms
	<ul style="list-style-type: none"> Embed humanitarian supply chain requirements into impact-based predictive technologies, early warning triggers, and anticipatory protocols existing within national and preparedness plans [P] 	Medium term	Data providers, national DRM bodies, humanitarian actors	Human, Financial, Systems	IFRC PER approach, Anticipatory action protocols, IFRC predictive intelligence on crises.	Data systems, forecasting capacity
	<ul style="list-style-type: none"> Establish or participate in simulation models and preparedness drills to test supply chain readiness [P] 	Medium term	National authorities, humanitarian organisations, private sector	Human, Financial	Sphere standards, Existing simulation models, IFRC DREF Anticipatory & trigger model for local level.	Planning/design, surge readiness

3.2	<p>Co-design and ownership</p> <ul style="list-style-type: none"> Co-design supply chain strategies, tools, and processes with national and local actors [L] Ensure local actors participate and influence in supply chain strategic planning based on national context [L] Create phased leadership transfer plans to embed local ownership and operational autonomy in supply chain strategic plans [L] 	<p>Medium term</p> <p>Short term</p> <p>Medium term</p>	<p>National authorities, humanitarian organisations</p> <p>National authorities, (local) humanitarian organisations, donors</p> <p>National authorities, Humanitarian organisations, donors</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p>	<p>Existing coordination platforms and co-design models</p> <p>Logistics Cluster, National coordination bodies, Red Cross & Red Crescent in country</p> <p>Maturity models</p>	<p>Role definition, tool alignment</p> <p>Governance, planning/design</p> <p>Capacity strengthening, role assignment</p>
3.3	<p>Tool alignment and local capacity</p> <ul style="list-style-type: none"> Co-develop interoperability standards and shared data principles that make global supply chain tools compatible with national platforms, where feasible [D] (L - relevance; P – interoperability) Invest in forecasting and analytics capacity for national actors [R] (L - empowerment; P – readiness)²² 	<p>Medium term</p> <p>Medium term</p>	<p>National authorities, humanitarian organisations</p> <p>National authorities, academia, donors, humanitarian organisations</p>	<p>Human, Financial, Systems</p> <p>Human, Financial, Systems</p>	<p>LMIS platforms, data systems</p> <p>Early warning systems, academic partnerships, IFRC predictive intelligence on crises</p>	<p>System integration, data visibility</p> <p>Strategic planning, anticipatory action</p>

²²To note that this is a broader question than for the supply chain sector alone. Supply chain can support this, and ensure that supply chain considerations are included.

Governance and accountability – Objective: Humanitarian supply chains are more transparent, coordinated, and performance-driven through the establishment of context-sensitive governance and accountability mechanisms that decentralize oversight, enable equitable risk-sharing, and strengthen compliance without undermining local leadership in both preparedness and localisation contexts.

Proposed Approach 4: Establish inclusive and risk-sensitive governance and accountability mechanisms within the humanitarian supply chain by embedding oversight and escalation pathways in nationally led systems, while coordinating regional and global support to uphold transparency, reinforce local leadership, and ensure shared responsibility across preparedness and response contexts.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
4.1	<p>Governance and oversight</p> <ul style="list-style-type: none"> Develop supply chain governance frameworks with clear escalation paths across preparedness and response phases [B] Establish shared accountability mechanisms and SOPs for supply chain co-owned by donors, local actors, and international partners [B] Recognize and incentivize successful supply chain locally led operations through performance-based funding and visibility mechanisms [L] 	<p>Short term</p> <p>Medium term</p> <p>Medium term</p>	<p>National authorities, UNCTs, humanitarian organisations, donors.</p> <p>Donors, national authorities, humanitarian organisations</p> <p>Donors, national authorities</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Financial</p>	<p>National disaster risk plans, Red Cross & Red Crescent with local governments, cluster SOPs, maturity models</p> <p>Grand Bargain, Cluster accountability tools, maturity models</p> <p>CBPF frameworks, OCHA FTS</p>	<p>Role definition, planning/design</p> <p>Risk-sharing, data visibility</p> <p>Financing, data systems</p>

	<ul style="list-style-type: none"> Establish a sector-wide charter of common principles for supply chain, grounded in localisation and preparedness commitments [B] 	Short term	HLGSC, DG ECHO, Humanitarian organisations	Human	Workshop outputs	Governance, coordination frameworks
4.2	<p>Risk management and compliance</p> <ul style="list-style-type: none"> Implement tiered, context-sensitive risk-sharing supply chain models that reflect local realities and operational thresholds [L] Co-create supply chain risk management frameworks (tools / performance metrics) across stakeholders to ensure relevance, support joint planning and create shared ownership [L] Use interoperable supply chain systems for joint oversight, performance tracking, and risk monitoring across actors [D] (L - inclusion; P - system efficiency) 	<p>Medium term</p> <p>Medium term</p> <p>Long term</p>	<p>Donors, national authorities, humanitarian organisations</p> <p>Humanitarian organisations, national actors, donors, academia</p> <p>Humanitarian organisations, national authorities, private sector</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial, Digital infrastructure</p>	<p>START Fund pilots, IFRC DREF pool funds</p> <p>Sphere standards, audit tools, maturity models</p> <p>LMIS platforms, maturity models</p>	<p>Financing, accountability</p> <p>Governance, capacity strengthening</p> <p>Data visibility, donor compliance</p>
4.3	<p>Capacity strengthening</p> <ul style="list-style-type: none"> Provide training on compliance, procurement, and financial controls tailored to national systems and local actors [D] (L - empowerment; P – standardisation) Establish mentorship or secondment programs on supply chain to build institutional capacity and foster peer learning [D] (L - leadership transfer; P - surge readiness) 	<p>Short term</p> <p>Short term</p>	<p>Humanitarian organisations, national training institutes, donors</p> <p>Humanitarian organisations, national authorities</p>	<p>Human, Financial</p> <p>Human, Financial</p>	<p>Existing training modules</p> <p>Surge rosters, Red Cross secondments</p>	<p>Risk-sharing, governance</p> <p>Leadership transfer, surge readiness</p>

Sustainable financing and funding mechanisms – Objective: Humanitarian supply chains are more predictable, locally empowering, and crisis-ready through sustainable financing and funding mechanisms that enable multi-year investments, reduce administrative burden, and provide flexible, upfront resources aligned with national systems and local leadership

Proposed approach 5: Develop, strengthen and institutionalise sustainable financing and funding mechanisms that provide flexible, upfront resources for supply chain preparedness, reduce fragmentation in response, and align multi-year investments with national systems and local priorities.						
Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
5.1	Flexible and predictable funding					
	<ul style="list-style-type: none"> Review existing financing mechanisms and funding streams to integrate supply chain preparedness and localisation [B] 	Short term	Donors, fund managers, humanitarian organisations	Human, Financial	CBPFs, START Fund, IFRC DREF pool fund	Governance, system Integration
	<ul style="list-style-type: none"> Include a supply chain representative on the board of relevant financing mechanisms [B] 	Short term	Humanitarian organisations, donors	Human, Financial	Existing governance structures of CBPFs, START Fund, DREF	Governance, accountability
	<ul style="list-style-type: none"> Collect evidence and develop compelling investment cases and narratives to support supply chain preparedness [P] 	Medium term	Academia, humanitarian organisations, donors	Human, Financial	Cost-benefit studies, Impact evaluations, IFRC predictive intelligence analytics	Strategic planning, donor advocacy
	<ul style="list-style-type: none"> Shift to multi-year, forecast-based and flexible financing models that support both preparedness and system strengthening (localisation) priorities [B] 	Medium term	Donors, fund managers, humanitarian actors, national authorities	Human, Financial	Forecast-based financing pilots, pooled fund mechanisms	Risk-sharing, anticipatory action
	<ul style="list-style-type: none"> Develop validation mechanisms and auditable trials to build trust in forecast-based and pre-arranged financing models⁵ for supply chain [P] 	Medium term	Humanitarian organisations, donors, academia	Human, Financial, Systems	Anticipatory Action pilots, parametric Insurance trials, preparatory investment in SCM	Data systems, accountability frameworks
	<ul style="list-style-type: none"> Promote the use of existing pooled and forecast based financing mechanisms to also cover supply chain, including pre-arranged finance and parametric insurance [B] 	Short term	Donors, humanitarian Organisations and Finance platforms, national governments	Human, Financial	START Fund, ARC, IFRC Forecast-based investment	Risk-sharing, surge readiness
<ul style="list-style-type: none"> Advocate for longer-term preparedness funding and support governments to embed preparedness funding in national budgets / planning cycles [P] 	Short term	Humanitarian actors, national governments / MoF, donors	Human, Financial	DRM strategies, national development plans Existing donor	Governance, system integration Capacity strengthening, anticipatory action	

	<ul style="list-style-type: none"> Scale access to financing mechanisms that enable forecast-based financing and supply chain system strengthening [B] 	Medium term	Donors, national authorities, humanitarian organisations	Human, Financial	envelopes, pooled fund access pathways	
5.2	<p>Risk sharing and local empowerment</p> <ul style="list-style-type: none"> Provide upfront financing²³ and risk guarantees to local actors to enable early action and leadership on supply chain [L] Link supply chain funding to national systems and dual-use investments that strengthen both humanitarian and domestic capabilities [D] (L - absorption; P – readiness) Encourage blended financing and match funding models for supply chain to diversify resources and reduce reliance on global systems [P] 	<p>Medium term</p> <p>Long term</p> <p>Short term</p>	<p>Donors, pooled fund managers, humanitarian organisations</p> <p>Donors, national authorities, humanitarian organisations, private sector</p> <p>Donors, private sector, national governments, humanitarian organisations</p>	<p>Human, Financial</p> <p>Human, Financial</p> <p>Human, Financial</p>	<p>IFRC DREF (anticipatory action for national societies and communities), START Fund, CBPFs, insurance mechanisms</p> <p>Infrastructure co-investment models, DRM plans, maturity models</p> <p>PPP models, pooled fund innovations, match funds</p>	<p>Localisation, anticipatory action</p> <p>Infrastructure, system integration</p> <p>Financing, supplier development</p>
5.3	<p>Administrative efficiency</p> <ul style="list-style-type: none"> Reduce administrative burden and harmonize reporting requirements across donors to improve funding access for local actors [L] Provide contingency funding to enable operational adjustments during crises and transitions [L] 	<p>Short term</p> <p>Medium term</p>	<p>Donors, fund managers, humanitarian organisations</p> <p>Donors, UN agencies, national authorities</p>	<p>Human, Financial</p> <p>Human, Financial</p>	<p>Existing reporting requirements, CBPF harmonization pilots</p> <p>Emergency reserve funds, flexible donor clauses</p>	<p>Governance, risk-sharing</p> <p>Surge readiness, planning/design</p>

²³ Anticipatory financing includes forecast based financing but goes beyond to include other pre-arranged financial instruments (e.g., contingency funds, insurance, precommitments).

Data evidence, and visibility – Objective: Humanitarian supply chains will be more anticipatory, inclusive, and decision-ready through data systems that connect early warning to logistics triggers, enable real-time visibility of assets, and empower national and local actors to govern, interpret, and act on supply chain data before, during, and after crises.

Proposed approach 6: Strengthening logistics decision-making by linking it to data, evidence, early warning and visibility systems, enabling real-time tracking of critical assets, and empowering national and local actors to govern, interpret, and act on supply chain information across preparedness and response.

Actions, beginning 2026		Approx. timeframe	Potential actors	Resources needed	Existing resources to leverage	Links to other actions & interdependencies
6.1	Data systems and integration					
	<ul style="list-style-type: none"> Establish and institutionalise joint dashboards, analytics tools, and real-time data exchange across humanitarian and national supply chain systems [B] 	Short term	Humanitarian organisations, national authorities, donors	Human, Financial, Systems	LMIS platforms	Digitalisation, coordination, forecasting, surge readiness
	<ul style="list-style-type: none"> Use digital platforms to centralize supply chain data and make it accessible to all stakeholders. Provide dashboards and analytics tools to help local actors anticipate bottlenecks, forecast demand, and optimize logistics [B] 	Medium term	National authorities, humanitarian organisations, private sector	Human, Financial, Technical infrastructure	LMIS platforms, national data protection laws	Digitalisation, early warning systems, planning/design
	<ul style="list-style-type: none"> Establish integrated, context-sensitive supply chain information systems and evidence systems to provide decision-relevant data that enable local actors to lead, coordinate, and sustain humanitarian supply chain operations [B] 	Medium term	National authorities, humanitarian organisations, private sector	Human, Financial, Technical infrastructure	LMIS platforms	Digitalisation, governance, early warning systems, planning/design
	<ul style="list-style-type: none"> Leverage private sector expertise and technology to ensure data systems are interoperable, accessible, and aligned with global standards. 	Medium term	Humanitarian actors, private sector, national authorities	Human, Financial	APIs, commercial logistics platforms	System integration, supplier development
	<ul style="list-style-type: none"> Develop organisational data policies that commit to data sharing and transparency by default [B] 	Short term	Humanitarian organisations, donors	Human, Financial	Grand Bargain transparency commitments	Governance, accountability
<ul style="list-style-type: none"> Connect early warning systems to logistics triggers to enable anticipatory action and supply chain activation [P] 	Medium term	Data providers, national DRM bodies, humanitarian actors	Human, Financial	Anticipatory action protocols, PER tools	Strategic planning, financing	

	<ul style="list-style-type: none"> Map existing data on supply chain and identify gaps, and co-design solutions with local actors to improve visibility and decision-making [B] 	Short term	Humanitarian actors, national authorities, private sector	Human, Financial	PER tools, coordination platforms	Tool alignment, system integration
	<ul style="list-style-type: none"> Appoint a representative group to define supply chain community data standards, including security protocols, data classification, and privacy considerations [B] 	Short term	Humanitarian organisations, data specialists	Human, Financial	Data protection laws, data responsibility guidelines	Systems integration, local ownership

6.2	<p>Local data ownership and use</p> <ul style="list-style-type: none"> Promote data-sharing initiatives on supply chain local capacity - including vendors, transport, warehousing, and production gaps – to validate feasibility and costeffectiveness [L] Use analytics to support local supply chain decision making, coordination, and market development [D] (L - empowerment; P – performance) Integrate feedback loops into planning and data systems to enable learning, adjustment, and continuous improvement [B] 	Short term	Humanitarian organisations, national authorities, private sector	Human, Financial	Hulo, QUAMED, Procurement databases	Supplier development, investment planning
		Medium term	National authorities, academia, humanitarian organisations	Human, Financial, Systems	IFRC predictive intelligence, Early Warning systems, academic partnerships, maturity models	Strategic planning, localisation, system strengthening
		Medium term	Humanitarian organisations, national authorities	Human, Financial	Sphere standards, PER tools	Planning/design, governance