



# Logistics Emergency Team

# 2025

ANNUAL REPORT





Logistics Emergency Team and Why it was Created	3
Operating Model Evolution	4
• Logistics Cluster	4
20 Years of Humanitarian Support	5
Latest evolution of the LET: LET 2.0	6
2025 Operational Support	8
• Gaza	8
• South Sudan	8
• Lebanon	9
• Myanmar	9
Preparedness	10
Logistics Capacity Assessment	12
Communications Desk: Events, training & media engagement	14
Conclusion	16



# LOGISTICS EMERGENCY TEAM AND WHY IT WAS CREATED

For two decades, the Logistics Emergency Team (LET) has partnered with the Logistics Cluster to provide humanitarian assistance and logistical support to people in need across the globe. Since its creation at the World Economic Forum in 2005, the LET has spearheaded a unique public-private partnership model, bringing together Agility, UPS, Maersk, and DP World to partner with the Logistics Cluster, which is led by the World Food Programme. Representing the logistics needs of the entire humanitarian community, the Logistics Cluster connects the LET to over 1145 partners, of which 50% are national entities, creating a multiplier effect that benefits those in most need.

This unique partnership delivers critical logistical solutions in times of crisis. By uniting the capabilities of the member companies, the LET provides a bridge between frontline humanitarian organizations who are navigating highly complex and challenging environments and the vast resources and specialized expertise of the private sector. This collaboration not only helps address urgent logistical gaps during and after emergencies but also ensures that humanitarian actors can rapidly access the

support they need. The LET's agility and ability to mobilize resources at speed amplifies the impact of humanitarian efforts, enabling swift, coordinated responses that save lives and strengthen communities in the most difficult circumstances.

Since its establishment, the LET has responded to more than 50 global disasters in 30 countries, supported Logistics Capacity Assessments in over one hundred nations, and provided invaluable support to millions of individuals over the past two decades. The expertise and commitment demonstrated by LET members and their teams have resulted in measurable improvements for thousands of communities worldwide. This report presents an overview of the LET's achievements and its critical contributions during times of crisis. Additionally, it outlines the LET's ongoing efforts to adapt to the evolving needs of the humanitarian sector, including the launch of a new platform, LET 2.0, which will further enhance the available support as the partnership enters a third decade of comprehensive aid delivery in emergency contexts across the globe.





# OPERATING MODEL EVOLUTION

Since its inception in 2005, the Logistics Cluster has been at the forefront of humanitarian logistics, enabling the entire humanitarian community to respond faster, smarter, and more effectively. LET activation during emergencies is not just about moving goods—it is about creating a coordinated response that ensures life-saving assistance can actually reach the millions of people facing the world’s most devastating crises.

Before an emergency, the Logistics Cluster invests in emergency preparedness, strengthening national systems and building local capacity. Through initiatives such as capacity strengthening, Logistics Capacity Assessments (LCAs) and training programmes, it empowers governments, NGOs, and partners to anticipate challenges and reduce reliance on large-scale international mobilisation. This proactive approach lowers costs, mitigates complexity, and accelerates response times.

During a crisis, when local capacities are overwhelmed, the Logistics Cluster becomes the backbone of the humanitarian response. The Logistics Cluster brings humanitarian logisticians together to plan, exchange vital information on the evolving emergency, and act together through sharing assets and resources—in warehousing, transport, and air operations—so that organisations can deliver aid swiftly and efficiently to those in desperate need. This unified approach prevents duplication, optimises resources, and saves lives.

After an emergency, the Logistics Cluster drives continuous improvement by assessing gaps, sharing lessons learned, and reinforcing resilience for future shocks. Its work does not end when the crisis subsides; it leaves behind stronger systems and partnerships that benefit communities long after the headlines fade.

By bridging gaps and building preparedness, the Logistics Cluster transforms fragmented efforts into a cohesive, global response network.



The partnership with the Logistics Cluster enables the LET to support all humanitarian organizations responding to any given emergency. Since the LET was first actively deployed to assist with simultaneous floods and droughts in Mozambique in early 2007, it has continued to evolve to adjust to the needs of the humanitarian community. In fact, as crises have become increasingly complex and challenging, the LET has continued to provide crucial logistics expertise, assets, and transportation to meet the gaps and bottlenecks identified in the emergency response. Over time, the scope has expanded to include emergency preparedness, digital solutions, and recovery logistics. By leveraging the private sector expertise within the members, the LET has introduced new methods and capabilities that strengthen the humanitarian community’s ability to provide support before, during, and after crises. Through it all, the partnership’s commitment to delivering meaningful, reliable support has never wavered.

# 20 YEARS OF HUMANITARIAN SUPPORT

For over two decades, the LET has consistently delivered essential logistical support in times of need, demonstrating unwavering commitment to the humanitarian community despite evolving challenges both within member companies and across the global landscape. In its first five years, the partnership was activated for nine climate-related disasters and conducted two Logistics Capacity Assessments to strengthen countries' preparedness for future crises.

In 2014, the LET led a first of its kind effort to provide humanitarian support in West Africa in the midst of a deadly Ebola outbreak. Over the course of a year, the LET sustained a multi-country Ebola response that included supporting over 40 humanitarian organizations and provided specialized coordination

of medical logistics. Throughout the next decade, the LET would continue to provide support whether it was for refugees in Syria, earthquakes in Turkey, or providing logistical support during times of conflict in Sudan, Ukraine, and Gaza.

Building on this strong foundation, the LET's dedication has never faltered: in the last five years, the LET has responded to an increasing number of disasters while expanding its focus to include protracted emergencies. This enduring resilience is rooted in the shared values of LET employees who engage in humanitarian action, and the organizations they represent, enabling the partnership to adapt, grow, and remain a trusted ally for those in need through years of change and complexity.



# LATEST EVOLUTION OF THE LET: LET 2.0

The humanitarian landscape has changed dramatically in recent years, with a growing number of protracted crises and increasing emphasis on localization. Local markets are now more developed, and humanitarian organizations, along with their partners, have had to continuously adapt their operations to respond effectively to these evolving challenges. LET companies have also kept pace with these changes, expanding their resources and deepening their expertise to meet global needs in more complex environments.

Recognizing the need for greater agility and flexibility in humanitarian logistics, the LET companies and the Logistics Cluster worked together to develop LET 2.0. This enhanced model is designed to address the realities of today's operational environment, where emergencies are often prolonged and local actors play a more significant role. LET 2.0 leverages the collective strengths of LET companies, enabling them to offer a broader spectrum of critical in-kind services, assets, and resources directly to partner organizations during crises. By doing so, LET 2.0 not only fills essential shared gaps identified by the Logistics Cluster but also individual organization needs, ensuring that assistance reaches those most in need through more direct and efficient channels.

Dreamt up in 2024 and piloted in 2025, this platform enables humanitarian partners to tap into the full breadth of the LET's capabilities. Through this platform, LET companies can post available services, assets, and expertise, and humanitarian organizations can directly request what they need in real time. At the same time, humanitarian organizations can post their various needs and the LET companies can then support those they are able to. This creates a more agile, transparent, and efficient way to match demand with supply, while ensuring

donated commercial resources reach the communities in need quickly. By broadening access beyond collapsed markets, LET 2.0 allows partners to benefit from support even when markets are functioning but stressed. This improved match-making model prevents bottlenecks, accelerates delivery, and unlocks the full potential of the LET companies to meet the growing complexity of today's humanitarian crises.

On 16 June 2025, Frank Clary (Agility) and Alice Turner (UPS) introduced LET 2.0 to an audience of more than 80 humanitarian professionals, including representatives from the UN, international organizations, and national agencies during the [Global Logistics Meeting \(GLM\)](#). This expansion has given the partnership a larger role within the Logistics Cluster. Over the past year, the system has continued to develop and will further adapt as it is put to the test in emergency situations. As the LET looks ahead to the coming decade, LET 2.0 is set to nurture the next wave of humanitarian logistics experts and drive the advancement of technologies that empower their mission.





# 2025 OPERATIONAL SUPPORT

## GAZA

Following an escalation of conflict in 2023, delivering humanitarian relief into Gaza has become ever more challenging. All the LET companies have come to the table, supporting in diverse ways. Maersk's donation of one year of warehousing storage, services, and amenities in Amman, Jordan—including repalletization, storage, cargo handling, and expert support—was crucial to the emergency response up to this year. The facility greatly contributed to the efforts in preparing and dispatching humanitarian convoys from Jordan, ensuring life-saving items such as food, medical supplies, and other essential relief goods reached those in need as effectively as possible. This support was indispensable in enabling a coordinated, timely, and effective humanitarian effort. DP World provided logistical information while Agility donated two ISO fuel storage containers. These containers are now being used to support the Egypt-Gaza supply route, operated by the Egyptian Red Crescent, with support from the Logistics Cluster. This support ensures a reliable and safe fuel supply for critical humanitarian activities, enabling uninterrupted power for the logistics hubs and relief convoys, and reducing operational delays. Additionally, UPS collaborated with the wider humanitarian community to support the transportation of core relief items.



## SOUTH SUDAN

As part of a pilot initiative under **LET 2.0**, Maersk stepped in to address an acute humanitarian crisis on the border between South Sudan and Sudan where thousands of refugees fleeing conflict arrived in remote locations with nothing—not even basic food supplies. Responding to this urgent need, Maersk organised the air transport of **100 metric tonnes of fortified biscuits** to Juba, South Sudan for the World Food Programme. This rapid intervention helped fill a critical gap in emergency food assistance, ensuring lifesaving nutrition reached vulnerable populations at a time when every hour mattered.



## LEBANON

In October 2024, a significant escalation in the conflict led to the activation of the Lebanon Logistics Cluster and the LET. UPS, as part of the LET, provided essential warehousing facilities to the Log Cluster which was then used by local and international organizations to store and manage cargo. The donation of the use of its Beirut warehouse, including the storage, handling of dangerous goods, and loading and offloading of cargo, as well as services such as repalletization, inventory management, and afterhours support enabled the Logistics Cluster to facilitate the delivery of 800 metric tons (~1.7 million lbs.) of critical relief supplies to conflict-affected regions in Lebanon. Among the items stored and handled were 32,807 food parcels and ready-to-eat food kits, 26,429 dignity kits, 5,841 baby kits, 2,800 mattresses and pillows, 2,380 blankets and 150 kitchen sets.

The provision of this key storage infrastructure was critical in ensuring that humanitarian cargo could be securely stored, efficiently managed, and promptly delivered to people in need in high-risk locations in Lebanon. This collaboration allowed organizations to continue saving lives.



## MYANMAR

After a 7.7 magnitude earthquake struck Myanmar and parts of Thailand on 27 March, the LET was activated to assist and provide humanitarian relief. The LET immediately made available ground transport, warehouse storage, and customs support. Maersk made available a warehouse facility in Yangon, strategically located to support rapid delivery of relief items to the earthquake-affected areas. The space made available was a total of 1,000 square meters for a period of 3 months, demonstrating the LET's commitment to providing humanitarian relief in Southeast Asia.



# PREPAREDNESS

Disaster preparedness is another way the Logistics Emergency Team (LET) enables rapid and effective humanitarian logistics support. With supply chain activities accounting for an estimated 70% of humanitarian response costs, the Logistics Cluster prioritises strengthening logistics preparedness at regional and national levels and advancing locally led measures. By investing in preparedness, the LET helps reduce the financial burden and operational complexity of emergency responses, often minimising the need for large-scale international mobilisation when crises occur.

The LET champions those closest to affected communities, ensuring they have the tools and knowledge to respond effectively. Through collaboration with NGOs and local authorities, the LET shares best practices and benchmarks for preparedness, setting clear and achievable standards. A key element of this approach is the Logistics Capacity Assessment (LCA), which identifies potential gaps in a country's logistics infrastructure and informs planning and preparation for an eventual emergency.





# LOGISTICS CAPACITY ASSESSMENT

The Logistics Capacity Assessment (LCA) is a tool that provides key information about logistics infrastructure and services in a country. It includes important data in an accessible format that is then shared with the global humanitarian community. LCAs are crucial to global humanitarian support efforts and offer essential, baseline logistics information for planning and operations. They identify critical parts of the supply chain, like ports, airports, roads, railways, storage facilities, handling procedures, labor costs, and local transportation resources. They also identify any gaps or issues that could slow down aid delivery, helping teams plan better and avoid bottlenecks. A “bottleneck” refers to a specific point where the flow of goods or services is significantly restricted, leading to hazardous logistical roadblocks when conducting humanitarian relief.

LCAs play a crucial role in countries facing elevated risks of disasters or humanitarian crises. These assessments evaluate potential hazards and vulnerabilities, serving as both retrospective and prospective analyses of a

country’s capacity to manage such challenges. In 2025, the LET supported the Logistics Cluster in conducting 10 LCAs in Angola, Belize, the Democratic Republic of the Congo, Dominica, Oman, Cyprus, South Africa, Rwanda, Saint Vincent and the Grenadines, and Senegal. LET members may conduct LCAs using in-house personnel or by partnering with external providers. For example, Dubai-based DP World engaged a consultant to carry out LCAs for Cyprus, South Africa, and Rwanda.

Collaboration between LET as a private-sector partner and the Logistics Cluster enables LCAs to be completed quickly, and in ways that reflect the evolving needs of at-risk regions. Engaging private-sector experts in these assessments also helps build networks of local actors who are invested in humanitarian logistics and prepared to respond together if a disaster strikes their community. For LET employees, contributing to LCAs not only strengthens the Logistics Cluster’s preparedness but also provides a sense of purpose by participating in work that extends beyond their day-to-day responsibilities.





# COMMUNICATIONS DESK: EVENTS, TRAINING & MEDIA ENGAGEMENT

Beyond providing direct humanitarian aid, the LET is committed to building the capacity of future humanitarian responders through training and education. The team also prioritizes raising awareness of its mission and achievements, both within its member companies and among key external stakeholders. By taking an active role in thought leadership, the LET seeks to drive industry-wide progress by showcasing its impactful, value-driven partnership that puts the needs of disaster-affected communities at the forefront. This dedication is reflected in the range of events and initiatives in which the LET curated and participated in this year.

On 26 March 2025, the LET organized an event during Humanitarian Network and Partnerships Week called “Getting Private Sector Engagement Right: 20 Years of the Logistics Emergency Team.” Held both online and in person, this event took place shortly after the disbandment of USAID, adding to widespread uncertainty in humanitarian and international development funding. The primary goal of the session was to inspire hope within the humanitarian sector by offering an alternative approach to emergency response. Featuring a keynote address and panel discussion with Frank Clary (Agility), Mailin Fauchon (Logistics Cluster), Omar Saado (NGO partner in Lebanon), James Purcell (WEF), Rob Townley (Maersk), and Caroline Kiunga (UPS), the session highlighted key lessons from two decades of private sector collaboration with humanitarian organizations and demonstrated how partnerships can drive impactful, life-saving action across the globe.

On 21 May 2025, a one-hour online Lunch & Learn webinar introduced employees from UPS, DP World, Agility, and Maersk to the Logistics Cluster and the LET. The session

highlighted the Logistics Cluster’s critical role in coordinating humanitarian logistics, how the LET leverages private-sector resources in emergencies, and featured case studies of past deployments and impact. Participants gained a stronger understanding of how their companies contribute to global disaster response, while also reflecting on lessons learned and the importance of public-private partnerships. The event created awareness, pride, and engagement, reinforcing the critical role logistics professionals play in saving lives during crises.

Between 12–20 September, Caroline Kiunga (UPS), Anja Griesshammer (UPS), Nina Grün Lummermeier (Maersk) and Martin Toft (Maersk), took part in the annual [gear.UP training](#). This eight-day field simulation exercise, organized by the Logistics Cluster, Emergency Telecommunications Cluster and Germany’s Federal Agency for Technical Relief (THW), brought together 32 organizations to enhance humanitarian logistics skills. The LET supported staff development and boosted the team’s effectiveness in global humanitarian efforts.





Participants were reminded that private sector companies can serve as valuable partners in countries and shouldn't be considered only as a last option. Building relationships during stable periods allows for better cooperation when crises arise.

On 25 November 25, Caroline Kiunga of UPS served as a guest lecturer at the Hanken School of Economics, delivering a presentation on "The Strategic Role of the Private Sector in Humanitarian Relief Operations." She detailed the multiplier effect resulting from collaboration between the Logistics Cluster and the LET, highlighting the transformation of humanitarian relief efforts through innovation, partnership, and rapid response. Additionally, she addressed the value of skilled volunteering, emphasizing how leveraging professional expertise can strengthen programs and deepen partnerships.

On 4 December, Caroline Kiunga also joined a panel titled "Champions of the Logistics Cluster" in the final Logistics Cluster Global Logistics Meeting of 2025 to discuss the value of private-public sector partnerships to an audience of 100+ humanitarian logisticians and heads of supply chain.

Additional comms materials done this year:

- Blog by WEF: [Logistics Emergency Team: 20 years of coordinating humanitarian aid | World Economic Forum](#)
- 20th anniversary LET video by Agility: [20 Years of Collaborative Humanitarian Logistics](#)
- 20th anniversary communication infographics by Maersk (see appendix)
- [The LET Forum Spaces](#)

# CONCLUSION

As we mark two decades of dedicated humanitarian relief, the LET faces a landscape defined by unprecedented need and evolving complexity. In 2025, the global humanitarian community was confronted by a significant reduction in funding, compounded by multifaceted crises and shifting geopolitical realities. These challenges have been compounded by new tariffs, changing trade regulations, and macroeconomic pressures, all of which have introduced additional layers of complexity to supply chains and logistics operations for LET member companies.

Despite these obstacles, the commitment of LET stakeholders to supporting disaster-affected communities remains unwavering.

In the face of rising humanitarian needs and shifting industry dynamics, the LET remains resolute in its mission. By leveraging innovation, expertise, and a spirit of partnership, we reaffirm our dedication to making a meaningful difference—demonstrating that logistics remains at the heart of impactful activism and global recovery. Together, we continue to build a future where communities can thrive, and the private sector stands as a trusted ally in humanitarian response.

*“Our partnership with the Logistics Cluster continues to serve as a vital conduit for delivering life-saving aid, even as the humanitarian sector navigates rapid change. The LET’s collaborative approach not only multiplies the impact of private-sector contributions but also creates tangible value for our member companies. Through our work, the LET strengthens business relevance and brand trust, fosters employee morale and engagement—particularly through skilled volunteerism—and provides organizations with vital market and stakeholder insights. Strategic partnerships forged during times of stability enable swift, effective action when crises arise, while our ongoing efforts help to rebuild communities, allowing individuals to reclaim dignity and, in time, become future customers.”*

## LET Companies

# APPENDIX

## 20 years of impact



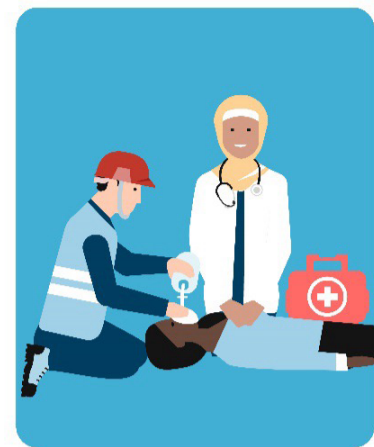
In its 20 years of operation, the LET has:



Supported  
**43** disasters across  
**29** countries



Trained  
**600**  
humanitarian logisticians



Provided rapid,  
**life-saving**  
disaster response  
worldwide

### A unique partnership

A strong collaboration convened by the World Economic Forum who brought together the Logistics Cluster with global logistics leaders (Agility, UPS, Maersk, DP World)

### Committed to the future

- Adapting to new challenges & strengthening preparedness
- Launching LET 2.0 for even greater impact





Logistics  
Emergency  
Team

2025 ANNUAL REPORT

