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Local by Default

Building Resilient Humanitarian Supply Chains in Asia-Pacific

From Diagnosis to Action

August 2026

Acknowledgments

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About HELP Logistics

HELP Logistics is an operational non-profit initiative of the Kühne Foundation that aims to strengthen the efficiency and impact of supply chains at the humanitarian development-climate nexus. Working in partnership with local and international actors, HELP offers practical expertise in end-to-end supply chain diagnostics, builds local capacity through tailored training and mentoring, and translates applied research into scalable strategies, digital tools, and policy guidance. Its work supports the development of agile, inclusive, and sustainable supply networks that safeguard resources and strengthen outcomes for vulnerable communities. With hubs in Africa, Asia, the Middle East, and Europe, HELP combines global reach with regional insight and relevance.

Contents

Foreword

Working across Asia-Pacific, we are constantly reminded that resilience is not something we can import. It is built locally, through people, relationships, institutions, markets, and systems that already exist within the countries and communities we serve. In a region as diverse and disaster-prone as ours, this truth feels more important today than ever.

This brief speaks to a challenge many of us in the sector have seen firsthand for years: despite strong local capability across the region and at the country-level, humanitarian supply chains still too often depend on international structures, processes, and sourcing models that were never designed to fully reflect local realities. As funding pressures increase and the operating environment becomes more uncertain, this is no longer just a policy discussion. It is a very practical question about how we build systems that are faster, more relevant, and more resilient in times of crisis.

What is especially apparent about this brief is that it moves the conversation beyond diagnosis. It points us toward action. It challenges us to think differently about preparedness, to strengthen national and local leadership, to engage domestic markets and private sector partners more deliberately, and to build the evidence needed to support more confident decision-making. These are not abstract ideas. They are the building blocks of a stronger and more sustainable humanitarian response system for Asia-Pacific.

From the perspective of HELP Logistics Asia, this conversation is deeply important. We work in a region where no two contexts are the same, yet the need for practical, locally grounded supply chain solutions is shared across them all. Whether in large, complex economies or smaller and more geographically dispersed settings, the principle remains the same: the closer our systems are to local realities, the stronger they will be when they are most needed.

We also believe this is ultimately a conversation about trust. Trust in local actors. Trust in national systems. Trust in domestic and regional markets. And trust that if we invest with intention; in capability, coordination, and partnership, we can create humanitarian supply chains that are not only more efficient, but also more dignified, inclusive, and lasting. That is what “local by default” means to me: not lowering standards but designing from the ground up with the region’s strengths at the centre.

Our hope is that this brief encourages honest reflection, constructive dialogue, and above all, practical action. The opportunity in front of us is significant. If we are willing to rethink old assumptions and work differently together, we can help shape a humanitarian supply chain model for Asia-Pacific that is more resilient, more responsive, and ultimately more rooted in the communities it exists to support.

The HELP Logistics Asia-Pacific Team

Background

The Asia-Pacific region faces the world's highest concentration of natural hazards, including cyclones, earthquakes, tsunamis and floods. Climate change is further increasing the frequency and severity of many weather-related hazards, particularly extreme rainfall, flooding and heat-related disasters (ESCAP, 2025). The humanitarian supply chain—delivering relief goods, medical supplies, shelter materials, and logistics support—is the operational backbone of disaster response. Its structure determines response speed, cost-effectiveness, and lasting impact on local economies.

Despite a decade of localization commitments (IASC, 2016), supply chains in the region remain overwhelmingly international: procurement centralized at agency headquarters, quality standards set at regional or global levels, logistics managed through global framework agreements. This architecture is now under structural pressure. Donor funding is in decline, driven by geopolitical reorientation rather than cyclical budget constraints (OCHA, 2025). International agencies are consolidating and reducing country-level presence. The question is not whether the current model will change, but whether the change will be steered toward resilient local systems or left to produce operational vacuums—which are already emerging.

The Thought Leadership Workshop

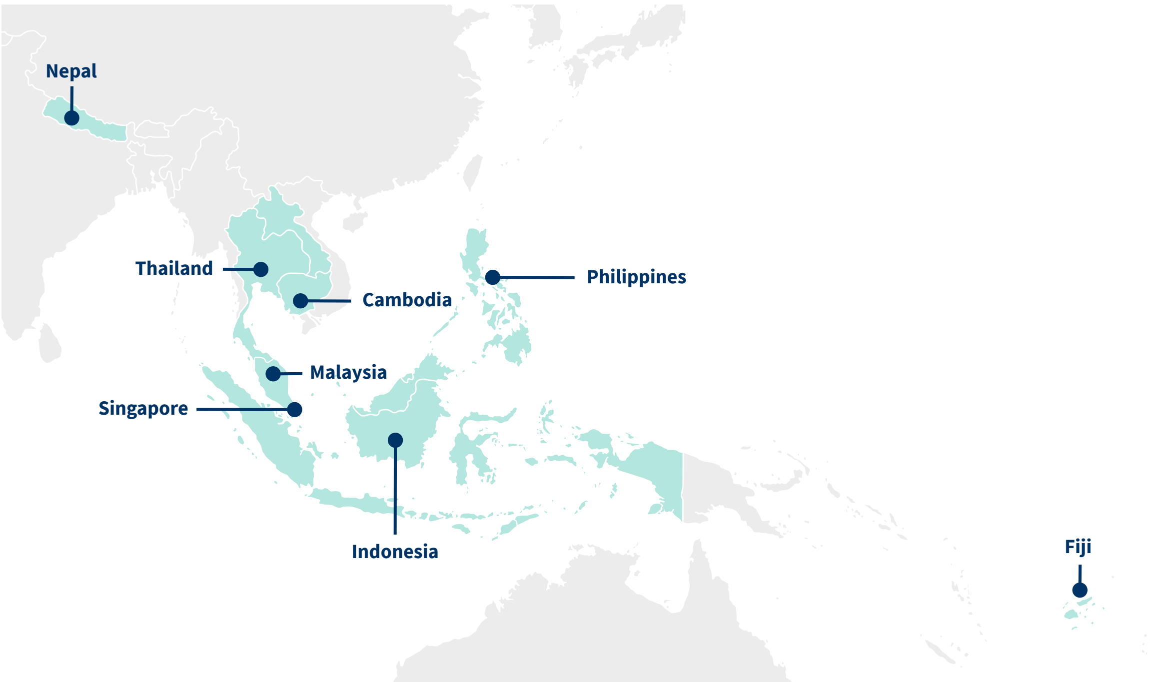
This reform brief synthesizes findings from a two-day regional Thought Leadership workshop held on 5–6 February 2025 in Kuala Lumpur, Malaysia, with 12 senior experts. Participants represented UN agencies, the International Red Cross and Red Crescent Movement, national and local NGOs from disaster-affected countries, a multinational logistics firm, regional intergovernmental bodies, and national disaster management practitioners.

9 Asia-pacific countries represented

12 thought leaders

2 day regional workshop

Geographical Representation of Thought Leaders



The analysis employed a Framework Analysis approach (Ritchie & Spencer, 1994), combining deductive codes derived from workshop objectives with inductive codes emerging from the transcript data. The themes, priorities, and recommendations presented here follow directly from the workshop's objectives and discussions and reflect expert consensus. As a qualitative synthesis involving 12 senior participants, the findings—and the participant survey results reported in Figures 1–4—should be read as relative emphases and expert judgments, not statistically representative estimates.

Executive Summary

Humanitarian supply chains in Asia-Pacific remain structured around international procurement, logistics, and coordination, even in countries with mature commercial supply chains. As donor funding undergoes structural decline, this model is increasingly unsustainable. The transition creates an opening: supply chain localization is no longer a policy aspiration but an operational imperative. However, it cannot follow a single pathway. Differing national capacities, market structures, and governance contexts require distinct localization approaches across the region.

Key findings

Systemic blockers: The primary barriers to supply chain localization originate within the humanitarian system itself. Fragmented coordination architectures, constrained national leadership authority, procurement specifications that may unintentionally exclude local suppliers not yet meeting required durability or quality standards, institutional incentives favoring international sourcing, and underdeveloped partnerships with domestic markets combine to sustain international dependency.

Strategic priorities: Five priorities command broad consensus: (a) strengthen institutional and technical capacity through embedded assistance rather than short-term training, (b) establish nationally anchored coordination platforms with customs pre-clearance, (c) systematize preparedness planning as a standing function, (d) deepen structured engagement with domestic markets and private sector networks, and (e) build the cost-comparison and return-on-investment evidence base.

Implementation conditions: Context differentiation is a precondition. Middle-income, small-island, and fragile and crisis-affected contexts each require distinct pathways. A progressive co-leadership sequence reflecting evolving capacity, resource availability, and institutional maturity across humanitarian actors offers the most feasible transition model. Regulatory preconditions, particularly customs pre-clearance, must be addressed before other reforms can take effect. Governments should also clearly define national response requirements and minimum specifications in advance, reducing ambiguity during emergencies and enabling more effective alignment with local market capacity.

Calls to action: Donor agencies should require cost-comparison evidence and align supply chain localization with climate-adaptation mandates. Governments should implement customs pre-clearance and associated tax/duty facilitation mechanisms using established models. Humanitarian organizations should reform their own procurement rules before requesting system-wide change. Private sector engagement should be structured around business continuity and commercial reciprocity.

Systemic Blockers to Supply Chain Localization

Efforts to localize humanitarian supply chains are shaped by deeply embedded structural barriers that extend beyond procurement practices alone. Five interconnected barrier clusters were identified, rooted primarily in misaligned system architecture across humanitarian coordination, procurement, and engagement models.

Challenge 1
Fragmented coordination

Challenge 2
Constrained national/ local leadership

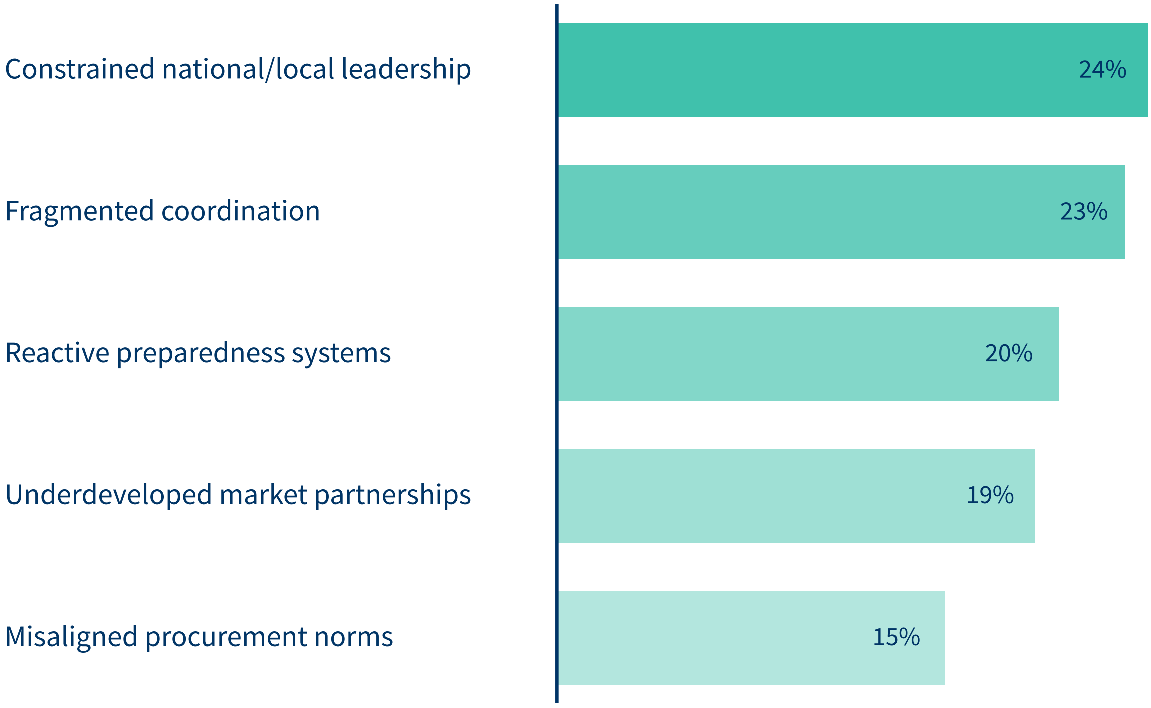
Challenge 3
Reactive preparedness systems

Challenge 4
Misaligned procurement norms

Challenge 5
Underdeveloped market partnerships

To gauge the relative significance of these barriers, workshop participants distributed 100 points across the five clusters according to their perceived importance as depicted in Figure 1. Constrained national/local leadership and fragmented coordination received the highest average allocations, but all five remained closely weighted—reinforcing the brief's central finding that supply chain localization is constrained by an interconnected system of barriers rather than a single technical constraint.

Figure 1. Relative significance of systemic barriers to supply chain localization.



Challenge 1: Fragmented Coordination Architectures

Humanitarian supply chains span diverse regulatory environments, institutional arrangements, and infrastructure conditions, often without consistent, integrated coordination mechanisms to bridge them. The humanitarian coordination system activates during emergencies but largely disappears between crises, leaving minimal peacetime infrastructure for market assessment, pre-qualification, or multi-stakeholder relationship-building. This gap is driven by limited incentives for peacetime coordination, unclear ownership across institutions, and absence of dedicated resources for sustained engagement.

> “When you have a regional or in-country working group, you have a lot more connections and understanding of the scenario. Where it doesn’t exist, you have a lot of fragmented approaches.”

Intra-government fragmentation compounds the problem: customs authorities, disaster management agencies, and relevant ministries operate in silos, with no single interlocutor for supply chain reform. Roles, standards, and response models are defined differently across governments, humanitarian actors, and private sector stakeholders, so coordination of preparedness and response tends to be reactive. This fragmentation prevents scalable localized approaches and reinforces reliance on organization-specific and country-specific solutions instead of system-wide strategies. Notable exceptions exist—such as structured public-private coordination platforms where the private sector actively enables preparedness, and regional mechanisms like the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre)—but such coordination capacity remains unevenly distributed and is not yet institutionalized across the region.

Challenge 2: Constrained National/Local Leadership and Agenda-Setting Authority

Localization depends on the ability of national institutions to define response requirements, establish regulatory clarity, and coordinate commercial and humanitarian actors. Limited or absent technical supply chain capability within disaster management authorities, fragmented government mandates, and externally influenced decision-making constrain national ownership of preparedness investments and operational planning.

Whether these capacity gaps reflect inherent institutional limitations or stem in part from decades of internationally driven programming remains debated, and the answer carries significant implications for policy design. If dependency is produced by the international system's own structure, then capacity-building interventions that leave that structure unchanged will yield only temporary results.

Without sustained national direction—and the institutional conditions that make such direction possible—localization efforts remain project-based and fail to translate into systemic change.

> “Government has the duty of care. The problem is that we are not aligned. We have no common framework, no common targets, no common target setting.”

Challenge 3: Reactive Preparedness Systems and Operational Readiness Gaps

Preparedness remains episodic rather than institutionalized. Standing mechanisms for supplier mapping, contingency planning, stock pre-positioning, and last-mile delivery are frequently underdeveloped, particularly outside major disaster management agencies. Where national disaster management authorities have strong formal capacity, operational readiness does not automatically follow—as demonstrated in recent major disaster responses in the region.

The absence of peacetime market intelligence—systematic knowledge of what local suppliers can produce, at what quality, at what price, and at what lead time—means that emergency procurement frequently defaults to international supply chains, not only due to capacity limitations, but also because local options are insufficiently visible or understood. This knowledge gap is compounded by the lack of clearly defined national demand. Governments often do not specify priority items, acceptable standards, or volume requirements in advance, limiting incentives and ability for humanitarian actors to develop market intelligence and for domestic suppliers to prepare for response needs.

Challenge 4: Misaligned Procurement Norms and Institutional Incentives

Procurement systems prioritize global standardization and long-term durability over emergency-timeframe performance and local manufacturability. Shelter sheeting specifications require a two-year lifespan, excluding manufacturers that produce adequate one-year sheeting; corrugated roofing meeting required thickness standards is not manufactured domestically in key disaster-prone countries, and negotiating waivers during emergency response takes months; WHO medical kit requirements (WHO, 2024) are achievable by only a fraction of potential local suppliers. Framework agreements negotiated at headquarters level lock in international suppliers, and field offices lack authority to source locally even when cost-effective alternatives are documented. In life-saving sectors such as medical and pharmaceutical supplies, strict adherence to international standards remains essential.

> “Our procurement rules also demand that suppliers be in business for two years before we start using them. […] But how do you get a track record? If you’re a special nutritious foods producer, who’s going to buy the production of the first two years?”

The policy challenge is not to lower standards, but to align industrial development, demand creation, and regulatory frameworks in ways that allow local producers to progressively meet these standards. Global supply chains continue to offer advantages in scale, cost efficiency, and consistency. Localization should therefore be understood as a rebalancing strategy rather than a full replacement of international systems.

Institutional incentive structures compound the procurement bias. Framework agreements with annual quotas create vested interests in maintaining international supplier relationships. Competitive inter-agency dynamics disincentivize collective action on local sourcing: agencies recognize they would benefit from donor-imposed discipline on local procurement, but no individual agency will request it. Cost recovery models, risk management practices, and organizational visibility incentives reinforce this structural preference for international sourcing over adaptive local market engagement.

Challenge 5: Underdeveloped Market Partnerships and Capacity Strengthening Pathways

Localization requires sustained engagement with domestic suppliers, logistics providers, and private sector networks. Yet partnership mechanisms remain weakly institutionalized. The barrier is not corporate reluctance but the humanitarian sector's limited capacity to articulate partnership value propositions: it lacks staff with commercial communication backgrounds, frames engagement requests as philanthropy instead of mutual value, and has not developed the visibility and recognition mechanisms that companies require as reciprocation. In many contexts—particularly where local manufacturing is limited—localization opportunities may lie more in services than in goods.

At the same time, capacity investments frequently default to short-term augmentation rather than durable institutional strengthening. Without structured coordination platforms, embedded technical support, and evidence-based market development strategies, local suppliers struggle to meet humanitarian demand at scale.

> “We are not very good in marketing. We don't know how to market. We don't know how to ask. We don't know how to make a value proposition.”

Strategic Priorities for Advancing Supply Chain Localization

Advancing supply chain localization requires shifting humanitarian supply systems from reactive, internationally driven response models toward nationally anchored, preparedness-oriented ecosystems. The priorities below reflect the most actionable pathways identified, each responding directly to the systemic blockers above. National disaster management organizations (NDMOs) are considered the institutional centre of localization governance.

Priority 1

Strengthen institutional capacity

Priority 2

Establish coordination platforms

Priority 3

Systematize preparedness planning

Priority 4

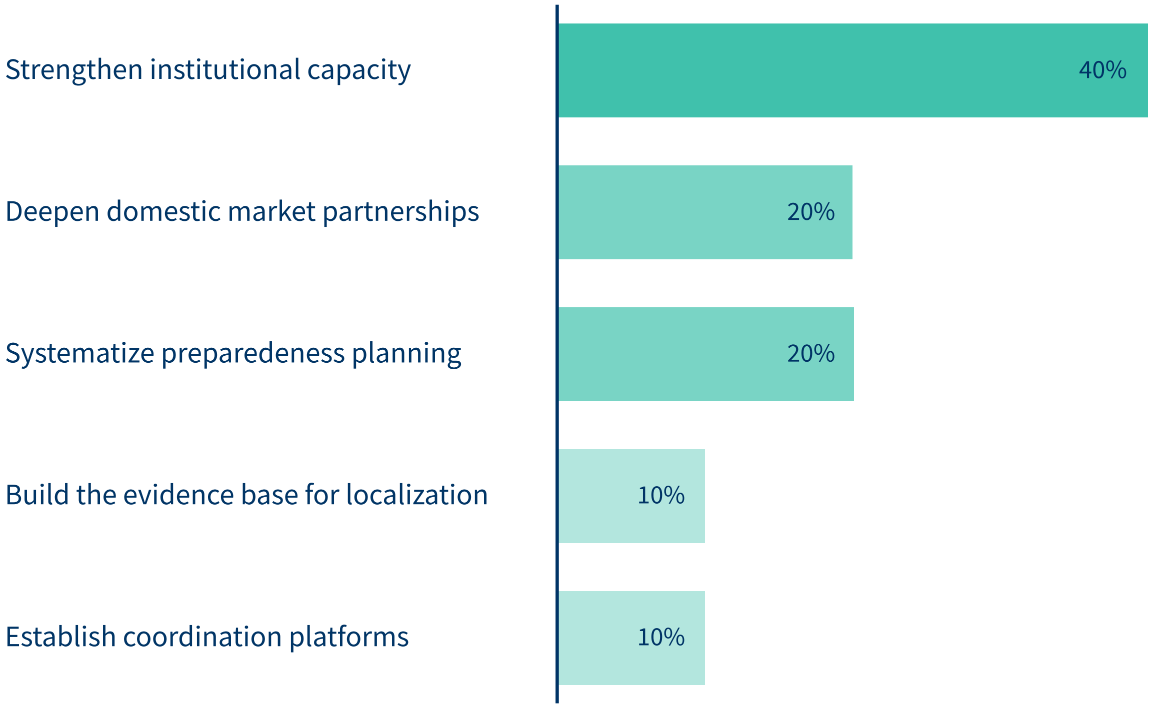
Deepen domestic market partnerships

Priority 5

Build the evidence based for localization

Figure 2 shows which strategic priority participants would fund first. Strengthening institutional capacity emerged as the top choice (40%), followed by deepening domestic market partnerships and systematizing preparedness planning (20% each). Building the evidence base and establishing coordination platforms were selected by fewer workshop participants, reinforcing the brief's emphasis on capacity as the starting point for supply chain localization reform.

Figure 2. Priority for initial investment across strategic localization actions



Priority 1: Strengthen Institutional and Technical Capacity Across the Supply Chain Ecosystem

Localization depends on sustained investment in institutional capability. The critical distinction is between augmentation—training and asset provision whose effects dissipate with staff rotation or project completion—and strengthening—institutional reform, embedded technical assistance, and evidence generation that changes systems durably. Priority actions include developing supply chain planning expertise within disaster management authorities, strengthening coordination mandates, embedding technical advisors who work within government systems daily instead of delivering periodic workshops, and building the analytical infrastructure (market mapping, cost modelling, procurement analysis) that enables informed decision-making. Capacity strengthening should extend beyond central institutions to local responders, subnational authorities, and domestic suppliers to enable more effective participation in preparedness and response systems.

Priority 2: Establish Standing National Coordination Platforms Anchored in Disaster Management Authorities

Institutionalized multi-stakeholder coordination mechanisms are essential to align humanitarian organizations, government entities, and private sector actors before crises occur. Nationally led platforms can support market intelligence, preparedness planning, regulatory facilitation, and structured information sharing. The highest-priority mechanism is customs pre-clearance modelled on the Dubai humanitarian hub: Harmonized System codes for humanitarian goods pre-agreed in peacetime, with automatic exemption triggers during declared emergencies.

Tax and duty exemptions for non-emergency restocking of pre-positioned warehouses are immediately actionable. Other priority measures include pre-qualification of suppliers and development of shared operating procedures to enable faster mobilization during emergencies. The aim of pre-clearance and duty facilitation is to accelerate the movement and replenishment of pre-positioned regional and local supplies within emergency timeframes, not to entrench reliance on imported goods; where local or regional sourcing is viable, it remains the default.

Priority 3: Systematize Preparedness Planning and Operational Readiness

Preparedness should become an embedded function of humanitarian supply systems rather than an ad hoc activity. This includes strengthening contingency logistics planning, context-specific needs assessment, and adaptive pre-positioning strategies. Investments in peacetime market intelligence—systematic mapping of local manufacturing capacity, quality levels, pricing, and lead times—can close the information gap that currently forces emergency procurement into international supply chains by default. Operational coordination at subnational levels, where response actually occurs, is particularly critical in decentralized governance systems, in which national-level arrangements do not automatically translate into local readiness.

As a result, localization pathways differ not only by context but also across response phases. International procurement may remain critical during the immediate response phase, while local and regional supply chains play a more significant role in replenishment, recovery, and longer-term system strengthening. At the same time, local markets may themselves be disrupted during disasters, requiring hybrid sourcing strategies that combine local, regional, and international supply chains.

Priority 4: Deepen Structured Engagement with Domestic Markets and Private Sector Networks

Sustained engagement with local suppliers, transport providers, and commercial logistics actors is critical to building resilient supply chains. The Philippines coordination model—connecting over seventy private sector members to disaster response through a pre-crisis membership platform (PDRF, 2026)—demonstrates that structured partnership is feasible and scalable. The value proposition should lead with commercial rationale: supply chain resilience, market continuity, employee engagement. Humanitarian organizations should invest in staff with commercial marketing and partnership-development backgrounds for external-facing roles. Donors can reinforce this by requiring supply chain and partnership expertise to be resourced within programme proposals, rather than treating it as an unfunded expectation. Strengthening market integration during peacetime can expand sourcing options, improve response flexibility, and support longer-term economic resilience. Humanitarian organizations can also play a direct role in strengthening private sector capacity by supporting suppliers to meet required standards through technical assistance, demand visibility, and structured partnerships. In parallel, humanitarian actors should engage governments on the policy environment that enables local supply: clear demand signals, standards pathways for domestic producers, and procurement rules that do not inadvertently exclude them. Where local procurement is constrained, cash and voucher assistance—increasingly accepted by donors, governments, and communities—offers a complementary modality that channels demand directly through local markets.

Priority 5: Build an Evidence Base to Support Policy Reform and Localization Investment

Localization efforts are constrained by limited empirical evidence on operational performance, cost-effectiveness, and resilience outcomes. Rigorous cost-comparison studies for local versus international procurement are absent and urgently needed. Moreover, robust market-mapping tools are essential to facilitate procurement reform and investment prioritization. Structured research partnerships, pilot initiatives in disaster-prone countries, and regional knowledge-sharing mechanisms can also help translate operational learning into scalable policy change.

> “None of the airports we assessed had sufficient handling equipment available in case of emergency. It doesn’t mean you have to buy it — you need to know where to procure it, or borrow it, or rent it.”

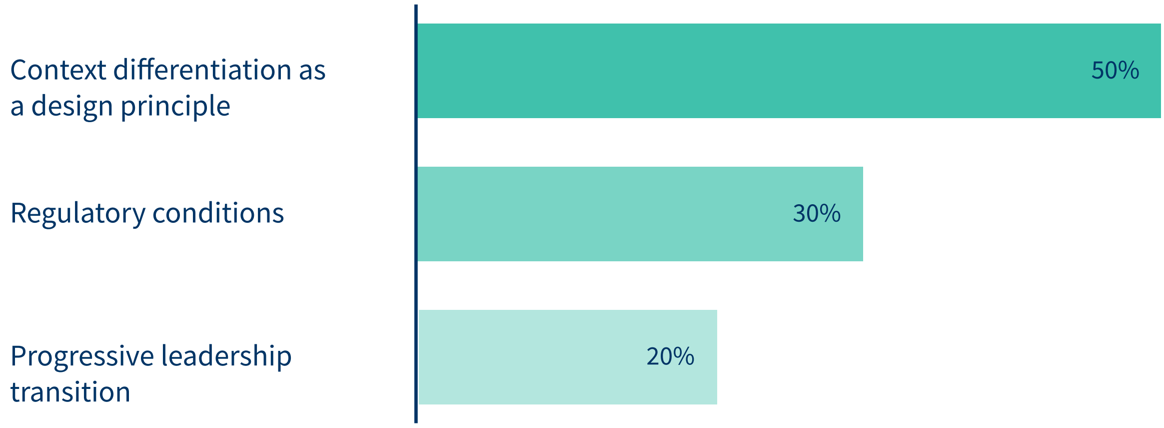
Implementation Conditions and Enablers

Three implementation conditions emerged as prerequisites for the strategic priorities on supply chain localization.

Condition 1	Condition 2	Condition 3
Context differentiation as a design principle	Progressive leadership transition	Regulatory conditions

Figure 3 shows which implementation condition participants would address first. Context differentiation was selected by many workshop participants (50%), followed by regulatory conditions (30%) and progressive leadership transition (20%), indicating a preference for establishing context-specific approaches as the starting point.

Figure 3. Priority implementation condition for advancing supply chain localization



Condition 1: Context Differentiation as a Design Principle

A three-part contextual typology challenges any single-prescription approach.

Middle-income countries (India, Indonesia, Philippines) possess existing industrial capacity; barriers are structural and political: local capability exists but the humanitarian system does not connect to it. Small island developing states (Pacific) face geographic and market constraints; "local" may need to be redefined as "regional," with coordination through SPC, ASEAN, or the Pacific Islands Forum. In such contexts, where local sourcing is not immediately feasible, regional supply chains provide a practical intermediate pathway—reducing dependence on global sourcing while maintaining responsiveness in constrained markets. Fragile and constrained operating environments (e.g., parts of South Asia and Southeast Asia) face sovereignty, sanctions, and geopolitical trade barriers that override other considerations. Access-constrained contexts such as the DPRK further illustrate the scale at stake: an estimated 27 million people—more than double the combined population of the Pacific island states (United Nations, 2024)—fall largely outside conventional localization pathways and require tailored, negotiated approaches.

The countries most needing localized supply chains are the least equipped to implement the proposed strategic priorities: all five assume an institutional baseline that some Asia-Pacific countries do not meet.

Condition 2: Progressive Sequencing of Leadership Transition

A graduated co-leadership pathway offers the most feasible transition model: the coordination system for disaster response already includes international NGO co-leadership in some sectors; the next step is national NGO co-leadership, followed by government co-leadership. Where co-ownership thrives, the platform should be formalized around a common denominator (e.g., a government-linked entity managed and run by its external co-owners). This transforms system reform from a disruptive demand into an incremental, evidence-based transition. This transition must be deliberately planned and managed to ensure that shifts in leadership translate into sustained national ownership.

As the funding environment restructures, this transition creates an opportunity for localization—but only if accompanied by deliberate handover planning. Unmanaged withdrawal produces operational gaps, not local capacity.

Condition 3: Regulatory Preconditions

Customs barriers, origin-of-goods requirements, and inconsistent application of International Disaster Response Law (IDRL) guidelines constitute regulatory preconditions. Without customs pre-clearance, even strong local supply chains cannot deliver within emergency timeframes. The tax/duty exemption for pre-positioning replenishment is the most specific and immediately actionable regulatory reform identified. Geopolitical trade barriers (e.g., routing constraints between Afghanistan, Pakistan, and India) lie beyond the humanitarian sector's direct influence.

Reform Messages and Calls to Action

The following calls to action are differentiated by target actor and calibrated to their institutional mandate, decision-making authority, and incentives. Survey results also indicate differing expectations across actor groups regarding their role in advancing localization efforts, as reflected in the distribution of participant responses below.

Figure 4 shows the share of workshop participants who named each actor group as responsible for leading localization. Governments (80%) and humanitarian organizations (78%) are identified most frequently, followed by donors (74%), while the private sector receives comparatively fewer selections (68%). The relatively close scores suggest broad expectations across actors, with stronger agreement around public and humanitarian leadership and more variation in how the role of the private sector is perceived.

Figure 4. Perceived distribution of responsibility for advancing localization

To Governments and NDMOs

Call to action
Implement customs pre-clearance for humanitarian goods using established models (see the Priorities section). Remove tax and duty barriers for non-emergency restocking of pre-positioned supplies. Invest in supply chain planning capacity within disaster management authorities. Issue clear direction to the humanitarian community on national localization priorities.

Government-directed communication should use specific, actionable requests rather than deficit framing. The customs pre-clearance model has established international precedent and requires regulatory adjustment.

To International Humanitarian and United Nations Agencies

Call to action
Introduce emergency-adequate procurement specifications, developed in consultation with governments and end users, alongside existing standards. Mandate local-first sourcing documentation in field offices. Invest in embedded technical assistance within national systems instead of periodic training delivery. Implement progressive cluster co-leadership: international NGO → national NGO → government. Develop deliberate exit and transition plans where funding restructuring is already underway.

System reform must begin with humanitarian organizations' own procurement architecture. Internal barriers—framework agreements, headquarters procurement processes, and organizational incentive structures—constitute a primary constraint on localization. External advocacy for system reform carries limited credibility unless accompanied by internal reform.

To Donor Agencies and Development Banks

Call to action
Reorient funding criteria to distinguish between capacity augmentation (short-term training) and capacity strengthening (institutional reform). Require cost-comparison evidence for local versus international procurement in supply chain planning. Align localization investment with climate adaptation mandates: disaster preparedness and climate resilience serve the same communities through the same infrastructure.

Donor-facing communication should lead with value-for-money and governance-improvement framing, not "capacity strengthening" language, which is associated with programme fatigue in current donor environments. For development banks, climate-mandate alignment offers the most strategic entry point. For bilateral donors, the anti-corruption linkage—localized procurement reduces exposure to customs corruption—provides a credible governance argument.

To Private Sector Partners

Call to action
Actively join or lead pre-crisis coordination mechanisms. Supply chains, warehouses, and logistics networks are disaster response assets. This is a business continuity proposition: commercial operations depend on the survival of customers, suppliers, and local infrastructure. Humanitarian organizations can offer innovation platforms, market access, and corporate engagement opportunities in return. They can also help build suppliers' capacity to meet response standards, strengthening both preparedness and local markets.

The engagement value proposition should be built on commercial rationale and structured reciprocity, not philanthropic appeal. An unresolved tension exists around corporate visibility: companies require recognition for their contributions, but humanitarian contexts can make commercial branding inappropriate. This requires explicit pre-crisis negotiation.

Way Forward

The conditions for humanitarian supply chain localization in Asia-Pacific have never been more urgent or more structurally favorable. The decline in international humanitarian funding eliminates the status quo as a viable option. International agencies are already consolidating. What replaces the current model depends on whether the transition is managed—producing local capacity, coordination infrastructure, and evidence systems—or unmanaged, producing operational gaps.

The following immediate actions translate the brief's strategic priorities, implementation conditions, and reform messages into a near-term agenda, with lead actors and indicative review horizons:

Implementation priority	Lead actors	Near-term commitment	Review horizon
Anchor leadership and capacity in national institutions	Governments / NDMOs, with UN and INGO technical support and donor funding	Embed supply chain expertise in disaster management authorities and agree a phased co-leadership handover, so national actors can set and sustain the localization agenda.	Within 12–18 months
Make coordination and customs reform standing infrastructure	NDMOs and customs authorities, convening humanitarian and private-sector partners	Stand up a national coordination platform and secure customs pre-clearance and duty facilitation before the next crisis, rather than during it.	Within 12
Build the evidence base that unlocks investment	Donors and development banks, with research partners	Commission the cost-comparison study on local versus international procurement and shared market-mapping tools to guide procurement and investment decisions.	Within the next planning cycle

Localization is not a concession to fiscal constraint. It is the recognition that disaster-affected communities possess markets, institutions, and supply chain capabilities that the current system fails to leverage. Unlocking those capabilities requires fewer barriers from within, not more resources from outside.

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