

Humanitarian Financing Landscape

‘Grab and Go’ Pocket Guide

April 2025



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

Table of Contents

Acknowledgement	2
About ICVA	2
What does this mean?	3
What are some quick facts and figures?	6
Humanitarian financing trends	7
At a glance – 2024 figures.....	7
What’s the background?	7
Why does it matter?	8
What’s been achieved?	8
What’s left to do?	9
How can you get involved?	9
What messages can you share with donors and funding partners?	10
What are some good practices?	11
Who can you contact?	11
Where can you go for further information?	11
Essential reading	11
Guidance, tools and templates.....	12
Training courses	13
Webinars.....	13
Podcasts	14
Further reading	14

Acknowledgement

This guidance was authored by Emma Cliffe for ICVA. The consultant would like to thank all those who contributed their time and support to this project.

This project is made possible by the generous support of our donors, in particular the Belgian government.

About ICVA

The [International Council of Voluntary Agencies](#) (ICVA) is a global network of 168 non-governmental organisations (NGOs) active in 160 countries, operating at global, regional, national and local levels, whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.

What does this mean?

Humanitarian financing: Refers to the flow, volume and quality of funding dedicated to supporting the preparedness, response, and recovery of diverse people and communities at risk of and/or affected by crises. This includes, but is not limited to, armed conflicts, natural disasters, and extreme weather events linked to climate change. Funding contributions come from a wide range of sources, including governments, multilateral institutions (such as UN agencies and development banks), NGOs, philanthropic foundations, private sector entities, and individual donors. Funding contributions are typically disbursed through financial mechanisms (such as bilateral funding, multilateral funding, UN- or NGO-led pooled funds, blended finance or insurance) using financial modalities or instruments (such as grants, cash transfers, in-kind assistance, loans and credit lines, consortia, commercial contracts and contingency financing). Humanitarian financing is part of resource mobilisation, one of the five core stages of the Humanitarian Programme Cycle.

Donors: Refers to bilateral and multilateral providers of funding. Donors, also known as 'funding partners', may also implement humanitarian actions directly. See Grand Bargain Intermediaries Caucus (2022) [*Towards Co-Ownership: The Role of Intermediaries in Supporting Locally-Led Humanitarian Action*](#).

Institutional donors: Refers to formal organisations or institutions, typically governmental or intergovernmental, that provide funding for humanitarian assistance, development, or other social initiatives, and typically follow structured processes, guidelines and priorities for funding allocations. Institutional donors can include both bilateral and multilateral donors, as well as philanthropic foundations. Examples include bilateral donors such as the United States, Germany and the United Kingdom; multilateral donors such as the European Commission, World Bank and UN agencies; and philanthropic foundations such as the Bill & Melinda Gates Foundation.

Bilateral donors: Refers to countries or governments that provide funding for humanitarian assistance, development, or other forms of financial or material support directly to recipient countries. The funding flows from one country (the donor) to another country or organisation (the recipient), without involving intermediary organisations such as multilateral institutions. Bilateral donors are 'public donors' as funding is sourced primarily through government taxes or other state revenues. Examples include the United States, Germany and the United Kingdom.

Multilateral donors: Refers to international organisations or institutions that provide funding for humanitarian assistance, development, or other forms of financial or material support through pooled resources from multiple countries or governments directly to recipient countries or programmes. Multilateral donors operate on a global or regional scale, often addressing complex and large-scale humanitarian crises, development challenges or other international priorities. Multilateral donors are 'public donors' as funding is sourced primarily through government taxes or other state revenues. Examples include the European Commission, World Bank, International Monetary Fund, and UN agencies.

Private donors: Refers to companies or corporations, philanthropic foundations, individuals or other non-governmental entities that provide funding for humanitarian assistance, development, or other social or charitable initiatives. Unlike bilateral or multilateral donors, private donors fund programmes using private wealth or resources, often driven by philanthropic values, corporate social responsibility, or specific interests. Examples of companies or corporations that provide humanitarian financing include Airbnb, Citigroup, Facebook and The New York Times. Examples of philanthropic foundations that provide humanitarian financing include Bill & Melinda Gates Foundation, Mastercard Foundation and

Hilton Foundation.

Humanitarian pooled funds: Refers to multi-donor mechanisms aimed at providing a more predictable, flexible, timely and responsive source of financing for humanitarian action. Each humanitarian pooled fund is structured differently, depending on its purpose and founders, however common elements include some form of governance mechanism, an allocation system, and a management or secretariat function. Funds currently supported by a single donor but exhibiting these characteristics, along with the ambition to attract contributions from multiple donors in the future, are also classified as humanitarian pooled funds. Funds may be established as separate legal vehicles, or hosted by a UN agency, NGO or private sector entity (such as Adam Smith International). See ICVA (2024) [Pooled Funding Models: Governance Systems](#). Funds normally have restrictive criteria in terms of who may apply and access the funding. Some funds are only open to their membership, such as the Start Network Funds, the NEAR Change Fund, or the Red Cross/Red Crescent Funds. Others, such as the OCHA Country Based Pooled Funds, are open to all humanitarian actors responding to humanitarian response plans. Funds have received increased investments from donors in recent years, although they still represent a small portion of overall humanitarian financing. This guidance will primarily focus on multi-donor humanitarian pooled funds led by UN agencies and NGOs.

Good Humanitarian Donorship Initiative: Refers to an informal donor forum and network which facilitates collective advancement of [Good Humanitarian Donorship](#) (GHD) principles and good practices. It recognises that, by working together, donors can more effectively encourage and stimulate principled donor behaviour and, by extension, improved humanitarian action.

Organisation for Economic Co-operation and Development: The Organisation for Economic Co-operation and Development (OECD)'s [Development Assistance Committee](#) (DAC) tracks official development assistance and other official flows provided by its 38 bilateral and multilateral donor members. The OECD-DAC is focused on development cooperation rather than humanitarian assistance, and also includes grants, concessional loans, and other financial instruments. Donors report on an annual basis using a standardised methodology. It is primarily used by governments, policymakers, and researchers to analyse aid trends.

International Aid Transparency Initiative: Refers to a voluntary global standard and platform for publishing funding data on development cooperation and humanitarian assistance. The [International Aid Transparency Initiative](#) (IATI) allows reporting from bilateral and multilateral donors, as well as NGOs and private donors. Organisations self-report on a regular basis using a standardised format. It is designed for broad accessibility by governments, NGOs, researchers, and the public. There are a range of database platforms that use IATI data including the [OCHA Financial Tracking Service](#), [UNHCR Refugee Funding Tracker](#), [Open Aid Search](#), [d-portal](#), the European Commission's [EDRIS](#), the United Kingdom's Foreign, Commonwealth and Development Office (FCDO)'s [Development Tracker](#), and Swedish International Development Cooperation Agency (SIDA)'s [Openaid.se](#).

Financial Tracking Service: Refers to a voluntary global database platform managed by OCHA that records all reported humanitarian funding flows between government donors, UN-administered funds, UN agencies, NGOs and other humanitarian actors such as private donors. It is primarily used by humanitarian actors, donors, and OCHA for planning, coordination, and advocacy. The [OCHA Financial Tracking Service](#) operates in 'real-time' meaning it continuously updates as new information is received. However, there may be delays in reporting and updating records, as funding data depends on the timely submission of reports by donors and organisations. This can result in a lag between the actual financial

transactions and their reflection in the platform. For additional details on the relationship between IATI and the OCHA Financial Tracking Service, see Development Initiatives and OCHA (2017) [Improving humanitarian transparency with the International Aid Transparency Initiative \(IATI\) and the UN OCHA Financial Tracking Service \(FTS\)](#).

Grand Bargain: Launched during the World Humanitarian Summit in Istanbul in May 2016, the [Grand Bargain](#) is an ambitious package of reforms agreed between donors and humanitarian actors aimed at broadening the resource base, shrinking needs, and improving the effectiveness and efficiency of humanitarian action. The Grand Bargain was first proposed by the former UN Secretary-General's High-Level Panel on Humanitarian Financing in its report: [Too Important to Fail: addressing the humanitarian financing gap](#). The Grand Bargain in its original form included 51 commitments. See Grand Bargain (2016) [A Shared Commitment to Better Serve People in Need](#). Representatives of 68 donors and humanitarian agencies have now become Signatories to the Grand Bargain. The Grand Bargain 2.0, endorsed by Signatories in June 2021, introduced two new enabling priorities often summarised as “quality funding” and “localisation”. It also launched a series of political caucuses tasked with furthering progress on key issues including cash coordination, scaling up anticipatory action, quality funding, the role of intermediaries, and funding for localisation; and introduced National Reference Groups to support greater engagement of local and national actors. See ICVA (2022) [The Grand Bargain 2.0 Explained](#). The Grand Bargain 3.0, endorsed by Signatories in June 2023, articulated a renewed focus on localisation, participation of affected communities and quality funding, and introduced the need to create sector-wide transformation through anticipatory action, multi-sector collaboration and innovative financing mechanisms. Additionally, there are two cross-cutting issues: gender and risk-sharing. See Grand Bargain (2023) [The Grand Bargain beyond 2023 Framework](#) and Grand Bargain (2023) [The Grand Bargain beyond 2023 Visual](#).

Quality funding: Refers to a range of properties that support more effective and efficient humanitarian action. Quality funding includes multi-year and flexible (unearmarked and softly earmarked) funding. Multi-year funding is defined as funding with a duration of 24 months or more based on the start and end dates of the original funding agreement. Unearmarked funding is defined as contributions that provide humanitarian agencies with the utmost flexibility to implement humanitarian and development programmes. Softly earmarked funding is defined as contributions that are allocated towards 1) specific themes or strategic objectives or programmes; 2) to a geographical region; or 3) contributions to Country-Based Pooled Funds; or 4) restricted resources. See Grand Bargain (2023) [Quality Funding in the Grand Bargain](#), Development Initiatives and Norwegian Refugee Council (2024) [Catalogue of quality funding practices to the humanitarian response](#), and Grand Bargain (2022) [Caucus on Quality Funding Outcome Document](#). Some humanitarian agencies also consider other properties such as timeliness, predictability, transparency and accessibility as important aspects of quality funding.

Inter-Agency Standing Committee: Refers to a body created by the United Nations General Assembly in 1991, and chaired by the Emergency Relief Coordinator, the [Inter-Agency Standing Committee](#) (IASC) to act as the primary mechanism for the inter-agency coordination of humanitarian assistance. It is a unique forum involving 19 UN and NGO humanitarian agencies and consortia to formulate policy, set priorities and mobilise resources in response to humanitarian crises.

Humanitarian Needs Overviews: Refers to coordinated analyses that identify and prioritise the needs of crisis-affected people. Humanitarian Needs Overviews (HNOs) are the first phase of the humanitarian programme cycle and are based on information from a variety of sources, including surveys, monitoring data, and cluster and multi-sector needs

assessments. HNOs sets the narrative by establishing key metrics and figures and identifying priority needs. The [Global Humanitarian Overview](#) (GHO) is an annual assessment of global humanitarian needs and how to respond to them. It provides an analysis of the drivers of needs and an overview of the resources required to support people in need.

Humanitarian Response Plans: Refers to documents that outline the specific strategies, objectives and activities needed to address humanitarian crises in a particular country or region. [Humanitarian Response Plans](#) (HRPs) are generally published on an annual basis, at the beginning of each calendar year. In addition to HRPs, there are also Flash Appeals and Regional Response Plans (RRPs). HRPs are typically developed and led by the Humanitarian Country Team (HCT) under the leadership of the UN Resident Coordinator/Humanitarian Coordinator (RC/HC).

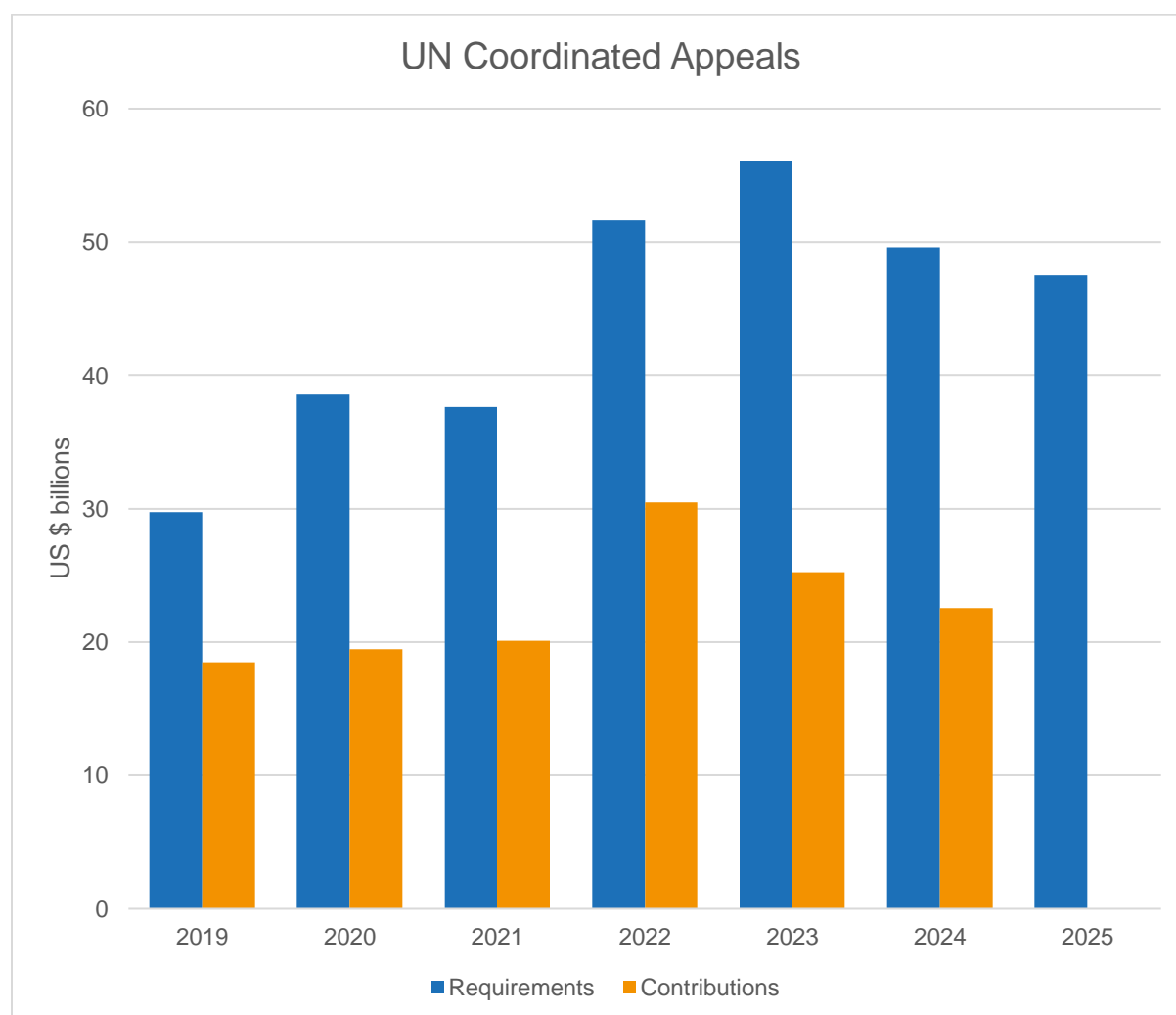
UN Coordinated Appeals: Refers to collective humanitarian appeals at global, regional and country levels to international donors from UN agencies and NGOs and are a central pillar of the humanitarian response architecture. Each year they bring together hundreds of humanitarian agencies (around 730 as of 2024) to produce the largest combined request for funding. A key document is the annual publication of the [Global Humanitarian Overview](#) which provides an overview of the total funding requirements needed to implement individual HRPs, RRP and other appeals. This is an important resource for governments, donors, humanitarian agencies and other stakeholders. It is important to note that some humanitarian funding sits outside UN Coordinated Appeals, for example where donors or humanitarian agencies may operate independently of the UN-led international humanitarian coordination system, because of donor preferences or political or strategic interests, or due to the scope of activities included in the appeal. Humanitarian funding outside of UN Coordinated Appeals is still tracked through the OCHA Financial Tracking Service.

Pledging conferences: Formal events where governments, donors, international organisations and other stakeholders commit financial resources or in-kind contributions to address specific humanitarian crises or challenges. They are generally organised by UN agencies, regional organisations or governments. Pledging conferences highlight the scale and urgency of crises, raising awareness among the international community and encouraging action. Funds pledged are often used to meet the needs outlined in appeals such as the UN Coordinated Appeals, HRPs and RRP. By publicly announcing commitments, donors are held accountable for their contributions. These events also encourage coordination among humanitarian actors to avoid duplication and maximise impact. Examples include the [High-Level Pledging Event on the Central Emergency Response Fund 2025](#), [IFRC Disaster Response Emergency Fund 2025 Pledging Conference](#), and [High-Level Pledging Event for the Humanitarian Situation in Ethiopia](#).

What are some quick facts and figures?

In 2024, UN coordinated appeals were valued at US \$49.59 billion to assist 299.4 million people in need of humanitarian assistance and protection. By the year end, 331 donors had contributed US \$22.56 billion, covering less than half (45.5%) of all humanitarian financing requirements. The humanitarian system is still highly dependent on a small number of traditional bilateral donors. In 2024, just four donors – the United States, European Commission, Germany and the United Kingdom – contributed two-thirds of all humanitarian financing. The United States remains by far the largest donor, providing 47.8% of all humanitarian financing. Humanitarian financing is also dominated by some of the largest humanitarian agencies. In 2024, just three UN agencies – WFP, UNHCR and UNICEF – received more than half of all humanitarian financing.

Humanitarian financing trends



At a glance – 2024 figures

Largest donors	Largest recipients	Largest sectors
1. United States 2. European Commission 3. Germany 4. United Kingdom 5. Japan	1. WFP 2. UNHCR 3. UNICEF 4. IOM 5. UNRWA	1. Food security 2. Health 3. Shelter / non-food items 4. Water, sanitation, hygiene 5. Multi-sector
Largest country appeals	Largest funded country appeals	Best funded country appeals
1. Syria 2. Ethiopia 3. Ukraine 4. Afghanistan 5. Yemen	1. Ukraine 2. Sudan 3. Afghanistan 4. Yemen 5. Syria	1. Ukraine 2. South Sudan 3. Sudan 4. Central African Republic 5. Nigeria

To access the latest data on UN Coordinated Appeal requirements and contributions, see

[OCHA Financial Tracking Service](#) and [OCHA Humanitarian Action](#).

What's the background?

In 1992, the Emergency Relief Coordinator (ERC) position was established to lead humanitarian coordination, alongside the Department of Humanitarian Affairs (DHA) and the IASC. The Consolidated Appeals Process (CAP) was also launched to provide a unified framework for funding appeals, and the Central Emergency Revolving Fund was introduced as a rapid response cash flow mechanism. In 1998, the DHA became the Office for the Coordination of Humanitarian Affairs (OCHA) with an expanded mandate for response coordination, policy development and advocacy. In 2008, the Central Emergency Revolving Fund transitioned into the Central Emergency Response Fund (CERF) to enable rapid humanitarian financing. In 2016, the High-Level Panel on Humanitarian Financing published its report [Too Important to Fail: addressing the humanitarian financing gap](#). That same year, the [Grand Bargain](#) was launched at the World Humanitarian Summit in Istanbul as a unique agreement that brings together some of the world's largest donors and humanitarian agencies to improve the effectiveness and efficiency of humanitarian action, which then evolved into Grand Bargain 2.0 in 2021 and Grand Bargain 3.0 in 2023.

Why does it matter?

In 2024 and 2025, for the first time in recent history, the OCHA Global Humanitarian Overview will request less funding than the previous year. This reduction reflects “boundary-setting” measures that narrow the scope and targeting of people in need, a response to chronic financing shortfalls. See IASC (2024) [Joint NGO statement - Global Humanitarian Overview 2025](#). Humanitarian needs are growing at an unprecedented pace, driven by an increasing number of protracted conflicts, and the impact of climate change and extreme weather events such as severe floods and droughts that disproportionately affect vulnerable communities. Humanitarian financing is under increasing strain as a result of the politicisation of humanitarian assistance, prioritisation of security-focused policies towards refugees and immigration, and the socio-economic pressures of COVID-19, which have heightened economic challenges for donor countries. Protracted crises and displacement are now the norm, necessitating sustained, long-term funding rather than short-term interventions. In this context, development actors, such as the International Monetary Fund and the World Bank, must take on a greater role in fragile and conflict-affected contexts. Weak governance and de facto authorities in fragile states further complicate the delivery of humanitarian assistance due to legal, ethical, and operational challenges. NGOs remain concerned about the current state of humanitarian financing, as the widening funding gap undermines their ability to deliver lifesaving assistance. This gap also exacerbates long-term impacts such as malnutrition, displacement, and economic collapse, which often accompany protracted crises. Moving forward, the humanitarian system must diversify its donor base and adopt humanitarian innovative financing approaches to achieve more equitable and effective action. Strengthened partnerships with development and climate financing actors will be essential to ensure no one is left behind.

What's been achieved?

There has been significant evolution in humanitarian financing over the past decade, marked by notable achievements in both funding levels and practices. The total value of humanitarian financing has grown substantially, reflecting recognition of escalating global needs. See ALNAP (2022) [State of the Humanitarian System Report](#), Development Initiatives (2024) [Falling short? Humanitarian funding and reform](#) and Development Initiatives (2023) [Global Humanitarian Assistance Report](#). Some donors have increased their budgets and reaffirmed commitments to the 0.7% Gross National Income (GNI) target for development assistance, although substantive progress is still lacking. Other donors have

gone further by formalising pledges to multi-year and flexible funding through agreements and legislation, offering greater predictability and adaptability for humanitarian responses. Importantly, several donors have delivered on these commitments, providing tangible improvements in the availability of sustained and flexible resources. The growth of humanitarian pooled funds, including the CERF and Country-Based Pooled Funds (CBPFs), has been instrumental in channelling resources to local and national NGOs (L/NNGOs). Some progress has been made on localisation policies, with donors increasingly prioritising direct or “directly as possible” funding to L/NNGOs, though operationalisation has been slower than anticipated. Humanitarian innovative financing mechanisms have also emerged, such as blended finance and ‘green’ and carbon finance. Transparency in humanitarian financing has improved, with increased reporting through platforms like IATI and the OCHA Financial Tracking Service providing platforms, which if utilised effectively, can encourage greater accountability and trust among stakeholders.

What’s left to do?

Despite these advancements, significant challenges remain in improving the quantity and quality of humanitarian financing. The total quantity of financing remains insufficient, with a lack of progress in broadening the donor base and some donors reducing aid budgets. Localisation commitments have largely failed to translate into action, with minimal direct or “directly as possible” funding to L/NNGOs. See Development Initiatives (2024) [Falling short? Humanitarian funding and reform](#) and Development Initiatives (2023) [Global Humanitarian Assistance Report](#). Some progress has been made on multi-year and flexible funding, particularly by the United States Bureau for Humanitarian Assistance (BHA), Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), and Scandinavian donors, however it is mostly channelled to UN agencies, leaving L/NNGOs with limited access. Other aspects of quality funding, such as timeliness and predictability, also require further focus. Donor contributions are often governed by diverse and complex rules, resulting in burdensome proposal development and reporting requirements, and slow disbursement of funds. L/NNGOs continue to face limited representation in decision-making fora, such as HCTs, clusters and pooled fund advisory boards. See ICVA (2024) [Localisation in Humanitarian Leadership](#). Tracking humanitarian financing remains a challenge, particularly for flows from non-traditional and private donors, and to “second level” downstream recipients and marginalised groups like women-led organisations (WLOs) and women’s rights organisations (WROs). See Development Initiatives (2024) [Falling short? Humanitarian funding and reform](#). Additionally, the closure of platforms such as the IASC Results Group 5, Grand Bargain workstream, and Grand Bargain Quality Funding Caucus has created gaps in collaborative efforts to address these issues. Addressing these challenges is essential to creating a more equitable, effective, and accountable humanitarian financing system.

How can you get involved?

- **Familiarise yourself with the humanitarian financing landscape:** Carefully review key resources, such as the OCHA (2025) [Global Humanitarian Overview](#) to understand the scale of needs, and the Development Initiatives (2024) [Falling short? Humanitarian funding and reform](#) and Development Initiatives (2023) [Global Humanitarian Assistance Report](#) to better understand humanitarian financing trends. Use the OCHA [Financial Tracking Service](#) to analyse funding requirements and contributions and identify potential opportunities specific to your country or sector, allowing you to influence and tailor funding strategies effectively. Take the free online [UNICEF Training Course on Financial Tracking and Analysis](#) to learn more about using the OCHA Financial Tracking Service to track and analyse funding.
- **Participate in humanitarian coordination forums:** Actively contribute to the

development of HNOs and HRP. Actively seek out opportunities for representation and participation, or support and enable others less well represented to do likewise, in humanitarian coordination forums such as HCTs, clusters, and pooled fund advisory boards to influence planning and decision-making, funding allocations and policy priorities. ICVA supports L/NNGOs to participate in CBPF governance mechanisms through the [CBPF Resource Facility](#).

- **Build relationships with priority donors:** Register for funding opportunities by subscribing to relevant databases or email lists and complete any required partner capacity assessment processes to ensure you are eligible to apply for upcoming funding opportunities. Some useful databases include the [Devex website](#), [Bond UK website](#), [BHA Grants website](#), [GIZ website](#), and [UN Partner Portal](#). Maintain regular dialogue with donor representatives at both country and capital levels to advocate for and align with locally identified funding priorities. Participate in relevant training sessions to strengthen capacity, meet operational standards and improve competitiveness in calls for proposals.
- **Influence humanitarian financing:** Contribute to humanitarian financing reforms by engaging in multi-stakeholder platforms. ICVA NGO members can join the ICVA Humanitarian Financing Working Group, ICVA Humanitarian Financing Working Sub-Group on Funding Gap and Consequences, and ICVA Humanitarian Financing Working Sub-Group on Bilateral and Multilateral Funding. Grand Bargain Signatories can raise issues through A4EP or ICVA as the current NGO representatives on the Grand Bargain Facilitation Group to shape global humanitarian financing priorities and advocate for equitable resource allocation.
- **Report humanitarian financing:** Improve transparency and accountability by consistently reporting funding received through the OCHA Financial Tracking Service, while adhering to the IATI Standard. To report, use the [Financial Tracking Service Reporting Template](#) or send the relevant information via email to fts@un.org.

What messages can you share with donors and funding partners?

- **Increase the quantity and quality of humanitarian financing:** Provide humanitarian financing contributions in line with the 0.7% of GNI to meet escalating global humanitarian needs. Fully fund the 2025 Global Humanitarian Overview, including typically underfunded areas including response to gender-based violence, education and child protection. See IASC (2024) [Joint NGO statement – Global Humanitarian Overview 2025](#). Increase the levels of quality funding, including multi-year funding (24 months or more) and unearmarked funding (at least 30% of total contributions). Diversify the donor base and scale up innovative and emerging humanitarian financing mechanisms, including prepositioned funds for anticipatory action and crisis response.
- **Make greater levels of direct, flexible and multi-year funding available to L/NNGOs.** Promote and practice good humanitarian donorship in your organisation based on quality funding, equitable partnership and localisation. Fulfil existing commitments to the [Grand Bargain](#) and [Charter4Change](#) and ensure that at least 25% of humanitarian funding is shared directly with L/NNGOs, including WLOs, WROs, refugee-led organisations and grassroots organisations. Take steps to address specific barriers faced by L/NNGOs by harmonising and simplifying due diligence and partner capacity assessment requirements. Streamline proposal, budgeting, reporting and audit requirements by recognising the [Less Paper More Aid initiative](#) and the [Money Where It Counts protocol](#); rolling out tools such as the OCHA

[Grant Management System](#), [UN Partner Portal](#) and [8+3 Reporting Template](#); and adopting due diligence tiered arrangements and passporting models, along with common partner capacity assessments. Offer proposal applications in multiple languages and provide technical support and feedback during proposal development.

- **Use and improve existing financial tracking systems:** Standardise and harmonise the [OCHA Financial Tracking Service](#) and [UNHCR Refugee Funding Tracker](#), enabling the creation of a single financial tracking repository for all humanitarian responses. Consistently report all humanitarian funding contributions to IATI and the OCHA Financial Tracking Service. Improve tracking of humanitarian pooled funds provided to “first tier” and “second tier” L/NGO recipients including WLOs, WROs, refugee-led organisations and grassroots organisations; and for specific clusters and cross-cutting issues such as protection and gender equality.

What are some good practices?

Some donors have met or exceeded the UN target of 0.7% GNI for overseas development assistance. In 2023, this included Norway, Luxembourg, Sweden, Germany and Denmark. For the latest figures, see the [OECD Development Assistance Committee](#). Some donors, such as Australia, Belgium, Canada, Germany, Slovenia, Sweden, United Kingdom and United States have increased their levels of quality (multi-year and flexible) humanitarian financing contributions. For example, donors such as Canada and Germany have provided funding earmarked to a refugee situation or a region, rather than to a specific response or country. Some intermediaries, such as UNHCR and UNICEF, have improved the transparency of humanitarian financing through tracking and reporting. There are also a range of resources which provide more examples of good practices and learnings. See [IASC Good Practices and Initiatives of Grand Bargain Signatories](#) with specific sections on [Multi-Year, Planning, Programming and Budgeting](#); [Flexibility of Funding](#); and [Tracking and Reporting for LNAs and WLOs](#). There is also the IASC (2022) [Lessons Learned from the Grand Bargain Caucus on Quality Funding and recommendations for the way forward](#) and the Development Initiatives and Norwegian Refugee Council (2024) [Catalogue of Quality Funding Practices](#).

Who can you contact?

ICVA NGO members are eligible to join the ICVA Humanitarian Financing Working Group, ICVA Humanitarian Financing Working Sub-Group on Funding Gap and Consequences and ICVA Humanitarian Financing Working Sub-Group on Bilateral and Multilateral Funding. Contact Manon Glaser manon.glaser@icvanetwork.org. Interested NGOs can subscribe to the ICVA Monthly Bulletin at <https://www.icvanetwork.org/subscribe/>. Grand Bargain Signatories can raise issues through A4EP or ICVA as the NGO representatives on the Grand Bargain Facilitation Group. Contact: Dr Ahmed Al Zubaidi ahmed@ihSCO.org and Elise Baudot (elise.baudot@icvanetwork.org).

We may not always get everything right! If you have suggested comments on the Grab and Go Pocket Guides, or more information you think we should add, including good practices and policy and advocacy messages, contact Manon Glaser manon.glaser@icvanetwork.org. We will regularly update these materials, so keep an eye out for the latest versions.

Where can you go for further information?

Essential reading

Belcher, E. and Rieger, N. (2024) *Catalogue of quality funding practices to the humanitarian response (second edition)*. Development Initiatives and Norwegian Refugee Council.

Available at: https://www.nrc.no/globalassets/pdf/reports/catalogue-of-quality-funding-practices-to-the-humanitarian-response-2nd-edition/catalogue-of-quality-funding-practices-to-the-humanitarian-response_2nd-edition_report.pdf

Development Initiatives (2023) *Global Humanitarian Assistance Report 2023*. Development Initiatives. Available at: <https://devinit.org/resources/global-humanitarian-assistance-report-2023/>

Inter-Agency Standing Committee (2022) *Joint NGO statement on the future of the Grand Bargain*. IASC. Available at: <https://interagencystandingcommittee.org/grand-bargain-official-website/joint-ngo-statement-future-grand-bargain-0>

Inter-Agency Standing Committee (2022) *The Grand Bargain Caucus on Quality Funding Outcome Document Final Draft*. IASC. Available at: <https://interagencystandingcommittee.org/sites/default/files/migrated/2022-07/Grand%20Bargain%20Caucus%20on%20Quality%20Funding%20-%20Outcome%20Document%20-%20final%20-%2011Jul22.pdf>

Inter-Agency Standing Committee (2024) *Joint NGO statement on the 2025 Global Humanitarian Overview*. IASC. Available at: <https://reliefweb.int/report/world/joint-ngo-statement-global-humanitarian-overview-launch-palais-des-nations-geneva-11-december-2023>

International Council of Voluntary Agencies (2022) *The Grand Bargain 2.0 Explained: An ICVA Briefing Paper*. ICVA. Available at: <https://www.icvanetwork.org/uploads/2022/04/The-Grand-Bargain-Explained-An-ICVA-Briefing-Paper.pdf>

Obrecht, A., Swithern, S. and Doherty, J. (2022) *State of the Humanitarian System Report*. ALNAP. Available at: <https://sohs.alnap.org/2022-the-state-of-the-humanitarian-system-sohs-%E2%80%93-full-report>

Office for the Coordination of Humanitarian Affairs (2024) *Global Humanitarian Overview 2025*. OCHA. Available at: <https://www.unocha.org/events/global-humanitarian-overview-2025>

Rieger, N., Pearson, M., Nelson-Pollard, S. and Belcher, E. (2024) *Falling short? Humanitarian funding and reform*. Development Initiatives. Available at: <https://devinit.org/resources/falling-short-humanitarian-funding-reform/#downloads>

Guidance, tools and templates

Bond UK (n.d.) *Funding Opportunities*. Available at: <https://www.bond.org.uk/funding-opportunities/>

Bureau of Humanitarian Affairs (n.d.) *BHA Grants*. Available at: <https://www.grants.gov/search-results-detail/332976>

Deutsche Gesellschaft für Internationale Zusammenarbeit (n.d.) *GIZ Grants*. Available at: <https://www.giz.de/en/worldwide/66190.html>

Devex (n.d.) *Funding report*. Available at: https://www.devex.com/funding/r?report=tender-759049&filter%5Bstatuses%5D%5B%5D=forecast&filter%5Bstatuses%5D%5B%5D=open&sorting%5Border%5D=desc&sorting%5Bfield%5D=updated_at

d-portal (n.d.) *d-portal*. Available at: <https://d-portal.org/ctrack.html#view=search>

European Commission (n.d.) *EDRIS*. Available at: <https://webgate.ec.europa.eu/edris/screen/home>

Foreign Commonwealth and Development Office (n.d.) *Development Tracker*. Available at: <https://devtracker.fcdo.gov.uk/>

Inter-Agency Standing Committee (2019) *Harmonised 8+3 Reporting Template*. Available at:

<https://interagencystandingcommittee.org/harmonize-and-simplify-reporting-requirements/harmonized-reporting-template-83-template-final>

Inter-Agency Standing Committee (2022) *Money Where It Counts Protocol*. Available at: <https://interagencystandingcommittee.org/humanitarian-financing/money-where-it-counts-protocol-harmonisation-cost-classification-cost-charging-and-financial>

International Aid Transparency Initiative (n.d.) *International Aid Transparency Initiative Standard*. Available at: <https://iatistandard.org/en/>

International Council of Voluntary Agencies (2024) *Country-Based Pooled Funds Resource Facility*. Available at: <https://www.icvanetwork.org/resource/country-based-pooled-funds-resource-facility-terms-and-conditions/>

International Council of Voluntary Agencies (n.d.) *Less Paper More Aid initiative*. Available at: <https://lesspapermoreaid.org/>

Office for the Coordination of Humanitarian Affairs (OCHA) (2024d) *Financial Tracking System*. Available at: <https://FinancialTrackingService.unocha.org/>

Office for the Coordination of Humanitarian Affairs (OCHA) (2024d) *Financial Tracking System Reporting Template*. Available at: <https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Ffts.unocha.org%2Fsites%2Fdefault%2Ffiles%2F2024-04%2FFTS%2520Standard%2520Reporting%2520Template%25202024%25203.xlsx&wdOrigin=BROWSELINK>

Office for the Coordination of Humanitarian Affairs (OCHA) (2024d) *Grant Management System*. Available at: <https://gms.unocha.org/en>

Office for the Coordination of Humanitarian Affairs (OCHA) (2024d) *Humanitarian Action*. Available at: <https://humanitarianaction.info/>

Swedish International Development Cooperation Agency (n.d.) *Open Aid Search*. Available at: <https://openaid.se/en>

United Nations Children's Fund, United Nations Refugee Agency, and World Food Programme (n.d.) *UN Partner Portal*. Available at: <https://www.unpartnerportal.org/landing/>

United Nations Refugee Agency (n.d.) *Refugee Funding Tracker*. Available at: <http://refugee-funding-tracker.org/>

Training courses

Disaster Ready Core (n.d.) *Humanitarian Certification*. Available at: <https://www.disasterready.org/free-core-humanitarian-certification>

Harvard Humanitarian Initiative (n.d.) *Building a Better Response – Unit 4 on Planning and Funding Disaster Responses*. Available at: <https://buildingabetterresponse.org/>

United Nations Children's Fund (n.d.) *Financial Tracking and Analysis*. Available at: <https://agora.unicef.org/course/info.php?id=34550>

United Nations Children's Fund (n.d.) *Humanitarian Financing*. Available at: <https://agora.unicef.org/course/info.php?id=34549>

United Nations Children's Fund (n.d.) *Introduction to Humanitarian Response Funding Processes, Appeals and Pooled Funds*. Available at: <https://agora.unicef.org/course/info.php?id=33189>

Webinars

ALNAP (2017) *Putting Money Where it Matters*. Available at: <https://reliefweb.int/training/2335924/putting-money-where-it-matters-what-can->

[humanitarians-learn-other-sectors](#)

Podcasts

The New Humanitarian (n.d.) *Rethinking Humanitarianism*. Available at: <https://www.thenewhumanitarian.org/podcast/rethinking-humanitarianism>

Further reading

Bena, F., Jayasinghe, D., Post, L. and Tulloch, C. (2020) *A win-win: Multi-year flexible funding is better for people and better value for donors*. International Rescue Committee. Available at: <https://www.rescue.org/report/win-win-multi-year-flexible-funding-better-people-and-better-value-donors-0#:~:text=The%20following%20key%20findings%20emerge,benefit%20from%20multi%2Dyear%20financing>

Development Initiatives and United Nations Office for the Coordination of Humanitarian Affairs (2017) *Improving humanitarian transparency with the International Aid Transparency Initiative (IATI) and the UN OCHA Financial Tracking Service (FTS)*. Development Initiatives and OCHA. Available at: [https://FinancialTrackingService.unocha.org/sites/default/files/2020-10/improving-humanitarian-transparency-with-the-iati-and-the-un-ocha-Financial Tracking Service.pdf](https://FinancialTrackingService.unocha.org/sites/default/files/2020-10/improving-humanitarian-transparency-with-the-iati-and-the-un-ocha-Financial%20Tracking%20Service.pdf)

Global Compact for Refugees (2023) *Multistakeholder pledge on quality humanitarian funding for refugee situations*. Global Compact Refugees. Available at: <https://globalcompactrefugees.org/multistakeholder-pledge-quality-humanitarian-funding-refugee-situations>

Grand Bargain (2022) *Lessons Learned from the Grand Bargain Caucus on Quality Funding and recommendations for the way forward*. IASC. Available at: <https://interagencystandingcommittee.org/grand-bargain-official-website/lessons-learned-grand-bargain-caucus-quality-funding-and-recommendations-way-forward-0>

Grand Bargain (2022) *Towards Co-Ownership: The Role of Intermediaries in Supporting Locally-Led Humanitarian Action*. Grand Bargain Intermediaries Caucus. Available at: <https://interagencystandingcommittee.org/sites/default/files/migrated/2022-08/Outcome%20Paper%20Towards%20Co-ownership%20-%20Caucus%20on%20Intermediaries%20-%20August%202022.pdf>

Grand Bargain (2023) *Grand Bargain Quality Funding*. IASC. Available at: [https://interagencystandingcommittee.org/sites/default/files/2023-11/One%20Pager%20Quality%20Funding November%202023 0.pdf](https://interagencystandingcommittee.org/sites/default/files/2023-11/One%20Pager%20Quality%20Funding%20November%202023%200.pdf)

Grand Bargain (2023) *The Grand Bargain beyond 2023 Framework*. Grand Bargain Secretariat. Available at: <https://interagencystandingcommittee.org/sites/default/files/migrated/2023-06/Grand%20Bargain%20beyond%202023%20-%20Framework.pdf>

Holland, K. (2024) *Localisation in Humanitarian Leadership*. ICVA. Available at: <https://www.icvanetwork.org/uploads/2024/11/Localisation-in-Humanitarian-Leadership-Report.pdf>

International Council of Voluntary Agencies (2024) *Pooled Funding Models: Governance Systems*. ICVA. Available at: <https://www.icvanetwork.org/uploads/2023/12/Pooled-Funding-Models-Governance-Systems-Briefing-Note-.pdf>

International Council of Voluntary Agencies (2024) *The Grand Bargain 2.0 Explained*. ICVA. Available at: <https://www.icvanetwork.org/resource/the-grand-bargain-2-0-explained-an-icva-briefing-paper-2022/>

Kreidler, C. (2022) *The Added Value of Flexible Funding to the ICRC*. ICRC. Available at:

<https://humanitarianoutcomes.org/publications/added-value-flexible-funding-icrc>

Levine, S. (2019) *Multi-year humanitarian funding: a thematic evaluation*. Humanitarian Policy Group. Available at: <https://odi.org/en/publications/multi-year-humanitarian-funding-a-thematic-evaluation/>

Metcalfe-Hough, V., Fenton, W. and Manji, F. (2023) *The Grand Bargain in 2022: an independent review*. Humanitarian Policy Group at ODI. Available at: <https://interagencystandingcommittee.org/sites/default/files/migrated/2022-06/Grand%20Bargain%20Annual%20Independent%20Report%202022.pdf>

Poole, L. (2020) *The Programme Based Approach – 10 lessons*. Norwegian Refugee Council. Available at: <https://www.nrc.no/resources/reports/the-programme-based-approach-10-lessons/>

Poole, L., Clarke, D. and Swithern, S. (2020) *The future of crisis financing: a call to action*. Centre for Disaster Protection. Available at: <https://www.disasterprotection.org/publications-centre/the-future-of-crisis-financing-a-call-to-action>

Prisson, A. and Getsel, B. (2023) *Prospects for aid in 2023: Watershed moment or business as usual?* ODI. Available at: <https://odi.org/en/insights/prospects-for-aid-in-2023-watershed-moment-or-business-as-usual/>

Rieger, N. (2019) *Field perspectives on multi-year humanitarian funding and planning: How theory has translated into practice in Jordan and Lebanon*. Development Initiatives and Norwegian Refugee Council. Available at: <https://www.nrc.no/resources/reports/field-perspectives-on-multi-year-humanitarian-funding-and-planning/#:~:text=Interviewees%20in%20both%20Jordan%20and,thereby%20more%20inter%20capacity%20building>

Stockholm International Peace Research Institute (2022) *Chronic Crisis Financing: Fifty years of humanitarian aid and future prospects*. Available at: <https://reliefweb.int/report/world/chronic-crisis-financing-fifty-years-humanitarian-aid-and-future-prospects>

Stoddard, A. (2017) *International Humanitarian Financing: Review and Comparative Assessment of Instruments (Updated Edition)*. Humanitarian Outcomes. Available at: https://humanitarianoutcomes.org/sites/default/files/publications/humanitarian_financing_review_2017.pdf

Stoddard, A., Poole, L., Taylor, G., Willitts-King, B., Jillani, S. and Potter, A. (2017) *Efficiency and Inefficiency in Humanitarian Financing*. Humanitarian Outcomes. Available at: https://humanitarianoutcomes.org/sites/default/files/publications/humanitarian_financing_efficiency.pdf

Swithern, S. (2018) *Underfunded Appeals: Understanding the Consequences, Improving the System*. Expert Group for Aid Studies. Available at: <https://library.alnap.org/help-library/underfunded-appeals-understanding-the-consequences-improving-the-system>

United Nations (2016) *Too Important to Fail: addressing the humanitarian financing gap*. Available at: https://interagencystandingcommittee.org/sites/default/files/migrated/2017-02/hlp_report_too_important_to_failcoaddressing_the_humanitarian_financing_gap.pdf

United Nations Children's Fund (2020) *Internal Assessment On Cascading Quality Funding to Implementing Partners*. UNICEF. Available at: <https://interagencystandingcommittee.org/grand-bargain-official-website/unicef-internal-assessment-cascading-quality-funding-implementing>

VOICE (2023) *Funding imbalances: How uneven prioritisation and insufficient funding affect humanitarian aid*. Available at: <https://voiceeu.org/publications/funding-imbalances-how-uneven-prioritisation-and-insufficient-funding-affect-humanitarian-aid.pdf>

Weingärtner, L. and Spencer, A. (2019) *Analysing gaps in the humanitarian aid and disaster risk financing landscape*. Available at: https://www.anticipation-hub.org/Documents/Policy_Papers/ODI_paper_02_ANALYSING_GAPS_IN_THE_HUMANITARIAN_AND_DISASTER_RISK_FINANCING_LANDSCAPE.pdf

Willitts-King, B. and Metcalfe-Hough, V. (2023) *Improving quality humanitarian funding through the Grand Bargain 2.0*. ODI. Available at: <https://odi.org/en/insights/improving-quality-humanitarian-funding-through-the-grand-bargain-20/>

Willitts-King, B. and Spencer, A. (2021) *Reducing the humanitarian financing gap: review of progress since the report of the High-Level Panel on Humanitarian Financing*. ODI. Available at: <https://odi.org/en/publications/reducing-the-humanitarian-financing-gap-review-of-progress-since-the-report-of-the-high-level-panel-on-humanitarian-financing/>

Willitts-King, B., Assomull, R., Bryant, J. et al. (2019) *New financing partnerships for humanitarian impact*. ODI. Available at: <https://media.odi.org/documents/12581.pdf>



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

Regional Hubs

Africa

Nairobi, Kenya
Dakar, Senegal

Asia-Pacific

Bangkok, Thailand
Islamabad, Pakistan

MENA

Amman, Jordan

Latin America

Guadalajara, Mexico
(Coordination)

Geneva Office

Humanitarian Hub, La Voie-Creuse 16, 1202 Geneva
secretariat@icvanetwork.org
www.icvanetwork.org