

ICVA – NGO PERSPECTIVES ON POOLED FUNDS REPORT

NOVEMBER 2024



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

Acknowledgements

The contents of this publication are the sole responsibility of ICVA.

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Introduction

ICVA has been closely engaged with pooled funding, particularly through its role as part of the Pooled Fund Working Group supporting OCHA Country based Pooled Funds. In late 2022, ICVA launched the first phase of the “[Pooled Funding at a Crossroads - A Comprehensive Review and Analysis](#)” research work, in consultation with members and based on discussions at the Pooled Funding Working Group, Country-Based Pooled Funds (CBPF)-NGO Dialogue Platform and CBPF-NGO Dialogue Platform Advisory Group (PAG). Drawing on the findings of the report, ICVA co-hosted with Switzerland and HERE-Geneva a [launch event](#) to reflect with NGOs, UN agencies and donors on existing humanitarian pooled fund mechanisms and explore avenues to enhance the efficiency, impact of and access to pooled funds by NGOs for the benefit of people affected by crisis.

Among other findings, the research on “Pooled Funding at a Crossroads” highlighted how the existing literature on pooled funds tends to capture the perspectives of non-governmental organisations (NGOs) – where available – as a very homogenous group divided simply into International NGOs (INGOs) and Local and National NGOs (L/NNGOs). Yet, NGOs are a very diverse group as is the ICVA membership. To address this gap, ICVA embarked on this Phase 2 of the research.

This report presents an analysis of the responses obtained through a survey sent to INGOs, NNGOs, local NGOs (LNGOs) and community-based organisations (CBOs) exploring their differing experiences and perspectives of pooled funds. The survey aimed to capture a more nuanced and disaggregated view of how different types of NGOs experience pooled funding, in its broad articulation (e.g. not limited to OCHA-managed CBPF). Through the survey, the aim was to better understand NGOs’ experience with the application process for pooled funding and grant negotiation/implementation, including in comparison to other financing sources.

Methodology and Limitations

A survey of NGO experiences with and perspectives about pooled funds was conducted between December 2023 and February 2024. All ICVA members were emailed an invitation to participate in the online survey. Participation was voluntary, the survey was implemented online, and respondents were ensured confidentiality. An invitation to participate in the survey was further shared with civil society organisations globally through targeted snowball sampling, leveraging the in-country and regional networks developed by ICVA regional representatives and the researchers themselves. As the intent was to collect as much varied feedback as possible, the online survey was administered in four languages: English, French, Spanish and Arabic.

After a series of questions aiming to better understand the profile of the NGOs filling in the survey, respondents were asked to rate different aspects related to pooled funding (both for funds received and/or for those applied for). The survey was constructed with different types of questions: open-ended, multiple-choice, and Likert-type scale questions.

Limitations to this survey-based research include uneven response rates across geographical regions, as well as limited responses from different groups of NGOs. As the link to the online survey was shared widely across NGOs, without targeting pooled funding recipients directly, many respondents (approx. 75%) had either failed in their pooled fund applications or had not engaged with any pooled fund mechanism. Given the limited response rate particularly among fund recipients, the survey results can only be indicative. Although the survey was circulated multiple times to the ICVA membership and the ICVA regional focal points and through them to INGO national fora, it is unclear to what extent the survey was actively shared with or forwarded to local and national NGOs networks apart from in a few contexts. In terms of lessons learned for the future, different strategies need to be used to ensure a larger number of respondents, including those who have received pooled funding.

Respondents Profile

A total of 174 non-governmental organisations (NGOs) responded to the survey. A breakdown of the type of NGOs respondents can be seen in Figure 1. In total, the survey was answered in majority by NNGOs, defined as ‘working in 2 or more regions across the country’. The next largest group was INGOs. 20% of respondents were LNGOs, defined as ‘working in one region of the country’. A small number of CBOs, working at the community or local level, were also able to share their feedback.

Of the 174 NGOs that responded, more than half were women-led while a small proportion youth-led. 20% of the total sample confirmed being faith-based.

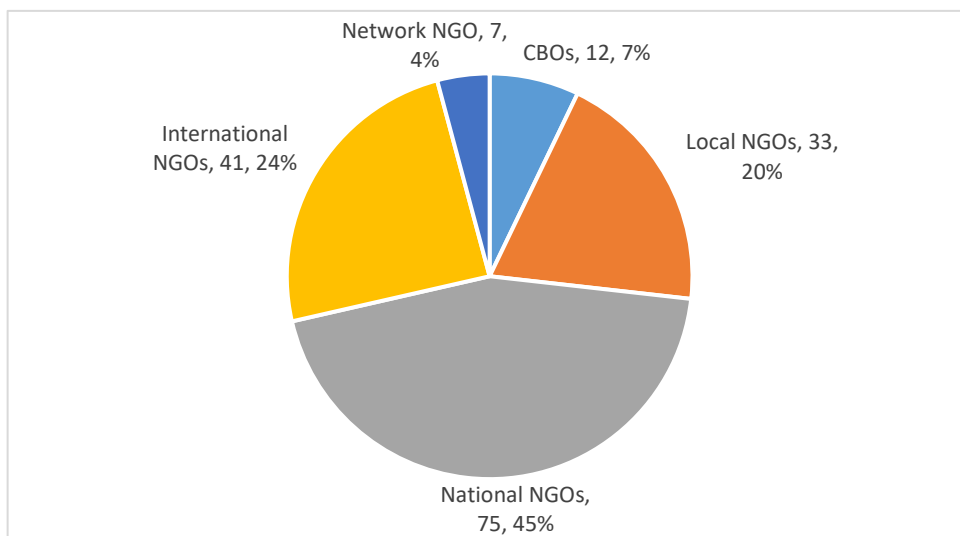


Figure 1. Type of NGOs

Two criteria were used to explore the relative size of the NGOs that responded: number of staff and annual budget size.

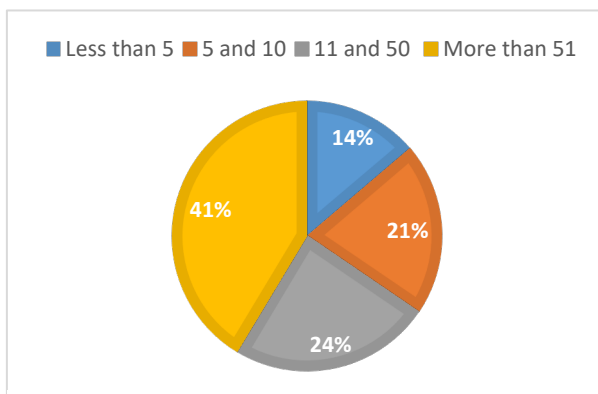


Figure 2. Number of staff

As seen in figure 2, 41% of the NGOs that responded can be considered large organisations with more than 51 staff. 45% of respondents self-reported as medium-sized NGOs with the number of staff between 5 and 50. Only 14% had fewer than 5 paid staff. The analysis by annual budget size confirms this breakdown between large- and medium-sized NGOs. Close to half of the respondents are large organisations with an annual budget of over 500,000 USD. Organisations with annual budgets between 10,000 USD and 499,000 USD represent an equal portion of the next group of organisations. Only 11% of respondents reported a budget of less than 10,000 USD a year.

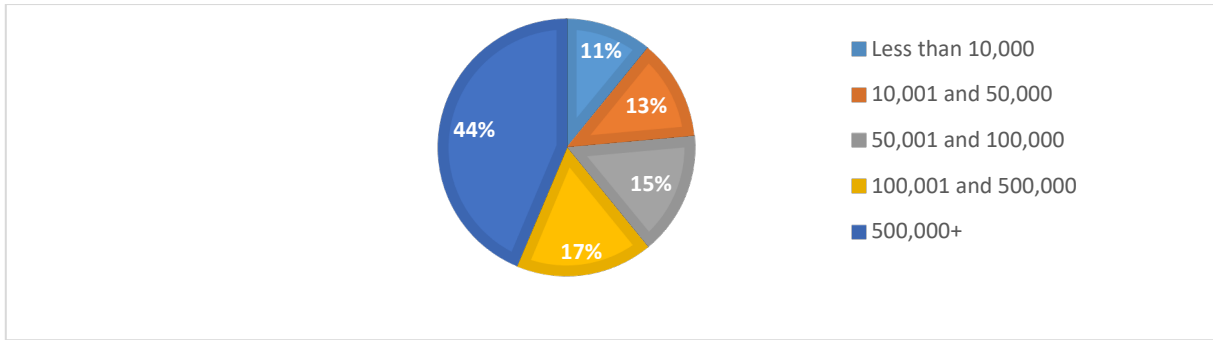


Figure 3. Annual budget size

Sources of Funding

Upon analyzing funding sources, it is evident that the most substantial funding possibilities arise from partnerships with both INGOs and UN agencies, with self-funding playing an equally significant role. When considering the breakdown by NGO type, funding from INGOs, UN partners, and self-funding emerged as the primary sources of financial support for national and local NGOs. INGOs benefited from a variety of funding sources, with direct bilateral giving as the highest source of funding, followed by UN partnerships and private sector giving.

Funding through pooled fund mechanisms represents the sixth overall source of funding after international government donors and private sector funding. When disaggregating who is currently receiving pooled funding, based on the survey’s findings, the largest group is INGOs (51%) followed by NNGOs (35%) and LNGOs in a much smaller measure (8% of those receiving pooled funding). No CBO successfully received pooled funding.

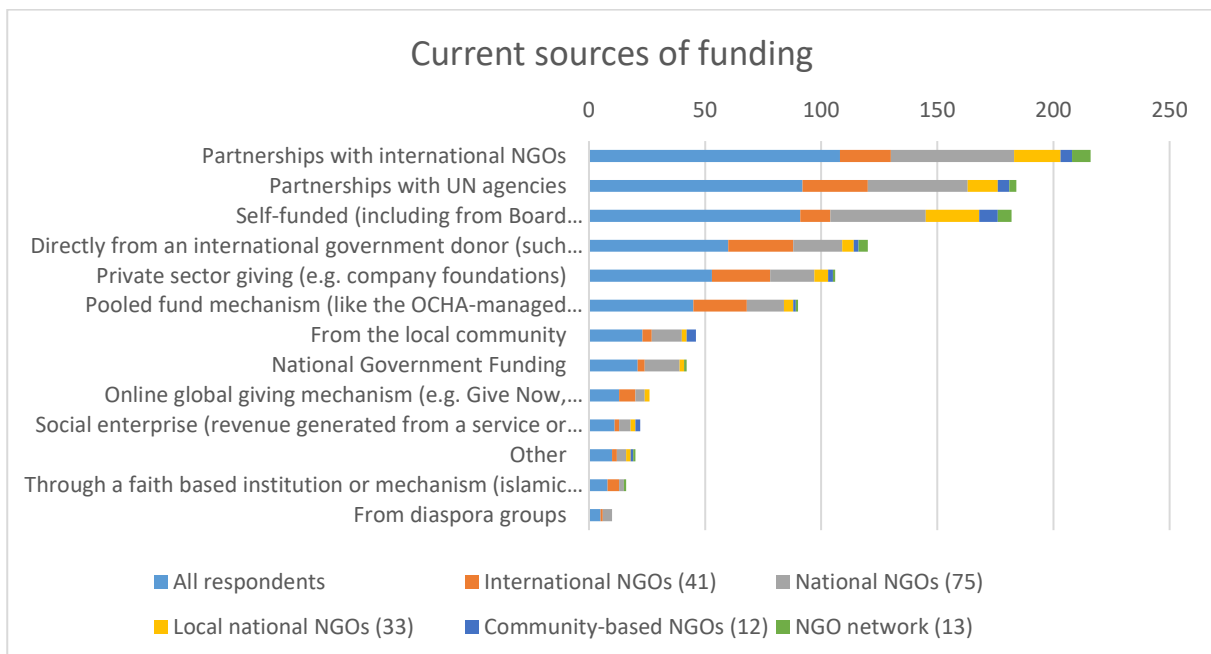


Figure 4. Sources of funding

Understanding Challenges to Access to Pooled Funding

The aim of the survey was to understand the experience of different types of NGOs with pooled funding generally, both for those who never applied and those whose applications for pooled funding were unsuccessful.

Applicants who didn't apply

Most respondents who reported not having applied to a pooled fund mechanism cited 'not knowing which pooled fund could be of interest to their sectoral focus' and 'whether they would qualify for such funding'. These respondents expressed a desire for facilitated access to information on pooled fund mechanisms, among national and local NGOs.

Applicants who applied unsuccessfully

Among the respondents, INGOs and NNGOs reported in almost equal measure having applied unsuccessfully for pooled funding, followed closely by LNGOs. Only two CBOs reported having applied for pooled funding and not succeeding.

To note that many respondents across all groups reported not having been given a specific reason for the rejection of their application by the fund mechanism. A recurrent suggestion for fund improvement, is increased feedback and transparency on funding decisions, including as a learning exercise to enable future access to the fund.

For those who were provided feedback in some way (formally or informally) the most common reasons given vary according to type of organisations. For INGOs most commonly failure was due to lack of alignment with fund's priorities and low quality of the proposal. For national and local NGOs, on the other hand, reasons included failure to meet due diligence requirements, lack of co-funding and lack of consortium partners.

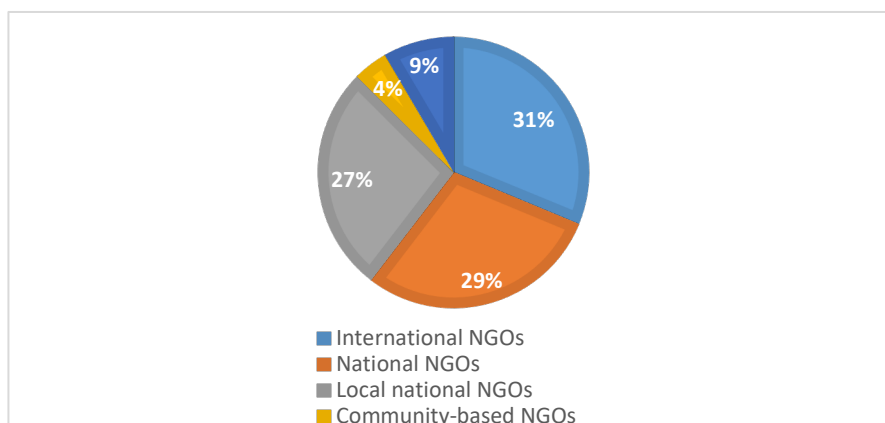


Figure 5. Unsuccessful applications by organisation type

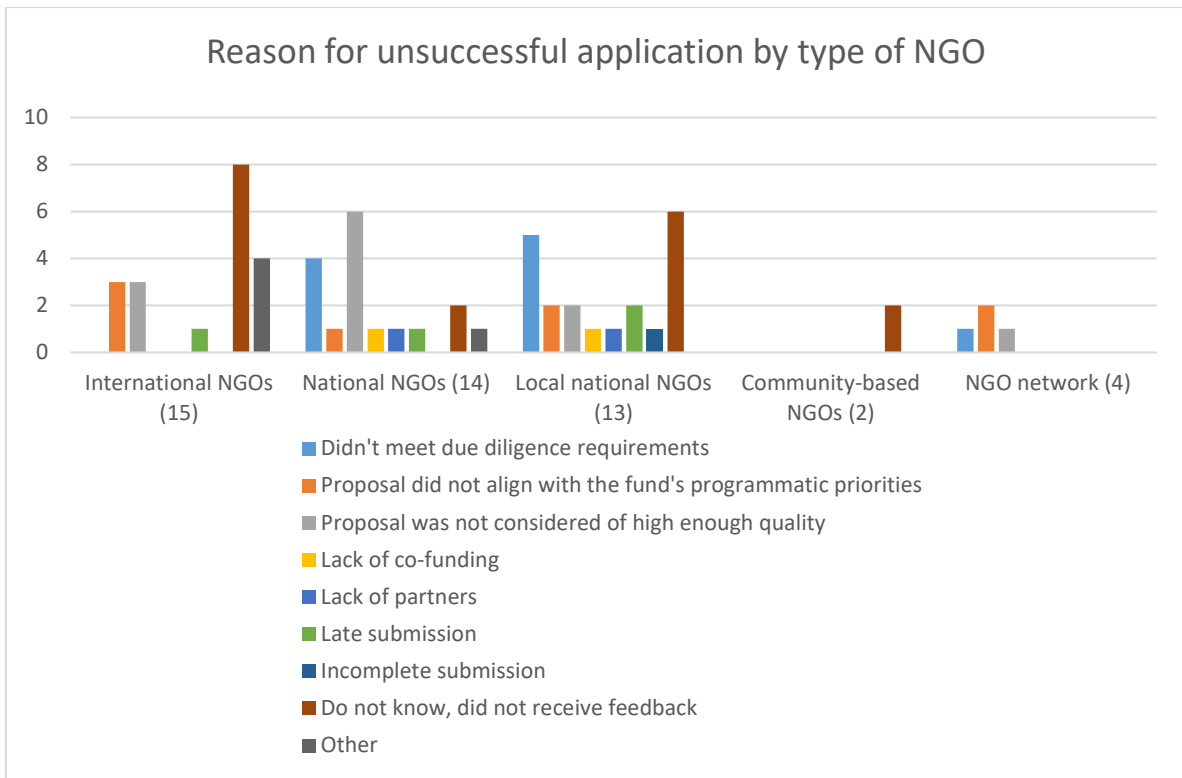


Figure 6. Reasons for unsuccessful applications to pooled funding by type of organisation

Likewise, respondents confirmed this perceived lack of feedback in their responses to a direct survey question as to whether organisations felt they had received enough information as to why their application was unsuccessful. The large majority of respondents, across all categories of the NGOs, responded no or partially.

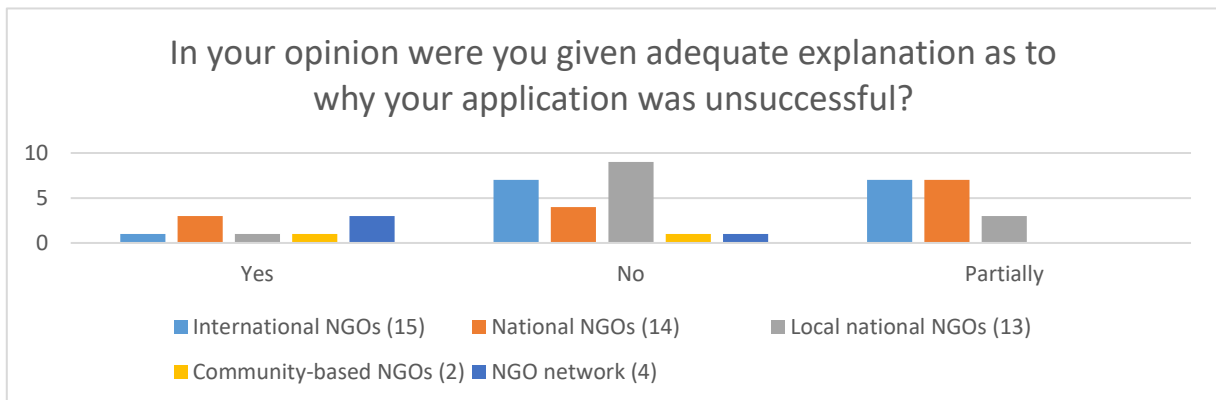


Figure 7. Explanations for unsuccessful applications to pooled funding by type of organisation

In contrast, when asked whether the Fund provided enough information to complete a fund application, the large majority of respondents answered yes. Highlighting an issue of feedback, rather than the communication by funds on their applicant processes.

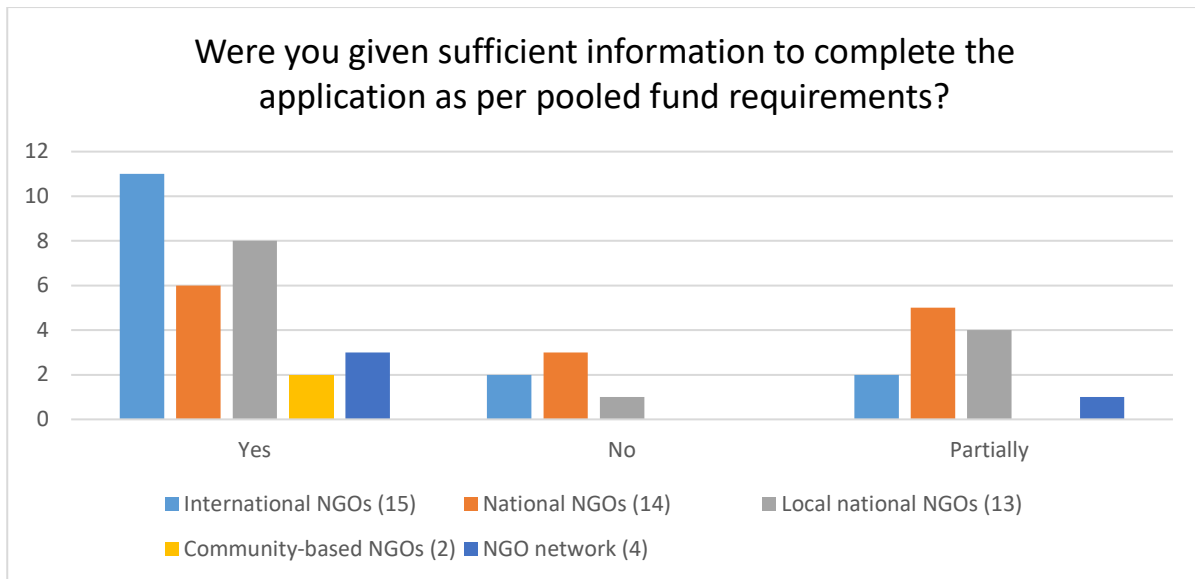


Figure 8. Information to complete applications by type of organisation

Experience with Pooled Funding

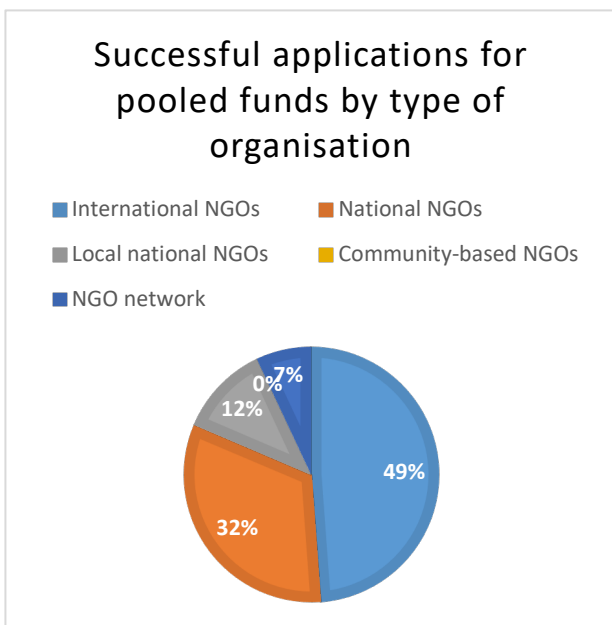


Figure 9. Organisations having received pooled funding

Of the respondents that reported having received pooled funding, the majority were INGOs, followed by NNGOs at 32% and in much smaller measure LNGOs. As highlighted above, no CBOs (of the ones that responded to the survey) received pooled funding.

Of the different families of pooled funds, most respondents (international, national, and local) reported having received funding from the OCHA CBPFs. A few respondents (INGOs, NNGOs and LNGOs) reported having received funds from the UN Women Funds and the START Fund. Only NNGOs reported to be recipients of UN Human Rights Funds and Red Cross/Red Crescent Funds (see Figure 10).

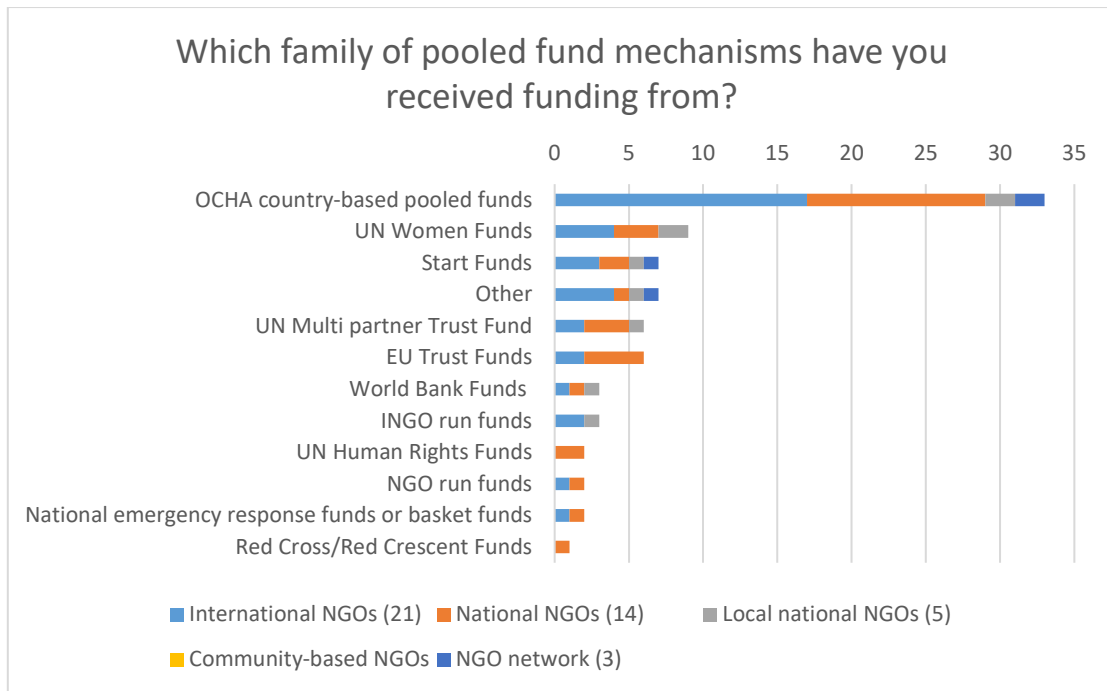


Figure 10. Pooled funds by type of organisations

The application process and grant decision - making

Most of those who successfully applied to a pooled fund mechanism, including a significant number of INGOs, rated the ease of the due diligence process as average. These findings mirror those regarding the perceived fairness and transparency of the process, which INGOs in particular, again, rated as average.

In the written suggestions to improve pooled funds, several respondents suggested lowering barriers to entry, especially for LNGOs. Other respondents called for increased transparency in the organisation and grant application selection processes. Some called for more detailed application guidelines, to even the playing field among applicants. Others called for a review of the role of the cluster system in recommending organisations for the due diligence process.

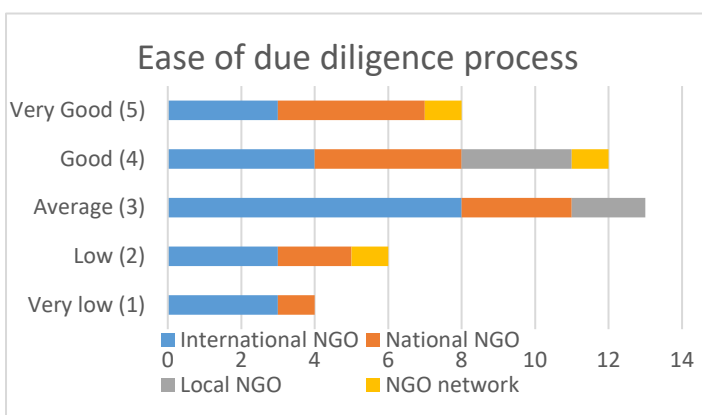


Figure 11. Due diligence

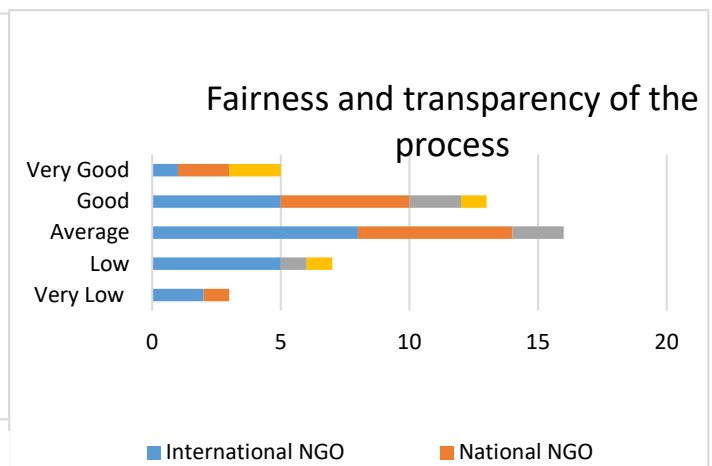


Figure 12. Fairness and transparency of the process

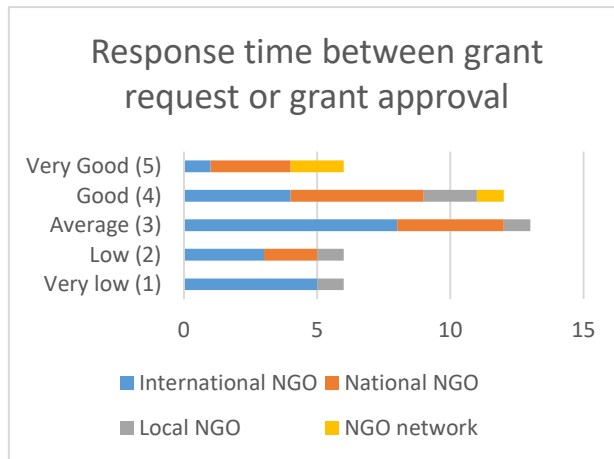


Figure 13. Response time between grant request and grant approval

When asked to compare the ease of the qualification for pooled funds versus other sources of funding, most INGOs stated that pooled funds were either no different or not an easier source of funding to qualify for. The few LNGOs who responded almost all reported pooled funds being easier to qualify for than other sources of funding. For NNGOs, an almost equal number answered yes and no; fewer felt that there was no difference.

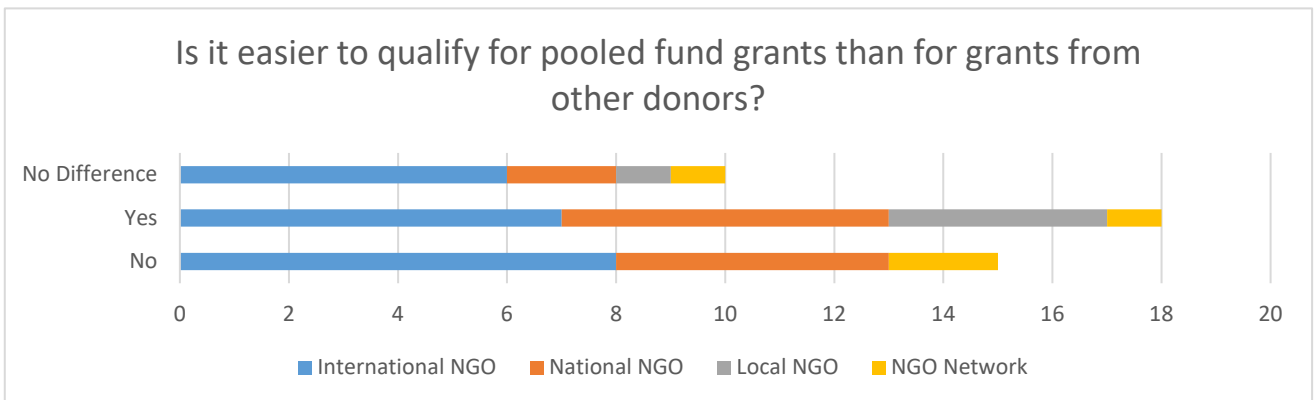


Figure 14. Ease of qualification for pooled funds

Funding Quality

To understand the experience of different segments of NGOs with pooled funding, the survey sought to explore different aspects of funding quality, including:

1. Costing practices (overheads, administrative and staffing costs);
2. Budget and programming flexibility;
3. Predictability and complementarity with other sources of funding;
4. Access to multi-year funding; and
5. Ability to provide feedback.

Costing practices

When asked whether the pooled funds adequately covered overheads, admin costs and staffing needs, INGOs overwhelmingly responded ‘no’. ‘Somewhat’ was the next highest response. For the national and local NGOs, the feedback was the opposite: the majority generally answered ‘yes’, with ‘somewhat’ being the next highest response. All NNGOs found that staffing costs were effectively or somewhat covered.

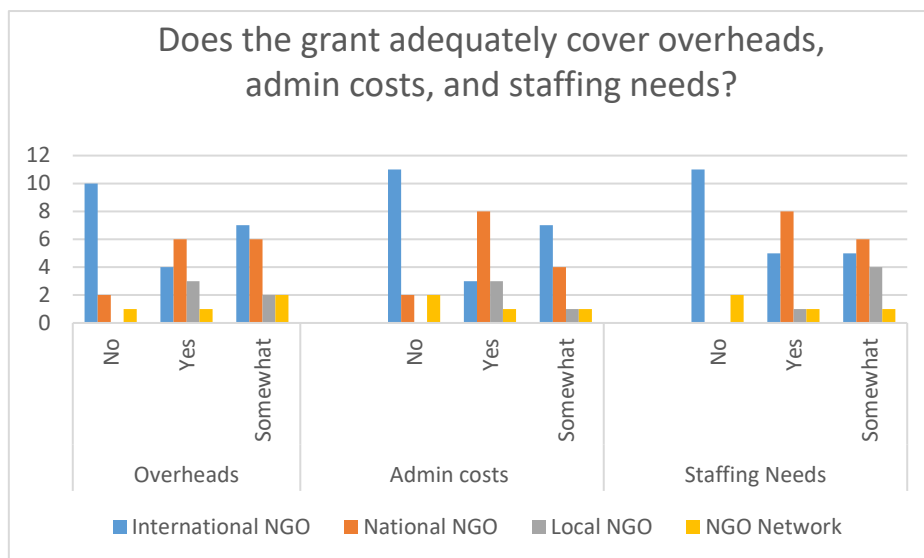


Figure 15. Cost coverage

When asked whether pooled funds provided higher admin and overhead cost coverage to that of other partners/donors, once again no INGO responded positively to either point. The largest number of international respondents answered negatively, with a few reporting that there was no difference with funds from other donors. Most NNGOs responded that there was no difference or found that pooled funds provided higher admin and overhead cost coverage than other donors.

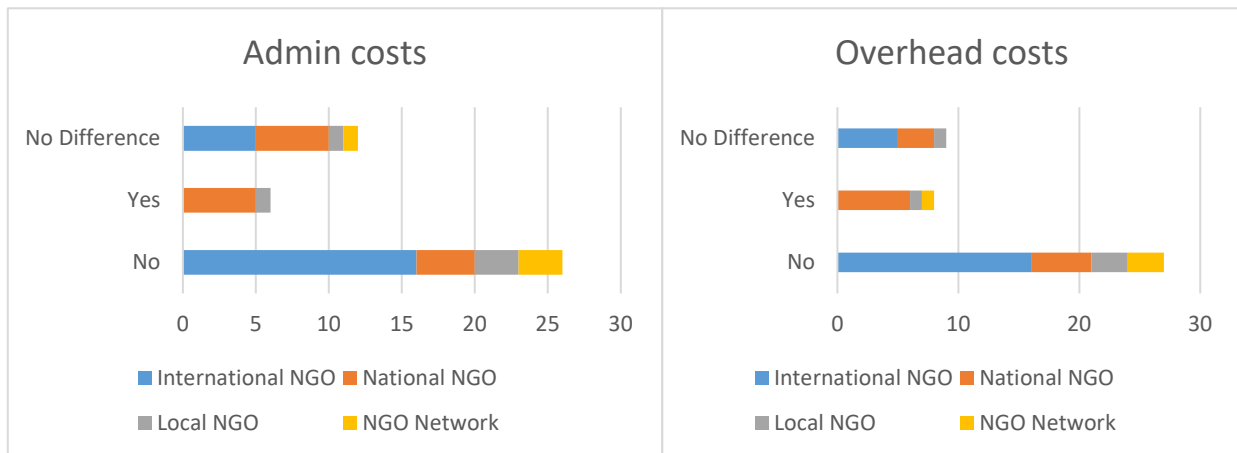


Figure 16. Do pooled funds provide better coverage of admin or overhead costs than other donors?

In terms of coverage of currency exchange losses, although there was a tendency for NNGOs to once again be more positive, most respondents found funds to be average in the response to currency losses. The written feedback, around risk sharing, recommended better transparency and sharing of risks around currency exchange losses.

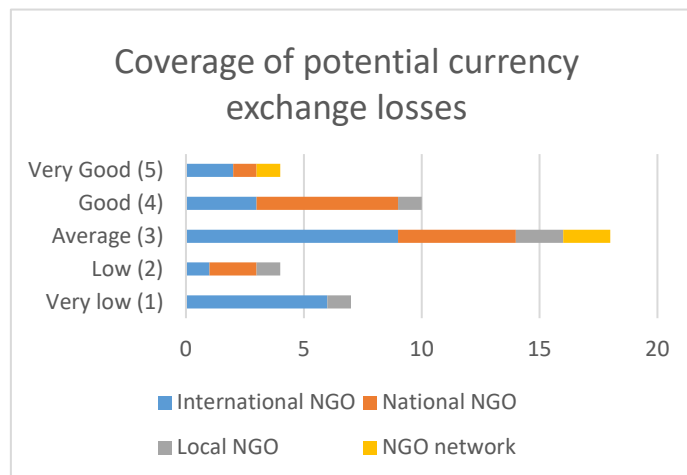


Figure 17. Coverage of potential currency exchange losses

Budget and programming flexibility

The survey asked a number of questions related to programming and budgeting flexibility. As above, when looking at the overall experience of NGOs with pooled funding, NGOs of all types rated their experience with budget and programming flexibility as average or good in general.

The pattern of NNGOs rating their experience with pooled fund more positively than INGOs continued in terms of budget and programming flexibility. The majority of NNGOs rated their experience as good to very good, while no INGO rated their experience as very good. The majority hovered around average, with a significant number of very lows.

The same patterns were found in terms of response time for requested budget or programming modifications, with the aggregate findings shared between low and average.

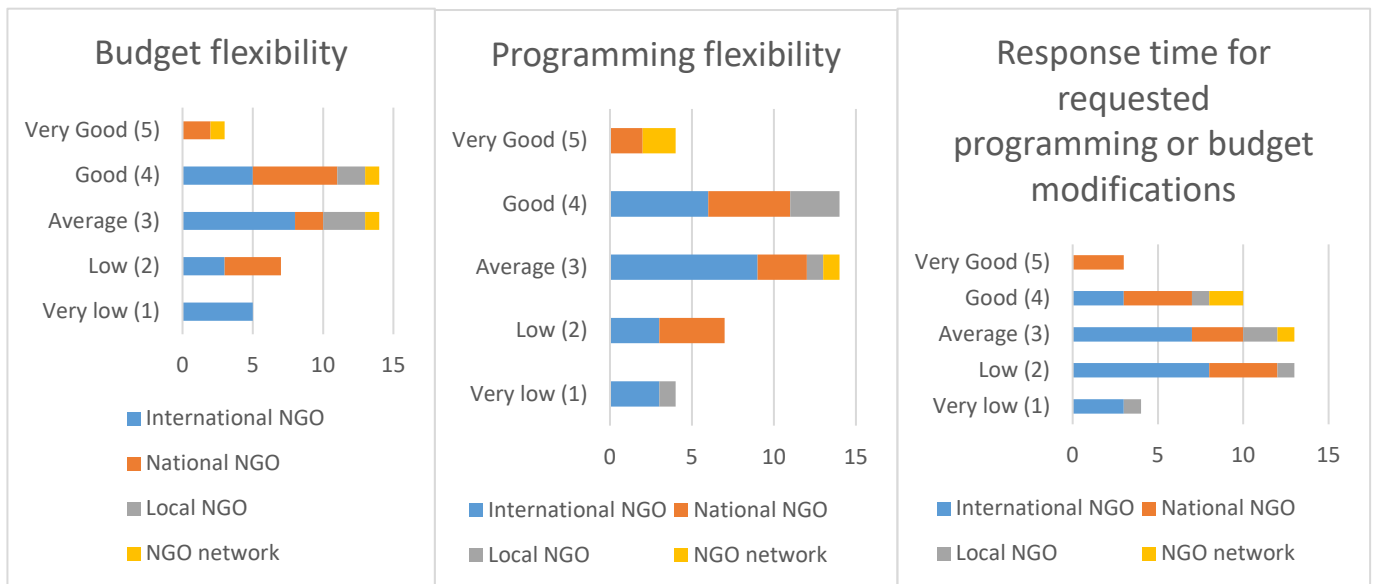


Figure 18. Rating of budget, programming flexibility, and response time for modification requests

The feedback on the length of implementation periods was like the other questions, with the overall aggregate number of respondents finding their experience with the fund to be average. To note however, that again, NNGOs reported a more positive experience than INGOs.

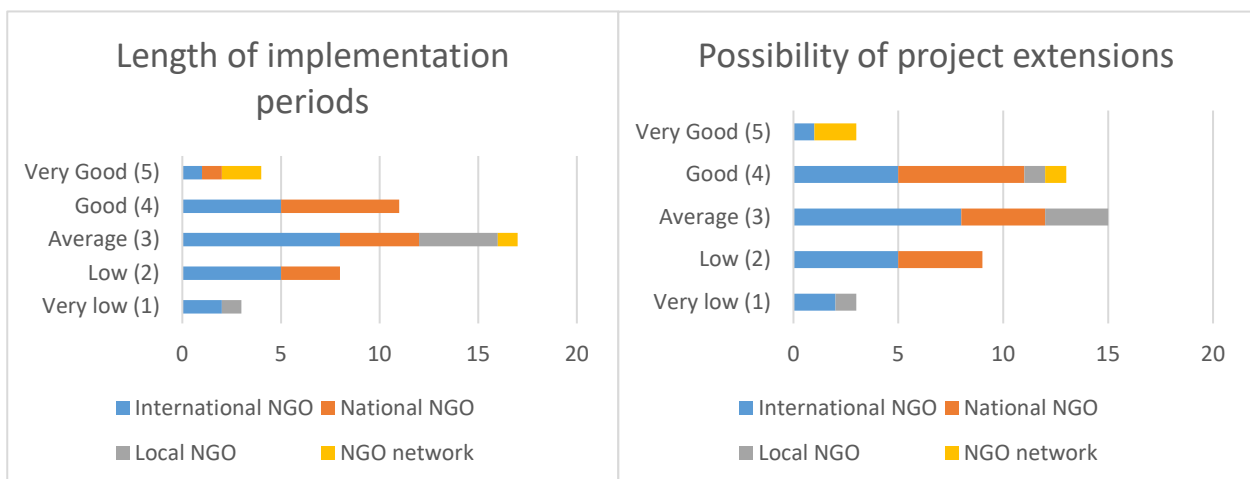


Figure 19. Rating of pooled funds' length of project implementation and possibility of project extensions

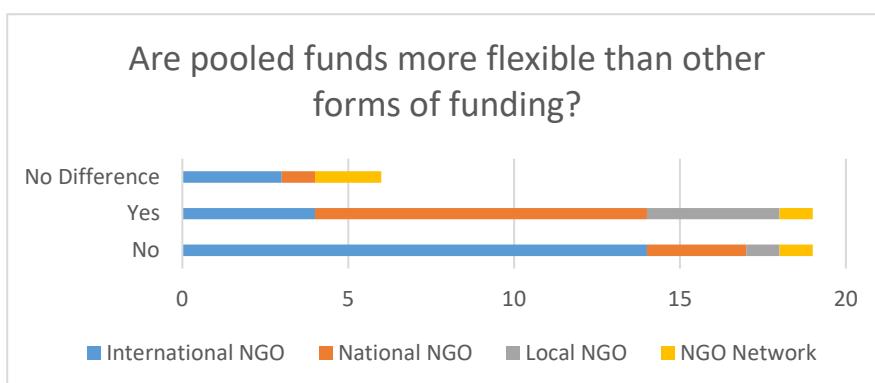


Figure 20. Flexibility of pooled funds compared to other funding

In terms of the possibility of project extensions, respondents in aggregate rated their fund experience as average to good, with however no NNGOs finding the funds very good at granting project extensions. When asked to compare the flexibility of pooled funds with other funding sources, NNGOs and LNGOs mostly found pooled funds to be more flexible than other forms of funding, while INGOs largely deemed them less flexible.

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Predictability and complementarity with other sources of funding

When it comes to predictability, no organisation rated their experience as ‘Very good’. The greatest number of INGOs rated it as ‘Very low’. In terms of aggregate number of responses across all types of organisations, pooled funds’ predictability as a continual source of funding was rated ‘Average’, with only a slightly higher number of NGOs rating predictability as ‘Good’. The experience of NNGOs in particular is rated only as average, with an almost equal number of organisations rating it as low and very low.

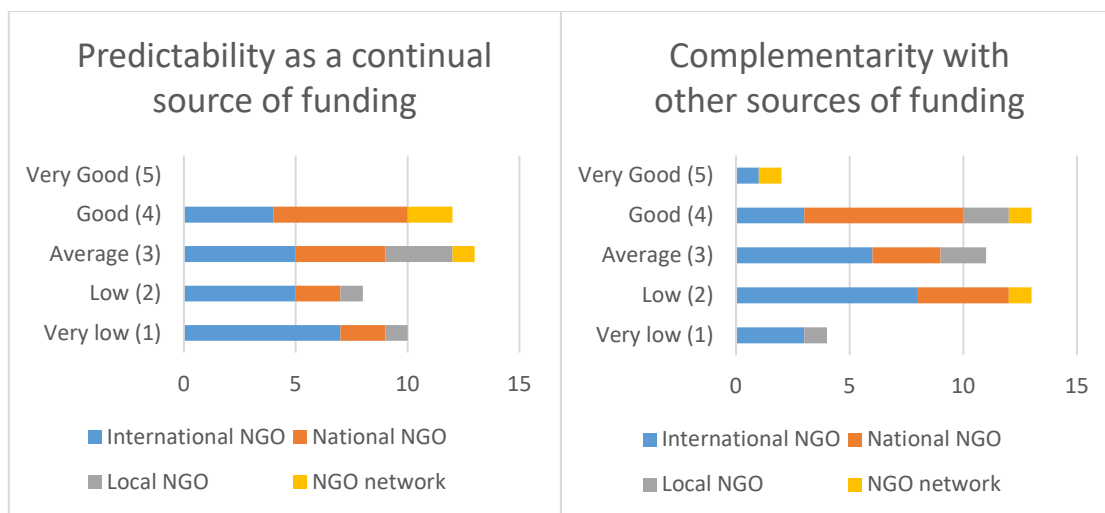


Figure 21. Rating of pooled funds’ predictability and complementarity

In terms of perceived complementarity of pooled funding with other funding sources, INGOs for the most part found pooled funds’ performance to be average to low, with only four respondents rating it good or very good. Again, NNGOs tended to be more positive, with the majority rating pooled funds as average or good.

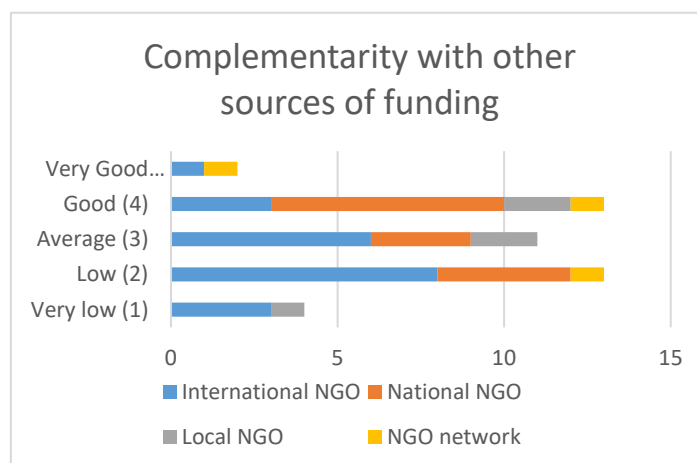


Figure 22. Rating of pooled funds’ complementarity

Access to multi-year funding

Similarly, the majority of respondents confirmed that their experience with multi-year grant opportunities with pooled funds is **generally very low**, confirming a well-known challenge with pooled funds in general. To note however that NNGOs appear to have varied experiences in this regard, with responses ranging from very good to very low, with however the majority still within low and very low. A strong request for multi-year funding was repeated in the open suggestions on how to improve pooled fund performance.

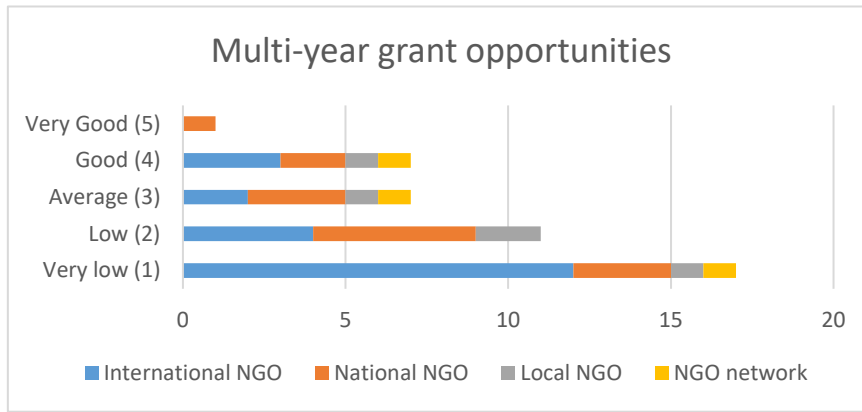


Figure 23. Rating of pooled funds’ multi-year opportunities

Ability to provide feedback on funding practices

Finally, in terms of the ability to provide feedback on funding practices, NNGOs again tended to be more positive than INGOs. When asked whether the pooled fund provided them with an opportunity to express their opinion and/or provide feedback on its funding practices, the majority of INGOs responded somewhat or no. The majority of national and local NGOs, however, responded positively and felt that they had an opportunity to feed into funding practices.

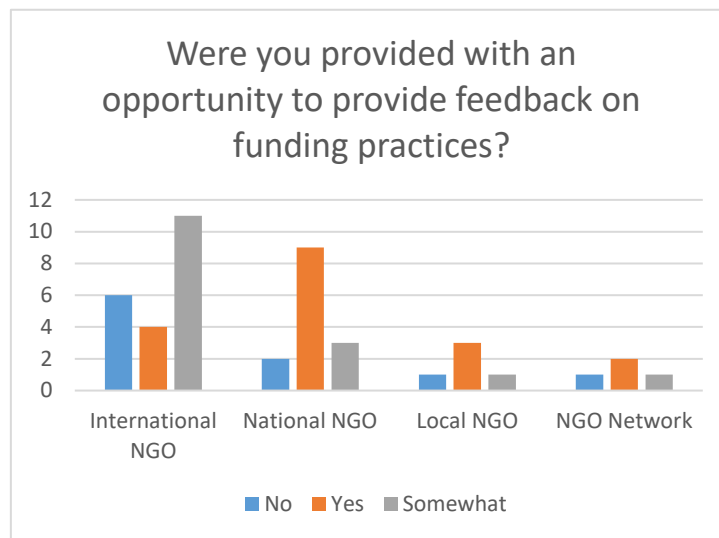


Figure 24. Opportunities for feedback on funding practices

Reporting Requirements

In contrast to funding practices, the feedback on reporting practices was on average more positive, with a strong aggregate majority finding pooled funds to have a good ease and simplicity of reporting practices. The percentages of international and national respondents reporting either good or average practices was similar in this case.

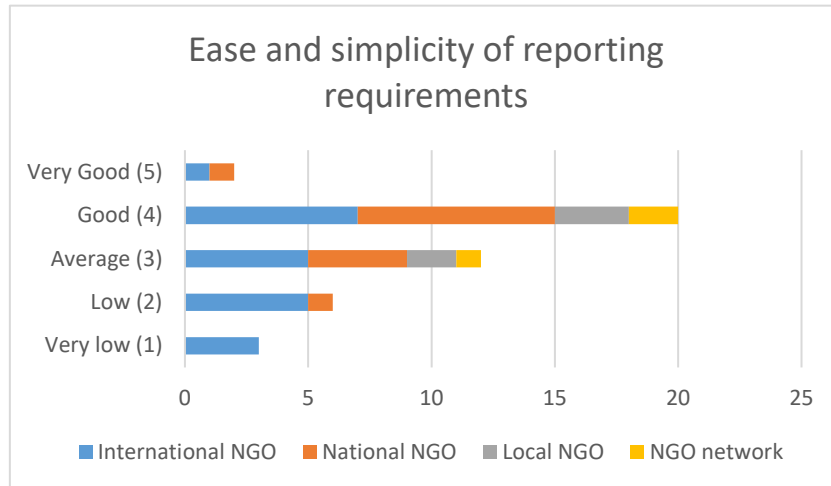


Figure 25. Ease and simplicity of reporting requirements

When asked whether pooled funds tended to have simpler reporting processes compared to other funding sources, there was a relatively even split between yes and no, among both international and national NGOs. It should be noted that the largest number of INGOs found no difference between pooled fund reporting processes and that of other donors. This was not the case for NNGOs, who tended to find pooled funds’ reporting processes more difficult than that of other donors.

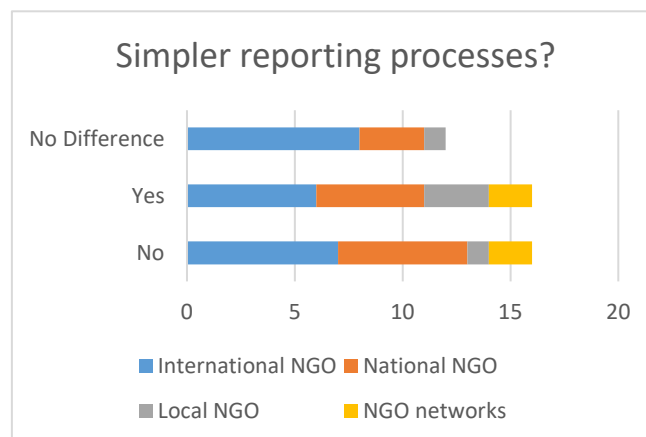


Figure 26. Simpler reporting processes

Risk Sharing

In terms of whether there is a degree of risk sharing between the grantee and the grantor in the pooled fund mechanisms, the majority of INGOs answered no. For NNGOs, it was the opposite, with a majority attesting to some degree of risk sharing.

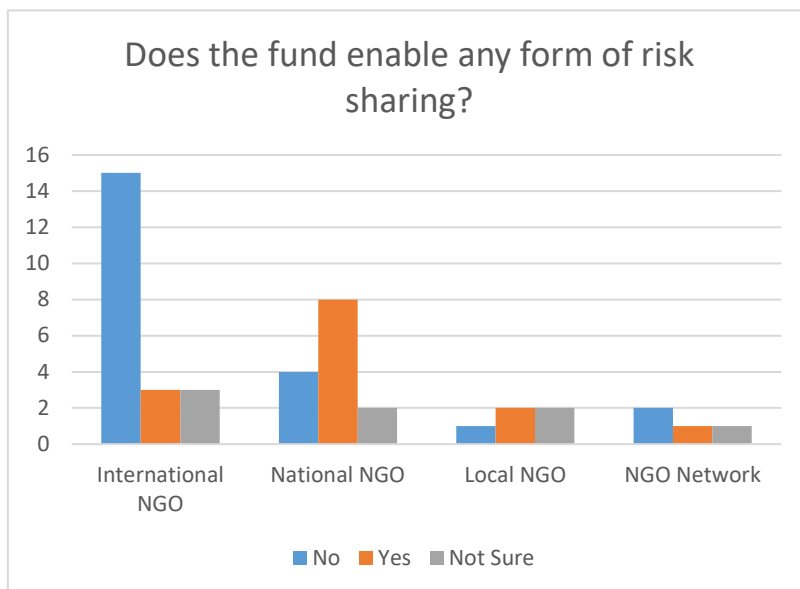


Figure 27. Risk sharing

In terms of suggestions for improved risk sharing the following were provided:

Operational/Communications:

- Better recognition of operational challenges beyond the control of the implementing agency.
- Increased discussions between grantor/grantee on operational realities (move away from a “top-down” implementation approach).
- Increase communication around risk sharing questions among key stakeholders, donors, grantees, project partners to ensure a shared understanding of risk, common mitigation methods and an outline of shared risk measures.

Financial:

- Co-sharing of administrative costs between national and international partners, related to duty of care expenses, and security related costs (equipment, staff training, medivac).
- More flexibility in exchange rate losses.
- Allocate funding to a risk contingency budget line.
- Explore innovative finance mechanism, such as insurance to mitigate financial losses.
- Acknowledge that local organisations cannot cover any financial losses in the grant.

Contractual:

- Lessen compliance requirements for the grant component sub-granted to local partners.
- Build risk sharing/allocation considerations in the grant template.

- Include clear definitions of fraud and corruption.
- Put in place field level agreements between the grantor or grantee which outline key risk areas, including aid diversion, force majeure events, insurance provision, and foreign exchange losses, mitigation steps and potential impact.
- Include risk sharing provisions in the funding agreements.

Pooled Funds advance efficiency and effectiveness of Humanitarian Policy Objectives

Localisation

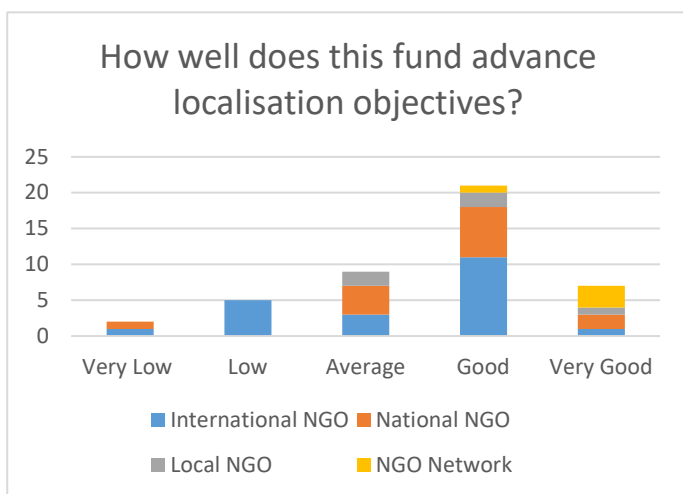


Figure 28. Localisation performance

In the aggregate, most respondents found that pooled funds advanced localisation, with a majority of both international and national NGOs rating funds 4 out of 5 on the Likert scale in terms of advancing localisation.

In terms of specific capacity-building efforts, there was a mix of views, with different appreciations between international and national NGOs. In general, NNGOs responded more positively, finding that the funds offered some institutional strengthening and coalition-building support, as well as some degree of peer learning. However, the responses were diverse, with all types of NGOs having differing

perspectives on the type of support offered and for what purpose.

In terms of written comments on capacity-building, some respondents felt that pooled funds were only focused on reaching a targeted number funded of local actors with few efforts in quality of funding or capacity-building. Some also felt that the humanitarian nature of that specific fund mechanism rendered it “not conducive” to capacity-strengthening.

In terms of suggestions for improvement, respondents felt that capacity-building support in general should be included directly in the grant budget lines or funded by the fund itself out of its resources. In terms of specific capacity support, there were several calls for increased tailored training programs, facilitation of mentorship, peer learning, and knowledge-sharing platforms, and the provision of support in project management, resource mobilisation assistance and partnerships. In terms of advancing localisation in general there was a suggestion for funds to forge links with other localisation initiatives in-country and reduce the heaviness of due diligence and reporting processes.

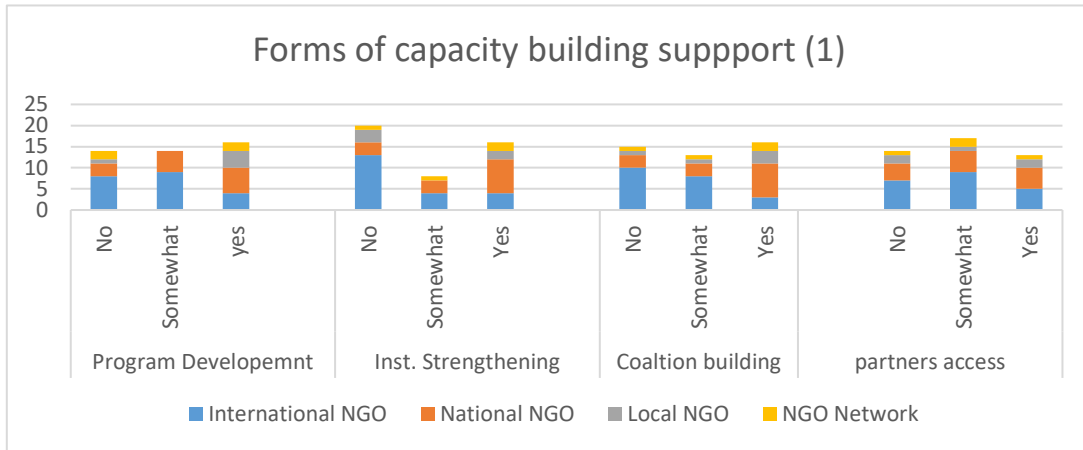


Figure 29. Specific capacity strengthening support (1)

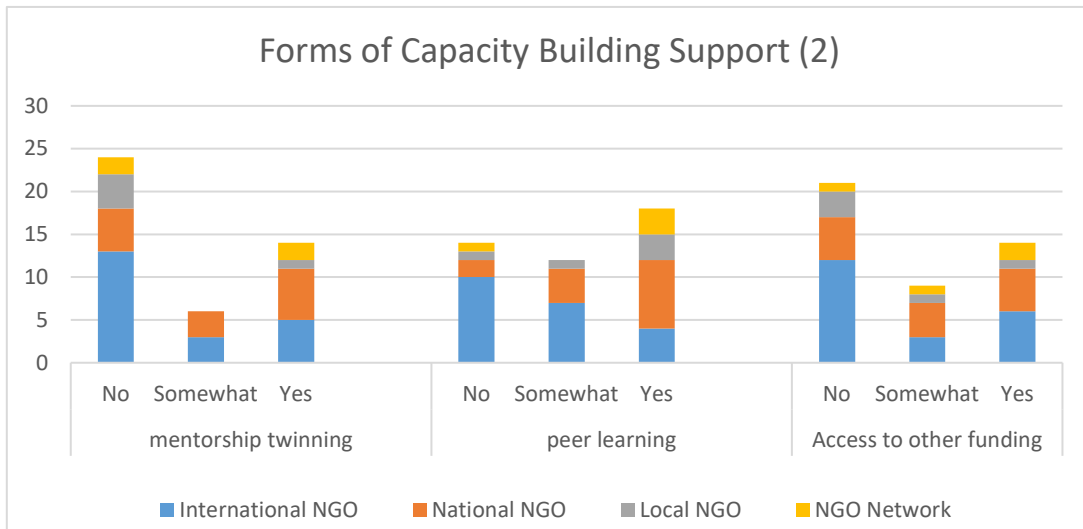


Figure 30. Specific Capacity building support (2)

Humanitarian-Development-Peace Nexus

In terms of advancement of the HDP nexus, the aggregate responses generally rated the funds’ performance as average to low, with the majority of INGOs respondents rating it as very low. The NNGOs for the most part considered pooled funds’ performance in advancing the nexus as average.

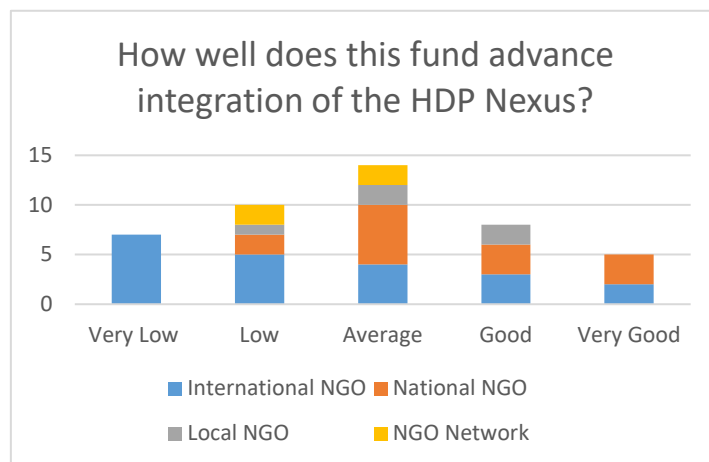


Figure 31. HDP performance

Similar to advancing the nexus, INGOs also remained more critical in terms of pooled funds rapidly responding to humanitarian needs, while NNGOs were again more positive with a majority rating this indicator a 4 out of 5.

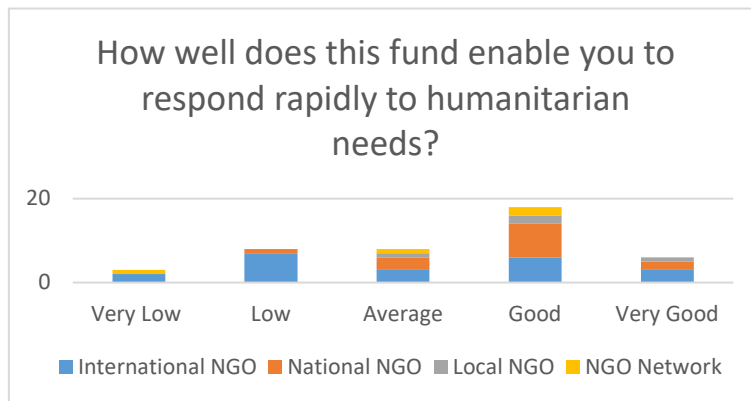


Figure 32: Meeting humanitarian needs

When asked, however, on the basis of yes, no, or no difference, as to whether pooled funds advanced humanitarian coordination, the unanimous response of NNGOs was yes. INGOs were slightly more negative, with relatively distributed responses across all three options. Similar responses were received in terms of whether pooled funds enable better response targeting.

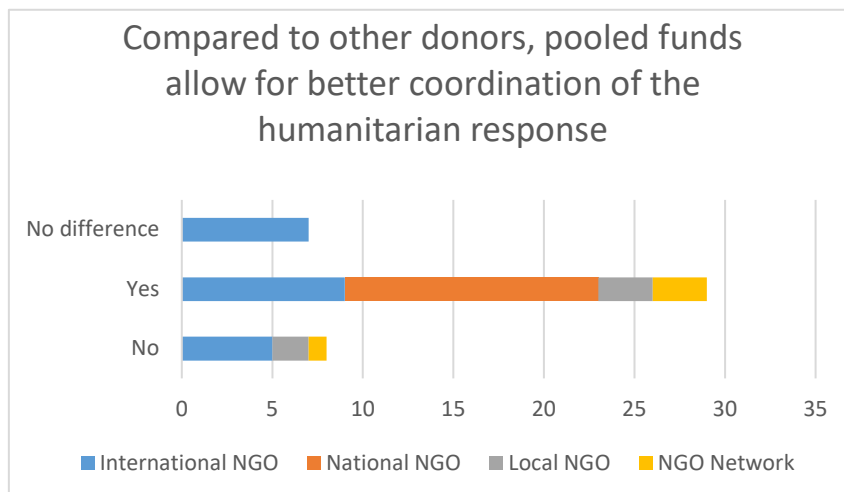


Figure 33. Humanitarian Coordination

Finally, when asked to rate their agreement with the statement “if there was more pooled funding, humanitarian financing would be more effective and efficient” on a Likert scale, there was no clear trend among INGOs: their responses ranged from ‘highly agree’ to ‘highly disagree’, with a slight increase in those who felt neutral on the question. On the other hand, the large majority of national and local NGOs agreed or highly agreed with this statement.

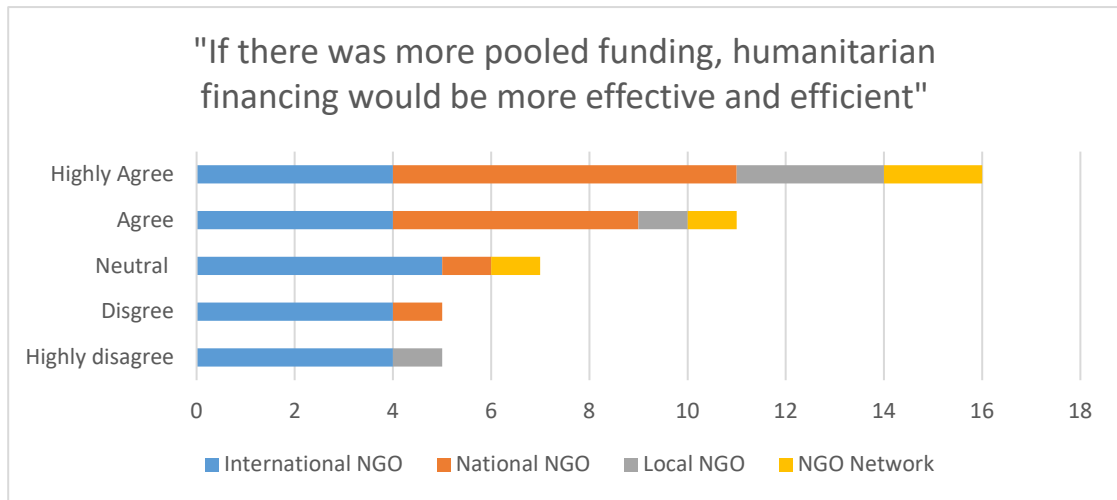


Figure 34. More Pooled Funding?

Suggestions to improve Pooled Funds

All respondents who received pooled funds were asked whether they had suggestions to improve the pooled fund which they had received funding from, and what they would change about the fund if they could. Some suggestions can be generalised irrespective of the type of funds as per the list below:

Length and size of grants

- Move to multi-year funding (repeated multiple times) and integrate nexus programming.
- Increase the funding envelopes on the funds, to have a potential to make transformational impact.
- Increase grant allocation size.

Submissions and funding decisions

- Extend submission deadlines.
- Increase the timeliness for the release of allocations, feedback, timely decision-making and increase timelines of project implementation periods.
- Lower the standards expected in proposal writing.
- Ensure equal accessibility and treatment among national and international NGOs (repeated multiple times).
- Enhance transparency (repeated multiple times) of grant decision-making processes especially, including clear communication on selection criteria and provide feedback to organisations that are not selected.
- Extend the submission deadlines (deemed too short).
- Ensure consistent feedback among fund staff on proposal and budget revision.
- Review selection procedures, including the role of clusters when encouraging multisectoral submissions.
- Ensure clear guidelines on proposal and budget development to advance consistency on proposal review.
- Lower the requirements standards for local NGOs.
- Review the role of the clusters in the review of proposals (deemed untransparent and too lengthy).
- Improve the timelines of the allocation and long back and forth for the provision of feedback/multiple rounds of revision.

Budgeting

- Ensure costs (including travel costs) align with implementation needs.
- Increase the flexibility of funding, especially when local partners are involved.
- Speed up the disbursement processes.

Implementation

- Improve field coordination support.

- Move away from short timelines (6 months) which are inconsistent with acquiring principled access.

Governance and management

- Enable a strong NGO voice in fund coordination and governance mechanisms and listen to NGO feedback.
- Ensure competent fund managers.

Capacity building

- Encourage more mutual learning among NGOs and donors.

Proposals to increase Funds Sectorally

In addition to funds focused on key humanitarian sectors, with livelihoods often repeated, there was a strong, repeated call for funds developed to address climate change adaptation, mitigation, and resilience. The second most common request was for increased multi-sectoral and HDP nexus funds. A number of respondents highlighted the need for funds targeting local organisations' capacity and programming needs.

Conclusions

The survey has provided an opportunity to gather a more granular understanding of the perspectives and experience of different types of NGOs with pooled funding. The survey has intentionally treated pooled funding in its broad terms not limiting it to the most researched group of country-based pooled funds managed by OCHA. In this sense, respondents have offered a number of insights and general trends that can be further explored both in terms of access to pooled funding mechanisms and the perceived quality of their funding.

In terms of access to pooled funding, the first point to note is the relatively low number of organisations, especially local and national NGOs, who had applied to a pooled fund mechanism, even though the survey was primarily circulated among ICVA and its members' mailing lists. Many of the respondents reported not to know which funds applied to their sector or work or for which they would qualify for. Access to information as to which funds exist and their funding criteria is a key piece of work to consider.

Respondents further expressed the desire to see an increased number of sectoral funds, addressing climate-related and livelihoods programmes.

In terms of the quality of funding, there was a marked difference in the appreciation of international NGOs being much more critical of pooled fund performance than national NGOs. These trends came out in most aspects of the survey, including the questions which asked respondents to compare pooled funds to other forms of financing. As reflected in some of the written comments, most international NGOs benefit from a larger selection of donors, including direct bilateral donors, from which funding conditions may be more favourable. For national NGOs, who primarily receive funding through INGO and UN operational partnerships, pooled fund mechanisms may be their only source of "direct funding" for their own programmes and initiatives.

In general, from all respondents, there was a call for extended funding application periods and longer implementation times. There is also a recurring theme around the transparency of pooled fund decision making processes, in terms of grant selection. Most respondents of all types reported not receiving feedback on unsuccessful applications and highlighted the lack of clear rationales on funding decisions with clusters being perceived as promoting a limited number of organisations.

In terms of advancing humanitarian policy objectives, there was a strong sense that pooled funds do advance localisation and provide some level of capacity strengthening support to the grantees. At the same time there was a clear call for more to be done in terms of capacity strengthening, both by the fund directly and in budget line allocations within the grant. There was also a very strong call for increased multi-year grants and further progress to advance the HDP nexus. Respondents strongly reported on pooled funds having a positive effect on humanitarian coordination.



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