



Save the Children

HUMANITARIAN FUND

2025 ANNUAL REPORT

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Save the Children International (SCI)
 * Some names in this report have been changed to protect identities.

Cover photo: Save the Children / Eivind Lie Nitter
 Portrait of Briana (5) from the Quiché region, Guatemala

Photo above: Fredrick Shija / Save the Children
 Ritha and her granddaughter Najath, 4, enjoy their goat's milk, Tanzania

LETTER FROM SCI'S GLOBAL PROGRAMME OPERATIONS DIRECTOR

The humanitarian environment has changed profoundly in recent years. By 2025, rising needs were colliding with shrinking resources in ways that tested not only the capacity of the system, but also its underlying assumptions. For many organisations, including Save the Children (SC), this required sharper prioritisation and a renewed focus on how to deliver for children when conditions are increasingly constrained.

It was in this context that the Humanitarian Fund (HF) reached its fifth year, maturing within a system under pressure to reform. It has become increasingly clear that flexibility and predictability are not secondary features of funding design, they are central to ensuring that humanitarian action can remain timely, relevant and accountable.

In 2025, the HF served as more than a funding stream. It acted as a strategic tool enabling Implementing Offices (IOs) to sustain essential services after sudden aid cuts and adapt responses as risks and needs evolved. This is precisely why the HF's built-in flexibility matters. It empowers IOs and partners, who are closest to children and to shifting realities on the ground, to direct funding where gaps are greatest and to adapt as contexts evolve. These moments reinforce an important lesson: when resources are limited, the quality of funding can be as important as the quantity available.

The trajectory of the HF also reflects wider debates about humanitarian reform. Calls to reduce bureaucracy, shift power, and invest in anticipatory approaches are now well established. The remaining challenge lies in translating these commitments into practice. The HF has provided a practical means of doing so, offering simple processes that support timely decision-making and strengthening partnerships that enable local leadership.



MOHAMED DAHIR
SENIOR DIRECTOR, GLOBAL
PROGRAMMES OPERATIONS
SAVE THE CHILDREN
INTERNATIONAL

Localisation and anticipatory action (AA) have continued to be core priorities for the HF, each with clear funding targets.

By promoting equitable cost recovery and fostering space for co-design, the HF has helped move delivery closer to communities. At the same time, predictable allocations and close coordination with operational teams have strengthened SC's ability to act earlier on emerging risks before crises fully unfold.

Looking ahead, the pressures that defined 2025 are unlikely to ease. In this environment, pooled funding mechanisms like the HF are not a replacement for adequate global financing, but they are a critical component of a more coherent and effective humanitarian system. The past five years have demonstrated what is possible when quality funding principles are applied in practice. The task now is to protect and strengthen those gains so that children and communities can continue to rely on timely, effective and accountable humanitarian action.

Families who fled escalations in the Democratic Republic of Congo (DRC) arrive at a transit centre, Burundi



EXECUTIVE SUMMARY

In 2025, as humanitarian needs rose and funding contracted, the HF entered its fifth year of operations with a more critical role than ever. Conflicts intensified, climate shocks compounded vulnerability, and displacement trends became increasingly complex, while withdrawn donor funding disrupted programmes across multiple regions. In many contexts, the challenge shifted from scaling up to preventing essential services from collapsing.

Against this backdrop, the HF operated as a stabilising and enabling mechanism. Since 2021, it has allocated \$504.1 million, supporting COs to deliver assistance at scale across multiple sectors. In 2025 alone, the HF allocated \$79.8 million, contributing to SC reaching 14.2 million children across all humanitarian responses.

Member contributions reached \$43.2 million in fully flexible and general earmarked funding, 54% of the annual funding target. An additional \$32.4 million was earmarked to the occupied Palestinian territory and Ukraine regional crises.

Throughout the year, the HF prioritised speed, adaptability and strategic focus, combining targeted funding rounds with ad-hoc allocations. Two early rounds of allocations supported continuity of life-saving services following major funding cuts at the start of the year. A third round shifted towards forward-looking priorities as risks became clearer and operational space allowed.

This approach translated directly into what IOs were able to deliver under challenging circumstances, with teams using the HF's flexibility to direct resources to where they were most needed and would have the greatest impact.

In Ethiopia, HF allocations enabled nutrition services to continue during funding disruption. In Niger, HF support allowed teams to adjust assistance modalities as security conditions changed. In Iraq, HF allocations enabled the CO to engage authorities on policy priorities for child protection.

AA has remained an important part of the HF's approach. While some IOs necessarily prioritised sustaining life-saving services in 2025, HF allocations continued to support preparedness and early response measures where feasible, including to refugee arrivals and seasonal disease risks. Cumulative anticipatory and preparedness allocations since 2021 stand at \$43.9 million, with \$4.6 million allocated in 2025.

Alongside this, flexible funding continued to play a practical role in supporting locally led delivery.

In 2025, \$13.1 million of HF resources was channelled to local and national organisations by IOs, bringing the total since 2021 to \$69.5 million. In contexts such as Sri Lanka and the occupied Palestinian territory, prior HF investments in partnership readiness meant that local organisations were able to lead delivery as conditions changed, ensuring faster, more relevant, and more accountable humanitarian action.

In a year defined by difficult choices, the HF enabled SC to act early and adapt responsibly. As humanitarian needs continue to outpace resources, the HF demonstrates how flexible, predictable pooled funding can translate quality funding commitments into practical, child-centred outcomes.




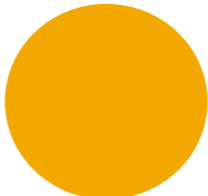
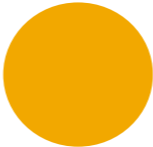








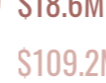
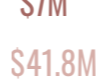

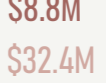
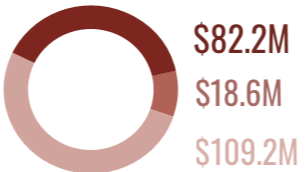
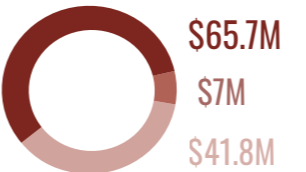
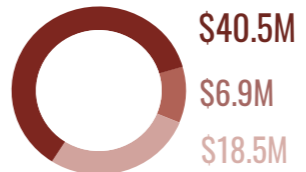
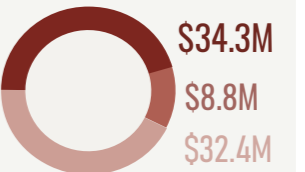









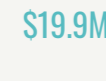
A group of women waiting for the distribution of cold weather kits, Mexico

THE HF IN NUMBERS



Amina* 18, and mother Bulu* pictured together at their home in Barishal, Bangladesh

FIVE YEARS OF THE HUMANITARIAN FUND

DESCRIPTION	2021	2022	2023	2024	2025
TOTAL ANNUAL CONTRIBUTIONS TO THE HUMANITARIAN FUND	 \$54.9 million	 \$210 million	 \$114.7 million	 \$65.9 million	 \$75.5 million
TYPE OF CONTRIBUTIONS RECEIVED					
FULLY FLEXIBLE	 \$43.5M	 \$82.2M	 \$65.7M	 \$40.5M	 \$34.3M
EARMARKED	 \$11.2M	 \$18.6M	 \$7M	 \$6.9M	 \$8.8M
EARMARKED TO REGIONAL CRISIS	 \$109.2M	 \$41.8M	 \$18.5M	 \$32.4M	
TYPE OF FULLY FLEXIBLE ALLOCATIONS					
UNDESIGNATED Applications received throughout the year for response or AA as needs arise	 \$26.2M	 \$28.9M	 \$31.7M	 \$22M	 \$15M
DESIGNATED Specific rounds of allocations in support of IOs' humanitarian plans and global priorities	 \$16.1M	 \$47.9M	 \$26M	 \$13.7M	 \$19.9M

CONTRIBUTIONS

Since its inception in 2021, the HF has received a total of \$521.1 million in contributions. Funding peaked in 2022, followed by 2023, driven largely by fundraising successes for the Ukraine crisis and the Türkiye–Syria earthquake responses.

Contributions declined in 2024 and 2025, reflecting wider reductions in global humanitarian financing. Despite this, the HF continued to provide sustained support across priority contexts.

In 2025, the HF received \$34.3 million in fully flexible funding, the lowest level since the fund was established, underscoring the importance of continuing to mobilise flexible contributions. The year also saw the largest institutional donor contribution to date, with \$2.9 million provided by the Swedish Ministry of Foreign Affairs.

ALLOCATIONS

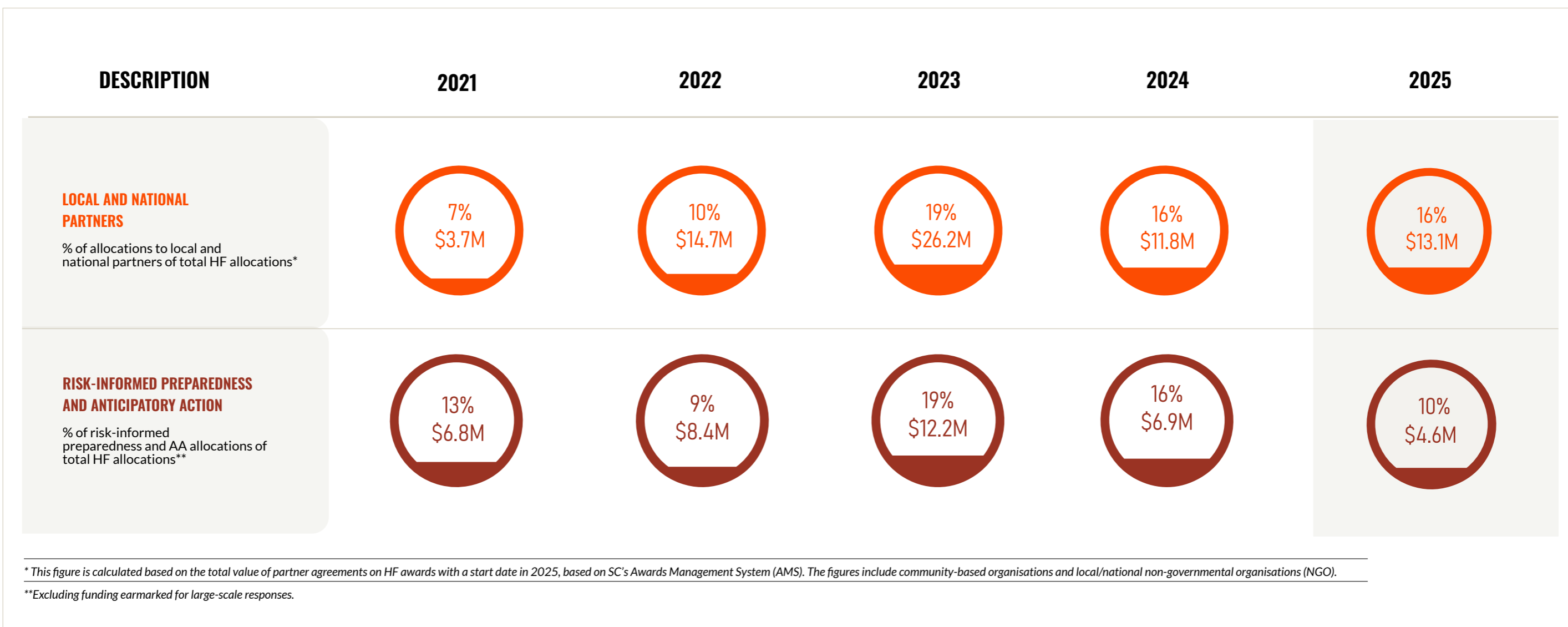
The composition of fully flexible allocations varied across the five-year period. Undesignated allocations formed the larger share in most years, peaking in 2023.

Designated allocations made up a large proportion of allocations in 2025.

This was a result of disbursements made to sustain urgent life-saving programmes following unexpected funding cuts.

The only other year where designated allocations made up more than 50% was in 2022. This was primarily due to a large disbursement to countries affected by the global hunger crisis.

FIVE YEARS OF THE HUMANITARIAN FUND



LOCALISATION

Levels of funding channelled by IOs to local and national partners increased significantly throughout the period, reflecting the growing commitment to more locally led humanitarian action.

Support rose from 2021 to a peak of 19% in 2023, almost meeting the HF's target of 25%. This was driven in part by the launch of the HF's 'locally led humanitarian action window' which saw \$8.2 million allocated to 22 IOs. Levels stabilised in 2024 and 2025, showing IOs' sustained prioritisation of localisation even as overall financing tightened, aligning with the Humanitarian Reset's emphasis on strengthening national systems and shifting more power and resources to local actors.

In 2026, the HF it will continue its focus on localisation by examining how flexible funding is shaping this shift in practice. A dedicated learning review will capture evidence and insights from IOs and partners to better understand what is enabling progress toward more locally led humanitarian action, and where further support is needed.

RISK-INFORMED PREPAREDNESS AND ANTICIPATORY ACTION

Investment in AA and risk-informed preparedness varied year to year but remained a consistent feature of the HF portfolio. Funding reached a high in 2023, driven by increased AA allocations for El Niño-related climate events, and efforts to strengthen early-warning and preparedness capacity across priority countries.

Although the proportion declined in 2025 due to tighter budgets and the need to prioritise continuity of life-saving programmes, AA investments still supported progress toward the HF's 13% target

The HF will continue strengthening early-action approaches through initiatives such as the 2026 trigger-based funding window, which will help enable earlier response ahead of predictable shocks.

THE HF PORTFOLIO 2021 - 2025

The HF was established in 2021 through the consolidation of multiple country pooled funds into a single global mechanism, with the aim of increasing impact and promoting a needs based approach. In its first five years, the HF has grown to become a major driver of SCI's humanitarian portfolio, with cumulative IO spend on HF awards surpassing \$500 million. By 2025 the HF accounted for 14% of SCI's total humanitarian spend, reflecting its emergence as a predictable and strategic source of humanitarian financing.

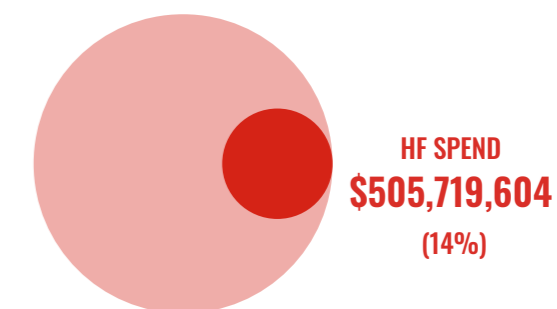
A sharp scale up in 2022 marked a turning point for the mechanism. As a result of the Ukraine crisis, along with Members' growing confidence in the model, contributions to the HF increased exponentially. With this, spend rose from \$28.3 million in 2021 (5% of the portfolio) to \$114.3 million in 2022 (14%).

The HF spend increased further in 2023, reaching \$137.9 million. Between 2023 and 2024, the HF consistently contributed 17 and 18% of SCI's portfolio despite an overall drop in humanitarian expenditure from \$800.6 million to \$758.3 million.

In 2025, SCI's humanitarian spend contracted more sharply to \$598.5 million. HF expenditure fell to \$87.5 million, a proportional contribution of 15%, only a modest change from the previous year. Despite this decline, HF spending in 2025 remained nearly three times higher than in 2021, highlighting the mechanism's sustained growth and continued relevance across a challenging funding landscape.

Across regions, HF utilisation followed distinct but consistent patterns. MENAEE accounted for the highest HF spend and demonstrated the strongest year-on-year growth, with a clear peak in 2022 driven by the Ukraine crisis response. ESA, which also has a large humanitarian portfolio, relied on HF funding to a lesser extent but showed steady use across all five years and was the only region not to record a decline in 2025 after consecutive declines in 2023 and 2024. Asia and WCA portfolios reduced in 2023 and 2025, while LAC had contracted over three consecutive years since 2023.

HF's CONTRIBUTION TO SCI's HUMANITARIAN PORTFOLIO 2021 - 2025 (Spend Based)





YEAR	2021	2022	2023	2024	2025
Proportion	5%	14%	17%	18%	15%
Change	-	▲	▲	▲	▼

	MENAEE	ESA	ASIA	WCA	LAC	
YEAR	Humanitarian Spend	HF Proportion	Annual Change	Humanitarian Spend	HF Proportion	Annual Change
2025	\$219.9M	25%	▼	\$185.6M	7%	-
2024	\$294.6M	28%	▲	\$221.4M	7%	▼
2023	\$304.6M	24%	▲	\$257.2M	11%	▼
2022	\$261.2M	20%	▲	\$253.6M	14%	▲
2021	\$149.4M	3%	▲	\$216.6M	4%	▲
TOTAL	\$1.2B	22%		\$1.1B	9%	
YEAR	Humanitarian Spend	HF Proportion	Annual Change	Humanitarian Spend	HF Proportion	Annual Change
2025	\$72.3M	12%	▼	\$56.3M	12%	▼
2024	\$101.6M	15%	▲	\$75.0M	18%	▲
2023	\$85.0M	11%	▼	\$87.3M	15%	▼
2022	\$111.1M	17%	▲	\$101.2M	22%	▲
2021	\$66.6M	9%	▲	\$85.5M	7%	▲
TOTAL	\$436.5M	13%		\$405.3M	15%	
YEAR	Humanitarian Spend	HF Proportion	Annual Change	Humanitarian Spend	HF Proportion	Annual Change
2025	\$38.6M	9%	▼	\$38.6M	9%	▼
2024	\$44.2M	15%	▼	\$44.2M	15%	▼
2023	\$52.4M	17%	▼	\$52.4M	17%	▼
2022	\$59.0M	19%	▲	\$59.0M	19%	▲
2021	\$63.2M	4%	▲	\$63.2M	4%	▲
TOTAL	\$257.4M	13%	-	\$257.4M	13%	-

2025 AT A GLANCE

\$79.8M 
 ALLOCATED TO
51 COUNTRY OFFICES
8 MEMBERS
2 NATIONAL OFFICES




\$75.5M 
 CONTRIBUTED BY
17 MEMBERS

\$7.5M 
 RELEASED AS
 FUNDING ADVANCES TO
FOUR IMPLEMENTING
 OFFICES

\$13.1M 
 CHANNELLED TO
83 LOCAL AND NATIONAL ACTORS
 BY **33** IMPLEMENTING OFFICES

\$4.6M 
 ALLOCATED TO
37 IMPLEMENTING OFFICES
 FOR RISK-INFORMED
 PREPAREDNESS AND AA

2025 REACH

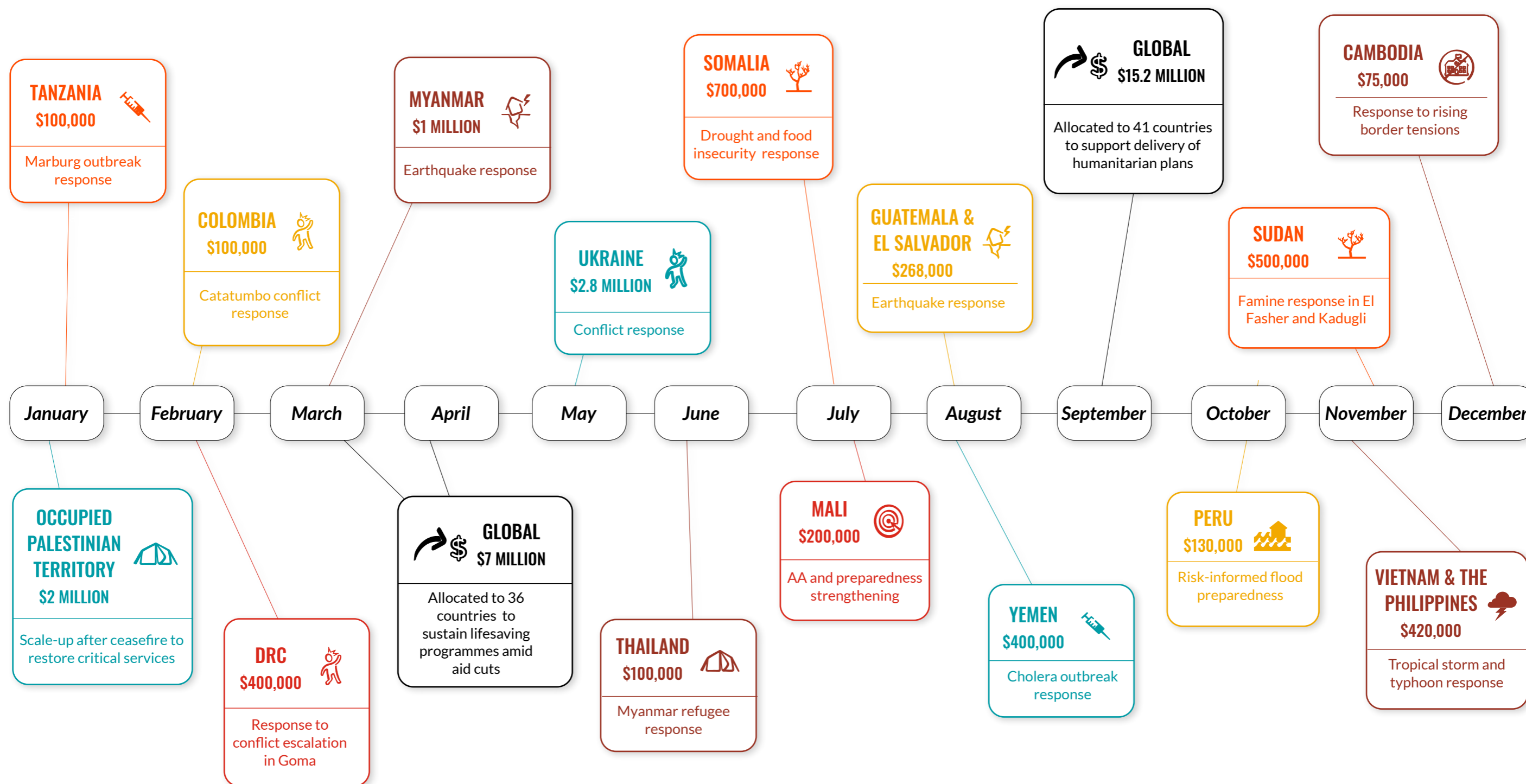
 REGION	 OVERALL	 CHILDREN
ESA	8,931,870	4,809,394
WCA	6,561,599	4,148,523
ASIA	5,292,853	2,429,328
MENAE	5,135,257	2,618,280
LAC	391,678	187,043
TOTAL*	26,313,257	14,192,568

*Reach figures include all humanitarian programming, not only HF-funded activities.

2025 AT A GLANCE

Throughout 2025, the HF provided flexible support to help IOs respond to rapidly evolving crises and sustain life-saving programmes amid growing global needs and funding pressures.

This timeline presents selected examples from across the year, illustrating how allocations supported responses to conflict, climate shocks, disease outbreaks and preparedness efforts in diverse contexts.



ALLOCATIONS OVERVIEW

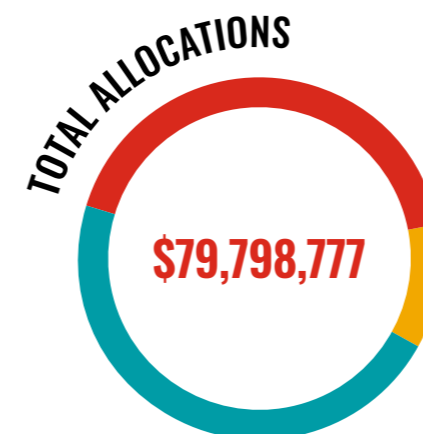
The HF allocated \$79.8 million through a mix of proactive and reactive modalities that balanced rapid release with predictability. Designated allocations accounted for 28% of total funding, including \$7 million to 36 countries through two rounds of allocations to sustain urgent, life-saving programmes following unexpected funding cuts, and a further \$15.2 million to support the delivery of IOs' humanitarian plans. These allocations provided flexible, timely, and predictable support at a time when IOs were under acute pressure, whilst ensuring sufficient financial sustainability of the HF.

At the same time, the HF utilised the 'funding advance' modality to kick start and scale up responses to major crises. Rather than wait for incoming contributions, the HF front-loaded funding with the expectation that earmarked contributions from members would follow. A total of \$7.5 million was released to four COs that saw surges in need amid protracted crises: Myanmar, the occupied Palestinian territory, Afghanistan, and Sudan. By the end of the year, \$6 million had been recovered against these funding advances.

In Afghanistan and Myanmar, a combined \$1.5 million was released as funding advances within hours of devastating earthquakes that hit both countries. This enabled COs and local partners to move quickly in the critical early phase, reaching affected communities before additional funding became available.

Regionally, the scale of allocations to MENAEE was driven by substantial earmarked contributions for crises in Ukraine and the occupied Palestinian territory. Together, these two COs accounted for 45% of all HF allocations in 2025, with 85% of MENAEE's allocations sourced from crisis-specific earmarked contributions.

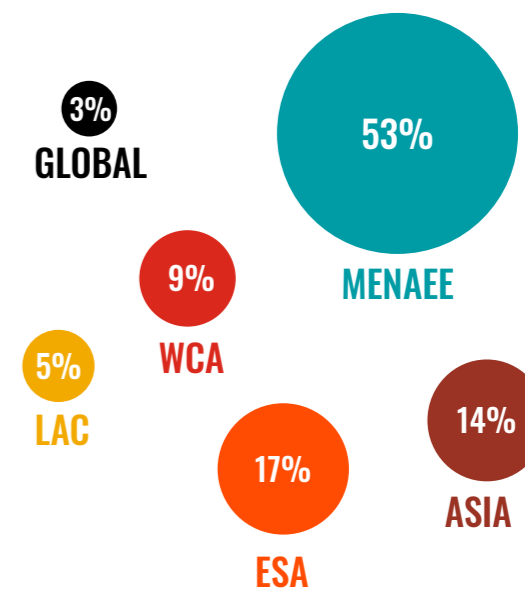
Overall, these trends show a year where the HF adapted to the evolving needs of the sector while navigating financial constraints.



FULLY FLEXIBLE	\$35,003,564
EARMARKED	\$8,889,643
OCCUPIED PALESTINIAN TERRITORY AND REGIONAL CRISIS	\$17,619,504
UKRAINE CRISIS	\$18,286,067

TOTAL ALLOCATED AMOUNTS BY REGION

MENAEE	\$42,053,383
ESA	\$13,314,216
ASIA	\$10,824,805
WCA	\$7,176,937
LAC	\$4,025,513
GLOBAL	\$2,403,924*



TOTAL
\$79,798,777

*The allocations to SCI Global Team includes \$1,312,681 to support the Global Expertise and Humanitarian Surge Platform (GEHSP) and \$445,975 to support the Emergency Health Unit (EHU). These were exceptional allocations made in line with the wider organisational restructure in 2025, ensuring continuity of surge, technical support, and preparedness functions during a period of transition. Additionally, this figure includes, \$651,262, or 1% of all 2025 contributions to cover management and administrative costs of the HF.



Burhan*, two and a half, enjoys playing with his parents, Türkiye

NEEDS-BASED ALLOCATIONS

	2025 ALLOCATIONS	EARMARKED FUNDS (%)	PIN	INFORM SEVERITY INDEX
OCCUPIED PALESTINIAN TERRITORY	\$18M	95%	3.6M	4.4
UKRAINE	\$15.7M	100%	10.8M	4.2
MYANMAR	\$3.9M	71%	16.2M	4.6
SUDAN	\$3.1M	17%	30.4M	4.7
AFGHANISTAN	\$3M	44%	21.9M	4.5
SYRIA	\$2.6M	50%	16.5M	4.5
SOMALIA	\$2.5M	6%	6M	4.3
DRC	\$2.3M	25%	14.9M	4.5
ROMANIA	\$1.9M	100%	-	-
ETHIOPIA	\$1.9M	5%	3.5M	4.2

Allocations in 2025 continued to align closely with the scale and severity of humanitarian needs across the highest-priority contexts.

The top-funded countries shown in the table above accounted for 69% of total allocations, reflecting the ongoing prioritisation of large, protracted crises where the level of humanitarian requirements remains high.

The countries shown illustrate a wide spread in funding types, with some responses, such as Ukraine, the occupied Palestinian territory and Romania, receiving almost entirely earmarked contributions. Others, including Somalia, Sudan and Ethiopia, relied far more on fully flexible funding.

The countries receiving the highest HF allocations broadly align with those with the highest numbers of people in need, underscoring that the HF prioritises the most severe humanitarian contexts

This pattern highlights the importance of unearmarked pledges within the portfolio, as they enable the HF to take a needs-driven, portfolio-wide view, and direct resources across diverse crisis contexts.

Overall, HF allocation decisions remained grounded in assessed need and operational capacity.

**Values denoted by a dash (-) are not available on the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) and INFORM websites.
 **The INFORM Severity Index is used to measure and compare the severity of humanitarian crises globally. Each crisis is scored on a scale of 1 to 5, 1 being the least severe and 5 the most severe.

FUNDING ALLOCATED BY CATEGORISATION

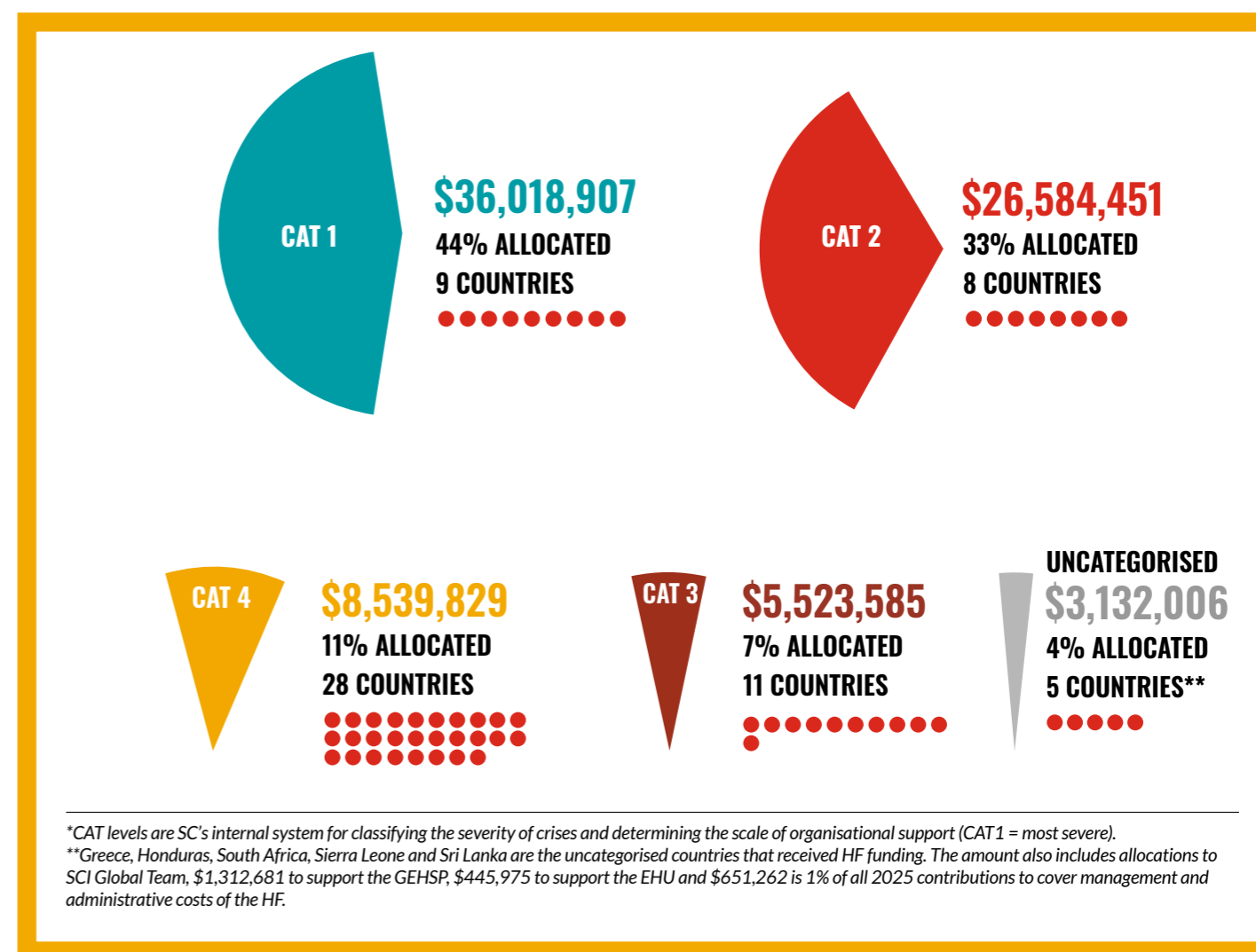
Allocations across categorisation (CAT) levels* in 2025 reflected crisis severity across SC offices. CAT1 and CAT2 countries continued to receive the largest share of funding, consistent with their classification as high-need contexts facing sustained humanitarian pressures and limited national response capacity.

The balance of fully flexible versus earmarked contributions varied substantially by CAT level. CAT1 and CAT2 responses were predominantly supported by earmarked contributions (61% and 72% respectively).

In contrast, CAT3 and CAT4 contexts received a much greater share of fully flexible funding (91% and 65%), enabling the HF to direct resources to less high profile contexts.

Compared with 2024, 2025 shows a shift toward more earmarked funding in CAT1/2 and continued reliance on fully flexible funds in CAT3/4, reflecting tighter budgets and a need to channel flexible resources to underfunded contexts.

Allocations to uncategorised offices included exceptional support to global teams, with \$1.31 million to the GEHSP and \$445,975 to the EHU, helping maintain essential technical and surge functions amid wider funding reductions.



CONTRIBUTIONS OVERVIEW

Total contributions reached \$75.5 million in 2025, rising by more than \$9 million from 2024. Fully flexible funding represented 45% of all income, while 43% was earmarked to the crises in Ukraine and the occupied Palestinian territory. The remaining 12% was earmarked to other countries.

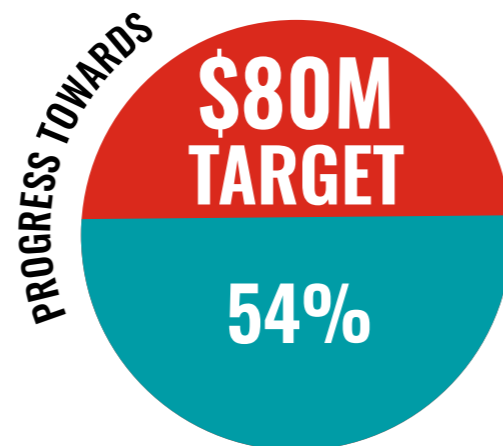
Despite the overall increase, the proportion of flexible funding declined from 61% in 2024, and progress toward HF’s flexible-funding target fell from 59% to 54%. This reflects a year of disruption and highlights the importance of Members’ commitment to fully flexible funding to ensure allocations are driven by needs.

Across the 17 contributing members, five contributed both flexible and earmarked funding, four contributed flexible only and three contributed earmarked funding only. 60% of all flexible income was contributed in the first three months of the year, consistent with the patterns observed in previous years.

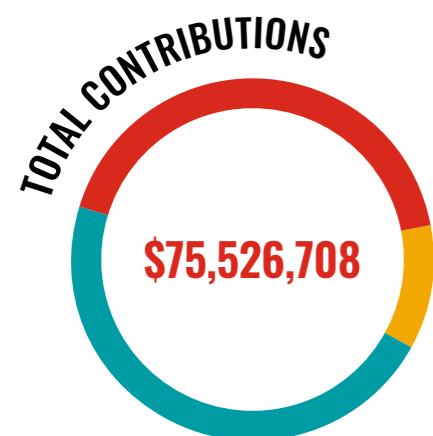
2025 also saw the largest institutional donor commitment in the HF’s history. The Swedish Ministry of Foreign Affairs contributed \$2.9 million for Ukraine and the occupied Palestinian territory.

This engagement demonstrates a step towards governmental confidence in the HF as a pooled funding mechanism capable of delivering timely, coordinated humanitarian action. Earlier institutional engagement from Malta and Iceland helped pave the way. The scale of the Swedish contribution marks an important milestone for broadening the HF’s donor base.

Sustaining and expanding flexible funding in 2026 will be critical to maintain operational agility. Continued investment in unearmarked support will help the HF anticipate emerging needs and respond effectively across all contexts, not just those that attract global attention.



Progress towards the HF funding target includes fully flexible and general earmarked funding, but excludes funding earmarked for regional crises.



FULLY FLEXIBLE	\$34,338,256
EARMARKED	\$8,836,672
OCCUPIED PALESTINIAN TERRITORY AND REGIONAL CRISIS	\$17,593,171
UKRAINE CRISIS	\$14,758,609

CONTRIBUTIONS BY MEMBER

		FULLY FLEXIBLE	EARMARKED	EARMARKED FOR OCCUPIED PALESTINIAN TERRITORY CRISIS	EARMARKED FOR UKRAINE CRISIS	TOTAL
		▼	▼	▼	▼	▼
SC USA		\$0	\$2.2M	\$2.1M	\$11M	\$15.3M
SC Italy		\$14.5M	\$561K	\$0	\$0	\$15M
SC Sweden		\$1.4M	\$14K	\$7.5M	\$2.4M	\$11.4M
SC Germany		\$5.9M	\$1.5M	\$1.9M	\$0	\$9.4M
SC UK		\$3.2M	\$1.6M	\$1.9M	\$545K	\$7.2M
SC South Korea		\$2.4M	\$1.8M	\$270K	\$0	\$4.5M
SC Norway		\$1.5M	\$64K	\$1.6M	\$0	\$3.1M
SC Finland		\$1.1M	\$83K	\$675K	\$809K	\$2.6M
SC Netherlands		\$1.1M	\$55K	\$665K	\$0	\$1.8M
SC Spain		\$1.2M	\$88K	\$550K	\$0	\$1.8M
SC Australia		\$1.1M	\$0K	\$120K	\$0	\$1.2M
SC Japan		\$265K	\$314K	\$0	\$0	\$579K
SC Hong Kong		\$525K	\$0	\$0	\$0	\$525K
SC Switzerland		\$0	\$183K	\$210K	\$0	\$393K
SC New Zealand		\$45K	\$136K	\$71K	\$0	\$252K
SC Iceland		\$243K	\$0	\$0	\$0	\$243K
SC Denmark		\$0	\$227K	\$0	\$0	\$227K

USE OF FUNDS BY THEME

Trends in 2025 show a higher spend on programmatic costs than previous years. Of the total annual spend, 89% was thematic, up from 79% in 2024, reflecting increased investments on programme delivery amid funding cuts. Non-thematic and cross-thematic costs dropped to less than 1%, and enabling themes accounted for 11%, compared with a combined 20% in 2024.

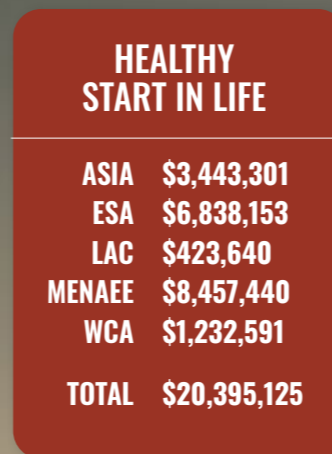
Consistent with previous years, the SCHP goal Provide Safety Nets & Build Resilient Families accounted for the largest share of thematic spend at 40%. This reflects the continued need for cash, livelihoods and household-stabilising support in protracted crises. Spend on Support Children to Have a Healthy Start in Life was the second highest at 27%, followed by Live Free from Violence (24%). Safe in School and Learning remained the least-funded goal at 8%, a trend observed in four of the five regions, with LAC being the exception.

Cash and voucher assistance remained a significant modality in 2025. \$16,5 million was transferred directly to beneficiaries, 19% of the global HF spend. MENAEE accounted for 82% of this amount (\$13,6 million), driven in part by large-scale emergency responses where cash is a primary modality, such as Ukraine, the occupied Palestinian territory and Syria.

The table below shows how implementing offices used HF flexible funds by intervention type and delivery modality. Just over 40% of IOs (24 offices) used HF solely for response activities, while around 60% (34 offices) used HF for both response and AA. In terms of delivery modality, more than half of IOs adopted a mixed approach, delivering both directly and with partners, compared with about 45% that implemented exclusively through SCI.

Regionally, all seven WCA offices used their HF to implement AA interventions. For partner-led delivery, ESA and MENAEE had the highest proportion of offices working with partners.

*Non-thematic costs include logistics, media, grant management, proposal development, finance, administration and HR. Cross-thematic costs include MEAL, advocacy and programme management. Enabling themes include salaries and support costs for implementation of activities under the thematic category.



Hamid Abdul Salam / Save the Children

USE OF FLEXIBLE FUNDS BY TYPE OF INTERVENTION AND IMPLEMENTING MODALITY*

USE OF FUNDS	ASIA	ESA	LAC	MENAEE	WCA
● Response	Afghanistan CO ●, Bangladesh CO ●, Cambodia CO ●, China CO ●, Myanmar CO ●, Nepal CO ●, Pakistan CO ●, PNG CO ●, SC Indonesia ●, SC Philippines ●, Sri Lanka CO ●, Thailand NO ●, Vanuatu CO ●, Vietnam CO ●	Burundi CO ●, Ethiopia CO ●, Kenya CO ●, Madagascar CO ●, Malawi CO ●, Mozambique CO ●, Rwanda CO ●, Somalia CO ●, South Sudan CO ●, Sudan CO ●, Tanzania CO ●, Uganda CO ●, Zimbabwe CO ●	Bolivia CO ●, Colombia CO ●, El Salvador CO ●, Guatemala CO ●, Haiti CO ●, Peru CO ●, SC Dom. Republic ●, SC Honduras ●, SC Mexico ●, Venezuela CO ●	Albania CO ●, Egypt CO ●, Georgia CO ●, Iraq CO ●, Lebanon CO ●, NW Balkans CO ●, oPr CO ●, Poland Response Off. ●, Norway CO ●, SC Lithuania ●, SC Romania ●, Syria Response Off. ●, Turkey CO ●, Ukraine CO ●, Yemen CO ●	Burkina Faso CO ●, Cote d'Ivoire CO ●, Mali CO ●, Mauritania CO ●, Niger CO ●, Nigeria CO ●, Sierra Leone CO ●
△ AA	Bangladesh CO △, Cambodia CO △, China CO △, Myanmar CO △, Nepal CO △, Pakistan CO △, PNG CO △, SC Indonesia △, SC Philippines △, Sri Lanka CO △, Thailand NO △, Vanuatu CO △, Vietnam CO △	Burundi CO △, Ethiopia CO △, Kenya CO △, Madagascar CO △, Malawi CO △, Mozambique CO △, Rwanda CO △, Somalia CO △, South Sudan CO △, Sudan CO △, Tanzania CO △, Uganda CO △, Zimbabwe CO △	Bolivia CO △, Colombia CO △, El Salvador CO △, Guatemala CO △, Haiti CO △, Peru CO △, SC Dom. Republic △, SC Honduras △, SC Mexico △, Venezuela CO △	Albania CO △, Egypt CO △, Georgia CO △, Iraq CO △, Lebanon CO △, NW Balkans CO △, oPr CO △, Poland Response Off. △, Norway CO △, SC Lithuania △, SC Romania △, Syria Response Off. △, Turkey CO △, Ukraine CO △, Yemen CO △	Burkina Faso CO △, Cote d'Ivoire CO △, Mali CO △, Mauritania CO △, Niger CO △, Nigeria CO △, Sierra Leone CO △
● SCI	Afghanistan CO ●, Bangladesh CO ●, Cambodia CO ●, China CO ●, Myanmar CO ●, Nepal CO ●, Pakistan CO ●, PNG CO ●, SC Indonesia ●, SC Philippines ●, Sri Lanka CO ●, Thailand NO ●, Vanuatu CO ●, Vietnam CO ●	Burundi CO ●, Ethiopia CO ●, Kenya CO ●, Madagascar CO ●, Malawi CO ●, Mozambique CO ●, Rwanda CO ●, Somalia CO ●, South Sudan CO ●, Sudan CO ●, Tanzania CO ●, Uganda CO ●, Zimbabwe CO ●	Bolivia CO ●, Colombia CO ●, El Salvador CO ●, Guatemala CO ●, Haiti CO ●, Peru CO ●, SC Dom. Republic ●, SC Honduras ●, SC Mexico ●, Venezuela CO ●	Albania CO ●, Egypt CO ●, Georgia CO ●, Iraq CO ●, Lebanon CO ●, NW Balkans CO ●, oPr CO ●, Poland Response Off. ●, Norway CO ●, SC Lithuania ●, SC Romania ●, Syria Response Off. ●, Turkey CO ●, Ukraine CO ●, Yemen CO ●	Burkina Faso CO ●, Cote d'Ivoire CO ●, Mali CO ●, Mauritania CO ●, Niger CO ●, Nigeria CO ●, Sierra Leone CO ●
◇ Partner	Afghanistan CO ◇, Bangladesh CO ◇, Cambodia CO ◇, China CO ◇, Myanmar CO ◇, Nepal CO ◇, Pakistan CO ◇, PNG CO ◇, SC Indonesia ◇, SC Philippines ◇, Sri Lanka CO ◇, Thailand NO ◇, Vanuatu CO ◇, Vietnam CO ◇	Burundi CO ◇, Ethiopia CO ◇, Kenya CO ◇, Madagascar CO ◇, Malawi CO ◇, Mozambique CO ◇, Rwanda CO ◇, Somalia CO ◇, South Sudan CO ◇, Sudan CO ◇, Tanzania CO ◇, Uganda CO ◇, Zimbabwe CO ◇	Bolivia CO ◇, Colombia CO ◇, El Salvador CO ◇, Guatemala CO ◇, Haiti CO ◇, Peru CO ◇, SC Dom. Republic ◇, SC Honduras ◇, SC Mexico ◇, Venezuela CO ◇	Albania CO ◇, Egypt CO ◇, Georgia CO ◇, Iraq CO ◇, Lebanon CO ◇, NW Balkans CO ◇, oPr CO ◇, Poland Response Off. ◇, Norway CO ◇, SC Lithuania ◇, SC Romania ◇, Syria Response Off. ◇, Turkey CO ◇, Ukraine CO ◇, Yemen CO ◇	Burkina Faso CO ◇, Cote d'Ivoire CO ◇, Mali CO ◇, Mauritania CO ◇, Niger CO ◇, Nigeria CO ◇, Sierra Leone CO ◇

*The total number of IOs represented here is lower than the 61 countries that received HF funding in 2025 due to missing reports from some offices.

Ali*, 13, at home in a camp for internally displaced people (IDP) in Gedaref, Sudan

An SC truck carrying aid in Samangan Province, Afghanistan



Arieh Knaulin / Save the Children

USE OF FUNDS BY CRISIS TYPES

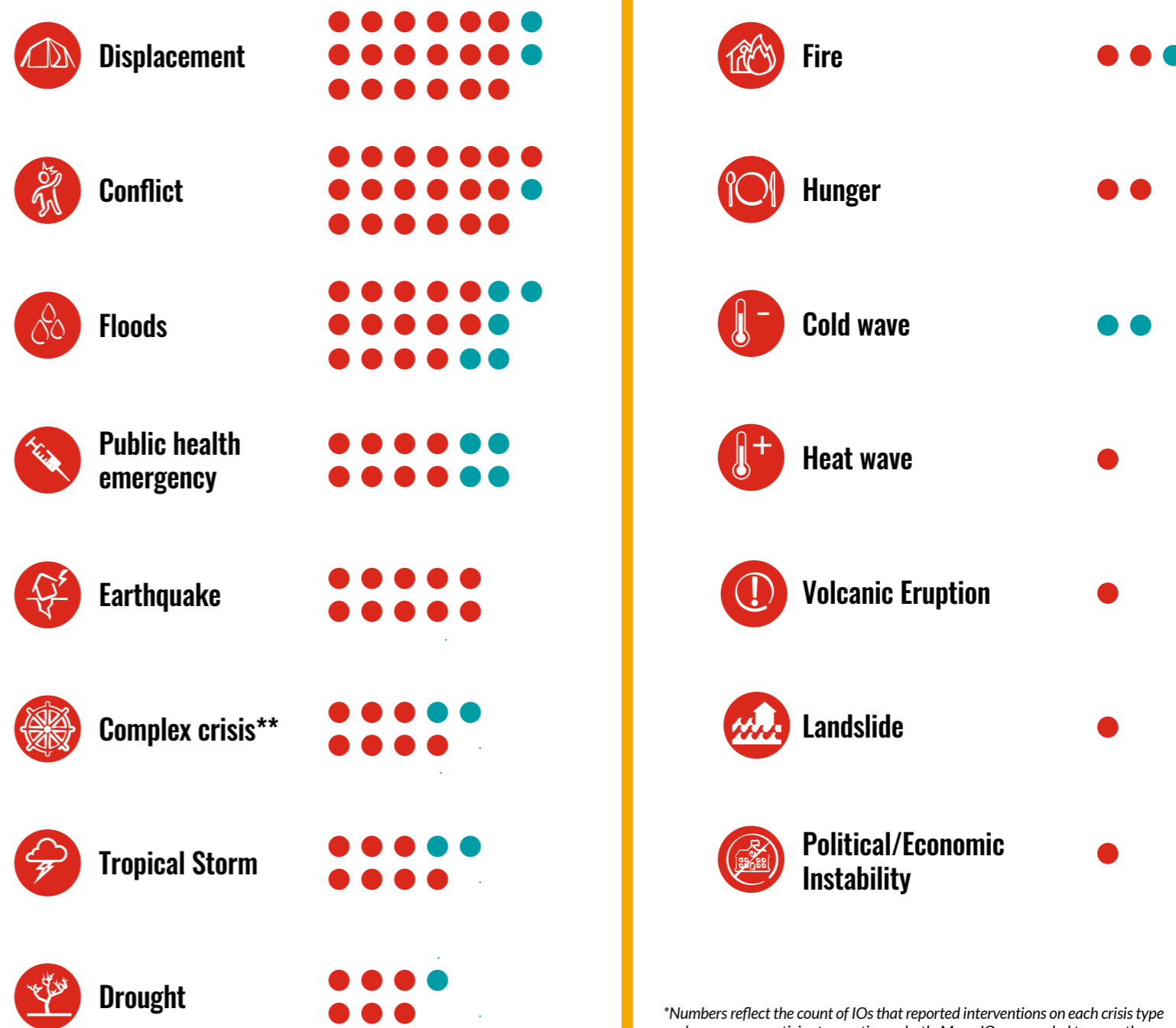
Flexible HF funding enabled IOs to respond to a wide spectrum of crises, both rapid-onset and protracted. While conflict, displacement and floods were the most frequently reported crisis types, the spread of activity across 17 different categories shows how funding also supported responses to lower-frequency events such as landslides, volcanic eruptions and political or economic instability.

Regional patterns highlight this diversity. MENAEE reported activity across the widest range of crisis types (14), reflecting intersecting shocks.

ESA (12) and Asia (11) also reported broad risk profiles, while LAC (8) and WCA (7) showed more concentrated but still multi-hazard contexts.

IOs reported risk-informed preparedness and AA initiatives for nine different crisis types, most commonly ahead of floods and public health emergencies, indicating where early triggers were most actionable.

CRISIS TYPES ADDRESSED BY IMPLEMENTING OFFICES THROUGH RESPONSE, RISK-INFORMED PREPAREDNESS, AND ANTICIPATORY ACTION*



*Numbers reflect the count of IOs that reported interventions on each crisis type under response, anticipatory action or both. Many IOs responded to more than one crisis type.

**Complex crisis refers to contexts where multiple, overlapping emergencies converge, such as conflict, displacement, and public health threats.

● RESPONSE ● AA AND PREPAREDNESS

GLOBAL PROFILE

The UN OCHA Financial Tracking Service (FTS) records global humanitarian funding in real time. As the central platform for tracking contributions to UN-coordinated response plans, it strengthens coordination, and supports evidence-based decision-making across crises.

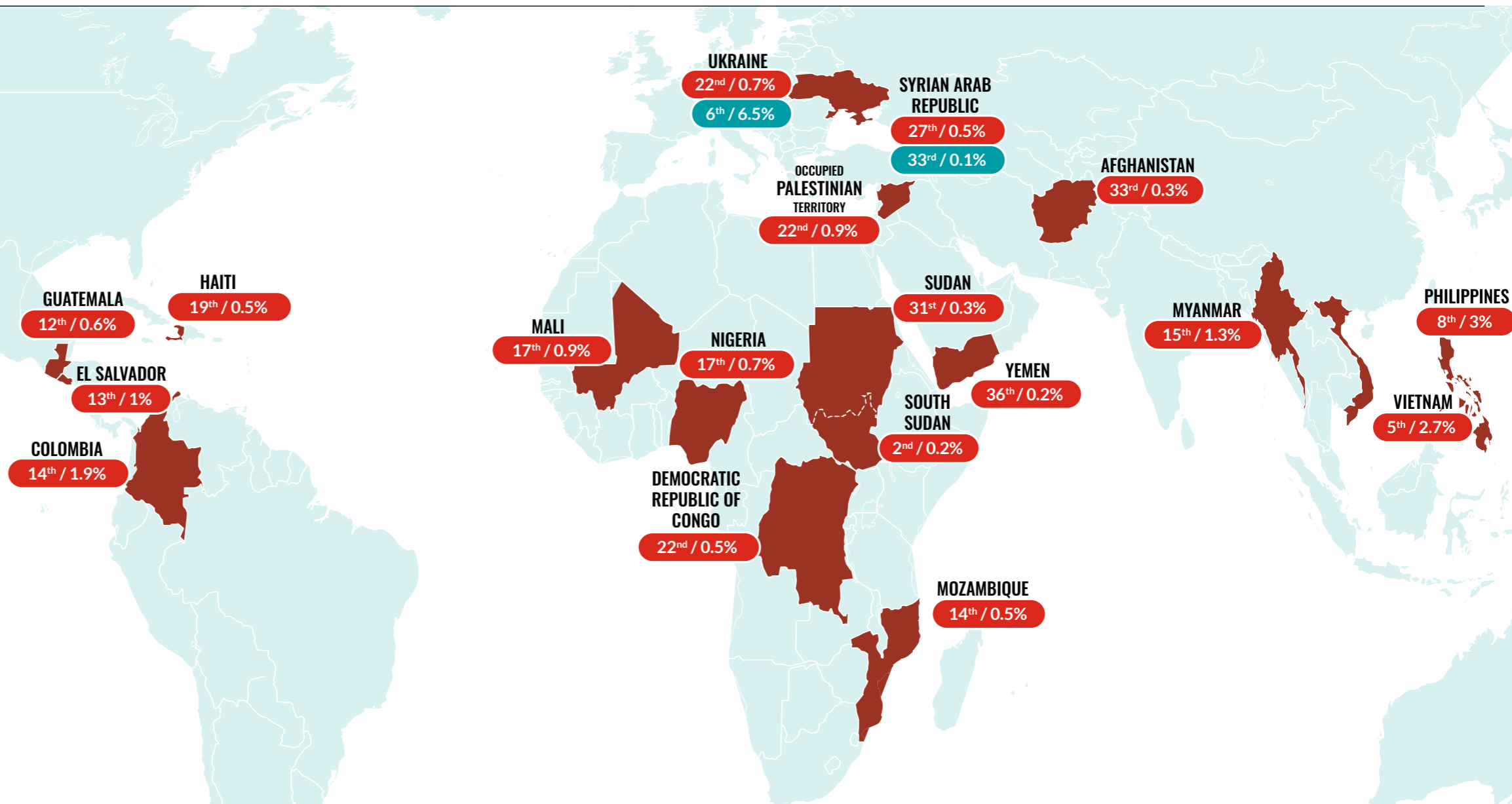
By reporting through FTS, the HF reinforces its visibility and positioning, and demonstrates accountability and alignment with global humanitarian priorities.

The map highlights the sustained support the HF provides to high-profile, large-scale emergencies. It also demonstrates contributions to smaller emergencies where its relative share of funding is particularly significant.

The HF provided funding to the Ukraine Humanitarian Needs and Response Plan and the Flash Appeal for the escalation of hostilities in the occupied Palestinian territory, where it ranked 22nd in both plans and contributed roughly 1% of total funding. HF also supported humanitarian responses in Sudan, South Sudan, Syria, Afghanistan, Yemen, and Nigeria, remaining an important driver of programming in some of the most complex crises worldwide.

At the same time, HF maintained a strong positioning in several climate- and disaster-driven emergencies. It ranked 5th in the Vietnam Joint Response Plan for Multiple Typhoons and Floods and 8th in the Philippines Tropical Cyclones and Floods appeal, respectively contributing 2.7% and 3% of total funding for each plan. HF also supported countries respond to public health emergencies, heat waves, and other types of emergencies.

The HF ranked 14th in Colombia's Humanitarian Response Plan, contributing 2% of total funding, alongside consistent support to other emergencies across the region. It also ranked 15th in the Myanmar Earthquake Flash Addendum, reflecting its capacity to respond to sudden-onset crises demonstrated through a swift release of funds less than 24 hours after the earthquake struck.



FUNDING FOR HUMANITARIAN NEEDS AND RESPONSE PLANS OR APPEALS

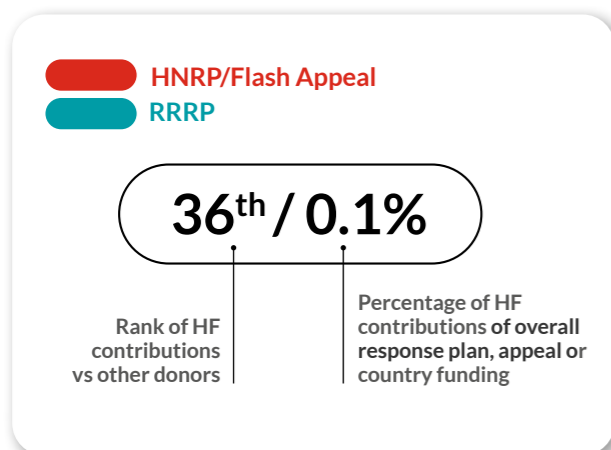
- AFGHANISTAN Humanitarian Needs and Response Plan 2025**
33rd among all donors, contributing 0.3% of all response plan funds
- COLOMBIA Humanitarian Needs and Response Plan 2025**
14th among all donors, contributing 1.9% of all response plan funds
- OCCUPIED PALESTINIAN TERRITORY Escalation of Hostilities Flash Appeal 2024-2025**
22nd among all donors, contributing 0.98% of appeal funds
- HAITI Humanitarian Response Plan 2025**
19th among all donors, contributing 0.5% of response plan funds
- GUATEMALA Humanitarian Needs and Response Plan 2025**
12th among all donors, contributing 0.6% of appeal funds
- MOZAMBIQUE Tropical Cyclones Flash Appeal 2025**
14th among all donors, contributing 0.5% of appeal funds
- MYANMAR Earthquake Needs and Response Plan Flash Addendum 2025**
15th among all donors, contributing 1.3% of appeal

- SOUTH SUDAN Humanitarian Response Plan 2025**
28th among all donors, contributing 0.2% of response plan funds
- VIETNAM 25-26 Joint Response Plan multiple Typhoons and Floods 2025**
5th among all donors, contributing 2.7% of response plan funds
- DEMOCRATIC REPUBLIC OF THE CONGO Humanitarian Response Plan 2025**
26th among all donors, contributing 0.3% of response plan funds
- SUDAN Humanitarian Needs and Response Plan 2025**
31st among all donors, contributing 0.3% of response plan funds
- SYRIAN ARAB REPUBLIC Humanitarian Response Plan 2025 - Jan-Dec 2025**
27th among all donors, contributing 0.5% of response plan funds
- UKRAINE Humanitarian Needs and Response Plan 2025**
22nd among all donors, contributing 0.7% of response plan funds
- EL SALVADOR Humanitarian Needs and Response Plan 2025**
13th among all donors, contributing 1% of response plan funds

- YEMEN Humanitarian Needs and Response Plan 2025**
39th among all donors, contributing 0.2% of response plan funds
- MALI Humanitarian Needs and Response Plan 2025**
25th among all donors, contributing 0.6% of appeal funds
- PHILIPPINES Tropical Cyclones and Floods Humanitarian Needs and Priorities 2025**
8th among all donors, contributing 3% of appeal funds
- NIGERIA Humanitarian Needs and Response Plan 2025**
17th among all donors, contributing 0.7% of appeal funds

FUNDING FOR REGIONAL REFUGEE RESPONSE PLANS

- UKRAINE Situation Regional Refugee Response Plan 2025**
6th among all donors, contributing 6.5% of response plan funds
- SYRIAN ARAB REPUBLIC Regional Refugee and Resilience Plan (3RP) 2025**
33rd among all donors, contributing 0.1% of response plan funds



THE IMPACT OF FLEXIBLE FUNDING



Hugh Kinnell/Cunningham | Save the Children

Mado*, 16, 'coach' JeanP, 17 & Bea, 16 pose together outside the SC-supported centre where they trained as mechanics, DRC

THE IMPACT OF FLEXIBLE FUNDING

Throughout 2025, the HF played a central role in enabling IOs and local partners to deliver agile, targeted, and high-quality humanitarian action across the core priorities of the [Global Humanitarian Plan 2025](#).

HF allocations contributed to a wide range of results: improving children's health and nutrition, supporting learning in crisis settings, protecting vulnerable children, and bolstering household resilience through shelter, livelihoods and cash assistance.

This work was reinforced by early action and risk informed preparedness, and strong collaboration with local actors.

The case studies that follow are organised by the four goals and cross-cutting themes of SC's Global Humanitarian Plan. Together, they show how HF resources were used to meet shifting needs and ensure children received support that was timely, relevant, and grounded in local realities.

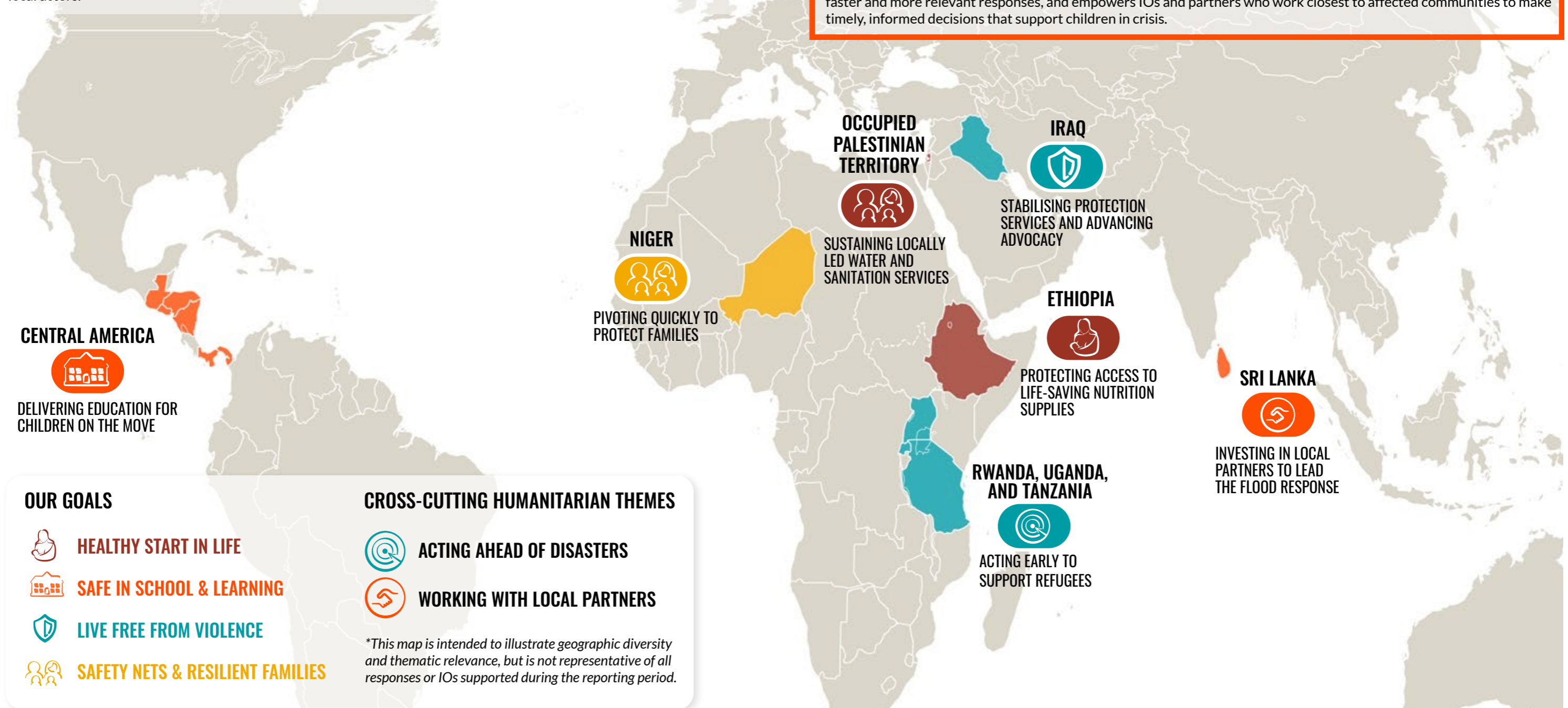
Crucially, they also illustrate that flexibility is what makes innovation and agility possible, enabling IOs and partners to test new approaches, adjust activities as crises evolve, and respond to unforeseen needs without delay.

WHAT DO WE MEAN BY FLEXIBILITY?

Flexibility is at the core of the HF's design. It means that funding is not tied to specific projects, allowing IOs and partners to allocate resources where they are most urgently needed and to adapt as contexts evolve. This intentional flexibility recognises that teams closest to children understand best how needs are shifting on the ground. With flexible funding, IOs can:

- Act quickly in response to sudden shocks, escalating crises or funding cuts without waiting for new funding
- Adapt programming as needs change, reallocating funds to where they will have greatest impact
- Strengthen preparedness and AA, acting ahead of predictable risks
- Empower local partners, supporting locally led, context-driven humanitarian action.
- Sustain essential services during periods of uncertainty, ensuring continuity for children when other funding falls away
- Pilot innovative approaches and adjust them in real time as learning emerges

Flexibility is therefore not just a funding feature, it is a strategic enabler. It ensures that resources follow need, supports faster and more relevant responses, and empowers IOs and partners who work closest to affected communities to make timely, informed decisions that support children in crisis.



CENTRAL AMERICA



DELIVERING EDUCATION FOR CHILDREN ON THE MOVE

OUR GOALS

- HEALTHY START IN LIFE
- SAFE IN SCHOOL & LEARNING
- LIVE FREE FROM VIOLENCE
- SAFETY NETS & RESILIENT FAMILIES

CROSS-CUTTING HUMANITARIAN THEMES

- ACTING AHEAD OF DISASTERS
- WORKING WITH LOCAL PARTNERS

**This map is intended to illustrate geographic diversity and thematic relevance, but is not representative of all responses or IOs supported during the reporting period.*

ACTING AHEAD OF DISASTERS

RISK-INFORMED PREPAREDNESS AND ANTICIPATORY ACTION

10%
OF ALL 2025
ALLOCATIONS*

TOTAL OF
\$4,596,867

*This excludes earmarked funding to the occupied Palestinian territory and Ukraine COs.

ALLOCATIONS BY REGION

ASIA
\$777,441
10 COUNTRIES

ESA
\$1,841,747
10 COUNTRIES



LAC
\$478,957
7 COUNTRIES

WCA
\$410,280
7 COUNTRIES

MENAE
\$1,088,442
3 COUNTRIES

RISK-INFORMED
PREPAREDNESS AND
ANTICIPATORY ACTION

Allocations for AA and risk-informed preparedness decreased from 2024, dropping from \$6.9 million to \$4.6 million. This shift illustrates the sharper resource constraints shaping IO decision-making this year, even as the HF continues to work toward dedicating 13% of flexible funding to preparedness and early action.

Across IOs, flexible funding continued to underpin anticipatory and risk-informed action where seasonal hazards were predictable. The HF will continue to encourage IOs to utilise flexible funding from the HF to reinforce preparedness and early action efforts through initiatives such as the trigger-based anticipatory action pilot launching in 2026.

In Mexico, flexible funding allowed teams to act before a forecasted cold-wave in the Sierra Tarahumara, using meteorological data to pre-position winter kits and food parcels for hard-to-reach Indigenous communities.

In Thailand, HF support enabled the advance pre-positioning and rapid deployment of contingency stocks during predicted severe flooding in Southern provinces, shortening response times and helping to mitigate the impact of the crisis.



Luis* wearing and showing his winter kit, Mexico

ACTING AHEAD OF DISASTERS

ACTING EARLY TO SUPPORT REFUGEES IN RWANDA, UGANDA, AND TANZANIA

For decades, the Democratic Republic of the Congo (DRC) has faced one of the world's most protracted humanitarian crises. By early 2026, neighbouring countries had received more than 236,000 newly displaced people, many of whom had moved multiple times as frontlines shifted, land routes closed, and families moved during narrow windows of safety. These volatile population movements underscored how essential early warning mechanisms and early action had become for receiving countries.

Across Rwanda, Uganda, and Tanzania, country teams monitored conflict dynamics, border arrivals, and seasonal disease pressures. The COs used health surveillance, and coordination with government and UN partners to translate early signals into practical readiness. \$2 million in fully flexible funding from the HF supported the activation of preparedness and early action measures.

In Rwanda, monitoring at the Western border showed a steady flow of daily arrivals. Intensified fighting in the first months of 2025, combined with the approaching rainy-season disease window, triggered early action activation.

From February 2025, flexible HF resources enabled the CO move from contingency to operational readiness at Nkamira Transit Centre. Supplies were pre-positioned, community health workers were prepared to carry out nutrition screening, and cholera, Mpox, and Marburg preparedness was embedded in frontline protocols. These measures helped to mitigate the risk that Nkamira would become overwhelmed as displacement patterns increased.

In Uganda, displacement pressure built steadily through 2025, with large numbers of refugees arriving through Nyakabande and Matanda as conflict intensified in North and South Kivu. Early health screening data highlighted high malaria positivity and acute malnutrition among new arrivals.

Anticipating that transit centre capacity could become overstretched, HF funding was used to reinforce disease and nutrition screening and referral at reception points. Maintaining these systems as arrivals increased helped Uganda CO to avoid dangerous bottlenecks and ensured children received timely health support at the border.

In Tanzania, early warning analysis suggested a potential influx of up to 20,000 people via Lake Tanganyika, prompting the CO to activate preparedness measures. When land routes into Burundi suddenly closed, movements redirected to Tanzania.

Despite the short warning window, risk-informed preparedness measures supported by HF enabled the CO to rapidly launch education and psychosocial support activities, strengthen cholera testing and treatment capacity, and distribute kits to support families arriving.

The allocation was also catalytic for resource mobilisation, enabling SC demonstrate surge capacity in education and leverage an additional \$250,000 from the LEGO Foundation to sustain services for refugee children.

Across all three countries, the value of flexible humanitarian funding was clear. HF resources enabled teams to act on early warning indicators and forecasts rather than wait for confirmation of large-scale movement. Teams were able to reinforce services before caseloads peaked, such as integrating disease outbreak readiness into frontline response capacity, and maintaining continuity of nutrition and education provision. In doing so, the HF helped ensure that vulnerable children reached essential services in hours rather than days.



“WHEN WE WERE FLEEING ARMED CONFLICTS BACK HOME IN CONGO, I WAS NOT ABLE TO PROVIDE A WELL-BALANCED DIET TO MY CHILDREN. AMON STARTED GETTING WEAK AND SICK... I ATTENDED NUTRITION EDUCATION AND COUNSELLING SESSIONS... TODAY, AMON'S NUTRITION STATUS IS NORMAL AND HE IS HEALTHY.”

FEZA* AND HER SON AMON*, AGE 2, WHO WAS SCREENED AND TREATED FOR MALNUTRITION THROUGH AN HF-SUPPORTED PROGRAMME

These three countries received over **\$2 million** from the HF in 2025

Amon (2), plays with her mother at home at the Nkamira Transit Centre, Rwanda

WORKING WITH LOCAL PARTNERS

LOCALLY-LED HUMANITARIAN ACTION

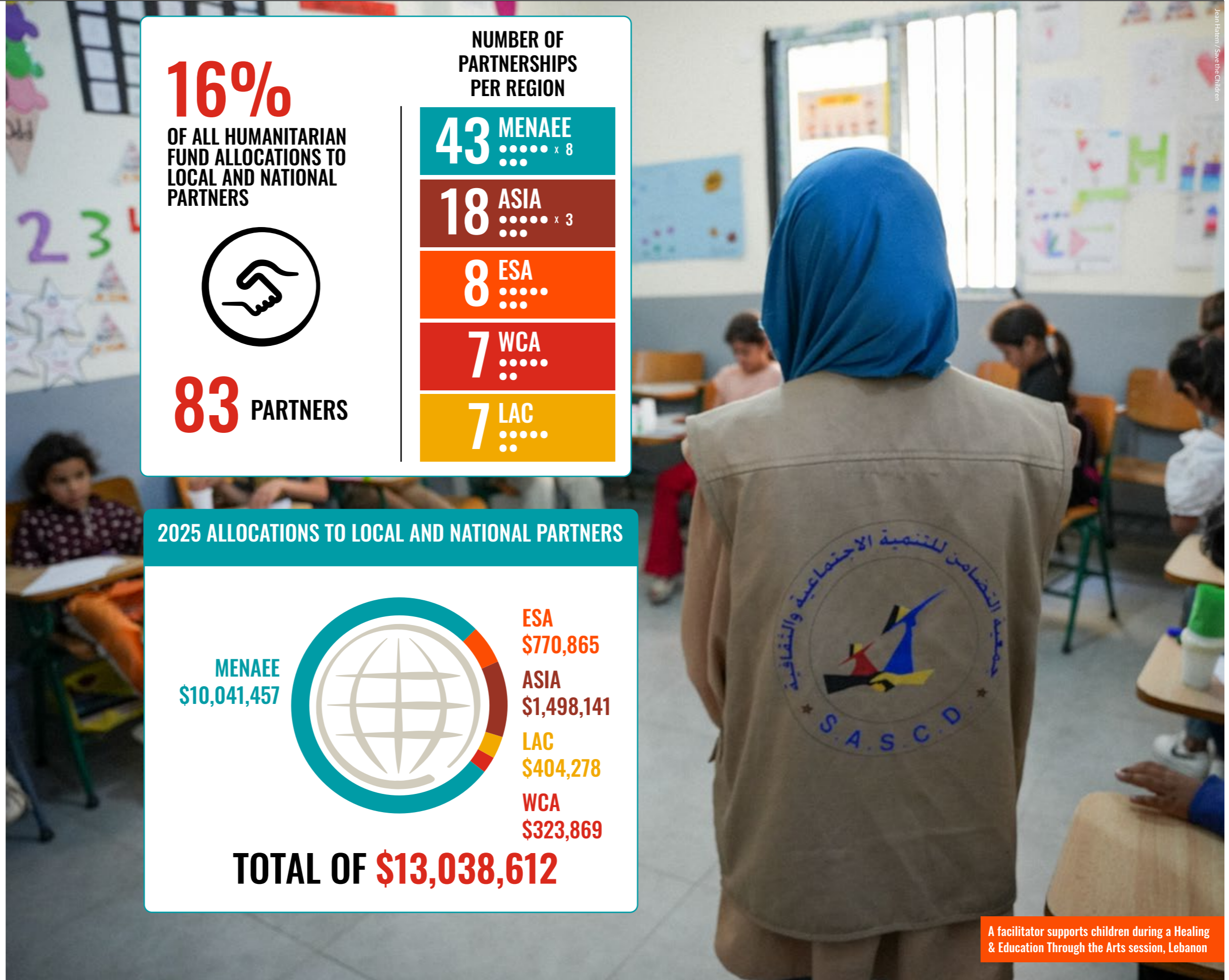
In 2025, allocations to local and national partners continued to grow. The overall proportion of HF funding channelled remained at 16% in 2025, the same as 2024, while the actual amount of funding increased from \$11.8 million.

In line with commitments under the Grand Bargain caucus on funding for localisation, the HF continues to aim for 25% of allocations to be channelled to local partners by IOs, and provide equitable indirect cost recovery to strengthen their organisational stability. The trajectory over recent years shows an unwavering commitment from IOs, despite the challenging funding environment.

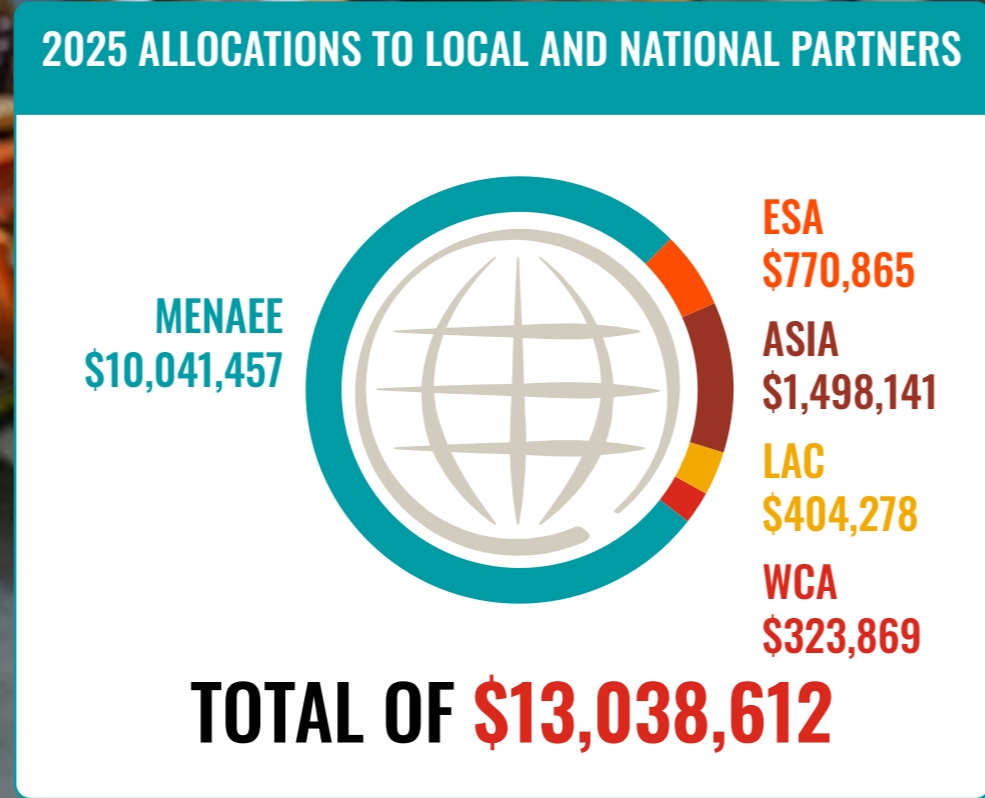
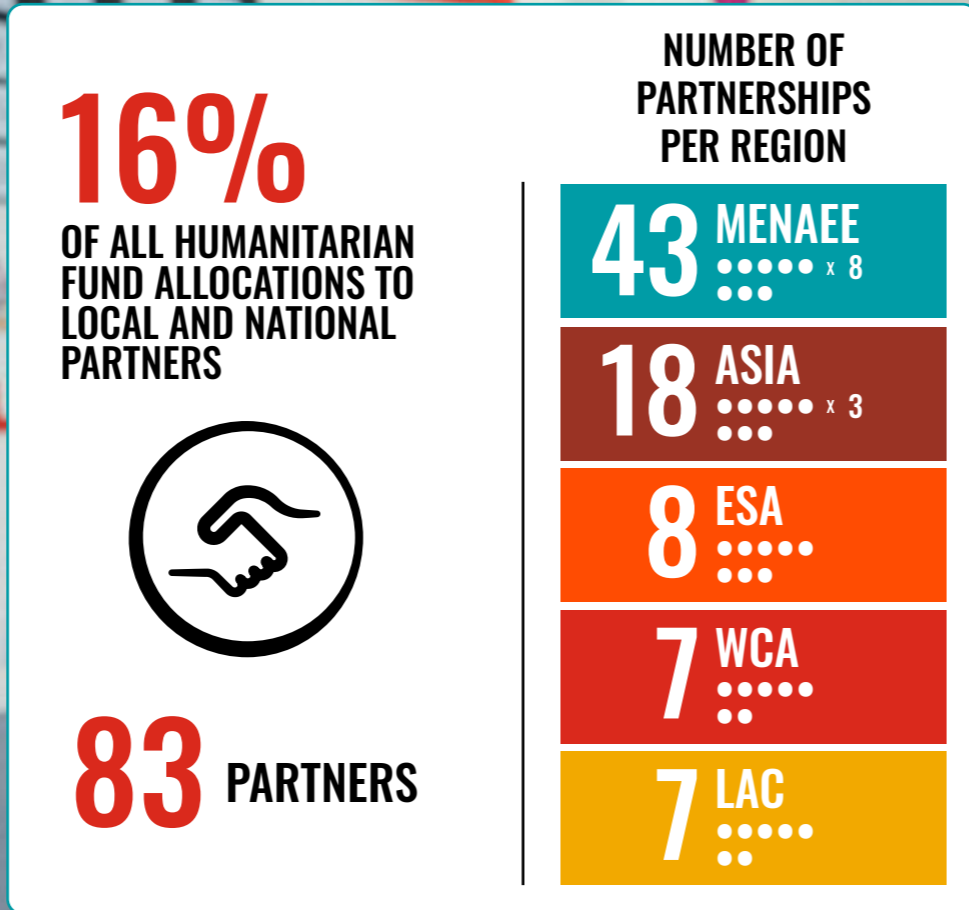
The HF will continue to explore ways to further the localisation agenda in 2026, including a learning review to understand how flexible funding influences progress toward locally led humanitarian action.

In Haiti, the CO channelled HF flexible funding through trusted local partners to sustain community-based protection and hygiene work in areas affected by violence and displacement. The CO supported partners to strengthen their operational systems to maintain a consistent presence in hard-to-reach neighbourhoods, contributing to more locally led and resilient response capacity.

In Pakistan, the CO used HF allocations to channel resources to local partners leading AA for floods in remote districts. Local and national actors led the delivery of cash assistance, and child protection outreach, supported by HF flexible funding that adapted to shifting needs.

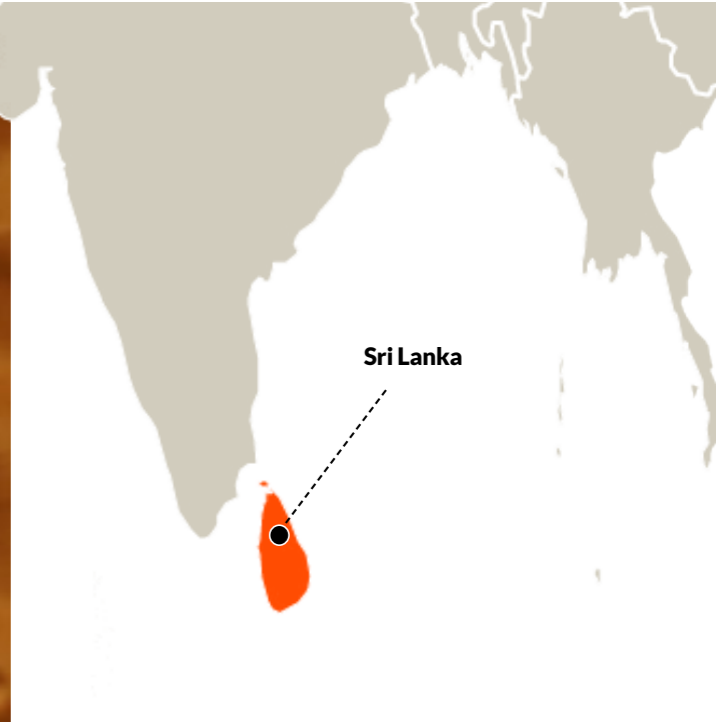


Jean-Henri / Save the Children



A facilitator supports children during a Healing & Education Through the Arts session, Lebanon

WORKING WITH LOCAL PARTNERS



Almost **60%** of the HF allocation was channelled to local partners

SC and partner staff distribute house cleaning kits to flood affected families, Sri Lanka

“What this response shows is that localisation doesn’t happen in the middle of a crisis, it is built over time. Flexible pooled funding allowed us to invest early in partnerships, preparedness, and trust. When the emergency hit, local organisations were ready to lead, not wait. That made the response faster, more relevant, and more accountable to children and communities.”

Julian Chellappah, Humanitarian Team Lead, SC Sri Lanka

SUPPORTING LOCAL PARTNERS TO LEAD SRI LANKA’S FLOOD RESPONSE

Cyclone Ditwah in late 2025 triggered one of Sri Lanka’s most severe flood and landslide emergencies in recent years, causing displacement, access constraints and disruption to basic services across multiple districts. SC was already operating as part of a partner-led model, with local and national actors delivering on the frontline while SC focused on technical support and safeguarding oversight.

Flexible funding from the HF played an important facilitating role in this transition to a partner-led model. In 2023, the HF’s dedicated ‘locally led humanitarian action’ window supported SC to work with civil society organisations focused on women’s and children’s rights in Sri Lanka. Crucially, these early investments allowed SC and partners to build the foundations needed for locally led action.

By strengthening safeguarding and accountability systems, clarifying roles and decision-making authority, and improving partners’ readiness to manage funds and deliver at scale, these investments meant partners entered future crises with greater confidence and autonomy.

In 2024, further HF allocations supported preparedness and AA, including the design of a partnership platform, pre-positioning of essential kits, and formalising collaboration with partners in locations without a permanent SC presence.

Community-level preparedness also strengthened: in Matara, for example, local disaster committees improved evacuation planning and early-warning arrangements, helping communities act before floodwaters rose.

When Cyclone Ditwah struck, partners were positioned to lead delivery. \$250,000 was released from the HF within days, of which almost 60% was channelled directly to local and national actors. This enabled locally-led delivery of interventions while SC co-led education and child protection coordination mechanisms.

More than 9,300 people were reached in the first response phase. This included school cleaning and rehabilitation that enabled nearly 8,000 children to return to learning and WASH interventions restoring safe water and hygiene for more than 800 people.

Because partners already had systems in place before the cyclone made landfall, they were able to mobilise quickly.

Communities received immediate life-saving support that was timely, trusted, and appropriate to their realities.

This example demonstrates how predictable, flexible resources provided by the HF over several years strengthened SC’s localisation agenda in Sri Lanka. Supporting partners to move from capacity strengthening to leadership helped translate organisational commitments into real-world results for children and families.

HEALTHY START IN LIFE

PROTECTING ACCESS TO LIFE-SAVING NUTRITION SUPPLIES IN ETHIOPIA

Ethiopia faced a difficult year in 2025; climate and other shocks drove up malnutrition as parts of the health and nutrition system were struggling to function. Funding cuts and sudden programme suspensions put routine nutrition work at risk of being interrupted or stopping entirely. In parallel, insecurity in some geographical areas made it harder to move supplies. The combined effect of these dynamics contributed to periodic shortages of ready-to-use therapeutic food (RUTF) and ready-to-use supplementary food (RUSF) in some districts.

Throughout the year, the HF released rounds of allocations to protect life-saving work amid global funding cuts. Ethiopia received nearly \$2 million across two funding rounds and ad-hoc allocations. This funding enabled the CO, in collaboration with the government and other partners, to keep essential nutrition services running while other funding streams were paused or delayed. Flexible funding from the HF also supported the CO to carry out mass malnutrition screening that reached 38,762 children across five districts in Somali, Oromia and Tigray regions.

HF speed and flexibility was particularly crucial in Kola Tenben district in Tigray, where a prolonged lean season placed children at high risk of deteriorating nutritional status. With HF support, the CO implemented life-saving nutrition interventions across 10 wards, facilitating the swift procurement and distribution of RUTF and RUSF supplies within three weeks of identifying the need. The ability to act quickly meant that 9,500 vulnerable children received treatment to prevent the onset and progression of acute malnutrition, averting the anticipated seasonal deterioration.

Before HF support, facilities were rationing RUTF at two sachets per child per day, however with adequate supplies restored, recovery rates rose from 70% to 90%, and monitoring showed that moderate acute malnutrition (MAM) cases fell by 30%. HF funding offered the essential flexibility needed to act in a preventive way to mitigate the impact of the peak lean season when conventional funding timelines could have caused dangerous delays.

The speed and flexibility of HF funding enabled the Ethiopia team to act quickly and respond where pressure was highest, protecting critical nutrition functions and allowing treatment pathways to stay open during periods of uncertainty. In a year defined by funding cuts, HF support helped maintain a lifesaving treatment for children in crisis.



“THIS PROGRAM HAS BEEN A REAL HELP FOR MY SON’S GROWTH. IT ENSURES HE GETS THE ADDITIONAL NUTRITION HE NEEDS AT THIS MOMENT.”

HABEN*, WHOSE SON ROBEL*, AGE 2, RECEIVED TREATMENT THROUGH THE HF-FUNDED NUTRITION INTERVENTION.

Haben* feeds RUTF to her son, Robel*, 2

HF funding supported the CO to reach **38,762 children** with nutrition screening

A remote village in Oromia, Ethiopia

**SPOTLIGHT ON:
SPEED OF ALLOCATIONS**

Despite a challenging operating environment in 2025, the HF continued to demonstrate its ability to move resources quickly to where they were needed most.

Between March and September, the HF worked under a temporary approval framework introduced during a period of significant financial pressure. This framework required additional verification steps and senior sign-off, and narrowed approvals to life-saving interventions. While these safeguards were essential, they naturally added time to the allocation process. As a result, the proportion of decisions communicated within 48 hours declined from 29% in 2024 to 22% in 2025, and the average processing time rose from 7.5 days to 7.7 days in 2025.

Processing time in Q4 2025 was quicker than the year average, at 4.6 days, a strong indication that the slower speeds were largely attributable to the temporary approval framework.

Despite these constraints, the HF maintained its ability to act with speed in the most urgent contexts. For example, 42% of applications from CAT 1 COs were approved within 48 hours, helping unlock funding for teams working in the most acute or protracted crises, where even short delays can lead to further deterioration in already fragile conditions.

The HF also continued to support rapid mobilisation in sudden-onset emergencies. In Indonesia, severe flooding driven by cyclone-related extreme weather prompted an urgent request for HF support. The application was approved within hours, releasing \$250,000 to enable the CO to deliver emergency WASH services, clean water, primary healthcare in displacement sites, and psychosocial support for children and caregivers well before other funding became available.



An SC staff member in floodwaters in Langkat District, Indonesia

IN 2025, SC LEVERAGED

\$67.8M

MENAE	\$32,295,432
ASIA	\$21,927,006
ESA	\$7,825,247
WCA	\$4,508,182
LAC	\$1,210,731

**SPOTLIGHT ON:
LEVERAGING FLEXIBLE FUNDING TO UNLOCK
ADDITIONAL RESOURCES AND SCALE IMPACT**

In 2025, flexible funding was used by 47 IOs to unlock significant additional funding by enabling them to act early, demonstrate readiness, and strengthen the credibility of their response plans.

The value of HF lies not only in its initial allocations but how it positions IOs to secure follow-on investment at scale. Supported by the speed and flexibility of the funding, teams are able to move ahead of formal donor commitments, pilot approaches, conduct assessments, or maintain continuity during funding gaps. These early actions reduce uncertainty for donors and build confidence in the ability of SC and partners to deliver quickly and reliably, which can be decisive in attracting further support.

In Afghanistan, HF support enabled the CO and partners to launch responses within 24 hours of two major earthquakes, establishing an operational presence at a moment when other actors were unable to mobilise.

This momentum helped position the CO for follow-on funding, ultimately leveraging \$9.8 million from donors including Education Cannot Wait, European Civil Protection and Humanitarian Aid Operations (ECHO), UN OCHA and others.

In Egypt, HF funding was used to maintain essential health, protection and coordination functions during sustained pressure linked to the Gaza and Sudan crises. By filling operational gaps and strengthening partnerships, HF support contributed to securing an additional \$4.3 million from donors such as the Royal Netherlands Embassy, Palestinian Children's Relief Fund, and the Spanish Agency for International Development Cooperation (AECID).

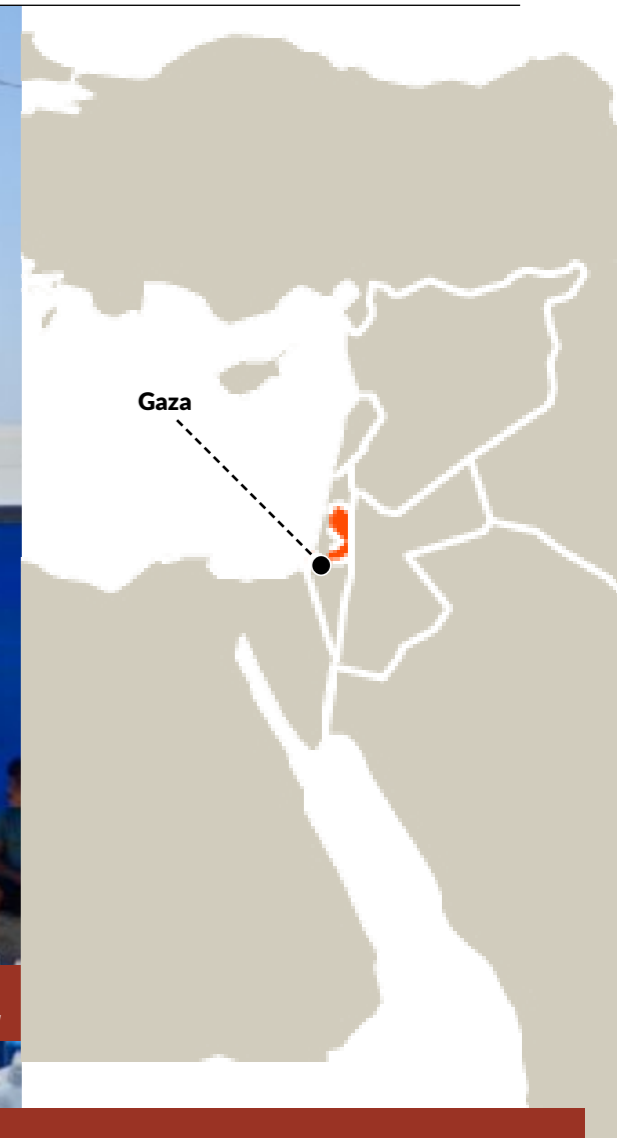
22%

OF
ALLOCATION
DECISIONS
COMMUNICATED WITHIN
48 HOURS

7.7
DAYS

AVERAGE TIME TAKEN
TO COMMUNICATE
FUNDING
DECISIONS

HEALTHY START IN LIFE



Jerrycans ready to be filled with water from SC's water truck, occupied Palestinian territory

SUSTAINING LOCALLY LED WATER AND SANITATION SERVICES IN GAZA

In 2025, HF support enabled local partners in Gaza to deliver large-scale, life-saving water, sanitation and hygiene (WASH) services despite extremely volatile conditions.

The occupied Palestinian territory CO has received \$43 million since the crisis escalated in October 2023. Of the \$21 million received in 2025, the CO channelled \$4.3 million to eight different local and national partner organisations. This underscores the scale and strategic importance of this mechanism for driving locally led action.

During 2025, more than 85% of Gaza's population, about 1.9 million people, experienced displacement. There were regular and severe disruptions to water and sanitation systems due to damaged infrastructure, fuel shortages and intermittent shutdowns of desalination capacity.

These dynamics required frequent relocation of services and reliance on local actors to sustain access in hard-to-reach areas.

HF-funded WASH interventions focused on three critical areas: distribution of safe water, solid waste management, and hygiene promotion sessions. More than 70,000 people were reached, significantly reducing exposure to waterborne diseases and mitigating environmental health risks.

Local partners played a central role in adapting activities to rapidly changing realities, enabling uninterrupted access despite the collapse of broader service delivery systems during periods of active hostilities and mass displacement.

HF flexibility was key to partners' ability to pivot and adapt locations, ensuring WASH coverage in newly overcrowded shelters. This was especially important when other funding could not adapt at the same pace.

In some locations, HF-supported partners remained the sole providers of water services for affected communities.

For example, during periods when SC staff could not safely access sites due to movement restrictions, HF funding was used by local partner, Beit Lahia Development Association (BLDA), to conduct regular water-quality monitoring, ensuring uninterrupted oversight of water safety standards.

This locally led WASH response demonstrates how HF investments strengthen frontline capacity, enabling local and national organisations not only to deliver emergency services, but also to lead coordinated, high-impact interventions that protect public health during acute crisis. Going forward, this will hopefully provide a degree of lasting operational resilience in an otherwise highly unstable environment.

"HF funding was a turning point for our WASH response. At a time when there was no functioning water source due to fuel shortages and the closure of desalination plants, we were able to continue operating as the only water service provider in the area. HF allowed us to keep water flowing, manage waste safely, and serve communities during large-scale displacement from North Gaza to the south. Without this support, our operations would not have been sustainable."

WASH Program Director, Local Partner (BLDA)

SAFE IN SCHOOL AND LEARNING




Cris* (9) and Jonas* (11) receiving educational services for children in transit, Central America

“IT’S IMPORTANT TO KEEP STUDYING DURING THE JOURNEY. WHEN YOU LEARN MORE, YOU CAN BECOME WHAT YOU WANT WHEN YOU GROW UP.”

CRIS*, AGE 9, WHO PARTICIPATED IN HF-FUNDED EDUCATION ACTIVITIES WHILE IN TRANSIT

Save the Children



 HF flexibility enabled SC Honduras to maintain a

consistent presence

 in a highly volatile transit corridor

DELIVERING EDUCATION FOR CHILDREN ON THE MOVE IN CENTRAL AMERICA

Children on the move in Central America, driven by insecurity, economic hardship, and climate shocks, continue to face prolonged and repeated disruption to their education. Access to safe learning spaces is limited, and education often deprioritised in humanitarian responses.

Since 2024, the HF has enabled IOs across Central America to keep education present in these fast-moving, hard-to-reach environments. HF funding has supported child friendly spaces (CFSs), education and protection kits, and the use of specialised methodologies including HALDO on the Move.

HALDO, an innovative assessment tool designed for children experiencing displacement, generates a rapid educational profile of a child, and securely transfers their learning record as they move across national borders. With HF support, HALDO has shifted from a small pilot to an operational, multicountry tool.

Throughout 2025, the operating environment became even more challenging. Migration flows became more volatile and multidirectional, and reintegration needs surged. At the same time, regional funding contracted as humanitarian organisations scaled back due to funding cuts.

Honduras, in particular, became one of the world’s most underfunded responses, with the 2025 HRP only 10% funded. In this context, flexible mechanisms like the HF have become even more important to keep child centred services present along transit routes.

In Honduras, the team used HF funding to operate educational services in temporary rest centres. Teams established CFSs where children received HALDO assessments, and accessed psychosocial support.

Parents and caregivers also participated in awareness sessions on the importance of continuing education while on the move, an essential protective factor for children.

By late 2025, movement patterns shifted. Fewer families remained overnight in shelters, instead crossing the border rapidly and continuing onward. Recognising this change, the Honduras team used the HF’s built-in flexibility to adjust programming without delay. Activities were extended to border crossing points and integrated into existing sites operated by local partners.

This flexibility allowed SC to maintain a consistent presence and ensured education services continued to reach children at points of actual transit, not only at shelters, closing a critical gap left by other actors who had reduced or ended operations.

Across the region, the HF has supported IOs to deliver agile, child focused interventions in a highly dynamic migration environment. It allowed HALDO to be tested and expanded across multiple countries, and empowered teams to shift modalities and locations as migration flows changed.

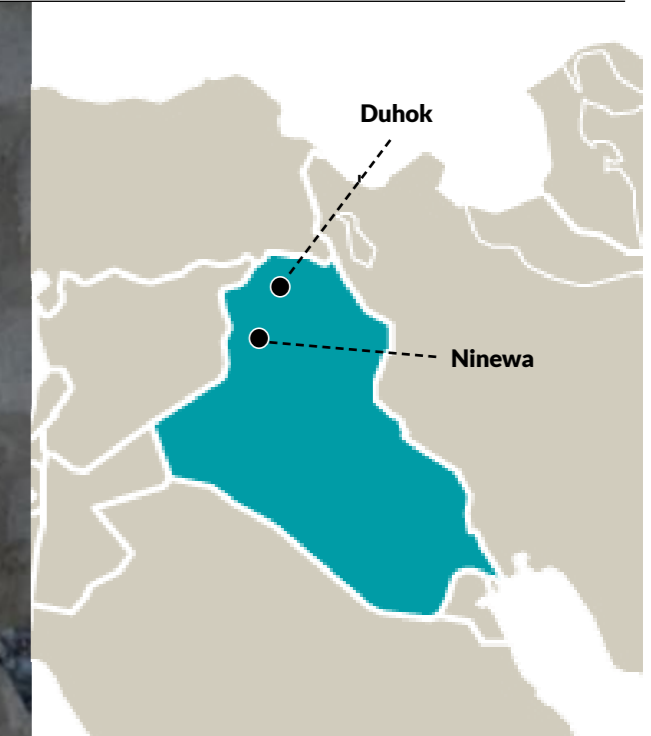
In an underfunded, unpredictable context, where children’s learning, safety and wellbeing are at constant risk, the HF helped teams to ensure that education did not disappear from the humanitarian landscape, but instead became more responsive, innovative and effective for children on the move.



LIVE FREE FROM VIOLENCE



Rahaf* spends time with her children after returning home following years of displacement, Iraq




 Iraq CO received
\$150,000 to
 sustain child protection
 interventions at risk of
 being discontinued

“Flexible funding kept our child protection response alive when the system was collapsing—and it kept government coordination alive too. By maintaining case management, referral pathways, and reliable frontline data during the Al-Hol returnee surge, we deliver services while we are preserving the structure needed for Iraq to govern the response and shape better policy.”
 Rozhan Habeeb, Director of Programme Operations, SC Iraq

STABILISING PROTECTION SERVICES AND ADVANCING ADVOCACY IN IRAQ

In early 2025, Iraq’s child protection system entered a period of acute instability. The suspension of key humanitarian funding triggered a near collapse of protection services across Ninewa, Duhok, and other high-risk areas. Preexisting pressures deepened as large numbers of Iraqi families returned from Al-Hol camp in northeast Syria.

By April 2025 the population at Al-Amal, a specialised facility located south of Mosul for returnee families, had increased by 40%, with at least 1,000 new arrivals each month. As other international actors withdrew due to funding cuts, SC became the sole child protection agency in several locations, including Al-Amal.

The contraction of services left thousands of high-risk children without case management, psychosocial support, or legal assistance, particularly those without

documentation or facing stigma linked to perceived affiliation with armed groups. Local authorities lacked both the staffing and technical capacity to absorb the growing caseload. Without rapid intervention, essential referral pathways and coordination mechanisms risked breaking down entirely.

In April, Iraq CO received \$150,000 from the HF to support life-saving interventions at risk of being discontinued amid funding cuts. As the only flexible humanitarian resource available at that moment, HF funding allowed the CO to make rapid, needs-based decisions.

This included re-establishing case management desks, scaling up mental health services, and continuing structured interventions through community centres in Al-Amal and other sites.

The HF allocation did more than keep services running, it stabilised a system under severe strain. This funding kept referral pathways functioning and sustained the basic operational infrastructure that government coordination depends on.

Because HF funding bridged gaps left by other donors, SC preserved uninterrupted presence and credibility, creating the foundation for meaningful engagement with government bodies, including the Child Protection Higher Council under the Kurdistan Regional Government. The HF also covered essential but typically unfunded advocacy costs that enabled participation in policy discussions at a critical moment.

Crucially, this continuity generated an evidence base that could be translated into concrete advocacy priorities.

Frontline analysis on documentation barriers, social worker caseload pressures, and reintegration risks was shared through coordination platforms, informing government discussions on strengthening protection systems and improving the policy environment for returnee families.

Overall, HF-supported coordination paved the way for systematic data sharing on returnee cohorts and reinforced the national case management structures, contributing to greater sustainability beyond the immediate response.

The experience in Iraq demonstrates how flexible pooled funding can both sustain essential services during periods of system shock and create the operational credibility, evidence, and access required for effective humanitarian advocacy in child protection.

SAFETY NETS AND RESILIENT FAMILIES

PIVOTING QUICKLY TO PROTECT FAMILIES IN NIGER

In 2025, Niger faced an increasingly complex humanitarian landscape marked by overlapping shocks. Armed group activity in Tillabéri, Diffa, Maradi and Dosso continued to displace communities and restrict movement. At the same time, recurrent flooding damaged homes, schools and infrastructure, and disease outbreaks placed further pressure on overstretched systems. Across these regions, households struggled to maintain even minimum levels of food consumption, particularly during displacement and seasonal livelihood gaps.

Niger CO delivered a multi-region response to these combined shocks, reaching 61,710 people with cash assistance, non-food items (NFIs), and education, health and protection support. The HF played a catalytic role within this broader response, enabling rapid decision-making and continuity of assistance at the moment when operational conditions changed most sharply.

The HF originally supported a multipurpose cash (MPC) response across Diffa, Maradi and Tillabéri. Cash was selected because markets were functioning, it aligned with household preferences, and it reinforced families' ability to prioritise their own needs. This approach remained appropriate and effective in Diffa and Maradi, where insecurity was present but did not prevent safe access to markets and financial service providers.

However, in Tillabéri, the operating environment shifted substantially over the year due to the presence of armed groups, sporadic violence and tightened control over movement. As a result, families could no longer safely redeem cash transfers or purchase essential goods. Under these conditions, cash assistance was no longer a viable option.

The HF's flexibility was central to navigating this shift. It enabled the CO to pivot quickly from MPC to in-kind NFI distributions in the affected areas, without pausing the response or seeking delayed approval processes. Teams were able to reprogramme funds to procure kits and deliver them through secure distribution points, working closely with local authorities and humanitarian access actors.

This adjustment prevented a gap in assistance, ensuring families continued receiving essential items. The flexible nature of HF funding meant the response could be tailored to differing local conditions, allowing the team to remain attuned to the context rather than applying a uniform approach across the country.

Across all regions, HF flexibility ensured continuity of support to families at a time when other funding streams were less able to adjust. This ability to change modality in real time is a clear illustration of the HF's strategic added value.

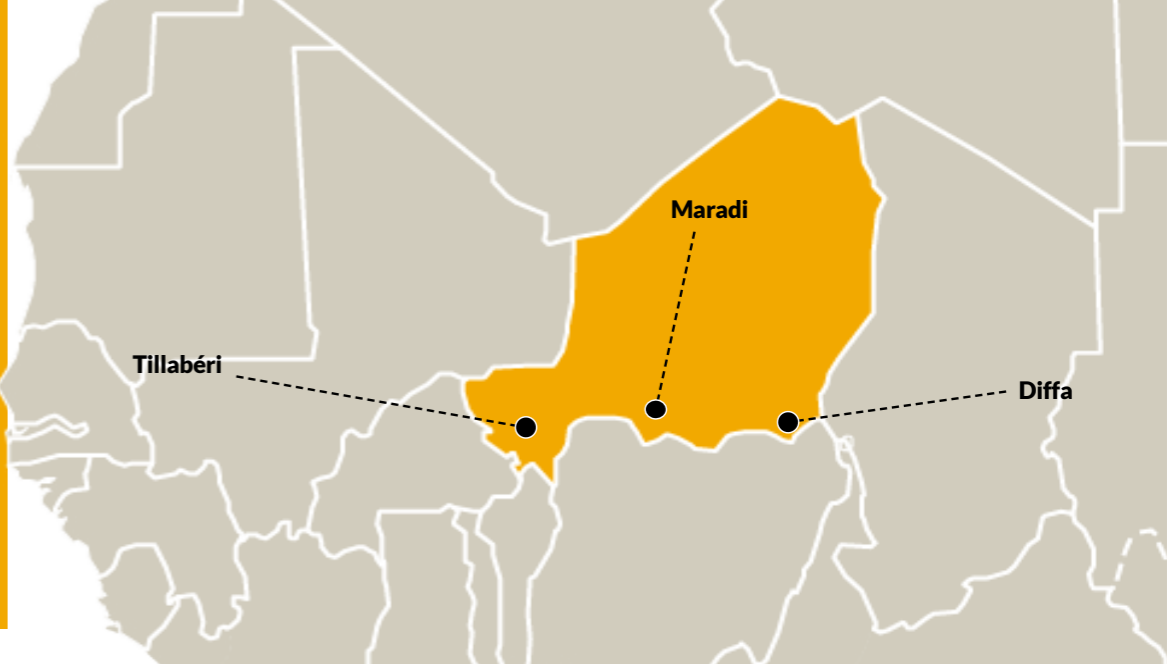


Niger CO was able to pivot quickly to NFI distributions when security conditions meant cash was no longer feasible

Non-food item distribution for families affected by flooding in Zinder, Niger

“HF resources have helped us to ensure the continuity and quality of interventions and allowed us to expand the reach of activities in an environment marked by severe resource constraints. Furthermore, the flexibility inherent in this mechanism is an essential lever for the rapid and well-adapted implementation of activities in emergency situations. This operational flexibility enables faster decision-making, more efficient deployment of interventions, and a greater ability to adjust to the evolving dynamics of the humanitarian context.”

Hamidou Garba Hima, Project Manager, Local Partner (REPENAC)





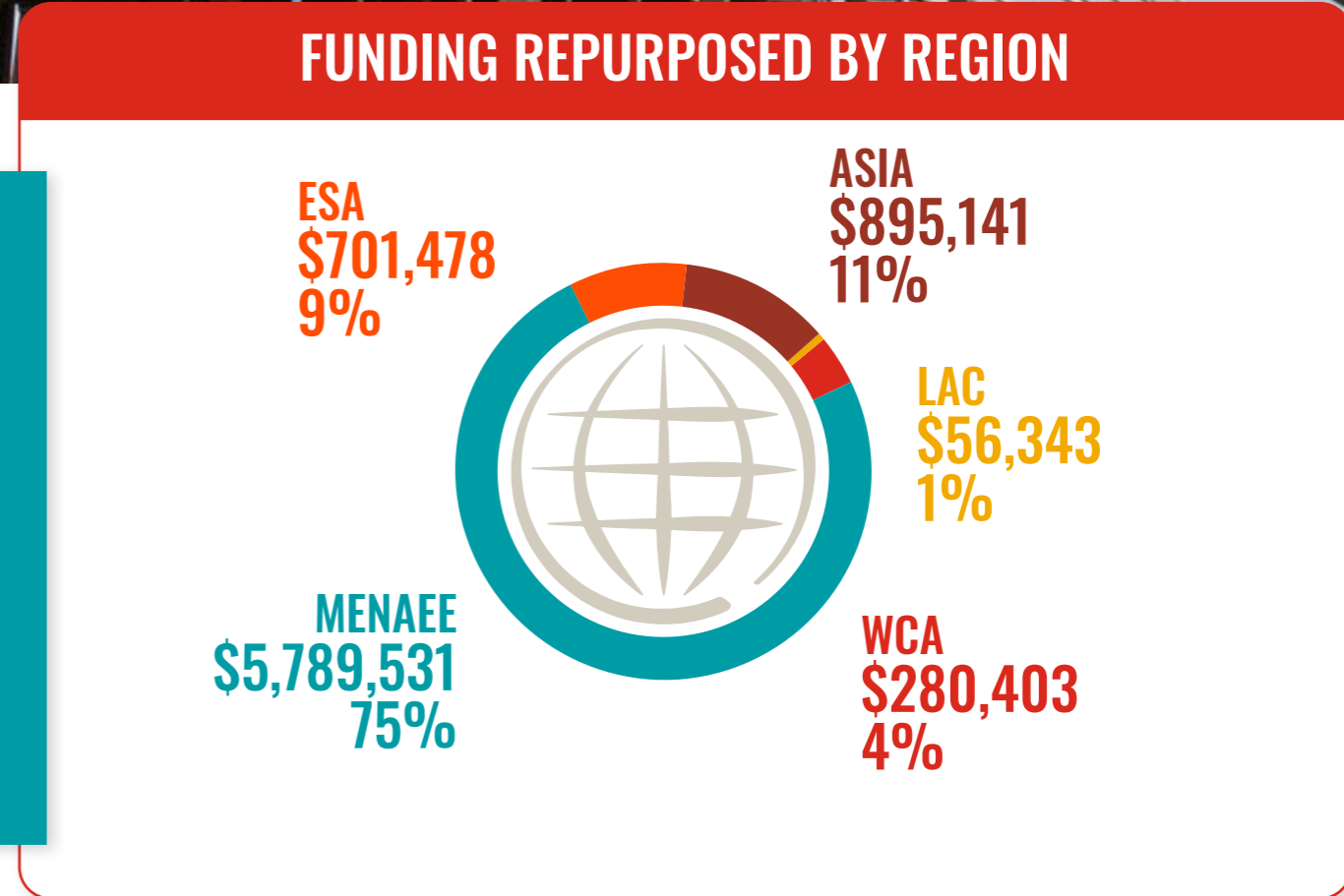
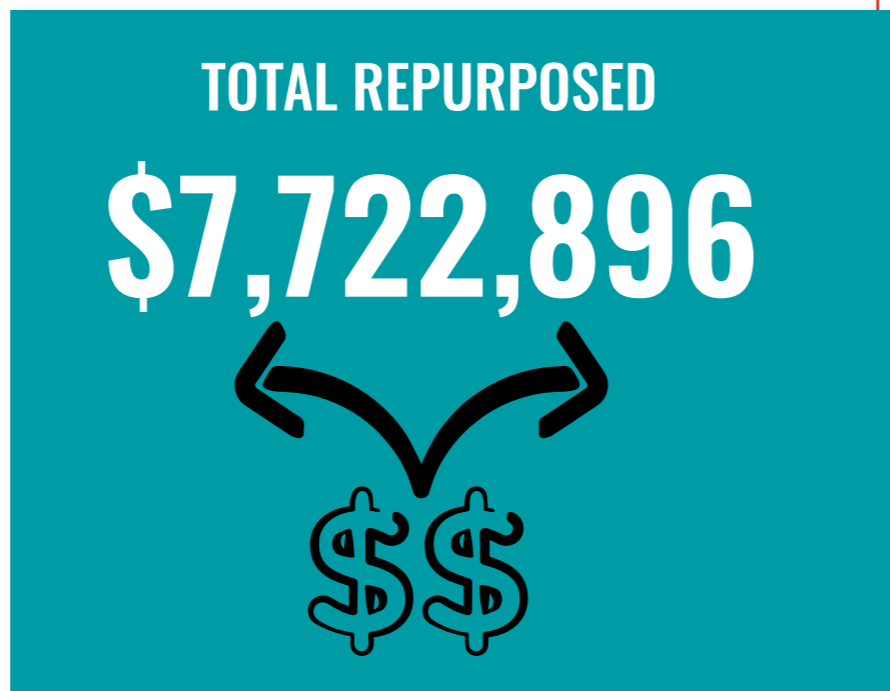
A primary school building tilted due to the earthquake and supported by bamboo, Myanmar

**SPOTLIGHT ON:
FLEXIBILITY IN ACTION**

Repurposing funding remains a key approach for maintaining operational agility in fast-changing humanitarian contexts. In 2025, IOs used the HF's flexibility to redirect resources when original plans were overtaken by new needs, shifting security conditions, or delays in other funding.

In the occupied Palestinian territory, more than \$5.2 million was repurposed to sustain essential services when large-scale displacement and disrupted supply routes rendered original activities unviable. Funds were redirected from planned cash programming to rapid response mechanisms and from routine health and nutrition activities to infrastructure upgrades required to keep facilities operational.

In Myanmar, approximately \$513,000 was repurposed as new shocks, including flooding and intensified conflict, exposed urgent gaps in cash, WASH, and emergency shelter needs. This enabled teams to pivot from pre-planned distributions to life-saving assistance aligned with emerging hazards and access windows.



SPEND

Manal*, 8, in her family's new business in Taiz, Yemen

OVERVIEW

In 2025, the total spend on HF awards amounted to \$87.5 million, representing 17% of cumulative spend since its inception in 2021 (\$505.7 million).

The spend was highest between 2022 and 2024. This elevated level was driven by exceptional contributions to Ukraine and the regional crisis, which brought the total contributions to \$210 million in 2022 and \$114.7 million in 2023. Although contributions declined to \$65.9 million in 2024 (the lowest level since 2021, when \$54.8 million was received), previously secured funding sustained higher spend levels through 2024.

2025 marks the first significant year-on-year decline, with the spend decreasing by \$50.2 million (57%) in 2025 compared to 2024. The reduction reflects lower contribution levels over the period.

Following the transition to a new financial coding structure in early 2025, the spend is now reported across six Donor Reporting Codes (DRCs) on HF awards: Staffing, Response, AA, Emergency Preparedness Planning, Equipment, and Shared Direct Costs. The spend under the new DRCs totalled \$66.4 million, accounting for 76% of total 2025 spend. Of this amount, 68% supported direct response activities and 20% covered staffing costs, with the remaining balance supporting Shared Direct Costs, AA, Emergency Preparedness Planning, and Equipment.

The spend on legacy DRCs, totalled \$21.1 million (24%) and is expected to decline further in 2026 as remaining awards close.

2021 – 2025 SPEND BY DONOR REPORTING CODES (PREVIOUS APPROACH)

PREVIOUS DRCs	ASIA	ESA	LAC	MENAE	WCA	TOTAL	%
Humanitarian Strategy & Design	\$5,650,351	\$13,989,641	\$5,691,699	\$17,210,648	\$7,524,100	\$61,402,747	14%
Humanitarian Delivery	\$35,710,582	\$60,564,496	\$18,940,908	\$192,538,369	\$37,686,156	\$348,100,375	79%
Shared Direct Costs	\$3,637,269	\$7,554,669	\$2,618,905	\$10,629,080	\$5,418,671	\$29,866,022	7%
GRAND TOTAL	\$44,998,202	\$82,108,806	\$27,251,512	\$220,378,097	\$50,628,926	\$439,369,145	100%

2025 SPEND BY DONOR REPORTING CODES (NEW APPROACH)

NEW DRCs	ASIA	ESA	LAC	MENAE	WCA	TOTAL	%
Staffing	\$1,106,961	\$1,679,726	\$713,525	\$7,636,147	\$1,045,000	\$13,494,082	20%
Response	\$4,491,506	\$5,624,204	\$781,241	\$31,021,348	\$3,204,261	\$45,122,560	68%
Anticipatory Action	\$9,746	\$253,828	\$1,059,337	\$235,204	\$162,123	\$1,720,237	3%
Emergency Preparedness	\$272,791	\$386,583	\$6,487	\$111,022	\$64,010	\$840,892	1%
Equipment	\$7,183	\$31,689	\$14,710	\$67,225	\$5,594	\$126,401	0%
Shared direct costs	\$572,843	\$1,194,462	\$212,606	\$2,202,381	\$863,996	\$5,046,288	8%
GRAND TOTAL	\$6,461,030	\$9,170,493	\$2,787,904	\$41,273,326	\$5,344,983	\$66,350,459	100%

SPEND BY YEAR



SPEND VS ALLOCATIONS



LOOKING AHEAD



Polin, 10 smiling in his renovated school, Cambodia

HUMANITARIAN OUTLOOK FOR 2026

Needs are rising across conflict, climate and displacement crises, while shrinking humanitarian space and constrained financing will test the continuity of essential services for children.

Children face yet another difficult year. Needs are increasing across high-intensity and protracted crises, driven by overlapping shocks: escalating conflicts (e.g. Sudan, Gaza, Myanmar), intensifying climate extremes, and new displacement flows. Vulnerability is also deepening in fiscally constrained middle-income settings, where public systems are weakening and essential services are deteriorating. At the same time, the escalation between Iran, the United States and Israel is introducing an additional layer of regional instability, with the potential to amplify humanitarian risks across already fragile contexts in the rest of the world.

Humanitarian space is expected to narrow further. Access will increasingly depend on locally negotiated arrangements amid tighter bureaucratic controls, heightened security risks, digital surveillance, and the growing politicisation of aid. In many contexts, local organisations will remain the most viable first-line responders, but their ability to operate will depend on meaningful risk-sharing and proportionate compliance frameworks.

The financing environment is expected to remain constrained and selective. Traditional donor budgets are likely to stay under pressure; pooled funds (in particular UN pooled funds) face growing strain; and allocations may increasingly reflect geopolitical priorities. At the same time, the ongoing Humanitarian Reset is likely to reshape parts of the response architecture in 2026, with a stronger emphasis on prioritisation, localisation and cost efficiency. In this context, the predictability and flexibility of funding will determine whether essential services can be sustained, adapted, or rapidly reactivated when other resources fall short.

For SC, the implications are clear: 2026 will demand sharper prioritisation, more adaptive operating models, and strong delivery tools. Flexible, predictable pooled funding will remain a critical stabiliser, enabling continuity of services, investment in AA, and locally led responses. Ultimately, the quality of funding will be decisive in protecting children's access to care, learning, and protection in 2026.

General views of the displacement camp after snowfall, northeast Syria






Daili Soudan / Save the Children

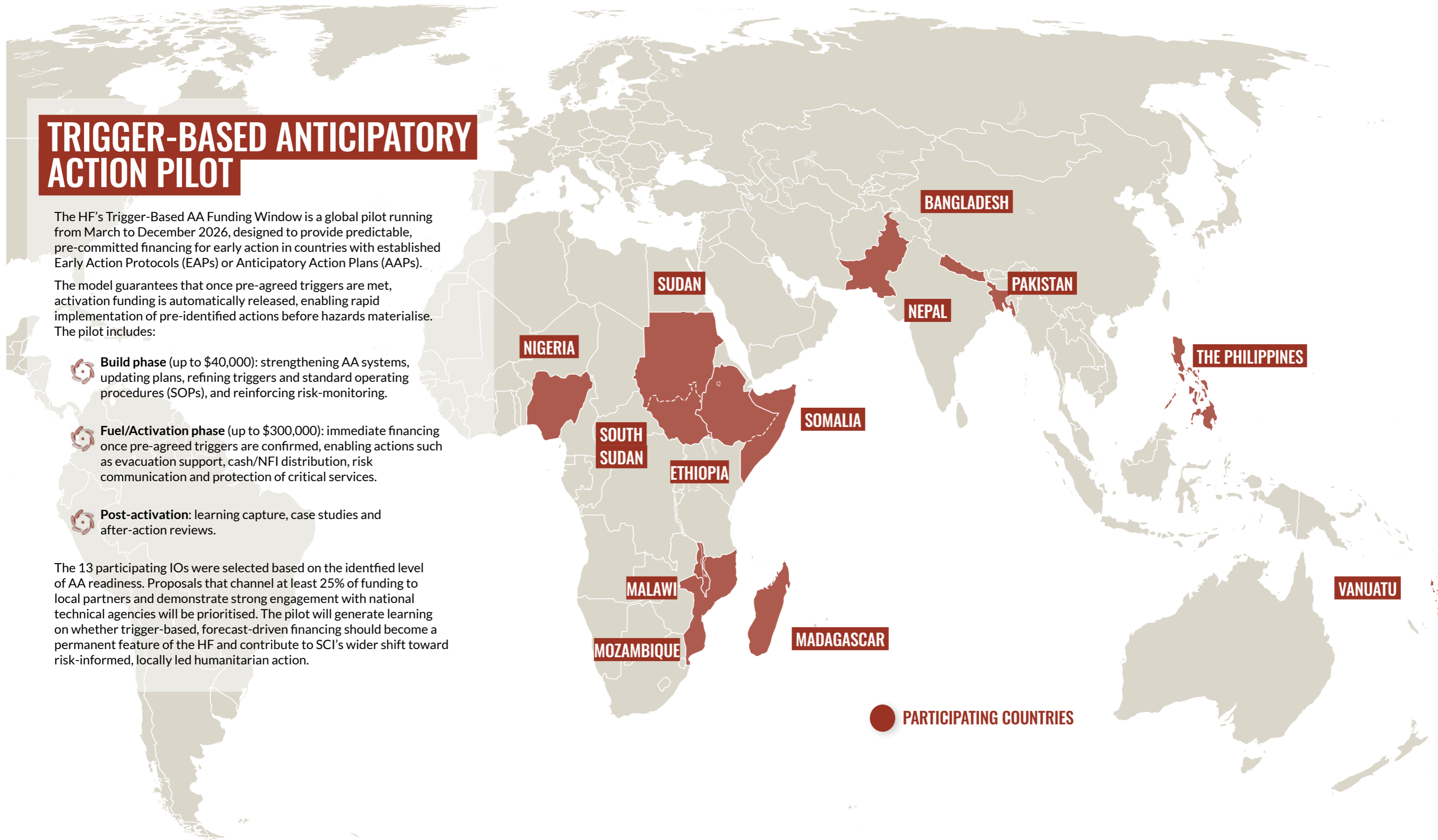
TRIGGER-BASED ANTICIPATORY ACTION PILOT

The HF's Trigger-Based AA Funding Window is a global pilot running from March to December 2026, designed to provide predictable, pre-committed financing for early action in countries with established Early Action Protocols (EAPs) or Anticipatory Action Plans (AAPs).

The model guarantees that once pre-agreed triggers are met, activation funding is automatically released, enabling rapid implementation of pre-identified actions before hazards materialise. The pilot includes:

-  **Build phase** (up to \$40,000): strengthening AA systems, updating plans, refining triggers and standard operating procedures (SOPs), and reinforcing risk-monitoring.
-  **Fuel/Activation phase** (up to \$300,000): immediate financing once pre-agreed triggers are confirmed, enabling actions such as evacuation support, cash/NFI distribution, risk communication and protection of critical services.
-  **Post-activation:** learning capture, case studies and after-action reviews.

The 13 participating IOs were selected based on the identified level of AA readiness. Proposals that channel at least 25% of funding to local partners and demonstrate strong engagement with national technical agencies will be prioritised. The pilot will generate learning on whether trigger-based, forecast-driven financing should become a permanent feature of the HF and contribute to SCI's wider shift toward risk-informed, locally led humanitarian action.



LAUNCH OF THE UPDATED HF HANDBOOK

In March 2026, the HF will launch a revised Operations and Compliance Handbook, an important milestone in strengthening governance, transparency and responsible stewardship of flexible humanitarian funding. The updated edition brings together improvements introduced across 2023–2025 and reflects extensive consultation with IOs, Members and Regional Offices. It responds directly to the evolution of the HF since its creation in 2021, ensuring it remains responsive and fit for purpose amid wider sector changes, including tighter funding environments and evolving humanitarian delivery models.

The handbook provides a clear, end-to-end overview of the HF: how contributions are made, how funding modalities work, how IOs apply for and manage allocations, and how accountability and compliance are upheld. It also sets out the HF's core principles: agility, adaptability, predictability, needs-based allocation, accountability, anticipatory, and locally-led. Together, these principles underpin the HF's position as one of the largest NGO-managed humanitarian pooled funds.

For IOs, the updated handbook simplifies processes that were previously dispersed across multiple guidance notes. It clarifies expectations, reduces ambiguity, and supports teams to navigate the HF with greater ease. For donors, the handbook can strengthen confidence in the HF's stewardship model. It outlines the decision-making criteria, accountability framework, financial oversight mechanisms, risk-based monitoring, and clear rules on eligible and ineligible costs. Together, these reinforce that flexible funding is managed responsibly, transparently and in line with organisational policies.

Overall, the updated handbook positions the HF to operate as a simple, accessible and accountable funding mechanism, one that enables country teams and local partners to deliver timely, needs-driven responses when they matter most.

An empty classroom in a school that switched to online learning due to power outages, Ukraine



Cargo plane delivering aid at Port Sudan airport, Sudan

Hamid Abdulsalam / Save the Children

NEW HF SYSTEM

A key priority for the HF has been to make the application and reporting process simpler, faster, and more intuitive for IOs. To support this, a new HF Portal is being launched, bringing applications, and reporting into a single, streamlined platform. The Portal is designed not just as a system upgrade, but as the foundation for a more accessible, responsive and data-driven HF.

By simplifying the workflow and bringing everything into one place, the Portal will allow IOs to spend more time responding to crises and less time navigating administrative processes. At the same time, the improved data capture and real-time visibility it provides will strengthen oversight and enable the HF team to make clearer, faster and better-informed decisions.

BY JUNE 2026

All HF applications from IOs will be submitted through the new HF Portal. This provides a more user-friendly experience for IOs, streamlines the process, reduces administrative burden, and shortens the time between an emerging need and an approved allocation.

BY JULY 2026

By June 2026, all reporting will move into the new HF Portal. This means better visibility of active balances, spend, repurposing and compliance.



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