

From large donors to the humanitarian system¹

Germany, the United Kingdom, Sweden, Norway, Canada, the Netherlands, the EU, Japan, Switzerland, Spain, Denmark, Finland, Estonia, Ireland, Austria, Poland, Belgium, Türkiye, Iceland, Australia, New Zealand

10 June 2025

To

The Chair of the Inter-Agency Standing Committee

H.E. Thomas Fletcher

Under-Secretary-General for Humanitarian Affairs

Emergency Relief Coordinator of the United Nations and

Undersecretary-General, dear Tom,

We would like to thank and commend you for initiating critical reform efforts under the “*Humanitarian Reset*”, as set out in your letter of 10 March, and are following the difficult discussions and decision-making in delivering this reform which is needed urgently to provide humanitarian assistance more efficiently in light of the enormous needs and the current funding crisis.

As donors which together account for almost two thirds of the current funding to the humanitarian system, we strongly support the suggested course of action and are looking to the IASC for its active engagement at this defining moment for the humanitarian community. We are committed to supporting your collective efforts, in close consultation with NGO and local partners.

In this spirit, the attached note sets out areas where we believe bold action is necessary to enable a lighter, more effective and efficient system to take hold. We have convened on the following concrete asks to the systems and offers as donors and are hoping that you all can embrace these in moving forward. Would you kindly share this note with all IASC members and its standing invitees.

With best wishes,

¹ Currently representing more than 60% of the funding to the humanitarian system in 2025.



Ina Heusgen

Humanitarian Director, Germany



Sofia Karlsson

Humanitarian Director, Sweden



Matthew Wyatt

Humanitarian Director, United Kingdom



Svein Michelsen

Humanitarian Director, Norway



Nathalie Olijslager

Humanitarian Director, The Netherlands



Dominik Stillhart

Humanitarian Director, Switzerland



Matthieu Kimmell

Humanitarian Policy Director, Canada



Marie-Louise Koch Wegter

Humanitarian Director, Denmark



Maris Tippo

Humanitarian Director, Estonia



Anna Vitie

Humanitarian Director, Finland



Hande Sari

Deputy Humanitarian Director, Türkiye



Steve Scott

Humanitarian Coordinator, Australia

D
Ministry of Foreign Affairs, Japan

Kazuho Taguchi

Humanitarian Director, Japan



Nicole Mc Hugh

Humanitarian Director, Ireland



Hanna Jahns

Humanitarian Policy Director, ECHO



Christian Brunmayr

Humanitarian Director, Austria



Roger Ball

Unit Manager Hum. Management, New Zealand



Pieter Vermaerke

Humanitarian Director, Belgium



Aleksandra Piątkowska

Director for Development Cooperation, Poland



Anna-Pála Sverrisdóttir

Humanitarian Director, Iceland



Lucia Prieto Ríos

Humanitarian Director, Spain

Suggestions for bolder action in line with Humanitarian Reset

1) Simplify the Humanitarian Program Cycle and focus on people's priorities

OCHA and UN agencies:

- Establish a drastically simplified and more agile humanitarian program cycle, which firmly places people's needs and protection at the center of collective humanitarian action.
- Introduce an objective humanitarian needs assessment based on comparable evidence around severity of needs, and ensure that Humanitarian Response Plans are informed by crisis-affected people's own priorities.

Donors:

- Support the humanitarian reset and the prioritization decisions and reform processes led by the ERC as chair of the IASC, and welcome transparent communication regarding both the process and results to ensure broad ownership.

2) Empower RC/HCs, eliminate agency competition in the field

OCHA, UNSG and UN agencies:

- Establish direct reporting lines / accountability between RC/HC and country directors of humanitarian UN agencies, funds and programs and strengthen their capacity for coordination protection and the nexus.
- Ensure all RC/HCs leading pooled funds are fully able to do so effectively. Strengthen the role of donors in pooled fund decision-making.

Donors:

- Strengthen and support OCHA's mandate and ensure that individual agencies and funds deliver on collective strategies towards shared outcomes — avoiding turf battles, competition and mandate-driven fragmentation.
- Donors will hold individual agencies accountable for their engagement and contribution to the reset.
- Empower HC/RCS by making more use of pooled fund mechanisms.
- Prioritize flexible, multi-year donor funding to enable a needs-based response that reflect people's priorities.

3) Adjust coordination

OCHA and UN agencies:

- Streamline and right-size coordination architecture at global level and at national level under the leadership of the RC/HC, whilst preserving critical technical capacities.
- Jointly incentivise more local leadership and stronger sub-national coordination, including through area-based, multi-sectoral coordination at sub-national level.

4) Reinforce localization through pooled funds (e.g. CBPFs)

OCHA and RC/HCs:

- Through pooled funds, prioritise and maximise funding to local and national organisations, and notably women-led and other at-risk groups/organisations, except where international actors have a clear comparative advantage, and promote more equitable partnerships. In this regard, increase the meaningful participation of local actors in the funds' work.
- Ensure that the CBPFs set-up is improved to ensure they are effectively, efficiently and transparently managed and led.

Donors:

- Reinvigorate the engagement for and commitment to locally-led humanitarian action, including meaningful participation and leadership, while holding individual agencies accountable for their progress on localisation.
- Channel substantially more funding through the full range of humanitarian pooled funds, e.g. CBPFs and other relevant funds.

5) Centralize and pool common services and collective responsibilities

OCHA and relevant Agencies:

- Ensure that services, such as data and analysis, transport, safety and security, logistics and infrastructure are shared, coordinated and centrally funded. Share and consolidate back-office functions.
- Ensure capacities for collective responsibilities such as the Centrality of Protection and cross-cutting issues (e.g. gender, climate, anticipatory action) and enablers such as access negotiations and humanitarian diplomacy are maintained and centralized at context level/within HCTs and available for the entire humanitarian community, premised on synergies and jointness (i.e. interoperability, data sharing agreements, referral pathways, area-based coordination).
- Reduce/eliminate pledging conferences.

6) Enable an integrated approach to planning and implementing the programme cycle in the longer term

OCHA, UNSG and UN agencies:

Under the leadership of the RC/HCs, transform the humanitarian programme cycle to an integrated approach, enabling humanitarian, development and peace actors to jointly develop collective outcomes and work in a coordinated manner.