SUMMARY

15 key parameters for the Fundraising Strategy 2019-2021 have been identified to address successfully the fundraising challenges. The Fundraising Strategy 2019-2021 itself consists of 2 objectives and 11 expected results.

The Fundraising Strategy covers “donor income” so excluding the income resulting from membership fees which are referred to in the Membership Strategy 2019-2021.

The objectives read as follows:

**Objective A**

*Develop total yearly donor income of 3 million CHF for the implementation of the ICVA Strategy 2019-2021.*

The concern is the sustainability of the income budget. To this effect, the funding base needs to be consolidated and broadened. Priority is given to government donors. Renewal of multi-year grants with existing donor governments is the priority while increasing the potential with other governments and philanthropic foundations.

**Objective B**

*Strengthen the understanding of ICVA’s value proposition to consolidate and attract a strong and representative supporter base.*

ICVA is strengthening its communication capacity to better communicate to different target groups and foster engagement of critical stakeholders such as donors and ICVA members.

Organisations need to be able to understand at once the justification of their support to ICVA. Additional communication tools (eg. Case for support sheet) are to be developed. Building on the 2017 dialogue with donors and members to develop the ICVA Strategy 2019-2021, ICVA Secretariat’s dialogue with donors and members is consolidated for the socialisation of the 2019-2021 Strategy.
1. **PROCESS**


The general direction of the Fundraising Strategy 2019-2021 was adopted by the ICVA Board on 23 May and its revision validated by Board delegation by the Finance and Administration Committee on 18 July 2018.

2. **CONTEXT**

ICVA works in a complex, competitive and rapidly evolving environment. The sector was shaken at the start of 2018 following sexual abuses within NGOs. Addressing the concern on the accountability systems put in place by NGOs is at the centre of the humanitarian system. Lastly, ICVA as a member-led organisation, finds its legitimacy in the diversity of its membership.

ICVA needs to be able to demonstrate strong added value to be able to access funds. It relies on its yearly “Impact Study” and on the development of its Monitoring and Evaluation system based on the Theory of Change.

3. **FUNDING**

Government grants and a grant from a philanthropic Foundation allowed ICVA to grow from 2009 to today and to diversify its donor basis. Total incomes in the table below include the membership fees.

```
<table>
<thead>
<tr>
<th>Year</th>
<th>Total Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1.0</td>
</tr>
<tr>
<td>2010</td>
<td>1.5</td>
</tr>
<tr>
<td>2011</td>
<td>2.0</td>
</tr>
<tr>
<td>2012</td>
<td>2.5</td>
</tr>
<tr>
<td>2013</td>
<td>3.0</td>
</tr>
<tr>
<td>2014</td>
<td>3.5</td>
</tr>
<tr>
<td>2015</td>
<td>4.0</td>
</tr>
<tr>
<td>2016</td>
<td>4.5</td>
</tr>
<tr>
<td>2017</td>
<td>5.0</td>
</tr>
<tr>
<td>2018</td>
<td>5.5</td>
</tr>
</tbody>
</table>
```

*Note: ICVA hosted SPHERE until end of 2016*
4. **KEY PARAMETERS**

An important part of the Fundraising Strategy development is to fix priorities on the issues which are judged to have higher importance to ICVA at this moment of time. 15 key parameters have been identified for the Fundraising Strategy 2019-2021.

1. **RESPONSIBILITIES**: Fundraising needs to be a collective effort built on well-defined roles and responsibilities (Secretariat with overall responsibility of Executive Director, Finance and Administration Committee, Board). It needs clear cut processes as well as core set of fundraising tools.

2. **SUSTAINABILITY**: 3-year budget to ensure sustainability.
   
   *Baseline 2018: at mid-2018, 30% of 2019 budget secured.*

3. **CONTINUITY**: 3 million CHF/year as estimated donor budget for the implementation of the Strategy 2019-2021 (in addition to the total membership fees of approx. 0.5 million/year).
   
   *Baseline donor budget 2018: 2,868 million CHF (3.354 million CHF total budget with membership fees).*

4. **DIVERSITY**: Diversity of portfolio of donors between 8 and 14. Engage with emerging countries for the diversity of funding and partnerships (i.e. Indonesia, Turkey). Increase relationship with Foundations and additional governments to diversify the portfolio of donors.
   
   *Baseline 2018: portfolio of 10 donors.*

5. **INDEPENDENCE**: Systematic analysis on dependency and perception of dependency to agency/donor. A forecast more than 25% of the total yearly donor budget by one donor requires institutional decision at Finance and Administration Committee level.
   
   *Baseline 2018: highest individual donor contribution is 19%.*

6. **ETHICS**: Put in place chart of ethics.

7. **UNRESTRICTED FUNDS/FLEXIBLE**: As much as possible negotiate unrestricted funds (support to the full strategic plan). Targeted funding for activities (e.g. Annual Conference; consultations UNHCR or IOM) or short-term projects.
   
   *Baseline 2018: 50/50 (50% of donor unrestricted funds).*

8. **MULTI-YEAR**: As much as possible negotiate multi-year funding.
   
   *Baseline 2018: Ratio 80/20 (80% as part of multi-year donor funding).*

9. **STRATEGY**: All funding to support implementation of the strategy.

10. **INTEGRITY**: Transparency with staff on budget perspectives.

11. **REALISTIC**: Accounting and administrative systems can support management of new grants.

12. **PRO-ACTIVE COMMUNICATION**: Pro-active communication to keep donors engaged and for them to use certain services.

13. **OPPORTUNITIES**: Build the flexibility to react to new opportunities or to curtail activities/attempts that are either not practical or not “profitable”.

14. **CELEBRATE**: Celebrate with team signature of grants.

15. **MONITOR**: At least once a quarter, step back and check how we are doing. Yearly internal assessment.
5. STRATEGY

Mission
The Fundraising Strategy is guided by the overall mission for ICVA, formulated as follows:

A global network of non-governmental organisations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.

Objectives
- **Objective A** - Develop total yearly donor income of 3 million CHF for the implementation of the ICVA Strategic Plan 2019-2021
- **Objective B** - Strengthen the understanding of ICVA’s value proposition to consolidate and attract a strong and representative supporter base.

Strategy map
The strategy map captures how to achieve the objectives through a series of expected results. These expected results are stated according to four perspectives: Supporters, Capacities, Learning and Development and Resources to reflect the different requirements on ICVA to deliver.

The term “Supporters” includes all types of contributions, financial support through donations as well as services or influence by members. The strategy sets out to prioritize and develop the forms of support that provides best long-term value to ICVA. This is dominated by, but not limited to, financial contributions.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>A: Develop total yearly donor income at CHF 3 million for 2019-2021</th>
<th>B: Strengthen ICVA’s value proposition to attract a strong and representative supporter base</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supporters</strong></td>
<td>Deepen Relationship with Supporters</td>
<td></td>
</tr>
<tr>
<td>ER1: A robust case for support is developed and promoted</td>
<td>ER2: Awareness raising of ICVA’s mission, Strategy, activities and impact increases supporter’s trust</td>
<td>ER3: Members’ interests and the diversity of members is positioned at the heart of what we do</td>
</tr>
<tr>
<td><strong>Capacities</strong></td>
<td>Systematize, engage and innovate</td>
<td></td>
</tr>
<tr>
<td>ER4: Innovation to secure long-term revenue is stimulated</td>
<td>ER5: ICVA staff and members act as communicators/fundraisers</td>
<td>ER6: Member competences are leveraged to serve ICVA’s mission</td>
</tr>
<tr>
<td><strong>Learning &amp; development</strong></td>
<td>Develop skillsets and mindsets</td>
<td></td>
</tr>
<tr>
<td>ER8: Necessary competences to respond to strategic needs are enhanced and valued</td>
<td>ER9: Impact and member-oriented mind-sets are cultivated</td>
<td></td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td>Invest to grow</td>
<td></td>
</tr>
<tr>
<td>ER10: New processes and further information sharing are in place</td>
<td>ER11: Relevant resources to reach the fundraising objectives are put in place</td>
<td></td>
</tr>
</tbody>
</table>
6. WORK PLAN PRIORITIES 2018-2021

To achieve the objectives, the strategic orientation is to preserve and cultivate existing donors and concurrently broaden the donor base by applying the following priorities:

Priority action N°1
**Yearly work plans** on ICVA fundraising are developed, implemented and monitored with ICVA’s funding from Governments being strengthened and broadened, while securing necessary and predictable funds (multi-year funding).

Confirmed donor governments maintain or increase their level of funding to ICVA and are joined by additional governments and intergovernmental organisations, at least one per year.

Priority action N°2
An **ICVA Secretariat working group on fundraising** is put in place in May 2018. The Working Group gives support on the implementation of the work plans. Member support is a core part of the needed fundraising support. The overall responsibility of the fundraising remains at the level of the ICVA Executive Director.

Priority action N°3
**Outreach to selected philanthropic foundations** is strengthened/(re)engaged. Confirmed donor foundation (IKEA) maintains its level of funding to ICVA and is joined by additional donor foundations, at least two during the duration of the strategy (2019-2021).

Priority action N°4
Develop the opportunities with the **local authorities** for in kind donations (including Service de la Solidarité Internationale of the Canton of Geneva and Geneva City’s Delegation Genève Ville Solidaire (DGVS)).

Priority Action N°5
Update and/or develop additional **fundraising support material** and develop tools to contribute in making ICVA’s added value and services more explicit and accessible, especially for prospective members.
7. **EXPECTED RESULTS (ER) 2019-2021**

(See Strategy Diagram p5)

**ER1 - A robust case for support is developed and promoted.** Geared primarily towards donors, the case for support is a compelling tool accompanying the process of donor acquisition. It is a concise and straightforward document which positions ICVA towards the interests (strategic plans) of donors.

**ER2 - Awareness raising of ICVA’s mission, Strategy, activities and impact increases supporter’s trust.** Consolidate consistent communications with donors to reinforce/build trust and link to their interests.

**ER3 - Members’ interests and the diversity of members is positioned at the heart of what we do.** ICVA, as a member led-organisation is nurtured and legitimised by its membership.

In order to deliver, ICVA needs certain capacities. Four Expected Results identified to contribute for them to be in place:

**ER4 - Innovation to secure long-term revenue is stimulated.** The mobilisation for a long-time support of Foundations and local authorities - in particular- calls on ICVA’s innovation capacity as for ICVA it is a new kind of partnership. Engaging with regional funding will also call on innovative ways of working for ICVA.

**ER5 - ICVA staff and members act as communicators/fundraisers.** This will not only mitigate the risk that fundraising is in the hands of a limited number of staff but also leverage fundraising and communication efforts as a whole. While priority and efforts will be to capture unrestricted funds, this opens to the development of regional funding.

**ER6 - Member competences are leveraged to serve ICVA’s mission.** Members are the obvious link to the people in need, to the impact delivered by ICVA’s membership and to challenges met on the ground. For all these reasons, ICVA needs to leverage its members’ competencies and field experience as much as possible.

**ER7 - Processes are clarified, systematized and improved.** Processes always need improvement. We will be looking into them to improve clarity, consistency and agility.

**ER8 - Necessary competences to respond to strategic needs are enhanced and valued**

**ER9 - Impact and member-oriented mind-sets are cultivated**

**ER10 - New processes and further information sharing are in place**

**ER11 - Relevant resources to reach the fundraising objectives are put in place**

---

1 ER 8 and ER 9 - See Human Resources Strategy 2019-2021
2 ER 10 and ER 11 - See Communication Strategy 2019-2021