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Welcome by the Chair
The Chair of the ICVA Board, Ms Penny Lawrence (Oxfam GB) officially opened ICVA’s 16th General Assembly welcoming all to the meeting and thanking them for their presence. Ms Lawrence introduced the members of the Board, and thanked the ICVA Secretariat for the preparation of the 16th General Assembly.

Quorum: Ms Lawrence confirmed that there was quorum, as 40 of 78 total members were present. See Appendix 1 for the list of participants.

The Agenda (Appendix 2) was approved with no modifications. The Minutes of the 15th General Assembly were also approved, with the clarification that the list of members attended was in the annex available on the ICVA website.

Report from the Chair
Ms Lawrence, Chair of ICVA Board, provided a summary (Appendix 3) of ICVA’s main achievements during the last three years. This summary was structured around the following key areas:-

- *The environment in which humanitarian organizations have been operating.* The humanitarian sector is under a lot of strain and pressure due to the increase and severity of natural disasters, protracted crises in fragile and conflict-affected environments, and the increase in the number of displaced people. Emerging actors, including the private sector and middle income nations, have a pivotal role to play within the humanitarian system. It is NGOs that have a responsibility to ensure the humanitarian principles remain at the core of all humanitarian programming.

- *ICVA changes and progression.* The governing body, the ICVA Board, has made significant steps in guiding ICVA’s work, leading the reflection and critical analysis of the Strategy, and introducing Board committees for membership, policy and finance. ICVA Secretariat underwent a change in leadership, with Nan Buzard becoming Executive Director in 2013, and the establishment of the ICVA regional hubs in the same year has enabled ICVA to remain relevant and respond more effectively to members’ needs.

- *Key ICVA achievements in relation to the five focal areas.* Ms Lawrence summarized key highlights of the work within the five focal areas of forced displacement, humanitarian coordination, humanitarian financing, quality and accountability, and humanitarian principles, and including the World Humanitarian Summit.

- *The future… where to from here?* Since the last General Assembly in March 2012, ICVA has seen momentous change in both the humanitarian landscape and in how ICVA has responded with limited resources. Working closely with its members through the regional hubs and working groups, ICVA continues to ensure national NGO voices are heard in appropriate fora and, with the focused 2015-2018 Strategy, has the potential to do far more in connecting policy to practice and beyond.
Ms Lawrence finished her presentation by thanking all who worked with her during the past three years, and in particular Nan Buzard, the Executive Director, for her excellent leadership of the ICVA Secretariat.

Treasurer’s Report

Ms Rachel Hewitt, the Treasurer, presented the Treasurer’s Report (Appendix 4). She presented the financial reports for the years 2012-2014, noting that ICVA was able to present audit reports for the full period.

She began by summarizing the trends over the past three years. During this period ICVA’s overall budget has increased by 44% from CHF1.5million to CHF2.2million, largely due to the establishment of the regional hubs. Income has also grown steadily, with an increase in government funding, and multi-year grants. The hosting of the Sphere project, the regional hubs, more detailed workplan/ budget planning, and donor requirements have contributed to more complexity in accounting. The Secretariat have improved the finance in-house systems and controls, and introduced more professional support functions.

Ms Hewitt noted that the income trends in the last three years are in line with the strategy. The growth in membership was reflected in an increase in membership fees to CHF 350,000, though as a percentage of total income, the membership fees were down from 21% to 16%. The majority of ICVA’s income now comes from government funds. Funds have been secured from new donors (PRM, Australia, Nansen Initiative and Germany) and continues from valued existing donor partners.

The ICVA Secretariat in Geneva has remained small, so general programme costs over the three year period have remained about the same. However, there has been an increase in expenditure with the regional hubs and specific programme costs, in line with the strategy and improved outreach to members and other NGOs.

ICVA has felt the impact of the January 2015 changes in the Swiss National Bank policy. Although there was an immediate sharp reaction, currencies have since settled, and ICVA has analysed the potential impact, particularly where funding is in Euros, SEK or Norwegian Krona, and adjustments have been to the 2015 budget accordingly.

No major growth is planned for 2015 as ICVA consolidates its programme priorities around the 2105-2018 Strategy. The Secretariat has developed a useful funding tracker to support the fundraising strategy. For 2015 72% of funding is already secure, with a further 14% of renewable funding, and the Treasurer stated that this is a healthy position to be in going into 2015.

The Board supported a decision to use the reserves to fund investment in the regional presence in 2013, but now the reserves are growing again and are currently almost 25% of the annual spend. In December 2014, the Board approved the budget framework based on
the 2015-2018 Strategy, with the assumption that more detailed budgets will be confirmed as donor commitments are finalized.

**Reflection Sessions Group Discussion**
Participants were asked to form small groups and discuss
- two things that ICVA is doing well
- two things that ICVA needs to do better.

The groups reported back their comments listed in the table below:

<table>
<thead>
<tr>
<th>Things ICVA doing well</th>
<th>Things ICVA need to enhance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Great work of the regional hubs</td>
<td>• Improve accessibility (and readability) of ICVA reports and publications</td>
</tr>
<tr>
<td>• ICVA continuing to bring people together</td>
<td>• Increase engagement and visibility of Latin America and East Africa</td>
</tr>
<tr>
<td>• Providing opportunities for direct engagement with members in the regions</td>
<td>• Membership drive for non-european countries</td>
</tr>
<tr>
<td>• Strong engagement in current issues (eg MENA’s involvement in Middle East crisis)</td>
<td>• Actively coordinate with regional organizations (eg ASEAN)</td>
</tr>
<tr>
<td>• Advocacy with the UN</td>
<td>• Further increase engagement and communications with local/national NGOs in the regions</td>
</tr>
<tr>
<td>• Uptake of the Principles of Partnership</td>
<td>• Increase focus on humanitarian principles –especially access in conflict environments</td>
</tr>
<tr>
<td>• Focus on humanitarian financing</td>
<td>• Increase dissemination of members activities’ amongst the network</td>
</tr>
<tr>
<td>• Continued strong engagement with the IASC and Transformative Agenda</td>
<td></td>
</tr>
<tr>
<td>• Acting as a bridge between local realities and debates at global forums</td>
<td></td>
</tr>
<tr>
<td>• Good relationship with members- open and accessible</td>
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The chair summarized this session by acknowledging the great work ICVA is doing, and by noting the positive response to the regional hubs. She recognized the high expectations for the future as ICVA continues to deepen its engagement with members, broaden the membership base, and deepen the focus in the priority areas.

**2015-2018 Strategy**
Ms Mary Pack, Board member and chair of the Board Policy Committee, introduced the 2015-2018 Strategy by providing an update to the General Assembly on the process followed for developing the Strategy. Ms Pack reminded the General Assembly that the process to review the Strategy started in June 2014 and had been led and guided by the Strategy Advisory
group, a group of 11 interested member organization representatives from across the globe. In order to foster a consultative process, several mechanisms were developed to allow members the opportunity to engage and contribute to the strategy, including member focus group meetings in the regions, a consultative session with members in Geneva, and a convening of donors and government representatives also in Geneva, all providing insights into the work of ICVA and suggested directions for the organization. Members were encouraged to participate in a questionnaire about the strategy, and given opportunities to comment on the proposed Strategy. Ms Pack said that both the Advisory Group, the Board and the Secretariat had much appreciated the engagement and participation of members in the process.

Ms Pack then asked the Executive Director, Nan Buzard, and staff from the Secretariat to talk more about the Strategy.

Ms Buzard started by explaining that the 2015-2018 Strategy (Appendix 5) builds on what ICVA has been doing over the past few years, responds to the membership’s interests, and looks at how ICVA’s comparative advantages and strengths can be best used to address some of the current challenges including: the largest number of people forcibly displaced since World War II, the growing disregard of obligations under international humanitarian law, the imbalance of needs and resources, as well as the opportunities (including the substantial capacity of local and national actors, the growing diversity in funding sources, the use of technology) we see in the humanitarian sector.

The 2015-2018 Strategy aims to harness ICVA’s diversity, presence and position in advancing NGO priorities in the areas of forced displacement, humanitarian partnership, coordination and financing. The guiding values, developed by the Board, provide a road map of how the Secretariat approaches its work and planning. Ms Buzard went on to talk about the four focus areas set out in the Strategy, providing concrete examples of ICVA’s work in each area:

1. Forced displacement - the original focus of the ICVA when it was established over 50 years ago. The primary aim in this focus area is to support the collective advocacy of the network which ICVA will achieve through a range of activities, including:
   - The ICVA UNHCR working group
   - Supporting the development of NGO statements delivered to the UNCHR Standing Committee and EXCOM
   - Co-chairing with UNHCR their annual consultations with NGOs
   - Monitoring and engaging in different elements of UNHCR initiatives including the Structured Dialogues and around their Implementing Framework.

Ms Liliane Bitong, ICVA West Africa Regional Representative, talked about the various consultations ICVA held in West Africa that had brought together UN and UNHCR staff, representatives from NGOs, donors, and at least one of the consultations refugees. The consultations, an opportunity for different parties to exchange information and experiences of the Structured Dialogues, highlighted the need to have more interaction and discussion at the regional and national level regarding this good initiative from UNHCR.
2. Humanitarian Partnership is a big subject that means different things to different people – ICVA will focus on the following:
   - Advocate and seek policies that ensure better partnership approaches for NGOs
   - Support better UN relationships at regional levels through the ICVA hubs, in particular identifying and promoting good partnership behaviours, policy and practice with national NGOs, and ensuring that the Principles of Partnership infuse all of our work.
   - Facilitate dialogue and discussion around the humanitarian principles and accountability to affected people.

Mr Reza Kasai, ICVA MENA Regional Representative talked about the benefits of convening humanitarian organizations to discuss the relevance of humanitarian principles, their complementarity to faith based values, and the challenges of implementing these principles in the day to day work. A number of joint workshops were held in partnership with the ICRC in 2014, and similar events are planned for 2015.

3. Humanitarian Coordination – will focus on the IASC coordination mechanisms in particular. ICVA will:
   - Continue to convene an NGO working group on the IASC, and try to have a coherent NGO voice around the mechanisms.
   - Continue to ensure that ICVA’s membership diversity is represented at all IASC levels
   - Continue to monitor the NGO experience with the Transformation Agenda to show what is and what is not working
   - Continue to promote, support and monitor national NGO inclusion in coordination mechanisms such as humanitarian country teams and Clusters.
   - Enhance support to regional and country coordination bodies through peer support and good practice.

Ms Tanya Wood, Director of Partnerships and Policy, introduced the launch of the new NGO Coordination website, developed by ICVA in response to a need within the sector to have a tool to help strengthen NGO coordination in humanitarian situations. ICVA has been involved with NGO coordination for many years. The staff and Board have, in the past, been ambivalent as to how operational the organization should be regarding coordination, so the new website is seen as a positive step forward to support NGOs to engage with the inter-agency coordination mechanisms. She called on members and NGOs to use the new resource centre.

4. Humanitarian Financing – with a key focus on advocating for funding that is most effective and closest to humanitarian response, which is also where NGOs are. ICVA will continue to:
   - Bring together NGOs through the ICVA humanitarian finance working group to share good practice and figure out where to aggregate together
• Co-chair the IASC Humanitarian Financing Task Team (HFTT) with OCHA enabling members to directly engage on guidance documents and policy on how pooled funds should work
• Engage with the IASC working group on pooled funds, to advocate for more effective and equitable financing
• Seek to improve access to funding through research and analysis that identifies obstacles and provides practical recommendations of potential improvements.

Dr. James Munn, Asia Regional Representative, talked about the benefits of bringing together NGOs, UN agencies and donors to discuss humanitarian financing, in particular through the Future of Financing Workshops in partnership with World Vision, CAFOD and FAO. ICVA supported the workshops held in Bangkok and Amman. Dr Munn remarked that as compared to the first of the workshops in 2013, participants at the 2014 workshop had moved beyond expressing their frustrations, instead looking to propose solutions and build on the each other’s ideas.

Ms Buzard completed the presentation on the 2015-2018 Strategy by explaining how ICVA plans to achieve its objectives:

1. It is about membership. ICVA is a network – its power, credibility and its possibility is because of the membership. This includes how we work well together in our diversity and really focus on supporting national NGO engagement and voice.
2. ICVA is fundamentally a platform for consultation and collective action. It is based as much as possible on information, evidence, and good analysis.
3. The membership and the network have to engage beyond just talking to each other. There are many other actors and we have to proactively move forward in talking to others about the importance of humanitarian principles in humanitarian action, and not just speak to each other. This is about going to members states, going to donors, to really influence those who often have the power.
4. The network is supported by the Secretariat, who will strive to continue to maintain the confidence of the members and the donors to provide good financial practice, to communicate well, work through the Geneva office, which we do not anticipate growing (keep lean), and the regional hubs.

Questions from the Plenary
Ms Pack opened the floor for questions.

Responding to a question on how the Strategy will be rolled out and disseminated Ms Buzard replied that the Strategy will be translated in to French and Arabic, will be shared with all members and stakeholders, and will be launched in the regional hubs once translated. There was a comment on the use of equal access in the second guiding value in the Strategy and recommended that it would be preferable to have equitable, rather than equal access. Ms Buzard responded by acknowledging that it would indeed be better and recommended that the word be replaced in the final version.
In response to a question about the flexibility of the Strategy in the light of the World Humanitarian Summit, for example, being an event prior to the finish of the Strategy, Ms Buzard noted that it is important of the Secretariat to remain nimble and responsive to new and emerging issues, and at each annual review of the workplan and Strategy would evaluate, with guidance from the Board, what may or may not be needed to change.

There was a comment from the floor regarding the issue of climate induced migrants which is an increasing problem in Bangladesh, to which Ms Buzard responded that this was an issue that could be taken to the ICVA UNHCR working group to discuss potential joint advocacy.

The Chair congratulated the Secretariat for the presentation on the 2015-2018 Strategy commenting that it was good to see an outcome focused Strategy and better clarity on what ICVA is trying to achieve.

**Formal adoption of the 2015-2018 Strategy**
The members were asked to adopt the Strategy in the afternoon sessions, allowing time for members to reflect and ask the Secretariat and Board more questions.

The 2015-2018 Strategy was adopted unanimously.


**Proposed Amendments to the Statutes**

Board member Fred Koome (RCK), chaired the session on proposed amendments to the Statutes to be approved by the General Assembly (Appendix 7). Mr Koome referred to the Statutes on the process for proposing amendments, and clarified any proposed amendments can only be adopted if there is a two thirds (2/3) majority of members present and voting. He explained the process that had been followed for reviewing the Statutes, explaining that the Board and members had proposed changes to the Statutes. The amendments were proposed to provide clarity with regard to ICVA membership criteria, any change of representative on the ICVA Board, and the due diligence process for membership. The Board also proposed to introduce electronic voting for the ICVA Board.

When he had finished presenting each of the proposed amendments the floor was opened for questions.
- There was a suggestion that there should be a written guidance note on the process for electronic voting. This was acknowledged as good practice and guidelines will be written under the auspices of the new Board.
- A question was posed on what would happen in the event of the Board unable to agree on the substitute, if a member agency wishes to change their representative, and a recommendation that a process should be put in place.
- It was commented that there was no provision to appeal on decisions about suspension or termination of membership. It was agreed if a complaints mechanism was required then it should be proposed at the next General Assembly.
- It was suggested that Arabic should be added as a working language for ICVA considering the regional hub in MENA and several Arabic members. The Secretariat added that this proposal had not been received within the necessary deadlines for submitting a proposed amendment to the Statutes, but intended to improve the translation of certain documents into French and Arabic.

Mr Koome then went on to ask the members to adopt all the proposed amendments in one single vote. The proposed amendments were adopted.

Appendix 8: Statutes approved by the General Assembly.

Presentation of Board candidates
The chair introduced the Nominations Committee, consisting of Rachel Hewit (Treasurer), Michael Gallagher (JRS) and Pascal Daudin (ICRC) and reported on the nominations process. 14 members organizations had submitted candidates. Written presentations of 13 of the candidates had been made available to the members prior to the General Assembly. The Chair explained that voting would take place immediately after the presentations of the candidates, with each member organization able to give one vote each to up to nine of the nominees. Three of the candidates were not physically present, two of them made a video presentation, while the Chair read a letter from the third. The floor was then given to the nominees for two minutes in order for them to introduce their candidature to the plenary.

The Chair, Ms Lawrence, reminded members to consider gender, Board rotation, southern NGO and nominees’ capacity to contribute to ICVA when casting their votes. Diversity would also be considered by the newly elected Board when it co-opts two other members.

Election of new Board
The Nominations Committee led by Michael Gallagher announced the results of the Board election. He thanked all the organization for submitting strong candidates, and commented that the elections process had been clearly followed, with no invalid ballots.

- Action Contre la Faim (ACF) - Mr Mike Penrose
- Asia Pacific Refugee Rights Network (APRRN) - Mr Anoop Sukumaran
- Community and Family Services International (CFSI) - Mr Vladimir Hernandez
- International Medical Corps (IMC) – Ms Mary Pack
- Mercy Malaysia - Mr Faizal Perdaus
- Norwegian Refugee Council (NRC) - Mr Arvin Gadgil
- Office Africain pour le Développement et la Coopération (OFADEC) - Mr Mamadou Ndiaye
- Plan International - Mr Roger Yates
- Refugee Consortium of Kenya - Ms Leila Muriithia
The Chair thanked all candidates for standing.

**Election of the Chair**
There was only one candidate for the Chair – Faizal Perdaus from Mercy Malaysia, was asked to leave the room while the members raised their voting cards in favour.

Faizal Perdaus was elected as Chair.

The Chair Ms Lawrence – congratulated the new Chair and thanked the Elections Committee.

**Closing**
The outgoing Chair thanked all the participants for coming to the General Assembly, and their active participation. She also thanked the Secretariat, the outgoing Board and all interpreters.

In turn the newly elected Chair, Mr Faizal Perdus thanked Ms Lawrence for her excellent leadership.

The meeting was closed.

Penny Lawrence  
ICVA Chair 2012-2015

Nan Buzard  
Executive Director

These Minutes will be formally adopted at the 17th General Assembly in 2018.