



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION



# STRATEGIC PRIORITIES 2022-2024

**ICVA 18TH GENERAL ASSEMBLY**  
18 & 19 MAY 2021

**The ICVA 2030 strategic framework will be implemented by a series of three-year and annual plans guided by strategic priorities derived from the overarching vision.**

The 18th General Assembly on 18th and 19th May 2021 approved the Strategic Priorities 2022-2024 proposed by the Board.

**These priorities are drawn from the 2030 strategic vision, providing a more specific focus for the period 2022-2024.**

On the basis of these priorities, the Secretariat will develop a three-year plan 2022-2024 for Board approval in November 2021. The plan will include specific choices on content of ICVAs work, enabling strategies, the resource planning and requirements and a set of performance indicators.

**The Strategic Priorities 2022-2024 follow context, strategic aspects, key initiatives and what success looks like.**

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# Focus Area 1

## Forced Migration

### Context

- Conflicts, generalised violence, serious human rights violations and climate devastation have long been among the complex and interlinked drivers of forced migration. This ever-increasing trend is expected to continue in the upcoming decade.
- Moreover, a couple of years after the affirmation of the Global Compact on Refugees (GCR), the COVID-19 pandemic emerged as a global disruptor to the provision of assistance, protection and durable solutions to a wide range of displaced populations, with potential major mid- and long-term ramifications, particularly on access to rights and services.

### Strategic priority/aspects

- We<sup>1</sup> continue to follow developments on the ground, in laws, policies and practices, ensuring NGOs have timely access to quality information and can influence such developments at all levels.
- We continue to engage in selected human mobility governance processes at global and regional level, focusing on refugees, IDPs and migrants in vulnerable situations.

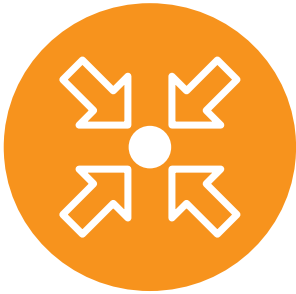
### Key initiatives

- **Global Compact on Refugees arrangements**, including the second Global Refugee Forum to be organised in 2023, with a continued focus on protection and durable solutions for displaced populations.
- **UNHCR's Strategic Framework for Climate Action** and similar initiatives by NGOs and other international organisations designed to tackle forced migration linked to environmental hazards.
- Follow up to the recommendations from the **High-Level Panel on Internal Displacement**.

### What success looks like

- Further increased influence and impact on humanitarian policy and practice within ICVA's focus areas and translation of humanitarian principles into action.
- Identified and integrated environmental dimensions into our work within focus areas or as distinct initiatives impacting policy and practice related to identifying, responding to and mitigating climate related humanitarian crises.
- An established track record of effective partnerships with people and organisations closest to humanitarian crises; with other networks, and other sectors in supporting and influencing humanitarian work.

1. « We » refers to ICVA network (secretariat and ICVA members)



## Focus Area 2 Coordination

### Context

- Coordination helps diverse humanitarian actors operate more efficiently and effectively in relation to one another. A variety of coordination mechanisms bring together an increasing number of actors, at global, regional, national and sub-national levels, however it can be challenging for NGOs to understand and influence these mechanisms.

### Strategic priority/aspects

- We<sup>2</sup> strengthen the collective ability of NGOs to engage with and influence a range of existing or emerging coordination mechanisms, to ensure they are inclusive, contextualised and fit-for-purpose in supporting principled and effective humanitarian action.

### Key initiatives

- Engagement with and support of the work of the **Inter-Agency Standing Committee (IASC)**, including through championing greater inclusion and leadership of diverse NGO representation in all coordination mechanisms at global, regional and national levels.
- Intensification of investments in supporting **NGO Fora** as central actors within national coordination structures, addressing impediments to principled NGO action, and continuing advocacy for alternative models of coordination to support principled and effective humanitarian assistance today and in the future.

### What success looks like

- NGO engagement leads to improvement in existing IASC structures and prompts collective action on creating a more inclusive and fit-for-purpose humanitarian system.
- Agile and effective partnerships between ICVA and NGO Fora improve humanitarian operations and in all humanitarian contexts NGOs benefit from stronger links to global policy, advocacy and coordination support efforts.

2. « We » refers to ICVA network (secretariat and ICVA members)



## Focus Area 3 Financing

### Context

- The key strategic action areas of the High-Level Panel on Humanitarian Financing in 2016 remain valid today: 1) reducing the needs (i.e., burdens on the humanitarian system), 2) mobilising additional funds through either traditional or innovative mechanisms, and 3) improving the efficiency of humanitarian funding.
- The effects of the COVID-19 pandemic have further complicated the outlook for humanitarian finance. While humanitarians have been able to prevent a drop in available funding, needs have increased exponentially, further widening the humanitarian funding gap.

### Strategic priority/aspects

- We<sup>3</sup> continue to build on efforts to advocate for NGO access to principled, quality funding. Quality funding encompasses a range of initiatives to ensure that humanitarian funding streams are flexible and resilient to adjust to shocks and needs as they arise and channelled as directly as possible to front-line responders – especially local and national partners.

### Key initiatives

- A maintained leadership role in **key humanitarian platforms that shape finance policy** with donors and agencies, such as the Grand Bargain and ASC bodies.
- Close engagement with OCHA Pooled Funds to improve **funding pass-through to NGOs** and increase participation of local partners.
- Facilitation of the **engagement between NGOs and UN agencies** to negotiate simplified and harmonised conditions of partnership.

### What success looks like

- We are a trusted voice in the humanitarian finance policy space, with the ability to connect directly with a range of donors and UN agencies in advocating for humanitarian NGOs.
- Access to quality funding for NGOs is improved, and there are tools developed to better measure access.
- Conditions of partnership between UN agencies and NGOs are simplified and harmonised as reflected in improved use of the UN Partner Portal, revised and simplified partnership documents, etc.

3. « We » refers to ICVA network (secretariat and ICVA members)



# Transformation 1

## Context

- The COVID-19 crisis has sent shock waves throughout the humanitarian sector, prompting new questions and fast-tracking older ones.
- Space for international humanitarian action, independent of comprehensive frameworks and working alongside international and national systems, is increasingly challenging.
- The stakes are high to navigate a thin line between pragmatism in a constrained environment (both politically and financially) and advocating for principled humanitarian action, all while ensuring more efficient coordination, a multi-dimensional response and rebuilding the road towards the SDGs.

## Key initiatives

- Collaboration with **ongoing initiatives and organisations working on IHL** and humanitarian principles benefiting ICVA members for the work on the ground.

## What success looks like

- ICVA advocacy for the respect of independent humanitarian action and the protection of the civic space is documented.
- Success in further integrating in the work plans of ICVA Focus Areas the translation of humanitarian principles into action to increase influence and impact on humanitarian policy and practice is documented.

## Strategic priority/aspects

- We<sup>4</sup> demonstrate ongoing pro-active advocacy for the respect of independent humanitarian action and the protection of the civic space required for independent action.

4. « We » refers to ICVA network (secretariat and ICVA members)

# 2

## ADDRESS IMPACT OF CLIMATE CHANGE ON HUMANITARIAN ACTION

# Transformation 2

### Context

- The scale and significance of climate change cannot be ignored.
- We are deeply worried about the scale of the climate and environment crises and our capacity to respond to rising needs. Addressing them has become a priority issue for us.
- At a technical level, a collection of guidelines and standards already exist or are being developed on how to integrate climate risk into programmes and operations and on how to reduce the environmental impacts of our work.

### Strategic priority/aspects

- We<sup>5</sup> clarify our role as humanitarian actors and what we can offer in engaging with others in terms of mitigating and adapting action to the increasing impact of climate change on humanitarian needs and in terms of innovating to minimise the negative environmental impact of our own operations.

### Key initiatives

- Implementation of the **five commitments and motion to action** adopted by the 18<sup>th</sup> ICVA General Assembly, May 2021.

### What success looks like

- Environmental dimensions are integrated in the work plans of ICVA Focus Areas: Forced Migration, Financing and Coordination.
- Steps taken by the network to implement the Climate and Environment Charter are reported on.

5. « We » refers to ICVA network (secretariat and ICVA members)



# 3

BE GLOBALLY  
DISTRIBUTED  
AND LOCALLY  
ROOTED

## Transformation 3

### Context

- With the immediate challenges of responding to the COVID-19 pandemic, communities have relied more than ever on local leadership and rapidly sharing innovations.
- COVID-19 is an opportunity to “build back better” and implement the humanitarian, development and peace nexus through meaningful partnerships.

### Strategic priority/aspects

- We<sup>6</sup> take and stimulate concrete steps to create an environment where the diversity of humanitarian NGOs are able to meaningfully contribute to discussions and decision-making with support and resources available.

### Key initiatives

- **Scaling up in regions and sub-regions** including through the NGO Fora Support Programme to support local, national, regional, and global advocacy work, leveraging off the voices of those closest to the issues at hand.

### What success looks like

- An increased degree of participation and influence of local, national, and regional actors, members of ICVA or with which ICVA works, in global policy while maintaining support for translating from global to the local level.
- Through presence in the Sahel/ West Africa sub-region, ICVA scaled up. Driven by the localisation agenda and the climate crisis, ICVA extends to the Pacific region. The learning from partnership models and membership in Latin America enhance the development in Latin America.

6. « We » refers to ICVA network (secretariat and ICVA members)



# Transformation 4

## Context

- The COVID crisis reveals how unequal and discriminative our societies are.
- NGOs and other humanitarian actors are increasingly unpacking issue on values, attitudes and culture with a dialogue on power and authority.

## Strategic priority/aspects

- We<sup>7</sup> further established a global network of Members more diverse and more deeply rooted in the regions and countries impacted by humanitarian crisis.

## Key initiatives

- **Recruitment of new members** continues to reflect ICVA's diversity, humanitarian focus, and global dimension while engaging better and more strategically with the existing members is a priority.
- **Initiatives on duty of care** influence the implementation of commitments to better address health, safety, and security issues for all NGO personnel, regardless of status and nationality.

## What success looks like

- ICVA's global network of members is more diverse and more deeply rooted in the regions and countries impacted by humanitarian crisis.
- ICVA membership and governance model are set to mirror more significantly the diversity of membership and draws on the value they bring through inclusive, equitable, supportive processes.

7. « We » refers to ICVA network (secretariat and ICVA members)

# 5

## PROACTIVELY ENGAGE IN AGILE COLLABORATIVE PARTNERSHIPS

# Transformation 5

### Context

- Humanitarian action and the range of actors involved is increasingly complex.
- The gap between humanitarian and protection needs and resources is wider than ever. Timely, flexible, and sufficient funding is not meeting the urgent needs of vulnerable people at an alarming scale.
- The imperative for meaningful collaboration within the humanitarian sector between organisations and between networks and cross sector collaboration is even more pressing.

### Strategic priority/aspects

- We<sup>8</sup> further promote principled partnerships and re-enforce our established place as convenor for collective action and key interlocutor in the humanitarian system.

### Key initiatives

- **Pro-active initiatives enhancing the capacity** of ICVA members and of other diverse actors to truly collaborate, giving up control in favour of collective influence and in a way which is primarily shaped by those experiencing or closest to humanitarian needs.

### What success looks like

- Members benefit from new and effective partnerships established by ICVA.

8. « We » refers to ICVA network (secretariat and ICVA members)



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