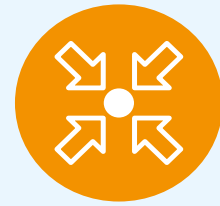




A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION



ICVA 2030 STRATEGY

A COLLABORATIVE
FUTURE FOR EFFECTIVE
HUMANITARIAN ACTION

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APRIL 2021

FOR ADOPTION BY ICVA 18TH GENERAL
ASSEMBLY, 18 & 19 MAY 2021



ICVA 2030 STRATEGY

The diversity of the network is one of ICVA's notable strengths: NGOs large and small, secular and faith-based, national and international united through a common commitment to principled humanitarian action.

NATIONAL NGOs

INTERNATIONAL NGOs

NGO FORA & NETWORKS

ICVA

PROMOTING PRINCIPLED AND EFFECTIVE HUMANITARIAN ACTION



APPROACH: ICVA BRINGS TOGETHER HUMANITARIAN NGOs FROM AROUND THE WORLD AND HELPS THEM UNDERSTAND, ENGAGE AND INFLUENCE THE HUMANITARIAN SECTOR



MEMBERSHIP: +130 MEMBERS WORKING IN +160 COUNTRIES



HISTORY: ICVA WAS ESTABLISHED IN 1962



GLOBAL PRESENCE: ICVA SECRETARIAT IS PRESENT IN GENEVA, AFRICA, ASIA AND MIDDLE EAST & NORTH AFRICA

TRANSFORMING OUR NETWORK

On our journey to 2030 we commit to:



OUR FOCUS AREAS

FORCED MIGRATION

Facilitates partnership initiatives and consultations to improve protection, assistance, and durable solutions for refugees, IDPs, stateless persons and vulnerable migrants.

COORDINATION

Promotes coordination mechanisms that are inclusive and contextualised, and that provide effective assistance and protection to those affected by crisis.

FINANCING

Advocates to ensure humanitarian financing meets the needs of populations affected by crises, whilst ensuring better access to humanitarian financing for NGOs.

OUR WAYS OF WORKING

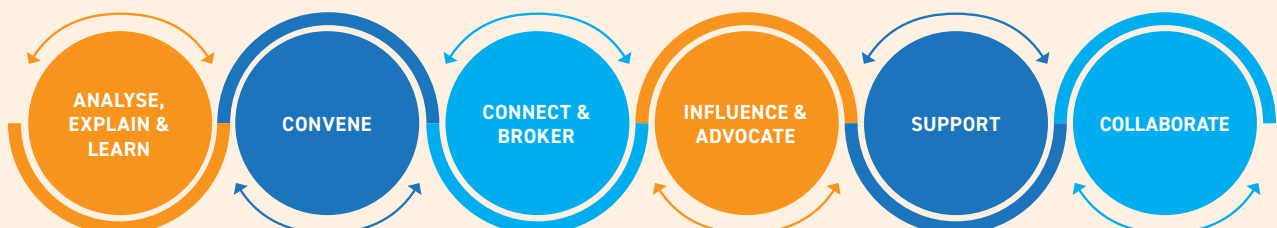


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Creating ICVA 2030

Since our creation in 1962, ICVA, a global NGO network, has advocated to improve the quality and effectiveness of humanitarian response. **Working as a collective body of 130 NGOs operating in 160 countries with an estimated income of over USD 20 billion, ICVA seeks to promote and advocate for human rights and a humanitarian perspective in national, regional and global debates and responses.**

ICVA 2030 is the next step in our evolution, rooting us more deeply in our vision and mission. It has been an intense and inclusive process to look beyond our usual three-year horizon with over 90% of our members having taken part in the consultations. ICVA staff and Board, external experts, and our partners have also contributed to this strategic vision.

Our analysis of the external context, our understanding of our collective impact, our vision for change are all a result of these collective inputs.

While we want this strategic framework to be durable, it is not a dogma. We see it has a strong compass bearing that forces us to not only consider where we are, but where we want to be. In this sense, it can be that we add or change things on the journey. Success in 2030 will not be defined by whether our predictions in 2020 were correct, but rather on the degree to which we have been relevant, principled, able to grow together as a network and delivered an impact for people in crisis which is more than the sum of our parts.

The future of humanitarian environment

The pattern of crisis and need is impossible to precisely predict but **considering the current state of humanitarian action and some of the ongoing debates** in the sector, **in 2030 we can expect that...**

- **Conflict in all its forms, and natural disasters will increasingly drive global instability**, spread fragility, trigger forced displacement and long-term disruption within societies and social systems and create massive humanitarian needs.
- **Environmental issues will likely be even greater and more urgent than today**, with direct and indirect impact on humanitarian action.
- **Inequality and social exclusion on a global level will still be an issue and may well worsen.** The push for anti-racism, gender balance and youth representation that started the decade may have significantly impacted the system and ways of working, but the journey will not be over. Lack of progress in this area increases risks in civil unrest with dire implications for the most marginalised in humanitarian crises.
- **There will be a continued need to fight for humanitarian space** ensuring respect for the principles, for the humanitarian imperative and pushing back against those seeking to politicise and criminalise humanitarian action and narrow civic space more generally.
- **There will be shift from traditional centers of power, increasing local self determination and influence.** This will potentially change the power balance in humanitarian institutions and policies, but we expect that local voices will still not be adequately represented in the global system in 2030. Localisation will bring benefits but there will also be threats of local power being used to isolate and to exclude important external scrutiny Proactive local and global actions to fight against the shrinking of civic space will be as necessary in 2030 as they are today.
- **The pressure to integrate humanitarian action into other agendas of peace, development and other political goals will increase**, both putting pressure on humanitarian principles as well as creating opportunities.
- **Adequately resourcing humanitarian action to meet needs will continue to be a challenge.** Financial support for humanitarian action will likely still work with short term horizons and be subject to sudden cuts when governments are confronted by other internal priorities. Having begun the decade with extreme uncertainty and some radical shifts in funding streams, some NGOs will not have survived, impacting capacity and complementarity in the sector.
- **Pressure for efficient, effective, and adapted humanitarian action will have grown.** Effectiveness and efficiency will be more closely linked with strengthening local, national and regional capacities to prevent, manage and respond to crisis. Humanitarian actors will be expected to meet the highest ethical standards in how they interact with affected populations
- **The types of actors will be even more diverse than today** with humanitarian action driven more by self-organised local groups, especially women, youth and refugee led organisations. There will be a greater demand for private sector actors to demonstrate social impact, be more conscience driven and ethical with the push coming for social accountability efforts driven by local communities.
- **Technology and social media will continue to evolve** creating new opportunities and threats, challenging humanitarian agencies to radically adapt and change the way they operate. These opportunities and threats will impact at every level from global down to people individuals.

Introduction

They include...

Environmental change:

Environmental change is threatening humanity as we know it, but experience is constantly indicating that change is faster and more radical than expected. We are all affected, so any sudden shift in environmental change will radically impact both the nature of humanitarian needs and the capacity of actors to respond.

Inequality:

Humanitarian crises interact with many old and deep economic and social inequalities making crises different and worse for women, youth and other marginalised groups. While we are aware of this, sudden shocking events can increase focus and the rate of change. For example, the events in 2020 such as the Black Lives Matter movement, had a societal impact on the imperative that all adopt an intersectional lens in our analysis and actions.

Technology and Innovation:

Rapid technological change is proving the impossible possible and introducing new ideas that have the potential to strengthen humanitarian action, to amplify new voices, and to enable self-organisation of affected communities, as women and youth have already begun to do. Such changes also create new threats that might not be apparent at first.

Shifting power:

Global power distribution is constantly changing with certain though slow-paced shifts in the power of states, shifting of power from north to south. Rises in people power can bring sudden changes through protests, uprisings and conflict. Failure to recognise the trends and adapt to them, can result in finding ourselves in a world we no longer recognise or where the levers we pull to effect change no longer work.

System collapse:

there are disruptions that are so profound that they fundamentally change the system in which we are living or turn lives upside-down. Conflict or health crises are common examples at the 'local' level, but there are examples where the local rapidly impacts the global, such as ramping up of terrorist attacks or mass movements of people that generate severe mass reactions that may not always be rational.

Considering the above along with the unavoidable uncertainty and complexity, the potential impact of ICVA will be less defined by how we evolve in isolation and more by how well we work together with others towards a more collaborative future for principled humanitarian action. While we must make plans, we must also be open to change them when disruption, or radical innovation occurs and while we must make choices, we must promote a critical dialogue to regularly check the directions taken.

The ICVA mission and our added value

The ICVA 2030 consultations indicated deep support for the unique and important role ICVA plays within the humanitarian system and the added value we bring, so this will not change.

Vision	A world in which crises-affected populations are effectively protected, assisted, and enabled to rebuild their lives and livelihoods with dignity.
Mission	To make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.
Values	<ul style="list-style-type: none"> • Our work is based on the humanitarian principles of humanity, impartiality, neutrality and independence. • We work towards a system that enables people affected by humanitarian crises to receive equitable access to quality assistance and protection rooted in international humanitarian and human rights law. • We promote innovative approaches to humanitarian policy development and implementation, and offer evidence-based, solutions-oriented advocacy. • We promote equitable, inclusive engagement of NGOs and principled multi-stakeholder partnerships to realise the full value of diversity and to ensure the legitimacy of our work.

Following our statutory objectives, the ICVA Secretariat in collaboration with its members will add value by:

Collaborating: The Secretariat and members working together to deliver the added value of ICVA as a co-owned network and working with other networks to reinforce issues and initiatives we have in common.

Influencing and Advocating: Ensuring a strong and multi-faceted NGO voice is reflected in key debates and decision-making forums that affect humanitarian action.

Convening: Facilitating, organising, and convening meetings, workshops, discussions and debates for

members to exchange experiences and information, collaborate on common issues, leverage expertise and bring together varying perspectives.

Connecting and Brokering: Facilitating increased interaction, between important stakeholders, including multilateral partners, member states, donors, regional bodies, the private sector, and other civil society networks outside the humanitarian sector.

Analysing, Explaining and Learning: Producing, sharing and exchanging information, analyses, and promoting learning.

Supporting: Strengthening the capacities of NGOs and NGO Fora to engage in the humanitarian system.

Transforming our network for impact

While retaining our rootedness in principled humanitarian action **we must take full advantage of our collective diversity, the value we all bring, our proximity to people in crises and our collaborative advantage to increase our impact;** and to confront and respond to the impact of climate change and take our responsibilities in mitigating the root causes.

For ICVA to grow and achieve its potential we will need to evolve and transform our network to grow and deliver its full potential. More than an organisational shift, this transformation is about the position we want ICVA to occupy in the sector for greatest impact, affirming our collective values and being clear what this means in practice. Our aspirations are 'evolutionary' in so much that we will build upon some directions already started,

and 'transformative' because the changes will result in an ICVA Secretariat and ICVA network that works and feels quite different to ICVA today. These transformations will be realised through our work, being integral to the approaches we take no matter what specific focus area or topic we are dealing with. They will be fully established as part of our DNA together with the values, mission and added value we bring.

On our journey to 2030 ICVA commits to ...





ICVA is a champion of principled humanitarian action, advocating for the respect and protection of humanitarian space and supporting the effective, appropriate translation of principles into practice.

Respect for humanitarian action:

Humanitarian principles were created recognising the imperative for space to respond to civilian needs in times of conflict in a human, impartial, neutral, and independent manner. The rationale for their creation remains a powerful argument to demand continued respect for humanitarian action that is both distinct from and **complementary to civil society ambitions for peace and development**. ICVA will be an advocate to protect and ensure respect for principled humanitarian action; we will drive and advocate the value of NGO influence to shape humanitarian space

Promoting an enabling environment for civil society:

The unwarranted use of legal tools, misuse of power and politicisation of humanitarian aid by some governments and authorities has gradually and in some cases dramatically impacted civic space and the space for humanitarian action. It has also reduced the civic space in which people and NGOs can operate, including laws criminalising access to foreign funding and unduly limiting the scope of their permissible activities. Trends in nationalism have also been used as a rationale for limiting civic freedom. ICVA, our Secretariat and members, along with other civil society actors, will work strategically and collaboratively, advocating jointly to ensure an enabling environment for agile humanitarian response and in turn to promote civic space more generally.

Enabling principled humanitarian leadership:

The translation of humanitarian principles into practice are central to the principled leadership and integrity of humanitarian action. This is especially important in times of conflict, but the work done in peaceful times on building support for principled approaches is an essential foundation to ensure they are a reference in times when peace is lost. The ICVA Secretariat and members will proactively promote and engage in initiatives at global, regional and local levels to promote principled humanitarian leadership, identifying threats and overcoming obstacles. Our network will be a resource to support Members as they share practices to learn from each other, ensuring that humanitarian negotiations serve to strengthen rather than weaken respect for principled action.

2

ADDRESS IMPACT
OF CLIMATE CHANGE
ON HUMANITARIAN
ACTION

The scale and significance of climate change cannot be ignored. ICVA must seek to mitigate and adapt action to the increasing impact of climate change on humanitarian needs. Additionally, the ICVA Secretariat, our members and the sector as a whole must seek to innovate to minimise the negative environmental impact of our own operations.

Confronting the impact of climate change on humanitarian needs:

Climate change is an existential threat that is already completely altering the work we do as humanitarian NGOs, and the lives of the people we support. The 2030 Agenda, the Sustainable Development Goals and the Paris Agreement on climate change provide the basis of a blueprint for action. ICVA will engage through our selected work areas, working in collaboration and drawing on the wealth of knowledge and experience of ICVA members and our partner networks. We commit to creatively explore how the humanitarian, development and climate communities can work together to shape policy, increase resilience, improve practice, and secure resourcing for climate related humanitarian crises.

Reducing the negative environmental impact of humanitarian response:

The ICVA Secretariat and ICVA members recognise the potential negative impact of our own activities on the environment. We are committed to changing the way we operate across the sector to limit our damage to the environment, minimise our carbon footprint, actively learning from each other, and promoting best practice.

3

BE GLOBALLY
DISTRIBUTED
AND LOCALLY
ROOTED

ICVA is an internationally distributed, diverse network leveraging the legitimacy of members direct engagement with people in crisis to provide leadership and to inform action at national, regional and the global level.

INGOs, the UN, governments, national and local NGOs and community-based organisations have a shared responsibility to find new ways of increasing the legitimacy of policies and practice through realising **local power, agency and participation**. This will require adaptation, collaboration and re-discovering roles to support the building of local action. ICVA will work at country, regional, and global levels to enable and support collaboration, strengthening accountability, social interaction, capacity, understanding and trust. Work at the different geographical levels will be complemented utilising the flexible, universally accessible virtual or digital space.

Country and community level:

The focus of ICVAs work at the country and community level will be to proactively support building local agency through country-based members and country fora from our regional and global hubs, providing information, encouraging participation, and supporting strategic events. ICVA may exceptionally develop short or long-term physical presence in selected countries where there is a specific value welcomed by members. This may through the Secretariat or by granting selected members the right to represent ICVA directly.

Regional development:

The regional level will be central to ICVAs future development and member collaboration, drawing upon the differing dynamics within and across regions, and adapting the strategy and focus of our work to local realities. Issues identified nationally or regionally will be used to inform local, national, regional, and global advocacy work, leveraging off the voices of those closest to the issues at hand. Expanding to new regions or sub-regions will happen only where there is clear value to be added, also seeking opportunities for working in partnership with member organisations

Globally:

ICVAs work at the global level will be informed and driven by the voices and experience of those closest to and responding to humanitarian crises. Using this approach, ICVA will coordinate the main pillars of its work at the global level building on past strengths, complementing local-to-global dynamics by translating and sharing knowledge of global policies towards the regional, national and local level. While adapting the ways of working remotely, ICVA's main office will remain in Geneva as the global centre for international humanitarian affairs and migration issues where the most prominent organisations within these fields have their headquarters. We will also continue to lever the capacities of members with global reach to strengthen and lead influencing work.

4

BE DIVERSE,
INCLUSIVE,
AND LIVE OUR
VALUES

Realising the full value of our diversity through being inclusive and fostering participation will be essential for ensuring our relevance, legitimacy and impact as well as truly living our values. We will proactively address issues of bias and racism both at the organizational and individual, personal level. We commit to protecting the rights of people and also to promoting best practices for safeguarding, ensuring protection from sexual exploitation and abuse (PSEA) and fulfilling a duty of care.

In our membership:

The ICVA membership seeks to represent the full diversity of NGOs and NGO networks engaged in humanitarian action. Our approach to membership will require us to be creative in exploring effective ways of including both formal and informal groups that are less structured, but still represent important voices that need to be heard. The membership will not expand to include other sectors or non-NGO humanitarian actors as this would risk diluting the identity of ICVA.

In our governance:

ICVA will evolve its governance to do justice to its diversity; not only to include diverse members in the composition of our Board but to also integrate a more structured approach to representing the voices of members in the governance system as a whole. We will consider channels through Board members themselves, through processes leading to decisions and through use of regular member gatherings such as the Annual Conference. This will be a priority early on.

In our work, our culture and engagement with affected populations:

Valuing diversity, inclusion and addressing bias is an ongoing journey and will require a self critical culture with open communication to evolve. In addition to working internally on this, ICVA will actively support members in practically realizing their ambitions related to diversity and inclusion in their interventions. We will do this through peer-to-peer exchanges, the dissemination of various products and the facilitation of outreach with technical expertise.; people change, new insights emerge, and we are constantly learning.

Safeguarding at all levels:

Principled humanitarian action and trust from the communities cannot be achieved if humanitarian and aid workers are themselves causing harm and violating the rights of people they work with. We must also ensure safeguarding in our governance, membership, and staffing. ICVAs work, internally and externally, will include engaging on Protection from Sexual Exploitation and Abuse (PSEA) and Duty of Care. To succeed in protecting people from abuse and exploitation requires us to develop and maintain a healthy and effective institutional culture, investing in protecting and supporting personnel.

5

PROACTIVELY
ENGAGE IN AGILE
COLLABORATIVE
PARTNERSHIPS

ICVA will leverage its collaborative advantage rooted in our long history and established role to create agile and effective partnerships with diverse stakeholders.

One of the greatest challenges of increasingly complex action is the capacity of 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. ICVA recognises the value and complementarity of other networks, international organisations, other actors in the civil, government and private sectors and that our collective impact can be multiplied by working together.

Creating partnerships is a necessity to be transformative in the way we collectively find innovative responses and durable solutions to humanitarian challenges. Solutions are often primarily social rather than technological and so legitimacy and connectedness to people in crisis

will be key to driving change. The major social problems of our time, from poverty to climate change to political violence, all depend for their resolution on partnership among many stakeholders. Addressing the threats of shrinking civic space also demands a collective, collaborative strategy if trends are to be reversed. The 2007 Global Humanitarian Platform Principles of Partnership remain valid today and as ICVA network we take seriously our responsibility to do all we can to step up our game, leveraging our collaborative advantage to address the sociological root causes and consequences of humanitarian crises.

We will give particular attention in ways of working or partnering with emergent initiatives, particularly refugee-led, women-led and youth-led organisations.

ICVA focus areas and adapting to change

The core elements of **ICVA's work will be the focus areas recognising the interconnectedness between them.**

We need to do justice to both the depth of understanding required to address complex issues and to the fact that nothing exists in isolation, avoiding silos in our thinking.

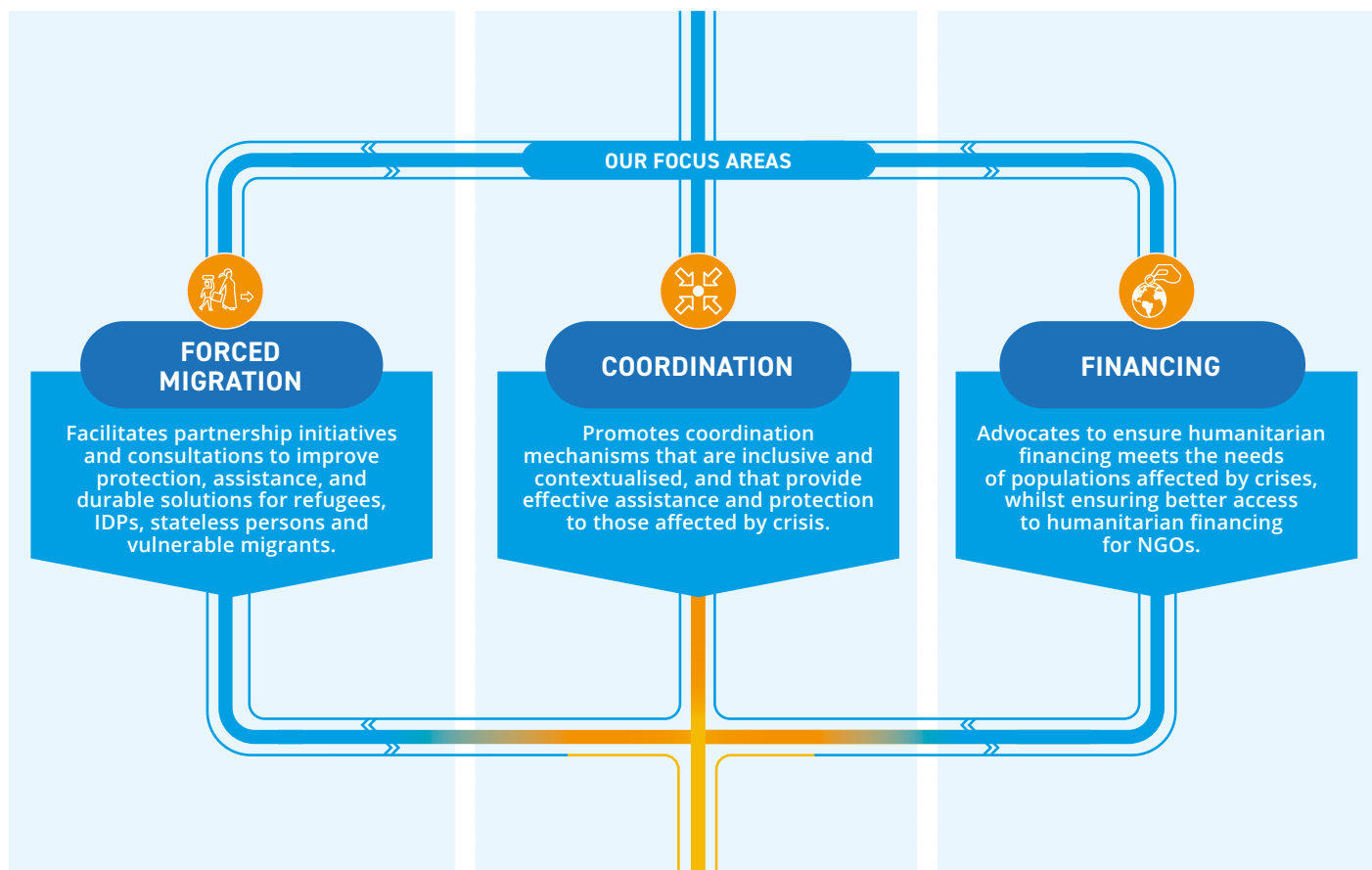
Context will change over the years and we will need to remain open to other topics emerging that require ICVAs attention and we have developed criteria to help with these choices.

Our work areas will be the channels through which we realise our transformations. Being champions of principled action, engaged in the climate impact,

globally distributed and locally rooted, realising the value of our diversity and agile partnerships will be essential for achieving impact.

These are not just the work areas of the ICVA Secretariat, they are the areas we will work on together as a network.

Our work on focus areas and other content will be supported by the enabling functions of learning, fundraising, human resources, membership and communications.



Focus areas

The following are the **focus areas we will commit to for the entire strategic period based on the overwhelming support expressed by the membership.** We will remain open to nuance and potentially add focus areas in our three-year plans.



Focus Area 1 - Forced Migration

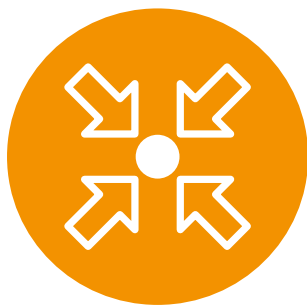
ICVA will support members in their work to improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situations.

Data from 2019 refers to 79.5 million forcibly displaced persons, out of whom over 26 million refugees, 4.2 million asylum seekers and 45.7 million internally displaced persons. Since then, the ever-growing number of conflicts, generalised violence, serious human rights violations and climate devastation among others have led to an ever-increasing number of people forced to flee.

This trend is expected to continue in the upcoming decade with evidence becoming stronger in demonstrating the complex interlinkages behind the many causes of forced migration. The forced migration will thus increasingly be considered within a broader approach of human mobility, calling for further careful navigation of laws, policies and practices in areas of refugee protection, human rights and State sovereignty.

To reach our objectives ICVA will 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 will continue to engage in selected human mobility governance processes at global and regional level, focusing on refugees, IDPs and migrants in vulnerable situations. Attention will also be paid on better addressing vulnerabilities linked to gender, sexual orientation, age, disabilities etc in the context of forced migration.



Focus Area 2 - Coordination

ICVA will work to strengthen the collective ability of NGOs to actively engage in, influence or lead humanitarian coordination mechanisms to ensure they are inclusive, contextualised and accountable.

Humanitarian action takes place in a complex space involving NGOs and many other actors; evidence from ICVA evaluations indicates that Coordination helps diverse actors work together to provide principled and effective assistance and protection to those affected by crises.

A variety of coordination mechanisms continue to be created to help different actors operate more efficiently and effectively in relation to one another. However, it can be challenging for NGOs to understand and to meaningfully engage in these mechanisms.

An increasing number and diversity of actors and the recognised need to link humanitarian action to longer term stability will require, in the years to come, constant improvement in coordination at global, regional, national and sub-national levels.



Focus Area 3 - Financing

ICVA will work to ensure financing of humanitarian action meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding.

These high-level objectives will be supported by ICVA with action in three strategic areas: increased efficiency within the humanitarian system to improve effectiveness of funding; expanded access to new sources of funding for humanitarian NGOs, especially including local and national organisations; and collaboration with stakeholders to better anticipate humanitarian needs and reduce the funding burden on the humanitarian system.

While ICVA does not engage directly in fundraising activities for individual NGOs, ICVA will continue to seek out opportunities to ensure that NGOs can access the funding required to support principled humanitarian action. Looking forward to 2030, this will require an adaptive approach to funding solutions, collaborating with stakeholders both inside and outside the current humanitarian system to improve the ability of NGOs to meet the needs of people in crisis.

Adapting to change

Context will change and topics will emerge as priorities for ICVA that either support or sit alongside the focus areas, and **ICVA's three-year and annual plans will be used to select what ICVA takes on and how best to approach it and how best to lever off the knowledge and leadership within our membership.**

There will be elements of our work that are ongoing and others that are arranged as time-limited programmes or cross-cutting issues. There will be urgent issues that arise requiring specific action or need to be integrated into our other work.

These could be topics that fall within the five transformations related to climate change, shrinking civic space, safeguarding or local action. They could also be distinct areas in themselves that support or reinforce other work such as private sector engagement, or humanitarian innovation or initiatives referring to the interlinkages between humanitarian, development, and peace actors. We will keep track of such initiatives whether they are around for the long-term or transition to something else in time.

We will not be able to do everything and will use the following criteria to inform our choices:

Urgency/Relevance

- The urgency of the issue for members
- The acuteness of the impact (on the sector and/or people impacted by the crisis)

Connectedness

- The connectedness to the ICVA 2030 strategy and plans
- The degree to which a topic requires a stand-alone approach or is better being integrated into other work

Knowledge

- The existing knowledge and capacity of members and the degree to which they can play a role for ICVA
- The knowledge and capacity within the Secretariat or the speed at which such capacity can be developed

Capacity

- The availability of financial resources to support the work
- The opportunity costs for other work being done versus the cost/risk of not engaging

Membership

Who we are

ICVA's membership will comprise humanitarian NGOs and NGO networks of all shapes and forms, committed to delivering the highest quality of principled humanitarian action. Looking at the decade ahead, recognising there are initiatives led by affected populations or marginalised groups that are informally structured, we need to do better in ensuring their voices are heard.

While we may consider other membership categories, full membership will be for NGO based structures only as this ensures continuity of the core identity of ICVA. We commit to collaborate with organisations from other sectors through direct engagement in our action.

How we work

This strategic framework is built around the idea of transforming ICVA into a diverse and truly inclusive network, beyond being only a membership organisation.

Inclusion does not just mean giving input, it also means giving power and the space for members to lead. We want to continue developing a culture of coming together to act together in order to increase our collective impact for those caught in a crisis.

Member leadership

Membership of ICVA is intended to bring value in direct access to information and services, but maybe more importantly it is intended to create a community of mutually reinforcing actors; a community in which members best placed can take leadership on...

- Sharing expertise and knowledge in a more systematic manner
- Support learning, reflection and discussion on gender equality, diversity, intersectionality, and inclusion among members of ICVA
- Representing ICVA
- Actively engaging in calls to action, connecting with and drawing from their own diversity
- Hosting ICVA initiatives and, or running events
- Taking part in advocacy and influencing processes
- Establishing partnerships within the ICVA Secretariat/membership, including stronger engagement with solidarity groups and other affinity groups

We will act with clear policies to ensure transparency, a coherent strategic approach, and quality and accountability, but we will be relying on members to take this space and use it; this is the only way we will truly transform. ICVA has chosen a strategy to build through our members rather than a significantly larger Secretariat. Critical mass and engagement at the regional level will be a driving force of ICVA.

Growth and resourcing

Detailed resourcing strategies will be included in the three-year and annual plans but some high-level guidance towards growth and resourcing can be described.

The ambition is for ICVA to grow in its reach and influence, while limiting the growth of the Secretariat. A large Secretariat risks losing agility, being unsustainable and evolving into an isolated think-tank separated from the reality members are living.

ICVAs development and expansion will come through collaborative efforts between the Secretariat, members and between members themselves, taking advantage of the knowledge and connectedness of members.

We expect this to be welcomed by donors and to potentially attract funding. We will proactively work with other recognised networks to convince donors of the value and synergy of the various actors creating opportunities for co-funded work.

ICVA has a history of diverse funding sources including the fees from members and avoiding over-reliance on single donors. We will further develop this diversity, responding to new opportunities and seeking broad support for the value ICVA brings. As a well-established network, ICVA will hopefully be increasingly viewed as an essential service/public good that donors will support.

Defining the success of ICVA 2030

ICVA will consider the strategy a success if by 2030 we have achieved the following aspirations. **Knowing that we will need to define targets more sharply, these aspirations will be used along with other key aspects of this document to inform the objectives and result framework for ICVA's one and three year workplans.**

On being a champion of principled humanitarian action ICVA has...

- Demonstrated ongoing pro-active advocacy for the respect of independent humanitarian action and the protection of the civic space required for independent action.
- Further increased influence and impact on humanitarian policy and practice within ICVA's focus areas and translation of humanitarian principles into action.

On addressing in the impact of 'Climate Change' on humanitarian action ICVA has...

- 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.
- The ICVA Secretariat and network will have implemented policies to minimise environmental harm of humanitarian work based on and influencing best practice in the sector.

On being globally distributed and locally rooted ICVA has...

- Adapted ICVA's work to different regions, working on the issues identified by members and aligned to the regional, country level and local nature of humanitarian crises and needs.
- Radically increased the degree to which local, national, and regional actors systematically participate in and inform global policies and influence, while maintaining support for translating from global to the local level.

On diversity, inclusion and living our values ICVA has...

- Further established a global network of members that are more diverse and more deeply rooted in the regions and countries impacted by humanitarian crisis.
- A governance model that mirrors the diversity of membership and draws on the value they bring through inclusive, equitable, supportive processes that leave no one behind
- A positive reputation among staff, members and all main stakeholders for the degree to which ICVA has achieved its diversity and realised inclusion in our ways of working, reducing bias and addressing inequalities to ensure social inclusion.
- Demonstrated effective safeguarding in its internal environment and has played a visible role in influencing best practice for safeguarding in the humanitarian sector.

On proactively engaging in agile collaborative partnerships ICVA has...

- 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.
- A proven, established, strategic approach to joint resource mobilisation between ICVA and other networks and partnerships that support the resourcing of local organisations and coalitions.

Planning, accountability and learning

Planning

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

Strategic Priorities: Every three years the General Assembly will approve Strategic Priorities proposed by the Board and developed with the support of the Secretariat and in participation with members. These priorities will be drawn from the 2030 strategic vision, providing a more specific focus for the three years ahead. They may emphasise existing elements of ICVA 2030 or add additional priorities demanded by the environment at the time.

Three-year plans: On the basis of these priorities, the Secretariat will develop Three-year plans for Board approval and will include:

- Specific choices on content of ICVAs work
- Detail the enabling strategies ICVA will employ for implementation, including towards members, other networks, regions etc.
- Define resource planning and requirements
- Set performance indicators

Annual plans: One-year plans will be developed by Secretariat for Board approval and will include:

- Details plans and activities to implement the three-year work plan tracking the approved three-year indicators
- Details of partnerships, especially those involving members or other agencies acting on behalf of ICVA
- Room will be allowed for additional objectives and activities that fall within the long-term strategy or are driven by urgent needs

Accountability

- The Board to the General Assembly for delivering on the strategic priorities and strategic framework as a whole
- The Secretariat will be accountable to the Board for three-year plans and Annual Plans
- ICVA commits to be fully transparent and accountable to all those supporting and funding its work

Learning and monitoring

ICVA commits to continue and deepen its learning work. We will monitor the effectiveness and efficiency of our work and the perceived value for and from members, including the commissioning of independent reviews and evaluations to ensure objectivity. This work complements our work in promoting learning across the membership related to the specific topics and focus areas in which ICVA is engaged.







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