

# ANNUAL REPORT 2004



**International Council of Voluntary Agencies  
Conseil International des Agences Bénévoles  
Consejo Internacional de Organizaciones Voluntarias**

# **ICVA Mission Statement**

*Adopted by the 12<sup>th</sup> ICVA General Assembly, February 2003*

## **ICVA – An Advocacy Alliance for Humanitarian Action**

The International Council of Voluntary Agencies (ICVA) is a non-profit global association of non-governmental organisations that works as a collective body to promote, and advocate for, human rights and a humanitarian perspective in global debates and responses. The heart of the ICVA mission is to support NGOs to protect and assist people in need, to address the causes of their plight, and to act as a channel for translating patterns and trends into advocacy.

ICVA seeks to strengthen NGOs as part of civil society through the relationships among member organisations from around the world. It facilitates the sharing and creative use of practical experience and strategies to promote and protect human rights, including those of refugees and displaced peoples, and to provide humanitarian assistance from the perspective of justice and sustainable development. ICVA fosters partnerships among agencies for the sharing and dissemination of information to attain consensus among member agencies on prioritised issues in order to effect change, particularly at the international level.

ICVA advocates vis-à-vis governments and international agencies for a strong NGO role in efforts to secure human rights, prevent conflicts, prepare for disasters, and improve humanitarian responses to distressed populations. Through its cooperative and catalytic nature, it gathers and exchanges information and raises awareness on the most vital matters of humanitarian concern before policy-making bodies.

ICVA has been in existence since 1962. It works to secure the commitment of the world community to address injustice, ensure dignity and rights, and promote international strategies that attend to human needs. Today's NGO members are strengthened in their missions to provide global assistance through the power and persuasion of the ICVA alliance. Tomorrow's members will continue to enrich the network with experience and opinion and will strengthen the impact of this alliance in bringing about a just world.

# CONTENTS

- 2 Foreword
- 4 Introducing ICVA
- 6 Issues and Debates on Humanitarian Identity and Principles
- 8 Improving Response
- 10 Improving the Sector
- 12 Humanitarian Coordination and Policy
- 14 Finances
- 16 ICVA Executive Committee and ICVA Secretariat
- 17 ICVA Members in 2004

# FOREWORD TO ICVA ANNUAL REPORT

2004 was another difficult year for the international humanitarian community, beginning with the escalation of violence in Darfur and ending with the flood waters of the tsunami. In both cases, the issue of humanitarian response was dealt with at the highest political levels and subjected to intense media scrutiny.

The Darfur crisis – and many others – illustrated the increasingly hostile security environment in which humanitarian workers seek to provide assistance. Response to the tsunami-affected areas brought to the fore the issue of accountability – an issue that has been gaining in importance for NGOs over the past decade. Reflecting the international context, security and accountability were key themes in ICVA’s work during the year. By providing a

space for NGOs from the South and the North to come together to reflect on the changing context and to contribute to the broader international policy debates, ICVA played an increasingly effective role in shaping the international community’s response to humanitarian crises. ICVA’s continuing work with the United Nations High Commissioner for Refugees, with the Inter-Agency Standing Committee, and with many NGO groups is highly regarded and valued.

ICVA devoted significant effort to increasing NGO accountability by providing a forum to analyse difficulties in implementing the *Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs* ten years after its adoption. ICVA

## ICVA’S STRUCTURE

### General Assembly

- ◆ All ICVA members
- ◆ Meets once every three years
- ◆ Sets the strategic direction of the network

### Executive Committee

- ◆ 11 ICVA members (nine members elected by the General Assembly; two co-opted for gender and regional balance)
- ◆ Elects ICVA’s Chair, Vice-Chair, and Treasurer
- ◆ Meets twice a year
- ◆ Takes decisions and ensures the work of the network is following the strategic direction set by the General Assembly

### ICVA Secretariat

- ◆ Based in Geneva to implement ICVA’s work plan and priorities as decided by the General Assembly and the EXCOM on a daily basis
- ◆ Maintains communication with the membership in order to provide and solicit information

launched an innovative effort to strengthen the capacity of NGOs to respond appropriately to charges of sexual exploitation and abuse.

2004 has also been a year of consolidation for ICVA. The implementation of a new dues structure, although not without difficulties, has helped move ICVA into a more stable financial position. ICVA has strengthened communication with its members and has experimented with innovative ways of soliciting the input of its constituency into international forums. ICVA is recognised as a principal spokesperson for the NGO community and its credibility has grown. These accomplishments are largely due to the dedicated work of the small staff of the ICVA Secretariat, as well as to the strong support of the membership, partners in the NGO and UN communities, and donors.

With gratitude for your continued support of ICVA,

Elizabeth Ferris  
Chair, ICVA Executive Committee

## ICVA's Objectives

Within the framework of ICVA's mission statement are definable objectives, which are aimed at the members and also at the Secretariat:

- ◆ Enhance the ability of NGOs to follow and influence current themes and practice in the humanitarian sector;
- ◆ Bring field-based perspectives into international policy and decision-making bodies and forums;
- ◆ Ensure that international policy and discussions inform field practice through the translation of those discussions into practical relevance;
- ◆ Enhance the capacities of members by having them work together; and
- ◆ Ensure full transparency and accountability of the functioning of the Secretariat.

While these objectives are quite broad, they must be read in conjunction with ICVA's mission statement.

# INTRODUCING ICVA

Since its creation in 1962, the International Council of Voluntary Agencies (ICVA) has seen many changes in the way it works, as well as in the focus of its work. ICVA has, in recent years, specialised in areas where it has an added advantage. By focusing on humanitarian and refugee policy issues, ICVA draws upon the work of its members at the field level, bringing their experiences to various forums. Internally, ICVA has moved in the direction of encouraging members to improve the quality of their own work through various inter-agency initiatives, as well as through direct contact with members.

As a global network, ICVA brings together human rights, humanitarian, and development NGOs to advocate on various issues. With the adoption of a mission statement for ICVA at the 12<sup>th</sup> General Assembly in 2003, the membership reaffirmed the direction of the organisation as an advocacy alliance for humanitarian action.

There is always the risk that networks are seen as adding work to the already busy schedules of humanitarian workers. ICVA, however, was created, and continues to exist, to ensure that the collective body of its members can work together to effect change. Through five identified primary functions, ICVA is able to provide a service that adds value to the work that its members carry out on a regular basis.

## Information-Sharing

In order to effectively carry out advocacy, the regular exchange of information and analysis is essential. The primary means of communicating with members on a regular basis is through the provision of e-mail updates on various country situations, policy discussions, or thematic debates that are taking place. These updates not only provide an overview of the most recent developments, but also solicit information from members, as well as provide an analysis of the relevance of the issues to the work of members.

Instead of over-loading members with information, documents are posted on the ICVA website ([www.icva.ch](http://www.icva.ch)), with links being sent via e-mails. Through such a method, members can decide to look at documents that are of most interest to them. A password-protected section for members allows for documents that are not public to be safely shared among the ICVA membership.

Meeting reports are another tool used in ICVA's information-sharing function. The Secretariat, or members who attend meetings with limited participation, provide an overview of the proceedings of the meetings, but then also provide a reading-between-the-lines of the meeting. By providing this analysis, meeting reports give members an insight as to what went on at a meeting, as well as help guide them in areas that require follow-up and that are of relevance to their work.

ICVA's newsletter, *Talk Back*, provides a provocative vehicle for advocacy. Through articles written based on information from members and partners, the Secretariat is able to draw the attention of NGOs, UN counterparts, and governments (among others) to situations of concern. Through a critical, but constructive

### TALK BACK

To subscribe to ICVA's newsletter, *Talk Back*, send an e-mail with the subject "subscribe" to [talkback@icva.ch](mailto:talkback@icva.ch).

approach, the style of *Talk Back* aims to provide information and analysis in a unique manner.

## **Advocacy**

ICVA's advocacy role takes shape in various forums and through a variety of means. *Talk Back*, as noted above, is one of the best-known advocacy tools. On a daily basis, through ICVA's position as part of the Inter-Agency Standing Committee (IASC – the UN's humanitarian coordination body), members' concerns can be raised through a range of IASC bodies. Refugee policy advocacy takes place via formal meetings of the United Nations High Commissioner for Refugees, but also through more informal targeted meetings on particular issues. Advocacy also occurs on country and thematic issues, such as internally displaced persons (IDPs), in a number of formal, as well as informal, forums.

## **Strengthening the NGO Community**

The ICVA membership is committed to improving the way that NGOs carry out their work. By participating in inter-agency initiatives, such as Sphere, the Reach Out Refugee Protection Training Project, and the Building Safer Organisations project (hosted by ICVA), ICVA members are able to access tools that help to increase their quality and accountability. Other issues tackled by ICVA, which help to contribute to the overall ability of the NGO community to better respond to crises, include, among others, the link between human rights and humanitarian action, protection, and broader accountability issues.

## **Facilitating Relationships and Enhancing NGO Visibility**

The other two functions of ICVA are to help facilitate relationships with UN agencies and other international organisations and to enhance NGO visibility through representation. Whenever ICVA Secretariat staff attend meetings, they never claim to speak on behalf of all NGOs or even all of ICVA's members. To achieve consensus on all issues within the diverse ICVA membership would eventually lead to a race to the bottom. Instead, what ICVA attempts to do is promote human rights and humanitarian principles whilst promoting the work and role of its NGO members. Through bringing together NGOs and UN and other international agencies, ICVA helps to provide a platform that provides access to the various organisations, which many NGOs on their own would not be able to access. Additionally, through highlighting the work of members, ICVA is able to ensure that agencies and governments understand the important place that NGOs have in terms of responding to humanitarian crises.

Bringing together NGOs from around the world is seen as ICVA's strength when advocating to governments and organisations. At the same time, this advocacy also reflects inwardly to the member organisations to help improve their ability to respond. By working collectively as a network, the ICVA family is able to effect change, slowly, perhaps, but surely.

## **WEBSITE PASSWORDS**

Each staff member of an ICVA member organisation is entitled to a password to the ICVA website: [www.icva.ch](http://www.icva.ch). ICVA members simply need to send a message to [webmaster@icva.ch](mailto:webmaster@icva.ch) requesting a username and password.

# ISSUES AND DEBATES ON HUMANITARIAN

Traditionally, humanitarian agencies have related the safety and security of their staff to the level of acceptance by local communities, which, in turn, are closely related to these communities' familiarity with the work and role of humanitarian agencies. In other words, more clarity on, and better knowledge of, the identity and aims of humanitarian agencies would enhance their staff security. The need to be clearer in our adherence to humanitarian principles has been recognised by a number of humanitarian agencies as a way of drawing sharper boundaries between humanitarian action and other forms of intervention.

These and other points were made at the High-Level Humanitarian Forum at the end of March 2004. This Forum, convened by the Inter-Agency Standing Committee and its Chair, Emergency Relief Coordinator, Jan Egeland, discussed the challenges for humanitarian agencies in the context of the changing security environment. The meeting brought together some 40 humanitarian agencies from the UN system, the Red Cross and Red Crescent Movement, and IOM. Around 20 NGOs attended the Forum, including several from developing countries, such as Afghanistan, which had been identified by ICVA.

At a time when the image and security of agencies and humanitarian staff are under threat due to a blurring of the lines between them and political and military actors, many in the NGO community feel that it is regrettable that the UN system has adopted a management and coordination model that further blurs, rather than separates, the humanitarian and the political/military. This model, known as integrated missions and which was seen in an increased number of countries in 2004 (see box on Liberia) brings together all aspects of a UN operation in one structure. As a result, humanitarian priorities can be easily submerged by political goals making humanitarian principles, such as independence and impartiality, irrelevant. In defence of the humanitarian identity and principles, some have argued for a clearer demarcation of humanitarianism and more restrictive interpretations of humanitarian principles.

The ICVA/SCHR (Steering Committee for Humanitarian Response) project developing a Commentary on the Red Cross/Red Crescent/NGO Code of Conduct has been regarded as one way of creating a better understanding of humanitarian identity and principles. By providing an overview of the variety of interpretations that have been applied in practice, the Commentary not only intends to explain the complexity of the

## LIBERIA: HOW NOT TO INTEGRATE

If there is one UN peacekeeping mission that has been the subject of heated debates in 2004, it is the UN Mission in Liberia (UNMIL). In spite of repeated criticism from many sides, all parts of the UN operation, including humanitarian coordination previously done by OCHA, were integrated within UNMIL during 2004.

At the request of several ICVA member agencies working in the country, the ICVA Coordinator visited Liberia in May 2004. The objective of the visit was to provide advice and to present an agenda for the NGOs, individually and collectively, and others with a particular interest in humanitarian coordination and policy issues to possibly pursue.

From a humanitarian point of view, the integrated structure of UNMIL led to several poorly prepared and executed measures. With regards to the return of IDPs, for example, the process of deciding where and when people could return has largely become politically driven with political actors declaring areas safe for return, without giving due consideration to the humanitarian conditions prevailing in those areas.



# IDENTITY AND PRINCIPLES

humanitarian principles, but also aims to set more precise definitions. The Commentary should become a tool for senior staff who have operational responsibilities in planning and decision-making. At the same time, it is hoped that the Commentary will reach a broad audience within the humanitarian sector and beyond.

Four field visits (Afghanistan, Haiti, Liberia, and Darfur, Sudan) were undertaken to look at the practical application of the Code. Following this research, an expert workshop, organised by ICVA in November 2004 and involving some of those who had contributed to the Code's development more than 10 years ago, discussed a first draft of the Commentary.

The question on the need to set stricter boundaries of whom or what can or cannot be called "humanitarian" is one issue that has come up in the discussions around the Commentary. Being a compromise document, the Code is a combination of several "classic" humanitarian principles and more development-oriented principles. Development work, however, generally presumes a more partisan approach, which seems to be in contrast with other humanitarian principles, such as impartiality. The Commentary will help to clarify this issue and whether or not, for example, there is a hierarchy among the principles of the Code.

Even worse has been the decision-making process with regards to the disarmament and demobilisation of ex-combatants. Rewarding ex-combatants, including child soldiers, with cash for handing in their weapons, went against all internationally recognised policies and best practices for disarmament and demobilisation.

The ICVA Coordinator's mission report was welcomed by NGOs as it pointed to the difficulties of the UN being both a political and humanitarian actor at the same time. UNMIL, however, replied in a letter that the report was not helpful in fostering the common goals of partnerships. If the UN wants to have a leadership role in humanitarian coordination, it must also listen to those that are not part of the UN, but which carry out a significant part, if not the majority, of the operational humanitarian activities.

The question of what is, and what is not, humanitarian has also come up in the context of the role of Islamic NGOs. Particularly in the post 9/11 era, some of these NGOs have been accused of providing a cover for carrying out activities not considered humanitarian. At its fall meeting in October 2004, the ICVA Executive Committee invited the President of Islamic Relief, Dr. Hany El Banna, to present his ideas for a process and forum to enhance understanding on the place and role of Islamic NGOs in the humanitarian world and for building better relations with them. From its experience and expertise in working with NGOs from various backgrounds, ICVA has offered to help in this process and to share experiences and views with regards to codes of conduct, accountability, and transparency.

# IMPROVING RESPONSE

The advantage of bringing together NGOs from around the world is that the collective response of ICVA members can make a difference in many humanitarian situations. While, of course, NGOs work on their own in terms of taking decisions about where, when, and how to work, the ICVA network can try and push members to work in certain areas to improve the response. Not only do the efforts to improve the response focus on NGO members, but through advocacy in other bodies and forums, the ICVA network seeks to improve the humanitarian response in areas where needed.

At the 12<sup>th</sup> ICVA General Assembly in 2003, one of the areas prioritised by the membership was the need to focus on so-called “forgotten emergencies,” which, in fact, are actually neglected or ignored crises. Through an ICVA Mission to Indonesia, there was a concerted effort to focus on a country with a number of forgotten situations. In addition, there was also a focus on other places where the response was inadequate, including Darfur, Sudan, and Northern Uganda.

## RESPONDING TO IDP PROTECTION IN DARFUR

When the responsibility for the protection of internally displaced in Darfur was handed to the International Organization for Migration (IOM), a number of concerns were raised, particularly through a piece in ICVA’s newsletter, Talk Back (6-1). The handing of protection to IOM was completely contradictory to the various efforts that had been ongoing for years with regards to the collaborative response to IDPs. Whatever policies and procedures had been put into place were simply forgotten and IOM handed the task.

Following a series of discussions, the situation around IDPs was later clarified, but there was a realisation that, in future, there needed to be a more consistent and reliable means of addressing IDP needs. Efforts to engage in further clarifying the response to IDPs continued within the context of the Inter-Agency Standing Committee, with a revised policy being adopted in the latter half of the year.

of concern in a particular “forgotten crisis.” The country chosen for the mission was Indonesia, given the range of humanitarian situations, as well as situations that were in transition throughout the country. With a group of agencies hosting the mission, a group of five ICVA members and an ICVA Secretariat staff undertook a two week mission, visiting three different locations outside of Jakarta.

The mission’s aim was primarily to look at the ways in which NGOs were working and how they were responding to the humanitarian needs. Following the mission’s visits to the field locations, a meeting was held with NGOs to discuss the findings and suggest ways of improving their response, including in terms of working together. Another meeting was also held with donors to provide suggestions on the way the donor community responds to the various humanitarian situations in Indonesia, as well as how they support NGO work.

## Darfur, Sudan

Darfur, Sudan was one situation, which at the beginning of 2004 was largely neglected by the international community. It was only through serious advocacy attempts that the situation there was brought into the world’s spotlight. Following concerns expressed by ICVA members early in the year, the Secretariat put out an unprecedented call to members outlining the situation and encouraging them to become operational and/or increase their capacities to respond to a situation that was quickly deteriorating. Advocacy work continued after that, with input being provided in various forums, including the high-level IASC meeting.

## Indonesia

At the 12<sup>th</sup> General Assembly, ICVA members decided to undertake “ICVA missions” once again, which would bring together a number of members to address issues

The mission's findings were, unfortunately, of limited value once overtaken by the tsunami, when the NGO landscape dramatically changed. With the influx of hundreds of new NGOs, including many "briefcase" NGOs, the efforts proposed by the mission to improve the response were almost futile. In response to the tsunami, however, ICVA members did call for assistance in terms of improving the way that NGOs worked together, with an ICVA consultant being sent out in early 2005 to develop a proposal to help the NGOs work better together.

### **Northern Uganda**

The situation in Northern Uganda is another situation that has been long-termed a "forgotten crisis". Taking advantage of being in the country for a refugee protection conference on the Great Lakes, a Secretariat staff member visited Gulu and worked with members there to later develop a paper for presentation to the IASC, suggesting means of improving the response in terms of assistance and protection in Northern Uganda (see box on Northern Uganda).

### **Humanitarian Response Review (HRR)**

Given the failure of the international community to adequately respond to the crisis in Darfur, Sudan, there were, rightfully, a number of reflections taking place to try to understand what went wrong and how it could be avoided in the future. One of these reflections was the commissioning of the Humanitarian Response Review (HRR) by the Emergency Relief Coordinator, Jan Egeland. The HRR was to look at the overall humanitarian response and assess what should be done to improve its capacity and ability to respond in a timely manner.

One of the major criticisms levelled at the HRR by ICVA and its members was the exclusion of national and local capacity to respond to crises. The HRR was to focus on the international system, even though in most humanitarian situations, the first response comes from the local and national level. Given that half of ICVA's membership is based in the South, many of these NGOs are the ones to respond first to humanitarian crises before international NGOs can get their staff and resources to certain locations (unless they are already working in a situation). By ignoring this vital local capacity, ICVA warned that the HRR would be an exercise that would result in a skewed picture of the ability of the humanitarian community to respond to crises. Each situation and country would require a different response, based on what actors and what capacity exists in the country. In the end, what it seems was wanted by the ERC was the key to the magic lock that would unleash a humanitarian response as soon as he pushed a button. Humanitarian action, however, cannot be pre-designed in a one-size-fits-all package.

## **GETTING HUMANITARIAN COORDINATION RIGHT IN NORTHERN UGANDA**

The situation in Northern Uganda is one that has persisted for years. The spotlight in 2004 on the "night commuters" helped to bring more attention to the situation there. The appointment of the Resident Coordinator as Humanitarian Coordinator raised a number of concerns, given the poor humanitarian response up until that point. In addition, the lack of adequate staff, and particularly protection staff, were seen as weak points in the humanitarian response.

Putting Northern Uganda on the IASC Working Group agenda was an attempt by ICVA to get the humanitarian community to look more seriously at its response to that crisis. While the issue had been discussed in previous IASC WG meetings, the situation was still taking a considerable amount of time to show significant improvement. By bringing an NGO representative to the meeting, who had been working in the country for some time, the reality of the situation and the state of humanitarian coordination (or the lack thereof) became very clear. The RC/HC, who had been involved in the previous IASC WG discussions, felt that he had to come to the June meeting to defend the work done and, in the end, was forced to answer for the shortcomings. At the end of the debate, however, it was apparent that there were still many improvements to be made in the response and that the response has taken far too long to improve (see below Humanitarian Coordination and Policy).

# IMPROVING THE SECTOR

Humanitarian policy and practice need to go hand-in-hand in order to improve performance in the sector. Too often, however, policy debates take place too far away from the reality on the ground and field staff complain about too many new guidelines and policy papers. For several years now, ICVA's objective has been to narrow the gap between headquarters and the ground. In 2004, ICVA undertook several initiatives aiming to cross-fertilise policy and practice.

Protection is one area where it is critical that policy and practice inform each other. Many in the humanitarian sector have now recognised that they have a role to fulfil in protecting populations of concern. Field practice, however, shows that not all seem to understand what this role exactly entails. In order to take stock of the collective experiences and thinking on this issue, ICVA, together with ALNAP and InterAction, organised a meeting in Washington, D.C. in November 2004. The meeting, hosted by USAID, was well-served with a report from InterAction that provided a broad overview of the many different initiatives on protection that have been taken in the sector since the mid-nineties. The meeting also discussed the limitations of humanitarian agencies in providing protection and noted the linkages with the political agendas of the Security Council and other political actors. At the same time, however, there is a lot that can be done by humanitarian agencies. Leadership and coordination on protection issues at the field level were identified as the major priorities in this respect.

Earlier in 2004, an inter-agency workshop, co-organised by ICVA and the Office of the High Commissioner for Human Rights (OHCHR), held under the auspices of the IASC Task Force on Human Rights and Humanitarian Action, had also discussed the role and leadership of the Humanitarian Coordinator (HC) in ensuring that human rights and humanitarian action are linked. This meeting concluded that there are different views and approaches on incorporating human rights aspects in humanitarian action. At the same time, it is critical that more is done to increase the knowledge of humanitarian staff of human rights at the field level. Many documents and tools relating to the interface between human rights and humanitarian action exist (many of which are available from the ICVA website under the section entitled *Protecting Rights through Humanitarian Action*), but they seem not to be sufficiently known.

## BUILDING SAFER ORGANISATIONS

The "Building Safer Organisations" project, housed by ICVA since 2004, is helping humanitarian agencies to respond to allegations of abuse or exploitation of persons of concern by members of staff. Following the reports of sexual exploitation in refugee camps in West Africa in early 2002, humanitarian agencies have been developing standards for staff; staff codes of conduct; complaints' mechanisms; and procedures and guidelines for investigating allegations of abuse and exploitation.

The UN Secretary-General issued a Bulletin in October 2003 explicitly stating that six core principles applied to all UN staff and to all organisations entering into cooperative arrangements with the UN. The IASC Task Force on Protection from Sexual Exploitation and Abuse also produced draft model complaints and investigation procedures and associated tools to assist in the process of implementation.

Another policy area that has continued to be the subject of many discussions relates to accountability in the humanitarian sector. The ICVA website contains a number of references and links to accountability tools and mechanisms and ICVA has started collaborating with the Geneva-based Humanitarian Accountability Partnership-International. With regards to the accountability of the ICVA membership, a discussion has started on the need to review criteria for membership and to scrutinise the application of these criteria in a more rigorous manner.

As part of the management committee of the Sphere project, ICVA has also continued contributing to the thinking on how to further ensure the application of the Sphere handbook throughout the sector. As the ownership of Sphere has gone far beyond those that originally conceived the idea, ICVA also helped in the restructuring of the governing structure of the project. NGOs from developing countries will become part of the new board in 2005.

It has only been since 2003 that a group of donor governments have started to discuss jointly their accountability. Through the Good Humanitarian Donorship (GHD) process, donors have committed to 23 principles and good practice statements. There is a certain level of scepticism, however, whether progress was made at a GHD meeting in October 2004, which was also attended by ICVA.

The "Building Safer Organisations" project is supporting agencies to implement the complaints and investigation procedures and strengthen the capacity to investigate and follow-up on allegations of staff misconduct. Building on existing materials, the project is producing two sets of training materials: one for senior managers, which will outline the risks and the range of implications for organisations of having codes of conduct, and the second to develop the capacities of staff designated to investigate allegations of abuse or exploitation of beneficiaries by staff. A workshop in August 2004, bringing together UN and NGO staff from different backgrounds, developed and discussed drafts of the second set of materials.

ICVA is very grateful to the International Rescue Committee for making available Ms Jane Warburton, who led and coordinated the early stages of this project. In November 2004, Ms Katharina Samara-Wickrama took up her position as project manager. Advisory and editorial groups, consisting of UN and NGO representatives, are supporting the project. More information on the project and the workshops is available on the ICVA website: [www.icva.ch](http://www.icva.ch).

In this regard, it is again critical that there is close interaction with the field. While there has been some NGO participation in the two GHD pilot countries (Burundi and the Democratic Republic of Congo (DRC)), NGOs need to step up their monitoring of the way in which these donors have moved ahead on their commitments. Improving the sector takes more than developing policies and making commitments at the headquarters level.

# HUMANITARIAN COORDINATION AND POLICY

Through the Inter-Agency Standing Committee process and through various UNHCR forums, ICVA is able to influence humanitarian policy, which can have a huge impact on the response at field level. At the same time, there is the understanding that the impact is often quite minimal at the field level – the challenge is getting the policy decisions translated into practical action at the field level.

Through the IASC process, ICVA solicits input from its members to be fed into the Working Group meetings (taking place four times a year) and at the Principals level (twice a year). In between, ICVA has organised monthly NGO-IASC meetings at the Geneva level, with NGO representatives presenting on particular topics in order to allow for an in-depth discussion between UN and non-UN agencies. On particular issues where there are sub-working groups and task forces, the ICVA Secretariat either participates or gets members who have the relevant expertise to participate, for example in the context of HIV/AIDS in emergency settings.

In the Senior Network on Internally Displaced Persons (IDPs), the ICVA Secretariat continued to participate along with ICVA's lead member on IDPs – the Norwegian Refugee Council. The IDP policy package, as well as the “road map” for responding to IDPs, were areas of focus for the Secretariat staff and NRC during 2004. The revised policy, adopted by the IASC in 2004, aimed to simplify the explanations of how the collaborative response to IDPs worked. The one-page “road map” provides an easy guide for agencies on how the collaborative response should work (available on ICVA's website). How effective dissemination of the “road map” and the policy package has been remains a question, given that there were not published in hard copy format until mid 2005.

## UNHCR

Within the context of refugee policy, ICVA's involvement with UNHCR and various processes within UNHCR is extensive. ICVA continued its facilitating role in terms of NGO statements to UNHCR's Executive and Standing Committees, as well as to the High Commissioner's Forum. This negotiation process of coming to a common NGO statement is one that is often fraught with challenges as many NGOs have differing opinions of what should be mentioned in a time-limited statement. At the end of the day, however, there is general appreciation for the NGO statements, as they raise issues of concern that often states and/or UNHCR are unwilling to raise.

## REACH OUT REFUGEE PROTECTION TRAINING PROJECT

UNHCR's Reach Out process, which began in the late 1990s, has had one significant outcome: the inter-agency refugee protection training project known as Reach Out. The training project has targeted field-based staff of humanitarian agencies to provide them with basic knowledge about refugee protection. Through a set of workshops and training of trainers, the pool of people who have undergone Reach Out training is well into the hundreds. The inter-agency working group that steers the project brings together NGOs (including ICVA), the Red Cross/Red Crescent movement, and UNHCR. In 2004, there was a decision that over the course of the project's planned phase-out (in 2005), the main priority would be to improve the training materials so that they could be used by others in the future. As such, a major revision of the materials was undertaken in 2004, with additional modules being created on IDPs and gender-based violence, including sexual exploitation and abuse.



In the context of the UNHCR Convention Plus process, NGO input was also facilitated by ICVA when NGOs could not directly participate in the core groups. ICVA consolidated comments for several of the meetings of the core groups. While more progress was made in terms of coming to an agreement in the core group on the strategic use of resettlement, the push by some states to have all three strands move at the same pace has meant that the work done in the resettlement strand seems to have been left by the wayside.

After much advocating by NGOs and ICVA, UNHCR convened a meeting in October 2004 to undertake a process of revising its urban refugee policy. ICVA, as usual, then ensured that NGOs were involved in the process and facilitated their ability to input into the process, which is continuing in 2005.

ICVA continued to co-host the Annual Pre-EXCOM Consultations between UNHCR and NGOs. With a grant from the Swedish government, ICVA was able to bring several Southern NGOs to participate in the forum, which provides an opportunity for an open discussion on various issues of concern to NGOs and UNHCR. Again, the challenge with Pre-EXCOM is developing an agenda that meets the priorities of the diverse range of NGOs that attend the meeting.

One of the major shortcomings of the training project has been that it targets field-staff with little guarantee of institutional change within organisations as to how they address refugee protection. As such, a short module targeted at senior managers was also developed so that senior managers within organisations would be able to better understand the importance of incorporating refugee protection into their programming.

The project will phase out at the end of November 2005, leaving behind a set of solid materials in four languages (English, French, Spanish, Arabic), which will be made available on ICVA's website. The hope is that organisations will use and adapt the materials to improve the knowledge of their staff, as well as improve their programming at the field level. At the same time, the project's governing body has realised that refugee protection is only one part of the protection that is needed in many humanitarian contexts and, as such, felt that other initiatives on broader protection issues were becoming of greater importance.

In 2004, negotiations took place in order for NGOs to have a role in the UNHCR Executive Committee Conclusions discussions, to expand the number of speaking slots for NGOs in the Standing and Executive Committees, and to expand the categories of NGOs allowed to attend these meetings. Through the series of consultations that took place over the course of the year, ICVA promoted the important role that NGOs play in responding to refugee needs and that their experience and expertise could add value to the discussions. While the efforts did not result in full participation for NGOs in the EXCOM Conclusions negotiations, what NGOs have been granted is a two year opportunity to provide comments on the draft text. Prior to the negotiations, NGOs are allowed to present their comments through ICVA to member states. Subsequent comments can be presented in writing. In addition, the possibility of having more than one speaking slot (with prior permission) was granted. The expansion of NGO participation to all operating and implementing partners of UNHCR, however, did not go through due to objections from states.

# FINANCES

## SUCCESSFUL IMPLEMENTATION OF A NEW MEMBERSHIP DUES SYSTEM

Being a membership organisation, ICVA members pay annual dues to the Secretariat. These dues are based on the size of the annual budget of the member agency. The new membership dues system, introduced in 2004, resulted in a 40% increase in income from membership dues. Following extensive debates in the General Assembly and Executive Committee, the new dues system aimed to ensure that member agencies that have similar budget sizes pay the same dues. By dropping the amount of the highest category, more members were found to be willing to contribute to ICVA at the level at which they were expected to pay. The positive signal in terms of membership support has encouraged us to address a long-standing requirement for the Secretariat: the recruitment of an information officer to better ensure the continued and timely flow of information between the Secretariat and the member agencies in 2005.

## STATEMENT OF INCOME AND EXPENDITURES 1 January 2004 to 31 December 2004 with comparative figures (all figures in Swiss francs)

	2004	2003
<b>CORE COSTS</b>		
<i>Income</i>		
Membership fees	263,827.73	186,975.44
DANIDA via Danish Refugee Council (DKK 500,000)	103,000.00	82,533.90
Norway - Ministry of Foreign Affairs via Norwegian Refugee Council (NOK 250,000.00)	45,476.93	46,375.00
Swiss Ministry of Foreign Affairs SDC	100,000.00	100,000.00
UNHCR, Switzerland (USD 30,000.00)	34,179.00	45,427.50
Ministry for Foreign Affairs of Finland (EUR 60,000.00)	0.00	93,540.00
World Council of Churches, Switzerland	0.00	12,000.00
SIDA	83,000.00	0.00
IM World Aid loan-related adjustments	0.00	3,340.00
Stichting Vluchteling, Netherlands project balance to core	0.00	4,705.81
OHCHR, Switzerland project balance to core	0.00	17,527.40
WHO-OMS, Switzerland project balance to core	0.00	1,385.90
Restricted Funds /reserves balance to core	26,343.00	0.00
Conference Registration fees	0.00	3,902.55
Grants for Conference		
Swiss Ministry of Foreign Affairs SDC	0.00	50,000.00
Danish Refugee Council	0.00	10,000.00
Ford Foundation, USA	0.00	4,050.00
Individuell Människohjälp, Sweden	0.00	1,400.00
Adjustment on payables	0.00	417.65
Exchange rate gain and bank interest	495.60	76.10
ICVA's Expenses Invoiced to Projects	7,600.00	0.00
Miscellaneous	0.00	1,044.85
<b>Total income</b>	<b>663,922.26</b>	<b>664,702.10</b>
<b>CORE COSTS</b>		
<i>Expenses</i>		
Core salaries	250,218.85	255,597.85
Consultancy fees	10,510.97	7,434.35
Social Charges	55,601.75	56,236.55
Provident Fund	33,860.15	31,957.10
Other Personnel charges	130.00	130.00
Website related charges	28,240.15	5,174.75
Executive Committee	9,198.80	10,114.15
Conference/General Assembly	1,770.00	59,918.43
Office supplies/equipment/maintenance	12,036.30	28,433.55
Travel and representation charges	22,304.30	17,958.87
Publication and translation costs	10,075.50	3,404.70
Office rental and utilities	41,009.30	40,174.50
Postage and telecommunication costs	19,628.14	18,263.47
Audit and legal fees	3,000.00	3,000.00
Bank charges, exchange rate adjustment	2,090.43	2,274.41
NGO Liaison Officer charges	0.00	11,582.55
Miscellaneous	0.00	1,985.32
<b>Total expenses</b>	<b>499,674.64</b>	<b>553,640.55</b>
<b>Excess of income over expenses or - expenses over income</b>	<b>164,247.62</b>	<b>111,061.55</b>



	2004	2003
<b>IASC Humanitarian Workshop</b>		
<i>Income</i>		
<b>Grant received</b>		
Foreign Affairs Canada (CAN \$ 31,500)	28,649.25	0.00
<b>Total income</b>	<b>28,649.25</b>	<b>0.00</b>
<i>Expenses</i>		
<b>Funds available at the end of the year</b>	16,277.40	0.00
Foreign Affairs Canada (CAN \$ 31,500)	12,371.85	0.00
<b>Total expenses</b>	<b>28,649.25</b>	<b>0.00</b>
<b>Excess of income over expenses or - expenses over income</b>	<b>0.00</b>	<b>0.00</b>
<b>Handbook - Building Safer Organisations</b>		
<i>Income</i>		
<b>Grant received</b>		
International Rescue Committee (US \$100,000.00)	112,970.00	0.00
Canadian International Development Agency (CAN \$300,000)	288,014.85	0.00
UNHCR	6,420.00	0.00
<b>Total income</b>	<b>407,404.85</b>	<b>0.00</b>
<i>Expenses</i>		
<b>Funds available at the end of the year</b>	67,472.05	0.00
International Rescue Committee	45,497.95	0.00
Canadian International Development Agency	288,014.85	0.00
UNHCR	6,420.00	0.00
<b>Total expenses</b>	<b>339,932.80</b>	<b>0.00</b>
<b>Excess of income over expenses or - expenses over income</b>	<b>407,404.85</b>	<b>0.00</b>
	<b>0.00</b>	<b>0.00</b>
<b>RC/RC/NGO Code of Conduct</b>		
<i>Income</i>		
<b>Grant received</b>		
Development Cooperation of Ireland (EUR 35,0000.00)	52,622.50	0.00
<b>Total income</b>	<b>52,622.50</b>	<b>0.00</b>
<i>Expenses</i>		
<b>Total expenses</b>	70,916.40	0.00
<b>Excess of income over expenses or - expenses over income</b>	<b>70,916.40</b>	<b>0.00</b>
	<b>-18,293.90</b>	<b>0.00</b>
<b>Mission to Indonesia</b>		
<i>Income</i>		
<b>Grant received</b>		
Stichting Vluchteling (EUR 10,000.00)	15,095.00	0.00
<b>Total income</b>	<b>15,095.00</b>	<b>0.00</b>
<i>Expenses</i>		
<b>Funds available at the end of the year</b>	14,308.25	0.00
Stichting Vluchteling	786.75	0.00
<b>Total expenses</b>	<b>786.75</b>	<b>0.00</b>
<b>Excess of income over expenses or - expenses over income</b>	<b>15,095.00</b>	<b>0.00</b>
	<b>0.00</b>	<b>0.00</b>

## AUDIT REPORT

ICVA's full audit report is available upon request: [secretariat@icva.ch](mailto:secretariat@icva.ch).

## NOTES TO 2004 FINANCIAL STATEMENT

- 1) Restricted Funds /reserves CHF 26,343.00 was dissolved due to the fact that it had no longer any specific allocation.
- 2) Excess of income over expenses: some donors funds were received only at the end of the year, hence the excess. These funds will be used for core and projects in 2005.
- 3) Reserve/Carry over will be used as a reserve for the General Assembly and the engagement of an Information Officer in 2005.

**NOTES TO 2004  
FINANCIAL STATEMENT**

1) Restricted Funds /reserves CHF 26,343.00 was dissolved due to the fact that it had no longer any specific allocation.

2) Excess of income over expenses: some donors funds were received only at the end of the year, hence the excess. These funds will be used for core and projects in 2005.

3) Reserve/Carry over will be used as a reserve for the General Assembly and the engagement of an Information Officer in 2005.

**BALANCE SHEET STATEMENT  
as at 31 December 2004 with comparative figures  
(all figures in Swiss francs)**

	<b>12/31/04</b>	<b>12/31/03</b>
<b>ASSETS</b>		
Petty Cash	1,776.50	296.15
Cash in bank accounts		
UBS CHF	107,768.52	52,108.26
UBS CHF- Projects	385,900.30	0.00
Accounts receivable and prepaid expenses		
Accounts receivable	113,840.15	95,876.60
Taxes on interest income	186.85	148.25
Prepaid expenses	6,735.90	0.00
Guarantee deposit	1,023.05	1,005.45
	<b>617,231.27</b>	<b>149,434.71</b>
<b>LIABILITIES</b>		
Accounts payable	38,457.70	19,363.26
IM World Aid (member loan due 31.12.98)	135,125.00	139,125.00
Accruals & Provisions	24,500.00	44,500.00
Restricted Funds /reserves	0.00	26,343.00
1) Foreign Affairs Canada	12,371.85	0.00
International Rescue Committee	45,497.95	0.00
Canadian International Development Agency	288,014.85	0.00
UNHCR	6,420.00	0.00
Stichting Vluchteling	786.85	0.00
Reserve (- deficit) carry over at 31.12	66,057.17	-79,896.55
	<b>617,231.27</b>	<b>149,434.71</b>

## ICVA EXECUTIVE COMMITTEE AND SECRETARIAT

### ICVA EXECUTIVE COMMITTEE MEMBERS

**Chair:** Dr. Elizabeth Ferris, *WCC*  
**Vice-Chair:** Mr. Mamadou Ndiaye, *OFADEC*  
**Treasurer:** Mr. Jappe Erichsen, *NRC*

Mr. Saman Amarasinghe, *NNGOC*  
 Mr. Gregory Brown, *IRC*  
 Mr. John Damerell, *LWF*  
 Mr. Keshav Gautam, *ActionAid*  
 Mr. Thomas Getman, *WVI*  
 Mr. Titon Mitra, *CARE*  
 Ms Ann Mary Olsen, *DRC*  
 Mr. Sayed Fazlullah Wahidi, *ANCB*

### ICVA SECRETARIAT 2004

In 2004, the ICVA Secretariat functioned on the basis of a 3.15 full-time equivalent (FTE) staff. The positions at the Secretariat were filled by:

Mr. Ed Schenkenberg van Mierop, Coordinator  
 Ms Manisha Thomas, Policy Officer  
 Ms Sahri Passer, Administrator (as of March 2004)  
 Ms Lieske Pott Hofstede, Programme Advisor

ICVA also began hosting the inter-agency "Building Safer Organisations" project and the full-time Project Coordinator, Ms Katharina Samara-Wickrama.

# ICVA MEMBERS IN 2004

- ◆ Action by Churches Together (ACT), *Switzerland*
- ◆ ActionAid, *UK*
- ◆ Adventist Development and Relief Agency International (ADRA)
- ◆ Afghan NGOs Coordination Bureau (ANCB)
- ◆ Africa Humanitarian Action (AHA), *Ethiopia*
- ◆ African Council for Adult and Continuing Education (ARCACE), *Kenya*
- ◆ All Africa Conference of Churches (AACC), *Kenya*
- ◆ AMEL Association (Lebanese Association for Popular Action) (AMEL)
- ◆ American Joint Distribution Committee (AJDC)
- ◆ Anatolian Development Foundation (ADF), *Turkey*
- ◆ Asian Institute for Rural Development (AIRD), *India*
- ◆ Asociacion Nacional de Centros de Investigacion, Promocion Social y Desarrollo (ANC), *Peru*
- ◆ Association Béninoise de Lutte Contre la Faim et la Misère du Peuple (ASCOFAM), *Benin*
- ◆ Association of Development Agencies in Bangladesh (ADAB)
- ◆ Association of Voluntary Agencies for Rural Development (AVARD), *India*
- ◆ Australian Council for International Development (ACFID)
- ◆ British Refugee Council (BRC)
- ◆ Canadian Council for Refugees (CCR)
- ◆ CARE International (CARE)
- ◆ Caritas Internationalis
- ◆ Chinese Refugees' Relief Association (CRRRA), *Taiwan*
- ◆ Christian Aid (CA), *UK*
- ◆ Church World Service (CWS), *USA*
- ◆ Christian Relief and Development Association (CRDA), *Ethiopia*
- ◆ Community and Family Services International (CFSI), *Philippines*
- ◆ Concern Worldwide (CONCERN), *Ireland*
- ◆ Consejo de Instituciones de Desarrollo (COINDE), *Guatemala*
- ◆ Danish Refugee Council (DRC)
- ◆ Disaster Mitigation Institute (DMI), *India*
- ◆ EMO-BARAKA, Union Pour la Promotion du Paysan (EMO-BARAKA), *Burundi*
- ◆ Federacion de Organismos No Gubernamentales de Nicaragua (FONG)
- ◆ Fundacion Augusto Cesar Sandino (FACS), *Nicaragua*
- ◆ General Union of Voluntary Societies (GUVS), *Jordan*
- ◆ Greek Council for Refugees (GCR), *Greece*
- ◆ Human Appeal International (HAI), *United Arab Emirates*
- ◆ Human Rights First (HRF), *USA*
- ◆ Indian Institute of Youth and Development (IIYD)
- ◆ Individuell Människohjälp (Swedish Organisation for Individual Relief) (IM)
- ◆ InterAction (American Council for Voluntary International Action)
- ◆ InterAid International (IAI), *Switzerland*
- ◆ International Blue Crescent (IBC), *Turkey*
- ◆ International Catholic Migration Commission (ICMC)
- ◆ International Islamic Relief Organisation (IIRO), *Saudi Arabia*
- ◆ International Rescue Committee (IRC)
- ◆ International Save the Children Alliance
- ◆ Islamic Relief Agency (ISRA), *Sudan*
- ◆ Italian Consortium of Solidarity (ICS)
- ◆ Jesuit Refugee Service (JRS)
- ◆ Lebanese NGO Forum (LNF)
- ◆ Liaison Unit of Non-Governmental Organisations of Seychelles (LUNGOS)
- ◆ Lutheran Immigration and Refugee Service (LIRS)
- ◆ Lutheran World Federation (LWF)
- ◆ Mauritius Council of Social Service (MACOSS)
- ◆ Médecins du Monde (MDM)
- ◆ Mission Armenia (MA)
- ◆ National NGO Council of Sri Lanka (NNGOC)
- ◆ Norwegian Refugee Council (NRC)
- ◆ Office Africain pour le Développement et la Coopération (OFADEC), *Senegal*
- ◆ Oxfam GB (OXFAM)
- ◆ Refugee Children and Vulnerable Citizens (RCVC), *Tajikistan*
- ◆ Refugee Education Trust (RET), *Switzerland*
- ◆ Refugees International (RI)
- ◆ Rural Development Foundation of Pakistan (RDFP)
- ◆ Salvation Army International (SA)
- ◆ Sarvodaya Shramadana Sangamaya Inc. (SARVODAYA), *Sri Lanka*
- ◆ Sierra Leone Association of NGOs (SLANGO)
- ◆ Stichting Vluchteling (SV), *The Netherlands*
- ◆ Télécoms sans Frontières, (TSF), *France*
- ◆ Thailand Burma Border Consortium (TBBC), *Thailand*
- ◆ Union for Support and Development of Afghanistan (UAF), *Germany*
- ◆ World Council of Churches (WCC)
- ◆ World Society for the Protection of Animals (WSPA), *UK*
- ◆ World Vision International (WVI)

## PERMANENT OBSERVERS

- ◆ Human Rights Watch (HRW), *USA*
- ◆ International Committee of the Red Cross (ICRC)
- ◆ International Federation of Red Cross and Red Crescent Societies (IFRC)
- ◆ Médecins sans Frontières International (MSF)

## MEMBERSHIP

Membership in ICVA is open to international NGOs, regional NGOs, and national NGOs that have linkages with local NGOs (i.e. networks and consortia).

Details on membership requirements, as well as membership application forms are available on the "Member Agencies" page of the ICVA website: [www.icva.ch](http://www.icva.ch)

## NEW MEMBERS IN 2004

- ◆ Action by Churches Together (ACT), *Switzerland*
- ◆ Greek Council for Refugees (GCR), *Greece*
- ◆ International Blue Crescent (IBC), *Turkey*
- ◆ Refugee Education Trust (RET), *Switzerland*

## **International Council of Voluntary Agencies**

26-28, avenue Giuseppe-Motta  
1202 Geneva  
Switzerland

Tel: +41 (0) 22 950 9600

Fax: +41 (0) 22 950 9609

**[secretariat@icva.ch](mailto:secretariat@icva.ch)**

**[www.icva.ch](http://www.icva.ch)**