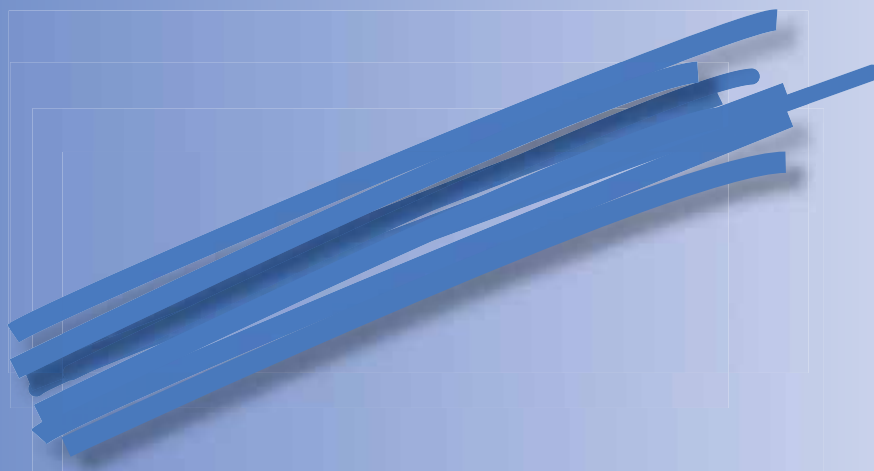
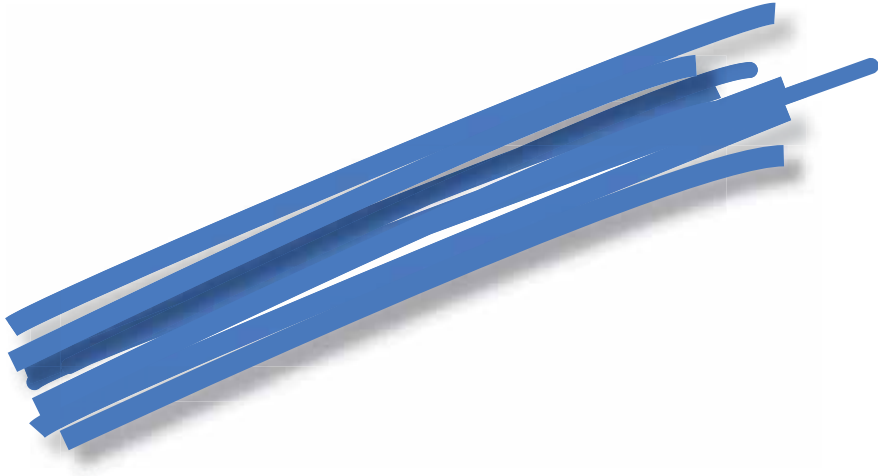


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Annual  
report



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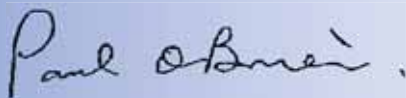
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## Foreword

2010 started off with the world watching the devastating earthquake in Haiti. ICVA, along with many others, engaged in helping with NGO coordination in a context where there were soon to be hundreds, if not thousands, of NGOs and others coming to help Haiti. While the coordination efforts helped in some ways, it could hardly be called an overwhelming success, given the well-known criticisms of the response. ICVA used the occasion to draw lessons about NGO coordination – from Haiti and a number of other cases of NGO coordination in humanitarian response – which should lead to useful tools to support NGOs in the coming years.

The ICVA learning events on the NGO/Red Cross/Red Crescent *Code of Conduct* proved to be a useful way of getting NGOs to think about how they apply humanitarian principles in their work. Too often as NGOs, we talk about principles, but then do not apply them as rigorously as we should. In addition, ICVA reminded various actors responding to the Pakistan flood crisis of the importance of independent humanitarian action. The ICVA Secretariat also grew in size so as to better service our members and partners.

You may notice a different look to the 2010 Annual Report, which marks the beginning of a revamp of ICVA's communication tools, with a major overhaul of the ICVA website planned. As ICVA approaches its 50th anniversary in March 2012, we are consulting members and partners to develop ICVA's next Strategic Plan, which members will adopt at the 15th General Assembly from 20-21 March 2012 in Geneva. We look forward to your continued support and to your active engagement in the Annual Conference the day before, on 19 March 2012, and/or the General Assembly next year as we look forward to ICVA's next years of promoting effective humanitarian action.



Paul O'Brien  
Chair, ICVA Executive Committee

# Introduction

One may wonder what an international NGO consortium like ICVA actually does and how it works. With a global membership, ICVA brings together the voices of its member organisations from around the world in order to advocate for better humanitarian responses to crises. ICVA works on policy issues that emerge in humanitarian settings ranging from questions on whether humanitarian NGOs should work with the military, to how crisis-affected populations are best protected from further violence, or to how closely NGOs should collaborate with the UN system. This report lays out a number of ICVA's activities in 2010.

While the ICVA Secretariat or the Chair of ICVA's Executive Committee are often seen as the "face" of ICVA, behind those faces is a broad network of NGOs that see an added value in coming together. Every three years, the ICVA membership collectively decides on ICVA's strategic directions. It also elects nine members to form an Executive Committee (EXCOM) to make sure the network and the Secretariat fulfil that strategy. On a day-to-day basis, the Secretariat, based in Geneva, shares information with the members and solicits feedback to take to various meetings.

As ICVA's members are focused on carrying out their operations, many of them will have limited time to invest in following and influencing policy debates. There is also the risk with trying to influence the UN and other international policy processes that the time of the Secretariat, in particular, can get consumed by meetings.

Yet, as the implications of the decisions of these policy forums can sometimes be far reaching for field operations, it is essential that the views of NGOs are heard. Given that ICVA's members, collectively, deliver a huge amount of overall humanitarian response, we have a critical role in setting the humanitarian agenda.

ICVA is always striving to harness the full potential of the membership. Finding the best way to get members to participate in ICVA's work requires constant efforts. If members take the time to invest in the various global humanitarian policy debates, making them more practical, they will better serve the populations with and for whom we work.

# Still Improving Humanitarian Reform... 5 Years Later

## Strengthening the Work of the Humanitarian Community

In 2005, the UN embarked on a reform process to improve coordination, leadership, and the financing of humanitarian response. More than five years later, whether one talks about still reforming or the way we work, ICVA has continued its engagement in strengthening the efforts of the humanitarian community, in particular of NGOs. The NGOs and Humanitarian Reform Project (NHRP), which ICVA started with six member organisations in 2008, built on the base-line synthesis report published in 2009.<sup>1</sup> In 2010, the project's activities concentrated on recommending solutions to the main problems in the functioning of the clusters, continued weak leadership, and funding allocations that are not needs-based. In October, towards the end of the project, ICVA hosted a discussion with members, partners, and donors to take stock of lessons learned and to identify how they could be taken forward.<sup>2</sup>

## Elusive Humanitarian Leadership

Humanitarian leadership is expected particularly to come from the Humanitarian Coordinator (HC): the UN's most senior official coordinating humanitarian response in a crisis. The lack of progress in strengthening the performance of HCs remains the Achilles heel of the reform process. The NHRP report, *Fit for the Future?*, confirmed that progress on leadership still had not been given the necessary priority.<sup>3</sup>

The report also recommended that the UN's Emergency Relief Coordinator (ERC) commission an independent evaluation of the leadership pillar. ICVA has advocated for such an evaluation in Inter-Agency Standing Committee (IASC) meetings, pointing out that the coordination and financing pillars of reform have been subject to multiple evaluations since 2005. Together with leadership, the pillars are inter-linked and the humanitarian reform process can only be effective if all the parts are successfully put in place.

<sup>1</sup> The *Synthesis Report: Review of the engagement of NGOs with the humanitarian reform process*, October 2009, is available at: [www.ngosandhumanitarianreform.org](http://www.ngosandhumanitarianreform.org)

<sup>2</sup> A summary of the meeting and its conclusions can be found at: [www.ngosandhumanitarianreform.org](http://www.ngosandhumanitarianreform.org)

<sup>3</sup> *Fit for the future? Strengthening the leadership pillar of humanitarian reform*, October 2010, is available at: [www.ngosandhumanitarianreform.org](http://www.ngosandhumanitarianreform.org)

With progress on the leadership pillar falling behind, what has ICVA done to push for improvements? Representatives from ICVA members, including from Africa and Asia, have participated in the various meetings of the panels for HC recruitment and appointments. The ICVA Secretariat has continued to participate in the HC Issues Group of the IASC that recommended simplified procedures for advising the ERC on the appropriate HC model in a given context – a stand-alone HC or an HC who doubles as Resident Coordinator – and the best candidate. These recommendations were approved by the IASC Working Group. The NGO representatives on the HC Panel, however, have noted that their voices are not yet fully heard. The optimal usage of the Panel also remains a challenge, with decisions continuing to be made through deals within the UN system.

To improve humanitarian leadership, there also needs to be a focus on other elements, including the Humanitarian Country Team (HCT), which the HC leads. It has been said that the HC needs a well-functioning HCT to achieve results. NGOs have been represented in HCTs in numerous countries and ICVA has promoted strong(er) engagement of NGOs where possible. While NGOs may not readily see the returns on the time and effort required to make HCTs work, without such engagement, NGOs risk not being taken seriously by the UN and others. NGOs must, therefore, get their acts together to ensure that their HCT participation is representative, transparent, and accountable towards the wider NGO community.



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## The Same Old Story

NGO participation in humanitarian coordination mechanisms is often an exclusive domain for larger international NGOs. As the NHRP concluded, the international humanitarian community needs to get better at linking up with local and national structures. This lack of connectivity is not a new issue. It is the same old story of how the international humanitarian community, in particular with its clusters, overruns locally existing structures and establishes new mechanisms. The humanitarian reform process has put the international system at its centre, thus leaving gaps in working with “domestic” partners, particularly with regards to coordination and financing mechanisms. In 2010, ICVA brought a number of members from the South to international debates – from the IASC to UNHCR – to ensure their voices are heard about where gaps exist and how to close them.

## Still Improving the Reforms

In its 2009 Annual Report, ICVA wrote about the need to improve the humanitarian reform process. At the end of 2010, with the new ERC, Valerie Amos, four months into the job, the IASC decided that it was time to look at a number of shortcomings of the reforms that had become particularly apparent during the Haiti earthquake and Pakistan floods responses. Such reflection on how to perform better has become even more urgent with several major crises in 2011 with significant humanitarian needs. Meanwhile, ICVA will continue to advocate for changes, through active NGO participation, and will push for further improvements in reforming the way the humanitarian community does business. ●

### **Making NGO Voices Heard at UNHCR's Governing Bodies**

It is ICVA's role to facilitate and consolidate NGO input to UNHCR's governing bodies, but the engagement of NGOs in this process has been decreasing over the last several years. To address this issue, ICVA undertook a consultation with NGOs to find out how they view this NGO input and what could be done to improve its quality and reliability. NGOs reaffirmed their commitment, in principle, with proposals developed to encourage engagement, which ICVA has progressively been introducing, with mixed results. ICVA has nevertheless coordinated NGO statements on most of the major topics, including international protection and regional statements, and will continue working with NGOs to ensure their voices are heard in global discussions on refugees, internally displaced persons (IDPs), stateless persons, and other persons of concern to UNHCR.



## The ICVA Website and Mailing Lists: Clog Your Inbox with Substance

ICVA's website, [www.icva.ch](http://www.icva.ch), is a useful access point for up-to-date information on humanitarian issues. It provides a repository of documents and tools for humanitarian actors. Its "members only" section contains material not available in the public domain. It features policy documents and discussion papers in their early stages, as well as meeting reports and other documentation that is relevant to ICVA's members as important actors in humanitarian response. To gain access, members simply need to send a message to [webmaster@icva.ch](mailto:webmaster@icva.ch) requesting a username and password.

ICVA maintains targeted e-mail distribution lists to keep NGOs updated on their areas of interest and operation. ICVA members can subscribe to the following lists:

- *Refugee/IDP Issues*: provides information about issues related to refugee and IDP protection and about UNHCR (also open to non-ICVA members);
- *Humanitarian Issues*: used for messages regarding humanitarian policy, coordination, humanitarian reform issues, the Inter-Agency Standing Committee (IASC), and other humanitarian topics;
- *Food/Food Security Issues*: provides information regarding food security (also open to non-ICVA members); and
- *ICVA General*: for details about ICVA's General Assembly, annual Conferences, ICVA's Annual and Strategic Plans, ICVA's Executive Committee, and other ICVA-related matters.

If you want to be added to any of these lists, please send an e-mail to [information@icva.ch](mailto:information@icva.ch).



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# Haiti and NGO Coordination: Learning from a Disaster

ICVA's engagement in Haiti was unique in many ways. Over the years, ICVA has supported NGO coordination in numerous humanitarian responses. Haiti marked the first time that ICVA worked with another NGO consortium, InterAction, to jointly set up an NGO coordination support function. The decision to enter into such a partnership was taken quickly, with the details to be worked out along the way. Before deploying one of the Secretariat staff to Haiti, ICVA convened a meeting of members and partners to build upon lessons from previous emergencies and to identify the things such coordination support should do, should not do, and how it should relate to quality and accountability (Q&A) initiatives. The consultation provided clear messages: provide a service to the NGOs by asking them what they want out of a coordination body and work closely with the Q&A initiatives, which were also sending staff, so that the NGO response could be coherent and efficient. These messages were in line with the findings of the NGO coordination study later commissioned by ICVA (see page 10).

## A “One-Stop Coordination Shop” for NGOs

Through a number of consultations with NGOs on the ground, the priorities for such a coordination body became clear. With terms of reference developed, it was a matter of opening up an office that was easily accessible for all NGOs, and particularly for national and local NGOs. Discussions were well underway to ensure that the NGO Coordination Support Office (NCSO) would be housed together with the Q&A initiatives: Humanitarian Accountability Partnership International, Sphere, and RedR/Bioforce. The idea was that NGOs would have access to all the services they would need to help ensure a well-coordinated and effective response: a “one-stop-shop” of sorts for NGOs.

## Bringing Together National and International NGOs

A complicating factor in Haiti was the lack of a widely recognised (humanitarian) NGO platform that brought together a critical mass of national and international NGOs. There was distrust of the various existing platforms, which did not help to foster good will between NGOs. Ensuring that such trust is built in advance of a major emergency is essential and putting the *Principles of Partnership* (PoP)<sup>4</sup> into practice is one means of building such trust.

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4 For various translations of the PoP and related tools, please visit: [www.globalhumanitarianplatform.org](http://www.globalhumanitarianplatform.org).

## Better Preparedness for Coordination Functions Required

Unfortunately, even the best laid plans can get sidetracked. Differences in the visions of ICVA and InterAction in terms of the functions the NCSO should perform led to additional challenges. The lesson learned is that any future attempts to work on coordination together in an emergency must have a clearly developed memorandum of understanding at the onset to avoid mixed messages to staff in country. There should be prior agreements between the NGO consortia at the global level and the Q&A initiatives so they automatically work together in an emergency. Otherwise, by having different offices and initiatives, NGOs risk getting overstretched and losing interest in engaging with the various mechanisms. These and other lessons learned can be found in the case study on Haiti that is part of ICVA's work on NGO coordination (see [www.ngocoordination.org](http://www.ngocoordination.org)).



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### ICVA's 2010 Annual Conference: Partnership for a Change?

Partnership has become the buzzword in the humanitarian community. Organisations that, on the face of it, may have little in common suddenly seem to be working in partnership according to their statements. Other long-standing partnerships in the humanitarian community, such as those between UNHCR and NGOs, may be in a state of care and maintenance. In taking a good look at the value of working in partnership, ICVA devoted its annual Conference in February 2010 to this theme. The Conference preceded the third session of the Global Humanitarian Platform (GHP), which has developed the *Principles of Partnership* (PoP), and was to take stock of the progress made on using the PoP in practice (see: [www.globalhumanitarianplatform.org](http://www.globalhumanitarianplatform.org)).

The ICVA Conference looked at the partnerships with local NGOs, as these NGOs form the main actors in what has been called the “new business model.” This model has been presented as the ‘new’ way of delivering humanitarian response, by working directly with, and through, national and local NGOs. The ICVA Conference allowed for a moment of reflection for agencies to consider what they are doing, individually and collectively, to realise this vision for humanitarian response.

### Some Positive Sides

One NGO noted that the initial ICVA-InterAction efforts at getting NGOs to coordinate worked in the sense that it got NGOs to talk to each other at a crucial time. While subsequent obstacles then occurred, at least coordination was continuing in many ways, if not through a formal mechanism. ICVA, through its work on NGO coordination, is looking at ensuring that the lessons from Haiti do not just get identified, but actually get learned and applied. There is a clear need for NGOs to coordinate among themselves, and ensure that we are working on quality and accountability so that we can provide better humanitarian aid to those with whom, and for whom, we work. ●



## The High Commissioner's Dialogue

The December 2010 UNHCR High Commissioner's Dialogue on Protection Challenges was more than an opportunity for the organisation to discuss with its constituency issues related to people of concern. It was the inaugural event of a year-long series of events focused on the 60th anniversary of the Refugee Convention and the 50th anniversary of the Statelessness Convention. UNHCR launched the three main themes that

will be the threads around which the commemorations will be celebrated. As such, ICVA started its engagement with UNHCR in supporting the articulation of an NGO perspective on protection gaps, burden-sharing, and statelessness – taking stock of what has been accomplished, as well as exploring ways in which the two Conventions could be better used and implemented on the ground.



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# NGO Coordination: It's Not About Herding Cats

It is often said that NGOs do not coordinate among themselves or are unwilling to coordinate. The reality is that, generally, NGOs are firmly committed to coordinating because they see the value it can bring to their work. In fact, NGO coordination seems to be the norm, not the exception. NGOs, do not, however, often document their coordination work – whether formal or informal – nor have we been particularly good at sharing lessons between different country situations. The result has been that valuable lessons have been lost.

## An Overdue Look at NGO Coordination

The last piece of work done on NGO coordination was carried out by ICVA in the 1990s. Based on ICVA's experience with NGO coordination at the time, two books were published: *Meeting Needs: NGO Coordination in Practice*, which included a number of case studies on different NGO coordination mechanisms; and *NGO Coordination at Field Level: A Handbook*, which provided many of the basics around NGO coordination. Since that time, much has changed in the humanitarian sector, with many different structures and contexts to which NGO coordination mechanisms must react and relate. The time seemed right to take a step back and reflect on the NGO side of humanitarian coordination.

### Case Studies of NGO Coordination

- Afghanistan 1988-2010
- Haiti 2010
- Iraq 2003-2010
- Kosovo 1999-2002
- Myanmar 2008-2010
- Occupied Palestinian Territories 1967-2010
- Pakistan 2002-2010
- South Sudan 1996-2010
- Sudan 1999-2010

## Where Things Stand

In order to try and address the gap in overall knowledge, ICVA contracted two consultants, Paul Currion and Kerren Hedlund, to carry out a review of NGO coordination mechanisms in the last decade. From Kosovo in 1999 to Haiti in 2010, the consultants carried out interviews to develop nine case studies in total (see box). Each case study collected a number of critical success factors necessary for NGO coordination mechanisms. Combined with a desk review, they produced an Overview Report and a Lessons Learned document. The study, entitled *Strength in Numbers: A Review of NGO Coordination in the Field*, provides the evidence base that NGO coordination works, but also cautions that one size does not fit all. In every situation, an NGO coordination mechanism must be tailored to the context and it must clearly add practical value to their work if NGOs are to participate in a significant manner. Therefore, instead of trying to bring NGOs together by herding them like cats, effective coordination mechanisms must be built from the bottom up, so that they meet the needs of the NGOs that recognise that collective action is generally more effective than working alone.

## Basics of Coordination

There are some basic elements of NGO coordination that seem to be necessary for success, such as clear terms of reference; a sense of ownership from members; and clear accountability to members. Mechanisms seem to work best when there is dedicated support for the structures, which requires funding. NGO coordination mechanisms often target NGO-specific concerns, which are not addressed in other bodies, including humanitarian principles, access issues, and practical matters like NGO registration. One of the outstanding challenges for mechanisms created by international NGOs is to better include and address the needs of national NGOs.



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## A Necessity, Not an Option

While many NGOs already recognise the importance of coordination, there are still many that do not. Many of the new “NGOs” that appear in large-scale emergencies, such as Haiti, may not be aware of humanitarian principles or standards of response. Through coordination mechanisms, there is a responsibility on the part of those NGOs that are committed to improving the system to work with these new actors to ensure that there is a collective attempt to contribute to an improved humanitarian response. Such a task, however, is not easy. As the authors of the study wrote in a recent article, for NGO coordination to be truly successful in the future, “it must be part of a broader system of coordination” to address the “growing complexity of the humanitarian endeavour”.<sup>5</sup>

### ***Talk Back to the UN SG Appointing a New ERC***

Being the main operational partners of the UN in humanitarian response, NGOs have an interest in the position of the Emergency Relief Coordinator (ERC). Strong leadership is essential in making humanitarian response effective. With this in mind, ICVA advocated for a transparent and accountable recruitment process of the ERC based on qualifications, as it had done with previous appointments of senior UN humanitarian officials.

In June, a special issue of ICVA's occasional publication, *Talk Back* (vol. # 9-1, 15 June 2010), was released, which raised a long list of challenges for the new ERC. The UN Secretary-General (SG), who is responsible for making the appointment, was sent a copy and candidates were asked to provide their vision for the position. The previous SG set an example by putting in place criteria for a transparent and accountable recruitment process of senior UN officials. The current SG has not followed that example. A number of candidates contacted ICVA commending it for its efforts. ICVA was also told that the SG did pass on the *Talk Back* issue to them. At the end of the day, the SG agreed to the candidate put forward by one of the ‘Permanent Five’ of the Security Council. Since August 2010, ICVA has been pleased to work with Valerie Amos as the new ERC.

5 Humanitarian Exchange Magazine, Issue 49, February 2011, [www.odihpn.org/report.asp?id=3169](http://www.odihpn.org/report.asp?id=3169)

### ICVA Supports Pakistan's Humanitarian NGO Forum

As part of ICVA's work related to NGO coordination on the ground, support was provided to humanitarian policy and advocacy efforts of NGOs in Pakistan. These efforts came in the wake of the humanitarian response to the massive monsoon floods in August 2010 that affected some 18 million people. In collaboration with the Islamabad-based Pakistan Humanitarian Forum, a coalition of some 40 international NGOs, the ICVA Coordinator looked at a number of humanitarian concerns and how they could best be voiced by NGOs.

The visit's findings, consolidated in a report, did not bode well for the future of humanitarian response in the country. The government wishes to dictate how the humanitarian community delivers its response. The UN is locked up in its relations with the government and its humanitarian operations are subject to international political and security concerns. Within this context, the space for NGOs to develop a humanitarian agenda is almost non-existent. Only through joint and consistent efforts of NGOs promoting the respect for humanitarian principles can there be some independent voices advocating for the rights of the most vulnerable populations.

### Helping to Support NGOs

For the second phase of the project, ICVA is working with the consultants to develop simple, easily accessible tools that will help NGOs build coordination mechanisms upon the lessons identified in the first phase to avoid re-inventing the wheel, as has been done before. ICVA will also create a more functional website dedicated to NGO coordination that will serve as a "one-stop-shop" for NGOs. The tools that ICVA will develop will hopefully assist NGOs in taking up the challenge to coordinate better.

The full study, *Strength in Numbers: A Review of NGO Coordination in the Field*, is available at [www.ngocoordination.info](http://www.ngocoordination.info).

# Protection: Part and Parcel of Humanitarian Response

The *Sphere Handbook* has become widely recognised as setting the standard for quality and accountability within the humanitarian sector. But any standard-setting document needs to keep pace with the developments in the sector. Most humanitarian actors recognise that they have a responsibility to consider the rights of affected populations when delivering assistance. This realisation formed the basis of including protection in the 2011 edition of the *Sphere Handbook*. For the ICVA Secretariat, having the ICVA Coordinator lead the drafting of the *Handbook's* protection section took up a considerable amount of time in 2010. This role required facilitating the drafting process, writing sections of the chapter, and consulting widely with protection experts across a range of organisations.

## Protection: Not Just for Lawyers

Following years of debate, there is a broad consensus that protection is a concern of all those who deliver humanitarian response. Protection in humanitarian response is not something legal that is just for lawyers. One of the challenges in developing the Protection Principles in the *Handbook* was to give room to the various approaches to protection in the sector. There are those who see protection as a specific set of activities and others who believe that everything in humanitarian response contributes to the rights of affected populations and, therefore, should be seen as protection. There are also protection specialists with a specific focus, such as child protection, who felt that the *Handbook* should include special sections to highlight the importance of those particular groups.



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## A Framework, Not a Recipe Book for Protection

Different from most other chapters, protection has been framed in principles, not in standards. *The Sphere Standards* include indicators, but protection is not an activity that can be easily measured. Instead, the principles provide guidance notes, which show that agencies may have to make difficult choices in terms of prioritising certain rights over others. The protection chapter provides a framework: it does not provide a recipe book for how agencies should do protection.

## Four Basic Principles

Combining the various views on protection, the chapter provides four principles, starting from the perspective of what agencies themselves should do to avoid putting populations at (even) greater risk: 1) avoid causing further harm as a result of your actions; 2) ensure people's access to impartial assistance; 3) protect people from physical and psychological harm due to violence or coercion; and 4) assist with rights claims, access to remedies, and recovery from abuse. The revised *Sphere Handbook* requires humanitarian agencies to reflect on their actions and to take all rights into account, not just those that are 'convenient' to humanitarian response.

### ICVA as the Humanitarian Meeting Hub

One benefit of ICVA's Geneva presence is that it serves as a hub for meetings between its NGO members and senior UN or other humanitarian officials who come to town. In 2010, ICVA organised, among others, meetings with the Humanitarian Coordinators for Afghanistan and Pakistan, with the incoming ERC, Valerie Amos, and the UN High Commissioner for Refugees, António Guterres. ICVA's meeting space provides for an informal atmosphere for frank and open dialogue. Representatives from the Permanent Missions of governments have noted that the meetings with NGOs hosted by ICVA touch on issues that otherwise remain uncharted territory.

The challenge for ICVA is to ensure that meetings in Geneva are informed by what happens on the ground. Diplomacy and humanitarian concerns do not always go together when it concerns the performance of the humanitarian community, including donors. In an effort to improve our joint performance as a humanitarian community, it is essential that these issues are put on the table, instead of being swept under the carpet. ICVA, therefore, will continue to provide a humanitarian meeting space.

### GHP 2010

Bringing together some 40 participants from all the 'families' of operational humanitarian agencies, the Global Humanitarian Platform (GHP) held its third meeting in early February 2010. Demonstrating a spirit of partnership, the meeting discussed several strategic issues of common concern, including humanitarian space, civil-military relations, and working with local actors in delivering humanitarian response.

One of the aspects of the GHP's added value is to provide a platform for national NGOs from Africa and Asia, whose voices, otherwise, are not always heard within the international system. ICVA facilitated the participation of some 10 of these NGOs.

One function of the GHP is to take stock of the partnership among the three operational families. While the meeting recognised that progress has been made, it also revealed that partnership is still too dependent on individuals. Partnerships with national NGOs must be strengthened, in particular, in order to enable them to be more effective in their responses to humanitarian crises.

[www.globalhumanitarianplatform.org](http://www.globalhumanitarianplatform.org)

Also included is the principle of ensuring that humanitarian response looks at the rights of all populations affected by disasters and armed conflict. A specific focus on internally displaced persons, for example, should not be at the detriment of those who were unable to flee. Likewise, child protection can only be effective if it is part of a larger protection strategy that looks at the rights of the entire population.

Much of what humanitarian agencies can do to contribute to the protection of the population is to 'responsibilise' those who hold formal responsibilities with regards to protecting civilians: the government or other relevant authorities. Humanitarian agencies will normally not be able to prevent violent attacks, but they can inform those who do have the power and means to stop these attacks of the threats and circumstances. The fourth and final principle covers the need for humanitarian agencies to support those whose rights have been violated to re-claim those rights.

The year-long drafting process was not easy and the protection chapter is likely to undergo changes in the next revision of the Handbook in some five years. It does, however, set directions and benchmarks for the entire humanitarian community. Clearly, in humanitarian response, agencies cannot remain indifferent with regards to the rights of the populations they are trying to serve. ●



## Learning Events on Humanitarian Principles

Humanitarian principles, such as impartiality or independence, are not esoteric or pie-in-the-sky ambitions, but tenets that are central to humanitarian work for it to be understood and perceived by all in a manner allowing for effective response. The starting point for many NGOs is the *Code of Conduct* that they, together with the Red Cross and Red Crescent Movement, issued in 1994 as the framework to guide humanitarian response. ICVA's experience is that the *Code* has not yet been applied consistently and across the board in all humanitarian situations.

In light of the increased recognition of the relevance of the *Code*, ICVA developed a number of learning events on the *Code* and related humanitarian principles to look at their practical application. A workshop was held at the beginning of 2010 with some 15 member agencies and partners to design the modules and materials for the learning events. Later in 2010, ICVA members and partners were brought together in Amman, Kuala Lumpur, and Addis Ababa to learn from each other about using the *Code* in regional or national contexts. The *Code* needs to be kept alive. Otherwise, we risk that its contents – the principles – remain an aspiration rather than the foundation of all humanitarian response.



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# Finances

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

	2009 CHF	2010 CHF
<b>ASSETS</b>		
<b>Cash</b>	<b>1,840.52</b>	<b>467.30</b>
Petty Cash	1,840.52	467.30
<b>Cash in bank accounts</b>	<b>721,155.24</b>	<b>637,843.34</b>
UBS CHF - C0142609.0	686,754.63	603,494.73
UBS CHF - Projects - HU163410.0	34,400.61	34,348.61
<b>Accounts receivable and prepaid expenses</b>	<b>32,663.11</b>	<b>24,272.65</b>
Accounts receivable	31,707.18	23,963.25
Taxes on interest income	955.93	309.40
Prepaid expenses	0.00	0.00
<b>Guarantee deposit</b>	<b>8,911.40</b>	<b>8,948.55</b>
Guarantee deposit	8,911.40	8,948.55
	<b>764,570.27</b>	<b>671,531.84</b>
	2009 CHF	2010 CHF
<b>LIABILITIES</b>		
<b>Accounts payable and Provisions</b>	<b>17,704.39</b>	<b>72,189.21</b>
Accounts payable	10,704.39	36,404.51
Accruals & Provisions	7,000.00	35,784.70
<b>Earmarked projects</b>	<b>289,473.18</b>	<b>64,508.93</b>
Royal Danish Ministry of Foreign Affairs Commentary CoC	20,028.43	0.00
Sida - Strengthening NGO Voices in Global Humanitarian Coordination	218,533.93	14,564.55
Reach Out Refugee Protection Training Project	1,040.13	22.38
CWS/ACT - NGO Liaison	49,870.69	49,922.00
<b>Reserve</b>	<b>457,392.70</b>	<b>534,833.70</b>
Reserve (-deficit) carry over at 31.12	457,392.70	534,833.70
	<b>764,570.27</b>	<b>671,531.84</b>



- The full version of ICVA's audited 2010 financial report is available upon request from the ICVA Secretariat: [secretariat@icva.ch](mailto:secretariat@icva.ch)
- ICVA wishes to thank the membership for the payment of their membership dues.
- ICVA is also grateful to the following governments and agencies for their generous support in 2010:
  - » Denmark
  - » The Netherlands
  - » Norway
  - » Sweden (Sida)
  - » Switzerland (SDC)
  - » United Kingdom (DFID)
  - » UNHCR

## STATEMENT OF INCOME AND EXPENDITURES

1 January to 31 December, with comparative figures

(all figures in Swiss francs)

### CORE COSTS

#### Income

	2009	2010
Membership fees	322,398.97	327,556.63
DANIDA	100,189.50	92,327.18
Norway - Ministry of Foreign Affairs	100,000.00	75,000.00
Swiss Agency for Development and Cooperation (SDC)	105,000.00	102,500.00
Netherlands - Ministry of Foreign Affairs	0.00	150,000.00
UNHCR Switzerland*	26,529.90	41,753.90
Exchange rate gain and bank interest	1347.1	921.15
ICVA's expenses invoiced to projects	110,280.45	131,093.22
Other income	1,599.08	4,292.14
<b>Total income</b>	<b>767,345.00</b>	<b>925,444.22</b>

#### Expenses

Staff costs	577,443.96	641,446.07
Website related charges	11,562.62	17,759.69
Executive Committee	16,722.51	20,007.85
General Assembly	38,828.27	0.00
Office supplies/equipment/maintenance	11,749.44	10,146.51
Travel and representation charges	25,159.96	15,332.05
Publication and translation costs	4,241.90	16,524.66
Office rental and utilities	42,406.85	42,104.30
Postage and telecommunication costs	21,944.68	22,889.89
Audit and legal fees	8,300.00	11,100.00
Bank charges, exchange rate adjustments	1,829.71	2,550.16
Ad hoc: Sphere Project	3,620.52	4,619.03
Ad hoc: ICVA Conference	16,476.26	21,281.09
Ad hoc: ICVA Mission	0.00	4,021.35
Ad hoc: IASC Related Costs	0.00	7,820.57
Ad hoc: Writing ICVA History	10,307.72	0.00
Ad hoc: NGO Liaison Officer	0.00	10,400.00
<b>Total expenses</b>	<b>790,594.40</b>	<b>848,003.22</b>

#### Excess of income/expenses

**-23,249.40 77,441.00**

\* UNHCR contributed an additional 17,902.60 in 2010 to be used for the 60th anniversary commemorations of the 1951 Refugee Convention in 2011

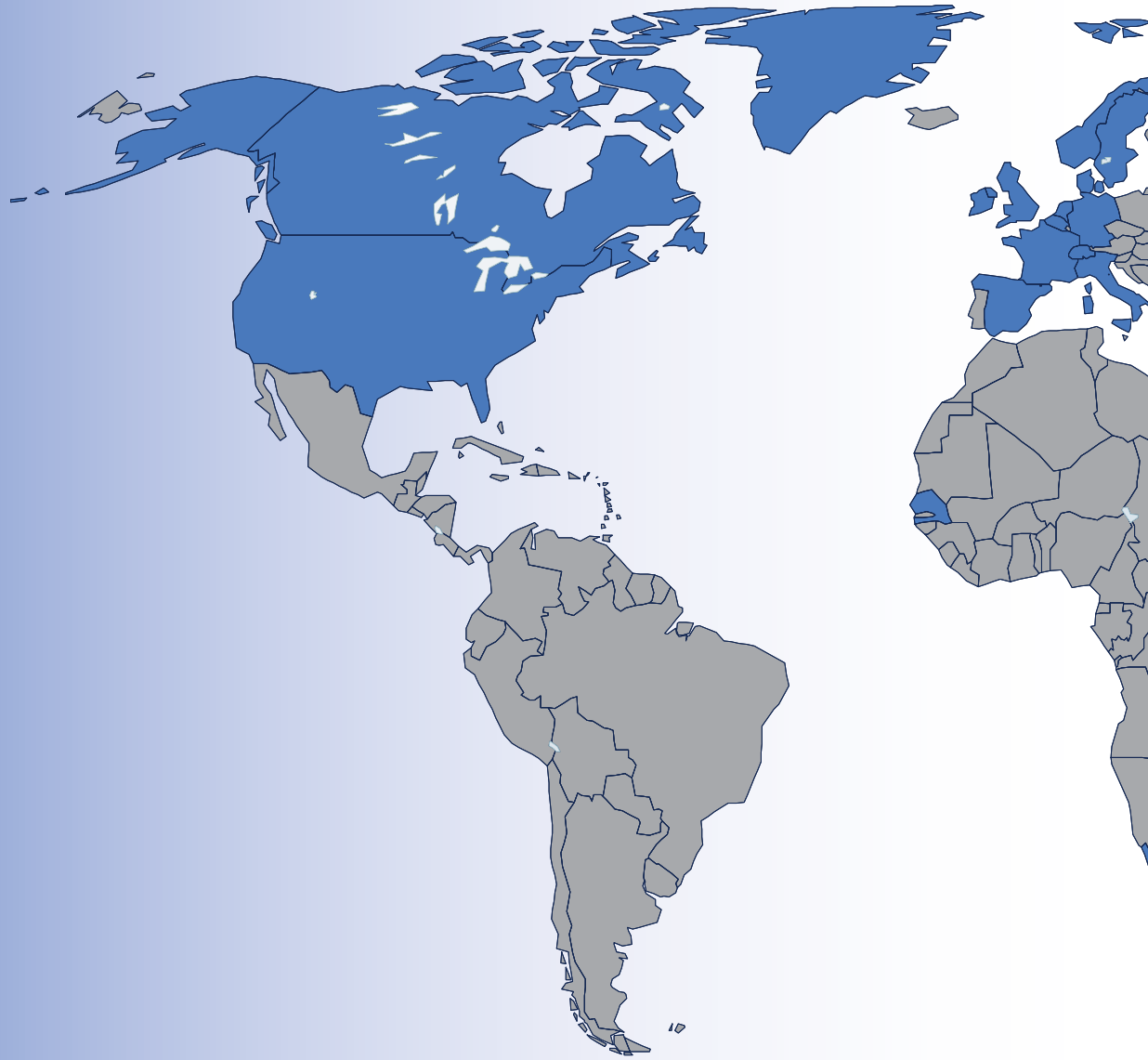
# STATEMENT OF INCOME AND EXPENDITURES

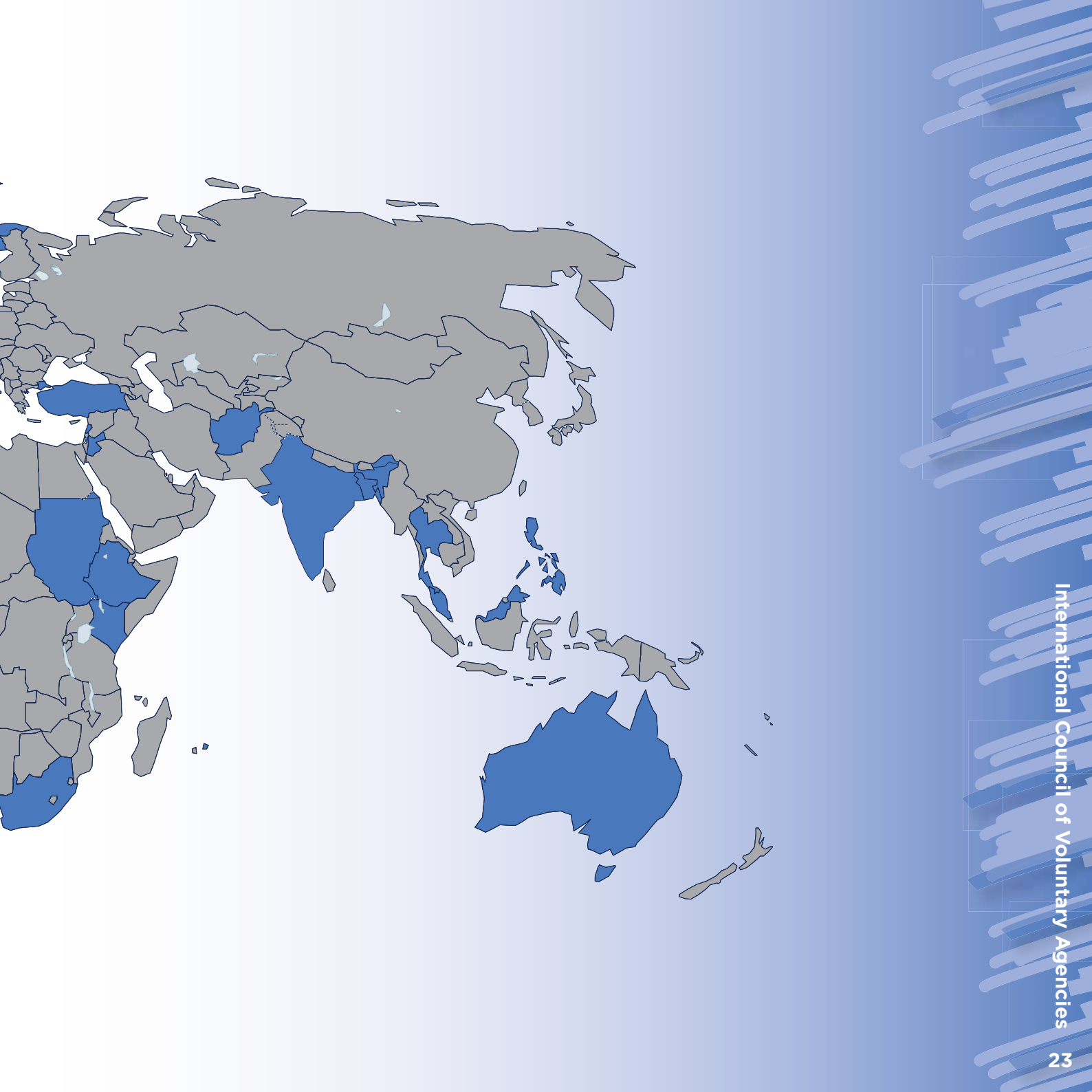
1 January to 31 December, with comparative figures

(all figures in Swiss francs)

<b>PROJECT COSTS</b>	<b>2009</b>	<b>2010</b>
<b>Project: Strengthening NGO Voices in Global Humanitarian Coordination</b>		
<b>Income</b>		
Swedish International Development Cooperation Agency (carried over from 2009 )	385,194.06	218,533.93
<b>Expenses</b>		
Strengthening NGO Voices in Global Humanitarian Coordination	133,122.35	146,939.27
ICVA Learning Events on the Code of Conduct	0.00	57,030.11
<b>Funds available at the end of the year</b>	<b>218,533.93</b>	<b>14,564.55</b>
<b>Project: NGO Code of Conduct Commentary and Learning Events</b>		
<b>Income</b>		
Royal Danish Ministry of Foreign Affairs (carried over from 2007)	36,337.07	20,028.43
<b>Expenses</b>		
NGO Code of Conduct Commentary and Learning Events	16,308.64	20,028.43
<b>Funds available at the end of the year</b>	<b>20,028.43</b>	<b>0.00</b>
<b>Project: Reach Out Refugee Protection Training Project</b>		
<b>Income</b>		
Refugee Protection Training (carried over from 2006)	2,707.77	1,040.13
<b>Expenses</b>		
Reach Out Refugee Protection Training Project	1,667.64	1,017.75
<b>Funds available at the end of the year</b>	<b>1,040.13</b>	<b>22.38</b>
<b>Project: NGOs and Humanitarian Reform Project</b>		
<b>Income</b>		
DFID via ActonAid International	43,718.35	65,773.71
ICVA contribution	0.00	4,021.35
	43,718.35	69,795.06
<b>Expenses</b>		
NGOs and Humanitarian Reform Project	43,718.35	69,795.06
<b>Funds available at the end of the year</b>	<b>0.00</b>	<b>0.00</b>
<b>Project: NGO Liaison Myanmar</b>		
<b>Income</b>		
Church World Service Pakistan (CWS)/Action by Churches Together (ACT) (carried over from 2008 contribution)	60,489.78	49,870.69
<b>Expenses</b>		
NGO Liaison Myanmar	10,619.09	0.00
<b>Funds available at the end of the year</b>	<b>49,870.69</b>	<b>49,870.69</b>

# ICVA Members' Headquarters





# ICVA Members 2010

(For the current list of ICVA members, please see [www.icva.ch/membership.html](http://www.icva.ch/membership.html))

- ActionAid International, *South Africa*
- Action by Churches Together Alliance (ACT Alliance), *Switzerland*
- Afghan NGOs Coordination Bureau (ANCB)
- Africa Humanitarian Action (AHA), *Ethiopia*
- Africa and Middle East Refugee Assistance (AMERA), *UK*
- All Africa Conference of Churches (AACC), *Kenya*
- All India Disaster Mitigation Institute (AIDMI)
- AMEL Association (Lebanese Association for Popular Action) (AMEL)
- Anatolian Development Foundation (ADF), *Turkey*
- Asylum Access, *USA*
- Australian Council for International Development (ACFID)
- BADIL Resource Center for Palestinian Residency and Refugee Rights (BADIL)
- Canadian Council for Refugees (CCR)
- CARE International
- Catholic Agency for Overseas Development (CAFOD), *UK*
- Church World Service (CWS), *USA*
- Consortium of Christian Relief and Development Association (CCRDA), *Ethiopia*
- Coastal Association for Social Transformation Trust (COAST), *Bangladesh*
- Community and Family Services International (CFSI), *Philippines*
- Concern Worldwide, *Ireland*
- Danish Refugee Council (DRC)
- Deutsche Welthungerhilfe/German Agro Action (WELTHUNGERHILFE)

## Who Can Become an ICVA Member?

Non-governmental organisations that carry out human rights or humanitarian programmes consistent with ICVA's mission, including:

- National NGOs;
- International NGOs; and
- NGO consortia and networks.

Research and academic institutions focusing on human rights or humanitarian issues are eligible for Affiliate Membership. Membership dues range from CHF 500 to CHF 12,000 depending on the organisation's annual budget.

For further details and the membership application form, visit: [www.icva.ch/members.html](http://www.icva.ch/members.html).

- Dutch Council for Refugees/VluchtelingenWerk Nederland (DCR)
- FAHAMU – Networks for Social Justice, *Kenya*
- Frontiers (Ruwad) Association, *Lebanon*
- General Union of Voluntary Societies (GUVS), *Jordan*
- Handicap International (HI), *France*
- Human Appeal International (HAI), *United Arab Emirates*
- HealthNet TPO, *Netherlands*
- HelpAge International, *UK*
- Human Rights First (HRF), *USA*
- Individuell Människohjälp (Swedish Organisation for Individual Relief) (IM)
- InterAction (American Council for Voluntary International Action)
- InterAid International (IAI), *Switzerland*
- Interchurch Organisation for Development Co-operation (ICCO), *Netherlands*
- International Catholic Migration Commission (ICMC)
- International Medical Corps (IMC), *USA*
- International Rehabilitation Council for Torture Victims (IRCT), *Denmark*
- International Rescue Committee (IRC)
- Islamic Relief Agency (ISRA), *Sudan*
- Jesuit Refugee Service (JRS)
- Lutheran Immigration and Refugee Service (LIRS), *USA*
- Lutheran World Federation (LWF)
- Marie Stopes International (MSI), *UK*
- Mauritius Council of Social Service (MACOSS)
- Médecins du Monde (MDM)
- Mercy Corps, *USA*
- Malaysian Medical Relief Society (MERCY Malaysia)
- Merlin, *UK*
- Norwegian Refugee Council (NRC)
- Office Africain pour le Développement et la Coopération (OFADEC), *Senegal*



- Oxfam GB
- Plan International
- Refugee Consortium of Kenya (RCK)
- Refugee Council of Australia (RCOA)
- Refugee Council USA (RCUSA)
- Refugee Education Trust (RET), *Switzerland*
- Refugees International (RI)
- Save the Children International (SAVE)
- Sustainable Environment and Ecological Development Society (SEEDS), *India*
- Stichting Vluchteling (SV), *Netherlands*
- Télécoms sans Frontières International (TSF)
- Thailand Burma Border Consortium (TBBC), *Thailand*
- Union for Support and Development of Afghanistan (VAF), *Germany*
- Women's Refugee Commission (WRC), *USA*
- World Council of Churches (WCC)
- World Society for the Protection of Animals (WSPA)
- World Vision International (WVI)

## PERMANENT OBSERVERS

- International Committee of the Red Cross (ICRC)
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- Médecins sans Frontières International (MSF)

## AFFILIATE MEMBERS

- Development Assistance Research Associates (DARA), *Spain*
- Refugees Studies Centre (RSC), *UK*

## NEW ADDITIONS IN 2010

- Deutsche Welthungerhilfe/German Agro Action (WELTHUNGERHILFE)
- Development Assistance Research Associates (DARA)

## ICVA EXECUTIVE COMMITTEE

**(elected by the 14th General Assembly, February 2009)**

- Chair:** Mr. Paul O'Brien, *Concern Worldwide*  
**Vice-Chair:** Dr. Misikir Tilahun, *AHA*  
**Treasurer:** Mr. Paul Nesse, *NRC (until October 2010)*,  
Mr. Dale Buscher, *WRC (from October 2010)*

Mr. Dale Buscher, *WRC*

Ms Marian Casey-Maslen, *ACT Alliance*

Ms Lucy Kiama, *RCK*

Dr. Steven Muncy, *CFSI*

Dr. Ahmad Faizal Perdaus, *MERCY Malaysia*

Ms Kathrine Starup, *DRC*

Mr. Paul Nesse (*until October 2010*), Mr. Rolf Vestvik (*from October 2010*), *NRC*

## ICVA SECRETARIAT 2010

By the end of 2010, the ICVA Secretariat functioned on the basis of six full-time staff. The positions at the Secretariat were filled by:

Mr. Ed Schenkenberg van Mierop, Coordinator, now Executive Director (*as of March 2011*)

Ms Manisha Thomas, Senior Policy Officer (*during her time in Haiti between February and April 2010, Ms Claudine Haenni Dale and Ms Kerren Hedlund covered different parts of the Senior Policy Officer's job*)

Mr. Julien Schopp, Senior Policy Officer (*from November 2010*)

Mr. Rüdiger Schöch, Associate Policy Officer

Mr. Harman Bhamra, Information Officer

Ms Marianne Gémin, Finance and Administration Officer (*until July 2010*)

Ms Ann Gaspard, Finance and Administration Officer (*from September 2010*)

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



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# 2010 Annual report