



ANNUAL
REPORT



2011

ICVA – A GLOBAL NGO NETWORK FOR HUMANITARIAN ACTION

VISION

The vision of the International Council of Voluntary Agencies is a world in which crisis-affected populations are effectively protected, assisted, and enabled to rebuild their lives and livelihoods with dignity.

MISSION STATEMENT

The International Council of Voluntary Agencies is a global network of non-governmental organisations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.

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FOREWORD

01

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Major drought, volatile food prices, and elements of conflict came together to contribute to a horrendous crisis in the Horn of Africa in 2011. Twelve million people in the region were affected by food insecurity, 2.8 million of whom were in Somalia alone. The response was characterised by the dismal failure of the humanitarian community to respond adequately and in a timely manner to our early warning systems. Despite knowing of the impending famine, it was almost impossible to mobilise adequate funds or response capacity until indicators reached emergency levels. "Selling" the benefits of responding early is still difficult and it will be interesting to see if any lessons have been learned when responding to the impending Sahel crisis. During the Horn of Africa crisis, as well as others, ICVA was able to quickly provide members with feedback from key meetings at the international level and ICVA continues to support NGO coordination.

As one of the three NGO networks on the Inter-Agency Standing Committee (IASC), ICVA was able to bring a strong voice from the South to this forum for coordination, policy development and decision-making, involving the key UN and non-UN humanitarian partners. A process known as the "Transformative Agenda", or "Reform of the Humanitarian Reform", kicked off in late December 2010, in response to challenges in leadership, appropriate coordination mechanisms at various levels, and mutual accountabilities. The IASC Principals agreed in December

2011 to a set of actions that collectively have the potential to make a substantial improvement to the current humanitarian response model. These actions include: the deployment of strong, experienced, senior humanitarian leaders to guide the humanitarian response from the outset of a major crisis and to ensure that the coordination architecture functions well; clarification of the humanitarian results to be achieved and how clusters and organisations will contribute to these results; and enhanced accountability of the Humanitarian Coordinators and the Humanitarian Country Teams in achieving said results.

Over the last three years of my Chairmanship, I have had the privilege to lead ICVA through these crises, challenges, successes, and advances. It has been a most rewarding experience and I am delighted to now hand over to Penny Lawrence, who takes the helm at a most exciting time – both in relation to developments, such as the humanitarian reform process, and broadly, the continued vitality of ICVA. May I take this opportunity to wish her every success and to thank the membership of ICVA for all your hard work and connectedness to the network.

Paul O'Brien
Chair, ICVA Executive Committee
(2009-2011)

FOREWORD



Many thanks to Paul for all his leadership and success as Chair of the ICVA Executive Committee over the last three years – challenging shoes to step into! The year ahead looks set to be one where ICVA's role is ever more critical. ICVA must ensure that the diverse voice of humanitarian NGOs continues to influence the UN and humanitarian reform agenda, as well as contributing to the emerging quality and accountability debate that can lead to improvements in all our responses to ensure better outcomes for affected people. To remain successful, we need to widen our own membership and partnerships, and our collective influence at a time of such dynamic change in our sector. Achieving all these objectives during a time when some key staff members in the Secretariat move on will be a challenge. I look forward to working with you and our new Board to achieve our collective ambitions over the following year.

Penny Lawrence
Chair, ICVA Board
(2012-2014)

WHAT IS ALL THIS TRANSFORMATIVE AGENDA TALK?

Humanitarian reform 2.0, launched by the Emergency Relief Coordinator (ERC), Valerie Amos, has been called the "transformative agenda." Her efforts follow those of one of her predecessors, Jan Egeland, who launched a process to reform the humanitarian "system" in the mid-'00s. Like Egeland's reforms, the transformative agenda focuses on leadership, coordination, and accountability in humanitarian response. As part of the Inter-Agency Standing Committee (IASC), which has been the forum that agreed on the transformative agenda, ICVA was extensively involved in the process and meetings that formulated the agenda in 2011.

Driven by the inadequacies of the international responses to the earthquake in Haiti and the floods in Pakistan, at the end of 2010, with the help of Margaret Chan from the World Health Organization (WHO), Amos pushed the heads of the humanitarian UN agencies, the Red Cross/Red Crescent Movement, and the NGO consortia to engage in a year-long process to make improvements to the earlier reforms. At the beginning of 2011, UN agencies teamed up with one of the NGO consortia or the International Committee of the Red Cross (ICRC) to develop proposals that would address the weaknesses in the international humanitarian "system." For several weeks, UNICEF and ICVA worked together on the theme of leadership and coordination. Part of ICVA's contributions came from the work done through the NGOs and Humanitarian Reform Project (2008-2010), which had identified leadership not only as the most critical component of the reform process, but also as the area most lacking in real progress.

ICVA's proposals were especially targeted at enlarging and diversifying the pool of Humanitarian Coordinators (HCs) and at improving the HC recruitment and appointment process. The UN should appoint more HCs from candidates who have extensive humanitarian experience outside the UN system, ICVA felt. ICVA also pushed for "double-hatting" to become the exception rather than the rule ("double-hatting" being where the HC role is performed by the UN Resident Coordinator). Another proposal made by ICVA, was to hold an independent evaluation of the leadership pillar of humanitarian reform, since this pillar is the only one that has not

yet been evaluated. At first, ICVA's extensive time investments in formulating and discussing the proposals turned out to be worth the effort, as many of ICVA's proposals made it in to the final joint ICVA-UNICEF paper.

After the initial energy and enthusiasm for bold reforms, the IASC process, however, turned out to be more problematic. Several of the UNICEF-ICVA proposals were watered down, including the one on appointing more HCs with broad humanitarian experience. Instead of reaching agreement on the need for a joint recommendation by Amos with the UNDP Administrator, Helen Clark, on an HC appointment (which most times relates to the position of Resident Coordinator), Amos was given the green light to "enter into discussions" with Clark. In UN circles, this IASC consensus would mean "business as usual" in terms of HC appointments.

However, this compromise was not the only one. Several of the UN agencies had little appetite for composing an inter-agency rapid response team of senior staff who would lead the appropriate coordination and cluster arrangements for a given situation, if this team would be working outside of their usual agency framework. Instead of this suggestion, they agreed on a mechanism made up of agency representatives that would be mobilised in case of a new large-scale emergency to support cluster coordination.

A similar addition to the process was the label given to it. While initially referred to by some as "the new business model," it was called the "IASC Reforms 2011-2012" in April 2011. Realising that this name does not catch people's attention, Valerie Amos asked the IASC for an appropriate title. Who came up with the name "transformative agenda" is not exactly clear, but it made commentators raise the question about the transformative nature of it. Many of the proposals were similar to those made by Jan Egeland in 2005. Different this time, however, was the significant attention on the reform efforts, especially from the donor community.

WHAT IS ALL THIS TRANSFORMATIVE AGENDA TALK?

A first letter from major donors reached the UN agency heads just ahead of the IASC meeting in April 2011. The letter emphasised the need for better leadership, coordination, and accountability. Donor representatives also attended a retreat of the IASC Directors in September. They seized the opportunity to tell the operational UN agencies that it was time for them to "play ball" and support OCHA in its coordination role. A third message from them, this time addressed to all IASC participating agencies, was circulated before the IASC Principals meeting in December. Again, the letter contained strong messages on the three key parts – leadership, coordination, and accountability – of what was by then being sold as the "transformative agenda" (TA).

The role of the NGO consortia, including ICVA, in the process of formulating the TA has been marginal. Many of the discussions were about the way in which the UN system conducts its operations. The TA accelerated internal restructuring in several of the agencies, adding to the TA's credibility and helping the agencies to augment their humanitarian capacities. The TA's relevance for NGOs was much less obvious. Strengthening their involvement in coordination mechanisms, such as Humanitarian Country Teams (HCTs), may be beneficial in seeing improved coordination, provided that these mechanisms will start to operate as real "teams." In practice, a number of HCTs are nothing more than a forum for information sharing.

As part of the Inter-Agency Standing Committee (IASC), which has been the forum that agreed on the transformative agenda, ICVA was extensively involved in the process and meetings that formulated the agenda in 2011.

A particularly positive outcome of the TA is that accountability to affected populations has made it more squarely onto the agenda of the IASC. For more than 15 years, NGOs have led the humanitarian community's efforts to strengthen quality and accountability. They have set up extensive tools to ensure participation of affected people in all phases of humanitarian action. NGOs have an opportunity to bring their experience to the efforts of the UN to strengthen accountability to affected populations.

The main concern with the TA is that it has been a top-down process of developing a document at the global level without meaningful interaction with field-based colleagues. In December towards the end of the process, ICVA attended the IASC Principals Task Team meeting, in which four HCs participated. They told the Principals that the agenda was perhaps a good start, but an unfinished piece of work. In order for them to be real HCs, they would need much more decision-making powers.

Yet, as time was short and expectations of external stakeholders had been raised, there was little that could be done to make the changes that the HCs had asked for. They asked for "enhanced authority," as if their jobs in times of emergencies are similar to a marshal commandeering troops. The IASC Principals agreed on "empowered leadership" without achieving much clarity on the definition of this concept and what difference there is with the earlier term of enhanced authority.

In conclusion, members and partners expect ICVA to be involved in IASC processes such as this one. Members also expect ICVA to connect policy and practice and point them to the relevance of the TA for their work on the ground. It is exactly this role that ICVA intends to play in terms of the TA's implementation. Only through pointing members to the opportunities that the agenda offers to them and bringing field-based experiences to the attention of the heads of UN agencies in the IASC context will there be a sense of reality among all in what "transformation" exactly entails.

ICVA'S STRATEGIC PLANNING

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In 2011, ICVA embarked on a year-long consultation with members and partners to develop its Strategic Plan for 2012-2014. Through this process, ICVA capitalised on one of its strengths – ensuring the participation of its diverse membership of international and national NGOs – and harnessing field-based perspectives to create a three-year road map that maintains ICVA's relevance and leadership in a changing humanitarian landscape.

To this effect, ICVA regularly sought advice and participation from its members through e-mail questionnaires and face-to-face strategic planning sessions, notably in London, Nairobi, New York, and The Hague. Other stakeholders were also consulted in Geneva, without ICVA Secretariat staff present, to obtain an outside and independent perspective on the work of the ICVA network. ICVA's Executive Committee conducted a review of the 2009-2011 Strategic Plan to gauge what was achieved in the previous cycle and to identify areas for improvement. The responses and contributions received allowed the Secretariat to define and progressively refine the new Strategic Plan, while building support for the goals and objectives until its adoption at the General Assembly in March 2012.

The 2012 to 2014 Plan

The new Strategic Plan consolidates a number of identified priorities and provides ICVA's members and partners with a shared direction, as well as an outline of key aspects of the Secretariat's work. The Secretariat will lead the implementation of this plan and ensure the objectives are realised with the support of the membership and Board.

The plan itself articulates four interdependent strategic objectives that leverage ICVA's experience and expertise in policy development and advocacy for humanitarian NGOs. These are:

- A strengthened global ICVA network;
- A consolidated position as an NGO leader in global humanitarian policy and advocacy;
- A recognised relevance in supporting humanitarian operations; and
- Strengthened internal organisation and systems.

A Strengthened Network: ICVA's core is formed by the members with a common identity based on humanitarian principles. ICVA is a unique network with NGO members from different parts of the globe offering a diversity that covers the broad spectrum of humanitarian needs and responses. In 2011, ICVA's members agreed that a strengthened network will create a clearer identity, with deeper interaction across NGO members resulting in the delivery of stronger policy and advocacy messages. In order to reinforce the connections, ICVA will enable members to link with each other in order to share experiences and expertise, in the same areas of focus, or within and across regions, through enhanced communication tools such as the new website on which work began in 2011 (see "New ICVA Website", p. 7).

A Leader in Global Humanitarian Policy and Advocacy: ICVA's role in leading NGO thinking and dialogue on policy and practice starts with bringing members, non-member NGOs, and other partners together in a continuous dialogue. This convening role continued to be well-recognised and widely credited in 2011, especially in Geneva. ICVA's convening role fits well with providing the membership with information and analyses on the relevance or potential implications of new trends and developments in the sector. For partners, ICVA is a key interlocutor, as it represents NGOs' thinking on humanitarian affairs. It is intended that more members from developing countries will represent ICVA in international bodies and meetings, thus demonstrating that policy and advocacy are critical to the entire membership. The contributions of these ICVA members will add value to international debates because of their different perspectives.

Relevance in Supporting Humanitarian Operations: Building on its role in humanitarian policy and advocacy, ICVA will add value to humanitarian action by linking humanitarian practice and policy and facilitating coordination at the global and regional levels and, where needed, in humanitarian crises at the country level. As part of good humanitarian programming, quality and accountability in humanitarian action will be promoted at all levels.

ICVA'S STRATEGIC PLANNING

Strengthened Internal Organisation and Systems: In recent months, ICVA experienced a period of moderate growth by adding some new staff positions to its Secretariat in Geneva and by laying the foundations of a presence in New York (see "Opening ICVA in New York", p. 9). This measured growth is part of a longer-term strategy to meet membership needs as ICVA continues to grow its membership base with the aim of developing and strengthening representation from under-represented regions or countries (Latin America and the Caribbean, Middle East and North Africa, some parts of Africa, and parts of Asia-Pacific).

Throughout the consultations in 2011 and the subsequent development of the Strategic Plan, ICVA was reminded of the value that members, partners, and the wider humanitarian community place on ICVA's unique role in advocacy, policy development, communication, and partnership. This refocusing also helped in formulating ICVA's new Vision and Mission Statement (see inside cover and below).



ICVA's Work and Structure: Who We Are and What We Do

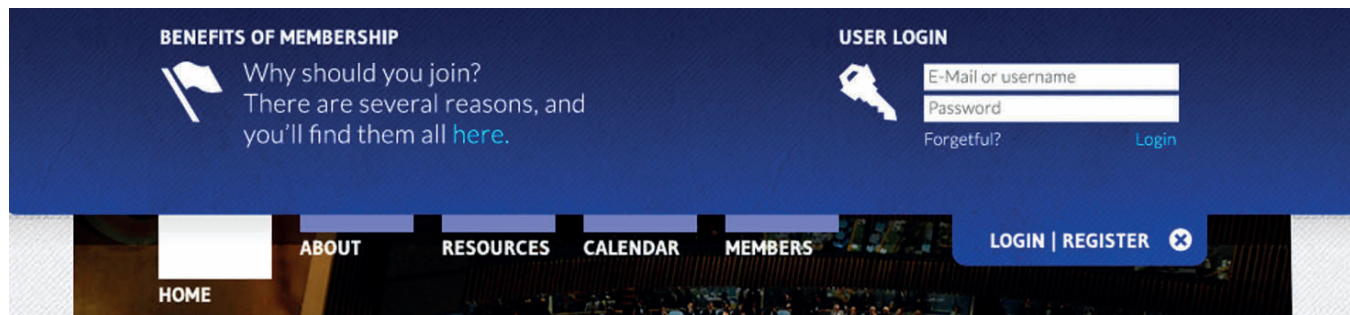
ICVA is a global network of humanitarian non-governmental organisations. Its strategic direction is determined by its General Assembly of members, which happens every three years and also elects the ICVA Board (previously called the Executive Committee until the 15th General Assembly in 2012). The Board consists of a maximum of 11 members and oversees the implementation of the Strategic Plan by the ICVA Secretariat and the membership.

In view of the changing context in which ICVA operates, as well as ICVA's own evolving role, the membership was consulted in 2011 to sharpen ICVA's Vision and Mission Statement, which were eventually endorsed by ICVA's 2012 General Assembly. ICVA's vision is "a world in which crisis-affected populations are effectively protected, assisted, and enabled to rebuild their lives and livelihoods with dignity." ICVA's mission is to "make humanitarian action more principled and effective by working collectively and independently to influence policy and practice."

The policy issues in which ICVA is engaged range from protecting crisis-affected populations from further harm, to how NGOs can best engage with other humanitarian actors, and work with UN-led humanitarian mechanisms. In its day-to-day work, the Secretariat fosters links among its members and with humanitarian UN organisations, coordination and policy discussion bodies, and governments and ensures that a strong voice of national and international NGOs, based on the experience and expertise of its members in the field, is heard in international humanitarian debates.

It strives to make these debates as operationally relevant as possible by harnessing the full potential of its members in improving the effectiveness of humanitarian response in policy and practice. In 2011-2012, ICVA is overhauling its communications strategy and website (see "New ICVA Website", p. 7) in order to better service its members, strengthen the exchange among them and with the Secretariat, and allow them to feed into, and benefit from, policy debates.

NEW WEBSITE



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By updating the website, ICVA is promoting it as a new tool for better interaction and communication among members, and between the Secretariat and members. ICVA will improve its visibility and the visibility of its members through better features of its new website. Through its improved functionality, better layout, and ease of use, the new ICVA website will be the flagship of improved communication tools and of the new ICVA brand that is designed to better deliver its core work as a humanitarian NGO network.

New Attractive Layout and Design that will be simpler and user-friendly, in addition to being responsive to the width and height of any mobile device.

Online Management of 'Sign-up to Lists' where members can click on specific e-mail lists for topics of interest. Members will be able to more easily manage what types of updates they receive.

An Interactive Calendar that highlights important dates/meeting for the ICVA Secretariat, members (regional meetings), and other important dates for humanitarian organisations. ICVA members will also be able to add events to the calendar and RSVP for events on-line.

New, Improved Search Engine that will provide faster accessibility to documents, and improve functionality for cleaner, easier browsing.

What's New page where ICVA news is posted simply by newest first (i.e. policy documents, meeting reports, any other relevant information).

Improved Visibility of Members/Organisations by highlighting ICVA members with their organisational profiles and including easy links to their websites.

An Interactive Forum where members may discuss 'for input' documents/statements/reports that are normally sent via e-mail. This feature will enable all members to see input and how it is used and consolidated into joint messages.

Social Media engagement with members and partners to increase ICVA's brand and relevance in the humanitarian field.

Through its improved functionality, better layout, and ease of use, the new ICVA website will be the flagship of improved communication tools and of the new ICVA brand that is designed to better deliver its core work as a humanitarian NGO network.

NEW WEBSITE

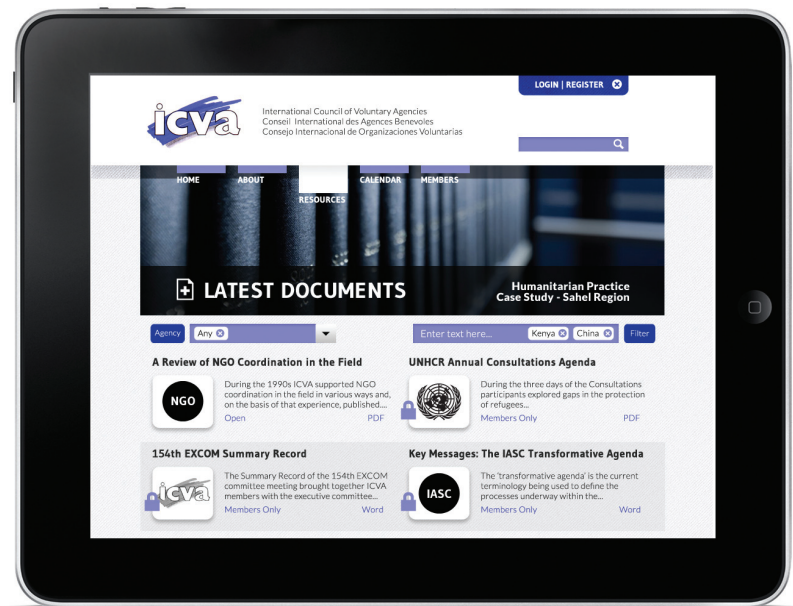


Our new website will adapt and respond to any device: phones, desktops, and tablets.

Interactive User Profiles that allow the member to interact with other members, post comments on the forum, post important dates in the calendar, etc.

The new website will continue to provide members with:

- **Up-to-date information** on humanitarian issues.
- **A repository of documents and tools** for humanitarian actors.
- **A 'members only' section** that contains material not available in the public domain, including **policy documents and discussion papers** in their early stages, as well as meeting reports.



NEW WEBSITE

Mailing Lists

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:

Humanitarian Issues

Used for messages regarding humanitarian policy, coordination, humanitarian reform issues, the Inter-Agency Standing Committee (IASC), and other humanitarian topics.

Refugee/IDP Issues

Provides information about issues related to refugee and IDP protection and about UNHCR (also open to non-ICVA members).

Food/Food Security

Provides information regarding food security (also open to non-ICVA members).

Horn of Africa

Provides information on the Horn of Africa situation.

ICVA General

For details about ICVA's General Assembly, Annual Conferences, ICVA's Annual and Strategic Plans, ICVA's Executive Committee ("Board" as of 2012), 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. The new website will provide an online-based subscription system to the lists (see p. 7).



Opening ICVA in New York

In 2012, ICVA will establish an ICVA presence in New York. This step, which was prepared in 2011, is being taken because of the shift in the centre of gravity when it comes to humanitarian decision-making. The thinking and policy dialogue on humanitarian issues has no longer been limited to Geneva, especially since the mid-'00s when the then head of the Office for the Coordination of Humanitarian Affairs (OCHA), Jan Egeland, moved several key OCHA functions to the other side of the Atlantic. Nowadays, many humanitarian appeals are launched in New York and in December there is even a humanitarian week in the calendar of the UN General Assembly. Interestingly, the new five-year agenda of the UN Secretary-General also includes a number of humanitarian priorities.

A number of ICVA members have offices in New York, but in terms of their activities with the UN on humanitarian issues they are often focused on specific country situations and/or the agenda of the UN Security Council. Few, if any, of them have the time to follow systematically the work of OCHA or other UN bodies that engage in humanitarian affairs. At the same time, many of the diplomatic missions in New York do not have the same expertise in humanitarian issues as they do in Geneva. Engaging States in debates on humanitarian response and principles could be beneficial to the humanitarian enterprise as a whole. Advocating with them, as well as the UN Secretariat, in particular OCHA, for more effective humanitarian action and NGO perspectives on how to achieve better responses will be a key priority for the senior staff member ICVA will put in New York. ICVA member, Church World Service (CWS), has been very kind in offering to host this colleague.

IDDR: TALKING WITH AFFECTED STATES

Governments of countries that are hit by natural disasters are responsible for leading and coordinating the relief effort. Yet, the international humanitarian architecture does not seem to recognise their central role. Interestingly and oddly, while the humanitarian community has seen a huge growth in forums and mechanisms for coordination, up until now there has been no regular international forum fully involving governments. Other than the humanitarian segment of the annual session of the UN Economic and Social Council (ECOSOC) or the conference of the Red Cross/Red Crescent Movement, which takes place once every four years, affected States will only have a seat at the table in humanitarian meetings specifically devoted to a new emergency in their countries.

ICVA - A Humanitarian Meeting Space

ICVA has established a solid reputation as a convener of humanitarian debates between various actors in Geneva, including NGOs, UN agencies, governments, and field-based staff like Humanitarian Coordinators or country representatives that pass through Geneva. ICVA's meetings provide a space for frank and open debate that focuses on humanitarian issues while reducing diplomatic and political considerations and constraints caused by institutional affiliations that often infringe on such debates when held in more formal settings. In 2011, ICVA has used its convener role to hold meetings on emerging and on-going crises, such as the ones in Cote d'Ivoire and the Horn of Africa, where it created a platform for members to rally around a more coherent response. ICVA held teleconferences focusing on operational challenges and solicited information to share in meetings at the global level, from IASC Principals focusing on these situations to ministerial meetings focusing on food security in the Horn of Africa, as well as sharing information on these meetings to ensure they can link into on-going initiatives.

In addressing this gap, the International Dialogue on Partnership in Disaster Response (known as IDDR), of which ICVA has been one of the four co-convenors with the International Federation of Red Cross

and Red Crescent Societies (IFRC), OCHA, and the Swiss government, seeks to discuss how the international community can best support the governments of disaster-affected countries in responding to natural catastrophes. This dialogue took place for the first time in 2011.

Perhaps because of their similar roles, the four co-convenors were quick in coming to a consensus on the need for a regular dialogue with the governments of disaster-affected countries. IFRC, OCHA, and ICVA have similar coordinating roles vis-à-vis their respective constituencies: the Red Cross/Red Crescent Movement, the UN family, and NGOs, respectively. The Swiss government is also familiar with organising humanitarian meetings. As the depository of the Four 1949 Geneva Conventions and Two 1997 Additional Protocols, it acts as the convener of diplomatic conferences on international humanitarian law. While an international legal regime for the response to natural disasters is still under development, one could imagine that they would play a similar role in the context of natural disasters if there were to be an international treaty.

Being the first of its kind, the added value of the IDDR, held in Geneva on 25-26 October 2011, was already proven by the meeting itself. The event brought together some 130 participants from (donor and host) governments, UN and international agencies, regional intergovernmental organisations, and NGOs. A number of them also participated in the closed part of the event, which was particularly devoted to building trust through better understanding and honest conversations. The dialogue focused on two related aspects: how affected States can best facilitate international assistance; and how the international community can better support these States in fulfilling their regulatory and facilitating responsibilities.

The outcome of the meeting, set out in a Statement of the co-convenors, highlights a number of shared understandings. It also identifies a number of key challenges that are common to all of those involved in the response. The Statement's suggested action steps, which were all raised as possible actions by participants during the meeting, provides for a real agenda for improving

IDDR: TALKING WITH AFFECTED STATES

humanitarian response to natural disasters. It includes a wide range of actions that affected countries and providers of international assistance can undertake, such as: independent evaluations commissioned by the affected State; scenario and contingency planning and joint exercises; or peer review. Certification of humanitarian agencies was also raised as a possible way of providing affected countries with the confidence that those agencies that they allow to operate on their territory are able to deliver high quality and accountable services. Another issue that attracted the attention of the participants is the relationship between the international coordination mechanisms and those in place at the country level.

A well-prepared planning process contributed to the success of the dialogue. The co-convenors met on a regular basis in order to develop the scope and agenda of the dialogue, while Chatham House in London hosted an experts' dialogue in July 2011, which discussed three background documents. Incorporating the comments from the experts, these papers were offered as background reading for the IDDR in October. The range and depth of the issues raised in the papers implies that they deserve further attention beyond the IDDR.

ICVA members have pointed to the value of the IDDR for them: it is an essential forum to engage in direct consultations with governments from disaster-affected countries in a multilateral setting. It will help these governments in getting to know NGOs better and to understand their agendas and objectives.

The main question is the future of the dialogue. The last thing the humanitarian community needs at the global level is another talk shop. First and foremost, the IDDR's goal is to instil a sense of trust among affected States about the intentions and activities of humanitarian agencies. NGOs do not undermine the State, but support it in terms of taking care of the population on its territory. For this sense of trust to hold, it is necessary to further engage with these governments in their countries or regions.

The co-convenors' plan for the future is to convene the dialogue at the regional level before holding another global one. Southeast Asia, which is prone to disasters, has been suggested as the first region where (in 2013) governments, UN agencies, the Red Cross/Red Crescent Movement, and NGOs could hold a focused dialogue on how to strengthen their effectiveness in coordinating and providing humanitarian responses.



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QUALITY AND ACCOUNTABILITY

Ever since the first pre-edition of the Sphere Handbook in 1999, ICVA has participated in this project that seeks to improve the quality of humanitarian response. The latest edition of the Handbook was published in April 2011. One of the most significant changes is the addition of protection principles following the first chapter of the handbook, the Humanitarian Charter. Humanitarian assistance must be provided while having an eye for the human rights situation of the affected population. Otherwise, humanitarian agencies may do more harm than good, especially when authorities do not respect the rights of the affected population.

The first reviews and experiences of the protection principles have been positive. One ICVA member, the International Rescue Committee (IRC), for example, developed a leaflet to inform its staff about the protection principles noting the principles' importance in future IRC programming.

On a different level, ICVA supported the first conversations between the Sphere Project and other organisations and initiatives in the area of quality and accountability, especially Humanitarian Accountability Partnership (HAP) International and People in Aid. In the course

of the year, a number of meetings were held to discuss the way in which these initiatives relate to each other and whether or not consolidation of the different standards that they have produced should be pursued. The outcome of this process, which has become known under the title "Joint Standards Initiative" (JSI), is not predetermined. A number of NGOs are said to be in favour of a merger, while others maintain that 'form should function,' i.e. before creating a new organisation out of the three initiatives, it should become clear what structure fits best with the intended purpose(s) of each of the initiatives. Some also maintain that the Sphere Project is the strongest 'brand' and should, therefore, not disappear.

Given these different views, which also exist among its membership, ICVA does not take a position on the question of whether or not there should be a single organisation for quality and accountability. The role ICVA plays is to keep the membership informed of the JSI and to promote their involvement. In the context of the discussions on ICVA's new Strategic Plan in 2011, members took the view that ICVA should also promote a better integration of quality and accountability aspects in operational humanitarian response.



PUSHING THE PLEDGES

In the wake of its own 60th anniversary at the end of 2010, UNHCR commemorated several significant anniversaries in 2011. The core international legal instruments on refugee protection and the reduction of statelessness, namely the 1951 Convention Relating to the Status of Refugees and the 1961 Convention on the Reduction of Statelessness, entered their 60th and 50th years, respectively. The culminating event of these Commemorations was a ministerial-level meeting of States Parties to the Conventions, held in Geneva on 7 and 8 December 2011. ICVA's responsibility was to ensure that the series of commemorative events and activities, which were mostly State-focused, was truly participatory and benefited from the views and suggestions of global, regional, and national NGOs.

Strengthening the Protection of Refugees and Stateless Persons

ICVA sought to contribute to the objectives of the Commemorations year, which included three main goals:

1. to **strengthen the existing protection regime** and promote a new protection dynamic, including exploring innovative ways to address protection gaps;
2. to **attain greater support for the statelessness conventions**, including new accessions, as well as a better mapping of the statelessness problem and finding more effective ways to respond to statelessness; and
3. to **raise public awareness and build solidarity** with forcibly displaced and stateless persons, through a communications strategy aimed to influence public opinion and expand protection space.

Throughout 2011, ICVA worked with NGOs to provide States with a menu of possible areas for pledges to improve their national protection frameworks based on challenges and gaps identified by NGOs; engaged NGOs in the commemorative activities; and used its various advocacy tools to promote urgent protection concerns.

Leading up to the Ministerial Meeting in December 2011, ICVA decided to concretely contribute to the pledging process, as it was felt that

the NGOs that were active in proposing pledges to States more often than not targeted western, donor countries, thus "letting off the hook" a number of countries who definitely need to commit to improving their implementation of the Refugee and Statelessness Conventions. To that effect, ICVA analysed the NGO statements delivered in 2010 and 2011 at UNHCR Standing and Executive Committee meetings and selected a few recurrent issues that were then transformed into pledge proposals for States. These proposals were sent to the relevant States' diplomatic missions in Geneva. ICVA also condensed the various NGO concerns into a joint statement at the Ministerial Meeting, encouraging States to pledge improvements in relation to basic tenets of the Conventions, more recently emerging areas of refugee protection, as well as the reduction of statelessness and the protection of stateless persons. ICVA will study the "Book of Pledges", which will be published by UNHCR in 2012, to try to decipher if this exercise had any influence or impact on the States that ended up pledging at the December 2011 Ministerial Meeting.

Raising NGO Voices at UNHCR

ICVA continued to ensure that NGO voices are heard in UNHCR's governing bodies, including through joint NGO statements on regional updates and international protection at UNHCR's Executive and Standing Committees, participation in informal consultative meetings, and the events and negotiations around the 2011 Commemorations of the Refugee and Statelessness Conventions. With a lighter drafting process, NGO engagement in drafting joint statements has been somewhat re-energised and ICVA strives to further mobilise NGO input by more targeted calls for input. In late 2011, ICVA was instrumental to launch, together with the High Commissioner for Refugees, as well as InterAction and the International Federation of Red Cross and Red Crescent Societies (IFRC), a dialogue aimed at improving the spirit and practicalities of UNHCR-NGO partnerships at the headquarters and field level, which will run through 2012.

PUSHING THE PLEDGES

Connecting the Dots: How to Engage NGOs

ICVA regularly updated NGOs around the globe on the Commemorations activities as they were unfolding over the year 2011. They included, among others, expert round tables on Statelessness, complementarity of bodies of law, international cooperation and burden sharing, and comprehensive regional approaches. There was also the Nansen Conference on Climate Change and Displacement, a series of negotiations on the output of the Ministerial Meeting, and the Ministerial Meeting itself. While a number of NGOs found it challenging to engage because of the focus on UNHCR and States, a limited number of mainly advocacy NGOs, with very specific priorities (such as xenophobia, gender-based violence, displacement and climate change, resettlement), engaged very actively in the Commemorations process and started developing pledges that they would then discuss with States. ICVA also assisted in the preparation of the segment devoted to the Commemorations at the UNHCR's Annual Consultations with NGOs in June 2011. This platform was used to ensure that the process leading to the Ministerial Meeting, as well as the importance of working with States to develop pledges and of advocacy on behalf of refugees and stateless people, were well known and understood by NGOs.

Finally, ICVA participated as an observer to all the preparatory meetings that led to the Ministerial Conference, providing informal and formal input to the Executive Committee Rapporteur and to UNHCR focal points.



Advocacy on Closing Protection Gaps and Strengthening the Protection Regime

Protection concerns specifically identified for the Commemoration year by the 2010 High Commissioner's Dialogue on Protection Challenges included Statelessness and displacement and climate change. An additional concern with regards to the international protection regime is the need for more systematic sharing of responsibility and solidarity with those countries hosting large numbers of refugees or stateless persons. ICVA has used numerous NGO statements to UNHCR's Standing and Executive Committee meetings in 2011 to drive home these points and push States to develop workable solutions to address them. As no side meetings were welcomed on the margins of the 7-8 December 2011 Ministerial Meeting, ICVA facilitated an event during the Executive Committee meeting in October entitled "The Gathering Storm: Protection, Vulnerability, and Natural Disasters" together with the Norwegian Refugee Council and Refugees International, building on the momentum created on this issue by the Nansen Conference earlier in 2011 and the Nansen Principles on Climate Change and Displacement in the 21st Century.

The Proof Is in the Pudding

While UNHCR doubtlessly succeeded in raising the profile of the protection needs of refugees and stateless persons throughout 2011, the results of these efforts remain to be seen. The number of States that engaged in the pledging process, and the number and variety of pledges they made are encouraging. The notable momentum built regarding measures to prevent and reduce statelessness, including the need for better documentation and information, was maybe one of the most prominent successes of the Commemorations year. It also highlights, however, that States, UNHCR, NGOs, and civil society have a long way to go to forge effective partnerships in this area and to tackle the pervasive problem of statelessness. While the role of NGOs was not central in the pledging process itself, they seem to see their role more in monitoring, and pushing for, the implementation of the pledges in the years following the Commemorations. ICVA stands ready to engage with NGOs, States, and UNHCR to develop a system for monitoring and mutual learning from the pledges process.

THE NGO AGENDA IN HUMANITARIAN REFORM

Since 2005, ICVA members have worked with the structures and tools developed for the humanitarian reform including coordination systems and clusters, funding mechanisms, and enhanced leadership processes in order to promote improved, more accountable outcomes for affected communities. As of 2010, the OCHA led "Transformative Agenda" (TA) has been refining these processes (see p. 3-4). ICVA has continued to actively participate in discussions as the TA takes shape, ensuring that field realities inform the debate and keeping NGOs up to date with developments.

With this in mind, ICVA and five NGOs undertook the ECHO-funded NGOs and Humanitarian Reform Project (NHRP) Phase II start-up from September to December 2011 to build on the findings and outcomes of the earlier DFID-funded NGOs and Humanitarian Reform Project that began in September 2008 and ran until October 2010. Despite an eight month break while funding was secured, ICVA members welcomed the return of the project as an opportunity to develop strategies to implement lessons learned over the past three years. In order to consolidate these lessons and to develop practical approaches to improving NGO access and participation in the reform mechanisms and the TA, these four months were spent analysing progress in the five focus countries and will be the basis of a longer project that commenced in 2012.

The five focus countries were selected to represent very different stages of engagement with the humanitarian reform process. For example, the humanitarian crisis in Libya evolved rapidly and wound down by the end of the year. In Cote d'Ivoire, the reform processes were fairly new to all the actors in 2011, including UN agencies. Zimbabwe was an earlier focus country during the 2008 to 2010 project. However, as it enters the transition phase to development, it provides an opportunity to consider how best to ensure local NGOs and civil society are integrated into the national and district-level transition coordination bodies. Similarly, Ethiopia was one of the earlier focus countries where the ongoing refugee and famine crises are the back-drop for concerted efforts to improve coordination. Maintaining the participation of Ethiopia provides for longer-term lessons. At the same time, the ongoing famine in neighbouring Somalia enables us to gather lessons for regional responses.

While international NGOs have taken on more leadership and coordinating roles in humanitarian response over the last few years, it is still a challenge for national NGOs to participate in the internationally-led coordination and financing mechanisms. Therefore, the NHRP focused on developing strategies for enhancing the role of local and national organisations. Ironically, despite the increased discussion and apparent support for the role of local actors from humanitarian donors and the recognition of the specific knowledge and skills domestic actors contribute, national NGOs and civil society continue to feel excluded or, at best, "tolerated" in the humanitarian system. Based on an analysis of capacity and skills needed, the NHRP initiated a strategy for comprehensive outreach to, and inclusion of, national NGOs.

Project Consortium Members and Focus Countries

The Danish Refugee Council (DRC) is the Project contract holder and they provide a Compliance and Grants Manager to work with the Project Coordinator who manages the project from the ICVA Secretariat in Geneva. A Country Project Manager is hosted by a consortium member in each of the five focus countries. The project is managed by a steering committee of colleagues from each of the consortium NGOs:

- ActionAid is hosting in Zimbabwe;
- Action contre la faim (ACF) is hosting in Cote d'Ivoire;
- Agency for Technical Cooperation and Development (ACTED) conducted a study in Libya and will host in Pakistan in 2012;
- Catholic Agency for Overseas Development (CAFOD) is hosting in Ethiopia; and
- Danish Refugee Council (DRC) is hosting in Somalia.

Country-level steering groups provide practical support to existing international and national NGO coordination mechanisms where possible, in order to leverage existing relationships and multiply the impact of this project.

THE NGO AGENDA IN HUMANITARIAN REFORM

Three papers analysing NGO engagement with the humanitarian reforms were developed. One, a study on the deployment of humanitarian reform structures and mechanisms during the Libya crisis provided examples of good practice in civil society response and coordination in an environment in which national NGOs were relatively new. A second study provided a detailed set of recommendations to improve NGO representation, participation, and leadership in the national and district-level transition bodies in Zimbabwe, based on an analysis of strengths and capacities of NGOs, and building on the experience of a country transitioning from humanitarian response to development. Finally, an analysis of participation in humanitarian reform noted that the level of knowledge and engagement by all actors – both NGO and UN – is limited in Cote d'Ivoire and the report identified priorities for future action, based on the needs identified by key stakeholders at the country level.

Phase II of the NHRP will focus on using the previous analysis and move toward practical solutions. Through focussed engagement, ICVA and its members are increasing participation and leadership in high-level coordination forums, attendance at meetings, and improved performance of NGO representatives at Humanitarian Country Teams (HCTs) and Emergency Response Funds (ERF) advisory board meetings, for example. These efforts are meant to increase NGO interest in the reform mechanisms and thereby increased and more active participation. As a result, NGOs are better equipped to articulate common positions and thereby affect humanitarian financing decisions, the quality of humanitarian leadership, and the effectiveness of humanitarian coordination.

www.ngosandhumanitarianreform.org

Engaging Humanitarians from the Muslim World

The increased interest of agencies and governments in humanitarian action from organisations and governments in the Muslim world is not surprising given the dramatic developments in the Middle East and North Africa in 2011. This interest, however, is not new. Several organisations from the Muslim world have been involved in humanitarian response long before the 'Arab Spring.' In 2011, ICVA continued its regular contacts with several of its partners in the Muslim world. The Vice-President of the Turkish Foundation for Human Rights and Freedoms and Humanitarian Relief (IHH) was one of the speakers at the ICVA Annual Conference. The organisation hit the world's headlines when its ships destined for the Occupied Palestinian Territories were intercepted by force by the Israeli navy with the very tragic consequence of nine people being killed on one of the ships in May 2010. The IHH representative was asked to speak at the ICVA conference on what he believes are the fundamental humanitarian principles and how IHH understands its humanitarian mission.

Later in the year, ICVA participated in a meeting on Somalia co-hosted by the Organisation of Islamic Cooperation (OIC) and the Humanitarian Forum – a consortium of Islamic NGOs – in Nairobi and responded positively to an invitation from the Government of Qatar, which hosted a meeting on the HOPEFOR initiative in Doha in November. This initiative, initially launched in New York and recognised in a resolution adopted by the UN General Assembly, seeks to improve the support that military forces can provide to international humanitarian response in natural disaster situations. The support of military forces in responding to natural disasters can be particularly valuable with regards to their logistics and transport capacity. It is not without controversy, however, as international military forces are often regarded as instruments of governments' foreign policy. The Qatar HOPEFOR conference concluded, therefore, that a Centre of Excellence would be established, which would provide research and training with regards to the role of the military in responding to natural disasters. ICVA will remain in touch with the Government of Qatar with regards to the role of NGOs in the Centre.

DOES SIZE MATTER?

The title of the 2011 ICVA Conference – Does Size Matter? – was meant to catch people's attention so that they would reflect on whether the size of an emergency changes how a humanitarian response is carried out. The Haiti and Pakistan emergencies in 2010 highlighted a number of weaknesses in the humanitarian response, but many of those challenges were not new – they have been prevalent in other crises, including smaller ones. Ensuring principled humanitarian response is not always easy – especially when funding is not forthcoming.

Following a keynote speech from European Union Commissioner for International Cooperation, Humanitarian Aid and Crisis Response, Kristalina Georgieva, the three panels took a different format from previous ICVA Conferences. The Geneva correspondent for the BBC, Imogen Foulkes, facilitated the conversations in more of a "talk show" format. The first panel looked at "Managing Size and Expectations," which focused not only on the size of a crisis, but also the size of organisations. The need to do more, in advance of an emergency, to invest in relationships with, and the capacities of, national partners was raised, as was the need to have more organisations "doing" response instead of just carrying out studies and evaluations. There was also the feeling that organisations need to be better at sticking to what they are good at instead of getting into other areas of programming that are not their "niche" areas. There was also a cautioning that we should avoid overemphasising the challenges arising out of the few, rare situations where there are too many organisations on the ground. The reality is that in the wide majority of crises, there are not enough organisations to respond to humanitarian needs.

Looking at "The Role of Governments," it was noted in the second panel that humanitarian organisations need to meet with the government early on and work with them. The issue of capacity building of host governments, when needed, was raised and the challenge that donors will not provide funding for such capacity building. In many cases, one of the issues that is not adequately tackled is the differences in understanding of the "capacity" of the government. The need to look more at International Disaster Response Law (IDRL) as a way to support States in regulating international humanitarian aid was raised as an area where

Making NGO Coordination Easier

At the beginning of 2011, ICVA published its study on NGO coordination: "Strength in Numbers: A Review of NGO Coordination in the Field". The study provided an overview of NGO coordination, nine case studies looking at different country-level NGO coordination mechanisms, and a lessons learned document. One of the main lessons that came out of the study was that, too often, NGO coordination bodies have had to start from scratch and develop their own terms of reference or job descriptions, for example.

Based on the study and the interest in the topic, the ICVA Executive Committee decided to develop a simple "how-to" guide on NGO coordination – so that future NGO coordination bodies could benefit from the lessons learned from previous such bodies. While the guide was meant to be quite a quick undertaking, the high level of interest and number of comments on the first draft meant that more work was put into it. The idea is to make the document a "living" one that can be added to and modified, and primarily available electronically. The guide will be made available in an easy-to-access format on the NGO coordination website that ICVA is developing. The site will benefit and build on the many features on the new ICVA website.

The NGO coordination website will eventually provide a repository of information and resources on NGO coordination so that the wheel does not have to be reinvented every time there is a new NGO coordination body. Instead, the site will eventually provide a one-stop-shop for all things related to NGO coordination in humanitarian response.

The NGO coordination website should be up and running in second half of the 2012. Until then, the NGO coordination study is available on the website. www.ngocoordination.info

more work needs to be done. There needs to also be a clear plan to increase trust between governments and humanitarian organisations. It was suggested that NGOs perhaps should rename themselves to WGOs – With-Governmental Organisations.

DOES SIZE MATTER?

The final panel looked at "Applying Principles and Standards." It was suggested by one speaker from an Islamic NGO that perhaps two other principles needed to be added to the usual list of humanitarian principles: sincerity and trust. He also suggested that "independence" was a thing of the past for NGOs: they need to be on the side of the people that are suffering. Another speaker asked if we had created too many handbooks, standards, and guidelines, which did little to actually protect people. There was also a challenge put to the audience by the ICRC Director-General that, in the age of complexity in which we find ourselves, should we perhaps find the one or two principles that bind us all: impartiality and humanity? We could then be benchmarked against these principles. Real humanitarian action should be based on needs and we must be serious about how we do needs assessments. However, if you only have one needs assessment done for the whole humanitarian community, it can never reflect the reality and totality of humanitarian needs.

There was also a discussion of looking at certification: there should not be one standard against which all are certified and any certification system should definitely not be western-based. The rationale of certification should also be questioned and clarified – is it about limiting the number of NGOs or should it be more about the quality of an NGOs' response? For example, it should be more important for an NGO's staff to speak the local language than it is to be able to fill in a log frame. It was suggested that certification could, perhaps, be linked to capacity building. If we are to be serious about certification, we need to put teeth to it and have sanctions when there is underperformance. Too often, we talk about underperformance, but then nothing happens.

At the end of the Conference, it became clear that the humanitarian community continues to grow and we need to consider the implications of that growth.

For background documents and the Conference agenda, please visit the ICVA website, ICVA Conference section: www.icva.ch.

Horn of Africa

Even though there were several warnings, starting in 2010, about the seriousness of the drought in the Horn of Africa, international attention only came along in mid-2011. The result was not only an increase in funding and response, but also a flurry of meetings. The ICVA Secretariat was able to gather input from members for the various meetings – from IASC Principals' meetings to Ministerial level meetings – often on short notice to bring NGO concerns to those forums.

In particular, ICVA was able to remind States of the importance of separating the humanitarian needs from the political and military agendas in Somalia. We were also able to highlight, not only the short-term needs, but also to look at the medium and longer-term so that we would not get into a similar situation in future years. NGOs also pushed donors to heed early warnings and not wait until the media picked up the situation, which is when it is too late to be able to save as many lives.

In each case of the high-level meetings, ICVA was able to provide quick feedback to its members through short notes of the meetings and the talking points raised. Such a quick turnaround and read out of the meetings was greatly appreciated by members. Unfortunately, many of those meetings turned out to be more "talk shops" than forums that moved the response forward as quickly as hoped.

For the statements and notes from the various meetings, please visit the ICVA website, Horn of Africa section: www.icva.ch.

ICVA EXECUTIVE COMMITTEE, BOARD, AND SECRETARIAT

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. 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. Rolf Vestvik, NRC

The 15th ICVA General Assembly decided to change the ICVA Executive Committee to the ICVA Board.

ICVA Board

(elected by the 15th General Assembly, March 2012, with two members later co-opted)

Chair: Ms Penny Lawrence, Oxfam GB

Vice-Chair: Dr. Ahmad Faizal Perdaus, MERCY Malaysia

Treasurer: Ms Rachel Hewitt, IRC

Mr. Imaana Frederick Koome, RCK

Dr. Steven Muncy, CFSI

Mr. Mamadou Ndiaye, OFADEC

Ms Mary Pack, IMC

Dr. Miskir Tilahun, AHA

Mr. Rolf Vestvik, NRC

Ms Barbara Wetsig-Lynam, ACT Alliance

Mr. Roger Yates, Plan International

ICVA Secretariat 2011

By the end of 2011, the ICVA Secretariat functioned on the basis of seven full-time staff. The positions at the Secretariat were filled by:

Mr. Ed Schenkenberg van Mierop, Executive Director

Ms Manisha Thomas, Senior Policy Officer

Mr. Julien Schopp, Senior Policy Officer

Mr. Rüdiger Schöch, Associate Policy Officer

Mr. Harman Bhamra, Information Officer (until August 2011)

Ms Klara Josipovic, Information Officer (from August 2011)

Ms Ann Gaspard, Finance and Administration Officer (until August 2011)

Ms Viktoriya Oberson, Finance and Administration Officer (June - October 2011)

Ms Cynthia van Sluis, Administration Officer (from October 2011)

Ms Katharina Samara, NHRP Project Coordinator (from November 2011)

Ms Alnaaze Nathoo, Finance Officer (from November 2011)

FINANCES

BALANCE SHEET STATEMENT

as at 31 December, with comparative figures

All figures in Swiss Francs

	2009 CHF	2010 CHF	2011 CHF
ASSETS			
Cash	1,840.52	467.30	953.33
Petty Cash	1,840.52	467.30	953.33
Cash in Bank Accounts	721,155.24	637,843.34	464,276.25
UBS CHF - C0142609.0	686,754.63	603,494.73	429,979.67
UBS CHF - Projects - HU163410.0	34,400.61	34,348.61	34,296.58
Accounts Receivable and Prepaid Expenses	32,663.11	24,272.65	121,509.27
Accounts Receivable	31,707.18	23,963.25	111,877.32
Taxes on Interest Income	955.93	309.40	360.50
Prepaid Expenses	0.00	0.00	9,271.45
Guarantee Deposit	8,911.40	8,948.55	8,978.40
Guarantee Deposit	8,911.40	8,948.55	8,978.40
	764,570.27	671,531.84	595,717.25

	2009 CHF	2010 CHF	2011 CHF
LIABILITIES			
Accounts Payable and Provisions	17,704.39	72,189.21	30,554.89
Accounts Payable	10,704.39	36,404.51	20,054.89
Accruals & Provisions	7,000.00	35,784.70	10,500.00
Earmarked Projects	289,473.18	64,508.93	40,403.61
Royal Danish Ministry of Foreign Affairs Commentary CoC	20,028.43	0.00	0.00
Sida - Strengthening NGO Voices in Global Humanitarian Coordination	218,533.93	14,564.55	14,564.55
Reach Out Refugee Protection Training Project	1,040.13	22.38	0.00
CWS/ACT - NGO Liason	49,870.69	49,922.00	25,839.06
Reserve	457,392.70	534,833.70	524,758.75
Reserve (-deficit) carry over at 31.12	457,392.70	534,833.70	524,758.75
	764,570.27	671,531.84	595,717.25

FINANCES

STATEMENT of INCOME AND EXPENDITURES

1 January to 31 December 2011, with comparative figures
All figures in Swiss Francs

	2009 CHF	2010 CHF	2011 CHF
INCOME			
Membership Fees	332,398.97	327,556.63	367,799.96
DANIDA	100,189.50	92,327.18	75,074.75
Norway - Ministry of Foreign Affairs	100,000.00	75,000.00	80,000.00
Swiss Agency for Development and Cooperation (SDC)	105,000.00	102,500.00	100,000.00
Netherlands - Ministry of Foreign Affairs	0.00	150,000.00	150,000.00
UNHCR Switzerland	26,529.90	23,851.30	25,000.00
UNHCR Switzerland - 60th Anniversary	0.00	17,902.60	29,800.00
ECHO: NGOs and Humanitarian Reform	0.00	0.00	58,873.94
SIDA: Enhancing NGO Coordination	0.00	0.00	25,229.24
Exchange Rate Gain and Bank Interest	1,347.10	972.42	671.77
ICVA's Expenses Invoiced to Projects	110,280.45	131,093.22	0.00
CWS/ACT: NGO Coordination / Liason Officer	0.00	0.00	24,031.63
Other Income	1,599.08	4,292.14	21,136.27
Total income	767,345.00	925,495.53	957,617.56

The full version of ICVA's audited 2011 financial report is available on the ICVA website (www.icva.ch) or upon request from the ICVA Secretariat (secretariat@icva.ch). ICVA wishes to thank the membership for the payment of their membership dues.

FINANCES

EXPENSES	2009 CHF	2010 CHF	2011 CHF
Staff costs	577,443.96	641,446.07	612,965.50
Website related charges	11,562.62	17,759.69	11,820.08
Executive Committee	16,722.51	20,007.85	20,929.53
General Assembly	38,828.27	0.00	1,325.71
Office supplies/equipment/maintenance	11,749.44	10,146.51	19,996.55
Travel and representation charges	25,159.96	15,332.05	18,549.62
Publication and translation costs	4,241.90	16,524.66	4,963.63
Office rental and utilities	42,406.85	42,104.30	33,019.00
Postage and telecommunication costs	21,944.68	22,889.89	26,056.56
Audit and legal fees	8,300.00	11,100.00	15,309.70
Bank charges, exchange rate adjustments	1,829.71	2,550.16	1,485.07
Ad hoc: Sphere Project	3,620.52	4,619.03	6,210.17
Ad hoc: ICVA Conference	16,476.26	21,281.09	29,424.85
Ad hoc: ICVA Mission	0.00	4,021.35	0.00
Ad hoc: IASC Related Costs	0.00	7,820.57	2,609.21
Ad hoc: Writing ICVA History	10,307.72	0.00	0.00
Ad hoc: ECHO - NGOs and Humanitarian Reform	0.00	0.00	58,874.46
Ad hoc: NGO Coordination / Liason Officer	0.00	10,400.00	24,031.63
Ad hoc: Reach Out	0.00	0.00	92.00
Ad hoc: UNHCR Annual Consultations	0.00	0.00	25,000.00
Ad hoc: UNHCR Commemorations of Refugee Convention	0.00	0.00	29,800.00
Ad hoc: SIDA - Enhancing NGO Coordination	0.00	0.00	25,229.24
Total expenses	790,594.40	848,003.22	967,692.51
Excess of income / expenses	-23,249.40	77,492.31	-10,074.95

ICVA is also grateful to the following governments and agencies for their generous support in 2011:

- Denmark
- European Union (ECHO)
- The Netherlands
- Norway
- Sweden (Sida)
- Switzerland (SDC)
- UNHCR

ICVA MEMBERS 2011

- ActionAid International, South Africa
- ACT Alliance, Switzerland
- Afghan NGOs Coordination Bureau (ANCB)
- Africa Humanitarian Action (AHA), Ethiopia
- Africa and Middle East Refugee Assistance (AMERA), UK
- Agence d'aide à la coopération technique et au développement (ACTED), France
- 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
- Association for Protection of Refugee Women and Children (HAMI), Iran
- Asylum Access, USA
- 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
- InterAction (American Council for Voluntary International Action)
- InterAid International (IAI), Switzerland
- Interchurch Organisation for Development Co-operation (ICCO), Netherlands

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ANNUAL REPORT 2011

New Members in 2011

- Agence d'aide à la coopération technique et au développement (ACTED), France
- Association for Protection of Refugee Women and Children (HAMI), Iran
- ZOA Refugee Care, Netherlands

- 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)
- 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 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

ICVA MEMBERS 2011

Who Can Become an ICVA Member?

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

- International voluntary agencies or international non-governmental organisations (NGOs) whose operations extend outside their country of origin. This category also includes families or federations of NGOs that share a common name, but that have chapters or operations in different countries;
- Consortia, networks, and groups of different NGOs that have joined together to enhance the effectiveness of their work. Such groups may represent NGOs from one or more countries or they may be regional or global in scope; and
- National voluntary agencies or national non-governmental organisations.

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 (half for Affiliate Members).

For further details and the membership application form, visit: www.icva.ch.

- 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
- World Council of Churches (WCC)
- Women's Refugee Commission (WRC), USA
- World Society for the Protection of Animals (WSPA)
- World Vision International (WVI)
- ZOA, Netherlands

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

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