



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES

ANNUAL REPORT 2018



MISSION

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.

VISION

A WORLD IN WHICH POPULATIONS ARE EFFECTIVELY PROTECTED, ASSISTED AND ENABLED TO REBUILD THEIR LIVES AND LIVELIHOODS WITH DIGNITY.

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FOREWORD

Being reliable

Before all else, I would like to express appreciation for the collaboration in 2018. We have collectively engaged on tremendous humanitarian work at field level, but also at national, regional and global level in a context of significant, rapid and unexpected changes to which the humanitarian system is struggling to adapt.

Sectorial changes

On the one hand we can argue that the formal humanitarian architecture denotes a too slow pace of change. On the other hand, important shifts are taking place, most particularly in 2018 related to protracted and refugee environment. Many changes are happening *within* the traditional humanitarian system, but importantly also *outside* the system. While many humanitarian actors are in transition, facing major uncertainties, new actors are engaging in what has traditionally been “humanitarian space”.

Results and impact

In 2018, ICVA has largely focussed on accountability, shrinking space, localisation and the triple-nexus. Our year-round intense “run” has sought to harness ICVA’s diversity, presence and position to advance NGO priorities in the areas of forced displacement, humanitarian partnership, humanitarian coordination and humanitarian financing. The 2015-2018 impact study, commissioned externally, captures the impact of our work in line with our 2015-2018 Strategic Plan.

In the course of 2018, ICVA members have, with remarkable strength and courage, delivered humanitarian aid to some of the most challenging and dangerous places. With tireless determination, NGOs often deliver over 80% of aid in humanitarian contexts.



↑ Photo: ICVA staff, October 2018

Challenges ahead

But as much as we have achieved in 2018 to change lives and prepare for better futures, we face yet another difficult year: in 2019, 132 million people will be in need of humanitarian assistance¹...

This is why humanitarian principles must remain at the forefront of humanitarian action. As with previous years, ICVA will connect the voices of NGOs to policies and operations and invest in their capacities in a constant effort to improve support for people affected by crisis. Our ambitious new Strategy 2019-2021 will help us achieve together even greater results with our global and diverse membership.

Reliability and accountability

Being reliable and accountable are of the most valued traits in an organisation. Put simply, this means that if we say we will do something, we will do it. People and organisations who can be trusted to follow through on the little things will be trusted when it comes to bigger matters.

ICVA's Annual Conference on 26th March 2019 on "Translating Commitments to Action" take a timely hard look at how and what we, as an NGO community, should be doing to translate commitments into action while putting people at the centre.

The high level of engagement of the ICVA members and the ICVA Secretariat comes from knowing that what we do makes sense. And that is powerful!

Ignacio Packer

Executive Director

¹ OCHA, December 2018 : <https://www.unocha.org/story/reaching-those-furthest-behind>

INTERVIEW WITH THE CHAIR OF THE ICVA BOARD



Anoop Sukumaran, from Act Alliance, was elected Chair of the ICVA Board at our General Assembly in March 2018.

Anoop, based in Bangkok, is the Act Alliance Regional Representative in the Asia and Pacific region. Prior to this position he was the Executive Director of the Asia Pacific Refugee Rights Network (APRRN) from 2010-2015.

Anoop has been a member of the ICVA Board since 2015. We asked him about his first year as Chair of the Board and this is what he shared:

What drives you in your role as the Chair of the ICVA Board?

ICVA is one of the first-born networks in the world. For the last 60 years, it has continuously been at the forefront of humanitarian policy, offering a voice to NGOs from around the world in global debates and decision making. ICVA plays the pivotal role of amplifying NGO voices from the ground and demystifying the global and regional processes to those at the grass roots. The scope of ICVA's mandate, the connection to the various levels of humanitarian action and the experience and diversity of its members is incredibly inspirational, especially in the current context of shrinking space for civil society. As the Chair of the ICVA Board, I am honoured to play a role in ensuring that voices of NGOs, large and small, are heard and resonate with global and regional policy debates on humanitarian response.

How would you describe your first year as Chair of the ICVA Board?

The new ICVA Board brings together incredible diversity and perspectives, and very passionate personalities. This is what makes our conversations forward-looking, positive and change oriented. I have also been truly inspired by the level of engagement from the Secretariat staff under the leadership of the Executive Director. The team works very hard to connect and engage with members, which is a tough ask.

How challenging is the role of Chair?

The scope of ICVA's work is vast and there is constant membership demand. While the Secretariat and the Board prioritise demands based on the strategy and annual plans, new challenges arise regularly, some that have not been envisaged and require a prompt response. And like all other Board members, I also have a full-time job so time management can also be a challenge.

You are engaged with NGO networks, as member and as chair. Why are NGO networks so important?

Collective voices are stronger. The collaboration that networks develop ensure greater effectiveness in humanitarian response and coordination, as well as in advocacy. In the pursuance of localisation, networks can support national organisations in strengthening capacity and ensure greater localisation.

Within the new strategy, what biggest opportunities do you foresee?

Navigating change is a bold area that attempts to look at the ever-changing environment. NGOs need dynamic support to develop strategic thinking and navigate change while promoting humanitarian principles and the Principles of Partnership. I think ICVA's leadership in this space, which is intrinsically interwoven with other elements of the strategy, will be highly appreciated by its membership.

↑ Photo: Anoop Sukumaran (Act Alliance) at ICVA's Annual Conference, March 2018

A MEMBER-LED NETWORK

At the end of 2018 the ICVA network comprised 105 members, three observers and two affiliates. During the year ICVA welcomed seven new members.

As a membership-led network, ICVA reinforces its particularly powerful role as an enabler and constructive challenger. We create the space for relationships that are based on the core values of trust and service, to make humanitarian action more principled and effective.

While ICVA's membership may vary widely in size and scope, members share an equal voice at ICVA and we endeavour to find ways for all members to participate and enjoy the benefits of membership. We will continue to encourage NGOs from across the globe to join our network as we strive to be a truly global humanitarian network.

17th General Assembly 2018

Held every three years, the General Assembly brings together the members of ICVA to make decisions, provide policy directions and exercise oversight on the work of the organisation. The 17th General Assembly held in Geneva in March 2018, was attended by over 70% of ICVA members. The meeting was chaired by the outgoing chair: Dr Faizal Perdaus of Mercy Malaysia.

Members elected a strong Board. An impressive 20% of members nominated a candidate for the ICVA Board, so the elections were dynamic and lively as we heard from each of the candidates. The members elected nine new Board members, and we are pleased to welcome Anoop Sukumaran from Act Alliance as the new Chair of the ICVA Board. The new Board co-opted a 10th member, ICMC.

For the first time, members unable to attend the General Assembly were offered the possibility to use an online voting platform – 10% of members voted for the Board remotely.

The **2019-2021 Strategy was approved**, setting the network in a positive direction for what it hopes to accomplish in the future. Across the four thematic focus areas of forced migration, coordination, financing and navigating change, ICVA will help NGOs understand, engage and influence the humanitarian sector and beyond. Through our network, members from across the globe with a broad range of perspectives come together to share and exchange experiences and information, collaborate on common issues, leverage expertise and harness varying perspectives to both challenge and inspire each other. Together we work for more principled and effective humanitarian action.

The members **adopted a Commitment and Motion to Action on Prevention of Sexual Exploitation and Abuse and Sexual Harassment.** ICVA members and the ICVA Secretariat committed to have systems in place for preventing, detecting, and responding to abuse and misconduct. The motion to action includes taking action (1) on victims' rights advocacy on sexual exploitation and abuse; (2) on documenting and voicing the challenges of all ICVA members in complying to safeguarding standards; (3) on the dialogue with UN Permanent Missions in Geneva.

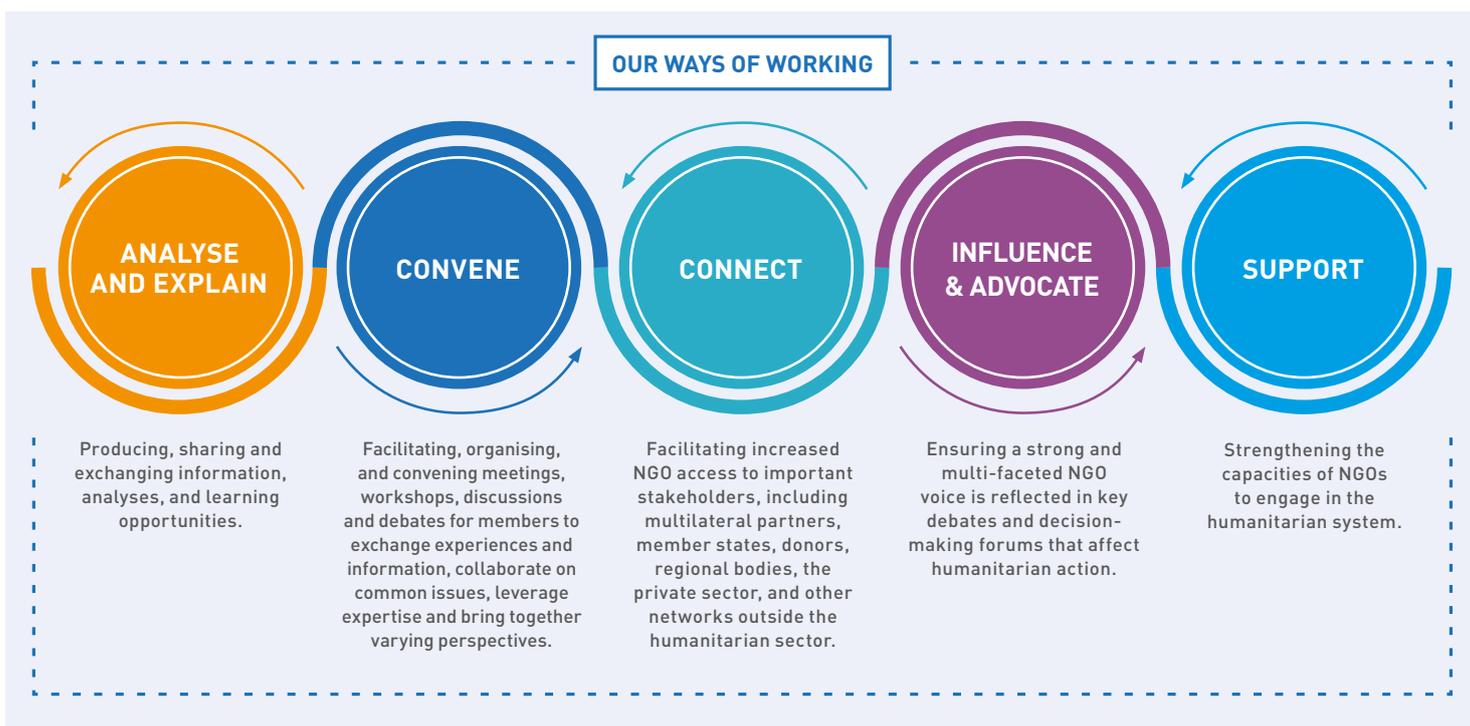
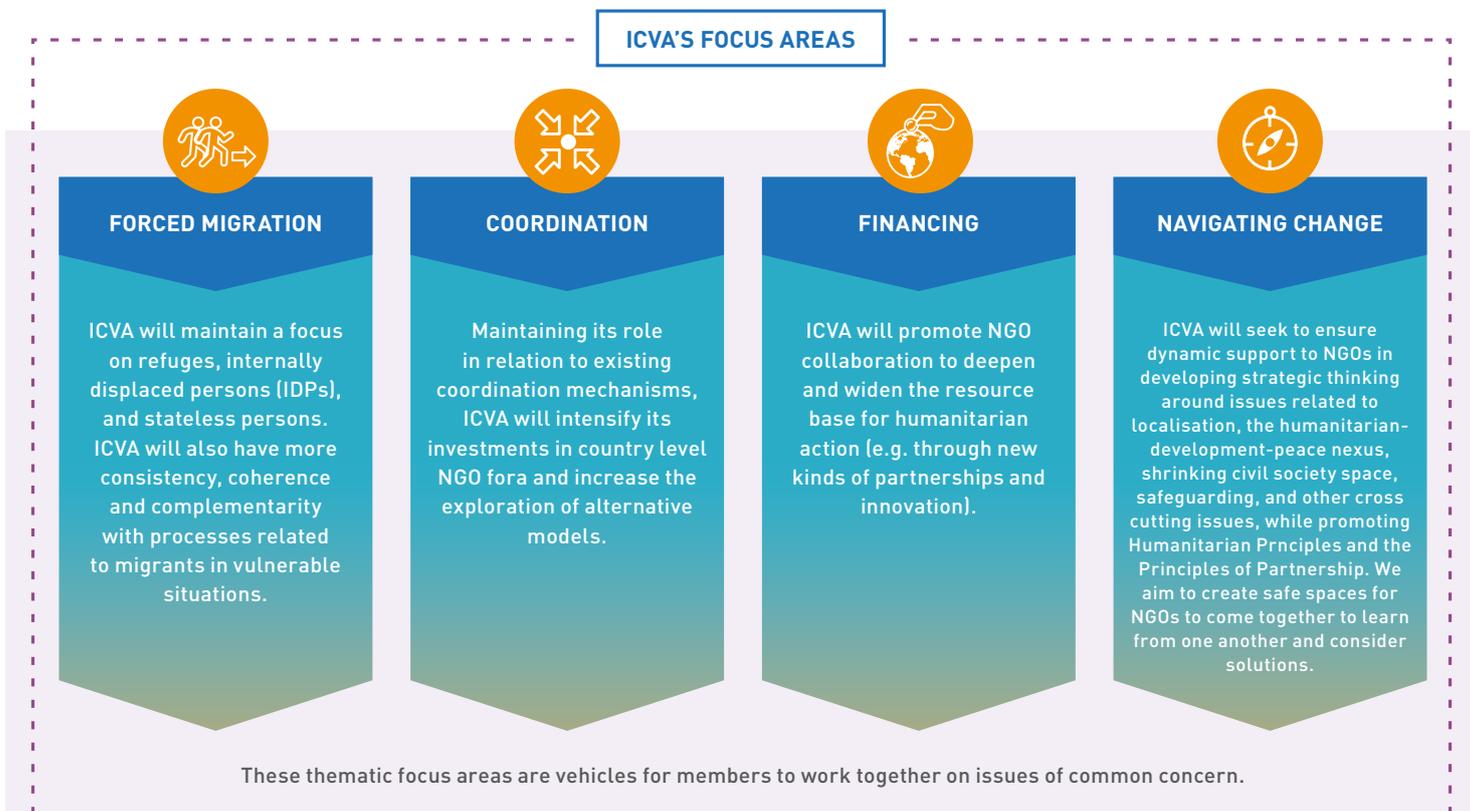
The members approved the proposed **amendments to the Statutes** which provide clarity with regard to ICVA membership criteria, limits and terms of office for Board members and officers, absence of a Chair, and the Human Resource focal point of the Board.



→ Photo: Dr Faizal Perdaus (Mercy Malaysia) at ICVA's General Assembly, March 2018

THE 2019- 2021 STRATEGY

The strategy was developed with strong contributions from a majority of our members, through completing an online survey, detailed interviews, and focused discussions with UN partners and donors. It sets the direction and focus of ICVA’s work and allocation of resources over the next three years. Building on the previous strategy the four thematic focus have been updated to reflect the constantly changing context, challenges and approaches.



Since the General Assembly, the ICVA Board has approved four enabling strategies to support the 2019-2021 Strategy: Fundraising, Communications, Membership Engagement and Human Resources.

FORCED DISPLACEMENT

Shared responsibility

Our work contributes to strengthening protection, assistance and durable solutions for refugees, IDPs, stateless persons and vulnerable migrants. As such, ICVA aims to play a role in improving the lives of populations affected by displacement, in coordination and collaboration with NGOs and other relevant actors. This approach is fully aligned with the core tenet of the global compacts (the Global Compact on Refugees, and the Global Compact for Safe, Orderly and Regular Migration): increased responsibility sharing and solidarity in responding to large scale movement of refugees and migrants. This is also at the heart of the Comprehensive Refugee Response Framework (CRRF), which takes a whole-of-society approach. As a network of humanitarian NGOs, our involvement in refugee policy is an expression of the whole-of-society approach, built on consultations and cooperation with our members, other NGOs, member states and UN agencies. Challenging as this may be, we believe in the multiplier effect that can be generated through principled partnerships, particularly in the coming phase of translating the compacts' commitments to shared responsibility into concrete actions and results.

Much of 2018 was focused on the development of the two "global compacts"— the Global Compact on Refugees, and the Global Compact for Safe, Orderly and Regular Migration. These compacts are the products of intense and inclusive consultations, in which civil society is recognised to have played an influential role. We have built on our traditional involvement with refugee policy, acting as an interface between the NGO community and UNHCR, particularly through our continued role in facilitating the delivery of collective NGO statements to UNCHR's Executive and Standing Committees, and in co-organising the UNHCR-NGO Annual Consultations. We have increased our engagement with IOM especially around migrants in vulnerable situations. And through our involvement with the GP20 we have contributed to keeping the plight of internally displaced persons on the agenda.

Global Compact on Refugees

The Global Compact on Refugees (GCR) was overwhelmingly endorsed by Member States in December 2018, at the UN General Assembly. The GCR primarily aims to establish a framework for responsibility-sharing on refugee issues, as a means to strengthen protection and expand durable solutions for refugees worldwide. It also provides a basis to catalyse multi-stakeholder partnerships and leverage humanitarian and development actions to promote refugee self-reliance. Through periodic reviews and stocktaking of progress against set objectives, the Global Compact on Refugees also lays the groundwork for an accountability framework.

It took two years of intense discussions and consultations to develop the Global Compact on Refugees, with strong engagement from a wide a range of stakeholders, including NGOs. ICVA was an important actor in the process, striving to ensure information dissemination among the community and to create space for NGOs to contribute to the development of the GCR. To ensure a wide NGO engagement, ICVA convened a specific working group on the GCR during 2018, engaging beyond its membership. Throughout the development phase, ICVA animated this group by facilitating exchange of information between members and organising meetings with UNHCR, Member States and other stakeholders.

Specifically, in 2018, ICVA coordinated the drafting and delivery of 20 NGO statements on the Global Compact on Refugees, presented by NGO representatives during the formal consultations organised by UNHCR from February to July. At the same time, ICVA sought to promote understanding of the GCR and its associated processes in order to equip NGOs to contribute to its development. This included publishing one briefing paper, organising two webinars for NGOs and regularly sharing notes, information and analysis on the GCR. In particular, after each of the six formal consultations, ICVA provided concise summaries of the discussions along with detailed meeting notes to inform NGO advocacy.

FORCED DISPLACEMENT

ICVA also contributed to NGOs understanding and engagement in the **Comprehensive Refugee Response Framework (CRRF)**, including through in-country and regional workshops aiming to unpack the whole-of-society approach in the CRRF roll-out. Two such workshops were organised in 2018, in Thailand and Kenya, thanks to support from the US Bureau of Population, Refugees, and Migration.

Global Compact for Migration

Endorsed by the UN member states in mid-December at an intergovernmental conference in Marrakesh, the Global Compact for Safe and Orderly Migration sets out a common, comprehensive approach to international migration. Negotiated in parallel with the GCR, the GCM is a non-binding cooperative framework to improve migration flows at the international level involving countries of origin, transit and destination.

ICVA as co-convenor with ICMC and the NGO Committee on Migration, of the Civil Society Action Committee followed and contributed to the development of this Compact. ICVA's focus has been on how the migration compact bridges with the GRC, and how both will be implemented concurrently on the ground. The GCM has over 20 distinct objectives and over 180 actions to achieve these objectives. With the Global Compacts, world leaders have reaffirmed the importance of a cooperative international system and the tangible benefits to all stakeholders. It is now crucial for civil society organisations to advocate for and support the implementation as the Compacts land at national level.

ICVA and UNHCR

UNHCR, the largest global organisation with a mandate to protect refugees and other forcibly displaced people, has an extensive field presence (450 offices in 128 countries). To effectively fulfil its mandate, UNHCR works with other partners- over 40% of its annual expenditure is channelled through NGO implementing partners.

As the primary liaison between the NGO community and UNHCR, ICVA works to improve the partnership between UNHCR and NGOs. We ensure NGOs participate in the shaping of UNHCR's policies and decisions that have an impact on the protection, assistance and durable solutions for refugees.

A key event in the UNHCR year is the **annual NGO Consultations**. These consultations are an opportunity for NGOs, UNHCR and peers to exchange views on the many aspects of forced displacement. Held in June 2018, this three-day event, co-organised with ICVA, gathered over 500 NGO representatives in Geneva, under the theme "Putting People First".

In October, ICVA coordinated the drafting of joint NGO statements that were delivered to **UNHCR annual Executive Committee** meeting. We also coordinated the drafting of NGO statements delivered to the four **Standing Committee meetings** in March, June, September and December. The total of 17 Statements covered the different agenda items including the CRRF, IDPs, the Grand Bargain, Statelessness, International Protection, strategic partnerships and the regions. These statements are a channel to raise issues of concern that may not be considered otherwise, but ensuring they reflect the diversity of views in the NGO community is challenging.

NGOs participated in the **2018 High Commissioner's Dialogue on Protection Challenges**. This meeting took place in Geneva in December and drew widespread interest from a range of actors. Participants included mayors and city representatives who took part in discussions around the challenges faced by people displaced in cities. We coordinated the development of a joint NGO paper which outlined a set of targeted recommendations for city governments and local authorities, humanitarian actors and the private sector.



← Photo: Yamamah Agha (Settlement Services International), NGO rapporteur at UNHCR annual Consultations with NGOs, June 2018

Internally Displaced Persons and GP20

As the humanitarian community marked the 20th Anniversary of the Guiding Principles on Internal Displacement (GP20) a number of initiatives reaffirmed the commitments to prevent, respond to and support solutions to internal displacement and improve protection of IDPs. With over 40 million IDPs worldwide, people can remain in limbo for years in IDP camps, urban slums or other areas of refuge. Christian Aid represents ICVA on the IDP Participation Workstream and the Steering Group of the GP20 Plan of Action, jointly convened by UNCHR and OCHA, which look at ways to address protection and solutions for internally displaced people.

ICVA and IOM

In 2018 ICVA increased its engagement with IOM. As co-convenor of the Civil Society Action Committee, ICVA has contributed to facilitating joint discussion for ICVA members and beyond with IOM. In September ICVA co-hosted the **IOM NGO Humanitarian Consultations** in Geneva, which focused on internal displacement in protracted crises through the triple nexus (humanitarian, development and peace). Participants discussed ways to leverage NGO and IOM complementarities to respond to challenges related to internal displacement. There was widespread consensus that humanitarian and development actors need to go beyond siloed approaches to programming and focus on joint outcomes. A specific session on protection considered the need for NGOs and IOM to improve protection outcomes.

After ten years as Director General of IOM, William Lacy Swing, announced his retirement. ICVA welcomed the three IOM Director General candidates to the ICVA office to engage with NGOs. The candidates, Mr Ken Isaacs, (USA), Ambassador Laura Thompson (Costa Rica), and Mr Antonio Vitorino (Portugal), talked of their vision for IOM and what they would bring to the post. ICVA is now working with the successful candidate Mr Vitorino, who took up post in October 2018. ICVA also welcomed Mr Swing to the ICVA office for a farewell meeting with NGOs. We have appreciated his openness and willingness to work with NGOs.

“WE NEED TO REVERSE AN APPALLING LACK OF POLITICAL COURAGE AND VISION”
WILLIAM L. SWING, DIRECTOR GENERAL OF IOM FROM 2008 TO 2018

ICVA and forced migration in 2019

While maintaining a dedication to refugees, IDPs and stateless people, under the Strategy 2019-2021 we will strive for more consistency, coherence and complementarity with processes related to vulnerable migrants. We will continue to support NGO understanding of, engagement with, and influence related to UNHCR, IOM and other key stakeholders, including UNHCR’s Global Refugee Forum. We will publish a follow-up to the briefing paper aiming to help the NGO community map out the various opportunities for engagement in the implementation of the Global Compact on Refugees. A key platform for members to engage in this focus area is ICVA’s forced migration working group.



↑ Photo: Farewell meeting with NGOs for Mr William L. Swing, August 2018

HUMANITARIAN FINANCING

Predictable transparent funding

Resourcing humanitarian action is one of the key issues for NGOs and all other actors involved in providing humanitarian assistance. As a network we collectively promote adequate, accessible, transparent, principled and sustainable resourcing for humanitarian action. Through our interactions with the Grand Bargain framework, the Humanitarian Financing Task Team (HFTT) of the Inter-Agency Standing Committee (IASC), the pooled fund working group, and the Less Paper More Aid initiative, we support initiatives that make pooled funds more accessible to NGOs, and the implications of donor conditions on humanitarian response.

Grand Bargain

The “Grand Bargain” is a multi-stakeholder agreement between humanitarian donors and aid agencies. It aims to get more means into the hands of the people in need and to improve the effectiveness and efficiency of humanitarian action. ICVA is a signatory to the Grand Bargain and has been involved in the process since the beginning. At the second Annual Meeting of the Grand Bargain signatories, a statement from the joint NGO consortia (ICVA-InterAction-SCHR-VOICE) called on the signatories to identify progress on collaborative actions that will result in the greatest potential gains, and highlighted the need for sustained political engagement in the Grand Bargain framework.

ICVA members informed the Independent Evaluation of the Grand Bargain, conducted by the Overseas Development Institute (ODI), and commissioned by DFID (Department for International Development, UK). The report raised concerns that smaller NGOs do not have the time and resources to follow the myriad of Grand Bargain initiatives nor to comply with the whole package of commitments. During 2018 ICVA has followed closely the work-streams on transparency, localisation and harmonised and simplified reporting, and taken the Grand Bargain to country level.

Harmonised narrative reporting pilot

ICVA is co-convenor of the Grand Bargain work-stream 9: harmonised and simplified reporting. Under this workstream, a two-year reporting framework pilot was officially launched in June 2017, to run through June 2019. The harmonised reporting framework to be piloted is known as the “8+3 template”. It was developed with the support of the Global Public Policy Institute (GPPi) through a consultative process with donors and humanitarian agencies. The 8+3 template is currently being piloted in three countries: Myanmar, Iraq and Somalia, with a group of eight donor governments, eight UN agencies, 16 INGOs, and a number of national NGO partners.

An interim report by GPPi on the Harmonizing Reporting Pilot, published in July 2018, shows the new template is appreciated for its accessible language and a third of users feels it saves time. The initial results indicate that participants see the 8+3 template as an improvement, which simplifies the reporting process, and reduced burden by standardising the expectations across donors. The review also shows areas for improvement: the new standardised template is not as widely used as it could be and the initial “one-size-fits-all” approach has its limits. As a result, adjustments are being made to the template and further guidance on how to use it is being developed.

The pilot needs more donors and partners to join. If this pilot works we can eventually take simplified, harmonised reporting to scale, potentially saving partners thousands of hours to engage more with affected populations and less with paperwork.

Grand Bargain at country level

In partnership with VOICE and the Somalian NGO Consortium, a workshop was held in Mogadishu in July. The aim was to exchange with field staff on the implementation of the Grand Bargain workstreams. NGOs operating in Somalia not only deepened their knowledge on the Grand Bargain and its implementation, but had open and constructive discussions and reflections on the different Grand Bargain workstreams which will also further inform ICVA's advocacy and engagement in the Grand Bargain.

Learning lab on innovative humanitarian financing

To promote innovative and collective financing mechanisms to close the humanitarian funding gap, ICVA organised a **learning lab on innovative humanitarian financing**. With support from member Mercy Malaysia, the two-day learning lab focused on Islamic social financing and was held in Kuala Lumpur in November. The meeting was attended by 40 representatives from IASC members and non-members from within and outside of the humanitarian sector, together with Islamic scholars and other experts. Participants learnt and shared about the different kinds of Islamic social financing, (eg Zakat, Sadaqa, Waqf), the challenges of centralising some of this giving, and its relationship with humanitarian principles of impartiality and neutrality. The participants agreed to set up a community of practice that will look at how to build on the learnings from the workshop.

This learning lab is part of the workplan of the IASC Humanitarian Financing Task Team (HFTT) of which ICVA is co-chair. This task team works in close collaboration with other platforms including the Grand Bargain workstreams and the Good Humanitarian Donorship initiative.



Country Based Pooled funds

Country Based Pooled Funds (CBPFs) are a valuable mechanism used by donors to pool their contributions to support country specific humanitarian efforts. CBPFs continue to grow reaching over USD 800 million in 18 countries. CBPFs can allocate directly to local NGOs, thus support donor's localisation objectives. However, concerns were raised that national NGOs are disadvantaged, as many do not qualify to receive direct CBPF funding. Partners capacity assessments (PCAs) can be a demanding process for national and local NGOs. ICVA appreciated the efforts made by OCHA to support NGO capacity building through trainings, workshops, internet facilities and dedicated training materials. Significant progress has been made in harmonising partners capacity assessments across the different CBPFs.

Partnership agreements

Throughout December 2018, ICVA organised discussions among NGO partners of UNICEF, UNFPA, and UNHCR to consolidate feedback on proposed changes to UN partnership agreements based on the UN Protocol on sexual exploitation and abuse allegations involving implementing partners. Our work resulted in the UN agencies listed revising their contracts for 2019 to incorporate suggestions from NGO partners.

ICVA and humanitarian financing in 2019

We will continue to advance implementation of the Grand Bargain, particularly the workstreams related to localisation and donor conditions. The harmonised narrative reporting pilot will enter its final phase and next steps are being considered. As part of its commitments to the IASC Humanitarian Financing Task Team workplan, ICVA will be looking more closely at the different initiatives on risk management and transfer, and alternative approaches to reducing the funding gap for humanitarian action. We hope there will be a second learning lab on innovative humanitarian financing. We will continue to support NGO engagement in the Pooled Fund Working Group and OCHA-NGO Platform for Country-Based Pooled Funds. The key platform for members to engage on these matters is ICVA's humanitarian financing working group.

← Photo: Samar Muhareb, (Arab Renaissance for Democracy and Development) at the Pooled fund working group meeting, June 2018

HUMANITARIAN COORDINATION

By working together people affected by crises are better served

ICVA and its members are part of the global humanitarian coordination mechanisms and the inter-agency community and engage in the systems at many levels. ICVA contributes to and influences the mechanisms at global, regional and country level. ICVA brings specific expertise to the various IASC task teams. At country level ICVA members participate in the cluster coordination system and humanitarian country teams, while ICVA supports NGO coordination through its NGO fora support programme.

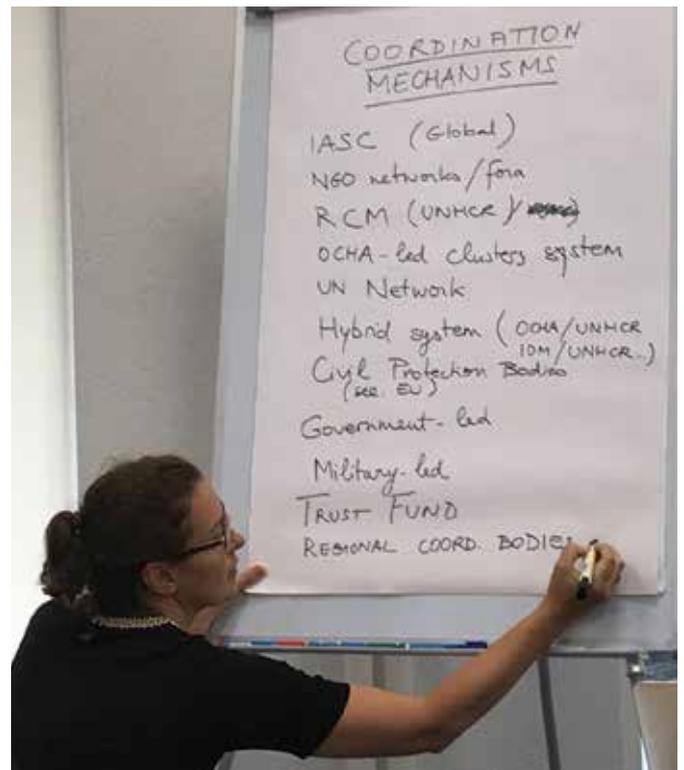
Influence global coordination mechanisms

ICVA and its members engage in global level coordination mechanisms, in particular the Inter-Agency Standing Committee (IASC) bodies. ICVA participates in the Emergency Directors Group, Principals and Deputies forum meetings. ICVA's participation is informed by feedback from members and NGO fora, through emails and preparatory meetings.

Through the **IASC Emergency Directors' Group** meetings in 2018, ICVA was involved in discussions around the core parameters of the new Humanitarian System-Wide Scale-Up that replaced the L3 emergency response mechanism at the end of 2018. The new system aims to improve the speed and delivery in response to a rapidly deteriorating humanitarian situation or a sudden onset crisis. Other agenda items through the year were the response to the crises in Yemen, Syria and Iraq; the Ebola outbreak in the Democratic Republic of Congo; how to improve the coordination of IDPs in protracted urban settings and integrate IDP issues in the collective outcomes.

ICVA's Board Chair and Executive Director attended the **IASC Principals** meetings in March, May and December and contributed to the discussions on collectively strengthening the humanitarian sector's approach to preventing sexual exploitation and abuse (SEA) and sexual harassment and abuse (SHA). They also discussed the IASC structure and updating of its working methods to ensure that it is better fit for purpose, and how the IASC can make a difference in humanitarian situations through public-private partnerships.

The Vice-Chair of the Board of ICVA attended a new senior level IASC Group – **The Deputies Forum** – whose discussions have been focused on the different proposals for the restructuring of the IASC. This group will continue in the new IASC architecture as an informal advisory group without decision-making authority.



→ Photo: Emmanuelle Osmond, Senior Policy Officer - Humanitarian Coordination, August 2018

Engagement with humanitarian leadership

Primary responsibility for coordinating humanitarian assistance rests with national authorities and governments. When international assistance is required, effective coordination of humanitarian action in the field hinges upon humanitarian coordination leaders; humanitarian coordinators (HCs) or resident coordinators (RCs). ICVA promotes dialogue and information sharing with these humanitarian leaders. Throughout 2018, ICVA convened meetings for its members to meet with HCs/RCs from the Central African Republic, Cameroon, the Democratic Republic of Congo, Yemen, Mali, South Sudan, Zimbabwe, Haiti, Iraq, Syria, Sudan, and Jordan. ICVA and members also met with the Emergency Relief Coordinator (ERC) Mr Lowcock, and John Ging, Director of Operations at OCHA. These important exchanges of information provide for leadership and for NGOs an increased understanding of national/country context, the roles played by government, UN agencies and NGOs, the challenges of the different coordination structures, the key issues facing the country, and how UN and NGOs can best support each other as they strive to better serve the local population.

NGOs contributed to the **annual appraisal of humanitarian coordinators** through the survey disseminated by ICVA, InterAction and the Steering Committee for Humanitarian Response (SCHR). With over 180 responses and feedback from NGO fora with concrete examples, this feedback on individual Humanitarian Coordinators is much valued by the EDG. It is also instructive in shaping the role of the HC in general.

NGO fora support programme

Strengthening of field-level NGO fora

Encouraging and supporting coordination among NGOs has traditionally been part of ICVA's priorities. Starting in July 2017, ICVA began implementing a two-year programme funded by the European Civil Protection and Humanitarian Aid Operations (ECHO) of the European Commission, aimed at increasing capacity and impact of in-country NGO fora. The programme aims to support in-country NGO fora (including international, national, and mixed NGO fora) in contexts of major humanitarian crises.

The objective of the programme is to **strengthen organisational capacity development** (i.e. strategic planning, governance, and human resource management), improve NGO fora advocacy, and promote the pivotal role of NGO fora amongst policy-makers. Much of our work in this area focuses on strengthening and building capacity and facilitating cross-learning between the fora.



↑ Photo: NGO fora workshop in Geneva, November 2018

A support desk based in Geneva provides ad-hoc advice on organisational or advocacy issues upon requests from the NGO fora themselves. This may involve sharing draft terms of reference for a position or committee, advice on advocacy statements, or on the structure of an NGO.

To help improve collective understanding around NGO coordination, ICVA brought representatives of 16 diverse NGO fora together for a workshop in Geneva in November 2018. During the three-day event the participants exchanged and shared their experience on NGO fora governance, strategic planning, joint advocacy and fundraising.

ICVA's regional representatives in Asia, Africa, and MENA have substantial engagement and consultations with NGO fora in their regions.

Beyond the general dissemination of information and knowledge **ICVA Africa** has provided diverse support to NGO fora in the region. During missions to different countries, ICVA has provided individual advice and support to NGO fora in South Sudan, Nigeria, Central African Republic, Mali, Senegal, Ethiopia, and Cameroon. ICVA has supported the creation of two NGO fora in Cameroon – one for national NGOs and the other for international NGOs.

ICVA Asia has provided extensive ongoing support around the Rohingya crisis, including coordinating advocacy, NGO staff security, information sharing and general support. ICVA also provided substantial support in the development of the new Bangladesh Rohingya Response NGO Platform – a NGO fora based in Cox's Bazar. ICVA was primarily a convener of discussions and broker of relationships, staying out of the day-to-day details, though provided practical support in the development of terms of reference, job descriptions and strategies. An ICVA member, Danish Refugee Council, was the lead agency in negotiating funding for the NGO platform. And the COAST Trust, also an ICVA member, assisted in brokering relationship with the national NGO community in Bangladesh. There was also critical support from UN



agencies particularly OCHA and UNHCR. As a result of this collaborative effort, the new NGO platform for Rohingya response in Cox's Bazaar is now well established, with a central role in all coordination mechanisms and an effective governance structure in place for accountability.

ICVA Asia also provided much support to ICVA members and partners working in Afghanistan. Convening members and partners, ICVA facilitated discussions on the concerns around the conditions for safe and voluntary returns. ICVA also co-hosted a workshop with ACBAR (the Agency Coordinating Body for Afghan Relief & Development) on "understanding the humanitarian, development and peace nexus in Afghanistan". NGOs in the region are seeing the nexus as an opportunity for genuine, structural change in the way all aid (humanitarian, development and peace) actors work together better to serve the Afghan people. After nearly 40 years of conflict and displacement it is clear that Afghanistan needs a "new way of working" for peace and sustainable development.

In the Middle East, discussions with NGO fora have focused on governance and the different functions of NGO fora in the region. **ICVA MENA** visited NGO fora in Yemen, Syria and Gaziantep (Turkey) to learn from and provide individual support to the NGO fora.

ICVA and humanitarian coordination in 2019

We will continue to participate in meetings of IASC bodies adapting to the new architecture announced at the beginning of 2019. We will continue to promote dialogue between NGOs and humanitarian leadership (RC/HC), engage with civil society on the value of coordination mechanisms, and look at alternative models of context appropriate coordination. We will strengthen national NGO fora, individually and collectively, hosting workshops for peer to peer learning, and revamping of the online NGO Coordination Resource Centre.

A key platform for members to engage is ICVA's humanitarian coordination working group. Reaching out to members and NGO fora to exchange information is essential if our interventions at a global level are to reflect field realities.

↑ *Photo: Discussion about coordination structures at community level at Rohingya refugee camp, Cox's Bazar, Bangladesh, July 2018*

HUMANITARIAN PARTNERSHIP

Navigating the cross-cutting issues

Under the 2015-2018 Strategy, this focus area of humanitarian partnerships has covered a range of activities, including ICVA's engagement in the World Humanitarian Summit (WHS), the quality and basis of relationships among NGOs and multinational organisations, and NGO engagement with regional intergovernmental organisations. As we moved through 2018 and in line with our 2019-2021 Strategy the cross cutting issues of the nexus, localisation, accountability and safeguarding, and civil society space have all found their way into this focus area.

Demystifying the humanitarian, development and peace nexus

The "triple" nexus refers to the interlinkages between humanitarian, development and peace actors. Following the WHS recommendations, the UN's "new way of working", Agenda 2030 and the Sustainable Development Goals (SDGs), there has been a lot more reference to the "triple" nexus, and how the humanitarian, development and peace actors are expected to work towards collective outcomes over multiple years.

The 2018 ICVA Annual Conference and the Learning Stream webinars both focused on the Humanitarian, Development and Peace Nexus. Aware that many in our community lacked clarity and understanding on the conceptual discussions behind the triple nexus and the implications at practical level, the annual conference and the webinar series provided opportunities for further discussions with actors from across the nexus.

Collective outcomes

Although the new way of working/nexus process is still very UN centric it cuts across much of our work: forced displacement, financing, coordination, humanitarian

principles, and civil society space. ICVA followed the different conversations on the nexus happening in the IASC task teams, the Grand Bargain and with Humanitarian Coordinators, bringing concerns of members and NGO fora. With the growing interest from members in the topic, a specific working group on the Nexus was started towards the end of the year. Joint understanding of this process, what collective outcomes implies, the impact on humanitarian space and principles, are all issues we will continue to work through with our members.

Navigating the nexus: NGO perspectives

The Annual Conference 2018 was held in March, in Geneva, under the theme "Navigating the Nexus: NGO Perspectives," and brought together over 140 participants from 36 countries. The one-day conference looked at the interconnection between humanitarian action, development and peace. The rich diversity of NGO experiences and initiatives demonstrated the existing wealth of experience of ICVA members and key stakeholders in navigating the nexus. A leadership panel brought together some important global policies and thoughts: the New Way of Working, the UN reform, the Comprehensive Refugee Response Framework, the World Bank's emerging role and the importance of keeping the focus on resilience. The conference was a reminder of the importance of putting people at the centre in planning and programming so as to truly understand the type of interventions required, be they from a humanitarian, development or peacebuilding approach.

The participants had many questions – how will the nexus impact the way we work? How does it relate to the localisation agenda? How will it change funding streams, gender, impact on humanitarian space? How will this approach better serve affected populations? They all agreed that we have to be more effective and impactful and find new ways of working as we deal with our limited organisational capacity and limited resources.

Demystifying the nexus learning stream webinars

In partnership with the International Association of Professionals in Humanitarian Assistance and Protection (PHAP) ICVA co-hosted five webinars that looked at different aspects of the triple nexus, the different actors involved (the UN, World Bank, peace building actors, donors), and how, why and when the different actors come together.

With speakers from NGOs, the World Bank, UN agencies, donors, humanitarian, development and peace building actors, the 75-minute webinars were well received, with more viewers watching the recording available online.

On average 250 people attended each of the five webinars and another 3500 viewed a recording. The participant survey results showed that over 80% of those who responded said the session improved their knowledge on the subject, and over 90% found the webinars useful.

ICVA's World Bank and Refugees Briefing Paper

Published in advance of the webinar on the World Bank and the Nexus, this briefing paper highlights the role of the World Bank in refugee contexts. The paper unpacks the Bank's financing instruments for countries hosting large refugee populations and highlights ways NGOs can engage with the World Bank on refugee related issues.

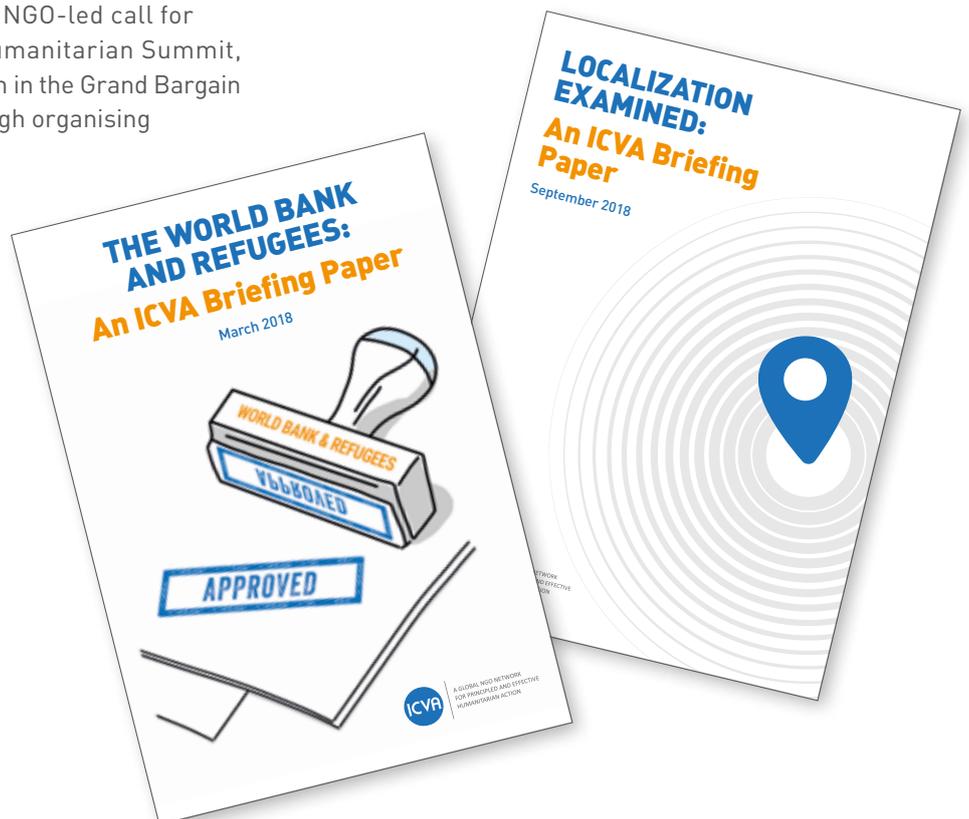
Localisation

ICVA continued to follow up on the NGO-led call for localisation made at the World Humanitarian Summit, including through active participation in the Grand Bargain Localisation Workstream and through organising a range of events and dialogues at regional and national level.

In March in Geneva, ICVA and the Australian Mission co-organised an event on National NGO perspectives: Strengthening Humanitarian Action through Good Donor Practices in Localisation. This dialogue between NGOs and members of the Good Humanitarian Donorship (GHD) initiative commenced with a sharing of perspectives from three national NGOs based in different regions on localisation progress, good practices, challenges and enablers/constraints. This set the scene for a general discussion on how good donor practices in localisation can better strengthen humanitarian action.

The Localisation Examined Briefing Paper published in September 2018 explores localisation as the process through which a diverse range of humanitarian actors are attempting, each in their own way, to ensure local and national actors are better engaged in the planning, delivery and accountability of humanitarian action. The paper examines localisation in context of other changes in the humanitarian system and how these changes may intersect.

The paper was the basis of an **ICVA -PHAP webinar in November, Localisation: Perspectives on change** which heard different actors' experiences working towards greater localisation of humanitarian action. Participants learned more about how governments, private sector actors, and diaspora actors see current opportunities, challenges, and future trends. The impact of localisation initiatives on principled and effective humanitarian action was also examined. **This webinar is part of the Navigating Change learning stream** which will continue in 2019.



Civil society space in humanitarian action

Civil society space is increasingly a key issue for humanitarian organisations. It was the theme of the 2017 ICVA Annual Conference, and since then there are a growing number of crises where civil society actors have been denied access to a population in need. As a network, ICVA is grappling with the issues of erosion of humanitarian space, negative perceptions of civil society action by governments, and uncertain regulatory environments.

An **independent research** carried out for ICVA in the summer of 2018 provides a collective perspective of civil space needs and defines the potential of ICVA in strengthening and supporting a more inclusive and diverse civil society. The study identifies a wide variety of civil society needs, which include: accessibility and translation of documentation, support to national organisations and to NGO fora, advocacy support, research and data on the closure of civil society space, capacity building, among others. The research included a global survey with ICVA members and non-member humanitarian organisations and conducted 30 interviews with a range of actors across ICVA staff, NGOs, INGOs, NGO fora. The report was the basis of a meeting held in Copenhagen with Danish NGOs to discuss civil society space as a wider issue and the impact on shrinking space is further exacerbated in humanitarian contexts.

Advancing protection from sexual exploitation, abuse (PSEA) and sexual harassment in the workplace (SHW)

Sexual exploitation and abuse of crisis affected populations and humanitarian staff by actors who provide aid is neither a new nor a standalone issue. However, since the media disclosure of sexual exploitation and abuse (SEA) cases by humanitarian actors in February 2018, attempts across the sector to address the issue and increase protection against SEA have multiplied. PSEA cuts across the issues of gender, protection, accountability, localisation, power dynamics, faith and cultural, and the nexus.

Collective action

In March 2018, the ICVA General Assembly re-affirmed accountability towards the people its members serve, partners, supporters and the public at large. ICVA members adopted a **Commitment and Motion to Action on Prevention of Sexual Abuse and Exploitation and Sexual Harassment** mandating the secretariat to document and voice the PSEA work, challenges and good practices existing among members and identify recommendations to feed efforts at international, regional and national level. In further discussing the mandate, it was agreed to focus specifically in national and local NGOs. Localisation is one of the core commitments of World Humanitarian Summit and the Grand Bargain, thus efforts to strengthen PSEA build upon local knowledge and capacities.

Contributing to the debate

Throughout the year ICVA spoke at a range of meetings, convened meetings of members, as well as between members and donors on the topic of PSEA. ICVA has been externally recognised as having contributed to influence the debate with a different and often complementary discourse. The framing of ICVA's response on not just the technical but also the cultural, root causes and political dimensions has contributed to solutions-orientated reflections. ICVA has been seen as a critical and constructive voice of the new policies and their impact on resourcing and capacity building of smaller organisations. Our two publications during the year *"The Long Run to Protection Against Sexual Exploitation and Abuse"* which shares the experiences of ICVA members on PSEA, and our discussion paper on "Humanitarian Ombudsperson" also contributed to the debates.

ICVA's focus for 2019 is on the two commitments stemming from the Safeguarding Summit in London in October 2019 on resource and capacity building hubs on SEA-SHW for smaller organisations and reviewing best practice and lessons from ombudsman schemes.



↑ Photo: ICVA donors discussing safeguarding, September 2018

HUMANITARIAN PARTNERSHIP

Managing risks

In 2018 the ICVA's risk management process did not have to deal with any safety and security incidents concerning staff, nor incidents of fraud. ICVA did not manage any allegations on sexual abuse and exploitation and sexual harassment in the workplace though it screened and updated an historical case. In 2018, an external review on the SEA/SHW systems in place at the ICVA Secretariat was positive confirming the areas of risk. ICVA is engaged in further consolidations and improvements of the systems.

ICVA also signed up to the “**Disclosure of Misconduct Scheme**”. This inter-agency scheme, led by the Steering Committee on Humanitarian Response (SCHR), establishes a minimum standard for humanitarian, development and other civil society organisations to share information as part of their recruitment process about people who have been found to have committed sexual harassment, sexual abuse or sexual exploitation during employment. Contributing to this scheme is part of our commitment to prevent and address abuse in the humanitarian sector.

Promoting dialogue with regional actors and member states

ICVA supports and promotes dialogue between NGOs and diverse actors in the humanitarian sector. Through our regional representatives in Africa, Asia and Middle East and North Africa (MENA), ICVA builds opportunities for members to engage with regional organisations and member states, as they play an increasingly significant role in humanitarian policy, response and financing.

ICVA Africa continued to engage with the African Union (AU) and the IGAD (Intergovernmental Authority on Development) during 2018. ICVA organised briefings between NGOs and IGAD on the proposed Humanitarian agency, and between NGOs and the African Union on the draft AU Humanitarian Agency. Relations with IGAD have also been focused around the NGO involvement in the Nairobi Action Plan for durable solutions for Somali refugees. Further engagement with the African Union has been centred on the preparation and involvement of NGOs in the 2019 thematic year on Refugees, Returnees and IDPs.

ICVA has met in several occasions with delegates from ECOWAS and is actively working with a number of interested members to enhance relations between ECOWAS and NGOs.

In the Asia region ICVA continued to support the work of the Agreement on Disaster Management and Emergency Response (AADMER) Partnership Group (APG) and the strengthening of this regional mechanism for civil society partnership with the Association of Southeast Asian Nations (ASEAN) and the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre) around disaster management. ICVA and APG members co-organised a number of meetings to update the APG strategy, including engaging with ASEAN and the AHA Centre. The priority for 2018 was expanding the APG membership to create a diverse regional network of NGOs and NGO fora from ASEAN region itself. In late 2018, the APG and potential members from the region met in Bangkok to formalise plans for the expansion of membership and future activities in 2019.

In the South Asia Region, ICVA supported the South Asia Together for Humanitarian Imperatives (SATHI) Network, a regional network of national-level NGO fora that works towards improved knowledge exchange and capacity sharing. This support helped increase the role of this network as an NGO-led initiative addressing the lack of government-led opportunities for structured regional engagement. ICVA supported the SATHI Good Practices in Resilience Awards and also hosted the Annual Meeting of SATHI members in Bangkok in December 2018.

ICVA MENA: As humanitarian funding from the Middle East has increased over the years, governments and regional intergovernmental bodies have moved to institutionalise their humanitarian engagement. Members of organisations like the Organisation of Islamic Cooperation (OIC) have raised funds to respond to disasters in their respective regions, established institutional frameworks and guiding protocols for humanitarian interventions. The Kingdom of Saudi Arabia has surpassed many traditional donors in its response to UN appeals for Yemen, Syria, Iraq and the horn of Africa.



→ Photo: ICVA Director of Programmes Michael Hyden with Dr Yaroup Ajlouni (Jordan Health Aid Society) outside Zaatri refugee camp in Jordan, September 2018

Realising the growing importance of these institutions in humanitarian aid, ICVA has established channels of engagement and exchange with different stakeholders in the Middle East- the League of Arab states, the Organisation of Islamic Cooperation, Dubai International Humanitarian Aid and Development conference, and the Riyadh high level meetings and the Riyadh humanitarian forum. ICVA maintains an open dialogue with these platforms on different issues of humanitarian concern.

With a vast array of actors in such a complex geopolitical context, the Middle East can be a challenging terrain to navigate for NGOs interested in influencing the policies and practices of regional organisations and national governments.

Member States and NGO briefings

ICVA together with NGO partners in Geneva who bring perspectives from the field held briefings to member states, donors and refugee hosting states on topics ranging from the Global Compact on Refugees, the situation in Yemen, in Sudan and the Rohingya crisis in Bangladesh and Myanmar to name some. ICVA also regularly contributed at the Good Humanitarian Donorship Group meetings, bringing the viewpoints of our diverse membership.

ICVA and Navigating change: cross cutting issues in 2019

This new focus area in ICVA’s 2019- 2021 Strategy will provide dynamic support for NGOs to develop strategic thinking in navigating different cross cutting issues. We will ensure that NGOs have sufficient information to understand the different cross cutting issues of PSEA, the nexus, localisation, civil society space, how they are interconnecting with each other and across the ICVA focus areas of forced migration, coordination and financing. The Learning Stream webinars on navigating change will look at some of the changes affecting the humanitarian sector. The theme of the 2019 Annual Conference will look at some of the global commitments and the role of NGOs in translating these commitments into action.

Key platforms for ICVA members to engage will be issues specific working groups (the Nexus and PSEA), and the regional working groups.



↑ Photo: Workshop on the humanitarian, development and peace nexus in Afghanistan, hosted by ICVA and ACBAR (NGO forum in Afghanistan), November 2018

FINANCIALS

Balance sheet as at 31 December 2018 (in Swiss francs)

Assets	2018	2017
Current assets		
Cash and cash equivalents	847,235.26	919,561.03
Accounts receivable	633,089.12	590,381.11
Prepaid expenses	7,915.80	14,406.57
TOTAL CURRENT ASSETS	1,488,240.18	1,524,348.71
Non-current assets		
Guarantee deposit	20,074.60	20,074.60
Lease of equipment	21,716.00	-
Total non-current assets	41,790.60	20,074.60
TOTAL ASSETS	1,530,030.78	1,544,423.31
Liabilities	2018	2017
Short-term liabilities		
Accounts payable	163,419.08	252,146.39
Accrued expenses	79,783.45	35,666.18
Deferred income	48,880.93	360,101.00
Total short-term liabilities	292,083.46	647,913.57
Long-term liabilities		
Lease liability	23,382.00	-
Total long-term liabilities	23,382.00	-
Total short-term and long-term liabilities	315,465.46	647,913.57
Reserve		
General reserve	546,219.57	528,202.56
Contingency reserve	64,132.75	24,325.38
Specific project balances	223,045.40	325,964.79
Net result for the year	381,167.60	18,017.01
Total reserves	1,214,565.32	896,509.74
TOTAL LIABILITIES	1,530,030.78	1,544,423.31

Statement of Income and Expenses for the financial year 2018 ended 31 December (in Swiss francs)

	2018	2017
Membership Fees/Board Contributions and Donations	3,228,977.22	2,691,149.00
ICVA Membership Fees	535,943.00	481,842.19
Australia – Permanent Mission to the United Nations' International Development Fund (IDF)	47,684.24	30,103.93
Denmark – Ministry of Foreign Affairs	155,400.37	108,826.52
ECHO - European Commission Humanitarian Aid	465,760.00	-
German Humanitarian Assistance	555,134.40	639,676.20
Netherlands – Ministry of Foreign Affairs	-	210,000.00
Sweden – Ministry of Foreign Affairs	342,254.63	357,457.66
Swiss Agency for Development and Cooperation (SDC)	300,000.00	200,000.00
UNHCR – The UN Refugee Agency	89,000.00	76,000.00
US Department of State, Bureau of Population and Migration (PRM)	199,622.08	228,893.00
IKEA Foundation	538,178.50	358,349.50
Other Income	13,728.31	30,793.84
Staff costs	-1,554,159.24	-1,333,420.50
External Services (consultancies)	-532,133.22	-497,659.00
Premises charges	-138,998.29	-130,701.00
Maintenance, repairs and equipment	-6,332.24	-13,077.77
Travel expenses	-382,079.99	-268,386.00
IT expenses	-50,487.37	-36,181.27
Administration and office costs	-16,388.84	-24,722.26
Communications	-109,743.85	-88,472.00
Meeting, teleconference and webinar costs	-82,062.43	-42,192.00
Amortization (printers)	-5,429.00	-
Other costs	-3,188.55	-90,360.33
Net result before financial income and expenses	361,702.51	196,770.71
Financial income	-	283.00
Financial expenses	-43,646.85	-662.09
Net result after financial income and expenses	318,055.66	196,391.62
Net result before allocation to contingency reserves and specific project balances	318,055.66	196,391.62
Reduction in Contingency Reserves, Provisions and Specific Project balances	949,391.01	410,947.70
Increase in Contingency Reserves, Provisions and Specific Project balances	-886,279.07	-589,322.31
Net result for the year	381,167.60	18,017.01

DONORS

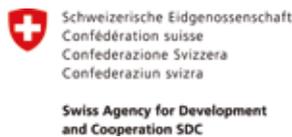
ICVA is grateful to its membership, Board and partners for dues, funding and other contributions and in-kind support.

We thank Save the Children, ACTED, International Rescue Committee (IRC), and Africa Humanitarian Action (AHA) for their support to the Regional Hubs. We also thank the Foundation for Buildings for International Organisations (FIPOI), the Canton of Geneva and the Swiss Federal Council (Confédération Suisse) for their continued support.

We also thank the following governments and organisations for their generous support in 2018:



European Union
Humanitarian Aid



ICVA MEMBERS

AS AT DECEMBER 2018

I. Members

ACBAR
 ACT Alliance
 Action Contre la Faim (ACF)
 ActionAid International
 Afghan NGOs Coordination Bureau (ANCB)
 Africa and Middle East Refugee Assistance (AMERA)
 Africa Humanitarian Action (AHA)
 African Initiatives for Relief and Development (AIRD)
 Afrique Secours et Assistance (ASA)
 Agence d'Aide à la Coopération Technique et au Développement (ACTED)
 Agence de Développement Economique et Social (ADES)
 All India Disaster Mitigation Institute (AIDMI)
 AMEL Association (Lebanese Association for Popular Action)
 ANE Ethiopia
 ARDD-Legal Aid
 Asia Pacific Refugee Rights Network (APRRN)
 Association for Protection of Refugee Women and Children (HAMI)
 Asylum Access (AA)
 Australian Council for International Development (ACFID)
 Bridge Asia Japan (BAJ)
 Canadian Council for Refugees (CCR)
 CARE International
 Caritas Internationalis (CI)
 Catholic Agency for Overseas Development (CAFOD)
 Christian Aid
 Church World Service (CWS)
 Coastal Association for Social Transformation Trust (COAST)
 Community and Family Services International (CFSI)
 Community Research and Development Organization (CRDO)
 Community World Service Asia
 Concern Worldwide
 COOPI Cooperazione Internazionale
 DanChurchAid
 Danish Refugee Council (DRC)
 Dutch Council for Refugees (DCR) – VluchtelingenWerk Nederland
 Fortify Rights
 Foundation for Rural Development (FRD)
 Foundations Suisse Deminage (FSD)
 Frontiers Ruwad Association
 General Union of Voluntary Societies (GUVS)
 Good Neighbors Geneva
 Greek Council for Refugees (GCR)
 Handicap International (HI)
 HIAS
 Human Appeal International (HAI)
 IEDA Relief
 IHH
 Interchurch Organisation for Development and Co-operation (ICCO)
 International Catholic Migration Commission (ICMC)
 International Consortium of Refugees in Iran
 International Detention Coalition (IDC)
 International Organization for Relief, Welfare and Development (IIROSA)
 International Medical Corps (IMC)
 International Planned Parenthood Federation
 International Refugee Rights Initiative
 International Rescue Committee (IRC)
 InterSOS

Islamic Relief Agency (ISRA)
 Jesuit Refugee Service (JRS)
 Johanniter-Unfall-Hilfe e.V.
 Jordan Health Aid Society International (JHASI)
 Korea NGO Council for Overseas Development Cooperation (KCOC)
 Lutheran World Federation (LWF)
 Malaysian Medical Relief Society (MERCY Malaysia)
 Mauritius Council of Social Service (MACOSS)
 Medair
 Médecins du Monde (MDM)
 Mercy Corps
 MUDEM RSC
 New World Hope Organisations
 Norwegian Church Aid (NCA)
 Norwegian People's Aid
 Norwegian Refugee Council (NRC)
 Office Africain pour le Développement et la Coopération (OFADEC)
 Organization for Refuge, Asylum & Migration (ORAM)
 Oxfam GB
 Paso Libre F4M
 Pastoralist Community Initiative and Development Assistance (PACIDA)
 Plan International
 Refugee Consortium of Kenya (RCK)
 Refugee Council of Australia (RCOA)
 Refugee Council USA (RCUSA)
 Refugee Education Trust (RET)
 Refugee Solidarity Network (RSN)
 Refugees International (RI)
 RefugePoint
 Relief to Development Society (REDES0)
 Save the Children International
 Settlement Services International (SSI)
 Shaik Takir Azzawi Charity Organization (STACO)
 Society of Human Rights and Prisoners' Aid (SHARP)
 Somalia NGO Consortium
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 Syria Relief
 Télécoms Sans Frontières International (TSFI)
 Terre des Hommes (TDH)
 The Border Consortium (TBC)
 Translators without Borders
 Tzu Chi Foundation
 Venro
 War Child Canada
 Welthungerhilfe
 Women's Refugee Commission (WRC)
 World Vision International (WVI)

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

III. Affiliate Members

ALNAP
 Institute for the Study of International Migration (ISIM)

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- **ACT Alliance:** Anoop Sukumaran – Chair
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- **Africa Humanitarian Action:** Wossen Tesfaye
- **Amel Association International:** Virginie Lefevre
- **Christian Aid:** Jane Backhurst
- **International Catholic Migration Commission (ICMC):**
Walter Brill – Human Resources Focal Point
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- **Refugee Consortium of Kenya (RCK):** Eunice Ndonga
- **Terre des Hommes:** Thierry Sabaux – Treasurer

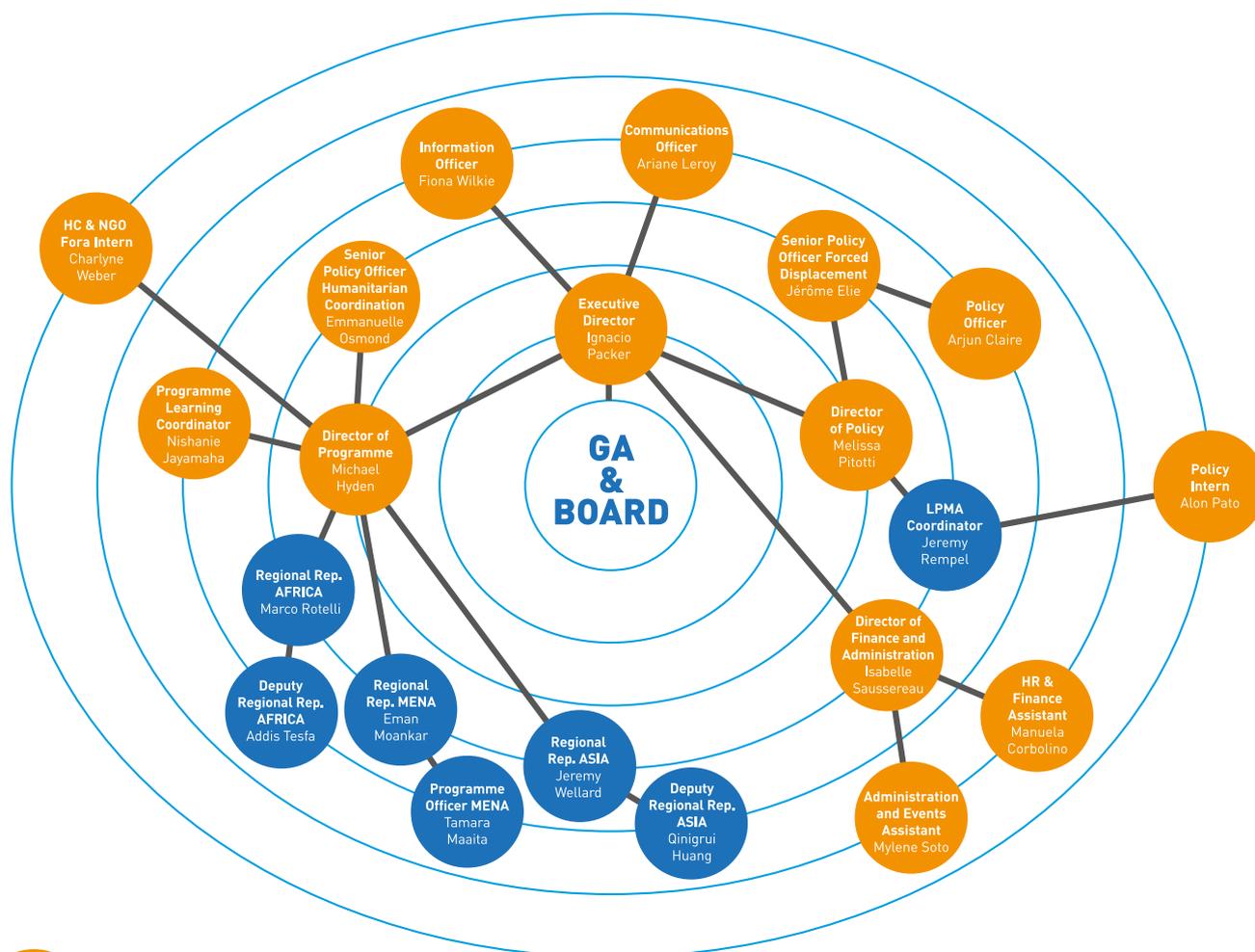
Elected at the 17th General Assembly, held on 21 March 2018. The whole board meets four times a year, while much of the work is done through the three committees: Finance & Administration Committee, the Membership Committee, and the Policy, Programme and Advocacy Committee.



← Photo: ICVA Board members with Filippo Grandi, United Nations High Commissioner for Refugees, November 2018

ICVA Staff as at December 2018

- **Executive Director:** Mr Ignacio Packer
- **Director of Policy:** Ms Melissa Pitotti
- **Director of Programme:** Mr Michael Hyden
- **Policy Officer:** Mr Arjun Claire
- **Senior Policy Officer Forced Displacement:** Mr Jérôme Elie
- **Deputy Regional Representative for Asia and the Pacific:** Ms Qinigrui Huang
- **Programme Learning Coordinator:** Ms Nishanie Jayamaha
- **Programme Officer MENA:** Ms Tamara Maaita
- **Regional Representative for MENA:** Ms Eman Moankar
- **Senior Policy Officer Humanitarian Coordination:** Ms Emmanuelle Osmond
- **Policy Intern:** Alon Plato
- **Less Paper More Aid Consultant:** Mr Jeremy Rempel
- **Regional Representative for Africa:** Mr Marco Rotelli
- **Deputy Regional Representative for Africa:** Mr Addis Tesfa
- **Programme Intern:** Charlyne Weber
- **Regional Representative for Asia and the Pacific:** Mr Jeremy Wellard
- **Director of Finance and Administration:** Ms Isabelle Sausseureau
- **HR and Finance Assistant:** Ms Manuela Corbolino
- **Administration and Events Assistant:** Ms Mylene Soto
- **Communications Officer:** Ms Ariane Leroy
- **Information Officer:** Ms Fiona Wilkie



 Geneva Based



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Nairobi, Kenya

MENA

Amman, Jordan

ICVA Secretariat recognises that its day-to-day operations impact the environment in a number of ways. ICVA Secretariat is therefore committed to minimise the potentially harmful effects of its activities wherever and whenever possible. This report is printed using water-based inks.

Photos: courtesy of ICVA