

SANDSTONE CONSULTING



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

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2019-2020 MID-STRATEGY IMPACT STUDY

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SECTION 1

Executive Summary

This purpose of this impact study is to take stock of the impact ICVA has achieved just over midway through its 2019-2021 Strategy. The key question being investigated is *“What has been the impact of ICVA’s efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the period 2019-2020?”* The methodology comprised a document review, interviews with selected stakeholders, and a review of the substantial existing data from ICVA’s recent 2030 consultations with members.

Background

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’*. Their mission statement positions ICVA as *‘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’*

ICVA’s 2019-2021 strategy is concisely framed under five ways of working (Analysing & Explaining; Connecting; Convening; Influencing & Advocating; Supporting) and four focus areas (Forced Migration; Coordination; Financing; Navigating Change / Cross-Cutting Issues). This strategic period was initiated after significant turnover in senior positions in ICVA, including

at the level of Executive Director and other leaders. Since 2018, the staffing has grown from 13 to 23 staff, with particular investment at the regional level, doubling positions to increase capacity. There have been particular efforts to ensure diversity in the staffing strategy and working culture.

Focus Areas

2021 OBJECTIVES		5 WAYS OF WORKING	
FORCED MIGRATION	Improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situations	ANALYZING & EXPLAINING	Producing, sharing and exchanging information, analyses, and learning opportunities
COORDINATION	Strengthen the collective ability of NGOs to actively engaged in and influence coordination mechanisms to ensure they are inclusive, contextualised and provide effective assistance and protection to those affected by crises	CONVENING	Facilitating, organising, and convening meetings, workshops, discussions and debates for members to exchange experiences and information, collaborate on common issues, leverage expertise and bring together varying perspectives
FINANCING	Ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding	CONNECTING	Facilitating increased NGO access to important stakeholders, including multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector
NAVIGATING CHANGE, CROSS-CUTTING ISSUES	Ensure a dynamic support to NGOs in developing strategic thinking and in navigating change while promoting humanitarian principles and the Principles of Partnership	INFLUENCING & ADVOCATING	Ensuring a strong and multi-faceted NGO voice is reflected in key debates and decision-making forums that affect humanitarian action
		SUPPORTING	Strengthening the capacities of NGOs to engage in the humanitarian system

Findings

WAY OF WORKING	ICVA INITIATIVES	FOCUS AREAS
ANALYZING & EXPLAINING	ICVA Bulletin & Social Media	Navigating Change / Cross-Cutting Issues
	NGO Briefings	All
	Publications	Navigating Change / Cross-Cutting Issues
	Webinars	Forced Migration, Financing, Navigating Change / Cross-Cutting Issues
CONNECTING	Global / Geneva Events	All
	Regional Events	All
	UN Humanitarian Leadership	All
CONVENING	Civil Society Action Committee	Forced Migration
	Civil Society Roundtables & Workshops	Forced Migration
	IASC Results Group 1: Operational Response	Coordination
	IASC Results Group 4: Nexus	Navigating Change / Cross-Cutting Issues
	IASC Results Group 5: Humanitarian Financing	Financing
	ICVA Annual Conferences	Navigating Change / Cross-Cutting Issues
	IOM-NGO Regional Consultation (MENA)	Forced Migration
	Membership Sessions	Navigating Change / Cross-Cutting Issues
	Regional Emergency Preparedness Working Group (EPWG)	Coordination
	Regional Refugee and Resilience platform (3RP)	Forced Migration
	UNHCR Annual NGO Consultations	Forced Migration
	UNHCR Regional Consultations	Forced Migration
	UNICEF-NGO Humanitarian Partnership	Navigating Change / Cross-Cutting Issues
INFLUENCING & ADVOCATING	Global Compact on Refugees & 2019 Global Refugee Forum	Forced Migration
	Global Humanitarian Response Plan (GHRP) for COVID-19	Financing
	Grand Bargain	Financing
	High Commissioner's Dialogue on International Protection	Forced Migration
	IASC Emergency Directors Group (EDG)	Coordination
	IASC Operational Policy and Advocacy Group (OPAG)	Coordination
	IASC Principals Meetings	Coordination
	OCHA Country Based Pooled Funds	Financing
	UNHCR Standing Committees & Executive Committee	Forced Migration
SUPPORTING	Direct Support to NGO Fora	Coordination
	NGO Coordination Resource Centre	Coordination
	NGO Fora COVID-19 Support	Coordination
	NGO Fora Exchange	Coordination
	NGO Fora Workshops	Coordination
	Protection from Sexual Exploitation and Abuse Outreach Fund	Navigating Change / Cross-Cutting Issues

This impact study assessed the results and indicators associated with 35 discrete initiatives aligned with one or more of the focus areas. The study identified the following highlights of ICVA's impact for each focus area during 2019-2020:

1. Forced Migration

- ICVA played a leading coordination role and influenced the coherence of NGO pledges and also helped ensure a strong presence of national civil society representation during the Global Refugee Forum, where over 770 pledges were announced in support of refugees
- ICVA increased opportunities to contribute to and influence Forced Migration policies and practices, especially through ICVA's role as an interlocutor between UN bodies and NGOs (e.g. bringing collective NGO thinking to UN High Level Panel on Internal Displacement) and by catalysing collaboration across civil society (e.g. co-convening the Civil Society Action Committee)

2. Coordination

- At the global level, ICVA spearheaded duty of care discussions in the IASC and elevated the issue of 'Localization' to a broader audience among the IASC Principals
- Within the Emergency Directors Group (EDG), enabled NGOs (particularly national NGOs that do not have a presence at the global level) to raise critical issues from country to global level
- ICVA provided direct support, workshops, exchanges, and funding to NGO fora in order to develop capacities and strengthen in-country NGO fora
- Due to these efforts, NGOs were more actively engaged in coordination mechanisms and NGO Fora contributing to the humanitarian system with greater efficiency.

3. Financing

- ICVA influenced the Grand Bargain implementation through its role as co-convenor of the workstream to harmonize and simplify donor reporting requirements via the "8+3 template" for narrative reporting
- Mobilised ICVA members to contribute to obtaining greater donor flexibility during the COVID crisis which unlocked NGO access to funding made available through the COVID-19 Global Humanitarian Response Plan

4. Navigating Change / Cross-Cutting Issues

- ICVA provided quality analysis and content to increase NGO understanding on key topics (e.g. humanitarian-peace-development nexus, COVID-19 response), all made available as public goods
- Brought diverse NGOs together to share peer-to-peer experiences, challenges, lessons learnt and good practices to drive action, policy development, and partnerships in these topics

Case study analysis showed the diversity of ICVA's ways of working globally and regionally:

Case Study 1

- In its advocacy for the Sahel Region, ICVA raised the crisis and conveyed key messages calling for additional support at the highest global level including to the Council of the European Union, the IASC Principals and OECD donor countries while ensuring understanding was grounded through its regular engagement with HCs and NGOs in the region.

Case Study 2

- ICVA enabled the inclusion and participation of local and national NGOs in IASC coordination structures, notably the Operational Policy and Advocacy Group (OPAG) and Results Groups (RGs), for the first time after years of advocating for inclusion of national NGOs in the IASC architecture.

Case Study 3

- ICVA helped improve NGO understanding of the "8 + 3 Template" by engaging local NGOs and field colleagues about the approach and the implications of the template during the pilot process in Iraq, Myanmar, and Somalia.

Case Study 4

- ICVA's increased engagement in China to facilitate a more diverse and inclusive approach to coordination and has helped to expand the role of Chinese NGOs in international forums and coordination mechanisms.

Case Study 5

- Throughout 2020, ICVA worked to support members adjust to the substantial operational and financial challenges created by the pandemic. ICVA was able to do this by successfully integrating Covid-19 response activities into its current strategic focus areas and the ways of working (such as through engagement in the IASC mechanisms).

Strategic Reflections and Points for Consideration

High-level analysis of ICVA added-value drawing from both the impact study data and the ICVA 2030 consultations shows that:

- ICVA is clearly recognised and valued as an established and respected network in the field of humanitarian action.
- ICVA is perceived as having a strong legitimacy in its positions and actions due to the diversity of its network and the visible efforts to channel the voices of NGOs in ICVAs interactions and representation.
- ICVA being a conduit for diverse voices is a strength, but while representing multiple views shows that ICVA listens to members some external stakeholders find it hard to know what change or point ICVA is seeking to achieve.
- ICVA has actively positioned itself as a collaborator rather than competitor with other major networks.
- ICVA brings unique value through its role, relationships, composition and selected areas of expertise in a manner which is complementary to with other networks and its members.
- ICVA has actively increased the degree to which it draws on member competence, capacity and legitimacy to improve collaboration and reduce dependency on the secretariat.
- The ICVA Secretariat has made efforts to cross beyond NGO action to link with Private Sector actors, responding to changes in the nature of actors providing humanitarian response.
- While ICVA members are prioritised as partners and sources for input, ICVA's webinars, publications, and events are all designed to be public goods, open to all.
- Support to NGO Fora has been tailored to create the environment for the partner and members to enhance capacity and expand engagement opportunities.
- During the COVID-19 crisis ICVA demonstrated flexibility and agility in how it adapted its plans, action and support
- ICVA has created value by engaging in initiatives to explore the changing nature of the Humanitarian System and how it needs to change to become more effective.

Relevance of the Focus Areas

- ICVAs selection of focus areas for 2019-2021 are strongly supported by the membership, as indicated through the ICVA 2030 strategy development process interviews, survey and workshops

Regional Hubs

- ICVAs investment at the regional level has been a force multiplier for ICVA's ambitions to better link local to global and vice versa
- There is more work to be done, but they have made progress in adapting regional topics and dynamics to the local context.

- The success of regional hubs also creates expectations and ICVA will need to think through how best to resource any expansions in action; in particular through leveraging member engagement and capacity. The pilot being run in Mexico for Latin American engagement is an important learning opportunity

As ICVA continues developing its ten-year strategic framework (ICVA 2030) some points for consideration include:

Strategy, Objectives and Positioning

1. Further consider how to define selected ICVA goals and positions more sharply where it makes sense to do so.
2. When formulating objectives, it is important to align objectives with the mainly indirect impact of ICVA work and to not overstate the direct impact ICVA seeks to achieve.
3. Consider creating a more developed organisational level theory of change (TOC) to replace, consolidate, or complement the theories of change for each focus area.
4. Continue to increase the context specificity of regional directions, working with member organisations.
5. Consider how increased physical presence in different regions or sub regions may impact public positions.
6. Maintain attention to ensure critical constructive engagement without losing trust.

Organisational

7. Go further on the impact of environmental change and how this impacts humanitarian landscape and ICVA as an organisation.
8. Build further on diversity, equity and inclusion within the ICVA network, ICVA governance and Secretariat.
9. Consider how the new normal following COVID 19 offers opportunities and not just threats for ICVA.

Capacity

10. Continue to further develop collaboration and complementarity as core ICVA added value.
11. Further tap into the capacities of members and other collaborators to complement the ICVA Secretariat work as a means to further build legitimacy, co-ownership and impact as well as for efficiency

Summary Conclusion

This study concludes that ICVA has had significant impact whether viewing their work through the lens of the focus areas, the defined ways of working or the documented added value of ICVA. ICVA does not provide direct assistance to affected populations, nor is it a major donor, so its impact has been indirect in a way which is fully in line with the positioning of the network.

ICVAs impact comes in part through the competence and capacity it has on specific areas of work such as finance or forced migration, but its overriding value is how it brings diverse actors together, respects differing views and promotes the power and influence of the collective over that of a single organisation. ICVA should not lose this quality, but at the same time could do better in defining clear objectives and targets where it makes sense to do so.

ICVA is arguably ahead of the field in terms of diversity, but still clearly would like to do better in realising the value of this diversity and become even more inclusive in how it works. The regions have been fundamental in enabling ICVA to be closer and better adapted to different contexts and there is still potential to do more; in part through internal capacity, but probably more so in expanding collaboration.

Referring to the previous impact study done by Sandstone, concern was expressed about ICVA being spread too thinly across too many areas. ICVA's choices of focus areas have helped provide greater clarity of what their core business is compared to strategies of that past. That said, there is still need to prioritise and avoid overload. Another point raised in past studies was the need for theories of change (TOC); while efforts were made at focus area level, ICVA might still benefit from an organisational level TOC to complement this. This would create a compelling narrative that would build cohesion internally and enable a clearer understanding of ICVAs approach externally.

ICVA has enormous reach and coverage and it seems to cover a lot of ground considering the size of the organisation and budget. As expectations by members and other stakeholders on ICVA keep increasing, ICVA operates with limited resources considering its scope, which puts a lot of pressure on the existing staff especially during disruptions like COVID.

ICVA has managed well, but sustaining the quality of work and meeting ambitions will require stable resourcing from supports and strong collaborations with and between members

Notwithstanding the points of consideration made, it is important to note that some can already be seen emerging in the draft ICVA 2030 strategy. Most notably relating to 'diversity, equity & inclusion', collaboration, linking to member capacity, reinforcing the regional hubs and continuity in key focus areas.

Lastly, it is important to note that this report is a mid-strategy review and it will be re-edited based on 2021 data to form the final end of strategy impact study. Additionally, the final report will also build upon future considerations and comment on the overall approach to monitoring and evaluation for impact

SECTION 2

Introduction

Overview of this study

This mid-strategy impact study has been carried out by Sandstone Consulting¹ in accordance with the project description, methodology, and evaluation questions agreed in the initial workplan:

Background

Founded in 1962, ICVA (International Council of Voluntary Agencies) is a global network of non-governmental organisations (NGOs) working collectively to promote and facilitate NGO engagement in the humanitarian sector and the development of its policies. The premise underpinning ICVA's core work is guided by the assumption that increased NGO understanding of the humanitarian sector and increased NGO engagement in the development of the humanitarian sector and its policies contributes to more principled, collective and efficient humanitarian action and policies, closing the gap between field realities and global policies.

Purpose

ICVA intends to take stock of the impact it has achieved through a mid-strategy impact study (2019-2020). This study will be performed by Adrio Bacchetta and Clayton Beer from Sandstone Consulting and overseen by the ICVA Programme Director Michael Hyden.

Key Question

What has been the impact of ICVA's efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the periods 2019-2020? The defined focus areas are: Forced Migration, Financing, Coordination, and Navigating Change.

Scope

1. Compilation of INITIATIVES and RESULTS relevant to the strategic plan & theory of change
2. Analysis of input and insights from members, UN agencies, NGO Fora and platforms, donors, Member States, and other stakeholders and partners
3. Development of 5 case studies of policies ICVA has engaged in during 2020 and 2021

Out of Scope

1. Assessing individual staff performance
2. Full individual evaluations of INITIATIVES
3. Comprehensive review of the organisational setup

¹ Note: Sandstone Consulting has previously performed an impact study of ICVA's 2015-2018 strategy. This report and the management response are available at <https://www.icvanetwork.org/resources/icva-impact-study-2015-2018> and https://www.icvanetwork.org/system/files/versions/Management%20response%20to%20the%20Recommendations%20from%20the%20ICVA%20Impact%20study%202015-2018%20-%20April%202019_0.pdf

Evaluation Framework

KEY QUESTION

What has been the impact of ICVA's efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the periods 2019-2020?



EVALUATION QUESTIONS

1. To what extent has ICVA been successful in achieving the 2021 objectives across the 4 focus areas of Forced Migration, Financing, Coordination, and Navigating Change?
2. What results have been achieved through ICVA's 5 ways of working (ANALYZING & EXPLAINING, Convening, Connecting, Influencing & Advocating, and Supporting) at the global, regional, and country-levels?
3. What other impacts has ICVA had in addressing new challenges within the changing landscape of humanitarian action?

Methodology

1. Document Review

Collect and review relevant public & internal ICVA documents (COVID response, prior impact studies, org. and programme documents)

2. Stakeholder Interviews

Conduct 15-20 interviews with ICVA staff, members, non-member NGOs, and donors to gain in-depth understanding of ICVA's impacts, to complement recent consultations

3. Written Responses

Solicit written responses to the interview questionnaire from key stakeholders (in lieu of interviews)

4. Case Study

Work with ICVA staff to write up illustrative examples from ICVA's INITIATIVES and link the role that ICVA played to the resulting outcomes and impact

5. Input Analysis

Review and analyze the notes from 2030 strategy consultations (including transcripts from 67 member interviews and survey responses from 55 members)

6. Data Request

Submit consolidated request for data to address outstanding gaps in data

7. Synthesize Findings

Identify the findings of the impact study based on the evidence collected and develop recommendations

8. Presentation

Present report and facilitate discussion of findings and recommendations with ICVA team

The list of interviewees, written responses, as well as inputs from the ICVA 2030 process are provided in Annex I. Sandstone Consulting and ICVA identified the following case studies², which were developed with input from individual ICVA staff involved.

Case Study 1	Advocacy for the Sahel Region	ICVA Lead: Marco Rotelli
Case Study 2	Supporting NGO Participation in IASC Mechanisms	ICVA Lead: Mirela Shuteriqi
Case Study 3	Explaining the “8 + 3 Template”	ICVA Lead: Jeremy Rempel
Case Study 4	Understanding & Engaging Chinese NGOs	ICVA Lead: Qingrui Huang
Case Study 5	Incorporating COVID-19 Response	ICVA Lead: Mirela Shuteriqi

Limitations of this study

Several important factors have limited some of this study's findings:

ICVA Network

It is important to clarify that this study has focused on the impact achieved by the ICVA network through the work of the ICVA Secretariat, rather than the collective impact achieved by each and every one of ICVA's members. This study does not consider the impact achieved by individual ICVA members, although it is recognised that ICVA often has a role in catalysing and bringing together members' efforts.

Mid-strategy period

This report is based on the impact ICVA has had during the first 2 years of the strategic plan. The report will be updated after 2021 to reflect the full 3-year strategic period.

Interpretation of 'impact'

The term 'Impact' can mean different things to different people and so in the context of this review, 'impact' is defined as the degree to which ICVA's action resulted in creating or reinforcing a link in the chain of action, rather than whether that action can ultimately be tracked to impacting the lives of those caught in crisis.

Challenge of attribution

The impact of ICVA's advocacy and influence in debates and policies is very difficult to assess given the confidential nature of the processes through which governments define their positions for negotiations. In addition, ICVA's advocacy often run in parallel to advocacy efforts by other NGO platforms with similar priorities and ICVA members themselves. In terms of attribution the main consideration was if ICVA had played a meaningful role, not necessarily as the sole actor.

Interviewee selection & availability

Candidates for interviews were identified by the ICVA Secretariat based on their interaction with ICVA during the period of this evaluation. Sandstone was unable to schedule interviews with several interviewee candidates.

² The case studies in this impact study have been adapted from 4 case studies produced by ICVA during 2019/2020: <https://www.icvanetwork.org/resources/case-studies-icva%E2%80%99s-2019-impact-report>

SECTION 3

Background

This section gives an overview of ICVA in terms of recent organisational developments and the 2019-2021 strategy.

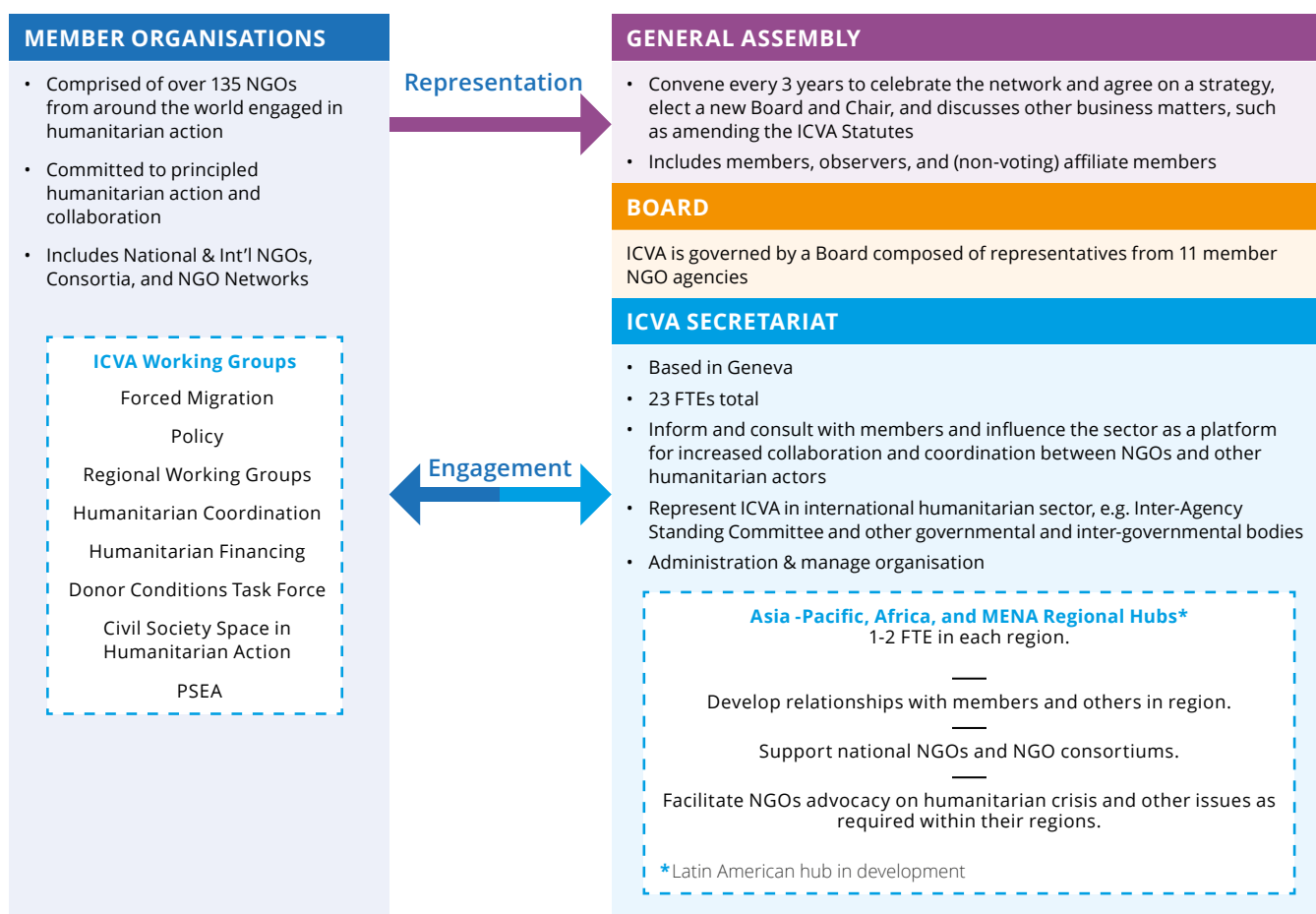
Organisational context

The present study is about ICVA's impact and does not evaluate the internal organisational setup, nor the progress made on implementing enabling strategies around membership, fundraising, human resources, and communications as well as the environmental policy that has been instituted and organisational strengthening at the executive and board level.

This strategic period was initiated after significant turnover in senior positions in ICVA, including at the level of Executive Director and other leaders. Since 2018 the staffing has grown from thirteen to twenty-three staff, with particular investment at the regional level, doubling positions to increase capacity. ICVA's income was approximately 3.1M CHF in 2019 and 3.5M CHF in 2020. There have been particular efforts to ensure diversity in the staffing strategy and working culture. There has also been a pilot, testing the idea of delegating ICVA presence in Latin America to member organisation in Mexico³.

Over the last two years the leadership has been stable, providing consistency and coherency for ongoing work and in adapting to significant external changes impacting the sector (e.g., COVID-19, Black Lives Matter). In this time ICVA has made a concerted effort to build a culture that positions ICVA less as a competitor with other networks and more as a collaborator. This is not based on any particular event or issue, but rather a positive choice to open up ICVA and position its outputs as public goods, available to all.

Many board members elected March 2018 were new to ICVA and this was taken as an opportunity to refresh the governance functioning. The timing and the alignment in the board, gave time for them to settle, organise and take ownership before the strategy started in 2019. The Board has been relatively stable and engaged throughout the period, adding to the overall stability of ICVA during this time. A simplified representation of ICVA as a membership-based network is provided below, which shows the main structure of the organisation.



³ ICVA was also supported by secondments from Christian aid during COVID-19 response (8 months), and FM4 in Latin America (6 months)

2019-2021 Strategy

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'. Their mission statement positions ICVA as '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'.

FOCUS AREAS	2021 OBJECTIVES	HOW ICVA WILL ACHIEVE OBJECTIVES
FORCED MIGRATION	Improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situations	Supporting NGO understanding of, engagement with, and influence related to UNHCR, IOM and other key stakeholders (including states and regional actors) Key platforms: Forced Migration Working Group; Civil Society Action Committee
COORDINATION	Strengthen the collective ability of NGOs to actively engaged in and influence coordination mechanisms to ensure they are inclusive, contextualised and provide effective assistance and protection to those affected by crises	Supporting NGO engagement in existing coordination mechanisms at the global, regional and country levels. At the time of writing, ICVA and its members were engaged in the IASC Principals group, the Emergency Directors Group, the Working Group (developing policies), a variety of subsidiary bodies, and regional IASC groups. ICVA believes that effective collective action in complex humanitarian contexts is critical. ICVA will intensify its investments in supporting NGO Fora operating in these contexts to contribute to improving humanitarian operations, and will continue exploring alternative models of coordination to strengthen effective and principled delivery of humanitarian assistance Key platforms: Humanitarian Coordination Working Group
FINANCING	Ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding	Supporting NGO understanding of, engagement with, and influence related to processes and developments in the financing arena Key platforms: Humanitarian Financing Working Group and Donor Conditions Task Force
NAVIGATING CHANGE, CROSS-CUTTING ISSUES	Ensure a dynamic support to NGOs in developing strategic thinking and in navigating change while promoting humanitarian principles and the Principles of Partnership	Providing various platforms for NGOs for peer exchanges and strategically engaging multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector who can support the network Key platforms: Regional Working Groups

SECTION 3

5 WAYS OF WORKING

	Approach	Expected Result
ANALYZING & EXPLAINING	Producing, sharing and exchanging information, analyses, and learning opportunities	NGOs have increased understanding of the humanitarian sector policies and processes
CONVENING	Facilitating, organising, and convening meetings, workshops, discussions and debates for members to exchange experiences and information, collaborate on common issues, leverage expertise and bring together varying perspectives	NGOs have increased opportunities to participate in platforms for engagement on important humanitarian issues
CONNECTING	Facilitating increased NGO access to important stakeholders, including multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector	NGOs have increased access to various stakeholders affecting humanitarian action
INFLUENCING & ADVOCATING	Ensuring a strong and multi-faceted NGO voice is reflected in key debates and decision-making forums that affect humanitarian action	NGOs have increased opportunities to contribute and influence humanitarian policies and practices
SUPPORTING	Strengthening the capacities of NGOs to engage in the humanitarian system	NGOs demonstrate increased capacity to engage in the sector

2 The case studies in this impact study have been adapted from 4 case studies produced by ICVA during 2019/2020: <https://www.icvanetwork.org/resources/case-studies-icva%E2%80%99s-2019-impact-report>

SECTION 4

Findings

This section presents the detailed findings of the impact study. For each of the four focus areas, this section provides:

- 1. Overview:** an overall framing of the focus area and the objectives
- 2. Findings:** description of the various initiatives and analysis of the results and outcomes
- 3. Conclusions:** analysis of the impact achieved
- 4. Case studies:** recap of a specific initiative or theme which illustrates ICVA's work in details

Sandstone's analysis for this impact study is based on individual initiatives as the 'unit of analysis'. A comprehensive inventory of initiatives categorised against ICVA's five ways of working is shown below. Annex II shows the detailed activities, results, and indicators for each initiative. The indicators have also been mapped to ICVA's Log Frame in Annex III.

FOCUS AREAS	WAY OF WORKING	INITIATIVES
FORCED MIGRATION	ANALYZING & EXPLAINING	NGO Briefings Webinars
	CONNECTING	UN Humanitarian Leadership Global / Geneva Events Regional Events
	CONVENING	UNHCR Annual NGO Consultations UNHCR Regional Consultations Civil Society Action Committee IOM-NGO Regional Consultation (MENA) Regional Refugee and Resilience platform (3RP) Civil Society Roundtables & Workshops
	INFLUENCING & ADVOCATING	UNHCR Standing Committees & Executive Committee High Commissioner's Dialogue on International Protection Global Compact on Refugees & 2019 Global Refugee Forum Global Compact on Migration & Global Forum on Migration & Dev.
COORDINATION	ANALYZING & EXPLAINING	NGO Briefings
	CONNECTING	UN Humanitarian Leadership Global / Geneva Events Regional Events
	CONVENING	IASC Results Group 1: Operational Response Regional Emergency Preparedness Working Group (EPWG)
	INFLUENCING & ADVOCATING	IASC Principals Meetings IASC Emergency Directors Group (EDG) IASC Operational Policy and Advocacy Group (OPAG)
	SUPPORTING	NGO Fora Workshops NGO Coordination Resource Centre NGO Fora Exchange Direct Support to NGO Fora NGO Fora COVID-19 Support
FINANCING	ANALYZING & EXPLAINING	Webinars
	CONNECTING	Global / Geneva Events Regional Events
	CONVENING	IASC Results Group 5: Humanitarian Financing Global Humanitarian Response Plan (GHRP) for COVID-19
	INFLUENCING & ADVOCATING	OCHA Country Based Pooled Funds Grand Bargain
NAVIGATING CHANGE, CROSS-CUTTING ISSUES	ANALYZING & EXPLAINING	ICVA Bulletin & Social Media NGO Briefings Publications Webinars
	CONNECTING	Global / Geneva Events Regional Events
	CONVENING	ICVA Annual Conferences Membership Sessions IASC Results Group 4: Nexus
	SUPPORTING	UNICEF-NGO Humanitarian Partnership Protection from Sexual Exploitation and Abuse Outreach Fund

ICVA does not have an organisation level theory of change (TOC), opting rather to have a TOC for each of the focus areas⁴. There was certainly value in thinking these through and documenting them as a team at the beginning of the strategy but based on this review they do not seem to have been systematically used in the design of ICVA's plans and processes. They have rather been a support and referred to pragmatically.

It is important to note that for the purpose of presenting the findings, ICVA's regional work has been integrated into the focus areas referring to specific initiatives accordingly.

This approach to presenting the findings does have some limitations as it might not do full justice to the substantial way in which ICVA has worked in the regions where there are ICVA staff present.

ICVA did develop strategy papers for each region and, while all focus areas were included, ICVA has organised and positioned itself differently to suit the different contexts and needs of each region. This has greatly facilitated member and other stakeholder engagement and provided a legitimacy through rootedness in places affected by crises that would have otherwise been missing.

Focus Area 1 Forced Migration

1.1 Overview

ICVA has been involved in forced migration since its creation in 1962 and this focus area continues to be strongly supported by the membership. ICVA's objective for Forced Migration in the 2019-2021 strategy is to *"Improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants"*. The strategy also articulates *how* ICVA

will achieve the objective by "supporting NGO understanding of, engagement with, and influence related to UNHCR, IOM and other key stakeholders (including states and regional actors)". As a reminder, please refer to Annex II for the detailed results and indicators for each of the initiatives within this focus area.

1.2 Findings

ICVA's work in *analysing and explaining* has also helped improve NGO understanding in a range of areas including the **Global Refugee Form, the Global Compact on Migration**, situations in Syria & neighbouring countries and Venezuela, and international migration law. Improved understanding of the Global Compact for Refugees was achieved not only through exchanges and discussions at the level of the forced migration working group, but also **NGO briefings** at regional level. For example, NGO briefings were organised across 5 countries in Africa. ICVA's work tends to focus on increasing NGO understanding of forced migration policies at the global level and at the regional level (where ICVA has presence) rather than the level of individual countries due to capacity limitations. Nevertheless, ICVA has also held NGO briefings on displacement crisis in Syria and neighbouring countries and the situation in Venezuela. Enhanced NGO understanding of the legal framework and facilitated sharing of concrete activities to protect the rights of migrants was achieved through the **International Migration Law webinars**.

ICVA's focus on the Global Compact on Migration has shifted somewhat since it is still too soon to begin monitoring progress of the GCM. ICVA's focus has moved to the International Migration Law webinar to help place policy work within the legal framework, and monitoring and advocacy work on the impact of COVID-19 on the rights of refugees and migrants via the **Civil Society Action Committee**. ICVA's Forced Migration analysis (e.g. NGO briefings and webinars) is viewed externally as uniquely high-quality and is a huge value for those who don't closely follow UN processes.

ICVA was very active in participating alongside NGOs in *connecting at global and regional events* and conferences hosted by NGOs, governments, UN, World Bank, and regional institutions. While it can be difficult to know the specific impact

of ICVA's involvement at these events, it is seen as imperative by member NGOs that an ICVA representative is present, bringing perspectives and providing a connectedness between the events and the global humanitarian networks. ICVA also facilitated direct exchange and dialogues between groups of NGOs and six positions in **UNHCR Leadership**. Without ICVA such dialogue might not have taken place.

ICVA has played an important role in *convening at global level*: in particular through the **UNHCR Annual NGO Consultations** which provide an important forum for large volume of NGOs and UNHCR to network, dialogue and exchange views with UNHCR as equal partners. More reference to the rapporteur's report by NGOs and UN is desirable, by UNHCR and NGOs.

ICVA has also been attempting to shift the Annual UNHCR NGO Consultations, which have tended to resemble large conferences more than genuine consultation moments. Some progress in this regard was made in 2020 with the UNHCR-NGO consultation as well as the UNHCR-NGO weekly meetings on Covid-19 response, which were more focused and solution oriented.

ICVA has also *convened at regional and country-level* (for example, ICVA supported regional NGO consultations of both UNHCR and IOM). ICVA improved NGO understanding of UNHCR regionalisation, improved opportunities for members to liaise and exchange, and fostered partnerships through **UNHCR Regional Consultations**.

Here ICVA recognises the need for more substantive 'consultation', moving away from conference-type events, but changing this is a slow process. ICVA reinforced the understanding of the whole-of-society approach and contributed to the CRRF implementation through two workshops held in Chad as part of **Civil Society Roundtables & Workshops**.

⁴ https://www.icvanetwork.org/system/files/versions/ICVA_Theories%20of%20Change_Dec%202018.pdf

While there aren't any specific initiatives which were identified by Sandstone Consulting as explicitly aligned within the *supporting* way of working to strengthen NGO capacity to engage within the Forced Migration focus area, several initiatives categorised under the other 'ICVA ways of working' also included elements of strengthening NGO capacity (such as the International Migration Law webinars and Civil Society Roundtables & Workshops).

The highlights during 2019 and 2020 in terms of *influence and advocacy* were the **2019 Global Refugee Forum** where ICVA played a leading coordination role and influenced the coherence of NGO pledges and also helped ensure a strong presence of national civil society during the Global Refugee Forum (starting with NGO statement, with clear spaces for civil society representation to speak and bring arguments forward).

1.3 Conclusion

ICVAs continued work on forced migration has built upon foundations of the past, has generated impact, has been valued by all key stakeholders. While the objective as written arguably implies a direct impact beyond ICVA's immediate influence (since ICVA doesn't have its own direct protection and assistance activities) the statement in the strategy of how ICVA will achieve the objectives fully reflects how ICVA has operated and the intended value-add during the past 2 years. ICVA's work in Forced Migration has clearly resulted in increased NGO understanding, increased NGO access to stakeholders, increased NGO opportunities to participate in platforms, and increased opportunities to contribute to and influence Forced Migration policies and practices. These results have certainly translated to impressive indirect impact through the enormous amount of work ICVA has undertaken and ICVA's unique role as a key interlocutor.

ICVA continued fulfilling its enabling work in the drafting and delivering 29 NGO statements to the **UNHCR Standing Committees & Executive Committee**. These NGO statements delivered to UNHCR Standing & Executive Committees are typically very well received and when they are critical of UNHCR they also aim to be balanced in their criticism of other actors, including member states and NGOs.

Throughout the period 2019-2020, the **Civil Society Action Committee** to which ICVA is a co-convenor, has actively advocated for the adequate implementation of the Global Compact on Migration (GCM). In the context of Covid-19, the Action Committee has regularly made the case on how the GCM provides for the right solutions for migration governance in times of epidemics.

ICVA's role as convening between UN bodies and NGOs includes initiatives where ICVA goes further, and has acted as a 'unique' broker or conduit between NGOs and the UN. Institutionalisation of ICVA's relationship with UNHCR allows NGOs to find more opportunities to influence/advocate for practices of partnership.

On the other hand, there is a perception among some stakeholders that ICVA offers UNHCR such an efficient mechanism for NGO engagement, at times it can seem like a 'tick the box' exercise of having engaged NGOs, negating the need to engage with NGOs more directly. Some members have questioned if ICVA relation to the UNHCR is so close and systematic that certain necessary confrontations may not be happening.

Focus Area 2 Coordination

2.1 Overview

ICVA's coordination objective is to *"Strengthen the collective ability of NGOs to actively engaged in and influence coordination mechanisms to ensure they are inclusive, contextualised and provide effective assistance and protection to those affected by crises"*. It seeks to achieve the objective by "supporting NGO engagement in existing coordination mechanisms at the global, regional and country levels". To this end, ICVA has engaged in the IASC Principals group, the Emergency Directors Group

(EDG), Operational Policy and Advocacy Group (OPAG), and specific IASC Result Groups and regional IASC bodies.

ICVA believes that effective collective action in complex humanitarian contexts is critical. ICVA has invested in supporting NGO Fora operating in these contexts to contribute to improving humanitarian operations and strengthen effective and principled delivery of humanitarian assistance.

2.2 Findings

ICVA has been engaged in many coordination mechanisms and platforms at the global and regional level where it has achieved results through influence and advocacy: IASC Principals Meetings, IASC Emergency Directors Group (EDG), IASC Operational Policy and Advocacy Group (OPAG) and its Results Groups. ICVA is co-convenor of the Asia-Pacific Regional Emergency Preparedness Working Group (EPWG), and co-leads the IASC Results Group 1 sub-group on Bureaucratic and Administrative Impediments). External stakeholders view ICVA's engagement in IASC mechanisms harmoniously alongside other civil society stakeholders to promote positions on a range of humanitarian issues as a counterbalance to typically more conservative positions by UN.

At the IASC Principals Meetings, ICVA was effective in contributing to IASC Interim Guidance on COVID-19 (guidance regarding Persons Deprived of Their Liberty and guidance regarding Localization), successfully obtained inclusions of the Sahel for increased regional analysis, and led discussion on localization in the COVID-19 context (including 4 NGO statements on this topic). Within the **Emergency Directors Group (EDG)**, ICVA collected NGO input to inform discussions and enabled NGOs (particularly national NGOs that do not have a presence at the global level) to raise critical issues from country to global level informing discussions on at least 10 countries.

Other influencing & advocacy highlights include the **IASC Operational Policy and Advocacy Group (OPAG)**, where ICVA spearheaded duty of care discussions, which resulted in the endorsement of IASC Duty of Care Minimum Standards, which guides IASC members and standing invitees in the implementation of adequate duty of care provisions in the context of COVID-19, for all personnel regardless of nationality and contractual type. During these duty of care discussions, ICVA successfully pushed to address gaps in prevention (e.g. by strengthening labour rights, occupational safety measures and health for all, including national staff) in addition to med-evac services which by nature are more limited. In addition, through ICVA's continuous lobbying (alongside SCHR, IFRC, OHCHR and OCHA) it was agreed that three extra local seats could be accorded to local actors on the OPAG, elevating localization as a humanitarian policy priority and ensuring IASC decisions are more cognisant of field realities.

ICVA's supporting work took the form of direct support to NGO fora in order to develop capacities of in-country NGO fora in areas of governance, strategic planning, human resource management, how to engage on localization, and joint advocacy/collective action. ICVA completed missions to: Afghanistan, Ukraine, Bangladesh, Chad, and Tunisia (2019), and Ecuador/Colombia, Mali, Pakistan (2020). ICVA supported an increased number of country level NGO fora in Asia to take a strengthened role at country and sub-regional Asia level and enabled connection, cross learning and replication between networks to improve and strengthen their work and outcomes. Through its regional presence in Africa, ICVA supported the formalisation of the Burkina Faso INGO forum and in MENA, ICVA strengthened the capacity of Syrian NGO/CSO networks to amplify NGO voice at regional and global level, through the Syrian NGO Network Engagement and Partnership Programme (partnership w/ UNDP). ICVA (in collaboration with PHAP and IOM) also offered vouchers for humanitarian certification to 16 NGO members of African NGO Fora. ICVA's NGO Fora Exchange supported fora to exchange best practices and innovative approaches to membership engagement, governance, and capacity building – for example MENA NGO fora representatives exchanged info related to COVID-19 challenges. ICVA led an NGO Fora Workshop on Joint Advocacy for Humanitarian NGO Fora

network with 18 NGO Fora participants from Africa, Asia and the MENA region. ICVA's work with NGO fora has expanded to facilitate more exchange between NGO Fora and now includes Fora in the Latin America region where ICVA has shared information, tools and guidelines. Finally, through the IASC EDG Peer-2-Peer Support program, ICVA joined missions as the NGO representative in 5 support missions to perform light reviews of the humanitarian operations undertaken.

ICVA's connecting work in coordination included meetings w/ Humanitarian Leadership encompassing 9 different African countries. ICVA represented its NGO members perspectives at global and regional events. At the regional level, ICVA represented NGOs and enabled NGO engagement and influence via the regional IASC mechanisms. ICVA's engagement in Latin America has also increased awareness of ICVA and is resulting in more participation of members in regional and international discussions of the UN system. ICVA's participation in the IASC Results Group 1: Operational Response resulted in contributions to the development of the IASC Interim Guidance on Localization and the COVID-19 Response and increased participation of local actors by supporting the nomination of a national NGO ICVA member (Somalia mixed NGO Forum) to co-chair the Sub Group on Localization.

ICVA has also been convening the Regional Emergency Preparedness Working Group (EPWG), which ICVA co-chairs for Asia-Pacific region, enabled NGO engagement and influence at the regional IASC mechanisms. ICVA is also co-leading a subgroup on Bureaucratic Impediments, which has not been as effective as hoped as this group was conceived to provide quick fixes to issues that are in fact intrinsically about control and linked to the shrinking space for civil society.

ICVA's work involving *analysing and explaining* relevant to humanitarian coordination is covered later in this report in the Focus Area 4. Navigating Change, Cross-Cutting Issues. Highlights include publications/briefing papers on localization (*"Unpacking Localization"*, *"Localization in the COVID-19 Humanitarian Response"*) and the UN system (*"United Nations Reform and Potential Implications for NGOs"*, *"Inclusion of persons with disabilities in humanitarian action: What next after the guidelines?"*). NGO briefings at the regional level have also taken place, such as in MENA where NGOs were updated on the humanitarian reform agenda.

1.3 Conclusion

Most of ICVA's coordination work in humanitarian coordination is in the form of influencing & advocacy and supporting, which is very much in line with the objective of *strengthening the* collective ability of NGOs to actively engaged in and influence coordination mechanism.

ICVA's influence in IASC mechanisms occurs at the global level, such as through ICVA's concrete policy positions from for the Call for Action on Protecting humanitarian workers against COVID-19 which spearheaded duty of care discussions. At the country level, ICVA's impact is through influencing the EDG and informed by due diligence and analysis from NGO members in field or NGO fora about issues/hindrances that the EDG could collectively help resolve/unblock (e.g. securing visas to humanitarian workers in Mozambique during pandemic).

At the regional and country level, ICVA's coordination work is heavily focused on supporting NGO Fora (comprised of INGOs, National NGOs, or a mix of both), which allows ICVA to efficiently bring diverse NGO voices into regional/global policy discussions (especially if the NGO fora are also ICVA members). NGO Fora benefit from ICVA's role as an honest broker, also supporting them to work effectively, learning from each other.

ICVA can be credited with elevating the issue of 'Localization' (which was also featured in ICVA's 2015-2018 strategy) to a broader audience among the IASC Principals. Localization has been mainstreamed to the point that it now usually comes on agendas automatically, whereas previously it was an afterthought.

ICVA's coordination has been a part of driving this. There are also positive examples of ICVA's success in enabling local voices to be heard, for example through support for the Somalia NGO Fora to co-chair working group on localization and participation of national NGOs in the OPAG. This has achieved a greater NGO presence in IASC and a broader cross-section of NGOs included.

While it is hard to measure the impact of these accomplishments on people affected in crisis, there is evidence that substantial indirect impact has been made in this area through NGOs being more actively engaged in coordination mechanisms and NGO Fora contributing to the humanitarian system with greater efficiency.

CASE STUDY #1

Advocacy for the Sahel Region

Overview

Through various meetings and events during 2019 and 2020, ICVA has advocated for additional support in the Sahel region to improve the worsening humanitarian situation which has exacerbated levels of poverty, social exclusion, food security, migration, urbanisation, rapid population growth, and violent extremism.

ICVA's advocacy has been grounded through its regular engagement with HCs and NGOs in the region on the key issues. For example, in 2019, ICVA undertook a mission to Mali to gain field perspectives on the Sahel region (focused on Burkina Faso, Mali and Niger). Through strong joint positioning with NGOs, based on the actual situation, ICVA then raised the crisis and conveyed key

messages calling for additional support to the Sahel region at the highest global level including to the Council of the European Union, the IASC Principals and OECD donor countries.

ICVA has been influential in its messaging in meetings of global and regional bodies and forums. ICVA advocacy has also led to increased NGO involvement both regionally and globally, in such bodies as COHAFA, the IASC Principals, and ECOSOC Humanitarian Affairs. ICVA's advocacy has also been complemented in a range of support given to NGO Fora operating in the Sahel region.

Details

Specific examples of ICVA's advocacy efforts include:

- IASC Principals (May 2019): ICVA successfully obtained the inclusion of the humanitarian challenges in the Sahel region for further regional analysis during a horizon scanning session of the IASC Principals meeting. This followed an ICVA visit to Bamako, Mali, on 25-29 May where ICVA's Executive Director and Africa Regional Representative met with the ICVA members, UN agencies and Member States to collect opinions and reflections on the situation in the country and in the Sahel. Afterwards, ICVA arranged a member briefing by the UNHCR High Commissioner which included an item on the Sahel.
- Council of the European Union (September 2019): ICVA's Executive Director gave a presentation to Working Party on Humanitarian Aid and Food Aid (COHAFA), highlighting the serious challenges in the Sahel, with devastating consequences on civilians, peace and stability in the region. It focused on five priorities for the Council's attention: humanitarian access; failure to address policies; support to local and

national leadership; security approaches, and strategic and principled use of resources. The presentation was shared with the ECHO office, with which some shared concerns were agreed. This led to exchange of regular updates between the ICVA regional representation and the ECHO regional office in Dakar.

- West and Central Africa Regional IASC (March and June 2020): ICVA participated in the Regional IASC meeting in Dakar focused on the Central Sahel food crisis and the growing challenges for principled aid and access. The participants, including key donors, have debated around ways to transmit the sense of urgency for a humanitarian scale up in the region as well as revisiting the current heavily militarisation of the interventions. In June, the Forum of INGOs in Mali (FONGIM – Groupe de Travail Humanitaire), in collaboration with ICVA, gave a presentation on the humanitarian- development-peace nexus in Mali to the group comprising UN, NGO, and donor regional directors.
- ECOSOC Humanitarian Affairs Segment (June 2020): This virtual meeting of a wide variety of stakeholders, including governments, UN agencies, local, national and

international humanitarian actors and organisations, development actors, civil society, academia and the private sector included a session on the situation in Central Sahel. ICVA supported the international non-governmental organisation (INGO) forum in Mali to participate on a high-level panel, “Transition Event from Relief to Development” moderated by Robert Piper, UN Assistant Secretary-General, Development Cooperation Office. The panel considered achievements, challenges, and opportunities to strengthen collaboration at country, regional and global levels.

- IASC Emergency Directors Group (June, August, September 2020): ICVA participated in meetings which included Sahel discussions and provided

valuable inputs to each of these meetings, ensuring key messages were heard by the RC/HCs and IASC agencies.

- Inter-ministerial Round Table (October 2020): ICVA supported NGOs operating in the region to position and deliver a statement during the Round Table (organised by the Government of Denmark, the Government of Germany, OCHA and the European Union). ICVA also hosted a side event, “Humanitarian and development realities in the Central Sahel”. Attending the side event were representatives from governments in the region, the ICRC, World Bank, UN, NGOs and civil society organisations.

CASE STUDY #2

Supporting NGO Participation in IASC Mechanisms

Overview

In early 2019 a new structure for the Inter Agency Standing Committee (IASC) was introduced. Key aspects included the creation of the Operational Policy and Advocacy Group (OPAG) to drive the strategic policy work of the IASC, and five Results Groups (RGs). ICVA advocated with the IASC Secretariat that in order to ensure that the policy work of the IASC responds to the reality on the ground, diversity in OPAG membership is crucial. ICVA enabled the inclusion of local and national NGOs in IASC coordination structures, notably the OPAG and the RGs, for the first time after years of advocating for inclusion of national NGOs in the IASC architecture. In 2019, three national NGOs became members of the OPAG. To achieve this objective, ICVA worked closely with the two other NGO Consortia: The Steering Committee for Humanitarian Response (SCHR) and InterAction.

In the past the IASC had been seen as being non-diverse, with a sense of tokenism directed towards national entities, and the feeling that they were sub-contractors. Now, the inclusion of the three national NGOs has positively influenced the humanitarian sector, by providing a concrete, “field reality check” on humanitarian issues. Their participation on the OPAG means also a recognition of the crucial role played by local and national actors on the ground. It gives them space and voice in global coordination mechanisms. The expectation is that this will enable further progress on localization, inclusiveness and the diversity agenda in global coordination mechanisms.

Details

ICVA opened a call to local and national NGOs to participate in the OPAG and its RGs. Following a selection process, two national NGOs ICVA members became full members of the OPAG: the Agency Coordinating Body for Afghan Relief and Development (ACBAR); Coastal Association for Social Transformation Trust (COAST) in Bangladesh; and Foundation for Rural Development (FRD) in Pakistan. Supported by the ICVA Secretariat, these national NGOs continue to contribute to the OPAG policies by sharing problems they face at the country level and proposing concrete and pragmatic measures to address them.

There were a number of challenges that factored into national NGOs’ decisions to apply, especially on the RGs. Among the factors were representation, resources, staff time/commitment, capacity, extent of knowledge of the work of the OPAG and its RGs, and their involvement in localization. In 2020, the Director of the Somalia NGO Consortia (also an ICVA member) assumed the role of co-chair of the IASC Result Group 1’s working group on localization. There remains an opportunity for ICVA to ensure that all 3 local NGO seats allowed on each of the 5 IASC results groups are filled.

Focus Area 3 Financing

3.1 Overview

ICVA's financing objective is to *"ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding"*.

3.2 Findings

ICVA used its **NGO briefings** as one of the key channels through which to communicate *analyses and explanations* of humanitarian financing topics to strengthen NGO understanding of financing. An example of this was the briefing on the Asian Development Bank which increased NGO knowledge on non-UN financing mechanisms or the briefing on the Regional Pooled Fund for the Sahel. Through the ICVA Humanitarian Finance Working Group, members also gather monthly to discuss current humanitarian finance trends, donor issues, UN partnership agreements, and other key topics as they arise. **Webinars** for Africa & MENA ICVA members covered key humanitarian financing priorities including funding flexibility related to COVID-19 and Grand Bargain commitments. ICVA performed joint missions in Somalia (Mogadishu and Hargeisa) and Kenya on the Grand Bargain and simplification of narrative reporting. Through these efforts ICVA facilitated understanding of the **harmonized narrative reporting 8+3 template** approach with members and completed the pilot of the template in Iraq, Myanmar, and Somalia. During 2019, ICVA continued to have an influence on the **Grand Bargain** implementation including engagement with workstreams on transparency, localisation, reducing duplication and management costs, and quality funding to help identify linkages across workstreams and with the field where appropriate. In 2020, ICVA worked with InterAction and SCHR to deliver a joint NGO network statement at Grand Bargain 2020 meeting on necessary action over the coming year. Since 2016 ICVA and Germany, in their roles as co-conveners of the Grand Bargain workstream on harmonized narrative reporting, have led the process to implement the 8+3 template. Following the completion of pilot work in 2019, ICVA and Germany continued to advocate for additional donors/agencies to sign on to the template (See Case Study #3 for more information).

ICVA's *influencing & advocating* contribution to the **Global Humanitarian Response Plan (GHRP) for COVID-19** strengthened NGO engagement in the Global Humanitarian Response Plan (GHRP) revision process, at global, regional and national levels. ICVA raised issues regarding funding reaching NGOs in the field and the need for better tracking funding flows to NGOs. As a member of the **OCHA Country Based Pooled Funds**, ICVA helped **ensure perspectives of NGOs were reflected** in the priorities of OCHA CBPF management.

3.3 Conclusions

The biggest priority during 2020 arose out of the need for funding flexibility due to COVID-19. ICVA NGO members were heavily involved in developing the proposal through the ICVA Humanitarian Financing Working Group, with ICVA convening the Working Group to collect input ahead of IASC Results Group 5 meetings. Despite the efforts to improve NGO access to funding through the COVID-19 Global Humanitarian Response Plan, it is acknowledged that not enough funds were

It seeks to achieve the objective by *"supporting NGO understanding of, engagement with, and influence related to processes and developments in the financing arena"*.

Improved, consistent, access to CBPFs by local and national actors was a top issue identified for advocacy with OCHA.

In role of **co-convenor** of the **IASC Results Group 5:**

Humanitarian Financing, co-chaired by ICVA and OCHA, ICVA enabled the development of a detailed proposal in 2020 for a harmonized approach to funding flexibility among IASC members to meet the challenges of the COVID-19. This work focused on no-cost extension, budget flexibility, reprogramming, and due diligence/risk management processes. These flexibility measures have been adopted by OCHA Country Based Pooled Funds, UNHCR, UNFPA, IOM, WFP, and UNICEF (which are to be extended through at least June 2021) and has supported advocacy to donors (e.g. with the Good Humanitarian Donor group) to also implement improved flexibility measures. Most of the specific flexibility measures developed through this work have been included in ongoing discussions between NGO colleagues and UN agencies over the past several years, however, the needs arising from COVID-10 response provided the needed push to move forward. During the funding flexibility discussions, ICVA sought to find solutions that could be accepted and harmonized across agencies (e.g. applicable to all UN agencies, in all contexts, in all countries). While some see this is the most impactful approach, other stakeholders involved felt this approach was too ideological and wasn't optimal as it didn't allow for a more targeted/customised approach. The end result of the mobilisation of ICVA teams and members and collaboration with RG5 appeared to strongly contribute to obtaining greater donor flexibility during the COVID.

ICVA also **connected** with donors and other humanitarian actors at **global events** like the World Humanitarian Action Forum (2019), Good Humanitarian Donorship, and the International Donors Conference and regional events in Asia-Pacific (e.g. Mercy Malaysia's Islamic Social Financing Workshop, Australasian Aid Conference), Africa (United Nations Economic and Social Council), and MENA (King Salman Humanitarian Aid Centre and UAE). ICVA's role in these events were to engage in financing topics (including localization and COVID-19 pass through funding), brief donors on key issues faced by NGOs in country operations, and facilitate NGO representation.

mobilised for NGOs overall, in particular to first responders and NGOs at the local level. One external stakeholder interviewed suggested more consistent and stronger NGO representation in the drafting the GHRP was needed and that ICVA and NGOs failed to take the opportunity to clearly quantify the resources NGOs required to address the COVID-19 crisis. The distinct differences in approaches to costing the GHRP among NGOs themselves was a key challenge throughout the

process. Realistic estimation of the NGO ask was difficult to achieve, with some NGOs advocating for a single dollar amount to be shared and others establishing a standard percentage of the overall GHRP ask (i.e., 30-40% to NGOs). ICVA worked throughout the GHRP process to attempt to balance the different NGO views while communicated with OCHA on how to practically communicate NGO needs in the final GHRP document.

The humanitarian landscape is complex and subject to sudden shifts in response to emerging crises. NGOs need to understand before they can engage and often lack the capacity to invest in in-house expertise. ICVA's approach is to assist

understanding to enable engagement and also to provide expert capacity that ensure ICVA was not only an interlocutor for NGO views, but also positioned to shape and influence the evolution of policy.

ICVA's objective in this focus area is to *"ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding"*. As ICVA is not a donor or in a position to directly assess needs or ensure funding as such, this objective is not directly under the control of ICVA. In line with its mission however, it has played a key role and has achieved impact on humanitarian financing through influence, engagement and collaboration.

CASE STUDY #3

Explaining the "8 + 3 Template"

Overview

One of the main outcomes of the Grand Bargain Workstream 9 "Harmonize and simplify reporting requirements" launched in 2016 was the development of a harmonized narrative reporting template known as the "8+3 template". The template is a menu of standardised report elements (eight "core" and three "additional") that each donor can tailor to fit its individual information needs when they ask NGO partners to report on humanitarian activities. Working together as co-conveners of the workstream since 2016, ICVA and Germany jointly planned and carried out a pilot project to test usage of a harmonized narrative reporting

template in Iraq, Myanmar, and Somalia. Early in the process Germany also contracted with the Global Public Policy Institute (GPPI) in Berlin to develop the technical guidance for harmonized reporting, conduct data collection during the pilot, and lead mid-term and final reviews. ICVA played a crucial role in convening the workstream and leading communications with NGOs and UN agencies. The 8+3 template was not initially 'demand-driven' from NGOs and it was therefore critical for ICVA to engage local NGOs and field colleagues about the approach and the implications of the template during the process.

Details

In 2019, the 2-year pilot of the 8+3 template was completed (in Iraq, Myanmar, and Somalia) and a final review of the pilot published in June 2019 demonstrating clear benefits for partners and donors⁵. This review also indicated several action points relevant for ICVA as co-convenor of the workstream and as an NGO network to fully realise on the potential benefits and fulfil the Grand Bargain commitments. These action points mainly related to 1) engaging with donors to advocate for wider uptake and 2) actively improving communication to donors, subcontracting INGOs, and partners around explaining the template. ICVA has taken concrete steps to produce and disseminate clear, concise and comprehensive supporting information, including jointly publishing the 8+3 template with an essential guide to using the template and FAQs. As part of the engagement with NGO partners, ICVA also organised

orientation sessions with colleagues in the field to ensure better understanding of the objectives of using the 8+3 template. Field missions were conducted in-person in both Myanmar and Somalia to discuss the 8+3 template and field implications for the broader Grand Bargain. Virtual engagements were also conducted for field colleagues in Iraq. ICVA and Germany have also continued advocacy efforts to target additional donors/agencies (such as UNICEF and WFP) to sign on template. ICVA delivered joint NGO network statement at Grand Bargain 2020 meeting on necessary action over the coming year and continued advocacy efforts to target additional donors and agencies to sign on to adopting the template. Currently, 5 UN agencies and 8 donor governments have signed on to the 8+3 template, impacting the reporting for several thousand NGOs.

⁵ https://www.gppi.net/media/Gaus_2019_Harmonizing_Reporting_Pilot_Final_Review.pdf

Focus Area 4 Navigating Change, Cross-Cutting Issues

4.1 Overview

The objective for this focus area is to *“ensure a dynamic support to NGOs in developing strategic thinking and in navigating change while promoting humanitarian principles and the Principles of Partnership”* by *“providing various platforms for*

NGOs for peer exchanges and strategically engaging multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector who can support the network.”

4.2 Findings

Much of ICVA's *analysing and explaining* efforts are aligned with this focus area either because they are cross-cutting in nature or because they deal with emerging topics. The monthly **ICVA Bulletin**, which is distributed to a mailing list of over 4,000 subscribers in 3 languages, provides comprehensive updates on developments in humanitarian processes and policies and a consolidated calendar of events & trainings. The main benefit of the bulletin is to enable NGOs to anticipate and plan around developments that may impact them and to increase awareness and access around learning and exchange opportunities. ICVA's communication through the bulletins and social media continued to reach more and more subscribers and followers: the # of subscribers to the bulletin increased by more than 25% since 2018, while followers on Twitter and LinkedIn increased by 50% and 80% respectively. Furthermore, the bi-weekly consolidated updates to ICVA members in MENA is one of the only platforms in Arabic for local NGOs to keep apprised of the latest developments at both the global/regional level (i.e. funding, policy, advocacy, trends, webinars and training opportunities).

Multiple **NGO briefings** with in ICVA members in Africa provided opportunities for discussion and debate for and with members on localization; the humanitarian, development and peace nexus. At least 8 **publications** were issued by ICVA on topics including *‘Future of Civil Society Organisations’, ‘Positive Disruption? China's Humanitarian Aid’, ‘Risk and Humanitarian Culture and ‘UN Reform and Potential Implications for NGOs’*. These publications reduce information asymmetries between NGOs and are made available as a public good, increasing understanding beyond ICVA's NGO membership.

Linked to ICVA's work on humanitarian financing, ICVA launched the Risk Management **webinar series** to ensure partners in humanitarian space are understanding their role in risk management (security, operational, reputational) and to further work toward more equitable balance of risk. Participation exceeded 1,700 live participants with many more recording views across the individual webinars. ICVA also developed a COVID-19 resources page with a collection of guidelines, tools, statements, papers and useful links.

ICVA also utilised *convening* members within the ICVA network to support NGOs in navigating change through membership sessions and **ICVA's annual conferences** (2019 included a localization theme and 2020 centred on risk management). The 2019 conference included nearly 200 participants from 126 organisations based in over 40 countries whereas the 2020 conference was virtual with 1,300+ live participants across 3 sessions (incl. member states and donors). Recorded sessions with English, French, Arabic subtitles on YouTube have been viewed 1,200+ times. ICVA's conferences help to increase understanding among participants through sharing NGO experience, strengthen networking and partnership within NGO community and beyond, promote ongoing discussion

on important topics, e.g. direct dialogue on localization between donor reps & local/national NGOs, and connect members with policy-makers on regional-specific topics. Pivoting to a virtual annual conference in mid-March 2020 was seen as a big win for ICVA and led to several external organisations coming to ICVA for guidance on converting their own conferences to online. ICVA has also convened **membership sessions**, 2-day meetings alongside annual conference (2019) and via the ICVA 2030 strategy process to determine which NGO concerns will be most relevant in the future, with over 80% of ICVA's members contributed to the 2030 strategy process. ICVA has increased diversity of its membership with the recent inclusion of a Chinese NGO (See Case Study #4: Understanding & Engaging Chinese NGOs).

Outside ICVA's membership, ICVA convened on behalf of the **IASC Results Group 4: Nexus**, ICVA co-chairs the Community of Practice on Nexus and supported subgroup on Collective Outcomes, where ICVA was able to widen the reach of NGO participation in developing the Collective Outcomes guidance (a key tool for field practitioners), and to facilitate translation and dissemination of IASC light guidance on the Collective Outcomes.

ICVA also co-organised annual consultations for the **UNICEF-NGO Humanitarian Partnership** in 2019 and 2020. Six recommendations were agreed to be followed up by UNICEF following the 2019 Consultation and in 2020 Consultations, UNICEF reported back to NGOs on the progress made. The 2020 Consultation, attended by over 489 participants from 90 countries, provided NGOs the opportunity to ask questions about UNICEF's COVID-19 response and flexibility in partnership and offer details on the NGOs' operations, observations and challenges faced in addressing crisis. Anti-racism and anti-discrimination efforts and challenges in the sector; as well as decolonisation of aid and progress on the localization agenda were also topic covered in the 2020 UNICEF- NGO consultations. These consultations resulted from ICVA's advocacy toward UNICEF for regular dialogues on partnership.

ICVA supported 19 national and local NGOs with grants from the Protection from Sexual Exploitation and Abuse (PSEA) Outreach Fund. These grants helped facilitate the development of context-specific communication and outreach materials on protection from sexual exploitation and abuse, thereby assisting NGOs which had capacity but lacked resources for outreach.

ICVA also provided funds and structured assistance to 12 NGO Fora through an **NGO Fora COVID-19 Support fund**. This fund strengthened the organisational resilience of the NGO Fora during the pandemic, to remain open and committed to service delivery; maintained their coordination platform for information. While the size of distributed funds was small (averaging 15,000 CHF), the ability to leverage ICVA's network of local NGOs was effective.

ICVA was active in *connecting* at many global **events**, such as WFP Annual Partnership Consultations (where the ICVA Secretariat and ICVA members featured in nearly every session) and World Bank Group sessions on the bank's strategy for Fragility, Conflict and Violence. Regionally, ICVA was active in Asia-Pacific (for example, attending meetings involving topics involving peace-development-humanitarian nexus, localization) and in MENA at meetings on localization, and protection from sexual exploitation and abuse.

4.3 Conclusions

The navigating change / cross-cutting issues focus area has involved extensive work by ICVA in *analysing and explaining*, which is not surprising as this is an essential step for in framing and shaping thinking on new important topics such as the **humanitarian-peace-development nexus, risk management, or COVID-19 response**. Most of ICVA's work in analysing and explaining is made available as a public good, helping to increase NGO understanding beyond ICVA's NGO membership. This means ICVA's work of explaining and translating complex issues into a form that can be more easily consumed benefits a broader audience. Ultimately, increased understanding does help NGOs to navigate (and potentially influence) changes in the humanitarian sector. While there was a theory of change for this focus area, the multiple nature and scope of topics makes it more difficult to coherently translate than for other work areas.

ICVA's thought leadership on localization and its subsequent efforts to continue reinforcing localization during COVID-19 came at the right moment as the Global Humanitarian Response Plan (GHRP) was being drafted and ICVA was successful in having an influence in IASC. ICVA has provided leadership in the area of Protection from Sexual Exploitation and Abuse (PSEA) by translating guidance to concrete tools to address issues, managing the PSEA Fund, and calling for greater NGO participation. ICVA has actively developed and articulated reflections on the humanitarian-development-peace nexus from the NGOs perspective (e.g. through IASC Collective Outcomes guidance, paper on Role of Peace in Nexus, and Role of NGOs in Development reform). ICVA is able to provide leadership in these priority topics (i.e. localization, PSEA, triple nexus, and shrinking space for civil society) by convening a diverse range of NGOs.

This convening occurs within ICVA's membership, such as membership briefings, and beyond ICVA members, such as during ICVA's annual conferences. Bringing diverse NGOs together to share peer to peer experiences, challenges, lessons learnt and good practices has helped to drive action, policy development, and partnerships.

ICVA's new approach of re-granting through the PSEA fund (and NGO Fora COVID-support fund under the Coordination focus area) are effective in reaching local NGOs. These funds are not restricted to members. One potential concern is that more than 1,200 applications were received for only 19 PSEA grants, potentially indicating an imbalance of the large needs and the available resources. In the future, ICVA should seek to optimise the # of applications accepted and reviewed with the number of expected grants to ensure efficiency.

ICVA's work in *influencing & advocacy* within this focus area is fluid and more difficult to separate out from influencing & advocacy done within ICVA's other 3 focus areas. For example, ICVA produced a localization webinar and the *Localization Explained* publication during 2018. Now, ICVA's localization work has been successfully embedded and integrated within the other focus areas, and is a key feature of ICVA's regional work. Another example is ICVA's involvement in influencing the IASC Disability Guidelines through the coordination focus area, which is also one of the themes of ICVA's recent webinars.

2020 presented NGOs with the massive challenge of **navigating change due to COVID-19**. ICVA was successful in appropriately adding COVID-19 response into this focus area. Moreover, ICVA was able to integrate the response and implications of the pandemic within the other focus areas of Forced Displacement, Coordination, and Financing (See Case Study 5: Incorporating COVID-19 Response). **The integration of COVID-19 response** is emblematic of how ICVA has embedded other topics from the navigating change focus area (such as localization) within the other focus areas, and validates the relevance of the navigating change focus area.

In contrast to the Forced Migration, Coordination, and Financing focus areas where there are outlines to the scope of ICVA's work, the navigating change/ cross-cutting issues focus area risks being more of a **catch-all without clear boundaries**. This can serve ICVA well, as it allows flexibility within its strategy to deal with emerging issues (such as COVID-19 response, but also more narrow issues such as PSEA in 2018). On the other hand, this can result in a range of work areas that vary in the degree they relate to each other and more broadly to the other focus areas. ICVA's renewed engagement and collaboration with UNICEF on NGO partnership, after a pause of 7-years is an example of how the scope of this focus area tends to expand; while partnership is referred to in the objective of the focus area (and partnership was itself a focus area in ICVA's prior strategy), the inclusion of UNICEF partnership within the Navigating Change focus area seems to the authors of this report less obvious than other initiatives (it is noted that is part of ICVA's engagement on child rights included in the diversity policy approved by the ICVA board). ICVA has also begun working on cash assistance – though in this case the involvement in UN partnerships, role in IASC coordination, and localization, without become a “content holder” on cash assistance. This participatory approach (rather than leadership) allows ICVA to be involved without the risk of crowding out other priority topics within the area of the navigating change / cross-cutting issues.

CASE STUDY #4

Understanding & Engaging Chinese NGOs

Overview

ICVA has recently placed renewed and increased focus on understanding and engaging with Chinese NGOs. This engagement became a priority due to China's evolution from being an aid recipient to becoming an aid deliverer in other countries and regions. Since 2015, Chinese civil society organisations (CSOs) and NGOs have participated in over 20 global emergencies and is a leading example of South-South cooperation.

Over the past two years, ICVA has rapidly expanded its role in the country. Through a combination of efforts involving relationship building by ICVA's Executive Director, the recruitment of a Chinese staff member at ICVA's Asia-Pacific Regional Office, and collaboration with external stakeholders in the region. The main accomplishments during 2019 and 2020 include: 1) recruited ICVA's first Chinese NGO member (Amity Foundation), 2) co-convened a workshop on Chinese Civil Society with UNOCHA Regional Office for Asia-Pacific,

3) supported the establishment of a Chinese NGO Fora for the purpose of coordination and information-sharing, and 4) published a paper on the China's global assistance programme, and 5) enlisted Chinese presenters for an ICVA event about localization and South-South Cooperation.

The impact of ICVA's increased engagement in China is facilitating a more diverse and inclusive approach to coordination and has expanded the role of Chinese NGOs in international forums and coordination mechanisms. ICVA's work in China is part of a broader effort to build relationships and engage with emerging actors in South-South cooperation (e.g. Turkey, Indonesia, and India). This engagement is intended to bring mutual understanding of the different approaches and principles and ultimately lead to improved humanitarian cooperation and collaboration. An additional benefit of this engagement has been to better connect ICVA within the Asia region.

Details

- ICVA and the UNOCHA Regional Office for Asia-Pacific convened the "International Humanitarian Response Workshop: Experience and Innovation from Chinese Civil Society" (October 2019), bringing stakeholders from Chinese governmental departments, international and national NGOs, UN agencies, international organisations, enterprises and academic institutions. Ignacio Packer, the Executive Director of ICVA, gave the keynote speech on "Roles and Challenges of Voluntary and Non-Governmental Organisations in International Humanitarian Action". One outcome of the workshop was the establishment of the China Civil Society Network for International Humanitarian Assistance, comprising larger NGOs and grass roots organisations, as a forum for coordination and information-sharing among NGOs in China.
- ICVA contributed to the publication "Positive Disruption? China's Humanitarian Aid" (January 2020) with the Humanitarian Advisory Group and the Innovation Center for Risk Governance at Beijing Normal University. The paper addresses the evolution and expansion of China's global assistance programme, prompting considerable interest from the international humanitarian community.
- Amity Foundation became an ICVA member in May 2020 and has been active in the ICVA network. Amity presented at a side event during the annual UN OCHA Humanitarian Networks and Partnerships Week, participated in a series of webinars organised or supported by ICVA between March-July 2020 dealing with the roles and responsibilities in the COVID-19 response.

CASE STUDY #5

Incorporating COVID-19 Response

Overview

Throughout 2020, ICVA worked to support members adjust to the substantial operational and financial challenges created by the pandemic. ICVA was able to do this by incorporating Covid-19 activities into its current strategic focus areas and the ways of working (such as through engagement in the IASC mechanisms). During the response, ICVA upheld the following priorities: a) ensuring a global intervention focusing on people, especially the most vulnerable; b) supporting NGOs to sustain and scale up their

interventions; c) investing in localisation; and d) investing further in risk management and duty of care. Covid-19 also proved the relevance and importance of much of ICVA's ongoing activities and initiatives. With support from the ICVA Secretariat, ICVA members have continued delivering on the ground despite the additional challenges brought by the pandemic. As a collective, they also successfully influenced and drafted global policies for more solidarity and social justice.

Details

Coordination:

- ICVA facilitated the development of the Global Humanitarian Response Plan (GHRP), by liaising regularly with OCHA and the various IASC entities and working in close collaboration with the other NGO consortia members. Although the process was unprecedented and remained challenging throughout, the contributions of NGOs to the drafting and multiple revisions of the GHRP were recognised as critical.
- ICVA's engagement in the IASC Emergency Directors Group (EDG) increased significantly in 2020. The changing nature of the crisis and its impacts on ongoing humanitarian operations led to EDG meetings focused on various operational contexts taking place almost weekly through most of the year. ICVA continually engaged members at global, regional and country levels to ensure specific inputs were provided to help inform the EDG discussions.
- ICVA coordinated the contribution by members to all the IASC tools and resources produced to guide the response to Covid-19. They include over 12 Interim Guidance and six other Guidance tools related to Covid-19 response.
- Through the working group on Bureaucratic Impediments, ICVA and Interaction identified additional Covid-19 related measures impeding NGO operations on the ground, particularly related to visas and travel. Joint advocacy for concrete solutions was conducted at the IASC level (mainly through the EDG and Principals).
- Related to risk management theme, ICVA issued a Call for Action on Protecting humanitarian workers against COVID-19 to prioritise prevention by strengthening labour rights, occupational safety measures and health for all NGO personnel, regardless of status and nationality. ICVA's paper was converted into IASC Minimum Standards on Duty of Care in the Context of COVID-19, under the co-leadership of ICVA and WFP

Financing:

- ICVA worked with NGO colleagues through IASC Humanitarian Finance Results Group (RG5) to coordinate a set of recommendations to address the inconsistency in unlocking and disbursing funds to NGOs in COVID-19 response.
- ICVA, in collaboration with InterAction and SCHR, also reached out and discussed with respectively UNHCR and UNICEF, influencing thereby the flexibility measures adopted by both UN Agencies. Moreover, as co-chair of the IASC RG5, ICVA co-led efforts to draft the IASC Partnership flexibility guidance and strongly represented NGO interests throughout the process.
- Advocacy was conducted also towards donor States. ICVA held regular bilateral meetings with a number of capitals, with the Permanent Missions in Geneva and the Good Humanitarian Donorship Initiative. As result also of ICVA advocacy, a number of States followed up on some of the IASC partnership flexibility recommendations.

Navigating Change:

- ICVA provided approximately 15,000 CHF in funding to 12 NGO Fora across Africa, Asia, Latin America and MENA to enhance their organisational resilience to provide local humanitarian response – especially for high-risk populations for COVID-19;
- ICVA issued The Localisation discussion paper on COVID-19 which provided a foundation for dialogue and advocacy on reinforcing local and national action.
- ICVA created an additional webpage with existing resources and tools on Covid-19 for its members and other humanitarian workers.

SECTION 5

Strategic Reflections and Points for Consideration

This section goes beyond reviewing impact as such and provides high-level analysis of ICVA added value and future strategic considerations in light the findings of this mid-strategy impact study. The perspective draw upon the interviews done as part of this review and from the substantial data gathered as part of the ICVA 2030 process through written input, conversations, and workshops.

Perceptions on the Added Value of ICVA

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'*. Their mission statement positions ICVA as *'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'

ICVA facilitates increased NGO access to important stakeholders (including UN agencies, members states, regional bodies, private sector, and other networks and sectors).

ICVA as a forum for members to collaborate and advocate collectively on issues of common concern.

ICVA as a global network of diverse NGOs.

ICVA as a trusted broker and convener of NGOs and humanitarian policy makers (UN, governments, other stakeholders).

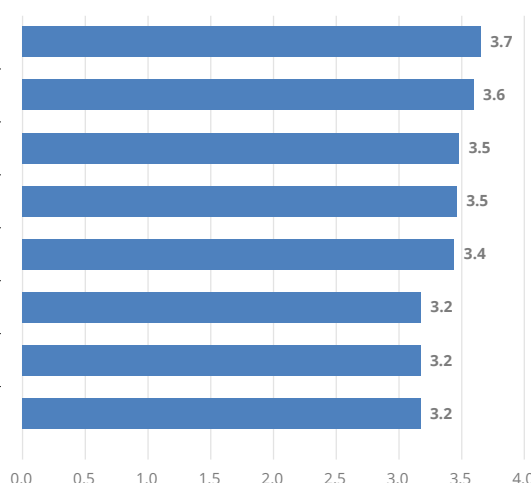
ICVA produces, shares and exchanges information, analyses and learning opportunities.

ICVA works to strengthen policies and programmes to ensure principles and effective humanitarian action.

ICVA ensures a strong and multi faceted NGO voice is reflected in key debates that affect humanitarian action.

ICVA strengthens the capacities of NGOs and NGO Fora to engage in the humanitarian system.

(55 respondents: 1 = not important / 4 = very important).



The ICVA added value was a key question for the ICVA 2030 process. The above graph taken from the survey (which was just one of the input channels) can be considered indicative of the way stakeholders responded. The elements identified and the results indicate clearly that while ICVA's value may be indirect (ie ICVA does not work directly with affected populations) it is considered as being a very important enabler, influencer, and interlocutor in the humanitarian system. It is beyond the scope of this review, but the fact that ICVAs membership has been increasing sharply in the last year is further evidence of support.

Further perspectives and observations of ICVAs added value drawn from the interviews and ICVA 2030 consultations include the following:

- ICVA is clearly recognised and valued as an established and respected network in the field of humanitarian action.
- ICVA is perceived as having a strong legitimacy in its positions and actions due to the diversity of its network and the visible efforts to channel the voices of NGOs in ICVAs interactions and representation.
- ICVA being a conduit for diverse voices is a strength, but while representing multiple views shows that ICVA listens to members and some external stakeholders find it hard to know what change or point ICVA is seeking to achieve.

- ICVA has actively positioned itself as a collaborator rather than competitor with other major networks. This includes work with SCHR, Interaction which has enabled coherent positioning at the IASC level and also with donors, other networks and NGOs (e.g. Sphere, CHS, START, NEAR, 4AP..) on specific initiatives.
- ICVA brings unique value through its role, relationships, composition and selected areas of expertise. This can be viewed as an advantage compared to other networks but is more widely perceived as complementary. For example, other networks may have less members, less coverage or different competences, but such qualities can also be strengths.
- The ICVA Secretariat has made efforts to cross beyond NGO action to link with Private Sector actors, responding to changes in the nature of actors providing humanitarian response. This is very new in some parts of the world, but in Asia private sector actors are established frontline responders to natural disasters. It is a question how far to go, but the effort speaks to ICVAs collaborative spirit.
- ICVA has actively increased the degree to which it draws on member competence, capacity and legitimacy to improve collaboration and reduce dependency on the secretariat.
- While ICVA members are prioritised as partners and sources for input, ICVA's webinars, publications, and events are all designed to be public goods, open to all.

- Support to NGO Fora has been tailored to create the environment for the partner and members to enhance capacity and expand engagement opportunities. ICVA can do more to encourage collaboration or formation of consortia among NGO fora on funding opportunities, identify and link NGO Fora to ICVA members – who have in-country presence for support, mentorship or funding. ICVA seeks to promote principled action; more clarity is needed for what this means in practice.
- During the COVID-19 crisis ICVA demonstrated flexibility and agility in how it adapted its plans, action and support. For the most part COVID 19 did not result in ICVA changing its focus areas; rather it provided a CenterPoint and focus to inform work on forced migration, coordination, and financing. COVID 19 also created a tangible opportunity or imperative to address issues related to 'localisation', in a practical way
- ICVA has created value by engaging in initiatives to explore the changing nature of the Humanitarian System and how needs to change to become more effective. Also exploring

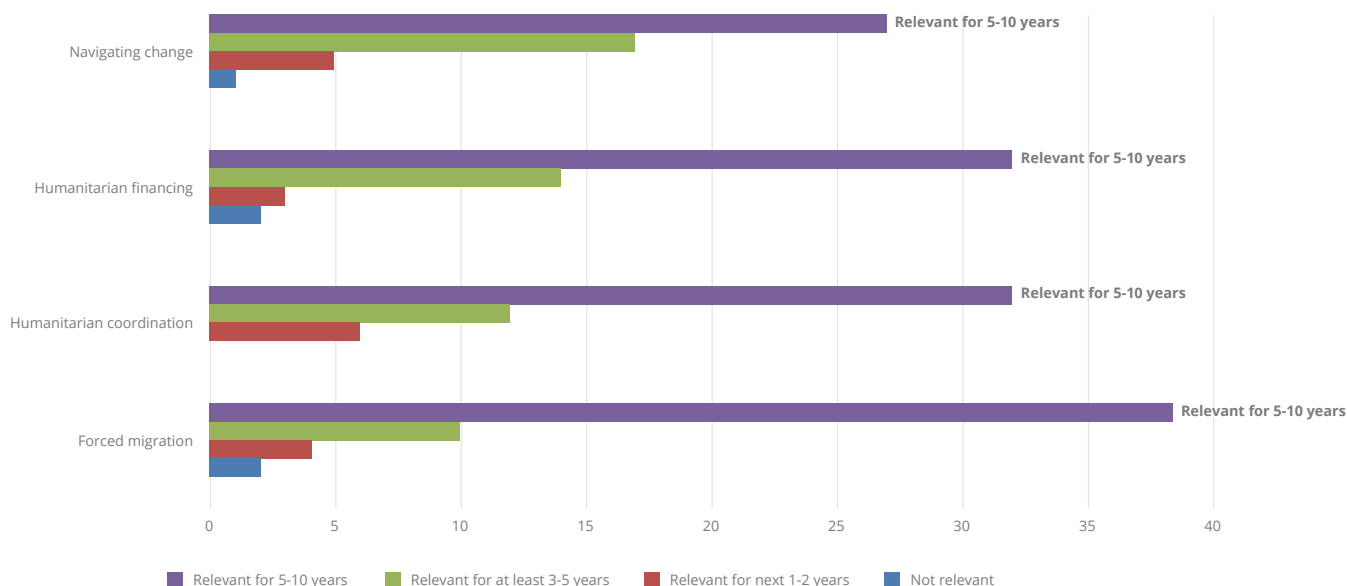
how the resilience of the humanitarian system depends on the operational capacity of the diversity of NGOs. An example is the work on humanitarian futures launched by the International Civil Society Center.

When considering impact, in addition to reflecting on the focus areas and other strategic choices, it is important to consider how ICVA has realised the added value expressed in the previous table. **Access to important stakeholders** is exemplified by the IASC work; work on PSEA an example of **collaboration and collective action on topics of common concern**; extensive interaction, collaboration and outreach drawing on ICVAs **diverse** membership; the work with the UNHCR as an example of ICVA as a **trusted broker**; bulletins and papers **sharing information and exchange**; promoting good ethical practice and valuing diversity as an example of **principled action**; the work on forced migration and finance bring forward multi-faceted NGO voices and many examples of **support to local Fora**.

Relevance of the Focus Areas

This review has provided data and analysis on the different focus areas of ICVA, taking account of the global, regional and local work of ICVA as well as the way in which ICVA has sought to increase the collaboration between the Secretariat and member organisations.

It is hard to do full justice to the enormous effort made with a summary, but drawing upon the ICVA 2030 interviews and survey it is clear that there is deep support for ICVAs choices of focus.



Role of ICVA's Regional Hubs

The specific initiatives of ICVA's regional work through its hubs have been integrated into the work on focus areas, but it is important to recognise the importance of this level of ICVA's organisation. Humanitarian needs, policies and response are not the same in all regions whether it be the Asia and the Pacific hub's work on humanitarian action in China and regional stakeholder engagement, advocacy for the Sahel Region Africa, or supporting NGO fora in MENA, the regional hubs have proved valuable in reinforcing ICVA's impact. ICVA would still like to go further in utilising the regional level, but investments have already brought value.

The regional level has enabled a local engagement, a contextual adaptation of ICVA's work and collaboration with members that would not be possible or would have at least been less effective if only done from a global level.

The success of regions puts increasing demand on what can be expected from the regional level and so it raises the question of how ICVA will deepen its regional work or expand to other regions when resources are likely to be limited. ICVA's work in Latin America is in its early stages, working through a member organisation and it will be important to learn from this pilot in terms of how it impacts quality and impact of ICVA's work.

Points for Consideration

The review was not intended to be forward looking, but as ICVA is currently developing its ten-year strategic framework some points are included for reference under the following headings.

Strategy, Objectives and Positioning

- 1. Further consider how to define selected ICVA goals and ICVA positions more sharply where it makes sense to do so.** ICVA's reputation as being a conduit for member voices, a trusted broker and not only focussing on ICVA identity and positions is a strength that should not be lost. However, ICVA's mission is "to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice". Being clearer on some selected objectives is likely necessary to make action more principled or change a policy.
- 2. When formulating objectives, it is important to align objectives with the mainly indirect impact of ICVA work and to not overstate the direct impact ICVA seeks to achieve.** Some of the 2019-2021 seem to imply a greater direct target impact on affected populations than is realistic for ICVA. ICVA was not created to provide direct assistance and while its impact is impressive, the impact on affected populations is largely indirect and the objective should reflect that.
- 3. Consider creating a more developed organisational level theory of change (TOC) to replace, consolidate, or complement the theory of change for each focus area.** The TOCs for the focus areas do not seem to have been systematically used. A rigorous single, consolidated TOC may help promote further integration of working across ICVA.
- 4. Continue to increase the context specificity of regional directions, working with member organisations.** While there was some work done on regional directions at the end of 2018, ICVA's desire to go further in shaping its work to align with local dynamics, nature of crises, context and member needs seems to make a lot of sense.
- 5. Consider how increased physical presence in different regions or sub regions may impact public positions.** Physical presence in or close to a context can be both positive in providing information and understanding that can enhance public positions or provide challenges that may result in caution or holding back. Weighing pros and cons will be important if ICVA expands presence directly or through mandated members.
- 6. Maintain attention to ensure critical constructive engagement without losing trust:** ICVA is relatively uniquely positioned at the global level with privileged access through the UN IASC presence and the links to the UNHCR. ICVA is well placed to go even further than it has in increasing the volume and quality of local voices at the global level. It will be a fine balance to ensure a constructive tension that is neither over-confrontational, alienating ICVA from the UN establishment or overly conformist, avoiding rocking the boat to protect relationships.

Organisational

- 7. Build further on diversity, equity and inclusion within the ICVA network, ICVA governance and Secretariat:** ICVA already seems to be ahead in terms of its diversity and puts a lot of effort in to realising inclusion of members in its work. Still, the review made clear that ICVA seeks to do better internally in its staff and governance as well as in its ways of working with others.
- 8. Go further on the impact of environmental change and how this impacts humanitarian landscape and ICVA as an organisation.** This topic is something for ICVA as a network and the sector as whole. Thinking has already started, but such a global issue will very likely be central to ten-year future thinking.

9. Consider how the new normal following COVID 19 offers opportunities and not just threats for ICVA. It is still hard to tell what the fall out of COVID 19 restrictions will be on the humanitarian sector and for ICVA. Some international NGOs are not expecting to have the same access as they had before, especially where local organisations and authorities feel they have coped. People have become more accustomed to online working; tools have been improved

and acceptance of virtual meetings as not just 'second-best' has improved outcomes. Whereas those with resources to travel were privileged compared to those that could not, everybody being virtual levels the playing field and is more equitable. ICVA showed great agility in adapting its annual conference and other events and so there will be opportunities as well as threats in the post COVID world.

Capacity

10. Continue to further develop collaboration and complementarity as core ICVA added value: ICVA has been very collaborative in its approach (e.g. adding value to cash assistance). To some degree this has been reactive and in other ways (e.g. preparing IASC meetings and taking on IASC/EDG/RG tasks) it has been planned. If ICVA is going to further establish its place as a key humanitarian network it will be increasingly important to be explicit and strategic in what ICVA wants to achieve, what it will do and what it will rely on others to do. Collaboration takes energy and so whether it is based on joint positions, joint publications, jointly funded projects or something else, the important thing is to link collaborations to concrete outcomes and avoiding that 'network building' justifies too many non-essential activities.

11. Further tap into the capacities of members and other collaborators to complement the ICVA Secretariat work as a means to further build legitimacy, co-ownership and impact as well as for efficiency. Such collaboration would also support development at regional and country level. If ICVA does work in a more distributed way, mechanisms to ensure ICVAs high standards of work will be important.

SECTION 6

Summary Conclusion

The central question for this review was 'What has been the impact of ICVA's efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the periods 2019-2020?'

This study concludes that ICVA has had significant impact whether viewing their work through the lens of the Focus Areas, the defined ways of working or the documented added value of ICVA. ICVA does not provide direct assistance to affected populations, nor is it a major donor, so its impact has been indirect in a way which is fully in line with the positioning of the network.

ICVAs impact comes in part through the competence and capacity it has on specific areas of work such as finance or forced migration, but its overriding value is how it brings diverse actors together, respects differing views and promotes the power and influence of the collective over that of a single organisation. ICVA should not lose this quality, but at the same time could do better in defining clear objectives and targets where it makes sense to do so.

ICVA is arguably ahead of the field in terms of diversity, but still clearly would like to do better in realising the value of this diversity and become even more inclusive in how it works. The regions have been fundamental in enabling ICVA to be closer and better adapted to different contexts and there is still potential to do more; in part through internal capacity, but probably more so in expanding collaboration.

Referring to the previous impact study done by Sandstone, concern was expressed about ICVA being spread too thinly across too many areas. ICVAs choices of focus areas have helped provide greater clarity of what their core business is compared to strategies of that past. That said, there is still need to prioritise and avoid overload. Another point raised in past studies was the need for theories of change (TOC); while efforts were made at focus area level ICVA might still benefit from an organisational level TOC to complement this. This would create a compelling narrative that would build cohesion internally and enable a clearer understanding of ICVAs approach externally.

ICVA has enormous reach and coverage and it seems to cover a lot of ground considering the size of the organisation and budget. As expectations by members and other stakeholders on ICVA keep increasing, ICVA operates with limited resources considering its scope, which puts a lot of pressure on the existing staff especially during disruptions like COVID. ICVA has managed well, but sustaining the quality of work and meeting ambitions will require stable resourcing from supporters and strong collaborations with and between members.

Notwithstanding the points of consideration made, it is important to note that some can already be seen emerging in the draft ICVA 2030 strategy. Most notably relating to 'diversity, equity & inclusion', collaboration, linking to member capacity, reinforcing the regional hubs and continuity in key focus areas.

Lastly, it is important to note that this report is a mid-strategy review and it will be re-edited based on 2021 data to form the final end of strategy impact study. Additionally, the final report will also build upon future considerations and comment on the overall approach to monitoring and evaluation for impact.

ANNEX I

Interviews, Written Input and ICVA 2030 Strategy Process Data

The following people participated in interviews:

#	STAKEHOLDER GROUP	NAME	ORGANISATION	POSITION
1	ICVA Board / ICVA member	Roger Yates	Plan	Board member
2	ICVA Board / ICVA member	Jane Backhurst	Christian aid	Board member
3	ICVA Board / ICVA member	Thorsten Goebel	ACT Alliance	Board member
4	ICVA Management & Staff	Ignacio Packer	ICVA	Executive Director
5	ICVA Management & Staff	Eman Ismail	ICVA	Regional Rep MENA
6	ICVA Management & Staff	Jeremy Wellard	ICVA	Head - Humanitarian Coordination
7	ICVA Management & Staff	Mirela Shuteriqi	ICVA	Director of Policy
8	ICVA Management & Staff	Jerome Elie	ICVA	Head - Forced Migration
9	ICVA Management & Staff	Jeremy Rempel	ICVA	Head - Humanitarian Financing
10	ICVA Management & Staff	Nishanie Jayamaha	ICVA	Learning Coordinator/Civic space
11	ICVA Management & Staff	Michael Hyden	ICVA	Director of Programmes
12	ICVA member	Jorgen Haldorsen	Plan	
13	ICVA member & NGO Fora	Nimo Hassan	Somalia Forum	Coordinator SNGO Fora
14	UN Agencies	Giammichele Demaio	WFP	Head of NGO Unit
15	UN Agencies	Markus Werne	OCHA Bangkok	Head of Regional Office
16	Non-member & NGO Fora	Gareth Price	SCHR	Executive Director
17	Non-member & NGO Fora	Julien Schopp	InterActon	Director

The following people participated in interviews:

#	STAKEHOLDER GROUP	NAME	ORGANISATION	POSITION
1	ICVA Management & Staff	Keya Saha Chaudhury	ICVA	Regional Rep Asia/P
2	ICVA Management & Staff	Marco Rotelli	ICVA	Regional Rep Africa
3	ICVA Secondment	Obele Oluchukwu	ICVA/Secondment	COVID-19 support NGO Fora
4	ICVA Secondment	Lina Gomez	ICVA/Secondment	ICVA Rep in Latin America
5	Non-member & NGO Fora	Kirsten Hagon	IFRC	Senior Analyst, Humanitarian Policy
6	ICVA member	Barbara Hintermann	TDH	Executive Director
7	ICVA member	Cecilia Roselli	NRC	Geneva Representative
8	ICVA member	Michael Mosselmans	Christian Aid	Head of Humanitarian Division

The ICVA 2030 strategy process, run in 2020, included the following inputs.

- 123 Interviews conducted by ICVA staff and board members
- A survey generating 55 responses from members and other stakeholders
- Additional video inputs, written comments, and discussions during various meetings

This data was referenced for this review, noting that the 2030 process was mainly aimed at forward looking opinions, providing useful overall perspectives but limited data on specific 2019-2020 initiatives.

ANNEX II

Initiatives, Results, & Indicators

The table below shows the set of ICVA's initiatives identified by this impact study⁶:

FOCUS AREA 1. FORCED MIGRATION

ANALYZING & EXPLAINING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
NGO Briefings Topics: <ul style="list-style-type: none"> Global Refugee Forum follow-up. Syria & neighboring countries Venezuela displacement crisis Briefings on Global Compact for Refugees (GCR) in Africa 	<ul style="list-style-type: none"> ICVA and UNHCR facilitated a workshop to strengthen common understanding of the multi-stakeholder approach in refugee response 	<ul style="list-style-type: none"> Held GCR meetings with NGOs for 5 African countries
Webinars <ul style="list-style-type: none"> <i>International Migration Law (co-organized via Civic Society Action Committee and Cornell University)</i> 	<ul style="list-style-type: none"> Organized an open civil society webinar to discuss how NGOs can actively engage to counter negative narratives on migration, prioritizing staff on the ground providing services and advocacy staff at national level Included legal speakers and NGOs explaining services 	<ul style="list-style-type: none"> >28 NGOs attended the 6 webinar sessions

⁶ This grouping of initiatives is a construct of Sandstone Consulting. ICVA does not generally define activities by discrete initiatives.

CONNECTING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
UN Humanitarian Leadership <ul style="list-style-type: none"> Organized meetings between NGOs and key UN leaders 	Facilitated direct exchange and dialogues between NGOs and: <ul style="list-style-type: none"> UNHCR's Assistant High-Commissioner for Protection: UN High Level Panel on Internal Displacement UN Special Rapporteur on the Human Rights of IDPs UNHCR Regional Bureau for the Americas UNHCR Regional Bureau for Europe and ECRE UN Emergency Relief Coordinator 	<ul style="list-style-type: none"> 35 NGOs participated with Assistant High Commissioner for Protection 20 NGO representatives and other organisations (Norway) High Level Panel: Gathering over 90 participants
Global / Geneva Events <ul style="list-style-type: none"> 25th Annual Tripartite Consultations on Resettlement International Solidarity Conference on the Venezuelan refugee and migrant crisis Asylum Access: Legal Empowerment Leadership Convening for NGOs Strategic Advisory Council of the World Bank-UNHCR Joint Data Center (JDC) on Forced Displacement Support Platform for the Solutions Strategy for Afghan Refugees Rohingya Conference 2020 Afghanistan conference Climate Action Charter 	<ul style="list-style-type: none"> Connected with NGOs and other stakeholders around forced displacement topics Coordinated and delivered collective NGO statements Represented ICVA's NGO members perspectives at global events 	<ul style="list-style-type: none"> Participated in at least 8 global events on Forced Displacement
Regional Events <p>Asia-Pacific:</p> <ul style="list-style-type: none"> Rohingya Refugee Response Plan UN Network on Migration UNHCR Regional Bureau and APRRN <p>Africa:</p> <ul style="list-style-type: none"> IGAD Regional Secretariat Conf. on Forced Displacement and Mixed Migration IGAD Nairobi Declaration and Plan of Action African Union Summit 1st Regional Meeting of the IGAD Support Platform for the Nairobi Process African Union Humanitarian Agency (AUHA) African Union Symposium (Kigali, October 2019) <p>MENA:</p> <ul style="list-style-type: none"> UNHCR Regional Durable Solutions 2nd Riyadh Humanitarian Forum Crisis Action UNHCR Regional Bureau: Syria-Brussels conference 	<ul style="list-style-type: none"> Linked members to events and facilitated presence of national NGO fora at panels enabling engagement with high-level stakeholders including ministers and ambassadors on neutral ground ICVA facilitated the participation of some of its members and highlighted the need for NGOs to be involved Facilitated the collection of input from NGOs and direct advocacy with decision makers and donors Provided a platform for engagement by members and NGO Fora to highlight to members states the principles encompassing humanitarian action 	<ul style="list-style-type: none"> Participated in at least 13 events across all regions

CONVENING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
UNHCR Annual NGO Consultations <ul style="list-style-type: none"> Co-organized 3-day Global events: <ul style="list-style-type: none"> 2019: “Whole of Society Approach-Working Better Together” 2020: “Responding to pandemics” (virtual series of webinars) 	<ul style="list-style-type: none"> 2019: provided an important forum for large volume of NGOs and UNHCR to network, dialogue and exchange views with UNHCR as equal partners 2020: All virtual meetings have involved at least one NGO speaker Joint recommendations between UNHCR and NGOs were developed and presented during the UNHCR’s Executive Committee and fed into the 2020 High Commissioner’s Dialogue on Protection Challenges Followed up on results of consultations through organizing dialogues between UNHCR and NGOs in Europe 	<ul style="list-style-type: none"> 2019: Brought together 453 participants from 243 organisations and 76 countries 2020: over 110 organisations attended 19 webinars focused on different policy issues
UNHCR Regional Consultations <ul style="list-style-type: none"> Directly supported the regional UNHCR NGO consultations meeting processes Co-facilitated dialogues in MENA and Southern Africa (2019) Asia-Pacific UNHCR Regional NGO Consultation (2020): <i>Innovative Opportunities through Diverse Partnerships</i> 	<ul style="list-style-type: none"> Actively engaged and invested in the UNHCR regionalization process resulting in enhanced relations with the newly established regional bureau 	
Civil Society Action Committee <ul style="list-style-type: none"> Co-convened by ICVA, International Catholic Migration Commission (ICMC), and NGO Committee on Migration (CoM) https://csactioncommittee.org/background/ 	<ul style="list-style-type: none"> Lobbied for strong role of civil society during negotiations of the format and organizational aspects of the international migration review forums of the Global Compact for Safe, Orderly and Regular Migration Strongly supported the launch and called for the new Multi-Partner Trust Fund Office to invest in partnerships between States and UN Agencies with civil society and NGOs Called for renewed solidarity with refugees and migrants in face of COVID-19 pandemic Called on the Greek government and the European Union (EU) to provide immediate humanitarian and human rights support to the Moria camp tragedy 	
IOM-NGO Regional Consultation (MENA) <ul style="list-style-type: none"> Co-facilitation of ‘Access and Partnership’ theme focused on enhanced NGO partnerships and access in Syria, Libya and Yemen (2019) 	<ul style="list-style-type: none"> MENA: Resulted in NGO recommendations on a) IOM-NGO complementarities in responding to access challenges and navigating the risk environment; b) Access to people in immigration detention for the provision of humanitarian assistance and services; and c) Local capacity to increase access to the most vulnerable populations in contexts where operational presence is low 	<ul style="list-style-type: none"> MENA 2019: 67 participants, including 47 representatives from 37 NGOs
Regional Refugee and Resilience platform (3RP) <ul style="list-style-type: none"> co-chair monthly platform meetings w/ UNDP and UNHCR 	<ul style="list-style-type: none"> Represented ICVA and advocated on behalf of NGOs to expand capacity strengthening program to support actors to be engaged in leadership role 	<ul style="list-style-type: none"> 3RP attended by ~40 participants from UN agencies, donors, and NGOs
Civil Society Roundtables & Workshops <ul style="list-style-type: none"> Facilitated and hosted discussions on key issues, including: <ul style="list-style-type: none"> Whole-of-society workshops in Chad Situation of internally displaced persons in Libya Challenges surrounding the localization debate in Nairobi Situation of Venezuelan women and children seeking refuge 	<ul style="list-style-type: none"> Facilitated two whole-of-society workshops in Chad which reinforced the understanding of the whole-of-society approach and contribute to the CRRF implementation Hosted an informal roundtable discussion on the situation of internally displaced persons in Libya Facilitated a debate among NGOs in Nairobi on the challenges surrounding the localization debate (with Refugees Consortium of Kenya and the IRC) Hosted a discussion with NGOs and other actors on the situation of Venezuelan women and children seeking refuge 	

INFLUENCING & ADVOCATING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
UNHCR Standing Committees & Executive Committee <ul style="list-style-type: none"> Facilitated consultative processes for member NGOs to draft and deliver statements. Each statement is formed through unanimous process with two rounds of inputs Led the consultative processes for NGOs to draft and deliver statements Co-organized 2020 side event on 'Resilient communities in climate-induced displacement' 	<ul style="list-style-type: none"> Delivered NGO perspectives pertaining to the High-level segment on statelessness and general debate and the Report on the UNHCRNGO Annual Consultations Debriefed on the 2019 consultations and look at possible options for the near and longer-term future Highlighted funding challenges faced by NGOs, concerns about the results of recent pledging conferences, reiterated NGOs protection concerns, and recalled the importance of working on solutions for displaced population in the COVID-19 response ICVA supported the development of a NGO statement representing issues relevant to the MENA operational context (2020) 	<ul style="list-style-type: none"> 2019: 15 NGO statements 2020: 14 NGO statement More than 100 NGOs included in the drafting process of statements 80 participants in the 2020 side-event including Member States, NGOs, UN organisations, and Academics
High Commissioner's Dialogue on International Protection <ul style="list-style-type: none"> Convened the 'Friends of the Dialogue', an informal group of NGOs 	<ul style="list-style-type: none"> Prepared NGO contributions to the annual multi-stakeholder dialogues by drafting joint NGO advocacy messages on protection challenges each year (e.g. Children on the Move, Urban settings) Supported NGO attendance at annual Dialogues 	
Global Compact on Refugees & 2019 Global Refugee Forum <ul style="list-style-type: none"> Facilitated collective NGO statements for 3 prep meetings for forum Co-sponsored 'Arrangements for Burden and Responsibility Sharing', and 'Solutions and Protection Capacity' groups Supported strategic planning with Faith Action for Children on the Move Coalition Facilitated meeting between NGOs and UNHCR GRF team 	<ul style="list-style-type: none"> Topics of NGO statements: indicators, pledging process and sharing of good practices, organisational arrangements, structure of the forum Compiled pledges from the NGO community and ICVA pledged itself to "Equip NGOs to engage with the implementation of the Global Compact on Refugees" Supported the activities of groups towards principled pledges, while still assisting NGOs in their engagement with and understanding of other groups activities. Provided input on follow-up process to track pledges 	<ul style="list-style-type: none"> 5 statements in prep phase > 30 NGOs exchanged with UNHCR on the Guidance note on pledges, contributions & good practices, engagement at national and regional levels in the pledging process and on the co-sponsors' roles. 3,000 participants in the first GRF

FOCUS AREA 2. COORDINATION

ANALYZING & EXPLAINING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
NGO Briefings <ul style="list-style-type: none"> ICVA MENA session with the Global Public Policy Institute 	<ul style="list-style-type: none"> Updated NGO community in Amman on the humanitarian reform agenda and new harmonized reporting template 	

INFLUENCING & ADVOCATING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
IASC Principals Meetings <ul style="list-style-type: none"> Participant in Principals Meeting (ED-level & Board Chair), debrief members 	<ul style="list-style-type: none"> ICVA successfully obtained inclusions of the Sahel for increased regional analysis. Contributed to the IASC Interim Guidance on COVID-19 re: Persons Deprived of Their Liberty and re: Localization) Provided inputs for the IASC EWARE from the Region, highlighting ongoing critical situations in Southern Africa and growing concerns in Humanitarian Access in the Central Sahel and Lake Chad Basin. Led discussion on localization in the COVID-19 context 	<ul style="list-style-type: none"> 4 statements / interventions to IASC Principals Meetings focused on disbursing funding through COVID-19
IASC Emergency Directors Group (EDG) <ul style="list-style-type: none"> ICVA participates in semi-annual meetings and ad hoc calls with consultations with NGO fora prior to each meeting Annual Operational Reviews / HC appraisals 	<ul style="list-style-type: none"> Collected NGO input to inform discussions and enabled NGOs (particularly national NGOs that do not have a presence at the global level) to raise critical issues from country to global level 	<ul style="list-style-type: none"> Informed EDG discussions on at least 10 countries (Nigeria, Mali, Cameroon, Mozambique, DRC, Zimbabwe, Burkina Faso, Yemen, Iraq, Syria and Libya) 170 Replies from NGOs to the NGO survey on the Humanitarian Coordinator's appraisal for the EDG annual meeting
IASC Operational Policy and Advocacy Group (OPAG) <ul style="list-style-type: none"> ICVA as an NGO consortium standing invitee at the IASC is also joined by 3 ICVA national NGO members ICVA co-led with WFP a task team for duty of care minimum standards in COVID-19 context 	<ul style="list-style-type: none"> Through ICVA's continuous lobbying (alongside SCHR, IFRC, OHCHR and OCHA) it was agreed that three extra local seats could be accorded to local actors on the OPAG, elevating localization as a humanitarian policy priority and ensuring IASC decisions are more cognizant of field realities Spearheaded duty of care discussions, which resulted in the endorsement of IASC Duty of Care Minimum Standards, which guides IASC members and standing invitees in the implementation of adequate duty of care provisions in the context of COVID-19, for all personnel regardless of nationality and contractual type 	<ul style="list-style-type: none"> National organisations are now represented for the first time in IASC global structures (Somalia NGO Consortia co-chairs the sub-group on localization and shared the group's agreed priorities)

CONNECTING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
UN Humanitarian Leadership <ul style="list-style-type: none"> Organized meetings & exchanges between NGOs and key humanitarian actors 	<ul style="list-style-type: none"> Facilitated direct exchange and dialogues between NGOs and: <ul style="list-style-type: none"> <i>Deputy Humanitarian Coordinator (DHC) in Nigeria:</i> <i>Incoming Deputy Humanitarian Coordinator in Democratic Republic of the Congo</i> <i>Senior Humanitarian Adviser to the UN Special Envoy for Syria</i> <i>Resident Coordinator for Libya</i> <i>DG ECHO Regional office for West Africa in Dakar</i> <i>Deputy Humanitarian Coordinator in Mali</i> <i>Humanitarian Coordinator in Burkina Faso</i> <i>Head of OCHA in DRC</i> <i>Humanitarian Coordinator in Myanmar</i> <i>Bilateral meetings with HC/RCs for Jordan, Syria, Lebanon, Yemen and the regional Syria response</i> Enabled NGOs to provide updates on the humanitarian situations of their respective countries and challenges related to access and safety and security 	<ul style="list-style-type: none"> Meetings w/ Humanitarian Leadership encompassed 9 different African countries (Chad, Burkina Faso, Mali, Nigeria, Somalia, South Sudan, Cameroon, Central African Republic and DRC) Jordan national NGO fora (JONAF) gained a seat at the Humanitarian Partners Forum (HPF)
Global / Geneva Events <ul style="list-style-type: none"> <i>Global Protection Cluster Conference</i> <i>Advisory Board meeting of Gender Standby Capacity Project & Protection Standby Capacity Project</i> <i>IASC Disability Guidelines</i> <i>Humanitarian Networks and Partnerships Week</i> 	<ul style="list-style-type: none"> Connected with NGOs and other stakeholders around forced displacement topics Coordinated and delivered collective NGO statements Represented ICVA's NGO members perspectives at global events 	<ul style="list-style-type: none"> Participated in more than 4 global events on Coordination
Regional Events <p>Asia-Pacific:</p> <ul style="list-style-type: none"> <i>Pacific Resilience Partnership Meeting</i> <i>RSIS-ACDM Workshop</i> <p>Africa:</p> <ul style="list-style-type: none"> <i>UNDRR Global Consultative Workshop</i> <i>African Union Continental Consultative Meeting</i> <i>African Union Humanitarian Symposium (2019, 2020)</i> <i>Regional IASC meetings in Southern, West, and Central Africa</i> <i>Inter-ministerial Round Table for Sahel</i> <i>NGOs Regional Director meeting for Eastern Africa</i> <i>Regional IASC meeting in Dakar</i> <p>MENA:</p> <ul style="list-style-type: none"> <i>High-Level Pledging Event for the Humanitarian Crisis in Yemen</i> <p>LA:</p> <ul style="list-style-type: none"> <i>OCHA-ROLAC meetings</i> <i>FM4</i> <i>LAC RMD Coalition</i> 	<ul style="list-style-type: none"> Represented NGOs and enabled NGO engagement and influence at the regional IASC mechanisms through continued connection to and engagement in regional IASC coordination structures. Organized and convened an inter-networking event during UNOCHA's 2020 Humanitarian Networks and Partnerships Week Increased relationships with Intergovernmental bodies to influence policy and practice including with the AU and IGAD Supported NGOs in Sahel region position and deliver a statement to the roundtable and hosted side-event on central Sahel. Connected members, partners, and UN agencies during Lebanon Blast, resulting in increased funding opportunities Worked with both INGOs and L/NGOs on a joint advocacy initiative for Yemen Delivered NGO statements, incorporating statements from local NGOs and networks for Yemen Pledging Conference Established communication with ICVA members in the Latin America region to share information, tools and guidelines. Increased awareness of ICVA and began seeing more participation of members in regional and international discussions (UN system) 	<ul style="list-style-type: none"> Participated in more than 14 regional events on Coordination

SUPPORTING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
Direct Support to NGO Fora <ul style="list-style-type: none"> ICVA completed missions to: Afghanistan, Ukraine, Bangladesh, Chad, and Tunisia (2019), and Ecuador/Colombia, Mali, Pakistan (2020) Ad hoc support provided directly (e.g. Burkina Faso NGO forum; anf fora in Yemen, Jordan, and OPT) Offered vouchers for PHAP humanitarian certification 	<ul style="list-style-type: none"> Developed capacities of in-country NGO fora in areas of governance, strategic planning, human resource management, how to engage on localization, and joint advocacy/collective action <p>Asia-Pacific:</p> <ul style="list-style-type: none"> Supported an increased number of country level NGO fora in Asia to take a strengthened role at country and sub-regional Asia level and enabled connection, cross learning and replication between networks to improve and strengthen their work and outcomes. Worked with NGOs/NGO Fora at country level (in Cambodia, Myanmar, the PHL and Indonesia) to provide collective inputs for the drafting of the Work Program 2021-2025 of The ASEAN Agreement on Disaster Management and Emergency Response (AADMER) <p>Africa:</p> <ul style="list-style-type: none"> Formalization of the Burkina Faso INGO forum Briefed the new coordinator of the Democratic Republic of Congo INGO forum Supported the Somalia NGO Consortium and the South Sudan NGO Forum in their mid-term strategy review and impact reviews respectively. Supported the LCB CSO forum to address AU member states <p>MENA:</p> <ul style="list-style-type: none"> Syrian NGO Network Engagement and Partnership Programme (partnership w/ UNDP) "Developing Stronger Networks" Workshop for Syrian NGO networks Strengthened the capacity of Syrian NGO/CSO networks to amplify NGO voice at regional and global level Supported "Evaluation Paper of the JONAF Coalition Response during COVID-19" JONAF fora has joined the HCT/HPF meetings and worked with JINF to jointly articulate advocacy messages during Brussel conference on Syria <p>Latin America:</p> <ul style="list-style-type: none"> Shared advocacy guideless with Venezuela Fora and supported Colombian Fora 	<ul style="list-style-type: none"> > 8 direct missions for NGO Fora support 3 national NGO fora in MENA received financial support for COVID-19 response Vouchers distributed to 16 NGO members of African NGO Fora
NGO Fora COVID-19 Support <ul style="list-style-type: none"> Provided funds and structured assistance to NGO Fora 	<ul style="list-style-type: none"> Provided structured resources and assistance to selected NGO Fora Promoted the pivotal role of NGO fora in national and local humanitarian response – especially in high risk populations for COVID-19; Strengthened the organizational resilience of the NGO Fora during the pandemic, to remain open and committed to service delivery; maintained their coordination platform for information disseminations to members in deep field Increased National NGO Fora participation in their Humanitarian Country Team decision-making processes 	<ul style="list-style-type: none"> 12 NGO Fora received support for localization reinforcement spanning Africa, MENA, Asia-Pacific, LA regions (average grant size = 15,000 CHF)

SUPPORTING (continued)

INITIATIVES (2019-2020)	RESULTS	INDICATORS
IASC EDG Peer-2-Peer Support <ul style="list-style-type: none"> ICVA joined missions as NGO representative to Afghanistan, Zimbabwe, DRC, Burkina Faso, and Libya (virtual) 	<ul style="list-style-type: none"> Performed light reviews (including bilateral meetings and self-assessments) of the humanitarian operations undertaken with a bottom-up approach that looks at issues impacting the effectiveness of the response 	<ul style="list-style-type: none"> Participated in 5 support missions
NGO Fora Workshops <ul style="list-style-type: none"> Workshop on Joint Advocacy for Humanitarian NGO Fora/network in Bangkok (2019) 	<ul style="list-style-type: none"> Brought diverse NGO fora together to exchange and share their experience on NGO fora governance, strategic planning, joint advocacy and fundraising Consulted on NGO Fora support programme Peer-to-peer experience sharing and networking Helped improve collective understanding around NGO coordination Discussed regional priorities and opportunities for joint advocacy Provided financial support for workshop attendees 	<ul style="list-style-type: none"> 18 NGO Fora participants from Africa, Asia and the MENA region (Bangkok)
NGO Coordination Resource Centre <ul style="list-style-type: none"> Redesigned website (ngocoordination.org) Published NGO Fora Membership Engagement Guide 	<ul style="list-style-type: none"> Continued providing an online 'one-stop-shop' for NGO coordination resources in Arabic, French, and English 	
NGO Fora Exchange <ul style="list-style-type: none"> Engaged with and supported NGO fora in systematic exchanges at country, regional and inter regional level, for example: <ul style="list-style-type: none"> Peers from Somalia NGO Consortium, NIF, and ACBAR met in-person Facilitated a peer-to-peer exchange between in country NGO Fora in Cameroon, DRC, Tanzania, Ethiopia, Libya MENA NGO Fora discussion on COVID-19 Convened regional and inter regional calls gathering together national NGO Fora Organized a Community of Practice Forum (CoP) 	<ul style="list-style-type: none"> Exchanged best practices and innovative approaches to membership engagement, governance, and capacity building All MENA NGO fora representatives exchanged info related to COVID-19 challenges (access, business continuity, funding, partnerships, duty of care, safety and risks measures, etc.) NGO Syrian Networks participated at weeklong Joint Humanitarian Coordination workshop Responded to the identified need for improving principled and effective engagement between NGOs and donor government agencies, prioritizing a focus on policy, funding, advocacy and coordination. Inclusion of new fora from Nigeria, Niger, Mali in ICVA relations network 	<ul style="list-style-type: none"> MENA COVID-19 discussion included 21 participants from 15 NGO Fora and regional networks 40 MENA NGO representatives and steering committee members attended skills strengthening workshop

FOCUS AREA 3. FINANCING

ANALYZING & EXPLAINING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
NGO Briefings <ul style="list-style-type: none"> Asian Development Bank advertisements & awards Joint missions in Somalia (Mogadishu and Hargeisa) and Kenya on humanitarian financing and simplification of narrative reporting Briefing on Regional Pooled Fund for the Sahel Hosted briefing for NGOs with the UN RC/ HC for Chad 	<ul style="list-style-type: none"> Increased knowledge on non-UN financing mechanisms NGOs jointly requested UNHCR to simplify reporting requirements 	
Webinars <ul style="list-style-type: none"> Africa & MENA: ICVA members: covering key humanitarian financing priorities including funding flexibility related to COVID-19 and Grand Bargain commitments 	<ul style="list-style-type: none"> Supported Africa members and fora in their understanding on global humanitarian financing issues (e.g. donor conditions and requirements, risk sharing, risk management, Country-Based Pooled Funds, Pooled Fund Working Groups, Grand Bargain commitment and progress) 	<ul style="list-style-type: none"> 36 MENA members attended webinars

CONNECTING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
Global / Geneva Events <ul style="list-style-type: none"> World Humanitarian Action Forum (2019) Good Humanitarian Donorship International Donors Conference 	<ul style="list-style-type: none"> ICVA supported preparations through the Steering Groups on topics of Localization and Finance 	<ul style="list-style-type: none"> Participated in at least 3 global events on Humanitarian Financing
Regional Events <p>Asia-Pacific:</p> <ul style="list-style-type: none"> Mercy Malaysia's Islamic Social Financing Workshop (Malaysia, 2019) Australasian Aid Conference <p>Africa</p> <ul style="list-style-type: none"> United Nations Economic and Social Council (ECOSOC) <p>MENA</p> <ul style="list-style-type: none"> King Salman Humanitarian Aid Centre and UAE (Saudi Arabia, 2019) 	<ul style="list-style-type: none"> Explored potential regional or national structure to build conversation between Islamic Financing and Shariah experts and humanitarian sector Escalated issues with COVID-19 related UN pass-through funding to NGOs. Representative from the NGO forum in Mali briefed the regional directors about aggravating humanitarian Facilitated the presence of the NGO Forum for Mali (FONGIM) at the HAS Transition event Captured lessons learned and best practices, with a focus on Palestine, Lebanon and Jordan 	<ul style="list-style-type: none"> Participated in at least 5 regional events on Humanitarian Financing

CONVENING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
IASC Results Group 5: Humanitarian Financing <ul style="list-style-type: none"> ICVA co-chairs the group with OCHA 	<ul style="list-style-type: none"> Developed a detailed proposal for a harmonized approach to funding flexibility among IASC members to meet the challenges of the COVID-19, focused on no-cost extension, budget flexibility, reprogramming, and due diligence/risk management processes. Agreement on flexibility measures among IASC members (expected to be extended through at least June 2021) and advocacy to donors (e.g. Good Humanitarian Donor group) Developed solutions for unlocking NGO access to funding available through the COVID-19 Global Humanitarian Response Plan 	<ul style="list-style-type: none"> At least 3 UN agencies issued guidance based on the proposal, including OCHA Country Based Pooled Funds, UNHCR, and UNICEF

INFLUENCING & ADVOCATING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
Global Humanitarian Response Plan (GHRP) for COVID-19	<ul style="list-style-type: none"> Strengthened NGO engagement in the Global Humanitarian Response Plan (GHRP) revision process, at global, regional and national levels Raised issues regarding blockages in funding reaching NGOs in the field and the need for better tracking funding flows to NGOs 	
OCHA Country Based Pooled Funds <ul style="list-style-type: none"> Member of the Pooled Fund Working Group 	<ul style="list-style-type: none"> Ensuring perspectives of national NGOs reflected Monitored the use and distribution of funds from CBPFs and found that where an alternative exists for UN funding, UN agencies draw less on CBPF 	
Grand Bargain <ul style="list-style-type: none"> Co-convener of workstream to harmonize and simplify donor reporting requirements Completed field visit to Somalia 	<ul style="list-style-type: none"> Facilitated understanding of the template approach with members Completed pilot of the 8+3 template for narrative reporting in Iraq, Myanmar, and Somalia Continued advocacy efforts to target additional donors/agencies to sign on template Delivered joint NGO network statement at Grand Bargain 2020 meeting on necessary action over the coming year 	<ul style="list-style-type: none"> 8+3 Template Pilot included 4 UN agencies, 7 bilateral donors, and 24 partners 5 UN agencies and 8 donor governments have now signed on to the 8+3 template

FOCUS AREA 4. NAVIGATING CHANGE, CROSS-CUTTING ISSUES

ANALYZING & EXPLAINING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
ICVA Bulletin & Social Media <ul style="list-style-type: none"> Distributed monthly email Bulletins (in English, French, Arabic) Managed Twitter and LinkedIn social media platforms Published COVID-19 Resources Page Bi-weekly consolidated MENA member updates Monthly consolidated Asia-Pacific member updates 	<ul style="list-style-type: none"> Comprehensive information on humanitarian processes and policies Enables NGOs to anticipate developments that may impact them, and plan accordingly Information channeled directly to regional/country level of large organisations Consolidated calendar of events & trainings Developed collection of guidelines, tools, statements, papers and useful links which are relevant to the current COVID-19 pandemic Increased awareness of and access to learning and exchange opportunities 	<ul style="list-style-type: none"> 4,100+ Bulletin subscribers (28% increase since 2018) with 15% average open rate 3,800+ Twitter followers (50% increase since 2018) 1,400+ LinkedIn followers (80% increase since 2018)
NGO Briefings <ul style="list-style-type: none"> Multiple briefings held for ICVA Africa members 	<ul style="list-style-type: none"> Provided opportunities for discussion and debate for and with members on localization, the humanitarian, development, peace nexus, and shrinking space/access impediments 	<ul style="list-style-type: none"> Approximately 30 Africa NGO members and partners attended each briefing (multiple)
Publications <ul style="list-style-type: none"> <i>"Unpacking Localization"</i> <i>"Positive Disruption? China's Humanitarian Aid" (collaboration)</i> <i>Security Risk Management</i> <i>United Nations Reform and Potential Implications for NGOs</i> <i>Inclusion of persons with disabilities in humanitarian action: What next after the guidelines?</i> <i>"Risk and Humanitarian Culture"</i> <i>"Localization in the COVID-19 Humanitarian Response"</i> <i>"Future of Civil Society Organisations" (collaboration)</i> 	<ul style="list-style-type: none"> Reduced information asymmetries between NGOs Made available as a public good, increasing understanding outside of ICVA's NGO membership 	<ul style="list-style-type: none"> At least 8 briefing papers / publications published during 2019-2020
Webinars <p>Navigating Change series</p> <ul style="list-style-type: none"> <i>IASC Disability Guidelines</i> <p>Risk Management series</p> <ul style="list-style-type: none"> <i>Staff Care and Security Risk Management</i> <i>Risk appetite and Risk Tolerance</i> <i>Bank De-risking</i> <i>Organizational Culture Matters</i> <p>COVID-19</p> <ul style="list-style-type: none"> <i>Impact of COVID-19 on the rights of migrants</i> <i>How CSO Adapts Its Humanitarian Work towards the New Normal (co-organized)</i> <i>Maintaining Accountability in the Humanitarian Response during Pandemic</i> 	<ul style="list-style-type: none"> Helped ensure partners in humanitarian space are understanding their role in risk management (security, operational, reputational) in order to work toward more equitable balance Raised awareness for human resources to be fit for purpose in pandemic Created a platform for CSOs and CSO networks in Asia and the Pacific to have open discussions on critical themes focused on how CSOs are adapting themselves to address the needs in a COVID-19 era. 	<ul style="list-style-type: none"> IASC Disability Guidelines session had over 1,000 live participants and 1,200 recording views Risk management learning stream included 1,700+ total live participants and 4,500 recording views across the 4 sessions 2,700 live participants and 5,700 recording views for webinar sessions hosted during 2019-2020

CONNECTING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
Global / Geneva Events <ul style="list-style-type: none"> • <i>WFP Annual Partnership Consultations</i> • <i>World Bank Group</i> • <i>PSEA Coordinator Consultations</i> • <i>12th Global Forum on Migration and Development Summit (GFMD)</i> • <i>'Protecting Civilians in Urban Warfare' Consultation</i> 	<ul style="list-style-type: none"> • Provided space for NGOs to discuss fresh insights and challenging perspectives on some of the key issues facing humanitarian and food security sectors. • ICVA held 2020 session on "Duty of Care and Localization" during WFP consultation • NGO input on World Bank's new strategy for Fragility, Conflict and Violence and the new Refugee Policy Review Framework's methodology and priorities (multiple meetings) • Strengthened engagement of NGOs and in country NGO networks in collective PSEA programs • Concrete recommendations agreed by civil society organisations and identified issues not present on the agenda of GFMD's other mechanisms 	<ul style="list-style-type: none"> • Participated in at least 5 global events on navigating change • ICVA Secretariat / Members featured in nearly all sessions at WFP consultation
Regional Events <p>Asia-Pacific</p> <ul style="list-style-type: none"> • <i>5th Session of Regional Consultative Group on Civil-Military Action</i> • <i>Localization Workshop by Caritas Asia and KMSS</i> • <i>Regional Meeting on SG's Prevention Agenda</i> • <i>ASEAN High-Level Symposium</i> • <i>OCHA discussion with donors</i> • <i>GBV Area of Responsibility</i> • <i>Regional Roundtable Event</i> • <i>IASC Regional Network</i> • <i>ADB-NGO Consultation</i> • <i>OCHA and ADDRn</i> <p>MENA Region Events</p> <ul style="list-style-type: none"> • <i>Humanitarian Partners Forum (HPF) Roundtable on Localization & Task Team (Jordan)</i> • <i>PSEA Network</i> 	<ul style="list-style-type: none"> • Highlighted the need for stronger understanding of civil-military coordination, roles and mandates within the diversity of humanitarian stakeholders, including NGOs. • Discussed how localization is unfolding at regional and global levels and how NGOs can make progress • Highlighted critical role of NGOs in coping with the unaddressed major risks to 2030 agenda • Made recommendations for how to advance the localization agenda in ASEAN and facilitated a CSO consultation process for AAMDER Work Programs • Raised need for systematic support to NGO networks, support to the continuity of non-COVID humanitarian programs, and donors' role in advocacy with governments 	<ul style="list-style-type: none"> • Participated in at least 12 regional events on navigating change

CONVENING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
ICVA Annual Conferences <ul style="list-style-type: none"> 2019: "Translating Commitments to Action", 2 day event w/ 6 strategic side meetings 2020: "The risk of trading principled humanitarian action: an honest conversation on risk management" (virtual) 	<ul style="list-style-type: none"> Increased understanding among participants through sharing NGO experience Strengthened networking and partnership within NGO community and beyond Promoting ongoing discussion on important topics, e.g. direct dialogue on localization between donor reps & local/national NGOs Connected members with policy-makers on regional-specific topics 2020: Hosted inspiring discussions on risk to principled humanitarian action and in turn the risks taken by NGOs to deliver effective and efficient humanitarian assistance to those most in need 	<ul style="list-style-type: none"> 2019: 29 speakers sharing their perspectives with almost 200 participants from 126 organisations based in over 40 countries 2020: 1,300+ live participants across 3 sessions (incl. member states and donors). Recorded sessions with English, French, Arabic subtitles on Youtube (1,200+ views)
Membership Sessions <ul style="list-style-type: none"> 2-day meetings alongside annual conference (2019) ICVA 2030 process MENA Members and Partners Meeting Online sessions for members 	<ul style="list-style-type: none"> Provides safe space for discussions, plus meetings with donors 2030 strategy focusing on humanitarian concerns that are most relevant to our members and stakeholders Held discussions in breakout sessions around the strategic considerations of environmental change, private sector engagement and technology and humanitarian innovation 	<ul style="list-style-type: none"> Over 80% of ICVA's members contributed to the 2030 strategy process
IASC Results Group 4: Nexus <ul style="list-style-type: none"> RG4 Nexus: ICVA and WFP co-chair the Community of Practice on Nexus and supported subgroup on Collective Outcomes 	<ul style="list-style-type: none"> Nexus CoP - Hosted a briefing from the INGO forum in Nigeria and a briefing from UNDP, representing the UN Joint Steering Committee Widened the reach of NGO participation in developing the Collective Outcomes guidance, a key tool for field practitioners NGO input on common indicators to create a process checklist to support complementarity planning processes Facilitated translation and dissemination of IASC light guidance on Collective Outcomes Input to the issue paper "Exploring peace within the Humanitarian-Development-Peace Nexus" 	
UNICEF-NGO Humanitarian Partnership <ul style="list-style-type: none"> Co-organized annual consultations: <ul style="list-style-type: none"> 2019: 'Enhancing the Culture of Partnership' 2020: 'Working Together to Address Emerging Challenges' Study on UNICEF-NGOs Partnership ICVA hosted an exchange between its members and UNICEF on revision of UNICEF Core Commitments for Children (CCCs) 	<ul style="list-style-type: none"> Strengthened collaboration with UNICEF once again, after 7 year pause 2020: Focused on impacts of COVID-19 on partnerships. Other subjects such as addressing racism, racial discrimination and other forms of discrimination; progressing towards decolonization of aid; ensuring quality of funding and simplified partnership procedures Provided opportunity to ask questions about UNICEF's COVID-19 response and flexibility in partnership and offer details on the NGOs' operations, observations and challenges faced in addressing crisis Facilitated follow up with UNICEF in order to discuss engagements and track progress UNICEF proposed concrete measures to address several selected recommendations coming from the CCC's consultation 	<ul style="list-style-type: none"> 2019: Attended by over 70 participants from both NGOs and UNICEF 2020: Attended by 470 participants working in 85 countries Exchange brought together 50 participants from NGOs and UNICEF

SUPPORTING

INITIATIVES (2019-2020)	RESULTS	INDICATORS
Protection from Sexual Exploitation and Abuse (PSEA) Outreach Fund <ul style="list-style-type: none"> ICVA manages fund launched with UNHCR to provide grants to national and local NGOs Participated in 3-day workshop Inter-Agency PSEAH Learning Package 	<ul style="list-style-type: none"> Provided rapid, targeted financial support for NGOs to develop and disseminate PSEA outreach and communication material that is context-specific and culturally appropriate Facilitated the development of context-specific communication and outreach materials on protection from sexual exploitation and abuse Effectively assisted NGOs which had capacity but lacked resources for outreach Co-created an inter-agency learning package on prevention of sexual exploitation and abuse and sexual harassment (PSEAH) as a novel and interactive way of training staff of any organisation on PSEAH and sensitising 	<ul style="list-style-type: none"> Grants distributed to 19 NGOs from 19 countries More than 1,200 applications were received from ~100 countries

ANNEX III

Log frame Results

The indicator results in these tables have been extracted from the detailed findings (section 2) and mapped to the most relevant indicator defined in the log frame.

LOGIC OF INTERVENTION	INDICATORS OF ACHIEVEMENT (yearly)	2019 & 2020 INDICATOR RESULTS (where relevant and available)
<p>Focus Area: Forced Migration</p> <p>Top Outcome (2030)</p> <p>Improved protection, assistance and durable solutions for refugees, internally displaced persons (IDPs) and migrants in vulnerable situations</p> <p>Outcomes 2019-2021</p> <ul style="list-style-type: none"> NGOs have safe spaces to exchange and strategize, allowing for cross-fertilization (national-regional-global) ICVA equips NGOs for engagement in the global compacts and other forced migration policies ICVA further supports collective action and alliances that contribute to policy processes on forced migration issues NGOs collaborate, exchange and advocate with key stakeholders (e.g. States, UN agencies, etc.) <p>Outputs 2019-2021</p> <ul style="list-style-type: none"> ICVA Forced migration working group and regional working groups Circulation of minutes of key meetings Joint analysis of policy and protection trends Explainer papers, learning stream and webinars Tailored advice and briefings to NGOs on entry points into policy processes NGO statements delivered at UNHCR governance meetings and other occasions NGOs contributions (facilitate) to e.g. Global Refugee Forum, UN Migration Network, GP20 NGO consultations (facilitate) with UNHCR and IOM and follow-up Meetings with States and other stakeholders Facilitate workshops on "whole-of-society" approach in refugee response 	21. Number of collective actions supported by ICVA on FM	<p>UNHCR Standing Committees & Executive Committee</p> <ul style="list-style-type: none"> 2019: 15 NGO statements 2020: 14 NGO statement More than 100 NGOs included in the drafting process of statements 80 participants in the 2020 side-event including Member States, NGOs, UN organisations, and Academics
	22. Number of NGO members engaged in collective actions supported by ICVA	<ul style="list-style-type: none"> Held GCR meetings with NGOs for 5 African countries 35 NGOs participated with Assistant High Commissioner for Protection 20 NGO representatives and other organisations (Norway) High Level Panel: Gathering over 90 participants <p>UNHCR Annual NGO Consultations</p> <ul style="list-style-type: none"> 2019: Brought together 453 participants from 243 organisations and 76 countries 2020: over 110 organisations attended 19 webinars focused on different policy issues. <p>IOM-NGO Regional Consultation (MENA)</p> <ul style="list-style-type: none"> 2019: 67 participants, including 47 representatives from 37 NGOs 3RP attended by ~40 participants from UN agencies, donors, and NGOs <p>Global Compact on Refugees & 2019 Global Refugee Forum</p> <ul style="list-style-type: none"> 5 statements in prep phase > 30 NGOs exchanged with UNHCR on the Guidance note on pledges, contributions & good practices, engagement at national and regional levels in the pledging process and on the co-sponsors' roles 3,000 participants in the first GRF
	23. Number of joint actions with other actors (Member States, UN Agencies, etc...) on FM	
	24. % of ICVA members satisfied with ICVA's learning/ disseminating knowledge work on FM	<ul style="list-style-type: none"> >28 NGOs attended the 6 webinar sessions
		<p>OTHER:</p> <ul style="list-style-type: none"> Participated in at least 8 global events on Forced Displacement Participated in at least 13 events across all regions

LOGIC OF INTERVENTION	INDICATORS OF ACHIEVEMENT (yearly)	2019 & 2020 INDICATOR RESULTS (where relevant and available)
<p>Focus Area: Humanitarian Coordination</p> <p>Top Outcome (2030)</p> <ul style="list-style-type: none"> Coordination contributes to effective assistance and protection to those affected by crises. <p>Outcomes 2019-2021</p> <ul style="list-style-type: none"> NGOs better understand coordination mechanisms NGOs/NGO Fora actively engage in coordination mechanisms NGOs/NGO Fora contribute efficiently to the humanitarian system NGOs/NGO Fora influence policies and systems <p>Outputs (2019-2021)</p> <ul style="list-style-type: none"> Package for senior field staff and briefing papers Ad-hoc meetings around L3, HCT composition, inclusivity, etc Brainstorming, preparation and debriefing on major IASC meetings (facilitated) and documented Engagement with HC, HoOCHA, emergency directors of UN agencies, NGO country directors for greater inclusion of NGOs. Create alliances. Facilitation of peer to peer connections Contributions and talking points from NGOs Tailored advice and trainings 	13. Number of NGO included in IASC coordination bodies in addition to ICVA	<ul style="list-style-type: none"> National organisations are now represented for the first time in IASC global structures (Somalia NGO Consortia co-chairs the sub-group on localization and shared the group's agreed priorities) Jordan national NGO fora (JONAF) gained a seat at the Humanitarian Partners Forum (HPF) 170 Replies from NGOs to the NGO survey on the Humanitarian Coordinator's appraisal for the EDG annual meeting
	14. Number of HCT with INGO and NNGO presence	N/A
	15. Number of HCT with INGO and NNGO presence	<ul style="list-style-type: none"> Meetings w/ Humanitarian Leadership encompassed 9 different African countries (Chad, Burkina Faso, Mali, Nigeria, Somalia, South Sudan, Cameroon, Central African Republic and DRC)
	16. Number of meetings with HC, OCHA, UN agencies Geneva level	<ul style="list-style-type: none"> Participated in more than 4 global events on Coordination Participated in more than 14 regional events on Coordination
	17. Number of IASC meetings attended by ICVA	<ul style="list-style-type: none"> Informed EDG discussions on at least 10 countries (Nigeria, Mali, Cameroon, Mozambique, DRC, Zimbabwe, Burkina Faso, Yemen, Iraq, Syria and Libya)
	18. Number of IASC meetings attended by ICVA	<ul style="list-style-type: none"> 4 statements focused on disbursing funding through COVID-19
	19. Number of brainstorming preparations/debriefings meetings about major IASC	N/A
	20. % of achievement of the NGO Fora annual plan of work	N/A
		<p>OTHER:</p> <ul style="list-style-type: none"> 18 NGO Fora participants from Africa, Asia and the MENA region (Bangkok) MENA COVID-19 discussion included 21 participants from 15 NGO Fora and regional networks > 8 direct missions for NGO Fora support 3 national NGO fora in MENA received financial support for COVID-19 response Vouchers distributed to 16 NGO members of African NGO Fora

LOGIC OF INTERVENTION	INDICATORS OF ACHIEVEMENT (yearly)	2019 & 2020 INDICATOR RESULTS (where relevant and available)
Focus Area: Humanitarian Financing Top Outcome (2030) <ul style="list-style-type: none"> Humanitarian financing meets the needs of populations affected by crisis Outcomes 2019-2021 <ul style="list-style-type: none"> Transparency: increased access and use of data Improved risk management & risk sharing across donors & partners Improved risk sharing across donors and partners NGOs easily access adequate donor funding and comply with a light oversight burden Outputs 2019-2021 <ul style="list-style-type: none"> Grand Bargain commitments implemented (self-reporting) Less Paper More Aid initiative to reduce donor conditions on humanitarian aid Support for risk management & risk transfer lessons learned Humanitarian Finance Working Group Innovative financing approaches planned and/or documented Briefing/papers and webinars on risk management and risk transfer 	8. % of ICVA members reporting increased access to humanitarian funding	N/A
	9. # of ICVA members reporting reduced burden from donor's oversight and/or improved conditions for risk sharing	N/A
	10. # of collective actions supported by ICVA on improving partnership and resource mobilization (specific in donor grant)	<ul style="list-style-type: none"> At least 3 UN agencies issued guidance based on the proposal, including OCHA Country Based Pooled Funds, UNHCR, and UNICEF 8+3 Template Pilot included 4 UN agencies, 7 bilateral donors, and 24 partners 5 UN agencies and 8 donor governments have now signed on to the 8+3 template
	+ Number of consultations between UN agencies and NGO partners	<ul style="list-style-type: none"> Participated in at least 3 global events on Humanitarian Financing Participated in at least 5 regional events on Humanitarian Financing
	+ Number of learning lab events organised	<ul style="list-style-type: none"> 36 MENA members attended webinars
	+ % of working group members reporting satisfaction with HF Result Group	N/A
	11. Number of regional/field engagement with country level actors with HF Result Group	N/A
	12. Number of global/capital engagements where ICVA represents the intent to link global policy to country level action	N/A

LOGIC OF INTERVENTION	INDICATORS OF ACHIEVEMENT (yearly)	2019 & 2020 INDICATOR RESULTS (where relevant and available)
<p>Focus area: Navigating Change, Cross Cutting Issues</p> <p>Top Outcome (2030): NGOs navigate and influence changes in the response to affected populations</p> <p>Outcomes 2019-2021</p> <ul style="list-style-type: none"> • ICVA supports NGOs • NGOs better understand changes • NGOs equip themselves for engagement • ICVA supports NGO alliances • Alliances strategies and reach out to decision makers • Agreements implemented • Policies and systems improve • Agreements implemented • Policies and systems improve 	1. At least 50 NGOs participate in about 20 ICVA meetings, working groups, events and online sessions annually (on NEXUS, Civil Society space, Localization, and PSEA&SH)	<ul style="list-style-type: none"> • Approximately 30 Africa NGO members and partners attended each briefing (multiple held)
	2. Learning streams and periodic analytical reviews are produced and accessed by at least 5,000 aid workers annually	<p>IASC Disability Guidelines session had over 1,000 live participants and 1,200 recording views</p> <p>Risk management learning stream included 1,700+ total live participants and 4,500 recording views across the 4 sessions</p> <p>2,700 live participants and 5,700 recording views for webinar sessions hosted during 2019-2020</p>
	3. Communication outreach KPI are increased by 20% per annum	<ul style="list-style-type: none"> • 4,100+ Bulletin subscribers (28% increase since 2018) with 15% average open rate • 3,800+ Twitter followers (50% increase since 2018) • 1,400+ LinkedIn followers (80% increase since 2018)
	4. Staff of 10 NGOs demonstrate increased understanding of humanitarian policies and organization of the aid annually	N/A
	5. 2,000 aid workers access yearly learning streams & periodic analytical reviews	<p>IASC Disability Guidelines session had over 1,000 live participants and 1,200 recording views</p> <p>Risk management learning stream included 1,700+ total live participants and 4,500 recording views across the 4 sessions</p> <p>2,700 live participants and 5,700 recording views for webinar sessions hosted during 2019-2020</p>
	6. Develop and disseminate one Briefing paper/year on a cross-cutting issue	At least 8 briefing papers / publications published during 2019-2020
	7. The Annual Conference convenes 200 NGO representatives and stakeholders	<ul style="list-style-type: none"> – 2019: 29 speakers sharing their perspectives with almost 200 participants from 126 organisations based in over 40 countries – 2020: 1,300+ live participants across 3 sessions (incl. member states and donors). Recorded sessions with English, French, Arabic subtitles on Youtube (1,200+ views)
		<p>OTHER:</p> <ul style="list-style-type: none"> • Participated in at least 5 global events on navigating change • ICVA Secretariat / Members featured in nearly all sessions at WFP consultation • Participated in at least 12 regional events on navigating change



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