



A GLOBAL NGO NETWORK  
FOR PRINCIPLED  
HUMANITARIAN ACTION



# ICVA ANNUAL REPORT 2015

VISION - FOCUS - ACTION

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# Members

## (December 2015)

### I. Members

- ACT Alliance
- Action Contre la Faim (ACF)
- ActionAid International
- Afghan NGOs Coordination Bureau (ANCB)
- Africa and Middle East Refugee Assistance (AMERA)
- Africa Humanitarian Action (AHA)
- African Development Solutions (Adeso)
- African Initiatives for Relief and Development (AIRD)
- Afrique Secours et Assistance (ASA)
- Agence d'Aide à la Coopération Technique et au Développement (ACTED)
- Agence de Développement Economique et Social (ADES)
- All India Disaster Mitigation Institute (AIDMI)
- AMEL Association (Lebanese Association for Popular Action)
- Asia Pacific Refugee Rights Network (APRRN)
- Association for Protection of Refugee Women and Children (HAMI)
- Asylum Access (AA)
- Australian Council for International Development (ACFID)
- BADIL – Resource Center for Palestinian Residency and Refugee Rights
- Bridge Asia Japan (BAJ)
- Canadian Council for Refugees (CCR)
- CARE International
- Caritas Internationalis (CI)
- Catholic Agency For Overseas Development (CAFOD)
- Christian Aid
- Church World Service (CWS)
- Coastal Association for Social Transformation Trust (COAST)
- Community and Family Services International (CFSI)
- Community World Service Asia
- Concern Worldwide
- Consortium of Christian Relief and Development Association (CCRDA)
- Danish Refugee Council (DRC)
- Dutch Council for Refugees (DCR) – VluchtelingenWerk Nederland
- Fortify Rights
- Foundation for Rural Development (FRD)
- Frontiers Ruwad Association
- General Union of Voluntary Societies (GUVS)
- Greek Council for Refugees (GCR)
- Handicap International (HI)
- Human Appeal International (HAI)
- Human Rights First (HRF)
- InterAction (American Council for Voluntary International Action)
- Interchurch Organisation for Development and Co-operation (ICCO)
- International Catholic Migration Commission (ICMC)
- International Detention Coalition (IDC)
- International Islamic Relief Organisation – Saudi Arabia (IIROSA)
- International Medical Corps (IMC)
- International Rescue Committee (IRC)
- InterSOS
- Islamic Relief Agency (ISRA)
- Jesuit Refugee Service (JRS)
- Korea NGO Council for Overseas Development Cooperation (KCOC)
- Lutheran World Federation (LWF)
- Malaysian Medical Relief Society (MERCY Malaysia)
- Mauritius Council of Social Service (MACOSS)
- Médecins du Monde (MDM)
- Norwegian Refugee Council (NRC)
- Office Africain pour le Développement et la Coopération (OFADEC)
- Organization for Refuge, Asylum & Migration (ORAM)
- Oxfam GB
- Pastoralist Community Initiative and Development Assistance (PACIDA)
- Plan International
- Refugee Consortium of Kenya (RCK)
- Refugee Council of Australia (RCOA)
- Refugee Council USA (RCUSA)
- Refugee Education Trust (RET)
- Refugees International (RI)
- RefugePoint
- Relief to Development Society (REDES0)
- Save the Children International
- Shaik Takir Azzawi Charity Organization (STACO)
- Society of Human Rights and Prisoners' Aid (SHARP)
- Somalia NGO Consortium
- Stichting Vluchteling (SV)
- Support To Life
- Télécoms Sans Frontières International (TSFI)
- The Border Consortium (TBC)
- Welthungerhilfe
- Women's Refugee Commission (WRC)
- World Vision International (WVI)
- ZOA

### II. Observers

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

### III. Affiliate Members

- Active Learning Network for Accountability and Performance (ALNAP)
- Center for Forced Migration Studies (CFMS)
- Institute for the Study of International Migration (ISIM)
- Refugee Studies Centre (RSC)

# Message from the Chair

***ICVA is the international humanitarian NGO network with the most diverse membership and widest geographical coverage. This allows ICVA to truly represent the voice of the international NGO community, and is inclusive in its outlook and membership. ICVA has also shown that it is steadfast with its commitment to humanitarian principles as well as maintaining its commitment to core issues such as protection. However, ICVA has also shown that it is able to adapt to the changing humanitarian landscape and tackle issues which are close to the hearts and purpose of its members and the wider humanitarian sector. The escalation of conflict and crisis, further straining an already overwhelmed humanitarian system, requires responses that can adapt to the growing complexity.***

The 16th General Assembly in March saw the membership elect a new Board and adopt the 2015-2018 Strategy. The concise and focused Strategy seeks to harness ICVA's diversity, presence and position in advancing NGO priorities in the areas of forced displacement, humanitarian partnership, coordination and financing, and has the potential to do far more in connecting policy to practice.

The future of humanitarian aid is a key theme in several initiatives, in particular the World Humanitarian Summit. The issues of complementarity and localisation, better accountability to affected populations, protection, and synergy between humanitarian and development aid need the expertise and perspectives of NGOs to be included in the debates and outcomes. I am proud of ICVA's efforts throughout the WHS consultation process to ensure that the diverse voices of civil society and affected populations were included.

In addition to developing new partnerships throughout 2015, ICVA continues to maintain its relationship with key humanitarian actors.

ICVA's participation in the Inter Agency Standing Committee (IASC) and UNHCR at global, regional and thematic levels bring with it the responsibility to ensure that the perspectives of diverse NGOs are included in these key fora.

Events throughout 2015 solidified the importance of ICVA's Regional Hubs. The Hubs have enabled ICVA to expand engagement with NGOs, NGO networks and humanitarian partners in Asia, West Africa, and the Middle East and North Africa. These Hubs continue to serve as platforms for collective advocacy, ensuring policy debate is informed through global dialogue, whilst remaining contextually and regionally relevant.

In starting my tenure as Chair in 2015, I give my thanks especially to ICVA's previous Chair, Penny Lawrence, to the Board and to staff for their work and, most importantly, to ICVA's members for their constant, tireless work in humanitarian action, and in advocating for and with those who otherwise might not have a voice.

**Dr Faizal Perdaus, ICVA Chair**

***“The escalation of conflict and crisis, further straining an already overwhelmed humanitarian system, requires responses that can adapt to the growing complexity.”***





***ICVA's 16th General  
Assembly, held on the 10th  
of March 2015 in Geneva,  
brought together members  
from all around the world.***



# ICVA's 16th General Assembly and 2015 – 2018 Strategic Plan

*The one-day meeting was opened by Penny Lawrence, outgoing Chair of ICVA. Ms Lawrence summarized the highlights of ICVA's milestones in the previous three years in her report "Linking policy and practice". ICVA has seen momentous change in both the humanitarian landscape and in how ICVA has responded, especially in the light of limited resources. A significant milestone was the establishment in 2013 of the ICVA Regional Hubs enabling ICVA to expand its engagement with NGOs, NGO networks and humanitarian partners. The establishment of these Regional Hubs has enabled ICVA to respond more effectively to member needs, offer much needed platforms for collective advocacy, and provide on-the-ground information to inform policy debates.*

A new Board was elected, including the appointment of ICVA's new Chair, Dr. Faizal Perdaus President of Mercy Malaysia. Members at the General Assembly acknowledged the exceptional support and leadership of outgoing Chair, Penny Lawrence from Oxfam, outgoing Treasurer Ms. Rachel Hewitt from the International Rescue Committee; and Board members Dr. Steven Muncy from Community and Family Services International (CFSI); Mr. Imaana Frederick Koome from Refugee Consortium of Kenya; and Dr. Misikir Tilahun from Africa Humanitarian Action.

The Assembly affirmed the strategic direction as expressed in the 2015-2018 Strategy. The concise Strategy, the result of a year long consultative process with members, donors and partners, outlines the guiding values, focus areas, and ways of work. The Strategy focuses on four areas: **forced displacement, humanitarian partnerships, humanitarian coordination and humanitarian financing**. This continues the work on these issues that ICVA has accomplished under the previous strategy and reflects the continued value and relevance of these areas.

Working closely with its members through the Regional Hubs and working groups, ICVA will continue to promote national NGO voices in key debates and decision-making forums that affect humanitarian action.

# 1

## FORCED DISPLACEMENT:

NGOs strengthen protection, assistance and durable solutions for refugees, IDPs, stateless persons and vulnerable migrants.





# Supporting Collective NGO advocacy

ICVA has continued its role supporting NGO advocacy on forced displacement issues, including coordinating the development of joint NGO statements delivered at UNHCR's Executive Committee and Standing Committee governing board meetings. Utilizing the strength of its Regional Hubs and the expertise of its members, ICVA supported the development of 19 statements throughout 2015, focusing on regional statements and cross cutting issues including partnership, protection and solutions.

Protection at Sea was a critical humanitarian and political issue in 2015. Building on the 2014 High Commissioner's Dialogue on Protection at Sea. Throughout 2015, ICVA supported ongoing informal exchanges between UNCHR, IOM and NGOs on the situation in the Mediterranean Sea and held a Dialogue on Protection at Sea and Statelessness in Asia. In the later months of 2015, ICVA engaged in the High Commissioner's Dialogue on Root Causes, coordinating the development of key NGO messages directed towards governments, donors and other actors.



## ***NGOs identify 10 urgent steps to address the refugee crisis in Europe and beyond***

In response to the refugee crisis in Europe in 2015, ICVA convened a series of NGO meetings to exchange information on who was doing what, where. These meetings resulted in a high-level advocacy piece, urging the EU and European Donor Governments to take action on ten key areas. ICVA was then invited to prepare NGO input into high-level segment at the United Nations General Assembly, working with the New-York based NGO Committee on Migration.

# Improving institutional engagement between NGOs, the United Nations and international organizations

In close partnership with UNHCR, ICVA continued its role as co-host of the UNHCR-NGO Annual Consultations. The 2015 consultations, “In pursuit of solutions” and attended by over 500 participants from 86 countries, focused on issues including the need to adopt approaches to solutions that considers all available options, partnering with all sectors of society and seriously addressing funding shortfalls.

ICVA continues to support the roll out of the **High Commissioners Structured Dialogue on NGO-IFRC-UNHCR Partnership**. Country missions were held in Chad, Myanmar and an Asian Regional Consultation undertaken in Bangkok. Capturing key trends from numerous country level missions, ICVA has compiled a summary of recommendations to capture lessons to date and inform future missions.

In June, IOM and ICVA **co-hosted the first IOM-NGO Humanitarian Consultations**. This initial consultation, attended by 76 participants from 32 diverse NGOs, provided a platform of discussion between IOM and NGOs to discuss IOM’s draft humanitarian policy, and identified possible ways forward in partnership between IOM and humanitarian NGOs.



# Who wants to be the next UN High Commissioner for Refugees?

High Commissioner Antonio Guterres ended his tenure of over 10 years at the end of 2015. During the application process for his successor ICVA issued a call encouraging applicants to publicly **answer five key questions**. Following a similar initiative 10 and 15 years ago, ICVA's goal is to promote transparency in the selection process not endorse any particular candidate.

Four candidates kindly responded to the questions, one of them Filippo Grandi, the successful candidate. Mr Grandi's vision of the role and responsibilities of the High Commissioner referred to the importance of partnership to help UNHCR remain innovative, accountable and open to change, and delivering on their mission.

***ICVA maintained its focus on UNHCR's Enhanced Framework for Implementing with Partners.***



## Influencing practice on the ground

ICVA maintained its focus on UNHCR's **Enhanced Framework for Implementing with Partners**.

ICVA has contributed to guidance notes on risk-based audit and procedures for alleged misconduct, and on UNHCR's guidance note on procurement. In response to UNHCR's policy on partner personnel costs, ICVA administered a survey for NGO feedback, sharing results with UNHCR, and supported the roll-out of UNHCR's Partner Portal, holding a dissemination workshop with NGOs.



# 2

## **HUMANITARIAN PARTNERSHIPS:**

NGOs provide leadership in principled humanitarian policy and practice, working in effective partnership with other key humanitarian actors.

## Influencing policy on partnership

In 2015, ICVA was actively involved a range of **World Humanitarian Summit (WHS)** initiatives. From participation in and support to Regional Steering Groups for South and Central Asia, 'Europe and others' and the Pacific, to hosting civil society-only pre-consultations at the South & Central Asia consultation, ICVA continues to promote NGO perspectives, **advocating for meaningful engagement from NNGOs and affected populations in all consultations.**

In collaboration with OCHA, ICVA's Middle East and North Africa (MENA) hub **conducted consultations with affected populations** around the region, ensuring the experiences of those affected by crises are reflected in WHS discussions. Together with national and international NGOs, discussions were held in several countries with youth, women, IDPs and other vulnerable populations.

## Promoting the Principles of Partnership

ICVA's 2015 Annual Conference, attended by over 150 humanitarian representatives, focused on the importance **of promoting principled partnerships.** This was further promoted through the **launch of the #ICVAPoP campaign,** a callout to all humanitarian entities to commit to the Principles of Partnership.

In support of this campaign, ICVA hosted a series of special **Principles of Partnership dialogues in the Philippines and Bangladesh and submitted an official contribution to the WHS Secretariat,** highlighting the importance of applying the Principles of Partnership in all humanitarian work. A series of 50 short videos of humanitarian actors from Asia, Europe, MENA and West Africa was recorded, sharing how the Principles of Partnership are applied in their partnerships and programmes.

## Learning and dialogue on humanitarian principles

Humanitarian Principles remain fundamental to ICVA. Embodying this commitment, **ICVA facilitated learning events on the Humanitarian Principles and the Code of Conduct in Asia, MENA and West Africa.** These events, involving participants from humanitarian organizations,

provided an opportunity to bridge perception gaps regarding the principles of humanitarian action, challenges in their application, and how they are incorporated into operational decision-making.



# 3

## HUMANITARIAN COORDINATION:

NGOs actively influence and engage in humanitarian coordination mechanisms to ensure they are inclusive, contextualized and provide effective assistance and protection of those affected by crisis.



## Influencing global humanitarian policy on coordination and leadership

ICVA actively engaged in four **Inter Agency Standing Committee (IASC)** bodies: the Principals, Emergency Directors Group (EDG), Working Group (WG) and the Humanitarian Financing Task Team, which we co-chair with OCHA.

ICVA's ongoing participation in these bodies **ensures that IASC strategies, policies and decisions are informed through NGO perspectives and input.** The proximity of ICVA's hubs to humanitarian operations and field realities allow for significant reach to national and international NGOs working in countries where IASC decisions can ultimately impact affected populations.

Within the EDG and IASC Working Group, ICVA engaged in discussions including the Level 3 emergency classifications: the Central African Republic, Iraq, Nepal, South Sudan, Syria, the Ukraine and Yemen. In Geneva, **ICVA continued hosting regular meetings between Humanitarian Coordinators and the NGO community**, providing NGOs the opportunity to meet with HCs and other humanitarian leaders to discuss challenges and opportunities.

## Influencing inter-agency coordination mechanisms

Throughout the year, **ICVA representatives participated in various inter agency missions**, including a Senior Transformative Agenda Implementation Team mission to Niger, an EDG mission to Burundi and an Operational Peer Review in Iraq.

These missions - supporting humanitarian actors to improve response effectiveness - engaged closely with Humanitarian Country Teams, clusters, NGOs, Government authorities, donors and affected populations within crisis-affected locations. Recommendations and key points from these missions are used to escalate humanitarian issues within decision-making fora, and to create subsequent action and support plans.

# Enhancing NGO coordination

Building on the NGO Coordination Guide, ICVA launched the online **NGO Coordination Resource Centre**. The virtual centre is a tool for NGOs involved in humanitarian coordination, providing support to NGO consortia with a 'one-stop-shop' for setting up and managing NGO coordination fora. Information is available in Arabic, English and French at [www.ngocoordination.org](http://www.ngocoordination.org)



## *Supporting the growing role of NGO coordination fora.*

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### **ICVA also convened three regional meetings of NGO coordination bodies in 2015.**

These meetings in Asia, MENA and West Africa, were attended by participants from the regions, helped to improve collective understanding of NGO coordination, promoted knowledge sharing, partnership development, and identified common challenges involved in humanitarian coordination.

# 4

## HUMANITARIAN FINANCING:

Humanitarian financing meets the needs of populations affected by crises, and NGOs - particularly national NGOs- understand, influence and have better access to humanitarian financing.



# Influencing policy to strengthen financing mechanisms

Increasing NGO understanding of and access to humanitarian financing remains an ICVA priority. ICVA continued its **co-chairing of the Humanitarian Financing Task Team and participation in the Pooled Fund Working Group**, and convened the ICVA Humanitarian Financing Working Group. Together with NGO partners, ICVA has facilitated engagement with the Good Humanitarian Donorship initiative; and now - for the first time, in partnership with ICVA, the Central Emergency Response Fund (CERF) secretariat has consulted with NGOs to determine CERF funding priorities.

In May 2015, the UN Secretary General Ban Ki-moon, appointed a High-Level Panel (HLP) on Humanitarian Financing. The HLP brought together individuals with a wide range of experience and expertise, tasked with identifying ways to close the gap between rising needs and the resources available. In support of this process, ICVA led a process of consolidating key NGO messages to inform HLP representatives as they developed their recommendations.

*Increasing NGO understanding of and access to humanitarian financing remains an ICVA priority.*

## Improving NGO access to funding

ICVA commissioned and study and convened a Technical Steering Group for a **Review of Partner capacity assessments of humanitarian NGOs – ‘fit for purpose?’**

The study mapped a variety of partner capacity assessments (PCA) tools and methodologies applied by different funders, including multilaterals, bilaterals and INGOs. The study continues to contribute to policy discussions amongst donors and NGOs for partner capacity assessments in humanitarian contexts.

# Improve NGO understanding of humanitarian financing mechanisms

ICVA remains committed to demystifying the various and complex humanitarian financing mechanisms. To this end, ICVA mapped out existing humanitarian financing platforms, providing clear information to facilitate increased access to funding for NGOs. This document was widely shared amongst the NGO community.

Following the April 2015 launch of **UNICEF's Procedure for Transfer of Resources to Civil Society Organizations**, a number of significant changes were made to streamline and improve UNICEF-NGO partnership management and tools. In support of this process, ICVA co-hosted with UNICEF two training workshops on UNICEF's new Programme Cooperation Agreements. These trainings, held in both Geneva and MENA, provided an opportunity to improve knowledge regarding the recent changes.





## ICVA'S GLOBAL REACH

ICVA's Regional Hubs, established in late 2013, have enabled ICVA to be closer to its members, NGO networks and humanitarian partners.

*Concretely this means being close to country operations, providing on-the-ground information to inform global policy debates, and offering much needed platforms for collective advocacy.*

*Throughout 2015, the Hubs continued to develop strong relationships with members and partners and harnessed the expertise to influence policy debates in the various platforms, in particular the WHS Regional Consultants. The Hubs continue to reach out to national NGOs and NGO consortiums to support both NGO coordination and their representation in international coordination mechanisms. In response to the humanitarian crisis within their regions the Hubs are proactive in facilitating NGOs advocacy on humanitarian issues as required within their regions.*





## Asia

The on-going plight of the Rohingya minority of Myanmar was a headline grabbing situation in 2015 including the discovery of human trafficking camps in the jungles of Thailand and Malaysia, the abandonment of several ships carrying Rohingya and Bangladeshi migrants in the Bay of Bengal, and the denial of the governments of Thailand, Indonesia, and Malaysia to access their territories, became an advocacy focus. ICVA Asia coordinated with Asia Pacific Refugee Rights Network, Action Aid, Oxfam International, and World Vision to draft a joint **NGO statement as part of an advocacy campaign** aimed at influencing governments in the region to take action during the intergovernmental Special Meeting on Irregular Migration in the Indian Ocean hosted by the Royal Thai Government in May 2015. A large number of NGOs supported the statement, with 85 signatories representing over 600 nongovernmental and civil society organizations operating across the Asia-Pacific region. ICVA also convened a UNHCR-NGO Dialogue on Protection at Sea and Statelessness in Asia focusing on the cross-cutting issues associated with maritime migration and stateless in Southeast Asia.

Through ICVA's participation in the **Central and South Asia World Humanitarian Summit Regional Steering Group**, ICVA Asia worked with ICVA members in Dushanbe to reinforce

NGO messages of Principles of Partnerships, the complementary roles played by international and national NGOs, and the need for the UN to advocate to political actors to address root causes of humanitarian crises. A range of workshops throughout the region were also undertaken, highlighting the importance of the Principles of Partnership. In the **WHS North and South East Asia Regional Consultation**, ICVA's strong regional network was leveraged to ensure national consultation feedback was included in regional discussions and that civil society representatives were present at the regional consultation.

ICVA Asia remained engaged in **Structured Dialogue consultations on UNHCR-IFRC-NGO partnership**, hosting a regional dialogue in late September which was well attended by national and regional representatives.

In October, ICVA Asia brought together 19 organisations representing national, regional, and **international NGO coordination bodies** from 11 different countries in the Asia Pacific region. The dialogue provided opportunities for exchanging concrete strategies on improving humanitarian coordination and fostering links among diverse NGO coordination fora and international coordination mechanisms as a way of strengthening the community of practice within the region.

## Middle East and North Africa

In collaboration with OCHA MENA, ICVA MENA conducted consultations with affected populations in Palestine (Gaza and West Bank), Jordan and Yemen, to ensure that the experiences of those affected by crises are reflected in the **World Humanitarian Summit** process. The results, included in the WHS MENA stakeholder report, included recommendations around strengthening coordination between host governments and the humanitarian system, improved communications with affected populations, and the need to uphold refugee rights.

In May, the ICVA MENA representative joined the Review Team for the **Operational Peer Review in Iraq**, (part of the IASC Transformative Agenda), and the corresponding post review briefing meetings in Amman and Geneva. Close contact throughout the year with NGOs and NGO fora responding to the L3 crises in Yemen and in Syria and neighbouring countries ensure IASC meetings of the Emergency Directors and the Principals were informed by national and international NGO voices from the field.

ICVA MENA held its second **annual meeting of NGO fora** in June, bringing together 20 representatives of national and international NGO fora from Yemen, Palestine, Iraq, Lebanon, Syria, Turkey and Jordan.



This was an opportunity for them to meet donor representatives, share good practice in advocacy and NGO coordination, and to deepen their engagement as a regional community of practice. In October, civil society and UN agency representatives from across the participated in a **Roundtable on Solutions for Syrian Refugees** in Amman. Information about the various pathways for admission to third countries available to Syrian refugees was shared. The participants explored ways in which various stakeholders could play a complementary role in advocating for refugees' access to livelihoods in refugee-hosting countries, as well as increasing the number of places available to refugees for resettlement and alternative pathways to admission.

In November, Syrian and international NGOs based in southern Turkey engaged through interviews and workshops in a study looking at how to be better **#Partners4Syria**. The discussions focused on good practices in NGO-NGO partnerships in the northern Syria context and asked partners to recommended next steps in improving partnerships.



## West Africa

ICVA West Africa regularly convened NGOs in Dakar to exchange on advocacy strategies about the Ebola outbreak. In January, ICVA West Africa took the lead in an NGO review of coordination and information management in the Ebola response, with the participation of the ICVA MENA representative, Plan International, World Vision and Catholic Relief Services. The mission came at a crucial moment when the humanitarian architecture was being remodeled and served to reinforce NGO coordination in Guinea and ensure NGOs were represented in the then forming **Humanitarian Country Team (HCT)**. Joint Advocacy messages were coordinated ahead of the March Ebola Conference in Brussels, calling for substantial investment in financial and technical resources to support governments to rebuild and transform essential services, while maintaining the focus reducing the number of case of Ebola to zero.

In March, the ICVA West Africa Representative participated in the Senior Transformative Agenda Implementation Team (STAIT) mission to Niger, and in the follow up debriefing meeting with Regional IASC members. The engagement of this external inter-agency team provided an important opportunity for the Humanitarian Country Team to step back and develop an action plan to address identified issues.

ICVA West Africa developed a short paper, '**How can NGOs influence the World Humanitarian Summit**', a useful resource for local and national NGOs involved in WHS regional steering committees. ICVA West Africa, a member of the **West and Central Africa Regional Steering Group**, chaired a panel on the Ebola response showcasing specific examples of **NGO and private sector partnerships** at the WHS Regional Business Consultation for West Africa held in Cote d'Ivoire in June.

The **regional meeting of NGO Coordination bodies** in West and Central Africa, convened by ICVA West Africa in July, focused on collective humanitarian advocacy. Participants also met with donor representatives who emphasized the added value of collective NGO advocacy. The meeting was a good platform to strengthen the regional network and encourage mutual support which resulted in specific support to the Niger INGO forum restructuring process.

The Lake Chad Basin crisis, affecting Nigeria, Niger, Chad and Cameroon, is the fourth largest displacement crisis in the world with an estimated 2.5 million people displaced, with increased levels of violence and a chronic food shortage. ICVA West Africa brought together NGOs in Senegal to exchange complex issues of this crisis, understand the determinants, and to examine the crisis from both a country and regional perspective. Speaking at the launch of the UN agencies 2016 SAHEL Response Plan in December the ICVA West Africa representative urged governments to assume greater responsibility.



# LOOKING FORWARD

ICVA’s priority is to promote and sustain stronger NGO engagement in the development of the humanitarian sector and its policies.

***NGOs, despite implementing up to 80% of humanitarian programming, often remain excluded from key decision-making structures and processes. This limited engagement is a result of structural challenges, with the humanitarian sector continuing to place decision-making authority within a small group of UN entities, international organization, donors and select international NGOs (INGOs). The vast majority of NGOs – especially national, medium sized NGOs and NGO fora, remain limited in their ability to participate in and influence humanitarian decision-making.***

As we fine-tune our ways of work to increase NGO overall impact and contribution to humanitarian action, going forward we will focus on:

- Increasing the range of platforms for stronger NGO engagement with key actors influencing the humanitarian sector. Acknowledging the globalization of the humanitarian landscape, ICVA will look at increasing its engagement with emerging political and humanitarian players and the private sector.
- Supporting and coordinating collective NGO advocacy on key humanitarian issues. (i.e. World Humanitarian Summit, humanitarian financing, forced displacement, coordination.)
- Increasing opportunities for members and NGOs to join ICVA initiatives to work together on policy and advocacy, through simplifying processes and further investment in communication. A special focus will ensure greater participation of Southern, medium-sized, and national NGOs, and NGO fora.

By adjusting our approach in response to growing demands, we expect ICVA's work and impact to best serve its members, other NGOs, the overall humanitarian sector and above all people affected by humanitarian crisis.

# Financials

## Balance sheet as at 31 December\* (in Swiss Francs)

Assets	2015	2014	2013
<b>Current assets</b>			
Cash and cash equivalents	1,056,150.50	563,955.77	393,340.82
Accounts receivable	517,286.94	523,149.64	474,535.39
Accrued income and prepaid expenses	73,956.29	15,721.81	16,498.43
<b>Total current assets</b>	<b>1,647,393.73</b>	<b>1,102,827.22</b>	<b>884,374.64</b>
<b>Non-current assets</b>			
Guarantee deposit	20,070.50	20,068.00	20,225.50
<b>Total non-current assets</b>	<b>20,070.50</b>	<b>20,068.00</b>	<b>20,225.50</b>
<b>Total assets</b>	<b>1,667,464.23</b>	<b>1,122,895.22</b>	<b>904,600.14</b>
Liabilities	2015	2014	2013
<b>Short-term liabilities</b>			
Accounts payable and accrued expenses	288,366.46	178,765.69	305,266.60
Deferred income	473,281.96	435,567.52	120,138.69
Provisions and specific project balances	80,984.22	-	-
<b>Total short-term liabilities</b>	<b>842,632.64</b>	<b>614,333.21</b>	<b>425,405.29</b>
<b>Long-term liabilities</b>			
Deferred income	205,168.50	-	-
Provisions and specific project balances	35,000.00	-	-
<b>Total long-term liabilities</b>	<b>240,168.50</b>	<b>-</b>	<b>-</b>
<b>Total liabilities</b>	<b>1,082,801.14</b>	<b>614,333.21</b>	<b>425,405.29</b>
<b>Reserve</b>			
General reserve	508,562.71	479,194.85	502,166.16
Contingency reserve	41,943.09	-	-
Net result for the year	34,157.29	29,367.86	-22,971.31
<b>Total reserves</b>	<b>584,663.09</b>	<b>508,562.71</b>	<b>479,194.85</b>
<b>Total liabilities</b>	<b>1,667,464.23</b>	<b>1,122,895.92</b>	<b>904,600.14</b>

\*The Sphere Project has been hosted by ICVA since April 2013, so this Balance Sheet includes the Sphere Project for the period from April 2013. (See the IFRC (International Federation of Red Cross and Red Crescent Societies) Financial Statements for the Sphere Project accounts for January-March 2013 and for grants managed through IFRC.)

PWC (PricewaterhouseCoopers SA) have audited ICVA's financial statements and the full version of ICVA's audited financial statements is available upon request from the ICVA Secretariat: [secretariat@icvanetwork.org](mailto:secretariat@icvanetwork.org).



## Statement of Income and Expenses for the financial year ended 31 December\* (in Swiss Francs)

	2015	2014	2013
<b>Membership Fees/Board Contributions and Donations</b>	<b>3,042,512.61</b>	<b>3,063,724.44</b>	<b>2,505,567.01</b>
ICVA Membership Fees/Sphere Board Contributions	616,957.35	625,048.96	543,997.69
ICVA Membership/Sphere Board - other contributions	23,247.49	11,491.85	-
AusAID	-	-	47,945.00
Australia - Permanent Mission to the United Nations' International Development Fund (IDF)	22,083.00	24,822.00	62,684.48
CWS: NGO Coordination / Liaison Officer	-	-	9,968.21
Denmark - Ministry of Foreign Affairs	241,979.28	241,979.27	146,312.98
ECHO - European Commission Humanitarian Aid	-	458,088.86	226,956.46
EUPHRA - University of Deusto	-	11,455.97	862.26
FAO - Food and Agriculture Organization of the United Nations	29,295.60	11,878.06	-
German Humanitarian Assistance	514,374.59	336,255.71	-
IOM (International Organization on Migration)	11,000.00	-	-
Nansen Initiative	-	30,290.28	-
Netherlands - Ministry of Foreign Affairs	-	-	60,785.37
Norway - Ministry of Foreign Affairs	205,483.16	236,949.28	98,640.08
OFDA (USAID - Office of U.S. Foreign Disaster Assistance)	160,805.14	52,454.58	-
OXFAM	-	-	25,000.00
Sweden - Ministry of Foreign Affairs	322,888.64	373,443.90	457,212.19
Swiss Agency for Development and Cooperation (SDC)	350,000.00	300,000.00	300,000.00
UNHCR - The UN Refugee Agency	76,000.00	80,000.00	40,000.00
US Department of State, Bureau of Population and Migration (PRM)	330,093.58	133,488.68	89,024.00
World Vision International	-	20,000.00	-
IKEA Foundation	51,696.00	-	-
Other Donors	-	8,110.94	-
Sphere Project income received IFRC (2013 - various donors; 2014 & 2015 OFDA)	86,608.78	107,966.10	396,178.29
<b>Other Income</b>	<b>30,641.23</b>	<b>61,244.83</b>	<b>88,613.04</b>

\*The Sphere Project has been hosted by ICVA since April 2013, so this Balance Sheet includes the Sphere Project for the period from April 2013. (See the IFRC (International Federation of Red Cross and Red Crescent Societies) Financial Statements for the Sphere Project accounts for January-March 2013 and for grants managed through IFRC.)

Continued →

## Statement of Income and Expenses for the financial year ended 31 December\* (in Swiss Francs)

	2015	2014	2013
Staff costs	-1,974,798.15	-1,952,546.66	-1,740,588.82
Other operating expenses	-914,764.56	-1,115,462.50	-877,092.36
<b>Net result before financial income and expenses</b>	<b>183,591.13</b>	<b>56,960.11</b>	<b>-23,501.13</b>
Financial income	16,320.01	6,365.59	2,877.78
Financial expenses	-7,826.54	-33,957.84	-2,347.96
<b>Net result before financial income and expenses</b>	<b>192,084.60</b>	<b>29,367.86</b>	<b>-22,971.31</b>
<b>Net result before allocation to contingency reserves and specific project balances</b>	<b>192,084.60</b>	<b>29,367.86</b>	<b>-22,971.31</b>
Reduction in Contingency Reserves, Provisions and Specific Project balances	-	-	-
Increase in Contingency Reserves, Provisions and Specific Project balances	-157,927.31	-	-
<b>Net result for the year</b>	<b>34,157.29</b>	<b>29,367.86</b>	<b>-22,971.31</b>

\*The Sphere Project has been hosted by ICVA since April 2013, so this Balance Sheet includes the Sphere Project for the period from April 2013. (See the IFRC (International Federation of Red Cross and Red Crescent Societies) Financial Statements for the Sphere Project accounts for January-March 2013 and for grants managed through IFRC.)



## DONORS

ICVA is grateful to its supportive membership, Board and partners for dues, funding and other contributions and in kind support. We thank the Asia Pacific Refugee Rights Network (APRRN), Plan International, and Save the Children for hosting ICVA's Regional Hubs.

We also thank the following governments and organizations for their generous support in 2015:

- Permanent Mission of Australia to the United Nations' International Development Fund (IDF)
- German Humanitarian Assistance
- Norwegian Ministry of Foreign Affairs
- Swiss Agency for Development and Cooperation
- United States Department of State, Bureau of Population and Migration (PRM)
- Ministry of Foreign Affairs Denmark
- Sweden Ministry of Foreign Affairs (SIDA)
- United Nations High Commissioner for Refugees (UNHCR)
- International Organisation of Migration (IOM)
- IKEA Foundation



## **ICVA's BOARD & SECRETARIAT**

## ICVA's Board Members as of December 2015

- MERCY Malaysia – Dr. Ahmad Faizal Perdaus (Chair)
- Action Contre la Faim – Mr. Mike Penrose
- Asia Pacific Refugee Rights Network (APRRN) – Ms. Julia Mayerhofer
- Community and Family Services International (CFSI) – Mr. Vladimir Hernandez
- International Medical Corps (IMC) – Ms. Mary Pack (Vice Chair)
- Norwegian Refugee Council (NRC) – Mr. Arvinn Gadgil
- Office Africain pour le Développement et la Coopération (OFADEC) – Mr. Mamadou Ndiaye
- Plan International – Mr. Roger Yates
- Refugee Consortium of Kenya (RCK) – Ms. Leila Muriithia
- ACT Alliance – Ms. Reshma Adatia

## ICVA's Secretariat as of December 2015

### ICVA Geneva:

- Ms. Nan Buzard, Executive Director
- Mr. Raphael Gorgeu, Director of Partnerships and Policy
- Ms. Jane Bennett, Director of Finance and Administration
- Ms. Melissa Pitotti, Senior Policy Officer
- Mr. James Schell, Programme Coordinator
- Ms. Sophie Helle, Policy Analyst
- Ms. Fiona Wilkie, Information Officer
- Ms. Landy Razanajato, Administrative Assistant
- Ms. Manuela Corbolino, Finance and HR Assistant

### ICVA Regional Hubs:

#### Asia

- Dr. James Munn, Regional Representative
- Ms. Jessica Derby, Regional Programme Officer

#### Middle East and North Africa

- Mr. Reza Kasraï, Regional Representative
- Ms. Yafa Ajweh, Regional Programme Officer

#### West Africa

- Ms. Liliane Bitong, Regional Representative
- Ms. Beatrice Coly, Regional Programme and Advocacy Officer



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### **Mission**

A global network of non-governmental organizations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.

### **Vision**

A world in which crisis-affected populations are effectively protected, assisted and enabled to rebuild their lives and livelihoods with dignity.

## **International Council of Voluntary Agencies**

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### **Regional Hubs**

**Asia**  
Bangkok, Thailand

**MENA**  
Amman, Jordan

**West Africa**  
Dakar, Senegal