

ICVA ANNUAL REPORT

2016



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

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ICVA MEMBERS

**Became a member in 2016

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)
- ARDD-Legal Aid**
- Asia Pacific Refugee Rights Network (APRRN)
- Association for Protection of Refugee Women and Children (HAMI)
- Asylum Access (AA)
- Australian Council for International Development (ACFID)
- 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 Research and Development Organization (CRDO)**
- Community World Service Asia
- Cooperazione Internazionale – (COOPI)**
- Concern Worldwide

- Consortium of Christian Relief and Development Association (CCRDA)
- DanChurchAid**
- 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)
- HIAS**
- 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 Consortium for Refugees in Iran (ICRI)**
- International Detention Coalition (IDC)
- International Islamic Relief Organisation – Saudi Arabia (IIROSA)
- International Medical Corps (IMC)
- International Planned Parenthood Federation (IPPF)**
- International Refugee Rights Initiative (IRRI)**
- International Rescue Committee (IRC)
- InterSOS
- Islamic Relief Agency (ISRA)
- Jesuit Refugee Service (JRS)
- Johanniter-Unfall-Hilfe e.V.**
- Jordan Health Aid Society International (JHASI)**
- Korea NGO Council for Overseas Development Cooperation (KCOC)
- Lutheran World Federation (LWF)
- Malaysian Medical Relief Society (MERCY Malaysia)
- Mauritius Council of Social Service (MACOSS)
- Médecins du Monde (MDM)
- Mercy Corps**
- Norwegian Church Aid (NCA)**

- 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)
- Refugee Solidarity Network (RSN)**
- Refugees International (RI)
- RefugePoint
- Relief to Development Society (REDES0)
- Save the Children International
- Settlement Services International (SSI)**
- Shaik Takir Azzawi Charity Organization (STACO)
- Society of Human Rights and Prisoners' Aid (SHARP)
- Somalia NGO Consortium
- Stichting Vluchteling (SV)
- Support To Life
- Télécoms Sans Frontières International (TSFI)
- Terre des Hommes (TDH)**
- The Border Consortium (TBC)
- Tzu Chi Foundation**
- Welthungerhilfe
- Women's Refugee Commission (WRC)
- World Vision International (WVI)

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 ICVA CHAIR

2016 MAY BE REMEMBERED AS THE YEAR OF SUMMITS FOCUSED ON DISPLACED PERSONS AND MIGRANTS. WE GRAPPLED WITH INCREASINGLY COMPLEX – AND SOMETIMES OVERWHELMING – CHALLENGES RELATED TO LARGE-SCALE DISPLACEMENT AND COMPLEX HUMANITARIAN CRISES.

There were several occasions, during the year, for the international community to come together to try to affect change, and failing that to collectively express its solidarity with affected persons, with the World Humanitarian Summit and the September UN Summit on Refugees and Migrants being among the most prominent.

While there were no major shifts in how the humanitarian system works, the range of summits in 2016 and their outcomes provide numerous opportunities for improvement in the years to come: the recognition of the humanitarian sector as an eco-system of diverse actors; the development of global compacts (for refugees and migrants); developing new models for responsibility-sharing; getting development and humanitarian actors to work more closely together to ensure better responses to affected persons (while respecting humanitarian principles); and implementing the Grand Bargain as one element of improving and increasing the efficiency of humanitarian financing. We must ensure that the momentum behind these efforts continues in the months and years ahead.



“The ICVA network is increasingly relevant in a fast changing world: members, regardless of size or location, benefit from the exchange of information and contacts among themselves and with our partners; they learn about issues relevant to their core strengths; they influence processes and policy; and they are able to better serve the populations with whom they work.”

THE ROLE OF ICVA

Half way through the ICVA 2015-2018 Strategy and my tenure as Chair of ICVA, I believe our amplifying of NGO voices, through highlighting NGO experience and expertise, is reaching ever more stakeholders. We increased ICVA's influence and visibility through our preparations and participation in various humanitarian fora and key events throughout 2016.

In addition to our more traditional streams of work on forced displacement, humanitarian financing humanitarian coordination, and humanitarian partnership. We have adjusted our approach to the globalization of the humanitarian sector. We have particularly focused on the development of our Regional Hubs as instrumental in creating dialogue between the NGO community and diverse actors in the humanitarian landscape.

To better connect humanitarian policies and practice, we have made our engagement with in-country NGO fora a central component of our programmes, and we are looking forward to developing these relationships further in 2017.

Working with NGO fora at the country level, we are further increasing our support to national NGOs operating on the frontlines of humanitarian action.

Our new “Learning Stream” has provided an exciting opportunity to help NGOs better understand various aspects of the humanitarian system. With this increased understanding, NGOs are better able to engage and influence policies.

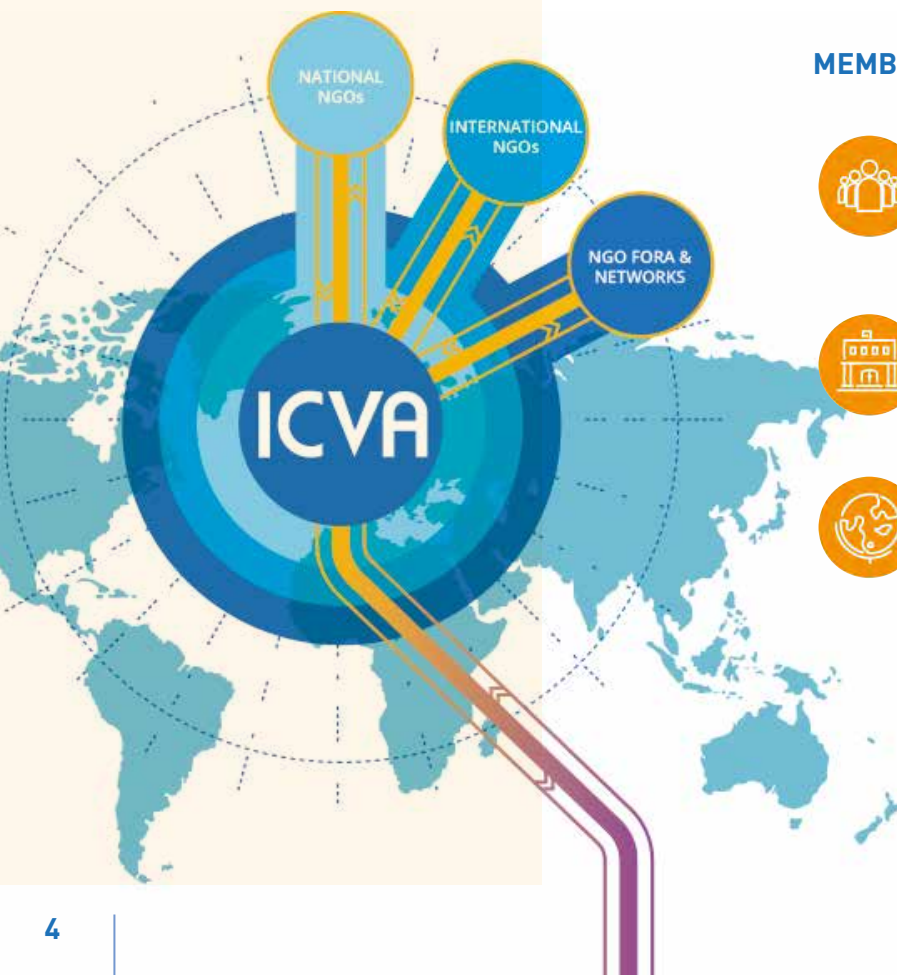
The ICVA network is increasingly relevant in a fast changing world: members, regardless of size or location, benefit from the exchange of information and contacts among themselves and with our partners; they learn about issues relevant to their core strengths; they influence processes and policy; and they are able to better serve the populations with whom they work.

I would like to express my heartfelt thanks to ICVA's Board and staff for their work, and to our members and partners, without whom our work would not be possible.

Dr Faizal Perdaus, ICVA Chair

01

2016 IN NUMBERS



MEMBERSHIP



100+ members (including 3 observers and 4 affiliates) working in over 160 countries (+17.3% in 2016)



75% of NGOs engaging in ICVA activities are **southern NGOs, national NGOs, medium-sized NGOs** or **NGO Fora**



43% of ICVA's members' headquarters are in the **global south**

SATISFACTION AND IMPACT

- In 2016, more than **240 NGOs** participated in ICVA activities to define and influence more than **30 global humanitarian policies and key issues**.
- **92% of ICVA members** consider that, as a result of their participation in ICVA, **their understanding of humanitarian policies has improved**.*
- **65% of ICVA members** consider that ICVA has improved over the last 3 years in **bringing NGO perspective to global debates**.*
- **88% of ICVA members** consider that, as a result of participation in ICVA, there has been a **positive change in their organisation' ability to engage in shaping humanitarian policies**.*
- **91% of ICVA members** consider that ICVA has contributed to **NGOs experiencing an increased level of responsibility and engagement within humanitarian policy-making bodies**.*

* Results based on 2016 membership survey (38% of members responded, and 29 interviews with members and policymakers)

SOCIAL MEDIA AND OUTREACH



website www.icvanetwork.org

More visitors going to content pages – up 20%

World Humanitarian Summit pages most visited

Most downloaded document was “Principles of Partnership”



Twitter [@icvanetwork](https://twitter.com/icvanetwork)

Number of followers increased by 5% each month

Average monthly impressions 5421, a 15 fold increase from 2015



More people watching ICVA videos (average number of views per video in 2015 was 133, and in 2016 was 467)

Top ICVA video watched was Topic One: The Humanitarian Financing Landscape - Realities and Emerging Trends for NGO

Number of subscribers to ICVA Bulletin increased by 36% in 2016

02

INCREASED
UNDERSTANDINGINCREASED UNDERSTANDING
OF HUMANITARIAN SECTOR
AND ITS POLICIES

In order for NGOs to be able to successfully engage and influence policy, they need a solid understanding of the policies, processes, and how these relate to, and impact, their work in the field. For many years, ICVA has used different means to share information with its members and the wider NGO community about the complexities of the humanitarian landscape, as a means of supporting NGOs to better engage in policy processes. In 2016, ICVA expanded the means by which it communicated this information, particularly through the introduction of learning streams.

LEARNING STREAMS

In September 2016, ICVA launched its first on-line learning stream, specifically designed for NGO staff who want to broaden and deepen their understanding of humanitarian issues. As staff tend to have limited time and resources, this project was designed to provide a concise overview of a particular issue using engaging multimedia.

The first learning stream unpacked and discussed some of the opportunities and complexities of humanitarian financing. It explored funding from the UN; bilateral funding; private funding; and pooled funds. The 90-minute webinars – with representatives from UN agencies, ICVA members, and private funders – discussed the types of funding available; the challenges with the different funding; and experiences that NGOs have had in accessing these funds. The recorded webinars, short videos, and briefing papers are available on the ICVA website in English, French, and Arabic.

ICVA worked closely with the International Association of Professionals in Humanitarian Assistance and Protection (PHAP) to produce the webinars. This collaboration helped us to reach a large number of humanitarian workers.

FOUR WEBINARS ON HUMANITARIAN FINANCING:



844 attendees for the webinars from **113** countries



1,858 views of the recordings



2,061 views of the four short videos in English, French, and Arabic



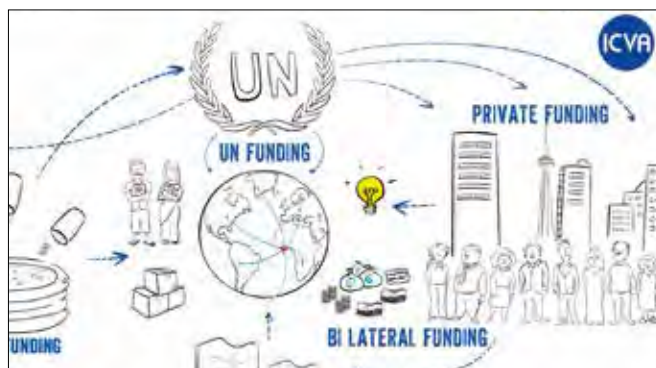
QUOTES FROM PARTICIPANTS OF WEBINARS

"Although my internet connection was poor and intermittent, I found the presentation very useful. Much appreciated."

UN participant, Afghanistan, Webinar 2

"This has been so insightful and resourceful. Thank you all."

NGO participant, Nigeria, Webinar 1



"Thank you for this interesting webinar! It was a good start for me to learn more about the pooled funding."

NGO participant, Senegal, Webinar 3

03

POLICY & ADVOCACY

POLICY AND ADVOCACY ENGAGEMENT IN KEY HUMANITARIAN ISSUES

FACILITATING NGO ENGAGEMENT IN THE DEVELOPMENT OF HUMANITARIAN POLICIES

Increased access to information must be complemented by concrete possibilities for NGOs to engage and influence global humanitarian policies and trends.

As a network, ICVA brings the voices of its members and NGOs into policy-making fora through various means, including:

- by acting as a facilitator in processes of dialogue or negotiation between policy-makers and NGO communities
- through coordinating and facilitating the drafting and delivery of NGO statements
- by raising specific advocacy initiatives to bring the perspective of NGOs forward.

This practical support to members on policy processes allows smaller, or overstretched, NGOs to contribute to processes for which they may otherwise not have the capacity or time.

ICVA'S FOUR FOCUS AREAS FOR POLICY ENGAGEMENT ARE:



FORCED DISPLACEMENT



HUMANITARIAN FINANCING



HUMANITARIAN COORDINATION



HUMANITARIAN PARTNERSHIP

In each of these focus areas, ICVA engages with its members, Member States, UN agencies, and regional actors. Throughout 2016, ICVA brought NGO voices to the table of several inter-governmental and inter-agency processes. Key to this work is members' involvement in ICVA's internal working groups, as well as working alongside ICVA to engage in various UN events, such as UNHCR's governing body and the different Inter-Agency Standing Committee (IASC) meetings. For example, members worked on the following:

- **Refugee Consortium of Kenya (RCK)** presented ideas to the UNHCR Executive Committee to bring global policy discussions to the country level
- **African Initiatives for Relief & Development (AIRD)** served as the NGO Rapporteur of the UNHCR-NGO Annual Consultations
- **Norwegian Refugee Council (NRC)** undertook research on pooled funds
- **Women's Refugee Commission (WRC)** helped prepare the UNHCR-NGO Annual Consultations focused on Youth
- **Asia Pacific Refugee Rights Network (APPRN)** and **Mercy Malaysia** helped ICVA organize a capacity strengthening strategy workshop as part of the Structured Dialogue on UNHCR-IFRC-NGO Partnership
- **CAFOD** helped lead discussions on the development of a "localization marker"
- **Save the Children** co-led with ICVA the Friends of the Dialogue group of NGOs to help prepare the NGO inputs and statement to the UNHCR High Commissioner's Dialogue on Protection in December on "Children on the Move".

03

POLICY & ADVOCACY



FORCED DISPLACEMENT:

ICVA FACILITATES PARTNERSHIP INITIATIVES AND CONSULTATIONS TO IMPROVE PROTECTION, ASSISTANCE, AND DURABLE SOLUTIONS FOR REFUGEES, IDPS, STATELESS PERSONS, AND VULNERABLE MIGRANTS.

SHAPING UNHCR PARTNERSHIP STRATEGIES AND APPROACHES

ICVA, as the key NGO liaison partner of UNHCR, facilitates NGO involvement, and represents members at various UNHCR meetings throughout the year, with the objective to promote improved protection, assistance and durable solutions for displaced persons while contributing to UNHCR approaches and policies of engagement with NGOs.

ICVA facilitated the writing and delivery of 14 NGO statements for the 2016 **UNHCR Standing Committee meetings** and four NGO statements for the **UNHCR Executive Committee meeting**. The statements covered topics such as protection, partnership, resettlement, and youth.

The three-day **UNHCR NGO Annual Consultations** on *Youth, the Future is Now*, held in Geneva in June, brought together nearly 600 participants from 90 countries, representing 300 organizations. Forty refugee youth attended the event, nine of which were supported by ICVA. As co-organizer, ICVA ensured that a broad range of NGO voices were represented throughout the process: from the choice of the theme to planning the agenda and sessions. ICVA strongly advocated to have youth voices heard, with the result that youth participated on every panel. In advance of the Consultations, ICVA held a webinar providing an “Introduction to the UNHCR NGO Annual Consultations,” providing handy tips on how best to participate.



The High Commissioner's Dialogue on Protection

focused on *Children on the Move*. In partnership with Save the Children, ICVA identified civil society actors with expertise on the theme and created a “Friends of the Dialogue” group, which worked collectively towards the event. The Friends of the Dialogue prepared NGO contributions to the Dialogue and developed key NGO advocacy messages, with several calls to States on various issues, including ending the detention of children, strengthening cross-border coordination, and ensuring access to quality education for refugee children.

As part of the **UNHCR-IFRC-NGO Structured Dialogue on Partnership**, ICVA met with 44 Latin American NGOs and UNHCR in El Salvador to discuss ways to improve UNHCR-NGO partnerships in the Northern Triangle. In late 2016, ICVA and UNHCR met with NGOs in Greece to discuss partnership challenges in the country. Once participants validate the outcomes of both meetings, there will be a follow-up process in 2017 in the Latin American region and in Greece.

ICVA members, under the leadership of the Asia Pacific Refugee Rights Network (APRRN), piloted a **capacity strengthening initiative** to translate global policy discussions about capacity strengthening into direct action in the field. The annual HIAS **UNHCR-NGO partnerships survey** showed that partnerships between UNHCR and NGOs are generally good, but there remains room for improvement.



03

POLICY & ADVOCACY



GLOBAL COMPACT ON REFUGEES AND UN SUMMIT ON REFUGEES AND MIGRANTS

Held in New York on 19 September, the UN Summit on Refugees and Migrants expressed the political will of world leaders to save lives, protect rights, and share responsibility on a global scale. The Summit resulted in the “New York Declaration,” which includes a number of commitments, including developing a Global Compact on Refugees to be adopted at the UN General Assembly in 2018. A Global Compact on Migrants will also be developed.

The self-organized international Civil Society Action Committee (co-convened by ICMC, ICVA, and the NGO Committee on Migration) was part of the negotiations process, and prepared and delivered regular inputs to the co-facilitators and States, both formally and informally. The Committee ensured that civil society was informed, involved, and heard throughout the process.

Civil society organizations attended the UN interactive multi-stakeholder hearing in New York on 18 July, which provided an opportunity to share concerns and proposals regarding the outcomes of the Summit.

Following this Summit, ICVA is now engaging closely with UNHCR to develop the Comprehensive Refugee Response Framework and Global Compact on Refugees and ensure that NGOs perspectives can contribute to this key initiative.

PROMOTING DIALOGUE BETWEEN INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM) AND NGOS

Recognizing the growing role of IOM, ICVA has increasingly engaged IOM to promote dialogue with NGOs, and contribute to more effective collaboration between IOM and the NGO community.

IOM and ICVA jointly organized and co-chaired the 13 June consultations between IOM and NGOs working in the humanitarian sector. The consultations offered a platform for frank discussion around key current challenges, including: changing the toxic narrative on refugees and migrants; addressing the humanitarian and development nexus; and ensuring accountability to affected populations. The well-attended consultations featured a “Partnership Fair,” showcasing partnerships between IOM and NGOs in the Ukraine, South Sudan, Turkey, and Colombia. IOM and ICVA are exploring opportunities for further strategic and sustained partnerships between IOM and NGOs.



ICVA'S FORCED DISPLACEMENT WORKING GROUP

ICVA's Forced Displacement Working Group provides a forum to exchange information, communicate key developments, and coordinate approaches of members to events and initiatives during the year. Issues worked on in 2016 included the World Humanitarian

Summit, the 19 September Summit, various UNHCR meetings, UNHCR's procurement and NGO staff salaries policies, the European refugee crisis, and the EU-Turkey deal. In total more than 200 NGOs participated in ICVA's engagement in Forced Displacement.

03

POLICY & ADVOCACY



HUMANITARIAN FINANCING:

ICVA ADVOCATES TO ENSURE HUMANITARIAN FINANCING MEETS THE NEEDS OF POPULATIONS AFFECTED BY CRISES, WHILE ENSURING BETTER ACCESS TO HUMANITARIAN FINANCING FOR NGOS

GRAND BARGAIN ON EFFICIENCIES IN HUMANITARIAN FINANCING

The Grand Bargain – A Shared Commitment to Better Serve People in Need was a process started in early 2016 following the High-Level Panel on Humanitarian Financing's Report to the UN Secretary-General. This effort was one solution to the widening gap between humanitarian needs and available resources. After five meetings and much negotiation, the 30 representatives (called the "sherpas") including donors, aid agencies, and three NGO consortia (including ICVA), produced 51 "commitments" to make emergency aid financing more efficient and effective. The 10 commitment areas were framed by a chapeau, which highlights the importance of mutual respect, a peer approach, and the importance of benefits being shared at all levels of implementation.

Commitments in the Grand Bargain mirror two themes on which ICVA has been working:

1. Supporting local and national responders through direct funding, better inclusion, and capacity strengthening.

2. Reducing burdensome donor conditions

through simplifying/harmonizing reporting requirements; sharing partners' capacity assessments; and harmonizing UN agreements.

ICVA worked closely with members, through ICVA's Humanitarian Financing Working Group, to provide regular reports and analysis on the process, and to seek feedback to prepare ICVA's positions during the negotiations. ICVA and Germany co-chaired a September meeting of the "sherpas" to set a clear trajectory for the implementation and monitoring of the Grand Bargain.

ICVA will continue its partnership with Germany in the follow-up work stream focused on harmonizing and simplifying reporting. ICVA will also participate in work streams related to local and national responders, transparency, and reducing management costs. We will follow the work streams related to cash, needs assessments, participation, reduced earmarking, multi-year funding and the humanitarian-development nexus.

LESS PAPER MORE AID

ICVA, together with a group of NGOs, launched the *Less Paper More Aid* initiative to demonstrate the negative impact of excessive donor requirements and to suggest concrete recommendations. The initial report, comparing institutional donors' requirements and UN agencies' partnership agreements, showed that fulfilling donor conditions – particularly reporting, partner capacity assessments, and audits – absorbs substantial amounts of time and involves a range of staff across NGO departments.

On average, NGOs have 36 reporting deadlines per country per year. A single NGO could save an astounding 11,000 hours in annual staff time if its largest donors had a common reporting template.

The initiative includes a practical “Framework for Change,” providing concrete recommendations, including ways to harmonize and simplify reporting procedures and formats. ICVA has continued to engage with UNHCR, UNICEF, and WFP to try to find ways to harmonize partnership agreements.

ICVA members steer the initiative through providing financial contributions, in-kind support and participating in ICVA's Donor Conditions Task Force.

lesspapermoreaid.org

**LESS PAPER
MORE AID**



IASC HUMANITARIAN FINANCING TASK TEAM

ICVA co-chairs with OCHA/CERF the Inter-Agency Standing Committee (IASC) Humanitarian Financing Task Team (HFTT). It is the only working level forum bringing together NGOs, UN agencies, IOM, the World Bank, ICRC, and IFRC to discuss and act upon common challenges in humanitarian financing. The HFTT meets monthly, and holds two retreats a year. Its workplan focused on four key objectives: 1) adequate and accessible financing; 2) reduced burdensome donor conditions; 3) humanitarian-development divide; and 4) transparent funding flows. In 2016 NGOs were quite active in the HFTT, numbering about 20 and taking leadership in several activities. The HFTT published the Donor Conditions and their Implications for Humanitarian Response study and presented its findings to the IASC Working Group and the GHD, followed up by the Less Paper More Aid NGO initiative. An “IASC plus” group, co-led by CAFOD, DI and OCHA/FCS, formed to support the development of a “localization marker” agreed to in the Grand Bargain on humanitarian Financing. In 2017 the HFTT will be a key player in Grand Bargain implementation.

ICVA'S HUMANITARIAN FINANCING WORKING GROUP

This group of ICVA members met on a monthly basis to discuss key issues related to pooled funds, the Grand Bargain, and donor conditions. Much of the work related to humanitarian financing is becoming increasingly technical, making it more challenging for some members to follow. As part of an effort to help members navigate the technicalities, the first ICVA learning stream focused on humanitarian financing.

03

POLICY & ADVOCACY



HUMANITARIAN COORDINATION:

PROMOTES COORDINATION MECHANISMS THAT ARE INCLUSIVE, CONTEXTUALIZED, AND ENSURE EFFECTIVE ASSISTANCE AND PROTECTION OF THOSE AFFECTED BY CRISIS.

INTER-AGENCY STANDING COMMITTEE (IASC)

ICVA, as a “standing invitee” to the IASC, actively participates in the meetings of the IASC Principals, the IASC Working Group and the IASC Emergency Directors Group, ensuring that NGO perspectives and input inform IASC strategies, policies, and decisions.

With feedback from the ICVA IASC Working Group and the Regional Hubs, ICVA's contributions to these meetings are well informed by field realities. In 2016 ICVA specifically engaged in the importance of UN agencies advocating and speaking out on protection, human rights, international humanitarian law, and xenophobia; the need to hold States to account in regards to humanitarian issues; the importance of a more inclusive and efficient IASC system; more efficient coordination at global and field level; and the L3 framework.

HUMANITARIAN LEADERSHIP

ICVA aims to promote more inclusive and efficient humanitarian leadership and as such encourages senior NGO staff to apply to the Humanitarian Coordination Pool and reach leadership positions (Humanitarian Coordinator (HC), Deputy Humanitarian Coordinator (DHC), Head of OCHA). In parallel to this, ICVA encourages current leadership to engage more frequently with NGOs.

Today, only 18% of the 120 members of the Humanitarian Coordination Pool come from NGOs. To promote diversity and encourage NGO leaders to join the pool, ICVA has started to reach out specifically to potential candidates. In November 2016, ICVA held a webinar entitled “How to become a Humanitarian Coordinator?” that deciphered the process of OCHA's call for candidates. During the webinar, former Humanitarian Coordinator, and a recently successful candidate with an NGO background shared their personal experiences.

ICVA is involved throughout the process of the Humanitarian Coordination Pool selection and participates in the definition of the criteria, the screening of candidates with the other IASC agencies, and is a member of the interview panel.

To encourage HC, DHC and Heads of OCHA to engage more frequently and efficiently with NGOs, ICVA arranges informal meetings with the NGO community to share NGO perspectives when HCs or DHCs are in Geneva. As a standing invitee of the Emergency Director Group, ICVA participates in the HC annual performance appraisal and as such encourages HCs to engage more with NGO community in country.

In 2016, ICVA launched a study about the DHC role that highlights key issues about the main trends and specificities of DHC positions that should inform better collective discussion. Based on further recommendations, other studies that contribute to the endeavor of strengthening collective coordination could take place.



ICVA'S IASC WORKING GROUP

This member mailing list is used to share information related to humanitarian coordination and IASC related issues that is relevant to NGOs.

03

POLICY & ADVOCACY



HUMANITARIAN PARTNERSHIP:

ICVA ENHANCES DIALOGUE AND PARTNERSHIP BETWEEN NGOS AND KEY ACTORS IN THE HUMANITARIAN SECTOR.

WORLD HUMANITARIAN SUMMIT

The World Humanitarian Summit (WHS) held in Istanbul in May 2016, was the culmination of a UN-led process aimed at bringing a broad range of stakeholders together to reshape the global humanitarian landscape. Three years in the making, some 9,000 participants attended the WHS from around the world. Numerous ceremonies, side events, special sessions, and bilateral meetings were held, with over 3,500 commitments to action made by participants.

What did it mean for ICVA?

It was clear from the beginning that NGOs wanted to be involved in the WHS. As it was the first such process of its kind, and due to multiple shifts in the WHS process and focus, ICVA kept its members abreast of the changes, and suggested how best to engage in the process. ICVA shared NGOs' commitments, developed briefs on the core commitments, and supported NGO applications to attend the Summit. ICVA formulated its own commitments, based on the *Principles of Partnership*, which were referenced in the Secretary-General's report, *WHS – One Humanity: Shared Responsibility*.

Throughout the process, ICVA's vision has been (and continues to be) for the humanitarian system to move away from a centralized, one-system-fits-all approach, to an ecosystem of diverse actors, equally sharing risk, with contextualized responses whereby frontline responders receive adequate and timely resources.

Moving beyond the WHS

Since the Summit, ICVA has convened a range of post-WHS meetings with its members and other interested NGOs in Geneva and Asia; facilitated NGOs' feedback on the Secretary-General's report; and held regular information sessions with OCHA about the Platform for Action, Commitments, and Transformation (PACT), which is an on-line platform capturing all 3,500 documented commitments.

ICVA's WHS mailing list kept members informed about WHS, and continues to provide updates on the post-WHS process.

STRONGER DIALOGUE WITH REGIONAL ACTORS

As regional organizations, such as the African Union, ECOWAS, ASEAN, the League of Arab States, and the Organisation of Islamic Cooperation (OIC), play an increasingly significant role in humanitarian action, ICVA is looking at ways to dialogue and engage with them. To build relations with regional organizations' humanitarian institutions:

- ICVA MENA hosted a workshop with the League of Arab States in Cairo, Egypt raising awareness about humanitarian coordination and structures.
- ICVA Africa attended the African Union's 4th Annual Humanitarian Symposium, and met with representatives of the Intergovernmental Authority on Development (IGAD) in Eastern Africa to discuss humanitarian and forced displacement issues.
- ICVA Asia participated in the first working meeting of the Regional Organizations Humanitarian Action Network (ROHAN), hosted by ASEAN in Jakarta. This network was launched at the WHS and continues as a forum for knowledge sharing between regional intergovernmental organizations. ICVA Asia also participated in discussions and activities recognizing ASEAN's AHA Centre's fifth anniversary, which led to ongoing work in supporting the AADMER Partnership Group of NGOs engaging with ASEAN.

NGO BRIEFINGS TO STATES

In partnership with the Geneva NGO community, ICVA coordinates independent NGO briefings to Member States at the Palais des Nations in Geneva. The objective is to provide diverse perspectives on key humanitarian issues, and bring field realities at the global level. In 2016, the main subjects included El Niño, the 19 September Summit, the humanitarian/development "nexus," and humanitarian concerns in Iraq.

As we move into 2017 ICVA plans to ensure opportunities for members and regional organizations to build mutual awareness and engagement.

COMPLEMENTARITY IN ACTION: ICVA'S ANNUAL CONFERENCE

Held in early April in Geneva, ICVA's annual meeting of members and other humanitarian stakeholders, unpacked the concept of complementarity in humanitarian action and considered its relationship with local and national leadership. Throughout the day-long event, a series of conversations focused on what complementarity looks like in practice. NGOs shared their calls and commitments in the lead up to the World Humanitarian Summit.

Following the Annual Conference, ICVA held a one-day practicum for national NGOs on "How to engage in the international humanitarian system". Topics included pooled funding mechanisms, Humanitarian Country Teams, and the cluster system. It also provided an opportunity for participants to meet with representatives from States, UN agencies, and the ICRC.

04

FIELD SUPPORT

FIELD SUPPORT FOR CONNECTING HUMANITARIAN POLICIES AND PRACTICES

To ensure stronger connections and synergies between global humanitarian policy and practice, ICVA has increased its capacity to support NGOs in their humanitarian operations while ensuring greater proximity to field realities. This takes place mainly through dialogue between NGOs and Humanitarian Coordinators, field missions, and effective support to NGO fora.

SUPPORT TO NGO FORA AND FIELD MISSIONS

Strong in-country NGO fora are key to maximizing the impact of collective efforts, coordination, and advocacy initiatives. Consultations and three dedicated two-day workshops were held in Amman, Bangkok, and Dakar to inform the design of the support to NGO fora initiative. The workshops discussed the role of NGO fora in humanitarian coordination; regional priorities and joint advocacy; and opportunities to share good practice and challenges.

Based on their inputs, ICVA is developing a support programme for NGO fora including how to strengthen their participation in national, regional and global coordination mechanisms and policy developments. This programme will focus on, inter alia:

- a) strengthening NGO fora's capacity in governance, information management, and advocacy;
- b) supporting the advocacy efforts of NGO fora with other humanitarian stakeholders; and
- c) promoting the added-value of NGO fora with a broad range of stakeholders.



COUNTRY MISSIONS

In 2016, ICVA staff visited Nigeria and Myanmar for specific field missions. Both missions were aimed at getting a better understanding of the situation in the countries and assessing ways in which to support NGO coordination and advocacy.

In Nigeria, where humanitarian concerns are at risk of being overshadowed by early recovery initiatives and return agendas, ICVA continues to support the INGO forum by relaying messages calling for greater attention to this under-acknowledged humanitarian crisis in global and regional events.

In Myanmar, difficulty of access, the return of IDPs, and the complexity of the situation make it difficult to respond adequately to the very real humanitarian needs of the people of Rakhine and Kachin States. ICVA's mission reviewed humanitarian practice and policy issues, including inter-agency response leadership; NGO coordination structures; humanitarian access and delivery modalities; and humanitarian and development linkages. ICVA is looking at how best to support NGO fora and their advocacy efforts in the region.

DIALOGUE WITH HUMANITAIAN COORDINATORS

One key focus of ICVA in 2016 was to increase dialogue between Humanitarian Coordinators (and Deputies) and NGOs at global level, with the aim to highlight key issues at stake in main humanitarian crises and enhance collaboration and coordination with NGOs. Discussions focused on the following crises: Nigeria, Chad, Cameroon, Niger, Central African Republic, Democratic Republic of Congo, and South Sudan.

05

LOOKING FORWARD TO 2017

There can be no doubt that the year ahead will unveil new challenges for NGOs around the world. We face an increasingly chaotic environment of political, social and economic upheaval and, more and more frequently, outright attacks on the very values that underpin our work. Our collective and individual work has never been more important. The humanitarian landscape is particularly vulnerable to the consequences, intended or otherwise, of these global, regional and national shifts, and the uncertainty this brings to us all cannot be underestimated. In our mandate to support the principled action of humanitarian NGOs, ICVA has a clear mission to help our members, and the broader humanitarian NGO sector, better understand and respond to the changing world we all share.

ICVA turns 55 years old in 2017, and the principles that underpinned our founding still resonate as strongly as ever. We will continue to fine-tune our ways of working to strengthen sustainable NGO engagement in the humanitarian sector. We will continue to promote more collective, principled, and effective action that is, most importantly, informed by the realities of those NGOs operating on the frontlines of humanitarian action. We will strengthen dialogue and engagement between diverse humanitarian actors, both established and emerging. We will strive to preserve and wherever possible to grow the space for civil society to work, and to hold up examples of the great work of NGOs at every opportunity. With our members, we will tirelessly advocate for a more efficient and inclusive humanitarian system that recognizes the integral role and intrinsic value provided by civil society.

On behalf of ICVA's secretariat, I look forward to working with you to meet the challenges of the year ahead. If 2016 was the year of international summits, let us make 2017 the year of 'getting down to the real work' of bringing about change. The unprecedented numbers of displaced people, the seemingly intractable conflicts, and the devastating impacts of disasters around the world have not lessened; neither must our efforts.

Nan Buzard, Executive Director ICVA



OTHER AREAS OF FOCUS IN 2017 INCLUDE THE FOLLOWING:

Less Paper More Aid:

Less Paper More Aid is an ICVA initiative carried out by NGOs to reduce the burden of donor conditions on aid agencies to improve the efficiency to humanitarian action.

In collaboration with NGO, UN, and donor partners, Less Paper More Aid is developing solutions for common reporting formats to pilot in the field. This work supports both implementation of the Grand Bargain goals of more effective and efficient aid, and the ongoing work of harmonizing donor reporting.

Strengthening NGO engagement with host government:

Through this programme, ICVA will explore how to strengthen effective NGO engagement with host governments for improved humanitarian response to crisis-affected populations. This programme aims to facilitate dialogue between NGOs and host governments.

As NGOs work within an increasingly diverse humanitarian landscape, it is often host governments who retain the most influence in enabling the space for NGOs to operate.

Refugee Compact:

ICVA is engaging closely with UNHCR to develop the Comprehensive Refugee Response Framework (CRRF). Through global and field level consultations, ICVA will ensure that NGO perspectives contribute to the development of the CRRF.

The New York Declaration of 19 September 2016, adopted by Member States at the UN Summit on Addressing Large Scale

Movements of Refugees and Migrants, highlights the elements of CRRF and requests UNHCR to develop a Global Compact on Refugees to be adopted in 2018. NGOs want to see the CRRF and Global Compact bring concrete improvements to the daily experience of refugees.

Stronger Dialogue with Regional Actors:

ICVA is seeking to support and promote dialogue between NGOs and diverse actors in the humanitarian sector. Through the Regional Hubs in Africa, Asia and MENA, ICVA is building opportunities for members to engage with key actors such as the African Union, IGAD, ASEAN, the League of Arab States, and Member States in these regions.

Diverse actors, including regional organizations and Member States, play an increasingly significant role in humanitarian policy and action. This initiative is part of ICVA's 2015 - 2018 Strategy to promote and facilitate NGO engagement and partnership with all humanitarian actors.

Support to NGO Fora:

The "Support to NGO Fora" programme supports regional and in-country humanitarian NGO fora to strengthen their expertise in governance, strategic planning and advocacy. ICVA echoes their voices at the global level and promotes the key role of NGO fora among the broader humanitarian community.

This programme supports NGO fora as they play a pivotal role in facilitating NGO coordination within the humanitarian response system.

FINANCIALS

BALANCE SHEET

AS AT 31 DECEMBER* (IN SWISS FRANCS)

Assets	2016	2015
Current assets		
Cash and cash equivalents	1,023,990.99	1,056,150.50
Accounts receivable	354,235.71	517,286.94
Other current receivables	-	-
Accrued income	-	-
Prepaid expenses	8,581.10	73,956.29
Total current assets	1,386,807.80	1,647,393.73
Non-current assets		
Guarantee deposit	20,072.55	20,070.50
Total non-current assets	20,072.55	20,070.50
TOTAL ASSETS	1,406,880.35	1,667,464.23
Liabilities	2016	2015
Short-term liabilities		
Accounts payable	93,869.38	288,366.46
Accrued expenses	69,325.56	-
Deferred income	421,248.50	473,281.96
Total short-term liabilities	584,443.44	761,648.42
Long-term liabilities		
Deferred income	-	205,168.50
Total long-term liabilities	-	205,168.50
TOTAL LIABILITIES	584,443.44	966,816.92
Reserve		
General reserve	542,720.00	508,562.71
Contingency reserve	46,608.49	41,943.09
Specific project balances	181,297.39	115,984.22
Net result for the year	51,811.03	34,157.29
Total reserves	822,436.91	700,647.31
TOTAL LIABILITIES	1,406,880.35	1,667,464.23

*The Sphere Project was hosted by ICVA from April 2013 to 31 December 2016, so this Balance Sheet includes the Sphere Project for 2015 and 2016.

STATEMENT OF INCOME AND EXPENSES

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER* (IN SWISS FRANCS)

	2016	2015
Membership Fees/Board Contributions and Donations	3,313,728.97	3,042,512.61
ICVA Membership Fees/Sphere Board Contributions	691,589.14	616,957.35
ICVA Membership/Sphere Board - other contributions	105,069.85	23,247.49
Australia - Permanent Mission to the United Nations' International Development Fund (IDF)	29,427.99	22,083.00
Denmark - Ministry of Foreign Affairs	175,753.47	241,979.28
FAO - Food and Agriculture Organization of the United Nations	-	29,295.60
German Humanitarian Assistance	241,979.28	514,374.59
IOM (International Organization on Migration)	-	11,000.00
Norway - Ministry of Foreign Affairs	148,309.14	205,483.16
OFDA (USAID - Office of U.S. Foreign Disaster Assistance)	153,844.80	160,805.14
Sida – Swedish International Development Cooperation Agency	344,822.11	322,888.64
Swiss Agency for Development and Cooperation (SDC)	350,000.00	350,000.00
UNHCR - The UN Refugee Agency	76,000.00	76,000.00
UN OCHA	22,309.22	-
US Department of State, Bureau of Population and Migration (PRM)	356,938.01	330,093.58
IKEA Foundation	264,942.00	51,696.00
Sphere Project income received IFRC (2013 - various donors; 2014 & 2015 OFDA)	4,917.03	86,608.78
Other Income	28,433.89	30,641.23

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

*The Sphere Project was hosted by ICVA from April 2013 to 31 December 2016, so this Statement of Income and Expenses includes the Sphere Project for 2015 and 2016.

STATEMENT OF INCOME AND EXPENSES cont.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER* (IN SWISS FRANCS)

	2016	2015
Staff costs	-2,042,592.56	-1,974,798.15
Premises charges	-117,314.37	-105,257.58
Maintenance, repairs and equipment	-76,009.80	-17,249.75
Insurance, rights, fees and permits	-26,449.34	-21,042.85
Travel expenses	-322,883.07	-291,790.45
IT expenses	-68,262.93	-44,439.94
Administration and office costs	-35,915.85	-45,064.65
Communications	-194,737.85	-152,065.67
Meeting, teleconference and webinar costs	-318,349.36	-262,924.52
Other costs	-5,002.93	-16,872.44
Net result before financial income and expenses	134,644.80	183,591.13
Financial income	7,024.05	16,320.01
Financial expenses	-19,879.05	-7,826.54
Net result after financial income and expenses	121,789.80	192,084.60
Net result before allocation to contingency reserves and specific project balances	121,789.80	192,084.60
Reduction in Contingency Reserves, Provisions and Specific Project balances	194,804.34	-
Increase in Contingency Reserves, Provisions and Specific Project balances	-264,783.11	-157,927.31
Net result for the year	51,811.03	34,157.29

*The Sphere Project was hosted by ICVA from April 2013 to 31 December 2016, so this Statement of Income and Expenses includes the Sphere Project for 2015 and 2016.

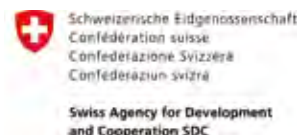
DONORS

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

We thank the Asia Pacific Refugee Rights Network (APRRN), ACTED, Plan International, and Save the Children for their support to the ICVA Regional Hubs.

WE ALSO THANK THE FOLLOWING GOVERNMENTS AND ORGANIZATIONS FOR THEIR GENEROUS SUPPORT IN 2016

- German Humanitarian Assistance
- IKEA Foundation
- Ministry of Foreign Affairs of Denmark
- Norwegian Ministry for Foreign Affairs
- Permanent Mission of Australia to the United Nations' International Development Fund (IDF)
- Swedish International Development Cooperation Agency, Sida
- Swiss Agency for Development and Cooperation (SDC)
- UNHCR, The UN Refugee Agency
- UN OCHA (United Nations Office for the Coordination of Humanitarian Affairs)
- United States Department of State, Bureau of Population Refugees and Migration (PRM)



ICVA'S BOARD AND SECRETARIAT



ICVA'S BOARD MEMBERS AS AT DECEMBER 2016

- MERCY Malaysia – Dr Ahmad Faizal Perdaus: *Chair*
- International Medical Corps (IMC) – Ms Mary Pack: *Vice Chair*
- Terre des Hommes (TdH) – Mr Thierry Sabaux: *Treasurer*
- ACT Alliance – Mr Anoop Sukumaran
- Action Contre la Faim (ACF) – Ms Véronique Andrieux
- Asia Pacific Refugee Rights Network (APRRN)
– Ms Julia Mayerhofer
- Community and Family Services International (CFSI)
– Mr Neil Sison
- Norwegian Refugee Council (NRC) – Mr Arvinn Gadgil
- Office Africain pour le Développement et la Coopération (OFADEC) – Mr Mamadou Ndiaye
- Plan International (Plan) – Mr Roger Yates
- Refugee Consortium of Kenya (RCK) – Ms Leila Muriithia

ICVA STAFF AS AT DECEMBER 2016

Ms Nan Buzard, **Executive Director**

Programme and Policy Team

Mr Raphael Gorgeu, Director of Programme and Policy

Ms Melissa Pitotti, Head of Policy

Ms Yafa Ajweh, Regional Programme Officer for MENA

Mr Jérôme Elie, Senior Policy Officer

Ms Sophie Helle, Policy Officer

Ms Emmanuelle Osmond, NGO Fora and Humanitarian Coordination Consultant

Mr Jeremy Rempel, Consultant, Less Paper More Aid

Mr Marco Rotelli, Regional Representative for Africa

Mr James Schell, Programme Coordinator

Mr Jeremy Wellard, Regional Representative for Asia

Finance and Administration Team

Ms Jane Bennett, Director of Finance and Administration

Ms Manuela Corbolino, HR and Finance Assistant

Ms Mylene Soto, Administration and Events Assistant

Ms Fiona Wilkie, Information Officer

WE WOULD LIKE TO THANK ALL BOARD MEMBERS, STAFF, CONSULTANTS AND INTERNS WHO HAVE CONTRIBUTED TO THE WORK OF ICVA THROUGHOUT THE YEAR.



www.icvanetwork.org

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REGIONAL HUBS

ASIA

Bangkok, Thailand

MENA

Amman, Jordan

AFRICA

Dakar, Senegal