



International  
Council of  
Voluntary  
Agencies

# ANNUAL REPORT 2012



## VISION

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

## MISSION STATEMENT

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

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# A MESSAGE FROM OUR CHAIR

2012 marked ICVA's 50th birthday and the 15th General Assembly of ICVA members. Over its 50 years, ICVA has seen considerable changes in the environment in which it works. To adapt to more recent changes, the membership adopted a new Vision and Mission for ICVA, along with a Strategic Plan to guide the network from 2012-2014.

The Strategic Plan was developed through extensive consultations with members, who reaffirmed the importance of ICVA's work. Members want to see ICVA do more to close the gap between humanitarian practice at the country level and policy discussions at the global level. In late 2012, it was agreed that the first regional hub would be hosted in Bangkok and we are excited to have it start in mid-2013. We plan to open further regional hubs in the coming months and years.

ICVA continued its close engagement with UNHCR, particularly through the Structured Dialogue on NGO-UNHCR Partnership in 2012, which led to a number of concrete recommendations. ICVA's work

with the IASC and the transformative agenda helped to bring NGO views and concerns to those discussions at both the global and country levels.

An exciting development in 2012 was the confirmation by the ICVA Board to host the Sphere Project at the ICVA Secretariat. We hope this relationship will further encourage ICVA members to engage with quality and accountability standards, such as Sphere. The ICVA General Assembly made it clear that ICVA should be a "constructive friend" in quality and accountability coherence discussions and we continue to play that role.

An external evaluation started at the end of 2012 also provided us with an opportunity to take a look back at some of our achievements and areas where we could improve. The evaluation, focusing on ICVA's engagement with the IASC, UNHCR, and NGO coordination, provides a good baseline for the more extensive external evaluation that will take place in 2014.

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The General Assembly elected a strong Board, with a good mix of skills, to guide ICVA. We examined how the Board should function and I am pleased to say that the Board is working well in committees. We have a very positive dynamic with the Secretariat staff.

Last year was one of significant change and transition in the Secretariat, which serves the members so well. After more than 14 years of leading ICVA, Ed Schenkenberg van Mierop announced his departure, leaving behind a strong legacy for Nan Buzard who took over as Executive Director in February 2013, following a smooth leadership transition. Nan joins ICVA with extensive humanitarian experience and we warmly welcome her to the position.

ICVA's two Senior Policy Officers, Manisha Thomas and Julien Schopp, and ICVA's Policy Officer, Rüdiger Schöch, also moved on to other challenges during the course of 2012. We were pleased to welcome Tanya Wood as Senior Policy Officer and Melissa Pitotti as Policy Officer in Geneva, and Marzia Montemurro as Senior Policy Officer in New York. The Secretariat also expanded with the addition of an Administrative Assistant, Landy Razajanato.

While 2012 was a year of changes for ICVA, 2013 will be a year of consolidation and new endeavours under the leadership of Nan. I look forward to continuing to work with you – ICVA's members, partners, and the Secretariat – as we work to collectively improve our humanitarian responses.

**Penny Lawrence**  
Chair, ICVA Board (2012-2014)

Elected Chair of ICVA in 2012, Ms. Penny Lawrence is the International Director of Oxfam GB.

# INTRODUCTION

As a global NGO network for humanitarian action, ICVA was created to serve the interests of its members. The ICVA external evaluation commissioned in 2012 showed that ICVA is generally meeting the expectations of its members when it comes to influencing policy at the global level and sharing information with members. At the same time, there is scope for the Secretariat to better understand its members so their views and concerns can be better reflected in ICVA's representation in the Inter-Agency Standing Committee (IASC), with UNHCR, and with governments. There is also a need for members to be sharing information and exchanging views with each other, not just the Secretariat, so that ICVA becomes a network in the true sense of the word.

By the end of 2012 and into 2013, the ICVA Secretariat was able to increase its capacity to better service the membership. Towards the end of 2012, the Secretariat concentrated its efforts on exploring, with members, issues of most concern to them. Any membership organisation will always

require a balance between representing the diversity of the membership, while simultaneously developing expertise and focus around key issues. While not being able to follow all the various processes at the global level, the Board's guidance enables the Secretariat to properly engage and focus on specific issues.

The improved understanding of members' concerns will allow the Secretariat to provide enhanced representation in the years to come.

Alongside the 2012-2014 Strategic Plan is a Communications Strategy that will ensure improved communications with and among members. The revamped website – [www.icvanetwork.org](http://www.icvanetwork.org) – is just one part of the strategy. The Secretariat will utilise more social media and continue to develop its ability to consolidate, filter, and analyse the ever-increasing amounts of information to enable NGOs to better track, understand, and use that information. Along with turning 50, ICVA's logo underwent a small facelift. The new logo forms part of better branding ICVA to make it more widely familiar. ICVA will be better known and more accessible to its members with the establishment of a first

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regional hub in Bangkok in July 2013. Regional hubs in the Middle East and North Africa and West Africa are planned for 2013.

In addition to the internal changes that have taken place in 2012 and into 2013, ICVA will continue to play its essential role of influencing humanitarian policy on behalf of its members. The evaluation called for ICVA to be more proactive, as well as more provocative at times, particularly in relation to the IASC and UNHCR. By being better connected with members, ICVA will be able to better set the policy agenda instead of simply following it.

ICVA is also committed to promoting humanitarian principles, particularly in the context of the on-going quality and accountability (Q&A) debates. The hosting of the Sphere Project is another manifestation of ICVA's support and promotion of Q&A standards. Support to NGO coordination will be another area of focus for ICVA in the years to come – not only through the regional hubs, but also at the request of NGOs at the country level.

There are exciting changes being made in the way that ICVA works, particularly with the membership. It is hoped these changes will have a positive impact on the work of ICVA's members and partners who, in turn, can positively influence the lives of those affected by conflicts and disasters.

# STRATEGIC PLANNING

## GENERAL ASSEMBLY

The General Assembly (GA) of the ICVA membership is largely a business meeting of the members held once every three years. At the same time, it provides an opportunity for members to come together and agree on the network's strategy.

Members were able to continue the discussions from the previous day as they considered the various aspects of the draft 2012-2014 Strategic Plan. The draft Plan had been developed over several months of discussion and consultation with members. The discussion at the GA was meant to finalise any additions or changes to the Plan. At the same time, the conversations among members provided a means to engage them in the activities that ICVA would be undertaking over the coming three years.

It also provided an opportunity for members, who do not often see each other, to build relationships that could be continued following the GA.

In addition to adopting the 2012-2014 Strategic Plan, the membership adopted an updated vision and mission for the network. This agreement confirmed ICVA as "a global network for humanitarian action." The GA elected a new Board, following a decision to change the governing body of ICVA from an Executive Committee (EXCOM) to a Board.

The functions of the previous EXCOM had been more those of a Board, so a few minor changes in the Statutes brought about a smooth transition. The GA also elected a new Chair of the Board, Ms. Penny Lawrence.



## COMMUNICATIONS

Communication is one of the most important aspects of ICVA's work. Much of the communication in the past has been between the Secretariat and the members, but there has always been a desire to enhance communication among members to help create a stronger sense of being a part of an "ICVA community."

The Communication Strategy complements the Strategic Plan 2012-2014 and aims to professionalise and improve ICVA's communication tools to be able to better meet the growing needs of the network and its members. In order to increase its global identity in the humanitarian community, ICVA improved its branding in 2012 by adopting a new logo and professionalising its outreach materials such as the Annual Report and promotional brochure. A new website – [www.icvanetwork.org](http://www.icvanetwork.org) – was also launched and provides an easy-to-use design accessible to its global network. Quarterly updates were issued in 2012, but with the need for more timely and frequent information updates for members, these will be replaced with monthly bulletins. In the coming years, ICVA's communication tools will expand, allowing for more information, ideas, and views to be more easily accessed and shared among members.

***To receive the monthly bulletins for members, please write to [secretariat@icvanetwork.org](mailto:secretariat@icvanetwork.org)***

## ICVA CONFERENCE 2012: ADJUSTING TO REALITY?

The annual ICVA Conference in 2012 preceded the 15th General Assembly (GA) of the ICVA membership in March 2012. The Conference discussions flowed into the membership deliberations during the GA on the 2012-2014 Strategic Plan.

The Conference theme for 2012 – "Adjusting to Reality?" – was meant to provide participants with an opportunity to discuss some of the challenges facing humanitarian operations. For example, increasingly there are new actors responding to emergencies, but they do not necessarily follow the same humanitarian principles or standards that more "traditional" humanitarian actors do.

It was clear that participants were well aware of the changing reality around humanitarian response. Many had already started to respond to the changes. Some of the approaches raised included: international organisations introducing their local partners directly to donors; engaging with local civil society groups, such as churches; developing regional alliances; and agreeing memorandums of understanding with communities and authorities. Developing closer working relationships between implementing agencies, governments, and donors, and across cultural differences was another strategy.

Recommendations around the current structures for response and coordination included making them lighter and more informal. It was also suggested that perhaps "collaboration" and "complementarity" were better terms than "coordination," which can sometimes be interpreted as being coordinated by someone instead of coordinating with someone.

For networks like ICVA, there was a clear message that there is a role in supporting their members to work better together in country situations. It was also suggested that in countries where NGOs are not always "trusted" by governments, ICVA might have a role to play in taking a neutral lead.

Overall, participants saw that there is obviously a shift in the landscape of humanitarian response. The question is how existing actors change their approaches and attitudes to ensure more inclusivity while still promoting humanitarian principles, standards, and coordination.

## ICVA TAKES A BITE OUT OF THE BIG APPLE

Over the past several years, many discussions and decisions related to humanitarian response have gravitated from Geneva to New York (NY). With the UN General Assembly and Security Council increasingly discussing humanitarian issues, the need to expand the collective reach of NGOs to influence these debates became clear.

As such, ICVA members expressed interest in having secretariat functions available in NY. In December 2010, the then-ICVA Executive Committee took the decision to explore establishing a presence in NY via one of its members. ICVA Secretariat staff was secured in late 2012 and ICVA is grateful to Church World Service (CWS) for generously hosting the New York presence.

Contact ICVA's Senior Policy Officer  
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## ENGAGEMENT WITH Q+A - HOSTING SPHERE AT ICVA

After many years as a Board member, ICVA's relationship to the Sphere Project took on a new form in 2012 with the commitment by the ICVA Board to host Sphere with the ICVA Secretariat as of 2013. Sphere had been hosted by the IFRC for over 15 years, but an internal IFRC decision left Sphere needing a new home.

There is excitement about the potential of further encouraging ICVA members to engage with humanitarian standards in their work. The ICVA Secretariat was fortunate to be able to expand the offices at its current location, which will allow for space for the Sphere staff to move in with ICVA in April 2013.



## HAPPY BIRTHDAY, ICVA!

The Conference provided an opportunity to mark ICVA's 50th birthday with members and partners. The ICRC Director-General, Yves Daccord, was the guest speaker at a cocktail following the Conference. ICRC hosted ICVA's first office in 1962 and has been a long standing permanent observer of ICVA.

Having ICRC wish ICVA happy birthday 50 years later was a great way to mark the occasion.



# OUR WORK

## HUMANITARIAN REFORM

### THE TRANSFORMATIVE AGENDA

As described in ICVA's 2011 Annual Report, the transformative agenda ("TA") was based on making improvements to the 2005 humanitarian reform, particularly in large-scale emergencies. ICVA's engagement with the Inter-Agency Standing Committee (IASC) in 2012 largely centred on the development of the TA.

During the elaboration of the TA over two years, many discussions and document production took place. With all the various papers, along with the transformations in the TA's focus, the language of the TA, while well intentioned, has had the side effect of losing much of the traction that the humanitarian reform process had gained within the NGO community. Originally, the focus of the TA centred on three pillars: leadership, coordination, and strategic systems. Accountability to affected populations was to be an overarching theme to the TA.

For each of these pillars, "champions" were designated from the IASC Working Group to ensure that recommendations and actions would be taken forward within each pillar. ICVA's Senior Policy Officer was one of the three champions for the leadership pillar. Over the course of the first half of 2012, each pillar developed a number of papers that helped to further develop the agreements of the IASC Principals, which eventually became "protocols" of the transformative agenda. Among the agreed protocols are:

- Concept Paper on 'Empowered Leadership';
- Humanitarian System-Wide Emergency Activation: definition and procedures;
- Responding to Level 3 Emergencies: What 'Empowered Leadership' looks like in practice;
- Reference Module for Cluster Coordination at the Country Level; and
- Responding to Level 3 Emergencies: The Humanitarian Programme Cycle.

An area where NGOs were engaged and influenced changes was in the "minimum commitments for participation in clusters." InterAction and ICVA led the process of developing these commitments and getting agreement among NGOs before proposing the commitments to the wider IASC.

We were careful to ensure that along with making commitments when participating in clusters,

it was made clear that there is a reciprocal responsibility on the part of Cluster Lead Agencies and Cluster Coordinators to ensure that clusters are well-led and not simply information-sharing forums. These commitments became part of the Reference Module for Cluster Coordination at the Country Level.

## PUTTING THE TA INTO CONTEXT FOR NGOS

The views of ICVA members were sought on many of these papers throughout their development. However, given how quickly many of the papers were changing, and the sheer volume of papers, it became hard to follow all of them. Perhaps more concerning, it was often difficult to explain the relevance of all the papers to the daily work of ICVA members.

While the ICVA Secretariat often struggled at times to keep up with, and make sense of, all that was going on with the TA, we were not alone. The other NGO consortia were also struggling to find ways to show the relevance of the TA to their memberships.

After several months of discussion, the three NGO consortia – ICVA, InterAction, and SCHR – finalised a paper entitled: *The IASC Transformative Agenda: Operational Implications for NGOs in October 2012*.

The paper points to a number of areas where NGOs can have an impact on the TA, including through participation in Humanitarian Country Teams, participation in clusters, and in helping to lead the discussions on accountability to affected populations, where NGOs are further ahead in their thinking and practice than the UN. The paper also poses a number of questions for NGOs to consider in their engagement with the TA.

**Please find the IASC Transformative Agenda: Operational Implications at [icvanetwork.org/operationalimplicationsngos](http://icvanetwork.org/operationalimplicationsngos)**

## ADDITIONAL ADJUSTMENTS TO THE TA

The latter half of 2012 and into 2013 has seen more transformations in the TA. More pillars have been added to the TA, with accountability to affected populations (AAP) moving from being an overarching theme to a pillar and preparedness being added as a fifth pillar. In many ways, having AAP become a pillar is a major step forward, as previously, it was not prioritised for many UN agencies.

At the same time, one of the original elements of the TA focused on ensuring increased accountability of HCs, cluster coordinators, and members of Humanitarian Country Teams. This aspect of accountability must not get lost with the shift in focus to affected populations.

ICVA will continue to follow the TA and strive to make sure the relevant parts for members are clear. 2013 will be a year where there will be an attempt to turn the "transformative agenda" into "transformative action."

There will be an essential role for NGOs to not only demonstrate humanitarian leadership, but to also monitor the usefulness of the TA protocols to ensure that improvements are being made to those it was originally meant to serve.

## NGOS AND HUMANITARIAN REFORM PROJECT PHASE II

Engaging NGOs in meaningful ways has been a priority for ICVA since the start of the humanitarian reform process. The NGOs and Humanitarian Reform Project (NHRP) Phase I (2008-2010), in which ICVA was involved, carried out research and advocacy and highlighted good practices around humanitarian reform processes. The second phase of the project (NHRP II) in 2011 - 2013 brought together a slightly different group of NGOs: ActionAid, ACTED, Action Contre La Faim (ACF), CAFOD, the Danish Refugee Council (DRC), and ICVA.

NHRP II focused on supporting NGO coordination in-country; supporting national NGO engagement with humanitarian reform by enhancing leadership; and promoting more accountable and transparent humanitarian financing mechanisms.

Project managers were based in four countries hosted by consortium members: Côte d'Ivoire (ACF); Pakistan (ACTED); Somalia (DRC); and Zimbabwe (ActionAid). In each country, the work of the project was tailored according to the needs of NGOs and built on existing NGO coordination where it existed.

In **Côte d'Ivoire**, following briefings and trainings by the project on humanitarian principles and humanitarian reform, national NGOs (NNGOs) were better able to understand the importance of

engaging in mechanisms like the Humanitarian Country Team (HCT). Prior to that, despite invitations to the meetings, the purpose of the different forums had not been explained to the NNGOs so they did not appreciate the possible influence their participation could have. The NNGOs formed their own network in 2012 and began actively participating in the HCT. They also started engaging with other NGOs throughout West Africa. With the HCT transitioning, the NNGOs successfully secured three seats on the new coordination body.

In **Zimbabwe**, the existing national NGO forum, NANGO, had limited capacity and did not participate in the HCT, again because with limited staff capacity, the HCT was not considered a priority. The project worked with NANGO on its representation and, given its links to the districts, NANGO was able to participate in the HCTs and share up-to-date information that other actors did not have. The project manager supported an assessment of NANGO's capacity to prepare for future disasters.

In addition, the project manager worked with NGOs to develop five district level humanitarian coordination bodies, which are all trained and ready to respond in case of a future emergency situation, such as a cholera outbreak.

The focus of the project in Somalia, where there was a huge divide between the international and national communities, was quite different. The animosity had grown to the point where there was limited engagement between national and international NGOs. The project carried out extensive analysis, which resulted in two papers.

The first looked at humanitarian aid in Somalia and the relationship between Somali NGOs and international aid organisations. The second looked at the barriers to successful advocacy for Somali NGOs.

The recommendations have already started to be taken up, for example with the 2013 consolidated appeals process (CAP) having national NGO capacity building as a clear goal for 2013.

In **Pakistan**, the project worked with both the Pakistan Humanitarian Forum (PHF, an INGO network) and the National Humanitarian Network (NHN, an NNGO network).

Training was done with the NHN at the district and provincial levels. NHN was also supported in developing a strategic plan, a work plan, and a communications strategy so they could better represent their provincial and district level constituencies at the national level. In addition, leadership training for the senior management of NGOs in the NHN and PHF was provided.

NGO experiences and views gathered in each of the countries were brought to the global level by ICVA to influence humanitarian policy discussions, particularly around the transformative agenda (TA).

At the country level, many questions have been raised about the TA and ICVA will continue to amplify these concerns to ensure that the TA becomes relevant for the broader humanitarian community.

While the second phase of the project is wrapping up in 2013, many of the lessons learned on humanitarian reform engagement and implementation will be utilised in future ICVA regional hub work. The focus of supporting NGO coordination, and particularly national NGOs, will continue to be a priority area for ICVA in the years to come.

The project has shown that if time is invested to share information with NNGOs, they will actively engage with humanitarian reform mechanisms and often then provide perspectives of the affected countries, as well as up-to-date information and analysis.

***For more information on the NGOs and Humanitarian Reform Project Phase II and the reports and training materials used by the project, visit:***  
***[icvanetwork.org/NHRPII](http://icvanetwork.org/NHRPII)***



# NGO COORDINATION

## NGO COORDINATION GUIDE

NGO coordination takes place at the country level quite regularly, but lessons are not always captured so the wheel tends to get reinvented. ICVA's review of nine case studies of NGO coordination, *Strength in Numbers: An Overview of NGO Coordination in the Field*, highlighted the need to bring together lessons learned. The development of a guide on NGO coordination to capture lessons was started in 2011, with work continuing on the guide in 2012. The draft benefitted from a review by numerous members and partners.

The Guide is not a recipe book for how to organise NGO coordination. It first addresses the more general question of "Why Coordinate?" before providing a number of issues to consider when setting up an NGO coordination mechanism. From deciding on whether a separate NGO coordination mechanism is appropriate to the basic functions of an NGO coordination body to governance and evaluation, the guide contains information that can be useful to new NGO coordination mechanisms, as well as existing ones.

While the guide is primarily focused on situations of humanitarian response, there are elements applicable in other contexts. The guide does not provide definitive answers, as each coordination body needs to adapt according to the context in which it exists, but should help in deliberations on various aspects of NGO coordination.

A Guide to NGO Coordination, Version 1.0 will be launched in early 2013 as a living document. Each of the sections can be accessed individually or the guide can be downloaded in its entirety. It is expected that NGOs will provide their feedback and comments on the Guide, as well as share their experiences with NGO coordination. Feedback will be sought throughout 2013 via various means – e-mail and website, with plans for revisions in the future.

**A Guide to NGO Coordination is available at: [icvanetwork.org/ngocoordinationguide](http://icvanetwork.org/ngocoordinationguide), along with resources related to NGO coordination.**

# UNHCR

## ICVA'S ON-GOING ENGAGEMENT WITH UNHCR

ICVA has a unique role when it comes to two particular aspects of the NGO relationship with UNHCR. Firstly, ICVA has a coordinating role when it comes to NGO statements to UNHCR's governing bodies – both the Executive Committee and its Standing Committee. ICVA continued this essential role throughout 2012.

The second important function is that ICVA co-hosts the UNHCR-NGO Annual Consultations, which were held in July 2012 in Geneva. The 2012 Consultation brought together the largest number of NGO participants to date: 391 representatives from 233 organisations. The Consultations provide both NGOs and UNHCR the opportunity to discuss various issues of concern, learn about new issues, and agree upon ways forward. Sessions were held on sexual and gender-based violence; resettlement; climate change; information management; statelessness; implementing partnerships; socially excluded groups; child protection; protection standards and principles; protracted refugee

situations; legal aid; the Arab Spring; and regional contexts. In order to ensure effective participation of NGOs in the consultations, ICVA worked closely with UNHCR to provide guidance to the moderators, speakers, and rapporteurs. ICVA also hosted its traditional orientation session before the Consultations to all new participants to help them navigate the Consultations to get the most out of them. As in other years, ICVA was able to support the participation of a number of southern NGO representatives who would not have been able to participate otherwise.

ICVA followed up the Consultations by organising a meeting with Permanent Missions in Geneva to brief governments on the NGOs' recommendations in the hopes of influencing their preparations for the annual UNHCR Executive Committee meeting.

## STRENGTHENING UNHCR-NGO PARTNERSHIPS

When NGOs in the US raised concerns with the High Commissioner (HC) for Refugees, António Guterres, about their partnerships with UNHCR at the end of 2011, the HC took them very seriously. He called for a meeting with ICVA to discuss possible ways to explore the problems and to look for solutions. That meeting kicked off what would become known as the HC's Structured Dialogue on NGO-UNHCR Partnership that culminated in a meeting with the HC in December 2012. A Steering Group, with representatives from ICVA, InterAction, the Red Cross/Red Crescent (RC/RC) Movement, and UNHCR, guided the process.

NGOs have had a long-standing relationship with UNHCR and there are constant discussions with UNHCR on operational and policy issues, particularly during the UNHCR-NGO Annual Consultations. Partnerships between UNHCR and NGOs have been discussed several times in the past, for example with the Partnership in Action process (PARinAC) in the 1990s and the protection retreats with UNHCR and NGOs. While there are often concerns about particular operations, the Structured Dialogue tried to address some of the more systemic challenges in the partnership between NGOs and UNHCR and to provide realistic and achievable recommendations for improvement.

A Reflection Workshop was held with 45 national and international NGOs, the RC/RC Movement, and senior UNHCR staff following the 2012 Annual Consultations. Participants discussed three papers on partnerships related to urban refugee situations, capacity building, and advocacy on protection. Participants also reflected on various aspects of partnership and made suggestions on where improvements could be made. It was noted that the Principles of Partnership ([www.globalhumanitarianplatform.org/pop.html](http://www.globalhumanitarianplatform.org/pop.html)) highlight important aspects of successful partnerships.

Concrete suggestions were made during the workshop, including having regular meetings between UNHCR and NGO country directors to build trust; ensuring a shared vision when working together; and expanding the definition of who UNHCR considers to be partners, so as to include persons of concern, advocates, media, and the private sector. It was made clear during the workshop that UNHCR, RC/RC, and NGO staff would have to be committed to taking the Structured Dialogue forward.

Following the workshop, NGOs and UNHCR expanded on the papers that had been prepared. The ICVA Secretariat and 11 members, including four from the Global South, were heavily involved in the process leading up to the December meeting of the Structured Dialogue with the High Commissioner. ICVA was actively involved in developing the capacity-building paper, but also contributed to the other two papers on urban refugees and joint advocacy for protection.

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**ICVA is actively working with partners to implement these recommendations, which are focused on partnership, joint advocacy, capacity strengthening, and urban refugees.**

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ICVA also worked on the main partnership paper that was presented to the December Dialogue with the High Commissioner.

During the Dialogue, each of the papers and the proposed recommendations were presented jointly by UNHCR, IFRC, and NGOs. The Dialogue itself was a constructive one and the High Commissioner agreed with most of the recommendations put forward. Among the recommendations agreed were a simple annual review on partnerships; a pilot regional UNHCR-NGO consultation; a focal point "mechanism" for channelling communication, and a review of the Annual Consultations process. In addition, recommendations were made concerning an institutional strategy for local partner capacity development; a pilot programme to improve urban programming; and a simple guidance note on joint advocacy.

ICVA is actively working with partners to implement these recommendations, which are focused on partnership, joint advocacy, capacity strengthening, and urban refugees. The Annual Consultations in June 2013 will present a proposed joint advocacy guidance note and the format of the Consultations will reflect some of the agreements from the Dialogue.

The process of improving partnership between UNHCR and NGOs will require on-going attention. After all, changing attitudes and practices across numerous NGOs and UNHCR is a huge challenge. However, with the commitment of the highest levels of leadership to the process, there is an expectation that UNHCR-NGO partnerships will result in improved protection and assistance for refugees, internally displaced persons, and other persons of concern.

***For more information on the Structured Dialogue, see [icvanetwork.org/structureddialogue](http://icvanetwork.org/structureddialogue) or write to [secretariat@icvanetwork.org](mailto:secretariat@icvanetwork.org)***

# Q+A

## Q&A DEBATE: QUESTIONS THAT STILL NEED ANSWERS

ICVA has been part of many of the developments and debates around various quality and accountability (Q&A) initiatives over the years. ICVA has been engaged particularly with the Sphere Project as a Board member and ensuring a second seat on the Board for a southern ICVA member. ICVA's main role in the Q&A initiatives has been to ensure that members are aware of different standards and to encourage the use of humanitarian principles, which lie at the heart of the standards. The Q&A debate continued throughout 2012, particularly around the Joint Standards Initiative (JSI).

Started in 2011 by the Sphere Project, the Humanitarian Accountability Partnership International (HAP), and People In Aid, the initiative initially looked to seek more coherence between these three initiatives, including a review of style, structure and methodology.

At the ICVA General Assembly in March, it was made clear that ICVA should act as a "constructive friend" in the Q&A debates and particularly the JSI process. There were concerns expressed by members that other Q&A initiatives, beyond the three in the JSI process, should not be excluded from discussions. It was also felt that ICVA could play a role in emphasising the role and relationship of humanitarian principles to Q&A standards.

While there were several discussions and meetings of the three Boards of the initiatives throughout 2012, the work of JSI really kicked off in September. An Advisory Group (AG) to oversee the stakeholder consultation was also convened at that time. The AG brought together 2 representatives from each of the three Boards; a donor representative; a UN representative; the Steering Committee for Humanitarian Response (SCHR) Certification Project Coordinator; and two independents as co-chairs. ICVA member, OFADEC, which is filling ICVA's second seat on the Sphere Board, represented Sphere on the AG.

## THE STAKEHOLDER CONSULTATION

The AG clearly stated that there would be no predetermined outcome to the process and the views of the stakeholders of Q&A standards would determine the way forward. The consultation, carried out by a team of consultants, took place from December 2012 until early March 2013.

ICVA circulated an on-line survey to members and asked them to consider hosting focus group discussions within their organisations, with other NGOs, and most importantly, with people affected by disasters with whom they work.

## LOOKING TO 2013

The Q&A debates often see differing views when it comes to answering some fundamental questions, for example around compliance and verification of the use of standards. Finding answers with which all three initiatives are comfortable could prove challenging for the JSI process. Given that HAP and People In Aid are membership organisations with verification systems,

while Sphere is not, there will likely be some interesting, and potentially heated, discussions on the way forward, particularly when it comes to the institutional support for the three standards. The overall goal of improving humanitarian responses for those affected by disasters must, however, guide whatever decisions are eventually taken.

# WORLD HUMANITARIAN DAY



## PUT A PIN ON IT

World Humanitarian Day – August 19 – has been building in momentum since the UN General Assembly first declared it in 2008. ICVA, with the help of many of its members, co-chaired the committee that prepares the events surrounding WHD in 2012. ICVA members provided excellent photos that were part of the various events that took place around the world, including in Geneva. The theme for WHD 2012, "I Was Here," had people put a pin on an on-line map to show where they were doing something good for someone else. With the assistance of NGOs, UN networks, and high profile celebrities, the campaign reached over a billion people with 35,000 pins dropped and actions registered on the map. Beyoncé helped put a pin on the day by performing "I Was Here" at UN Headquarters in New York.

# FINANCES

## BALANCE SHEET

JAN 1 2012 - DEC 31 2012  
ALL FIGURES IN CHF

ASSETS	2010	2011	2012
<b>CASH</b>	467.30	953.33	2,042.89
PETTY CASH	467.30	953.33	2,043.89
<b>CASH IN BANK ACCOUNTS</b>	637,843.34	464,276.25	268,973.29
UBS CHF - C0142609.0	603,494.73	429,979.67	268,973.29
UBS CHF - Project & Deposit - HU163410.0	34,348.61	34,296.58	0.00
<b>ACCOUNTS RECEIVABLE AND PREPAID EXPENSES</b>	24,272.65	121,509.27	428,002.69
Accounts receivable	23,963.25	111,877.32	423,331.34
Taxes on interest income	309.40	360.50	391.35
Prepaid expenses	0.00	9,271.45	4,280.00
<b>GUARANTEE DEPOSIT</b>	8,948.55	8,978.40	9,097.50
Guarantee deposit	8,948.55	8,978.40	9,097.50
TOTALS	671,531.84	595,717.25	708,117.37

LIABILITIES	2010	2011	2012
<b>ACCOUNTS PAYABLE AND PROVISIONS</b>	72,189.21	30,554.89	153,738.66
Accounts payable	36,404.51	20,054.89	131,930.19
Accruals & Provisions	35,784.70	10,500.00	21,808.47
<b>EARMARKED PROJECTS</b>	64,508.93	40,403.61	52,212.55
SIDA - Strengthening NGO Voices in Global Humanitarian Coordination	14,564.55	14,564.55	0.00
SIDA - Enhancing NGO Coordination	0.00	0.00	42,244.34
Reach Out Refugee Protection Training Project	22.38	0.00	0.00
CWS/ACT - NGO Liaison / Coordination	49,922.00	25,839.06	9,968.21
<b>RESERVE</b>	534,833.70	524,758.75	502,166.16
Reserve (-deficit) carry over at 31.12.12	534,833.70	524,758.75	502,166.16
Guarantee deposit	8,948.55	8,978.40	9,097.50
TOTALS	671,531.84	595,717.25	708,117.37

## STATEMENT OF INCOME AND EXPENDITURES

JAN 1 2012 - DEC 31 2012

ALL FIGURES IN CHF

INCOME	2010	2011	2012
Membership fees	327,556.63	367,799.96	330,986.49
DANIDA	92,327.18	75,074.75	100,000.00
Norway - Ministry of Foreign Affairs	75,000.00	80,000.00	150,000.00
Swiss Agency for Development and Cooperation (SDC)	102,500.00	100,000.00	150,000.00
Netherlands - Ministry of Foreign Affairs	150,000.00	150,000.00	150,000.00
UNHCR Switzerland	23,851.30	25,000.00	49,417.08
UNHCR Switzerland - 60th Anniversary	17,902.60	29,800.00	0.00
ECHO: NGOs and Humanitarian Reform		58,873.94	243,331.88
SIDA: Enhancing NGO Coordination	0	25,229.24	331,016.41
Exchange rate gain and bank interest	972.46	671.77	1,009.93
ICVA's expenses Invoiced to Projects	131,093.22	0.00	0.00
CWS: NGO Coordination / Liaison Officer		24,031.63	15,870.85
Other Income	4,292.14	21,136.27	12,292.44

The full version of ICVA's audited 2012 financial report is available upon request from our Secretariat: [secretariat@icvanetwork.org](mailto:secretariat@icvanetwork.org)

As in 2011, PwC audited ICVA's 2012 financial statements, which are comprised of the balance sheet and the statement of income and expenditures for the year ending Dec 31, 2012.



EXPENSES	2010	2011	2012
Staff costs	490,240.47	502,552.34	803,328.19
Training Courses	29,475.95	1,481.76	40,779.79
Social Charges	105,781.00	95,534.12	123,847.53
Temporary Staff	15,679.65	12,041.28	0.00
Other personnel charges	269.00	1,356.00	1,468.54
Website related charges	17,759.69	11,820.08	82,604.80
Executive Committee	20,007.85	20,929.53	0.00
General Assembly	0.00	1,325.71	0.00
Office supplies/equipment/maintenance	10,146.51	21,240.33	38,260.64
Travel and representation charges	15,332.05	18,549.62	268,236.08
Publication and translation costs	16,524.66	4,963.63	11,569.73
Office rental and utilities	42,104.30	31,775.22	44,598.85
Postage and telecommunication costs	22,889.89	26,056.56	21,928.42
Audit, legal fees & consultancies	11,100.00	15,309.70	98,059.69
Bank charges, exchange rate adjustments	2,550.16	1,485.07	1,761.11
VAT tax charges	0.00	0.00	16,746.00
Other expenses	0.00	0.00	3,330.00
Sphere Project	4,619.03	6,210.17	0.00
ICVA Conference	21,281.09	29,424.85	0.00
Ad hoc: ICVA Mission	4,021.35	0.00	0.00
Ad hoc: ICVA earmarked funded project Costs	18,220.57	165,636.08	0.00
<b>TOTAL EXPENSES</b>	<b>848003.22</b>	<b>967692.054</b>	<b>1,556,519.37</b>
Excess of income over expenses	77492.31		
Excess of expenses over income		-10,074.49	-22,594.29

\* In past years, different earmarked funded projects were removed from various costs lines and sperated out.

"As of 2012, all expenses will be compiled in the income statement under the associated account code.

For detailed expenses per ad hoc project, detailed reports are prepared as annexed documents."

We're grateful to our wonderfully supportive membership for dues and many types of in-kind support. ICVA is also grateful to the following governments and organisations for their generous support in 2012:

- Australia (AusAID)
- Church World Service (CWS)
- Danish Refugee Council (DRC)
- Denmark (Danida)
- European Union (ECHO)
- The Netherlands (Ministry of Foreign Affairs)
- Norway (Ministry of Foreign Affairs)
- Sweden (Sida)
- Switzerland (SDC)
- UNHCR

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We would also like to take this opportunity to thank ActionAid, ACTED, ACF, CAFOD, and DRC for their partnership in the NGOs and Humanitarian Reform Project Phase II.

# OUR BOARD

## Elected by the 15th ICVA General Assembly, March 2012

Chair: Ms Penny Lawrence, Oxfam GB

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

Treasurer: Ms Rachel Hewitt, International Rescue Committee (IRC)

Mr. Imaana Frederick Koome, Refugee Consortium of Kenya (RCK)

Dr. Steven Muncy, Community and Family Services International (CFSI)

Mr. Mamadou Ndiaye, Office Africain pour le Développement et la Coopération (OFADEC)

Ms Mary Pack, International Medical Corps (IMC)

Dr. Misikir Tilahun, Africa Humanitarian Action (AHA)

Mr. Rolf A. Vestvik, Norwegian Refugee Council (NRC)

Ms Barbara Wetsig-Lynam, ACT Alliance

Mr. Roger Yates, Plan International

\*\* "Ad hoc: ICVA earmarked funded projects" represents the accumulation of detailed ad hoc projects listed in 2010 and 2011.

These include: IASC related costs, Writing ICVA history, ECHO - NGOs and Humanitarian Reform, NGO liaison office, Reach out, UNHCR Annual Consultation, UNHCR Commemorations of refugee convention, SIDA - Enhancing NGO coordination

# OUR SECRETARIAT

**By the end of 2012, the ICVA Secretariat functioned on the basis of 9.6 full-time staff.  
The positions at the Secretariat were filled by:**

Mr. Ed Schenkenberg van Mierop, Executive Director (until January 2013)

Ms Manisha Thomas, Senior Policy Officer (until June 2012)

Mr. Julien Schopp, Senior Policy Officer (until April 2012)

Ms Tanya Wood, Senior Policy Officer (from June 2012)

Ms Marzia Montemurro, Senior Policy Officer (from November 2012)

Mr. Rüdiger Schöch, Policy Officer (until December 2012)

Ms Melissa Pitotti, Policy Officer (from November 2012)

Ms Klara Josipovic, Information Officer

Ms Alnaaze Nathoo, Finance Officer

Ms Cynthia van Sluis, Administration Officer (until January 2013, then Human Resources and Administration Manager)

Ms Landy Razanajato, Administrative Assistant (from September 2012)

Ms Katharina Samara, NHRP II, Project Coordinator (until April 2013)

Mr. Mikkel Jensen, NHRP II, DRC Compliance and Grants Manager (from May 2012)

## **New Staff as of 2013:**

Ms Nan Buzard, Executive Director (from February 2013)

Mr. Colin Debarbieux, Associate Information Officer (from January 2013)

# OUR MEMBERS

- ActionAid International, South Africa
- ACT Alliance, Switzerland
- Afghan NGOs Coordination Bureau (ANCB)
- Africa Humanitarian Action (AHA), Ethiopia
- Africa and Middle East Refugee Assistance (AMERA), UK
- Afrique Secours et Assistance (ASA), Côte d'Ivoire
- Agence d'Aide à la Coopération Technique et au Développement (ACTED), France
- All Africa Conference of Churches (AACC), Kenya
- All India Disaster Mitigation Institute (AIDMI)
- AMEL Association (Lebanese Association for Popular Action)
- Anatolian Development Foundation (ADF), Turkey
- Association for Protection of Refugee Women and Children (HAMI), Iran
- Asylum Access, USA
- Australian Council for International Development (ACFID)
- BADIL – Resource Center for Palestinian Residency and Refugee Rights
- Canadian Council for Refugees (CCR)
- CARE International
- Catholic Agency For Overseas Development (CAFOD), UK
- Church World Service (CWS), USA

- Consortium of Christian Relief and Development Association (CCRDA), Ethiopia
- Coastal Association for Social Transformation Trust (COAST), Bangladesh
- Community and Family Services International (CFSI), Philippines
- Concern Worldwide, Ireland
- Danish Refugee Council (DRC)
- Deutsche Welthungerhilfe/German Agro Action
- Dutch Council for Refugees (DRC) – VluchtelingenWerk Nederland
- FAHAMU – Networks for Social Justice, Kenya
- Frontiers Ruwad Association, Lebanon
- General Union of Voluntary Societies (GUVS), Jordan
- Handicap International, France
- Human Appeal International (HAI), United Arab Emirates
- HealthNet TPO, Netherlands
- HelpAge International, UK
- Human Rights First (HRF), USA
- InterAction (American Council for Voluntary International Action)
- InterAid International (IAI), Switzerland
- Interchurch Organisation for Development Co-operation (ICCO), Netherlands
- International Catholic Migration Commission (ICMC)

## NEW MEMBERS IN 2012

- Afrique Secours et Assistance (ASA)
- Center for Forced Migration Studies (CFMS)
- Brookings-LSE Project on Internal Displacement

- International Medical Corps (IMC), USA
- International Rehabilitation Council for Torture Victims (IRCT), Denmark
- International Rescue Committee (IRC)
- Islamic Relief Agency (ISRA), Sudan
- Jesuit Refugee Service (JRS)
- Lutheran World Federation (LWF)
- Marie Stopes International, (MSI), UK
- Mauritius Council of Social Service (MACOSS)
- Médecins du Monde (MDM)
- Malaysian Medical Relief Society (MERCY Malaysia)
- Merlin, UK
- Norwegian Refugee Council (NRC)
- Office Africain pour le Développement et la Coopération (OFADEC), Senegal
- OXFAM GB
- Plan International
- Refugee Consortium of Kenya (RCK)
- Refugee Council of Australia (RCOA)
- Refugee Council USA (RCUSA)
- Refugee Education Trust (RET), Switzerland
- Refugees International
- Save the Children International

- Stichting Vluchteling (SV)
- Sustainable Environment and Ecological Development Society (SEEDS), India
- Télécoms sans Frontières International
- The Border Consortium (TBC) – ex TBBC, Thailand
- Union for Support and Development of Afghanistan (VAF)
- World Council of Churches (WCC)
- Women's Refugee Commission (WRC), USA
- World Society for the Protection of Animals (WSPA)
- World Vision International (WVI)
- ZOA Refugee Care, Netherlands

### Permanent Observers

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

### Affiliate Members

- Center for Forced Migration Studies (CFMS), USA
- Brookings-LSE Project on Internal Displacement, USA
- Development Assistance Research Associates (DARA), Spain
- Refugees Studies Center (RSC), UK

**For more information on how to join the ICVA network, visit: [www.icvanetwork.org](http://www.icvanetwork.org)**




Photo: Horia Varlan

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