



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

**RISK AND
HUMANITARIAN CULTURE:
An ICVA Briefing Paper**
January 2020

**Security Risk
Management**
Enabling Decision-Making
in Local and International
Humanitarian NGOs
May 2020

**UNICEF-NGOS
PARTNERSHIP IN
HUMANITARIAN
SETTINGS:
STRENGTHS, CHALLENGES
AND WAYS FORWARD**



ICVA COMMUNICATIONS STRATEGY 2022-2024

ICVA ENABLING STRATEGY

ADOPTED BY THE ICVA BOARD
NOVEMBER 2021

ICVA Communications Strategy 2022-2024

1. INTRODUCTION

ICVA communications aims at strengthening ICVA as a global network and supporting content sharing and discussion.

Good communication is important in building and maintaining trust with all stakeholders. To ensure this our communication shall be guided by the principles of effective communication to enrich the communication processes. These principles include clarity, brevity, accessible, relevant, credible and timely.

The ICVA Communication Strategy defines our communication objectives, target audiences, key messages and evaluation measures to support the achievement of the ICVA 2030 strategy. It covers both the communication and dissemination activities to our target audiences on our content pieces. ICVA's added value relies on its network nature and the content creation and dialogue it fosters. This Communication Strategy aims at enabling increased access to information, increase engagement and creating the space to influence with collective voice and action.

Our Communication Strategy is one of [ICVA's enabling strategies](#), which include funding, human resources, and membership strategies, which all join to support our ICVA 2030 strategy. It is framed around three pillars: efficiency, growth in influence and engagement which each guide specific objectives.

2. OUR COMMUNICATION OBJECTIVES

The key aim of this strategy is to strengthen ICVA as a global NGO network for principled and effective humanitarian action.

The strategy also focuses on consolidating comprehensive communication approaches around our focus and thematic areas, increasing outreach to our target audiences and leveraging our relationship with our members for engagement.

The guiding objectives of the strategy are as follows:

Overall objective:

to strengthen ICVA as a global NGO network for principled and effective humanitarian action.

Specific objectives

- Objective 1 - By 2024 comprehensive communication approaches will be consolidated around our focus and thematic areas
- Objective 2 - by 2024 we will have INCREASED our outreach towards relevant audience and other influencers
- Objective 3 - By 2024, our relationships with members will be LEVERAGED for engagement

OBJECTIVE 1:

By 2024 comprehensive communication approaches will be consolidated around our focus and thematic areas

Expected Results

- ⇒ **ER1a. Increased strategic communications to support more efficient, impactful and resource appropriate approach.** ICVA will strengthen key messages around our focus and thematic areas as well as key events happening around our work.
- ⇒ **ER1b. Increased visibility of selected key resources and events.** ICVA will consider its main events and publications as key communication opportunities (annual conference, learning streams, and meetings) and will develop specific communication project plans to ensure story promotion ahead, during, and after the actual event. A standard template communication project plan will serve as the basis for each project.
- ⇒ **ER1c. Integration of the communication with policy/advocacy planning to leverage opportunities to influence.**
- ⇒ **ER1d. Capacity building of ICVA staff as communicators.** Capacity of all staff will be enhanced to support our communication efforts.

OBJECTIVE 2:

By 2024 we will have INCREASED our outreach towards relevant audience and other influencers

Expected Results

- ⇒ **ER2a. Increased level of influence.** ICVA will expand its outreach to our target audiences by 30% by 2024. ICVA will expand its outreach to members, organisations working around our focus areas and humanitarian networks for visibility of our work.
- ⇒ **ER2b. Ensure relevant content is targeted to relevant audiences.** By aligning with thematic and regional strategies as well as tailoring relevant content to our target audiences.

OBJECTIVE 3:

By 2024, our relationships with members will be LEVERAGED for engagement

Expected Results

- ⇒ **ER3a. Amplify key humanitarian messages through/with our members and other relevant stakeholders.** Increase our engagement with partners' communication department to support advocacy and influence.
- ⇒ **ER3b. Increase support to our members in their advocacy efforts.** ICVA will support member advocacy initiatives through our communication channels.
- ⇒ **ER3c. Build community within ICVA network.** Increase our engagement with members' communication department to broaden our outreach and leverage m

3. KEY MESSAGES

Our key message to our target audience is: We are a global NGO network for principled and effective humanitarian action.

Some other messages to our target audiences are:

- Voices of all our members are needed to shape policies according to humanitarian principles
- The diversity of our network gives us a unique opportunity to influence policy making at all levels, be it regional, national or local
- ICVA creates the space for NGOs to engage with relevant stakeholders and be heard on issues that matter
- Our long-standing relationships position us as a leader in global humanitarian policy
- Our expert led thematic content helps our members better navigate the humanitarian landscape
- ICVA connects humanitarian organisations for more inclusive solutions

We will continue creating more key messages around our focus areas and work.

4. OUR TARGET AUDIENCES

The Communication Strategy, which will be used by the ICVA Secretariat and the ICVA Board, aims to enable the Secretariat to reach our target audiences below:

- **Primary active audience stakeholders**, who know about ICVA and have the ability and willingness to support our network and influence;
- **Primary nonactive audience stakeholders**, who know about ICVA and could have the ability to support our network and influence but do not do so; and
- **Secondary audience stakeholders**, who may or may not know about ICVA, and represent an opportunity for us to engage further. A detailed breakdown of our audience groups can be found at the end of the document.

5. CHANNELS OF COMMUNICATION

We will reach our target audience by placing our messages where they can easily access and see them. Some of the channels we will use are:

- ICVA bulletin
- Internet sites - In addition to our website, we will use other interactive sites like Twitter, LinkedIn and YouTube for our communication
- Online and in person events like our annual conferences, eLearning streams, membership meetings, focus area events and ICVA@60 commemoration
- Audio visual materials
- Working group emails
- Publications
- Fliers and brochures
- Promotional materials like ICVA banners, T-shirts, and mugs
- Blogs

6. ANTICIPATE OBSTACLES AND EMERGENCIES

Any number of things can happen during a communication effort.

It's important to try to anticipate these kinds of problems, and to create a plan to deal with them. We have a crisis communication plan in place.

7. IMPLEMENTATION, MONITORING AND EVALUATING OUR COMMUNICATIONS

For accountability and to ensure that our communications work is strategic, and the outputs/expected results are of a high quality, we will develop an annual communications plan.

The workplan will be a living document, adapted as needed to ensure relevant implementation of the strategy.

The work plan will have detailed information at how to measure the success of our outputs. For each output, there will be a set of relevant indicators and tools to monitor, evaluate and learn about our communication throughout the year. Quarterly reports will be provided to help us evaluate the effectiveness and usefulness of products and processes so that learning can improve future efforts.

8. BREAKDOWN OF OUR AUDIENCES

Primary active and non-active audience

High to medium level of knowledge of ICVA, ability to support and influence, but not all are actively engaged

- **Members, Affiliates, Observers** - The staff of our members, affiliates, and observers, at the headquarters, regional and country levels.
- **Other NGO Networks** - Membership networks, such as InterAction, the Steering Committee for Humanitarian Response (SCHR), Voice, Near Network, Active Learning Network for Accountability and Performance (ALNAP), as well as the vast number of regional and country networks and Fora, which engage and interact with our Regional Hubs and beyond.
- **Non-NGO Partners** - ICVA's policy and advocacy work brings it in touch with several strategically important partners, such as the Inter-Agency Committee (IASC), OCHA, UNHCR, other humanitarian UN agencies and the International Migration Organisation (IOM).
- **Governments** - Governments, in their widest sense as donors, legislators, and affected states. This includes Permanent Missions based in Geneva and New York and the regional of the ICVA Regional Hub.
- **Regional Organisations** - ICVA's Regional approach brings the network into regular contact with key regional bodies, for example the EU, ASEAN, AU, ADB, etc. Some may naturally fit in the secondary audience section (i.e. EU).

Secondary audience

Medium to no level of knowledge of ICVA, opportunity to engage

- **Potential Members/Non-Members** - NGOs who work and are involved in humanitarian operations.
- **Regional Organisations** - ICVA's Regional approach brings the network into regular contact with key regional bodies, for example the EU, ASEAN, AU, ADB, etc. Some may naturally fit in the primary audience section (i.e. ASEAN, AU, ADB).
- **Academic Institutions** – The ICVA Secretariat has identified influential departments of Universities and Academic Institutions that specialise in humanitarian study and continues to engage with academics providing insight and research into regional and global humanitarian challenges.
- **Other Stakeholders** - Other actors relevant to humanitarian response. These include formal stakeholders, such as the military, and informal, such as solidarity, faith-based and Diaspora groups, and the private sector.



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REGIONAL HUBS

AFRICA

Dakar, Senegal
Nairobi, Kenya

ASIA

Bangkok, Thailand

MENA

Amman, Jordan

LATIN AMERICA

Guandoloir, Mexico