



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION



# ICVA FUNDING STRATEGY 2022-2024

ICVA ENABLING STRATEGY

*ADOPTED BY THE ICVA BOARD  
NOVEMBER 2021*



# ICVA Funding Strategy 2022-2024

## 1. INTRODUCTION

12 key parameters for the *Funding Strategy 2022-2024* have been identified to successfully address the fundraising challenges. The *Funding Strategy 2022-2024* itself consists of three objectives and six expected results.

The fundraising strategy covers “donor income” so excluding the income resulting from membership fees which are referred to in the [Membership Strategy 2022-2024](#).

The objectives read as follows:

### Objective A

**Develop total yearly income of 4 million CHF for the implementation of the ICVA Strategy 2022-2024.**

The concern is the sustainability of the income budget. To this effect, the funding base needs to be consolidated and broadened. Renewal of multi-year grants with existing donor governments is the priority while increasing the potential with other governments and philanthropic foundations as well as development of regional funding support.

### Objective B

**Strengthen the understanding of ICVA’s value proposition to consolidate and attract a strong and representative supporter base.**

ICVA is strengthening its communication capacity to better communicate to different target groups and foster engagement of critical stakeholders such as donors and ICVA members (see [Communications Strategy 2022-2024](#)).

Organizations need to be able to understand at once the justification of their support to ICVA. Building on dialogue with donors and members to develop the [ICVA Strategic Priorities 2022-2024](#), ICVA Secretariat’s dialogue with donors and members is consolidated for the socialization of the [ICVA 2030 Strategy](#).

### Objective C

**Reinforce collaborative initiatives between the Secretariat, members and between members themselves, taking advantage of the knowledge and connectedness of members.**

## 2. FRAMING

### a. PARAMETERS

**RESPONSIBILITIES** - Fundraising needs to be a collective effort built on well-defined roles and responsibilities within the Secretariat.

**SUSTAINABILITY** - Three-year budget to ensure sustainability.

**CONTINUITY** - 4 million CHF/year as estimated budget for the implementation of the Strategy 2022- 2024 (in addition to the total membership fees of approx. 0,55 CHF million/year).

Baseline 2021: Approx. 2'900'000 CHF (and including 550'000 CHF membership fees)

**DIVERSITY** - Diversity of portfolio of donors between 10 and 16. Increase relationship with Foundations and additional governments to diversify the portfolio of donors.

Baseline 2021: portfolio of 12 donors

**INDEPENDENCE** - Systematic analysis on dependency and perception of dependency to donor. A forecast more than 25% of the total yearly donor budget by one donor requires institutional decision at Board Finance and Administration Committee level.

Baseline 2021: max donor contribution = 17% of total budget

**UNRESTRICTED FUNDS/FLEXIBLE and MULTI-YEAR** - Target > 40% of unrestricted funds (support to the full strategic plan). Aim for > 80% of multi-year funding.

Baseline 2021: 40% of unrestricted /or low restrictions funds.

**STRATEGY** - All funding to support implementation of the strategy.

**INTEGRITY** - Transparency with staff on budget perspectives.

**ALIGNED WITH STAFF CAPACITY** - Accounting and administrative systems can support management of new grants.

**PRO-ACTIVE COMMUNICATION** - Pro-active communication to keep donors engaged and for them to use certain services.

**OPPORTUNITIES** - Build the flexibility to react to new opportunities or to curtail activities/attempts that are either not practical or not "profitable".

**LINKAGES** - The fundraising strategy is to be coherent and cross-reference to the other [enabling strategies](#) of Human Resources, Membership and Communications.

### b. FITTING TO THE ICVA 2030 STRATEGY AND MEMBERSHIP STRATEGY

- Detailed resourcing strategies will be included in the three-year and annual plans but some high-level guidance towards growth and resourcing is described in the ICVA2030 adopted by the ICVA General Assembly.
- The ambition is for ICVA to grow in its reach and influence, while limiting the growth of the Secretariat. A large Secretariat risks losing agility, being unsustainable and evolving into an isolated think-tank separated from the reality members are living.

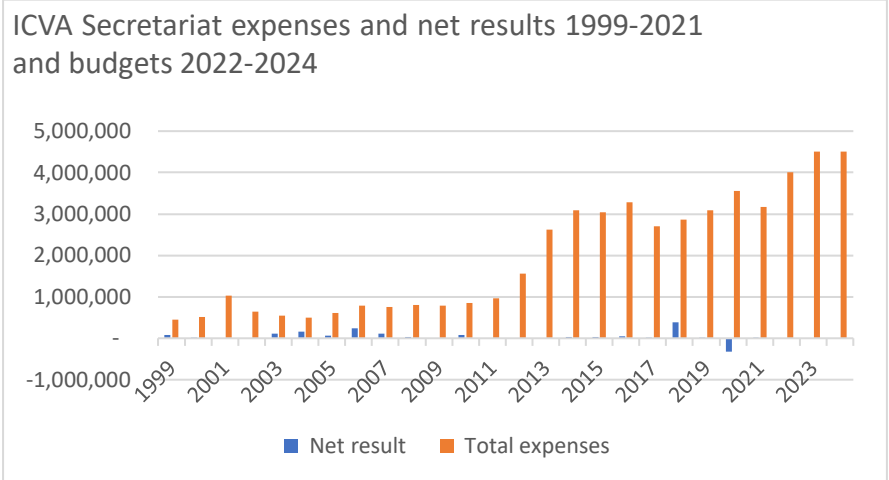
- ICVAs development and expansion will come through collaborative efforts between the Secretariat, members and between members themselves, taking advantage of the knowledge and connectedness of members (*Membership Strategy*).
- We expect this to be welcomed by donors and to potentially attract funding.
- We will proactively work with other recognised networks to convince donors of the value and synergy of the various actors creating opportunities for co-funded work. ICVA has a history of diverse funding sources including the fees from members and avoiding over-reliance on single donors. (*Transformation 5 – Partnerships*)

### 3. IN FIGURES

Government grants, grants from a philanthropic Foundation and increase of membership base enabled ICVA to grow and to diversify its donor basis.

Total incomes in the table below include the membership fees.

Year	Net result	Total expenses	Total income
1999	76'344	448'729	525'073
2000	15'447	517'947	533'394
2001	-979	1'032'223	1'031'244
2002	-16'309	640'074	623'765
2003	111'061	553'641	664'702
2004	164'247	499'675	663'922
2005	58'033	616'065	674'098
2006	237'961	785'135	1'023'096
2007	110'440	761'131	871'571
2008	23'803	799'223	823'026
2009	-23'249	790'594	767'345
2010	77'492	848'003	925'495
2011	-10'074	967'692	957'618
2012	-22'594	1'556'519	1'533'925
2013	-22'971	2'617'151	2'594'180
2014	29'367	3'095'601	3'124'968
2015	34'157	3'038'996	3'073'153
2016	51'811	3'290'350	3'342'161
2017	18'017	2'703'925	2'721'942
2018	381'168	2'861'537	3'242'705
2019	5'136	3'090'965	3'096'101
2020	-319'467	3'553'393	3'233'926
2021	5'086	3'172'885	3'177'971
2022	-	4'005'000	4'005'000
2023	-	4'500'000	4'500'000
2024	-	4'500'000	4'500'000



## 4. OBJECTIVES

### GENERAL OBJECTIVES

- A. Develop total yearly income of 4 million CHF for the implementation of the ICVA Strategic priorities 2022-2024.
- B. Strengthen the understanding of ICVA's value proposition to consolidate and attract a strong and representative supporter base.
- C. ICVA development and expansion comes through collaborative efforts between the Secretariat, members and between members themselves, taking advantage of the knowledge and connectedness of members

### EXPECTED RESULTS

- ⇒ **ER1** - A robust case for support is developed and promoted. Geared primarily towards donors, the case for support is a compelling message accompanying the process of donor acquisition. It is a concise and straightforward set of arguments which positions ICVA towards the priority issues (strategic plans) of donors.
- ⇒ **ER2** - Awareness raising of ICVA's mission, strategy, activities, and impact increases supporter's trust. Consolidate consistent communications with donors to reinforce/build trust and link to their priority areas.
- ⇒ **ER3** - Members' interests and the diversity of members is positioned at the heart of what we do. ICVA, as a member led organization is nurtured and legitimized by its membership.

In order to deliver, ICVA needs certain capacities. Four Expected Results identified to contribute for them to be in place:

- ⇒ **ER4** - Innovation to secure long-term revenue is stimulated. The mobilization for a long-time support of Foundations and local authorities - in particular- calls on ICVA's innovation capacity as for ICVA it is a new kind of partnership. Engaging with regional funding will also call on innovative ways of working for ICVA.
- ⇒ **ER5** - ICVA staff and members act as communicators/fundraisers. This will not only mitigate the risk that fundraising is in the hands of a limited number of staff but also leverage fundraising and communication efforts. While priority and efforts will be to capture unrestricted funds, this opens to the development of regional funding.
- ⇒ **ER6** - Member competences are leveraged to serve ICVA's mission. Members are the obvious link to the affected populations, to the impact delivered by ICVA's membership and to challenges met on the ground. For all these reasons, ICVA leverages its members' competencies and field experience as much as possible.

## ANNEX - WORK PLAN PRIORITIES 2022-2024

To achieve the objectives, the strategic orientation is to preserve and cultivate existing donors and concurrently broaden the donor base by applying the following priorities:

### *Priority action N°1*

**Yearly work plans** on ICVA fundraising are developed, implemented, and monitored with ICVA's funding from Governments being strengthened and broadened, while securing necessary and predictable funds (multi-yearfunding).

Confirmed donor governments maintain or increase their level of funding to ICVA and are joined by additional governments and intergovernmental organizations, at least one per year.

### *Priority action N°2*

An **ICVA Secretariat working group on fundraising** gives support on the implementation of the work plans. Member support is a core part of the needed fundraising support. The overall responsibility of the fundraising remains at the level of the ICVA Executive Director.

### *Priority action N°3*

**Outreach to selected philanthropic foundations** is strengthened/(re)engaged. Confirmed donor foundations (Hilton and OSF) maintains its level of funding to ICVA and is joined by additional donor foundations, at least two during the duration of the strategy (2022-2024).

### *Priority action N°4*

Develop the opportunities with the **local authorities** for in kind and financial support.

### *Priority Action N°5*

Update and/or develop additional **fundraising support material** and develop tools to contribute in making ICVA's added value and services more explicit and accessible, especially for prospective members.





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