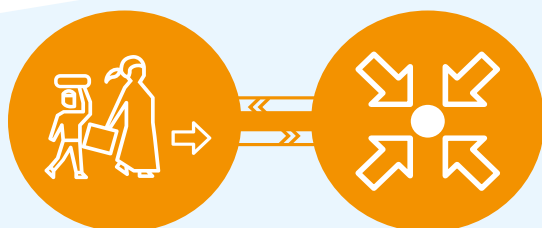




A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION



ICVA FUNDRAISING STRATEGY 2022-2024

ICVA Enabling Strategy

ICVA Funding Strategy 2022-2024

1. INTRODUCTION

12 key parameters for the Fundraising Strategy 2022-2024 have been identified to address successfully the fundraising challenges. The Fundraising Strategy 2022-2024 itself consists of 3 objectives and 6 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 3,5 to 4 million CHF for the implementation of the ICVA Strategy 2021-2024.

The concern is the sustainability of the income budget. To this effect, the funding base needs to be consolidated and broadened. Priority is given to government donors. 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.

Organisations 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 Strategy 2022-2024, ICVA Secretariat’s dialogue with donors and members is consolidated for the socialisation of the ICVA2030 Strategy.

Objective C

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

2. FRAMING OF FUNDING STRATEGY 2022-2024

a. *The parameters to guide drafting of the 2022-2024 funding strategy:*

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

SUSTAINABILITY - 3-year budget to ensure sustainability.

CONTINUITY - 3,5 to 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 million/year).

Baseline 2021: Approx. 2'900'000 CHF (and 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 agency/donor. A forecast more than 25% of the total yearly donor budget by one donor requires institutional decision at Finance and Administration Committee level.

Baseline 2021: amin donor contributes form16% of total budget.

UNRESTRICTED FUNDS/FLEXIBLE and MULTI-YEAR - Target > 60% of unrestricted funds (support to the full strategic plan). Aim for > 80% of multi-year funding.

Baseline 2021: 65% 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 funding strategy is to be coherent and cross-reference to the HR enabling strategy and the membership strategy.

b. *Fitting to the ICVA2030 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.

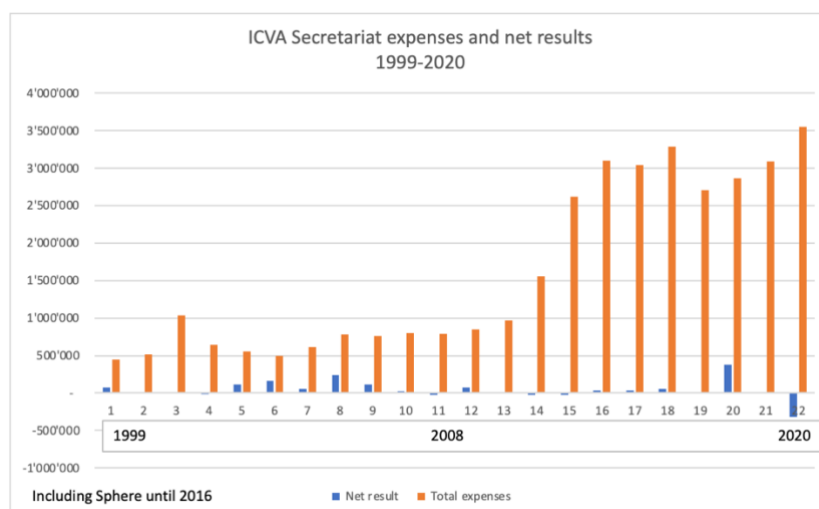
- The ambition is for ICVA to grow in its reach and influence, while limiting the growth of the Secretariat. A large Secretariat risks losing agility, being unsustainable and evolving into an isolated think-tank separated from the reality members are living.
- ICVAs development and expansion will come 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 from 2009 to today 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



4. OBJECTIVES FOR 2022-2024 FUNDING STRATEGY

General objectives

- A. Develop total yearly income of 3,5 to 4 million CHF for the implementation of the ICVA Strategy 2022-2024 (not including special projects).
- B. Strengthen the understanding of ICVA's value proposition to consolidate and attract a strong and representative supporter base.
- C. ICVAs development and expansion come 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 interests (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-organisation is nurtured and legitimised 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 mobilisation 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 as a whole. 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 people in need, 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 1 - THE FUNDING STRATEGY 2019-2021

Enabling Strategy 2019-2021 - Fundraising - Updated October 2021

	Lead	Support	Monitoring (October 2021)
PRIORITY ACTIONS			
<p>Priority action N°1</p> <p>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-year funding).</p> <p>Confirmed donor governments maintain or increase their level of funding to ICVA and are joined by additional governments and intergovernmental organisations, at least one per year.</p>	ED	Most of ICVA senior staff	<p>Norway and Denmark rejoined as donor (2019). New donor Luxembourg (2020).</p> <p>Expected support Belgium (2022-2024). March 2021, 6 donors reconfirmed intentions for long term support to ICVA (Switzerland, Germany, Sweden, Denmark, Luxembourg, Norway). Donor governments on project funding lost : ECHO (end contract mid-2019), PRM (end contract 2019), Netherlands (end contract 2018) and Australia (2019). First regional grants with UNDP (2020-2021) in MENA and SDC East/Horn Africa (12/2019 to 11/2023). Concept notes with BHA, Centre de crise France and Buza (10/21). Pool funding by ICVA members for start up of the Dakar Hub (50'000 CHF). Special projects as PSEA Fund and NGO Fora funds supported respectively by UNHCR and pooled funds from governments and philanthropy.</p>
<p>Priority action N°2</p> <p>An ICVA Secretariat working group on fundraising is put in place in May 2018. The Working Group 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.</p>	ED	SMT	<p>SMT functioning as ICVA Secretariat working group. Systematic update at staff meeting (2/month) and sharing regularly the grant tracker and updated work plan to all staff. Staff involved as support or lead on resource mobilisation files.</p>
<p>Priority action N°3</p> <p>Outreach to selected philanthropic foundations is strengthened/(re)engaged. Confirmed donor foundation (IKEA) maintains its level of funding to ICVA and is joined by additional donor foundations, at least two during the duration of the strategy (2019-2021).</p>	ED	Number of ICVA staff	<p>No renewal of IKEA grant (ended 31/12/18). IKEA Foundation changed strategy to expense of humanitarian sector. Collective lobbying towards IKEA ongoing with other humanitarian partners of IKEA. Concept note with IKEA small grant still pending response. Foundations portfolio increased with Hilti Foundation (total 950'000 USD) and OSF (200'000 USD)</p>
<p>Priority action N°4</p> <p>Develop the opportunities with the local authorities for in kind donations (including Service de la Solidarité Internationale of the Canton of Geneva and Geneva City's Delegation Genève Ville Solidaire (DGVS)).</p>	ED	Number of ICVA staff	<p>In-kind hotel support for Annual Conference 2020 delegation secured but not used due to pandemic. Contribution from Canton/Republic of Geneva for 2020 and 2021 of 90'000 CHF. Other in-kind contributions in discussion for humanitarian hub initiative.</p>
<p>Priority Action N°5</p> <p>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.</p>	Communication officer	Most staff	<p>Number of material developed : poster, strategy, film on NGO Fora, ICVA members guide, standard grant proposal for unearmarked funds...</p>

EXPECTED RESULTS 2019-2021

<p>ER1 - A robust case for support is developed and promoted. Geared primarily towards donors, the case for support is a compelling tool accompanying the process of donor acquisition. It is a concise and straightforward document which positions ICVA towards the interests (strategic plans) of donors.</p> <p>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 interests.</p> <p>ER3 - Members' interests and the diversity of members is positioned at the heart of what we do. ICVA, as a member led-organisation is nurtured and legitimised by its membership.</p> <p>In order to deliver, ICVA needs certain capacities. Four Expected Results identified to contribute for them to be in place:</p> <p>ER4 - Innovation to secure long-term revenue is stimulated. The mobilisation 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.</p> <p>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 as a whole. While priority and efforts will be to capture unrestricted funds, this opens to the development of regional funding.</p> <p>ER6 - Member competences are leveraged to serve ICVA's mission. Members are the obvious link to the people in need, to the impact delivered by ICVA's membership and to challenges met on the ground. For all these reasons, ICVA needs to leverage its members' competencies and field experience as much as possible.</p> <p>ER7 - Processes are clarified, systematized and improved. Processes always need improvement. We will be looking into them to improve clarity, consistency and agility.</p> <p>ER8 - Necessary competences to respond to strategic needs are enhanced and valued¹</p> <p>ER9 - Impact and member-oriented mind-sets are cultivated</p> <p>ER10 - New processes and further information sharing are in place</p> <p>ER11 - Relevant resources to reach the fundraising objectives are put in place</p>	ED	All	Results not reported here. General assessment that all ER are being addressed though some of results still to be assessed.
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15 key parameters

<p>1. RESPONSIBILITIES: Fundraising needs to be a collective effort built on well-defined roles and responsibilities (Secretariat with overall responsibility of Executive Director, Finance and Administration Committee, Board). It needs clear cut processes as well as core set of fundraising tools.</p> <p>2. SUSTAINABILITY: 3-year budget to ensure sustainability. Baseline 2018: at mid-2018, 30% of 2019 budget secured.</p> <p>3. CONTINUITY: 3 million CHF/year as estimated donor budget for the implementation of the Strategy 2019- 2021 (in addition to the total membership fees of approx. 0,5 million/year). Baseline donor budget 2018: 2,868 million CHF (3.354 million CHF total budget with membership fees).</p> <p>4. DIVERSITY: Diversity of portfolio of donors between 8 and 14. Engage with emerging countries for the diversity of funding and partnerships (ie. Indonesia, Turkey). Increase relationship with Foundations and additional governments to diversify the portfolio of donors. Baseline 2018: portfolio of 10 donors.</p> <p>5. INDEPENDENCE: Systematic analysis on dependency and perception of dependency to agency/donor. A forecast more than 25% of the total yearly donor budget by one donor requires institutional decision at Finance and Administration Committee level. Baseline 2018: highest individual donor contribution is 19%.</p> <p>6. ETHICS: Put in place chart of ethics.</p> <p>7. UNRESTRICTED FUNDS/FLEXIBLE: As much as possible negotiate unrestricted funds (support to the full strategic plan). Targeted funding for activities (eg. Annual Conference; consultations UNHCR or IOM) or short-term projects. Baseline 2018: 50/50 (50% of donor unrestricted funds).</p> <p>8. MULTI-YEAR: As much as possible negotiate multi-year funding. Baseline 2018: Ratio 80/20 (80% as part of multi-year donor funding).</p> <p>9. STRATEGY: All funding to support implementation of the strategy.</p> <p>10. INTEGRITY: Transparency with staff on budget perspectives.</p> <p>11. REALISTIC: Accounting and administrative systems can support management of new grants.</p> <p>12. PRO-ACTIVE COMMUNICATION: Pro-active communication to keep donors engaged and for them to use certain services.</p> <p>13. OPPORTUNITIES: Build the flexibility to react to new opportunities or to curtail activities/attempts that are either not practical or not "profitable".</p> <p>14. CELEBRATE: Celebrate with team signature of grants.</p> <p>15. MONITOR: At least once a quarter, step back and check how we are doing. Yearly internal assessment.</p>	ED	All	<p>Targets (as per strategy) - as at October 2021</p> <ul style="list-style-type: none"> •Diversity – between 8 and 14 donors (12 as at March 2021) •Independence – highest individual donor contribution is < 25% (Germany 15%; Switzerland 13%; UNHCR (incl. PSEA fund) 13%; Sweden 8%. •Unrestricted funds/flexibility – at least 50% of donor unrestricted funds (= 55%- as at October 2021) •Multi-year – Ratio 80/20 – 80% as part of multi-year donor funding
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ANNEX 2 - 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 organisations, 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 supportd (including Service de la Solidarité Internationale of the Canton of Geneva and Geneva City's Delegation Genève Ville Solidaire (DGVS)).

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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