



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION



ICVA HUMAN RESOURCES STRATEGY 2022-2024

ICVA ENABLING STRATEGY

ADOPTED BY THE ICVA BOARD

September 2022

Human Resources Enabling Strategy 2022-2024

Unleashing the power of all of us

INTRODUCTION

The ICVA Human Resources Enabling Strategy 2022-2024 identifies three strategic priorities for the support and management of crucial human resources within the ICVA Secretariat. The HR Enabling Strategy is one of [four Enabling Strategies](#) developed in support of the ICVA 2030 Strategy.

The Human Resource Strategy develops from ICVA's mission, vision and values.

Vision

A world in which crises-affected populations are effectively protected, assisted and enabled to rebuild their lives and livelihoods with dignity.

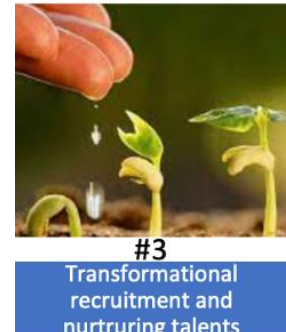
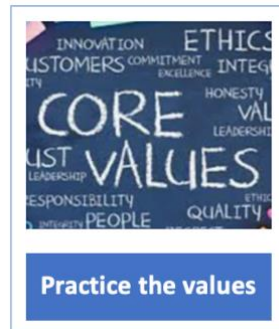
Mission

To make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.

Values

- Our work is based on the humanitarian principles of humanity, impartiality, neutrality and independence.
- We work towards a system that enables people affected by humanitarian crises to receive equitable access to quality assistance and protection rooted in international humanitarian and human rights law.
- We promote innovative approaches to humanitarian policy development implementation, and offer evidence-based, solutions-oriented advocacy.
- We promote equitable, inclusive engagement of NGOs and principled multistakeholder partnerships to realise the full value of diversity and to ensure the legitimacy of our work.

The Strategy responds to both the complexity of working in a changing humanitarian sector and the significant changes in the way people work due to COVID-19. This requires ICVA to reconsider how it manages and optimizes staff satisfaction and performance at a time when the fundamentals of how, when and where people work and the values they place on work are shifting.



Practicing Our Values

This strategy provides a framework within which the ICVA Secretariat team can practice values as individuals and as a collective.

Our commitment to diversity is a reflection of our commitment to our values and principles, with diverse perspectives encouraging the necessary reflection, challenging of the status quo empathy and dedication to supporting our members to help people affected by crises worldwide to meet their needs. Our diversity is also one of the unique strengths within the ICVA Secretariat and this should also be reflected and embodied in the day-to-day work of the Secretariat.

We champion equity as a driver of both our internal and external engagements, as we work towards a system that enables people affected by humanitarian crises to receive equitable access to quality assistance and protection rooted in international humanitarian and human rights law. Internally, we commit to systems, practices and procedures that are equitable, transparent and free from discrimination.

We promote inclusivity by adopting processes that enable workplace and recruitment practices that are inclusive of diverse talent and devoid of discrimination. Inclusivity means openness to innovative approaches and a willingness to consider the views of others and how they can inform evidence-based, solutions-oriented decision making.

ICVA commits to embedding effective safeguarding by requiring all staff to undertake safeguarding training, ensuring that complaints procedures for staff and external stakeholders are open and that complaints are addressed in a timely manner and with the gravitas that the complaint requires.

We practice our values by ensuring that we adhere to principles of transparency and accountability within the organization. This translates to ICVA's commitment to promote transparent practices and procedures and by sharing information freely. ICVA commits to accountability for the employer and employee by closing feedback loops and providing avenues for complaints and appeals.

Objective 1: Embrace Agile Work Practices

By 2024, ICVA Secretariat has adopted and mainstreamed a set of agile work practices that enhance the impact and quality of our work.

Significant changes in how we work, where we work, who we work with and the technologies we use to enable this are here to stay. Adapting to ongoing adjustments and the global evolution of the workplace, will require a commitment to best practice, skilled staff retention and increased agility without reducing impact and quality.

Agile work practices, that are flexible and reviewed regularly, may differ for each staff member and/or location. They reflect the combination of processes, connectivity, technology, time and workspace that defines the most appropriate and effective way of working for each team member to implement their own work and the work of the larger team. ICVA commits to creating a workplace that is supportive and centres around staff needs. This includes balancing workload with duty of care to staff wellbeing

Expected Results:

- ⇒ Flexibility and options to support the work of the ICVA team are defined by clear guidelines which will be applied consistently and also with a mechanism for appeal.
- ⇒ The work of each team member is structured through specific and targeted, yet flexible workplans, agreed with the line manager, ensuring no staff members time is overly projectized and sufficient time is retained for personal professional development and to support other team members in their work.
- ⇒ Annual reviews, led by line managers and filled in conjunction with staff are conducted regularly and assessed by COO/SMT for trends or issues of concern across the board. Issues in terms of workload management, job satisfaction and work-life balance for the ICVA Secretariat will be raised at SMT and action plans developed

Specific Objective 2: Embed Diversity, Equity and Inclusion in the culture of the ICVA Secretariat

Realising the full value of our diversity, being inclusive and promoting equity will unlock the future potential of the ICVA Secretariat. Fostering empowered and inclusive participation will be essential for ensuring our relevance, legitimacy and impact as well as truly living our values. As articulated in the ICVA 2030 Strategy, we will proactively address issues of bias and racism both at the organizational and individual, personal level.

Embedding diversity, equity and inclusion (DEI) in the structure and functioning of the ICVA Secretariat will require changes to the ways we work individually and as a team. This includes reviewing policies and practices of the secretariat to reflect the goals of embedding DEI in our own work and establishing ICVA as a diverse global network rooted in the regions and countries impacted by crisis.

Expected Results:

- ⇒ ICVA guidelines and processes will be reviewed to ensure adequate attention is given to diversity and inclusion practices. Guidelines will be updated for a more inclusive workplace and ensure high quality and culturally appropriate referral pathways are in place for all staff, wherever they are located, to address issues and concerns related to DEI in the workplace

- ⇒ ICVA builds a positive reputation among staff, members and all main stakeholders for the degree to which the organization has achieved its diversity and realised equity and inclusion in our ways of working measured by external evaluation against previous evaluations.
- ⇒ All staff in the ICVA Secretariat should feel empowered to voice their opinions and that those opinions will be listened to and responses will be duly communicated, by both peers and management.
- ⇒ All staff are encouraged to engage in sensitivity training which will be provided by the organization and monitored by line managers at the time of staff appraisals.

Specific Objective 3: Transforming recruitment practices and nurturing talents

We build ICVA secretariat with an earned reputation of **being a developer and incubator of talent**.

Understanding the limitations due to the size ICVA Secretariat, we will develop opportunities for mobility of experience, expertise and talent within the Secretariat as well as looking at the opportunities within the network and other partners.

ICVA commits to develop pathways and support for career progression and life changes that impact work. We will provide the **space staff need to grow and prosper at ICVA**, helping staff understand how their role fits into the strategy, and offering opportunities for personal development, training and coaching to be identified in staff appraisal and monitored by line manager.

Expected Results:

- ⇒ A defined and clear guideline is in place that clarifies the opportunities and boundaries for personal professional development of staff. Each staff member has the opportunity to engage in personal development activities.
- ⇒ Opportunities to grow experience and expertise, such as temporary secondments/placements, both within the ICVA Secretariat and within the humanitarian sector more broadly, will be provided where possible.
- ⇒ Staff recruitment and retention is enhanced by offering industry-competitive compensation packages (including salaries and benefits) which are reviewed transparently on a regular basis, and are flexible to reflect changes in seniority, representational role, management responsibilities and other considerations. Clear guidelines are developed to reflect this commitment.

Adopted by ICVA Board – September 2022



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