



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

ICVA MEMBERSHIP STRATEGY 2022-2024

ICVA ENABLING STRATEGY

*ADOPTED BY THE ICVA BOARD
NOVEMBER 2021*

ICVA Membership Strategy 2022-2024

1. INTRODUCTION

As a member led organisation ICVA's legitimacy is based on its membership.

The *Membership Strategy* is guided by the overall mission for ICVA "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 »

The Membership Strategy is one of [ICVA's enabling strategies](#), which include communications, funding, and human resources strategies, to implement the ICVA 2030 strategy. The Membership strategy is not a growth nor income generating strategy, but about improving engagement and inclusion with a diverse range of members. It is framed around four pillars: engagement, recruitment, support and due diligence.

2. OUR MEMBERS

ICVA members are humanitarian NGOs, large and small, secular and faith- based, national and international, joined through a common commitment to principled humanitarian action.

Membership in ICVA is open to national NGOs, international NGOs and NGO fora or networks.

As at 1/11/2021 ICVA has 137 members (132 members, 2 observers and 3 affiliates) working in 160 countries. Since 2018 there has been a 30% increase in the number of members with a significant number of members based in the MENA region. ICVA's membership is global with 49% of our members based in Asia & the Pacific, Africa, Middle East, and Latin America.

Since 2018 there has been an increase in the number of national NGO members who now represent 26% of the membership. 16% of members are consortiums. The remaining 58% of members are international NGOs in terms that their operations extend outside the organisation's country of origin.

Although the total financial operational footprint of our members is over 20 billion CHF, half our members have an annual income of less than CHF 5 million.

75% of NGOs engaged in ICVA activities are southern NGOs, national NGOs, medium-sized and NGO fora.

3. GENERAL OBJECTIVE

ICVA's influence and reach is increased through the credibility and legitimacy of its membership base offering a unique and diverse global humanitarian network.

4. SPECIFIC OBJECTIVES

Specific objective 1 – Member engagement

By 2024, the engagement of ICVA’s members that enhances ICVA’s impact and outreach has increased.

Membership of ICVA intended to bring value in direct access to information and services, but more importantly it is intended to create a community of mutually reinforcing actors, a community where members best placed can take a leadership in a more systematic manner on sharing expertise and knowledge; supporting learning, discussion, events and advocacy initiatives; representing ICVA.

Expected Results

- ⇒ ER1a- models of member engagement adapted to the size and scope of the members are developed.
- ⇒ ER1b -20% of members have made measurable commitments for the duration of the strategic plan to contribute to the networks impacts and outreach
- ⇒ ER1c -members external engagements on behalf of ICVA are framed by the “Guidelines on External Representation »

Specific objective 2 – Recruitment

By 2024, the recruitment of new members continues to reflect ICVA’s diversity, humanitarian focus, and global dimension.

While the priority is given to engage better and more strategically with the existing members, a strategic approach to recruiting organisations will be developed.

Diversity in terms of organisation size and type of organisation should be safeguarded within the membership

The overall number of ICVA members is not an objective as such but rather a consequence of the membership strategy.

The learning from partnership models and membership in Latin America prepare for the development of influence in Latin America for the period 2022-2024.

Expected Results

- ⇒ ER2a- Board members role in recruitment identified and defined
- ⇒ ER2b- Proactively encourage membership of organisations from specific countries or thematic areas (strategic approach)
- ⇒ ER3c -partnership models and membership in Latin America prepare for the development of influence in Latin America for the period 2022-2024

Specific objective 3 – Member Support

By 2024, collective work of ICVA members to adhere to the standards and principles as agreed to in the reaffirmation, and/or application process, and committed to at the General Assembly.
(Cross reference transformations work plans)

ICVA members come together to share and exchange experiences and information, collaborate, leverage expertise, challenge and inspire each other to affirm our collective values and learn what this means in practice.

Expected Results

- ⇒ ER3a - ICVA members shared and exchanged experiences and information on standards and principles, and increased capacities to have systems in place to prevent, mitigate, respond and learn on all forms of misconduct.
- ⇒ ER3b - ICVA members supported as necessary to adhere to standards and principles as agreed to in the reaffirmation, and/or application process, and committed to at the General Assembly.

Specific objective 4 – Due Diligence

By 2024, membership criteria strengthen ICVA's credibility.

The membership and reaffirmation criteria are refined keeping them light and relying on existing accountability mechanisms. They reflect due diligence requirements and consider the realities of NGOs and the evolution of the sector.

All new members are compliant with the membership criteria.

Expected Results

- ⇒ ER4a - Clarify managing upfront unacceptable trade-offs of ICVA members
- ⇒ ER4b - membership and reaffirmation criteria are fit for purpose within current NGO environment

5. IMPLEMENTATION, MONITORING AND EVALUATION

The Membership Committee of the ICVA board, oversees and monitors the Membership strategy.

To ensure members and ICVA get the best out of membership we will build mechanisms for learning and improvement into all membership initiatives. ICVA actively seeks to learn lessons through feedback from members (surveys, interviews, meetings), membership database reports and other feedback, as well as monitoring the enabling strategies.



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