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**SANDSTONE CONSULTING**



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION

## **2019-2021 Impact Study**

Authors: Clayton Beer and Adrio Bacchetta

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## Section 1: Executive Summary

### Introduction

The purpose of this impact study is to take stock of the impact ICVA has achieved over the course of its 2019-2021 Strategy. The key question being investigated is *“What has been the impact of ICVA’s efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the period 2019-2021?”* The methodology comprised a document review, interviews with selected stakeholders, and a review of the substantial existing data from ICVA’s recent 2030 strategy consultations with members. This report builds on the findings of the mid-strategy study conducted in January-March 2021 by Sandstone Consulting.

### Background

ICVA’s vision is *‘A world in which crisis-affected populations are effectively protected, assisted and enabled to rebuild their lives and livelihoods with dignity’*. Their mission statement positions ICVA as *‘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’*.

ICVA’s 2019-2021 strategy is concisely framed under 5 ways of working (*Analyzing & Explaining; Connecting; Convening; Influencing & Advocating; Supporting*) and 4 focus areas (*Forced Migration; Coordination; Financing; Navigating Change / Cross-Cutting Issues*). This strategic period was initiated after significant turnover in senior positions in ICVA, including at the level of Executive Director and other leaders. Since 2018, the staffing has grown from 13 to 26 FTEs, with particular investment at the regional level which has grown from 6 to 11 FTEs and has expanded to include representation in Latin America and West Africa. There have been particular efforts to ensure diversity in the staffing strategy and working culture.

#### FOCUS AREAS: 2021 OBJECTIVES:

1. FORCED MIGRATION	Improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situations.
2. COORDINATION	Strengthen the collective ability of NGOs to actively engaged in and influence coordination mechanisms to ensure they are inclusive, contextualised and provide effective assistance and protection to those affected by crises.
3. FINANCING	Ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding.
4. NAVIGATING CHANGE, CROSS-CUTTING ISSUES	Ensure a dynamic support to NGOs in developing strategic thinking and in navigating change while promoting humanitarian principles and the Principles of Partnership

#### 5 WAYS OF WORKING

##### ANALYZING & EXPLAINING

- Producing, sharing and exchanging information, analyses, and learning opportunities.

##### CONVENING

- Facilitating, organising, and convening meetings, workshops, discussions and debates for members to exchange experiences and information, collaborate on common issues, leverage expertise and bring together varying perspectives.

##### CONNECTING

- Facilitating increased NGO access to important stakeholders, including multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector.

##### INFLUENCING & ADVOCATING

- Ensuring a strong and multi-faceted NGO voice is reflected in key debates and decision-making forums that affect humanitarian action.

##### SUPPORTING

- Strengthening the capacities of NGOs to engage in the humanitarian system.

## Findings

This impact study assessed the results and indicators associated with 49 discrete initiatives across the four focus areas. The study identified the following highlights of ICVA's impact for each focus area during 2019-2021:

### 1. Forced Migration

- **Global Refugee Forum (2019):** ICVA played a leading coordination role and influenced the coherence of NGO pledges and also helped ensure a strong presence of national civil society representation
- **UNHCR Regional & Monthly Consultations (2020-2021):** ICVA increased opportunities to contribute to and influence Forced Migration policies and practices, especially through ICVA's role as an interlocutor between UN bodies and NGOs and by catalysing collaboration across civil society (e.g., co-convening the Civil Society Action Committee)
- **High-Level Panel on Internal Displacement (2019-2021):** ICVA successfully ensured NGOs were able to influence the process of drafting the HLP report (e.g., through convening meetings during the inception phase and through joint letters with InterAction to the UN Secretary General). ICVA continues to work on the follow up of the recommendations.

### 2. Coordination

- **IASC Architecture:** At the global level, ICVA spearheaded duty of care discussions in the IASC and elevated the issue of 'Localization' to a broader audience among the IASC Principals. Within the Emergency Directors Group (EDG), ICVA enabled NGOs (particularly national NGOs that do not have a presence at the global level) to raise critical issues from country to global level.
- **NGO Fora Support:** ICVA provided direct support, workshops, exchanges, and funding to NGO fora and networks to develop capacities and strengthen in-country NGO fora. This comprised 22 small grants awarded to NGO Fora and ongoing structured and ad-hoc support from ICVA Regional representative teams, benefitting 30 NGO Fora in 24 countries. ICVA's work included specialized support to NGO Fora in Complex Regional Settings such as the Eastern and Horn of Africa project and the Syrian NGO Network Engagement and Partnership Programme. Through partnership with UNDP Syria, 12 Syrian networks based in Gaziantep have received training from ICVA. Other achievements include the national level strengthening of NGO Fora humanitarian advocacy capacity and mobilizing NGO Fora to ensure access to Covid-19 vaccines.

### 3. Financing

- **Grand Bargain and Grand Bargain 2.0:** ICVA influenced the Grand Bargain implementation through its role as co-convenor of the workstream to harmonize and simplify donor reporting requirements via the "8+3 template" for narrative reporting and continues to work in shaping the framework for the Grand Bargain 2.0.
- **Results Group 5:** Mobilized ICVA members to contribute to obtaining greater donor flexibility during the COVID crisis which unlocked NGO access to funding made available through the COVID-19 Global Humanitarian Response Plan.

### 4. Navigating Change / Cross-Cutting Issues

- **Climate and Environment Charter for Humanitarian Organisations (2021):** ICVA was instrumental in developing and advocating for adoption of the charter to guide the efforts of humanitarians in relation to limiting the impacts of climate change and environmental degradation on communities and reducing their own environmental footprint. Due to ICVA's convening power and taking the lead on supporting NGOs to better understand climate change and environment impacts, donors and partners alike have engaged more on the topic through the consultations of NGOs. ICVA has followed up to assist members in the implementation of the Charter (e.g., through the 2021 Learning stream dedicated to sharing tools and experiences across members in how the charter can be applied).

- **Publications and Webinars (2019-2021):** ICVA provided quality analysis and content to increase NGO understanding on key topics (e.g., humanitarian-peace-development nexus, COVID-19 response), through more than 10 publications and 4 learning streams all made available as public goods.
- **Multi-year Funding to Sustain the PSEA community Outreach and Communications Fund:** Managed by ICVA (in collaboration with inter-agency support groups) this fund supports the work of local NGOs in preventing situations of sexual exploitation and abuse by ensuring all affected people know that humanitarian assistance is never conditional on transactions or exchanges of any kind. 34 grants were awarded in 2020 and 2021.
- **Annual Conferences (2019-2021):** Brought diverse NGOs together to share peer-to-peer experiences, challenges, lessons learnt and good practices to drive action, policy development, and partnerships in the featured topics, adapting the annual conference format to a virtual model which has broadened participation.

A high-level analysis of ICVA added value was presented in the mid-strategy review performed by Sandstone Consulting, drawing from data collected and from the ICVA 2030 consultations. This analysis is summarized here:

### ICVA's Added-Value

- ICVA is clearly recognized and valued as an established and respected humanitarian network.
- ICVA is perceived as having a strong legitimacy in its positions and actions due to the diversity of its network and the visible efforts to channel the voices of NGOs in ICVAs interactions and representation.
- ICVA being a conduit for diverse voices is a strength, showing that ICVA listens to Members.
- ICVA has actively positioned itself as a collaborator rather than competitor with other major networks.
- ICVA brings unique value through its role, relationships, composition and selected areas of expertise in a manner which is complementary to other networks and its members.
- ICVA has actively increased the degree to which it draws on Member competence, capacity and legitimacy to improve collaboration and reduce dependency on the secretariat.
- The ICVA Secretariat has made efforts to cross beyond NGO action to link with Private Sector actors, responding to changes in the nature of actors providing humanitarian response.
- While ICVA Members are prioritized as partners and sources for input, ICVA's webinars, publications, and events are all designed to be public goods, open to all.
- Support to NGO Fora has been tailored to create an environment for partners and members to enhance capacity and expand engagement opportunities.
- During the COVID-19 crisis ICVA demonstrated flexibility and agility in how it adapted its plans, action and support. This was exhibited both internally and in how ICVA integrated COVID related initiatives in its work.
- ICVA has created value by engaging in initiatives to explore the changing nature of the Humanitarian System and how it needs to change to become more effective.

### Relevance of the Focus Areas

- ICVAs selection of focus areas for 2019-2021 are strongly supported by the Membership, as indicated through the ICVA 2030 strategy development process interviews, survey and workshops.

### Role of ICVA's Regional Hubs

- ICVAs investment at the Regional Level has been a force multiplier for ICVAs ambitions to better link local to global and vice versa.
- There is more work to be done, but they have made progress in adapting regional topics and dynamics to the local context.

- The success of regional hubs also creates expectations and ICVA will need to think through how best to resource any expansions in activities; in particular through leveraging Member engagement and capacity. The pilot being run in Mexico for Latin American engagement is an important learning opportunity.

Additional points of emphasis identified during this end-of-strategy review, particularly inspired by the work on Climate, PSEA, COVID, High Level Panel on Internal Displacement and NGO Fora Support include ...

- **Much more than an honest broker.** ICVA are a collaborative agent, bringing knowledge and content skills, working with others as team members and not just the 'convener of others'. The 2021 work on the Climate Charter, The High-Level Panel on Internal Displacement are examples of this. This reality supports ICVAs choice in making 'collaboration' an explicit 'way-of-working' in the new ICVA 2030 strategy.
- **Collaborative** - ICVA are perceived as 'walking- talk' in focusing less on brand, minimising competition and focusing more on strong alliances to achieve common goals. This applies at all levels; their work in regions with local organisations, their advocacy to get local organisations represented in international platforms, the way they gather data, the way they comprise steering committees etc.
- **Competent and accessible** - There was unprompted feedback on the quality of the leadership of ICVA at all levels. Those leading focus areas, regions, specific thematic areas and the organisation as a whole are unanimously perceived as being approachable, knowledgeable, able to deliver and grounded in real challenges of humanitarian work rather than in the political system. This capacity and culture are seen as fundamental to the impact of ICVA
- **Seeking Continuity** - ICVA makes efforts to join up and follow up initiatives where possible, avoiding that individual products or events are considered ends in themselves, where possible.
- **Realising Inclusion** – While ICVA will say they have a long way to go still, the perception is that ICVA is making real progress on inclusion through its network, its ways of working, its support to diverse actors and its effective advocacy for the inclusion of local organisations and networks in key platforms.
- **Resilient and Agile** – a continued ability to move with the changing context (such as evolving crises in Ethiopia, Yemen, and Afghanistan, Climate work. PSEA, COVID), taking on new initiatives and adapting planned work is a core strength of ICVA

## Strategic Points of Consideration

The midterm impact study presented the following points of consideration informed by stakeholder inputs and findings

1. Further consider how to define selected ICVA goals and positions more sharply where it makes sense.
2. When formulating objectives, it is important to align objectives with the mainly indirect impact of ICVA work and to not overstate the direct impact ICVA seeks to achieve.
3. Consider creating a more developed organisational level theory of change (TOC) to replace, consolidate, or complement the theories of change for each focus area.
4. Continue to increase the context specificity of regional directions, working with Member organisations.
5. Consider how increased physical presence in different regions or sub regions may impact public positions.
6. Maintain attention to ensure critical constructive engagement without losing trust.

From ICVA's management response to the mid-strategy review (included in Annex III), it is clear that the team have taken the points seriously and progress has been made.

- On the **objective setting** the team are clearly making efforts to look at outcome and outputs concretely

- The work on the **theory of change** was considered at some level through the ICVA 2030 finalisation, but considering how ICVA seems to be a key part of the humanitarian 'ecosystem' mapping this out further and showing ICVA seeks to influence or change this ecosystem could be useful.
- Further deepening the **regional level** of ICVAs work has been included as a key element of ICVA 2030 as has the ambition to **grow capacity and reach through Member** organisations
- ICVA continues to skilfully balance its **collaborative and critical engagement role** between UN, International, NGOs and networks.

Through confidential interviews, the authors of this review invited critical comments on ICVA's impact and how it can improve, but stakeholders interviewed struggled to say much in this regard. The additional points of consideration that emerged include:

1. **Capacity challenges** – ensuring the ICVA are able to find mechanisms to scale their successes through relationships with members as the Secretariat will always have limited capacity to do so
2. **Senior staffing and leadership** – ICVAs successful leadership model and culture seems to have been an essential element of past successes. Maintaining this culture (being humble, respectful, approachable, collective-goal focussed etc) and the profiles of staff during turn over will be key to sustained impact as staff and leaders turn over.
3. **Branding ICVA** – Some stakeholders did ask about the brand communication strategy of ICVA and so some explicit discussion on ICVA branding, target audiences and the degree to which this is important for impact could be useful

## Conclusion

This study concludes that ICVA has had significant impact whether viewing their work through the lens of the Focus Areas, the defined ways of working or the documented added value of ICVA. ICVA does not provide direct assistance to affected populations, nor is it a major donor, so its impact has been indirect in a way which is fully in line with the positioning of the network.

ICVAs impact comes in part through the competence and capacity it has on specific areas of work such as finance or forced migration, but its overriding value is how it brings diverse actors together, respects differing views and promotes the power and influence of the collective over that of a single organization.

ICVA is arguably ahead of the field in terms of diversity, but still clearly would like to do better in realizing the value of this diversity and become even more inclusive and equitable in how it works. The regions have been fundamental in enabling ICVA to be closer and better adapted to different contexts and there is still potential to do more whether it be more country specific work, direct state engagement or increasing the local-to-global influencing. Increasing capacity will be a challenge, but there is some potential, in part through internal capacity, but probably more so in expanding collaboration.

This impact study will come across as very positive, but some strengths are also points of fragility. ICVA relies on small highly competent staff within the secretariat, in terms of their knowledge and skills but also the culture in which they operate. Their successes also raise expectations or desire for more, whether it in scope or in geographical coverage (e.g., more country engagement) and finding the best way to meet demand, without secretariat growth and with compromising quality will have its challenges.

Referring to the previous impact study (2015-2018 Strategy) done by Sandstone Consulting, concern was expressed about ICVA being spread too thinly across too many areas. ICVA's choices of focus areas has helped



provide greater clarity of what their core business is compared to strategies of that past. That said, there is still a need to prioritize and avoid overload. Another point raised in past studies was the need for theories of change (TOC); while efforts were made at the focus area level ICVA might still benefit from an organizational level TOC to complement this. This would create a compelling narrative that would build cohesion internally and enable a clearer understanding of ICVAs approach externally.

Covid-19 proved the relevance and importance of much of ICVA's ongoing activities and initiatives across the focus areas. With support from the ICVA Secretariat, ICVA members have continued delivering on the ground despite the additional challenges brought on by the pandemic. As a collective, they also successfully influenced and drafted global policies for more solidarity and social justice.

ICVA has enormous reach and covers a lot of ground considering the size of the organization and budget. While expectations by members and other stakeholders on ICVA keep increasing, ICVA operates with limited resources considering its scope, which puts a lot of pressure on the existing staff especially during disruptive times, ICVA has managed well, but sustaining the quality of work and meeting ambitions will require stable resourcing from supporters as well as strong collaborations with and between Members

## Looking Forwards

In 2021 ICVA approved the ICVA 2030 Strategy. This was a deep and inclusive process looking beyond their usual three-year horizon with over 90 percent of members having taken part in the consultations through interviews, meetings, workshops, videos, regional meetings and thematic workshops, and a survey. External stakeholders, other NGO networks and UN agencies also contributed to this strategic vision. The analysis of the external context, understanding of collective impact, and the vision for change are all a result of these collective inputs.

A number of points picked up during the mid-term resonate with choices made in the 2030 strategy such as realising diversity equity and inclusion as a means to increase impact, the relevance of regions, leveraging off member capacity, building on environmental and PSEA work and deepening the collaborative nature of ICVAs work. The strategy defines the organisation ICVA aspires to become in order to best deliver its role and also retains some of the key focus areas, which makes sense considering past success and also. That said, if ICVA is successful in creating a more local-to-global dynamic through contextualised approaches implemented through regional offices, regional rather than focus areas might be better pillars around which to describe impact.

Hopefully, this final version of the impact study will provide added reflection as ICVA looks forward to its desired impact in the years ahead.



## Section 2: Introduction

This impact study has been carried out by Sandstone Consulting in accordance with the evaluation questions and methodology shown below:

### Evaluation Framework

#### KEY QUESTION:

**What has been the impact of ICVA's efforts across the four focus areas during the period 2019-2021?**

#### EVALUATION QUESTIONS:

1. To what extent has ICVA been successful in achieving the 2021 objectives across the 4 focus areas of Forced Migration, Financing, Coordination, and Navigating Change?
2. What results have been achieved through ICVA's 5 ways of working (Analyzing & Explaining, Convening, Connecting, Influencing & Advocating, and Supporting) at the global, regional, and country-levels?
3. What other impacts has ICVA had in addressing new challenges within the changing landscape of humanitarian action?

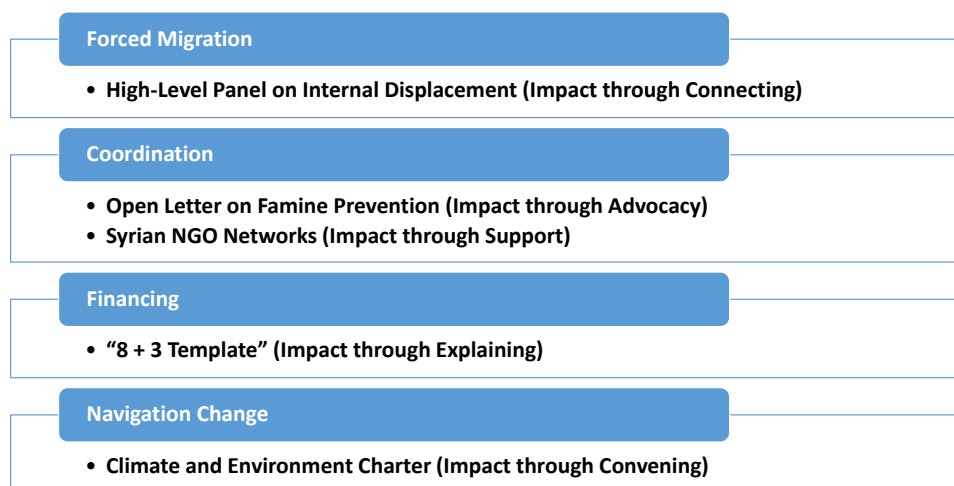
### Methodology

<b>1. Document Review</b>	<ul style="list-style-type: none"> <li>Collect and review relevant public &amp; internal ICVA documents (COVID response, prior impact studies, org. and programme documents)</li> </ul>
<b>2. Stakeholder Interviews</b>	<ul style="list-style-type: none"> <li>Conduct 15-20 interviews with ICVA staff, members, non-member NGOs, and donors to gain in-depth understanding of ICVA's impacts, to complement recent consultations</li> </ul>
<b>3. Written Responses</b>	<ul style="list-style-type: none"> <li>Solicit written responses to the interview questionnaire from key stakeholders (in lieu of interviews)</li> </ul>
<b>4. Case Study</b>	<ul style="list-style-type: none"> <li>Work with ICVA staff to write up illustrative examples from ICVA's INITIATIVES and link the role that ICVA played to the resulting outcomes and impact</li> </ul>
<b>5. Input Analysis</b>	<ul style="list-style-type: none"> <li>Review and analyze the notes from 2030 strategy consultations (including transcripts from 67 member interviews and survey responses from 55 members)</li> </ul>
<b>6. Data Request</b>	<ul style="list-style-type: none"> <li>Submit consolidated request for data to address outstanding gaps in data</li> </ul>
<b>7. Synthesize Findings</b>	<ul style="list-style-type: none"> <li>Identify the findings of the impact study based on the evidence collected and develop recommendations</li> </ul>
<b>8. Presentation</b>	<ul style="list-style-type: none"> <li>Present report and facilitate discussion of findings and recommendations with ICVA team</li> </ul>

The list of interviewees, written responses, as well as inputs from the ICVA 2030 process are provided in Annex I.

## Impact Case Studies

Sandstone Consulting and ICVA identified the following case studies, which were developed with input from ICVA staff.



## Limitations of this study

Several important factors have limited some of this study’s findings:

- *ICVA Network:* It is important to clarify that this study has focused on the impact achieved by the ICVA network through the work of the ICVA Secretariat, rather than the collective impact achieved by each and every one of ICVA’s members. This study does not consider the impact achieved by individual ICVA members, although it is recognized that ICVA often has a role in catalysing and bringing together members’ efforts.
- *Interpretation of ‘impact’:* The term ‘Impact’ can mean different things to different people and so in the context of this review, ‘impact’ is defined as the degree to which ICVA’s action resulted in creating or reinforcing a link in the chain of action, rather than whether that action can ultimately be tracked to impacting the lives of those caught in crisis.
- *Interviewee selection & availability:* Candidates for interviews were identified by the ICVA Secretariat based on their interaction with ICVA during the period of this evaluation.
- *Challenge of attribution:* The impact of ICVA’s advocacy and influence in debates and policies is very difficult to assess given the confidential nature of the processes through which governments define their positions for negotiations. In addition, ICVA’s advocacy often run in parallel to advocacy efforts by other NGO platforms with similar priorities and ICVA members themselves. In terms of attribution the main consideration was if ICVA had played a meaningful role, not necessarily as the sole actor.

## Section 3: Background

This section gives an overview of ICVA in terms of recent organizational developments and the 2019-2021 strategy.

### Organizational context

The present study is about ICVA's impact and does not evaluate the internal organizational setup, nor the progress made on implementing enabling strategies around membership, fundraising, human resources, and communications as well as the environmental policy that has been instituted and organizational strengthening at the executive and board level.

This strategic period was initiated after significant turnover in senior positions in ICVA, including at the level of Executive Director and other leaders. Since 2018, the staffing has grown from 13 to 26 FTEs, with particular investment at the regional level which has grown from 6 to 11 FTEs, with a majority of ICVA staff at the regional level being from the region itself. ICVA's geographic presence has expanded to include representation in West Africa and Latin America, following a pilot of delegating ICVA presence in Latin America to Member organisation based in Mexico<sup>1</sup>.

ICVA has grown and increased the diversity of its membership. ICVA's membership has increased from 109 to 137 since January 2019. The fraction of Southern-based NGOs increased from 41% to 48% during this time (including Amity, ICVA's first Chinese NGO member).

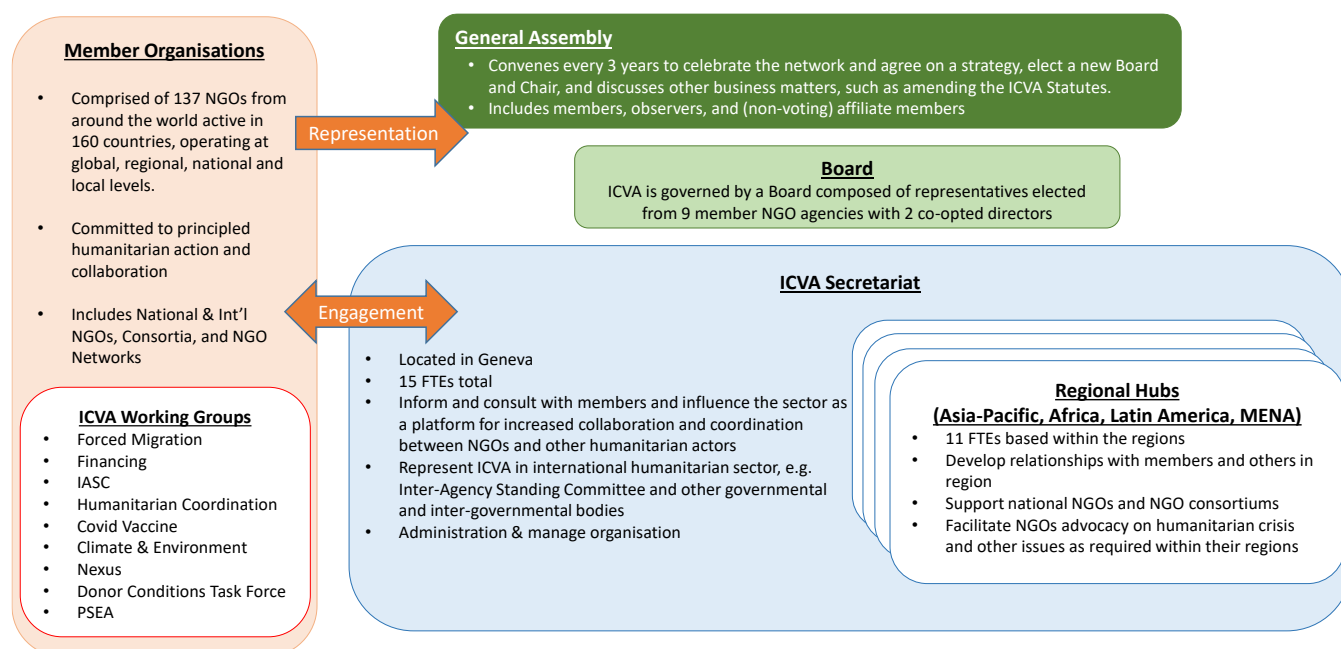
There have been particular efforts to ensure diversity in the staffing strategy and working culture. ICVA adopted a Diversity Policy in 2019 to reinforce ICVA's longstanding commitment to diversity (including gender considerations; Prevention of Sexual Exploitation and Abuse (PSEA); protection against violence due to sexual orientation and gender identity; considerations of age; and rights of persons with disability) and commissioned a scoping study in 2021 to review how ICVA can support members achieve greater gender equality in emergencies.

Over the last three years the leadership has been stable, providing consistency and coherency for ongoing work and in adapting to significant external changes impacting the sector (e.g., COVID-19, Black Lives Matter). In this time ICVA has made a concerted effort to build a culture that positions ICVA less as a competitor with other networks and more as a collaborator. This is not based on any particular event or issue, but rather a positive choice to open up ICVA and position its outputs as public goods, available to all.

Many board members elected March 2018 were new to ICVA and this was taken as an opportunity to refresh the governance functioning. The timing and the alignment in the board, gave time for them to settle, organise and take ownership before the strategy started in 2019. The Board has been relatively stable and engaged throughout the period, adding to the overall stability of ICVA during this time. ICVA's current board (elected in 2021), is likely the most diverse in terms of regional representation. A simplified representation of ICVA as a membership-based network is provided below, which shows the main structure of the organisation.

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<sup>1</sup> ICVA has been supported by FM4 Paso Libre for the Latin America region



Note: FTE counts as of January 2022

## 2019-2021 Strategy

ICVA's vision is 'A world in which crisis-affected populations are effectively protected, assisted and enabled to rebuild their lives and livelihoods with dignity'. Their mission statement positions ICVA as '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'.

### FOCUS AREAS: 2021 OBJECTIVES:

### HOW ICVA WILL ACHIEVE OBJECTIVES:

1. FORCED MIGRATION	Improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situations.	Supporting NGO understanding of, engagement with, and influence related to UNHCR, IOM and other key stakeholders (including states and regional actors).  <u>Key platforms:</u> Forced Migration Working Group; Civil Society Action Committee
2. COORDINATION	Strengthen the collective ability of NGOs to actively engaged in and influence coordination mechanisms to ensure they are inclusive, contextualised and provide effective assistance and protection to those affected by crises.	Supporting NGO engagement in existing coordination mechanisms at the global, regional and country levels. At the time of writing, ICVA and its members were engaged in the IASC Principals group, the Emergency Directors Group, the Working Group (developing policies), a variety of subsidiary bodies, and regional IASC groups. ICVA believes that effective collective action in complex humanitarian contexts is critical. ICVA will intensify its investments in supporting NGO Fora operating in these contexts to contribute to improving humanitarian operations, and will continue exploring alternative models of coordination to strengthen effective and principled delivery of humanitarian assistance.  <u>Key platforms:</u> Humanitarian Coordination Working Group
3. FINANCING	Ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding.	Supporting NGO understanding of, engagement with, and influence related to processes and developments in the financing arena.  <u>Key platforms:</u> Humanitarian Financing Working Group and Donor Conditions Task Force.
4. NAVIGATING CHANGE, CROSS-CUTTING ISSUES	Ensure a dynamic support to NGOs in developing strategic thinking and in navigating change while promoting humanitarian principles and the Principles of Partnership	Providing various platforms for NGOs for peer exchanges and strategically engaging multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector who can support the network.  <u>Key platforms:</u> Regional Working Groups

## 5 WAYS OF WORKING

## ANALYSING AND EXPLAINING

- **Approach:** Producing, sharing and exchanging information, analyses, and learning opportunities.
- **Expected Result:** NGOs have increased understanding of the humanitarian sector policies and processes.

## CONVENING

- **Approach:** Facilitating, organising, and convening meetings, workshops, discussions and debates for members to exchange experiences and information, collaborate on common issues, leverage expertise and bring together varying perspectives.
- **Expected Result:** NGOs have increased opportunities to participate in platforms for engagement on important humanitarian issues.

## CONNECTING

- **Approach:** Facilitating increased NGO access to important stakeholders, including multilateral partners (e.g. UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector.
- **Expected Result:** NGOs have increased access to various stakeholders affecting humanitarian action.

## INFLUENCING &amp; ADVOCATING

- **Approach:** Ensuring a strong and multi-faceted NGO voice is reflected in key debates and decision-making forums that affect humanitarian action.
- **Expected Result:** NGOs have increased opportunities to contribute and influence humanitarian policies and practices.

## SUPPORTING

- **Approach:** Strengthening the capacities of NGOs to engage in the humanitarian system.
- **Expected Result:** NGOs demonstrate increased capacity to engage in the sector.

ICVA's 2019-2021 strategy did not feature an organization level theory of change (TOC), opting rather to have a TOC for each of the focus areas<sup>2</sup>. There was certainly value in thinking these through and documenting them as a team at the beginning of the strategy but based on this review they do not seem to have been systematically used in the design of ICVAs plans and processes. They have rather been a support and referred to pragmatically.

It is important to note that for the purpose of presenting the findings, **ICVAs regional work has been integrated into the focus areas** referring to specific initiatives accordingly. This approach to presenting the findings does have some limitations as it might not do full justice to the substantial way in which ICVA has worked in the regions where there are ICVA staff present.

ICVA did develop, monitor and review regional direction papers, aligned to ICVA's strategy and including each of the focus areas, yet tailored to suit the different contexts and needs of members within each region. This has greatly facilitated member and other stakeholder engagement and provided a legitimacy through rootedness in places affected by crises that would have otherwise been missing. Going forward, ICVA's impact should be evaluated primarily through a regional lens rather than by individual focus area with the regional direction papers as the main reference point.

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<sup>2</sup> <https://www.icvanetwork.org/resource/icva-theory-of-change-2019-2021/>

## Section 4: Findings

This section presents the detailed findings of the impact study. For each of the four focus areas, this section provides:

1. **Overview:** an overall framing of the focus area and the objectives
2. **Findings:** description of the various initiatives and analysis of the results and outcomes
3. **Conclusions:** analysis of the impact achieved
4. **Case studies:** recap of a specific initiative or theme which illustrates ICVA's impact

Sandstone's analysis for this impact study is based on individual initiatives as the 'unit of analysis'. A comprehensive inventory of initiatives categorized against ICVA's five ways of working is shown below. Annex II shows the detailed activities, results, and indicators for each initiative.



FOCUS AREA	WAY OF WORKING	INITIATIVES
FOCUS AREA 1. FORCED MIGRATION	ANALYZING & EXPLAINING	NGO Briefings
		Webinars
	CONNECTING	High-Level Panel on Internal Displacement
		Global / Geneva Events
		Regional Events
	CONVENING	UNHCR Annual NGO Consultations
		UNHCR Regional Consultations
		Civil Society Action Committee
		IOM-NGO Regional Consultation (MENA)
		Regional Refugee and Resilience platform (3RP)
	INFLUENCING & ADVOCATING	Civil Society Roundtables & Workshops
		UNHCR Standing Committees & Executive Committee
		High Commissioner's Dialogue on International Protection
		Global Compact on Refugees & 2019 Global Refugee Forum
		Global Compact on Migration & Global Forum on Migration & Dev.
FOCUS AREA 2. COORDINATION	ANALYZING & EXPLAINING	NGO Briefings
	CONNECTING	UN Humanitarian Leadership
		Global / Geneva Events
		Regional Events
	CONVENING	IASC Results Group 1: Operational Response
		Regional Emergency Preparedness Working Group (EPWG)
	INFLUENCING & ADVOCATING	IASC Principals Meetings
		IASC Emergency Directors Group (EDG)
		IASC Operational Policy and Advocacy Group (OPAG)
		Open Letters
	SUPPORTING	NGO Fora Workshops
		NGO Coordination Resource Centre
		NGO Fora Exchange
		Direct Support to NGO Fora
		NGO Fora COVID-19 Support
FOCUS AREA 3. FINANCING	ANALYZING & EXPLAINING	Webinars
	CONNECTING	Global / Geneva Events
		Regional Events
	CONVENING	IASC Results Group 5: Humanitarian Financing
	INFLUENCING & ADVOCATING	Global Humanitarian Response Plan (GHRP) for COVID-19
		OCHA Country Based Pooled Funds
		Grand Bargain
FOCUS AREA 4. NAVIGATING CHANGE / CROSS-CUTTING ISSUES	ANALYZING & EXPLAINING	ICVA Bulletin & Social Media
		NGO Briefings
		Publications & Briefing Papers
		Webinars
	CONNECTING	Global / Geneva Events
		Regional Events
	CONVENING	ICVA Annual Conferences
		Membership Sessions
		IASC Results Group 4: Nexus
		UNICEF-NGO Humanitarian Partnership
	SUPPORTING	Climate and Environment Charter for Humanitarian Organisations
		Protection from Sexual Exploitation and Abuse Outreach Fund

## Focus Area 1. Forced Migration

### 1.1 Overview

ICVA has been involved in forced migration since its creation in 1962 and this focus area continues to be strongly supported by the Membership. ICVA's objective for Forced Migration in the 2019-2021 strategy is to *"Improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situation"*. The strategy also articulates how ICVA will achieve the objective by *"supporting NGO understanding of, engagement with, and influence related to UNHCR, IOM and other key stakeholders (including states and regional actors)"*. As a reminder, please refer to Annex II for the detailed results and indicators for each of the initiatives within this focus area.

### 1.2 Findings

ICVA's work in analyzing and explaining has also helped improve NGO understanding in a range of areas including the **Global Refugee Forum**, the **Global Compact on Migration**, situations in Syria & neighbouring countries and

Venezuela, and international migration law. Improved understanding of the Global Compact on Refugees was achieved not only through exchanges and discussions at the level of the forced migration working group, but also **NGO briefings** at regional level. For example, NGO briefings were organised across 5 countries in Africa. ICVA's work tends to focus on increasing NGO understanding of forced migration policies at the global level and at the regional level (where ICVA has presence) rather than the level of individual countries due to capacity limitations. Nevertheless, ICVA has also held NGO briefings on displacement crisis in Syria and neighbouring countries and the situation in Venezuela. Enhanced NGO understanding of the legal framework and facilitated sharing of concrete activities to protect the rights of migrants was achieved through the **International Migration Law webinars**.

ICVA's focus on the Global Compact on Migration has shifted somewhat since it is still too soon to begin monitoring progress of the GCM. ICVA's focus has moved to the International Migration Law webinar to help place policy work within the legal framework, and monitoring and advocacy work on the impact of COVID-19 on the rights of refugees and migrants via the **Civil Society Action Committee**. ICVA's Forced Migration analysis (e.g., NGO briefings and webinars) is viewed externally as uniquely high-quality and is a huge value for those who don't closely follow UN processes.

ICVA was very active in participating alongside NGOs in connecting at **global and regional events** and conferences hosted by NGOs, governments, UN, World Bank, and regional institutions. While it can be difficult to know the specific impact of ICVA's involvement at these events, it is seen as imperative by member NGOs that an ICVA representative is present, bringing perspectives and providing a connectedness between the events and the global humanitarian networks. ICVA also facilitated direct exchange and dialogues between groups of NGOs and six positions in **UNHCR Leadership**. Without ICVA such dialogue might not have taken place. During 2021, ICVA played a useful role in bringing collective NGO input to inform the High-Level Panel on Internal Displacement, despite the interruption of Covid-19 related travel restrictions (see Impact through Connecting box).

## Impact through Connecting: High-Level Panel on Internal Displacement

### Overview

There were about 55 million people internally displaced by the end of the 2020<sup>3</sup>. This number is only expected to increase in the years to come not only because of ongoing conflicts and violence but also due to disaster and climate change.

In October 2019 UN Secretary General, Antonio Guterres announced the establishment of a High-Level Panel (HLP) on Internal Displacement to prompt action to prevent, respond and solve the world's internal displacement crises. The objectives were focused on addressing solutions to protracted displacement in a strategic but tangible manner, with particular attention to the Triple-Nexus and achieving government-led

<sup>3</sup> [https://researchinginternaldisplacement.org/short\\_pieces/civil-society-and-the-high-level-panel-on-internal-displacement-will-the-vision-for-the-future-challenge-the-status-quo/](https://researchinginternaldisplacement.org/short_pieces/civil-society-and-the-high-level-panel-on-internal-displacement-will-the-vision-for-the-future-challenge-the-status-quo/)

durable solutions to internal displacement. The Panel's report [Shining a Light on Internal Displacement: A Vision for the Future](#) was published in September 2021.

ICVA played an important role in the inception of the HLP, bringing collecting NGO input and contribution to the panel's deliberations and analysis, and since the report was published ICVA continues to advocate for the uptake of the recommendations outlined by the panel.

### **ICVA's Impact**

In recent years, ICVA and a variety of other stakeholders mobilized and lobbied the UN system to ensure renewed attention to the issue of internal displacement, which had been highlighted in the 2016 World Humanitarian Summit yet were not a focus of the New York Declaration and the two Global Compacts which concentrated on refugees and 'safe, orderly, and regular migration',

During the planning stage in early 2020, ICVA worked to ensure the Panel and its Secretariat benefitted from inputs from ICVA members, other NGOs and civil society at large. ICVA organised meetings among its members and the appointed Head of the HLP prior to the official launch in February to establish objectives for the panel and identify how NGOs would contribute. ICVA delivered a coordinated statement at the inaugural meeting in Geneva in February 2020 with 8 recommendations. When the pandemic promptly impacted the timeline, ICVA and InterAction wrote a letter to the UN SG asking for the extension of the Panel's mandate in time, a request that was taken into account.

In a context where travel was highly restricted, the High-Level Panel was challenged to remain connected to 'front line' NGOs while consulting internally displaced persons was even more challenging.

During 2021, ICVA co-organised a roundtable with NGOs and other stakeholders to generate inputs for the HLP's recommendations. ICVA also co-organised further meetings with the HLP to exchange on the Panel's work progress and discuss shifts needed to better prevent, respond and achieve solutions to internal displacement and to discuss NGOs' advocacy and communication plans after the release of the Panel's report. After the HLP report was launched on 29 Sept. 2021, ICVA, InterAction and other 25 organisations signed an NGO letter to the UN Secretary-General urging him to take forward recommendations outlined in the High-Level Panel on Internal Displacement's report with concrete timelines and strategy in implementation of the report's recommendations. The result was that ICVA helped ensure NGOs were able to participate in and influence the process of drafting the HLP report.

There are early signs of progress as work has started on a planned revision of the humanitarian system structure from an IDP-perspective and the drafting of an action agenda on the implementation of some of the recommendations.

### **Stakeholder perspectives**

Stakeholders interviewed and or providing written input commented on ...

- The inclusivity and convening power of ICVA to reach out to other NGOs and NGO networks, beyond their own members and without an institutional agenda. This was fundamental to the legitimacy and credibility of the report
- The exceptional leadership of the ICVA Head of Forced Migration, both in terms of content and organisation. Also, acknowledgment of the engagement of other ICVA leaders (e.g., Executive Director, and the Policy Officer)
- How ICVAs hands-on, can-do attitude reduced what could have otherwise been a much more time/labour intensive consultation (compounded by COVID issues)
- ICVAs sustained follow up of recommendations from the report, seeking continuity and impact

ICVA has played an important role in convening at global and regional level: through the **2019 and 2020 UNHCR Annual NGO Consultations** which provided an important forum for large volume of NGOs and UNHCR to network, dialogue and exchange views with UNHCR as equal partners. ICVA recognized the need for more substantive ‘consultation’, moving away from conference-type events and sought to shift toward more genuine consultation moments. Real progress has been made in this regard since 2020 through the UNHCR- NGO weekly/monthly meetings on Covid-19 response, which were more focused and solution oriented. This trend continued in 2021, as UNHCR and ICVA co-organised 10 **Monthly NGO Consultations** with NGOs and seven **Regional NGO Consultations** (organized in the Americas; the Asia and the Pacific; Europe; the Middle East and North Africa; East, Horn of Africa and the Great Lakes; Southern Africa; and West and Central Africa) with the overall impact of creating an enabling environment for NGOs and UNHCR to exchange on operational, policy and advocacy priorities in a safe space. In addition, expanding the geographic reach of the consultations and holding them online ensured a more inclusive approach and allowed the consultations to reach larger audiences and new actors thus improving NGO understanding of UNHCR regionalization and creating opportunities for members to liaise and exchange, and fostered partnerships. An example of ICVA’s convening at country-level, ICVA led two workshops held in Chad and Côte d'Ivoire as part of **Civil Society Roundtables & Workshops** to reinforce understanding of the whole-of-society approach and contribute to the CRRF implementation.

The highlights of ICVA’s influence and advocacy were the **2019 Global Refugee Forum** where ICVA played a leading coordination role and influenced the coherence of NGO pledges. With a thematic focus on Protection and Solutions, ICVA has continued to take stock and track follow up on NGO pledges made through the GRF and supported NGO’s engagement with the December 2021 High-Level Officials Meeting<sup>4</sup>. Throughout the 3-year period, ICVA continued fulfilling its enabling work in the drafting and delivering 44 NGO statements to the **UNHCR Standing Committees & Executive Committee**. These NGO statements delivered to UNHCR Standing & Executive Committees are typically very well received and when they are critical of UNHCR they also aim to be balanced in their criticism of other actors, including member states and NGOs. Throughout 2019-2021, the **Civil Society Action Committee** to which ICVA is a co-convenor, has actively advocated for the adequate implementation of the Global Compact on Migration (GCM). In the context of Covid-19, the Action Committee has regularly made the case on how the GCM provides for the right solutions for migration governance in times of epidemics. In 2021 the committee has worked to prepare for International Migration Review Forum to be held in May 2022.

*Note: While there aren’t any specific initiatives within the Forced Migration focus area which were categorized by Sandstone Consulting as predominantly aligned with the supporting way of working (e.g. through training or technical capacity strengthening), several initiatives categorized under the other ‘ICVA ways of working’ also included elements of strengthening NGO capacity to engage in the humanitarian system (such as the International Migration Law webinars and Civil Society Roundtables & Workshops) in line with the strategic objective.*

### 1.3 Conclusion

ICVAs continued work on forced migration has built upon foundations of the past, has generated impact, has been valued by all key stakeholders. ICVA’s work in Forced Migration has clearly resulted in increased NGO understanding, increased NGO access to stakeholders, increased NGO opportunities to participate in platforms (such as the High-Level Panel on internal displacement), and increased opportunities to contribute to and influence Forced Migration policies and practices. ICVA’s sustained work on forced displacement commitments and policies (e.g., 2018 Global Compact on Refugees & 2019 Global Refugee Forum) facilitates the ongoing

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<sup>4</sup>In connection with the Dec 2021 HLOM, ICVA also issued a paper with UNHCR on Local Solutions: <https://www.icvanetwork.org/resource/local-solutions-for-refugees-key-considerations/>

monitoring of progress and taking stock of results. These results have certainly translated to impressive indirect impact through the enormous amount of work ICVA has undertaken and ICVA's unique role as a key interlocutor<sup>5</sup>.

ICVA's role as convening between UN bodies and NGOs includes initiatives where ICVA goes further, and has acted as a 'unique' broker or conduit between NGOs and the UN. Institutionalization of ICVA's relationship with UNHCR allows NGOs to find more opportunities to influence/advocate for practices of partnership.

While the input is extremely positive, there are some perceptions among some stakeholders that ICVA offers UNHCR such an efficient mechanism for NGO engagement, at times it can seem like a 'tick the box' exercise of having engaged NGOs, negating the need to engage with NGOs more directly. Some Members have questioned if ICVA's relation to the UNHCR is so close and systematic that certain necessary confrontations may not be happening. The shift away from a global Annual UNHCR-NGO Consultation to a monthly/regional approach has helped this consultation go beyond the information-sharing focus and the usual panel and Q&A format. Reflecting more broadly it is clear that ICVA does not define its success by the seats it occupies on panels or its role at high-level events. ICVA's success is rather how it uses these privileged positions as opportunities for addressing issues with the most legitimate voices and ensuring commitments are followed through.

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<sup>5</sup> While the objective 'Improve protection, assistance, and durable solutions for refugees, IDPs, stateless persons and migrants in vulnerable situation' arguably implies a direct impact beyond ICVA's immediate influence (since ICVA doesn't have its own direct protection and assistance activities) the articulation in the 2019-2021 strategy of how ICVA will achieve the objectives fully reflects how ICVA has operated and the intended value-add during the past 3 years.

## Focus Area 2. Coordination

### 2.1 Overview

ICVA's coordination objective is to "Strengthen the collective ability of NGOs to actively engage in and influence coordination mechanisms to ensure they are inclusive, contextualized and provide effective assistance and protection to those affected by crises". It seeks to achieve the objective by "supporting NGO engagement in existing coordination mechanisms at the global, regional and country levels". To this end, ICVA actively engages in the core IASC architecture bodies and has taken on specific roles with Results Groups, task forces, and regional IASC bodies. ICVA also invests in supporting NGO Fora and networks operating in humanitarian contexts to contribute to improving humanitarian operations and strengthen effective and principled delivery of humanitarian assistance.

### 2.2 Findings

ICVA has been engaged in many coordination mechanisms and platforms at the global and regional level where it has achieved results through influence and advocacy: IASC Principals Meetings, IASC Emergency Directors Group (EDG), IASC Operational Policy and Advocacy Group (OPAG) and its Results Groups. ICVA is co-convenor of the Asia-Pacific Regional Emergency Preparedness Working Group (EPWG) and co-leads the IASC Results Group 1 sub-group on Bureaucratic and Administrative Impediments). External stakeholders view ICVA's engagement in **IASC mechanisms** harmoniously alongside other civil society stakeholders to promote positions on a range of humanitarian issues as a counterbalance to typically more conservative positions by UN.

At the **IASC Principals Meetings**, alongside Interaction and SCHR, ICVA ensures that NGO voices on humanitarian operations and situation on the ground are reflected in the discussions and decisions taken. ICVA also reaches out to members in relevant countries for detailed inputs to inform specific discussions at the Principals level. Throughout the covered period, ICVA has contributed to all the strategic discussions taking place at the Principals level and has on occasions influenced the agenda of the discussion. Some of the discussions where ICVA has in particular positioned itself at the Principals level regard the localisation agenda, situation in Sahel and the need for increased regional analysis, situations in Ethiopia and Afghanistan; ongoing efforts on famine prevention; climate and the COVID-19 pandemic's impacts on humanitarian operations globally; and protection against sexual exploitation, abuse and harassment.

Within the **Emergency Directors Group (EDG)**, ICVA represented NGO perspectives in discussions on key humanitarian contexts and challenges and enabled NGOs and NGO Fora to raise critical issues from country to global level informing discussions on at least 20 countries. Through the first year of the COVID-19 pandemic, the EDG was extremely active as all humanitarian operations faced challenges in the new context. In 2021, System-wide Scale Up Activations were declared for Ethiopia and Afghanistan, and ICVA, working closely with InterAction and SCHR, supported the EDG NGO representatives in discussions regarding these most complex situations. The EDG was delegated to make the allocations of the COVAX Humanitarian Buffer (a measure of 'last resort' to ensure access to COVID-19 vaccines for high-risk and vulnerable populations in humanitarian settings) and ICVA responded by bringing on additional capacity to help ensure humanitarian buffer vaccination efforts reach those most in need with the support of NGOs at global, regional and national levels. Stakeholder inputs gathered during this review expressed deep appreciation for the role ICVA played in creating an environment focused on the goal rather than just being the sum of institutional positions of those present. 'ICVA were not only present at the table, they were also collaborators, finding nuanced paths through difficult situations, using their network to engage country by country and prepared to work on the last-mile to get things done' (for example, ICVA provided briefings specific to West and Central Africa starting in June 2021, with country-specific exchanges).



Other influencing & advocacy highlights include ICVA contribution to the **IASC Operational Policy and Advocacy Group (OPAG)**. ICVA successfully advocated for three seats dedicated to national actors in OPAG. Since 2019, three national NGOs, members to ICVA seat in the OPAG and their contribution has been crucial in ensuring IASC decisions are more cognizant of field realities and pushing forward the localisation agenda. Within OPAG ICVA has ensured substantial contribution of members in all the policy and normative documents produced in the last two years. One example is ICVA's role in spearheading duty of care discussions, which resulted in the endorsement of IASC Duty of Care Minimum Standards, which guides IASC members and standing invitees in the implementation of adequate duty of care provisions in the context of COVID-19, for all personnel regardless of nationality and type of contracts. In support of strengthening local action, ICVA commissioned initial research and drove forward work on the development of IASC Guidance on the participation of local actors in humanitarian coordination structures. As co-chair of the working group, ICVA helped lead an in-depth case study and review process that led to development of and IASC framework on addressing bureaucratic and administrative impediments, funding flexibility, and more. Other serious contribution by ICVA regard the work on the localisation guidelines, the guidelines on addressing bureaucratic and administrative impediments, funding flexibility etc. ICVA's also influenced the consultations around developing the IASC priorities for 2022-2024: with the inclusion of gender equality and empowerment of women and girls as 'stand-alone' priority.

ICVA also seeks to influence policy by working outside of the IASC system, such as through the 2021 Open Letter on Famine Prevention (see Impact through Advocacy) and the Open Letter to States on Universal Access to COVID-19 Vaccines.

### Impact through Advocacy: Open Letter on Famine Prevention

#### Overview

The combined impacts of conflict, climate change and inequality, coupled with the COVID-19 crisis, have led to an acute food insecurity situation around the world. In 2021, 270 million people all over the world face hunger, starvation or famine caused by conflict and violence; by inequality; by the impacts of climate change; by the loss of land, jobs, or prospects; by a fight against COVID-19 that has left them even further behind. Responding to this need has become a shared priority of many NGOs, the UN system and donors.

Recognizing the importance of raising a collective voice from Civil Society on this critical issue, ICVA (in collaboration with WFP) launched a call to action asking its members and CSO partners to join in signing an Open Letter to States and their leaders to take action. The letter calls on States to provide the additional \$5.5 billion needed for urgent food assistance, enhance their efforts and work with all parties to end conflict and violence in all its forms, and invest in alleviating poverty and hunger, in giving people the tools they need to build more resilient futures for themselves, sustainably adapt to climate change and guard against the shocks of COVID-19.

#### ICVA's Impact

More than 300 NGOs and NGO networks at global, regional and country level signed the Open Letter, which was released to media and emailed to States and UN leadership on 20 April 2021. Through the media and communications campaigns by ICVA members and other NGOs, the letter received extensive media coverage with more than 330 times across 56 countries and in multiple languages. Many ICVA members issued complementary press releases or linked the letter to their own campaigns. On social media collective efforts resulted in more than 9,000 mentions of the #FightFamine hashtag throughout April, in social media posts shared by over 5,000 unique users.

In developing the Open Letter ICVA worked closely with WFP, FAO and OCHA, and the IASC Results Group 3 (Collective Advocacy) to align these efforts to broader advocacy and public engagement around meeting immediate needs and investing in resilience against famine. The process reflected the power of ICVA as a



network, in that it was an initiative led by ICVA, but driven largely by the active engagement of ICVA members in Geneva and globally. This demonstrated the convening power of ICVA and its ability to mobilise members, partners and beyond at the highest levels. This said, ICVA noted itself noted that challenge to sustain these efforts beyond exceptional initiatives.

Evidence of influence:

- Coverage in British media (including the Guardian and the Daily Mail) raised political awareness in the critical days ahead of the G7 Famine Compact
- Continued engagement on the topic of famine prevention and meeting needs, particularly through a reinvigorated discussion at the IASC Results Group 3 which carried forward the interagency collaboration.
- NGOs were encouraged to continue to build on this Open Letter in their own advocacy efforts, at national and global levels, to draw urgent attention to the scale of human suffering due to acute food shortages and other unmet needs.

While 2020 ICVA work on Covid-19 response and equal access to vaccines was mainstreamed in all its focus areas intervention, in 2021 this work was further concentrated under coordination. In this regard ICVA's work helped to ensure crucial results such as inclusion of National NGO staff in the UN staff vaccination programme; NGO representation (INGO and NNGO) at country level in coordination structures to support effective rollout of the programme to operational staff; provision of comprehensive guidance in English, French and Spanish for supporting member engagement in the UN vaccine programme, including the development of a ToR for NGO Fora to effectively coordinate their members to access vaccines, etc. ICVA also succeeded to remove barriers to the registration process for staff by highlighting key challenges to UN leadership and proposing solutions. For example, the initial verification process required staff to share sensitive information about medical status, but due to ICVA's advocacy this requirement was removed.

ICVA's supporting work took the form of **direct support to NGO fora** to develop capacities of in-country NGO fora in areas of governance, strategic planning, human resource management, how to engage on localization, and joint advocacy/collective action. ICVA completed missions to: Afghanistan, Ukraine, Bangladesh, Chad, Syria/Turkey hub, and Tunisia (2019), Ecuador/Colombia, Mali, Pakistan (2020), Ethiopia, DRC, and Afghanistan (2021). ICVA supported an increased number of country level NGO fora in Asia to take a strengthened role at country and sub-regional Asia level and enabled connection, cross learning and replication between networks to improve and strengthen their work and outcomes. Through its regional presence in Africa, ICVA supported the formalization of the Burkina Faso INGO forum. In MENA, ICVA strengthened the capacity of Syrian NGO/CSO networks to amplify NGO voices at the regional and global levels, such as through the Syrian NGO Network Engagement and Partnership Programme (in conjunction w/ UNDP) and the capacity strengthening programmes for the local CSO Network in Yemen. ICVA (in collaboration with PHAP and IOM) also offered vouchers for humanitarian certification to 16 NGO members of African NGO Fora. ICVA's **NGO Fora Exchange** supported fora to exchange best practices and innovative approaches to membership engagement, governance, and capacity building – for example MENA NGO fora representatives exchanged info related to COVID-19 challenges. ICVA led an **NGO Fora Workshop** on Joint Advocacy for Humanitarian NGO Fora/network with 18 NGO Fora participants from Africa, Asia and the MENA region. ICVA also led a peer exchange workshop for NGO Fora from donor countries in the Asia-Pacific region. ICVA's work with NGO fora has expanded to facilitate more exchange between NGO Fora and now includes Fora in the Latin America region where ICVA has shared information, tools and guidelines.

Finally, through the **IASC EDG Peer-2-Peer Support** program, ICVA joined missions as the NGO representative in 5 support missions to perform reviews of the humanitarian operations undertaken. Stakeholders input to this impact study commented on the value ICVA has brought to these reviews utilising their knowledge and network.

Not just as coordinators, but being able to synthesise content and bring perspectives that have supported the specific reviews and the production of reports making recommendations on the role of UNOCHA Deputy Humanitarian Coordinators more generally.

## Impact through Support: Syrian NGO Networks

### Overview

Syrian NGO networks operating inside Syria, Turkey, and the broader region are serving the most vulnerable people from the displaced and refugee communities of Syria. Over the last decade, the role of these networks has “evolved from coordinating relief work between various organizations, to engaging in capacity building of organizations, and then to joint advocacy efforts and member representation.” With decreasing humanitarian assistance, organizations found themselves needing to adapt to the new situation, and progressively moving toward mid- to long-term responses and strategies (ie. Triple Nexus)<sup>6</sup>.

ICVA in partnership with UNDP Syria has worked with Syrian NGO Networks to strengthen their existing capacity on a set of skills related to collective advocacy, governance, fundraising, and strategic planning in order to enable them to become more connected internationally to the humanitarian ecosystem and to support them in developing their strategies and ways of working. This capacity strengthening has the benefit of promoting enhanced NGO collective action at field level.

### ICVA's Impact:

Through this partnership, 12 Syrian networks based in Gaziantep have received training as part of the Syrian NGO Network Engagement and Partnership Program, carried out by ICVA. This included intensive training of good governance, strategic planning, and joint advocacy (based on a needs assessment by UNDP). In an example of spill over benefits, local Syrian networks have been able to conduct different training sessions inside Syria for small-mid level Syrian CSOs in order to share the information, knowledge and tools that ICVA team had shared with the local Syrian networks in Gaziantep in Turkey.

Additionally, ICVA has advocated for more space for the voice of local Syrian Networks to be heard and echoed in different regional and global coordination platforms. For example, with the support of ICVAs advocacy, two local Syrian Networks have been more active members in the Regional Syria INGO fora-SIRF aiming to better coordinate with counterpart INGOs on different humanitarian issues linked to humanitarian access, funding and protection issues. Another example, is the engagement of the Syrian Network League (SNL) in the Interagency Standing Committee Results Group 1 on Localization as a member, in which they have shared their contributions on how to advance the role of local actors in the humanitarian structural platforms at the global and regional levels. Local Syrian networks have been able to participate and actively engage with other active NGOs and UN agencies in different important platforms such as meetings with Syria RC, and the Brussels conference on Syria.

### Stakeholder perspectives

Based on interviews, written inputs and other documents stakeholders commented on ...

- ICVAs ability to balance being a funder on some initiatives and a collaborator on others (e.g., launching ICVA actions using SNL offices and working together on the results group 1.
- Appreciation for how ICVA played an important role in making space for local voices on UN platforms as equals; providing a legitimate link between arguably otherwise isolated high-level structures and organisations rooted in places where crises are happening.
- The knowledge, approachability, and ease of working with the regional teams.
- ICVA ability to create a mutually supportive rather than a competitive environment between actors

<sup>6</sup> “The Evolution of Syrian NGO Networks”, Dr. Nimer and Dr. Mahmud, ICVA 2021

ICVA's connecting work in coordination included meetings w/ **Humanitarian Leadership** encompassing 9 different African countries and met with Humanitarian Coordinators from MENA, Asia and LAC regions. ICVA represented its NGO members perspectives at **global and regional events**. At the regional level, ICVA represented NGOs and enabled NGO engagement and influence via the regional IASC mechanisms. ICVA's engagement in Latin America has also increased awareness of ICVA and is resulting in more participation of members in regional and international discussions of the UN system. ICVA's participation in the **IASC Results Group 1: Operational Response** resulted in contributions to the development of the IASC Interim Guidance on Localization and the COVID-19 Response and increased participation of local actors by supporting the nomination of a national NGO ICVA member (Somalia mixed NGO Forum) to co-chair the Sub Group on Localization. ICVA also took the lead on a selection process to invite 8 local NGOs to be members at the IASC RG1 subgroup on Localisation (two local actors from each region with one from each region selected to be Women-led to focus on gender mainstreaming in issues and localisation).

ICVA has also been convening the **Regional Emergency Preparedness Working Group (EPWG)**, which ICVA co-chairs for the Asia-Pacific region, and has enabled NGO engagement and influence at the regional IASC mechanisms. ICVA also co-led the IASC OPAG subgroup on Bureaucratic and Administrative Impediments (BAI), which became increasingly effective through 2020-21. Stronger participation and leadership, and additional resources contributed by ICVA, resulted in the creating of a framework for the ISAC system, taking these issues beyond only being linked to the shrinking space for civil society. The success of this work can be seen in the fact that BAI has now become an IASC priority for 2022-23.

Some stakeholders giving input to this review, including local organisations recently joining the UN structures remain cautious of the degree to which the IASC system generated meaningful outputs which lead to real improvements for people caught in or dealing with crises, or whether they are just 'hamster wheels' or 'echo chambers' where people keep themselves very busy, adding very little in practical terms and often just bringing more complexity at a time when simplification is needed.

ICVA's work involving analysing and explaining relevant to humanitarian coordination is covered later in this report in the Focus Area 4. Navigating Change, Cross-Cutting Issues. Notable is the set of publications/briefing papers on localization ("*Unpacking Localization*", "*Localization in the COVID-19 Humanitarian Response*") and the UN system ("*United Nations Reform and Potential Implications for NGOs*", "*Inclusion of persons with disabilities in humanitarian action*", "*OCHA and NGOs in Humanitarian Coordination*"). NGO briefings at the regional level have also taken place, such as in MENA where NGOs were updated on the humanitarian reform agenda.

## 2.3 Conclusion

Most of ICVA's coordination work in humanitarian coordination is in the form of influencing & advocacy and supporting, which is very much in line with the objective of *strengthening the collective ability of NGOs to actively engage in and influence coordination mechanisms*.

ICVA's influence in IASC mechanisms occurs at the global level, such as through ICVA's concrete policy positions from the *Call for Action on Protecting humanitarian workers against COVID-19* which spearheaded duty of care discussions. At the country level, ICVA's impact is through increasing the influence of NGO Fora, and strengthening HCTs and other coordination structures. This work is supported by leveraging influence in the EDG informed by due diligence and analysis from NGO members in the field or NGO fora about issues/hindrances that the EDG could collectively help resolve/unblock (e.g., securing visas to humanitarian workers in Mozambique during pandemic).

In 2021, ICVA led a brief and targeted advocacy campaign through the Open Letter on Famine Prevention, first developing the message and then harnessing engagement activities of ICVA members and other NGOs globally. ICVA is not an advocacy organization and would not be able to sustain this level of engagement beyond a limited time period. Generally, ICVA is best placed to support collective NGO advocacy by amplifying their own campaigns.

At the regional and country level, ICVA's coordination work is heavily focused on supporting NGO Fora (comprised of INGOs, National NGOs, or a mix of both), which allows ICVA to efficiently bring diverse NGO voices into regional/global policy discussions (especially if the NGO fora are also ICVA members). NGO Fora benefit from ICVA's role as an honest broker, also supporting them to work effectively, learning from each other.

ICVA can be credited with elevating the issue of 'Localization' (which was also featured in ICVA's 2015-2018 strategy) to a broader audience among the IASC Principals. Localization has been mainstreamed to the point that it now usually comes on agendas automatically, whereas previously it was an afterthought. ICVA's coordination has been a part of driving this change. There are also positive examples of ICVA's success in enabling local voices to be heard, for example through support for the Somalia NGO Fora to co-chair working group on localization, engagement of the Syrian Network League and other national NGOs through various IASC RGs as members, and participation of national NGOs in the OPAG. This has achieved a greater NGO presence in IASC and a broader cross-section of NGOs represented.

The SNL case described as part of this report is emblematic of how ICVA has worked multidimensionally; being a source of information, a collaborator, a funder/supporter and an enabler in creating space for their voice on IASC structures. Another example is with ACBAR in Afghanistan, where ACBAR is active in ICVAs regional network and has also gained access to IASC platforms through ICVAs advocacy. Importantly ICVA was also a key interlocutor, visiting Afghanistan and advocating for the reinstatement of ACBAR to the HCT (Humanitarian Coordination Team) when they had been removed following conditions that were imposed following the regime change in 2021.

ICVA focuses on supporting in-country humanitarian NGO Fora because of their crucial roles in the effective and principled delivery of humanitarian assistance including facilitating NGO engagement in the humanitarian response system; ensuring an effective, inclusive and contextualised response; and promoting collective NGO advocacy. While it is hard to measure the impact of these accomplishments on people affected in crisis, there is evidence that substantial indirect impact has been made in this area through NGOs being engaged in coordination mechanisms more actively, regularly, and efficiently and NGO Fora contributing to the humanitarian system from a position of strengthened capacity, governance, and strategic alignment.

## Focus Area 3. Financing

### 3.1 Overview

ICVA's financing objective is to "ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding". It seeks to achieve the objective by *"supporting NGO understanding of, engagement with, and influence related to processes and developments in the financing arena"*.

### 3.2 Findings

ICVA used its **NGO briefings** as one of the key channels through which to communicate analyses and explanations of humanitarian financing topics to strengthen NGO understanding of financing. An example of this was the briefing on the Asian Development Bank which increased NGO knowledge on non-UN financing mechanisms or the briefing on the Regional Pooled Fund for the Sahel. ICVA also led an NGO briefing to Permanent missions in Geneva on inclusive access to the COVID-19 Vaccines.

Through the ICVA Humanitarian Finance Working Group, members also gather monthly to discuss current humanitarian finance trends, donor issues, UN partnership agreements, and other key topics as they arise. **Webinars** for Africa & MENA ICVA members covered key humanitarian financing priorities including funding flexibility related to COVID-19 and Grand Bargain commitments. ICVA performed joint missions in Somalia (Mogadishu and Hargeisa) and Kenya on the Grand Bargain and simplification of narrative reporting. Through these efforts ICVA facilitated understanding of the **harmonized narrative reporting 8+3 template** approach with members and completed the pilot of the template in Iraq, Myanmar, and Somalia.

Work to reduce burdens on NGOs by simplifying and harmonizing the conditions of humanitarian partnership agreements continued through 2021. ICVA coordinated members of the **Humanitarian Finance Working Group (HFWG)** to update the 2019 Oxfam-led analysis of UN partnership agreements covering OCHA, UNHCR, WFP, UNICEF, and UNFPA. The updated analysis provided detailed recommendations for each agency covering simplification, improvements to language, and implementation of the terms and conditions of agreements. This approach was a significant development over the 2019 analysis which focused primarily on elements for harmonization across agencies. With the completion of updated analysis, ICVA focused on connecting UN agencies and NGO partners in bilateral discussions building on the analysis of partnership agreements. This started with UNICEF with a dedicated consultation in July 2021, planning for the WFP Annual Partner Consultations held in November 2021, and the launch of the OCHA revision to CBPF global guidelines, along with ongoing monthly topical consultations with UNHCR. Dialogue with these agencies is ongoing into 2022, however, the completed analysis work has so far provided a solid framework to ensure we have consistent, targeted dialogue on where and how to improve conditions of partnership.

During 2019, ICVA continued to have an influence on the **Grand Bargain** implementation including engagement with workstreams on transparency, localisation, reducing duplication and management costs, and quality funding to help identify linkages across workstreams and with the field where appropriate. In 2020, ICVA worked with InterAction and SCHR to deliver a joint NGO network statement at Grand Bargain 2020 meeting on necessary action over the coming year. Since 2016 ICVA and Germany, in their roles as co-conveners of the Grand Bargain workstream on harmonized narrative reporting, have led the process to implement the 8+3 template. Following the completion of pilot work in 2019, ICVA and Germany continued to advocate for additional donors/agencies to sign on to the template (See Impact through Explaining).

ICVA closely tracked the developments around the **Grand Bargain 2.0** during 2021, developing an NGO position statement ahead of the Grand Bargain annual meeting and the debate around the Grand Bargain 2.0 framework. The Annual Meeting itself resulted in the endorsement of the Grand Bargain 2.0 initiative by all signatories present, however participants identified the need for further development of key details on plans for the new caucus and national reference group structures that make up key components of the initiative. It was also agreed to add an additional NGO seat to the Grand Bargain Facilitation Group (FG), both to balance the NGO voice in the group with an equal two seats in parallel to donors and UN agencies, and to ensure improved representation of local NGOs.

ICVA and NEAR network rotated into the two NGO seats on the FG in October 2021, replacing SCHR, which has represented NGOs for the past two years. In the lead up to this transition, SCHR, NEAR, and ICVA reached out to NGO colleagues to identify priority action points in support of Grand Bargain 2.0 rollout. ICVA also joined the first of three initial Grand Bargain caucuses in December, representing the broader NGO voice in discussions on moving forward with a common cash coordination structure. This successful effort resulted in a series of recommendations endorsed by all caucus participants and communicated to the IASC in early 2022. Finally, ICVA closed the year by initiating a review and update of its Grand Bargain Explained briefing materials to cover the updates in Grand Bargain 2.0. Updated briefing materials will be published in early 2022 and are intended to help humanitarian field staff in particular navigate implementation of the Grand Bargain.

### Impact through Explaining: “8 + 3 Template”

#### Overview

One of the main outcomes of the Grand Bargain Workstream 9 “*Harmonize and simplify reporting requirements*” launched in 2016 was the development of a harmonized narrative reporting template known as the “8+3 template”. The template is a menu of standardized report elements (eight “core” and three “additional”) that each donor can tailor to fit its individual information needs when they ask NGO partners to report on humanitarian activities.

Working together as co-conveners of the workstream since 2016, ICVA and Germany jointly planned and carried out a pilot project to test usage of a harmonized narrative reporting template in Iraq, Myanmar, and Somalia. Early in the process Germany also contracted the Global Public Policy Institute (GPPI) in Berlin to develop the technical guidance for harmonized reporting, conduct data collection during the pilot, and lead mid-term and final reviews.

ICVA played a crucial role in convening the workstream and leading communications with NGOs and UN agencies. The 8+3 template was not initially ‘demand-driven’ from NGOs and it was therefore critical for ICVA to engage local NGOs and field colleagues about the approach and the implications of the template during the process.

#### ICVA’s Impact

In 2019, the 2-year pilot of the 8+3 template was completed (in Iraq, Myanmar, and Somalia) and a final review of the pilot published in June 2019 which demonstrated clear benefits for partners and donors<sup>7</sup>. This review also indicated several action points relevant for ICVA as co-convenor of the workstream and as an NGO network to fully realize on the potential benefits and fulfil the Grand Bargain commitments. These action points mainly related to 1) engaging with donors to advocate for wider uptake and 2) actively improving communication to donors, subcontracting INGOs, and partners around explaining the template. ICVA has taken concrete steps to produce and disseminate clear, concise and comprehensive supporting information, including jointly publishing the 8+3 template with an essential guide to using the template

<sup>7</sup> [https://www.gppi.net/media/Gaus\\_2019\\_Harmonizing\\_Reporting\\_Pilot\\_Final\\_Review.pdf](https://www.gppi.net/media/Gaus_2019_Harmonizing_Reporting_Pilot_Final_Review.pdf)



and FAQs. As part of the engagement with NGO partners, ICVA also organized orientation sessions with colleagues in the field to ensure better understanding of the objectives of using the 8+3 template. Field missions were conducted in-person in both Myanmar and Somalia to discuss the 8+3 template and field implications for the broader Grand Bargain. Virtual engagements were also conducted for field colleagues in Iraq.

ICVA and Germany have also continued bilateral advocacy efforts to target additional donors/agencies (such as UNICEF and WFP) to sign on template. ICVA delivered a joint NGO network statement at the Grand Bargain 2020 meeting on necessary action over the coming year and continued advocacy efforts to target additional donors and agencies to sign on to adopting the template. Currently, 5 UN agencies and 8 donor governments have signed on to the 8+3 template. Currently, 15 Grand Bargain Signatories are already either implementing or actively considering using the 8+3 reporting template (Australia, Canada, Germany, France, Ireland, Italy, OCHA, Switzerland, The Netherlands, UNHCR The United Kingdom, US Government, World Food Programme) and 2 signatories (ECHO and Luxembourg) are currently testing/considering using the template, impacting the reporting for several thousand NGOs.

ICVA's influencing & advocating contribution to the **Global Humanitarian Response Plan (GHRP) for COVID-19** strengthened NGO engagement in the Global Humanitarian Response Plan (GHRP) revision process, at global, regional and national levels. ICVA raised issues regarding funding reaching NGOs in the field and the need for better tracking funding flows to NGOs. ICVA also serves as the NGO networks representative in both the **OCHA Pooled Fund Working Group (PFWG)**, and as a member of the advisory group for the OCHA-NGO Dialogue Platform. Through these, ICVA provided feedback to inform the strategic direction and management of CBPFs and **helped ensure perspectives of NGOs were reflected** in the priorities of OCHA CBPF management. Improved, consistent, access to CBPFs by local and national actors was a top issue identified for advocacy with OCHA. After limited allocations in 2020, the UN Central Emergency Response funding (CERF) started planning in 2021 for an initial distribution of supplemental funding to Under - Funded Emergencies (UFE) for early 2022. In its role on the UFE Working Group, ICVA provided inputs from the NGO perspective into the priority UFE list in December 2021.

In the role of co-convener of the **IASC Results Group 5: Humanitarian Financing**, co-chaired by ICVA and OCHA, ICVA enabled the development of a detailed proposal in 2020 for a harmonized approach to funding flexibility among IASC members to meet the challenges of the COVID-19. This work focused on no-cost extension, budget flexibility, reprogramming, and due diligence/risk management processes. These flexibility measures have been adopted by OCHA Country Based Pooled Funds, UNHCR, UNFPA, IOM, WFP, and UNICEF (which are to be extended through at least June 2021) and has supported advocacy to donors (e.g., with the Good Humanitarian Donor group) to also implement improved flexibility measures. Most of the specific flexibility measures developed through this work have been included in ongoing discussions between NGO colleagues and UN agencies over the past several years, however, the needs arising from COVID-19 response provided the needed push to move forward. During the funding flexibility discussions, ICVA sought to find solutions that could be accepted and harmonized across agencies (e.g., applicable to all UN agencies, in all contexts, in all countries). While some see this is the most impactful approach, other stakeholders involved felt this approach was too ideological and wasn't optimal as it didn't allow for a more targeted/customized approach. The end result of the mobilization of ICVA teams and members and collaboration with RG5 appeared to strongly contribute to obtaining greater donor flexibility during the COVID.

ICVA continued to serve as co-chair with OCHA in the **IASC Humanitarian Finance Results Group (RG5)** through 2021. The group remained active within the IASC structure throughout the year with a primary focus on funding flexibility, cascading of overhead (indirect costs) benefits to all partners, and agreement on common definitions of cost classifications. From March of 2021, RG5 successfully advocated for the IASC OPAG to endorse to key



measures related to funding flexibility: to extend the COVID-19 funding flexibility measures through the end of 2021; and to support a set of advocacy messages on quality flexible funding to facilitate consistent messaging between IASC Principals and donor governments contacts (such as GHD).

Towards the end of 2021, ICVA was focused on follow-up with UN agencies on harmonisation of funding flexibility measures – this work is ongoing in 2022. UNICEF, Oxfam, NRC, and UNHCR are leading efforts on cascading of overheads and common cost classifications. The outcome of these deliverables will be ready in early 2022. Although RG5 will officially close from March 2022, ICVA remains focused on tracking humanitarian finance issues within the IASC structure.

ICVA also connected with donors and other humanitarian actors at **global events** like the World Humanitarian Action Forum (2019), Good Humanitarian Donorship, and the International Donors Conference and regional events in Asia-Pacific (e.g., Mercy Malaysia's Islamic Social Financing Workshop, Australasian Aid Conference), Africa (United Nations Economic and Social Council), and MENA (King Salman Humanitarian Aid Centre and UAE). ICVA's role in these events were to engage in financing topics (including localization and COVID-19 pass through funding), brief donors on key issues faced by NGOs in country operations, and facilitate NGO representation.

ICVA's **risk management learning stream which started in 2019** continued in 2021 with the April release of "Leading Well: Aid leader perspectives on staff well-being and organisational culture" which provided insights from the CEO perspective on the challenges of managing the risks associated with staff well-being. In June ICVA held the final webinar in a series of risk management discussions organized with PHAP on "Risk Management and Funding Partnerships". This concluding webinar was well-received with over 500 registrants, and strong participation in the discussion.

Building on the webinar briefing series on risk management, ICVA initiated a consultancy for the second half of 2021 to continue engagement on risk management in two areas: development of two risk mobile guides in cooperation with Disaster Ready. These guides are set to be published in early 2022 targeting humanitarian field practitioner; and scoping work to identify gaps in risk management capacity for humanitarian NGOs and priority areas of focus for ICVA members.

### 3.3 Conclusions

The biggest priority during 2020 arose out of the need for funding flexibility due to COVID-19. ICVA NGO members were heavily involved in developing the proposal through the ICVA Humanitarian Financing Working Group, with ICVA convening the Working Group to collect input ahead of IASC Results Group 5 meetings.

Despite the efforts to improve NGO access to funding through the COVID-19 Global Humanitarian Response Plan, it is acknowledged that not enough funds were mobilized for NGOs overall, in particular to first responders and NGOs at the local level. One external stakeholder interviewed suggested more consistent and stronger NGO representation in the drafting of the GHRP was needed and that ICVA and NGOs failed to take the opportunity to clearly quantify the resources NGOs required to address the COVID-19 crisis. The distinct differences in approaches to costing the GHRP among NGOs themselves was a key challenge throughout the process. Realistic estimation of the NGO ask was difficult to achieve, with some NGOs advocating for a single dollar amount to be shared and others establishing a standard percentage of the overall GHRP ask (i.e., 30-40% to NGOs). ICVA worked throughout the GHRP process to attempt to balance the different NGO views while communicating with OCHA on how to practically communicate NGO needs in the final GHRP document.

The humanitarian landscape is complex and subject to sudden shifts in response to emerging crises. NGOs need to understand before they can engage and often lack the capacity to invest in in-house expertise. ICVA's approach is to assist NGO understanding to enable NGO engagement and also to provide expert capacity. This approach has ensured ICVA was not only an interlocutor for NGO views, but also positioned to shape and influence the evolution of policy, as seen through the sustained work toward realizing the commitments of the Grand Bargain. Through engaging in the implementation of the Grand Bargain and the successor Grand Bargain 2.0, ICVA has helped bring about positive change by collaborative efforts on technical solutions, where there was a strong political will. ICVA's objective in this focus area is to *"ensure humanitarian financing meets the needs of populations affected by crises while ensuring adequate NGO access to principled, quality funding"*. As ICVA is not a donor or in a position to directly assess needs or ensure funding as such, this objective is not directly under the control of ICVA. In line with its mission however, it has played a key role and has achieved impact on humanitarian financing through influence, engagement and collaboration.

## Focus Area 4. Navigating Change, Cross-Cutting Issues

### 4.1 Overview

The objective for this focus area is to “ensure a dynamic support to NGOs in developing strategic thinking and in navigating change while promoting humanitarian principles and the Principles of Partnership” by “providing various platforms for NGOs for peer exchanges and strategically engaging multilateral partners (e.g., UN agencies and the World Bank), member states, donors, regional bodies, the private sector, and other networks outside the humanitarian sector who can support the network.”

Throughout 2020 and 2021, ICVA worked to support members adjust to the substantial operational and financial challenges created by the pandemic. ICVA was able to do this by incorporating Covid-19 activities into its current strategic focus areas and the ways of working (such as through engagement in the IASC mechanisms). During the response, ICVA upheld the following priorities: a) ensuring a global intervention focusing on people, especially the most vulnerable; b) supporting NGOs to sustain and scale up their interventions; c) investing in localisation; and d) investing further in risk management and duty of care.

### 4.2 Findings

Much of ICVA’s analyzing and explaining efforts are aligned with this focus area either because they are cross-cutting in nature or because they deal with emerging topics. The monthly **ICVA Bulletin**, which is distributed to a mailing list of over 4,000 subscribers in 3 languages, provides comprehensive updates on developments in humanitarian processes and policies and a consolidated calendar of events & trainings. The main benefit of the bulletin is to enable NGOs to anticipate and plan around developments that may impact them and to increase awareness and access around learning and exchange opportunities. ICVA’s communication through the bulletins and social media continued to reach more and more subscribers and followers: the # of subscribers to the bulletin increased to over 4,000 recipients, while followers on Twitter (>4,600) and LinkedIn (>2,200) continued to grow. Furthermore, bi-weekly consolidated updates are disseminated to ICVA members in both Asia-Pacific and MENA, where it is one of the only platforms in Arabic for local NGOs. These updates help members keep apprised of the latest developments at both the global/regional level (i.e., funding, policy, advocacy, trends, webinars and training opportunities).

Multiple **NGO briefings** with ICVA members in Africa, Asia-Pacific, and MENA provided opportunities for discussion and debate for and with members on localization and the humanitarian, development and peace nexus. As an example, ICVA provided presentations in Cameroon, CAR and DRC outlining the main concepts underlining the nexus, the potential challenges in the approach but also the potential benefits of nexus programming.

At least 10 **publications** were issued by ICVA on topics including ‘*Future of Civil Society Organisations*’, ‘*Positive Disruption? China’s Humanitarian Aid*’, ‘*Risk and Humanitarian Culture and UN Reform and Potential Implications for NGOs*’. These publications reduce information asymmetries between NGOs and are made available as a public good, increasing understanding beyond ICVA’s NGO membership. The Asia-Pacific hub published “Building a Healthy Humanitarian Ecosystem” which synthesized key issues the region is grappling with which aided ICVA members and partners in developing their own strategies and guiding discussions in the region.

Linked to ICVA’s work on humanitarian financing, ICVA launched the Risk Management **webinar series** conducted between 2020-2021 to ensure partners in humanitarian space are understanding their role in risk management (security, operational, reputational) and to further work toward more equitable balance of risk. Participation exceeded 1,700 live participants with many more recording views across the individual webinars. The focus on

the latter half of 2021 was the learning series on **Climate Change and Humanitarian Action** (also the theme of the 2021 annual conference).

ICVA also utilised convening members within the ICVA network to support NGOs in navigating change through membership sessions and **ICVA's annual conferences** (2019 included a localization theme and 2020 centred on risk management). The 2019 conference included nearly 200 participants from 126 organisations based in over 40 countries whereas the 2020 and 2021 conferences were held virtually. In 2020 the conference brought together 1,300+ live participants across 3 sessions (incl. member states and donors) and in 2021 it brought together 1,400+ live participants across 4 sessions from 119 countries. Recorded sessions with English, French, Arabic subtitles on YouTube have been viewed 1,200+ times. ICVA's conferences help to increase understanding among participants through sharing NGO experience, strengthen networking and partnership within NGO community and beyond, promote ongoing discussion on important topics, e.g., direct dialogue on localization between donor representatives & local/national NGOs, and connect members with policymakers on regional-specific topics. Pivoting to a virtual annual conference in mid-March 2020 was seen as a big win for ICVA and led to several external organizations coming to ICVA for guidance on converting their own conferences to online. ICVA has also convened **membership sessions**, 2-day meetings alongside annual conference (2019) and via the ICVA 2030 strategy process to determine which NGO concerns will be most relevant in the future, with over 80% of ICVA's members contributing to the 2030 strategy development process.

ICVA's **18th General Assembly** (held in 2021) is another key convening moment for ICVA's membership. During this General Assembly, ICVA adopted the 2030 Strategy and Strategic Priorities 2022-2024, and as a network signed on to the Climate and Environment Charter for Humanitarian Organisations with a Motion to Action.,.

ICVA's convening of members and broader NGOs came together in ICVA's role as a member of the Advisory Group for the **Climate and Environment Charter for Humanitarian Organisations** which has raised awareness and guided the efforts of humanitarians in relation to limiting the impacts of climate change and environmental degradation on communities and reducing their own environmental footprint (see Impact through Convening). ICVA is also a co-convenor of the expert roundtable working together to address obstacles to climate finance in conflict and fragile settings.

## Impact through Convening: Climate and Environment Charter

### Overview

The Climate and Environment Charter for Humanitarian Organisations (adopted in May 2021) was created to galvanize and steer collective action in response to the climate and environmental crises, in particular for vulnerable populations who will feel their impacts the most. The Charter's commitments are intended to be implemented through organization-specific targets and action plans, informed by the need for urgent action and the individual capacity and mandates of organizations. The objective of this charter is to guide the efforts of humanitarians in relation to limiting the impacts of climate change and environmental degradation on communities and reducing their own environmental footprint.

ICVA has been a core part of the process in developing the Charter as a member of the Advisory Committee. In this role, ICVA was effective at convening more than 40 of its members across each region for consultations to help shape the Charter. Since the adoption of the Charter, ICVA has also played a mobilizing role by supporting its members to sign the Charter. Since its launch in May 2021, 214 humanitarian organizations have signed the Charter, including at least 32 ICVA members. ICVA has addressed the topic of climate change and the Charter at many events, fora's, high-level panels, including its own Annual Conference in 2021.

### ICVA's Impact

ICVA, along with the other members of the Advisory Committee, conducted consultations on the draft of the Charter. Through ICVA's network, over 40 NGOs were consulted from the Asia-Pacific, MENA, Africa and Europe and Americas regions.

ICVA's 2021 Annual Conference focused on the role that NGOs play in adapting the way we work to be better prepared for climate and environment change so that no one is left behind - especially in the humanitarian context when delivering programmes to support refugees, displaced and vulnerable populations. The conference brought together over 1,400 ICVA members, NGOs, NGO fora, States, donors, UN agencies, experts and other climate and environment sector stakeholders to share their experiences, lessons learned, challenges and ways forward around these issues. ICVA has also recently launched an online learning stream on climate and humanitarian action, which has increased interest in the Charter.

ICVA has been raising awareness, and sending a clear signal that humanitarian organizations and especially NGOs, have a key role to play in addressing this climate crisis – to reduce the impact of climate change on the most vulnerable populations they work with and to minimise their impact on the environment through the way they work (operations, programmes, logistics etc). As a result, NGOs have been coming to the conclusion that they must take urgent and transformative action to help reduce the humanitarian impacts of the climate and environmental crises. Due to ICVA's convening power and ICVA taking the lead on supporting NGOs to better understand climate change and environment impacts, Donors and partners alike have engaged more on the topic through the consultations of NGOs (e.g., ECHO has since reached out to ICVA and requested feedback from ICVA members on a draft of minimum environmental standards).

### Stakeholder perspectives

Based on interviews, written inputs and other documents stakeholders commented on ...

- How ICVA's network and reach was fundamental to the scale and diversity of participation
- The degree to which ICVA approached the Charter as the beginning of something and not an end in itself
- The willingness and action of ICVA as an organisation and in particular their point person in working to follow up on the charter and move implementation forwards

Outside ICVA's membership, ICVA convened on behalf of the **IASC Results Group 4: Nexus**, ICVA co-chairs the Community of Practice on Nexus and supported subgroup on Collective Outcomes, where ICVA was able to widen the reach of NGO participation in developing the Collective Outcomes guidance (a key tool for field practitioners), and to facilitate translation and dissemination of IASC light guidance on the Collective Outcomes.

ICVA also co-organized annual consultations for the **UNICEF-NGO Humanitarian Partnership** in 2019 and 2020. Six recommendations were agreed to be followed up by UNICEF following the 2019 Consultation and in 2020 Consultations, UNICEF reported back to NGOs on the progress made. The 2020 Consultation, attended by over 489 participants from 90 countries, provided NGOs the opportunity to ask questions about UNICEF's COVID-19 response and flexibility in partnership and offer details on the NGOs' operations, observations and challenges faced in addressing crisis. Anti-racism and anti-discrimination efforts and challenges in the sector; as well as decolonization of aid and progress on the localization agenda were also topics covered in the 2020 UNICEF- NGO consultations. These consultations resulted from ICVA's advocacy toward UNICEF for regular dialogues on partnership.

Throughout 2019-2021, ICVA continued to be an active participant in various advocacy and policy efforts concerning **Protection from Sexual Exploitation and Abuse (PSEA)**, including the IASC Results Group 2 on Accountability and Inclusion, the IASC PSEAH Thematic Experts Group and the Field Support Team. ICVA has also been implementing the Misconduct Disclosure Scheme since 2019 and continued to implement and promote it

among the ICVA membership and beyond in 2021. ICVA is also part of the Cross-Sector Safeguarding Steering Group (CSSG) that follows up on the 2018 Safeguarding Summit and is participating in several projects relating to the commitments made during the summit. ICVA also managed a PSEA Working Group, where members are able to input into key documents and policies and are informed of important updates on PSEA work. Through this group, ICVA and its members participated in several rounds of consultations and inputs to the newly endorsed IASC Generic Terms of Reference for PSEA Focal Points, PSEA Networks, and PSEA Coordinators, with the aim of achieving a final product that is useful and inclusive. As part of its 2021 IASC PSEAH Championship, UNFPA commissioned an external review of the work of the IASC on PSEAH since the last review that was carried out in 2010. ICVA and some of its members were part of the Advisory Group to the current review ensuring that the voices and efforts of NGOs are represented in the review. IN November 2021, ICVA participated in a high-level roundtable event on the external review, where principals, donors and NGOs voiced their support or concerns regarding the report. ICVA has also commissioned a report, together with SCHR and with technical support from UNHCR, on PSEA in partnerships that will be published in 2022.

Over 2020 and 2021 ICVA supported 34 national and local NGOs with grants (each in the range of \$16K-20K) from the **Protection from Sexual Exploitation and Abuse (PSEA) Community Outreach and Communication Fund** in collaboration with UNHCR. These grants (one round in 2020 and another in 2021) helped facilitate the development of context-specific communication and outreach materials on protection from sexual exploitation and abuse, thereby assisting NGOs which had capacity but lacked resources for outreach. ICVA was very hands on in terms of reviewing all applications, establishing a competence-based steering group (made up of experts from UN agencies and NGOs, in addition to ICVA) and administering the entire programme approach. All deliverables created through the Fund's projects will be publicly available and accessible as open-source for other NGOs to adapt and utilize for similar contexts. Stakeholders inputting to this review were highly appreciative of the hands-on role ICVA played and the skill with which the point person for ICVA navigated an extremely sensitive topic focussing on the value of multiple approaches and avoiding unnecessary tensions. Also, for their focus on community engagement seeking to address PSEA issues from the perspectives of those vulnerable to abuse and misuse of power. One stakeholder commented 'While ICVAs TOR as being a broker and convener reads as procedural, these elements are really just the tools. ICVA's strength is the knowledge, understanding and attitude with which they exercise these roles' While the quality of ICVAs work was very high, there were questions on the degree to which ICVA can scale these sorts of initiatives with its limited capacity.

ICVA also provided funds and structured assistance to 22 NGO Fora through an **NGO Fora COVID-19 Support fund** (12 in 2020 and 10 in 2021). This fund strengthened the organizational resilience of the NGO Fora during the pandemic, to remain open and committed to service delivery; maintained their coordination platform for information. While the size of distributed funds was small (averaging \$15K), the ability to leverage ICVA's network of local NGOs was effective. ICVA also developed a COVID-19 resources page with a collection of guidelines, tools, statements, papers and useful links.

ICVA was active in connecting at many **global events**, such as WFP Annual Partnership Consultations (where the ICVA Secretariat and ICVA members featured in nearly every session) and World Bank Group sessions on the bank's strategy for Fragility, Conflict and Violence. Regionally, ICVA was active in Asia-Pacific (for example, attending meetings involving topics involving peace-development-humanitarian nexus, localization) and in MENA at meetings on localization, and protection from sexual exploitation and abuse.

ICVA's work in influencing & advocacy within this focus area is fluid and more difficult to separate out from influencing & advocacy done within ICVA's other 3 focus areas. For example, ICVA produced a localization webinar and the *Localization Explained* publication during 2018. ICVA research in MENA and briefing papers on Localization and IASC Guidance have also focused the role of local actors in leadership and decision-making

processes. Now, ICVA's localization work has been successfully embedded and integrated within the other focus areas, and is a key feature of ICVA's regional work. Another example is ICVA's involvement in influencing the IASC Disability Guidelines through the coordination focus area, which is also one of the themes of ICVA's recent webinars.

### 4.3 Conclusions

The navigating change / cross-cutting issues focus area has involved extensive work by ICVA in analysing and explaining, which is not surprising as this is an essential step for framing and shaping thinking on new important topics such as the **humanitarian-peace-development nexus, risk management, PSEA or COVID-19 response**.

Most of ICVA's work in analyzing and explaining is made available as a public good, helping to increase NGO understanding beyond ICVA's NGO membership. This means ICVA's work of explaining and translating complex issues into a form that can be more easily consumed benefits a broader audience. Ultimately, increased understanding does help NGOs to navigate (and potentially influence) changes in the humanitarian sector. While there was a theory of change for this focus area, the multiple nature and scope of topics makes it more difficult to coherently translate than for other work areas. While such a broad range of issues cannot really be seen as a 'focus area' the fact that ICVA ensures capacity for tracking and acting upon emerging topics is fundamental to their ability to stay on top of all key issues in the sector. Many stakeholders inputting commented on how they see ICVA as one of, if not the, go-to resource for information and analysis on humanitarian issues.

A central part of the Navigating Change focus area is the ICVA Annual Conference, which has historically been well-attended and over the past 2 years shifted to online, which has extended their reach (over 5,000 NGO participants over 3 years). Going forward, as and when the world returns to more in-person and hybrid meetings ICVA should consider organizing the annual conference as a regional event, while balancing global perspectives and region specificities. ICVA was successful in consolidating its work in the area of climate change where ICVA's webinars, Annual Conference, and General Assembly dovetailed with ICVA's leadership and advocacy for the Climate and Environment Charter for Humanitarian Organisations.

ICVA's thought leadership on localization and its subsequent efforts to continue reinforcing localization during COVID-19 came at the right moment as the **Global Humanitarian Response Plan (GHRP)** was being drafted and ICVA was successful in having an influence in IASC. ICVA has provided leadership in the area of **Protection from Sexual Exploitation and Abuse (PSEA)** by translating guidance to concrete tools to address issues, managing the PSEA Fund, and calling for greater NGO participation. ICVA has actively developed and articulated reflections on the **humanitarian-development-peace nexus** from the NGOs perspective (e.g., through IASC Collective Outcomes guidance, paper on Role of Peace in Nexus, and Role of NGOs in Development reform). ICVA is able to provide leadership in these priority topics (i.e., localization, PSEA, triple nexus, and shrinking space for civil society) by convening a diverse range of NGOs. This convening occurs within ICVA's membership, such as membership briefings, and beyond ICVA members, such as during ICVA's annual conferences. Bringing diverse NGOs together to share peer to peer experiences, challenges, lessons learnt and good practices has helped to drive action, policy development, and partnerships.

ICVA's approach of re-granting through the PSEA fund (and NGO Fora COVID-support fund under the Coordination focus area) is effective in reaching local NGOs and ensuring PSEA issues are being addressed through the perspectives of those most vulnerable to abuse. These funds are not restricted to members and the contextualized material produced through the grants is shared publicly. The PSEA work is a standout example of how ICVA is not just a coordinator, but a collaborator and thought leader, bringing content as well as process. One potential concern is that more than 1,200 applications were received for only 34 PSEA grants, potentially indicating an imbalance of the large needs and the available resources. ICVA has limited means and so the



question is probably less about how ICVA increases its scale and more about how it can use its experience to catalyse growth in funding and promoting effective responses to PSEA needs. This point likely applies to other topics in the navigating change area, such as the Climate Charter and follow up. The ICVA secretariat will always lack the capacity needed to scale successful pilots to match the needs. ICVA's ambitions to include and delegate network tasks to members has the potential to create additional capacity beyond the secretariat which could help with this.

Events since early 2020 have presented NGOs with the massive challenge of **navigating change due to COVID-19**. ICVA was successful in appropriately adding COVID-19 response into this focus area. Moreover, ICVA was able to integrate the response and implications of the pandemic within the other focus areas of Forced Displacement, Coordination, and Financing. **The integration of COVID-19 response** is emblematic of how ICVA has embedded other topics from the navigating change focus area (such as localization) within the other focus areas and shows that while ICVA makes choices, it is never too rigid in its plans and is able to adapt well.

In contrast to the Forced Migration, Coordination, and Financing focus areas where there are outlines to the scope of ICVA's work, the navigating change / cross-cutting issues focus area risks being more of a **catch-all without clear boundaries**. On the one hand, this can serve ICVA well, as it allows flexibility within its strategy to deal with emerging issues (such as COVID-19 response, but also more specific issues such as PSEA in 2018). On the other hand, this can result in an uneven range of work areas, varying in scope and degree of fit with other focus areas. ICVA's renewed engagement and collaboration with UNICEF on NGO partnership, after a pause of 7-years is an example of how the scope of this focus area can expand; while partnership is referred to in the objective of the focus area (and partnership was itself a focus area in ICVA's prior strategy), the inclusion of UNICEF partnership under the Navigating Change focus area seems to the authors of this report less obvious than other initiatives (it is noted that is part of ICVA's engagement on child rights included in the diversity policy approved by the ICVA board). ICVA has also begun working on cash assistance – though in this case through the involvement in UN partnerships, role in IASC coordination, and localization, without becoming a “content holder” on cash assistance. This participatory approach, avoiding a leadership role, allows ICVA to be involved without becoming overloaded

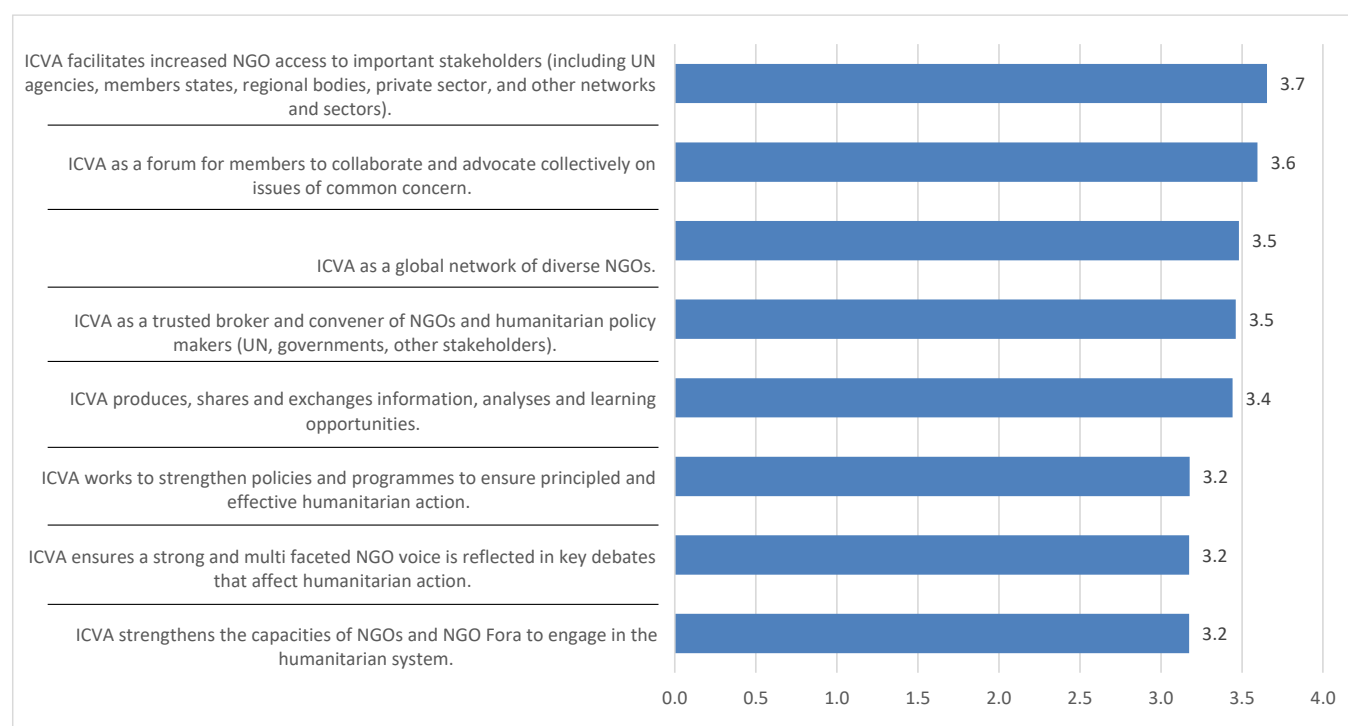
ICVA's approach to navigating change in the 2030 Strategy acknowledges that context will change, and topics will emerge as priorities for ICVA that either support or sit alongside the focus areas, and ICVA's three-year and annual plans will be used to select what ICVA takes on and how best to approach the work. This seems to strike a good balance of continuity and focus on one hand and flexibility and agility on the other.

## Section 5: Mid-Strategy Strategic Reflections and Points for Consideration

This section is excerpted from Sandstone Consulting’s Mid-Strategy Impact Study published in March 2021 going beyond reviewing impact as such and providing a high-level analysis of ICVA added value and future strategic considerations in light of the findings at that time. The perspective drew upon the interviews done as part of this review and from the substantial data gathered as part of the ICVA 2030 process through written input, conversations, and workshops. As much of this section remains relevant the original text of the mid-term review is retained. Reflection on how 2021 data adds or reflects progress will be covered in Section 6: End of Strategy Reflections and Points of Consideration.

### Perceptions on the Added Value of ICVA

ICVA’s vision is ‘A world in which crisis-affected populations are effectively protected, assisted and enabled to rebuild their lives and livelihoods with dignity’. Their mission statement positions ICVA as ‘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’



(55 respondents: 1 = not important 4= very important)

The ICVA added value was a key question for the ICVA 2030 process. The above graph taken from the survey (which was just one of the input channels) can be considered indicative of the way stakeholders responded. The elements identified and the results indicate clearly that while ICVA’s value may be indirect (i.e., ICVA does not work directly with affected populations) it is considered as being a very important enabler, influencer, and interlocutor in the humanitarian system. It is beyond the scope of this review, but the fact that ICVA’s membership has been increasing sharply in the last year is further evidence of support. That said, member needs and perceptions of ICVA is unlikely homogenous, nor are the reasons for which they join ICVA likely to be. Often those giving a view of ICVA are individuals within organisations who have some experience of ICVA. This does not

necessarily translate into what the member organisation leadership think of ICVA, so while the trends are positive, they should not be overstated.

Further perspectives and observations of ICVAs added value drawn from the interviews and ICVA 2030 consultations include the following:

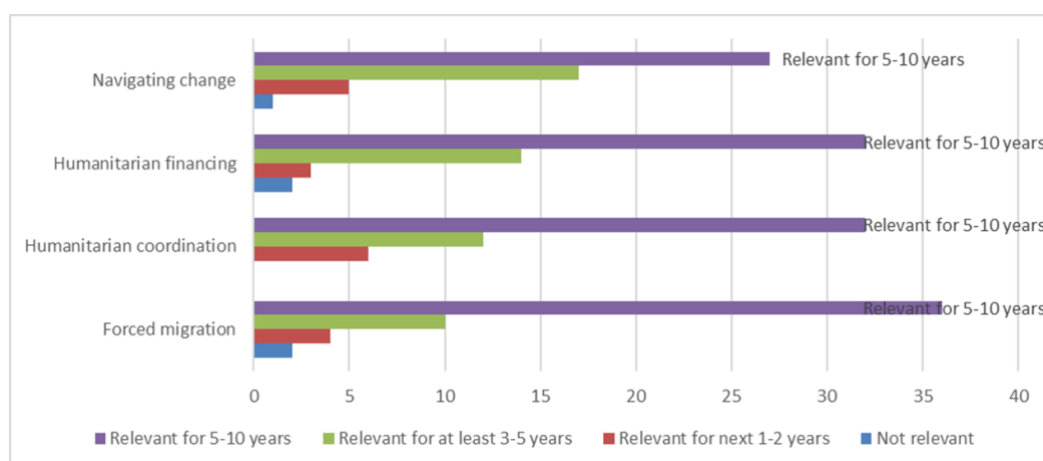
- ICVA is clearly recognized and valued as an established and respected network in the field of humanitarian action.
- ICVA is perceived as having a strong legitimacy in its positions and actions due to the diversity of its network and the visible efforts to channel the voices of NGOs in ICVAs interactions and representation.
- ICVA being a conduit for diverse voices is a strength. However, while representing multiple views shows that ICVA listens to Members. some external stakeholders find it hard to know what change or point ICVA is seeking to achieve.
- ICVA has actively positioned itself as a collaborator rather than competitor with other major networks. This includes work with SCHR, Interaction which has enabled coherent positioning at the IASC level and also with donors, other networks and NGOs (e.g., Sphere, CHS, START, NEAR, 4AP..) on specific initiatives.
- ICVA brings unique value through its role, relationships, composition and selected areas of expertise. This can be viewed as an advantage compared to other networks but is more widely perceived as complementary. For example, other networks may have less members, less coverage or different competences, but such qualities can also be strengths.
- The ICVA Secretariat has made efforts to cross beyond NGO action to link with Private Sector actors, responding to changes in the nature of actors providing humanitarian response. This is very new in some parts of the world, but in Asia private sector actors are established frontline responders to natural disasters. It is a question of how far to go, but the effort speaks to ICVAs collaborative spirit.
- ICVA has actively increased the degree to which it draws on Member competence, capacity and legitimacy to improve collaboration and reduce dependency on the secretariat.
- While ICVA Members are prioritized as partners and sources for input, ICVA's webinars, publications, and events are all designed to be public goods, open to all.
- Support to NGO Fora has been tailored to create the environment for partners and members to enhance capacity and expand engagement opportunities. ICVA can do more to encourage collaboration or formation of consortia among NGO fora on funding opportunities, identify and link NGO Fora to ICVA Members – who have in-country presence for support, mentorship or funding. ICVA seeks to promote principled action; more clarity is needed for what this means in practice.
- During the COVID-19 crisis ICVA demonstrated flexibility and agility in how it adapted its plans, action and support. For the most part COVID 19 did not result in ICVA changing its focus areas; rather it provided a center point and focus to inform work on forced migration, coordination, and financing. COVID 19 also created a tangible opportunity or imperative to address issues related to 'localisation', in a practical way (e.g., through ICVAs collaborative work getting vaccines to front line aid workers)
- ICVA has created value by engaging in initiatives to explore the changing nature of the Humanitarian System and how needs to change to become more effective. Also exploring how the resilience of the humanitarian system depends on the operational capacity of the diversity of NGOs. An example is the work on humanitarian futures launched by the International Civil Society Center.

When considering impact, in addition to reflecting on the focus areas and other strategic choices, it is important to consider how ICVA has realised the added value expressed in the previous table. **Access to important stakeholders** is exemplified by the IASC work; work on PSEA an example of **collaboration and collective action on topics of common concern**; extensive interaction, collaboration and outreach drawing on ICVAs **diverse**

membership; the work with the UNHCR as an example of ICVA as a **trusted broker**; bulletins and papers **sharing information and exchange**; promoting good ethical practice and valuing diversity as an example of **principled action**; the work on forced migration and finance bring forward multi-faceted NGO voices and many examples of **support to local Fora**.

## Relevance of the Focus Areas

This review has provided data and analysis on the different focus areas of ICVA, taking account of the global, regional and local work of ICVA as well as the way in which ICVA has sought to increase the collaboration between the secretariat and member organisations. It is hard to do full justice to the enormous effort made with a summary, but drawing upon the ICVA 2030 interviews and survey it is clear that there is deep support for ICVAs choices of focus.



## Role of ICVA's Regional Hubs

The specific initiatives of ICVAs regional work through its hubs have been integrated into the work on focus areas, but it is important to recognise the importance of this level of ICVAs organisation. Humanitarian needs, policies and response are not the same in all regions whether it be the Asia and the Pacific hub's work on humanitarian action in China and regional stakeholder engagement, advocacy for the Sahel Region Africa, or supporting NGO fora in MENA, the regional hubs have proved valuable in reinforcing ICVAs impact. ICVA would still like to go further in utilising the regional level, but investments have already brought value. The regional level has enabled a local engagement, a contextual adaptation of ICVAs work and collaboration with Members that would not be possible or would have at least been less effective if only done from a global level.

The success of regions puts increasing demand on what can be expected from the regional level and so it raises the question of how ICVA will deepen its regional work or expand to other regions when resources are likely to be limited. ICVAs work in Latin America is in its early stages, working through a member organisation and it will be important to learn from this pilot in terms of how it impacts quality and impact of ICVAs work.

## Points for Consideration

The review was not intended to be forward looking, but as ICVA is currently developing its ten-year strategic framework some points are included for reference under the following headings.

### Strategy, Objectives and Positioning

1. **Further consider how to define selected ICVA goals and ICVA positions more sharply where it makes sense to do so.** ICVA's reputation as being a conduit for Member voices, a trusted broker and not only

focussing on ICVA identity and positions is a strength that should not be lost. However, ICVAs mission is “to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice”. Being clearer on some selected objectives is likely necessary to make action more principled or change a policy.

2. **When formulating objectives, it is important to align objectives with the mainly indirect impact of ICVA work and to not overstate the direct impact ICVA seeks to achieve.** Some of the 2019-2021 seem to imply a greater direct target impact on affected populations than is realistic for ICVA. ICVA was not created to provide direct assistance and while its impact is impressive, the impact on affected populations is largely indirect and the objective should reflect that.
3. **Consider creating a more developed organisational level theory of change (TOC) to replace, consolidate, or complement the theory of change for each focus area.** The TOCs for the focus areas do not seem to have been systematically used. A rigorous single, consolidated TOC may help promote further integration of working across ICVA.
4. **Continue to increase the context specificity of regional directions, working with Member organisations.** While there was some work done on regional directions at the end of 2018, ICVAs desire to go further in shaping its work to align with local dynamics, nature of crises, context and Member needs seems to make a lot of sense.
5. **Consider how increased physical presence in different regions or sub regions may impact public positions.** Physical presence in or close to a context can be both positive in providing information and understanding that can enhance public positions or provide challenges that may result in caution or holding back. Weighing pros and cons will be important if ICVA expands presence directly or through mandated members.
6. **Maintain attention to ensure critical constructive engagement without losing trust:** ICVA is relatively uniquely positioned at the global level with privileged access through the UN IASC presence and the links to the UNHCR. ICVA is well placed to go even further than it has in increasing the volume and quality of local voices at the global level. It will be a fine balance to ensure a constructive tension that is neither over-confrontational, alienating ICVA from the UN establishment or overly conformist, avoiding rocking the boat to protect relationships.

#### Organisational

7. **Build further on diversity, equity and inclusion within the ICVA network, ICVA governance and Secretariat:** ICVA already seems to be ahead in terms of its diversity and puts a lot of effort in to realising inclusion of Members in its work. Still, the review made clear that ICVA seeks to do better internally in its staff and governance as well as in its ways of working with others
8. **Go further on the impact of environmental change and how this impacts humanitarian landscape and ICVA as an organisation.** This topic is something for ICVA as a network and the sector as whole. Thinking has already started, but such a global issue will very likely be central to ten-year future thinking.
9. **Consider how the new normal following COVID 19 offers opportunities and not just threats for ICVA.** It is still hard to tell what the fall out of COVID 19 restrictions will be on the humanitarian sector and for ICVA. Some international NGOs are not expecting to have the same access as they had before, especially where local organisations and authorities feel they have coped. People have become more accustomed to online working; tools have been improved and acceptance of virtual meetings as not just ‘second-best’ has improved outcomes. Whereas those with resources to travel were privileged compared to those that could not, everybody being virtual levels the playing field and is more equitable. ICVA showed great agility

in adapting its annual conference and other events and so there will be opportunities as well as threats in the post COVID world.

## Capacity

10. **Continue to further develop collaboration and complementarity as core ICVA added value:** ICVA has been very collaborative in this approach (e.g., adding value to cash assistance). To some degree this has been reactive and in other ways (e.g., preparing IASC meetings and taking on IASC/EDG/RG tasks) it has been planned. If ICVA is going to further establish its place as a key humanitarian network it will be increasingly important to be explicit and strategic in what ICVA wants to achieve, what it will do and what it will rely on others to do. Collaboration takes energy and so whether it is based on joint positions, joint publications, jointly funded projects or something else, the important thing is to link collaborations to concrete outcomes and avoiding that 'network building' justifies too many non-essential activities.
11. **Further tap into the capacities of Members and other collaborators** to complement the ICVA Secretariat work as a means to further build legitimacy, co-ownership and impact as well as for efficiency. Such collaboration would also support development at regional and country level. If ICVA does work in a more distributed way, mechanisms to ensure ICVAs high standards of work will be important.

## Section 6: End-of-Strategy Reflection and Summary Conclusion

### Building upon the Mid-Term Impact study

Having integrated ICVA's 2021 work the additional data has largely served to emphasise and deepen the added-value of ICVA described in the mid-term review. Things that stand out are:

- **Much more than an honest broker.** ICVA are a collaborative agent, bringing knowledge and content skills, working with others as team members and not just the 'conveners of others'. The 2021 work on the Climate Charter, The High-Level Panel on Internal Displacement are examples of this. This reality supports ICVA's choice in making 'collaboration' and additional way-of-working in the ICVA 2030 strategy.
- **Collaborative** - ICVA are perceived as 'walking-talk' in focussing less on brand, minimising competition and focussing more on strong alliances to achieve common goals. This applies at all levels; their work in regions with local organisations, their advocacy to get local organisations represented in international platforms, the way they gather data, the way they comprise steering committees etc. ICVA acts as a bridge, having experience of working with 'old power' and learning to work with 'new power'
- **Competent and accessible** - There was unprompted feedback on the quality of the leadership of ICVA at all levels. Those leading focus areas, regions, specific thematic areas and the organisation as a whole are unanimously perceived as being approachable, knowledgeable, able to deliver and grounded in real challenges of humanitarian work rather than in the political system. This capacity and culture are seen as fundamental to the impact of ICVA
- **Seeking Continuity** - ICVA makes efforts to join up and follow up initiatives where possible, avoiding that individual products or events are considered ends in themselves where possible.
- **Realising Inclusion** – While ICVA will say they have a long way to go still, the perception is that ICVA is making real progress on inclusion through its network, its ways of working, its support to diverse actors and its effective advocacy for the inclusion of local organisations and networks in key platforms.
- **Resilient and Agile** – a continued ability to move with the changing context (such as evolving crises in Ethiopia, Yemen, and Afghanistan, Climate work, PSEA, COVID), taking on new initiatives and adapting planned work is a core strength of ICVA

### Reviewing the mid-term review points of consideration

The management response to the points of consideration mentioned in the mid-term review are included in Annex III. It is clear that the team have taken the points seriously and progress has been made ...

- On the **objective setting** the team are clearly making efforts to look at outcome and outputs concretely
- The work on the **theory of change** has been furthered through the ICVA 2030 finalisation<sup>8</sup>, but considering how ICVA seems to be a key part of the humanitarian 'ecosystem' mapping this out further and showing ICVA seeks to influence or change this ecosystem could be useful. Theories of change for focus areas can be useful, but as focus areas might change, these should be sub-sets aligned to an overall organisational theory of change.

<sup>8</sup><https://www.icvanetwork.org/resource/icva-theory-of-change-2022-2024/>



- Further deepening the **regional level** of ICVAs work has been included as a key element of ICVA 2030 as has increasing impact through DEI and the ambition to **grow capacity and reach through Member organisations**
- ICVA continues to skilfully balance its **collaborative and critical engagement role** between UN, International, NGOs and networks.

The authors of this review made every effort to seek critical comments on ICVA and how it can improve, but stakeholder struggled to say much in this regard. However, some additional points of consideration can be extracted:

1. **Capacity challenges** – The highly capable ICVA staff have proven success with being quite hands on with some initiatives (e.g., the Famine Prevention Advocacy, Climate Change Charter, COVAX Buffer, PSEA). Sustaining this will be a challenge in the years ahead. Having mechanisms for avoiding overload, handing over and, or utilising Member Capacity will be important.
2. **Senior staffing and leadership** – It is beyond the scope of this review to evaluate individuals, but the overwhelming unprompted positive comments on the competence and attitude of ICVA staff is important to mention. Relying on a small team playing coordination functions, ICVA is only as good as the people it employs in key roles. Stakeholder value that when dealing with ICVA they are dealing with real people, skilled and grounded in doing the work rather than ‘political actors’. Maintaining this culture and profile will be key to sustained impact as staff and leaders turn over.
3. **ICVA Branding & Communication** – ICVA clearly puts the goals and value of collaboration ahead of branding its own institution. However, some stakeholders did ask about the brand communication strategy of ICVA and so some explicit discussion on ICVA branding, target audiences and the degree to which this is important for impact could be useful. This is relevant at a number of levels ranging from how ICVA wants to be seen by donors, by members, by the general public and by other actors.

## Conclusion

The central question for this review was *‘What has been the impact of ICVA’s efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the periods 2019-2021?’*

This study concludes that ICVA has had significant impact whether viewing their work through the lens of the Focus Areas, the defined ways of working or the documented added value of ICVA. ICVA does not provide direct assistance to affected populations, nor is it a major donor, so its impact has been indirect in a way which is fully in line with the positioning of the network. ICVA is extremely highly regarded by those that know them well and by members. That said knowledge of and engagement with ICVA is often through individuals and less so through organisational leaders, unless there are specific alliances or initiatives.

ICVAs impact comes in part through the competence and capacity it has on specific areas of work such as finance or forced migration, but its overriding value is how it brings diverse actors together, respects differing views and promotes the power and influence of the collective over that of a single organization.

ICVA is arguably ahead of the field in terms of diversity, but still clearly would like to do better in realizing the value of this diversity and become even more inclusive and equitable in how it works. The regions have been

fundamental in enabling ICVA to be closer and better adapted to different contexts and there is still potential to do more; in part through internal capacity, but probably more so in expanding collaboration.

This impact study is highly positive, but some strengths are also points of fragility. ICVA relies on small highly competent staff within the secretariat, in terms of their knowledge and skills but also the culture in which they operate. Their successes also raise expectations or desire for more, whether it in scope or in geographical coverage (e.g., more country engagement) and finding the best way to meet demand, without secretariat growth and with compromising quality will have its challenges.

Referring to the previous impact study (2015-2018 Strategy) done by Sandstone, concern was expressed about ICVA being spread too thinly across too many areas. ICVA's choices of focus areas have helped provide greater clarity of what their core mission is compared to strategies of that past. That said, there is still need to prioritize and avoid overload. Another point raised in past studies was the need for theories of change (TOC); while efforts were made at focus area level ICVA might still benefit from an organizational level TOC to complement this. This would create a compelling narrative that would build cohesion internally and enable a clearer understanding of ICVA's approach externally.

Covid-19 also proved the relevance and importance of much of ICVA's ongoing activities and initiatives. With support from the ICVA Secretariat, ICVA members have continued delivering on the ground despite the additional challenges brought by the pandemic. As a collective, they also successfully influenced and drafted global policies for more solidarity and social justice.

ICVA has enormous reach and covering a lot of ground considering the size of the organization and budget. While expectations by members and other stakeholders on ICVA keep increasing, ICVA operates with limited resources considering its scope, which puts a lot of pressure on the existing staff especially during disruptive times. ICVA has managed well, but sustaining the quality of work and meeting ambitions will require stable resourcing from supporters as well as strong collaborations with and between Members.

## Looking Forwards

In 2021 ICVA approved the ICVA 2030 Strategy. This was a deep and inclusive process looking beyond their usual three-year horizon with over 90 percent of members having taken part in the consultations: interviews, meetings, workshops, videos, regional meetings and thematic workshops, and a survey. External stakeholders, other NGO networks and UN agencies were also contributed to this strategic vision. The analysis of the external context, understanding of collective impact, the vision for change is all a result of these collective inputs.

A number of points picked up during the mid-term resonate with choices made in the 2030 strategy such as realising diversity equity and inclusion as a means to increase impact, the importance of regional approaches, leveraging off member capacity, building on environmental and PSEA initiatives and deepening the collaborative nature of ICVA's work. The strategy defines the organisation ICVA aspires to become in order to best deliver its role and also retains some of the key focus areas, which makes sense considering past success and also. That said, if ICVA is successful in creating a more local-to-global dynamic through contextualised approaches implemented through regional offices, regional rather than focus areas might be better pillars around which to describe impact.

Hopefully, this final version of the impact study will provide added reflection as ICVA looks forward to its desired impact in the years ahead.

## Annex I: Interviews, Written Input and ICVA 2030 Strategy Process Data

The following people participated in interviews during the Mid-Strategy Impact Study (January-March 2021) and the End-of-Strategy Impact Study (January-February 2022):

#	Stakeholder Group	Name	Organisation	Position
1	ICVA Board / ICVA member	Roger Yates	Plan	Board member
2	ICVA Board / ICVA member	Jane Backhurst	Christian aid	Board member
3	ICVA Board / ICVA member	Thorsten Goebel	ACT Alliance	Board member
4	ICVA Management & Staff	Ignacio Packer	ICVA	Executive Director
5	ICVA Management & Staff	Eman Ismail	ICVA	Regional Rep MENA
6	ICVA Management & Staff	Jeremy Wellard	ICVA	Head - Humanitarian Coordination
7	ICVA Management & Staff	Mirela Shuteriqi	ICVA	Director of Policy
8	ICVA Management & Staff	Jerome Elie	ICVA	Head - Forced Migration
9	ICVA Management & Staff	Jeremy Rempel	ICVA	Head - Humanitarian Financing
10	ICVA Management & Staff	Nishanie Jayamaha	ICVA	Learning Coordinator/Civic space
11	ICVA Management & Staff	Michael Hyden	ICVA	Director of Programmes
12	ICVA members	Jorgen Haldorsen	Plan	
13	ICVA members & NGO Fora	Nimo Hassan	Somalia Forum	Coordinator SNGO Fora
14	UN Agencies	Giammichele Demaio	WFP	Head of NGO Unit
15	UN Agencies	Markus Werne	OCHA Bangkok	Head of Regional Office
16	Non-Members	Gareth Price	SCHR	Executive Director
17	Non-Members	Julien Schopp	InterActon	Director
18	Non-Members	Catherine-Lune Grayson	ICRC	Policy Advisor
19	ICVA members & NGO Fora	Lisa Piper	ACBAR	Director
20	UN Agencies	Ignazio Matteini	UNHCR	Principal Liaison Adviser
21	UN Agencies	Giovanni Cassani	IOM	Head of Programs
22	UN Agencies	Amit Sen	UNHCR	Senior Interagency Coordinator (PSEA and SH)
23	Member	Suzanna Tkalec	DRC	Deputy Humanitarian Coordinator
24	Non-Member	Erik DeMaeyer	MFA Belgium	Co-chair of Good Humanitarian Donorship
25	NGO Fora	Ashraf Al Msalam	Ahl Horan	Board Chair
26	NGO Fora	Ms Hend Al-Bakkar	SNL	Co- coordinator
27	UN Agencies	Ben Parker	UN	Senior Humanitarian Affairs Officer

The following people submitted written responses to a questionnaire (during 2021 or 2022):

#	Stakeholder Group	Name	Organisation	Position
1	ICVA Management & Staff	Keya Saha Chaudhury	ICVA	Regional Rep Asia/P
2	ICVA Management & Staff	Marco Rotelli	ICVA	Regional Rep Africa
3	ICVA Secondment	Obele Oluchukwu	ICVA/Secondment	COVID-19 support NGO Fora
4	ICVA Secondment	Lina Gomez	ICVA/Secondment	ICVA Rep in Latin America
5	Non-Member	Kirsten Hagon	IFRC	Senior Analyst, Humanitarian Policy
6	ICVA members	Barbara Hintermann	TDH	Executive Director
7	ICVA members	Cecilia Roselli	NRC	Geneva Representative
8	ICVA members	Michael Mosselmans	Christian Aid	Head of Humanitarian Division
9	Non-Member	Greta Zeender	UN Secretary-General High-Level Panel on Internal Displacement	Head of Research and Outcomes
10	Member	Mihir Bhatt	AIDMI	Director
11	UN Agencies	Reena Ghelani	OCHA	Director of Operations and Advocacy Division
12	Non-Member	Beth Eggleston	Humanitarian Advisory Group	Co-Founder & Director

The ICVA 2030 strategy process, run in 2020, included the following inputs.

- 123 Interviews conducted by ICVA staff and board members
- A survey generating 55 responses from members and other stakeholders
- Additional video inputs, written comments, and discussions during various meetings

This data was referenced for this review, noting that the 2030 process was mainly aimed at forward looking opinions, providing useful overall perspectives but limited data on specific 2019-2021 initiatives.

## Annex II: Initiatives, Results, & Indicators

The table below shows the set of ICVA's initiatives identified by this impact study<sup>9</sup>:

### FOCUS AREA 1. FORCED MIGRATION

ANALYZING & EXPLAINING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>NGO Briefings</b> Topics: <ul style="list-style-type: none"> <li>Global Refugee Forum follow-up</li> <li>Syria &amp; neighboring countries</li> <li>Venezuela displacement crisis</li> <li>Briefings on Global Compact for Refugees (GCR) in Africa</li> <li>Afghanistan displacement crisis</li> </ul>	<ul style="list-style-type: none"> <li>ICVA and UNHCR facilitated a workshop to strengthen common understanding of the multi-stakeholder approach in refugee response.</li> <li>Discussions on the operational aspects to “stay and deliver” in Afghanistan, protection issues (such as women and minority rights), and allowing access to territories for Afghan refugees and applying UNHCR’s recent non-return advisory.</li> </ul>	<ul style="list-style-type: none"> <li>Held GCR meetings with NGOs for 5 African countries</li> </ul>
<b>Webinars</b> <ul style="list-style-type: none"> <li><i>International Migration Law (co-organised via Civic Society Action Committee and Cornell University)</i></li> <li><i>“Fostering protection and durable solutions through legal aid in humanitarian settings”</i></li> <li><i>“Priorities, interpretations of the Global Compact for Migration”</i></li> </ul>	<ul style="list-style-type: none"> <li>Organised a series of open civil society webinars to discuss how NGOs can actively engage to counter negative narratives on migration, prioritizing staff on the ground providing services and advocacy staff at national level (included legal speakers and NGOs explaining services)</li> </ul>	<ul style="list-style-type: none"> <li>12 IML webinar sessions held</li> </ul>

<sup>9</sup> This grouping of initiatives is a construct of Sandstone Consulting. ICVA does not generally define activities by discrete initiatives

CONNECTING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>High-Level Panel on Internal Displacement</b> <ul style="list-style-type: none"> <li>Co-organised 2 meetings with the Head of the Secretariat of the High-Level Panel</li> <li>Co-organised roundtable of NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Highlighted the shifts needed to better prevent, respond and achieve solutions to internal displacement</li> <li>Generate NGO and IDPs inputs for the recommendations of the upcoming High-Level Panel's report</li> <li>Coordinated follow up to report's publication with press briefings and open letter to Secretary General</li> </ul>	<ul style="list-style-type: none"> <li>ICVA successfully engaged support from 32 NGOs and five UN agencies, which allowed the Panel to consult over 12,500 IDPs and host community members across 22 countries</li> <li>25 NGOs signed an NGO letter to the UN Secretary-General urging him to take forward the panel's recommendations</li> </ul>
<b>Global / Geneva Events</b> <ul style="list-style-type: none"> <li><i>25th Annual Tripartite Consultations on Resettlement</i></li> <li><i>International Solidarity Conference on the Venezuelan refugee and migrant crisis</i></li> <li><i>Strategic Advisory Council of the World Bank-UNHCR Joint Data Center (JDC) on Forced Displacement</i></li> <li><i>Support Platform for the Solutions Strategy for Afghan Refugees</i></li> <li><i>Rohingya Conference</i></li> <li><i>2020 Afghanistan conference</i></li> <li><i>Climate Action Charter</i></li> </ul>	<ul style="list-style-type: none"> <li>Connected with NGOs and other stakeholders around forced displacement topics</li> <li>Coordinated and delivered collective NGO statements</li> <li>Represented ICVA's NGO members perspectives at global events</li> </ul>	<ul style="list-style-type: none"> <li>Participated in at least 8 global events on Forced Displacement</li> </ul>
<b>Regional Events</b> <b>Asia-Pacific:</b> <ul style="list-style-type: none"> <li><i>Rohingya Refugee Response Plan</i></li> <li><i>UN Network on Migration</i></li> <li><i>UNHCR Regional Bureau and APRRN</i></li> </ul> <b>Africa:</b> <ul style="list-style-type: none"> <li><i>IGAD Regional Secretariat Conf. on Forced Displacement and Mixed Migration</i></li> <li><i>IGAD Nairobi Declaration and Plan of Action</i></li> <li><i>African Union Summit</i></li> <li><i>1st Regional Meeting of the IGAD Support Platform for the Nairobi Process</i></li> <li><i>African Union Humanitarian Agency (AUHA)</i></li> <li><i>African Union Symposium (Kigali, October 2019)</i></li> </ul> <b>MENA:</b> <ul style="list-style-type: none"> <li><i>UNHCR Regional Durable Solutions</i></li> <li><i>2nd Riyadh Humanitarian Forum</i></li> <li><i>Crisis Action</i></li> <li><i>UNHCR Regional Bureau: Syria-Brussels conference</i></li> </ul>	<ul style="list-style-type: none"> <li>Linked members to events and facilitated presence of national NGO fora at panels enabling engagement with high-level stakeholders including ministers and ambassadors on neutral ground.</li> <li>ICVA facilitated the participation of some of its members and highlighted the need for NGOs to be involved</li> <li>Facilitated the collection of input from NGOs and direct advocacy with decision makers and donors</li> <li>Provided a platform for engagement by members and NGO Fora to highlight to members states the principles encompassing humanitarian action.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in at least 13 events across all regions</li> </ul>

CONNECTING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>High-Level Panel on Internal Displacement</b> <ul style="list-style-type: none"> <li>Co-organised multiple meetings with the Head of the Secretariat of the High-Level Panel</li> <li>Co-organised roundtable of NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Highlighted the shifts needed to better prevent, respond and achieve solutions to internal displacement</li> <li>Generate NGO and IDPs inputs for the recommendations of the upcoming High-Level Panel's report</li> <li>Coordinated follow up to report's publication with press briefings and open letter to Secretary General</li> </ul>	<ul style="list-style-type: none"> <li>ICVA successfully engaged support from 32 NGOs and five UN agencies, which allowed the Panel to consult over 12,500 IDPs and host community members across 22 countries</li> <li>25 NGOs signed an NGO letter to the UN Secretary-General urging him to take forward the panel's recommendations</li> </ul>
<b>Global / Geneva Events</b> <ul style="list-style-type: none"> <li>25th Annual Tripartite Consultations on Resettlement</li> <li>International Solidarity Conference on the Venezuelan refugee and migrant crisis</li> <li>Strategic Advisory Council of the World Bank-UNHCR Joint Data Center (JDC) on Forced Displacement</li> <li>Support Platform for the Solutions Strategy for Afghan Refugees</li> <li>Rohingya Conference</li> <li>2020 Afghanistan conference</li> <li>Climate Action Charter</li> </ul>	<ul style="list-style-type: none"> <li>Connected with NGOs and other stakeholders around forced displacement topics</li> <li>Coordinated and delivered collective NGO statements</li> <li>Represented ICVA's NGO members perspectives at global events</li> </ul>	<ul style="list-style-type: none"> <li>Participated in at least 8 global events on Forced Displacement</li> </ul>
<b>Regional Events</b> <b>Asia-Pacific:</b> <ul style="list-style-type: none"> <li>Rohingya Refugee Response Plan</li> <li>UN Network on Migration</li> <li>UNHCR Regional Bureau and APRRN</li> </ul> <b>Africa:</b> <ul style="list-style-type: none"> <li>IGAD Regional Secretariat Conf. on Forced Displacement and Mixed Migration</li> <li>IGAD Nairobi Declaration and Plan of Action</li> <li>African Union Summit</li> <li>1st Regional Meeting of the IGAD Support Platform for the Nairobi Process</li> <li>African Union Humanitarian Agency (AUHA)</li> <li>African Union Symposium (Kigali, October 2019)</li> </ul> <b>MENA:</b> <ul style="list-style-type: none"> <li>UNHCR Regional Durable Solutions</li> <li>2nd Riyadh Humanitarian Forum</li> <li>Crisis Action</li> <li>UNHCR Regional Bureau: Syria-Brussels conference</li> </ul>	<ul style="list-style-type: none"> <li>Linked members to events and facilitated presence of national NGO fora at panels enabling engagement with high-level stakeholders including ministers and ambassadors on neutral ground.</li> <li>ICVA facilitated the participation of some of its members and highlighted the need for NGOs to be involved</li> <li>Facilitated the collection of input from NGOs and direct advocacy with decision makers and donors</li> <li>Provided a platform for engagement by members and NGO Fora to highlight to members states the principles encompassing humanitarian action.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in at least 13 events across all regions</li> </ul>



CONVENING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>UNHCR Annual NGO Consultations</b> <ul style="list-style-type: none"> <li>Co-organised 3-day Global events:               <ul style="list-style-type: none"> <li>2019: “Whole of Society Approach-Working Better Together”</li> <li>2020: “Responding to pandemics” (virtual series of webinars)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>2019: provided an important forum for large volume of NGOs and UNHCR to network, dialogue and exchange views with UNHCR as equal partners</li> <li>2020: All virtual meetings have involved at least one NGO speaker</li> <li>Joint recommendations between UNHCR and NGOs were developed and presented during the UNHCR’s Executive Committee and fed into the 2020 High Commissioner’s Dialogue on Protection Challenges</li> <li>Followed up on results of consultations through organizing dialogues between UNHCR and NGOs in Europe</li> </ul>	<ul style="list-style-type: none"> <li>2019: Brought together 453 participants from 243 organisations and 76 countries</li> <li>2020: over 110 organisations attended 19 webinars focused on different policy issues.</li> </ul>
<b>UNHCR Regional &amp; Monthly Consultations</b> <ul style="list-style-type: none"> <li>Directly supported the regional UNHCR NGO consultations meeting processes               <ul style="list-style-type: none"> <li>Co-facilitated dialogues in MENA and Southern Africa (2019)</li> <li>Asia-Pacific UNHCR Regional NGO Consultation (2020): <i>Innovative Opportunities through Diverse Partnerships</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Actively engaged and invested in the UNHCR regionalization process resulting in enhanced relations with the newly established regional bureau</li> </ul>	<ul style="list-style-type: none"> <li>2021: 7 regional consultations and 10 UNHCR-NGO monthly consultations</li> </ul>
<b>Civil Society Action Committee</b> <ul style="list-style-type: none"> <li>Co-convened by ICVA, International Catholic Migration Commission (ICMC), and NGO Committee on Migration (CoM)  <a href="https://csactioncommittee.org/background/">https://csactioncommittee.org/background/</a> </li> </ul>	<ul style="list-style-type: none"> <li>Lobbied for strong role of civil society during negotiations of the format and organizational aspects of the international migration review forums of the Global Compact for Safe, Orderly and Regular Migration</li> <li>Strongly supported the launch and called for the new Multi-Partner Trust Fund Office to invest in partnerships between States and UN Agencies with civil society and NGOs</li> <li>Called for renewed solidarity with refugees and migrants in face of COVID-19 pandemic</li> <li>Called on the Greek government and the European Union (EU) to provide immediate humanitarian and human rights support to the Moria camp tragedy</li> <li>Prepared for International Migration Review Forum 2022</li> </ul>	
<b>IOM-NGO Regional Consultation (MENA)</b> <ul style="list-style-type: none"> <li>Co-facilitation of ‘Access and Partnership’ theme focused on enhanced NGO partnerships and access in Syria, Libya and Yemen (2019)</li> </ul>	<ul style="list-style-type: none"> <li><u>MENA</u>: Resulted in NGO recommendations on a) IOM-NGO complementarities in responding to access challenges and navigating the risk environment; b) Access to people in immigration detention for the provision of humanitarian assistance and services; and c) Local capacity to increase access to the most vulnerable populations in contexts where operational presence is low.</li> </ul>	<ul style="list-style-type: none"> <li>MENA 2019: 67 participants, including 47 representatives from 37 NGOs</li> </ul>
<b>Regional Refugee and Resilience platform (3RP)</b> <ul style="list-style-type: none"> <li>co-chair monthly platform meetings w/ UNDP and UNHCR</li> </ul>	<ul style="list-style-type: none"> <li>Represented ICVA and advocated on behalf of NGOs to expand capacity strengthening program to support actors to be engaged in leadership role.</li> </ul>	<ul style="list-style-type: none"> <li>3RP attended by ~40 participants from UN agencies, donors, and NGOs</li> </ul>
<b>Civil Society Roundtables &amp; Workshops</b> <ul style="list-style-type: none"> <li>Facilitated and hosted discussions on key issues, including:               <ul style="list-style-type: none"> <li>Whole-of-society workshops in Chad</li> <li>Situation of internally displaced persons in Libya</li> <li>Challenges surrounding the localization debate in Nairobi</li> <li>Situation of Venezuelan women and children seeking refuge</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Facilitated two whole-of-society workshops in Chad which reinforced the understanding of the whole-of-society approach and contribute to the CRRF implementation</li> <li>Hosted an informal roundtable discussion on the situation of internally displaced persons in Libya</li> <li>Facilitated a debate among NGOs in Nairobi on the challenges surrounding the localization debate (with Refugees Consortium of Kenya and the IRC)</li> <li>Hosted a discussion with NGOs and other actors on the situation of Venezuelan women and children seeking refuge</li> </ul>	

INFLUENCING & ADVOCATING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>UNHCR Standing Committees &amp; Executive Committee</b> <ul style="list-style-type: none"> <li>Facilitated consultative processes for NGO community to draft and deliver statements. Each statement is formed through unanimous process with two rounds of inputs</li> <li>Co-organised 2020 side event on 'Resilient communities in climate-induced displacement'</li> <li>2021: "International Protection and the General Debate"</li> <li>Co-organised 2021 side event on "Refugee protection: Share - not shift - responsibility!"</li> </ul>	<ul style="list-style-type: none"> <li>Delivered NGO perspectives pertaining to the High-level segment on statelessness and general debate and the Report on the UNHCRNGO Annual Consultations</li> <li>Debriefed on the 2019 consultations and look at possible options for the near and longer-term future.</li> <li>Highlighted funding challenges faced by NGOs, concerns about the results of recent pledging conferences, reiterated NGOs protection concerns, and recalled the importance of working on solutions for displaced population in the COVID-19 response</li> <li>ICVA supported the development of a NGO statement representing issues relevant to the MENA operational context (2020)</li> </ul>	<ul style="list-style-type: none"> <li>2019: 15 NGO statements</li> <li>2020: 14 NGO statement</li> <li>More than 100 NGOs included in the drafting process of statements</li> <li>80 participants in the 2020 side-event including Member States, NGOs, UN organisations, and Academics</li> <li>2021: 12 NGO statements to Standing Committee and 2 collective NGO statements to Executive Committee</li> </ul>
<b>High Commissioner's Dialogue on International Protection</b> <ul style="list-style-type: none"> <li>Convened the 'Friends of the Dialogue', an informal group of NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Prepared NGO contributions to the annual multi-stakeholder dialogues by drafting joint NGO advocacy messages on protection challenges each year (e.g. Children on the Move, Urban settings)</li> <li>Supported NGO attendance at annual Dialogues</li> </ul>	
<b>Global Compact on Refugees &amp; 2019 Global Refugee Forum</b> <ul style="list-style-type: none"> <li>Facilitated collective NGO statements for 3 prep meetings for forum</li> <li>Co-sponsored 'Arrangements for Burden and Responsibility Sharing', and 'Solutions and Protection Capacity' groups</li> <li>Supported strategic planning with Faith Action for Children on the Move Coalition</li> <li>Facilitated meeting between NGOs and UNHCR GRF team</li> <li>Organised a meeting between the World Bank and ICVA members</li> <li>Co-organised an online NGO stocktaking event</li> <li>Preparation and participation in High-Level Officials Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Topics of NGO statements: indicators, pledging process and sharing of good practices, organisational arrangements, structure of the forum</li> <li>Compiled pledges from the NGO community and ICVA pledged itself to "Equip NGOs to engage with the implementation of the Global Compact on Refugees"</li> <li>Supported the activities of groups towards principled pledges, while still assisting NGOs in their engagement with and understanding of other groups activities.</li> <li>Provided input on follow-up process to track pledges</li> <li>Insisted on NGOs' role ahead of and during the HLOM</li> </ul>	<ul style="list-style-type: none"> <li>5 statements in prep phase</li> <li>&gt; 30 NGOs exchanged with UNHCR on the Guidance note on pledges, contributions &amp; good practices, engagement at national and regional levels in the pledging process and on the co-sponsors' roles.</li> <li>3,000 participants in the first GRF</li> </ul>

## FOCUS AREA 2. COORDINATION

ANALYZING & EXPLAINING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>NGO Briefings</b> <ul style="list-style-type: none"> <li>ICVA MENA session with the Global Public Policy Institute</li> </ul>	<ul style="list-style-type: none"> <li>Updated NGO community in Amman on the humanitarian reform agenda and new harmonized reporting template</li> <li>NGO briefing to Permanent missions in Geneva on inclusive access to the COVID-19 Vaccines</li> </ul>	

INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>CONNECTING</b>		
<b>UN Humanitarian Leadership</b> <ul style="list-style-type: none"> <li>organised meetings &amp; exchanges between NGOs and key humanitarian actors</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated direct exchange and dialogues between NGOs and: <ul style="list-style-type: none"> <li><i>Deputy Humanitarian Coordinator (DHC) in Nigeria:</i></li> <li><i>Incoming Deputy Humanitarian Coordinator in Democratic Republic of the Congo</i></li> <li><i>Senior Humanitarian Adviser to the UN Special Envoy for Syria</i></li> <li><i>Resident Coordinator for Libya</i></li> <li><i>DG ECHO Regional office for West Africa in Dakar</i></li> <li><i>Deputy Humanitarian Coordinator in Mali</i></li> <li><i>Humanitarian Coordinator in Burkina Faso</i></li> <li><i>Head of OCHA in DRC</i></li> <li><i>Humanitarian Coordinator in Myanmar</i></li> <li><i>Bilateral meetings with HC/RCs for Jordan, Syria, Lebanon, Yemen and the regional Syria response</i></li> </ul> </li> <li>Enabled NGOs to provide updates on the humanitarian situations of their respective countries and challenges related to access and safety and security</li> </ul>	<ul style="list-style-type: none"> <li>Meetings w/ Humanitarian Leadership encompassed 9 different African countries (Chad, Burkina Faso, Mali, Nigeria, Somalia, South Sudan, Cameroon, Central African Republic and DRC)</li> <li>Jordan national NGO fora (JONAF) gained a seat at the Humanitarian Partners Forum (HPF)</li> </ul>
<b>Global / Geneva Events</b> <ul style="list-style-type: none"> <li><i>Global Protection Cluster Conference</i></li> <li><i>Advisory Board meeting of Gender Standby Capacity Project &amp; Protection Standby Capacity Project</i></li> <li><i>IASC Disability Guidelines</i></li> <li><i>Humanitarian Networks and Partnerships Week</i></li> </ul>	<ul style="list-style-type: none"> <li>Connected with NGOs and other stakeholders around forced displacement topics</li> <li>Coordinated and delivered collective NGO statements</li> <li>Represented ICVA's NGO members perspectives at global events</li> </ul>	<ul style="list-style-type: none"> <li>Participated in more than 4 global events on Coordination</li> </ul>
<b>Regional Events</b> <b>Asia-Pacific:</b> <ul style="list-style-type: none"> <li><i>Pacific Resilience Partnership Meeting</i></li> <li><i>RSIS-ACDM Workshop</i></li> </ul> <b>Africa:</b> <ul style="list-style-type: none"> <li><i>UNDRR Global Consultative Workshop</i></li> <li><i>African Union Continental Consultative Meeting</i></li> <li><i>African Union Humanitarian Symposium (2019, 2020)</i></li> <li><i>Regional IASC meetings in Southern, West, and Central Africa</i></li> <li><i>Inter-ministerial Round Table for Sahel</i></li> <li><i>NGOs Regional Director meeting for Eastern Africa</i></li> <li><i>Regional IASC meeting in Dakar</i></li> </ul> <b>MENA:</b> <ul style="list-style-type: none"> <li><i>High-Level Pledging Event for the Humanitarian Crisis in Yemen</i></li> </ul> <b>LA:</b> <ul style="list-style-type: none"> <li><i>OCHA-ROLAC meetings</i></li> <li><i>FM4</i></li> <li><i>LAC RMD Coalition</i></li> </ul>	<ul style="list-style-type: none"> <li>Represented NGOs and enabled NGO engagement and influence at the regional IASC mechanisms through continued connection to and engagement in regional IASC coordination structures.</li> <li>organised and convened an inter-networking event during UNOCHA's 2020 Humanitarian Networks and Partnerships Week</li> <li>Increased relationships with Intergovernmental bodies to influence policy and practice including with the AU and IGAD</li> <li>Supported NGOs in Sahel region position and deliver a statement to the roundtable and hosted side-event on central Sahel.</li> <li>Connected members, partners, and UN agencies during Lebanon Blast, resulting in increased funding opportunities</li> <li>Worked with both INGOs and L/NGOs on a joint advocacy initiative for Yemen</li> <li>Delivered NGO statements, incorporating statements from local NGOs and networks for Yemen Pledging Conference</li> <li>Established communication with ICVA members in the Latin America region to share information, tools and guidelines. Increased awareness of ICVA and began seeing more participation of members in regional and international discussions (UN system)</li> </ul>	<ul style="list-style-type: none"> <li>Participated in more than 14 regional events on Coordination</li> </ul>

CONVENING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>IASC Results Group 1: Operational Response</b> <ul style="list-style-type: none"> <li>ICVA co-leads (with InterAction) a subgroup on the bureaucratic impediments affecting NGOs group and the strengthening of humanitarian leadership</li> <li>ICVA supports both co-leads on IASC RG1-subgroup on Localization.</li> </ul>	<ul style="list-style-type: none"> <li>Contributed to the development of the IASC Interim Guidance on Localization and the COVID-19 Response</li> <li>Increased participation of local actors by supporting the nomination of a national NGO ICVA member (Somalia mixed NGO Forum) to co-chair the Sub Group on Localization</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of LNNGOs to the IASC localization subgroup. 50% of local actors will join by coming March</li> </ul>
<b>Regional Emergency Preparedness Working Group (EPWG)</b> <ul style="list-style-type: none"> <li>Co-chairs Asia-Pacific region</li> </ul>	<ul style="list-style-type: none"> <li>Represented NGOs and enabled NGO engagement and influence at the regional IASC mechanisms through continued connection to and engagement in regional IASC coordination structures.</li> <li>Highlighted how recent cyclone/flooding responses have been adapted for COVID-19 and common challenges faced across the countries which will help preparedness efforts moving forward.</li> </ul>	

INFLUENCING & ADVOCATING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>IASC Principals Meetings</b> <ul style="list-style-type: none"> <li>Participant in Principals Meeting (ED-level &amp; Board Chair), debrief members</li> </ul>	<ul style="list-style-type: none"> <li>ICVA successfully obtained inclusions of the Sahel for increased regional analysis.</li> <li>Contributed to the IASC Interim Guidance on COVID-19 re: Persons Deprived of Their Liberty and re: Localization)</li> <li>Provided inputs for the IASC EWARE from the Region, highlighting ongoing critical situations in Southern Africa and growing concerns in Humanitarian Access in the Central Sahel and Lake Chad Basin.</li> <li>Led discussion on localization in the COVID-19 context, gender-based violence in Tigray, on climate, Afghanistan, and delivering vaccines to the most vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>4 statements / interventions to IASC Principals Meetings focused on disbursing funding through COVID-19</li> </ul>
<b>IASC Emergency Directors Group (EDG)</b> <ul style="list-style-type: none"> <li>ICVA participates in semi-annual meetings and ad hoc calls with consultations with NGO fora prior to each meeting</li> <li>Joined support missions</li> <li>ICVA contributes to Annual Operational Reviews / HC appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Collected NGO input to inform discussions and enabled NGOs (particularly national NGOs that do not have a presence at the global level) to raise critical issues from country to global level</li> <li>Contributing to the collective interagency support through peer-to-peer support missions</li> <li>Strengthened leadership and accountability within the HC system.</li> </ul>	<ul style="list-style-type: none"> <li>Informed EDG discussions on at least 14 countries</li> <li>170 Replies from NGOs to the NGO survey on the Humanitarian Coordinator's appraisal for the EDG annual meeting.</li> <li>Missions to Libya, Ethiopia and the DRC</li> </ul>
<b>IASC Operational Policy and Advocacy Group (OPAG)</b> <ul style="list-style-type: none"> <li>ICVA as an NGO consortium standing invitee at the IASC is also joined by 3 ICVA national NGO members</li> <li>ICVA co-led with WFP a task team for duty of care minimum standards in COVID-19 context</li> </ul>	<ul style="list-style-type: none"> <li>Through ICVA's continuous lobbying (alongside SCHR, IFRC, OHCHR and OCHA) it was agreed that three extra local seats could be accorded to local actors on the OPAG, elevating localization as a humanitarian policy priority and ensuring IASC decisions are more cognizant of field realities</li> <li>Spearheaded duty of care discussions, which resulted in the endorsement of IASC Duty of Care Minimum Standards, which guides IASC members and standing invitees in the implementation of adequate duty of care provisions in the context of COVID-19, for all personnel regardless of nationality and contractual type.</li> </ul>	<ul style="list-style-type: none"> <li>National organisations are now represented for the first time in IASC global structures (Somalia NGO Consortia co-chairs the sub-group on localization and shared the group's agreed priorities)</li> </ul>
<b>Open Letters</b> <ul style="list-style-type: none"> <li>ICVA (with WFP) led development of Open Letter on Famine initiative and coordinated a campaign through its network</li> <li>ICVA joined on Open Letter to States on Universal Access to COVID-19 Vaccines</li> </ul>	<ul style="list-style-type: none"> <li>Raised a collective call to States and their leaders to take action on famine prevention through an Open Letter to States</li> <li>Open Letter to States on Universal Access to COVID-19 Vaccines</li> </ul>	<ul style="list-style-type: none"> <li>More than 300 NGOs and NGO networks at global, regional and country level signed the Famine letter with media coverage more than 330 times across 56 countries</li> </ul>

SUPPORTING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>Direct Support to NGO Fora</b> <ul style="list-style-type: none"> <li>ICVA completed missions to: Afghanistan, Ukraine, Bangladesh, Chad, and Tunisia (2019), and Ecuador/Colombia, Mali, Pakistan (2020)</li> <li>Ad hoc support provided directly (e.g. Burkina Faso NGO forum; Anf fora in Yemen, Jordan, and OPT)</li> <li>Offered vouchers for PHAP humanitarian certification</li> </ul>	<ul style="list-style-type: none"> <li>Developed capacities of in-country NGO fora in areas of governance, strategic planning, human resource management, how to engage on localization, and joint advocacy/collective action</li> </ul> <p><u>Asia-Pacific:</u></p> <ul style="list-style-type: none"> <li>Supported an increased number of country level NGO fora in Asia to take a strengthened role at country and sub-regional Asia level and enabled connection, cross learning and replication between networks to improve and strengthen their work and outcomes.</li> <li>Worked with NGOs/NGO Fora at country level (in Cambodia, Myanmar, the PHL and Indonesia) to provide collective inputs for the drafting of the Work Program 2021-2025 of The ASEAN Agreement on Disaster Management and Emergency Response (AADMER)</li> <li>National Humanitarian Network in Pakistan and Humanitarian Forum Indonesia received ICVA support to better disseminate information on COVID-19 and subsequent vaccine roll out, including exchanges on best practice</li> </ul> <p><u>Africa</u></p> <ul style="list-style-type: none"> <li>Formalization of the Burkina Faso INGO forum</li> <li>Briefed the new coordinator of the Democratic Republic of Congo INGO forum</li> <li>Supported the Somalia NGO Consortium and the South Sudan NGO Forum in their mid-term strategy review and impact reviews respectively.</li> <li>Supported the LCB CSO forum to address AU member states</li> <li>Supported NGO fora in Ethiopia, Somalia, South Sudan and Sudan on topics of PSEA and gender aspects, and strategic planning</li> <li>Financial support to NGO fora in Cameroon</li> </ul> <p><u>MENA</u></p> <ul style="list-style-type: none"> <li>Syrian NGO Network Engagement and Partnership Programme (partnership w/ UNDP)</li> <li>“Developing Stronger Networks” Workshop for Syrian NGO networks</li> <li>Strengthened the capacity of Syrian NGO/CSO networks to amplify NGO voice at regional and global level</li> <li>Supported “Evaluation Paper of the JONAF Coalition Response during COVID-19”</li> <li>JONAF fora has joined the HCT/HPF meetings and worked with JINF to jointly articulate advocacy messages during Brussel conference on Syria</li> <li>Supported three NGO Fora (SNL, WECAN, and PNGO) with resources and structured assistance in the key areas of humanitarian response, information sharing, capacity building, promotion of learning opportunities and advocacy; and guidance on governance and membership related issues in the context of COVID-19</li> </ul> <p><u>Latin America</u></p> <ul style="list-style-type: none"> <li>Shared advocacy guideless with Venezuela Fora and supported Colombian For a</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 8 direct missions for NGO Fora support</li> <li>3 national NGO fora in MENA received financial support for COVID-19 response</li> <li>Vouchers distributed to 16 NGO members of African NGO For a</li> <li>Support provided to 30 in-country NGO Fora</li> </ul>
<b>NGO Fora COVID-19 Support</b> <ul style="list-style-type: none"> <li>Provided funds and structured assistance to NGO Fora</li> </ul>	<ul style="list-style-type: none"> <li>Provided structured resources and assistance to selected NGO Fora</li> <li>Promoted the pivotal role of NGO fora in national and local humanitarian response – especially in high risk populations for COVID-19;</li> <li>Strengthened the organizational resilience of the NGO Fora during the pandemic, to remain open and committed to service delivery; maintained their coordination platform for information disseminations to members in deep field</li> <li>Increased National NGO Fora participation in their Humanitarian Country Team decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>12 NGO Fora received support for localization reinforcement spanning Africa, MENA, Asia-Pacific, LA regions (average grant size = 15,000 CHF)</li> </ul>



SUPPORTING (continued)		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>IASC EDG Peer-2-Peer Support</b> <ul style="list-style-type: none"> <li>ICVA joined missions as NGO representative to Afghanistan, Zimbabwe, DRC, Burkina Faso, and Libya (virtual)</li> </ul>	<ul style="list-style-type: none"> <li>Performed light reviews (including bilateral meetings and self-assessments) of the humanitarian operations undertaken with a bottom-up approach that looks at issues impacting the effectiveness of the response.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in 5 support missions</li> </ul>
<b>NGO Fora Workshops</b> <ul style="list-style-type: none"> <li>Workshop on Joint Advocacy for Humanitarian NGO Fora/network in Bangkok (2019)</li> </ul>	<ul style="list-style-type: none"> <li>Brought diverse NGO fora together to exchange and share their experience on NGO fora governance, strategic planning, joint advocacy and fundraising</li> <li>Consulted on NGO Fora support programme</li> <li>Peer-to-peer experience sharing and networking</li> <li>Helped improve collective understanding around NGO coordination</li> <li>Discussed regional priorities and opportunities for joint advocacy</li> <li>Provided financial support for workshop attendees</li> </ul>	<ul style="list-style-type: none"> <li>18 NGO Fora participants from Africa, Asia and the MENA region (Bangkok)</li> </ul>
<b>NGO Coordination Resource Centre</b> <ul style="list-style-type: none"> <li>Redesigned website (<a href="http://ngocoordination.org">ngocoordination.org</a>)</li> <li>Published NGO Fora Membership Engagement Guide</li> </ul>	<ul style="list-style-type: none"> <li>Continued providing an online 'one-stop-shop' for NGO coordination resources in Arabic, French, and English</li> </ul>	
<b>NGO Fora Exchange</b> <ul style="list-style-type: none"> <li>Engaged with and supported NGO fora in systematic exchanges at country, regional and inter regional level, for example:               <ul style="list-style-type: none"> <li>Peers from Somalia NGO Consortium, NIF, and ACBAR met in-person</li> <li>Facilitated a peer-to-peer exchange between in country NGO Fora in Cameroon, DRC, Tanzania, Ethiopia, Libya</li> <li>MENA NGO Fora discussion on COVID-19</li> </ul> </li> <li>Convened regional and inter regional calls gathering together national NGO Fora</li> <li>organised a Community of Practice Forum (CoP)</li> </ul>	<ul style="list-style-type: none"> <li>Exchanged best practices and innovative approaches to membership engagement, governance, and capacity building</li> <li>All MENA NGO fora representatives exchanged info related to COVID-19 challenges (access, business continuity, funding, partnerships, duty of care, safety and risks measures, etc.)</li> <li>NGO Syrian Networks participated at weeklong Joint Humanitarian Coordination workshop</li> <li>Responded to the identified need for improving principled and effective engagement between NGOs and donor government agencies, prioritizing a focus on policy, funding, advocacy and coordination.</li> <li>Inclusion of new fora from Nigeria, Niger, Mali in ICVA relations network</li> </ul>	<ul style="list-style-type: none"> <li>MENA COVID-19 discussion included 21 participants from 15 NGO Fora and regional networks.</li> <li>40 MENA NGO representatives and steering committee members attended skills strengthening workshop</li> </ul>

## FOCUS AREA 3. FINANCING

### ANALYZING & EXPLAINING

INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>NGO Briefings</b> <ul style="list-style-type: none"> <li>Asian Development Bank advertisements &amp; awards</li> <li>Joint missions in Somalia (Mogadishu and Hargeisa) and Kenya on humanitarian financing and simplification of narrative reporting,</li> <li>Briefing on Regional Pooled Fund for the Sahel</li> <li>Hosted briefing for NGOs with the UN RC/HC for Chad</li> </ul>	<ul style="list-style-type: none"> <li>Increased knowledge on non-UN financing mechanisms</li> <li>NGOs jointly requested UNHCR to simplify reporting requirements</li> </ul>	
<b>Webinars</b> <ul style="list-style-type: none"> <li>Africa &amp; MENA: ICVA members: covering key humanitarian financing priorities including funding flexibility related to COVID-19 and Grand Bargain commitments</li> </ul>	<ul style="list-style-type: none"> <li>Supported Africa members and fora in their understanding on global humanitarian financing issues (e.g. donor conditions and requirements, risk sharing, risk management, Country-Based Pooled Funds, Pooled Fund Working Groups, Grand Bargain commitment and progress)</li> </ul>	<ul style="list-style-type: none"> <li>36 MENA members attended webinars</li> </ul>

### CONNECTING

INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>Global / Geneva Events</b> <ul style="list-style-type: none"> <li><i>World Humanitarian Action Forum (2019)</i></li> <li><i>Good Humanitarian Donorship</i></li> <li><i>International Donors Conference</i></li> </ul>	<ul style="list-style-type: none"> <li>ICVA supported preparations through the Steering Groups on topics of Localization and Finance</li> </ul>	<ul style="list-style-type: none"> <li>Participated in at least 3 global events on Humanitarian Financing</li> </ul>
<b>Regional Events</b> <b>Asia-Pacific:</b> <ul style="list-style-type: none"> <li><i>Mercy Malaysia's Islamic Social Financing Workshop (Malaysia, 2019)</i></li> <li><i>Australasian Aid Conference</i></li> </ul> <b>Africa</b> <ul style="list-style-type: none"> <li><i>United Nations Economic and Social Council (ECOSOC)</i></li> </ul> <b>MENA</b> <ul style="list-style-type: none"> <li><i>King Salman Humanitarian Aid Centre and UAE (Saudi Arabia, 2019)</i></li> </ul>	<ul style="list-style-type: none"> <li>Explored potential regional or national structure to build conversation between Islamic Financing and Shariah experts and humanitarian sector</li> <li>Escalated issues with COVID-19 related UN pass-through funding to NGOs. Representative from the NGO forum in Mali briefed the regional directors about aggravating humanitarian</li> <li>Facilitated the presence of the NGO Forum for Mali (FONGIM) at the HAS Transition event</li> <li>Captured lessons learned and best practices, with a focus on Palestine, Lebanon and Jordan.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in at least 5 regional events on Humanitarian Financing</li> </ul>

CONVENING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>IASC Results Group 5: Humanitarian Financing</b> <ul style="list-style-type: none"> <li>ICVA co-chairs the group with OCHA (2019-)</li> </ul>	<ul style="list-style-type: none"> <li>Developed a detailed proposal for a harmonized approach to funding flexibility among IASC members to meet the challenges of the COVID-19, focused on no-cost extension, budget flexibility, reprogramming, and due diligence/risk management processes.</li> <li>Agreement on flexibility measures among IASC members (expected to be extended through at least June 2021) and advocacy to donors (e.g. Good Humanitarian Donor group)</li> <li>Developed solutions for unlocking NGO access to funding available through the COVID-19 Global Humanitarian Response Plan</li> <li>Updated the IASC Operational Policy and Advocacy Group (OPAG) in May on funding flexibility, quality funding, and cascading of overheads</li> </ul>	<ul style="list-style-type: none"> <li>At least 3 UN agencies issued guidance based on the proposal, including OCHA Country Based Pooled Funds, UNHCR, and UNICEF</li> </ul>

INFLUENCING & ADVOCATING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>Global Humanitarian Response Plan (GHRP) for COVID-19</b>	<ul style="list-style-type: none"> <li>Strengthened NGO engagement in the Global Humanitarian Response Plan (GHRP) revision process, at global, regional and national levels</li> <li>Raised issues regarding blockages in funding reaching NGOs in the field and the need for better tracking funding flows to NGOs</li> </ul>	
<b>OCHA Country Based Pooled Funds</b> <ul style="list-style-type: none"> <li>Member of the Pooled Fund Working Group</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring perspectives of national NGOs reflected</li> <li>Monitored the use and distribution of funds from CBPFs and found that where an alternative exists for UN funding, UN agencies draw less on CBPF</li> <li>Proposed revisions to global guidance in OCHA's CBPF Operational Handbook focused on localisation and resource mobilisation</li> </ul>	
<b>Grand Bargain &amp; Grand Bargain 2.0</b> <ul style="list-style-type: none"> <li>Co-convenor of workstream to harmonize and simplify donor reporting requirements</li> <li>Completed field visit to Somalia</li> <li>ICVA is a member of the Facilitation Group (2021-)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated understanding of the template approach with members</li> <li>Completed pilot of the 8+3 template for narrative reporting in Iraq, Myanmar, and Somalia</li> <li>Continued advocacy efforts to target additional donors/agencies to sign on template</li> <li>Delivered joint NGO network statement at Grand Bargain 2020 meeting on necessary action over the coming year</li> <li>Updated analysis of UN partnership agreements for OCHA, UNHCR, WFP, UNICEF, and UNFPA</li> <li>Identified priority action points in support of Grand Bargain 2.0 rollout. ICVA statement released to support the identification of quality funding and localization as overarching enabling priorities</li> </ul>	<ul style="list-style-type: none"> <li>8+3 Template Pilot included 4 UN agencies, 7 bilateral donors, and 24 partners</li> <li>5 UN agencies and 8 donor governments have now signed on to the 8+3 template</li> </ul>

## FOCUS AREA 4. NAVIGATING CHANGE , CROSS-CUTTING ISSUES

ANALYZING & EXPLAINING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>ICVA Bulletin &amp; Social Media</b> <ul style="list-style-type: none"> <li>Distributed monthly email Bulletins (in English, French, Arabic)</li> <li>Managed Twitter and LinkedIn social media platforms</li> <li>Published COVID-19 Resources Page</li> <li>Bi-weekly consolidated MENA member updates</li> <li>Monthly consolidated Asia-Pacific member updates</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive information on humanitarian processes and policies</li> <li>Enables NGOs to anticipate developments that may impact them, and plan accordingly</li> <li>Information channeled directly to regional/country level of large organisations</li> <li>Consolidated calendar of events &amp; trainings</li> <li>Developed collection of guidelines, tools, statements, papers and useful links which are relevant to the current COVID-19 pandemic</li> <li>Increased awareness of and access to learning and exchange opportunities</li> </ul>	<ul style="list-style-type: none"> <li>2020: 4,100+ Bulletin subscribers (28% increase since 2018) with 15% average open rate</li> <li>4,600+ Twitter followers</li> <li>2,200+ LinkedIn followers</li> </ul>
<b>NGO Briefings</b> <ul style="list-style-type: none"> <li>Multiple briefings held for ICVA Africa members</li> </ul>	<ul style="list-style-type: none"> <li>Provided opportunities for discussion and debate for and with members on localization, the humanitarian, development, peace nexus, and shrinking space/access impediments</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 30 Africa NGO members and partners attended each briefing (multiple)</li> </ul>
<b>Publications</b> <ul style="list-style-type: none"> <li><i>"Unpacking Localization"</i></li> <li><i>"Positive Disruption? China's Humanitarian Aid" (collaboration)</i></li> <li><i>Security Risk Management</i></li> <li><i>United Nations Reform and Potential Implications for NGOs</i></li> <li><i>Inclusion of persons with disabilities in humanitarian action: What next after the guidelines?</i></li> <li><i>"Risk and Humanitarian Culture"</i></li> <li><i>"Localization in the COVID-19 Humanitarian Response"</i></li> <li><i>"Future of Civil Society Organisations" (collaboration)</i></li> <li><i>"Briefing Paper on NGOs in Government-led and Refugee Coordination contexts"</i></li> <li><i>"Briefing paper OCHA and NGO's in Humanitarian Coordination"</i></li> </ul>	<ul style="list-style-type: none"> <li>Reduced information asymmetries between NGOs</li> <li>Made available as a public good, increasing understanding outside of ICVA's NGO membership</li> </ul>	<ul style="list-style-type: none"> <li>At least 10 briefing papers / publications published during 2019-2021</li> </ul>
<b>Webinars</b> <ul style="list-style-type: none"> <li><b>Navigating Change series</b> <ul style="list-style-type: none"> <li><i>IASC Disability Guidelines</i></li> </ul> </li> <li><b>Risk Management series</b> <ul style="list-style-type: none"> <li><i>Staff Care and Security Risk Management</i></li> <li><i>Risk appetite and Risk Tolerance</i></li> <li><i>Bank De-risking</i></li> <li><i>Organizational Culture Matters</i></li> </ul> </li> <li><b>COVID-19</b> <ul style="list-style-type: none"> <li><i>Impact of COVID-19 on the rights of migrants</i></li> <li><i>How CSO Adapts Its Humanitarian Work towards the New Normal (co-organised)</i></li> <li><i>Maintaining Accountability in the Humanitarian Response during Pandemic</i></li> </ul> </li> <li><b>Climate Change and Humanitarian Action</b> <ul style="list-style-type: none"> <li><i>Maximising the environmental sustainability of our work</i></li> <li><i>Adapting to the impacts of the climate and environmental crises</i></li> <li><i>The Climate and Environment Charter for humanitarian organisations</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Helped ensure partners in humanitarian space are understanding their role in risk management (security, operational, reputational) in order to work toward more equitable balance</li> <li>Raised awareness for human resources to be fit for purpose in pandemic</li> <li>Created a platform for CSOs and CSO networks in Asia and the Pacific to have open discussions on critical themes focused on how CSOs are adapting themselves to address the needs in a COVID-19 era.</li> </ul>	<ul style="list-style-type: none"> <li>IASC Disability Guidelines session had over 1,000 live participants and 1,200 recording views</li> <li>Risk management learning stream included 1,700+ total live participants and 4,500 recording views across the 4 sessions</li> <li>2,700 live participants and 5,700 recording views for webinar sessions hosted during 2019-2020</li> </ul>

CONNECTING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>Global / Geneva Events</b> <ul style="list-style-type: none"> <li>• <i>WFP Annual Partnership Consultations</i></li> <li>• <i>World Bank Group</i></li> <li>• <i>PSEA Coordinator Consultations</i></li> <li>• <i>12th Global Forum on Migration and Development Summit (GFMD)</i></li> <li>• <i>'Protecting Civilians in Urban Warfare' Consultation</i></li> <li>• <i>Inaugural Global Forum for Children and Youth organised by UNICEF and the governments of Botswana and Sweden</i></li> </ul>	<ul style="list-style-type: none"> <li>• Provided space for NGOs to discuss fresh insights and challenging perspectives on some of the key issues facing humanitarian and food security sectors.</li> <li>• ICVA held 2020 session on held a session on "Duty of Care and Localization" during WFP consultation</li> <li>• NGO input on World Bank's new strategy for Fragility, Conflict and Violence and the new Refugee Policy Review Framework's methodology and priorities (multiple meetings)</li> <li>• Strengthened engagement of NGOs and in country NGO networks in collective PSEA programs</li> <li>• Concrete recommendations agreed by civil society organisations and identified issues not present on the agenda of GFMD's other mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in at least 5 global events on navigating change</li> <li>• ICVA Secretariat / Members featured in nearly all sessions at WFP consultation</li> </ul>
<b>Regional Events</b> <b>Asia-Pacific</b> <ul style="list-style-type: none"> <li>• <i>5th Session of Regional Consultative Group on Civil-Military Action</i></li> <li>• <i>Localization Workshop by Caritas Asia and KMSS</i></li> <li>• <i>Regional Meeting on SG's Prevention Agenda</i></li> <li>• <i>ASEAN High-Level Symposium</i></li> <li>• <i>OCHA discussion with donors</i></li> <li>• <i>GBV Area of Responsibility</i></li> <li>• <i>Regional Roundtable Event</i></li> <li>• <i>IASC Regional Network</i></li> <li>• <i>ADB-NGO Consultation</i></li> <li>• <i>OCHA and ADDRN</i></li> </ul> <b>MENA Region Events</b> <ul style="list-style-type: none"> <li>• <i>Humanitarian Partners Forum (HPF) Roundtable on Localization &amp; Task Team (Jordan)</i></li> <li>• <i>PSEA Network</i></li> </ul>	<ul style="list-style-type: none"> <li>• Highlighted the need for stronger understanding of civil-military coordination, roles and mandates within the diversity of humanitarian stakeholders, including NGOs.</li> <li>• Discussed how localization is unfolding at regional and global levels and how NGOs can make progress</li> <li>• Highlighted critical role of NGOs in coping with the unaddressed major risks to 2030 agenda</li> <li>• Made recommendations for how to advance the localization agenda in ASEAN and facilitated a CSO consultation process for AAMDER Work Programs</li> <li>• Raised need for systematic support to NGO networks, support to the continuity of non-COVID humanitarian programs, and donors' role in advocacy with governments.</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in at least 12 regional events on navigating change</li> </ul>

CONVENING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>ICVA Annual Conferences</b> <ul style="list-style-type: none"> <li>2019: “Translating Commitments to Action”, 2 day event w/ 6 strategic side meetings</li> <li>2020: “The risk of trading principled humanitarian action: an honest conversation on risk management” (virtual)</li> <li>2021: “Climate, Environment, and Humanitarian Action”</li> <li>2021: ICVA General Assembly</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding among participants through sharing NGO experience</li> <li>Strengthened networking and partnership within NGO community and beyond</li> <li>Promoting ongoing discussion on important topics, e.g. direct dialogue on localization between donor reps &amp; local/national NGOs</li> <li>Connected members with policy-makers on regional-specific topics</li> <li>2020: Hosted inspiring discussions on risk to principled humanitarian action and in turn the risks taken by NGOs to deliver effective and efficient humanitarian assistance to those most in need</li> <li>2021: Featured exchange on ways forward to address the impact of climate change on humanitarian action and how to mitigate impact on the environment</li> </ul>	<ul style="list-style-type: none"> <li>2019: 29 speakers sharing their perspectives with almost 200 participants from 126 organisations based in over 40 countries</li> <li>2020: 1,300+ live participants across 3 sessions (incl. member states and donors). Recorded sessions with English, French, Arabic subtitles on Youtube (1,200+ views)</li> <li>2021: 1,400+ live participants from 119 countries</li> </ul>
<b>Membership Sessions &amp; General Assembly</b> <ul style="list-style-type: none"> <li>2-day meetings alongside annual conference (2019)</li> <li>ICVA 2030 process</li> <li>MENA Members and Partners Meeting</li> <li>Online sessions for members</li> <li>18<sup>th</sup> General Assembly (2021)</li> </ul>	<ul style="list-style-type: none"> <li>Provides safe space for discussions, plus meetings with donors</li> <li>2030 strategy focusing on humanitarian concerns that are most relevant to our members and stakeholders</li> <li>Held discussions in breakout sessions around the strategic considerations of environmental change, private sector engagement and technology and humanitarian innovation</li> <li>GA adopted the ICVA 2030 Strategy, Strategic Priorities 2022-2024, the Commitment and Motion to Action on the Climate and Environment and signed on to the Climate and Environment Charter for Humanitarian Organisations</li> </ul>	<ul style="list-style-type: none"> <li>Over 80% of ICVA's members contributed to the 2030 strategy process</li> </ul>
<b>IASC Results Group 4: Nexus</b> <ul style="list-style-type: none"> <li>RG4 Nexus: ICVA and WFP co-chair the Community of Practice on Nexus and supported subgroup on Collective Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Nexus CoP - Hosted a briefing from the INGO forum in Nigeria and a briefing from UNDP, representing the UN Joint Steering Committee</li> <li>Widened the reach of NGO participation in developing the Collective Outcomes guidance, a key tool for field practitioners</li> <li>NGO input on common indicators to create a process checklist to support complementarity planning processes</li> <li>Facilitated translation and dissemination of IASC light guidance on Collective Outcomes</li> <li>Input to the issue paper “Exploring peace within the Humanitarian-Development-Peace Nexus”</li> <li>Dissemination of tools through a series of webinars that brought together NGO practitioners at the country and regional level, to give updates on the latest policy products and to facilitate exchanges.</li> <li>Organised a Community of Practice on the Nexus focusing on the DRC hosting NGOs, UN and Donors</li> </ul>	
<b>UNICEF-NGO Humanitarian Partnership</b> <p>Co-organised annual consultations:</p> <ul style="list-style-type: none"> <li>2019: ‘Enhancing the Culture of Partnership’</li> <li>2020: ‘Working Together to Address Emerging Challenges’</li> </ul> <ul style="list-style-type: none"> <li>Study on UNICEF-NGOs Partnership</li> <li>ICVA hosted an exchange between its members and UNICEF on revision of UNICEF Core Commitments for Children (CCCs)</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened collaboration with UNICEF once again, after 7 year pause</li> <li>2020: Focused on impacts of COVID-19 on partnerships. Other subjects such as addressing racism, racial discrimination and other forms of discrimination; progressing towards decolonization of aid; ensuring quality of funding and simplified partnership procedures</li> <li>Provided opportunity to ask questions about UNICEF's COVID-19 response and flexibility in partnership and offer details on the NGOs' operations, observations and challenges faced in addressing crisis</li> <li>Facilitated follow up with UNICEF in order to discuss engagements and track progress</li> <li>UNICEF proposed concrete measures to address several selected recommendations coming from the CCC's consultation</li> </ul>	<ul style="list-style-type: none"> <li>2019: Attended by over 70 participants from both NGOs and UNICEF</li> <li>2020: Attended by 470 participants working in 85 countries</li> <li>Exchange brought together 50 participants from NGOs and UNICEF</li> </ul>
<b>Climate and Environment Charter for Humanitarian Organisations</b> <ul style="list-style-type: none"> <li>ICVA serves as a member of the Advisory Group</li> </ul>	<ul style="list-style-type: none"> <li>Guided the efforts of humanitarians in relation to limiting the impacts of climate change and environmental degradation on communities and reducing their own environmental footprint</li> <li>Raised awareness that humanitarian organizations and especially NGOs, have a key role to play in addressing the climate crisis</li> </ul>	<ul style="list-style-type: none"> <li>40 ICVA members convened across each region for consultations to help shape the Charter</li> <li>214 humanitarian organizations have signed the Charter, including at least 32 ICVA members</li> </ul>

SUPPORTING		
INITIATIVES (2019-2021)	RESULTS	INDICATORS
<b>Protection from Sexual Exploitation and Abuse (PSEA) Outreach Fund</b> <ul style="list-style-type: none"> <li>ICVA manages fund launched with UNHCR to provide grants to national and local NGOs</li> <li>Participated in 3-day workshop Inter-Agency PSEAH Learning Package</li> </ul>	<ul style="list-style-type: none"> <li>Provided rapid, targeted financial support for NGOs to develop and disseminate PSEA outreach and communication material that is context-specific and culturally appropriate</li> <li>Facilitated the development of context-specific communication and outreach materials on protection from sexual exploitation and abuse</li> <li>Effectively assisted NGOs which had capacity but lacked resources for outreach</li> <li>Co-created an inter-agency learning package on prevention of sexual exploitation and abuse and sexual harassment (PSEAH) as a novel and interactive way of training staff of any organisation on PSEAH and sensitizing</li> <li>All deliverables created through the Fund's projects are accessible as open-source and will be publicly available</li> </ul>	<ul style="list-style-type: none"> <li>2020: Grants (\$16K-\$20K) distributed to 19 NGOs from 19 countries with more than 1200 applications received from ~100 countries</li> <li>2021: 15 grants of ~\$20K awarded</li> </ul>



## Annex III: ICVA Management Response to Mid-Strategy Strategic Reflections & Points for Consideration

Date of response: March 2021

As ICVA continues developing its ten-year strategic framework (ICVA 2030) some points for consideration include:

Strategy, Objectives and Positioning	
1. Further consider how to define selected ICVA goals and positions more sharply where it makes sense to do so.	50% of the budget are earmarked grants with logical frameworks indicating goals, targets and indicators. The indicators as well as goals and targets. The individual work plans as well as the regional hub and focus area v results and the indicators. The work plans of the focus areas relate to the Theory of Change. The nature of hu try as a team to keep staff time allocation to be agile and react to unforeseen situations. This is of course not staff time allocation - the planning and in particular the priority setting on basis of evidence, ICVA's added value a challenging objective (page 13) to have by end 2021 an effective steering system informed by quantitative a measure and report on performance and regularly commission external, independent assessments of ICVA's v will embark in improving what we have with reasonable staff time allocation. The ICVA2030 sets the goal po strategic directions to be drafted will include expected results, indicators and means of verification.
2. When formulating objectives, it is important to align objectives with the mainly indirect impact of ICVA work and to not overstate the direct impact ICVA seeks to achieve.	Importance of being realistic when considering contribution and attribution of change. ICVA secretariat will ca monitoring and evaluation.
3. Consider creating a more developed organisational level theory of change (TOC) to replace, consolidate, or complement the theories of change for each focus area.	The organisational level theory of change is described in the ICAB strategy 2019-2021. It is however not support 2019-2021 strategy will be reviewed in the light of the strategic priorities for 2022-2024. We understand that the theory of change reflection within the team when having to reflect on influence and decide on strategies are reinforced.
4. Continue to increase the context specificity of regional directions, working with Member organisations.	End of 2020, we did an internal review of the regional priorities set in October 2018 and set the regional strat regional consultations with ICVA members during the ICVA2030 consultations, and the regular interactions wi opted for regional directions (adopted at executive level) rather than regional strategies (to be adopted at bian humanitarian contexts develop in the regions.
5. Consider how increased physical presence in different regions or sub regions may impact public positions.	Regional and sub-regional as well as country specific public positions would need an internal evaluation with with the Programme Policy Advocacy Board Committee (2019). The issue of the tonality of the public positioni the ICVA membership, therefore the concrete guidance mentioned above. The issue does not seem to be an i "positioning" but rather where the work load lies and the access to operational evidence.
6. Maintain attention to ensure critical constructive engagement without losing trust.	The humanitarian sector has challenges related to trust. This is an existential issue to which ICVA has immedi the sector and within the ICVA network. The ICVA2030 consultation valued the "honest broker" approach that levels as discussed throughout the 2020 Learning Stream and Annual Conference because on the issues around discussions, the localization agenda and the PSEA collective work to name just a few of the entry points. Trust role of an enabler for trusted and honest relations.

## Annex IV: Log frame Results

Logic of intervention	Indicators of achievement (yearly)	2019 & 2020
<p><b>Focus Area: Forced Migration</b></p> <p><b>Top Outcome (2030)</b> Improved protection, assistance and durable solutions for refugees, internally displaced persons (IDPs) and migrants in vulnerable situations.</p> <p><b>Outcomes 2019-2021</b></p> <ul style="list-style-type: none"> <li>NGOs have safe spaces to exchange and strategize, allowing for cross-fertilization (national-regional-global)</li> <li>ICVA equips NGOs for engagement in the global compacts and other forced migration policies</li> <li>ICVA further supports collective action and alliances that contribute to policy processes on forced migration issues</li> <li>NGOs collaborate, exchange and advocate with key stakeholders (e.g. States, UN agencies, etc.)</li> </ul> <p><b>Outputs 2019-2021</b></p> <ul style="list-style-type: none"> <li>ICVA Forced migration working group and regional working groups</li> <li>Circulation of minutes of key meetings</li> <li>Joint analysis of policy and protection trends</li> <li>Explainer papers, learning stream and webinars</li> <li>Tailored advice and briefings to NGOs on entry points into policy processes</li> <li>NGO statements delivered at UNHCR governance meetings and other occasions</li> <li>NGOs contributions (facilitate) to e.g. Global Refugee Forum, UN Migration Network, GP20</li> <li>NGO consultations (facilitate) with UNHCR and IOM and follow-up</li> <li>Meetings with States and other stakeholders</li> <li>Facilitate workshops on "whole-of-society" approach in refugee response</li> </ul>	<p><b>21. Number of collective actions supported by ICVA on FM</b></p> <p><b>22. Number of NGO members engaged in collective actions supported by ICVA.</b></p> <p><b>23. Number of joint actions with other actors (Member States, UN Agencies, etc...) on FM</b></p> <p><b>24. % of ICVA members satisfied with ICVA's learning/disseminating knowledge work on FM.</b></p>	<p>UNHCR Standing Committees &amp; Executive</p> <ul style="list-style-type: none"> <li>2019: 15 NGO statements</li> <li>2020: 14 NGO statement</li> <li>More than 100 NGOs included in the</li> <li>80 participants in the 2020 side-event</li> </ul> <p>Held GCR meetings with NGOs for 5</p> <ul style="list-style-type: none"> <li>35 NGOs participated with Assistant</li> <li>20 NGO representatives and other o</li> <li>High Level Panel: Gathering over 90</li> </ul> <p>UNHCR Annual NGO Consultations</p> <ul style="list-style-type: none"> <li>2019: Brought together 453 particip</li> <li>2020: over 110 organisations attend</li> </ul> <p>IOM-NGO Regional Consultation (MENA)</p> <ul style="list-style-type: none"> <li>2019: 67 participants, including 47 re</li> <li>3RP attended by ~40 participants fro</li> </ul> <p>Global Compact on Refugees</p> <ul style="list-style-type: none"> <li>&gt;28 NGOs attended the 6 webinar sessions</li> </ul> <p>OTHER:</p> <ul style="list-style-type: none"> <li>Participated in at least 8 global even</li> <li>Participated in at least 13 events ac</li> </ul>

Logic of intervention	Indicators of achievement (yearly)	2021
<p><b>Focus Area: Humanitarian Coordination</b></p> <p><b>Top Outcome (2030)</b> Coordination contributes to effective assistance and protection to those affected by crises.</p> <p><b>Outcomes 2019-2021</b></p> <ul style="list-style-type: none"> <li>NGOs better understand coordination mechanisms</li> <li>NGOs/NGO Fora actively engage in coordination mechanisms</li> <li>NGOs/NGO Fora contribute efficiently to the humanitarian system</li> <li>NGOs/NGO Fora influence policies and systems</li> </ul> <p><b>Outputs (2019-2021)</b></p> <ul style="list-style-type: none"> <li>Package for senior field staff and briefing papers</li> <li>Ad-hoc meetings around L3, HCT composition, inclusivity, etc</li> <li>Brainstorming, preparation and debriefing on major IASC meetings (facilitated) and documented</li> <li>Engagement with HC, HoOCHA, emergency directors of UN agencies, NGO country directors for greater inclusion of NGOs. Create alliances. Facilitation of peer to peer connections</li> <li>Contributions and talking points from NGOs</li> <li>Tailored advice and trainings</li> </ul>	<p><b>13. Number of NGO included in IASC coordination bodies in addition to ICVA.</b></p> <p><b>14. Number of HCT with INGO and NNGO presence.</b></p> <p><b>15. Number of HCT with INGO and NNGO presence</b></p> <p><b>16. Number of meetings with HC, OCHA, UN agencies Geneva level.</b></p> <p><b>17. Number of IASC meetings attended by ICVA.</b></p> <p><b>18. Number of IASC meetings attended by ICVA</b></p> <p><b>19. Number of brainstorming preparations/debriefings meetings about major IASC.</b></p> <p><b>20. % of achievement of the NGO Fora annual plan of work</b></p>	<p>Result = 38 (2021 target = 11)</p> <p>Result = 44 (2021 target = 15)</p> <p>Result = 16 (2021 target = 4)</p> <p>Result = 40 (2021 target = 12)</p> <p>Result = 190</p> <p>Result = 49 + 120 for HC appraisals.</p> <p>Result = 46 (2021 target =4)</p> <p>Result = very high level of accomplishment</p>

Logic of intervention	Indicators of achievement (yearly)	2019 & 2020
<p><b>Focus Area: Humanitarian Financing</b></p> <p><b>Top Outcome (2030)</b> Humanitarian financing meets the needs of populations affected by crisis.</p> <p><b>Outcomes 2019-2021</b></p> <ul style="list-style-type: none"> <li>Transparency: increased access and use of data</li> <li>Improved risk management &amp; risk sharing across donors &amp; partners</li> <li>Improved risk sharing across donors and partners</li> <li>NGOs easily access adequate donor funding and comply with a light oversight burden</li> </ul> <p><b>Outputs 2019-2021</b></p> <ul style="list-style-type: none"> <li>Grand Bargain commitments implemented (self-reporting)</li> <li>Less Paper More Aid initiative to reduce donor conditions on humanitarian aid</li> <li>Support for risk management &amp; risk transfer lessons learned</li> <li>Humanitarian Finance Working Group</li> <li>Innovative financing approaches planned and/or documented</li> <li>Briefing/papers and webinars on risk management and risk transfer</li> </ul>	<p><b>8. % of ICVA members reporting increased access to humanitarian funding.</b></p> <p><b>9. # of ICVA members reporting reduced burden from donor's oversight and/or improved conditions for risk sharing.</b></p> <p><b>10. # of collective actions supported by ICVA on improving partnership and resource mobilization (specific in donor grant):</b></p> <p><b>+ Number of consultations between UN agencies and NGO partners and</b></p> <p><b>+ Number of learning lab events organised.</b></p> <p><b>+ % of working group members reporting satisfaction with HF Result Group.</b></p> <p><b>11. Number of regional/field engagement with country level actors with HF Result Group.</b></p> <p><b>12. Number of global/capital engagements where ICVA represents the intent to link global policy to country level action.</b></p>	<p>N/A</p> <p>N/A</p> <ul style="list-style-type: none"> <li>At least 3 UN agencies issued guidar</li> <li>8+3 Template Pilot included 4 UN ag</li> <li>5 UN agencies and 8 donor governm</li> </ul> <ul style="list-style-type: none"> <li>Participated in at least 3 global even</li> <li>Participated in at least 5 regional ev</li> <li>36 MENA members attended webin</li> </ul> <p>N/A</p> <p>N/A</p> <p>N/A</p>

Logic of intervention	Indicators of achievement (yearly)	2021
<p>Focus area: Navigating Change, Cross Cutting Issues</p> <p>Top Outcome (2030): NGOs navigate and influence changes in the response to affected populations</p> <p>Outcomes 2019-2021</p> <ul style="list-style-type: none"> <li>ICVA supports NGOs</li> <li>NGOs better understand changes</li> <li>NGOs equip themselves for engagement</li> <li>ICVA supports NGO alliances</li> <li>Alliances strategies and reach out to decision makers</li> <li>Agreements implemented</li> <li>Policies and systems improve</li> <li>Agreements implemented</li> <li>Policies and systems improve</li> </ul>	<ol style="list-style-type: none"> <li>At least 50 NGOs participate in about 20 ICVA meetings, working groups, events and online sessions annually (on NEXUS, Civil Society space, Localization, and PSEA&amp;SH).</li> <li>Learning streams and periodic analytical reviews are produced and accessed by at least 5,000 aid workers annually.</li> <li>Communication outreach KPI are increased by 20% per annum</li> <li>Staff of 10 NGOs demonstrate increased understanding of humanitarian policies and organization of the aid annually.</li> <li>2'000 aid workers access yearly learning streams &amp; periodic analytical reviews</li> <li>Develop and disseminate one Briefing paper/year on a cross-cutting issue.</li> <li>The Annual Conference convenes 200 NGO representatives and stakeholders.</li> </ol>	<ul style="list-style-type: none"> <li>At least 80 different NGOs participated</li> </ul> <p>The learning stream webinars held in 2021 (live and recorded). From 2020, there was The overall total of live and recorded participants</p> <p>In 2021 +4600 bulletin subscribers (10% increase on 2020) + 4600 Twitter followers (16% increase on 2020) + 2080 LinkedIn Followers (40% increase on 2020)</p> <p>From the learning stream webinars held in 2021, participants indicated that the webinar sessions somewhat improved their knowledge on the topics of Localization and Global South cooperation</p> <p>See indicator n° 2</p> <p>Number of papers produced sharing information on Localization and Global South cooperation</p> <p>1'400 joining the virtual conference from 150 Local/National NGOs, while the UN and other organisations working on the front lines are</p>

## Annex V: List of Acronyms

AU - African Union

CSO – Civil Society Organization

DRC – Danish Refugee Council

DTM – Displacement Tracking Matrix

ECHO - European Civil Protection and Humanitarian Aid Operations

ECOWAS – Economic Community of West African States

EDG – Emergency Directors Group

GCM – Global Compact for Migration

GCR – Global Compact on Refugees

HFTT – Humanitarian Financing Task Team

IASC – Inter-Agency Standing Committee

ICVA – International Council of Voluntary Agencies

IDP – Internally Displaced Person

IGAD – Intergovernmental Authority on Development

INGO – International Non-Governmental Organization

IOM – International Organization for Migration

NGO – Non-governmental Organization

NNGO – National Non-Governmental Organization

OCHA – Office for the Coordination of Humanitarian Affairs

UNHCR – United Nations High Commissioner for Refugees

UN – United Nations

WHS – World Humanitarian Summit