

ICVA 2019-2021  
ENABLING STRATEGY  
**FUNDRAISING**



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION

## SUMMARY

15 key parameters for the Fundraising Strategy 2019-2021 have been identified to address successfully the fundraising challenges. The Fundraising Strategy 2019-2021 itself consists of 2 objectives and 11 expected results.

The Fundraising Strategy covers “donor income” so excluding the income resulting from membership fees which are referred to in the Membership Strategy 2019-2021.

The objectives read as follows:

### **Objective A**

**Develop total yearly donor income of 3 million CHF for the implementation of the ICVA Strategy 2019-2021.**

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

### **Objective B**

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

ICVA is strengthening its communication capacity to better communicate to different target groups and foster engagement of critical stakeholders such as donors and ICVA members.

Organisations need to be able to understand at once the justification of their support to ICVA. Additional communication tools (eg. Case for support sheet) are to be developed. Building on the 2017 dialogue with donors and members to develop the ICVA Strategy 2019-2021, ICVA Secretariat’s dialogue with donors and members is consolidated for the socialisation of the 2019-2021 Strategy.

## 1. PROCESS

The Fundraising Strategy 2019-2021 is developed on basis of internal and external meetings (January-May 2018) complementing ICVA's Strategy 2019-2021 adopted by the ICVA General Assembly on 21st March 2018. It builds on the 2016 ICVA mandate to Strategos SA to develop a Fundraising Strategy 2016-2018.

The general direction of the Fundraising Strategy 2019-2021 was adopted by the ICVA Board on 23 May and its revision validated by Board delegation by the Finance and Administration Committee on 18 July 2018.

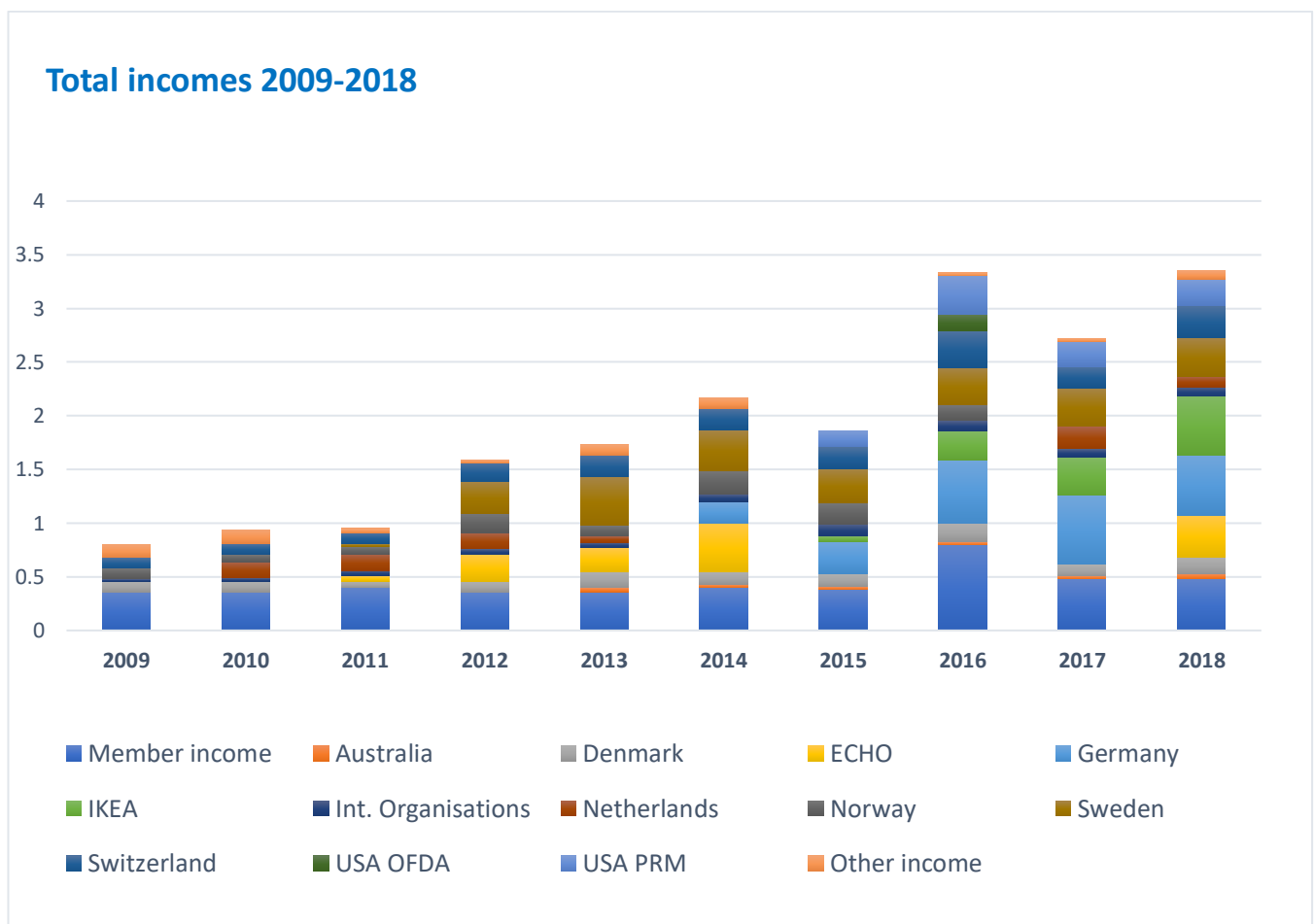
## 2. CONTEXT

ICVA works in a complex, competitive and rapidly evolving environment. The sector was shaken at the start of 2018 following sexual abuses within NGOs. Addressing the concern on the accountability systems put in place by NGOs is at the centre of the humanitarian system. Lastly, ICVA as a member-led organisation, finds its legitimacy in the diversity of its membership.

ICVA needs to be able to demonstrate strong added value to be able to access funds. It relies on its yearly "Impact Study" and on the development of its Monitoring and Evaluation system based on the Theory of Change.

## 3. FUNDING

Government grants and a grant from a philanthropic Foundation allowed ICVA to grow from 2009 to today and to diversify its donor basis. Total incomes in the table below include the membership fees.



*Note: ICVA hosted SPHERE until end of 2016*

## 4. KEY PARAMETERS

An important part of the Fundraising Strategy development is to fix priorities on the issues which are judged to have higher importance to ICVA at this moment of time. 15 key parameters have been identified for the Fundraising Strategy 2019-2021.

1. **RESPONSIBILITIES:** Fundraising needs to be a collective effort built on well-defined roles and responsibilities (Secretariat with overall responsibility of Executive Director, Finance and Administration Committee, Board). It needs clear cut processes as well as core set of fundraising tools.
2. **SUSTAINABILITY:** 3-year budget to ensure sustainability.  
*Baseline 2018: at mid-2018, 30% of 2019 budget secured.*
3. **CONTINUITY:** 3 million CHF/year as estimated donor budget for the implementation of the Strategy 2019-2021 (in addition to the total membership fees of approx. 0,5 million/year).  
*Baseline donor budget 2018: 2,868 million CHF (3.354 million CHF total budget with membership fees).*
4. **DIVERSITY:** Diversity of portfolio of donors between 8 and 14. Engage with emerging countries for the diversity of funding and partnerships (ie. Indonesia, Turkey). Increase relationship with Foundations and additional governments to diversify the portfolio of donors.  
*Baseline 2018: portfolio of 10 donors.*
5. **INDEPENDENCE:** Systematic analysis on dependency and perception of dependency to agency/donor. A forecast more than 25% of the total yearly donor budget by one donor requires institutional decision at Finance and Administration Committee level.  
*Baseline 2018: highest individual donor contribution is 19%.*
6. **ETHICS:** Put in place chart of ethics.
7. **UNRESTRICTED FUNDS/FLEXIBLE:** As much as possible negotiate unrestricted funds (support to the full strategic plan). Targeted funding for activities (eg. Annual Conference; consultations UNHCR or IOM) or short-term projects.  
*Baseline 2018: 50/50 (50% of donor unrestricted funds).*
8. **MULTI-YEAR:** As much as possible negotiate multi-year funding.  
*Baseline 2018: Ratio 80/20 (80% as part of multi-year donor funding).*
9. **STRATEGY:** All funding to support implementation of the strategy.
10. **INTEGRITY:** Transparency with staff on budget perspectives.
11. **REALISTIC:** Accounting and administrative systems can support management of new grants.
12. **PRO-ACTIVE COMMUNICATION:** Pro-active communication to keep donors engaged and for them to use certain services.
13. **OPPORTUNITIES:** Build the flexibility to react to new opportunities or to curtail activities/attempts that are either not practical or not “profitable”.
14. **CELEBRATE:** Celebrate with team signature of grants.
15. **MONITOR:** At least once a quarter, step back and check how we are doing. Yearly internal assessment.

## 5. STRATEGY

### Mission

The Fundraising Strategy is guided by the overall mission for ICVA, formulated as follows:

*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.*

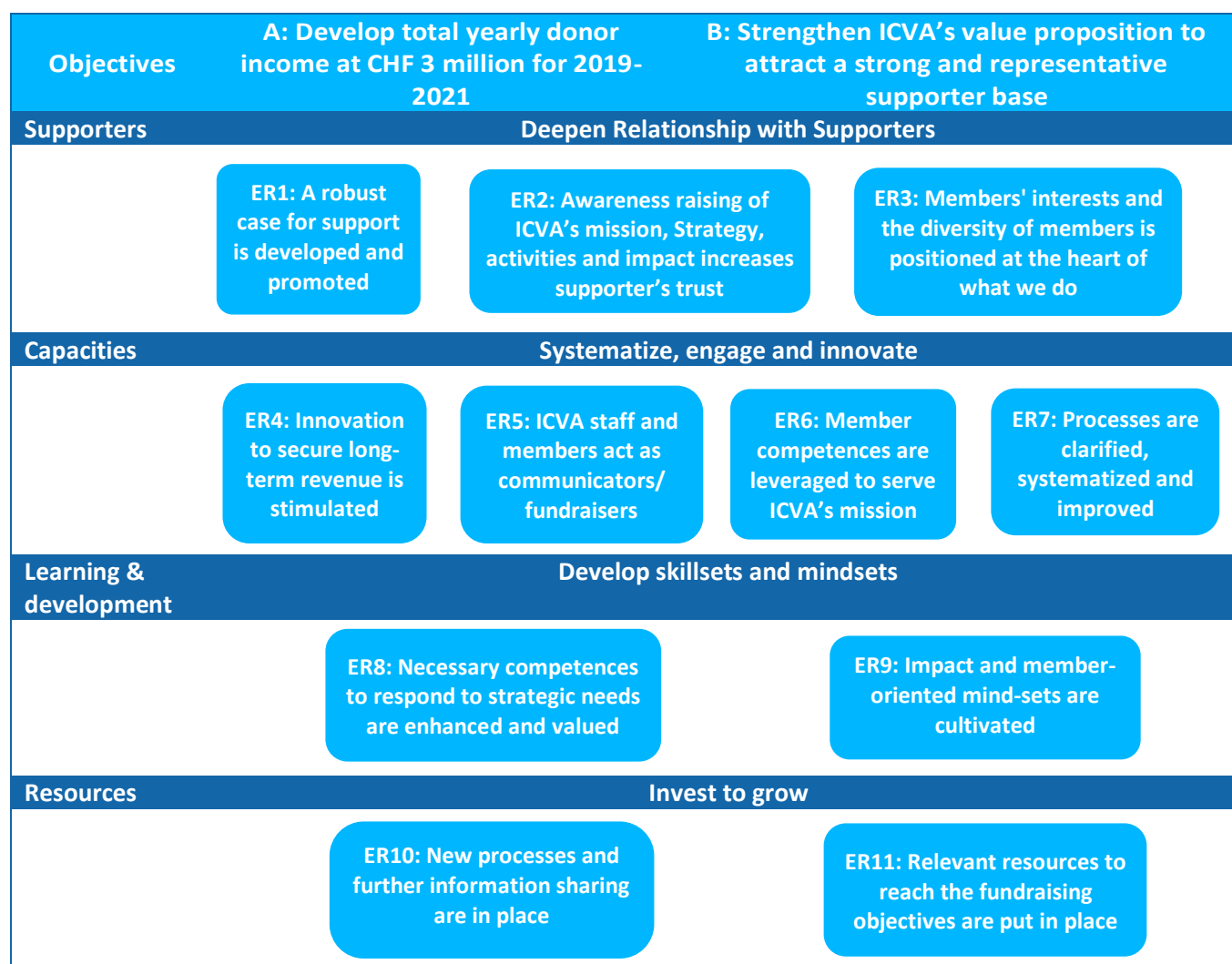
### Objectives

- **Objective A** - Develop total yearly donor income of 3 million CHF for the implementation of the ICVA Strategic Plan 2019-2021
- **Objective B** - Strengthen the understanding of ICVA's value proposition to consolidate and attract a strong and representative supporter base.

### Strategy map

The strategy map captures how to achieve the objectives through a series of expected results. These expected results are stated according to four perspectives: Supporters, Capacities, Learning and Development and Resources to reflect the different requirements on ICVA to deliver.

The term "Supporters" includes all types of contributions, financial support through donations as well as services or influence by members. The strategy sets out to prioritize and develop the forms of support that provides best long-term value to ICVA. This is dominated by, but not limited to, financial contributions.



## 6. WORK PLAN PRIORITIES 2018-2021

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

### Priority action N°1

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

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

### Priority action N°2

An **ICVA Secretariat working group on fundraising** is put in place in May 2018. The Working Group gives support on the implementation of the work plans. Member support is a core part of the needed fundraising support. The overall responsibility of the fundraising remains at the level of the ICVA Executive Director.

### Priority action N°3

**Outreach to selected philanthropic foundations** is strengthened/(re)engaged. Confirmed donor foundation (IKEA) maintains its level of funding to ICVA and is joined by additional donor foundations, at least two during the duration of the strategy (2019-2021).

### Priority action N°4

Develop the opportunities with the **local authorities** for in kind donations (including Service de la Solidarité Internationale of the Canton of Geneva and Geneva City's Delegation Genève Ville Solidaire (DGVS)).

### Priority Action N°5

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

## 7. EXPECTED RESULTS (ER) 2019-2021

(See Strategy Diagram p5)

**ER1 - A robust case for support is developed and promoted.** Geared primarily towards donors, the case for support is a compelling tool accompanying the process of donor acquisition. It is a concise and straightforward document which positions ICVA towards the interests (strategic plans) of donors.

**ER2 - Awareness raising of ICVA's mission, Strategy, activities and impact increases supporter's trust.** Consolidate consistent communications with donors to reinforce/build trust and link to their interests.

**ER3 - Members' interests and the diversity of members is positioned at the heart of what we do.** ICVA, as a member led-organisation is nurtured and legitimised by its membership.

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

**ER4 - Innovation to secure long-term revenue is stimulated.** The mobilisation for a long-time support of Foundations and local authorities - in particular- calls on ICVA's innovation capacity as for ICVA it is a new kind of partnership. Engaging with regional funding will also call on innovative ways of working for ICVA.

**ER5 - ICVA staff and members act as communicators/fundraisers.** This will not only mitigate the risk that fundraising is in the hands of a limited number of staff but also leverage fundraising and communication efforts as a whole. While priority and efforts will be to capture unrestricted funds, this opens to the development of regional funding.

**ER6 - Member competences are leveraged to serve ICVA's mission.** Members are the obvious link to the people in need, to the impact delivered by ICVA's membership and to challenges met on the ground. For all these reasons, ICVA needs to leverage its members' competencies and field experience as much as possible.

**ER7 - Processes are clarified, systematized and improved.** Processes always need improvement. We will be looking into them to improve clarity, consistency and agility.

**ER8 - Necessary competences to respond to strategic needs are enhanced and valued<sup>1</sup>**

**ER9 - Impact and member-oriented mind-sets are cultivated**

**ER10 - New processes and further information sharing are in place<sup>2</sup>**

**ER11 - Relevant resources to reach the fundraising objectives are put in place**

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<sup>1</sup> ER 8 and ER 9 - See Human Resources Strategy 2019-2021

<sup>2</sup> ER 10 and ER 11 - See Communication Strategy 2019-2021



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ICVA 2019-2021  
ENABLING STRATEGY  
**COMMUNICATIONS**



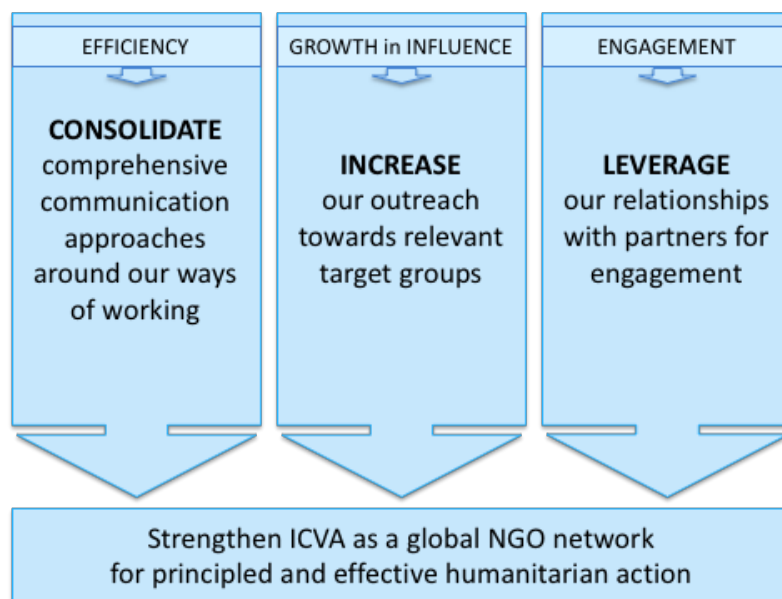
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## 1. INTRODUCTION

The ICVA Communication Strategy defines specific communication objectives, target audiences, key messages and evaluation measures to support the achievement of our overall strategy. It covers both the communication and dissemination activities to our target audiences on our content pieces.

ICVA's added value relies on its network nature and the content creation and dialogue it fosters. Hence ICVA communications aims at strengthening ICVA as a network, and supporting content sharing and discussion rather than brand visibility. This Communication Strategy aims at enabling increased access to information and creating the space to influence with collective voice and action.

Our Communication Strategy is one of ICVA's enabling strategies, which include fundraising, human resources, and membership strategies, which all join together to support our overall strategy. It is framed around three pillars: efficiency, growth in influence and engagement which each guide specific objectives, as illustrated below:



ICVA strengthened its communication capacity in September 2018 to address some of the challenges the organization is facing and support the implementation of the 2019-2021 Communication strategy.

## 2. OUR COMMUNICATION CHALLENGES

While ICVA is perceived as a recognized voice with a well-regarded pool of experts, some communication challenges remain. The Communication Strategy aims at addressing the following challenges:

The Secretariat remains small and ICVA needs to leverage the strength of its membership to counter-balance a limited staff capacity.

ICVA strives to ensure that policy is being informed by practice and that members feel informed and connected to the network despite geographical distance. Enhanced communications can help improve the means and methods of sharing resources among the network.

Although a number of staff can operate in other languages, the primary working language of the Secretariat is English, which is problematic for interaction with NGOs from specific regions.

### 3. OUR AUDIENCES

The Communication Strategy, which will be used by the ICVA Secretariat and the ICVA Board, aims to enable the Secretariat to reach specific audiences which are divided below in 1) primary active audience stakeholders, who know about ICVA and have the ability and willingness to support our network and influence; 2) primary non-active audience stakeholders, who know about ICVA and could have the ability to support our network and influence but do not do so; and 3) secondary audience stakeholders, who may or may not know about ICVA, and represent an opportunity for us to engage further. A detailed breakdown of our audience groups can be found at the end of the document.

### 4. WHAT ARE WE COMMUNICATING

The messages below aim at ensuring our communication efforts converge towards supporting shared messages. These will help guide our overall communication efforts. Underlying sets of messages will be developed as relevant around different ICVA thematic focus, and will help guide our various communication projects. These underlying and overarching messages aim at defining our value proposition, and support the Membership and Fundraising Strategy efforts<sup>1</sup>.

Overarching message: ***We are a global NGO network for principled and effective humanitarian action***

- ⇒ *Voices of all our members are needed to shape policies according to humanitarian principles*
- ⇒ *The diversity of our network gives us a unique opportunity to influence policy making at all levels, be it regional, national, local*
- ⇒ *ICVA creates the space for NGOs to engage with relevant stakeholders and be heard on issues that matter*
- ⇒ *Our long-standing relationships position us as a leader in global humanitarian policy*
- ⇒ *Our expert led thematic content helps our members better navigate the humanitarian landscape*

Note: These are suggested overarching messages. It is suggested to have a set of key messages for each thematic focus area around which we will plan specific communication activities.

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<sup>1</sup> Links to ER3 and ER4 from ICVA Membership Strategy

## 5. WHAT WILL OUR COMMUNICATION ACHIEVE?

This strategy focuses on strengthening ICVA as a global NGO network for principled and effective humanitarian action by **consolidating** the communication approaches around our ways of working. It also focuses on **outreach** to new and evolving audiences and strategic partners, stakeholders and supporters. Lastly, the strategy aims at **leveraging** our membership for more collaborative engagement and cross-fertilization.

### OBJECTIVE 1: By 2021, comprehensive communication approaches will be consolidated around our ways of working

#### Audience:

Primary active and non-active audiences: Members, Affiliates, Observers, Other NGO Networks, Non-NGO Partners, Governments; and

Selected secondary audience: Potential Members/Non-Members, selected Regional Organizations

#### Expected Results (ER) 2019-2021 for objective 1:

- ⇒ **ER1a.** *Increased access to, promotion, and use of the content we produce and discussions we engage in on a day-to-day basis<sup>2</sup>.* ICVA content will be bundled into thematic communication packages which will each follow a standard dissemination plan for increased promotion and relevant, timely outreach.
- ⇒ **ER1b.** *Increased visibility around selected key ICVA content pieces.* ICVA will consider its main events and publications as key communication opportunities (i.e. annual conference, learning labs, other TBC) and will develop specific communication project plans to ensure story promotion ahead, during, and after the actual event. A standard template communication project plan will serve as the basis for each project.
- ⇒ **ER1c.** *Integration of the communication with policy/advocacy planning to leverage opportunities to influence.* In selected instances, specific communication products and outreach will be developed to support advocacy efforts.
- ⇒ **ER1d.** *ICVA staff and members act as communicators<sup>3</sup>.* Capacity of each staff will be enhanced for all to become active players of our communication to leverage our communications effort as a whole.

### Objective 2: By 2021, we will have INCREASED our outreach towards relevant audience and other influencers

#### Audience:

Primary active and non-active audience: Members, Affiliates, Observers, Other NGO Networks, Non-NGO Partners, Governments; and

Secondary audience: Potential Members/Non-Members, Regional Organizations, Academic Institutions, Other Stakeholders.

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<sup>2</sup> Links to ER10 from ICVA Fundraising Strategy

<sup>3</sup> See ER5 from ICVA Fundraising Strategy, ER1 to ER4 from ICVA Membership Strategy, and Objective 2 from Human Resources Strategy

## Expected Results (ER) 2019-2021 for objective 2:

- ⇒ **ER2a.** *Increased level of influence.* ICVA will expand its outreach in order to raise awareness among audiences that are not familiar with us, or non-active members, with the aim to allow more voices to be heard.
- ⇒ **ER2b.** *Ensure relevant content is targeted to relevant audiences.* This will be achieved by aligning with regional strategies and tailoring relevant content or information for specific audiences.
- ⇒ **ER2c.** *Create more opportunities for NGOs to be heard.* Offer opportunities for speaking engagements to “untapped” members and create a two-way dialogue with some partners who may not often be heard.

## Objective 3: By 2021, our relationships with members will be **LEVERAGED** for engagement<sup>4</sup>

### Audience:

Primary audience active and non-active: Members, Affiliates, Observers, Other NGO Networks, Non-NGO Partners, Governments;

## Expected Results (ER) 2019-2021 for objective 3:

- ⇒ **ER3a.** *Amplify our messages through members.* Increase our engagement with partners’ communication department to broaden our outreach and leverage members’ knowledge and capacity.
- ⇒ **ER3b.** *Build stronger sense of belonging among members.* Clarify ICVA’s expectations from members and ensure they know which role they can play.

## 6. IMPLEMENTATION and MEASURING SUCCESS

In line with the Communication Strategy, ICVA will develop a detailed annual communication workplan which will include the various communication channels, associated timeline and focal points. The workplan will be a living document, adapted as needed to ensure relevant implementation of the strategy.

The workplan will also include a specific set of metrics, monitored and reviewed every 6 months at a minimum, to allow communications efforts to be readjusted as needed.

## 7. BREAKDOWN OF OUR AUDIENCES

**Primary active and non-active audience** – high to medium level of knowledge of ICVA, ability to support and influence, but not all are actively engaged

- ⇒ **Members, Affiliates, Observers** - The staff of our members, affiliates, and observers, at the headquarters, regional and country levels.
- ⇒ **Other NGO Networks** - Membership networks, such as InterAction, the Steering Committee for Humanitarian Response (SCHR), Voice, Active Learning Network for Accountability and Performance

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<sup>4</sup> See ER1 to ER4 from ICVA Membership Strategy

(ALNAP), as well as the vast number of regional and country networks, which engage and interact with our Regional Hubs and beyond.

- ⇒ **Non-NGO Partners** - ICVA's policy and advocacy work brings it in touch with a number of strategically important partners, such as the Inter-Agency Committee (IASC), OCHA, UNHCR, other humanitarian UN agencies and the International Migration Organisation (IOM).
- ⇒ **Governments** - Governments, in their widest sense as donors, legislators, and affected states. This includes Permanent Missions based in Geneva and New York and the regional of the ICVA Regional Hub.
- ⇒ **Regional Organizations** - ICVA's Regional approach brings the network into regular contact with key Regional bodies, for example the EU, ASEAN, AU, ADB, etc. Some may naturally fit in the secondary audience section (i.e. EU)<sup>5</sup>

**Secondary audience** – medium to no level of knowledge of ICVA, opportunity to engage

- ⇒ **Potential Members/Non-Members** - NGOs who work and are involved in humanitarian operations.
- ⇒ **Regional Organizations** - ICVA's Regional approach brings the network into regular contact with key Regional bodies, for example the EU, ASEAN, AU, ADB, etc. Some may naturally fit in the primary audience section (i.e. ASEAN, AU, ADB)<sup>6</sup>
- ⇒ **Academic Institutions** – The ICVA Secretariat has identified influential departments of Universities and Academic Institutions that specialise in humanitarian study and continues to engage with academics providing insight and research into regional and global humanitarian challenges.
- ⇒ **Other Stakeholders** - Other actors relevant to humanitarian response. These include formal stakeholders, such as the military, and informal, such as solidarity, faith-based and Diaspora groups, and the private sector.

*Approved by ICVA Board  
14 November 2018*

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<sup>5</sup> Regional directions will provide further guidance on specific regional organizations to be targeted

<sup>6</sup> Regional directions will provide further guidance on specific regional organisations to be targeted



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**HUMAN RESOURCES**



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## 1. INTRODUCTION

The Human Resource Strategy 2019-2021 aims at integrating ICVA's culture, its staff and system by coordinating a set of actions to reach its goals (2019-2021 Strategic Plan). It must be aligned to ICVA's mission, vision and goals.

The increase in staff at ICVA, the Strategic Plan 2019-2021 supported by the enabling Strategic Plans and the Regional Directions but more generally, the changes in the sector and in the labour market require ICVA to reconsider how it manages and optimizes performance. This, in a time when the very essence of how, when and where people work and the value they place on work are shifting. The new and emerging technologies, working from multi-locations, staff from different cultures.... require adaptation from ICVA as it transforms the way work gets done.

Stability and low turn-over is expected for the duration of the Strategic Plan 2019-2021 with an objective of 20-22 permanent staff, support from consultants and increase of engagement from the members<sup>1</sup>.

## 2. SPECIFIC OBJECTIVES

### *Specific objective 1 – Values*

By 2021, a culture of integrity<sup>2</sup> with ethical decision making<sup>3</sup> is valued by the ICVA Secretariat, by the ICVA Board, by the ICVA membership and by externals.

**ER 1** - ICVA staff agree on actions/attitudes and monitor implementation (ie 2019 Communication agreement introduced in 2018 is used, monitored and developed).

**ER 2** – Protection against Sexual Exploitation and Abuse and Sexual Harassment systems in place at the ICVA Secretariat follow a continuous quality improvement process as maintaining and developing an organization culture which reduces the risk of miss-conduct and manages concerns adequately.

**ER 3** – The culture of the organization supported by systems minimizes the risk of fraud.

### *Specific objective 2 – Image*

By 2021, ICVA's strong and positive image is upheld and developed by ICVA Staff Secretariat.

ICVA Staff upholds and develops the ICVA image as per reference to the "2019-2021 Communication Strategy" and the "2019-2021 Membership Strategy". The Membership Strategy is basis of ICVA's legitimacy and calls on ICVA Secretariat's key role in strengthening ICVA's credibility. The Communication Strategy focuses on strengthening ICVA as a global NGO network for principled and effective humanitarian action by consolidating the communication approaches around our ways of working. It also focuses on outreach to new and evolving audiences and strategic partners, stakeholders and supporters. Lastly, the strategy aims at leveraging our membership for more collaborative engagement and cross-fertilization.

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<sup>1</sup> See Membership Strategy 2019-2021

<sup>2</sup> Integrity is the quality of being honest and having strong moral principles. The honesty and truthfulness or accuracy of one's actions.

<sup>3</sup> Ethical decision-making refers to the process of evaluating and choosing among alternatives in a manner consistent with ethical principles.

### **Specific objective 3 – Staff engagement<sup>4</sup>**

By 2021, systems to optimize attraction, retention, engagement and performance of ICVA Secretariat staff are adapted, implemented and monitored.

**ER 5** – Performance management system for staff enable to track and measure progress throughout the year. (In 2018-2019, review of job descriptions, reviewed assessment system, review and assessment systems in place).

**ER 6** – Adequate systems and tools and spaces are offered for staff to speak openly about challenges, concerns, satisfactions and concerns. Management takes into consideration the staff inputs for continuous improvement.

**ER 7** – The diversity of the team in particular in terms of cultures, gender and generations is developed.

### **Specific objective 4 - Legal Requirements**

Ensure duty of care for its staff and legal requirements to protect ICVA are fulfilled

**ER 8** – The implementation of the Staff Regulations and other Staff Policies are monitored yearly and updated when necessary.

**ER 9** – Safety and security systems are in place and monitored.

**ER 10** – All staff and consultants are offered contracts which comply with laws, ordinances, rules and regulations.

*Approved by the ICVA Board  
14 November 2018*

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<sup>4</sup> Staff engagement at ICVA is understood as the emotional commitment staff have to ICVA and its goals.



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# **ICVA 2019-2021 MEMBERSHIP STRATEGY**



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The *Membership Strategy* is guided by the overall mission for ICVA, formulated as follows:

*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.*

Membership is the basis of ICVA's legitimacy. It is developed as one of the "enabling strategies" to implement the ICVA Strategy 2019-2021<sup>1</sup>.

## 1. GENERAL OBJECTIVE

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

## 2. SPECIFIC OBJECTIVES

### *Specific objective 1 – Member engagement*

By 2021, the engagement of ICVA's members that enhances ICVA's impact and outreach has increased.

As at 01/01/2019, ICVA has 107 members working in 160 countries. Total financial operational footprint of members is over 20 billion CHF. 75% of NGOs engaged in ICVA activities are southern NGOs, national NGOs, medium-sized and NGO fora.

- ⇒ ICVA develops models of engagement within the network to value a membership varying widely in size and scope. Members external engagements on behalf of ICVA are framed by the "Guidelines on External Representation". While all members have an equal voice, ICVA will facilitate for all its members to benefit and contribute according to their capacities and common priorities

### *Specific objective 2 – Recruitment*

By 2021, the recruitment of new members continues to reflect ICVA's diversity, humanitarian focus, and global dimension.

While the priority is given to engage better and more strategically with the existing members, yearly targets for recruitment of new members are set - at global and regional levels - considering the capacity to coordinate the engagement of new members.

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

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<sup>1</sup> Extract for ICVA Strategy 2019-2021 - *We will review our membership strategy, considering ways to improve the communication with and collaboration among our members. This will provide further clarity on how we engage, process and amplify membership views' and voices'. It will articulate approaches to the administration of membership services (from recruitment, to validation, to orientation), while ensuring continued prioritisation of maintaining diversity within the membership.*

Linking to the localisation agenda, ICVA is proactive in inviting and supporting national networks/fora to join the ICVA network. Recognising the challenges and opportunities of national networks/fora, a specific type of membership engagement for national networks/fora will be considered.

Partnership models with civil society organisations, other than NGOs, are developed as a complementary way to increase ICVA's influence and reach.

ICVA is engaged in an (informal) community of practice of global and regional networks and develop the potential to coordinate approaches on big issues.

The learning from partnership models and membership in Latin America prepare for the development of influence in Latin America for the period 2022-2025.

### **Specific objective 3 – Member Support**

By 2021, ICVA members' systems that prevent, mitigate and learn lessons from all forms of misconduct, fraud corruption, sexual exploitation and abuse, and sexual harassment are collectively strengthened.<sup>2</sup>

While recognising the collective work on issues related to misconduct, it is the individual responsibility of each ICVA member to have systems in place. ICVA members come together to share and exchange experiences and information, collaborate, leverage expertise, challenge and inspire each other to increase the capacities to have systems in place to prevent, mitigate, respond and learn on all forms of misconduct.

### **Specific objective 4 – Due Diligence**

By 2021, membership criteria strengthen ICVA's credibility.

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

All new members are compliant with the membership criteria. The clauses concerning the reaffirmation process of members is conducted prior to the 2020 General Assembly.

The dispositions in the Statutes concerning ICVA Membership (Part B) and in particular Article VII. Suspension, Termination of Membership are applied.

*Approved by the ICVA Board  
14 November 2018*

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<sup>2</sup> ICVA members have committed "...to have systems in place for preventing, detecting, and responding to abuse and misconduct". ICVA General Assembly March 2018



[www.icvanetwork.org](http://www.icvanetwork.org)

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