

Focus area - Forced Migration				
	Logic of intervention	Indicators of achievement	Sources and means of verification	Main activities 2022-2024
<b>Top outcome 2030</b>	Improved protection, assistance and durable solutions for refugees, internally displaced persons (IDPs) and migrants in vulnerable situations			
<b>Strategic Priorities 2022-2024</b>	1. Follow developments on the ground, in laws, policies and practices, ensuring NGOs have timely access to quality information and can influence such developments at all levels. 2. Engage in selected human mobility governance processes at global and regional level, focusing on refugees, IDPs and migrants in vulnerable situations.			
<b>Key Initiatives 2022-2024</b>	a) Global Compact on Refugees arrangements, including the second Global Refugee Forum to be organised in 2023, with a continued focus on protection and durable solutions for displaced populations. b) UNHCR's Strategic Framework for Climate Action and similar initiatives by NGOs and other international organisations designed to tackle forced migration linked to environmental hazards. c) Follow up to the recommendations from the High-Level Panel on Internal Displacement			
<b>Top outcomes 2022-2024</b>	<b>Collective NGO engagement and influence in FM policy is strengthened (outcome 1)</b>	ICVA convenes NGOs collective engagement to influence FM policy developments and provides a safe space for NGO collaboration, exchange and advocacy with key stakeholders		
	<b>NGO understanding of global and regional mobility governance processes is enhanced (outcome 2)</b>	ICVA enables, equips and mobilises NGOs through info sharing, tools and various initiatives		
	<b>Alliances by other NGOs and key stakeholders that promote the rights of refugees, IDPs and migrants in vulnerable situation are supported (outcome 3)</b>	ICVA supports alliances outside its membership that benefit the protection of refugees, IDPs and migrants in vulnerable situation		
<b>Outputs 2022-2024</b>	ICVA convenes NGOs to collectively engage with and influence FM policy developments and provides a safe space for NGO collaboration, exchange and advocacy with key stakeholders (output 1)	<ul style="list-style-type: none"> <li>Number of meetings organised by ICVA with and for members on FM</li> <li>Number of collective actions supported by ICVA on FM</li> </ul>	<ul style="list-style-type: none"> <li>Program reports</li> <li>Tools published by ICVA in its website</li> <li>Recording of meetings, learning events and exchanges organized</li> <li>External reports on global and regional mobility governance processes issues</li> <li>ICVA external evaluation</li> <li>Records of meetings/exchanges</li> <li>List of participants</li> <li>Website, ICVA bulletin and other communication sources (i.e. social media)</li> </ul>	<ul style="list-style-type: none"> <li>Hold Forced Migration Working Group (FMWG) Meetings to share information, develop joint analysis, strategize, and define advocacy priorities, particularly around Protection and Durable Solutions.</li> <li>Share summary and meeting notes to enhance the understanding of developments on Forced Migration at the global policy level.</li> <li>Convene and share relevant information with NGOs for their engagement with the High Commissioner's Dialogue on Protection Challenges and the 2023 GRF.</li> <li>Develop and issue 2-3 publications on important mechanism/tools linked to the GCR and GRF and organise workshops/webinars at global, regional and/or country level</li> <li>Run in partnership the International Migration Law Initiative</li> <li>Coordinate collective NGO statements to be delivered each year at the UNHCR Standing Committees and Executive Committee.</li> <li>Cooperate with NGOs ahead of and during the second Global Forum on Refugees to support their advocacy, ensure their meaningful participation and representation, including through pledges.</li> <li>Coordinate and strategize with NGOs and other stakeholders to follow-up the implementation of the recommendations of the High-Level Panel on Internal Displacement.</li> <li>Contribute to NGOs engagement with global initiatives to prepare and respond to forced migration and climate change, disasters, environmental degradation.</li> <li>Co-organize regular online dialogues between NGOs and UNHCR Regional Bureaus and contribute to the organization of UNHCR-NGO Regional consultations.</li> <li>Organise meetings with Member States and other relevant actors for ICVA members.</li> <li>Convene the Action Committee on Migration and support civil society engagement in the implementation of the Global Compact on Migration in the 2022 IMRF</li> </ul>
	ICVA equips NGOs for engagement in selected human mobility governance processes at global and regional level, focusing on refugees, IDPs and migrants in vulnerable situations (output 2)	<ul style="list-style-type: none"> <li>Number of tools produced and briefings/initiatives organised by ICVA</li> </ul>		
	ICVA supports alliances outside its membership that benefit the protection of refugees, IDPs and migrants in vulnerable situation (output 3)	<ul style="list-style-type: none"> <li>Number of joint actions with other actors (Member States, UN Agencies, etc...) on FM</li> </ul>		

3 outcomes: 3 outputs

Focus area - Humanitarian Financing				
	Logic of intervention	Indicators of achievement	Sources and means of verification	Main activities 2022-2024
<b>Top outcome 2030</b>	Humanitarian financing meets the needs of populations affected by crisis.			
<b>Strategic Priorities 2022-2024</b>	Advocate for NGO access to principled, quality funding. Quality funding encompasses a range of initiatives to ensure that humanitarian funding streams are flexible and resilient to adjust to shocks and needs as they arise and channelled as directly as possible to front-line responders – especially local and national partners.			
<b>Key Initiatives 2022-2024</b>	a) Maintained ICVA leadership role in key humanitarian platforms that shape finance policy with donors and agencies, such as the Grand Bargain and IASC bodies. b) Close engagement with OCHA Pooled Funds to improve funding pass-through to NGOs and increase participation of local partners. c) Facilitation of the engagement between NGOs and UN agencies to negotiate simplified and harmonised conditions of partnership.			
<b>Top outcome 2022-2024 (1)</b>	<b>NGOs have improved access to quality funding that is predictable, timely, and flexible</b>	Financial reporting systems indicate improved NGO access to quality funding		<ul style="list-style-type: none"> <li>Engage with donors and UN agencies to identify and resolve political blockages to implementation of existing commitment to improve the efficiency of humanitarian finance</li> <li>Lead engagement with core UN humanitarian agencies to propose solutions to further simplify and harmonize partnership agreements, terms &amp; conditions, and guidance to reduce burdens on field staff</li> <li>Engage and assess from an NGO perspective the OCHA Country Based Pooled Funds implementation</li> <li>Facilitate improved understanding of existing use of quality funding (multi-year, flexible)</li> <li>Advocate within the IASC system and with donors to expand use of quality funding in partnership agreements while maintaining required accountability.</li> <li>Support NGO engagement in the Grand Bargain process through direct representation in caucuses and workstreams</li> <li>Facilitate dialogue with agencies and donors to clarify common accountability expectations.</li> <li>Further develop NGO understanding and policy position on financing of operations in HDP- Nexus contexts.</li> <li>Support the dialogue on sources of innovative finance to connect humanitarian NGOs to new funding options</li> <li>Advance the development of risk management tools and guidance for frontline humanitarian practitioners.</li> </ul>
<b>Supporting Outputs 2022-2024</b>	ICVA effectively facilitates improvements in access to quality funding through engagement in the Grand Bargain, IASC, and other humanitarian fora.	Completed facilitation efforts accurately reflect the ICVA member voice and NGO interest in timely, flexible, multi-year funding.	<ul style="list-style-type: none"> <li>Documentary review of revisions to partnership agreements, finance policy, and lessons learned</li> </ul>	
	ICVA advances the dialogue on sources of innovative finance to connect humanitarian NGOs to new funding options.	Non-traditional funding sources are effectively connected to the humanitarian space		
<b>Top outcome 2022-2024 (2)</b>	<b>NGOs benefit from reduced administrative burdens in partnership agreements</b>	ICVA supports advocacy on reduction of administrative burdens of humanitarian finance	<ul style="list-style-type: none"> <li>Recording of consultation meetings held with NGOs on improving quality funding</li> <li>Annual partnership surveys and feedback</li> <li>Reported humanitarian financial flows through FTS and related systems</li> </ul>	
<b>Supporting Outputs 2022-2024</b>	ICVA engages directly with donors and UN agencies to identify and resolve political blockages to implementation of existing commitment to improve the efficiency of humanitarian finance.	Negotiated agreements are reached on political blockages		
	ICVA effectively advocates for the reduction of administrative burdens of humanitarian finance on frontline responders through simplification and harmonization of partnership agreements, terms & conditions, and guidance.	Revised partnership agreements of the core UN Agencies reduce administrative burdens		
<b>Top outcome 2022-2024 (3)</b>	<b>NGO organisational capacity on risk management is strengthened</b>	ICVA pursues improvements in access to qualitative funding		
<b>Supporting Outputs 2022-2024</b>	ICVA advances the development of risk management tools and guidance for frontline humanitarian practitioners.	NGOs are supported to deliver on their mandate through sharing of good practices, peer to peer learning and other tools		
	ICVA facilitates NGO advocacy efforts with UN and donors on sanctions and counter-terror measures linked to humanitarian funding streams.	Advocacy points accurately reflect aggregated NGO concerns in key humanitarian contexts		

Focus area - Coordination				
	Logic of intervention	Indicators of achievement	Sources and means of verification	Main activities 2022-2024
<b>Top outcome 2030</b>	People and communities affected by crisis are better protected and served through strengthened principled and coordinated NGO action.			
<b>Strategic Priorities 2022-2024</b>	Strengthen the collective ability of NGOs to engage with and influence a range of existing or emerging coordination mechanisms, to ensure they are inclusive, contextualised and fit-for-purpose in supporting principled and effective humanitarian action.			
<b>Key Initiatives 2022-2024</b>	Engagement with and support of the work of the Inter-Agency Standing Committee (IASC), including through championing greater inclusion and leadership of diverse NGO representation in all coordination mechanisms at global, regional and national levels. Intensification of investments in supporting NGO Fora as central actors within national coordination structures, addressing impediments to principled NGO action, and continuing advocacy for alternative models of coordination to support principled and effective humanitarian assistance today and in the future.			
<b>Top outcomes 2022-2024</b>	<b>Principled and coordinated NGO intervention in humanitarian settings is enhanced through strengthened NGO coordination and engagement on humanitarian access issues (outcome 1)</b>	ICVA supports sustained collective NGO advocacy and action to improve access in humanitarian contexts		
	<b>ICVA and its members are better prepared to individually and collectively address the impacts of COVID-19 and of future pandemics and their advocacy for equitable vaccine delivery to vulnerable communities is coordinated, targeted and effective (outcome 2)</b>	ICVA supports NGOs to collectively address the impact of COVID-19 and their advocacy for equitable access to vaccines in humanitarian contexts		
	<b>Coordination mechanisms at national, regional and global levels are more inclusive (outcome 3)</b>	ICVA supports the inclusion of diverse actors in coordination mechanisms at national, regional and global levels		
<b>Outputs. 2022-2024</b>	ICVA supports NGOs in 8 humanitarian contexts to collectively analyze and respond to barriers and impediments to humanitarian access ( <a href="#">output 1</a> )	<ul style="list-style-type: none"> <li>Humanitarian access impediments faced by NGOs are jointly analysed</li> <li>NGOs are supported to develop and effect advocacy strategies to promote humanitarian access at country, regional and global level</li> <li>National and local NGOs are supported to analyze and address specific barriers and opportunities for advocacy on humanitarian access, in line with humanitarian principles</li> </ul>	<ul style="list-style-type: none"> <li>Program reports</li> <li>Tools published by ICVA in its website</li> <li>Recording of meetings, learning events and exchanges organized</li> <li>External reports on access, quality funding, equity and inclusion of all in vaccination efforts and localization issues</li> <li>ICVA external evaluation</li> <li>Country reports analyzing impediments (due to sensitivity of content not to be published)</li> <li>Records of meetings/exchanges</li> <li>List of participants disaggregated per status of NGO (international, national, local)</li> <li>The advocacy strategies developed</li> <li>Website, ICVA bulletin and other communication sources (i.e. social media)</li> </ul>	<p><b>Output 1 Activities</b></p> <ul style="list-style-type: none"> <li>Establish an NGO member working group on Humanitarian Access Advocacy and map ongoing or planned initiatives by members</li> <li>Analyse the access impediments facing NGOs and related advocacy strategies in eight contexts</li> <li>Support drafting action plans for NGOs in the 8 contexts to strengthen collective advocacy to address the impediments</li> <li>Support NGO Fora in 8 focus countries and globally to take engagement on humanitarian space and access issues forward in their own contexts, including through engagement with UN Resident / Humanitarian Coordinators and Humanitarian Country Team.</li> <li>Support written statements and briefings or other engagement by NGOs with States and regional inter-governmental organizations on access related issues.</li> <li>Ensure ongoing engagement of NGOs with the SA on Humanitarian Space and organize at a yearly high-level meeting for NGOs</li> </ul> <p><b>Output 2 Activities</b></p> <ul style="list-style-type: none"> <li>Develop or expand ICVA communication to members, including updates, webinars/briefings and learning papers, and engage ICVA members through a COVID-19 Vaccine Working Group.</li> <li>Support NGOs and NGO Fora to strengthen campaigns addressing vaccine hesitancy, managing misinformation and implementing targeted communication efforts to engage communities in Sub-Saharan Africa             <ul style="list-style-type: none"> <li>Increase participation and influence of local, national, and regional actors, members of ICVA or with which ICVA works, in global policy while maintaining support for translating from global to the local level</li> <li>Develop and manage a procedure for monitoring of vaccine and treatment progress, funding and identification of gaps and challenges in rollout of vaccines to complement ongoing interagency efforts</li> </ul> </li> </ul> <p><b>Output 3 Activities</b></p> <ul style="list-style-type: none"> <li>Develop specific interventions to address gaps in priority underperforming countries</li> <li>Increase participation and influence of local, national, and regional actors, members of ICVA or with which ICVA works, in global policy while maintaining support for translating from global to the local level</li> <li>Support senior NGO profiles to access the RC/HC Pipeline, Deputy Humanitarian Coordinator positions</li> </ul>
	ICVA supports collective NGO engagement and advocacy on issues related to COVID-19, its impacts and equity in access to vaccine ( <a href="#">output 2</a> )	<ul style="list-style-type: none"> <li>Percent of ICVA members that report positively an increased engagement on issues related to COVID-19 and vaccinations in humanitarian settings</li> <li>Number of ICVA member NGOs and partner NGO Fora that are supported to advocate in different forums for equity and inclusion of all in vaccination efforts</li> </ul>		
	ICVA increases participation and influence of diverse NGO voices in the humanitarian system at national, regional and global levels ( <a href="#">output 3</a> )	<ul style="list-style-type: none"> <li>Number of diverse actors and particularly national/regional NGO supported to engage in the new IASC structures.</li> </ul>		



Transformations				
	Logic of intervention	Indicators of achievement	Sources and means of verification	Main activities 2022-2024
<b>Top outcome 2030</b>	Strengthen the commitment to and the understanding of what the 5 transformations (1) of the network mean in practice through all ICVA focus areas and ways of working. <i>(1) a. Champion principled humanitarian action (HUMANITARIAN PRINCIPLES) b. Addressing the impact of climate change on humanitarian action (CLIMATE) c. Being globally distributed and locally rooted (LOCAL/GLOBAL) d. Being diverse, inclusive and living our values (DIVERSITY/INCLUSIVENESS) e. Proactively engaging in agile collaborative partnerships (PARTNERSHIPS)</i>			
<b>Strategic Priorities 2022-2024</b>	HUMANITARIAN PRINCIPLES - Demonstrate ongoing pro-active advocacy for the respect of independent humanitarian action and the protection of the civic space required for independent action (a).			
	CLIMATE - Clarify our role as humanitarian actors and what we can offer in engaging with others in terms of mitigating and adapting action to the increasing impact of climate change on humanitarian needs and in terms of innovating to minimise the negative environmental impact of our own operations (b).			
	LOCAL/GLOBAL - Take and stimulate concrete steps to create an environment where the diversity of humanitarian NGOs are able to meaningfully contribute to discussions and decision-making with support and resources available (c)			
	DIVERSITY/INCLUSIVENESS - Further established a global network of Members more diverse and more deeply rooted in the regions and countries impacted by humanitarian crisis (d).			
	PARTNERSHIPS - Further promote principled partnerships and re-enforce our established place as convener for collective action and key interlocutor in the humanitarian system (e).			
<b>Key Initiatives 2022-2024</b>	HUMANITARIAN PRINCIPLES - Collaboration with ongoing initiatives and organisations working on IHL and humanitarian principles benefiting ICVA members for the work on the ground (a) CLIMATE - Implementation of the five commitments and motion to action on climate and humanitarian action adopted by the 18th ICVA General Assembly, May 2021 (b) LOCAL/GLOBAL - Scaling up in regions and sub-regions including through the NGO Fora Support Programme to support local, national, regional, and global advocacy work, leveraging off the voices of those closest to the issues at hand (c) DIVERSITY/INCLUSIVENESS - Initiatives on duty of care influence the implementation of commitments to better address health, safety, and security issues for all NGO personnel, regardless of status and nationality (d) PARTNERSHIPS - Pro-active initiatives enhancing the capacity of ICVA members and of other diverse actors to truly collaborate, giving up control in favour of collective influence and in a way which is primarily shaped by those experiencing or closest to humanitarian needs (e)			
<b>Top outcomes 2022-2024</b>	HUMANITARIAN PRINCIPLES - Principled and coordinated NGO intervention in humanitarian settings is enhanced through strengthened NGO coordination and engagement on humanitarian access issues (a)	ICVA supports sustained collective NGO advocacy and action to improve access in humanitarian contexts		
	CLIMATE - Broader NGO humanitarian community better understand how NGOs can reduce their impact of climate change by accelerating its own action and increase its environmental sustainability in-line with commitments of the Climate and Environment Charter for Humanitarian Organisations (b)	ICVA supports NGOs to deliver on their mandate through sharing of good practices, peer to peer learning and other tools to climate and humanitarian action		
	LOCAL/GLOBAL - National and International NGO Fora and NGOs at national, regional and global level are better equipped to support front line operational NGOs by placing a special focus on strengthening local leadership including transfer of funds, ownership and decision-making power to local partners.	ICVA supports NGOs to deliver on their mandate through sharing of good practices, peer to peer learning and other tools to equip front line operational NGOs		
	DIVERSITY/INCLUSIVENESS - Organisational capacities of NGOs are enhanced on respect of diversity considerations	ICVA supports NGOs to deliver on their mandate through sharing of good practices, peer to peer learning and other tools to proactively address issues of bias and racism both at the organizational and individual, personal level as well as to promote best practices for safeguarding, ensuring protection from sexual exploitation and abuse (PSEA) and fulfilling a duty of care.		
	PARTNERSHIPS - Agile and effective partnerships with diverse stakeholders leverage ICVA's collaborative advantage	ICVA promotes the critical importance of the Principles of Partnership and, where relevant, challenges to change partnering practices so that multi-stakeholder collaboration can become truly transformational		
<b>Outputs 2022-2024</b>	HUMANITARIAN PRINCIPLES - ICVA supports NGOs in 8 humanitarian contexts to collectively analyze and respond to barriers and impediments to humanitarian access	For 8 humanitarian contexts: a. Humanitarian access impediments faced by NGOs are jointly analysed b. Access-related advocacy strategies are developed at country level c. National and local NGOs are supported to analyze and address specific barriers and opportunities for advocacy on access, in line with humanitarian principles	Country reports analyzing impediments (due to sensitivity of content not to be published) Records of meetings/exchanges List of participants disaggregated per status of NGO (international, national, local) The advocacy strategies developed Website, ICVA bulletin and other communication sources (i.e. social media)	1. Establish an NGO member working group on Humanitarian Access Advocacy and map ongoing or planned initiatives by members 2. Analyse the access impediments facing NGOs and related advocacy strategies in eight contexts 3. Support drafting action plans for NGOs in the 8 contexts to strengthen collective advocacy to address the impediments 4. Organize meetings in the eight countries to discuss how to take forward the advocacy strategy 5. Support NGO Fora in 8 focus countries and globally to take engagement on humanitarian space and access issues forward in their own contexts, including through engagement with UN Resident / Humanitarian Coordinators and Humanitarian Country Team. 6. Support written statements and briefings or other engagement by NGOs with States and regional inter-governmental organizations on access related issues. 7. Ensure ongoing engagement of NGOs with the SA on Humanitarian Space and organize at a yearly high-level meeting for NGOs 8. Support NGO contribution to IASC and other UN entities related work on addressing the negative impact of counter-terrorism measures and bureaucratic impediments on NGOs. 9. Identify and support three ongoing initiatives on improving respect for IHL and/or humanitarian principles 10. Draft guidelines on NGO engagement in advocacy for principled humanitarian access, with a specific focus on local and national NGOs
	CLIMATE - ICVA strengthens the organisational capacities of NGOs adapting to increasing impacts of climate change and minimising their impact on the environment when providing assistance	The online ICVA Learning Stream on Climate Change and Humanitarian Action includes a series of four to five webinars in 2022. ICVA develops and promotes with ICVA members practical ways and support in applying the Charter Commitments and sharing lessons learned on how the commitments can be translated into practice. ICVA engages with donors and partners to promote the Charter and initiatives on climate change and humanitarian action	Program reports Tools published by ICVA in its website Recording of meetings, learning events and exchanges organized Website, ICVA bulletin and other communication sources (i.e. social media) Charter and Climate change related initiatives ICVA secretariat and members are engaged and connected with ICVA and member engagement in platforms related to climate change	Organise the online ICVA Learning Stream on Climate Change and Humanitarian Action including a series of four to five webinars in 2022. Ensure the follow-up of learning events. Identify and support three initiatives to promote the Climate and Environment Charter for Humanitarian Organisations. Contribute to the IASC work on addressing climate change Engage with donors and NGOs to discuss and share NGO challenges, concerns and opportunities Engage individually with ICVA members for them to be accountable to the implementation of the five commitments and motion to action on climate and humanitarian action adopted by the 18th ICVA General Assembly, May 2021 (including considering signing of the Climate and Environment Charter).
	LOCAL/GLOBAL - ICVA supports the localisation agenda through capacity strengthening activities and contribute to improving participation and representation of NGOs in humanitarian coordination structures at country level.	Local and National NGO participation in humanitarian coordination structures at country level is improved through the operationalization of IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms Local and national NGOs benefit from ICVA capacity strengthening activities on risk management, duty of care, environmental sustainability of programs, PSEA and respect of diversity considerations The progress on localisation at country level is measured Women leading NGOs and CBOs are supported in their leadership role	Program reports Tools published by ICVA in its website Recording of meetings, learning events and exchanges organized	1. Conduct assessments on localization progress in three countries (using the localization measurement framework) 2. Conduct multi-stakeholder discussions on the operationalization of the IASC Guidelines on localization in each of the four regions 3. Conduct an inter-regional peer-to-peer exchanges among women leading NGOs/CBOs 4. Conduct at least one/year Women's Humanitarian Leadership Training for local and national women-led NGOs and CSOs in the selected countries with a key focus on strengthening leadership, collective advocacy, donor and partner engagement and policy influence
	DIVERSITY/INCLUSIVENESS - ICVA support the localisation agenda through capacity strengthening activities and contribute to improving participation and representation of NGOs in humanitarian coordination structures at country level.	Disseminate tools on PSEA (including as partner of the RSO alliance). Leadership culture is further developed and a governance diversity policy is applied including for the leadership recruitment of the Secretariat. Implement the commitments of the Road Map Call to Action on Protection from Gender-Based Violence in Emergencies and share experiences and best practices within ICVA network to inspire to do more and to do better.	Program reports Tools published by ICVA in its website Recording of meetings, learning events and exchanges organized	1. Produce and disseminate adapted tools on PSEA and/or respect for diversity consideration 2. Organize 2 webinars/exchanges on improving mainstreaming of diversity (gender, age, disability, etc.) considerations in humanitarian action 3. Contribute to the IASC work on Accountability to Affected Population. 4. Develop the diversity culture at governance level. 5. Affirm the goal, objectives, and core principles of the Call to Action by adopting, implementing and creating awareness - within the ICVA network - organizational policies on gender-based violence and gender equality in humanitarian action and on protection from sexual exploitation and abuse. Make public commitments to at least two Key Action Areas of the Road Map. Submit an annual public report on progress in meeting the commitments.
	PARTNERSHIPS - ICVA supports and strengthens principled partnerships (ref. Principles of Partnership) through innovative and skilled management of collaborative processes and work plans.	ICVA members and other stakeholders benefit from effective and principled partnership approaches facilitated, introduced or co-initiated by ICVA.	Program reports Tools published by ICVA in its website Recording of meetings, learning events and exchanges organized	Reinforce the « Big Issue » partnership of CEOs/EDs of NGO networks from different sectors (initiative led by ICSC and ICVA). Two peer to peer CEO/ED meetings/year and one key collective initiative. Develop the "Business case" on complementarity of system support organisations (mainly NGO membership networks). One key collective initiative. Connect the NGO networks from donor countries. One peer to peer CEO/ED meetings/year Support the Nexus discussions and implementation of supporting activities through the existing engagement (IASC, OECD, NGO groups)



Enablers (membership, communication, human resources, funding)				
	Logic of intervention	Indicators of achievement	Sources and means of verification	Main activities 2022-2024
<b>Top outcome 2030</b>	The internal conditions are met for ICVA to develop fully as a global NGO network for principled and effective humanitarian action			
<b>Top outcomes 2022-2024</b>	<b>MEMBERSHIP</b> ICVA's influence and reach is increased through the credibility and legitimacy of its membership base offering a unique and diverse global humanitarian network.	<ul style="list-style-type: none"> <li>The ICVA General Assembly in March 2024 gives indications on the influence and reach of ICVA (number of members attending, number of members proposing a candidate for board elections).</li> <li>The 2022-2024 External Impact report analyses ICVA's influence and reach.</li> </ul>		
	<b>FUNDING</b> <ul style="list-style-type: none"> <li>Total yearly donor income of 3 to 3,5 million CHF (not including membership fees) for the implementation of the ICVA Strategy 2022-2024.</li> <li>The understanding of ICVA's value proposition to consolidate and attract a strong and representative supporter base is strengthened.</li> <li>Development and expansion of ICVA through collaborative efforts between the Secretariat, members and between members themselves, taking advantage of the knowledge and connectedness of members</li> </ul>	Donor income from 2022-2024 is approx. 10 mi CHF and total funding (including membership fees) approx 11,5 Mi CHF.		
	<b>HUMAN RESOURCES</b> Harness the benefits of flexible working and thinking of ICVA Secretariat to contribute in tackling the most urgent challenges in reference to the ICVA2030 Strategy.	High performance and stability of ICVA Secretariat team enabled by a culture of integrity with ethical decision making.		
	<b>COMMUNICATION</b> <ul style="list-style-type: none"> <li>Consolidated comprehensive communication approaches around ICVA focus areas</li> <li>Increased outreach towards relevant audience and other influencers</li> <li>Relationships with members leveraged for engagement</li> </ul>	External impact study 2022-2024, documents the increased outreach and role of communication strategy.		
<b>Outputs 2022-2024</b>	<b>MEMBERSHIP</b> <ul style="list-style-type: none"> <li>The engagement of ICVA's members that enhances ICVA's impact and outreach has increased.</li> <li>The recruitment of new members continues to reflect ICVA's diversity, humanitarian focus, and global dimension.</li> <li>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.</li> <li>ICVA membership criteria strengthens ICVA's credibility</li> </ul>	<ul style="list-style-type: none"> <li>Models of member engagement adapted to the size and scope of the members are developed.</li> <li>20% of members have made measurable commitments for the duration of the strategic plan - to contribute to the network's impact and outreach</li> <li>ICVA is pro-active in recruiting at least three strategic members/year</li> <li>Collective work on issues related to misconduct (including RSH alliance program)</li> <li>Membership and reaffirmation criteria are fit for purpose within current NGO environment</li> </ul>	Annual monitoring of annual workplan on membership and reporting to the board on achievements	<ul style="list-style-type: none"> <li>Development and stimulation of models of member engagement</li> <li>Valuing existing measurable commitments of ICVA members to contribute to the network's impact and outreach</li> <li>ICVA Board Membership committee identifies and is active in recruiting new strategic members.</li> <li>PSEA programme (RSH alliance)</li> <li>Membership and reaffirmation criteria are reviewed before GA 2024</li> <li>ICVA@60 commemorations for the 60th anniversary of ICVA (in Geneva 9th March 2022 and in regions during 2022)</li> <li>ICVA shares offices and services with ICVA members and other NGOs: shared offices and services in Geneva (NGO Humanitarian Hub as from 01/07/2022) and management of hosting agreements with ICVA members</li> </ul>
	<b>FUNDING</b> <ul style="list-style-type: none"> <li>A robust case for support is developed and promoted.</li> <li>Awareness raising of ICVA's mission, Strategy, activities and impact increases supporter's trust.</li> <li>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 legitimized by its membership.</li> </ul>	Yearly donor income of 3 to 3,5 million CHF and 0,5 CHF million member sheep fees ensuring paramaters for sustainability.	Annual monitoring of annual workplan on fuding and reporting to the board on achievements	Annual budget, sustainability plan and financial statements.
	<b>HUMAN RESOURCES (draft)</b> <ul style="list-style-type: none"> <li>A culture of integrity with ethical decision making is valued by the ICVA Secretariat, by the ICVA Board, by the ICVA membership and by externals.</li> <li>ICVA's strong and positive image is upheld and developed by ICVA Staff Secretariat.</li> <li>Systems to optimize attraction, retention, engagement and performance of ICVA Secretariat staff are adapted, implemented and monitored.</li> <li>Duty of care for ICVA Secretariat staff and legal requirements to protect ICVA are fulfilled.</li> </ul>	<ul style="list-style-type: none"> <li>External and internal reports to the board report on the Protection against Sexual Exploitation and Abuse and Sexual Harassment systems at the ICVA Secretariat and the continuous quality improvement process reflecting an organizational culture which reduces the risk of miss-conduct and manages concerns adequately.</li> <li>Annual assessment reports for all staff as part of the performance management system for staff enable to track and measure progress throughout the year.</li> <li>Adequate systems and tools and spaces are offered for staff to speak openly about challenges, concerns, satisfactions and concerns.</li> <li>The diversity of the team in particular in terms of cultures, gender and generations is further developed.</li> <li>Annual external audit on systems does not reveal concerns on any contracting which do not fully comply with laws, ordinances, rules and regulations.</li> </ul>	Annual monitoring of annual workplan on human resources and reporting to the board on achievements. HR focal point report to the board, External Trsuted Person annual report to the board.	<ul style="list-style-type: none"> <li>ICVA tackles stock of the current leadership culture, clarifies further what is needed for the future and accompanies the change process.</li> <li>New ED recruited in March 2023, used as an opportunity to accelerate the ongoing board discussion on diversity (Transformation 4 of the ICVA2030).</li> </ul>
	<b>COMMUNICATION</b> <ul style="list-style-type: none"> <li>Increased visibility of selected key resources and events.</li> <li>Integration of the communication with policy/advocacy planning to leverage opportunities to influence.</li> <li>Capacity building of ICVA staff as communicators.</li> </ul> <ul style="list-style-type: none"> <li>Expanded outreach to ICVA target audiences by 30% by 2024.</li> <li>Increase support to ICVA members in their advocacy efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Social media, Bulletin and web indicators</li> <li>Outreach to ICVA target audience (30% increase)</li> <li>Annual case studies on impact and on how influence is achieved</li> </ul>	Annual monitoring of annual workplan on communication and reporting to the board on achievements	<ul style="list-style-type: none"> <li>Promote new ICVA website</li> <li>Communicate on the ICVA2030 strategy</li> <li>Be accountable to ICVA members and other stakeholders by communicating results (ie Annula reports, Impact study 2019-2022 and 2022-2024; General Assembly 2024...)</li> <li>Communicate on support material and results</li> <li>Support ICVA members in the collective advocacy</li> </ul>