

# ANNUAL REPORT



International Council of Voluntary Agencies  
Conseil International des Agences Bénévoles  
Consejo Internacional de Organizaciones Voluntarias

# ICVA Mission Statement

Adopted by the 12<sup>th</sup> ICVA General Assembly, February 2003

## ICVA – An Advocacy Alliance for Humanitarian Action

*The International Council of Voluntary Agencies (ICVA) is a non-profit global association of non-governmental organisations that works as a collective body to promote, and advocate for, human rights and a humanitarian perspective in global debates and responses. The heart of the ICVA mission is to support NGOs to protect and assist people in need, to address the causes of their plight, and to act as a channel for translating patterns and trends into advocacy.*

*ICVA seeks to strengthen NGOs as a part of civil society through the relationships among member organisations from around the world. It facilitates the sharing and creative use of practical experience and strategies to promote and protect human rights, including those of refugees and displaced peoples, and to provide humanitarian assistance from the perspective of justice and sustainable development. ICVA fosters partnerships among agencies for the sharing and dissemination of information to attain consensus among member agencies on prioritised issues in order to effect change, particularly at the international level.*

*ICVA advocates vis-à-vis governments and international agencies for a strong NGO role in efforts to secure human rights, prevent conflicts, prepare for disasters, and improve humanitarian responses to distressed populations. Through its cooperative and catalytic nature, it gathers and exchanges information and raises awareness on the most vital matters of humanitarian concern before policy-making bodies.*

*ICVA has been in existence since 1962. It works to secure the commitment of the world community to address injustice, ensure dignity and rights, and promote international strategies that attend to human needs. Today's NGO members are strengthened in their missions to provide global assistance through the power and persuasion of the ICVA alliance. Tomorrow's members will continue to enrich the network with experience and opinion and will strengthen the impact of this alliance in bringing about a just world.*

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# FROM THE CHAIR OF THE ICVA EXECUTIVE

Dear Colleagues and Friends,

Collaboration in the humanitarian world is not an option, it is a necessity. The humanitarian consequences of climate change, rising food prices, urbanisation, and new pandemics are only a few of the contemporary threats to human survival. They surpass the capacity of any single actor. Without partnership we will almost certainly fail to meet the needs of those we seek to serve.

The interdependence within the humanitarian community has received much greater attention in recent years. Particularly in the context of the UN-led humanitarian reform process, partnership has become part-and-parcel of our vocabulary, and hopefully, of our standard operating procedures. In taking the next step in moving our partnerships forward, a number of essential, and some long-standing, commitments challenge us to really focus on change.

First, the response to humanitarian crises must be built on the efforts, and through helping to increase the capacity, of local and national NGOs. To strengthen their capacities requires a fundamental change in the way international (non-governmental) organisations work: by finding ways to ensure local engagement in international response mechanisms. As the only humanitarian network that brings together NGOs from around the world, ICVA is in a unique position for leading this reorientation. ICVA hopes to be a catalyst for change in terms of shifting the focus from the usual contractual or implementing relationship. Instead, long-term partnership in which partners set joint goals and priorities is what we need to seek. ICVA will continue its advocacy for this change in behaviour.

Second, UN-NGO humanitarian collaboration must be strengthened by NGOs being more pro-active in the humanitarian reform process. One of the main problems for NGO engagement with the clusters is comparable to the idea of being forced to wear someone else's clothes. While the principles that underpin the cluster concept are valuable and important, cluster

## ICVA'S STRUCTURE

### *General Assembly*

- ◆ All ICVA members
- ◆ Meets once every three years: the 14<sup>th</sup> General Assembly will be held on 3-4 February 2009
- ◆ Sets the strategic direction of the network, including adopting a three-year strategic plan
- ◆ Elects the Executive Committee

### *Executive Committee*

- ◆ On behalf of the General Assembly, the Executive Committee (EXCOM) oversees the formulation and implementation of strategies, policy, and membership decisions, and activities for ICVA
- ◆ 11 ICVA members (nine members elected by the General Assembly; two co-opted for gender and regional balance)
- ◆ Elects ICVA's Chair, Vice-Chair, and Treasurer, who are responsible for maintaining the humanitarian identity and integrity of ICVA's mission
- ◆ Meets twice a year and takes additional decisions electronically

### *ICVA Secretariat*

- ◆ Based in Geneva to implement ICVA's strategic and annual plans and priorities on a daily basis, as decided by the General Assembly and the EXCOM
- ◆ Maintains regular communication with the membership in order to provide and solicit information
- ◆ Represent members' views in various international forums

# COMMITTEE

practices have been driven primarily by UN-styled processes and ways of working. The issue of different cultures and approaches between the UN and NGOs has, in my view, never been more apparent. NGOs can, and should, take the initiative to improve the functioning of the clusters and tailor them to their needs and expectations. For example, we can insert the *Sphere Humanitarian Charter and Minimum Standards in Disaster Response* into the approach. In addition, NGOs should capitalise on donor governments' acknowledgements that the new humanitarian financing mechanisms could be better tailored to the needs of NGOs and beneficiaries. The focus of ICVA's work with regards to the reform process in 2007, which continues in 2008, has been to feed field-based NGO experiences on the clusters and other parts of the reform into the Inter-Agency Standing Committee (IASC) and related coordination bodies.

Third, we must seize the opportunity to be more strategic and coherent in our efforts to set the humanitarian agenda. An effort to examine how collaboration can actually enhance our work within the humanitarian community, and within the ICVA network, was started with the Humanitarian Futures Programme at King's College in 2007. This initiative will help set ICVA's strategic direction in the next 5-10 years. By working with ICVA members throughout 2008, a number of useful tools will be produced to help the humanitarian community understand how best to collaborate for the most effective humanitarian response. The project will also help ICVA better service the varying needs of its diverse membership so as to utilise the full strength of this global humanitarian network. This project fits well within ICVA's activities in the context of the IASC and Global Humanitarian Platform (GHP) and the *Principles of Partnership* (PoP). Diversity and complementarity can only be realised if partners working together in these bodies are willing and able to listen to each other's intentions and objectives. Setting the humanitarian agenda together on an equal footing, however, is a labour-intensive process. However, doing "business as usual" is no longer good enough. The ICVA membership, as a whole, must push itself to work as a true network to respond better to humanitarian needs.

Each member agency and staff person, it is hoped, will see opportunities to answer the ongoing critical questions and advance this critical agenda by enhancing true North-South partnerships within the entire humanitarian enterprise. Please report to us at the ICVA Secretariat about your successful initiatives.

With best collegial wishes,  
Tom Getman  
Chair, ICVA Executive Committee

## ICVA'S ROLE AND ADDED VALUE

The five primary functions through which ICVA adds value to the work of its members are:

1. Information-sharing;
2. Advocacy and representation, particularly in terms of putting issues on the international agenda;
3. Strengthening the NGO community and voice;
4. Facilitating relationships with international organisations, governments, and other partners; and
5. Enhancing NGO visibility through representation.

# GHP: BETTER PARTNERSHIPS FOR BETTER

The creation of the Global Humanitarian Platform (GHP) in 2006 marked an important moment for humanitarian organisations. For the first time, a neutral space for dialogue was created where representatives of the three main pillars of the humanitarian community could meet on an equal footing. There had been a recognition that while NGOs, the International Red Cross and Red Crescent (RC/RC) Movement, and the International Organization for Migration (IOM) and UN humanitarian agencies all work together in responding to humanitarian needs, they needed to work better together as true partners to increase their effectiveness.

The only body at the international level, prior to the GHP's creation, where these humanitarian actors would come together, was the Inter-Agency Standing Committee (IASC). The IASC, however, is a UN creation where the UN agencies are members and others are standing invitees. While this distinction may not make a difference in terms of being able to express views, the agenda and the decisions that come out of the IASC primarily represent a UN perspective.

ICVA saw the creation of the GHP as an opportunity for the voices and concerns of the NGO community and the International RC/RC Movement to be heard and taken seriously, and as such, committed to moving it forward. After all, the GHP was created partly as a reaction to the way in which the UN-led humanitarian reform process had been rolled out, where the NGO and RC/RC voices were set aside by the UN, and the role of national and local structures were mainly ignored.

ICVA continued to post documents related to the GHP, including various translations of the PoP, on the website: [www.globalhumanitarianplatform.org](http://www.globalhumanitarianplatform.org).

The backdrop of UN-led humanitarian reform, within which the GHP was created, is the reason why one of the first goals of the GHP was to agree on how we define partnership in order to contribute to improved humanitarian outcomes. *Principles of Partnership* (PoP) were drafted and “tested” in three countries in 2007 – within the Panama regional hub (with testing in El Salvador), in Indonesia, and also in Zimbabwe. In each

country, NGOs, the RC/RC Movement, and the UN and IOM discussed the draft principles to see how their partnerships were working in each country.

The annual GHP meeting in July 2007 looked at where the challenges in partnership lie, based on the three countries and feedback received on the draft PoP. ICVA brought NGO representatives from El Salvador and Zimbabwe to the meeting to share their experiences of partnership and discussions on the PoP in their countries. Working with OCHA, the ICVA Secretariat helped to pull together the findings from the three countries and other feedback on the PoP to prepare the background documentation for the GHP, which drew out some of the lessons on how partnership could be improved.

# HUMANITARIAN RESPONSES

The PoP – equality, transparency, result-oriented approach, responsibility, and complementarity – were endorsed by the organisations attending the GHP meeting in July 2007 and all committed to using them in the day-to-day work of their organisations. The PoP can be used as a means to hold each other accountable and should become part-and-parcel of all activities. Just as the *Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs* was drafted by a small group of humanitarian organisations, but is now commonplace in the humanitarian community, the PoP will hopefully be seen at the same level of importance by even more humanitarian organisations over time.

By agreeing to the five principles, there is at least an initial commitment to working as better partners so that we can have more effective humanitarian responses, which is a positive step forward. Moving beyond the words on paper and making the behavioural changes that are necessary to put the PoP into action is the bigger challenge. Organisational change needs to be instituted to ensure that the PoP are incorporated into all aspects of our humanitarian work. Without embedding the PoP into staff values and throughout organisations, they risk becoming just another example of lofty ambition. Given the negative impact of poorly managed partnerships on the people with whom, and for whom, we work, we cannot afford to set aside the PoP.

## TALK BACK

To subscribe to ICVA's newsletter, *Talk Back*, send an e-mail with the subject "subscribe" to [talkback@icva.ch](mailto:talkback@icva.ch).

## NGO-DONOR MEETINGS

In many of the formal meetings that take place at the international level, it is difficult to get down to the real issues. Governments, UN agencies, and even NGOs take particular positions in those meetings, partly because they have to (for political reasons), but partly because the format of the meetings is not necessarily conducive to frank discussion. Many of the meetings around the UN-led humanitarian reform process have resulted in institutional positions being put on the table for the benefit of donors or agencies, while many of the real challenges remain unaddressed.

In order to facilitate a more open discussion between donors and NGOs, the ICVA Secretariat and the United Kingdom Permanent Mission in Geneva co-hosted an NGO-donor meeting in July 2007 to talk about aspects of the UN-led humanitarian reform process, humanitarian financing (prior to the Good Humanitarian Donorship meeting with the IASC), and the Global Humanitarian Platform (GHP) meeting. The informal, off-the-record nature of the discussion meant that various challenges were put on the table, donors and NGOs could compare notes, and concrete suggestions were put forward. There was a feeling – from both the NGO and donor sides – that such meetings should be continued from time to time, which the ICVA Secretariat has since been hosting.

# REPRESENTING THE VIEWS OF NGOs ON

## RANKING GOOD DONORS

An interesting contribution to the humanitarian financing aspect was the development of a Humanitarian Response Index (HRI) by DARA, an independent non-profit Madrid-based organisation, which ranked donors against the Good Humanitarian Donorship (GHD) principles and good practice. The ICVA Secretariat was represented on the advisory group of the HRI, where it tried to ensure that the practice of donors was the main focus, as opposed to the general principles, which apply to broader humanitarian action. When the HRI was launched, there were mixed reactions from donors, including criticisms about the methodology. The long-term impact of pushing donors to deliver according to their GHD commitments through such an index remains to be seen, but it has the potential to provide a push for better donor practices.

The integration of the UN's multiple functions in the areas of peace, security, development, human rights, and humanitarian work has been identified as the way forward for the UN when it comes to peacekeeping missions. UN integrated peacekeeping missions have been around for several years now, but the effectiveness and efficiency of these missions have not yet been brought to fruition. ICVA has kept the issue high on its agenda because, from a humanitarian perspective, integration may do more harm than good. When humanitarian action is made part of the toolbox used to establish peace and security, humanitarian concerns may become easily subjected to political interests and wheeling and dealing.

In an effort to move the debate on integration forward, the Norwegian government organised a year-long process during 2007, holding several regional seminars and a final global event in Oslo. ICVA was asked to represent NGO thinking on the concept of integration on several of these occasions. Given the diversity presented by the NGO community, the representa-

tion of membership views is no minor task. On the issue of integrating humanitarian coordination into what is a predominantly political or military structure, however, ICVA has found that many member organisations share similar concerns. In May 2004, NGOs strongly criticised the acquisition of OCHA in Liberia by the UN mission. More recently, NGOs in Afghanistan lamented the lack of a humanitarian agenda as the UN mission, UNAMA, focused its efforts on reconstruction and state-building without reacting to the increased humanitarian needs caused by the war.

In bringing these experiences to the Norwegian-organised seminars, a principal contribution from ICVA has been to highlight how humanitarian and political agendas can be at odds with each other. For example, a Humanitarian Coordinator (HC) may find an immediate conflict of interests if s/he is to negotiate humanitarian access, while also being deputy to the Secretary-General's Special Representative, which makes her/him part of a UN integrated mission: on the political side, s/he can only relate to government officials; the humanitarian imperative dictates that s/he speaks to all parties to the conflict, even those that the political side has identified as 'bad guys'.

In recognising the complications inherent in integrated missions, the Norwegian government has recognised that a clear distinction and division should be made between the coordination of humanitarian efforts and integrated peacekeeping missions. One crucial question that has come up, in this respect, relates to the difficulty of drawing boundaries between what is humanitarian and what is not. As noted in the 2005 ICVA Annual Report, multi-mandate NGOs, in particular, must realise that they may contribute to the confusion if they "carry out both humanitarian and development or peace-building activities simultaneously in one country."



# INTEGRATED MISSIONS

Earlier in 2007, ICVA's Conference in Geneva focused on the implications of the UN's search for coherence, as demonstrated in the form of integrated missions, for partnership with humanitarian NGOs. At the Conference, keynote speaker Søren Jessen-Petersen referred to, what he called, the "growing hijacking of humanitarian action by political bodies," which he felt had been a process starting in the early nineties. He called for a stronger humanitarian voice in the political domain and for "a dialogue [between political actors and humanitarians] that respects the humanitarian principles of impartiality and neutrality, not as secondary to achieving the agreed outcomes, but as a central element in pursuit of the outcomes."

The area where the interests of humanitarian organisations and those in integrated peace missions may converge is on the protection of the civilian population. Humanitarian NGOs, including ICVA member agencies, have repeatedly pointed out in the past that their efforts to protect populations in danger have marginal impact in the midst of ongoing violence or armed conflict. Such a protection role could feasibly fall on the plate of international peace-keeping forces. With its member agencies, therefore, ICVA will continue to push for a role for NGOs in the planning and design phase of integrated missions in order to: 1) maintain a clear distinction between humanitarian action and the mission's activities, and 2) ensure that integrated missions understand the protection of civilians as a key, integral part of their mandate and the troops' terms of engagement.

## **MORE ATTENTION TO THE CENTRAL AFRICAN REPUBLIC**

When an inter-agency mission travelled to the northwest of the Central African Republic (CAR) to highlight attention to the humanitarian needs there in 2006, there was a commitment to have a follow-up mission six months later. The follow-up mission, which took place in May 2007, included several of the original mission members, including a representative from the ICVA Secretariat, as well as a new representative from the UN Development Group Office. The mission, this time, travelled to the northeast of the country to look at the humanitarian response.

There were considerable improvements since the first mission in terms of the presence of humanitarian actors in the country, both on the NGO and UN side, as well as better partnerships being forged between them. The humanitarian response was meeting more needs, but there were still gaps in the response, including in terms of: protection and human rights; information management and data collection; security; and humanitarian funding. There also remained a need for more transition/development actors and funding. The mission's report highlighted a number of recommendations on how to address the existing gaps.

The formula of bringing together various actors on such a mission, once again, proved to be a positive experience that could be repeated elsewhere. Working together to bring attention to a neglected crisis seems to be quite effective. In the end, however, no matter what improvements could be made on the humanitarian and/or development side, the root causes of the conflict still have to be addressed by political actors.

# THE EVOLUTION OF REFORM

When the Emergency Relief Coordinator, John Holmes, took up his position in 2007, there were numerous questions about what he would do with the UN-led humanitarian reform process that his predecessor had put in place just two years before. The answer was that he saw the way forward as “evolution, not revolution.”

More than two years after the UN-led humanitarian reform process started, the evolutionary pace continued in 2007. ICVA and its members continued to follow and participate in the various aspects of reform. While the cluster pillar of the reform process rolled ahead with more countries adopting the cluster approach, efforts to improve the speed of getting money from humanitarian funds (like CERF – the Central Emergency Response Fund) to the NGOs delivering aid continued, but with minimal progress. The pillar of reform meant to strengthen the Humanitarian Coordinator (HC) system finally got dedicated resources within OCHA to move the issue forward, but continues to play second fiddle to the Resident Coordinator (RC) system. One single attempt to deploy an HC from the NGO community lasted only a matter of weeks. The original fourth pillar of reform – benchmarking and standards – seems to have crumbled with little fanfare and has been replaced by partnership as the “foundation” of reform, with the linking of partnership to the humanitarian reform process now happening on a more regular basis (*see also piece on GHP*).

Many of the findings that were articulated in the 2006 self-assessment of the cluster approach continued to be challenges and were reiterated in the first phase of the external evaluation, which was undertaken in 2007. Time and time again, local and national NGOs were inadequately included in the cluster approach for various reasons, including not being invited or facing language barriers. There was still confusion about what the “provider of last resort” concept exactly meant. In several cases, there were debates among UN agencies as to whether or not clusters could be implemented because of concerns around how host governments might react. ICVA continued to advocate for the genuine inclusion of national and local NGOs in the clusters at the field level and continued to facilitate the involvement of members in the global clusters.

The clusters were originally put in place to try and improve the way that humanitarian response was being carried out in situations of internal displacement. Previously, there had been too little predictability in the way that the UN would respond to situations of internal displacement where the government was unable or unwilling to meet the protection and assistance needs of internally displaced persons (IDPs). The very reason for which the clusters were put into place – to ensure a more predictable and accountable response from the UN side – was sometimes pushed aside because of political considerations. The clusters, after all, are not meant to challenge State sovereignty, but are meant to help make humanitarian response better coordinated and more effective. This message needs to be better sold to governments.

Humanitarian financing, the “second pillar” of reform, has seen some attempts to try and find solutions to the disbursement challenges particularly around the Central Emergency Response Fund (CERF). NGOs do not have direct access to the CERF, and so must get funds for projects via a UN agency or the International Organization for Migration (IOM). The many instances of opaque decision-making on the allocation of the CERF funds and the slowness of disbursements to NGOs caused much frustration. A partnership task force – in which ICVA members

and the Secretariat participated and where Southern NGOs were brought in on ICVA's insistence – was set up to try and lay out some of the challenges with suggestions on how to address those challenges, but little follow-up was done by the agencies.

The attempt to strengthen the Humanitarian Coordinator (HC) system (the “third pillar” of reform) had more movement in 2007 than in previous years. The year started off with the unprecedented appointment of an NGO representative as HC in Uganda. Unfortunately, the new HC did not have a soft landing as the ground had not been well-prepared for her arrival in the country. More generally, the OCHA doctrine on HCs seemed to focus on longer term solutions by insisting that improving the HC system should primarily be achieved by continuing existing practice, i.e. appointing Resident Coordinators (RC) who would also serve as HCs. Few of the RCs, however, have any humanitarian knowledge or experience and “refreshing” the group of current RCs would take a significant period of time. The plans that are being spearheaded by OCHA, along with the HC Issues Group, where ICVA plays a strong role in pushing NGO concerns, will help to shape a better cadre of HCs/RCs. The result of this strategy, however, is that the original commitment to draw HCs from a pool that would also include NGO candidates is one that has fallen by the wayside, unless these NGO representatives also want to become RCs.

From the NGO side, the HC/RC “double-hatting” continues to cause frustration, in particular when the HC/RC prioritises his/her relations with the government over making progress in fulfilling humanitarian needs in that country. Along similar lines, the appointment of HCs in consultation with the IASC remained an artificial process in 2007. In one case, where ICVA raised objections to a candidate, with similar reservations expressed by a UN agency, the result was no HC appointment and no alternative candidate being put forward.

Importantly, the HC strengthening project within OCHA realises that in order to have stronger HCs, there is also a need for stronger OCHA offices to support those HCs. There is a need now for the highest levels of OCHA management to take that realisation more seriously and to ensure that OCHA offices in the field are adequately supported by headquarters and that the right staff are put in place to support the work of HCs, even if they are combined RC/HCs.

Overall, the reform continued to move ahead, but with some of the main priority areas not getting the adequate attention or movement desired by NGOs. One of the consequences of the labour-intensive reform process is that it has become difficult for NGOs to set the humanitarian policy agenda, as they end up following processes put in place by the UN. While some large NGOs can afford to have staff who can engage in the various processes, smaller NGOs often have difficulty finding the resources to enable them to do the same. However, even bigger member organisations depend on the ICVA Secretariat to feed them with regular information about the numerous processes associated with humanitarian reform.

In this context, ICVA will continue to push for the concerns of NGOs to be addressed through all aspects of the reform process so that humanitarian response in situations of internal displacement can be improved, including through more consistent incorporation of the *Principles of Partnership* throughout the clusters.

# THE EXISTENTIAL ANGST OF THE IASC

2007 could be described as a year of existential angst for the Inter-Agency Standing Committee (IASC), which produced few concrete outcomes. When the IASC was first created in 1991 by UN General Assembly Resolution 46/182, the humanitarian landscape was quite different. The Resolution provides the image of the IASC as a centralised coordination body with a senior UN official, the Emergency Relief Coordinator, on top. Now, more than 15 years later, the question is whether the IASC at the international level remains a tool for the ERC to discharge his responsibilities in a top-down manner or whether it is a body for humanitarian coordination where each actor at the table has an equal role that allows agencies to decide how they can relate to each other and build on each other's plans and activities?

Clearly, since 1991, the role of NGOs and the International Red Cross and Red Crescent (RC/RC) Movement in humanitarian action has dramatically increased. NGOs and the RC/RC Movement work in a very decentralised fashion. Back in 1991, it may have made more sense for the IASC to engage in operational coordination of humanitarian responses from the headquarters level. Now, such operational coordination is best left to those carrying out the response on the ground.

So, in today's environment, what role should the IASC play in terms of humanitarian coordination? There are different views of what the IASC is best suited to do and where its added-value lies (or could lie). Several ICVA

member agencies have pointed to their involvement in a number of the IASC's subsidiary bodies, such as the one on *Mental Health and Psycho-Social Support in Emergencies*, which they found very useful. The *IASC Task Force on Safe Access to Firewood and Alternative Energy in Humanitarian Settings* was formed following an initiative by the Women's Commission for Refugee Women and Children, an ICVA member.

An IASC Working Group retreat, for which ICVA made an in-kind contribution by providing an external facilitator, saw deep confusion and differences of opinion over the IASC's role and functions. Should the IASC be a body that takes decisions on the basis of prepared conclusions and action points and where agencies can be held to account if they do not follow up on their commitments? Or should it be a more flexible and open dialogue on issues of common concern, which allows agencies to decide what they take with them from the meeting? Again, a centralised or decentralised vision for the "system" seems to be at the root of these conceptual differences.

## ENGAGING MORE STRATEGICALLY WITH WFP

Through the IASC and various processes associated with the UN-led humanitarian reform process, as well as the Global Humanitarian Platform, ICVA and its members have frequent engagement with the World Food Programme (WFP). In the 2007 ICVA Annual Plan, the intention to engage more with WFP on strategic issues was partially addressed through these forums, as well as through increased engagement with the annual WFP consultations with NGOs. These consultations provide an opportunity to discuss both operational and policy areas of interest to WFP and NGOs. The ICVA Secretariat has become more engaged in the consultations in the last several years, not only by participating, but also by presenting and chairing sessions, which helps to further put NGO concerns on the table. At the same time, much more needs to be done from the ICVA side to engage more strategically with WFP in the future.

## WEBSITE PASSWORDS

Each staff member of an ICVA member organisation is entitled to a password to the ICVA website: [www.icva.ch](http://www.icva.ch). ICVA members simply need to send a message to [webmaster@icva.ch](mailto:webmaster@icva.ch) requesting a username and password.

RC/RC agencies and NGO consortia, which attend on the basis of standing invitations. While this non-discrimination might have a positive impact on equal participation, in reality most of the non-UN agencies prefer not to be lumped together as “IASC agencies.” They, including ICVA, would like to see that different views and positions are recognised and recorded in IASC meetings. The decision on the clusters in December 2005, for example, did not receive non-UN endorsement, but little of this dissent was communicated to the outside world afterwards.

In trying to get the IASC back on track, a certain level of ambiguity with regards to its existence is inevitable. Some view it as a central decision-making body for the humanitarian community, while others maintain the position that it is a body that helps to create a better understanding of the comparative advantages of other agencies in carrying out humanitarian work. These differences are not irreconcilable, provided that the agenda is relevant and the discussions compelling.

ICVA has invested, and will continue to do so, in making the IASC process work. NGOs may be able to step up their participation at the international level. Similar developments can be witnessed at the country level where IASC-like structures have been created. Also at this level, NGOs may have the opportunity to demonstrate that they can provide leadership as well as participate in coordination efforts. Return on these investments, however, will only become visible if NGOs are able to set (part of) the agenda and are genuinely committed to the IASC and its outcomes.

One critical element for the IASC is its composition. Different from the Executive Committee for Humanitarian Affairs (ECHA), which is a UN-only body, the IASC brings together UN agencies, IOM, the World Bank, the RC/RC Movement and three NGO consortia: ICVA, InterAction, and the Steering Committee for Humanitarian Response. On paper, the IASC consists of full members and standing invitees. In reality, little difference exists between the UN agencies, which are full members, and the

## BUILDING SAFER ORGANISATIONS

ICVA hosted the Building Safer Organisations (BSO) project for over three years, during which time training materials were produced and training courses run on how organisations could investigate allegations of sexual exploitation and abuse by humanitarian workers. A Training Handbook and Guidelines were also produced on complaints and investigations procedures, which are available on ICVA's website at: [www.icva.ch/bsa](http://www.icva.ch/bsa).

The need to have adequate complaints mechanisms in place and the capacity to investigate complaints is, unfortunately, not only limited to cases of sexual exploitation and abuse. In order to expand the scope of the work already done by the BSO and to build upon it in the framework of broader accountability, the project was moved to the Humanitarian Accountability Partnership–International (HAP) in April 2007 and was later merged into HAP's Complaints Handling Unit.

See [www.hapinternational.org](http://www.hapinternational.org) or contact the BSO team by e-mail at: [secretariat@hapinternational.org](mailto:secretariat@hapinternational.org) for the latest information on the BSO project.

# THE RESPONSIBILITY TO PROVIDE

International humanitarian law provides the rules that oblige warring parties to accept impartial offers of humanitarian assistance, should the civilian population under their control remain without adequate supplies essential for their survival. No such rules exist for situations other than armed conflict. Attempting to fill this void, the International Federation of Red Cross and Red Crescent Societies (IFRC) created a programme to develop an international legal framework for the response to non-conflict related disasters since 2001, also known as International Disaster Response Law (IDRL). In November 2007, the 30<sup>th</sup> Conference of the Red Cross and Red Crescent adopted the *Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance*. In 2007, the ICVA Secretariat made repeated calls for the membership's attention and involvement in this important endeavour.

International NGOs are among the actors to benefit from this framework. There are countless examples of where customs officials and other authorities have unnecessarily held up the speedy transfer of relief items and personnel to disaster-affected areas. The guidelines – a label indicating an unfortunate watering down from the initial attempt to develop legally binding rules – provide for the granting of legal facilities that allow humanitarian organisations expedited entry for staff, goods, and equipment.

These privileges come at some cost. Organisations must be able to demonstrate that they meet the criteria for professional humanitarian actors. The NGO-led initiative to develop the *Sphere Humanitarian Charter and Minimum Standards in Disaster Response* has been one such example, which demonstrates that NGOs have become professionals. The IDRL guidelines refer to the following criteria: organisations must have no other motives than humanitarian ones and be guided by humanitarian principles; they must be responsive to the special needs of vulnerable groups; involve the affected populations; coordinate with authorities and other organisations; employ competent staff; and do no harm to longer-term reconstruction and development. The IDRL drafting process was closely followed by ICVA. Earlier IDRL versions tried to include a system for certifying or accrediting organisations, but these efforts turned out to be too complex or controversial. Who would be responsible for accrediting or developing a list of pre-screened organisations? Clearly, the host government's sovereignty includes the prerogative to determine who it allows on its territory to provide emergency relief, but there remains a risk that some governments may abuse pre-screening efforts and take arbitrary decisions. An internationally recognised single entity that could undertake an accreditation role in a neutral fashion that would be acceptable to all governments does not exist.

In convincing governments of disaster-affected countries to admit foreign aid agencies into their countries, NGOs should start using, and promoting the use of, the IDRL guidelines. One source of (binding) international law is customary law, which is formed by a general and consistent practice and *opinio juris*, i.e. the sense that the practice derives from a legal obligation. In other words, repeated use of, and reference to, IDRL may contribute to its legal force.



# HUMANITARIAN ACCESS

Obviously, naivety is to be avoided. Even with a legally binding IDRL, governments that have been obstructing international humanitarian assistance are likely to continue to be difficult. The responsibility to provide humanitarian access in cases where a population is inadequately provided with the means essential to its survival is one that falls within the notion of sovereignty. To make governments aware of this responsibility with a legal framework in hand is the least humanitarians can do in advocating for respect of minimum humanitarian norms. ICVA is committed to doing its part in promoting IDRL.

## SELECTION OF MEETINGS HOSTED BY ICVA IN 2007

January	Meeting on Somalia with NGOs and ICRC
January	Meeting on Uganda with NGOs
February	ICVA Annual Conference – <i>How Compatible are UN Coherence and Humanitarian Partnership?</i>
February	Meeting of NGOs with Elisabeth Rasmussen, who became the first NGO representative to be appointed as HC in Uganda
February	Meeting of the Protection Cluster on UNHCR's IDP Protection Policy
March	Consultation with NGOs on IFRC's Draft <i>Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance</i>
March	ICVA – NGO Lunch to prepare Emergency Directors meeting
June	Joint ICVA/UNHCR NGO Meeting on the 'One UN' Reform Initiative (co-hosted)
July	Briefing for NGOs and donors by Greg Hansen of the Feinstein International Centre, on Iraq and the Humanitarian Agenda: 2015 <i>Taking Sides or Saving Lives: Existential Choices for the Humanitarian Enterprise in Iraq</i>
July	Meeting with Eric Chevallier, Conseiller auprès du Ministre – Crises et conflits, French Foreign Ministry, and NGOs on Darfur and Chad
July	Launch of <i>The UN Peacebuilding Commission One Year On</i> , a report prepared by ActionAid, CAFOD, and CARE on the UN Peacebuilding Commission (co-hosted)
July	Global Humanitarian Platform pre-meeting (co-hosted)
July	Informal NGO-donor meeting (co-hosted)
August	Teleconference to prepare NGO statements to UNHCR's Executive Committee
September	UNHCR's Annual Consultations with NGOs (co-hosted)
October	Side Event during UNHCR's Executive Committee on <i>How Can We Improve the ExCom Conclusions Process?</i>
October	Meeting with RC/HC Ethiopia and NGOs
November	NGO meeting with OCHA to discuss the Humanitarian Coordinator (HC) Strengthening Project
December	Teleconference to prepare for the <i>High Commissioner's Dialogue on Protection Challenges</i>
December	NGO meetings with RC/HCs for Sudan, Chad, and Niger
December	NGO Meeting before the <i>High Commissioner's Dialogue on Protection Challenges</i>

*This list is not exhaustive, but aims to provide a flavour of the types of meetings that ICVA hosts. It does not include the numerous meetings in which ICVA participated nor the growing number of informal meetings.*

# SEARCHING FOR THE NGO VIEW

The strength of the ICVA network is in the potential to bring the views of a range of NGOs from both the South and the North to international forums. Being able to fully capitalise on this strength remains a challenge given the resource intensive processes that NGOs are often being forced to follow. For ICVA members, having ICVA allows them to feed into the debates, provided that they have the capacity to be active at the policy level.

Governments and UN agencies often seek – whether in meetings or in terms of positions on particular issues – the NGO view and ICVA is often asked to attend meetings as one of the few representative NGO networks. The reality is that, on many issues, there is rarely a single NGO voice. NGOs have diverse views, based on their backgrounds, the work they do, and their approach to advocacy. Yet in several UN forums, NGOs are forced to produce one NGO statement, to reflect what is often mistakenly seen as “the NGO view.” In fact, such statements can reflect some of the thinking and views within the NGO community, but can never provide an accurate representation of all NGOs’ views.

ICVA has a particular role when it comes to facilitating NGO input to UNHCR’s Standing and Executive Committees, as well as other forums, like the *International Conference on Addressing the Humanitarian Needs of Refugees and Internally Displaced Persons inside Iraq and in Neighbouring Countries* convened by UNHCR in April 2007. ICVA coordinates NGO statements to the various UNHCR meetings, which means pulling together the wide-ranging NGO views on a particular issue or topic into one coherent statement, which is short and to the point. In the case of the meeting on Iraq, ICVA worked closely with the NGO Coordination Committee in Iraq (NCCI) to prepare the draft statements.

## IMPROVING ICVA’S MEMBERSHIP CRITERIA

2007 saw an effort to make the ICVA network a group of reputable NGOs known for their attempts to continuously improve the quality of their programming and their accountability. By revising the criteria for membership for new members, there is now a greater focus on how NGOs apply humanitarian principles in their work, how they work with the *Sphere Humanitarian Charter and Minimum Standards in Disaster Response*, how they prevent sexual exploitation and abuse by staff, and how they apply the *Principles of Partnership (PoP)*, which were endorsed by the Global Humanitarian Platform in July 2007. A system to apply the revised criteria to current ICVA members will be put in place following the 14<sup>th</sup> General Assembly in 2009.

There is often a tension between how far advocacy NGOs want to push certain issues and the, sometimes, more cautious approach that operational NGOs may have because of the potentially negative impact on their programmes. One advantage of a joint NGO statement, however, is that there is a level of “protection” in such a statement precisely because it brings together a range of views anonymously. Naturally, NGOs will not always agree with everything that goes into a statement. It would also be undesirable to have all NGOs agree to everything in NGO statements as that would likely result in the lowest common denominator.

The goal of an NGO statement, which ICVA aims for in the context of UNHCR’s meetings, should be to ensure that the protection and assistance challenges facing refugees and other persons of concern to UNHCR are brought



to the attention of governments and UNHCR. It is up to NGOs to name those governments or agencies that need to be held to account for their role in protection and assistance. ICVA's facilitation role is made more challenging when there are differences of opinion among NGOs about how much criticism can be directed towards a government or UN agency, for example.

Based on concerns raised by some NGOs around a previously flexible drafting process, a series of discussions and consultations was undertaken with the NGO community throughout 2007 to find a way to address these concerns. The ICVA Secretariat prepared a discussion paper and sought the views of NGOs on ways to improve the drafting process. Discussions were also held in the ICVA Executive Committee, which clearly stated that the ICVA Secretariat should ensure that NGO statements be of high quality, that they address protection and assistance concerns, and that they should not be politicised.

The outcome of these various consultations was the adoption of a very formal process to draft NGO statements, starting two months before any UNHCR meeting. The result is that, often, statements are drafted before the background papers for the meetings are made available. There is also the possibility of an NGO disassociating from a statement if it disagrees with parts of a statement.

The *High Commissioner's Dialogue on Protection Challenges: Refugee Protection, Durable Solutions and International Migration*, which was held for the first time in December 2007, provided a unique opportunity for NGOs to speak in their own right at a UNHCR meeting. The result was a richer, more varied set of interventions during the meeting. Of course, only a certain number of NGOs with expertise on the topic were invited to the meeting, but perhaps having such smaller, more focused meetings where NGOs are allowed to speak in their own right is, in the end, more effective in terms of including the various views of NGOs.

While it is good to have a predictable system for arriving at NGO statements, there is the risk that too much rigidity moves the NGO world in the direction of the lengthy drafting processes in which the UN and governments engage. By putting in place a formal drafting process, we must be careful not to lose our added value in these forums, which is our ability to raise current protection and assistance concerns and to challenge UNHCR and governments when necessary.

*For the NGO statement drafting procedure, please visit: [www.icva.ch/doc00002416.html](http://www.icva.ch/doc00002416.html). Comments on the statement drafting process are always welcome: write to [secretariat@icva.ch](mailto:secretariat@icva.ch).*

# Principles of Partnership

## A Statement of Commitment

*Endorsed by the Global Humanitarian Platform, 12 July 2007*

The Global Humanitarian Platform, created in July 2006, brings together UN and non-UN humanitarian organizations on an equal footing.

- Striving to enhance the effectiveness of humanitarian action, based on an ethical obligation and accountability to the populations we serve,
- Acknowledging diversity as an asset of the humanitarian community and recognizing the interdependence among humanitarian organizations,
- Committed to building and nurturing an effective partnership,

... the organizations participating in the **Global Humanitarian Platform** agree to base their partnership on the following principles:

- **Equality**

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

- **Transparency**

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

- **Result-oriented approach**

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

- **Responsibility**

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

- **Complementarity**

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

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

## 10 PRACTICAL WAYS TO USE THE PRINCIPLES OF PARTNERSHIP (PoP)

1. Make explicit reference to, and use, the PoP in all partnership agreements/memorandums of understanding (MoUs) with the UN, other NGOs, and the Red Cross/Red Crescent (RC/RC) Movement and evaluate how all parties to the agreements/MoUs adhered to the PoPs.
2. Report in your annual reports on how you are putting the PoP into practice.
3. Ensure the PoP are part of the terms of reference/modus operandi of all coordination meetings/clusters.
4. In developing project proposals, refer to how the PoP will be used in the project's implementation.
5. In job postings, refer to the PoP and ask about candidates' views on partnership.
6. Ensure that partnership skills are an essential qualification considered when recruiting and appraising staff.
7. Use the PoP to advocate for improved performance from those in other humanitarian agencies and from the Humanitarian Coordinator (HC).
8. Ensure that Common Humanitarian Action Plans (CHAPs) and Consolidated Appeals Processes (CAPs) are developed in line with the PoP and potentially refer to how the PoP will form part of the coordination efforts in the country.
9. When talking to governments and local authorities, ensure that they know you will apply the PoP in your work.
10. When talking to media, refer to partnerships and how you are carrying them out with regard to the PoP.

ICVA Secretariat  
May 2008

# FINANCES

## Balance Sheet Statement as at 31 December, with comparative figures (all figures in Swiss francs)

	2005	2006	2007
<b>ASSETS</b>			
Petty Cash	1,016.60	1,253.55	1,211.40
<i>Cash in bank accounts</i>	<i>435,922.52</i>	<i>491,765.46</i>	<i>476,346.15</i>
UBS CHF	300,029.93	490,827.21	441,630.54
UBS CHF - Projects	135,892.59	938.25	34,715.61
<i>Accounts receivable and prepaid expenses</i>	<i>66,785.39</i>	<i>200,536.43</i>	<i>145,306.78</i>
Accounts receivable	8,566.55	52,165.69	129,395.00
Taxes on interest income	345.74	550.89	769.43
Prepaid expenses	32,047.30	0.00	15,142.35
US Bureau of Population, Refugees and Migration (PRM) via International Rescue Committee (IRC)	25,825.80	41,742.25	0.00
Canadian International Development Agency (CIDA)	0.00	10,760.00	0.00
US Bureau of Population, Refugees and Migration (PRM) via the American Council for Voluntary International Action (InterAction)	0.00	71,390.20	0.00
Office of US Foreign Disaster Assistance (OFDA) via the American Council for Voluntary International Action (InterAction)	0.00	23,927.40	0.00
Guarantee deposit	8,327.60	8,363.60	8,890.15
	<b>512,052.11</b>	<b>701,919.04</b>	<b>631,754.48</b>
<b>LIABILITIES</b>			
Accounts payable	37,022.05	18,479.30	6,833.20
IM World Aid (member loan due 31.12.98)	131,125.00	60,600.00	26,600.00
Accounts Payable IM World Aid	0.00	0.00	30,000.00
Accruals & Provisions	6,500.00	7,749.00	8,779.61
Foreign Affairs Canada	7,695.20	7,695.20	0.00
Canadian International Development Agency (CIDA)	161,686.25	0.00	0.00
Royal Danish Ministry of Foreign Affairs	41,121.40	39,996.40	36,910.89
Swedish International Development Cooperation Agency (SIDA)	0.00	33,537.92	44,924.78
Oak Foundation	0.00	163,236.30	0.00
Reach Out Refugee Protection Training Project	0.00	22,430.35	20,867.35
Reserve (-deficit) carry over at 31.12.	126,902.21	348,194.57	456,838.65
	<b>512,052.11</b>	<b>701,919.04</b>	<b>631,754.48</b>

ICVA's full audit report is available upon request from the ICVA Secretariat:  
[secretariat@icva.ch](mailto:secretariat@icva.ch).

**Statement of Income and Expenditures**  
**1 January to 31 December, with comparative figures**  
**(all figures in Swiss francs)**

	2005	2006	2007
<b>SUPPORT TO CORE COSTS</b>			
<i>Income</i>			
Membership fees	240,137.60	302,173.14	325,374.11
DANIDA Via Danish Refugee Council (DKK 500,000)	103,150.00	105,836.00	109,395.00
Norway - Ministry of Foreign Affairs via Norwegian Refugee Council (NOK 500,000)	59,175.06	93,073.50	108,159.50
Swiss Agency for Development and Cooperation (SDC)	100,000.00	100,000.00	100,000.00
Netherlands-Ministerie Van Buitenlandse Zaken	116,279.00	116,279.00	116,279.00
UNHCR, Switzerland (USD 25,000)	30,812.50	29,651.50	30,049.14
Stitching Vluchteling, Netherlands project, balance to core	786.75	-786.75	0.00
Wyrdwright in kind donation for website	0.00	59,595.50	0.00
American Red Cross (ARC) Tsunami 2005 contribution	0.00	22,089.00	0.00
Exchange rate gain and bank interest	207.90	558.40	646.55
ICVA's Expenses Invoiced to Projects	23,550.00	194,627.65	81,668.40
<b>Total income</b>	<b>674,098.81</b>	<b>1,023,096.95</b>	<b>871,571.70</b>
<b>SUPPORT TO CORE COSTS</b>			
<i>Expenses</i>			
Core salaries	283,705.40	388,590.73	452,172.97
Training Courses	0.00	0.00	34,586.08
Consultancy fees	9,022.00	0.00	0.00
Social charges	42,036.05	110,238.58	95,085.52
Other personnel charges	2,468.56	239.70	-1,803.80
Website related charges	44,724.40	66,948.60	9,281.68
Executive Committee	13,501.61	15,808.60	18,686.78
General Assembly	0.00	40,789.95	0.00
Office supplies/equipment/maintenance	43,428.69	15,923.25	15,799.17
Travel and representation charges	31,281.82	7,229.69	18,077.19
Publication and translation costs	9,120.26	12,921.85	10,118.07
Office rental and utilities	41,828.15	41,644.15	42,099.30
Postage and telecommunication costs	22,011.30	19,252.25	17,436.70
Audit and legal fees	3,000.00	4,900.00	13,311.70
Bank charges, exchange rate adjustment	1,481.12	580.45	1,196.42
Ad hoc project : Tsunami NGO Coordination project	26,383.70	0.00	0.00
Ad hoc project : ICVA External Evaluation	36,603.80	0.00	0.00
Ad hoc : Hosting of IASC Working Group Meeting, November 2005	5,163.00	0.00	0.00
Ad hoc : Sphere Project	0.00	24,422.48	12,983.16
Ad hoc : ICVA Mission	0.00	4,007.21	0.00
Ad hoc : ICVA Conference	0.00	31,638.44	22,100.55
Miscellaneous	305.00	0.00	0.00
<b>Total expenses</b>	<b>616,064.86</b>	<b>785,135.93</b>	<b>761,131.49</b>
<b>Excess of income over expenses or - expenses over income</b>	<b>58,033.95</b>	<b>237,961.02</b>	<b>110,440.21</b>

# FINANCES

	2005	2006	2007
<b>Increasing NGO Engagement with the IASC</b>			
<i>Income</i>			
<b>Fund balance previous year</b>			
Swedish International Development Cooperation Agency			33,537.92
<b>Grant received</b>			
Funded by Swedish International Development Cooperation Agency	121,945.80	99,487.79	
	121,945.80	99,487.79	
<b>Total income</b>	<b>121,945.80</b>	<b>133,025.71</b>	
<i>Expenses</i>			
Travel	23,375.22	24,826.38	
Food & drink	0.00	0.00	
Hotel, transportation, per diem	0.00	0.00	
Supplies	322.55	34.55	
Workshop ICVA Administration	1,470.11	0.00	
Contribution ICVA Administration	63,240.00	63,240.00	
	88,407.88	88,100.93	
<b>Reimbursements</b>			
Swedish International Development Cooperation Agency	0.00	0.00	
<b>Funds available at the end of the year</b>			
Swedish International Development Cooperation Agency	33,537.92	44,924.78	
<b>Total expenses</b>	<b>121,945.80</b>	<b>133,025.71</b>	
<b>Excess of income over expenses or - expenses over income</b>	<b>0.00</b>	<b>0.00</b>	

## Building Safer Organisations Project

### *Income*

#### **Fund balance previous year**

##### **Phase I**

US Bureau of Population, Refugees and Migration (PRM)

via IRC outstanding

45,497.95

-25,825.80

-41,742.25

Canadian International Development Agency (CIDA)

288,014.85

161,686.25

-10,760.00

##### **Phase II**

US Bureau of Population, Refugees and Migration (PRM)

via InterAction / 57,612 USD

0.00

0.00

-71,390.20

Office of U.S. Foreign Disaster Assistance (OFDA)

via InterAction / 19,410 USD

0.00

0.00

-23,927.40

OAK Foundation

0.00

0.00

163,236.30

Spent in 2006 to be reported in 2007

0.00

0.00

-25,518.80

UNHCR

6,420.00

0.00

0.00

	2005	2006	2007
<b>Grant received</b>			
<b>Phase I</b>			
US Bureau of Population, Refugees and Migration (PRM) via IRC (2005 20,236 USD)	166,245.45	25,825.80	41,742.25
US Bureau of Population, Refugees and Migration (PRM) via IRC (Jan/Feb 2006/ 25,371 USD)		32,543.40	0.00
<b>Phase II</b>			
US Bureau of Population, Refugees and Migration (PRM) via InterAction (57,612 USD)	0.00	0.00	71,390.20
Office of U.S. Foreign Disaster Assistance (OFDA) via InterAction (19,410 USD)	0.00	0.00	23,927.40
OAK Foundation (169,018 USD)	0.00	207,773.85	0.00
Ausaid Donation	0.00	0.00	146,880.00
Office of US Foreign Disaster Assistance via InterAction	0.00	0.00	25,329.94
US Bureau of Population, Refugees and Migration (PRM) via InterAction	0.00	0.00	129,058.95
	<b>166,245.45</b>	<b>266,143.05</b>	<b>438,328.74</b>
<b>Total income</b>	<b>506,178.25</b>	<b>402,003.50</b>	<b>428,226.39</b>

### Building Safer Organisations Project

#### Expenses

Personnel	150,222.42	155,273.00	56,850.50
Travel	88,843.18	21,119.05	18,191.50
Workshop expenses	0.00	60,367.00	49,409.33
Handbook supplies	845.35	5,842.55	3,270.54
Bank charges and interest	321.96	320.45	49.85
Handbook Consultancy	42,778.00	16,535.75	6,291.65
Handbook ICVA Administration communication office	26,116.67	89,172.26	16,830.00
Publication, Translation	0.00	46,816.10	8,331.20
Handbook regional workshops	58,379.13	0.00	0.00
Evaluation	0.00	33,328.35	0.00
	<b>367,506.71</b>	<b>428,774.51</b>	<b>159,224.57</b>
<b>Transfer project to Humanitarian Accountability Partnership International</b>			
Balance AusAID donation	0.00	0.00	143,038.00
Balance OAK Foundation donation	0.00	0.00	127,759.95
	<b>0.00</b>	<b>0.00</b>	<b>270,797.95</b>

#### Funds available at the end of the year

<b>Phase I</b>			
US Bureau of Population, Refugees and Migration (PRM) via IRC	-25,825.80	-41,742.25	0.00
Canadian International Development Agency CIDA	161,686.25	-10,760.00	0.00
<b>Phase II</b>			
US Bureau of Population, Refugees and Migration (PRM) via InterAction	0.00	-71,390.20	0.00
US Bureau of Population, Refugees and Migration (PRM) via IRC	0.00	0.00	0.00
Office of U.S. Foreign Disaster Assistance (OFDA) via InterAction	0.00	-23,927.40	0.00
OAK Foundation	0.00	163,236.30	0.00
Spent in 2006 to be reported in 2007	0.00	-25,518.80	0.00
	<b>135,860.45</b>	<b>-10,102.35</b>	<b>0.00</b>
<b>Total expenses</b>	<b>503,367.16</b>	<b>418,672.16</b>	<b>430,022.52</b>

**Excess of income over expenses or - expenses over income**

**2,811.09      -16,668.66      -1,796.13**

# FINANCES

	2005	2006	2007
<b>NGO Code of Conduct Commentary</b>			
<i>Income</i>			
<b>Fund balance previous year</b>			
Royal Danish Ministry of Foreign Affairs	0.00	0.00	39,996.40
<b>Grant received</b>			
Royal Danish Ministry of Foreign Affairs	60,081.00	41,121.40	0.00
Development Cooperation of Ireland	0.00	0.00	0.00
	<u>60,081.00</u>	<u>41,121.40</u>	<u>0.00</u>
<b>Total income</b>	<b>60,081.00</b>	<b>41,121.40</b>	<b>39,996.40</b>
<i>Expenses</i>			
Consultancy	18,959.60	0.00	0.00
ICVA administrative contribution	0.00	1,125.00	0.00
Editing Commentary	0.00	0.00	3,085.51
	<u>18,959.60</u>	<u>1,125.00</u>	<u>3,085.51</u>
<b>Funds available at the end of the year</b>			
Royal Danish Ministry of Foreign Affairs	41,121.40	39,996.40	36,910.89
	<u>41,121.40</u>	<u>39,996.40</u>	<u>36,910.89</u>
<b>Total expenses</b>	<b>60,081.00</b>	<b>41,121.40</b>	<b>39,996.40</b>
<b>Excess of income over expenses or - expenses over income</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Reach Out Refugee Protection Training Project

### *Income*

#### **Fund balance previous year**

Refugee Protection Training 0.00 22,430.35

#### **Grant received**

Swiss Agency for Development and Cooperation (SDC) and US Bureau of Population, Migration, Refugees and Migration (PRM) 27,918.85 0.00

**Total income** 27,918.85 22,430.35

### *Expenses*

Administration Cost 1,210.00 960.00

Postage 775.00 117.00

Training 3,503.50 486.00

#### **Funds available at the end of the year**

Reach Out Refugee Protection Training Project 22,430.35 20,867.35

**Total expenses** 27,918.85 22,430.35

**Excess of income over expenses or - expenses over income** 0.00 0.00



	2005	2006	2007
<i>Accumulated carry over previous year</i>	66,057.17	126,902.21	1) 348,194.57
<i>Total excess of income over expenses or - expenses over income for period</i>	60,845.04	221,292.36	2) 108,644.08
<b>Reserve (deficit) carry over at 31.12</b>	<u>126,902.21</u>	<u>348,194.57</u>	<u>456,838.65</u>

- 1) The accumulated carry over of CHF 348,194.57 from previous years will be used as a reserve for the 2009 General Assembly and Conference, for three months' emergency operating costs for the ICVA Secretariat, and for a fund to start up NGO coordination at the field level, when requested.
- 2) The total excess income over expenses of CHF 108,644.08 in 2007 will be carried over to 2008 for activities not completed in 2007.

## ICVA CONFERENCE 2007

### HOW COMPATIBLE ARE UN COHERENCE AND HUMANITARIAN PARTNERSHIP?

**Welcome:** Thomas Getman, ICVA Chair, and Ambassador Blaise Godet, Permanent Representative of Switzerland to the UN and International Organisations in Geneva, Representative of the host country

**Keynote Address:** Mr. Søren Jessen-Petersen, Guest Scholar, US Institute for Peace, (former UN Special Representative of the Secretary-General for Kosovo)

#### **The Goal of Humanitarian Action: *Saving Lives or Helping to Build Peace?***

Moderator: Nan Buzard, Senior Director, International Response, American Red Cross

- Paul O'Brien, Overseas Director, Concern Worldwide
- Kathleen Cravero, Assistant Administrator and Director of the Bureau for Crisis Prevention and Recovery (BCPR), UN Development Programme (UNDP)

#### **The Goal of Humanitarian Coordination: *Coherence or Better Humanitarian Outcomes?***

Moderator: Kirsi Madi, Deputy Director, Office of the Secretary of the Executive Board, UNICEF

- Toby Lanzer, Humanitarian Coordinator and Resident Coordinator, Central African Republic
- Tomas Colin Archer, Secretary-General, Norwegian Refugee Council

#### **The Goal of Humanitarian Partnership: *Lip Service or A Way of Working?***

Moderator: Mihir Bhatt, Honorary Director, All-India Disaster Mitigation Institute

- Toni Frisch, Assistant Director General, Swiss Agency for Development and Cooperation, Head of Humanitarian Aid Department, Switzerland
- Eric Chevallier, Director of Operations, Médecins du Monde France
- Kasidis Rochanakorn, Director, Office for the Coordination of Humanitarian Affairs (OCHA) – Geneva

**Closing Reflections on the Day:** Antonio Donini, Senior Researcher, Feinstein International Center, Tufts University

# ICVA EXECUTIVE COMMITTEE 2007

**Chair:** Mr. Thomas Getman, *WVI*  
**Vice-Chair:** Dr. Jemilah Mahmood, *MERCY Malaysia*  
**Treasurer:** Mr. Jappe Erichsen, *NRC* (temporarily replaced in 2007 by Mr. Paul Nesse, *NRC*)

Ms Vivi Akakpo, *AACC*  
Mr. Muzaffer Baca, *IBC*  
Ms Carolyn Makinson, *Women's Commission*  
Mr. Mamadou Ndiaye, *OFADEC*  
Mr. Paul O'Brien, *Concern Worldwide*

Ms Ann Mary Olsen, *DRC*  
Mr. Sayed Fazlullah Wahidi, (until December 2007),  
*ANCB*  
Mr. Halakhe Waqo, Mr. Shah Alam Liton, and Ms Annie  
Street, *ActionAid*

## ICVA SECRETARIAT 2007

By the end of 2007, the ICVA Secretariat functioned on the basis of four full-time staff. The positions at the Secretariat were filled by:

Mr. Ed Schenkenberg van Mierop, Coordinator (*on sabbatical from April to October 2007*)  
Ms Manisha Thomas, Policy Officer and Acting Coordinator from April to October 2007  
Mr. Robbie Thomson, Policy Officer (*from April to October 2007*)

Mr. Myke Leahy, Information Officer  
Ms Ester Dross, Finance Officer (*until August 2007*)  
Ms Louise Clemo, Secretary (*until July 2007*)  
Ms Marianne Gémin, Executive Office Assistant (*as of October 2007*)

### ICVA TURNS 45

ICVA celebrated its 45<sup>th</sup> birthday on 6 March 2007, as one of the oldest global NGO alliances. ICVA, founded in 1962, was the result of a merger by three existing NGO networks: the Conference of Non-governmental Organisations Interested in Migration; the Standing Conference of Voluntary Organisations Working for Refugees; and the International Committee for World Refugee Year. While these organisations had focused their work on fostering cooperation among non-governmental organisations as well as with international organisations in relation to refugee matters, the objective of the new alliance was to expand this spirit of cooperation to the humanitarian, social, and development spheres. ICVA became a 'network-of-networks', supported by UNHCR and with the objective of supporting the cause of private agencies – NGOs – to receive subsidies and agreements from the international community, and of encouraging cooperation between these networks and international organisations from its Geneva base. In the last few years, while focusing on humanitarian affairs and refugee issues, ICVA has managed to effectively consolidate the services provided to NGOs, and is constantly examining its strategy and responsibilities to remain relevant to changing humanitarian needs.

# ICVA MEMBERS 2007

- ◆ Action by Churches Together (ACT), *Switzerland*
- ◆ ActionAid, *UK*
- ◆ Afghan NGOs Coordination Bureau (ANCB)
- ◆ Africa Humanitarian Action (AHA), *Ethiopia*
- ◆ Africa and Middle East Refugee Assistance (AMERA), *UK*
- ◆ African Council for Adult and Continuing Education (ARCACE), *Kenya*
- ◆ All Africa Conference of Churches (AACC), *Kenya*
- ◆ All India Disaster Mitigation Institute (AIDMI)
- ◆ AMEL Association (Lebanese Association for Popular Action) (AMEL)
- ◆ Anatolian Development Foundation (ADF), *Turkey*
- ◆ Asian Institute for Rural Development (AIRD), *India*
- ◆ Austcare, *Australia*
- ◆ Australian Council for International Development (ACFID)
- ◆ BADIL Resource Center for Palestinian Residency and Refugee Rights (BADIL)
- ◆ Canadian Council for Refugees (CCR)
- ◆ CARE International
- ◆ Catholic Agency for Overseas Development (CAFOD), *UK*
- ◆ Church World Service (CWS), *USA*
- ◆ Christian Relief and Development Association (CRDA), *Ethiopia*
- ◆ Community and Family Services International (CFSI), *Philippines*
- ◆ Concern Worldwide, *Ireland*
- ◆ Danish Refugee Council (DRC)
- ◆ Dutch Council for Refugees/VluchtelingenWerk Nederland (DCR)
- ◆ EMO-BARAKA (Union Pour la Promotion du Paysan), *Burundi*
- ◆ Frontiers (Ruwad) Association, *Lebanon*
- ◆ Fundacion Augusto Cesar Sandino (FACS), *Nicaragua*
- ◆ General Union of Voluntary Societies (GUVS), *Jordan*
- ◆ Greek Council of Refugees (GCR)
- ◆ Human Appeal International (HAI), *United Arab Emirates*
- ◆ HealthNet TPO, *Netherlands*
- ◆ HelpAge International, *UK*
- ◆ Human Rights First (HRF), *USA*
- ◆ Interchurch Organisation for Development Co-operation (ICCO), *Netherlands*
- ◆ Indian Institute of Youth and Development (IIYD)
- ◆ Individuell Människohjälp (Swedish Organisation for Individual Relief) (IM)
- ◆ InterAction (American Council for Voluntary International Action)
- ◆ InterAid International (IAI), *Switzerland*
- ◆ International Blue Crescent Relief and Development Foundation (IBC), *Turkey*
- ◆ International Catholic Migration Commission (ICMC)
- ◆ International Islamic Relief Organisation (IIRO), *Saudi Arabia*

- ◆ International Medical Corps (IMC), *USA*
- ◆ International Rehabilitation Council for Torture Victims (IRCT), *Denmark*
- ◆ International Rescue Committee (IRC)
- ◆ International Save the Children Alliance
- ◆ Islamic Relief Agency (ISRA), *Sudan*
- ◆ Jesuit Refugee Service (JRS)
- ◆ Lutheran Immigration and Refugee Service (LIRS), *USA*
- ◆ Lutheran World Federation (LWF)
- ◆ Mauritius Council of Social Service (MACOSS)
- ◆ Médecins du Monde (MDM)
- ◆ Mercy Corps, *USA*
- ◆ MERCY Malaysia
- ◆ Merlin, *UK*
- ◆ National NGO Council of Sri Lanka (NNGOC)
- ◆ Norwegian Refugee Council (NRC)
- ◆ Office Africain pour le Développement et la Coopération (OFADEC), *Senegal*
- ◆ Oxfam GB
- ◆ Plan International
- ◆ Refugee Consortium of Kenya (RCK)
- ◆ Refugee Council of Australia (RCOA)
- ◆ Refugee Council USA (RCUSA)
- ◆ Refugee Education Trust (RET), *Switzerland*
- ◆ Refugees International (RI)
- ◆ Salvation Army International
- ◆ SEEDS India (Sustainable Environment and Ecological Development Society)
- ◆ Sierra Leone Association of Non-Governmental Organisations (SLANGO)
- ◆ Stichting Vluchteling (SV), *Netherlands*
- ◆ Télécoms sans Frontières International (TSF)
- ◆ Thailand Burma Border Consortium (TBBC), *Thailand*
- ◆ Union for Support and Development of Afghanistan (UAF), *Germany*
- ◆ Women's Commission for Refugee Women and Children, *USA*
- ◆ World Council of Churches (WCC)
- ◆ World Society for the Protection of Animals (WSPA)
- ◆ World Vision International (WVI)

## PERMANENT OBSERVERS

- ◆ Human Rights Watch (HRW)
- ◆ International Committee of the Red Cross (ICRC)
- ◆ International Federation of Red Cross and Red Crescent Societies (IFRC)
- ◆ Médecins sans Frontières International (MSF)

## AFFILIATE MEMBERS

- ◆ Refugees Studies Centre (RSC), *UK*

## NEW MEMBERS IN 2007

- ◆ Austcare
- ◆ Interchurch Organisation for Development Co-operation (ICCO)
- ◆ International Medical Corps
- ◆ Mercy Corps
- ◆ Refugee Consortium of Kenya
- ◆ Refugee Council of Australia
- ◆ Refugee Council USA
- ◆ Refugees Studies Centre
- ◆ SEEDS India

## MEMBERSHIP

Membership in ICVA is open to international NGOs, regional NGOs, and national NGOs that have linkages with local NGOs (i.e. networks and consortia). Details on membership requirements, as well as membership application forms are available on the "Member Agencies" page of the ICVA website: [www.icva.ch](http://www.icva.ch).

## AFFILIATE MEMBERSHIP

In 2007, an ICVA Affiliate membership category was created for academic and research institutes working on humanitarian issues to provide better links between their work and the work of ICVA members. Details about the Affiliate membership category can be found on the "Member Agencies" page of the ICVA website: [www.icva.ch](http://www.icva.ch).

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