



ANNUAL REPORT 2021



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

*Learnings from a year of
Coordination, Cooperation and
Collaboration in Humanitarian Action*

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Who are we?

The International Council of Voluntary Agencies (ICVA) is a global network of non-governmental organizations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.

ICVA is a diverse network of 140 NGOs operating in humanitarian contexts with an estimated income of over USD 20 billion. 50% of ICVA members have their HQ in the Global South. Today, ICVA has an outreach of over 8'000 organizations including large and small, secular and faith-based, national and international NGOs, networks and consortiums. An approximate of 75% of NGOs engaged in ICVA activities are southern NGOs, national NGOs, medium-sized and NGO fora.

In addition to the membership, ICVA has developed several strong partnerships at country, regional and global level.

The ICVA membership and ICVA Board are supported and serviced by the ICVA Secretariat that works to help implement ICVA's strategic plans and promote the work of ICVA and its members. The Secretariat is currently composed of 25 staff based in the ICVA regional hubs in Dakar, Nairobi, Bangkok, Aman and Guadalajara, and in Geneva.



Foreword

01

Dear Friends,

Our 2021 Annual Report mirrors the strength that ICVA and its members gain from our solidarity and common values.

The report includes our major achievements and reports on the main statutory elements needed for a transparent and accountable constituency.

It has been another year of challenging circumstances and new ways of working, across continents and time zones, but also a year full of learnings and looking forward.

The external Impact Study 2019-2021, released in March 2022, highlights our added value as a network on key transformations within our focus areas: Forced Migration, Humanitarian Financing and Humanitarian Coordination.

We continue to have a **strong, diverse, and engaged membership basis**. The large participatory process of ICVA 2030, the 2022-2030 strategy, and the innovative ways of engaging within the membership illustrate how ICVA is a membership-led network. Members are connected to work collectively to influence policy and practice to make humanitarian action more principled and effective.

We have increased resources and enhanced **work in the regions**. ICVA Secretariat now also operates in Dakar for West and Central Africa in addition to the ICVA Hubs in Nairobi, Amman, Bangkok, and representation in Mexico.

We have gone a step further on diversity and better organizational understanding of links between **diversity and inclusion** with concrete and ambitious plans for the future.

Our **resilience and agility** to keep delivering while covering also additional crucial topics or crises is continuously being tested such as when global attention switches geographically and as demonstrated by our success in integrating climate action and equal access to COVID-19 vaccination.

We gain confidence in our ability to reach out and mobilize civil society including at country level for **joint advocacy** such as on the open letter to States from the civil society organizations working with and for people facing hunger, starvation or famine all over the world.

We are able to be an **agenda setter and influence priorities**. We supported successful NGOs advocacy on gender equality and empowerment of women and girls as a stand-alone priority on IASC priorities for 2022-2024. We catalyzed NGO engagements for right based solutions for internally displaced persons and for the NGO engagement in the **High-Level Officials** Meeting held two years after each Global Refugee Forum. We play a convening role for the NGO community such as being on the Grand Bargain Facilitation Group, or co-chair of the IASC Humanitarian Financing Result Group.

We support **NGOs** on the ground including national and local NGOs to better coordinate and deliver. This is illustrated throughout our engagement, with some specific examples such as the PSEA Communication and Outreach Fund and the NGO Fora Support Programme, both of which include innovative small funding mechanisms.

By convening and supporting for collective action, we reinforced our **collaboration with alliances** and networks: IASC NGO consortia, Big Issues Networks, Network on Collective Action, Action Committee on Migration; NGO Fora Programme and connecting to and between donor country NGO Fora.

The above is just a selection of points to trigger your curiosity to find out more in reading our annual report and in consulting the new website launched ahead of ICVA's 60th anniversary in 2022.

I thank all our members, partners, staff members, consultants and other collaborators who made this work possible. Government donors, UN agencies and Philanthropic Foundations provide over 80% of the resources and very importantly offer valuable opportunities to foster partnership.

A special thank you to the outgoing ICVA Board for their leadership. Ensuring continuity with a new Board elected in May at the General Assembly, the Board led the network to the adoption of the ICVA 2030 Strategy and re-affirmation of the set of principles and standards relevant to principled and effective humanitarian action.

Ignacio Packer

Executive Director, ICVA



ICVA Learnings in 2021

02

i. Working in Partnership

Despite the many positive results reached, throughout the year ICVA also faced several challenges in its work. The first challenge is due to the high number of ongoing crises as well as their protracted and complex character. Ensuring there is adequate support to members, NGO Fora and other partners operating in these contexts overstretched ICVA's capacities on occasions.

To address this problem, the adoption of the ICVA 2030 Strategy was important as it strengthens member engagement and contribution to the collective work as well as re-emphasized the importance of working in partnership.

ii. Engagement with States

There is a full awareness and will by ICVA to improve our engagement with States. Different initiatives are explored, but the results remain mixed. Whilst excellent relations and collaboration have been developed with various States, others remain less engaged. Further investments need to be done by ICVA in enhancing the trust needed to allow an open dialog on even the most difficult subjects.

iii. Bank De-risking

Although ICVA is not an operational organization, it is also impacted by the counter-terrorism measures and in particular by bank regulations and practices. During the implementation of the PSEA Fund and the provision of the NGO Fora small grants in 2021, ICVA invested substantial resources in navigating the banking system and ensuring that NGOs operating in humanitarian crisis have access to funding. Lessons learnt are drawn internally and ICVA will continue to advocate to ensure that counter terrorism measures do not produce the side effect of preventing the most vulnerable from getting the assistance and support they are entitled to.

iv. COVID-19

In 2021, most of the work continued to be virtual. Consequently, ICVA staff had limited possibilities to further foster relations and partnership through face-to-face meetings, especially at country and regional level. Participation at the continuing high number of online meetings reduced in 2021, due to a general fatigue with video conferencing.

Response to Covid-19 remained high in ICVA priorities in 2021. However, in a number of contexts, especially in countries facing conflict and famine, Covid-19 was not considered a priority. Consequently, not sufficient engagement of NGOs in ICVA's work. Adequate information on vaccines at community level remained low in many contexts. These are both issues on which ICVA will continue to work in 2022.

v. Diversity and Inclusion

ICVA is a diverse network of 140 NGOs operating in various contexts. Many members contribute to the work of the collective and are outspoken regarding the added value of ICVA as well as areas where improvements are possible. Whilst ICVA continues to advocate for the sector to become more diverse and inclusive, it could also invest further internally in walking the talk. Diversity and inclusion in membership are key objectives of the ICVA 2030 Strategy and further work is expected in this direction in 2022.

vii. Engagement with Inter-agency Structures

Whenever they can, many of ICVA members engage seriously and contribute to inter-agency work at all levels. However, this is not same for all members and a few ICVA studies have highlighted the factual and perceptive barriers regarding participation of, for example, local and national NGOs in coordination structures at all levels. ICVA is working to address such challenges, and there is engagement across the sector to enhance inclusion. However, working processes of inter-agency structures remain far from conducive to inclusive NGO participation.





A Collaborative Future for Effective Humanitarian Action

03

“It was a deep and inclusive process in 2020 and the first semester of 2021 to look beyond our usual three-year horizon with over 90% of our members strongly engaged in the consultations. ICVA staff and Board, external experts, and our partners have also contributed to this strategic vision. Our analysis of the external context, our understanding of our collective impact, our vision for change is all a result of these collective inputs.”

18th General Assembly and ICVA 2030 Strategy

ICVA 18th General Assembly 2021

The General Assembly is the supreme body of ICVA with responsibility for review of policy and programme. Over 100 people, two thirds of the members, attended the online 18th General Assembly on 18 and 19 May. The members elected a new Board and Chair, adopted the ICVA 2030 Strategy, the Strategic Priorities 2022-2024, and the Commitment and Motion to Action on the Climate and Environment. Proposed amendments to the ICVA Statutes were approved and members also reaffirmed principles and standards they adopted individually when joining ICVA and/or reaffirmed individually in 2017.

Members Elected a New Board

21 member organizations put forward a candidate for the Board elections, nine of which were elected. Ms Jane Backhurst of Christian Aid was elected as the new Chair of ICVA. The outgoing Board and the Chair, Mr Roger Yates were thanked for their excellent work during the previous three years.

ICVA 2030: A Collaborative Future for Effective Humanitarian Action

The [ICVA 2030 strategy](#) is the next step in our evolution, rooting us more deeply in our mission of principled and effective humanitarian action.

It was a deep and inclusive process in 2020 and the first semester of 2021 to look beyond our usual three-year horizon with over 90% of our members strongly engaged in the consultations. ICVA staff and Board, external experts, and our partners have also contributed to this strategic vision. Our analysis of the external context, our understanding of our collective impact, our vision for change is all a result of these collective inputs.

ICVA 2030 sets our collective values, our ways of working and our aspirational transformations. In addition to the three focus areas of forced migration; humanitarian coordination and humanitarian financing, the 2030 Strategy also elaborates on five transformations to further leverage ICVA's work. It confirms members' commitments on making ICVA a diverse and inclusive network, locally rooted and globally distributed, championing principled humanitarian intervention through agile collaborative partnerships. ICVA's added value is rooted in its work of explaining and analysing, convening, brokering, influencing & advocating, supporting and collaborating.

The consultative process of creating ICVA 2030 was timely for a number of strategic discussions and formulations of insights as the world coped with the COVID-19 pandemic, climate and environment changes, and many humanitarian needs. ICVA used insights gained from these strategic discussions to enhance advocacy strategies including at the IASC Principals, OPAG and EDG, and relations with donors.

Implementation of ICVA 2030

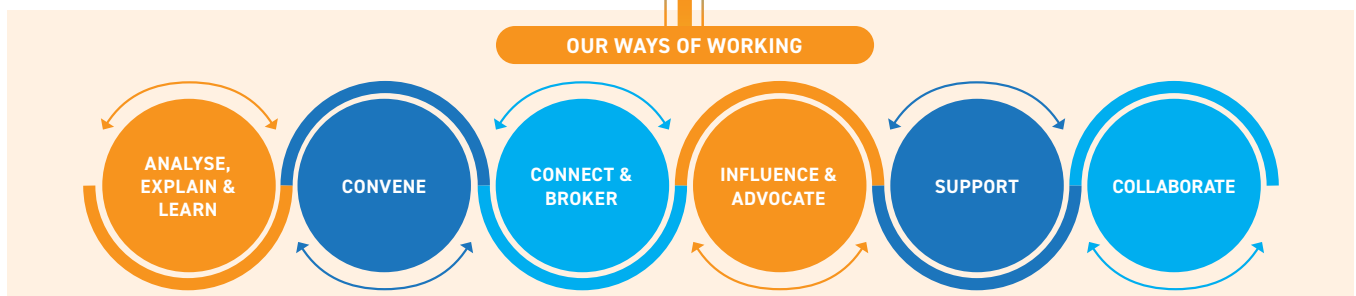
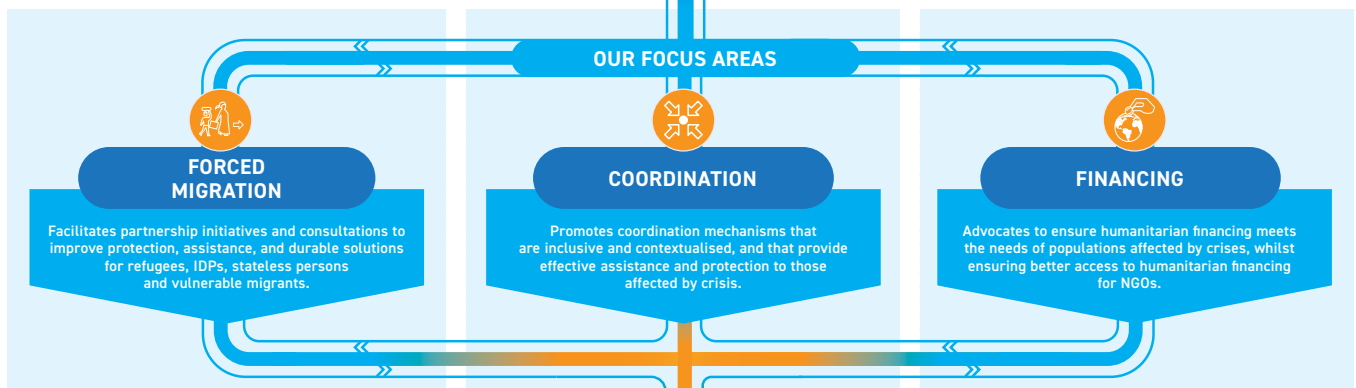
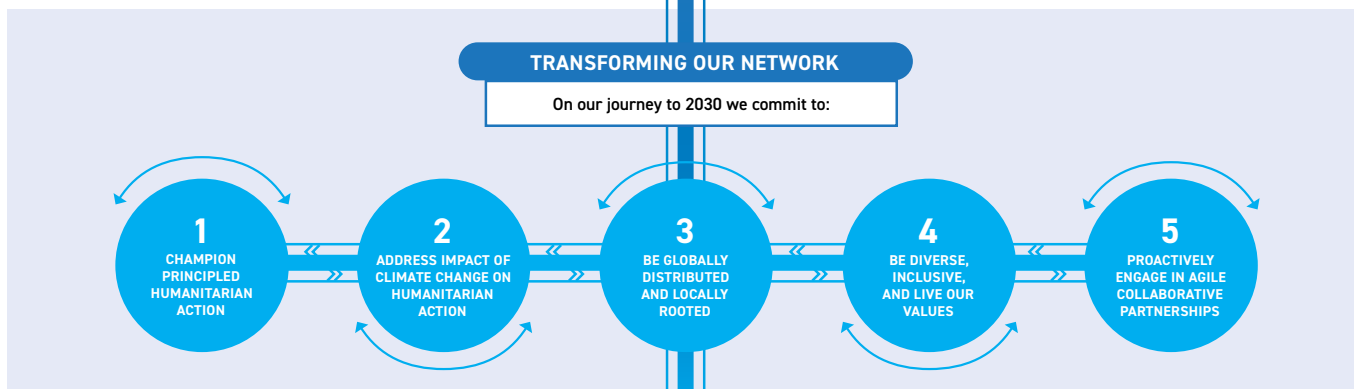
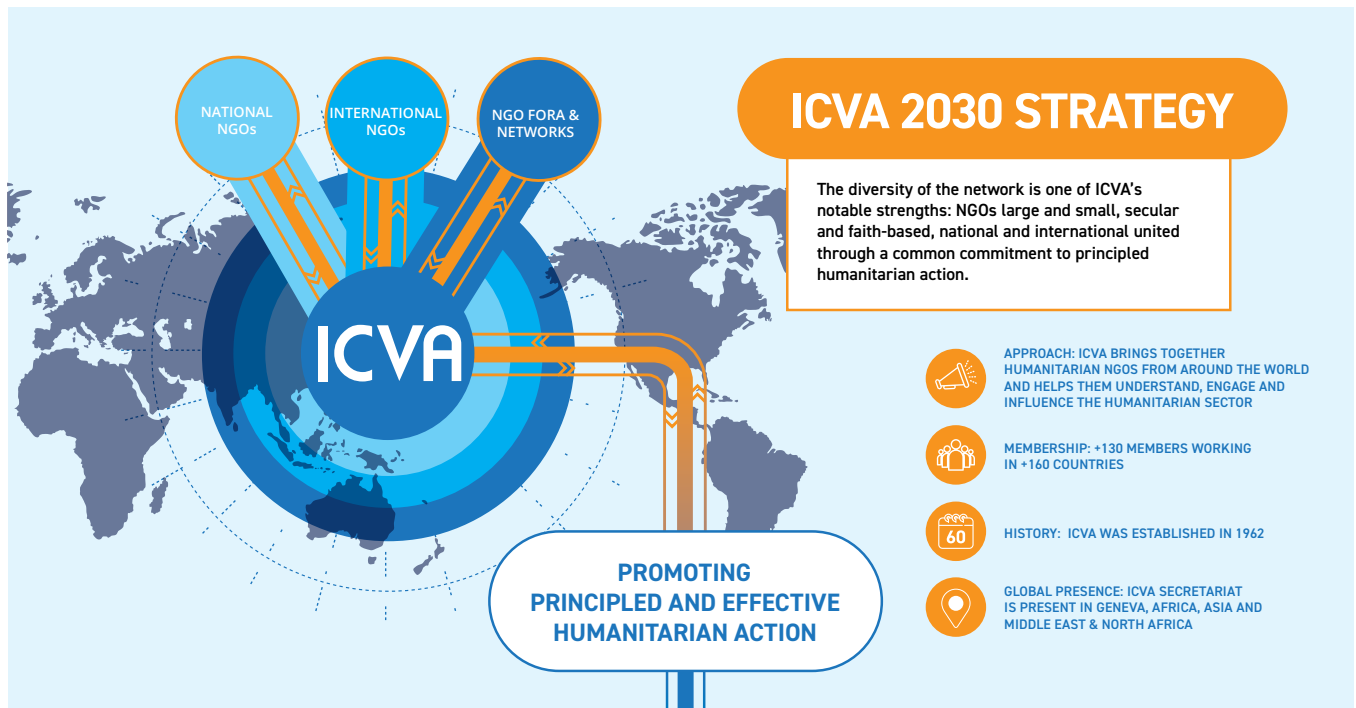
The ICVA 2030 strategy will be implemented by a series of three-year annual plans guided by strategic priorities derived from the overarching vision. These priorities, drawn from the ICVA 2030, provide a more [specific focus for the period 2022-2024](#). On the basis of these priorities, the Secretariat has developed a [three-year work plan 2022-2024](#) approved by the Board in November 2021. The plan includes specific choices on content of ICVA's work, resource planning and requirements, and a set of performance indicators. Four [enabling strategies](#) (communication, fundraising, membership and human resources), Regional Direction Papers as well as the Theories of Change have also been developed.

Accountability

The Board will report back to the General Assembly in 2024 on the delivery of the strategic priorities and strategic framework as a whole. The Secretariat is accountable to the Board for the three-year plans and annual plans. ICVA commits to be fully transparent and accountable to all those supporting and funding its work, and to continue and deepen its learning work.



[ICVA 2030 Strategy](#)





Forced Migration

04

ICVA's work on forced migration aims to improve protection, assistance, and durable solutions for refugees, internally displaced persons, stateless persons, and vulnerable migrants. In 2021, despite the ongoing global COVID-19 pandemic and major disasters, ICVA remained firm in our collaboration with our NGO members and catalyzing NGOs' advocacy for rights-based solutions for forcibly displaced persons. This relationship allowed us to bring the voices of these NGOs into influencing humanitarian policies and practices while leveraging equal partnerships.

NGOs Engagements with UNHCR

ICVA has a long partnership with UNHCR and continues to be dedicated to improving the partnership between UNHCR and NGO. ICVA is dedicated to improving the partnership between UNHCR and NGOs. Guided by the [Principles of Partnership](#), in 2021, ICVA strongly contributed to coordinating NGO inputs into various high-level UNHCR meetings. With our advocacy efforts, ICVA aimed to widen the space for NGOs to influence relevant policies and encourage mutually beneficial partnerships among all those involved in assisting or protecting displaced populations and affected communities around the world.

In 2020, ICVA's engagement with UNHCR has included:

UNHCR-NGO Monthly Consultations

UNHCR and ICVA held a series of monthly UNHCR-NGO consultations aimed to create an enabling environment to continue exchanging on operational, policy and advocacy priorities. The first consultation focused on climate action where exchanges highlighted parameters for UNHCR and NGOs' engagement on climate action notably regarding the legal and normative framework and efforts in greening operations. Other consultations were on the following topics: dialogue between NGOs and the High Commissioner for Refugees, UNHCR's reforms of the framework for funded partnerships, countering xenophobia, racism, and discrimination, child protection, NGOs, and the protection of LGBTIQ+ people in forced displacement: addressing the blind spot, climate action: disaster preparedness

and response, resettlement and complementary pathways, and COVID-19 vaccinations. Notes from all the meetings and key documents were disseminated broadly within the NGO community and made available to members on the [ICVA forced migration page](#).

UNHCR Governing Body Meetings

ICVA coordinated the drafting and delivery of twelve [NGO statements](#) at UNHCR's Standing Committee meetings. The statements allowed the NGO community to provide perspectives and highlight key issues related to the discussed agenda items. In addition, ICVA coordinated the drafting and delivery of two collective NGO statements on [International Protection and the General Debate](#) for the 72nd Executive Committee Meeting in October 2021. Further, there was a [reporting of the seven UNHCR-NGO](#) regional consultations and ten UNHCR-NGO monthly consultations held in 2021. ICVA also welcomed the adoption of the [Executive Committee Conclusion on international protection and durable solutions in the context of a public health emergency](#). ICVA organized a side event during the Executive Committee on ["Refugee protection: Share - not shift - responsibility!"](#) highlighting the dangerous trends that result in shifting responsibility and ways to reject externalization practices and respect the 1951 Refugee Convention as well as the spirit of the Global Compact on Refugees. Although not a new phenomenon, measures designed to externalize States' asylum and protection obligations have developed over the past few years. Policies and practices around externalization have also been an important and growing concern and advocacy focus for many NGOs, especially ICVA members.

ICVA strengthened its strategic engagement on this particular thematic area, for example in addition to the NGO side event, in coordinating a strong [NGO statement on the topic](#) delivered at UNHCR's Executive Committee in October 2021. Access all statements from the Standing Committee and Executive Committee on the [Forced Migration page on the ICVA website](#).

UNHCR and NGO Annual Consultations

ICVA co-organized the annual consultations between UNHCR and NGOs at the regional level in Europe; West and Central Africa; Asia (together with Asia Pacific Refugee Rights Network - APRRN), Latin America, and Middle East and North America (MENA). Throughout the consultations, ICVA was substantially involved in shaping the agenda and supported NGOs to bring forward their concerns and seek for joint solutions with UNHCR. The outcomes of these meetings fed into recommendations and the reporting provided at the UNHCR Executive Committee in October 2021.

UNHCR and NGOs in Europe Dialogues

ICVA, ECRE, and the UNHCR Regional Bureau for Europe held three thematic regional dialogues and one regional consultations between UNHCR and NGOs in Europe. The [interactive dialogues and consultations](#) focused on the views and perspectives around the national independent monitoring mechanisms proposed in the EU Pact on Migration and Asylum by the European Commission, several regional situations as well as common initiatives that can be addressed jointly by UNHCR and NGO partners.

Global Refugee Forum (GRF) Follow-up

Throughout 2021, ICVA supported NGOs' engagement in the Global Compact on Refugees implementation and follow-up of the first Global Refugee Forum. ICVA attended the virtual consultations on the 2021 High-Level Officials Meeting (HLOM) programmes and modalities organized by UNHCR that was an opportunity to share information to NGOs and highlight the centrality of protection and the need to allow access to all solutions for refugees and stateless people, insisting on NGOs' role ahead of and during the HLOM.

In preparation for the mid-term review meeting, ICVA co-organized several meetings with NGOs and UNHCR. In March, ICVA [co-organized a webinar with INTERSOS](#) on "Fostering protection and durable

solutions through legal aid in humanitarian settings." The webinar aimed to highlight the INTERSOS' GRF pledge fulfilled while discussing the importance of humanitarian legal aid as a foundational support for ensuring protection and achieving durable solutions for forcibly displaced populations. In October, ICVA co-organized with UNHCR Partnership and Coordination Service an online NGO stocktaking event on "NGOs and the Global Refugee Forum: Taking Stock and Looking Forward." Participants from NGOs and UNHCR reflected on their experience in implementing pledges, common challenges and ways to overcome them. The event was also an opportunity to focus on key NGO recommendations for the 2023 Global Refugee Forum, which were presented in a joint NGO statement at The [High-Level Officials Meeting](#) in December 2021. In December 2021, ICVA with UNHCR also published a paper on [Local solutions: key considerations](#). This paper aims to contribute to developing a better understanding of how local solutions may contribute to offering additional avenues to durable solutions for refugees. It defines and describes local solutions, highlighting the notion of transitional arrangements, as well as the protection guarantees and standards they should be accompanied with.

The World Bank Group Framework and Approach to Forced Displacement

As part of a global effort, the World Bank Group is actively engaged to help better manage the forced displacement crisis, and thus consults regularly with NGOs. Throughout 2021, ICVA convened several meetings with the World Bank Group at which ICVA members provided their perspectives on the Bank's ongoing projects with forcibly displaced and host communities, policy dialogues as well as challenges related to the COVID-19 pandemic. At the meeting held in May, discussions were around the IDA 19 Window for Host Communities and Refugees, the Refugee Policy Review Framework, and the Global Compact on Refugees implementation. And in June, discussion was around the World Bank Group's principles for engagement on conflict-induced internal displacement and the synergies with NGO approaches. The meeting also considered various aspects associated with a development approach, including how to ensure internally displaced persons can access development opportunities.



A GLOBAL NGO NETWORK
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HUMANITARIAN ACTION



LOCAL SOLUTIONS FOR REFUGEES

Key Considerations

In addition, ICVA and some of its members attended the third meeting of the Strategic Advisory Council of the World Bank-UNHCR Joint Data Center (JDC) on Forced Displacement, focusing on “*Enhancing Safe and Responsible Data Access*.” This Council brought up exchanges around the importance of safe and responsible microdata access, the challenges, and need for the JDC to strengthen engagement with stakeholders such as NGOs.

High-Level Panel on Internal Displacement Collaboration with NGOs

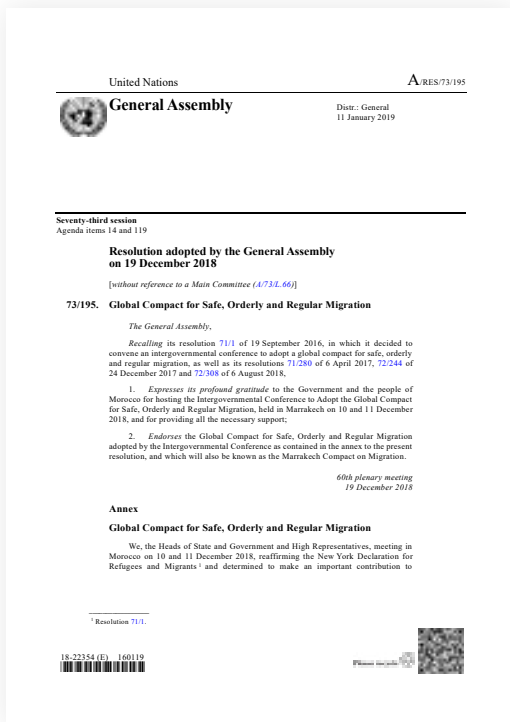
Throughout the year ICVA convened meetings with the Panel and its Secretariat, NGOs, and various other stakeholders, ensuring the Panel heard from frontline NGOs. For instance, in March, ICVA co-organized a meeting with the Head of the Secretariat of the High-Level Panel, Assistant Secretary-General Mr. George Okoth-Obbo and his colleagues. On this occasion, NGOs and the Secretariat exchanged on the Panel's work progress, shifts needed to better prevent, respond, and achieve solutions to internal displacement, and potential follow-up to the Panel's report. In June, ICVA, Plan International, World Vision and the High-Level Panel on Internal Displacement, organized a roundtable with NGOs and other stakeholders based on an interagency submission on ‘*Realising National Accountability and International Responsibility*’. This meeting generated inputs for the recommendations of the upcoming High-Level Panel's report.

After the release of the Panel's report [Shining a Light on Internal Displacement: A Vision for the Future](#), ICVA played a catalyzing role, ensuring continued momentum and potential contributions to the recommendations follow-up. A summary note was made publicly available with several ICVA members issuing press releases reacting to the report's launch. ICVA, InterAction and other 25 organizations signed an [NGO letter](#) to the UN Secretary-General urging him to take forward recommendations outlined in the High-Level Panel on Internal Displacement's report. The letter was also shared with Permanent Missions in Geneva and New York. ICVA will continue to support NGO's collective engagement in the follow-up to the Panel's Report, starting with a focus on key recommendations that the Secretary-General can implement. Check more information on [ICVA's work on the Panel](#).

The 2021 Nansen Refugee Award

To support the annual Nansen Refugee Award nomination process, ICVA organized an information sharing session with NGOs, the Permanent Missions of Norway and of Switzerland in Geneva, and UNHCR. As well as exchanging on the importance of the Nansen Award, and the follow-up process with laureates at regional and global levels, there were also discussions on the Global Refugee Forum, Climate Action, the High-Level Panel on Internal Displacement, and the response to the COVID-19 pandemic. More information on the Nansen Award including this year's winners is accessible on [UNHCR dedicated webpage](#).

In June, ICVA, Plan International, World Vision and the High-Level Panel on Internal Displacement, organized a roundtable with NGOs and other stakeholders based on an interagency submission on ‘Realising National Accountability and International Responsibility’. This meeting generated inputs for the recommendations of the upcoming High-Level Panel's report.



[*Global Compact for Safe, Orderly and Regular Migration \(GCM\).*](#)



[*"12 Key Ways for States to Get Back on Track"*](#)

Protection of Vulnerable Migrants

Global Compact on Migration and the International Migration Review Forum 2022

As co-convenor of the Civil Society Action Committee (AC), ICVA actively monitors and contributes to the implementation of the [Global Compact for Safe, Orderly and Regular Migration \(GCM\)](#). From 17-19 May 2022, the first [International Migration Review Forum \(IMRF\)](#) will take place to discuss and share progress on the implementation of all aspects of the GCM.

Civil Society started to collectively prepare for the IMRF already in 2021 with a series of preparatory sessions, consultations, and advocacy dialogues, primarily within civil society but also with States, as well as with other strategic stakeholders. In the first phase of this process (May-August 2021), the AC consolidated civil society outcomes from the Regional Review Forums along with other assessments of GCM implementation, as well as collected civil society's initial intentions towards self-organizing priorities. A first open global civil society consultation on the IMRF was convened, to collectively review initial expectations and ideas, as well as begin to strategize on priorities for engagement in the IMRF. A dedicated [webpage](#) on how civil society can engage was created.

In the last months of the year, the focus was placed on developing a set of broad advocacy points for civil society to rally around. Taking a solutions-based approach, global civil society representatives have jointly identified our priorities in a joint [Position Paper](#), towards the IMRF and further implementation of the GCM. In order to fully address the "[12 Key Ways for States to Get Back on Track](#)", the Position Paper reminds States of our strong commitment to engage collectively and participate actively in the IMRF process. In 2022, the AC members will individually and jointly advocate the key messages in preparation and during the IMRF, such as during the roundtable discussions and dialogue series.

Global Forum on Migration and Development

The thirteenth [Global Forum on Migration and Development \(GFMD\)](#) took place virtually in January under the chairmanship of the United Arab Emirates. The GFMD, titled "*The Future of Human Mobility: Innovative Partnerships for Sustainable Development*" focused on how to foster effective partnership which addresses the challenges faced in migration governance. Issues such as governance of labour migration, approaches to address irregular migration and addressing gaps in migrant protection, GFMD's future and the unique role of the Forum were discussed. Two networking sessions were organized for the GFMD between civil society and governments focusing on COVID-19 Building Back Better for Migrants. ICVA played a co-convening and co-facilitating role.

The GFMD Ad Hoc Working Group on Public Narratives on Migration launched the "[It Takes A Community](#)" campaign to celebrate how all people, regardless of where they are born, can contribute to making our communities feel like home. The campaign highlights how migrants and their fellow community members are working together to make the places where they live and work more productive, innovative, caring, safe and welcoming.

The International Migration Law Initiative

In 2021, ICVA, the Civil Society Action Committee and the International Migrants Bill of Rights (IMBR) Initiative at Cornell University continued to provide a learning program on international migration law dedicated to NGO personnel. In total, 12 sessions were organized between May 2020 and July 2021, covering [subjects](#)

European Humanitarian Forum 2021

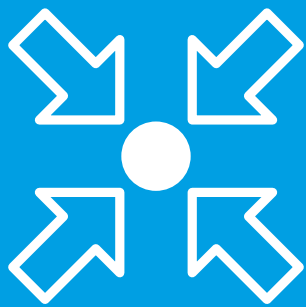


such as the rights of migrants under international and regional law; entry, exit and expulsion; supporting migrants in realizing their labour rights; promoting alternatives to immigration detention; migration and the law of the sea; the rights of the child in context of international migration, internal displacement and migration governance, Global Compacts, etc. The course was completed by 31 NGO participants who highlighted having benefitted from the international migration law learning programme and its theoretical approach combined with concrete examples of interventions and advocacy by NGOs on the ground. The participants underlined the quality of the expert speakers, coming from NGOs, academia and UN agencies, and the materials provided which included guiding questions, background materials and further readings to strengthen and support the continuation of their own learning, frontline work and advocacy.

2021 International Dialogue on Migration

The [first session of the 2021 International Dialogue on Migration](#) took place in May. The theme was *"Accelerating integrated action on sustainable development: migration, the environment and climate change"*. ICVA contributed to three panel discussions examining the linkage between Migration, Environment and Climate Change and the Humanitarian, Development, Peace Nexus (HDPN). The second session took place in October under the title of *"Leveraging Migration for a Resilient and Sustainable Post-Pandemic Recovery: Opportunities and Challenges"*. Discussions focused on the impact of COVID-19 on human mobility and on migrants as actors of change and post-pandemic recovery.





Humanitarian Coordination

05

Humanitarian action takes place in a complex space involving NGOs and many other actors. Coordination helps diverse actors work together to provide principled and effective assistance and protection to those affected by crises. A variety of coordination mechanisms continue to be adapted to help different actors operate more efficiently and effectively in relation to one another.

ICVA, through its global membership, its support to in-country NGO Fora, its close relationship with UN agencies and donors, and its representative role on the IASC, is in a unique position to influence international coordination mechanisms.

Engaging in Inter-Agency Humanitarian Coordination Structures

Throughout 2021, ICVA has continued to represent its NGO members in the Inter Agency Standing Committee (IASC). In 2021, ICVA focused on ensuring an increasing diversity of NGO actors could engage with the IASC system, aiming to strengthen NGO engagement and leadership in coordination at global, regional, national and sub-national levels.



Meeting with ERC Martin Griffiths and ICVA members

ICVA and members actively engage in the IASC Principals, Emergency Directors Group, Operational Policy and Advocacy Group (OPAG) and its five Results Groups and subgroups. ICVA's ongoing participation in these bodies ensures that IASC policies and decisions are informed through NGO perspectives and input. Through the ICVA working groups, members provide feedback on humanitarian operations and field realities. ICVA also reaches out to NGOs and NGO Fora in relevant countries for detailed feedback to inform country specific discussions.

The ICVA Chair and Executive director attend the **IASC Principals** meetings. ICVA contributed to the IASC Principals statements on a variety of issues:

[Gender based violence in Tigray](#), [on climate](#), [on Afghanistan](#), and on [delivering vaccines to the most vulnerable](#). Other key interventions and contributions have been around the need for reinforcing famine prevention, addressing funding gaps in GBV programming, and on mitigating the pandemic's impacts on the field operations globally.

A new Under Secretary General for Humanitarian Affairs and Emergency Relief Coordinator (ERC) and Chair of the IASC was appointed in 2021. At start of Mr Martin Griffiths mandate, regular meetings were put in place with the first one to share on ICVA membership perspectives on priority setting and value the crucial role played by NGOs.

Influencing IASC Priorities and Structures for 2022-2024

Despite some gaps in the processes set by the IASC Secretariat, ICVA sought to influence IASC Priorities and Structures for the upcoming period 2022-2024. At the early stages of the discussion, Gender Equality and the Empowerment of Girls (GEEWG) was not proposed as a standalone strategic priority or goal. ICVA coordinated the NGO advocacy in various IASC meetings (Principals, Deputies and OPAG). It was also due to this strong advocacy that the final document of priorities duly considers GEEWG as a standalone priority for [Collective Work in 2022-2024](#). ICVA is continuing to pursue other subjects so that IASC Structures are fit for purpose and set to meet the common priorities for the period 2022-2024.

The Emergency Directors Group (EDG)

ICVA participates in the Emergency Directors Group (EDG), with member representatives transitioning in March 2021 from DRC and ACF to Medair and CARE. With support from ICVA members, interventions informed EDG discussions on a range of country specific contexts, with the situations in Afghanistan and Ethiopia being high on the agenda throughout the year. In July, the Emergency Directors from ICVA members, World Vision and Lutheran World Federation, took part in an inter-agency operational support visit to Ethiopia, including to the Tigray region. ICVA and members also participated in the Peer-to-Peer Support missions to the DRC, and the Operational Peer Review of the Northern Ethiopia response, contributing the collective interagency support. Analysis of the findings of these missions highlighted the need for more effective localization and stronger engagement with national and local NGOs, and a clear

gap on accountability to affected populations and the prevention of sexual exploitation and abuse.

Through the EDG, ICVA contributed to the Annual review of Operations and Humanitarian Coordinator Appraisals. Feedback from 2021 reviews helped strengthen leadership and accountability within the humanitarian system. ICVA supported NGO nominations and participated in the candidate review process for the new Resident Coordinator/Humanitarian Coordinator Talent Pipeline which from 2021 now brings together the leadership development pathways of the humanitarian and development systems.

Operational Policy and Advocacy Group (OPAG) and Results Groups

In 2021, ICVA Secretariat continued to support members engagement in OPAG and the five Result Groups on Operational Response, Accountability and Inclusion, Collective Advocacy, Humanitarian-Development Collaboration, and Humanitarian Financing. Working closely with InterAction and SCHR joint preparatory meetings of NGOs were organised by ICVA to coordinate positioning on important subjects on the OPAG agenda. The ICVA national NGO members on the OPAG; COAST Bangladesh, Foundation for Rural Development (FRD), Pakistan, and the Agency Coordinating Body for Afghan Relief & Development (ACBAR), continued to provide quality country specific realities to the global discussions. The continuation of online meetings due to COVID-19 further enabled this participation. ICVA and members provided feedback on a range of IASC guidance documents, especially on [Data Responsibility](#) and [Leadership in Humanitarian Action](#).



Enhanced participation and contribution of local NGOs was also supported in the work of the RGs. With support of ICVA Secretariat and several members, including other local and national NGOs, the Somalia NGO Consortia successfully co-lead the RG 1 Subgroup on localisation. In June 2021, IASC endorsed the Guidelines produced by this subgroup on [Strengthening Participation and Representation of Local and National Actors in IASC Humanitarian Coordination Mechanisms](#). These guidelines are based on research conducted by ICVA in 2020, which was further expanded by the IASC, and are an important tool in ensuring progress on the localisation agenda and ICVA has already started to work on disseminating the guidelines at country level and monitoring their implementation. ICVA will continue to work on this also in the upcoming period 2022-2024.

Furthermore, in 2021 ICVA played a crucial role as co-chair of the Results Group 1 Subgroup on Bureaucratic and Administrative Impediments, leading the development of a new IASC Framework on [Understanding and Addressing Bureaucratic and Administrative Impediments to Humanitarian Action](#). This framework for a system-wide response was developed to support Humanitarian Coordinators and Humanitarian Country Teams better understand and address Bureaucratic and Administrative Impediments (BAI) to the work of humanitarian actors. An inter-agency BAI subgroup (co-chaired by InterAction and ICVA with UNHCR, WFP, OCHA, IOM, Save the Children, NRC, UNICEF, IFRC), completed four case studies in Afghanistan, Myanmar, Nigeria and Venezuela, based on consultations with almost 200 operational organizations and coordination bodies in 2020 and 2021. A global BAI mapping, country case studies, and as a desk review of public and private research and analysis, formed the evidence base for this framework which was endorsed and will be published by the IASC in early 2022.

Together with OCHA, in 2021 ICVA continued to co-chair the RG 5 on Humanitarian Financing. ICVA's work in the RG 5 is covered in the Humanitarian Financing section.



[Leadership in Humanitarian Action: Handbook for the UN Resident and Humanitarian Coordinator](#)

Other IASC-Related Engagement

Associated with the IASC, ICVA engaged in the Inter-Agency Humanitarian Evaluation Steering Group (member representative Danish Refugee Council), Saving Lives Together Initiative (member representative ACT Alliance), and Early Warning Early Action Analysts Group (member representative Mercy Corps), as well as representation by the Secretariat in the Emergency Response Preparedness Working Group, Humanitarian Programme Cycle Steering Group, Humanitarian Leadership and Support Section Advisory Group.

As we move in to 2022, ICVA will continue to convene members around COVID-19 to look at how to advocate for equitable vaccine delivery to vulnerable communities that is better coordinated, targeted and effective.

A Focus on Famine Prevention

The combined impacts of conflict, climate change and inequality, coupled with the COVID-19 crisis, have led to an acute food insecurity situation around the world. Responding to this need, ICVA and our members raised a collective call through an [Open Letter](#) to States and their Leaders from the civil society organizations working with and for the 270 million people facing hunger, starvation or famine all over the world. More than 300 NGOs and NGO networks at global, regional and country level signed this letter, which was released to media and emailed to States on 20 April 2021. ICVA members mobilised to develop a media and communications campaign around the letter, pooling their expertise to deliver a collective, distributed campaign. Through these and other efforts, the letter received extensive media coverage more than 330 times across 56 countries.

The letter calls on States, among others, to enhance efforts to end conflict and violence in all its forms, allow humanitarian assistance to reach communities that need it without any impediments, and invest jointly in further alleviating poverty and hunger, and give people the tools they need to build more resilient futures for themselves, sustainably adapt to climate change and guard against the shocks of COVID-19. The issue of famine prevention remains high on the priority of ICVA and its members. ICVA is seeking to follow and contribute to the ongoing work of High-Level Task Force and will continue to advocate for strengthened joint commitment and engagement by States as there should be no place for famine and starvation in the 21st century.

In October the ICVA Chair, Jane Backhurst, delivered [a joint NGO statement](#) to the UN OCHA high-level event in support of preventing and ending famine. The statement called on the international community to address gaps of funding and access in the current response.

"We must redouble our collective diplomatic, political, and legal efforts to guarantee unimpeded humanitarian access, stop the use of hunger as a weapon of war in line with Resolution 2417 and secure peace."

Leaving No One Behind: ICVA's Commitment in COVID-19 Response

Although other focus areas also kept some engagement on COVID-19 response, in 2021 this work was structured further and brought under the umbrella of the humanitarian coordination focus areas. Efforts were made to build upon the interventions done in 2020, working with global stakeholders to ensure that people everywhere can access a safe and effective COVID-19 vaccine. ICVA succeeded to ensure a dedicated fulltime position to scale up and work on sustainability of the intervention. ICVA's work in this area covers support to NGOs and NGO Fora at country level to strengthen vaccine hesitancy campaigns, advocacy for equitable vaccine delivery to vulnerable communities, monitoring COVID-19 vaccine rollout in humanitarian settings, and enhancing ICVA and its members preparedness to individually and collectively address the impacts of COVID-19 and of future pandemics. Some positive results of ICVA's interventions include: inclusion of national NGO staff in the UN vaccination programme; NGO representation at country level UN vaccine coordination structures; provision of guidance in English, French and Spanish for supporting member engagement in the UN vaccine programme; strengthening cross agency learning and communication through the ICVA weekly COVID-19 updates. Through ICVA NGOs are informing, and are informed by, key global Inter-Agency processes, including the EDG Decision Group (delegated to make the buffer allocations) and the Global Health Cluster COVID-19 Vaccine Working Group (monitoring COVAX rollout and gaps in National Plan coverage).

With other conveners of influential civil society networks and platforms, ICVA called upon States to step up the multilateral efforts and lead a truly global response (Read the "[Open Letter to States on Universal Access to COVID-19 Vaccines](#)").

As we move in to 2022, ICVA will continue to convene members around COVID-19 to look at how to advocate for equitable vaccine delivery to vulnerable communities that is better coordinated, targeted and effective.

Strengthening In-Country NGO Fora to Promote Enhanced NGO Collective Action

The NGO Fora Support Programme implemented by ICVA in the last five years aims to build the capacity of NGO Fora in humanitarian settings, raise their profile and increase support to these vital structures, and to help them connect with and support each other. ICVA's support to NGO fora is closely linked to ICVA's work on localization.

In 2021, ICVA continued structured and ad-hoc support to 24 NGO Fora, coupled with small grants to ten NGO fora in humanitarian settings worldwide, enabling them to design and implement their own contextually relevant activities.

In addition, in 2021, the NGO Fora programme was complemented with work on COVID-19 response and equitable access to vaccines. It was also linked to the localisation efforts with the NGO Fora in Yemen, Cameroon and Uganda strongly engaged in monitoring of localization progress, through the detailed baselining process, along with a focus on collective strengthening of quality and accountability in NGO response.


In the East Africa region, specific expertise was dedicated to supporting NGO fora in Ethiopia, Somalia, South Sudan and Sudan. Training opportunities and peer learning were provided on the topics of PSEA and gender aspects, and strategic planning. The South Sudan NGO forum participated in the NGO briefing to Permanent missions in Geneva on inclusive access to the COVID-19 Vaccines. Prior to the briefing NGO fora in the region held a call to discuss cross-cutting issues between different countries in the Greater Horn of Africa and provided inputs to the South Sudan forum.

ICVA increased support to West and Central Africa with a specific focus on three key contexts: Democratic Republic of Congo, Cameroon and Central African Republic. The aim was to ensure enhanced proximity with the members and fora working in the region. ICVA will also continue the financial support to NGO fora in Cameroon, both national and international NGOs, so to maximise the results of the support provided in 2021 aiming at improving humanitarian coordination and interaction among national and international actors.

In Asia Pacific, the National Humanitarian Network in Pakistan and Humanitarian Forum Indonesia received ICVA support to better disseminate information on COVID-19 and subsequent vaccine roll out, including exchanges on best practice.

During the period of May – December 2021, ICVA supported three NGO Foras in MENA (SNL, WE CAN, and PNGO). The aim of this project was to support through resources and structured assistance in the key areas of humanitarian response, information sharing, capacity building, promotion of learning opportunities and advocacy; and guidance on governance and membership related issues in the context of COVID-19. ICVA also promoted the pivotal role of NGO fora in national and local humanitarian response as well as strengthen the resilience of the NGO fora during the COVID-19 to remain committed to reinforcing the localization.

In 2021, ICVA continued structured and ad-hoc support to 24 NGO Fora, coupled with small grants to ten NGO fora in humanitarian settings worldwide, enabling them to design and implement their own contextually relevant activities.





Humanitarian Financing

06

ICVA's Humanitarian Financing work advocates to ensure the needs of populations affected by crisis are effectively met by the humanitarian finance system. ICVA also strives to help NGOs, particularly national NGOs, understand, influence, and have better access to humanitarian financing. Timely, predictable, flexible funding is critical for NGOs to operate effectively in humanitarian crises.

Grand Bargain 2.0

Marking both the five-year anniversary of the Grand Bargain and the endorsement of Grand Bargain 2.0, 2021 was a significant year for the ongoing work to improve the effectiveness and efficiency of humanitarian aid. As part of the preparations for the 2021 Grand Bargain virtual Annual Meeting in June, ICVA released a [statement on the Grand Bargain 2.0](#) in May to help NGOs in their preparation for the discussions. Preparatory work with ICVA members centred on the proposed Grand Bargain 2.0 framework with a focus on quality funding and localization as key "enabling priorities." ICVA also contributed significantly to the [Annual Independent Report analysis](#) that looked at the progress made, and challenges faced during 2020 as well as the longer-term outcomes achieved since its establishment.



[The Grand Bargain at five years: an independent review](#)

The Annual Meeting resulted in the endorsement of the Grand Bargain 2.0 initiative by all signatories present, however, participants identified the need for further development of key details on plans for the new caucus and national reference group structures that make up key components of the initiative. It was also agreed to add an additional NGO seat to the Grand Bargain Facilitation Group (FG), both to balance the NGO voice in the group with an equal two seats in parallel to donors and UN agencies, and to ensure improved representation of local NGOs. NEAR Network will fill this seat for 2022 with a planned transition to A4EP after one year.

ICVA rotated into the second NGO seat on the Facilitation Group, replacing SCHR, which has represented NGOs for the past two years. Between July and September SCHR, NEAR, and ICVA reached out to NGO colleagues to identify priority action points in support of Grand Bargain 2.0 rollout. ICVA joined the first of three initial Grand Bargain caucuses in December, representing the broader NGO voice in discussions on moving forward with a common cash coordination structure. This successful effort resulted in a series of [recommendations](#) endorsed by all caucus participants and will be communicated to the IASC in early 2022.

Finally, ICVA closed the year by initiating a review and update of its [Grand Bargain Explained briefing](#) materials to cover the updates in Grand Bargain 2.0. Updated briefing materials will be published in early 2022 and are intended to help humanitarian field staff navigate implementation of the Grand Bargain.



[The Grand Bargain Explained: An ICVA Briefing Paper](#)

Harmonisation and Simplification of Partnership Agreements

Ongoing work to reduce burdens on NGOs by simplifying and harmonizing the conditions of humanitarian partnership agreements continued throughout 2021. Starting in the Spring, ICVA coordinated members of the Humanitarian Finance Working Group (HFWG) to update the 2019 Oxfam-led analysis of UN partnership agreements covering OCHA, UNHCR, WFP, UNICEF, and UNFPA. The updated analysis was completed in June with detailed recommendations for each agency covering simplification, improvements to language, and implementation of the terms and conditions of agreements. This approach was a significant development over the 2019 analysis which focused primarily on elements for harmonization across agencies.

From June onward, ICVA focused on connecting UN agencies and NGO partners in bilateral discussions building on the analysis of partnership agreements. This started with UNICEF with a dedicated consultation in July, planning for the WFP Annual Partner Consultations held in November, the November launch of the OCHA revision to the Country-based Pooled Funds (CBPF) global guidelines, and ongoing monthly topical consultations with UNHCR. Dialogue with agencies is ongoing into 2022, however, the completed analysis work has so far provided a solid framework to ensure a consistent, targeted dialogue on where and how to improve conditions of partnership.

IASC Results Group 5: Humanitarian Financing

ICVA continued to serve as co-chair with OCHA in the IASC Humanitarian Finance Results Group (RG5) through 2021. The group remained active within the IASC structure throughout the year with primary focus on funding flexibility, cascading of overhead (indirect costs) benefits to all partners, and agreement on common definitions of cost classifications. From March of 2021, RG5 successfully advocated for the IASC OPAG to endorse two key measures related to funding flexibility. The first was to extend the COVID-19 funding flexibility measures through the end of 2021. The second was to support a set of advocacy messages on quality flexible funding to facilitate consistent messaging between IASC Principals and donor governments contacts (such as Good Humanitarian Donorship (GHD)).

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

Country Based Pooled Funds (CBPF) and OCHA Regionally-Hosted Pooled Fund

ICVA serves as the NGO networks representative in both the OCHA Pooled Fund Working Group (PFWG), and as a member of the advisory group for the OCHA-NGO Dialogue Platform (currently chaired by Save the Children). Through the PFWG and Dialogue Platform, ICVA provides feedback to inform the strategic direction and management of CBPFs.

Notably in 2021, the PFWG endorsed the rollout of a new model called the Regionally-hosted Pooled Fund (RhPF) which was initially established in the Sahel Region starting in May. OCHA initially set up a fund for Niger and then will expand further within the region. The RhPF represents a new approach with significant potential to increase NGO including local partner access to pooled funding in locations previously not accessible to funding.

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

Starting in November 2021, PFWG also started working with OCHA to provide inputs on proposed revisions to global guidance in the CBPF Operational Handbook. Proposed revisions included updates to existing chapters as well as new chapters focused on localization and resource mobilisation. ICVA worked with its NGO members to collect and aggregate detailed feedback to pass to OCHA. The final revised Handbook will be ready by early 2022.

After limited allocations in 2020, the UN Central Emergency Response funding (CERF) started planning for an initial distribution of supplemental funding to Under - Funded Emergencies (UFE) for early 2022. In its role on the UFE Working Group, ICVA provided inputs from the NGO perspective into the priority UFE list in December 2021.

Risk Management and Learning Stream

ICVA's risk management learning stream continued in 2021 with the release of "[Leading Well: Aid leader perspectives on staff well-being and organizational culture](#)" in April. The paper provides insights from the CEOs perspective on the challenges of managing the risks associated with staff well-being. In June ICVA held the final webinar in this learning stream with PHAP on "*Risk Management and Funding Partnerships*". This concluding webinar was well-received with over 500 registrants, and strong participation in the discussion.

Building on the webinar briefing series on risk management, ICVA initiated a consultancy for the second half of 2021 to continue engagement on risk

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Based on feedback from the consultancy, ICVA will continue to develop risk management tools in 2022, with a particular focus on peer-to-peer sharing and practical tools for field staff.



[Leading Well: Aid leader perspectives on staff well-being and organizational culture](#)



Navigating Change

07

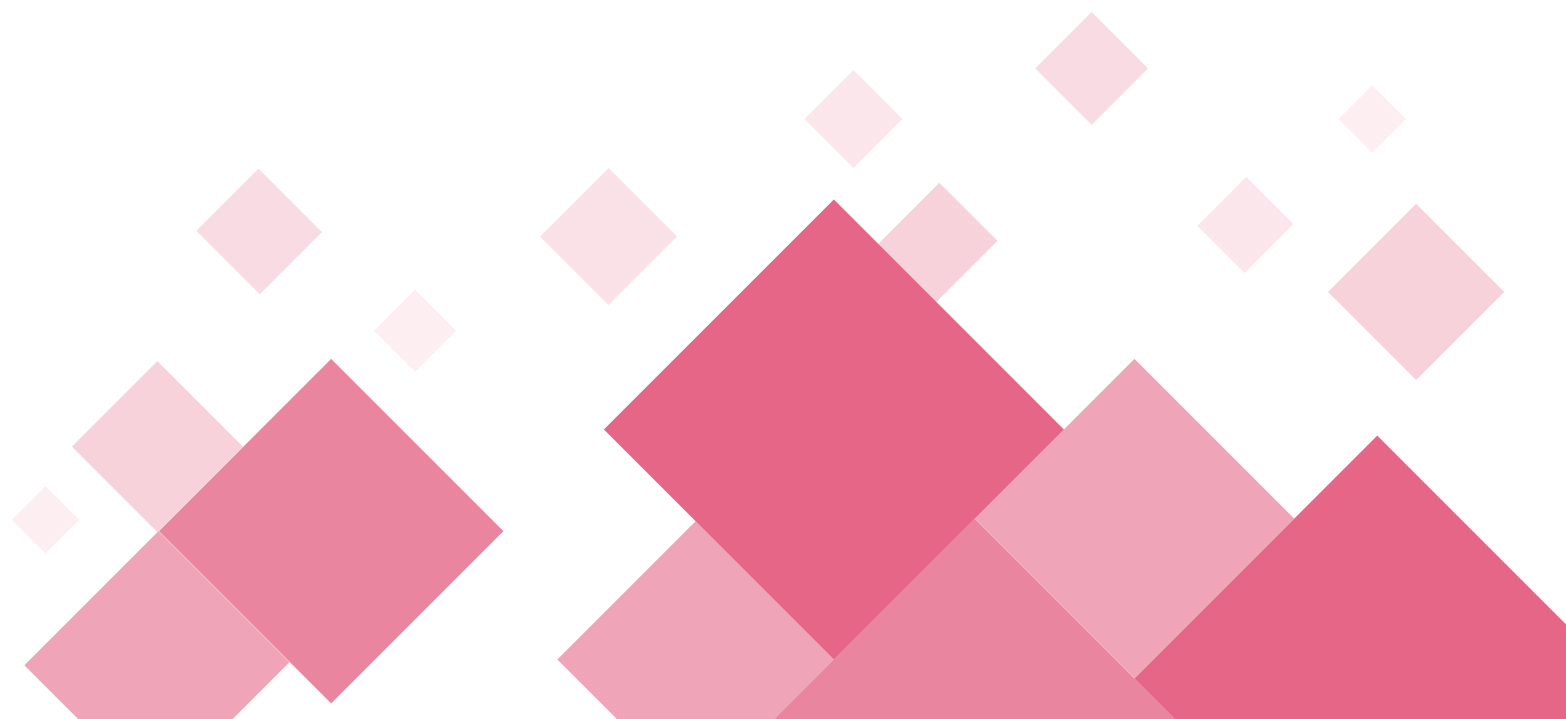
ICVA aims to help NGOs strategically navigate and influence changes in the response to affected populations. ICVA enhances dialogue and partnerships between NGOs and key actors in the humanitarian sector to tackle transversal issues - such as localization, the triple nexus, safeguarding, and Civil Society in the Humanitarian Space, Climate and Environment Action, Diversity Equity and Inclusion - while promoting Humanitarian Principles and the Principles of Partnership.

Civil Society in Humanitarian Space

ICVA is highly concerned by any trends that result in shrinking space for NGOs. These include the issue of erosion, negative perceptions from governments regarding civil society action and general growing restrictions on what they can do. This all impact principled and effective humanitarian action.

In 2021, ICVA, our members, and other civil society actors continued to work strategically and collaboratively to ensure an enabling environment for agile humanitarian response that promotes civic space. ICVA through its working group on Civil Society Space in Humanitarian Action has remained active throughout the year sharing guidance, tools, reports, webinars and calls to action around civic space. As a member of the Global Protection Cluster (GPC) Human Rights Task Team (HRE TT), ICVA connected humanitarian NGOs with human rights mechanisms and tools to raise awareness and advocate on behalf of IDPs.

On 5 July 2021, the Development Assistance Committee (DAC) adopted the [Recommendation on Enabling Civil Society in Development Co-operation and Humanitarian Assistance](#), their first-ever policy instrument on enabling civil society. ICVA members shared their suggestions during the consultation of the draft recommendations. See [ICNL's note](#) on what DAC members can do to begin implementing the recommendation's provisions.

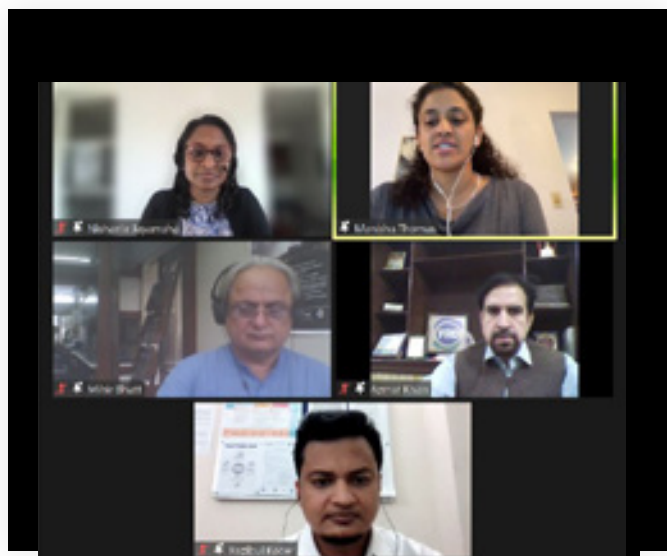


Climate and Environment Action

Addressing the Impact of Climate Change on Humanitarian Action

During ICVA's 2030 strategy consultations, members and partners highlighted the importance of the intersection between climate and environment and humanitarian action. As a result, addressing the impact of climate change on humanitarian action was adopted as one of the transformations within the ICVA 2030 strategy. Members also affirmed the importance of this intersection and need for the network to act by adopting the [Commitment and Motion to Action on Climate and Environment](#) at the General Assembly. ICVA and members seek to mitigate and adapt action to the increasing impact of climate change on humanitarian needs. The Commitment also calls on ICVA, its members and the sector, to minimize the negative environmental impact of our own activities.

The ICVA Annual Conference and ongoing E-learning stream both looked at how NGOs and the sector can address the impact of climate change on humanitarian needs and minimize the negative environmental impact of our own operations.



Adapting to the impacts of the climate and environmental crises

Climate, Environment and Humanitarian Action: How can NGOs Mitigate and Adapt?

ICVA's 2021 Annual Conference, held virtually on 25 and 26 May, was dedicated to role that NGOs play in adapting the way of working to be better prepared to climate and environment change. The conference brought together over 1,400 ICVA members, NGOs, NGO fora, States, donors, UN agencies, experts and other climate and environment sector stakeholders to share their experiences, lessons learned,

challenges and ways forward around these issues. The report and the recordings of all sessions can be found on [ICVA's Annual Conference webpage](#).

The Climate and Environment Charter for Humanitarian Organizations

ICVA was part of the Advisory Committee with ICRC and IFRC to draft the Climate and Environment Charter. Over 18 consultations and presentations of the draft Charter were held by the Committee with some 200 individuals from more than 110 organizations. In May, the Climate and Environment Charter for Humanitarian Organizations was made available to all humanitarian organizations for adoption. ICVA is a signatory to the Charter and encourages other NGOs to also sign the Charter.

To support members and other NGOs on the Charter, the [ICVA and PHAP Learning Stream on Climate Change and Humanitarian Action](#) focuses on practical ways of applying the Charter commitments. Three webinars were held in 2021 including an introduction to the Charter commitments, sharing lessons learned, practical initiatives and tools related to implementing the Charter commitments. The recordings and other resources related to these webinars can be found on the [ICVA website](#). The Elearning stream will continue into 2022.

ICVA is also continuing its engagement as member to the Advisory Group on the Charter, to develop further tools and standards serving the implementation of the Charter. ICVA is also part of the Carbon Accounting Tool project together with ICRC and other organizations to develop a shared standard and a tool to measure carbon emissions. Learning from existing tools already built, the group will jointly agree on how Green House Gas emissions should be measured in the humanitarian sector, and then a tool will be adapted/developed and freely offered to the sector, together with online training and a user guide.

ICVA is a co-convenor of the expert roundtable working together to address obstacles to climate finance in conflict and fragile settings. The roundtable meets bi-monthly with a focus on identifying why gaps and shortfalls in climate finance exist, the consequences of these shortfalls, and on proposing practical ways to unlock climate finance for populations that are particularly vulnerable to climate risks.

ICVA and its members were engaged in COP26 that took place in Glasgow from 31 October to 12 November. ICVA signed on to two initiatives: the [statement](#) on behalf of the Climate and Environment Charter Signatories and contributed to [key messages](#) on Climate Change and Human Mobility by the Advisory Group on Climate Change and Human Mobility.

Localization

ICVA contributes to various discussions on localisation, supports local and national NGOs to participate in various decision-making and coordination structures, and supports building local agency through county-based NGO fora.

ICVA and members engaged in the drafting and dissemination of the IASC Guidelines on [Strengthening Participation and Representation of Local and National Actors in IASC Humanitarian Coordination Mechanisms](#). As previously mentioned, ICVA facilitates and supports the active engagement of national NGOs in the IASC coordination structures.

Concerns remain, however, that while there is a lot of rhetoric on localisation, the progress achieved at the country level is still limited. So in 2021, through the partnership with Humanitarian Advisory Group (HAG), ICVA supports the roll out of [HAG/PIANGO measuring localization framework](#) tool in three

specific contexts: Yemen, Uganda and Cameroon. ICVA teams in MENA and Africa conducted a series of participatory meetings and workshops about the project and its objectives with selected NGO Fora, UN agencies, and key local actors. The main purpose of the different discussions was to facilitate communications between all the stakeholders on the indicators to be measured and other important aspects in developing a localization baselining in the three selected countries, including how the process would need to be adapted to the various contexts. For each country the baselining project will take place in parallel in the first quarter of 2022.



[Public High-Level Discussion on the Climate and Environment Charter for Humanitarian Organizations, Planet Red Summit.](#)

Better Connectivity Between Humanitarian and Development Efforts

In 2021, ICVA remained active in the Results Group 4 on Humanitarian Development Collaboration. As co-chair of the Nexus Community of Practice (CoP) with 150 members of NGOs, UN, IFIs, and governments, ICVA took a lead in the dissemination of tools and latest guidance on the nexus developed by the RG 4 through a series of information sessions. Specific information sessions were organized for NGOs in West and Central Africa. The bimonthly calls of the Nexus CoP also had focused sessions on country level policies including DRC, Lebanon, and oPt. ICVA was also instrumental in providing NGO feedback to the OECD DAC recommendations on the Nexus.

Diversity and Inclusion

In 2021, ICVA continued its long-standing commitment towards diversity and inclusion, both in its membership and internal governance structures, as well in supporting members to be more inclusive in their work on the ground. ICVA addresses issues of bias and inclusion and commits to promoting the best practices for safeguarding, ensuring protection from sexual exploitation and abuse (PSEA) and fulfilling a duty of care.

Child Rights

Following the 2020 UNICEF-NGO Partnership in Humanitarian Action Annual Consultation and ICVA's contribution to the revision of UNICEF's Core Commitment for Children (CCC) in 2020, UNICEF and ICVA co-organized two webinars with field practitioners in English and French in May and June 2021. The webinars discussed what the revision of the [Core Commitments for Children](#) (CCCSs) entailed and how NGOs can use the CCC as a tool on the ground to build partnership and work to protect the rights of the child in humanitarian contexts.

ICVA also contributed to the inaugural Global Forum for Children and Youth organized by UNICEF and the governments of Botswana and Sweden on 7-9 December. ICVA pledged to support members to reach the most vulnerable children and families in a principled manner; to take action on the implementation of climate action commitments and to leverage the capacities of NGOs to bring about change in policy and practice at the benefit of all children.

Safeguarding

ICVA continued to be an active participant in various advocacy and policy efforts concerning Protection from Sexual Exploitation and Abuse (PSEA), including the IASC Results Group 2 on Accountability and Inclusion, the IASC PSEAH Thematic Experts Group and the Field Support Team. ICVA contributed to the external review of the IASC approach to PSEAH with work planned in 2022 to support the implementation of the recommendations coming from the review.

In 2021, ICVA continues to implement the [Misconduct Disclosure Scheme](#) and promote it among the membership and beyond. ICVA is part of the Cross-Sector Safeguarding Steering Group (CSSG) that follows up on the 2018 Safeguarding Summit and is participating in several projects relating to the commitments made during the summit. Together with SCHR, and technical support of UNHCR, ICVA commissioned a report looking at the important role played by partnerships in addressing allegations of sexual exploitation and abuse (SEA) against aid workers. The study, which examines in what ways the nature of relations between partner organizations (UN, NGOs, donors) affects the quality of the response to allegations of SEA, in particular the impact on survivors, communities and programme continuity, will be launched in March 2022.



PSEA Community Outreach and Communication Fund

In 2021, ICVA and UNHCR launched the second round of the PSEA Outreach and Communication Fund, to provide rapid, targeted financial support to NGOs to develop and disseminate outreach and communication materials on PSEA by aid workers. Over 1000 applications were received and based on the review by the Fund's Steering Group, ICVA provided financial grants to 15 selected NGOs, working in Zimbabwe, Myanmar, Nepal, Palestine, Syria, Pakistan, Somalia, DRC, Cameroon, Panama, Tanzania, Costa Rica, South Sudan, Ethiopia and Malawi. Priority was given to local NGOs, who are often best placed to reach out to affected communities but may lack the necessary financial resources to do so. The 15 NGOs each received a USD 20,000 grant, and technical support was made available to these selected NGOs by the Steering Group.

To date, with all the projects supported in 2021 completed, communities in 15 countries are better aware of the non-conditionality of humanitarian aid, the commitment of the sector to address impunity for sexual abuse and exploitation, and the existing possibilities to report SEA allegations. Communities were engaged in the planning and implementation stages of the projects. Outreach materials developed included printed materials, art works, radio programs and podcasts, videos, mobile road shows,

community dialogues and drama guides, comedian shows, and workshops. In addition to outreach and communication, some projects also included interventions such as the set-up of complaint and feedback mechanisms, trainings for NGO staff, youth volunteers, and community leaders, and guidance and codes of conduct for humanitarian workers. Moreover, several projects included specific communication activities on reporting of SEA allegations during the COVID-19 pandemic in addition to their broader work on PSEA. All products created through these projects are available through the Fund's [Deliverables Database](#).

Promoting Gender-Sensitive Programming

ICVA with the Gender Standby Capacity Project (GenCap) organized an online training in September for NGO Fora Secretariat and members in Ethiopia, Somalia, South Sudan and Sudan under the topic of "Gender in Humanitarian Action". The objective of the training was to create a pool of skilled trainers in gender equality programming, who can employ the *Gender Equality in Humanitarian Action (GiHA)* training toolkit and adapt its methodologies to provide tailored gender equality training. The Peer-Peer network of the new GiHA Trainers, will continue via a dedicated online platform, developed as part of the training. In January 2022, a follow up, live event will be held with participants of the programme, exploring opportunities to build further a regional "surge capacity" of GiHA Trainers.



CCMN and SOPISDEW team leads at Advocacy Meeting (credit SOPISDEW)



Regions

08

In 2021, ICVA deepened its presence and engagement in the regions. ICVA's regional Hubs in Africa, Asia and the Pacific, Latin America, and the Middle East and North Africa (MENA), afford proximity to members, NGO networks and partners in the region. They also expand representation to regional humanitarian and political actors, strengthen links between field realities and global policies and strengthen support and collective advocacy through various meetings, workshops and consultations.

Africa

In 2021, ICVA Africa focused on engaging with members, NGOs and NGO Fora, UN Agencies, Donor agencies and regional bodies with a special focus on the African Union. To better support our members, ICVA organized and participated in thematic workshops, debates and consultations to discuss the region's crises and concerns, supported fora in surge capacity and provided technical assistance. There was also increased coverage of West and Central Africa.

Humanitarian Crises in Africa- Support to NGO Fora

2021 has been characterized by serious humanitarian crises in Africa. The crisis in Ethiopia, the deteriorating situation in Central Sahel, the challenges in Lake Chad Basin as well as worsening conditions in northern Mozambique, accompanied by political turmoil in Sudan, and enduring violence in the Democratic Republic of the Congo.

The North Ethiopia crisis led to persistent access issues, restricted the delivery of aid, increased child protection concerns, humanitarian needs, and emergency levels of malnutrition and food insecurity. ICVA intensified its technical and financial support to the surge of the INGOs Forum in Ethiopia, in particular supporting the position of a Forum Director for six months, while also engaging with donors to ensure sustainability of the position. Ongoing support to the advocacy and coordination work of the Forum continues and will do so into 2022.

The food insecurity situation in South Sudan was also of growing concern and ICVA supported members through the work of the South Sudan NGO Forum. ICVA supported the forum to review its governance

architecture and policies. ICVA is working closely with the lead expert to share experience and provide examples of best or promising practices taken from other contexts. In the Horn of Africa, a regional drought worsened the food security conditions and paved way towards a potential regional famine. ICVA worked intensely with members, NGO fora and with other actors including the UN and the Donors community to support advocacy efforts.

Further West, ICVA held discussions with members about the deteriorating situation in West Darfur, Sudan, and continues to support the work of the NGO forum in Sudan. Central Sahel has also been a focus of the network considering the worsening situation and political turmoil in Mali, Burkina Faso and Niger. In addition, the Lake Chad Basin region has attracted lots of focus including on the controversial issue of safe and voluntariness of returns. ICVA works closely with NGO Fora in Cameroon, Nigeria and Niger, to expand their collective advocacy capacity.

ICVA through its Humanitarian Coordination and Humanitarian Financing focus areas reached out to members working in Madagascar to extend support in relation to the food security crisis in the Grand Sud which prompted the release of a Flash Appeal. ICVA contributed to key messages for a donors' briefing and advocated for the inclusion of the country in the CERF underfunded window.

ICVA exchanged with the Global Camp Management and Camp Coordination (CCCM) Cluster in Somalia about funding for local and national actors as they continued to support displaced populations through multiple channels. ICVA supported a cluster workshop on this issue in April.

Regional Advocacy Support for the Eastern Africa and West and Central Africa Region

In 2021, ICVA added to its Africa team an advocacy expert to support enhanced NGO Fora advocacy around humanitarian principles, humanitarian access and role of NGOs in East Africa. Work has included a Community of Practice of NGO Fora in the Horn of Africa, to share information, identify needs and gaps and define the needed response, related to the food insecurity and drought in the region.

ICVA supported a variety of training opportunities for NGO fora in East Africa. Seven NGO Fora attended an online Building a Better Response (BBR) training in June. ICVA not only facilitated their engagement, but also ran the sessions on Principles of Partnership, and Climate action in humanitarian programming. Further BBR training session are planned for 2022. And in September ICVA organised with GenCap an online training on gender in humanitarian action for NGO Fora.

Throughout the year, ICVA held discussions with its various partners to enhance learning opportunities in the East Africa region on Humanitarian Principles

and Architecture. Once finalized these trainings will be offered to Humanitarians in coordination with the in-country fora.

In the same period, ICVA enhanced its coverage of West and Central Africa, pursuing plans for an ICVA representative to be based in Dakar. A meeting was held in Dakar in July with members and donors identifying overarching issues and provided feedback on concrete proposals to support more efficient coordination and advocacy in the region. As part of its renewed Dakar presence, ICVA participates in various working group in Dakar and is in discussion with OCHA to co-chair the Regional-IASC meetings in order to ensure appropriate NGOs representation.

In September, ICVA supported a Peer-2-Peer mission to Democratic Republic of Congo (DRC), providing recommendations to review the current humanitarian coordination architecture. 200 participants at 15 workshops held throughout the country, reviewed the proposed recommendations which were incorporated into the Humanitarian Country Teams action plan.

Africa Team Retreat



Engagement with Different Stakeholders

ICVA Africa team engaged with various intergovernmental organizations to highlight and discuss various humanitarian issues in the region.

During 2021, ICVA worked closely with the UNHCR regional offices in East and Horn of Africa and the Great Lakes, West and Central Africa, and Southern Africa, to create and hold the **2021 UNHCR NGO regional consultations**. The cross-cutting themes were partnership, partnership, localization, climate action and implementation of the GRF pledges. ICVA members were integral to the consultations and discussions, speaking up during the sessions and offering diverse opinions. A key message from ICVA was the need for joint responsibility to constructively track and monitor the progress, achievements, and challenges.

ICVA participated with members in an **African Union** planning meeting in advance of the 2022 Humanitarian Symposium. Although a range of topics were discussed including food security challenges, the impact of climate change, and COVID-19, ICVA

emphasized the importance of accountability to affected populations, and importance of access and financing. ICVA and members were also in discussion with ECHO on the forthcoming AU EU Summit to explore possible synergies.

In April, ICVA participated in the **IGAD's first Regional Experts Meeting on the Kampala Declaration** on jobs livelihood and self-reliance for refugees, returnees, and host communities in the IGAD region.

ICVA supported the ECHO offices in Dakar and Nairobi in preparation for the **European Humanitarian Forum (EHF)** to be held in March 2022. The themes for consultations in West and Central Africa included engaging with non-state armed groups while for East and Southern Africa they included access, protection for civilians and climate change.

Stakeholders Workshop in Tanzania



Asia and the Pacific Region

The humanitarian context in Asia necessitates collective NGO coordination, advocacy, and discussion across a range of priorities. The direction and achievements of ICVA in the region structured by the ICVA focus areas in particular on Bangladesh, Myanmar, Bangladesh and on disaster management and response in the region.

Asia-Pacific is the world's most disaster-prone region. Asia also hosts the world's largest refugee camp, Kutapalong-Balukhali camp in Cox's Bazar, Bangladesh with a complicated engagement related to refugee policy in the region.

Asia is also home to some of the world's most protracted internal conflict settings, including Afghanistan, Myanmar.

The people of Myanmar face an unprecedented political, human rights and humanitarian crisis, with needs escalating dramatically since the military takeover and a severe COVID-19 third wave in 2021. Following 40 years of war and an already dire situation and rising poverty over the past several years; in 2021 the people of Afghanistan faced intensified conflict, the withdrawal of international forces and then the takeover of the country by the Taliban in August. The resulting political, social and economic shocks have reverberated across the country with a massive deterioration of the humanitarian and protection situation in the last months of 2021.

Addressing Climate Change and Humanitarian Action

As the most disaster-prone regions in the world, the impacts of climate change are well known in the Asia Pacific region. However, while there have been investments in building resilience over the years, the frequency, intensity, timing of hazards, all of which has been exasperated by the socio-economic impact of COVID-19, make it an ongoing and key priority for humanitarian actors in the region. Thus, ICVA has made it a focus to ensure that members are well engaged in initiatives and policy discussions around the intersection between disaster reduction, climate change and humanitarian action.

In this regard, ICVA's key initiatives have included:

- Facilitating and hosting feedback and awareness raising sessions during the final drafting of the "Climate and Environment charter for humanitarian actors", including a session specifically for partners in India, hosted by our member the All India Disaster Management Institute (AIDMI);

- Working with external partners UNHCR and ECHO on consultations with NGOs around unpacking the key issues for the region;
- Identifying and linking local NGOs from the region to share their expertise in regional and global panels including ICVA's Annual Conference;
- Building relationships with other networks such as the Asia Disaster Reduction and Response Network and the Global Network of CSOs for Disaster Reduction to support member engagement on the Sendai framework and upcoming platforms on disaster reduction.

As co-chair with OCHA and IFRC of the bimonthly Regional Emergency Preparedness Working group, ICVA supports a regular focus on risk monitoring systems, contingency planning, anticipatory action initiatives and lessons learnt for preparedness from responses. In this group, ICVA plays a role in shaping the agenda, the inclusion of NGO experiences from regional and country levels and linking members to other relevant regional platforms such as the Anticipatory Action Technical Working Group and IASC initiatives on scaling up disaster risk reduction in humanitarian action.

Coordination on Emergency Response

There was a sharp increase in humanitarian needs in Myanmar post the February 2021 Coup and the troop withdrawals in Afghanistan. According to the 2021 Humanitarian Response Plans the combined total number of people targeted for humanitarian assistance has been around 34 million, a substantial increase from previous years. ICVA has provided ongoing support to members and the national foras in these countries, through engagement and advocacy with IASC, convening ad hoc coordination meetings amongst NGOs, coordination with UN on joint briefings, information dissemination, participation in briefings for members, connecting agencies across the region with common interests, and identifying technical support and expert engagement on specific issues and analysis on the key issues for NGOs.

Afghanistan – A Whole of ICVA Response

ICVA has long been involved in supporting the work of members in Afghanistan. After 15 August this effort has intensified due to the scale of the crisis. The ICVA regional representative worked with all ICVA's three focus area leads to address the array of challenges the current crisis presents. This included direct support for raising operational concerns through the EDG and pledging conference, supporting dialogue on

specific issues such as the joint operating principles, working with ICVA forced migration team and UNHCR to run dialogues at the global and regional level on the potential impact of the Afghan crisis and how to support NGO engagement in efforts. Finally, work is ongoing with ICVA's humanitarian financing team on how to exchange information between agencies and networks on sanctions, blockages to aid and sharing amongst networks how this can be addressed. In November 2021, the head of ICVA Humanitarian Coordination visited Afghanistan to support coordination and better understand the impact of the crisis on NGOs both in Kabul and provincial level. This has been followed by a deeper [research analysis](#) on the impacts for NGOs, particularly local NGOs.

Building a Healthy Humanitarian Ecosystem

ICVA partnered with researchers to work with the co-organizers of the Regional Humanitarian Partnership Week in 2020, OCHA and the Asia Disaster Reduction and Response Network, to document and analyze the discussions that came out of the week-long discussion on the future of humanitarian aid in the region. This resulted in the report "[Building a healthy Humanitarian ecosystem in the Asia Pacific Region](#)". Certain themes and recommendations emerged including but not limited to the following: the need to strengthen and diversify the flexible funding mechanisms in the region, more emphasis on simplified reporting and risk sharing approaches, ensure that humanitarian coordination and response mechanisms reflect and build on existing ecosystems at the national and sub-national levels. Adapting risk analysis and forecasting to adapt for the intersectional

nature of risks in the region. These recommendations formed the pillars for the [2022 Humanitarian Partnership Week](#) (to be held in 2022) focusing much more on how we can work to take forward these recommendations. The recommendations will also help guide ICVA's work over the next three-years.



[Report – Between a Rock and a Hard Place](#)



Bangladesh CSO NGO Coordination Process annual conference

COVID-19 Support

ICVA's work on COVID-19 in 2021, focused on the humanitarian buffer, staff vaccines, information exchange within the region and supporting national efforts to continue to effectively provide humanitarian support amidst the pandemic. As co-chair of the Emergency Preparedness Working Group (EPWG), ICVA facilitated regular updates on the regional situation, actions and priorities for members in the region and engaged with WHO, and other UN agencies leading the response. In addition, ICVA Asia worked with colleagues in Geneva to ensure members in the region had access to information on the humanitarian buffer, and staff vaccine processes as well as feedback into global policy working groups on the implementation of vaccines on the ground.

Localization and Support to NGO Fora

ICVA supported various initiatives throughout the year to support localization. This involved direct funding to the National Humanitarian Network of Pakistan and the Humanitarian Forum of Indonesia to support NGOs in their countries better contribute to efforts to minimise the impact of COVID-19. Outcomes included webinar seminars around communication on COVID-19 myths to increase the uptake of vaccine roll out, national dialogue with government and other stakeholders on the complementary role of CSOs/ NPOs in COVID response in Pakistan, coordination with other humanitarian actors in Indonesia to update camp management guidelines, a study identifying lessons learned on the prevention and response to COVID-19 and providing recommendations for localization in humanitarian assistance was conducted. In addition, ICVA co-designed with NEAR network and local networks an exchange workshop on diversifying funding mechanisms in the Asia Pacific model to focus on financing models that directly support local organizations and actors. This has since translated into further workshops on the issue at regional level and is an intended theme in 2022. Additionally, ICVA has been connecting various research efforts on localization in the region, supporting awareness of key reports and guidelines to strengthen localization in humanitarian systems.

Latin America

In 2021, ICVA expanded its presence and engagement in Latin America. The partnership with FM4 Paso Libre allowed for sustainable participation and representation of Latin American NGOs within the ICVA network. ICVA supported, convened and connected NGOs in the region around several debates and events

including COVID-19 vaccine access, food insecurity, and the UNHCR-NGO regional consultations, while the support to country operations has been mainly on Venezuela and Colombia.

Regional Engagement on Accessing COVID-19 Vaccines in the Region

FM4, on behalf of ICVA participated in the States-NGO Briefing meeting "Leaving no-one behind: supporting effective humanitarian action during COVID-19 and beyond". During the meeting they shared key aspects of the vaccination process in Venezuela, Colombia, Nicaragua and Mexico as well as challenges in accessing vaccines for refugees, migrants and vulnerable populations. In June a meeting with members was held to follow up on ICVA's efforts to involve NGOs in the region around the COVID-19 and COVAX vaccination process. The meeting addressed financing of delivery and distribution, dissemination of humanitarian buffer information at the country level, comments, and observations on COVAX from individual experience.

UNHCR-NGO Regional Consultations in Latin America

UNHCR and ICVA co-organized the 2021 Regional NGO Consultations held in September. Key discussions focused on localization and supporting those who are delivering aid locally as well as climate action and how to work together to meet the challenges that climate change present for those forcibly displaced. There was a call for deeper engagement between UNHCR with NGOs in particular local organizations, to support capacity building, and facilitate spaces for dialogue. More information about the consultations can be found on the [UNHCR website](#)

Support to NGO Fora in Colombia and Venezuela

In 2021, ICVA, relying on the partnership with FM4, worked closely with the INGO Fora in Colombia and Venezuela. Particular attention was on food insecurity derived from humanitarian crises in Honduras and Venezuela. In April, ICVA held a meeting with colleagues from Venezuela and Central America to share information about the food crisis experienced in both contexts. In May a dialogue was convened for NGOs in Venezuela and Colombia to share information, conduct collective analysis and unpack the complexity of the humanitarian architecture for a better understanding of the interactions between the humanitarian situations in Colombia and Venezuela. Topics discussed included the presence of organized non-state armed groups on both sides of the border and in many other zones within the countries, the impacts of the humanitarian

crisis on people, mixed migration flows beginning in Venezuela (with Colombia being the first host country). Discussions addressed a range of challenges in terms of relationships, coordination, access and bureaucratic barriers faced by humanitarian actors. A number of key recommendations were made to improve the humanitarian response and collaboration between NGOs and partners in the two countries.

Coordination in Venezuela

In September, ICVA, local NGOs, international NGOs, States and UN agencies, met to assess the complex humanitarian emergency in Venezuela, specifically the humanitarian needs, gaps, and challenges. Key recommendations to the Humanitarian Coordinator were to effectively promote humanitarian space that is safe and to prepare and implement contingency plans to respond to security incidents affecting humanitarian workers. The same month NGOs were able to raise these issues in a meeting with the new newly appointed Humanitarian Coordinator, noting that that publication of the HRP 2021 was necessary to make the humanitarian situation visible, better coordination is needed with the authorities, and improvements were needed on the registration system for international organizations (REGONG).

The Colombian Fora hosted a joint meeting between the Venezuelan INGO Fora and the LAC RMD Coalition led by Save the Children. During this encounter a series of reflections and experiences were shared. Read more on the [issues discussed and outcomes](#). The meeting led to planning of follow-up work between forums in the region to broaden the discussion and share joint experiences.

ICVA participated in the monthly REDLAC meetings coordinated by OCHA in the region. These meetings aim to be an information bridge between the regional groups and the organizations in ICVA's network at the global level.

Middle East and North Africa - MENA

In 2021, ICVA MENA prioritized collaboration, engagement and expanding partnerships with members in the region, key fora and local actors. Several high-level meetings for NGOs from across the region took place and we were able to facilitate access and space for participation for our members and key stakeholders to these global level interactions.

ICVA Members Engagement in the Region

The annual ICVA MENA members meeting took place in September virtually. It attracted 68 local and international NGOs representatives from different countries in MENA. The meeting included global and regional updates; a comprehensive update on Grand Bargain II: looking at the implications of the Grand Bargain II on NGOs work; and global updates and panel discussion on the Nexus Participants shared inputs to inform ICVA strategy and priorities for the 2022 workplan.

Members in the MENA region also contributed to a series of discussions and information sharing on the COVID-19 situation, vaccinations and COVAX. Members also attended a consultation and information sharing session on the Climate Change Charter.



Regional Collective Advocacy

In February, ICVA hosted an NGO-Donor briefing meeting in preparation for the **High-Level Yemen Pledging Conference** that was held in March. The briefing highlighted the priorities of the donor co-hosts as well as presented NGOs an opportunity for feedback, questions, and comments. Further, ICVA and the local CSOs network in Yemen developed a [pre-recorded joint statement](#), calling for increased funding, transparent and inclusive coordination, principled partnership and ceasefire. During the High-Level pledging event for the Humanitarian Situation in Yemen, ICVA submitted a joint [recorded statement](#) given by ICVA's Executive Director and ICVA Member and Union of CSOs Representative, Abdu Ahmed Al-Qubati.

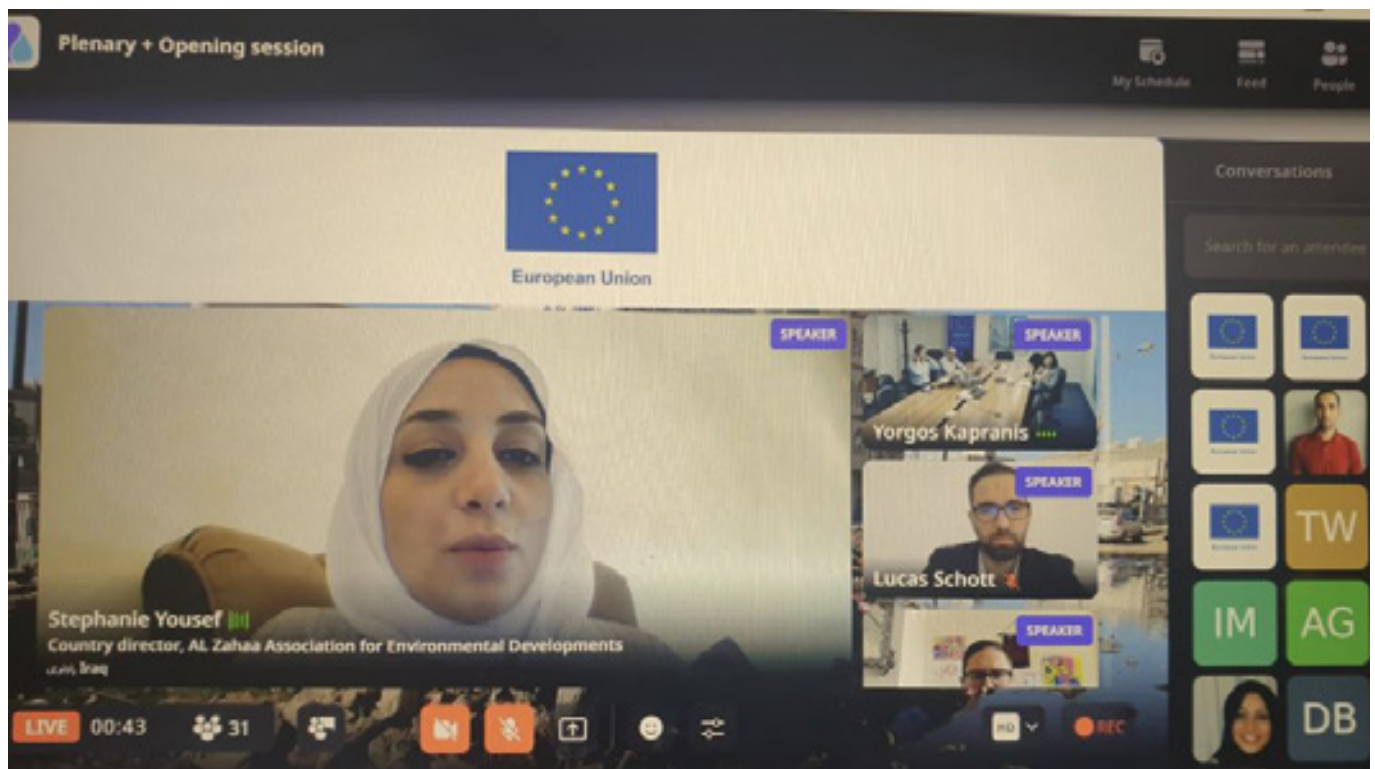
ICVA's participation in the **Brussels V Conference on Syria** that took place on 29 - 30 March. ICVA engaged NGOs by sharing information, supporting on various side events and providing regular updates to members throughout the conference.

Engagement with Regional Stakeholders

Throughout the year ICVA MENA participated in a number of key meetings, consultations, and briefings.

ICVA supported the **UNHCR - NGO MENA Regional Consultations**. ICVA developed and widely circulated a survey throughout February that informed format, topics, and content of the consultations to enhance a participatory approach. Also, ICVA worked closely with UNHCR regional team to ensure an inclusive participation of local and international NGOs in the consultations. ICVA Representative took the lead in designing and moderating with members the consultation around the theme of Localization.

ICVA co-organised the **EU Regional Consultations in MENA Region** that were held virtually in November. Consultations were on humanitarian access, climate change and humanitarian needs, and protecting civilians and essential civilian infrastructure in urban warfare. ICVA facilitated the sessions and compiled a two-page outcome briefing with recommendations for each consultation. The feedback from the consultation builds into the European Humanitarian Forum that will be held 2022.



EU Regional Consultations in MENA Region

ICVA presented a keynote speech at a briefing event on the **Regional Refugee and Response plan (3RP)**. The ICVA regional representative shared on the role of NGO actors in the 3RP plans, the effective coordination and engagement of local and international NGOs at the regional Syria response Plans. ICVA also joined the evaluation task force that was established by the two 3RP co-leads to assess the status of the 3RP.

Meaningful Participation of Local Actors in Humanitarian Coordination

A key focus of ICVA's work in the MENA regions is to use our collaborative advantage to promote inclusive participation from different local and international actors and to develop complementarity and meaningful partnership among the different actors, leading to an effective response to humanitarian crises.

ICVA supported the selection of two organizations from the MENA region; the Baghdad Women's Association and the Syrian Networks League, to join the IASC's localization subgroup. This group is co-chaired by the Somali NGO Consortium with the support of the ICVA MENA Regional Representative. Through ICVA's participation at the Humanitarian Pool Fund (HPF) Localization Task force in Jordan, ICVA members from JIF, are involved in the operationalizing of the Localization Monitoring and Evaluation Framework as endorsed by the HPF.

In January 2021, ICVA published the report on "[Localization in Humanitarian Leadership – Profiling National NGO Engagement in International Humanitarian Coordination Structures in the MENA Region.](#)" This research maps and documents the extent of effective and meaningful NNGOs engagement in international

humanitarian coordination structures. The report highlights some of the challenges many national NGOs face related to the inaccessibility of complex coordination structures that are steeped in jargon and often held in a language in which they are less comfortable operating. National actors also have significant resource constraints that impact their ability to attend coordination meetings.

Following this report ICVA has held a series of meetings with partners and members to update on different initiatives and collaboration opportunities to advance the localization agenda. ICVA convened online meetings with members and partners in Tunisia and Libya to discuss localization and the nexus in the Tunisia /Libya context.



[Localization in Humanitarian Leadership](#)



2021 March MENA launch localisation report

During the MENA Global Refugee Forum Stocktaking NGO/Civil Society consultations in April, ICVA moderated a session on "Partnerships and Localization in Humanitarian Response" highlighting current and future roles of local actors, implications of COVID-19 on localized responses and effective inclusion of local actors in international humanitarian coordination structures. The pilot contextualization and rollout of the [Localisation Measurement Framework](#), already articulated in Jordan, further strengthening progress on localisation at the country level through identifying and strengthening areas for collective action, will be replicated in Yemen in 2022.

Strengthening Organization Capacity

Organizational capacity strengthening is also a key recommendation for the implementation of the Localization Agenda.

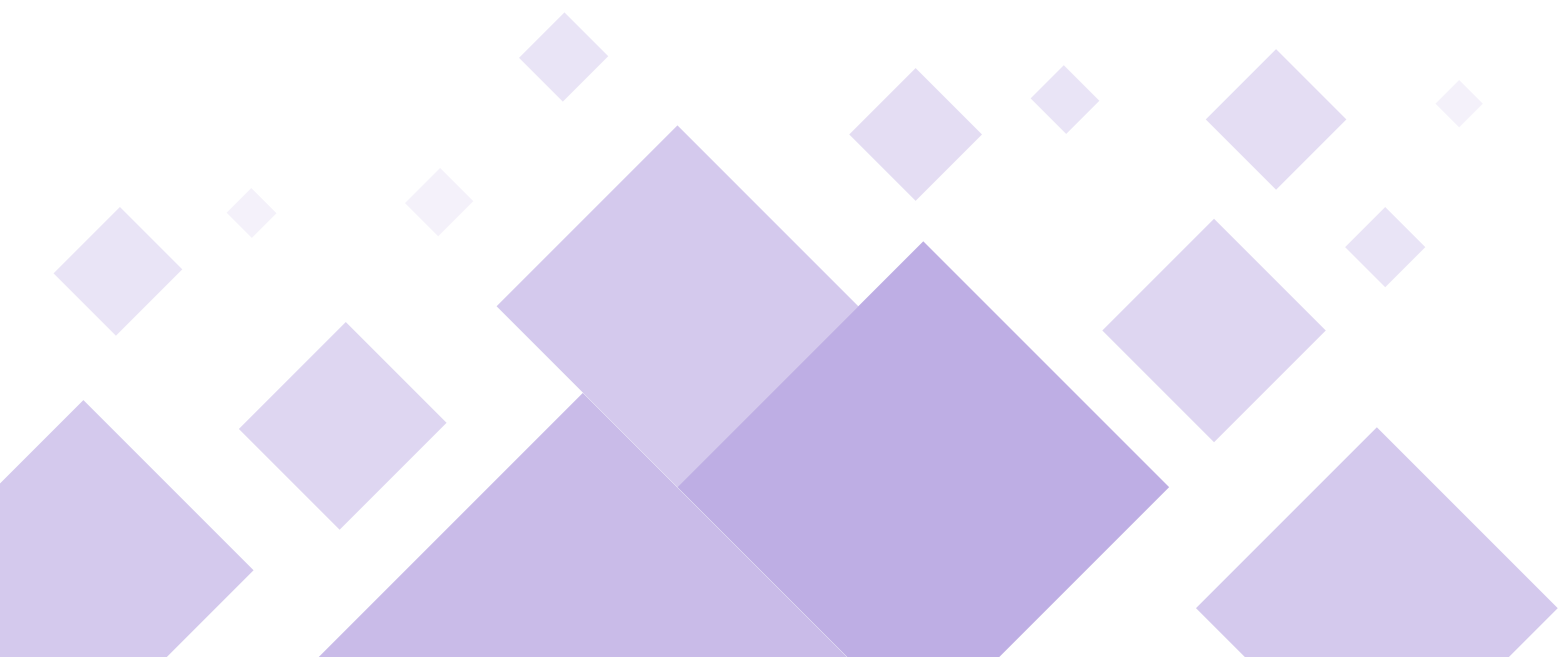
Throughout 2021, ICVA has supported the work of Syrian NGOs through the Syrian NGO network engagement and partnership programme with UNDP. ICVA kicked off this program by holding a virtual training on joint coordination, followed by an in-person training for 12 Syrian Networks in Gaziantep, Turkey in March. The training on joint coordination and advocacy, as well as good governance and strategic planning was intended to strengthen the impact of these networks and their capacity to play a vital role in joint coordination and representation.

In addition, ICVA provided eight of these networks with individual coaching sessions related to strategic planning. In June ICVA published ["the Evolution of](#)

[Syrian NGO networks"](#), a comprehensive case study on the evolution of the Syrian NGO networks examining the transformation, achievements and challenges, promote principled and effective humanitarian action. This interactive workshop explained the global policy scene and ICVA's role, humanitarian coordination architecture, and global standards of partnerships. This workshop had guest speakers from UNHCR, Support to Life, and CHS Alliance.

In November 2021, ICVA conducted a workshop targeting Turkish CSOs on promoting principled and effective humanitarian action, to strengthen the relationship, improve the communication, exchange and collaboration of NGOs in Turkey and promote principled and effective humanitarian action. This interactive workshop explained the global policy scene and ICVA's role, humanitarian coordination architecture and the global standards of partnership. The workshop had guest speakers from UNHCR, Support to Life and CHS Alliance.

ICVA began a capacity strengthening program and learning for Yemen CSOs Network in October. The 10 members of these network were targeted with supporting tools that will help them improve their skills on humanitarian coordination, good governance practices, as well strategic planning techniques.







Finance

09

PwC audited the financial statements of ICVA for the year ended 31 December 2021. The audit was performed in accordance with Swiss Auditing Standards. It is the opinion of the statutory auditor that the “financial statements for the year ended 31 December 2021 give a fair and true view of the financial position, the results of the operation and the cash flows in accordance with the Swiss GAAP FER and comply with Swiss law, the association’s deed and internal regulations.”

The incomes from members, core funding grants or global programme funds represent 65% of the 2021 income. Other project funding and activity funding complete the budget (35%) with a challenging level of unpredictability. While aiming for an efficient back office, the management of a greater number of small project grants generates considerable additional work including for the senior staff.

The projected incomes for 2022-2024 are composed of the largest share of funding from governments (50%). This share is aimed to be increased to cover most of the 10% of funding to identify (10%) and to reduce the small project funding. The projected incomes from UN agencies, Philanthropic Foundations and membership fees are of equivalent proposition (13-14% for each category).



Balance sheet as at 31 December (in Swiss francs)

The Audited Financial Statements can be found on the [ICVA website](#).

Assets	Notes	2021	2020
Current assets			
Cash and cash equivalents	6	1'049'367	1'385'411
Accounts receivable	7	97'304	17'598
Prepaid expenses and accrued income	8	41'485	41'563
Other current assets		37'760	-
Total current assets		1'225'916	1'444'572
Non-current assets			
Financial assets	9	20'077	20'077
Property, plant and equipment, net		5'429	10'858
Total non-current assets		25'506	30'935
Total assets		1'251'422	1'475'506

Liabilities	Notes	2021	2020
Current liabilities			
Accounts payable		124'356	160'308
Short-term interest-bearing liabilities		7'403	6'825
Accrued expenses		40'800	41'246
Deferred income		110'610	38'785
Short-term provision	10	42'252	81'462
Total current assets		325'421	328'626
Non-current liabilities			
Long-term interest-bearing liabilities		-	6,825
Total non-current liabilities		-	6'825
Total liabilities		335,451	335'451

Liabilities	Notes	2021	2020
Restricted funds			
Specific project balances		307'859	526'999
Total restricted funds		307'859	526'999
Reserve			
General Reserve		613'056	932'523
Net result for the year		5'086	-319'467
Total reserves		618'142	613'056
Total liabilities		1'251'422	1'475'506

Statement of Income and Expenses for the period ended 31 December (in Swiss francs)

	Notes	2021	2020
Net proceeds from Membership Fees and Grants			
ICVA Membership Fees		549'841	559'419
Denmark - Ministry of Foreign Affairs - DANIDA		221'220	-
Germany - Ministry of Foreign Affairs - S08		558'678	546'364
Luxemburg - Ministry of Foreign Affairs		108'198	107'712
Norway - Ministry of Foreign Affairs		153'900	150'300
Sweden - Ministry of Foreign Affairs - SIDA		324'510	305'101
Switzerland - Department of Foreign Affairs		300'000	450'000
Republic and Canton of Geneva		40'000	50'176
United Nations Development Programme (UNDP)		32'274	32'293
United Nations International Children's Emergency Fund (UNICEF)		44'718	25'269
United Nations High Commissioner for Refugees (UNHCR)		88'000	88'000
United Nations High Commissioner for Refugees (UNHCR) - PSEA Fund		336'275	376'034
Hilton Foundation		272'182	536'763
Members' and partners' contributions to projects		52'324	-
Total		3'082'120	3'227'431
Other operating income		90'851	6'495

	Notes	2021	2020
Operating Expenses			
Staff costs		-1'965'188	-2'003'511
Grants to local non-profit organizations		-423'730	-507'880
External Services		-543'411	-404'827
Premises charges		-121'054	-129'577
Maintenance, repairs and equipment		-2'626	-2'535
Travel expenses		-30'098	-44'936
IT expenses		-52'567	-37'541
Administration and office costs		-8'831	-9'830
Communications		-105'491	-45'331
Meeting, teleconference and webinar costs		-79'234	-55'468
Depreciation and valuation adjustments to fixed assets		-5'429	-5'429
Other costs		-21'615	-57'709
Net result before financial income and expenses			
		-186'303	-70'649
Financial income		32'549	113'676
Financial expenses		-79'677	-152'355
Net result after financial income and expenses			
		-233'431	-109'328
Net result before allocation to specific project balances			
		-233'431	-109'328
Reduction in Specific Project balances		1'121'377	1'004'487
Increase in Specific Project balances		-882'860	-1'214'626
Net result for the year			
		5'086	- 319'467



Donors

10

ICVA is grateful to its membership and partners for dues, funding and other contributions and in-kind support. We thank the many ICVA members for sharing their time with staff, influence and initiatives for collective action.

We thank the International Catholic Migration Commission (ICMC), the Asia Pacific Refugee Rights Network (APRRN), International Rescue Committee (IRC), and Africa Humanitarian Action (AHA),

Paso-Libre/FM4 for their support in hosting the Regional Hubs. We thank World Vision, INTERSOS, ACF, NRC and COOPI for ensuring bridging funds to increase the collective work in West and Central Africa.

We wish to recognize and thank the suppliers and commercial partners for their flexibility and the quality of the services they maintained while disrupted by the pandemic.

We thank the following governments, UN agencies and philanthropic Foundations for their generous support in 2021.



**OPEN SOCIETY
FOUNDATIONS**



The views expressed in this document do not necessarily reflect the views of the donors.



Governance & Management

11

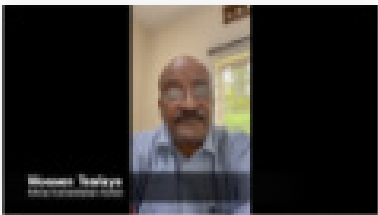
ICVA Board

The nine organizations elected to the Board by the General Assembly in May 2021 for a three year mandate were:

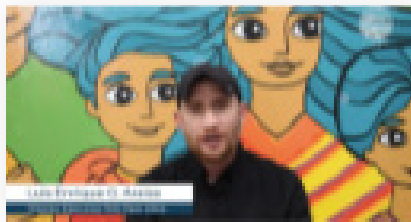
- **African Humanitarian action**, Mr Wossen Tesfaye
- **Amel Association International**, Ms. Virginie Lefevre
- **Amity Foundation**, Ms Ling Chunxiang
- **Christian Aid**, Ms Jane Backhurst
- **Concern Worldwide**, Ms Reiseal Ni Cheilleachair
- **Dignidany Justica**, Mr. Luis Enrique Gonzalez
- **Islamic Relief Worldwide**, Ms. Shahin Ashraf
- **Translators without Borders**, Ms. Aimee Ansari
- **War Child**, Dr. Unni Krishnan –
replaced Mr Ramin Shahzamani in September 2021

Ms Jane Backhurst was elected by the General Assembly as Chair. Since then, the Board elected Ms Shahin Ashraf as Treasurer and Vice Chair, and Ms Reiseal Ni Cheilleachair as the Human Resources focal point. All ICVA Board meetings in 2021 were online with much of the work done through the three committees of Finance & Administration, Membership, and Policy, Programme and Advocacy.

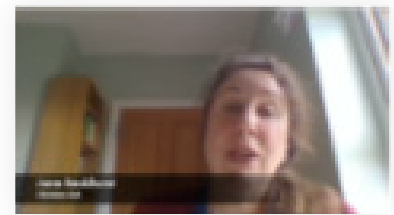
The Board's role is to ensure that ICVA stays true to its mission and to provide approval of policy, strategy, and the annual budget of ICVA, as well as to monitor implementation of ICVA's Strategic and Annual Plans. The diversity of the organizations on the Board reflects the diversity of ICVA membership.



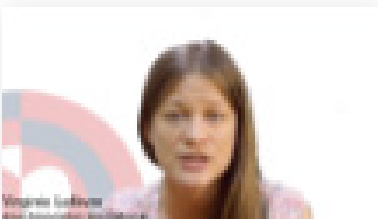
African Humanitarian Action
Mr Wossen Tesfaye



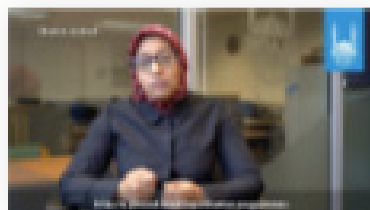
Dignidad y Justicia en el Camino A.C. (FM4 Paso Libre)
Mr Luis Enrique Gonzalez



Christian Aid
Ms Jane Backhurst
Chair



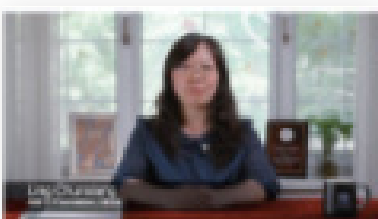
Amel Association International
Ms Virginie Lefèvre



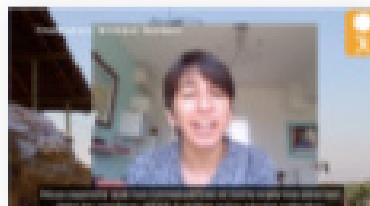
Islamic Relief Worldwide
Ms Shahin Ashraf
Vice-Chair & Treasurer



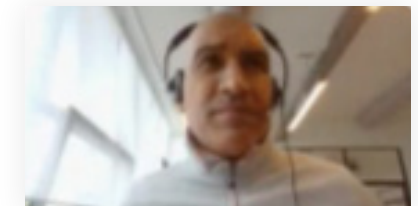
Concern Worldwide
Ms Réiseal Ni Chéilleachair
Human Resources Focal Point



Amity Foundation
Ms Chunxiang Ling



Translators Without Borders
Ms Aimee Ansari



War Child
Mr Ramin Shahzamani

Protection from Sexual Exploitation and Abuse

Progress in eradicating sexual exploitation and abuse and placing victims' rights and dignity at the centre of these efforts has continued within the ICVA network. In 2021, ICVA Secretariat did not receive any allegations on sexual abuse and exploitation and sexual harassment.

ICVA assessed its Safeguarding Policies in 2021 and expanded the work to embed a safe organizational culture.

All ICVA Secretariat offers of employment are subject to satisfactory references and appropriate screening checks. ICVA participates in the Inter-Agency Misconduct Disclosure Scheme with requests for information from candidate's previous employers about any findings of sexual exploitation, sexual abuse and/or sexual harassment during employment, or incidents under investigation when the candidate left employment.

Managing Risks

Our risk management process did not have to deal with any safety and security incidents concerning staff nor incidents of fraud. The ICVA Board reviews annually a set of 24 risk criteria accompanied by a work plan to mitigate or address the salient risks.

Environmental Policy

ICVA recognizes that its day-to-day operations impact the environment in a number of ways. ICVA is therefore committed to minimize the potentially harmful effects of its activities wherever and whenever possible.

ICVA Secretariat implemented and monitored its environmental policy. The [policy](#) establishes practices and guidelines for ICVA Secretariat to effectively reduce the carbon footprint and other environmental impacts of its activities while operating under a limited budget. Each staff member is responsible and accountable for their contribution to reducing ICVA Secretariat's carbon footprint.

In 2021, ICVA Secretariat adopted the '[Climate and Environment Charter for Humanitarian Organizations](#).' In this way, as a network, we adopt a clear vision and principles to guide humanitarian action in the face of the crises. This work is incorporated in its Climate and Environment in Humanitarian Action portfolio under Transformation 2 of the Strategy, and within the ICVA members [Commitment and motion to action on climate and environment](#). Through this, ICVA members

will consider signing the Charter individually and indicate when they will realistically be able to measure their implementation of the Charter. To keep up with the rate of change needed and continue to advance this agenda, ICVA will review the Motion to Action at latest at the next ICVA General Assembly in 2024.

Since 2021, ICVA is a member and reporting to 2050TODAY. In partnership with the United Nations, [2050TODAY](#) brings together a community of international Geneva institutions determined to ensure a quick, continuous and measurable GHG emissions reduction of their own institutions.

Engaged Membership

ICVA's membership comprises humanitarian NGOs and NGO networks of all shapes and forms committed to delivering the highest quality of principled humanitarian action. During the year ICVA welcomed 11 new organizations to the network, bringing the total to 137. Almost half of ICVA members have their HQ in Africa, Asia-Pacific, Latin America and MENA regions.

Members engage in ICVA work through the 11 thematic working groups and four regional working groups. 67% of members have signed up to thematic working groups, and almost 80% to the regional mailing lists. Although some of the working groups are dominated by international NGOs, who have more staff and less intimidated by language barriers, feedback from national NGOs on specific regional or country contexts are sought directly by the regional representatives. Members also show their commitment to the network in other ways, for example through the secondment of staff, translation of documents, joint fundraising proposals, and sharing of expertise.

Over 100 people attended the 18th General Assembly in May 2021, 15% of members nominated candidates for the Board, and over 90% of our members actively contributed to the development of the ICVA 2030 strategy.

Overall, these are all indicators of a healthy and vibrant membership-led network. ICVA is committed to having a truly diverse and inclusive network. Inclusion does not just mean giving input, it also means giving power and the space for members to lead. Our membership strategy provides a framework around increasing influence by building a credible and engaged membership. We continue to develop a culture of coming together to act together to increase our collective impact for those caught in crisis.

ICVA's Added Value Tracked in the External Impact Study

The purpose of the external Impact Study was to take stock of the impact ICVA has achieved over the course of its 2019-2021 Strategy. The key question being investigated is *"What has been the impact of ICVA's efforts in influencing and amplifying NGO perspectives in humanitarian dialogue and policies across each of the four selected focus areas and other issues arising for the period 2019-2021?"*

The final report, [Impact Study 2019-2021](#), is shared publicly and the findings were presented at an ICVA donor partnership meeting in March 2022.

A number of points picked up during the mid-term review resonate with choices made in the 2030 strategy such as realizing diversity, equity and inclusion as a means to increase impact, the relevance of regions, leveraging off member capacity, building on environmental and PSEA work and deepening the collaborative nature of ICVAs work. The final version of the impact study provides added reflection as ICVA looks forward to its desired impact in the years ahead.



[Impact Study 2019-2021](#)

The study concludes that:

- ICVA has had significant impact whether viewing their work through the lens of the Focus Areas, the defined ways of working or the documented added value of ICVA.
- ICVA's impact comes in part through the competence and capacity it has on specific areas of work such as finance or forced migration, but its overriding value is how it brings diverse actors together, respects differing views and promotes the power and influence of the collective over that of a single organization.
- ICVA is arguably ahead of the field in terms of diversity, but still clearly would like to do better in realizing the value of this diversity and become even more inclusive and equitable in how it works.
- This impact study will come across as very positive, but some strengths are also points of fragility. ICVA relies on small highly competent staff within the secretariat, in terms of their knowledge and skills but also the culture in which they operate. Their successes also raise expectations or desire for more, whether it is in scope or in geographical coverage and finding the best way to meet demand, without secretariat growth and with compromising quality will have its challenges.
- ICVA's choices of focus areas has helped provide greater clarity of what their core business is compared to strategies of that past. That said, there is still a need to prioritize and avoid overload.
- COVID-19 proved the relevance and importance of much of ICVA's ongoing activities and initiatives across the focus areas. With support from the ICVA Secretariat, ICVA members have continued delivering on the ground despite the additional challenges brought on by the pandemic. As a collective, they also successfully influenced and drafted global policies for more solidarity and social justice.
- ICVA has enormous reach and covers a lot of ground considering the size of the organization and budget. ICVA has managed well but sustaining the quality of work and meeting ambitions will require stable resourcing from supporters as well as strong collaborations with and between members.

ICVA at 60

ICVA will be commemorating its [60th anniversary](#) in 2022 with events online, in Geneva and in the regions. Since the creation of ICVA in 1962, ICVA has remained committed to its mission of making humanitarian action more principled and effective by working collectively and independently to influence policy and practice. The commemoration is an opportunity to reflect on ICVA's past, present and future as well as re-enforce the ICVA 2030 ambitions.

Staff and Structure

The global and diverse nature of ICVA's network is also reflected in the structure of the Secretariat and its staff. The Secretariat consists of an Office in Geneva and Regional Hubs in Asia (Bangkok); MENA (Amman) and Africa (Nairobi, Addis Ababa, and Dakar) and a representation for Latin America (Guadalajara/Mexico – Paso Libre).

Staff in the Regional Hubs are generally from the region, which enables also a more genuine understanding of regional dynamics, cultures and facilitates other partnerships beyond members with civil society across countries of the region.

Organizational changes at the ICVA Secretariat aim at better supporting the ICVA strategy including on: a) diversity, equity and inclusion; b) supporting and valuing local actors; c) connecting the local level in the policy dialogue and coordination; and d) adapting to the global changes due to environment and climate change, economic recession and pandemics.

ICVA Consultants in 2021

GCPS	Maissam Nimer & Basem Mahmud	Charmaine Seitz
Zedoun Alzoubi	Charmaine Seitz	Siraprapa Bhumsuko
Maxine Clayton	Adrio Bacchetta	Fiona Gall
Emma Cliffe	Zaidoun Al Zoubi	Mohammad D Khurarn
Rift Valley Institute (Kenya)	Wameedh Shakir (Itar Foundation)	Fidolea
Rafat Ludin	Kimja Vanderheyden	CBI
Moore Sénégal Tax & Legal	Misty Buswell	Sandstones (Clayton Beer and Adrio Bacchetta)
Pascale Daou	Hana' Abdullah Raja Jumu'ah	ACW
Sophie Battas		

ICVA Staff in 2021

Mr Ignacio Packer

Executive Director

Ms Mirela Shuteriqi

Director of Policy

Mr Michael Hyden

Director of Programme

Mr Jeremy Wellard

Head of Humanitarian Coordination

Mr Obele Oluchukwu Iheakandu

NGO Fora & COVID-19 Support Officer
(until February 2021)

Ms Eileen Morrow

Senior Policy Officer

Mr Jérôme Elie

Head of Forced Migration

Ms Loise Dai Rocheteau

Policy Officer Forced Migration

Mr Jeremy Rempel

Head of Humanitarian Financing

Mr Alon Plato

Policy Officer Humanitarian Financing

Ms Nishanie Jayamaha

Learning and Programme Coordinator

Ms Salome Quendoz

Learning and programme officer (until August 2021)

Ms Vania Gobbo

Associate Policy Officer

Ms Keya Saha-Chaudhury

Regional Representative for Asia and the Pacific

Ms Eman Ismail

Regional Representative for MENA

Ms Stephanie Yousef

Deputy Representative for MENA

Mr Marco Rotelli

Regional Representative for Africa

Mr Addis Tesfa

Deputy Regional Representative for Africa

Mr Albert Philip Burger

NGO Support West and Central Africa

Ms Lina Gomez

Latin America Regional Contact
(secondment FM4/PasoLibre)

Ms Fiona Wilkie

Information Officer

Ms Christian Benadum

Communications Officer (until August 2021)

Ms Edith Mecha

Communications Officer

Mr Fabrice Cadoux

Finance Officer

Ms Mylene Soto

Administration and Events Assistant

Ms Keren Simons

(Secondment from Plan International)



Members as of December 2021

Organization	Country
Members	
ABAAD – Resource Centre for Gender Equality	Lebanon
Abs – Development Organization for women and children	Yemen
ACBAR	Afghanistan
ACF – Action Contre la Faim	France
ACFID – Australian Council for International Development	Australia
ACT Alliance	Switzerland
Act for Peace	Australia
ACTED	France
Action for the Needy- ANE	Ethiopia
ActionAid International	South Africa
ADES – Agence de Développement Economique et Social	Chad
ADRA – Adventist Development and Relief Agency	USA
Africa Development Aid- ADA	South Sudan
AHA – Africa Humanitarian Action	Ethiopia
AIDMI – All India Disaster Mitigation Institute	India
AIRD – African Initiatives for Relief and Development	Uganda
Al Sham Foundation	Turkey
AMEL Association	Lebanon
AMERA International	UK
Amity Foundation	China
APRRN – Asia Pacific Refugee Rights Network	Thailand
ARDD – Legal Aid	Jordan
ASA – Afrique Secours et Assistance	Côte d'Ivoire
Asylum Access	USA
BAJ – Bridge Asia Japan	Japan
Building foundation for Development	Yemen
CAFOD – Catholic Agency For Overseas Development	UK
CARE International	Switzerland
Caritas Internationalis	Vatican City State
CCRM – Cross regional centre for refugees and migrants	Lebanon
CFDO – Community Research and Development Organization	Pakistan
CFSI – Community and Family Services International	Philippines
ChildFund Alliance	USA

Christian Aid	UK
CHS Alliance	Switzerland
COAST – Coastal Association for Social Transformation Trust	Bangladesh
Community World Service Asia	Pakistan
Concern Worldwide	Ireland
COOPI - Cooperazione Internazionale	Italy
CSSI – Centre de Support en Santé Internationale	Chad
CWS – Church World Service	USA
DCA – DanChurchAid	Denmark
Dóchas	Ireland
DRC – Danish Refugee Council	Denmark
F4M Paso Libre Dignidad Y Justicia en el Camino	Mexico
Finn Church Aid	Finland
Finnish Refugee Council	Finland
Fortify Rights	USA
FRD – Foundation for Rural Development	Pakistan
Frontiers Ruwad Association	Lebanon
GCR – Greek Council for Refugees	Greece
Geneva Call / Appel de Geneve	Switzerland
Globalt Fokus	Denmark
Good Neighbours	Switzerland
GUVS – General Union of Voluntary Societies	Jordan
HAMI – Association for Protection of Refugee Women and Children	Iran, Islamic Republic of
Handicap International	France
HIAS	USA
Human Initiative	Indonesia
Humanitarian Response Network of Canada -HRN	Canada
IBC – International Blue Crescent Relief & Development Foundation	Turkey
ICMC – International Catholic Migration Commission	Switzerland
ICRI – International Consortium of Refugees in Iran	Switzerland
IEDA Relief	USA
IHH – Humanitarian Relief Foundation	Turkey
IMC – International Medical Corps	USA
International Detention Coalition -IDC	Australia
INTERSOS	Italy

IRC – International Rescue Committee	USA
IRRI – International Refugee Rights Initiative	Uganda
Islamic Relief Worldwide	UK
ISRA – Islamic Relief Agency	Sudan
JAHSI Jordan Health Aid Society International	Jordan
Japan Platform	Japan
Johanniter-Unfall-Hilfe e.V.	Germany
JPS – Jordan Paramedic Society	Jordan
JRS – Jesuit Refugee Service	Italy
KCOC – Korea NGO Council for Overseas Development Cooperation	Korea, Republic of
Kerk In Actie	Netherlands
LMMPO	Yemen
LWF – Lutheran World Federation	Switzerland
MACOSS – Mauritius Council of Social Service	Mauritius
MDM – Médecins du Monde	France
Medair	Switzerland
Mercy Corps	USA
MERCY Malaysia	Malaysia
MUDEM – Refugee support centre	Turkey
NCA – Norwegian Church Aid	Norway
New World Hope Organization	Pakistan
Nordisk Hjalp (Nordic Aid)	Sweden
NPA – Norwegian People's Aid	Norway
NRC – Norwegian Refugee Council	Norway
OFADEC – Office Africain pour le Développement et la Coopération	Senegal
Oxfam GB	UK
Palestinian Non-Governmental Organizations Network – PNGO	OPT
Plan International	UK
RCK – Refugee Consortium of Kenya	Kenya
RCOA – Refugee Council of Australia	Australia
RCUSA – Refugee Council USA	USA
REDESO	Tanzania
RedR India	India
Refugees International	USA
RefugePoint	USA
REPID	Pakistan

RET International	Switzerland
RSN – Refugee Solidarity Network	USA
Save the Children International	UK
SDF - Sustainable Development Foundation	Yemen
Secours Islamique France	France
SHARP - Society of Human Rights and Prisoners' Aid	Pakistan
SNC - Somalia NGO Consortium	Somalia
South Sudan NGO forum	South Sudan
Sphere Association	Switzerland
SSI - Settlement Services International	Australia
STACO - Shaik Takir Azzawi Charity Organization	Libya
Stichting Vluchteling	Netherlands
Support To Life	Turkey
Syria Relief	UK
Tamdeen Youth Foundation	Yemen
TBC - The Border Consortium	Thailand
TdH - Terre des Hommes	Switzerland
Tearfund	
Titi Foundation	South Sudan
TSFI - Télécoms Sans Frontières International	France
TWB - Translators without Borders	USA
Tzu Chi Foundation	USA
VENRO	Germany
VluchtelingenWerk Nederland - Dutch Council for Refugees	Netherlands
War Child Holland	Netherlands
WRC- Women's Refugee Commission	USA
WVI - World Vision International	UK
YFCA	Yemen

Observers

ICRC - International Committee of the Red Cross	Switzerland
MSF - Médecins Sans Frontières International	Switzerland

Affiliates

Geneva Centre of Humanitarian Studies	UK
ALNAP	Switzerland
ISIM - Institute for the Study of International Migration	USA



ICVA - International Council of Voluntary Agencies

Africa

Dakar, Senegal
Nairobi, Kenya

Asia-Pacific

Bangkok, Thailand

Latin America

Guadalajara, Mexico
Representation

MENA

Amman, Jordan

Geneva, Switzerland

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