A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

Policy, Advocacy & Communications Strategy

2025-2027

ICVA's Policy, Advocacy & Communications Strategy aims to enable the strategic changes prioritised by the ICVA 2030 Focus Areas and Transformations (see Text Box 1).

Galvanising change to achieve our mission of principled and effective humanitarian action requires the transformation of structures, policy and practice through strategic advocacy and communications.

In our policy, advocacy, and communications work, ICVA serves as a conduit and amplifier for our members: As a conduit, we gather and analyse trusted information drawn from the diverse experiences and perspectives of NGOs, transforming it into practical insights and actionable recommendations. By building on and amplifying their messages, ICVA ensures that NGO voices reach and resonate with decision-makers, advocating steadfastly on their behalf to drive positive change.

Through this enabling strategy, which has close linkages with the Membership Strategy (2025-2027), we will strengthen and amplify our voice for the promotion of principled and effective humanitarian action. We aim to be **vocal, visible,** and **vibrant** to bring positive change, while ensuring our approach is **principled, purposeful** and **people centred**.

Effective communication and impactful advocacy require collective effort and engagement: the success of this strategy rests on the inputs and support from our members and team.

How ICVA defines advocacy	How ICVA defines communications.
Advocacy is a strategic and deliberate set of actions aimed at influencing people, structures, policies**,** and practices to promote principled and effective humanitarian action. Our advocacy is **purposeful**: it clearly defines the changes sought, the stakeholders responsible, and the most effective tactics for achieving that change. These tactics include policy dialogue, research**,** and analysis, convenings and negotiations, position papers and public statements. Our advocacy is **people centred** in that it amplifies the voices of our members, and the crisis affected populations they serve to inspire change. It is **principled** in that it aims to save lives, alleviate suffering and promote the dignity and protection of crisis affected populations and the humanitarians who serve them.	ICVA defines communications as a strategic tool to amplify our advocacy efforts, build trust and awareness, and engage and inspire our members and audiences across and beyond the humanitarian sector. For ICVA, communications go beyond simply sharing information: We aim to foster dialogue, facilitate collaboration, and ensure that the voices and concerns of civil society, NGOs, and affected communities are heard and acted upon at various decision-making levels. Given the diversity of our audiences, including our members, ICVA will take an inclusive approach and tailor our communication products to their diverse needs and interests.

Overall Objective

To bring positive change: To enhance ICVA's influence and impact in the humanitarian sector by amplifying its voice, increasing visibility, and fostering a vibrant, engaging presence that resonates with members, partners, donors, and the humanitarian sector.

Specific Objectives

1: By 2027, ICVA will be more vocal. ICVA's positions and expertise on principled and effective humanitarian action will be widely recognized and respected.

Expected results:

- **ER1a** ICVA will publish timely and impactful position papers, opinion pieces, calls to action and social media content, establishing it as a thought leader on humanitarian principles.
- **ER1b:** ICVA will develop strategic advocacy, and communication plans incorporating key messages, stakeholder analysis and tailored engagement approaches to strengthen impactful coalitions.
- **ER1c**: ICVA will convene policy and advocacy labs and roundtables with members, partners, and experts. Insights gathered will inform high-level advocacy briefings on key issues with a diverse range of member states and donors.

What ICVA will do:

- Publish 4 position papers, 12 opinion pieces, and 2 calls to action per year.
- Achieve a 100% increase in social media engagement annually by posting relevant, high-impact content.
- Develop 2 advocacy plans annually that connect the depth of ICVA's experience and member recommendations with new products and opportunities.
- Develop and implement 1 strategic advocacy campaigns annually, each targeting specific stakeholders with tailored messages.
- Host 2 policy and advocacy labs and 3 roundtables annually, with participation from at least 50 stakeholders.
- Conduct 4 high-level advocacy briefings per year with participation from at least 5 G77 member states.
- Develop and regularly update a "song book" of key messages for staff use.

2. Specific Objective 2: By 2027, ICVA and our members will be more visible and trusted, both within the humanitarian sector and the broader public sphere.

Expected results:

⇒ **ER2a** ICVA will produce a flagship report on key issues impacting effective and principled action and regularly publish infographics and dashboards to communicate the impact of advocacy and policy dialogue to stakeholders.

⇒ **ER2b** ICVA's brand and products are refreshed and resonate with stakeholders, increasing recognition, relevance, and reach. Audience profiles will be identified and products tailored to their information needs and preferences, leveraging the best of digital technology.

⇒ **ER2c:** ICVA will strengthen our Speakers' Bureau, build media partnerships, and enhance our digital engagement to promote our members' work and policy priorities.

What ICVA will do:

- Publish a flagship report.
- Create and distribute 6 infographics and dashboards annually to summarize policy dialogue outcomes, aiming for 1,000 views or shares per release.
- Complete a brand audit and refresh to increase visual coherence and engagement with of ICVA products.
- Develop and implement tailored communication plans for at least 5 key audience profiles by 2024, with an 80% increase audience engagement.
- ICVA will repackage our products and update learning stream content.
- Achieve media coverage in prominent outlets.
- Expand the Speakers' Bureau by 50% by 2027, aiming for CSO representation in 80% of relevant high-level humanitarian platforms and Member State briefings.

3: By 2027, ICVA will create a vibrant, engaging presence that attracts and retains a broad, diverse community.

Expected results:

⇒ **ER3a** ICVA's outreach and engagement with target audiences will expand by 2027, in alignment with its membership strategy. This will include frequent interactive storytelling, advocacy campaigns, and online communities of practice to build a dynamic, participatory community.

⇒ **ER3b** ICVA will build partnerships with universities, think tanks and academics to strengthen research and learning, youth engagement and innovation in humanitarian advocacy and communication.

⇒ **ER3c** The capacity of ICVA staff and NGO Forum Coordinators as communicators and facilitators will be strengthened to build dynamic and vibrant coalitions. ICVA will improve internal communications procedures and member engagement to strengthen policy dialogue and advocacy.

What ICVA will do:

- Achieve a 70% increase in website traffic and 90% growth in social media following by 2027.
- Publications will have budgeted dissemination plans and at least 170 downloads per publication.
- Establish at least 3 partnerships with universities and think thanks.
- A communications calendar and reporting approach will be rolled out and regularly updated, resulting in improved coordination.
- Implement internal communication improvements by 2025, resulting in a 50% increase in staff confidence in external communications.
- Capacity building training for ICVA staff and NGO Forum Coordinators.

Approaches

1. Purposeful advocacy and communications plans

⇒ Advocacy & comms plans will have clearly defined and measurable objectives, stakeholder mapping and analysis, and targeted tactics that mobilise the ICVA network to deliver and communicate impactful change.

⇒ ICVA research and policy products will have dissemination plans to ensure key audiences are reached from local to global level in their format of preference.

⇒ Regular monitoring and review of progress made and feedback to members through appropriate channels, including emails and working groups.

2. Uniting NGOs for harmonised analysis and messaging.

⇒ ICVA will bring together diverse NGOs to foster collaboration, dialogue, and coordination around shared challenges and opportunities in policy and advocacy spaces.

⇒ Member inputs will be used by ICVA to develop clear, unified messaging that reflects the core principles of ICVA and our members.

⇒ In times of crisis, ICVA will issue ensuring that messages are timely, accurate, and sensitive to the needs of affected populations.

⇒ While ensuring consistency and principles, we will tailor our messages to our target audiences, ensuring the right messages go to the right person at the right time.

3. Data and evidence driven advocacy and communications.

⇒ In collaboration with our members as per the Membership strategy and the MEAL, Focus and Regional teams, we will compile data from members' work on the ground as well at all ICVA events, working groups and engagements to inform our publications and advocacy.

⇒ Develop an advocacy scorecard to track the impact of ICVA's policy and advocacy efforts. The scorecard will assess progress in influencing policy changes, securing commitments from donors, and improving the operating environment for humanitarian actors and results will be captured in infographics.

⇒ Use analytics tools to track website traffic, social media engagement, and media mentions and adapt approaches as necessary to reach the right audiences.

⇒ Regularly survey ICVA members, workshop participants and conference members to gather feedback on the effectiveness of advocacy and communications efforts. Use this input to refine future strategies and ensure they align with member priorities.

4. Partnership and collaboration

⇒ ICVA will strengthen our and our members reach through building and connecting networks and partnerships with academic and research institutions, key influencers.

⇒ ICVA will ensure that our research and policy analysis are planned in conjunction with members, serve their work and do not duplicate existing initiatives.

5. Internal Communication and support to members

⇒ Structured processes to gathering, feeding back, and identifying trends on member recommendations in key processes will be established. ICVA will provide timely feedback to our members to mobilise engagement.

⇒ ICVA will develop procedures, tools, and templates to support our staff to become more effective and confident advocates and communicators.

⇒ ICVA will understand our GDPR and privacy requirements. We will ensure that sensitive information reaches the right audiences, but that confidentiality and privacy is maintained.

Our Products

Enhancing our communications tools to empower, connect and advocate.

Website	Publications	Social media	Bulletins & Mailings	Speakers Bureau

We will greatly improve our website experience:

- Improve navigation
- Reduce clicks
- Provide timely updates
- Explore AI
- Increase site traffic with SEO
- Reduce bounce rate

We will improve the quality of our publications:

- Develop a systemwide flagship report
- Strengthen collaboration & research processes
- Target disemmination
- Improve accessibility
- Improve visual coherence

We will increase reach and engagement:

- Engage target audiences on their preferred platforms
- Pilot communities of practice
- Run campaigns
- Promote our and our members publications and positions

We will be the "must read" mail:

- Strengthen thought leadership and analysis
- Increase subscribers & readers
- Rollout CRM for all mass mails

We will amplify the voice of our members by:

- Increasing members in the Speakers Bureau
- Promoting the speakers in key events and platforms
- Social media promotion

Our Target Audiences

Our members	NGO Fora & Networks	UN agencies & IFIs
The Humanitarian Sector	Academic & Research Institutions	Donors
Governments & Regional bodies	Our Team	