



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION

# INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES



ANNUAL REPORT

# 2017



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## WHO WE ARE

### **Our role**

ICVA is a platform for increased collaboration and coordination between NGOs and other humanitarian actors, which is crucial to improving the lives of communities affected by humanitarian crises.

### **Our vision**

The vision of ICVA is a world in which crises-affected populations are effectively protected, assisted, and enabled to rebuild their lives and livelihoods with dignity.

### **Our mission**

ICVA is a global network of non-governmental organisations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice.



## MESSAGE FROM THE ICVA CHAIR

This 2017 annual report provides an overview of the work that ICVA together with its members have completed over the year.

Much of the work of ICVA in 2017 has been to influence the outcomes of processes launched in 2016: the Grand Bargain on humanitarian financing, the New York Declaration proposing Global Compacts on Refugees and Migrants, the evolving role of the World Bank engagement, and the “New Way of Working.” ICVA has supported members and other NGOs to make sense of and follow these global processes, producing a series of briefing papers on the Grand Bargain, the Global Compact on Refugees, and the New Way of Working, with further information shared in webinars on the subject.

ICVA has identified ways for members to engage and contribute to the various processes, ranging from interventions at UNHCR meetings on the Global Compact on Refugees and the Comprehensive Refugee Response Framework roll out, facilitating discussions in East Africa and Central America on the regional application of the CRRF, to supporting the country-level pilots of a new approach to harmonised and simplified reporting under the Grand Bargain.

Many of the outcomes of the 2016 meetings are looking at defining and implementing new ways to address the many challenges in the humanitarian sector: the escalation of conflict and crisis, humanitarian needs outstripping available resources, the politicalisation of aid, the role of the media, the erosion of humanitarian principles, the questionable effectiveness of international humanitarian response; the imbalance of power between local and international actors. ICVA and its members want to ensure that the policy reforms are informed by the lived realities of refugees and those affected by crises and make a positive impact on their lives.

ICVA and its members are committed to promote the effectiveness and quality of humanitarian coordination mechanisms to ensure they meet the needs of those affected by crisis. The ICVA learning stream series on

humanitarian coordination is an excellent introduction to the mechanisms of international humanitarian aid coordination mechanisms; the series of webinars and briefing papers were well received, instructive and are available online as a public resource. ICVA increased its support to in-country NGO fora through its NGO Fora Support Programme, publishing a useful guide on advocacy, and working closely with secretariats of the NGO Fora.

In light of the evolving geopolitical landscape and the growing role of regional actors in humanitarian action, ICVA has invested in regional engagement. Through our representatives in Africa, Asia and the Middle East, ICVA is forging connections with regional bodies such as the African Union (AU) and ASEAN. Regional intergovernmental organisations are crucial links between global policies and local practices.

We recognise that humanitarian action is part of a constantly changing landscape posing new challenges and prompting new approaches. In October 2017 the Board accepted the resignation of the Executive Director, Nan Buzard. In her four and half years at ICVA, Nan played a critical role in the development and current success of ICVA, leaving behind a strong team and programme. ICVA will start 2018 with welcoming Ignacio Packer as the new Executive Director, In March 2018 ICVA will host its 17th General Assembly at which a new strategy will be adopted, and a new Board elected.

As I come to the end of my tenure as Chair of ICVA, I give my thanks to the Board and staff for their work, and most importantly to ICVA’s members for without their active engagement we would not achieve our potential. I trust ICVA will continue to bring together the broad range of perspectives of the members to share and exchange experiences and information, collaborate on common issues, leverage expertise, and challenge and inspire one another for more principled and humanitarian action.

**Dr Faizal Perdaus**  
Chair ICVA

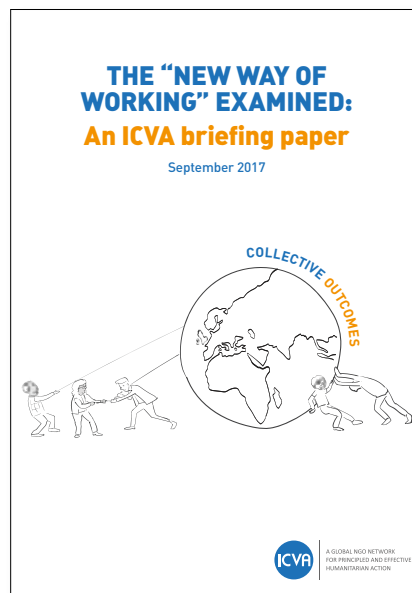
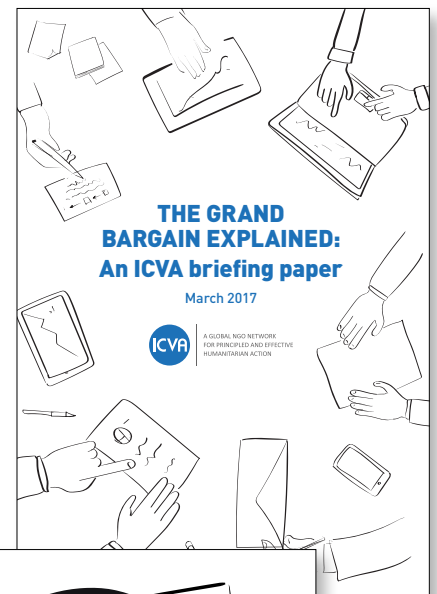


# INCREASED UNDERSTANDING OF HUMANITARIAN SECTOR AND ITS POLICIES

If 2016 was the year when donors and humanitarians committed to a number of reform initiatives, 2017 saw intense activity on how to turn these commitments into reality. NGOs and other stakeholders in the humanitarian community have found it difficult to follow a staggering number of reform processes underway. ICVA has filled a crucial role: on the one hand, helping NGOs navigate through these complex processes, and on the other, ensuring that policy reforms continue to be nourished by field realities. Supporting NGOs to better understand humanitarian policies, processes and structures is vital in this regard. Only when NGOs fully understand policies and processes can they successfully engage to influence policy and ensure that these remain firmly anchored in practice.

## Briefing papers

To do this, ICVA has sought new ways to promote understanding. In 2017, ICVA published and widely disseminated a series of briefing papers on major policy processes including the Grand Bargain, the Refugee Compact and the New Way of Working. These briefing papers not only allowed NGOs to better understand these processes, but also helped them identify ways of engaging and contributing to them. These were much appreciated by the NGO community, a fact also reflected in the large number of downloads.



### Webinars

Following the successful launch of the Humanitarian Financing online learning stream in 2016, this series concluded in 2017. The final topic was on the Grand Bargain – a process that promises to significantly reshape humanitarian financing. The series continued with Demystifying Humanitarian Coordination and looked at a range of topics from the role of the IASC, OCHA and NGO in coordination, the humanitarian coordination architecture at global, regional and country levels, the “New Way of Working” and what it meant for NGOs, and NGOs working in government-led and refugee coordination.

In partnership with International Association of Professionals in Humanitarian Assistance and Protection (PHAP), these webinars have drawn wide audiences from across the globe, with online participation reaching over 900 for the topic on New Way of Working learning stream.

ICVA's first regional webinar, held in October 2017, focused on the role of the ASEAN's Humanitarian Assistance Coordinating (AHA) Centre. The webinar discussed the operations and structure of the AHA centre, the opportunities for partnership between NGOs and the AHA Centre as well as perspectives on how the Centre was helping mobilise partnerships in the region and globally.

### Policy analysis

Besides these, ICVA has continued to provide its members with analysis of policy processes through regular email updates and ICVA's Monthly Bulletin. ICVA stimulates information exchange among its members through its thematic and regional working groups.

To maximise the effectiveness and reach of its tools aimed at promoting understanding, ICVA has strived for coherence, for example, disseminating briefing papers related to webinar themes during the online session to promote a comprehensive understanding. To the extent possible, ICVA has also sought to translate all its learning products in English, French and Arabic so that these are accessible to a maximum number of humanitarian workers.





# POLICY AND ADVOCACY ENGAGEMENT IN KEY HUMANITARIAN ISSUES FORCED DISPLACEMENT

ICVA's forced displacement work aims to improve protection, assistance and durable solutions for refugees, IDPs, stateless persons and vulnerable migrants. To do this, it supports NGOs to influence humanitarian policies and practices and leverage equal and inclusive partnerships. All this contributes to policies that are informed by the needs of the forcibly displaced. This not only helps shape a more favourable environment for the forcibly displaced, but it also creates an enabling environment for NGOs to respond to their needs.

## Engagement with UNHCR

ICVA serves as a primary liaison between the NGO community and UNHCR. Conveying NGO views to various high-level UNHCR meetings, it allows NGOs to influence forced displacement policies and improve the quality of exchange and partnerships among actors involved in the response to forced displacement.

In 2017, ICVA's engagements with UNHCR included:

**UNHCR Standing Committee:** ICVA facilitated the delivery of 16 statements on behalf of NGOs at the three UNHCR Standing Committee meetings. ICVA coordinated the drafting process, invited NGOs to contribute, managed multiple rounds of reviews and finally encouraged NGOs to lead the delivery of the statement at the meetings. At the March meeting, the NGO statements related to operations, and on each of the five UNHCR regions of focus. At the June Standing Committee on Protection, the four NGO statements related to international protection, resettlement, the CRRF process, and strengthening humanitarian-development cooperation in situations of forced displacement. At the September meeting the NGO statements focused on UNHCR's Grand Bargain commitments and the CRRF process.

**UNHCR Executive Committee:** In October 2017, UNHCR's Executive Committee met to discuss a range of topics including responsibility-sharing for refugees, UNHCR's work to implement its Grand Bargain commitments, statelessness, IDPs, the roll-out of the Comprehensive Refugee Response Framework (CRRF), and the Global Compact on Refugees. At the Executive Committee meetings, ICVA supported NGOs to draft and deliver three statements on these topics.

## UNHCR Annual Consultations with NGOs:

A three-day event, co-organised by ICVA and the UNHCR, the Annual Consultations in June provides opportunities for NGOs and the UNHCR to further reinforce partnerships. The Annual Consultations also offers space to discuss themes of common interest. The 2017 Annual Consultations focused on the CRRF process. ICVA played a vital role in collecting NGO perspectives in relation to the CRRF roll-out, as well as the development of the Global Compact on Refugees. More than 500 NGO representatives attended the Annual Consultations.

## The High Commissioners Dialogue on Protection

**Challenges:** The 2017 High Commissioner's Dialogue on Protection focused on the Global Compact on Refugees. Through the Friends of the Dialogue group, which ICVA convenes annually, ICVA coordinates NGO inputs to the Dialogue. In 2017, ICVA coordinated NGO key messages that called upon UNHCR to ensure that the Global Compact on Refugees includes, inter alia, refugee voices, refugee access to information, and the specific vulnerabilities of women, girls and children as well as persons with disabilities. The key messages also provided specific recommendations for the Programme of Action, which will form an integral part of the Global Compact on Refugees.

### Global Compact on Refugees and the Comprehensive Refugee Response Framework

Since it was founded in 1962, forced displacement has remained a key focus area for ICVA. Today, with forced displacement at unprecedented levels, this focus is all the more relevant. Indeed, ICVA has been instrumental in supporting NGO engagement in the global search for solutions to protracted displacement. In the lead-up to the UN Summit on Refugees and Migrants, in 2016, ICVA co-convened the Civil Society Action Committee and contributed, on behalf of NGOs, regular inputs to the negotiation process, which eventually led to the adoption of the 'New York Declaration'.

In 2017, ICVA has been closely involved in the follow-up discussions, facilitating NGO engagement at various stages of the CRRF roll-out, and in the process of the thematic discussions, which will feed into to the Global Compact on Refugees to be adopted by Member States in 2018. ICVA also continued to advocate for meaningful consultations with NGOs in order to ensure that the Refugee Compact is informed by their direct experience of the lived realities of refugees.

Throughout the year ICVA strove to connect NGOs with activities related to the CRRF. It did so through a variety of initiatives, for example organising a series of meetings between NGOs and UNHCR to discuss engagement with the CRRF roll-out and the Global Compact on Refugees. In particular, ICVA was instrumental in the set-up of the UNHCR-NGO-IFRC Reference Group on the CRRF, bringing together UNHCR, IFRC and major NGO consortia and networks to exchange on this important new direction in refugee responses.

To help NGOs map opportunities to contribute to the Global Compact on Refugees, ICVA developed a timeline highlighting key opportunities for engagement. In June, ICVA published a briefing paper, "the Global Compact on Refugees Explained" to assist NGOs to understand and influence the process. During the last thematic discussions on the Refugee Compact, ICVA also co-chaired a panel on the whole-of-society approach. Ahead of each thematic discussion, ICVA helped NGOs prepare by organising brainstorming sessions and meetings with UNHCR. At the same time, ICVA participated in several events throughout the year to highlight the role of NGOs in

the CRRF process, including at the side-lines of the June ECOSOC Humanitarian Affairs Segment. ICVA worked with its members, and other NGOs to explore the complementarities between the Refugee and Migration Compacts.

### ICVA's regional engagement on the CRRF

#### East Africa

From early 2017, ICVA worked to ensure connections and exchanges of information between CRRF roll-out countries and the global/Geneva level, including through an early mission undertaken by ICVA's Senior Policy Officer in Uganda (February). ICVA representatives in Africa participated to the regional process linked to the Nairobi Declaration and Action Plan on Somali Refugees lead by the Intergovernmental Authority on Development (IGAD).

In October 2017, ICVA organised a meeting between NGOs and the Intergovernmental Authority on Development (IGAD) to raise awareness and understanding about this regional process. Later, at the African Union's Annual Humanitarian Symposium, held in Nairobi, in November 2017, ICVA mobilised NGOs to participate in the panel moderated by the head of humanitarian affairs department of the AU commission.





### Central America

In October 2017, ICVA participated in the San Pedro Sula Regional Conference in Honduras, which resulted in the launch of a regional application of the CRRF in Central America and the adoption of the San Pedro Sula Declaration by six states (Belize, Costa Rica, Guatemala, Honduras, Mexico and Panama). As a follow-up to the San Pedro Sula Regional Conference, ICVA organised a workshop in San Jose, Costa Rica, in collaboration with Asylum Access, the UNHCR Bureau for the Americas, and the UNHCR Partnership Section to prepare. ICVA's role was to facilitate discussions around the whole-of-society approach in the regional CRRF application, as part of a project funded by the US Bureau of Population, Refugees, and Migration.

### Promoting Internally Displaced Person (IDP) protection

With significant attention devoted to the Global Compact on Refugees, ICVA has endeavoured to maintain its contribution to IDP discussions. In May, ICVA supported a briefing for NGOs on UNHCR's Internal Review on IDPs, at which participants enquired how UNHCR, IOM and OCHA intended to streamline thinking on IDP issues.

In September, ICVA hosted a dialogue between NGOs and the Special Rapporteur on the Human Rights of Internally Displaced Persons. Participants expressed significant interest in reviving consideration of the Guiding Principles on Internal Displacement, which remain relevant as the international community celebrates their 20th anniversary in 2018. Topics discussed included: better analysis of the root causes on internal displacement; ensuring IDP participation including children in humanitarian programmes; considering new dimensions of displacement, like out-of-camp contexts, area-based approaches, and applying lessons learned across contexts.

### Facilitating dialogue with IOM

In recent years, ICVA has responded to member requests to have a stronger say on migration issues, by engaging with the International Organisation for Migration (IOM). ICVA has been collaborating with IOM, since 2015, to organise NGO consultations which alternate between Geneva and IOM's regional hubs.

In 2017, the consultations were held in Nairobi. Participants discussed how NGOs and IOM could improve partnership in the region to protect and assist people in need irrespective of status or category. The two-day consultations offered an opportunity for humanitarian NGO partners and IOM to raise a range of topics including the Migration Compact, durable solutions for IDPs, addressing needs of migrants in vulnerable situations and cluster coordination. Representatives from over 30 NGOs participated in the event.

### ICVA's Forced Displacement Working Group

ICVA's forced displacement working group continued to provide a collaborative space for NGOs to share information, coordinate approaches and develop strategies to engage on a number of forced displacement issues including the Global Compact on Refugees and the CRRF and IDPs.





# POLICY AND ADVOCACY ENGAGEMENT IN KEY HUMANITARIAN ISSUES HUMANITARIAN FINANCING

Resourcing humanitarian action is a key issue for NGOs and other actors involved in providing humanitarian assistance. Although the total amount of international humanitarian funding increased in 2017, as did the number of people and countries in need of humanitarian assistance, funding continues to fall short of requirements. The bulk of international funding continues to come from a small number of government donors, whether directly to NGOs or through UN agencies.

Humanitarian financing is not just about the amount of funding provided, it is also about how the money is given; whether it is timely and predictable, or earmarked, and what the conditions and reporting requirements are. NGOs need flexibility to respond to humanitarian crises, be accountable to donors and affected populations and not be overwhelmed by the level and quantity of administrative reporting.

## **Grand Bargain / Less paper more aid**

Through the Grand Bargain commitments donors and humanitarian agencies have agreed to improve the way in which humanitarian funding is provided and delivered.

To understand more about the Grand Bargain, ICVA published in March 2017, *The Grand Bargain Explained: An ICVA briefing paper* which outlines the rationale, structure and process of the Grand Bargain, the 10 Grand Bargain work streams, and highlights how NGOs can get involved.

Much of ICVA's work around the Grand Bargain is through its *Less Paper More Aid* initiative, which directly supports NGO engagement in implementing parts of the Grand Bargain related to simplified and harmonised reporting, sharing partner capacity assessments, and promoting transparency.

In partnership with Germany ICVA is taking forward the Grand Bargain workstream "Harmonised and simplified reporting requirements". After many meetings, visits to Nairobi, and much discussion a harmonised narrative reporting template will be piloted in Myanmar, Iraq and Somalia. The template is based on an "8+3" approach proposed by the Global Public Policy Institute (GPPI), includes 8 core questions and 3 context specific

questions. As part of the pilot ICVA is developing a support network to engage NGO partners, UN agency representatives, and donor government representatives at the country level to help ensure common orientation and understanding of the pilot and provide an avenue for feedback. Year-end reporting for 2017 should provide the first broad use of the harmonised 8+3 reporting template.

ICVA is also actively involved in the Reducing Management Costs workstream, in conjunction with UNHCR and Japan. Discussions were had with representatives from NGOs, UNHCR, UNICEF, WFP and OCHA to consider options to harmonise due diligence and partners selection through a common platform, agreement templates and budgets and shared audits. Discussions are ongoing about the potential to adapt and use UNHCR's Partner Portal as a common platform for information sharing, and how Partner Capacity Assessments (PCAs) can become more inter-operable at the country level.

Local and national agencies are often the primary responders in crises, yet only receive a small proportion of the of international humanitarian assistance directly – promoting calls for greater "localisation". The Grand Bargain commitments include a target that 25% to fund national and

local responders “as directly as possible”, and the development of a “localisation marker” to track funding flows. ICVA was involved in the development of definitions to underpin such tracking, as the co-chair of the IASC Humanitarian Financing Task Team hosting the Localization Marker Working Group. ICVA is grateful to its members for their leadership on this workstream, as conversations have revealed that both commitments will be incredibly complex to implement. ICVA continues to promote dialogue on these issues in a variety of ways. For example, ICVA helped to organise a workshop with representatives from UNHCR, the Government of Ethiopia, international and national NGOs from Central and East Africa to discuss UNHCR’s Operational Guidelines for Complementary Capacity Strengthening and consider ways to collaborate in the future.

Underpinning all commitments to improve crisis financing is the call for increased transparency and better data. Grand Bargain signatories have committed to publish quality data on humanitarian funding using the IATI as the basis for a common standard. ICVA organised a workshop on the margins of their 2017 Annual Conference for NGOs to learn more about the IATI data standard, and how its use can improve the transparency of aid.

### **Improves Pooled fund management and allocations**

UN Country-Based Pooled Funds are managed by OCHA under the leadership of the Humanitarian Coordinator and in close consultation with the humanitarian community. As most of the pooled funds are allocated directly to international and national NGOs, this is key funding for NGOs. The Pooled Fund Working Group (PFWG) has three NGO seats that rotate regularly and is an important platform for the NGO community to raise issues related to CPBFs in the presence of donors and UN agencies. The three NGO consortia, InterAction, SCHR and ICVA manage the recruitment process for NGOs. ICVA serves on the PFWG by virtue of its co-chairmanship of the IASC Humanitarian Financing Task Team. There were several discussions throughout 2017 regarding how CPBFs relate to other pooled funds and whether Central Emergency Response Fund (CERF) funds should be opened to NGOs.

### **Understanding the World Bank**

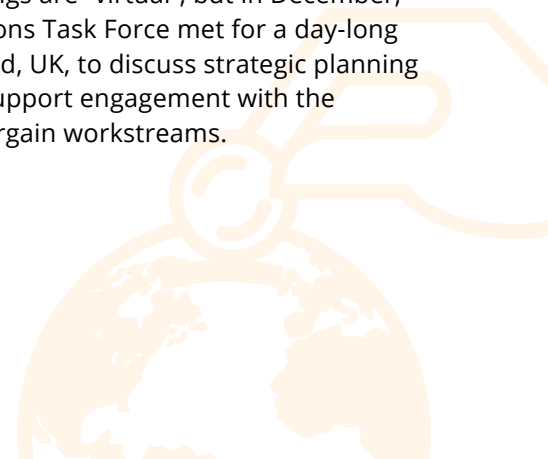
In response to interest from many of its members, ICVA organised a conference, in December 2017, to help NGOs better understand the role of the World Bank in refugee situations. The workshop involved presentations from the World Bank and the NGO community, followed by an open-discussion session and concluded with identifying mechanisms for future engagement. The discussion focused on the World Bank’s financing instruments for refugees, the Bank’s approach to forced displacement, its relationship with states and other UN agencies and the role of NGOs in the Bank’s forced displacement programming. Over 20 NGO representatives attended the event. Five participants represented the World Bank and three from the UNHCR were also present.

### **Co-Chairs the IASC Humanitarian Financing Task Team**

The IASC Humanitarian Financing Task team, co-chaired by ICVA and OCHA-CERF, started 2017 with a two-day retreat bringing together experts from NGOs, UN agencies, Red Cross and Crescent movement and the World Bank. Working closely with the Grand Bargain workstream co-conveners, the HFTT advanced their work plan related to localization (developing the Grand Bargain’s localization marker, engaging local actors, improving approaches to partner capacity assessments), donor conditions (mapping relevant activities and advancing a pilot to simplify and harmonize reporting, and taking a longer-term approach (multi-year funding and addressing the humanitarian-development nexus).

### **ICVA Humanitarian Financing Working Group, and Donor Conditions Task team.**

Through these two working groups, members provide support, and valuable input to the many, often technical discussions around humanitarian financing. Most of the meetings are “virtual”, but in December, the Donor Conditions Task Force met for a day-long workshop in Oxford, UK, to discuss strategic planning and how best to support engagement with the relevant Grand Bargain workstreams.





# POLICY AND ADVOCACY ENGAGEMENT IN KEY HUMANITARIAN ISSUES HUMANITARIAN COORDINATION

ICVA and its members are committed to promote the effectiveness and quality of humanitarian coordination mechanisms to ensure they meet the needs of those affected by crisis.

During 2017, ICVA continued to influence global humanitarian policy around coordination and leadership, particularly through its participation in the Inter-Agency Standing Committee (IASC); to provide constructive support to coordination mechanisms, and to support effective NGO coordination bodies, through the ICVA NGO Fora Support programme.

The complexity of the international coordination system and the large number of organisations involved challenge how the different humanitarian actors work together during international response efforts.

## **Echoes Voices at the IASC**

The IASC remains the only international forum where UN humanitarian agencies meet with non-UN actors including NGO consortia, including ICVA. Under the leadership of the Emergency Relief Coordinator (ERC), the IASC develops humanitarian policies and address gaps in response.

The appointment of the new ERC, Mark Lowcock, in September 2017, comes at a time when the IASC is preoccupied by the UN Secretary General's reform agenda, the New Way of Working, and the Humanitarian-Development-Peace Nexus. Respect for international humanitarian law and humanitarian principles and providing more effective humanitarian action are key ICVA concerns in relation to the IASC.

ICVA participates in the meetings of the IASC Principals, the Emergency Directors Group (EDG), and the IASC Working Group (and some of its subsidiary bodies), ensuring that NGO perspectives contribute

to the global discussions. Members' input is essential to bring field-based perspectives to the different meetings of the IASC and therefore connect practice with policy. Even if it is not always obvious for ICVA members to see the direct value and benefits of the IASC process and decisions on their own country operations, it is important to ensure that NGO perspectives are included in all debates and are not underestimated.

ICVA has been involved in debates on preserving NGO space and advocating for better representation of southern, and national actors in the IASC; the appropriateness of the current L3 surge mechanism; and using the collective voice of the Principals more effectively to better serve the people affected by the crises.

## **Promotes more Efficient Humanitarian Leadership**

To support a collective coordinated and effective response to emergencies, ICVA promotes dialogue between NGOs and the humanitarian leadership, encourages the participation of national and international NGOs and NGO fora in humanitarian country teams (HCT); and encourages a better understanding of coordination mechanisms through the learning stream series on humanitarian coordination.

ICVA facilitated the NGO contributions to the performance appraisals of 29 humanitarian coordinators, and was involved in the review of the terms of reference of the Humanitarian Country teams (HCTs). The updated terms of reference define the roles and responsibilities for participation and functioning of HCTs, with the overall purpose to provide strategic direction for collective inter-agency humanitarian response.

Deputy Humanitarian Coordinators (DHC) have been increasingly deployed in recent years to support the position of Humanitarian Coordinator. ICVA conducted an independent study to review past and current DHC positions to explore which aspects of the role have provided added value to humanitarian response. The results of the report “The Role of the Deputy Humanitarian Coordinator” showed that: i) the DHC role is a powerful tool in supporting principled and effective humanitarian aid; ii) the DHC role is a flexible tool for a context based approach; iii) a fully empowered DHC is often a sign of a robustly empowered HC; iv) the DHC role as a possibility to ensure a focus on humanitarian response within the broader frame of the “New Way of Working”; and v) the DHC role is associated with increasing cohesion among humanitarian actors in a response.

Throughout the year ICVA hosted regular informal meetings in Geneva between the NGO community and visiting humanitarian coordinators, deputy humanitarian coordinators, and Heads of OCHA, and OCHA’s Director of Operations. These meetings mainly covered country specific issues and in particular, South Sudan, DRC, Nigeria, Turkey, Syria, and Yemen.

### Connects Humanitarian and Development Sectors

The phrase “new way of working” NWoW made its first public appearance at the 2016 WHS when a large number of stakeholders identified the need to strengthen the humanitarian-development nexus. This ties in with the targets of UN 2030 Agenda and the 17 Sustainable Development Goals (SDGs), to “leave no one behind”. The New Way of Working frames the work of development and humanitarian actors, and, when appropriate peace actors, in support of collective outcomes to effectively tackle poverty, vulnerability and crisis, and ultimately achieve the SDGs.

Throughout the year ICVA has been involved in a variety of UN and government meetings and activities at which the NWoW was discussed. To keep members and NGOs informed, ICVA published the NWoW briefing paper, and the topic was a focus of a learning stream webinar. In general, NGOs welcome the NWoW to bridge the divide between humanitarian and development sectors, however, they have raised concerns about the NWoW impact on humanitarian action. ICVAs members are committed to the humanitarian principles (humanity, independence, neutrality and impartiality) and the principles of partnership.

### ICVA’s IASC Working Group, and Humanitarian Coordination Working Group

Through these two working groups, members share information related to humanitarian coordination and IASC related issues that are relevant to NGOs.





# POLICY AND ADVOCACY ENGAGEMENT IN KEY HUMANITARIAN ISSUES HUMANITARIAN PARTNERSHIP

## Promotes dialogue with regional actors

In light of the evolving geopolitical landscape and the growing role of regional actors in humanitarian action, ICVA has sought to vitalise its regional engagement. Through its representatives in Africa, Asia and the Middle East, ICVA is forging connections with regional bodies such as the African Union (AU) and ASEAN. Regional intergovernmental organisations are not only crucial links between global policies and local practices, they are progressively structuring laws and policies that impact humanitarian action. This engagement complements ICVA's overarching objective: to promote principled and effective humanitarian action. Only by leveraging the advantages of all entities involved in humanitarian action, including regional organisations, can we truly promote principled and effective humanitarian response in these regions.

### Africa

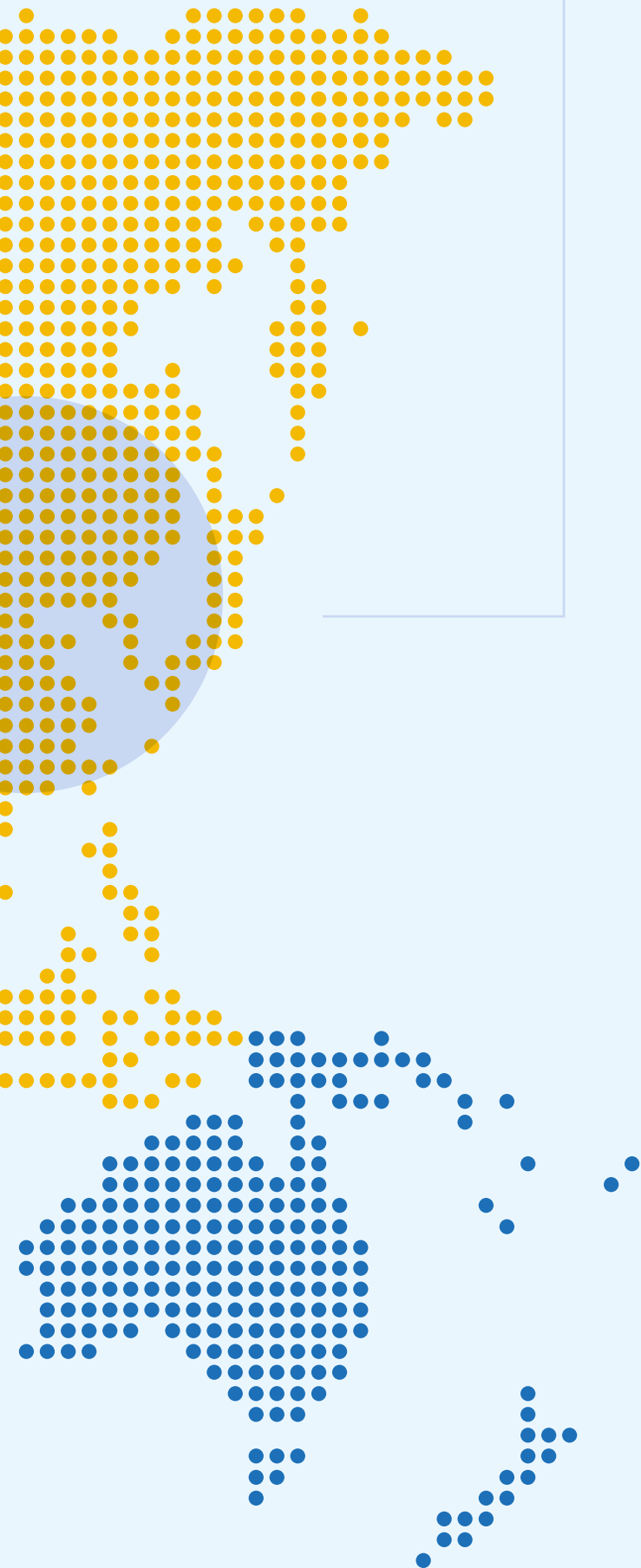
In 2017, ICVA actively engaged with the African Union (AU) and the Intergovernmental Authority on Development (IGAD), specifically on issues related to forced displacement. In August 2017, ICVA supported NGO participation in the AU Commission Panel on the Protection of Civilians, where panellists focused on promoting respect for humanitarian principles and access to affected populations. ICVA has also encouraged NGO participation in other AU-led events including a forum on the “legal, political and socioeconomic consequences of migration, situation of refugees and internally displaced persons in Africa” as well as a workshop on the use of forced displacement data in Africa.

ICVA also actively contributed to the IGAD-led Nairobi Plan of Action, a durable solutions roadmap for Somali refugees, as well as promoted NGO participation in the process. In addition, ICVA is actively participating in the broader discussion on forced displacement and humanitarian affairs in the IGAD region. For example, ICVA has promoted principled humanitarian action during an IGAD workshop titled, “Towards an Effective IGAD Humanitarian Architecture”. In the discussions, ICVA stressed the need for IGAD to engage with NGOs in a framework that respects humanitarian principles. ICVA has also called for NGO participation in an IGAD regional conference on education for refugees.

## Middle East

The Middle East is comprised of a range of actors with strong regional and global influence on humanitarian action. As funding from the Middle East has increased over the years, governments and regional intergovernmental bodies have moved to institutionalise their humanitarian engagement. Realising the growing importance of these institutions in humanitarian aid, ICVA has tried to open channels of engagement with them for humanitarian NGOs in order to increase their understanding of regional actors in the Middle East. With a vast array of actors in a complex geopolitical context, the Middle East can be a challenging terrain to navigate for NGOs interested in influencing policies and practices of regional organisations and national governments.





## Asia

ICVA is an observer to the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Partnership Group, or APG, a network of regional and international NGOs, which works to align ASEAN's disaster management policies with international standards and facilitates civil society participation. Other mechanisms through which ICVA engaged with ASEAN include the Strategic Partners Dialogue for Disaster Management and through engagement with the ASEAN Humanitarian Assistance Centre (AHA Centre).

In 2017, ICVA supported the APG in its engagement with various ASEAN institutions linked to disaster management. For example, ICVA assisted the APG to develop project proposals for its activities that aim to promote participation of civil society in the implementation of the AADMER Work Plan 2.0, the first legally binding agreement on disaster response for a regional organisation. ICVA also supported a study that looks at ways of expanding NGO participation in ASEAN disaster management mechanisms.

ICVA also worked towards increasing NGO understanding of ASEAN's disaster management bodies. ICVA's first regional webinar, held in October 2017, focused on the role of the ASEAN Humanitarian Assistance Coordinating (AHA) Centre. The webinar discussed the operations and structure of the AHA centre, the opportunities for partnership between NGOs and the AHA Centre as well as perspectives on how the Centre was helping mobilise partnerships in the region and globally.

As Asian NGOs become increasingly active in international humanitarian response, ICVA is aiming to encourage mutual understanding between the international humanitarian system and regional NGOs to improve coordination. For example, ICVA has delivered a workshop session for a group of Chinese NGOs, explaining the international humanitarian coordination system. At the same time, ICVA aims to better appraise the wider humanitarian community of the specific characteristics of regionally-based NGOs.

## Supports NGO Engagement with Host Governments

### NGOs Forward: NGO Briefings to Member States

As part of its “NGOs Forward” programme to relay NGO perspectives directly to Member States, ICVA held three NGO briefings to Member States. In April, NGOs shared their concerns about the situation in the Horn of Africa, including displacement and reintegration challenges. In June, NGOs raised awareness about the neglected crisis in the Democratic Republic of Congo (DRC) and the Central African Republic (CAR). NGO representatives spoke about acute needs, the increasing resource gap, and an overview of NGO humanitarian programming in both countries. In September, ICVA organised NGO briefings with several Member States on the one year anniversary of the New York Declaration. The discussions focused in the GCR and the CRRF.

### Annual Conference

ICVA's Annual Conference, in March 2017, discussed how humanitarian civil society can better understand and navigate a changing world, and how more effective engagement between NGOs and host governments could promote a space for NGOs to operate in humanitarian contexts. Over 160 participants attended the Conference.

Over the course of a day, panellists and participants discussed the definitions of humanitarian civil society; debated whether the space to operate is shrinking or evolving and explored how more effective engagement between NGOs and host governments could help NGOs' ability to operate. Several NGOs showcased their work in engagement with host governments at national levels, providing an opportunity to share lessons and experiences from across the globe.

The Annual Conference was followed by a symposium, where NGOs delved further into sharing experiences, ideas and lessons in engaging with host governments. Both the Conference and NGO symposium provided a rich foundation for ICVA's two-year project on strengthening NGO engagement with host governments.

The Annual Conference was followed by half-day members' meeting. This was an opportunity for new and old ICVA members to know more about ICVA's work and provide inputs for ICVA's next three-year strategic plan.

### ICVA's Regional Working Groups

These mailing lists provide regionally focused information, and opportunities to engage with regional actors.







# NGO FORA SUPPORT PROGRAMME

In many humanitarian crises, NGOs come together to establish networks and fora to coordinate NGO efforts to deliver humanitarian assistance. These are active in a range of areas: facilitating NGO engagement in the humanitarian response system, ensuring an effective inclusive and contextualised response and promoting collective NGO advocacy. By working together, NGOs can have a stronger voice on issues of concern. In-country humanitarian NGO fora contribute to the effective and principled delivery of humanitarian assistance. However, in a context of increasingly complex humanitarian crises, effective NGO coordination is more critical than ever.

## Support to NGO Fora Programme

ICVA believes that well-resourced and effectively supported coordination bodies are crucial to improving humanitarian operations. During 2017 ICVA, particularly through their regional representatives in Africa, Asia and the Middle East, increased their support to NGO fora by:

- 1) Responding to individual requests, ICVA supported the organisational capacity of in-country NGO fora in governance, strategic planning and human resource management. Requests ranged from sharing example terms of references, explanations on how to participate in humanitarian coordination structures, to data protection.
- 2) Strengthening NGO fora in their advocacy initiatives and echoing their voices at global and regional levels ICVA published a Guide on Advocacy for NGO Fora, available in English and French. The guide looks specifically at components of humanitarian advocacy from a perspective of delivering joint NGO advocacy for NGO fora of any size or scale. It provides a good resource for NGO members to better understand and support the advocacy efforts of their fora. The components of the guide can be used together or separately, and may be tailored to the need of each fora.
- 3) Promoting the pivotal role of NGO fora amongst the broader humanitarian community (including donors, governments, UN agencies and NGOs themselves).

## Building solidarity with NGO and NGO Fora in the regions

As part of the NGO Fora Support Programme ICVA visited NGO fora in Gaziantep (Turkey), Jordan, Lebanon, CAR, South Sudan, Nigeria, Senegal, Pakistan, Myanmar and Bangladesh. These missions enabled ICVA to work with the NGO fora to understand better their challenges, provide customised support to strengthen their collective capacity, and to understand their key role in the humanitarian coordination architecture.

Support to NGOs involved in the Rohingya Refugee Response in Bangladesh: At the request of ICVA members and partners engaged in the Rohingya refugee response in Bangladesh, ICVA's Regional Representative for Asia conducted a mission to Dhaka and Cox's Bazar from 25 September to 6 October. The purpose of the mission was to support NGO and NGO Fora engagement during scale up of the response, and particularly to facilitate conversations with national and international NGOs on how to best work together and engage with government and UN-led coordination mechanisms. ICVA also facilitated a meeting for NGOs with the Emergency Relief Coordinator during his mission to Cox's Bazar, where key NGO issues regarding the response were raised. As a result of the mission, the Inter-sector Coordination Group (ISCG) in Cox's Bazar agreed that due to the major role being played by NGOs, a dedicated NGO Coordination and Support Cell would be established to support NGO leadership, partnerships and capacity building in the response.



# FINANCIALS

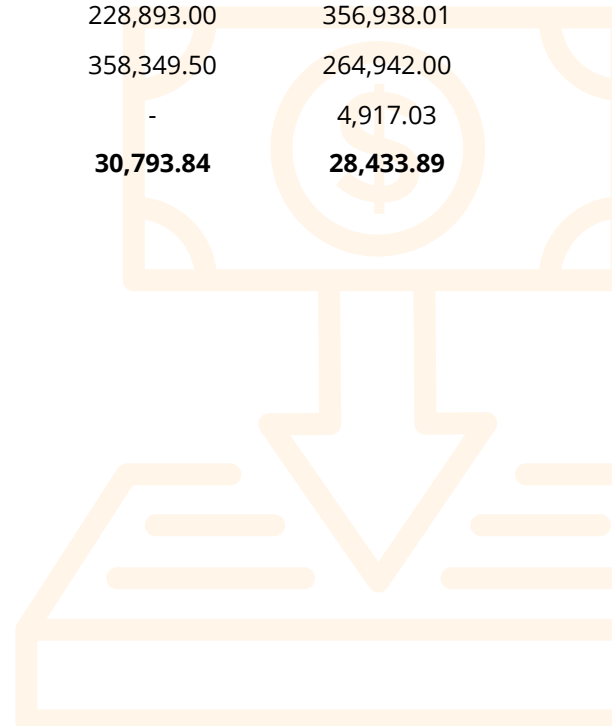
## Balance sheet as at 31 December (in Swiss francs)

Assets	2017*	2016
<b>Current assets</b>		
Cash and cash equivalents	919,561.03	1,023,990.99
Accounts receivable	590,381.11	354,235.71
Other current receivables	-	-
Accrued income	-	-
Prepaid expenses	14,406.57	8,581.10
<b>TOTAL CURRENT ASSETS</b>	<b>1,524,348.71</b>	<b>1,386,807.80</b>
<b>Non-current assets</b>		
Guarantee deposit	20,074.60	20,072.55
<b>Total non-current assets</b>	<b>20,074.60</b>	<b>20,072.55</b>
<b>TOTAL ASSETS</b>	<b>1,544,423.31</b>	<b>1,406,880.35</b>
Liabilities	2017*	2016
<b>Short-term liabilities</b>		
Accounts payable	252,146.39	93,869.38
Accrued expenses	35,666.18	69,325.56
Deferred income	360,101.00	421,248.50
Provisions	-	-
<b>Total short-term liabilities</b>	<b>647,913.57</b>	<b>584,443.44</b>
<b>Long-term liabilities</b>		
Deferred income	-	-
Provisions and specific project balances	-	-
<b>Total long-term liabilities</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>647,913.57</b>	<b>584,443.44</b>
<b>Reserve</b>		
General reserve	528,202.56	542,720.00
Contingency reserve	24,325.38	46,608.49
Specific project balances	325,964.79	181,297.39
Net result for the year	18,017.01	51,811.03
<b>Total reserves</b>	<b>896,509.74</b>	<b>822,436.91</b>
<b>TOTAL LIABILITIES</b>	<b>1,544,423.31</b>	<b>1,406,880.35</b>

\*The Sphere Project was hosted by ICVA from April 2013 to 31 December 2016, so this Balance Sheet doesn't include the Sphere Project for 2017.

**Statement of Income and Expenses for the financial year ended 31 December (in Swiss francs)**

	2017*	2016
<b>Membership Fees/Board Contributions and Donations</b>	<b>2,691,149.00</b>	<b>3,313,728.97</b>
ICVA Membership Fees/Sphere Board Contributions	481,842.19	691,589.14
ICVA Membership/Sphere Board – other contributions	-	105,069.85
Australia – Permanent Mission to the United Nations' International Development Fund (IDF)	30,103.93	29,427.99
Denmark – Ministry of Foreign Affairs	108,826.52	175,753.47
German Humanitarian Assistance	639,676.20	589,806.21
Netherlands – Ministry of Foreign Affairs	210,000.00	-
Norway - Ministry of Foreign Affairs	-	148,309.14
OFDA (USAID – Office of U.S. Foreign Disaster Assistance)	-	153,844.80
Sweden – Ministry of Foreign Affairs	357,457.66	344,822.11
Swiss Agency for Development and Cooperation (SDC)	200,000.00	350,000.00
UNHCR – The UN Refugee Agency	76,000.00	76,000.00
UN OCHA	-	22,309.22
US Department of State, Bureau of Population and Migration (PRM)	228,893.00	356,938.01
IKEA Foundation	358,349.50	264,942.00
Sphere Project income received via IFRC (final balance of OFDA grant)	-	4,917.03
<b>Other Income</b>	<b>30,793.84</b>	<b>28,433.89</b>



\*The Sphere Project was hosted by ICVA from April 2013 to 31 December 2016, so this statement of Income and Expenses doesn't include the Sphere Project for 2017.

**Statement of Income and Expenses for the financial year ended 31 December (in Swiss francs)**

	2017*	2016
Staff costs	-1,414,622.99	-1,976,310.79
Consultancy costs	-392,920.20	-387,066.88
Premises charges	-129,539.03	-117,314.37
Maintenance, repairs and equipment	-13,077.77	-76,009.80
Insurance, rights, fees and permits	-28,854.05	-26,449.34
Travel expenses	-264,230.54	-322,883.07
IT expenses	-36,181.27	-68,262.93
Administration and office costs	-24,722.26	-35,915.85
Communications	-39,926.81	-114,671.64
Meeting, teleconference and webinar costs	-90,736.88	-77,630.46
Other costs	-90,360.33	-5,002.93
<b>Net result before financial income and expenses</b>	<b>196,770.71</b>	<b>134,644.80</b>
Financial income	6,578.81	7,024.05
Financial expenses	-6,957.90	-19,879.05
<b>Net result after financial income and expenses</b>	<b>196,391.62</b>	<b>121,789.82</b>
<b>Net result before allocation to contingency reserves and specific project balances</b>	<b>196,391.62</b>	<b>121,789.80</b>
Reduction in Contingency Reserves, Provisions and Specific Project balances	410,947.70	194,804.34
Increase in Contingency Reserves, Provisions and Specific Project balances	-589,322.31	-264,783.11
<b>Net result for the year</b>	<b>18,017.01</b>	<b>51,811.03</b>

\*The Sphere Project was hosted by ICVA from April 2013 to 31 December 2016, so this statement of Income and Expenses doesn't include the Sphere Project for 2017.



# DONORS

ICVA is grateful to its membership, Board and partners for dues, funding and other contributions and in-kind support. We thank Save the Children, ACTED, and AHA for their support to the Regional hubs. We also thank the following governments and organisations for their generous support in 2017.



European Union  
Humanitarian Aid



MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK



Kingdom of the Netherlands



# LIST OF MEMBERS

## AS AT DECEMBER 2017

### I. Members

- ACT Alliance
- Action Contre la Faim (ACF)
- ActionAid International
- Afghan NGOs Coordination Bureau (ANCB)
- Africa Humanitarian Action (AHA)
- African Initiatives for Relief and Development (AIRD)
- Afrique Secours et Assistance (ASA)
- Agence d'Aide à la Coopération Technique et au Développement (ACTED)
- Agence de Développement Economique et Social (ADES)
- All India Disaster Mitigation Institute (AIDMI)
- AMEL Association (Lebanese Association for Popular Action)
- AMERA International
- ARDD-Legal Aid
- Asia Pacific Refugee Rights Network (APRRN)
- Association for Protection of Refugee Women and Children (HAMI)
- Asylum Access (AA)
- Australian Council for International Development (ACFID)
- BADIL – Resource Center for Palestinian Residency and Refugee Rights
- Bridge Asia Japan (BAJ)
- Canadian Council for Refugees (CCR)
- CARE International
- Caritas Internationalis (CI)
- Catholic Agency for Overseas Development (CAFOD)
- Christian Aid
- Church World Service (CWS)
- Coastal Association for Social Transformation Trust (COAST)
- Community and Family Services International (CFSI)
- Community Research and Development Organization (CRDO)
- Community World Service Asia
- Concern Worldwide
- Consortium of Christian Relief and Development Association (CCRDA)
- Cooperazione Internazionale – (COOPI)
- DanChurchAid
- Danish Refugee Council (DRC)
- Dutch Council for Refugees (DCR) – VluchtelingenWerk
- Fondation Suisse Deminage (FSD)
- Fortify Rights
- Foundation for Rural Development (FRD)
- Frontiers Ruwad Association Ruwad al HouKouk FR
- General Union of Voluntary Societies (GUVS)
- Greek Council for Refugees (GCR)
- Handicap International (HI)
- HIAS
- Human Appeal International (HAI)
- Organisation for Development and Co-operation (ICCO)
- International Catholic Migration Commission (ICMC)
- International Consortium for Refugees in Iran (ICRI)
- International Detention Coalition (IDC)
- International Islamic Relief Organisation Saudi Arabia (IIROSA)
- International Medical Corps (IMC)
- International Planned Parenthood Federation (IPPF)
- International Refugee Rights Initiative (IRRI)
- International Rescue Committee (IRC)
- InterSOS
- Islamic Relief Agency (ISRA)
- Jesuit Refugee Service (JRS)
- Johanniter-Unfall-Hilfe e.V.
- Jordan Health Aid Society International (JHASI)
- Korea NGO Council for Overseas Development Cooperation (KCOC)
- Lutheran World Federation (LWF)
- Malaysian Medical Relief Society (MERCY Malaysia)
- Mauritius Council of Social Service (MACOSS)
- Medair
- Médecins du Monde (MDM)
- Mercy Corps
- Norwegian Church Aid (NCA)
- Norwegian People's Aid (NPA)
- Norwegian Refugee Council (NRC)
- Office Africain pour le Développement et la Coopération (OFADEC)
- Organization for Refuge, Asylum & Migration (ORAM)
- Oxfam GB
- Pastoralist Community Initiative and Development Assistance (PACIDA)

- Plan International
- Refugee Consortium of Kenya (RCK)
- Refugee Council of Australia (RCOA)
- Refugee Council USA (RCUSA)
- Refugee Solidarity Network (RSN)
- Refugees International (RI)
- RefugePoint
- Relief to Development Society (REDESO)
- RET International
- Save the Children International
- Settlement Services International (SSI)
- Shaik Takir Azzawi Charity Organization (STACO)
- Society of Human Rights and Prisoners' Aid (SHARP)
- Somalia NGO Consortium
- Stichting Vluchteling (SV)
- Support to Life
- Télécoms Sans Frontières International (TSFI)
- Terre des Homes (TDH)
- The Border Consortium (TBC)

- Translators without Borders (TWB)
- Tzu Chi Foundation
- VENRO
- War Child Canada
- Welthungerhilfe
- Women's Refugee Commission (WRC)
- World Vision International (WVI)

### II. Observers

- International Committee of the Red Cross (ICRC)
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- Médecins Sans Frontières International (MSF)

### III. Affiliate Members

- Active Learning Network for Accountability and Performance (ALNAP)
- Institute for the Study of International Migration (ISIM)

## ICVA BOARD MEMBERS 2017

- MERCY Malaysia – Dr Ahmad Faizal Perdaus: Chair
- ACT Alliance – Mr Anoop Sukumaran
- Action Contre la Faim – Ms Véronique Andrieux
- Asia Pacific Refugee Rights Network (APRRN) – Ms Julia Mayerhofer
- Community and Family Services International (CFSI) – Mr Neil Sison
- International Medical Corps (IMC) – Ms Mary Pack: Vice Chair
- Norwegian Refugee Council (NRC) – Mr Rilito Povea
- Office Africain pour le Développement et la Coopération (OFADEC) – Mr Mamadou Ndiaye
- Plan International – Mr Roger Yates
- Refugee Consortium of Kenya (RCK) – Ms Leila Muriithia
- Terre des Hommes – Thierry Sabaux: Treasurer

## ICVA STAFF AS AT DECEMBER 2017

- Ms Nan Buzard (Executive Director until October 2017)

### Programme and Policy Team

- Ms Melissa Pitotti – Head of Policy (Interim acting ED Nov-Dec 2017)
- Mr Arjun Claire – Writer and Researcher
- Mr Jérôme Elie – Senior Policy Officer, Forced Displacement
- Ms Sophie Helle – Policy Officer
- Ms Nishanie Jayamaha – Programme and Learning Coordinator
- Ms Eman Mo'Aankar – Regional Representative for MENA
- Ms Emmanuelle Osmond – Senior Policy Officer, Humanitarian Coordination
- Mr Jeremy Rempel – Less Paper More Aid Project Coordinator
- Mr Marco Rotelli – Regional Representative for Africa
- Mr Addis Tesfa – Deputy Regional Representative for Africa
- Mr Jeremy Wellard – Regional Representative for Asia

### Finance and Administration Team

- Ms Isabelle Saussereau – Director of Finance and Administration
- Ms Manuela Corbolino – HR and Finance Assistant
- Ms Mylene Soto – Administration and Events Assistant
- Ms Fiona Wilkie – Information Officer





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Nairobi, Kenya