



The power of a joint appeal

The Emergency Appeals Alliance

Janine de Vries

December 2014

Content

Executive Summary 3

1. Introduction 4

1.1 The global trends affecting EAA members 4

2. The power of joint action 6

2.1 Main characteristics 6

2.2 Success factors and best practices 7

2.3 EAA: the case for cooperation at the international level 9

3. Profiles 10

The Emergency Appeals Alliance - EAA 10

Belgium - Consortium 12-12 12

Canada - Humanitarian Coalition 13

Germany - Aktion Deutschland Hilft, e.V. 15

Italy - Agire 17

The Netherlands - Samenwerkende Hulporganisaties 19

Sweden – Radiohjälpen 21

Switzerland - Swiss Solidarity 23

United Kingdom - Disasters Emergency Committee 25

4. Conclusion 27

Executive Summary



REUTERS/Erik De Castro

Humanitarian organizations work in an increasingly complex environment. The global context for their operations is affected by geopolitical changes making humanitarian work harder and more dangerous. The multiplication of actors means more competition between aid groups and also creates new opportunities. Climate change and urbanisation are combining to cause more disasters which affect increasingly urban populations. And technological changes are challenging global boundaries as the world gets smaller and information travels faster.

A lot of work is being done to adapt to these changes, to improve cooperation, coordination and preparedness for delivering humanitarian aid 'on the ground'. Clearly this can not be done without proper funding. However despite the criticism by the media and public of competition between humanitarian organizations, at the fundraising level too little attention has yet been given to cooperation. This has arguably weakened confidence in the humanitarian sector. Significant opportunities for collaboration to improve fundraising results have only barely begun to be understood.

This potential exists both at the national and international levels. In several countries joint national appeals exist; some since the 1940s or 1960s, others are more recent. The large mobilisation of resources after the major crises of the last decade (ex. tsunami of 2004) have added to the scrutiny of international humanitarian fundraising and strengthened the arguments for stronger cooperation. Characteristics of joint appeal mechanisms vary, but usually combine a two core ingredients: the participation of experienced global humanitarian organizations, and partnerships with

national media and the private sector which support appeals.

The national joint appeals of eight countries established the the global Emergency Appeals Alliance 2013 in order to increase benefits of collaboration further, learn from each others' experience and improve their collective impact. Together, the collective annual turnout of the agencies represented by the members of the EAA in 2010 was 3 billion euros. They represent an important global humanitarian force.

Facing challenges together such as creating leverage for partnerships, keeping costs for fundraising low, raising media awareness of 'slow onset' disasters, maintain the highest standards for humanitarian relief and accountability, building confidence among the public and attracting new audiences, will strengthen each national joint appeal.

There are also important benefits when joining forces. Some of the most significant are supporting the formation of new national joint appeals, sharing information on humanitarian situations, attracting media and corporate partnership, more efficient evaluation and accountability reporting, sharing experience on online fundraising methods and social media.

For the longer term, members express hope eventually to be able to launch simultaneous appeals and to complement each other in the field for a better global coverage. All this means hard but necessary work to adapt to a rapidly changing world and scale up fundraising to get humanitarian relief more quickly to the people who need it most.

Introduction



Emergency Appeals Alliance (EAA)

At the initiative of Agire, the national appeal mechanisms of eight countries met in Rome in 2008 and have met annually since then, they officially formed the Emergency Appeals Alliance (EAA) in 2013. The members aim to realize the power of joint action among experienced humanitarian organizations and across sectors. EAA members each unite aid agencies and the private sector, especially media, within their countries to respond to humanitarian emergencies around the world.

National joint appeal mechanisms

While humanitarian organizations have invested heavily in coordination at the operational level, so far this has been less true at the fundraising level. Joint appeal mechanisms offer the principal examples of collaboration for humanitarian fundraising purposes. This research focuses on the potential of joint appeal mechanisms as an effective way to improve coordination and cooperation among (non governmental) humanitarian organizations at the fundraising level. The national joint appeals of the EAA members have diverse histories and models. All successfully combine forces within their countries to reach out to a broad public in support of victims of disasters. However, beyond their similar mandates each makes use of a variety of strategies which have been developed in their own markets.

The introduction provides an idea of the global context in which humanitarian organizations work and are doing their fundraising. In the next chapter we profile eight national appeal mechanisms and the recently formed international Emergency Appeal Alliance. This

paper outlines their different histories, their challenges and their success factors. The third chapter gives a general analysis and makes the case for joint appeal models and their future ambitions.

1.1 The global trends affecting EAA members

Geopolitical interests, a multiplication of actors, prolonged natural disasters and new media technologies greatly influence the evolving role of humanitarian aid organizations today. EAA members take these developments into account in order to adapt where necessary and keep delivering timely humanitarian aid based on needs.

Geopolitical developments

The political pressure on humanitarian organizations has increased in the last decades. A number of (new) state actors increasingly align humanitarian aid with particular economic or political interests or do not necessarily make use of the established humanitarian system. It is therefore more difficult to maintain consensus over the application of humanitarian principles of neutrality and impartiality. Aid recipient countries themselves have become more strict, scrutinizing international organizations and determining who is given access to people affected by disasters. Overall, the work and security of aid workers is less guaranteed. Working together, safeguarding humanitarian principles, and adapting to a changing world has become a necessity for humanitarian organizations. The UN and international NGOs have significantly improved coordination



at the operational level. However, humanitarian funding needs are often not met. Humanitarian agencies linked to the EAA consistently call on states to meet the funding goals that are set by the UN. They also recognize the opportunities to improve collective fundraising in their respective countries to help support the international effort for humanitarian aid.

Multiplication of non state actors

New actors on the aid giving side are multinationals and private philanthropic organizations, often operating differently compared to longstanding humanitarian organizations. Nevertheless, there are great benefits and opportunities in working together, when the focus is to alleviate the greatest needs of victims of disasters. There are great opportunities in cooperating with these new actors, both directly in the field and with regard to fundraising, joining powers for humanitarian aid. In Germany EAA member Aktion Deutschland Hilft works on developing partnerships with companies interested in supporting direct humanitarian relief as well as longer term Disaster Risk Reduction (DRR) in vulnerable countries. In the UK, EAA member Disasters Emergency Committee works with British Telecom in creating a donating platform, in Switzerland EAA member Swiss Solidarity is working with Swisscom and developing a partnership strategy for the near future.

Natural developments: longer term and recurring aid

Climate change, urbanization, poverty and environmental degradation together are increasing the

occurrence, scale and human toll of natural disasters. This demands new forms of humanitarian aid, especially linking relief to prevention and longer term development. The slow-onset nature of recurring droughts and floods makes it difficult mobilize public engagement and support for relief efforts. It is more difficult to attract media attention for 'slow onset' disasters, and without high-level media attention fundraising is a challenge. EAA members are working on new creative ways to engage the public and work with corporate partners to be able to fundraise and deliver aid also for these less 'visible' situations.

Technological developments

Ever faster information exchange through rapidly evolving communications technologies has great benefits and comes with new challenges. While delivering humanitarian aid has become more complex, online media, including social media, demand ever faster and more simplified messages. On the other hand however, humanitarian organizations access quicker and more accurate data about disasters and what is needed to support victims. The internet also provides them with a fast and efficient channel to reach potential donors. In working together the rapid developments relating to these opportunities are shared and put to the benefit of all members of the EAA.

2. The power of joint action



While considerable ground has been gained with better coordination and information sharing at the operational level of humanitarian work, competition between humanitarian organizations is still the norm at the fundraising and communications level within high income countries. EAA members believe that this does not benefit the reputation of humanitarian organizations and that significant opportunities for improving fundraising results are being missed which could help save lives in emergencies.

2.1 Main characteristics

National non profit organization with a process for launching an appeal

All joint appeals that are member of the EAA are legally established as a not for profit organization in their respective countries. They all have a specific process for deciding when to launch a nation wide appeal, usually the board has a final say in this. Most joint appeals aim to have no more than two national appeals each year. All organizations weigh three factors before a national appeal is launched;

1. the scale and seriousness of the disaster and humanitarian needs,
2. the ability of member organizations to provide adequate humanitarian aid, and
3. the public's willingness to donate for the disaster.¹

Adherence to international humanitarian Codes of Conduct

All member organizations of the national joint appeals, or the benefiting organizations that apply for project funding, have to adhere to internationally recognized humanitarian standards such as the Red Cross and NGO Code of Conduct in Disaster Relief. Agencies receiving funds from EAA members are committed to applying SPHERE standards in their disaster response programs

and to being evaluated against these. Important to note is that Agire (Italy) is the Italian focal point for SPHERE and conducts educational and training courses through its member agency Intersos. ADH also adheres to the above Codes of Conduct and in addition to the European Consensus on Humanitarian Aid². Radiohjälpen has a slightly different approach; since it also funds broader development interventions adherence to SPHERE is not a requirement. When applying for disaster funds, organizations have to inform Radiohjälpen whether they apply to SPHERE and if they do not, they have to motivate why.

Method of distributing funds

Most EAA members are collaborative joint appeal mechanisms that have been formalized. Most of them apply minimal criteria for membership, often based upon standards of capacity, quality and expertise. They use a distributional key (ie. formula) to allocate funding to their members. This key is based on the funds raised over the last two or three years by a member organization and its capacity to deliver humanitarian aid in vulnerable countries. Two of the organizations, Radiohjälpen and Swiss Solidarity, have originated as a branch of national public radio, and later, television. Later established as independent organizations, they distribute funds according to project proposals by pre-approved humanitarian organizations who are guaranteed a proportion of the funds. They also review proposals by humanitarian organizations that are not part of their direct 'family' of aid organizations.

1 SHO has a 4th requirement: the level of media attention for the humanitarian context of a disaster.

2 http://europa.eu/legislation_summaries/humanitarian_aid/ah0009_en.htm

Monitoring and evaluation processes

All joint appeals have mechanisms for monitoring and evaluation of the programs which they fund. Some reserve a small portion (1 or 1,5%) of funds raised for evaluation purposes. Evaluations are deemed to be integral to maintain donor accountability and also support cross-agency learning. They are increasingly demanded by large donors (governments, corporate sector) as well as the general public. All EAA members are submitted to independent financial audits and some have participated in government sponsored evaluations. Most organizations conduct real time project monitoring by visiting projects and evaluations after projects are completed. These are usually conducted by independent evaluators, with participation of organizations which have received funding. All EAA members publish evaluations and audits on their websites.

Given the high cost in duplicated time and resources of conducting multi-agency evaluations, EAA members regularly seek opportunities to collaborate on monitoring and evaluation activities. For example, DEC and the Humanitarian Coalition have done joint evaluations or response reviews for the Philippines Typhoon (2013) and the East Africa Drought (2011).

Cost effectiveness of secretariat and staff

In order to keep costs down secretariats are generally kept small. Some have staff over 10, others are just 2-3 persons, extended significantly by member organizations staff and volunteers during the critical times of appeal. Secretariat and staff costs are often funded by membership fees and sometimes the interest of investments. Most EAA members do not fund administrative costs through their appeal fundraising.

Coordination and partnerships for fundraising

Partnerships and relations with media organizations are considered crucial for successful fundraising on a national scale. Without significant news reporting on a disaster it is very hard to raise any funds at all. Some organizations have grown from their national public media (Radiohjälpen, Swiss Solidarity), others have longstanding (DEC) or very clearly regulated relation-

ships (Aktion Deutschland Hilft) with their national public broadcasters. Both Consortium 12-12 (Belgium) and the SHO (the Netherlands) have non formal but well established relationships with public media. The Humanitarian Coalition and Agire are relatively new organizations still developing and broadening their media relationships. In all cases public and commercial media play a key role in promoting appeals when these are launched.

Corporate partnerships have also been established by most EAA members. Mostly in the communications or banking sector and often through in-kind technical support, although corporate and employee donations are also significant. Importantly, spontaneous support and donations are also offered during appeals. All members recognize this interest and seek to strengthen and broaden their partnership strategies with the corporate sector.

2.2 Success factors and best practices

One stop shop and a single united voice in emergencies

The single most important benefit offered by a national joint appeal mechanism is that it makes donating easier for people by creating a 'one stop shop'. The existence of a single focal point allows for creating country-wide momentum of public and media engagement in support of disaster survivors. All EAA members have built, or seek to build, strong brand names that have a high degree of public credibility and trust.

EAA members seek to take the guesswork out of giving. Having a single national appeal for donations helps to prevent public confusion or even alienation due to having to choose between a number of organizations and related causes. As it may be hard for people to distinguish between humanitarian agencies, the national joint appeals allow donors to make a donation for the cause, knowing their money goes to the agencies that have the capacity and expertise to deliver humanitarian assistance. It also means presenting one coherent and credible voice to the public on the major



Photography by Chris De Bode/Save the Children

issues. Moreover, it also prevents costly competition and simplistic messaging while reducing humanitarian organizations' time-consuming quest for media attention. When there is one large, coordinated appeal with a clear and informed message, this improves the sector's ability to influence media coverage. Given the increasing sophistication of the donating public, and the growing worries of diminishing trust levels for humanitarian organizations, EAA members are particularly well suited to contribute to rebuilding public confidence.

Quality

Expertise and experience ensures the quality of aid delivered. EAA membership criteria guarantee a high level of experience and presence in relevant regions in the world as well as adherence to international humanitarian standards both for operations and fundraising. Joining forces increases preparedness and speeds the delivery of humanitarian aid. Quality also means that humanitarian needs are met when a disaster is not as immediate or newsworthy, as is the case with 'slow onset' disasters such as recurring droughts, floods or conflicts that are less visible but where the need is as high. EAA members are working out ways to keep a focus on these key humanitarian needs, also when public and media attention is not as easily mobilized because it concerns recurring droughts or conflicts in which public opinion is hesitant or split. Also in these circumstances EAA members keep up humanitarian principles and work out ways to fund relief efforts. Finally, quality is related to being accountable and evaluating project results. EAA members are committed to the highest levels of transparency and accountability

and continuously work to improve their monitoring and evaluation processes.

Cost efficiency

Working together at the national level cuts costs in several ways. Firstly it removes the duplication of advertising costs by participating organizations as multiple advertising campaigns can be merged into one. Moreover joining forces makes it possible to form partnerships with media, communication agencies and the private sector more broadly, increasing opportunities for 'in kind' contributions of expertise and other support. Whereas media broadcasters would not partner with one humanitarian organization out of concern to preserve their independence, they can support a coalition of groups and help support increased exposure of the appeal for aid. Sharing costs for humanitarian fundraising appeals diminishes overall costs while organizations are able to maintain a lean office that can be extended at the height of an appeal by staff from the members or temporary staff. In some cases new projects to reach out to a younger audience through social media or music festivals are also feasible when working together.

Fundraising

All members agree the online or digital world is a large part of the future for fundraising. Wherever possible investments are made through appointing staff for social media communications, developing fundraising apps for mobile devices and streamlining communications through media, websites and social media. Commercial advertising may also be part of this through, for example, pay per click ads. Some of

the members reach out directly to their individual donors through direct mail, others are exploring this as a new avenue. Reaching out to youth is another goal of most EAA members. In several countries (Sweden, Switzerland, Germany, Belgium) this is done through reaching out to radio stations or creating a music event that has strong interaction with social media.

Partnerships

Because of the combined expertise and experience, the corporate sector in many cases shows interest in partnerships with national joint appeals even though competition with other non profit organizations may be strong. Such partnerships with corporations are increasingly explored by EAA members. They can help deliver aid more quickly and efficiently where it is needed. Firstly by improving the speed and scale of fundraising, but also through innovations that can improve the quality and delivery of aid in vulnerable regions itself. DEC (UK), the Humanitarian Coalition (Canada) and Swiss Solidarity are among those who are looking into partnerships with communications- and webbased corporations in order to reach out faster to the public. Aktion Deutschland Hilft also looks into cooperation that could lead to delivering better aid 'on the ground'. Other EAA national appeals do not have the structure to reach out to the corporate sector themselves, as this would risk duplicating efforts (such as Consortium 12-12 or SHO). However, their members (the humanitarian agencies) are working on corporate partnerships at their level.

2.3 EAA: the case for cooperation at the international level

The goal of the Emergency Appeals Alliance is to get more humanitarian assistance faster to people in need. Working together at the international level contributes to that in several ways. Firstly, sharing experiences, ideas and knowledge improves faster and accurate knowledge on humanitarian disasters as well as decision making on whether to launch an appeal. Members complement each other with experience and knowledge of certain regions. Combined knowledge fills

in the gaps, both for members as well as for media. Such efforts get noticed by for example large funders as the European Union. Overall this improves the quality and speed with which information is distributed, improving knowledge about humanitarian disasters and therefore improving chances for fundraising.

A priority objective of the EAA is to support the membership growth of existing joint appeals and promote the expansion of the national appeal model to other countries. Firstly, relatively new national appeals, for example the Humanitarian Coalition in Canada and Agire in Italy, seek to grow and get additional humanitarian agencies on board within their countries. Secondly, the EAA aims to support the creation of national appeals where they do not yet exist, as this will create more international leverage. Countries where humanitarian agencies are exploring the creation of a national appeal include Austria, Australia and France. Ideally, at the long term, EAA members hope simultaneous appeals across all of their countries will be possible.

An objective to explore further is the joint evaluation of humanitarian projects, as this has a large potential of cutting costs and enhancing accountability. Past experience has shown collaboration in this area to be cost efficient and less disruptive for partners in the field. Although not always easy due to specific organizational requirements or regulations in different countries, similar formats for evaluations would contribute to the oversight of donors. Some members also foresee the possibility of working with greater complementarity in the field. If this can be achieved in the future, the EAA members and the humanitarian agencies they are composed of could support a larger global coverage.

Overall, working together at an international level gives the EEA a global weight making it possible to reach out to the international media and the global corporate sector that could significantly scale up fundraising results. Joining forces has the potential to create international opportunities while strengthening members' credibility and influence.

3. Profiles

The Emergency Appeals Alliance - EAA

History

After sharing knowledge and experience for several years, the joint appeals of eight countries decided to form the Emergency Appeals Alliance in 2013. Each joint appeal is a cooperation of aid organizations and in some cases the public media organization in their respective countries. Their goal is to deliver humanitarian aid better and faster to the survivors of international disasters. They realize the power of joint action and therefore have formed an international alliance to share experiences and knowledge while working to innovate for larger scale and more timely fundraising results which meet the highest

standard of public accountability. The Emergency Appeals Alliance is the first global alliance of its kind. In 2010 the humanitarian agencies that cooperate in national appeals which are members of the EAA, had an annual turnover of 3 billion euros. As such they are an important global humanitarian force.

The EAA consists of the following national joint appeals:

Country	Name	Population (in millions)	Appeal results 2013 ¹ (in million euros)
Belgium	Consortium 12-12	10.8	7,722,000
Canada	Humanitarian Coalition	34.7	5,427,000
Germany	Aktion Deutschland Hilft	82.0	81,987,651
Italy	Agire	61.0	438,584 ²
The Netherlands	Samenwerkende Hulporganisaties	16.7	41,211,909
Sweden	Radiohjälpen	9.5	18,000,000
Switzerland	Swiss Solidarity	7.7	43,637,000
United Kingdom	Disasters Emergency Committee	62.8	129,781,869

³ Approximate amounts due to exchange rates.

⁴ Phillipines Appeal, in cooperation with the Italian Red Cross.

Organization

The alliance is a voluntary body without a legal statute. The goals of the alliance are to mutually support members' funding and reporting mechanisms so national appeals are cost effective and can be held up as examples of 'good donorship'. They work to champion the highest standards of humanitarian practice and public accountability and to enhance the membership of the existing alliance members as well as to assist the development of potential new joint appeals in other countries. They work to develop a network of global corporate partners who will back the appeals in each national context. The eight national appeals contribute a modest yearly fee to support the EAA network and annual meeting.

In order to join the EAA, prospective members must:

- be legally constituted as a "not for profit organisation" in their country
- be mandated to run national appeals for international disasters
- be fully accountable to the relevant statutory bodies in their country of operation
- be in existence for at least 2 years
- follow best practice standards for fundraising in their national context
- only one organisation from each country can be a member at any one time
- beneficiary organizations (members or grantees) receiving funds for humanitarian
- purposes from the national appeal should be signatories of the Red Cross and NGO code of conduct and agree to independent evaluation of their emergency programs.

Fundraising

In order to enhance the reach for fundraising the EAA members aim to grow both at the national as international level. Firstly the EAA wants to increase membership of humanitarian agencies, where there is still opportunity to grow (such as in Canada or Italy). Secondly, the EAA supports the development of national

appeals through its own knowledge and experiences, in countries where these do not yet exist. By joining forces the EAA members seek to attract (international) media and corporations that could significantly enhance the scale and width of their humanitarian appeals.

Successes

Although the EAA is still very new, its members already have realized some direct benefits of exchanging and sharing information. Staff members of the joint appeals are able to share information and assess the needs for an appeal more quickly. Also sharing innovative ideas on using new technologies such as text messages, social media interaction or developing apps for fundraising, is valuable. The experiences of the EAA national appeals has attracted the attention of various humanitarian agencies in several other countries who seek to improve cooperation, efficiency and results, for example in Australia, France and Austria.

Partnerships

Developing international partnerships with media organizations or the corporate sector that support fundraising activities, especially online fundraising, is an important goal for the EAA. In several countries the corporate sector has reached out to EAA members during humanitarian appeals, partly due to the increased consciousness of corporate social responsibility. Most EAA members are working on future strategies that includes reaching out to corporate partners.

Challenges, opportunities, for the future

The EAA members have a significant opportunity to increase their public reach and lower costs by collectively reaching out to media or corporate organizations in potential worldwide humanitarian appeals. In addition, developing joint evaluations would help reduce costs as well as answer to the needs of, especially, major donors. EAA members are further developing new ways to reach out to the public in relation to more complex humanitarian appeals such as droughts and conflicts. Developing a collective website and developing corporate partnerships at the international level are some of the practical steps that would help to reach these goals.



Belgium - Consortium 12-12

NATIONAL POPULATION

10.8 million

STAFF SIZE

0.25 FTE (up to 3 when appeal running)

YEAR OF FOUNDATION

1979 (informal),
2005 (formal)

LIST OF MEMBERS

Unicef Belgium	Handicap International Belgium	Plan Belgium
Caritas International	Doctors of the World (MdM)	
Oxfam Solidarity		

History

Consortium 12-12 has grown from an informal cooperation structure addressing the humanitarian disaster in Cambodia in 1979, to a common bank number (giro 12-12) for the 1984-1985 famines in Africa, to a formal structure in 2005. In 2005 revenues of the Asian Tsunami appeal increased to a point that informal cooperation was no longer justified from a legal perspective. The Belgian Consortium 12-12 currently has 6 members; Unicef Belgium, Caritas International, Oxfam Solidarity, Handicap International Belgium, 'Doctors of the World', and recently Plan Belgium joined.

Organization

Consortium 12-12 has a light structure. There is no standing secretariat or staff apart from the Director and an accountant. It's actions and activities are governed by a council

and a the director, assisted by a permanent contactgroup of the members. The members organizations of the Consortium contribute indirectly to the administrative and fundraising costs, which do not rise above 2,5% (excluding contributions of member organizations). A crisis coordination committee consisting of representatives of the member organizations decides on the launch of an appeal on the basis of three factors; the severity of a disaster, the capacity of its member organizations to respond and the estimated willingness of the public to contribute. The governance board validates the decision to launch an appeal. Resources are distributed through a partition mechanism based on each members' private fundraising of the last three years (excluding Consortium resources). Of every appeal a financial report is submitted to the Belgian Ministry of Finance. In addition other auditing and reporting is done on a regular

basis. Reports are published on the website.

Fundraising

The Consortium has a good relationship with Belgian public radio and television although no formal mechanism is in place. In the event of apparent disasters both the Consortium and the media keep in touch to judge the opportunity to launch an appeal. It may happen that only the Flemish media will participate. Commercial media generally follows public media in supporting the appeal. Media partners usually make a 30 second media clip for distribution. The Consortium does not start up a full campaign (public posters, mailings etc.), but aims to keep costs as low as possible by working and engaging with (media) partners almost entirely pro bono. Although online donations are important (15%), there is no pro active online strategy as it does not directly generate more

funding. An important contribution is made by local communities such as schools, neighbourhoods, companies or even individual families organizing activities for fundraising. This is something to strengthen and support through social media strategies. Provinces and municipalities are also important donors.

Major successes, highlights

The Asian Tsunami appeal was the most successful, 55 million euros were raised. Also the appeal for Kosovo and the Balkans in 1999 has been important as a call centre was first tested which the public could call for information, register (fundraising) activities and donate directly. This has now evolved to

online registrations and donations. A modest success has been the Syria appeal, though a difficult decision as the willingness of the public to contribute was not estimated high, an appeal was launched nevertheless. In combination with the Philippines appeal, launched in November 2013, quite a few donors made a double donation.

Partnerships

The Consortium has no specific strategy regarding corporate partnerships or sponsorships. It is somewhat complex to engage proactively in such partnerships as there may need to be sign offs for which the Consortium has no mandate. One of the members organizations of the Consortium is

usually appointed to reach out to the corporate sector.

Challenges and innovations for the future

The most important challenge remains how to proportion the different appeals. There is the risk of the loss of interest in humanitarian disasters and of support by media when appeals are made too often. A balance must be found between launching appeals in response to serious humanitarian disasters and keeping the public highly involved and interested. It would be worth looking into a model with different degrees of an appeal in order to ask for contributions without the full blown activities and scale of a nation wide appeal.



Canada - Humanitarian Coalition

NATIONAL POPULATION

34.7 million

YEAR OF FOUNDATION

2005 (informal),
2010 (formal)

STAFF SIZE

3

LIST OF MEMBERS

Care Canada	Oxfam-Québec	Save the Children Canada
Oxfam Canada	Plan Canada	

KEY PRIVATE SECTOR PARTNERS

Bell Media	eBay	Rogers TV
Shaw Media	20 Vic Management Inc	
Metro	Paypal	

History

The Humanitarian Coalition (HC) was formed on the premise that competition limits the humanitarian sector's collective ability to get assistance to disaster survivors. HC members work together in times of disaster to reduce the wasteful duplication of costs, speak to Canadians with one voice, raise awareness about response needs and make giving as easy as possible.

The commitment to form the HC emerged following criticism of excessive NGO competition in the aftermath of the 2005 Asian Tsunami. A first pilot joint appeal was launched for the Pakistan earthquake 2005. By 2010 the Humanitarian Coalition was incorporated as a separate legal entity and it became a leading actor in the Canadian humanitarian fundraising landscape following the Haiti earthquake and Pakistan floods that year.

Organization

The HC currently has five member agencies: CARE Canada, Oxfam Canada, Oxfam Quebec, Plan Canada and Save the Children Canada. It is accountable to its member agencies through the Board of Directors and managed by a Secretariat of four staff. The members contribute directly to management and oversight through participation in five standing committees with respective strategic priorities. HC abides by relevant codes of conduct such as SPHERE and the Canadian Council for International Cooperation's Code of Ethics and Operational Standards. Funds raised are distributed by a

pre-established formula based on members' capacity. A minimum of 85% is allocated to members' programs. Operating costs are paid for by annual contributions of the members. Accountability is provided for through unique joint evaluations of member programs. These evaluations are shared for learning, through events and on its website.

The HC further seeks to promote Canadian awareness of humanitarian issues and support sector dialogue on latest learning, trends and policy. As such, it has developed educational materials on disaster response and sponsors an annual Canadian Humanitarian Conference.

Fundraising

The HC appeals make use of TV spots, radio spots, newspaper ads and online banners that are provided free of charge by media partners. There are several important media partnerships, primarily with commercial TV, radio, print media, as well as digital out of home. As appropriate, ads may be purchased on Google and Facebook and in certain newspapers.

Major successes, highlights

With the support of Canada's Department of Foreign Affairs, Trade and Development (DFATD), the HC has created the Canadian Humanitarian Assistance Fund (CHAF) to provide assistance for smaller-scale disasters which do not receive media attention and where funding for relief efforts is not available elsewhere.

Demonstrating the power of collective action to influence media and public awareness, the HC was able to mobilize strong Canadian generosity during an appeal for the 2011 East Africa drought. Some \$14,5 million was contributed for that appeal, a sum far superior to expectations for a slow-onset crisis of this nature.

Partnerships

HC has one part time staff working on partnership development. Though none of these are formal, the HC has established partnerships with several media organizations. Support from a variety of sectors has included radio-fundraising initiatives, online promotions, and the waiving of credit card fees during some of the HC appeals. In addition to private sector engagement, the HC hopes to increase direct partnership with the Canadian Government through joint initiatives such as the Canadian Humanitarian Assistance Fund.

Challenges and innovations for the future

HC has the opportunity to be the one-stop shop for Canadians and to increase the scale of per capita giving in Canada. 80% of donors to the HC have never given to any of their member organizations. Nevertheless, 40 years of competition and brand development in Canada has led to significant barriers to increasing HC membership as prospective members weigh collaboration against perceptions of potential loss of public profile.



Germany - Aktion Deutschland Hilft, e.V.

NATIONAL POPULATION

82 million

YEAR OF FOUNDATION

2001

STAFF SIZE

**8 full time positions,
10 part time positions (2013)**

LIST OF MEMBERS

action medeor e.V.	- arche noVa-Initiative für Menschen in Not e.V.	- HelpAge Deutschland e.V.	Help Hilfe zur Selbsthilfe, e.V.
ADRA Deutschland e.V.	- BRH Bundesverband Rettungshunde e.V.	- Kinderhilfswerk Stiftung Global-Care	Islamic Relief Humanitäre Organisation in Deutschland e.V.
Arbeiter-Samariter-Bund Deutschland e.V.	- DEMIRA Deutsche Minenräumer e.V.	- LandsAid e.V. -Verein für Internationale Humanitäre Hilfe	Johanniter-Unfall-Hilfe e.V.
AWO International e.V.	- Freunde der Erziehungskunst Rudolf Steiners e.V.	- Solidaritätsdienst International e.V. (SODI)	Malteser Hilfsdienst e.V.
CARE Deutschland-Luxemburg e.V.	- Hammer Forum e.V.	- Terra Tech Förderprojekte e.V.	World Vision Deutschland e.V.
Der Paritätische Wohlfahrtsverband-Gesamtverband e.V.	- Handicap International e.V.	Habitat for Humanity e.V.	Zentralwohlfahrtsstelle der Juden in Deutschland e.V.

History

Aktion Deutschland Hilft (ADH) was founded in 2001 aiming to jointly deliver aid in large scale disaster situations in a timely, effective and cost-efficient manner. It's first appeal was held for a national disaster to support people impacted by the flooding of the Elbe in Germany. Since then a lot of international appeals have been launched. Starting with 10 member organizations in 2002, ADH has grown to 13 organizations in 2014, thus forming the largest relief alliance in Germany in terms of membership.

There are two more coalitions for disaster aid in Germany, these only come together in case of major emergencies and agreements are made on how to approach the media.

Organization

ADH has a permanent structure with clear regulations on projects, fundraising, media and quality assurance. Funds are allocated to the member agencies through a distribution key calculated on the basis of the capacities of each member organization. The dis-

tribution key ranges from no less than two percent and a maximum of 33 percent of the funds to a joint appeal. Annually, the member organisations report their capacities to the the central office of ADH. According to the general regulations, joint appeals are also subject to joint evaluations. Permanent working groups on projects and media report on humanitarian situations. Conference calls with representatives from member organisations are held to discuss if an appeal should be launched, and the final decision is made by the board of directors. Once a joint appeal is

launched, member agencies are requested to confirm within 48 hours whether to join or not. The share for each organisation is then calculated based on the general distribution key. It is important to note, that one percent of the funds is reserved for measures of quality assurance, such as independent evaluations and trainings.

Fundraising

A joint appeal usually runs for two weeks after which it may be prolonged (decided by the board of directors). In Germany the public media 'market' is divided among three existing joint appeal coalitions. ADH contacts the first national public broadcasting services (ARD). Depending on the size or magnitude of a disaster, charity events may be held. This was e.g. the case with the Haiti earthquake in 2010 and the floodings in Germany in 2013. There are three ways of reaching out to the public:

Reaching out to stakeholders by emergency mailings, social media initiatives, and television.

Major successes, highlights

ADH currently has 13 members agencies. A strategy for 2020 is being worked out to position ADH as denomination for humanitarian aid in Germany. The fact that ADH has been able to provide assistance in Germany itself, is considered positive by the German public, this contributes to ADH's reputation in the field of humanitarian assistance.

Partnerships

Business enterprises approach ADH, as the trend in Corporate Social Responsibility grows steadily. Companies are becoming increasingly interested in aligning their strategies in emergencies as well as in Disaster Risk Reduction (DDR). ADH has established a sub working

group on CSR and adopted clear ethical guidelines. Partnerships with businesses are recognized by ADH as a growing field.

Challenges and innovations for the future

ADH recognizes the humanitarian field is changing as institutional donors are interested in lowering costs and pooling money for foreign humanitarian aid. ADH therefore adapts to answer to higher demands of quality. There are also more cross-sector relationships and new relations with actors from the industry. Another development that is strongly influencing the way ADH works is social media. ADH is working on innovations such as developing apps. Online presence has become equally as important as to the traditional media.





Italy - Agire

NATIONAL POPULATION

61 million

YEAR OF FOUNDATION

2007

STAFF SIZE

5

KEY PRIVATE SECTOR PARTNERS

Banca Prossima

LIST OF MEMBERS

Actionaid	GVC	SOS Vilaggi dei Bambini
Amref	Intersos	Terre des Hommes
Cesvi	Oxfam	Vis
Coopi		

History

Agire started in 2007 as an initiative of several international NGOs, such as Action Aid and Terre des Hommes. The experiences of joint appeals in other countries inspired this group of agencies to make the effort to create a similar organization in Italy. The group was able to subsequently merge with an alliance of smaller Italian NGOs collaborating in the area of international cooperation and development to successfully create a highly representative network of Italian agencies working in international humanitarian and emergency response. During the 2013 Philippines disaster, Agire was able to further expand joint action among Italian agencies by successfully cooperating with the Italian Red Cross for the first time in a national appeal. Cooperation between Agire and

the Italian Red Cross is ongoing and talks are underway on how to effectively consolidate a long term partnership between the two organizations.

Organization

Agire today has 10 member agencies and is governed by a Board of Directors consisting of three representatives from member agencies and four independent trustees. Independent trustees are elected by the Assembly of member agencies based on their ability to bring specific competencies needed to strengthen mission critical activities of the secretariat. The secretariat, responsible for operational management, consists of three full time and two part time staff members. Administrative costs associated with the secretariat are covered by the member agencies' annual contribu-

tions, while all trustee support to operations is strictly pro bono.

The Board of Directors is responsible for the decision to launch an appeal and will do so only if member agencies have a relevant presence and capacity in the area struck by a humanitarian emergency. Allocation of funds to the individual member agencies is based on a capacity matrix which assesses each organization's proposed projects and impact together with its effective capacity on the ground for each individual crisis. Of funds raised 91% is allocated to members' programs, while 8% goes to appeal management expenses. Transparency and accountability are an important element of Agire's added value and therefore 1% of fundraising is directed to the monitoring and evaluation of projects which are conducted through external

bodies. These evaluations as well as relevant project documents and updates are routinely shared with the public on Agire's website.

Fundraising

In Italy, non profit fundraising is primarily driven by SMS text messages and television campaigns. This particular characteristic of the Italian fundraising approach poses several challenges to Agire, both in terms of its ability to quickly launch an appeal and in terms of the amount of funds it is capable of raising. Regarding the latter, average donations from SMS text messages are around 2-4 euros, which significantly lowers overall appeal results since SMS donations typically represent over 50% of the total. Furthermore, access to SMS and television for an emergency appeal is granted by the telephone operators and television networks for each individual crisis and exclusively to only one organization in Italy. This results in a decision process which often delays the launch of an appeal (sometimes up to 2 days following the onset of a crisis) and competition with the Agire network of agencies from both non-emergency NGOs as well as the United Nations governmental agencies. Since access to the SMS and TV is critical to successful scale for national appeals, Agire has put much effort into creating awareness among the telephone operators and broadcasters of the value and representativeness provided by the Agire NGO network as well as the need for partnerships and proto-

cols to improve time to launch and, thus, national emergency fundraising results. In parallel, Agire has begun to invest in improving its capacity and approach to online fundraising, bringing on a dedicated staff member and setting up a pilot blogger community in 2011.

Major successes

The most important success so far for Agire is having been able to introduce a working collaboration mechanism in the highly fragmented and individualistic Italian non profit sector. The fact that the network brings together both large international NGOs and smaller Italian organizations is also considered a major achievement. The appeal for Haiti was by far Agire's most important and successful campaign, raising over 15 million euros. Outside of appeals, Agire also publishes an annual research report, 'The Value of Aid', which tracks trends in the destination and sources of global humanitarian aid and is used for advocacy and awareness raising for humanitarian issues and work.

Partnerships

As previously noted, partnerships with broadcasters and telephone operators are the most critical for successful appeals in Italy and therefore Agire continues to make this area of partnerships a strategic priority for development. Agire has a program entitled "Active Companies" which seeks to involve corporate partners during

appeals - in promotional activities, employee engagement and goods donations where possible. Overall this type of corporate support is still quite underdeveloped so Agire is currently reviewing how to more effectively reach out to the business community and actively engage corporate partners in both fundraising appeals and emergency prevention campaigns.

Challenges and innovations for the future

Agire is in an important period of transition. While the past years have necessarily been dedicated to building the network, managing relations with public institutions and constructing operational processes in order to introduce a joint appeals model in Italy, the current competitive conditions - in particular the aggressive expansion of United Nations agencies' emergency fundraising efforts aimed at the private sector - and the dependence on the SMS for scale in national fundraising necessitate a new strategic focus for Agire in the coming years. To that end, Agire will be focusing on strengthening its competitive positioning and innovating its fundraising approach through the construction of multi-stakeholder partnerships with broadcasters and telephone operators and the development of new fundraising channels like digital and social media.



The Netherlands - Samenwerkende Hulporganisaties

NATIONAL POPULATION

16.7 million

YEAR OF FOUNDATION

1984 (informal), **2007** (formal)

STAFF SIZE

3

LIST OF MEMBERS

UNICEF Nederland

Save the Children

ICCO/ Kerk in Actie

Red Cross, Netherlands

Stichting Vluchteling

CARE Nederland

Oxfam Novib

World Vision

Plan Nederland

Cordaid, Mensen in Nood

Terre des Hommes

History

The ‘Stichting Samenwerkende Hulporganisaties’ (Foundation of Cooperating Aid Organizations, SHO) officially became a foundation in 2007, after the Asian Tsunami appeal made clear that more formal cooperation was necessary. Especially national public media called for one organisation and one appeal they could refer to, in stead of having to deal with several organisations. SHO members informally cooperated in joint appeals since 1984, (east African famines). The name ‘SHO’ has been used since 1989. The 2014 ebola appeal is the 40th appeal and up to the appeal for the Philippines in 2013 789 million Euro’s has been raised by the SHO.

Organization

Currently there are 10 member organizations. The executive

director of each member organization is represented on the Board and they each have one vote. Next to this there is a Supervisory Board consisting of five external members. New members can be accredited and occasionally a (regionally) specialized guest participant may join as was for example the case with the Haiti and Tsunami appeals. The goal of the SHO, or Giro555 as it is better known among the public, is to remain an ad hoc coalition when the need arises. An appeal usually lasts two to three months.. The staff consists of three part time employees. During an appeal they are supported by a crisis team that can be set up within days. Funds are distributed according to a distributional key based on each organizations own fundraising and their capacity to deliver aid worldwide. Presidency rotates between the five largest member organiza-

tions. The member organizations deliver financial reports and reports relating to content of operations to the SHO, which then publishes a joint report on its website. Furthermore, the Ministry of Foreign Affairs and the Court of Audit (Algemene Rekenkamer) have done evaluations on the 2010 Haiti appeal.

Fundraising

The decision to launch an appeal is made by the Board and based on an assessment of which members join in, the interest of the media, and an assessment of the engagement of the Dutch public. The SHO has an informal cooperation with national public media who are generally keen to support an appeal. Commercial media generally follows in promoting an appeal. In exceptional large disasters (the Asian Tsunami, Haiti, Philippines) a national televi-

sion appeal is done which generates high revenues. An effort is made not to launch more than 2 appeals each year, also to prevent 'appeal fatigue'. The SHO divides appeals in rapid, (Philippines), and slow onset disasters, (droughts in Africa, conflicts). The readiness of both media and the public to support an appeal is clearly larger for large, rapid natural disasters than it is for recurring droughts and complex conflicts. Some 'slow onset' appeals may not be televised, but still have a substantial financial goal.

Major successes, highlights

Even though research in the Netherlands continues to show less willingness to give, the joint appeals manages to generate nationwide support. Especially with rapid natural disasters there is feeling of unity and a wish to support in diverse ways. It therefore remains important to cultivate many small

activities that contribute to the appeal such as the neighbourhood kids who organize a fundraising activity, companies offering free assistance and so. 'Giro555' really is of the Dutch public, more so than of the participating member organizations'. It is further more very valuable that public media is generally willing to leverage their contacts to engage the broader, commercial, media world. This is very important for the result of any appeal. The Asian Tsunami, Haiti, and the Kosovo appeals have generated the highest revenues so far.

Partnerships

The SHO does not initiate structural partnerships with the corporate sector as this would make them a competitor of it's member organizations. During appeals however, there are companies that offer assistance and make donations in many creative ways.

Challenges and innovations for the future

One challenge is to prevent brand competition and the constant aim is to strengthen the common goal without being each others competitor. Another challenge is how to answer the increasing need of the public and media for accountability. Although several mechanisms are in place, there is a demand for detailed insights and results reporting which is costly. Nevertheless the SHO is cooperating with it's member organizations to adapt in a constructive way to these public demands. Another challenge is the potential 'appeal fatigue', especially regarding 'slow onset' disasters often relating to more complex issues that are more difficult to reach out for to the public. Nevertheless, the SHO still aims to raise substantial revenues in these cases (for example 25 million euro for the African droughts).



Photography by REUTERS/Strringer (MYANMAR)



Sweden – Radiohjälpen

NATIONAL POPULATION

9.5 million

YEAR OF FOUNDATION

1939

STAFF SIZE

6

History

Radiohjälpen of Sweden started in 1939 as a Christmas fundraiser for Swedish servicemen and their families. After great success it became a branch of Swedish public radio, and later, television. International fundraising started after 1945. In 1966 Radiohjälpen became a separate legal entity. The most important fundraising events and campaigns of Radiohjälpen are Children of the World (humanitarian and development work), the Crown Princess Victoria's Fund (recreational activities and support for children with disabilities in Sweden) and Music Aid. Compared to the other joint appeals, Radiohjälpen is slightly different as it is not exclusively directed at humanitarian disaster appeals. Importantly, Radiohjälpen mandate is not only to raise funds for these international and national causes, but also to inform the Swedish public of humanitarian issues. It is therefore deeply rooted in Swedish society.

Organization

The board has 13 members of which 6 come from Swedish NGO's that serve in their personal capacity. 21 Swedish NGO's are liaised by written

agreement with Radiohjälpen for the Children of the World campaign, but over 50 organisations received support for their international work and over 200 for work in Sweden. So far there is not yet a formal procedure in place to launch a humanitarian disaster appeal but the criteria used include the visibility of the disaster, whether there are humanitarian partners in place and whether support from Radiohjälpen will contribute to increased overall fundraising. However, there is always the possibility to create a specific appeal and more formal procedures are in development. Important is that no competition with the ngo and their own campaigns should arise. Liaised organizations put a minimum amount of work into campaigns and mobilize volunteers. In 2013 a decision was made a more formal partnership process will be put in place. For the Children of the World campaign, the 12 organisations (selected from the 21 liaised on a rotating basis) receive 75% of the collected funds based on proposals that are reviewed by a committee. Criteria are presence and experience in the concerned countries. The staff of Radiohjälpen has grown to 6 persons, especially due to increasing

reporting and auditing demands. Evaluations are submitted by NGO's, and projects are also visited by Radiohjälpen and TV or Radio reporters who use short videos to report back to the public about the projects. Due to it's embeddedness in Swedish public media there is a significant airtime available.

Fundraising

The National Collection of Children of the World is Radiohjälpen largest humanitarian and development campaign, which started in 1997. Once a year an estimated 45.000 volunteers raise money together. Through events, concerts, bazaars and collection boxes many municipalities, schools, businesses, churches and others make an effort to reach collection targets. During the campaign week in October, reports of projects funded by the campaign are broadcasted. The newest and fastest growing fundraiser event is Music Aid, (adapted from the Dutch originated 'Serious Request) where dj's broadcast radio non stop from a glass cage set up at a town square before Christmas. Spin off events are created Music Aid has developed a strong social media community with 200.000 followers.

Major successes, highlights

The Children of the World campaign has been Radiohjälpen most important success in the last years. The projects it supports overlap in their development and humanitarian aid character. The board is discussing whether a more clear distinction should be made. Currently the campaign is being revamped, aiming to attract younger audiences. Other successes are Music Aid which is the fastest growing fundraiser, collecting 350.000 euros in 2008 and 3,5 million euros in 2013. The national televised appeal for the Philippines was another success it was the third largest humanitarian fundraiser over the years. Although Radiohjälpen is seen as somewhat old fashioned, it maintains a very high score on credibility and trust.

Partnerships

Radiohjälpen as such does not have partnerships with businesses. Children of the World has a number of smaller partnerships with one staff position dedicated to such partnerships and Music Aid has one temporary staff person working on partnerships during it's campaign. However, during the Philippines appeal 10% of donations came from corporations who wanted to contribute, eventhough there were little or no promotional benefits. This was a wake up call and Radiohjälpen is looking into strategy how to work out corporate support strategies.

Challenges and innovations for the future

Radiohjälpen needs to professionalize for a number of reasons. More quality, transparency and

accountability is demanded and therefore more staff is needed to process reporting, monitoring and auditing. New ways are also needed to interact between television and social media and attract younger participants. New digital ways of fundraising are being developed through SMS text messaging and a digital collection bucket. Another challenge is that more international aid organizations set up fundraising offices in Sweden and apply for funding. Although there is no ban on that, Radiohjälpen is intended to be rooted in Swedish society and the link with awareness raising among the population needs to be maintained. For that purpose, starting in 2014, also an annual humanitarian conference with the Swedish government agency Sida is organized.





Switzerland - Swiss Solidarity

NATIONAL POPULATION

7.7 million

STAFF SIZE

19

KEY PRIVATE SECTOR PARTNERS

Swisscom

YEAR OF FOUNDATION

1946, 1983 (formal status as foundation)

LIST OF MEMBERS

ADRA – Adventist Development and Relief Agency	Fastenopfer - Swiss Catholic Lenten Fund	Médecins du Monde Switzerland	Swiss Red Cross
Bruecke / Le pont	Handicap International	MSF – Doctors Without Borders Switzerland	SolidarMed
Caritas Switzerland	Helvetas	Nouvelle Planète	Swissaid
CBM – Christoffel Blindenmission	HEKS – Swiss Interchurch Aid	Pestalozzi Children's Foundation	Swisscontact
CFD – the feminist Peace Organization	IAMANEH Switzerland	Salvation Army	Terre des hommes – Helping children worldwide
EDM – Enfants du Monde	Medair	Solidar Switzerland	Terre des Hommes Suisse
			Vivamos Mejor

History

Swiss Solidarity started as the 'Chaine de Bonheur' or 'Gluckskette', a radio program in 1946. It linked people together in a chain of solidarity to help ease suffering in the aftermath of the Second World War. In 1983 Swiss Solidarity was granted legal status as a foundation. Through its close connection with Swiss Radio and TV (SRG SSR), it raises funds for relief projects in Switzerland (25%) or abroad (75%).

Organization

The Foundation Council (in which SRG SSR has the majority) has overall supervision and oversees the external strategy and budget. Every four years the criteria of partnership are checked. Swiss Solidarity works with 25 accredited Swiss organizations that run the relief projects. The organizations submit proposals for projects approved for by a project commission. Projects are monitored during execution and after completion. Relief work may last several

years during which the designated earmarked funds are carefully invested and audited with a strong focus on ethical and fair criteria. The administrative costs, such as the secretariat and staff have so far been covered almost every year by the interest gained from careful investments and not by the donations done by the public. However, due to very low interests this is increasingly difficult and Swiss Solidarity is now allowed to take up to 5% of the donations to cover its costs.

Fundraising

Due to its close links with Swiss radio and television Swiss Solidarity is able to act without any delay after a major disaster. There are four levels of activity depending on the gravity and urgency of a disaster. The first level is to post news items on the website. The second, moderate, level is to publish a press release to raise funds. The third level requests the agreement of the SRG SSR, as it includes TV spots and adds on the radio, and the appeal will be broadcasted in relevant news items. The fourth and major level is to launch a fundraising national day event in the case of a major disaster. This includes setting up call centres, broadcasting in all Swiss language regions (a contractual commitment by SRG SSR), and use the appointed ambassadors (or 'Voices') for each language region. The decision to start level four is based on how much funding is needed and can be processed by the partner organizations. Also the expectations of the public is taken into account. Next to the close cooperation with Swiss radio and television, private and printed media usually follows the public media when a level 3 or 4 appeal is launched. General awareness is also created by educational dossiers that are sent to schools, as well as being available on internet.

Major successes, highlights

The most important success is that Swiss Solidarity, due to its history and its strong link with SRG SSR, is a very strong brand. This makes it possible to reach out to a to the public that has a deep consciousness for support and solidarity. It has built up trust and quality over several decades and therefore is very well known in all Swiss language regions. Further more, success is always closely linked to the emotions expressed in the media. For the future it will be necessary however to keep up this strong brand in an increasingly digital and more crowded fundraising world.

Partnerships

Swiss Solidarity has a partnership with Swisscom that pays for all communications, telephones and the set up of call centres during an appeal. Usually there is also a match of donations by Swisscom employees. To engage in partnerships is very important, although competition, for example with environmental organizations is fierce. A complicating factor is that Swiss Solidarity wants to associate with businesses not only on a regional level but on a national level. Swiss airlines, trains and banks are looked into. A review of partnership policies is planned for the near future; to this end, Swiss Solidarity has conducted a poll on donating corporations' views of about sponsorship and corporate social responsibility.

Challenges and innovations for the future

Swiss Solidarity is very conscious of the changing environment for humanitarian aid. 'Western aid with its principles, values and standards is no longer as exclusive as it once was' says Walter Ruegg, president of Swiss Solidarity. A report commissioned by Swiss Solidarity addresses trends such as the rapid increase of new actors in the humanitarian aid sector, the increasing impact of geopolitical forces on the delivery of humanitarian aid, the need to link emergency aid to prevention and development, and the increasing demands and competition within the fundraising field. Swiss Solidarity is determined to find effective and sustainable ways to deal with these new challenges.

More practical challenge are that although being a strong brand, Swiss Solidarity needs to update its image and attract younger audiences. Therefore investments have been made in communications strategies and social media such as a new app that has been developed. For the first time Swiss Solidarity can individually address donors. Furthermore there has been engagement with the young public radio station SRF3, with whom the 'Serious Request' Music event (Jeder Rappen zählt) is being held in the German speaking part of Switzerland every year since 2009.



United Kingdom - Disasters Emergency Committee

NATIONAL POPULATION

62.8 million

YEAR OF FOUNDATION

1963

STAFF SIZE

13

LIST OF MEMBERS

ActionAid	Christian Aid	Save the Children
Age International	Concern Worldwide UK	Tearfund
British Red Cross	Islamic Relief	World Vision
CAFOD	Oxfam	
Care International UK	Plan UK	

KEY PRIVATE SECTOR PARTNERS

Rapid Response Network:

Barclays, BBC, The Big Give, British Bankers' Association, BT, The

Co-operative Bank, Channel 4, Community Channel, FIVE, HSBC, ITN, ITV, Just Giving, NewsNow, Ogilvy & Mather, Post Office,

PayPal, Radio Centre, Royal Bank of Scotland, S4C, Sky, Transport for London, World Pay

History

The DEC was formed when several organizations started coordinating their activities in 1963 and launched their first appeal after the 1966 earthquake in Turkey. Since it started the DEC has launched 64 appeals and raised 1.1 billion pounds. Since its early days the DEC has had a strong relationship with the major broadcasters, which is part of its success. The DEC has well worked out procedures and a strong brand in the UK and amongst humanitarian stakeholders worldwide.

Organization

The DEC currently has 13 member agencies. Next to member CEOs, there are six independent trustees on the board. They are chosen for their capacities in finance, politics or media that fill the gaps in knowledge or networks. Aspiring members are welcome to apply, provided they are able to meet the membership criteria. The DEC secretariat consists of a staff of 13, along with regular volunteers. Allocation of funds is based on member agencies' ability to raise income from their donors and the capacity to spend it in vulnerable countries. This way a fair and transparent allocation

is guaranteed. Accountability and transparency are ensured through the DEC Accountability Framework that includes regular appeal reports, independent evaluations and annual assessments. Together with the Humanitarian Coalition of Canada evaluations or 'response reviews' have been done for the East Africa and Philippines disasters. It would be very useful if other EAA members were able to join such evaluations: important benefits are that costs can be shared and learning can be disseminated to a wider audience as well as being less disruptive for colleagues in the field as they only have to receive one such mission.

Fundraising

Members can opt in or out of responding to a crisis for which the DEC is appealing, but must promote and support the appeal. When the DEC trustees decide to launch an appeal the Rapid Response Network is alerted. This is a unique network of corporate and broadcasting sector partners who are essential in quickly reaching out to the British public. DEC works with five national broadcasters and the 'white listed' national newspapers. In addition DEC member organizations have their own activities towards their constituencies and local news outlets. Clearly digital media is a strong and growing channel as currently most people get news through a mobile or digital device. DEC asks its supporters to reach out to their personal networks and uses social media such as Facebook and Twitter to inform and interact with supporters on the progress of the humanitarian relief effort. Approximately half of the income now comes through online channels, such as the website or text giving. Importantly, the UK government has recently matched the funds received for the Philippines (5 million pounds) and Gaza (2 million pounds) appeals. This is an incentive for the public as it demonstrates support from the government. It also recognizes a certain indication as to how a portion of tax money would be spent.

Major successes, highlights

Success is achieved by being very careful about launching an appeal. Over the years there have been on average 1.5 or 2 appeals per year at the most. The public remains very generous and positive, they really value that aid agencies come together and they see the appeal everywhere. The 'one stop shop' idea is quick and appreciated. The speed with which an appeal is launched is a good way of encouraging people and this is due to DEC's high level relationships with all of the five major broadcasting partners. The most important recent success is how quickly money is raised as well as donations growing larger; 13 million pounds in 24 hours for the Philippines, mostly online. The benefits are that it is making aid more efficient, people in the field can initiate programmes right away and members have more flexibility in spending the money effectively.

Partnerships

The partnership with all major broadcasters is at the centre of reaching the public. Corporations approach DEC during appeals, offering financial, logistical or other support. Recently a High Value Partnership Manager was hired and DEC is pro actively pursuing such partnerships. There are two goals, firstly fundraising, including support from employees, and secondly to

find partners for the Rapid Response Network which have skills that can help DEC better reach the British public. An example is BT, their 'my donate' platform is used and they also support call centres.

Challenges and innovations for the future

The biggest challenge is how to respond to slow onset crises, which are often related to drought and food security. The level of need is huge, but there is little in the news. Conflicts are another challenge as they risk splitting public opinion. It is necessary to find ways to raise awareness for slow burn disasters. DEC is exploring with creative media partners how documentaries or other programming might contribute to this. DEC also reaches out to corporate partners that can help raise funds more quickly, especially in the digital field. Online presence and activity is a major strategy. It includes adapting the DEC website in order to better engage and share with the public, reaching out on Facebook and Twitter in order to report progress and be accountable to the public, as well as paid advertising such as pay per click.

Conclusion



There is a strong potential in working together to improve fundraising for humanitarian relief. Collaboration among humanitarian organizations creates many opportunities for improving fundraising results and the quality of communications with the public. Cooperation at the international level between joint appeals through the Emergency Appeal Alliance, serves to strengthen the joint appeal model through sharing of lessons and resources. Overall, joint appeal mechanisms are able to:

- Create clarity and clear messaging with a one-stop-shop; taking the guesswork out of giving and making donating easy for the public as well as national media. A single and united voice across the humanitarian sector also favours stronger influence of media coverage and opportunities to educate the public.
- Guarantee quality; collectively adhering to humanitarian standards gives a guarantee of professionalism and experience to the public. Collaboration further enhances information sharing for better knowledge on humanitarian situations as well as informed decision-making on when to launch an appeal.
- Save advertising and media costs; unlike in a competitive fundraising scenario, where organizations compete for media coverage and pay for duplicate advertising campaigns, one joint appeal can reduce wasteful duplication of costs and expand partnership potential. For media, the option to deal with a single humanitarian sector contact point is clearly preferable to managing multiple organizations and messages.

- Enhance opportunities for partnerships; it is more attractive for corporate partners to work with an organization which represents a whole sector and has a strong national 'brand' than it is to choose among organizations. In fact, faced with competing requests, many donors and businesses simply do not make a contribution.
- Increase accountability; sharing costs and reducing the burden on field staff through joint reporting has strong benefits. In addition, visible coordination will also contribute to improve confidence among the public.

Emergency Appeals Alliance

In addition to these opportunities for national joint appeals, collaborating at the international level through the Emergency Appeals Alliance further strengthens those benefits through:

- support the creation of national joint appeals in other countries.
- further enhance the sharing of information on humanitarian situations, fundraising strategies and the use of social media.
- building collective international credibility supporting global-level partnerships with media and the corporate sector during times of humanitarian crises.

List of documentation

Memorandum of Understanding, International Joint Appeal Alliance, 2013

Belgium

- Interview Erik Todts
- Statuten Belgische Consortium voor Noodhulpsituaties
- Haiti LAVI 12-12

Canada

- Interview with Nicolas Moyer, Humanitarian Coalition
- Annual report 2013, Humanitarian Coalition
- 'Together saving more lives: Joint Appeals and the experience of Canada's
- Humanitarian Coalition', Nicolas Moyer, Executive Director, February 2013
- Philippines Typhoon Haiyan, Response Review by DEC and Humanitarian
- Coalition, April 2014

Germany

- Interview with Markus Moke, Aktion Deutschland Hilft
- Jahresrückblick 2013

Italy

- Profile by Shelly Sandall, Agire
- Relazione di Missione 2013, Agire
- Valore dell' aiuto 2012-2014

Netherlands

- Interview with Baukje Heemskerk and Barbara Bosma, Samenwerkende
- Hulporganisaties
- Actie reglement, Statuten en Organisatie reglement SHO
- Zesde SHO rapportage Haiti

Sweden

- Interview with Per Byman, Radiohjälpen
- Arsberättelse 2012, Arsberättelse 2013, Radiohjälpen

Switzerland

- Interview with Catherine Baud-Lavigne, Swiss Solidarity
- Annual report 2013 Swiss Solidarity; <http://ar.swiss-solidarity.org/>
- 'Aide humanitaire. Entre acteurs traditionnels et nouveaux acteurs', Ruth Daellenbach, November 2013

United Kingdom

- Interview with Saleh Saeed, DEC
- Annual report & Accounts 2012-2013, DEC
- Review of the DEC Philippines Appeal
- Philippines Typhoon Haiyan, Response Review by DEC and Humanitarian Coalition, April 2014