

**HUMANITARIAN
COALITION** 



CARE



OXFAM
Canada



OXFAM
Québec



Save the Children

Together saving more lives



Panos Pictures for Save the Children

**ANNUAL REPORT
2011**



2011



HUMANITARIAN COALITION

Together saving more lives

ANNUAL REPORT 2011

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HUMANITARIAN COALITION

WHO WE ARE

The Humanitarian Coalition is a recent initiative in Canadian international humanitarian assistance that has begun to redefine how Canadians can support the survivors of disasters in times of need. Five of Canada's leading humanitarian organizations form the Humanitarian Coalition: CARE Canada, Oxfam Canada, Oxfam-Québec, Plan Canada and Save the Children Canada. These members work together when humanitarian disasters strike to eliminate unnecessary competition, reduce duplicated fundraising expenses and inform the public on the needs of survivors. Our objective is to work together to get more help to those who need it.

Membership in the Humanitarian Coalition is open, but limited to registered Canadian charities with established expertise and capacity in international humanitarian response.

OUR PARTNERS

Partners outside the humanitarian sector have also joined the Humanitarian Coalition and together form our Rapid Response Network. Television broadcasters, including Bell Media, Shaw Media and CBC run free radio and television ads; the Globe and Mail and Metro Newspapers provide free newspaper ads; Ebay Canada and popular online portals post our online banners on their respective homepages; and Paypal Canada has agreed to waive transaction fees for selected appeals. Seven 20Vic Malls across Canada help us raise awareness of crises with their customers and communities. The Canadian International Development Agency (CIDA) funded the development of our Program Monitoring and Evaluation framework. All our partners are essential to our success, and their number continues to grow.

OUR MISSION

The Humanitarian Coalition strives to maximize Canadian fundraising efforts in support of members' assistance programs for the survivors of international humanitarian disasters. By working together, the members seek to increase the awareness of

needs, reduce the duplication of costs and take the guesswork out of giving for Canadians.

OUR HISTORY

The Humanitarian Coalition is a joint appeal mechanism based on an existing, successful model. The pooling of fundraising resources among humanitarian aid agencies is a concept that was implemented decades ago in the United Kingdom (Disaster Emergency Committee) and later in Germany (Aktion Deutschland), Italy (Agire), Japan (Japan Platform), and elsewhere.

In 2005, relying on these examples, the Humanitarian Coalition was formed initially as a pilot initiative between four founding member agencies (CARE Canada, Oxfam Canada, Oxfam-Québec and Save the Children Canada) to pursue joint fundraising efforts in Canada for humanitarian disaster relief. A total of six joint appeals followed and established the Humanitarian Coalition as a viable and effective fundraising model for international disaster relief.

The Humanitarian Coalition was recognized as a registered charity by the Canada Revenue Agency (CRA) in October 2009. Following an operational transition period, activities under our legal name began in June 2010.

In 2011, the Humanitarian Coalition welcomed Plan Canada as our fifth member agency. Plan's arrival was a signal that the Humanitarian Coalition is growing both in size and standing within Canada's humanitarian sector. The capacity and expertise they contribute to the Humanitarian Coalition is highly valuable. It is our goal eventually to unite the strengths of all of Canada's most experienced relief agencies.

OUR STRUCTURE

The Humanitarian Coalition is accountable to its member agencies through the Board of Directors. It is managed on their behalf by the Secretariat led by the Executive Director. The member agencies also contribute directly to the management and oversight of the collective initiative through staff participation in five standing committees with respective strategic priorities.

HUMANITARIAN COALITION

BOARD OF DIRECTORS



Kevin McCort,
President and CEO,
CARE Canada



Robert Fox,
Executive Director,
Oxfam Canada



Pierre Véronneau,
Executive Director,
Oxfam-Québec



Rosemary McCarney,
President and CEO,
Plan Canada



Patricia Erb,
President and
CEO, Save the
Children Canada

MEMBERS



PARTNERS



CODES AND STANDARDS WE FOLLOW

The member agencies of the Humanitarian Coalition abide by a number of codes of conduct, including the Sphere Project's Humanitarian Charter and Minimum Standards in Disaster Response, the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief, the Standards in Humanitarian Accountability and Quality Management from the Humanitarian Accountability Partnership (HAP), the People in Aid Code of Good Practice, and the Canadian Council for International Cooperation's Code of Ethics and Operational Standards.

OUR PERFORMANCE OBJECTIVES

The activities covered in this Annual Report flow from the Humanitarian Coalition's 2011-2013 Strategic Plan. The main feature guiding this strategic plan is the growth and increased capacity of the Humanitarian Coalition to align with rising expectations and a successful positioning in the Canadian humanitarian landscape. By building the capacity of the Humanitarian Coalition we aim to change the way Canadians donate for emergencies, and ultimately succeed in getting more assistance to the survivors of disasters than was previously possible.

Our strategic plan is guided by four themes:

- Successful fundraising appeals to bring assistance to the survivors of major humanitarian disasters
- Financial sustainability
- Leadership in accountability to stakeholders: Canadian public, donors and among peer members
- Strong governance, leadership and management

QUALITY CONTROL

Our Program Monitoring and Evaluation framework supports our work on transparency, accountability, learning and capacity building during and after the emergency responses we fund. The testing of this framework has yielded valuable lessons and enabled the Humanitarian Coalition to identify best practices and improvements that have further strengthened our accountability and transparency commitments.

For each joint appeal, we commission real-time and final evaluations, the findings of which guide our member agencies as they continue to perfect their response mechanisms. These evaluations are published on our website as soon as they become available.

The Humanitarian Coalition thanks the Canadian International Development Agency (CIDA) for its funding toward the development and testing of our Program Monitoring and Evaluation framework.

CHALLENGES WE MUST OVERCOME

Because the Humanitarian Coalition exists to respond to international humanitarian emergencies, our resource requirements can vary significantly from year to year in accordance with the unpredictability of disasters and related appeals. Overall results also vary from one appeal to another, both in terms of costs and revenues. The Humanitarian Coalition is not in constant appeal mode, but its members expect it to be able to deliver a national-scale fundraising appeal whenever a major disaster strikes. These factors are unique to the Humanitarian Coalition's mandate and business model, presenting numerous challenges for the planning of annual budgets and investment in ongoing infrastructure. We mitigate the risks associated with revenue unpredictability by limiting the number of fixed costs we incur, relying on outsourced support during appeals and maintaining a financial reserve. In essence, we have developed an accordion style structure whereby the Humanitarian Coalition can rapidly expand its activities

during emergency appeals. The administrative work required between appeals is performed by a skeleton Secretariat staff and funded in large part by the annual contributions of our member agencies.

Because the Humanitarian Coalition is a relatively young entity, we have not yet reached our full potential. We aim to become the one-stop shop that Canadians turn to when a disaster happens somewhere in the world and they want to make a donation to support humanitarian aid efforts. We are confident that our sustained work in presenting the Humanitarian Coalition as the way of the future for Canadian aid agencies wanting to improve outcomes by working together will allow us to increase our membership in the coming years. The private sector is also a key player in securing the best and fastest assistance possible for disaster survivors and we are constantly reaching out to and attracting new corporate and media partners.

CLARIFICATIONS

The Humanitarian Coalition began operating under its own legal name as of June 2010. Prior to this the Humanitarian Coalition was operated as a project of CARE Canada, where its finances were housed. During that period, donation receipts, revenues and transactions were included in CARE Canada's accounting and charitable tax returns.

This report covers calendar year 2011, our first full year of operation under our own legal name. However, because we launched a joint appeal to respond to the floods in Pakistan in July 2010, after registration with the Canadian revenue Agency (CRA), the results for that appeal are included in this, our first annual report.

The Humanitarian Coalition is not in constant appeal mode, but its members expect it to be able to deliver a national-scale fundraising appeal whenever a major disaster strikes.



MESSAGE FROM THE CHAIR OF THE BOARD

Kevin McCort,
Chair, Humanitarian
Coalition



Ottawa, Fall 2012

Greetings,

Today, only a few short years after deciding to combine forces and create Canada's first joint fundraising mechanism for disaster responses, I am pleased to report that the Humanitarian Coalition is already changing Canada's humanitarian landscape. Together, we have built innovative relationships, learned a lot from each other and, more importantly for the vulnerable populations we seek to assist, we have developed a network of donors and partners that are committed to the Humanitarian Coalition's unique mission of saving more lives through collaboration.

After successful appeals for Haiti, Japan, Pakistan, and East Africa, the Humanitarian Coalition is now a recognized and respected player both within Canada's humanitarian sector and in the eyes of the Canadian public. Our model responds to Canadians' clear desire to see aid agencies work together.

For each joint appeal we launched, we ensured that more than 88% of all funds raised went to the financing of our relief programs. This is yet another proof that our model works. It is also an indication that, as we welcome new member agencies in the future, the synergy and savings we generate should be even more significant.

This last year was one of growth and increased capacity. In 2011, our four original member agencies (CARE Canada, Oxfam Canada, Oxfam-Québec, and Save the Children Canada) welcomed a new member: Plan Canada. The addition of this widely respected agency to our roster signals that the potential of the Humanitarian Coalition model is increasingly resonating with key players in our sector. At the same time, our Secretariat also gained in expertise and effectiveness as it went from one to three members of staff. All these advances are helping us to mobilize Canadians when the needs are greatest and contributing to positioning the Humanitarian Coalition at the forefront of our field.

Our network of media and corporate partners also continues to spread, and we thank every one of them for the valuable support they consistently provide in times of crisis. Each in their own way, they play a vital role in helping us reach out to Canadians during appeals.

The future of the Humanitarian Coalition is bright, but much work lies ahead. While we hope that large-scale tragedies will be few and far between, we know that our member agencies stand ready to respond and quickly scale up their programs to meet urgent humanitarian needs when called upon. For their unwavering dedication to the world's most vulnerable, and for their commitment to the Humanitarian Coalition's mission, I want to sincerely thank each one of our five member agencies and their staff. The generous and growing group of Canadian donors who make our life-saving work possible deserve a special thanks for their loyal and steadfast support.

Together, we continue to get stronger.

A handwritten signature in black ink, appearing to read 'Kevin McCort', with a long, sweeping horizontal line extending to the right.



OUR FUNDRAISING MECHANISM EXPLAINED

UNDERSTANDING APPEAL RESULTS AND DISBURSEMENT

COST EFFECTIVE FUNDRAISING

By working together, member agencies seek to raise more funds for disaster responses at lower costs than they could have done individually. For planning purposes, the Humanitarian Coalition has set a maximum level of 12% for appeal-related expenses. This figure is our 'ceiling' for fundraising expenses. Core operating costs of the Humanitarian Coalition, such as staff salaries and office expenses, are supported by the annual contributions of our members.

PREDICTABLE DISTRIBUTION OF FUNDS

The funds raised by the Humanitarian Coalition are distributed to its member agencies who are best placed to respond with life-saving humanitarian assistance. While overall results vary from one appeal to another, both in terms of costs and revenues, we are committed to ensuring that a minimum of 88% of appeal revenues go toward programs.

The funds raised by the Humanitarian Coalition are allocated to its member agencies according to a pre-established formula that is designed to reflect member capacity for emergency response

programming. Because member agencies know their respective share of any funds raised, they can each begin delivering help to those in need within days of a disaster or emergency.

The Humanitarian Coalition monitors member agencies' progress in making effective use of their funds, and checks their expenditures against their planned budgets.

PRESENTING APPEAL RESULTS

During Humanitarian Coalition appeals, member agencies agree not to undertake public fundraising activities for the same disaster. By centralizing fundraising activities into one campaign, the members reduce the duplication of costs. However, they do continue to accept donations, whether from existing or new donors. As such, overall appeal results are presented by combining the donations received by the Humanitarian Coalition and those received directly by its member agencies. This is referred to in this Annual Report as the 'Breakdown of Funds Raised' at the bottom of each appeal section. These donation figures have been provided by the member agencies and are therefore not included in the Humanitarian Coalition's audited financial statements.

EAST AFRICA DROUGHT / 2011



THE CRISIS

13.3 million
people affected

THE RESPONSE

\$14 million
raised

POPULATION REACHED BY HUMANITARIAN COALITION AGENCIES



4.2 million
people in total

600,000
children

Kate Holt



HUMANITARIAN COALITION

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DROUGHT, FAMINE AND CONFLICT

Faced with one of the worst droughts in 60 years, vulnerable people in Kenya, Ethiopia, Somalia, and the newly-formed Republic of South Sudan were left in need of food, water and emergency healthcare. Hundreds of thousands of people fled Somalia due to the drought and conflict, and parts of the country were afflicted by famine.

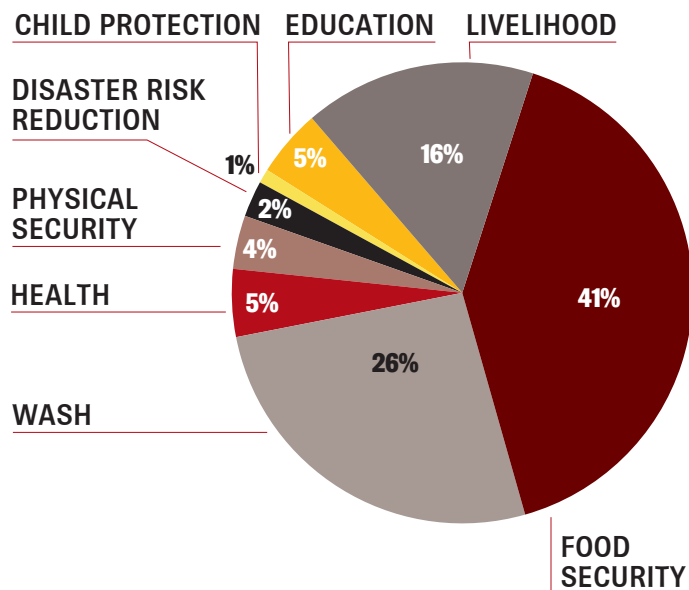
OUR AGENCIES IN ACTION

Our member agencies were already on the ground in Kenya, Somalia, and Ethiopia and were able to scale up their food security, water, sanitation and hygiene (WASH), and livelihoods programs, among others. ■



PROGRAMS FUNDED

Kenya, Ethiopia, Somalia, Regional



BREAKDOWN OF FUNDS RAISED

\$7,230,000
MEMBER AGENCIES

\$6,770,000
HUMANITARIAN COALITION



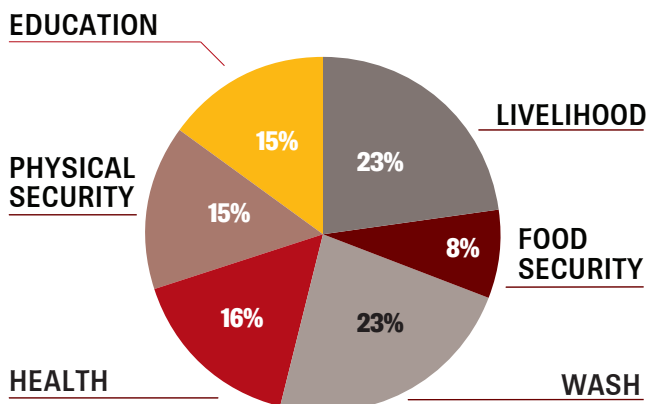
Humanitarian Coalition

EAST AFRICA

BREAKDOWN BY COUNTRY

KENYA

PROGRAMS FUNDED



FUNDS ALLOCATED

\$1.5 million

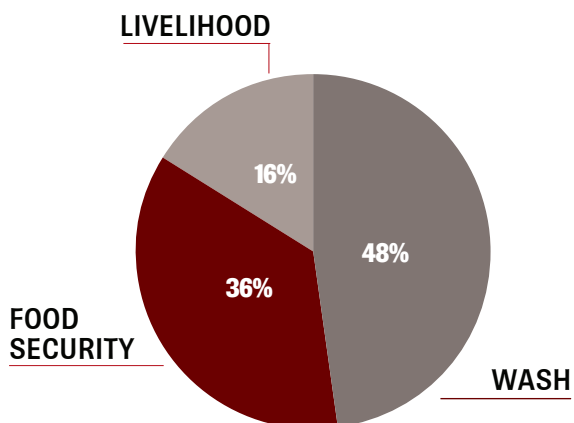
POPULATION REACHED

1.5 million
500,000 children



ETHIOPIA

PROGRAMS FUNDED



FUNDS ALLOCATED

\$2.6 million

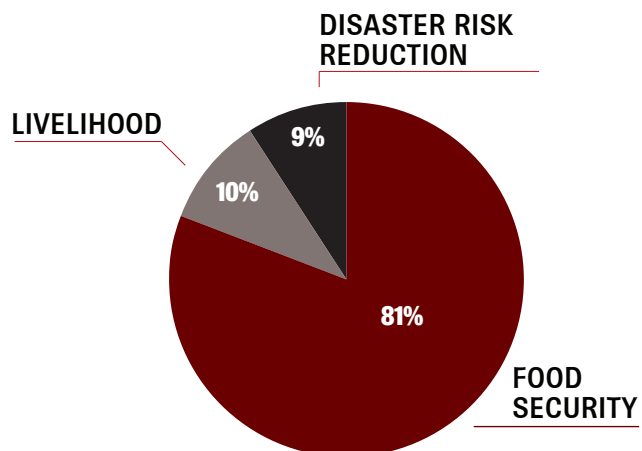
POPULATION REACHED

367,000
9,000 children



SOMALIA

PROGRAMS FUNDED



FUNDS ALLOCATED

\$1.7 million

POPULATION REACHED

815,000



34,000 children



Colin Crowley





Save the Children

THE CRISIS

300,000
people affected

THE RESPONSE

\$1.5 million
raised

POPULATION REACHED BY HUMANITARIAN COALITION AGENCIES



175,000
people in total

40,500
children

EARTHQUAKE AND TSUNAMI

In the aftermath of the Japanese earthquake and tsunami of March 11, 2011, relief from across the globe was organized to help the people affected by the crisis. With our member agencies' experience in humanitarian response and the dedication of our Japanese partners working in close coordination with government authorities, the efforts of the Humanitarian Coalition helped reach hundreds of thousands of earthquake survivors, helping them to cope with the challenges posed by cold, aftershocks, and fears of a worsening situation at the nearby Fukushima nuclear power plant disaster.

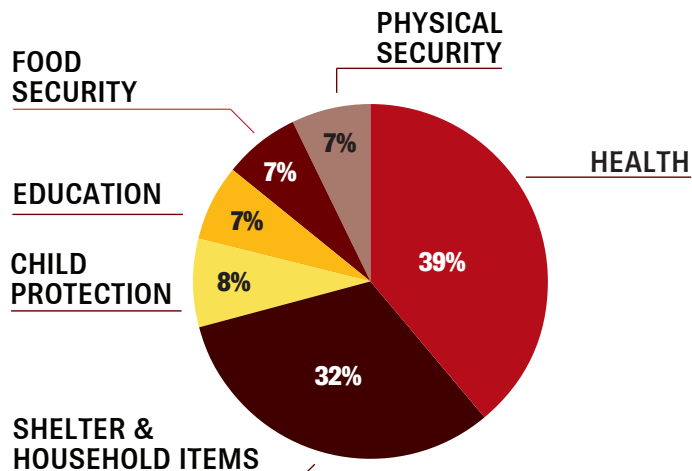
OUR AGENCIES IN ACTION

A number of our agencies were present on the ground and contributed to the response with the provision of health services, shelters, household items and specialized support to vulnerable groups uniquely affected by the crisis. A number of smaller scale programs were also deployed. ■



PROGRAMS FUNDED

Japan



BREAKDOWN OF FUNDS RAISED

\$835,000
MEMBERS AGENCIES

\$665,000
HUMANITARIAN COALITION



Alixandra Fazlina

THE CRISIS

20 million
people affected

THE RESPONSE

\$3.7 million
raised

POPULATION REACHED BY HUMANITARIAN COALITION AGENCIES



582,000
people in total

135,000
children

SEVERE FLOODING

The strong monsoon rains that hit Pakistan in July-August 2010 caused devastating floods and landslides that engulfed entire communities. It was the worst emergency of its kind for decades. Over 1,700 people lost their lives and 20 million were directly affected by this crisis. Drinking water, health care, food and access to safe shelter were daily challenges for the survivors of this crisis.

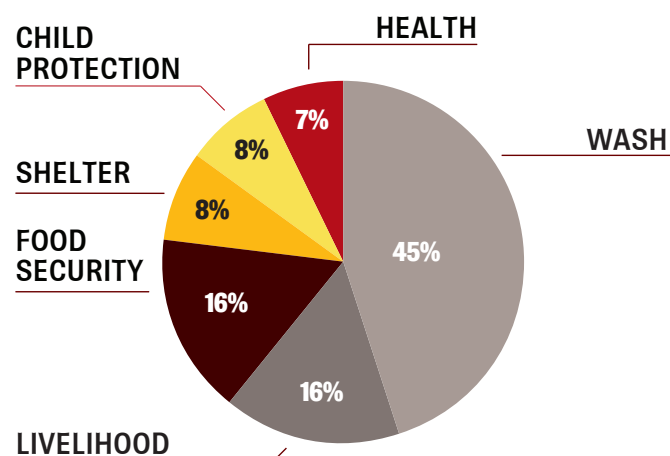
OUR AGENCIES IN ACTION

Our member agencies immediately sprang into action to respond to the most immediate needs. Their work focused on three main programs, water-sanitation-hygiene (WASH), food security, and livelihoods, along with a number of secondary others.

■



PROGRAMS FUNDED



SABAMON

BREAKDOWN OF FUNDS RAISED

\$1,450,000
MEMBERS AGENCIES

\$2,250,000
HUMANITARIAN COALITION

STATEMENT OF FINANCIAL POSITION

December 31, 2011, with comparative figures for 2010

	2011	2010
ASSETS		
Current assets		
Cash	\$ 800,382	\$ 806,435
Due from members	65,242	59,549
GST/HST receivable	40,347	24,609
Prepaid expenses	1,510	1,797
TOTAL	\$ 907,481	\$ 892,390
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 104,210	\$ 26,299
Deferred revenue	384,853	622,464
TOTAL	\$ 489,063	\$ 648,763
Net assets		
Unrestricted	369,364	243,627
Internally restricted	49,054	—
TOTAL	418,418	243,627
TOTAL	\$ 907,481	\$ 892,390

STATEMENT OF OPERATIONS

Year ended December 31, 2011, with comparative figures for 2010

	2011	2010
REVENUE		
TOTAL	\$ 8,217,819	\$ 2,281,417
EXPENSES		
Program Funding	7,137,208	1,653,222
Communication and fundraising	410,972	254,462
Operations	299,304	98,500
Travel and meetings	32,945	3,257
Wages and benefits	162,599	40,644
TOTAL	\$ 8,043,028	\$ 2,050,085
Excess of revenue over expenses	\$ 174,791	\$ 231,332

STATEMENT OF CHANGES IN NET ASSETS

Year ended December 31, 2011, with comparative figures for 2010

	Unrestricted	Internally restricted	2011	2010
Net assets, beginning of year	\$ 243,627	\$ —	\$ 243,627	\$ 12,295
Excess of revenue over expenses	174,791	—	174,791	231,332
Transfer to internally restricted	(49,054)	49,054	—	—
Net assets, end of year	\$ 369,364	\$ 49,054	\$ 418,418	\$ 243,627

NOTE: For our complete financial statements as audited by KPMG LLP, please go to Together.ca

HUMANITARIAN COALITION

Together saving more lives

THANK YOU!

We thank all our donors and partners for their generous support. Funding from the Canadian International Development Agency (CIDA) was especially helpful in developing our Program Monitoring and Evaluation framework.



Jane Beesley/Oxfam

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