

**HUMANITARIAN
COALITION** 



care



OXFAM
Canada



OXFAM
Québec



Plan



Save the Children

Together saving more lives



CARE

CHAD

**ANNUAL REPORT
2012**



2012



HUMANITARIAN COALITION

Together saving more lives

ANNUAL REPORT 2012

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MESSAGE FROM THE CHAIR OF THE BOARD AND EXECUTIVE DIRECTOR



Kevin McCort



Nicolas Moyer

Ottawa, Summer 2013

Greetings,

With 2012 now behind us, the Humanitarian Coalition and its member agencies can look back on a year full of new developments and shared successes.

As the most vulnerable people in the Sahel region of West Africa struggled with the effects of a drought, food crisis, and growing refugee situation, we launched a joint appeal to assist them with basic needs and contain rates of severe malnutrition, especially in children. Up to 18 million people were at risk across several countries. The Humanitarian Coalition and its member agencies raised a total of \$3 million. The generous donations of Canadians made a real difference and helped save lives.

Always looking to improve our performance while at the same time remaining true to our efficiency mandate, the Humanitarian Coalition in 2012 focused on increasing its communications capacity. To that end, we created and filled a new Communications Manager position, completely redesigned our website, forged new relationships with media outlets, and developed new channels, such as an Info Portal, to reach out to Canadians and inform them about the nature and challenges of humanitarian work.

The Humanitarian Coalition's dedication to transparency and accountability translated into tangible actions once again in 2012. We produced a series of detailed yet user-friendly reports on our member agencies' response to the drought in East Africa and earthquake and tsunami in Japan, both of which occurred in 2011. Our donors, and the general public, were able to see what programs were implemented, how many people were helped, as well as what our member agencies have learned from their interventions.

We look forward to an exciting and productive year in 2013. May we avert disasters when we can, and respond swiftly when we must. Together, our member agencies, partners, and staff stand ready to spring into action. For their commitment, we thank them. And we thank all Canadians who supported our work in 2012.

Together, we made a real difference.

Kevin McCort
Chair of the Board, Humanitarian Coalition

Nicolas Moyer
Executive Director, Humanitarian Coalition



HUMANITARIAN COALITION

WHO WE ARE

The Humanitarian Coalition is a joint fundraising mechanism. While we are a young initiative in Canadian international humanitarian assistance, we have already 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 member agencies work together when humanitarian disasters strike to eliminate unnecessary competition, reduce the duplication of fundraising costs, and inform the public on the needs of survivors. Our objective is to work together to get more help to those who need it most.

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

OUR STAFF

Because our mandate is one of efficiency, we keep our staff to a very small size. The Secretariat is located in Ottawa and made up of three full-time, bilingual positions: the Executive Director, Communications Manager, and Office Manager. In addition, our Partnership Development Officer works on a part-time basis, and she is in Toronto. This division of labour allows the Humanitarian Coalition to have a presence and to develop networks throughout the country while at the same time remaining nimble.

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, CBC, and CBC Radio-Canada run free radio and television ads; the Globe and Mail and Metro Newspapers provide free newspaper ads; ebay Canada and other

popular online portals post our online banners on their respective homepages; and PayPal Canada has agreed to waive transaction fees for selected appeals. 20Vic Mall Management also helps us raise awareness of crises by putting up our posters. The private sector is a key player that helps us spread the word and find new donors when we launch an appeal. We are constantly reaching out to and attracting new corporate and media partners.

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 Hilft), 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. Several appeals later for catastrophes in different regions of the world, the Humanitarian

HUMANITARIAN COALITION

Coalition is established as a viable and effective fundraising model for international disaster relief.

The Humanitarian Coalition was established as a registered charity by the Canadian 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. 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.



BURKINA FASO

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



SECRETARIAT

Executive Director: Nicolas Moyer

Communications Manager: Marie-Jo Proulx

Office Manager: Ginette Gautreau

Partnership Development Officer : Kathy Allan

PARTNERS

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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 period covered by this annual report coincides with the second year of the Humanitarian Coalition's Strategic Plan for 2011-2013. The overriding objectives for this period are the increased capacity and reach of the Humanitarian Coalition to align with rising expectations and a successful positioning in the Canadian humanitarian landscape. We aim to change the way Canadians donate for emergencies, and ultimately, to 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
- Accountability to our stakeholders: the Canadian public, donors and member agencies
- Strong governance, leadership and management

THE 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 when a major disaster strikes and humanitarian assistance is needed. 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 Humanitarian Coalition aims 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.

//// SAHEL CRISIS 2012



CARE
CHAD



HUMANITARIAN COALITION

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OUR SAHEL APPEAL

DROUGHT AND REFUGEE CRISIS

The Sahel region of West Africa was in the grips of a drought, food and refugee crisis caused by a combination of erratic rainfall, failed harvests, soaring market prices and political insecurity in Mali. Vulnerable people in Niger, Burkina Faso, Mali, Chad, Mauritania, Senegal, and The Gambia were at risk of severe hunger.

OUR AGENCIES IN ACTION

In response to the food crisis, work on several programs (nutrition centres, child education programs, resilience mechanisms, cash-for-work initiatives, and assistance to pastoralist communities and Malian refugees) was dramatically scaled up to help affected communities.

THE CRISIS

18 million
people affected

THE RESPONSE

\$3 million
raised

POPULATION REACHED BY HUMANITARIAN COALITION AGENCIES

189,220 people

60,121 women | **44,255 men**
84,844 children



Save the Children

MALI



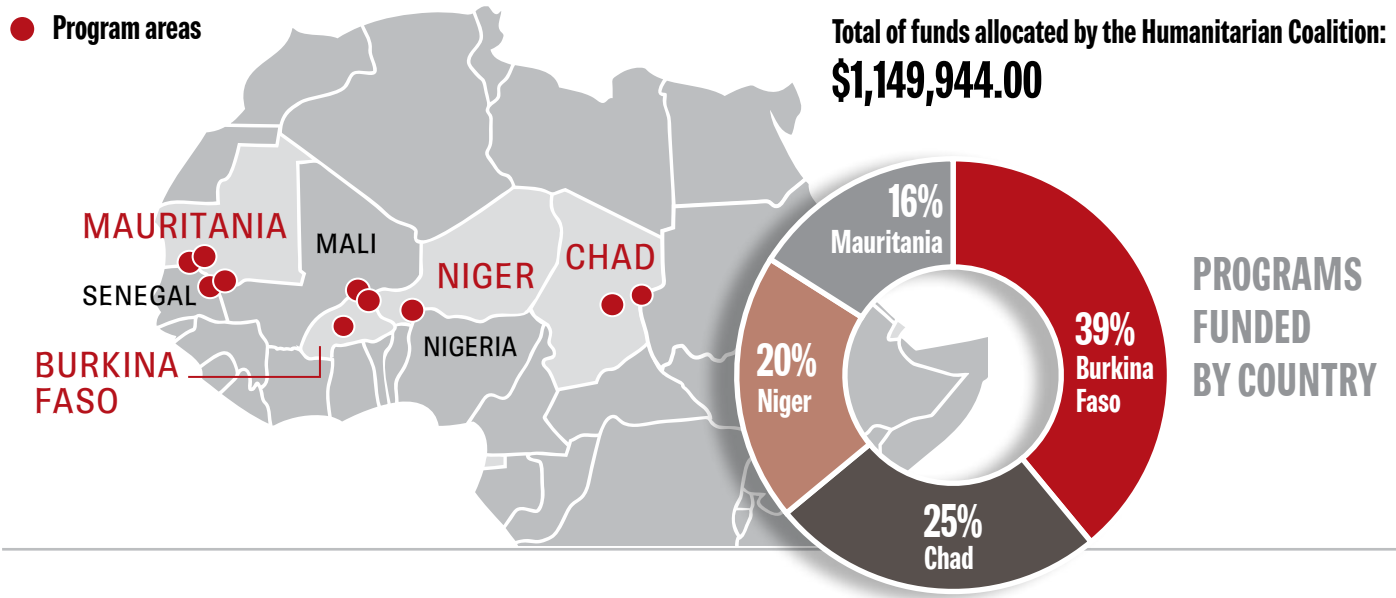
HUMANITARIAN COALITION

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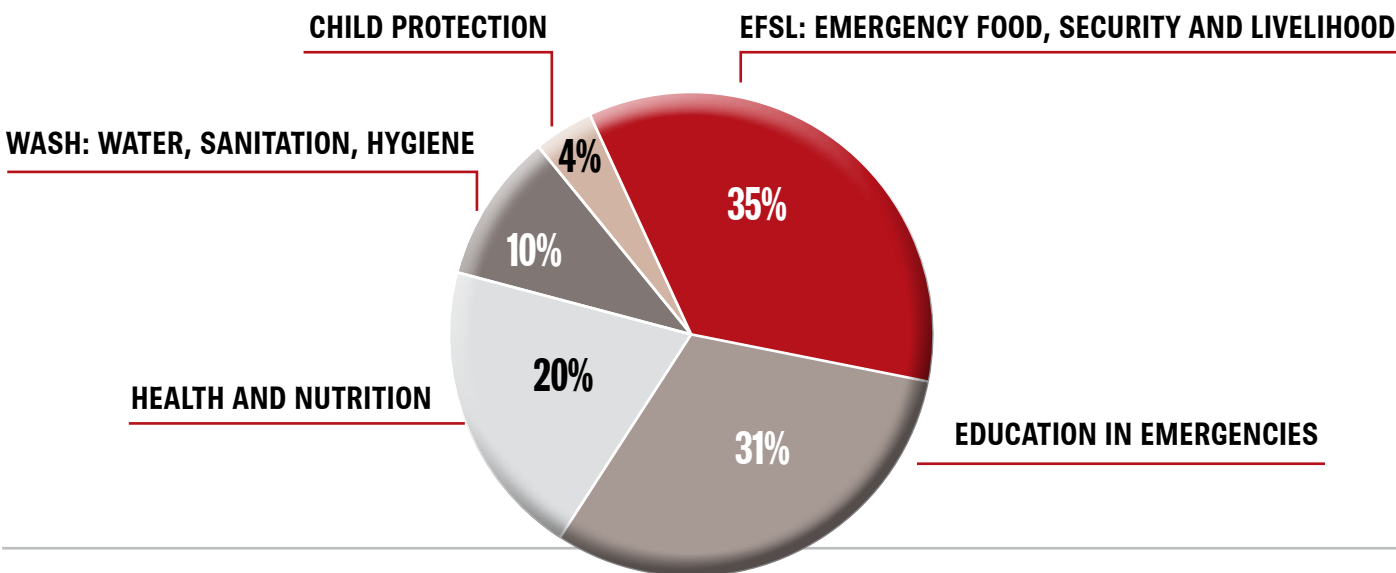
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OUR SAHEL APPEAL

WHERE YOUR DONATIONS HELPED



HOW DONATIONS HELPED



BREAKDOWN OF FUNDS RAISED



SAHEL APPEAL: MEET SOME OF THE PEOPLE OUR MEMBER AGENCIES HELPED



CHAD

Adoaga is a beneficiary of Oxfam's food distribution in the Guéra region of Chad. On the day of the distribution Adoaga is clearly relieved that she will be able to feed her children. "All my worries have now left me and I am much calmer. I can find sleep more easily. If I eat like this more often then my

stomach will be full and I will begin to grow stronger. I feel well today. Much better and calmer than before the food distribution and I have less worries now that we have enough food for a while. We are eating bigger portions and with more nutrition so my children and I can sleep much more easily".

MAURITANIA

Ousmane is ten and he lives in southern Mauritania, where Save the Children are developing food security programs. He has a 6 year old sister and two brothers, who are four and two years old. Ousmane lives with his brothers and parents in Sabar II, a village consisting of rectangular mud houses, where families live mainly off income generated from farming and livestock.

As a result of the drought, there are fewer work opportunities and the immediate impact for Ousmane is that he won't be able to go school next year as his

father cannot afford the school supplies, including the cost to buy the shoes that he needs to walk the 2 miles to school.

"It's tough with the drought, we don't eat much. If we eat at midday, we don't eat at dinner and if we eat at dinner, we don't eat the next day."



ACCOUNTABILITY

For each allocation to our member agencies, the Humanitarian Coalition monitors their respective progress in making effective use of the funds, and checks expenditures against their budget forecasts.

During and after a response to a disaster or crisis, the ability and willingness of our member agencies to conduct joint evaluations is unique to the Humanitarian Coalition. Indeed, for each joint appeal that we launch, we commission real-time and final evaluations, the findings of which guide our member agencies as they continue to improve and adapt their response mechanisms. As soon as they become available, evaluation reports are shared with peers in the humanitarian sector and posted on our website in English and French.

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 Humanitarian Coalition thanks the Canadian International Development Agency (CIDA) for its funding toward the development and testing of this framework.

The Japan earthquake and tsunami of 2011 was the first major disaster in a developed country for which the Humanitarian Coalition launched a joint appeal. The needs were such and Japan's own capacity to respond

was so compromised by the effects of the double disaster that our member agencies decided to mount a response. The subsequent report highlighted a number of ways in which an urban crisis in a significantly different socio-economic environment can add complexity to a humanitarian intervention. The lessons learned in Japan are already being explored with a view to adapt the Humanitarian Coalition's approach to responding to catastrophes in developed settings.

In 2012, as part of our commitment to transparency and our promise to let donors know where their money goes, we produced a series of reports on our member agencies' response to the 2011 drought and famine in East Africa. In addition to our Final Evaluation of the many programs funded by the Humanitarian Coalition, we released reports on the gender component of particular interventions and the performance of Cash Programs. We also conducted country-specific evaluations for Somalia, Ethiopia, and Kenya.

Finally, following our joint appeal in response to the 2012 drought and food crisis in the West-African region of the Sahel, we are working on a study that will attempt to identify the best humanitarian practices for supporting long-term food security during acute droughts and food crises. We expect to publish that report in the coming months.



Humanitarian Coalition

NIGER

Following our Sahel appeal, we are working on a study that will attempt to identify the best humanitarian practices for supporting long-term food security during acute droughts and food crises.



UNDERSTANDING APPEAL RESULTS AND DISBURSEMENT

COST EFFECTIVE FUND RAISING

By working together, our member agencies seek to raise more funds for disaster responses at lower costs than they could do individually. A minimum of 88% of the money raised by the Humanitarian Coalition and its member agencies during joint appeals is allocated to programs. The remaining 12% goes to appeal management expenses. Core operating costs of the Humanitarian Coalition, such as staff salaries and office expenses, are supported mainly by the annual contributions of our member agencies.

PREDICTABLE DISTRIBUTION OF FUNDS

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 better prepare their respective response and are therefore able to deliver life-saving assistance to those in need within days of a disaster or emergency.

PRESENTING APPEAL RESULTS

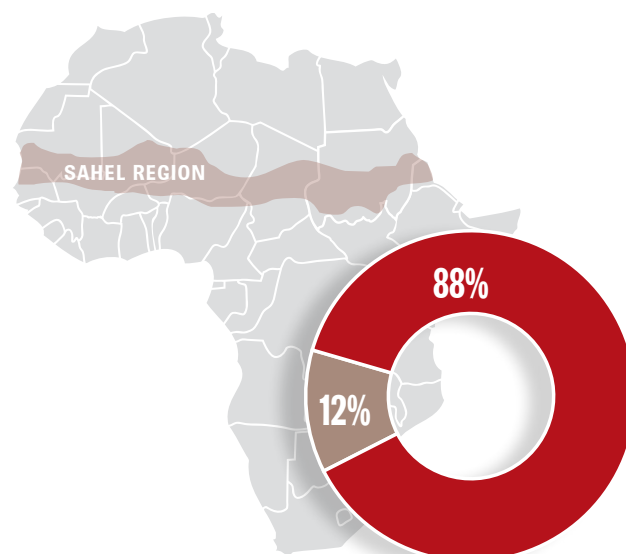
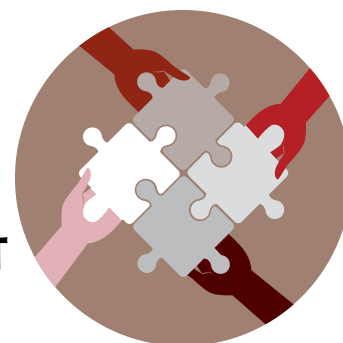
During joint appeals, member agencies agree not to undertake individual public fundraising activities for the same disaster. By centralizing fundraising activities into one campaign we reduce the duplication of costs. However, our agencies continue to accept donations, whether from existing or new donors. 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 the Annual Report as the 'Breakdown of Funds Raised' at the bottom of the appeal section. The donation figures for member agencies were provided by the member agencies and are therefore not included in the Humanitarian Coalition's audited financial statements.

WHERE YOUR DONATIONS WENT

●
88%
PROGRAMS



●
12%
**APPEAL
MANAGEMENT**



OUR EMERGENCY RESPONSE FUND

Sometimes, disasters happen and the world is slow to notice or to act. We created the Emergency Response Fund (ERF) because our member agencies want to make sure that vital aid can reach more vulnerable populations as they struggle against the effects of isolated or forgotten natural disasters and other catastrophes.

The majority of lesser known disasters are highly localized and therefore affect much smaller populations. But the humanitarian needs of impacted individuals are no less urgent when 1,000 households are affected than when a similar disaster strikes 100,000 households.

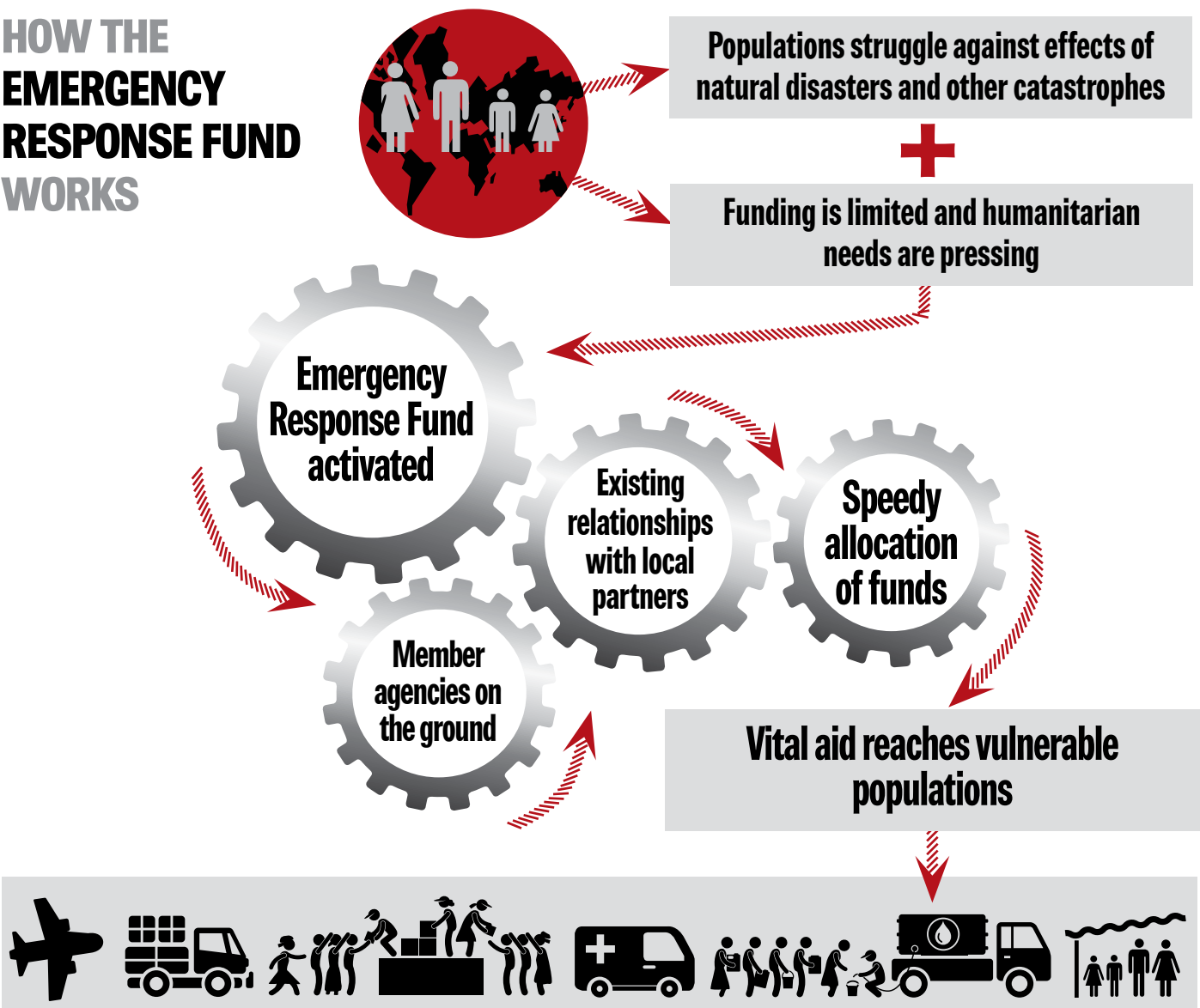
The purpose of the ERF is to finance responses to such crises, where humanitarian needs are pressing but are not a focus of world attention, or when available funds are limited.

The ERF allows the speedy allocation of relief aid by Humanitarian Coalition member agencies already on the ground, where they have developed long-standing relationships with local partners.

As is the case for large-scale disasters, the allocation of ERF funds follows a set formula based on each member agency's ability to respond.

In 2012, Canadians gave a total of \$129,000 to our Emergency Response Fund.

HOW THE EMERGENCY RESPONSE FUND WORKS



STATEMENT OF FINANCIAL POSITION

December 31, 2012 and December 31, 2011

	2012	2011
ASSETS		
Current assets		
Cash	\$ 584,820	\$ 800,382
Due from members	—	65,242
Other	25,604	41,857
TOTAL	\$ 610,424	\$ 907,481

LIABILITIES AND NET ASSETS

Current liabilities

Accounts payable and accrued liabilities	\$ 283,475	\$ 104,210
Deferred revenue	53,510	384,853
TOTAL	\$ 336,985	\$ 489,063

Net assets

Unrestricted	154,557	369,364
Internally restricted	118,882	49,054
TOTAL	273,439	418,418
TOTAL	\$ 610,424	\$ 907,481

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

STATEMENT OF OPERATIONS

Years ended December 31, 2012 and 2011

	2012	2011
REVENUE		
TOTAL	\$ 2,061,875	\$ 8,217,819
EXPENSES		
Program Funding	1,512,279	7,137,208
Communication and fundraising	254,111	410,972
Operations	151,797	299,304
Travel and meetings	25,758	32,945
Wages and benefits	262,909	162,599
TOTAL	\$ 2,206,854	\$ 8,043,028
Excess of revenue (deficiency) over expenses	\$ (144,979)	\$ 174,791

STATEMENT OF CHANGES IN NET ASSETS

Years ended December 31, 2012 and 2011

December 31, 2012	Unrestricted	Internally restricted	Total
Net assets, beginning of year	\$ 369,364	\$ 49,054	\$ 418,418
Deficiency of revenue over expenses	(144,979)	—	(144,979)
Transfer to internally restricted	(69,828)	69,828	—
Net assets, end of year	\$ 154,557	\$ 118,882	\$ 273,439
December 31, 2011	Unrestricted	Internally restricted	Total
Net assets, beginning of year	\$ 243,627	\$ —	\$ 243,627
Excess of revenue over expenses	174,791	—	174,791
Transfer to internally restricted	(49,054)	49,054	—
Net assets, end of year	\$ 369,364	\$ 49,054	\$ 418,418

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.



OXFAM

NIGER

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