

**HUMANITARIAN  
COALITION** 



**care**



**OXFAM**  
Canada



**OXFAM**  
Québec



**Plan**



**Save the Children**

Together saving more lives



Save the Children

**PHILIPPINES**



# ANNUAL REPORT 2013

## ANNUAL REPORT 2013

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Robert Fox



Nicolas Moyer

## MESSAGE FROM THE **CHAIR OF THE BOARD** AND **EXECUTIVE DIRECTOR**

Ottawa, Summer 2014

Greetings,

Once again, the past year has kept all of us at the Humanitarian Coalition on our toes. We launched two joint appeals, organized an event to explore long term food security challenges, organized a large humanitarian conference, and hosted our international counterparts to learn from the impressive success of joint appeal mechanisms in other countries.

In the spring we launched a joint appeal to assist the millions of people whose lives have been shaken by the conflict in Syria. With the help of partners on the ground, we were able to assist Syrians inside Syria and refugees in neighbouring countries. With the crisis now into its third year, our work there continues today. In November, Typhoon Haiyan struck the Philippines. Once again, the Humanitarian Coalition mounted a response to assist people whose homes, schools, and neighbourhoods were destroyed, and whose lives and livelihoods depended on a swift intervention. Rebuilding entire communities will take some time, but we can be proud that we answered the call and helped save lives in the aftermath of this record-setting typhoon. We will remain in the years ahead to work hand-in-hand with affected communities as they rebuild a brighter future.

In Canada, the highlight of the fall was the resounding success of our Conference on the Future of Humanitarian Response. Held in Ottawa and co-hosted with the International Development Research Centre (IDRC), it was the first of its kind in Canada and brought together more than 200 humanitarian practitioners, policy-makers and academics for a full day of presentations and discussions. Our success in conceiving, organizing, and running this event was a sign that the Humanitarian Coalition is poised to play a larger, more significant role in facilitating humanitarian dialogue and partnership in Canada.

As we look to the year ahead, we seek to build on our many successes and further lead positive change in Canada's humanitarian sector. It is with great anticipation that we plan a second humanitarian conference, prepare for future disasters, report back to donors on our activities in the Philippines, and continue to extend our network of peers, corporate and institutional partners. While we cannot predict when or where the next disaster will strike, we know that better collaboration between humanitarian agencies and methodical advance planning will ensure we are better prepared than ever to respond when it is needed.

There is always something going on at the Humanitarian Coalition. Stay tuned.

Sincerely,

Robert Fox  
Chair of the Board

Nicolas Moyer  
Executive Director



# 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, 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 home pages; 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 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 and 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.



Save the Children

SYRIA / 2013



# HUMANITARIAN COALITION

## BOARD OF DIRECTORS



Gillian Barth,  
President and CEO,  
CARE Canada



Robert Fox,  
Executive Director,  
Oxfam Canada



Denise Byrnes,  
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

Operations Manager: Ginette Gautreau

Partnership Development Officer: Kathy Allan

## WE THANK OUR PARTNERS:



The Humanitarian Coalition wishes to thank **Mastercard, PayPal, and Visa** for waiving transaction fees during our Typhoon Haiyan Appeal.



## **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.**



# //// SYRIA 2013



Caroline Gluck / Oxfam





# OUR SYRIAN APPEAL

## REFUGEE CRISIS

Three years ago, the conflict in Syria began as a peaceful uprising. Today, there is no end in sight to the fighting and more than 4 million civilians have been forced to leave their homes. Another 2.5 million people have fled the country to Jordan, Lebanon, Turkey, Egypt and Iraq. According to the latest UN figures, 9.3 million Syrians have been affected by the crisis.

## OUR AGENCIES IN ACTION

While access inside Syria is extremely difficult to obtain, our member agencies worked with local partners to assist refugees who arrived in neighbouring countries. They have been providing clean water, food, warm blankets, medicines, protection services and safe spaces for children. They continue to help refugees both in camps and in host communities in what has become the largest humanitarian crisis of the 21st century.

Together, the member agencies have reached hundreds of thousands of people across the region, and with Humanitarian Coalition funding alone, they have reached more than 33,000 women, men and children.

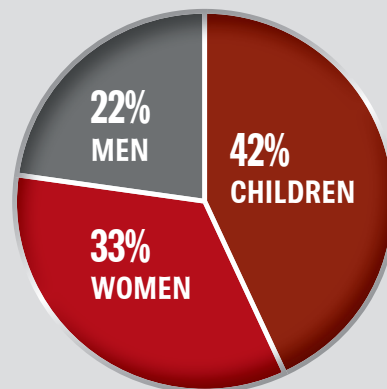
### THE CRISIS

**6.8 MILLION**  
**PEOPLE AFFECTED**

### THE RESPONSE

**\$550,000**  
**RAISED**

### POPULATION REACHED WITH OUR FUNDING



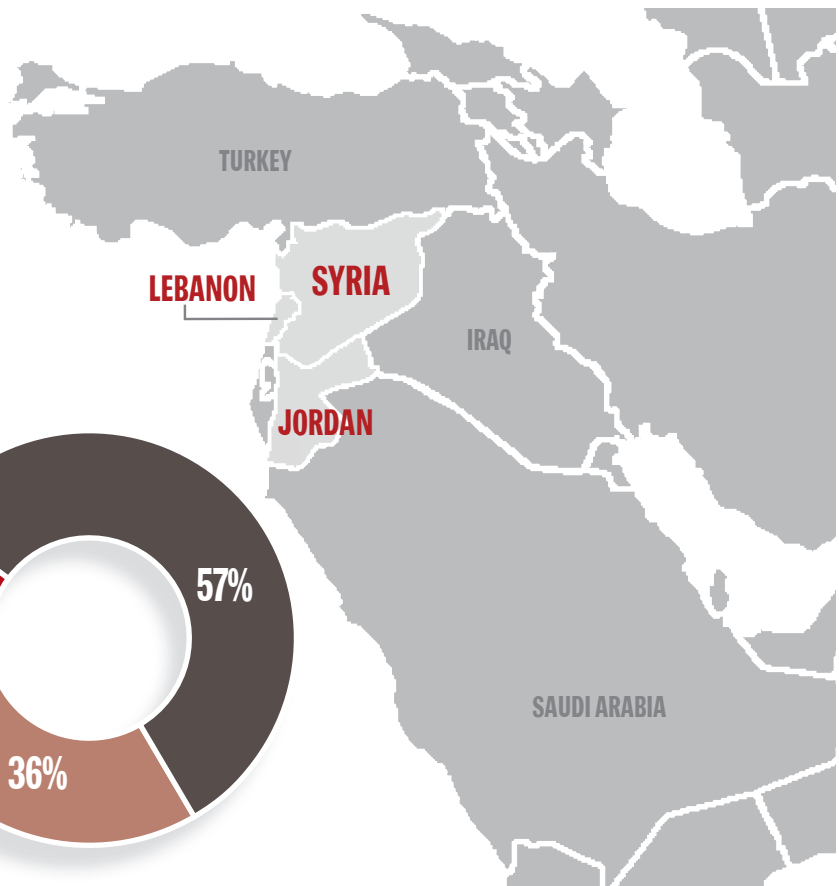
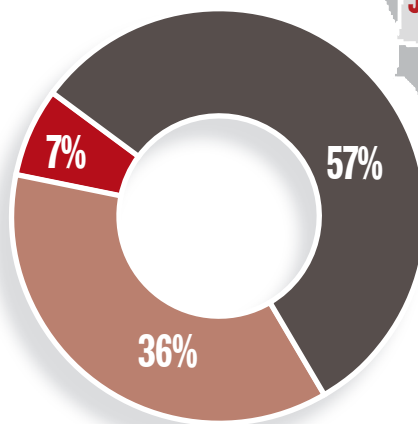
# SYRIA APPEAL

## WHERE YOUR DONATIONS HELPED

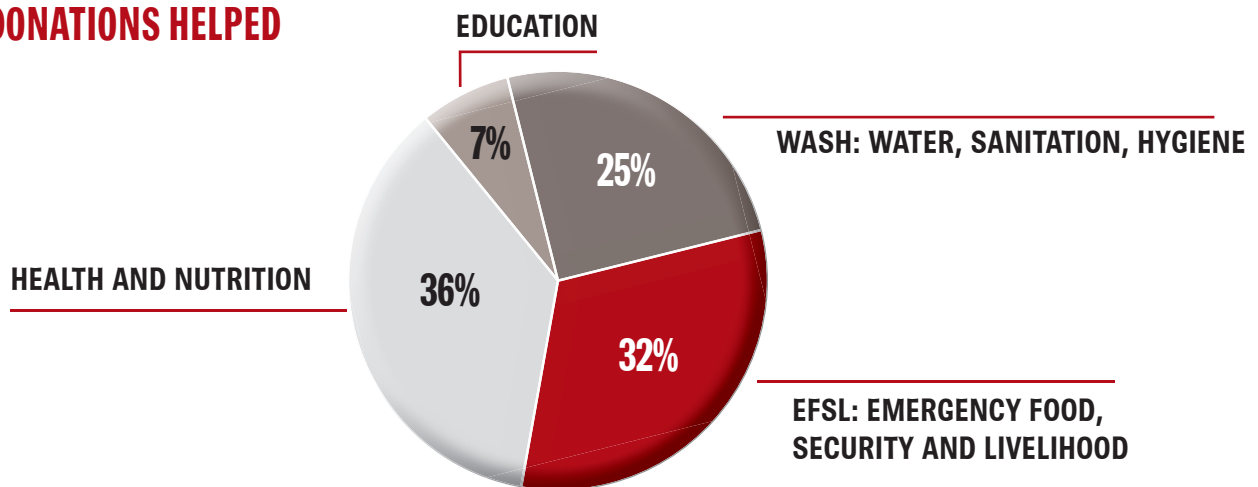
### PROGRAMS FUNDED BY COUNTRY

Programs were implemented through local partners in the following countries:

- LEBANON:**  
CARE Canada and Oxfam
- SYRIA:**  
Plan Canada and  
Save the Children Canada
- JORDAN:**  
Save the Children Canada



## HOW DONATIONS HELPED



## BREAKDOWN OF FUNDS RAISED

\$ 147,000  
MEMBER AGENCIES

\$ 408,000 HUMANITARIAN COALITION



# //// PHILIPPINES 2013



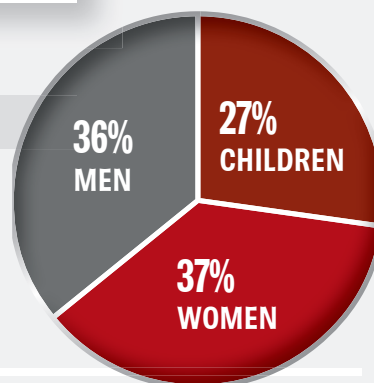
## THE CRISIS

**14 million**  
people affected

## THE RESPONSE

**\$7.15 million**  
raised

## POPULATION REACHED WITH OUR FUNDING



# OUR PHILIPPINES APPEAL

## TYPHOON HAIYAN

More than ten million people were affected by Typhoon Haiyan - known locally as Yolanda. In the worst hit coastal city of Tacloban, some estimates suggest that more than 5,000 people have died from a population of 200,000.

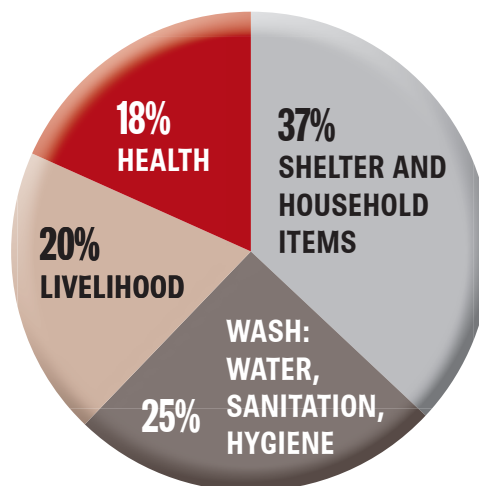
The authorities in the Philippines pre-emptively evacuated nearly 790,000 people and had pre-positioned food packages for nearly 500,000 people. But with so many people living in the path of the typhoon, the devastation was unprecedented. It was especially widespread in Leyte and Cebu, the country's second largest city with a population of 2.5 million people. According to the latest UN figures, more than 10 million people were affected.

## OUR AGENCIES IN ACTION

The immediate response focused on dispensing essential relief items such as drinking water, food, hygiene kits, emergency shelters, tools, and medicines. Gradually, efforts are shifting toward providing primary health services, safe spaces for children, and support for livelihood activities.

Together, hundreds of thousands of people have been reached by our member agencies – more than 52,000 have been reached with Humanitarian Coalition funding alone.

## HOW DONATIONS HELPED



## BREAKDOWN OF FUNDS RAISED

**\$ 2.2 MILLION**  
MEMBER AGENCIES

**\$ 4.6 MILLION** HUMANITARIAN COALITION





# HUMANITARIAN COALITION

## OUR EVENTS

### FOOD SECURITY

In January 2013, we convened a cross-sector conference on food security, where the lessons learned from the East Africa famine (2011) and the Sahel food crisis (2012) helped guide the conversation and pointed to new avenues for improving responses to similar crises. We commissioned a study which identified best practice for ensuring long term food security objectives are factored into short term humanitarian interventions. Read the report "Bridging the Gap: A Guide to Improving Humanitarian Practice to Support Long-Term Food Security"

### THE FUTURE OF HUMANITARIAN RESPONSE

In October, we organized the first ever Canadian Humanitarian Conference. Co-hosted with the International Development Research Centre (IDRC), it brought together several panels to look at how

humanitarian responses are evolving in the 21st century. The conference attracted more than 200 participants, including humanitarian programmers, heads of agencies, academics, students, and International Development Minister Christian Paradis.

### WE HOSTED OUR INTERNATIONAL COUNTERPARTS

Also in October, we hosted representatives of other joint appeal mechanisms from Belgium, the Netherlands, Italy, Sweden, Switzerland, and the United Kingdom. This annual meeting provides a valuable opportunity to compare experiences across countries as we work toward ever more cost-effective fundraising campaigns to help more survivors of disasters. At the meeting in Ottawa, an agreement on information sharing was signed, and we are already seeing new synergies between the members of the newly minted emergency Appeals Alliance.



Nicolas Moyer, Executive Director of the Humanitarian Coalition



EAA Members at their annual meeting, October 2013, Ottawa, Ontario



# 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 Department of Foreign Affairs, Trade and Development (DFATD) for its funding toward the development and testing of this framework.

In 2013, after our joint appeal to assist Syrian refugees, we sent our donors a breakdown of how the funds received during the appeal were spent. A more comprehensive explanation of what programs and services were funded, and in what countries is also on our website.

In October, we also released our Sahel report. Titled *Bridging the Gap*, it was introduced at the Canadian Humanitarian Conference in Ottawa, and offers an analysis of best practice in linking humanitarian assistance to long-term food security objectives of our member agencies' response to the food crisis that spanned several sub-Saharan countries in 2012. The report is also available in full in English and French on our website.



# 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

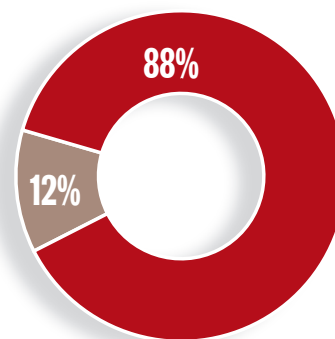
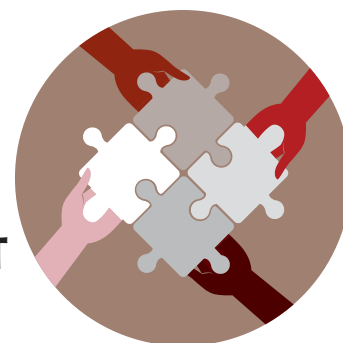
During joint appeals, member agencies agree not to undertake individual public fundraising activities for the same disaster. By centralizing fundraising activities into one campaign we reduce the duplication of costs. However, our agencies continue to accept donations, whether from existing or new donors. 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.

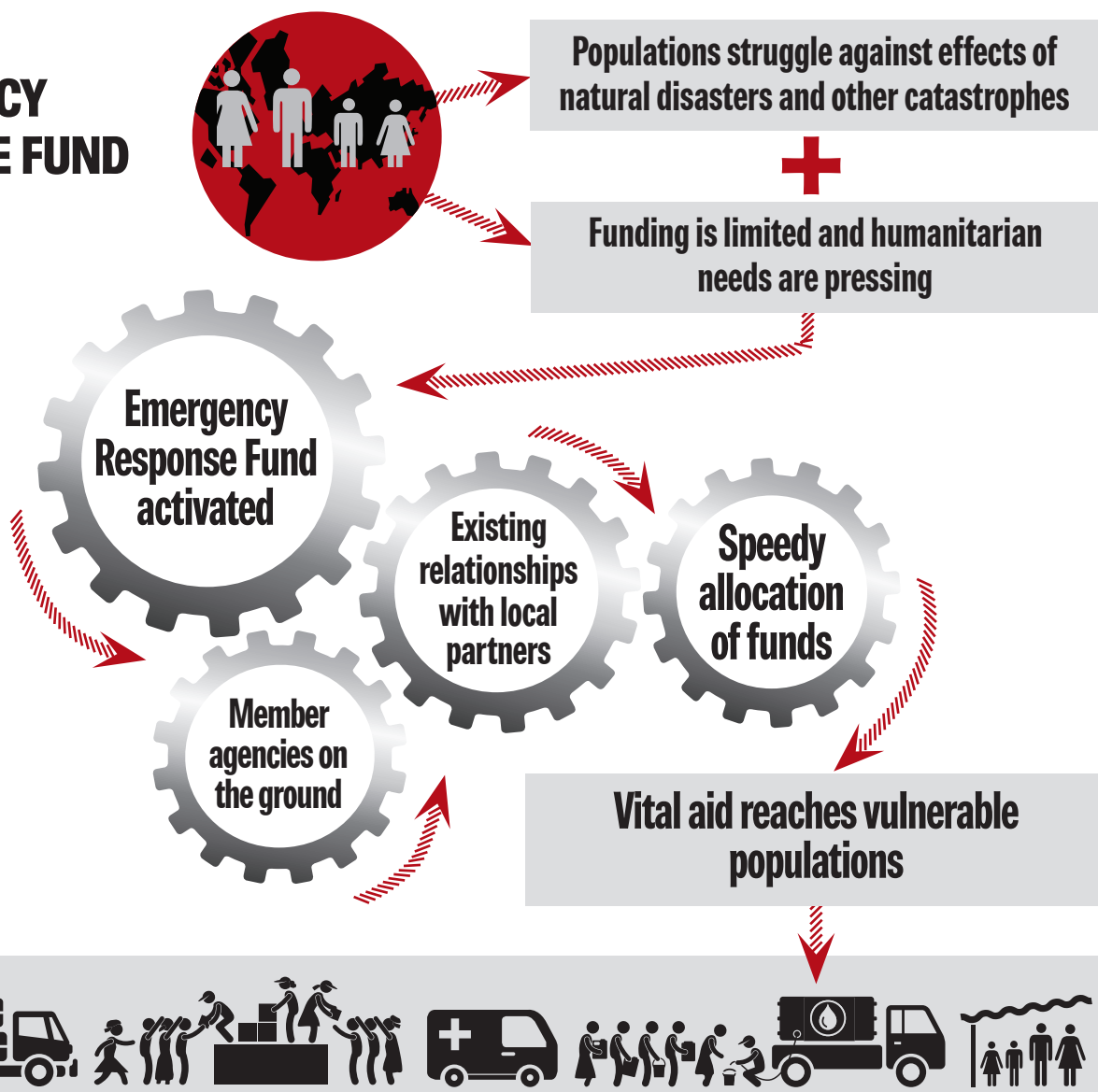
The purpose of the ERF is to finance responses to such crises, where humanitarian needs are pressing but are not a focus of world attention, or when available funds are limited.

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 2013, Canadians gave a total of \$221,000 to our Emergency Response Fund.

## HOW THE EMERGENCY RESPONSE FUND WORKS





## STATEMENT OF FINANCIAL POSITION

December 31, 2013 and December 31, 2012

	2013	2012
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	\$ 1,394,642	\$ 584,820
Accounts receivable	187,827	175
HST receivable	19,934	24,077
Prepaid expenses	1,894	1,352
<b>TOTAL</b>	<b>\$ 1,604,297</b>	<b>\$ 610,424</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 50,529	\$ 283,475
Deferred revenue	1,080,502	53,510
<b>TOTAL</b>	<b>\$ 1,131,031</b>	<b>\$ 336,985</b>
<b>Net assets</b>		
Unrestricted	269,076	154,557
Internally restricted	204,190	118,882
<b>TOTAL</b>	<b>\$ 1,604,297</b>	<b>\$ 610,424</b>

## STATEMENT OF OPERATIONS

Years ended December 31, 2013 and 2012

	2013	2012
<b>REVENUE</b>		
<b>TOTAL</b>	<b>\$ 2,304,569</b>	<b>\$ 2,061,875</b>
<b>EXPENSES</b>		
Program Funding	1,429,371	1,574,612
Communication and fundraising	315,696	254,111
Wages and benefits	197,657	209,162
Operations	150,579	151,797
Travel and meetings	11,439	17,172
<b>TOTAL</b>	<b>\$ 2,104,742</b>	<b>\$ 2,206,854</b>
Excess of revenue (deficiency) over expenses	\$ 199,827	\$ (144,979)

## STATEMENT OF CHANGES IN NET ASSETS

Year ended December 31, 2013, with comparative information for 2012

December 31, 2013	Unrestricted	Internally restricted	2013 Total	2012 Total
Net assets, beginning of year	\$ 154,557	\$ 118,882	\$ 273,439	\$ 418,418
Deficiency of revenue over expenses	199,827	—	199,827	(144,979)
Transfer to internally restricted	(85,308)	85,308	—	—
<b>Net assets, end of year</b>	<b>\$ 269,076</b>	<b>\$ 204,190</b>	<b>\$ 473,266</b>	<b>\$ 273,439</b>

**NOTE:** For our complete financial statements as audited by KPMG LLP, please go to [Together.ca](http://Together.ca)

**HUMANITARIAN  
COALITION** 

**THANK YOU!**

We thank all our donors and partners  
for their generous support.



Save the Children

**SYRIA / 2013**

 **HUMANITARIAN COALITION**

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