

# WHAT ARE THE HUMANITARIAN COALITION'S KEY STRATEGIC PRIORITIES AND CHALLENGES?



The Humanitarian Coalition's Strategic Plan spans from 2023-2026 and includes three strategic themes.

**1 - Mobilize Canadian support by increasing capability to deliver successful and high-quality fundraising appeals to bring assistance to people affected by international humanitarian disasters.**

Measurable objectives:

- i. Increase joint appeal fundraising results.
- ii. Secure, strengthen and expand partnerships with media.
- iii. Enhance brand recognition and trust.
- iv. Optimize donation infrastructure and donor stewardship.
- v. Enhance engagement with the Government of Canada.
- vi. Enhance the efficiency of joint appeal decision-making.

**2 - Mobilize humanitarian response by facilitating timely and effective programming in response to international humanitarian crises.**

Measurable objectives:

- i. Facilitate timely and effective programming in response to humanitarian crises.
- ii. Enhance program monitoring, evaluation, accountability and learning.

**3 - Mobilize the Humanitarian Coalition team to ensure collective engagement and collaboration, accountability, and operational capacity and resilience.**

Measurable objectives:

- i. Ensure engaged and collaborative leadership and membership through best practices for committees and working groups with objectives-based agendas and work plans, and thorough onboarding processes.
  - ii. Ensure resilient and responsive capacity with structure, staffing and vendors who are best placed to respond with optimal readiness and effectiveness.
  - iii. Ensure strong financial management and sustainability.
  - iv. Ensure a multi-year strategic plan and supporting annual plans direct core activities for success.
  - v. Strengthen equity, diversity, inclusion and anti-racism for both internal operations and all external activities.

## CHALLENGES AND LEARNINGS:

1

**Challenge:** Rapid escalation in the number of major appeals from 2020-2023, increasing from 1-1.5 appeals/year to six over two years, and more than doubling of the number of CHAF (Canadian Humanitarian Assistance Fund) program activations per year is putting a strain on the Humanitarian Coalition's resources, staff time and member capacity to engage in appeals.

**Learning:** Forecasts and trends are predicting a continued escalation in the number of climate- and conflict-driven humanitarian crises. The Humanitarian Coalition needs to recalibrate its priorities and objectives to meet the increase in emergencies while still maintaining existing staffing levels.

**Action:** Board of Directors-approved recalibration of the Humanitarian Coalition's 2023-2026 Strategic Plan. The recalibration was done over a six-month period between October 2023 and March 2024. Several objectives in the strategy were moved to be operational activities. A review and assessment of the appeal criteria was conducted. Key objectives to support the escalation of appeals were elevated, including enhancing the working relationship between the Humanitarian Coalition Secretariat and their counterparts at member organizations—particularly on communications, donor stewardship and engagement with Global Affairs Canada.

2

**Challenge:** Raising awareness and funds for protracted crises as major appeals. Examples to note are the Hunger Crisis in 2022 and the East Africa Crisis in 2023. The cluttered media and social media landscape and the continued proliferation of content that is available to Canadians contributes to the challenge of raising awareness—and thus funds—for these types of protracted crises.

**Learning:** A different approach and model for major appeals to address protracted crises, particularly hunger-related, is needed in order to effectively execute, assess and set expectations for these types of crises.

**Action:** Included in the updated Humanitarian Coalition's 2023-2026 Strategic Plan are objectives specific to building a specific plan for how the Humanitarian Coalition will respond to protracted crises. We are developing new tools and methodologies to address these types of crises.

3

**Challenge:** The shift in the media landscape and how more and more Canadians are getting their information from unverified social media sources, instead of traditional, verified media outlets.

**Learning:** Trusted traditional broadcast and print media provide the most credible information on international humanitarian crises, so they continue to be the most critical investment targets for humanitarian updates for Canadians.

**Action:** The Humanitarian Coalition's Board of Directors identified strategic investments to leverage traditional media for major humanitarian appeals. The Board also approved investment in growing partnerships with traditional and new media actors to maximize our impact. These investments are part of the Humanitarian Coalition's 2024-2025 budget.

