



Strategic Plan 2020 – 2023

Saving More Lives Together

Irish Emergency Alliance Strategy 2020-2023

About the Irish Emergency Alliance (IEA)

The Irish Emergency Alliance (IEA) brings together a number of Irish aid agencies, to raise money at times of humanitarian crisis in developing countries. By working together, we can raise more money to save lives and rebuild communities.

The founding Irish members of the IEA are:

- ActionAid
- Christian Aid
- Plan International
- Self Help Africa
- Tearfund
- World Vision

The IEA is governed by a Board of Directors consisting of nine members, the Chief Executive Officer/Executive Director of all participating member agencies, plus three Independent Directors. The IEA Board is supported by four functioning committees, an Appeals Director and by the Emergency Appeals Alliance (EAA) which is a global network that supports the establishment and growth of Alliances around the world. During times of active appeals, the IEA will scale-up its resources through the support from all participating member agencies. The IEA member agencies have programmes in approximately 90 different countries across the globe giving the alliance a very significant presence to respond quickly to an emergency.

Mandate of the IEA

1. To coordinate national fundraising campaigns for defined periods of time and for specific joint humanitarian appeals
2. To be a conduit for funding from the public, government, corporate and other entities to support humanitarian crises
3. To assume collective responsibility towards the public and media for the appropriate distribution of the funds
4. To set a realistic appeal target for each emergency based on identified needs

Rationale for the IEA

The IEA is a joint appeals mechanism where Irish humanitarian organisations agree to consolidate and maximise our fundraising efforts for set periods of time and specific appeals. This will demonstrate to the public that we can work together, generate more income for crisis response, and reduce administrative and fundraising costs.

As humanitarian organisations, our overriding mandate is to save lives and alleviate suffering of the most vulnerable and impoverished people on our planet.

Evidence shows that appeal mechanisms in other countries work and through pooling of resources, knowledge and effort, more people in disaster-affected populations can be assisted with life-saving support.

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How We Work

The IEA brings together leading aid organisations to provide the Irish public with a simple and effective way of supporting vulnerable and at-risk populations during international humanitarian disasters. IEA agencies join forces to raise funds and mobilise media, businesses and individuals. Together, we aim to save more lives and reduce suffering through improved collaboration and economies of scale.

Vision, Mission & Values

The Irish Emergency Alliance has a **vision**:

A world where the lives of vulnerable people are saved faster and more efficiently and the impact of disasters is reduced through coordinated humanitarian response and joined-up effort.

To achieve this vision, our strategy has one clear **mission**:

The Irish Emergency Alliance brings together a number of Ireland's key humanitarian agencies to raise funds for overseas emergencies by cooperating together, increasing the awareness of needs and reducing the duplication of costs.

By working together, IEA members aim to make more efficient use of the money raised to deliver immediate impact – saving lives, alleviating suffering and rebuilding communities.

In order to meet our vision and mission we have set three strategic priorities. We will:

- **Grow our Resources:** Raise funds quickly and effectively in response to large-scale humanitarian emergencies.
- **Ensure Accountability:** Uphold the highest standards of accountability and transparency.
- **Be Fit for Purpose:** Learn and share information to promote effective programmes of response.

All these strategic priorities are expanded upon further in this strategy paper.

The strategic priorities are also underpinned by six core organisational values which are:

1. Focused on the most vulnerable

We are motivated, committed and focused to working with the most vulnerable on our planet and providing life-saving assistance. We will do this with dignity and respect.

2. Timely and Cost Effective

As humanitarian organisations, we will consolidate our resources and efforts to provide rapid emergency response to those who need it most, and to do so in a cost-efficient manner.

3. Accountable

We are answerable for our actions and the actions of our teams to all our stakeholders, particularly vulnerable populations who are dependent of our

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assistance. It is our obligation to make things better, to pursue excellence, and to do things in ways that further the goals of the alliance.

4. **Transparent**

We are committed to being clear and open about our work, our finances and our procedures with all our stakeholders. All alliance members must display the highest ethical standards.

5. **Trust and Collaboration**

Working together is a cornerstone of our alliance. We believe and have confidence in our work in the alliance. Together, we meet our commitment to raise funds which enables us to save, protect and rebuild the lives of disaster-affected communities.

6. **Impartiality**

We work impartially, independently and without the influence of governments or donors to ensure that our humanitarian response is effective and supports the needs of disaster-affected communities, regardless of age, gender, colour, ethnicity, faith or political affiliation.

Strategic Priorities

1 – Grow Our Resources

Why it is important and what we will do

To prosper and develop we need to grow our resources. Obtaining core funding is essential to support the delivery of our vision and mission, as is investment in our systems and governance.

We will secure media partnerships that will support the Alliance, build its brand and help us to raise more funds.

We will secure new corporate and other funding partnerships, leveraging the reputation of our founding members. We will invest in innovative means to mobilise support from the public.

Key activities include:

- Building partnerships with key donors who align with our mission and values
- Securing core funding from Irish Aid
- Working with the wider international humanitarian and development sector and Dóchas to bring new members to the Alliance

Key Indicators of success:

- By 2023, we will have grown the membership of our Alliance
- By 2023, we will have responded to multiple global crises and raised in excess of €5million
- By 2023, we will have received financial support from the Irish Government

2 – Ensure Accountability

Why it is important and what we will do

To be successful and to prosper, we need to build trust with the Irish public and key donors. We need to build our brand to ensure that the IEA is the lead agency when an emergency happens.

Key activities include:

- Developing an integrated public engagement strategy, with the objective of increasing our profile among the Irish public.

Key indicators of success:

- By 2021, we will be compliant with the Core Humanitarian Standards (CHS) and International Aid Transparency Initiative (IATI) reporting requirements and standards
- By July-2020, we will be fully compliant with all 49 governance standards established by the Charities Regulator
- By 2023, we will be known as the ‘go to’ entity for emergency response in Ireland
- By 2023, we will be a full member of the Emergency Appeals Alliance

3 – Be Fit For Purpose

Why it is important and what we will do

In committing to strategic priorities #1 and #2, we will ensure our new organisation is fit-for-purpose.

In order to be fit-for-purpose, we will focus on three key pillars: Governance; Decision-Making; and Systems and Processes.

Governance

As a not-for-profit organisation, we deeply value the trust that has been placed in us. To safeguard this critical trust, we are committed to best practice in governance, accountability, and transparency. To do this, we will continue to strengthen our governance structures, ensuring transparent and robust oversight is in place.

Decision-Making

Due to the nature of our work, we will ensure our decision-making processes are built for speed and agility. We need to ensure we can respond quickly to humanitarian situations. To do this, we will continually review our decision-making and communications processes, and have clear roles and responsibilities for all members.

Systems and Processes

To ensure maximum impact, we will have systems in place that consolidate, evaluate, learn, adapt, and disseminate improvements based on the outputs of our work. To do this, we will thoroughly review all IEA systems and processes following each active appeal and adapt our procedures accordingly.

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