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Comparative Research on Disaster Philanthropy Fundraising

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Preface

This report was developed in the context of two natural disasters of the COVID-19 pandemic and the southern floods that happened in China that caused fundraising challenges for disaster philanthropic organizations. It presents the results of this research project that examines a set of challenges facing China's disaster philanthropy industry in a comparative perspective. The research aims to identify the current fundraising challenges and provide feasible recommendations for Chinese disaster-related organizations based on the international experience.

The methodology adopted in this report includes:

- 1. Literature review:** collect organization and case information through official websites, social media, think tanks, industry research reports, media reports, academic journals, and other channels for sorting and analysis.
- 2. Quantitative analysis:** the fundraising data of 20 Internet fundraising platforms for China's COVID-19 and the southern floods in 2020 were tracked and collected for quantitative analysis.
- 3. A qualitative study (online interviews):** online interviews with disaster philanthropy organizations in mainland China and abroad were conducted to collect and supplement supporting information.
- 4. Comparative analysis:** conducted research on disaster fundraising both in China and in the United States, from various dimensions of the fundraising market, fundraising methods, fundraising challenges, and experience.

About the research team:

The research is initiated by the China NGO Center for Disaster Risk Reduction, and the report is the result of collaboration among the entire team in the US and China:

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About CNCDRR:

China NGO Center for Disaster Risk Reduction (CNCDRR) is committed to enhancing the collaboration, communication, cooperation, and networking on emergency management and disaster response among foundations, foundations, government agencies, NGOs, and all sectors of the society.

CNCDRR was jointly established by China Foundation for Poverty Alleviation, China Youth Development Foundation, One Foundation, Narada Foundation, and Tencent Foundation in Ya'an, Sichuan Province, on April 29, 2013. On July 19, 2014, it registered a non-governmental and nonprofit organization, 'Chengdu Hezhong Public Welfare Developing Center', in Chengdu Civil Affairs Bureau as a sustainable and steady entity to promote China's foundations' effective engagement in disaster and emergency responses.



About FIDC:

The Fundraising Innovation Development Center (FIDC) is committed to promoting the professional development of China's charitable fundraising, advocating and cultivating a healthy giving culture by providing high-quality knowledge content, lowering the threshold of knowledge acquisition, and innovating capacity-building models. Our clients vary from fundraising platforms, public-fundraising foundations¹, corporate foundations, overseas foundations, private organizations, and industry platforms. The FIDC has released several insight reports introducing international fundraising textbooks and the Certified Fundraising Executive (CFRE) in recent years. We attach importance to responding to social issues, carrying out fundraising ethics, and giving culture advocacy work. Every year, the China Fundraising Professionals Forum enjoys a good reputation due to its professional content and practical value.

Further information is available on our website www.cafpnet.cn.

¹ In China, foundations primarily account for operational foundations and mix foundations with self-operational and grantmaking features. Only foundations with public-fundraising certificates can conduct public-oriented fundraising activities.

Introduction: an overview of disaster fundraising characteristics and pain points in China

According to the 2019 China Charitable Donation Report released by the China Charity Alliance at the 8th China Charity Fair in 2020,

the total social donations² in mainland China in 2019 totaled 23.755 billion US dollars³, of which the total amount of cash donations reached 16.440 billion US dollars⁴.

\$16.440 billion



\$23.755 billion



\$6.253 billion

In 2019⁵, the total individual donations⁶ were approximately 6.253 billion US dollars⁷.

Companies take on the main power of donations, while individual contributions have grown significantly, mainly based on the public fundraising Internet platforms⁸. However, the overall donation awareness is still in the traditional stage that people generally choose to donate to individuals rather than nonprofits.

In the field of disaster philanthropy, fundraising entities are very diverse. In addition to professional disaster charitable organizations, charity federations, public foundations, and social organizations carry out fundraising work in all kinds of ways. Based on the experience and

² In China, fundraising market is not equal to charitable donation market. Fundraising corresponds to charitable donations, that is, funds donated to charitable organizations, and the fundraising market refers to the charitable donation market. The donation market includes the charitable donation market, but its extension is broader than that of charitable donations. Donation behaviors also include donations to non-charitable organizations, such as donations on personal mutual aid platforms and relief behaviors among acquaintances.

³ 150.944 billion RMB.

⁴ 104.449 billion RMB.

⁵ 2019 China Charitable Donations Report.

⁶ 2018 China Charitable Donation Report, China Charity Federation, September 2019, p. 5.

⁷ 39.845 billion RMB.

⁸ In China, only those online platforms who have the license from the government could provide the fundraising service for the nonprofits (foundations usually) who have the license to raise funds from the general public.

opinions of many practical experts in the field, the public attention and willingness to participate in donations play an essential role as an indicator for companies to decide whether to donate and determine the size of donations. In the second half of 2020, the flood disaster in southern China has experienced a ‘cliff-like’ decline in fundraising. Despite the efforts of traditional media to report on the disaster, there is still a loss of voice at the level of public opinion.

Given the current public fundraising situation in China, this report seeks to sort out the characteristics and pain points of the field of disaster philanthropic fundraising combining the international report and the two emergencies of COVID-19 in 2020 and the southern China floods.

Over-reliance on public opinion and media attention

As of August 31, 2020, 14 online fundraising platforms had launched 127 fundraising projects for the southern floods, raising a total of 49,201.24 US dollars⁹. However, only 11 projects had accomplished their fundraising goals, seven had not listed fundraising goals, and as many as 109 projects are still raising funds. In particular, many public foundations had not even reached 50% of their fundraising goals.

According to the report released by Philanthropy Watch, many organizations considered the lack of media coverage the main reason for unsatisfactory fundraising. Traditional news media had set up special reports on the flood disaster, but they had not attracted public attention.

The reason was that, on the one hand, the mainstream media placed emphasis too much on macro data and disaster information, which was difficult to arouse public interest. Also, the current disaster-related projects were full of professional statistical data, and people generally could not transform these statistical data into supporting actions. Coupled with the lack of corresponding knowledge, the decision-making process of donation behavior ended. On the other hand, the diversified development of the mobile Internet has enabled the public to obtain various information from social media apps such as Weibo, WeChat, TikTok, etc. Due to a lack of hot-topic content, disaster-related reports lost their voice among the public.

⁹ 312,600 RMB.

A mismatch between the driving factors of donation and the actual demand in the field of disaster philanthropy

When it comes to disaster philanthropy, there are generally four phases:



Each step requires funds. In comparison, it's much easier to raise funds for the response and relief than the others. However, disaster reconstruction and recovery need long-term financial support, often three times that of the response and relief. The current solution for disaster philanthropy organizations is to raise reconstruction funds simultaneously during the fundraising window of the response and relief phase. On the other hand, disaster preparedness and mitigation are much longer processes. Unlike the emergency relief and reconstruction work in the immediate aftermath of a disaster, the needs and results for preparedness, risk reduction, and mitigation are vague, which adds to the difficulty of fundraising.

Take the China Foundation for Poverty Alleviation as an example¹⁰. In non-major disaster years, the funds for the response and relief stage accounted for about 90% of the total money raised, leaving only 10% for the annual funds for other phases. Consequently, the Foundation for Poverty Alleviation had no choice but to work under the budget and choose a few major-affected counties to carry out its projects.

¹⁰ Content from the interview record of Yicun Zhu, Assistant Director of the Disaster Relief and Project Management Department of the China Foundation for Poverty Alleviation; Yuanyue Liu, Director of the Disaster Management Department of the One Foundation.

Another persuasive example is the One Foundation, which carries out the post-disaster mitigation work through its branding project called 'Safe Home.' Similar to the China Foundation for Poverty Alleviation, the money raised for this project only accounted for 24%. Subjected to funding restriction, they can only conduct reconstruction and mitigation work when there is a surplus on the fund. The real problem is that most of the funds raised during non-major disasters are far from sufficient for response and relief work, let alone covering other stages.

This is not a unique problem that China faces in disaster philanthropy, but rather a common concern among colleagues globally. Even in the United States, where the donation market is very mature, the Center for Disaster Philanthropy (CDP) also reveals its data in the Disaster Charity Measurement Report that 75% of the donation from enterprises and foundations was used to support the response and relief work.

Non-major disasters, especially those in lagging regions, require more social concern. According to Hong Li, Secretary-general of the One Foundation, China's national disaster emergency response mechanism is divided into a 4-level response system according to the severity of the disaster. Non-major disasters often occur in the central and western regions and north-eastern provinces¹¹. Those who have not reached the national level 4 can only apply for financial support from the local government, which generally provides much fewer resources than the central government. What's worse, non-major disasters fail to draw significant media attention and social mobilization, which puts them away from the spotlight for social donations.

As mentioned above, small and medium-sized natural disasters frequently occur in central and western China. Still, due to these regions' lack of economic development, it is difficult to support local fundraising needs and carry out disaster philanthropy work¹². In addition to local and surrounding areas attaching great importance to the disasters, social donations from farther places are relatively limited. These all lead to a significant funding gap in donations of these regions.

¹¹ Hong Li, *One Foundation: Compared with Disaster Emergency Rescue, it is More Necessary to Respond to the Gap Between Disaster Reduction Funds and Reconstruction Funds*, The Fundraising Innovation Development Center, February 2021.

¹² Maki, A., Dwyer, P. C., Blazek, S., Snyder, M., González, R., & Lay, S. (2019). Responding to natural disasters: Examining identity and pro-sociality in the context of a major earthquake. *British Journal of Social Psychology*, 58(1), 66–87.

An industrial dilemma of fundraising costs and management fees

In China, the public has always had misunderstandings about the cost of philanthropic organizations, whether it is the cost of projects, fundraising costs, or management costs. Such doubts put tremendous pressure on organizations in determining the budget and charging money for management¹³.

1. Disaster Philanthropic organizations in China have a minimal budget for fundraising costs, a common and fundamental industrial problem. Fundraising costs refer to expenses for philanthropic activities, including but not limited to fundraising activities, expenses for network-expanding, and the expenses of human resources. Generally, fundraising costs are an essential indicator of how efficiently the organization fulfills its mission. Western donation market generally believes that an acceptable range of fundraising costs is between 15%–30%¹⁴. However, there is no unified industry standard for the index of fundraising cost in China.

2. Due to public opinion pressure, organizations even often choose not to charge management fees and other operational costs, especially on the online fundraising platforms when disasters break out. According to the FIDC statistics of the Southern Flood fundraising projects on the online fundraising platforms in 2020, over 50% of projects did not claim to charge management fees. Charity Law of the People's Republic of China stipulates that the annual management expenses of charitable organizations with public fundraising qualifications shall not exceed 10% of the total expenditure of the year; other types of social organizations can spend between 12% and 20%. Therefore, it is reasonable for charitable organizations to charge management fees. However, charitable organizations often publicly state that they do not charge operating costs such as management fees or simply avoid them. As long as an organization carries out its project, management and operational costs will occur. Due to the particularity of disaster philanthropy, charitable organizations can only spend from other funds such as non-restricted funds, which undoubtedly increases the operating pressure of the organization.

In a word, disaster philanthropy is highly dependent on public opinion, and the nature of disaster philanthropy fundraising has caused three major funding gaps in China – insufficient funding support for post-disaster phases, the lack of social donations for small and medium-

¹³ *Accounting System for Non-Profit Organizations, Ministry of Finance of the People's Republic of China, implemented since January 2015.*

¹⁴ *Fundraising Principles and Practice, Adrian Sargent, Shang Yue et al., Guangxi Normal University Press, March 2021.*

sized disasters, and the funding gap for the central and western regions. In addition, fundraising expansion is bounded by the lack of industry-standard references, and the fear of charging management fees has further solidified the public's cognitive bias.

Findings: causes of the current fundraising challenges for disaster-related organizations in China

This report attempts to sort out the current challenges in fundraising for professional organizations in the field of disaster philanthropy in China. In this chapter, the report will conduct a specific analysis of the three factors mentioned above that have caused fundraising difficulties based on the input of various information sources.



A lack of basic awareness towards disaster-related issues among the donation market

The most fundamental reason is that disaster as a social issue lacks a cognitive foundation in Chinese society. On the one hand, systematic disaster preparedness education has not been incorporated into China's education system as a regular curriculum. Instead, people's understanding of disasters mainly comes from life experience. On the other hand, the philanthropy industry rarely carries out systematic, large-scale, and long-term advocacy work on the donation market around disaster issues.

Misunderstandings and prejudices stand in the way between public donation and actual needs, including treating disasters as small probability events, only seeing the importance of immediate aftermath relief work, and not being aware of the professional value of preparedness and reconstruction and mitigation.



Furthermore, the public and government lack awareness of the professional value of disaster philanthropy organizations

Professional Disaster Philanthropy organizations play an essential role in disaster management, not only during the response and relief phase. However, the value of such organizations is not recognized by the public and the government. As mentioned above, due to the lack of essential awareness of disasters, the public only pays attention to the emergency response phase when a disaster occurs. At the same time, due to the lack of public confidence in nonprofits, the frame of

the disaster response in public opinion has formed a stereotype of only donating items (especially instant noodles and water), which drove the “delivering items” to become the most perceived action in the disaster. Such a general concept puts Nonprofits in an awkward position. The professional value in the reasonable distribution process is invisible and hard to deliver to the public, no matter the other efforts of preparedness and the mitigation phases.

In addition, disaster philanthropy organizations have not received high recognition from the Chinese government, which can significantly impact donations. Disaster philanthropy spans multiple departments, including the Ministry of Civil Affairs, the Ministry of Emergency Management, the Ministry of Ecology and Environment, and the National Rural Revitalization Bureau. The lack of consensus at the government level has caused the value and positioning of modern disaster philanthropy organizations to remain in a state of ambiguity.

Restrictions by a project-based fundraising logic upon disaster-related organizations

In March 2020, the FIDC released its data in the report <Fighting COVID-19 - Statistical Analysis of Fundraising Data of Chinese Charity Organizations on the Internet Fundraising Information Platform>, showing that as of March 2, 2020, a total of 449 pandemic-related projects designated by the Ministry of Civil Affairs have been launched on the 20 Internet public fundraising platforms. 84% of the total projects clearly stated that the funds were used to distribute fistfuls of cash and purchased supplies, instead of responding to social problems in a more flexible way and covering diverse needs. In addition, 91% of the projects waived the management fee under pressure from public opinion¹⁵.

This long-standing fundraising problem in the disaster field has become more prominent during the COVID-19 pandemic. The mismatch between the project-based fundraising logic and the work logic in the disaster field makes it more constrained for disaster-related organizations to raise funds on the Internet platforms.

1. The project-based fundraising logic requires nonprofits to provide usage plans for donations when disaster philanthropy organizations need to raise as much money as possible during the

¹⁵ Fight COVID-19: A Statistical Analysis of Fundraising Data of China's Charity Organizations in Action Online Fundraising Information Platform, The Fundraising Innovation Development Center, March 2020.

response and relief window. However, actual needs could not be available before assessing every disaster, which requires a while. Therefore, organizations have limited options when fundraising in a narrow time window: Raising supply purchasing with standard unit price or releasing a relatively vague project plan to cover the reconstruction and recovery expense. The former reinforces the public's stereotype of disaster philanthropy - equating disaster philanthropy simply with donating supplies. The latter adds up to the difficulty of public fundraising¹⁶.

2. Under a project-based logic, the donation collected is a restricted fund that can only be used for pre-determined purposes. Some disaster philanthropy professional organizations tried to cover as many phases as possible through general descriptions of their projects. Unfortunately, such efforts usually affect fundraising performance. In addition, barriers and conflicts among large-scale commercial platforms add to the difficulty and complexity of management and operation for philanthropic organizations when each platform requires a report to show the specific usage of the donations collected from them.

3. The project-based logic has further led to the fragmentation of disaster philanthropy work in the public view, which is not conducive to fostering a rational understanding of disaster issues¹⁷. To optimize the fundraising effect, organizations often choose to raise supplies that state the obvious for the public rather than to emphasize the most important message - Disaster is an issue that occurs all year round and requires long-term support.

In summary, the lack of public awareness of disasters and the work has led to a vicious circle: public opinion pressure forces organizations to launch projects that cater to donors, even at the cost of reducing or waiving management fees; In terms of fundraising content, only raising items for the response and relief phase strengthens the stereotype towards disaster philanthropy work. Therefore, organizations must shift from catering to the intuitive impulse of donors to emphasizing the cultivation and guidance of rational cognition and reshape the fundraising logic in the field of disaster philanthropy.

¹⁶ *Fundraising Principles and Practice Chapter four*, Adrian Sargent, Shang Yue et al., Guangxi Normal University Press, March 2021

¹⁷ *Who Helps Natural-Disaster Victims? Assessment of Trait and Situational Predictors*, Zdravko Marjanovic, C. Ward Struthers, and Esther R. Greenglass, York University, *Analyses of Social Issues and Public Policy*, Vol. 12, No. 1, 2012, pp. 245—267, <https://doi-org.proxy.ulib.uits.iu.edu/10.1111/j.1530-2415.2011.01262.x>.

Comparative analysis: strategies and practices in disaster philanthropy fundraising in the United States

This chapter uses data research and interviews with typical representative organizations to sort out the practical solutions to the fundraising difficulties of disaster philanthropy organizations in the United States, to provide practical experience for organizations in China.

Similar Fundraising Characteristics in the United States and China

The Center for Disaster Philanthropy (CDP) released its data in the Measuring the State of Disaster Philanthropy 2020 report, showing that the total amount of disaster-related donations in the United States over the years has reached the level of tens of billions of dollars. The statistics¹⁸ show that foundations and public charitable organizations had given 468 million US dollars in the field of disaster philanthropy in 2018, making a total of 6274 grants from 2507 donors¹⁹.

By type, 52% of the donation funds fell into the Natural Disasters category²⁰, including frequent hurricanes, wildfires, and floods in the country; 40% of the donations were Disaster-general funds; 6% of the donations were used for Complex Humanitarian Emergencies; 1% of the donations were for Man-made Accidents, such as the frequent shootings in the United States. As for the strategy for disaster assistance, half of the philanthropic funding in the United States addressed immediate response and relief, reaching 232 million US dollars in 2018. The funding for post-disaster reconstruction and recovery accounted for 12%. Meanwhile, funding for disaster preparedness and mitigation was relatively low, accounting for only 4% and 2%.

Through the analysis of the donation data of disaster philanthropy in the United States, it can be seen that the donations in this field mainly focus on addressing natural disasters. The donation funds are largely spent in the emergency response and relief phase, while financial support in the disaster preparedness and mitigation phases is relatively low.

¹⁸ The data comes from the Candid database. The data is as of September 29, 2020. It includes donations in fiscal year 2018, projects managed by the foundation and project-related investments. Funding to individuals is not included.

¹⁹ Measuring the State of Disaster Philanthropy 2020, Center for Disaster Philanthropy, 2021.

²⁰ The 2020 and 2019 editions of CDP's Measurement Report on the State of Disaster Philanthropy in the United States did not publish data on the types and strategies of disasters funded by foundations, so the 2018 edition was used.

This is similar to the characteristics of philanthropic disaster funding in China. Companies and the public are more willing to provide financial support directly for immediate response and relief, rather than for post-disaster recovery that requires long-term project cycles and funding needs.

Experience in facing fundraising difficulties

Disaster/emergency fundraising in the United States also faces the problem of imbalance in the flow of donations. The CDP's research pointed out that 80% of the funds are raised within the first 60 days of the disaster, which is a common phenomenon²¹. A large amount of donations flood into the response and relief work, omitting the resting reconstruction and mitigation needs. Therefore, philanthropic organizations in the United States adopt several fundraising strategies to balance the flow of donations as follows.

1. Establish crisis response partnerships with public media to raise awareness. Global Giving has partnered with Facebook in crisis response to expand the media attention. Take the Australian wildfire in 2020 as an example. As of January 2020, the partnership had given 1 million Australian dollars (approximately US\$685,000) to support disaster relief organizations in local communities. Facebook users had initiated more than 19,000 fundraising activities, raising more than 50 million US dollars from more than 75 countries for wildfire relief efforts²². Facebook's social attributes increase the popularity of disaster topics, and its group function provides tool support for information sharing, resource allocation, and mutual assistance support after the disaster.

2. Set up a response fund for non-major disasters with low public concern.

The Center for Disaster Philanthropy (CDP) has set up special funds for small and medium disasters to help with recovery work. In early 2014, the CDP applied for and received a grant from the Margaret A. Cargill Foundation's Disaster Relief and Recovery Fund to develop a program to put money on the ground quickly after low attention disasters in a 10-state region in the Midwest. This fund deals with disasters that are not large in scale and bring actual losses to local communities and their people. During the trial period (2014-2016), the CDP carried out 31 donations in 7 states in the Midwest with total funding of approximately

²¹ Interview with Regine A. Webster, Vice President of CDP.

²² More Than \$50 Million Raised for Australia Wildfire Relief Efforts, Fidji Simo, Head of the Facebook App, January 10, 2020. 2016 Annual Report, Center for Disaster Philanthropy, 2017, p.6.

US\$1.6 million²³. The Midwest Early Recovery Fund was officially established in 2016, and it received a long-term grant of US\$3.1 million in 2017. In 2019, the 'Midwest Recovery Fund' was added to address the long-term recovery funding needs of the region. Carrying out such a fundraising plan for disaster response and management is also a strategy for the CDP to cultivate its donors. It demonstrates the funding operation through continuous interaction with donors, allowing them to realize the value of long-term funding support, especially for those non-major disasters.

3. Establish a non-restricted funding pool for disaster preparedness.

International organizations generally issue a non-emergency disaster relief fund, with several foundations taking the initiative with a certain amount of money. As disaster relief projects begin to pile up, the government, enterprises, and major donors then replenish the funding pool. In this way, the donor gets a clear look at what the organization has accomplished. Nonprofit organizations need to keep close communication with donors so that they can understand the disaster response and management actions the organizations have carried out and further investment in the field throughout the year.

4. Attach importance to the cultivation of the donation market and promote rational giving.

Experts and organizations in the field have all emphasized the importance of the cultivation of the donation market - only by cultivating donors and popularizing the particularities in the field of disaster philanthropy can we better promote a rational giving model.

As the fundamental infrastructure for the disaster philanthropy field, the CDP has always regarded donor cultivation as its core strategy. Targeting companies and foundations, the CDP realizes the donor cultivation mainly through three modules: Establishing and operating funds independently, providing professional consulting services for strategic planning, and conducting disaster-related field research.

As a linking point between charitable partners and the capital, Global Giving also cultivates the donation market. First of all, Global Giving has established donor-facing topic modules on the platform all year round and carried out continuous dissemination. The goal is to convey a clear message - disasters do not happen occasionally. They are issues that require long-term support.

²³ 2016 Annual Report, Center for Disaster Philanthropy, 2017, p.6.

Secondly, it establishes a learning knowledge library to help donors understand the real needs after the disaster and make better donation decisions. It has also been supporting local community organizations by delegating the decision-making power of funds to frontline partners. Thirdly, Global Giving provides workplace giving support and consultancy for companies to achieve the effect of donor cultivation.

As a coalition of nonprofit organizations in disaster philanthropy, the National Voluntary Organizations Active in Disaster (NVOAD) builds a bridge of cooperation and communication between the US government and disaster philanthropy organizations. Recognized by the US government, the NVOAD carries out disaster-related activities with CDP and other partnering organizations to promote the value of the social sector and conduct policy advocacy among governments.

Recommendations: fundraising strategies and action plans for disaster-related organizations in China

This chapter proposes strategies and recommendations for the development of industrial infrastructure of China's disaster philanthropy field and disaster-related fundraising.

External: strengthen advocacy and fundraising

The lack of a cognitive foundation in the donation market is the root cause of the current fundraising problems in the disaster field. The government, organizations, and the public media need to set up a promotion matrix and popularize the disaster topic. Three major questions need to be answered to convey the core value for disaster philanthropic work: Strategies:

- 1. After the disaster breaks out, is it possible to avoid similar disasters or reduce the impact of similar disasters next time?*
- 2. What is the professional value of organizations in the field of disaster philanthropy compared with the public's self-action?*
- 3. What is the professional value of disaster philanthropy organizations with a disproportionate scale compared with government forces?*



Strategies:

The best strategy to clarify these concerns and deliver core value messages is to choose a ‘third-party testimony’ through government-approved, influential media and opinion leaders, or project stakeholders such as beneficiaries, funders, volunteers, and donors.



Suggestions:

(1) The field of disaster philanthropy should align with the Chinese government’s strategic planning and strive for more official recognition to attract more public and corporate support for donations beyond the response and relief phase. At the same time, the infrastructure organizations of the disaster philanthropy field should work across departments of Chinese governments to conduct policy advocacy. In short, disaster philanthropy organizations need to jointly expand investment in the infrastructure of the disaster philanthropy and prepare for long-term investment.

(2) As one of the infrastructures of disaster philanthropy, China NGO Center for Disaster Risk Reduction should carry out public opinion advocacy work. Professional media should convey complex professional disaster-related knowledge through rich stories or clear-cut views. For example, using a Solutions Journalism approach, the FIDC and Philanthropy Watch jointly launched the 2021 Disaster Response and Management Relief Charity Workshop in conjunction with Dunhe Foundation, the China NGO Center for Disaster Risk Reduction, Yicai Foundation, and Doterra. The workshop encouraged media editors and reporters to pay more attention and stimulate more output in disaster philanthropy, thereby strengthening the industry's professional image and enhancing the public’s confidence in rational giving.

Internal: donor cultivation with a shift of fundraising logic

1. Change the existing fundraising logic - The professionalization of fundraising is the core factor to improve the current fundraising situation in the field. Disaster philanthropic organizations need to think about how to establish a better relationship with stakeholders as well as develop a more cultivated donation market.

It is necessary to break through the existing fundraising logic limitations that often lead to project fragmentation. Organizations excessively rely on the support of data traffic of large online fundraising platforms, which gradually formed a project-based fundraising mechanism. Such bottom logic urges to be reversed, especially in the disaster philanthropy field.



Strategies:

Organizations can adapt the branding logic by building a trustworthy philanthropic brand in the disaster field rather than carrying out project-based fundraising activities. The critical difference is that the professional organization's effort in solving complex social problems stands out the most as a whole picture for the audience, rather than one particular project²⁴.



Suggestions:

- (1) Create a strong brand positioning in the disaster philanthropy field by emphasizing the organization's professional value.
- (2) Launch different fundraising products based on the organization's positioning.

2. Cultivate a mature donation market - The nonprofit sector needs to cultivate the market to receive sustainable donations for the disaster philanthropy work, especially for the non-response and relief phase.



Strategies:

Organizations need to strengthen advocacy towards public opinion to improve the industry's overall fundraising basis and support fundraising in the response and relief phase. Meanwhile, funding for the non-response and relief phase requires professional organizations to cultivate major donors, large-scale funding foundations, and enterprises in response to their needs.



Suggestions:

- (1) The field of disaster philanthropy needs to launch a large-scale advocacy campaign in a 3-5 year cycle jointly. Institutions can consider popularizing disaster philanthropy

²⁴ Fundraising Principles and Practice, Chapter eight, Adrian Sargent, Shang Yue et al., Guangxi Normal University Press, March 2021.

Donor types	Motivation	Product
Major Donors	Disaster type; individual/family experience; Relationship with people in the affected area.	Memorial endowment fund; Planned donation (including legacy giving); Regional fund.
Large-scale grant-giving foundations (overseas)	Mission and vision; Grantmaking standard.	Partnership network; Regional fund; Giving culture
Companies/ Corporate foundations	Philanthropic aspect.	Gift matching; Donate supplies.
	Community investment.	Regional fund; Donor advised fun.
	Commercial aspect.	Market for good; Event naming.
	Stakeholder management.	Employee volunteering; Workplace donation; Experiential fundraising.

fundraising through centralized advocacy to the public. Slogans should be refined based on frontline experience, and they ought to be simple and easy to remember. Focus on one major point in each cycle and stick to it. It is also necessary to unite various social resources, including public figures and the media, and cooperate with the internet public fundraising platform to deliver with the support of traffic. The essence is to emphasize the core value of disaster philanthropy, which is the pre-disaster preparedness and post-disaster reconstruction and mitigation, as well as providing professional support for local communities throughout the work.

(2) Organizations in the field of disaster philanthropy need to strengthen their industrial advocacy towards their partners, including companies, foundations, and online platforms. Methods such as holding seminars, workshops, and conferences can bring out a better understanding of strategic giving. It is recommended to emphasize the importance of strategic donation at the content level, focusing on promotion and implementation in the field and providing practical suggestions to different types of donors and funders. The following is the strategic giving initiative²⁵ for disaster philanthropy written by FIDC, a content framework for advocacy towards various funding partners:

Strategic Giving Initiative for Disaster Philanthropy

To donors/funders who focus on the response and relief stage,

it is recommended that social resources be distributed to rural areas where public attention are often missed but have a large amount of demand, helping the elderly who are not good at using smartphones and other vulnerable groups such as those with disabilities or serious illnesses. In terms of donations, it is recommended to provide more non-restricted funds for frontline personnel in response to the ever-changing disaster situation. After all, meeting the needs in the emergency response state is far more essential than follow-up tracking and disclosure. For the beneficiaries, cash support is also proven to be more necessary and effective than just supplies, even for those expected to receive insurance compensation or government subsidies.

To donors/funders who plan to give big,

plan your money wisely. The funds should be allocated according to actual needs. Blind implementation often leads to overreaction or waste of resources, even interference with the response and relief work. There has been a misplace of understanding in the process of disaster relief work. People tend to think that the fund should be spent as quickly as possible to respond to disasters. However, putting all social resources in the crisis relief basket often leads to more severe problems. In general, government resources are considerably invested in infrastructure reconstruction and medical care, such as communication, water supply and electricity, and transportation. People need to face the reality of their post-disaster life, and it is a long-term need depending on both the government and social resources. In a word, it is important to follow the system implementation process, not omitting the pre-disaster preparedness nor the post-disaster reconstruction and mitigation, especially when the public passion cools down.

To donors/funders who consistently support specific social issues,

the occurrence of disasters, especially major disasters, will generally cause the failure of social infrastructure and the collapse of the existing system. Any individual and organization under the system will be affected. Therefore, the prevention and response of disasters is not an isolated area with clear professional boundaries. Instead, such a line of work needs to be integrated into

²⁵ How the Social Forces Involved in Disaster Response and Management Field - Strategic Donation Initiative, The Fundraising Innovation Development Center, July 23, 2021, <https://mp.weixin.qq.com/s/xN9QBli2Ov4H48Wk1e6FXg>.

all social system levels. Sustainable support and improvement need to take place under the current circumstance of severe climate change, extreme weather, and frequent disasters. In terms of implementation, funders can incorporate the disaster prevention topic in their regular work by embedding more exchanging programs, especially in the field of health and medication, environment protection, education, and the vulnerable communities (such as the disabled, children, the elderly, etc.).

To donors/funders who focus on regional development and local governance,

funding needs to focus more on improving local disaster response capabilities. Community self-organizing groups are often the first responders to a disaster, which require funding support for disaster training. In addition, on-site social organizations are essential in resource allocation and coordination. By integrating disaster education into their operation system, organizations can help build a more resilient community. Furthermore, the funding can go to establishing a local disaster preparedness funding pool so that funds and supplies can be flexibly deployed and used as soon as a disaster occurs.

To Internet companies that focus on disaster management and industry development,

the biggest challenge in the emergency response phase is how to match the rapidly changing disaster requirements with sufficient resources. Disaster information needs to spread out freely with stable technical support. Different sectors ought to collaborate to maintain a quality infrastructure for the field of disaster philanthropy.

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