

MEDAIR NETHERLANDS YEAR PLAN 2019

Focus for 2019

1. Increasing the funding raised from the Netherlands to support the mission of Medair International.
 - a. Focus on private funding and unrestricted funding.
 - b. Focus on the donors and the donor journey with the aim to increase the commitment to the mission of Medair INT
2. Raising Medair's profile in the Netherlands.
3. Involvement of the Dutch workers in the field programmes and at headquarters for fundraising in the Netherlands.
4. Improving organisational set up and procedures
 - a. Restructuring the Medair NL office - due to staff leaving not being replaced
 - b. New CRM system
 - c. Donor Journey mapping
 - d. Volunteer strategy.

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Medair Netherlands Core Activities

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 - b. New CRM system Salesforce and Marketing automation
 - c. Donor Journey mapping
 - d. Volunteer Strategy.

Explanation of focus 2019-2021

Medair Netherlands' core activities in 2019-2021 remain the same as in previous years to raising funds, increasing brand awareness, recruitment and prayer to support the mission of Medair. Due to the fact that 2018 has been a year with less income. Private funding has been lower and Institutional Funding has been lower and in the foreseeable future the Institutional Funding landscape has changed within the Netherlands. This has the implication that Medair Netherlands will not pro-actively pursue this type funding.

As in 2018 we have worked hard on the financial systems and straightening out our current CRM system. It has been come clear from the data that we have a committed but very small donor database (1.000 people) but also that our current CRM system E-tapestry is not up-to-speed and enable Medair NL to work on the increasing private funding. In summary for a lot of years we have been moving 'blind'. Due to lack of available income we were not able to implement the agreed transition by the NL board. The implementation of the new CRM system Salesforce is a pre-requisite for the increasing of our funding. With proper donor journeys the team will be better equipped to give the donor the personalised link they want met Medair NL and Medair INT

With the new Medair INT Corporate Communications Strategy focussing on a 'People to People Approach' we anticipate that the 3rd focus point will be easier to implement as in the strategy it is mentioned that all Medair staff are ambassadors. We are hopeful that the 'fanraising' approach of involving the network of former field staff can be kick-started in 2019.

The current team is small 3.8 Fte (5 people 2018) depending if the Office Manager role can be replaced. The capacity will be smaller and will mean reliance on more volunteers, who will need to be given greater responsibility.

1. Increasing the funding raised from the Netherlands to support the mission of Medair International

Due to the changed funding landscape in the Netherlands. Medair Netherlands has been very good in acquiring Institutional Funding (restricted) in the years of its existence. In the last couple of years the landscape has changed drastically:

As the current communication from Medair International has been that the focus is not to grow the International Funding portfolio and the focus of the Affiliates Offices should be on unrestricted private funded, double with the above mentioned changed landscape in the Netherlands for 2019 the focus of Medair Netherlands will be in a way solely on private funding. International Funding opportunities will be judged on a case to case basis if the grant can be run by the Global Support Office or via the Dutch Office.

This changed plan of approach also has an impact on the aimed targets for Medair Netherlands in the coming years. The aim of the board Medair Netherlands is to grow in such a way that the office can become sustainable. The coming year(s) will have to prove if this is possible.

Multi annual budget: (x €1,000)	2017	2018	2018	2019	2020	2021
	Actual	Budget	To date 28 NOV	Budget	Budget	Budget
Private Funding - Unrestricted	203	310	159	250	300	350
Private Funding - Restricted	242	280	85	200	250	300
Institutional Restricted Funding	651	550	78	100	100	100
TOTAL	1.096	1.140	322	550	650	750

Private funding Private donors – Mass donors/ middle donors and major donors, Churches and church related foundations, Companies, Foundations

Institutional Funding Funding received from other NGOs in the Netherlands directly and Foundations who have institutional type reporting requirements like EO- Metterdaad.

1.1. Private Funding

Overall goal to increase funding: Retaining and upgrading current donors and supporters, acquiring new donors.

Plans for 2019

- **Donor journey** set up and analyses during Q1, 2018. What are all the connections points with our private donors and corporate contacts? How can we make sure the donors has a same experience with Medair and Medair that is consistent and will make the donor stay and continue to support the mission of Medair. This project has been put on hold in 2019 due to lack of income. To be implemented in Q1, 2019. The donor journey has to do more with the relationship with Medair then with an ask for money. (Friend-raising proved to be more effective than Fundraising), but will increase the income
- **New CRM system** Salesforce and Marketing automation. To support the donor journey and our relationship with the Medair NL donors and increase our donor database

- **Communication to Donors** – Medair Nieuws and Fund Appeals. Investigate restyling, impact of reducing the number of communications, weight of the print etc. in order to reduce costs but also to optimise the donor experience.

1.1.1. Major Donors

In 2018 the Major Donor trip has been cancelled to the fact that the major donor was not available and the Network Dinner has been cancelled due to lack of capacity.

Plans for 2019 focus will be on personal contact and not so much on events as our major donor base is too small and no capacity for events. In some cases the Major Donors could be part of the Corporate Events.

1.1.2. Corporates

So far with Medair NL has had an ad-hoc approach to fundraising and corporates.

Plans for 2019

Developing a new Fundraising Strategy for Corporates.

- Developing a donor journey per corporate stakeholder group (ZZP need a different approach as large corporates like Qlik.
- Strengthening current partnerships and research opportunities to work with these corporates towards Business Network events that are a win-win for all. .This is part of the Strategy for Corporates.
- Using the networks of Medair staff and the Medair staff to widen the pool of corporates in the Netherlands that support Medair.

1.1.3. Churches

Plans for 2019

Implementation of the Strategy for Churches. In 2018 we have seen the fruits of the investment. More churches are linked to Medair and have donated. Unfortunately to date the income per church is lower.

- Utilize and strengthen the links of field staff to their churches, allowing them to share and (re)connect people within their church to Medair.
- Acquire new church partners by being visible and approachable at church clusters and connecting via email with telephone follow up, and visiting in order to establish relationships.
- Utilize fundraising events (NietvoorWatjes) by promotion to churches and involve participants to connect with and involve their own church
- Acquisition through products such as 'Expeditie Vluchteling' and Simulation Game for teenagers/young adults, building relationships on the kids programs of churches.
- Accommodate current church partners better by connecting with them, via phone and communicating closeness, being close to them by reconnecting with old Medair field staff and being present at clusters of churches (Diaconale Dag, Kerk-in-Actie, GLS meetings).

1.1.4. Foundations

Due to the nature of the work of Medair being an NGO focussing on emergency response. Medair Netherlands in the slip stream has always due to lack of capacity focussed on an ad-hoc approach to foundations. Around emergencies a pitch was made to existing relations with foundations.

Plans 2019

- Strengthen existing relationships with foundations.
- Developing a new strategic approach for foundations to increase the amount of funding via foundations and corporates and to raise more awareness for the mission and work of Medair.

1.1.5. Corporates

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Plans 2019

- Strengthen existing relationships with corporates.
- Developing a new strategic approach for corporates to increase the amount of funding via foundations and corporates and to raise more awareness for the mission and work of Medair

2. Raising Medair's profile in the Netherlands

2.1. Positioning Medair in the Netherlands via Networks

CBF erkend goed doel. Using the certification to position Medair Netherlands as a trustworthy organisation and utilizing the opportunities that arise now that Medair Netherlands has CBF certification. E.g. SMS giving, legacy magazines that only work with CBF certified organisations.

Goede Doelen Nederland – Branche organization. Medair Netherlands joined in 2017 and this membership can be used to position Medair Netherlands as a trustworthy organisation, who takes professionalism and accountability serious. It also opens up a network of other fundraising organisations, actively participating in overarching discussion and utilising the expertise available to professionalise the organisation of Medair Netherlands.

Plans 2019

- Further explore the opportunities of being part of Goede Doelen Nederland.

2.2. Events

Main aim at events to raise Medair's brand awareness and create leads (addresses/contact details) that can followed up to work on turning leads and possible donors into donors.

To be diligent stewards, to maximize output and cost effective: where possible re-use formats for events. As not all events have the same target groups it will be clustered in two concepts.

Plans 2019

- **Organise event as Medair Netherlands.**
- The 5th edition of Wadlopen 'Niet voor watjes' on Saturday the 29th of June, 2019
 - Home Front Committee meeting for families and for the churches of Dutch Field Staff
 - Potentially organise events around the film 'The Long Season' once the shorter version of 50 minutes is available
- **Participations of events organised by others.**
 - Nederland Zingt, Opwekking, New Wine, Familiedagen, Global Leadership Summit (2019/2020).

2.3. Communication

2.3.1. Website

In 2018 a new website was launched nl.medair.org as part of big launch of multiple separate websites by Medair International. A lot of hick-ups from the start. As the payment portal was not functioning a

trustworthy steady feature from September 2018 onwards it has been decided that during the fall of 2018 for online giving we would use geef.nl.

Plans 2019

- Further develop and adjust the new website nl.medair.org.
- As the international payment portal is still not working optima forma and having lost donor. In 2019 Medair Netherlands will keep using geef.nl as online donation platform until the issues are resolved.

2.3.2. Digital Communication and Social Media

Medair Netherlands is active on **Facebook, Twitter, and Instagram** and will continue this in 2019.

E-newsletters will be sent out to subscribers 1-2 times per month. Plan is to tailor the email marketing more through segmentation

Plans 2019

In 2019 we will increasingly focus on **reputation management**, because in a giant market everything is about **making a difference**. There are 250 million stories every day, we need to find ways to make ours count. Having a **high-quality** social content strategy is necessary. Supporters and donors want concrete evidence that their giving has an **impact**. They want to put a face to the name.

- In May we will present a clear plan of action for 2018-2019. It is important that we look at what our donors think of us and then use this data strategically to improve our social media channels en digital marketing strategy. We will use the data from our donor research in March 2018 to create the plan.
- Striving for **quality** may take longer, but good content will stick better with our followers and we will also get a lot more reliable. Our content has to provoke **interaction**. When there is a lot of interaction, our **reach increases**.
- It is expected that by 2019 80% of the content will consist of **video**. In 2019, video will leave an even bigger footprint in social media. We want to **increase our video content** in 2019, but are partly dependent on HQ in the outcome.
- 2019 will be the year of **conversion management**: How do we turn a follower on social media into a donor. We will use the three A's" strategy: Appreciation, Advocacy, Appeals.*) We will need to create **relationships** and **engage** with our supporters. We need to ask them for opinions and co-create with them.

**Steven Shattuck*

2.3.3. Medair News/Fund Appeal

Medair Nieuws is a magazine that serves several purposes: Sharing about the work that is possible thanks to the generous donations of Medair, fundraising and sharing about past and future opportunities for donors to engage and support the mission of Medair.

In 2018 a trial was done with not three but two editions of Medair News. One in the spring and one in the fall. In the beginning of the summer a Medair Update was sent on all the activities of Medair Netherlands in the summer.

Plans 2019

- Two editions of Medair News in the spring and fall and a Medair Update in the summer.
- Overall continuation of the collaboration with headquarters on the production of the Medair News.
- Making the Medair News Dutch Edition as much linked to Dutch field staff as possible. If possible adapting content with examples of Dutch Field staff.
- Evaluation of the Medair News layout set up as in this form since 2011. How can low cost adjustments be made to make the look and feel more 2019.

Fund Appeals are one of the most direct print materials in which Medair Netherlands directly addresses donor and leads with a request for funding. In 2018 different styles have been tested. To be evaluated and implemented in 2019

Plans 2019

- Continue the sending of four regular printed Fund Appeals and E-Appeals for an urgent need or if a disaster strikes and Medair International sends an emergency response team.
- To send more targeted Fund Appeals and not to the whole database.
- Separate customer/donor journeys for current donors and potential donors.
- Evaluation on the Fund Appeals in 2018. Adapt the DM plan to reach more donors in 2019

2.3.4. Media

Aim to raise awareness for Medair and via the exposure support the fundraising and recruitment efforts in the Netherlands.

Plans 2019

- Strengthen contacts with journalists from Christian media outlets
- Increase contacts with journalist with non-Christian media
- Actively pitch Dutch field staff to local and regional media before, during and upon return from deployment (with support of field staff and communication officers in the field)

3. Involvement of the Dutch workers in the field programmes and at headquarters.

3.1. Recruitment

Our standard recruitment activities are:

- Uploading international vacancies on Dutch Job boards
- Follow up with potential candidates to give them information about possibilities to work for Medair.
- The information evenings (four per year) in Amersfoort are always well attended and deliver interesting candidates. Improve communications to new Medair staff to the field, (developing Medair binder with ways to promote Medair in local church and local newspaper/Prayer info)

In 2018 we organised a Home Front evening. An evening for family and network of field staff. Aim to strengthen the relationships with network of field staff. Special attention was placed on 're-entry and how to deal with this'. The event was very successful and will be rescheduled in 2019.

Medair Netherlands also stepped into the opportunity to become a partner of the Dutch Editions of Willow Creeks Global Leadership Summit (GLS). A great opportunity to show church leaders and leaders of businesses that people can put their leadership potential in action in the field with Medair. Also a great opportunity to raise the awareness of Medair in the Netherlands.

Plans for 2019

- Annual home Front Evening
- Continue the plan to more strategically involve the Dutch workers in the field programmes and at headquarters for fundraising activities in the Netherlands (before contract, during break and after contract)
- Secure partnering with GLS for 2019-2021 and extend the opportunities for recruitment visibility with Medair.

4. Improving organisational set up and procedures strengthen and sustain Medair NL

4.1. Personnel

4.1.1. Staffing

Plans 2019:

- HR procedures in place
- HR handbook

4.1.2. Volunteers

In order to maximize the capacity and output of the Medair Netherlands staff, expand the capacity of the Medair Netherlands office in general volunteers are an essential and important part in the mission to raise the awareness for Medair.

Plans 2019

- Currently volunteers are asked to participate in events – often on a one time basis. Involve CSR partners for specific roles/advice.
- Complete Volunteer Strategy; Defining profiles, job descriptions, and volunteer management. Necessary for continued accreditation of CBF – Vrijwilligersbeleid.
- Volunteer Appreciation Event.
- Continued participation of Network of Christian organisation that work with volunteers. Share expertise and experience. Great way to be more visible in Christian circles.

4.1.3. Medair Ambassadors

Currently Medair Netherlands has one official ambassador Carla van Weelie (motivational speaker)

Plans 2019

- With the new relationship manager churches on board who also is a singer and speaker it will be possible to pitch more a complete event.

4.1.4. Interns

A great opportunities for interns to be part of the work of Medair and for Medair Netherlands an opportunity to get new ideas from a younger generation.

Plans 2019

- Two (communication) interns per year. Spring: focus on Events. Fall: focus on End of Year Campaign. 3rd and 4th year students HBO/ > has been put on hold in 2017 due to all the staff changes. Plan for at least search for one intern for social media.

- High schools interns - Maatschappelijke Stage and Profiel/beroepsstage more specifically during events.

4.2. CRM system

The current system used does not fully fit the needs of Medair Netherlands. The initial decision has been made to change to another CRM system with marketing automation. In 2018 the implementation has been put on hold.

Plan 2019

Implementation of the new CRM system and alongside working on a donor journey of all our stakeholders.

-End of Year Plan 2019 Medair NL team. Public version