National Emergencies Trust Coronavirus Appeal Evaluation

Phase 1 Summary

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Overview

This is a summary of the findings of the first part of the two-stage evaluation of the National Emergencies Trust's first activation and subsequent appeal. This supported the UK's response to the Covid-19 pandemic. Phase 1 of the evaluation was designed to address decision making around the relevance, efficiency, effectiveness, and sustainability of the appeal.

This document aims to share learning about organisational decision making at a time of disaster by outlining the context of the situation across the UK through 2020 and 2021, and introduces the organisation, the appeal, and details the approach to the evaluation. The four central findings of the evaluation are then summarised; these include the:

- Allocation of Funds,
- Identification of Need,
- Communications, Fundraising and Building Relationships
- Governance, Organisational Infrastructure, and Decision Making.

The final part of the summary describes recommendations for the National Emergencies Trust based on these findings.

This evaluation focuses on the activation of The National Emergencies Trust between March 2020 and March 2021.

Context

Following the tragic incidents at Grenfell Tower and the Manchester Arena, the UK Government and civil society developed a series of plans to help create a more enhanced and integrated approach to respond to the need of those people and communities most impacted by a national emergency. One aim was to create a single point of contact for all charitable giving, gifts, and donations to be processed, analysed, and shared with those most in need. The National Emergencies Trust was created in response to this, to "collaborate with charities and other bodies to raise and distribute money and support victims at the time of a domestic disaster" (National Emergencies Trust, 2020). The National Emergencies Trust was established as an organisation in November 2019 and based on the available evidence was expecting to activate on average every 2.4 years when a nationally significant domestic emergency occurred. It was one of the first UK-based organisations to launch an appeal in response to the Covid-19 pandemic a mere four months later, on 18 March 2020. The pandemic represents the largest and most long-lasting state of emergency in peacetime in the UK.

The human toll (175,256 people with Covid-19 on their death certificate and 15.9 million cases as of 24 January 2022; GOV.UK), the impact on societal functioning, and uncertainty around its evolution was unprecedented.

As a learning organisation dedicated to developing the best way to help those affected by disasters, the National Emergencies Trust committed to evaluate its first appeal to ensure lessons could be learnt for its own processes and actions and for the voluntary and community (VCS) and philanthropic sectors in the UK and globally. As a trusted academic partner, Nottingham Trent University (NTU) was selected to undertake this evaluation, securing funding from the Economic and Social Research Council (ESRC) to complete a two-phase evaluation of the National Emergencies Trust's first appeal.

This evaluation has had a particular focus on processes used to identify community need and groups, the evidence base used, how funds were allocated, the processes used in communications, the structures used to facilitate decision making and finally the way these enabled the National Emergencies Trust to determine the effectiveness of this action.

This summary and the accompanying report are written and presented with the acknowledgement that disasters are complex and often unpredictable in nature. This means that successful disaster management requires working with unknowns. Disaster philanthropy sits within this context of statutory response, voluntary and community response, charitable organisations, and other philanthropic organisations. The following quote exemplifies the challenging nature of this context:

"Arguably, there is no right way to distribute charitable funds in disaster situations; rather there are difficult choices with varying costs and benefits" (Leat, 2018; Distributing Funds in Disaster, LET)

Within this context and the unprecedented scale of the pandemic, the National Emergencies Trust's staff team, trustees, and associated volunteers worked tirelessly to raise and distribute more than £97m*of funding to support need across the UK during a time of national emergency. As the first appeal of a new organisation the scale of the pandemic presented a series of challenges, and a need to rapidly evolve. This evaluation is intended to support the ongoing development of the National Emergencies Trust and the broader sector to ensure leading practice is shared and lessons acted upon.

*the Trust continues to raise funding for the Coronavirus Appeal, this figure is correct as of March 2021

The National Emergencies Trust and the Covid-19 Pandemic

The National Emergencies Trust

"… an original vision of the learning from 2017 of a sector coming together to collaborate better…. to do things better both operationally [in terms of distribution of funding] and in terms of fundraising [better co-ordination]." (Evaluation interview participant)

The National Emergencies Trust was launched in November 2019 in response to calls to enable the UK voluntary and community sector (VCS) to better respond to disaster and crisis incidents of national significance after several high-profile events in 2017, including the Manchester Arena, Westminster Bridge, London Bridge, Finsbury Park and Parsons Green terror attacks and the Grenfell Tower fire.

The public response to these incidents through donations enabled largely by online giving platforms generated large sums of funding raised by individuals who had little knowledge or experience of which VCS organisations would be best placed to manage and distribute these gifts. Correspondingly, several reports emerging after these incidents (Deeming, 2018; Leat, 2018; Plastow, 2018) found that those local charities and voluntary groups receiving such funds and responding to the immediate and longer-term needs of the communities affected found themselves overwhelmed, delivering services outside of their core missions and needing further guidance and support themselves, that at the time was difficult to source and access.

In 2017 following these incidents the Charity Commission sought to convene a group of organisations experienced in disaster response to identify ways in which the VCS could better respond to disaster. This led to the establishment of the National Emergencies Trust in 2019. The role of this new organisation was to provide a coordinated, national point for public donations and fundraising, with the corresponding skills, expertise, and capacity to ensure that any raised funds would be effectively and equitably distributed to individuals and voluntary and community organisations responding to disasters of national significance in a coordinated and well-managed way.

The National Emergencies Trust's response to the Covid-19 pandemic represented its first appeal and a test of this new model.

The Coronavirus Appeal

The National Emergencies Trust activated for the first time in response to the Covid-19 pandemic four months after its establishment, with the launch of the Coronavirus Appeal on 18 March 2020. The scale of the pandemic's impact was felt across the full geographical reach of the UK and felt across the whole of the UK's population.

Between 18 March 2020 and 28 February 2021, the National Emergencies Trust triggered its systems and processes to support the effort to tackle the short-, medium-, and long-term effects of the Covid-19 pandemic that swept across the UK. During the appeal the initial team of 2.5 staff and 12 trustees mobilised their networks alongside engagement with external communications contractors and voluntary support organisations to provide surge capacity. The National Emergencies Trust grew to an estimated team of 109 at the peak of the appeal with volunteers helping across a range of roles and organisations with varying degrees of temporal engagement.

During this time of uncertainty for the UK, the National Emergencies Trust operated through a series of defined committees to evaluate and support day to day operational decisions with the Board of Trustees having final say on strategy and on all grant allocations. Within the evaluation period, the National Emergencies Trust recorded minutes from 162 committee and board meetings.

The National Emergencies Trust raised in excess of £97 million to help alleviate some of the effects of the Covid-19 pandemic across the UK, distributing funding through the national network of Community Foundations and a selected network of National Funding Partners (NFPs). Between March 2020 and March 2021, 13,286 grants were given to 10,662 VCS organisations, supporting those with differing, altering, and developing need across the course of the pandemic. This was achieved through both the onward distribution of grants via Community Foundations and later in the appeal through Comic Relief and direct distribution to nine National Partners.

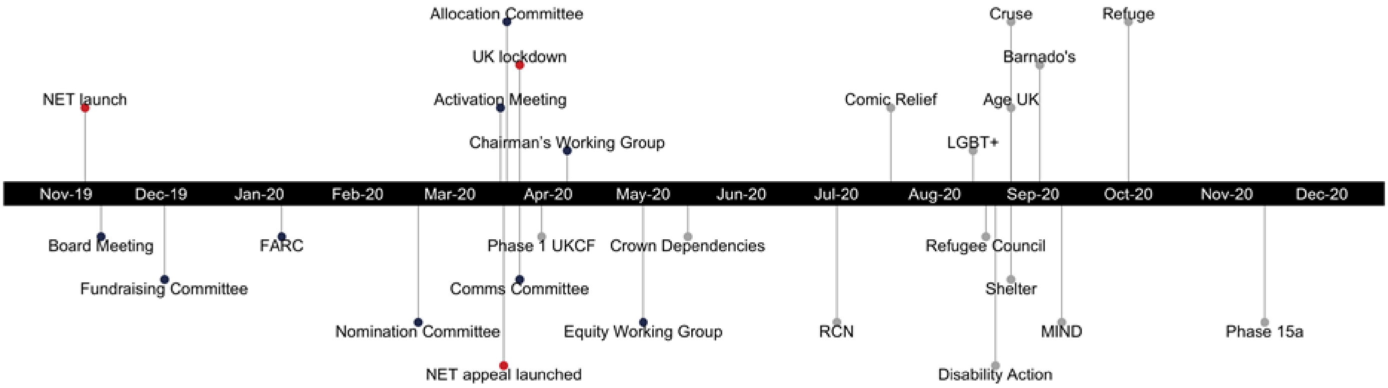

Figure 1: Timeline showing key National Emergencies Trust dates (red), the first committee meetings (navy) and the first distributions to distribution partners (grey)

The NTU Appeal Evaluation & Methodology

As a new learning organisation, the National Emergencies Trust committed to conduct an evaluation of the first appeal to ensure leading practice was shared and lessons were fed back into the organisation's strategic and operational systems. The National Emergencies Trust worked with NTU to secure external funding to conduct an evaluation of the first appeal as soon as they activated in March.

The Economic and Social Research Council (ESRC) supported a two-phase evaluation of the National Emergencies Trust's first activation and the subsequent appeal. The NTU team and the National Emergencies Trust have worked together to shape an evaluation that will inform future appeals and wider learning. This open and collaborative relationship has continued through the project with a high degree of trust and candour shown by the National Emergencies Trust colleagues, trustees, and volunteers. This helped to ensure insights were shared and a collaborative relationship was created to support the National Emergencies Trust to learn and adapt.

The overall aim of the evaluation is to create a detailed picture of the National Emergencies Trust's Coronavirus Appeal (Phase 1) and its impact (Phase 2).

Phase 1 has evaluated the National Emergencies Trust's decision to activate on 18 March 2020 and the progress of the appeal up to 28 February 2021, to identify and feedback key learnings to stakeholders (the VCS, philanthropy sector, UK and other national governments, disaster and emergency professionals, and academics), and inform planning for future appeals. As such, it focusses on core processes within the National Emergencies Trust itself.

The specific evaluation objectives for Phase 1 were to:

1. Objectively evaluate the National Emergencies Trust's decision making processes during its first appeal in response to the Covid-19 pandemic
2. Identify areas of good and leading practice, and
3. Make recommendations where processes may be improved to ensure that those in most need are able to access appropriate support at times of national disaster.

Within these broad objectives, the evaluation focussed on the following criteria:

- the processes used to allocate funds to and determine the effectiveness of donations on relevant community groups and for

achieving the National Emergencies Trust's objectives
- the processes used to identify community need and groups and the evidence base used to inform decision making
- the processes used in communications and building relationships with the public, community groups, vulnerable individuals, partner organisations, other charitable organisations, and local government bodies
- the processes used and structures put in place to support and facilitate decision making and delivery of the National Emergencies Trust's objectives.

To support this evaluation the National Emergencies Trust has collaborated with the NTU team to model a process of knowledge co-production and exchange. In doing so, they have provided the NTU team with access to all minutes, process documentation, terms of reference, and organisational charts. The National Emergencies Trust additionally facilitated access to staff, trustees, volunteers, and partners to support the study as interviewees and respondents to surveys. This has enabled the evaluation to draw accurately from the collective experiences and robust sources of data in analysing the appeal and drawing recommendations.

The NTU team have maintained regular dialogue with the National Emergencies Trust's staff through a dedicated evaluation manager who has facilitated access to the National Emergencies Trust's material, staff, trustees, and partners. The NTU team held fortnightly meetings (weekly during the earlier stages of the evaluation) with this staff member to discuss the needs and possibilities of the project. These processes have ensured lessons and insights can be fed back to the National Emergencies Trust in real time and that data requests can be managed at speed.

The National Emergencies Trust's record keeping showed a clear desire to be transparent about processes and decisions in the heat of an emergency of a magnitude that required a huge increase in scale of their operation. To ensure the project creates robust findings, an advisory board of independent academics, independent practitioners, and National Emergencies Trust staff, trustees, and stakeholders was established to act as an independent critical friend and oversee and guide the direction of the project. This advisory board met every 6-8 weeks during Phase 1 and through Phase 2 every quarter.

The collaborative approach outlined above has allowed the National Emergencies Trust to incorporate learning into the continuing assessment and development of the organisation's overall and ongoing strategy, operations, and governance. Interim findings have been fed back through presentations to the board of trustees and staff team at the National Emergencies Trust and has informed several reports to facilitate the refinement and improvement of the National Emergencies Trust strategy.

Over the course of the evaluation, the NTU team:

- analysed 162 minutes and accompanying documents from the committee and board meetings during the lifetime of the appeal. A further 11 sets of minutes and accompanying documents prior to the appeal have been analysed for context.

- analysed 420 appeal and policy documents provided by The National Emergencies Trust, including reports, proposals, policy and governance documents,

- conducted 29 interviews with past and current members of the National Emergencies Trust staff, trustees, volunteers, and key stakeholders.

- completed a volunteer and secondee survey with 10 additional former and current appeal volunteers.

- analysed UKCF's reporting data using a quantitative corpus analysis of Community Foundation-reported grant descriptions to explore and validate beneficiary groups and services from qualitative descriptions on the purposes of grants.

The findings and recommendations from Phase 1 are outlined in the remainder of this summary to provide insights to the National Emergencies Trust as it moves past its first appeal and begins to plan for future appeals.

Summary of findings and recommendations

Evaluation of data from phase 1 yielded four key themes, with the specific learning and recommendations drawn out in each of these areas. These are:

A. Allocation of Funds

- Grant-making Models
- Timing
- Equity and reach

B. Identification of Need

- Data and Allocation Formula
- Distribution partner data collection, receipt, and use
- Addressing Intersectional Need

C. Communications, Fundraising and Building Relationships

- Fundraising
- Distributors & Grant Recipients Communications and Engagement
- Wider External Communications and Relationship Building

D. Governance, Organisational Infrastructure, and Decision Making

- Evolving Governance and Organisational Infrastructure
- Decision making, inter-committee and staff communication
- The role of existing strategic frameworks in decision making and guiding work
- Organisational and workplace culture

The final section of this summary maps this learning onto the Phase 1 criteria indicated above. The themes/sub-themes identified provide a clear basis from which the National Emergencies Trust can learn and adapt to future appeals, facilitating the development and refinement of its decision making processes and structural and strategic development.

Recommendations

The recommendations from the four key themes identified above are described in further detail below.

Allocation of Funds

Determine flexible allocation methods: As a disaster progresses, those impacted, and the nature of the needs experienced will vary. As new data are collected and analysed, people or needs that have not been supported may also be revealed. Developing processes which prompt the consideration of when and how to adapt the allocation methodology will facilitate the National Emergencies Trust in ensuring that funding reaches those in greatest need throughout the lifetime of the disaster.

Consider distribution partner function: Distribution partners will each have unique functions and reach with the communities they serve. At times of disaster, some distribution partners may be better suited to addressing and reducing the impact of the disaster on their communities, and this may change as the disaster – and therefore disaster needs – evolve and progress from immediate response, stabilisation, through to short-, medium-, and long-term recovery, and resilience. Developing formal processes which consider the beneficiary groups and the organisational purpose will facilitate the National Emergencies Trust in selecting distribution partners who are best placed to provide disaster relief in response to changing needs.

Develop beneficiary involvement framework: The National Emergencies Trust identified the need to amplify the voices of marginalised and underfunded groups during its first appeal, and as a result set up the Survivor's Advisory Forum and the Equity Scrutiny Group. Including intended beneficiaries in conversations and decisions around allocation helps to develop an understanding about the nature and extent of need that may not otherwise be possible. Developing a more enhanced framework for beneficiary involvement will facilitate the National Emergencies Trust in mobilising this support; in knowing how and when it wishes to benefit from those voices, and how to identify and include these groups during the appeal.

Identification of Need

Ascertain who is most suited to identifying need: As the National Emergencies Trust's identity and purpose have evolved through the Coronavirus Appeal; its position and expertise have also evolved. This leaves an opportunity for the National Emergencies Trust to reconsider the extent to which it is necessary to have centralised responsibility for identifying those who have been impacted at times of disaster, and for whom funding would relieve some of that impact. The National Emergencies Trust's distribution partner organisations may have greater capability, capacity, and resources to identify unmet needs during the initial and later stages of a disaster, depending on the nature of the incident. At times of disaster, ascertaining this suitability and utilising its network of partners and their expertise will facilitate the National Emergencies Trust in effectively understanding the nature of the needs of the disaster.

Consider a flexible policy of distribution: Through the appeal, the National Emergencies Trust has worked alongside voluntary and charity sector organisations (e.g., Community Foundations, the National Emergencies Trusts' National Funding Partners) to distribute funds to those in need. These organisations have various strengths and may each be suited to supporting people affected by disaster at different times, in different demographics, and different disasters. In response to this the National Emergencies Trust developed three distinct allocation and distribution models during the appeal in real time. Adopting a formalised and planned flexible policy would mean that the National Emergencies Trust could harness its evidenced strengths in flexibility and agility to respond in a bespoke way that was most effective in each situation.

Decide and communicate early: Inefficiencies in identifying need arose when different organisations were each attempting to identify it, and when it was unclear where responsibility for need identification lay. Deciding an approach for identifying need early and communicating clearly with all involved will facilitate the timely and efficient distribution of funding to those with greatest unmet need at the time, without placing undue load on key personnel, and without creating duplication of effort.

Incorporate intersectional needs: The most vulnerable at times of disaster are most frequently those with intersectional needs, who may already be at greater risk of impact, and whose needs may be more complex. These needs may be harder to identify and therefore have a greater likelihood of being missed from disaster relief efforts. By incorporating intersectional needs into need identification frameworks, the National Emergencies Trust will increase the likelihood of ensuring that the funding reaches those with the greatest needs at times of disaster.

Develop data expertise: Effective modelling of needs requires data literacy and statistical skills to be available throughout an appeal. These skills should include understanding the types of data that can be drawn upon, and how to ascertain meaningful answers about disaster needs from complex and messy data. This enables need-modelling and allocation formulae to be updated as the nature and impacts of a disaster unfold. By integrating this data expertise availability from the activation of an appeal through to its conclusion, the National Emergencies Trust will be better placed to develop nuanced understandings of need and flexible allocation formulae where required.

Communications, Fundraising, and Building Relationships

Continue to build wide and diverse networks: Identifying and understanding the experiences of people impacted by disaster can often be enhanced by the incorporation of people with related background and experiences, who are well placed to feed into decision making where appropriate. The National Emergencies Trust developed its model of engaging with beneficiaries and expanded the diversity of its trustees throughout the Coronavirus Appeal. It also included processes for drawing on and immersing more diverse networks in the board of trustees and in decision making processes. By continuing to develop and incorporate these processes, the National Emergencies Trust will increase its ability to understand and identify need from diverse and historically marginalised people across diverse socio-demographic and geographic groups.

Consider fundraising approach: The evolution of the fundraising and individual giving trends in recent years highlights that The National Emergencies Trust should continue to reflect on the way it works in this space. The Coronavirus Appeal raised c.40% of its funding from corporate donors, c.20% from major donors, c.20% from government, and c.20% from the public. To some extent this spread of funds across donor types was unexpected but is reflective of the scale of the pandemic and a national level emergency attracting giving from high profile organisations. The National Emergencies Trust's successful fundraising campaign was in large part due to its successful relationships with major donors (especially corporate and trusts & foundations). Formally incorporating these opportunities will enhance the National Emergencies Trust's ability to successfully fundraise in subsequent appeals and mitigate some of the competition for public donations with other charitable organisations that emerged during this first appeal.

Develop a system for sustainable relationships: When volunteers and staff with responsibility for relationship management move on from the organisation, there is a risk that the relationships that have been developed become severed across the National Emergencies Trust, with donors, and with funding partners. By sharing relationship management and stewardship across relevant staff and introducing a process for transferring relationship knowledge, the National Emergencies Trust will increase the likelihood of developing lasting relationships with stakeholders.

Governance, Organisational Infrastructure, and Decision Making

Introduction of decision log: At times of disaster, decisions are made fluidly and in response to information that may change rapidly; this means that the nature and rationale for decisions may be lost, which often results in an inconsistent or disorganised approach as personnel transition into and out of roles and relevant details are forgotten. Introducing a decision log, with brief rationale for decisions will provide the National Emergencies Trust with a resource that can be consulted when making subsequent decisions, and that can be used in the National Emergencies Trust's drive to increase transparency of its operations.

Onboarding staff: The National Emergencies Trust evolved its team structure as it expanded its operations during the first appeal, which meant that it was recruiting for roles that were embryonic in nature, and staff spent a lot of time understanding and developing the parameters and responsibilities of the role. Introducing a formal onboarding process and clear role description and responsibilities would mean that staff are able to join the team confidently and make an efficient contribution to the team from the outset.

Map responsibilities across and between departments: Without formal department responsibilities and frameworks for feeding into each other, departments may inadvertently duplicate effort or miss relevant information when making decisions and recommendations at times of disaster. Introducing a formal process of logging responsibilities and co-operation will reduce the potential for such redundant effort.

Develop systems to evaluate effectiveness of allocation methods: Determining the efficacy of allocation methods requires an ongoing internal evaluation of how and where funds are being used, and cross-mapping to determine whether any groups or needs are better aided through different distribution routes. Whilst a number of reactive assessments were noted during the appeal, we recommend that the National Emergencies Trust develops a process for evaluating the allocation method suitability at agreed timepoints. This would mean that the National Emergencies Trust can quickly decide when and if to adapt the allocation methodology through an appeal in response to developing or changing circumstances.

Communicate mission: Effective strategic decision making is impaired when staff and trustees have diverging understandings of the appeal's aims. Furthermore, without a clear understanding the team may operate in an unfocussed way and may inadvertently engage in mission creep. Communicating with the National Emergencies Trust's staff, trustees, volunteers, and secondees about the appeal's aims will facilitate the team in working well together towards a shared goal; where the appeal aims change as the National Emergencies Trust responds flexibly and agilely. Communicating clearly about how and why the appeal aims are evolving will facilitate the team in collectively responding to the emerging needs.

Criteria-mapped Findings

This section presents the findings from Phase 1 of the evaluation mapped to the evaluation criteria. The particular focus of this first phase of research has been on understanding and evaluating the development of the National Emergencies Trust's decision making processes, procedures, and structures over the course of the appeal. Evaluation of the data yielded the findings and recommendations related to the four overall themes and corresponding subthemes discussed above.

The Phase 1 findings and recommendations have been mapped to the four evaluation criteria below (more detail can be accessed in the full report).

Criteria	Findings
Criteria 1	1.1 – 1.5
Criteria 2	2.1 – 2.5
Criteria 3	3.1 – 3.4
Criteria 4	4.1 – 4.6

Figure 2: Criteria Map

Criteria 1. The processes used to allocate funds to and determine the effectiveness of donations on relevant community groups and for achieving the National Emergencies Trust's objectives (Full Report Part 2A, pp. 19-36):

The National Emergencies Trust had to expand at a fast pace and deal with the complexities of how to distribute funding nationwide in an efficient and timely manner. In response to the requirement to develop an adaptable and agile fund allocation methodology that effectively reached communities in need across the United Kingdom and associated territories, the National Emergencies Trust adopted three distinct grant-allocation approaches over the course of the appeal (which are explored in depth in the main report). Decisions around the adoption of these methods were informed by various intermittent summative and live processes developed to determine both the effectiveness and emerging impact of distribution of funds received, including weekly reporting from Community Foundations and a gap analysis in June 2020. The final impact of these grant-allocation approaches and the corresponding processes used to determine their effectiveness is still emerging, however, this report has identified five key points to guide decisions related to the adoption of future allocation and grant-making approaches.

Criteria 2. The processes used to identify community need and groups and the evidence base used to inform decision making (Full Report Part 2B, pp. 36-52):

The National Emergencies Trust developed an allocation formula to identify need in communities impacted by the Covid-19 pandemic across England, Wales, Northern Ireland, and Scotland. The formula facilitated the effective and equitable allocation of funds to 62 distribution partners across the course of the appeal, demonstrating the National Emergencies Trust's commitment to open, transparent, and non-discriminatory data-led grant-making. Five recommendations have been shared relating to the evaluation of the Allocation Formula and associated data collection, analysis, and use for future appeals.

Criteria 3. The processes used in communications and building relationships with the public, community groups, vulnerable individuals, partner organisations, other charitable organisations, and local government bodies (Full Report Part 2C, pp. 52-66):

Over the course of the Coronavirus Appeal, the National Emergencies Trust mobilised the networks of the board and its executive to enable and facilitate a hugely successful communications and fundraising campaign, bolster its human resources, access key expertise, and develop strong external relationships with key stakeholders. In doing so, the National Emergencies Trust has built its networks to ensure a comprehensive and robust distribution network that was able respond to need as it was identified. This has contributed to an evolution of the National Emergencies Trust's strategic framework and operational capacity over the course of the pandemic, and this context frames four recommendations.

Criteria 4. The processes used and structures put in place to support and facilitate decision making and delivery of the National Emergencies Trust's objectives (Full Report Part 2D, pp. 66-82):

The National Emergencies Trust's first appeal has seen a rapid and ongoing re-development of the organisation's strategic frameworks and policies, as well as governance and decision making structures and processes. This has been supported by a surge in human resource capacity from enthusiastic volunteers and committed expert organisations. The National Emergencies Trust's agile response and growth to a novel large-scale disaster is impressive and has also highlighted six key points for consideration in preparation for future appeals.

Conclusion from the First Phase of the Evaluation

The National Emergencies Trust's first appeal occurred at a time of unprecedented challenge across UK society and the globe. The observations made in this evaluation should be considered within this context.

The National Emergencies Trust's decision making leading up to activation and during the appeal clearly supported a huge number of individuals and communities in need during the first three waves of the Covid-19 pandemic in the UK. To support the National Emergencies Trust in learning from the first appeal, four key areas are highlighted in the findings for reflection:

A. Allocation of Funds
B. Identification of Need
C. Communications, Fundraising and Building Relationships
D. Governance, Organisational Infrastructure and Decision Making

Sixteen sub-themes were identified across the four areas within which to explore the learning that the National Emergencies Trust can take forward, helping to ensure future appeals can learn and build on the Coronavirus Appeal. As a learning organisation which has committed fully and in good faith to this evaluation it is recognised that the National Emergencies Trust have already engaged with and explored many of the recommendations, and in some cases incorporated into their wider strategic and operational frameworks through our collaborative approach to this evaluation. Ongoing and continuous learning is being modelled by the National Emergencies Board and Executive and is demonstrably leading practice for the sector, where no two emergencies are ever the same. We hope that this report and its findings provides useful learning for the National Emergencies Trust board, staff team, and wider community that is committed to saving lives and relieving suffering caused by the disasters and emergencies that befall us in the UK.

This Phase 1 evaluation is part of a broader, ongoing evaluation that will include an assessment of the impact of the appeal on the organisations, communities, and individuals who were supported by the National Emergencies Trust during the Coronavirus Appeal.

The second phase of this evaluation is now underway and will report findings and recommendations in 2022.

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