

Images in online fundraising and marketing:

A critical examination of ACFID Members' practice and perspectives

A report drafted for the Australian Council for International Development (ACFID)

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EXECUTIVE SUMMARY

Development organisations face the constant challenge of ensuring their images and messaging meet high ethical standards, while at the same time being effective fundraising and marketing tools. Globally, there has been a shift towards using more positive images that emphasise the potential impact of donations. Despite this, recent research from the UK, Ireland and Denmark suggests that many development organisations use images that are framed in a way that may discourage long-term support. Given this, and broader concerns around current practice, the Australian Council for International Development (ACFID) identified the need to better understand how images are chosen and used in the Australian sector.

Therefore, this research aims to provide a critical examination of ACFID Member organisations' current practice, decision-making processes, motivations and challenges in their use of images for online fundraising and marketing. To do so, a content analysis of the images used across a range of online channels of a sample of 24 Members was conducted. Additionally, an online questionnaire was completed by around one fifth of ACFID Members. While this relied on self-reported data, their responses provide a deeper understanding of the perspectives and beliefs that influence Members' image choices.

In 2017, ACFID revised the Code of Conduct, and established several new expectations related to the content, sourcing and approval processes for images. While some aspects of the Code requirements are difficult to assess on face value, there were generally high levels of compliance in terms of image content. There is, however, some room for improvement with regards to the widespread use of formal approval processes and image guidelines. Encouragingly for ACFID, Members felt that the Code of Conduct requirements were clear, although there is still some confusion about ethical decision-making frameworks and what they look like in practice. Given their importance in the Code of Conduct, providing examples of ethical frameworks should be a high priority for ACFID.

To generate a more nuanced understanding of the types of images being used by Members, this research also examined how organisations 'frame' their online fundraising. In general, Members are less likely to use images and messaging that tap into intrinsic positive values that may lead to greater public engagement with development issues. Instead their images and messaging often reinforce an 'us v them' mentality between donors and primary stakeholders, and portray support for development as a purely financial transaction. These results reflected those found in similar sector-wide research in the UK, Ireland and Denmark. Based on these results it is suggested that ACFID engage Members in deeper discussions about the types of frames being used and their potential impact on the sector.

This research also identified some of the values and beliefs that drive Members' image choices. Members place a high priority on using images that promote their organisational values, show the impact of their work, are generally positive and visually compelling. There is also a strong desire to ensure their images show the 'whole truth', although this may be

interpreted differently in practice. There are some key differences with images for humanitarian appeals. Reflecting the time-sensitive and critical nature of these appeals, Members look for images that show a sense of urgency, highlight the extent of the need and give context to the situation. Members who participate in humanitarian appeals demonstrate an acute awareness of the ethical challenges associated with using images in this context.

When making decisions about images, most ACFID Members involve a range of departments and report high levels of consensus at an organisational level. It is suggested that future training provided by ACFID around images and messaging should be promoted to a wide range of personnel, not just those in communications roles. Interestingly, most Members either never or rarely use external agencies to support their fundraising and marketing. Those that do are predominately large organisations, indicating that any further investigations around this issue should focus on this group of Members. The main steps involved in making decisions about images are fairly consistent across Members, however images used in social media sometimes go through a less rigorous approval process. Even so, the content analysis of current images did not reveal any widespread problems with those used on social media, suggesting that the processes are still effective.

In terms of sourcing images, Members face several key challenges and issues. These include: obtaining consent from those photographed; using images from external sources, including media outlets; relying on images from partner organisations; and accessing high quality images. ACFID can support Members by providing examples of consent processes, and providing opportunities to work collaboratively to generate further guidelines around these issues.

In fact, there is a strong desire from Members for increased cooperation and collaboration across the sector to improve practice and share expertise across a range of issues. One key area of interest is increasing the involvement of primary stakeholders in decisions around images and messaging. ACFID can play an important role in facilitating this cooperation, and use its existing communication channels to provide Members with greater information about current 'best practice'.

RECOMMENDATIONS

This research makes the following recommendations:

ACFID to:

Short-term	<ul style="list-style-type: none">• Provide further clarification and examples of ethical-decision making frameworks. Examples could come from existing frameworks used by Members, or be developed collaboratively through discussions with Members where limited examples already exist. Where possible, guidance or examples should acknowledge potential differences in the design and implementation of ethical decision-making frameworks for Members of different sizes. It would be beneficial to also identify how ethical decision-making frameworks differ from a policy or guidance document. Examples and any clarifying information should be added to the Good Practice Toolkit online.• Generate or source examples of consent process, particularly those relevant to small and medium organisations.• Collaborate with Members to generate and disseminate easily-accessible and more detailed information about ‘best practice’ in the use of images. How this information is communicated will depend on available resources, however some potential opportunities include:<ul style="list-style-type: none">○ Developing a comprehensive Images and Messaging toolkit or guide that incorporates current research, examples of different ‘frames’ and ethical decision-making frameworks.○ Individual fact-sheets or case studies that focus on specific issues, such as how to include primary stakeholders or tips for working with partners, that could be added to the Resources section of ACFID’s Good Practice Toolkit.• Conduct follow-up interviews with questionnaire respondents to clarify what aspects in particular they find challenging about understanding Code requirements.• Reinvigorate and support the existing Images and Messaging Community of Practice as a means of increasing collaboration between Members. This group could act as a focal point for the sharing of information and examples of ‘best practice’. Being online, it is accessible to all Members and is a cost-effective approach for ACFID.
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Medium-term	<ul style="list-style-type: none"> • Provide opportunities for Members to share knowledge and expertise around how to involve primary stakeholders and build partners' knowledge and practice around the use of images and messaging. • Hold targeted discussions with ACFID Members involved in humanitarian appeals to clarify expectations around the appropriate use of re-tweeted or re-posted images, particularly during the initial stages of a crisis.
Long-term	<ul style="list-style-type: none"> • Engage Members in on-going and deeper discussions around the current frames used in fundraising across the sector, and their potential impact on public engagement. These discussions could extend existing work already done as part of the Campaign for Australian Aid, around the use of values in advocacy, into the fundraising and marketing fields. • Consider requesting Communications policies, or other relevant documents including ethical decision-making frameworks, be submitted for review as part of the next round of Code Self-Assessments. This would assist ACFID to better understand how Members are interpreting and implementing the Code of Conduct, and help corroborate self-reported compliance. • Ensure future training or support is accessible and promoted to a wide audience, including those who don't necessarily have a communications or fundraising background. • Conduct further research using interviews or case studies to generate a deeper understanding of any differences in the priorities and opinions within organisations, and where the power lies.

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KEY TERMS AND DEFINITIONS

ACFID	The Australian Council for International Development (ACFID) is the peak body for the not-for-profit aid and development sector in Australia.
ACFID Code of Conduct	A voluntary, self-regulatory code of good practice that aims to improve international development and humanitarian outcomes and increase stakeholder trust, by enhancing transparency, accountability and effectiveness.
ACFID Member	ACFID membership is a voluntary process available to all organisations working in overseas aid and development. To become a Member, organisations must demonstrate compliance with the ACFID Code of Conduct.
Partner organisation	An organisation with whom an ACFID Member collaborates and supports in order to achieve their goals. Partner organisations may be more likely to work outside of Australia.
Primary stakeholder	An individual, or group of people, who directly benefit from or are impacted by the work of an ACFID Member.

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1. INTRODUCTION

In an increasingly competitive market, Australian development organisations are under constant pressure to generate public donations and support. ACFID Members, regardless of size, rely heavily on public donations, receiving on average more than half their funding from public donations¹. While the proportion of the Australian population donating to overseas development organisations has remained fairly constant in the past few years², the total value of donations has decreased as a percentage of GDP³. This suggests that development organisations have not been able to tap into Australia's growing wealth. With more organisations entering the sector, maintaining public support, financial and otherwise, is crucial for the long-term viability of ACFID Members and the sector more broadly.

It is therefore essential that the images that organisations use in their fundraising and marketing are effective at maintaining public support. Organisations must make deliberate, and sometimes difficult, decisions about which images to use. In doing so they must balance the desire to increase donations with their ethical and moral obligations to those represented in the images and donors. In recent decades, criticism of the negative 'poverty porn' imagery used by many organisations has led to a shift towards more positive images⁴. At the same time, many regulatory bodies, including ACFID, and individual organisations have established ethical guidelines that emphasise a more complete representation of development contexts, and prioritise respecting the dignity of those represented.

However, sector-wide research in the UK⁵, Ireland⁶ and Denmark⁷ has suggested many organisations continue to use images and messaging to frame their fundraising and marketing in a way that may in fact discourage long-term public support. Considering the reliance on public donations, it is critical to examine whether similar trends exist in the frames used by Australian organisations. This research will be a useful first step in this process.

Additionally, in June 2017 ACFID implemented a new Code of Conduct which included new requirements around the use of images and messaging by Members. ACFID workshops and

¹ ACFID, *State of the Sector* (Canberra: ACFID, 2018), 34.

² According to ACFID's *State of the Sector* report, the around 8% of Australians over 18 donate to ACFID Members.

³ ACFID, *State of the Sector*, 25.

⁴ Nandita Dogra, "Reading NGOs visually – Implications for NGO Management," *Journal of International Development* 19, (2007): 161-171.

⁵ Andrew Darnton and Martin Kirk, *Finding Frames: New ways to engage the UK public in global poverty* (London: Bond for International Development, 2011).

⁶ Caroline Murphy, *Finding Irish Frames: Exploring how Irish NGOs communicate with the public* (Dublin: Dochas, 2014).

⁷ Lisa Richey, Ricky Braskov and Lene Rasmussen, *Finding Danish Frames: Communications, Engagement and Global Justice* (Copenhagen: Verdens Bedste Nyheder, 2013).

a small number of public complaints have highlighted the need for further investigation into the use of images in social media and humanitarian appeals especially. For ACFID to best support its Members to meet Code requirements and achieve ‘best practice’, there is a need for a deeper understanding of the current processes and beliefs that drive organisational decisions around images across the sector. It is important for ACFID, in its role as a peak body, to ensure Members’ own perspectives are included in any discussions around future directions for the use of images in the Australian sector.

1.1 RESEARCH PURPOSE

In response to the issues raised above, the purpose of this research is to provide ACFID with empirical evidence of the current use of online fundraising and marketing images⁸ in the Australian aid sector, and to improve understanding of ACFID Members’ processes and perspectives around this issue.

This research specifically aims to:

- Analyse trends and variations in how ACFID Members currently frame their fundraising and marketing using images and messaging;
- Critically examine ACFID Members’ decision-making processes and beliefs about ‘best practice’ around the use of images;
- Identify key challenges and issues around the use of images in the Australian sector, and;
- Provide recommendations about how ACFID could best support its Members to meet Code of Conduct requirements and achieve best practice in their use of images.

1.2 RESEARCH APPROACH

To achieve the research aims, evidence was gathered using a mixed-methods approach, incorporating both a content analysis of online images and a questionnaire delivered to ACFID Members. This enabled analysis of existing images, as well as a deeper understanding of organisational processes and beliefs that influence the choices being made. Data from both methods was triangulated where possible to improve the reliability of the analysis.

⁸ ACFID Members’ online channels were chosen as a specific focus due to the public availability of data, and the emphasis given to fundraising and marketing on those channels (Muller and Wood 2016).

1.2.1 CONTENT ANALYSIS

Images and videos used in online fundraising and marketing were collected from a sample of 24 ACFID Members. The sample was representative of the variations in size of ACFID Members, with 5 large, 8 medium and 11 small organisations included⁹. In response to existing concerns around the use of images in humanitarian appeals, where possible, humanitarian organisations were purposely included in the sample.

Where available, images were collected from each organisation's website, Facebook page, Twitter feed, Instagram account, crowdfunding sites and video channels over a period of two weeks. In total, 532 images and videos were collected¹⁰ and each was coded according to its source, content and general purpose. In addition, a 'frames analysis'¹¹ was conducted on each image identified as having a specific fundraising purpose. Further information regarding the collection and coding process can be found in Appendix 1.

1.2.2 ONLINE QUESTIONNAIRE

An online questionnaire was made available to all 125 ACFID Members. It was designed to gather self-reported evidence of organisational decision-making processes, beliefs around 'best practice' and Members' perspectives on key challenges and issues. A combination of quantitative and qualitative data was collected to allow easier comparisons between organisations, whilst also enabling Members to explain and clarify their beliefs and perspectives. In total, 24 Members provided complete responses with a good representation of all organisational sizes – 8 large, 9 medium and 7 small¹². While the results cannot be generalised across all ACFID Members, they do represent one fifth of all Members and can therefore provide valuable insights into potential trends and variations that can be used to guide future discussions and additional research.

⁹ These categories are commonly used in ACFID publications and research, and are based on a Member's annual development spending. Large organisations have an annual development spend greater than AU\$10,000,000; medium organisations a spend between AU\$1,000,000- AU\$10,000,000; and small organisations less than AU\$1,000,000. At the time of this research there were 23 large, 43 medium and 59 small Members, making a total ACFID membership of 125.

¹⁰ Despite being fewer in number, large organisations used significantly more images across their channels. Therefore, the sample of images includes 239 images from large organisations, 156 from medium organisations, and 137 from small organisations.

¹¹ Darnton and Kirk, *Finding Frames*. See Section 4 for more detail.

¹² Coincidentally the same number of Members completed the questionnaire as were included in the content analysis. However, there was minimal overlap between the two groups.

2. LITERATURE REVIEW: FUNDRAISING IMAGES IN THE DEVELOPMENT SECTOR

Development organisations have long been conscious of the potential impact of their images and messaging on their public reputation and levels of financial support. In attempting to make the best images choices, organisations must consider: which images will be most effective at generating donations; whether their image choices are ethical and respectful of those they represent; and, how they might impact on long-term public support.

Research into how to increase charitable donations appears in a wide range of disciplines, and, to add to the complexity, the results are at times contradictory. Having analysed the results from over 500 cross-disciplinary studies, Bekkers and Wiepking¹³ identify eight mechanisms that motivate people to donate to charities. These are: awareness of need, being asked directly, costs and benefits, altruism, reputation, psychological benefits, values and efficacy. Each of these mechanisms may be moderated by numerous other contextual and psychological factors, adding to the challenge for fundraising professionals.¹⁴ However, while they might provide a useful starting point, the mechanisms identified by Bekker and Wiepking aren't specifically related to fundraising in the development sector.

Since the 1980s there has been a significant shift away from 'negative' images in development fundraising, which often emphasised suffering and evoked feelings of guilt and pity¹⁵. Instead there has been a shift towards more positive images that highlight the impact a potential donation could have. This has been largely driven by ethical and moral concerns around how those in the global South have been represented by development organisations¹⁶. However, critics such as Chouliaraki¹⁷ have argued that the use of "deliberate positivism"¹⁸ continues to perpetuate paternalistic and simplistic

¹³ Rene Bekkers and Pamela Wiepking, "A literature review of empirical studies of philanthropy: Eight mechanisms that drive charitable giving," *Nonprofit and Voluntary Sector Quarterly* 40, no. 5 (2011): 924-973.

¹⁴ Bekkers and Wiepking, "A literature review," 946.

¹⁵ Dogra, "Reading NGOs visually," 162-163.

¹⁶ Heide Fehrenbach and Davide Rodogno, "A horrific photo of a drowned Syrian child: Humanitarian photography and NGO media strategies in historical perspective," *International Review of the Red Cross* 97, no. 900 (2015): 1121-1155.

¹⁷ Lillie Chouliarakai, *The ironic spectator: Solidarity in the age of post-humanitarianism*, (Cambridge: Polity Press, 2012).

¹⁸ Dogra, "Reading NGOs visually," 163.

representations of individuals and issues surrounding development. Orgad¹⁹ even goes so far as to say that the overuse of positive images is a form of misrepresentation as it is often aiming to minimize discomfort for the donor at the expense of depicting the reality of a situation.

Aside from these ethical dilemmas, the research around whether positive or negative images are more effective at generating donations is mixed. Basil, Ridgway and Basil²⁰ have shown that guilt can be an effective emotion for eliciting donations, when accompanied by a sense of responsibility. Therefore, from a purely short-term fundraising viewpoint the persistent perception that negative images 'work' is somewhat justifiable. However, Hudson et al.²¹ found little difference in the likelihood of donations from more 'traditional' negative style appeals that used emotions such as guilt and pity, and alternative 'positive' ones based on hope and solidarity. Furthermore, research by Das et al.²² suggests that positive images, when used in conjunction with personal narratives, can be effective at raising money. Clearly, there are many complex factors that determine a donor's response to a fundraising image, many of which may not be present in the lab-based research outlined above. Importantly, Dogra²³ points out that looking at images as either positive or negative is overly simplistic and limits any nuanced analysis.

In response to this, there has been a push, particularly in the UK, to move towards a more nuanced analysis of the images being used, drawing on theories around values and 'framing'. Using the work of Shalom Schwartz and George Lakoff, Darnton and Kirk²⁴ provide a strong theoretical justification for the use of some 'frames' over others, based on the notion that certain values are more likely to lead to long-term public engagement with development issues. In essence, they argue that "activating intrinsic goals and Universalism values will help secure public engagement with development for the long-term."²⁵ Similarly, they suggest that values such as personal reputation, financial success and self-interest should be avoided. Empirical research conducted by Common Cause²⁶ in the UK, supports

¹⁹ Shani Orgad, "Underline, celebrate, mitigate, erase: humanitarian NGOs' strategies of communicating difference," in *Humanitarianism, Communications and Change*, ed. S Cottle and G Cooper (New York: Peter Lang, 2015), 117-132.

²⁰ Debra Basil, Nancy Ridgway and Michael Basil, "Guilt appeals: The mediating effect of responsibility," *Psychology and Marketing* 23, no. 12 (2006): 1035-1054.

²¹ David Hudson et al., "Emotional pathways to engagement with global poverty: An experimental analysis," paper presented at the 2015 Annual Meeting of the American Political Science Association, San Francisco, September 2015.

²² Enny Das, Peter Kerkhof and Joyce Kuiper, "Improving the effectiveness of fundraising messages: The impact of charity goal attainment, message framing and evidence on persuasion," *Journal of Applied Communication Research* 36, no. 2 (2008): 161-175.

²³ Dogra, "Reading NGOs visually."

²⁴ Darnton and Kirk, *Finding Frames*."

²⁵ Darnton and Kirk, *Finding Frames*," 99.

²⁶ Common Cause, *No cause is an island: How people are influenced by values regardless of the cause*, (London: Common Cause Foundation, 2014).

their argument to some extent, showing that images and messaging that draw attention to intrinsic, ‘compassionate’ values increase people’s concern for social and environmental issues.

Overall, the research and evidence around the potential impact of ‘frames’ and values on fundraising outputs, is still very new and largely theoretical. Because it focuses on long-term change in attitudes, and not immediate reactions in behaviour, as is usually measured in studies around fundraising, any effects may not be seen for some time. Nonetheless, Darnton and Kirk provide a logical and compelling argument for why a more nuanced approach to the analysis of the images and messaging used by development organisations is needed.

This brief review highlights just how challenging it is for development organisations to know which images will be most effective at achieving what may be competing priorities. Given the complexity of the issues, this research seeks to examine how ACFID Members are approaching and dealing with these issues in an Australian context to strengthen best practice across the sector.

3. IMAGES IN THE ACFID CODE OF CONDUCT

Guidelines regarding the use of images and messaging, including but not limited to those used in fundraising, are incorporated into two Quality Principles in the ACFID Code of Conduct²⁷. These are:

- **Quality Principle 6:** Development and humanitarian organisations communicate truthfully and ethically.
- **Quality Principle 8:** Development and humanitarian organisations acquire, manage and report on resources ethically and responsibly.

ACFID Members are required to ensure their “communications are accurate, respectful, and protect [the] privacy and dignity”²⁸ of those being portrayed and must adhere to the ACFID Fundraising Charter. A copy of the full Code requirements is provided in Appendix 2. However, for the purposes of this discussion they are summarised in Table 1.

²⁷ ACFID, *ACFID Code of Conduct: Quality Assurance Framework*, (Canberra: ACFID, 2017) https://acfid.asn.au/sites/site.acfid/files/Quality%20Assurance%20Framework%20UDSEP17_revised%20May%202018pdf.pdf.

²⁸ ACFID, *ACFID Code of Conduct*, 23.

Table 1: Summary of ACFID Code of Conduct expectations regarding images

ACFID Code of Conduct Image Expectations	
Image content	<p>Images must:</p> <ul style="list-style-type: none"> • Be accurate and truthful • Respect the dignity of those being depicted <p>Several 'no-go' zones are identified. Images must <i>not</i>:</p> <ul style="list-style-type: none"> ○ Be dehumanizing ○ Feature dead bodies or dying people ○ Show children in a naked and/or sexualized manner
Sourcing images	<p>Images must:</p> <ul style="list-style-type: none"> • Be obtained and used according to 'ethical principles' • Not be used without the free, prior and informed consent of the person/s portrayed, including children, their parents or guardians • Be collected in a way that does not harm people or the environment
Organisational policies and processes	<p>Members must have:</p> <ul style="list-style-type: none"> • A policy, statement or guidance document that outlines the organisational requirements regarding the collection of information, images and stories. • An ethical decision-making framework, that includes: <ul style="list-style-type: none"> - A process that includes a range of staff in decision-making - Clear responsibilities for approval - A process which gives primacy to primary stakeholders

3.1 CODE OF CONDUCT COMPLIANCE

This research aims to move beyond simply assessing Members' compliance with the Code of Conduct. However, identifying the level and extent of any potential non-compliance is an important first step in detecting and addressing key issues that may require action from ACFID.

3.1.1 CONTENT OF IMAGES CURRENTLY USED

Overall the results suggest that instances of potential non-compliance with the Code are limited to a small number of isolated cases. Of the 532 fundraising and marketing images analysed, only one image and one video would potentially be classified as not compliant. The image showed a deceased person. However, this was in the context of a public funeral and was a re-posted news story rather than being taken by the organisation. The video was part of a humanitarian appeal and also used footage from other organisations. In this instance, there were concerns about individuals being portrayed in a potentially dehumanizing way, particularly children. Further discussion about the possible issues raised by re-using images from external sources will be dealt with in Section 7.

Although other images were not explicitly non-compliant, the analysis did highlight the difficulty of assessing many of the Code requirements. This is particularly the case for expectations around how images are sourced, including consent practices. Furthermore, many of the terms that are central to the Code, particularly 'respect' and 'dignity' are likely to be interpreted differently depending on the context and individual. For example, it may be appropriate in some cultures to use a photo of children without a shirt on, or it may be disrespectful to photograph someone who is ill. Even the expectation that images are accurate and truthful could be interpreted to suggest that using a disproportionate number of images of women and children is misrepresenting a situation²⁹.

This does not necessarily imply that the Code needs to be more proscriptive. ACFID Members work in diverse environments and the Code must be flexible enough to respond to these differences. However, it does underline the importance of Members having a consistent and organisation-wide process that ensures they regularly reflect on their interpretations of Code requirements in their image choices.

3.1.2 GENERAL POLICIES AND PROCESSES

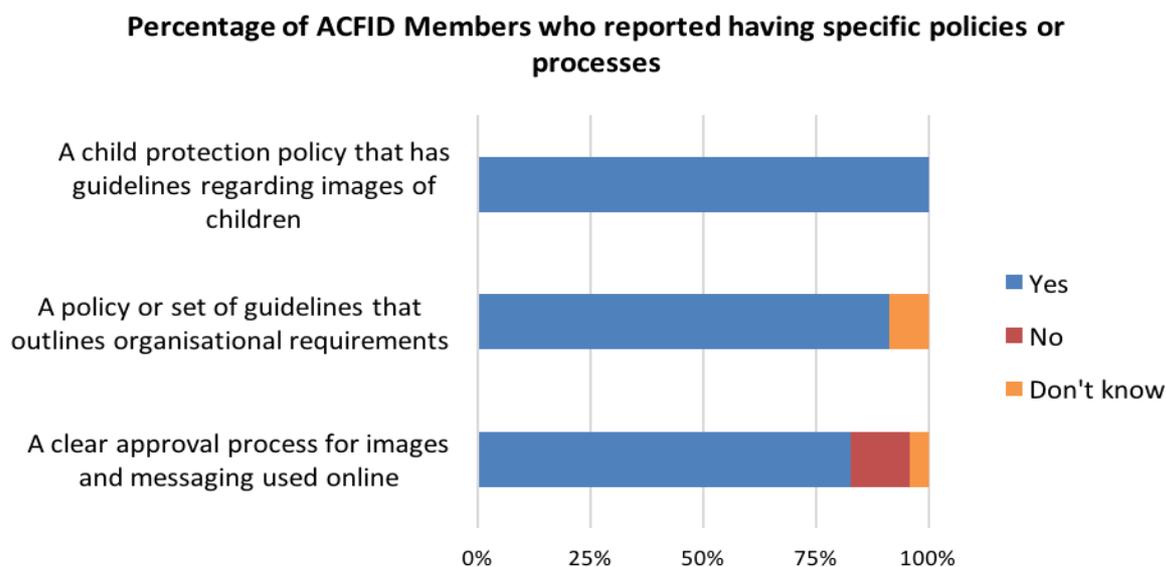
As outlined above, the Code of Conduct requires ACFID Members to have certain policies and processes to guide their decision-making and their use of images and messaging.³⁰ It

²⁹ This is discussed in more detail in Section 5.

³⁰ ACFID, *ACFID Code of Conduct*.

was beyond the scope of this research to assess whether Members implemented their policies and processes in practice. Instead survey respondents were simply asked to indicate whether, to the best of their knowledge, their organisation had these policies and processes in place.

Figure 1: ACFID Members’ self-reporting of organisational policies and processes



While based on self-reporting, the results shown in Figure 1 indicate a generally high level of compliance with Code of Conduct requirements. One concern is that four Members either do not have, or weren’t sure they have, an approval process for images and messaging used online. One of these respondents, from a medium sized organisation, explained this by saying:

“The person who picks the images, in most cases is well informed/trained in appropriate images.”

It is important to note that the questionnaire did not ask respondents about the content of their policies or processes. As the Code of Conduct is quite specific about what must be included in various policies and guidance documents, a closer analysis of Members’ policies would strengthen this analysis. This could be done as part of existing compliance reporting processes.

3.2 MEMBERS' UNDERSTANDING OF THE CODE OF CONDUCT

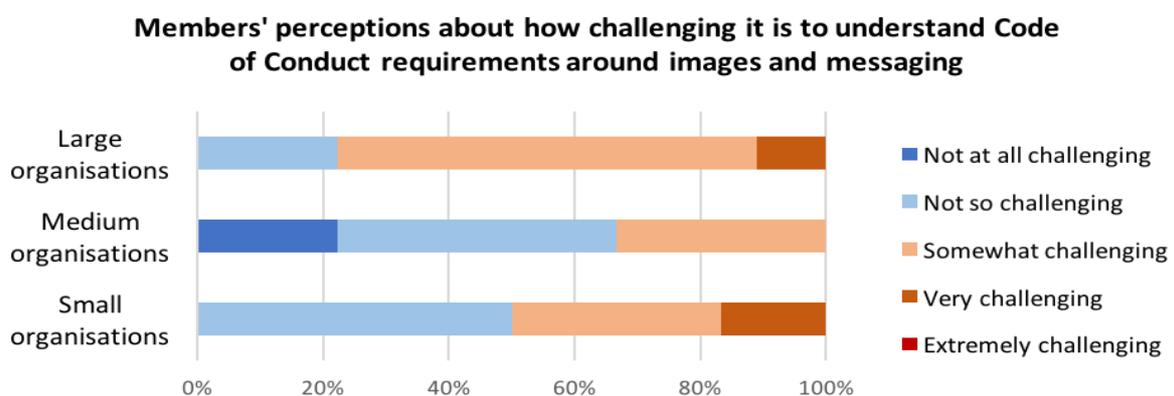
The new Code of Conduct introduced in 2017 represented a significant shift in terminology and expectations around images and messaging. Considering this, it was important to identify Members' perceptions and understanding of the new Code, which could indicate areas requiring further clarification. The questionnaire asked Members their opinion about the clarity of the Code generally and their understanding of the term 'ethical-decision making frameworks'.

3.2.1 CLARITY OF THE CODE OF CONDUCT

Encouragingly, 80% of questionnaire respondents agreed or strongly agreed that the Code of Conduct requirements are clear. This result was consistent across organisations of different sizes. Although this data is based on self-reporting, this is reassuring for ACFID, especially considering that only 5% of respondents indicated that they worked in a Compliance role. While it is likely that individuals working in other roles, particularly governance or finance, may be involved in compliance activities, these results seem to indicate that Code requirements are being communicated throughout organisations.

Members were also asked how challenging it was to understand Code of Conduct compliance expectations around images and messaging. The results appear to confirm that the Code is clear, with most Members saying it is either 'not so challenging' or 'somewhat challenging' to understand. As shown in Figure 2, there are some variations between different sized organisations.

Figure 2: ACFID Members' understanding of the Code of Conduct requirements



Interestingly, of all the issues included in the questionnaire, large organisations identified understanding compliance expectations as the second greatest challenge³¹. This may be because larger organisations are often more complex and it may be harder to manage compliance across the organisation and with partners. However, it is likely that personal experience and subjective interpretations of what ‘challenging’ means could also have influenced the results in such a small sample.

3.2.2 ETHICAL DECISION-MAKING FRAMEWORKS

Reference to ‘ethical decision-making frameworks’ in the new Code is a significant shift in terminology. Considering this, questionnaire respondents were specifically asked to evaluate their understanding of the term. Encouragingly, 77% agreed or strongly agreed that they understood what the term meant.

However, some uncertainty seems to exist around what this type of framework looks like in practice. When asked what forms of support they would most like from ACFID, 63% of Members chose examples of ethical decision making frameworks in their top three preferences. This was consistent across organisations of different sizes, indicating that providing further guidance about what an ethical decision making framework looks like in practice would be beneficial across the sector. Currently, the Good Practice Toolkit that supports Members’ understanding and implementation of the Code of Conduct does not include any resources specifically designed to support ethical decision-making frameworks.

3.3 RECOMMENDATIONS

- ACFID to provide further clarification and examples of ethical-decision making frameworks. Examples could come from existing frameworks used by Members, or be developed collaboratively through discussions with Members where limited examples already exist. Where possible, guidance or examples should acknowledge potential differences in the design and implementation of ethical decision-making frameworks for Members of different sizes. It would be beneficial to also identify how ethical decision-making frameworks differ from a policy or guidance document. Examples and any clarifying information should be added to the Good Practice Toolkit online.

³¹ Only ‘Including primary stakeholders in the image making process’ was identified as more challenging by large organisations.

- ACFID to consider requesting Communications policies, or other relevant documents including ethical decision-making frameworks, be submitted for review as part of the next round of Code Self-Assessments. This would assist ACFID to better understand how Members are interpreting and implementing the Code of Conduct, and help corroborate self-reported compliance.
- ACFID to conduct follow-up interviews with questionnaire respondents to clarify what aspects in particular they find challenging about understanding Code requirements.

4. MOVING BEYOND THE CODE – HOW ONLINE FUNDRAISING IS FRAMED

4.1 UNDERSTANDING FRAMES

‘Frame analysis’ has a long history, particularly in the field of communications and psychology. It is based on the understanding that people use ‘frames’, or mental structures, to manage and organize their thought processes³². Therefore, using certain words or phrases can trigger neural pathways in the brain and prompt an individual to categorise and respond to the information in a particular way. Consequently, those seeking to influence a person’s thinking and subsequent behaviour, such as fundraisers, may be able to frame their messaging in a way that increases the likelihood of a desired response. Known as ‘framing’, Jim Kuypers, a key theorist in this area, describes it as “the process whereby communicators act – consciously or not – to construct a particular point of view that encourages the facts of a given situation to be viewed in a particular manner.”³³ It is important to note that individuals will interpret any piece of communication through their own frames. Importantly for this research, it is not possible to definitively say that framing a piece of fundraising in one way will elicit the same response from different people.

Research into frames and their potential impact within the development sector is relatively new. The most significant work to date is by Darnton and Kirk³⁴ in the UK, who used an inductive process to identify 21 different frames used by UK NGOs. An overview of all 21

³² Darnton and Kirk, *Finding Frames*, 67.

³³ Jim Kuypers, “Framing analysis from a rhetorical perspective,” in *Doing news framing analysis*, eds. P D’Angelo and J Kuypers (New York, Routledge, 2010), 300.

³⁴ Darnton and Kirk, *Finding Frames*.

frames can be found in Appendix 3. As discussed in Section 2, Darnton and Kirk's *Finding Frames* report drew heavily on the work of theorists, particularly Schwartz and Lakoff, to analyse the potential implications of these frames on public engagement with aid and development issues. For the purposes of comparison, these 21 frames have formed the basis of this analysis. However, it is important to note that these are by no means a definitive list. In fact, as will be discussed, some of these frames were not relevant in the Australian context, while other new ones emerged.

4.2 FRAMES USED BY MEMBERS IN ONLINE FUNDRAISING

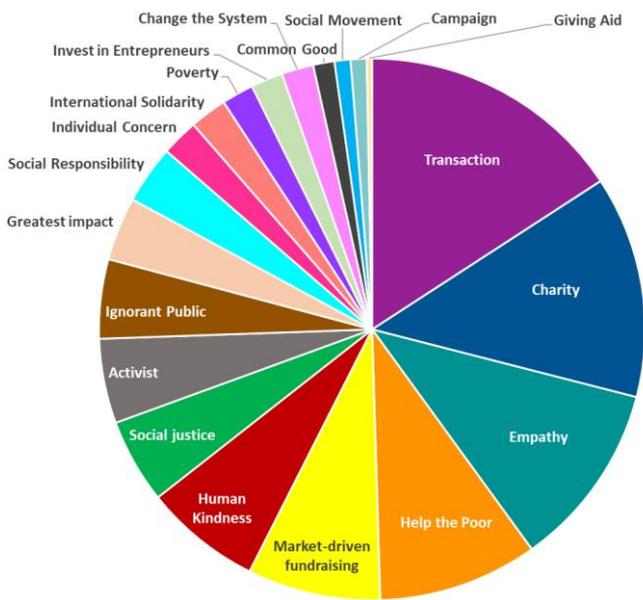
A total of 240 images, taken from the online channels of the 24 Members sampled, were analysed using a frames approach, representing roughly half of all images collected. As Dogra³⁵ points out, it is critical to analyse each image with its 'anchoring' messaging, and therefore each image was examined in context. Due to the significant time investment needed for this, images were restricted to those that had an explicit fundraising purpose. Therefore, this analysis does not include other images that were focused on raising awareness about issues or encouraging other forms of participation in the organisation. This is important to keep in mind as it is likely these images could be framed differently in response to their different purpose.

As Figure 3 shows, a variety of frames are used across the sector, with large organisations having the greatest variety. This trend continues when individual organisations are examined, with nearly all using more than one frame in their fundraising. Some small organisations used only one frame, although the numbers of actual fundraising images and messaging was usually very small. More research is required to better understand how combining frames might impact on donors' behaviours.

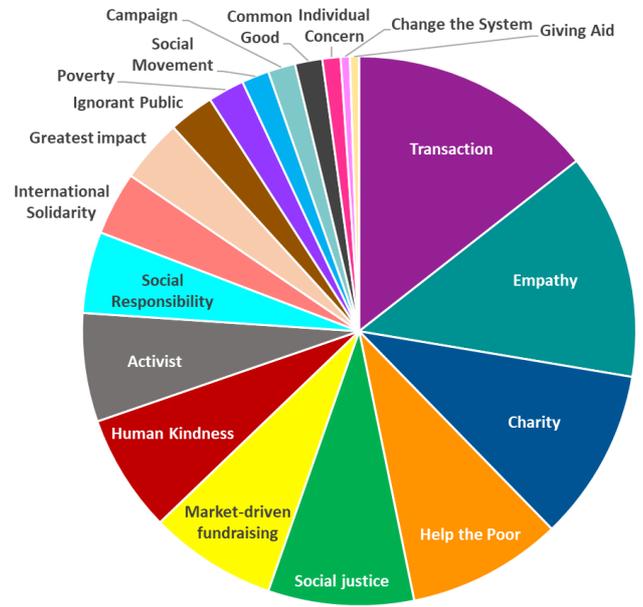
³⁵ Dogra, "Reading NGOs visually".

Figure 3: Frames used in the online fundraising of ACFID Members

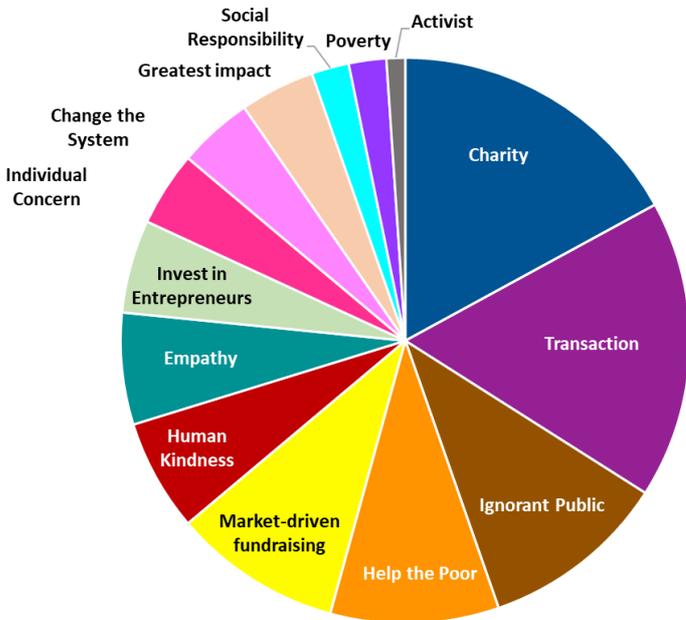
Percentage of images analysed as belonging to each of Darnton and Kirk's frames



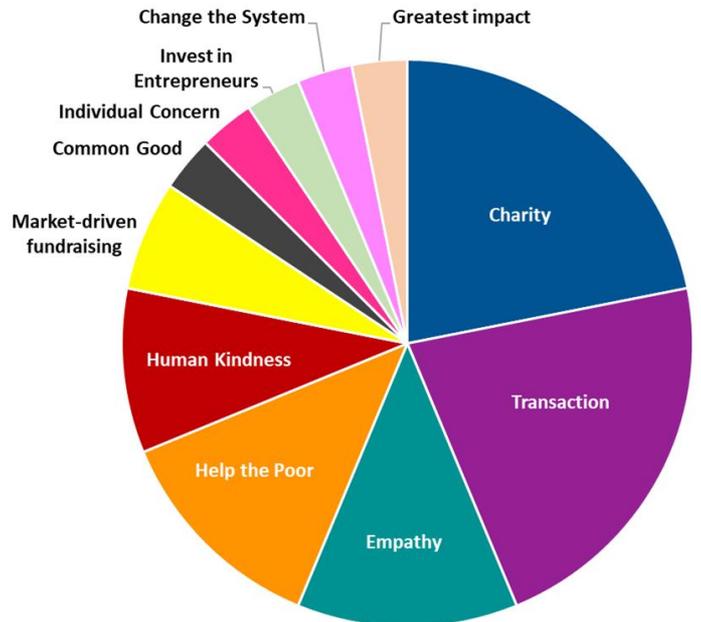
All images collected



Large organisations



Medium organisations



Small organisations

A brief definition of the most common frames is provided in Table 2, along with examples of accompanying messaging or image content.³⁶

Table 2: Definitions and examples of commonly used frames in the Australian sector

Definitions³⁷ of common frames and examples from Australian sector		
Transaction frame	Emphasis placed on an exchange of goods or services between individuals, commonly in the context of an economic exchange.	“For a donation of just \$100...”; “\$5 can provide...”; specific amount requested.
Charity frame	The NGO is seen as the mechanism for privileged people to share their wealth with the poor.	“Your support has enabled us...”; “Help support our mission”; “You help will...”
Empathy frame	Underlying value that motivates people to care for the poor, based on feelings of commonality and compassion.	Direct appeals from primary stakeholders “We need your help”; generally ‘sad’ images; images accompanied by personal stories
Help the Poor frame	A description of what NGOs do that emphasises a ‘hand outstretched’ to help those in need.	“Give a hand up”; “Help us deliver life-changing programs”; “only hope”; highlighting the need and NGOs role in meeting that need.
Ignorant public frame	A belief that the reason people don’t do more to help is that they are uninformed, which leads to a ‘public education’ strategy for increasing engagement.	Informative stories accompanying images; ‘non-human’ images (maps).
Market-driven Fundraising frame	Treatment of NGO list members as potential customers to engage with marketing strategies.	“Give a gift with meaning”; “Buy ethical”
Social justice frame	Drawing attention to race and economic class differences, with emphasis on justice and human dignity.	“Transform their lives and break the cycle”; “Help people help themselves”
Human Kindness frame	A belief in the basic goodness of people and a strategy for evoking compassionate response to drive action.	“Save a life”; “Bring hope and help”; limited reference to the role of the NGO

³⁶ For a full list of definitions and examples of each frame, see Appendix 3

³⁷ Definitions taken from Darnton and Kirk, *Finding Frames*.

4.3 KEY FINDINGS AND POTENTIAL IMPLICATIONS

4.3.1 FRAMES IN DEVELOPMENT FUNDRAISING

As discussed in Section 2, there is still considerable debate about the long-term impacts of frames on public engagement with development. Therefore, these reflections are designed to highlight points of consideration for future conversations, rather than provide definitive conclusions.

- Overall, there is **limited use of frames that promote Universalism** as a value. Drawing on the work of Shalom Schwartz, both Darnton and Kirk³⁸ and Common Cause³⁹ suggest that Universalism is the most closely related to what could be considered 'development' values. Although it is not always the case, frames that are most likely to promote Universalism are International Solidarity and Social Justice. While large organisations are more likely to use these frames, they are far from dominant. **Considering ways to increase these frames** could be a useful starting point for future discussions.

Additionally, Crompton & Weinstein⁴⁰ argue that there is a 'bleed over' effect that comes from drawing people's attention to values that are closely related to each other. This could mean that evoking values associated with Benevolence, such as responsibility, helpfulness and responsibility, could also be beneficial in the long-term. Frames such as Social Responsibility and Human Kindness, are potentially the most helpful in this regard.

- The **Transaction frame is very common across organisations of all sizes**. Darnton & Kirk⁴¹ argue that this frame **should be used sparingly**. There are several key reasons for this. Firstly, the Transaction frame is unlikely to tap into any of the intrinsic goals and Universalism values that Darnton & Kirk⁴² argue should be at the centre of all engagement with the public. Instead the donor's interaction with development issues is reduced to a financial transaction. Secondly, overuse of this frame could imply that poverty and social justice issues can be solved through money alone. Systemic problems are ignored, which could lead to donor disenchantment in the long-term if more and more money is requested but limited

³⁸ Darnton and Kirk, *Finding Frames*.

³⁹ Tom Crompton and Netta Weinstein, *Common Cause Communication: A toolkit for charities*, (London: Common Cause Foundation, 2015), https://valuesandframes.org/resources/CCF_communications_toolkit.pdf.

⁴⁰ *Ibid.*

⁴¹ Darnton and Kirk, *Finding Frames*.

⁴² *Ibid.*

change is perceived⁴³. Third, associating a specific amount of money with a certain outcome, e.g. \$50 can send a child to school, may lead the donor to question the veracity of the claim and decrease trust in the organisation.

Given its dominance, moving away from a Transaction frame would be a significant undertaking, especially considering it is often associated with higher levels of immediate donations⁴⁴. Nonetheless, it should be included in any on-going discussion around framing in the Australian sector.

- There is **widespread use of Charity and Help the Poor frames**. Although these frames could potentially tap into some Universalism values, they are likely to be unhelpful in the long-run. Primary stakeholders are often represented as passive recipients, helpless and requiring the organisation to act on their behalf. Poverty is represented as internal to developing countries, with change only coming through the help of wealthy westerners⁴⁵. In this way, although the images may be framed positively they are perpetuating simplistic and paternalistic representations that have been so heavily criticized in the past. Considering the emphasis given to concepts such as partnership and empowerment in the development sector, it may be worth contemplating why these are not more evident in fundraising and marketing images.
- In analysing the images, a **potential new frame emerged**, which has been tentatively named “Greatest impact”. Images framed in this way were accompanied by phrases such as “meaningful impact”, “Your donations mean 10 times more”, “For every dollar you donate...” and “most effective way”. These images were similar to those in the Transaction and Market-driven frame, in that they treated donations as an economic transaction, with donors treated as customers. However, these images were seeking to motivate donors by tapping into values around efficiency and productivity, rather than the promise of a tangible product as in the case of Market-driven frame. Research by Das et al.⁴⁶ shows that this sort of approach might increase individual’s intention to donate, however it may also have similar impacts as the Transaction frame as outlined above. It could also potentially increase a sense of competition between organisations, by implying that other forms of donating or organisations are less ‘effective’ or worthwhile. Further discussions are required to examine the use of this type of framing in more detail.

⁴³ Murphy, *Finding Irish Frames*.

⁴⁴ Darnton and Kirk, *Finding Frames*, 108.

⁴⁵ Richey, Braskov and Rasmussen, *Finding Danish Frames*, 32

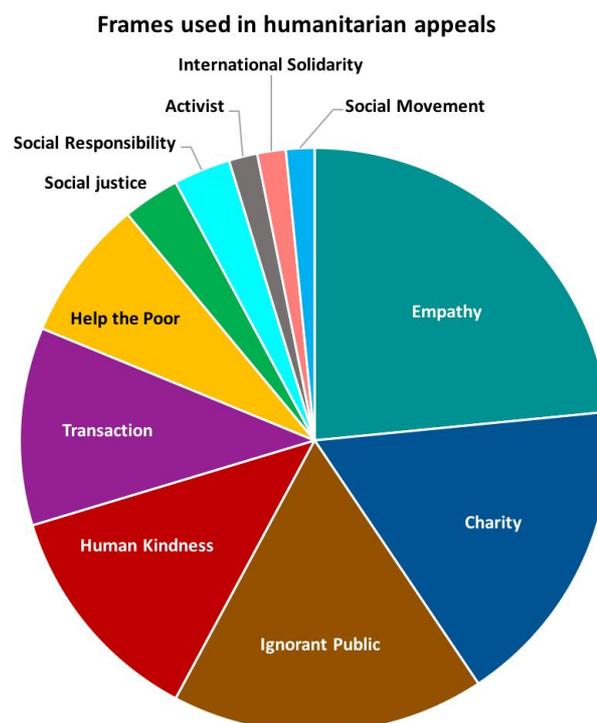
⁴⁶ Das et al., “Improving the effectiveness of fundraising”, 172

4.3.2 FRAMES IN HUMANITARIAN APPEALS

There are **significantly different frames used in humanitarian appeals**.

- As the literature suggests⁴⁷, humanitarian appeals often use an Empathy frame. From the theory set out by Darnton and Kirk, this is not necessarily detrimental to public engagement. Images in the Empathy frame have the potential to provoke values of justice and a common humanity, which are positive values for development. However, Empathy images that are based around feelings of guilt, with no sense of connection or responsibility, are unlikely to elicit a response, and may cause donors to disengage further⁴⁸.
- There are also high rates of Ignorant Public frame, possibly out of a desire to ensure a full representation of the situation is given. The impact of this is likely to depend on individual donors.
- Similarly, there are high rates of Charity. As discussed above, this has the potential to minimise the agency of primary stakeholders, raising ethical issues if used consistently.

Figure 4: Frames used in humanitarian appeals



⁴⁷ Fehrenbach and Rodogno, "A horrific photo".

⁴⁸ Basil et al., "Guilt appeals".

4.4 COMPARISON WITH OVERSEAS SECTORS

Overall, the frames used in the Australian context closely reflect those used in the UK and Ireland. In Ireland, the dominant frames were found to be Charity, Help the Poor and Poverty, with Transaction noted as the most common call to action⁴⁹. Similar trends were found in the UK⁵⁰. Interestingly, two frames identified in the UK, Corrupt Government (Africa) and Transformational Experience, were not found at all in the Australian context. This may be because this research only looked at images with an explicit fundraising purpose. It is likely that the Transformational Experience frame especially would be more common in images and messaging trying to encourage other forms of participation in an organisation.

Research in Denmark⁵¹ analysed whole campaigns rather than individual images as done here. There were several different frames identified, several of which seemed to promote positive Universalist values, including 'Fighting for Rights' and 'Solidarity'. However, other frames represented ones found in Australia including Charity, Help the Poor and Invest in Entrepreneurs⁵². It is worth pointing out that the Danish research had a more comprehensive approach to defining each frame, which could be useful for future discussions in the Australian sector.

4.5 CONCLUSIONS

The use of frame analysis and understanding of their potential impact is relatively new in the aid and development sector. So, while Darnton and Kirk make some interesting and compelling arguments, there is still much need for an on-going discussion in the Australian context. From the initial analysis provided here, there may be several ways in which the frames used by ACFID Members could be improved. However, ultimately frames should be used as a 'thinking tool', not a concrete solution, when considering how images and messaging could be used to increase public engagement with aid and development.

⁴⁹ Murphy, *Finding Irish Frames*.

⁵⁰ Darnton and Kirk, *Finding Frames*.

⁵¹ Richey, Braskov and Rasmussen, *Finding Danish Frames*.

⁵² The Danish study did not use the same frames as Darnton and Kirk. Instead they used an inductive process to establish potential frames in the Danish context, and therefore used different terminology to define the frames.

4.6 RECOMMENDATIONS

- ACFID to engage its Members in on-going and deeper discussions around the current frames used in fundraising across the sector, and their potential impact on public engagement. These discussions could extend existing work already done as part of the Campaign for Australian Aid, around the use of values in advocacy, into the fundraising and marketing fields.

5. VALUES AND BELIEFS DRIVING IMAGE CHOICES

The decisions that development organisations make about which images and messaging to use are motivated by their values and beliefs about what constitutes ‘best practice’. This section aims to provide insight into what ACFID Members look for and value when choosing images.

Using a five-point scale⁵³, Members were asked to rate how important a variety of factors are to their organisations when making decisions about which image to choose. These factors were drawn from the literature and informal discussions with fundraising practitioners. Their responses can be seen in Figure 5, and showed minimal variation between organisations of different sizes.

Additionally, to identify other important factors not included in the limited response question, and to provide a more realistic context for responses the questionnaire asked:

The following images all depict water and sanitation projects in West Africa. Even if your organization is not involved in water and sanitation projects, which of the following images do you think would be most appropriate to use as the main image on an organisation’s ‘Donate’ webpage?

Please give your reasons for choosing this image.

The percentage of respondents who chose each image and the reasons provided are shown in Figure 6.

⁵³ Respondents were asked to rate each factor according to the following scale: Not at all important (1); Not so important (2); Somewhat important (3); Very important (4); Extremely important (5). The level of importance indicated for each factor in Figure 5 represents the average rating across Members of that size.

Figure 5: Level of importance of different factors when choosing images

Level of importance of different factors when choosing images
(differentiated by size of organisation)

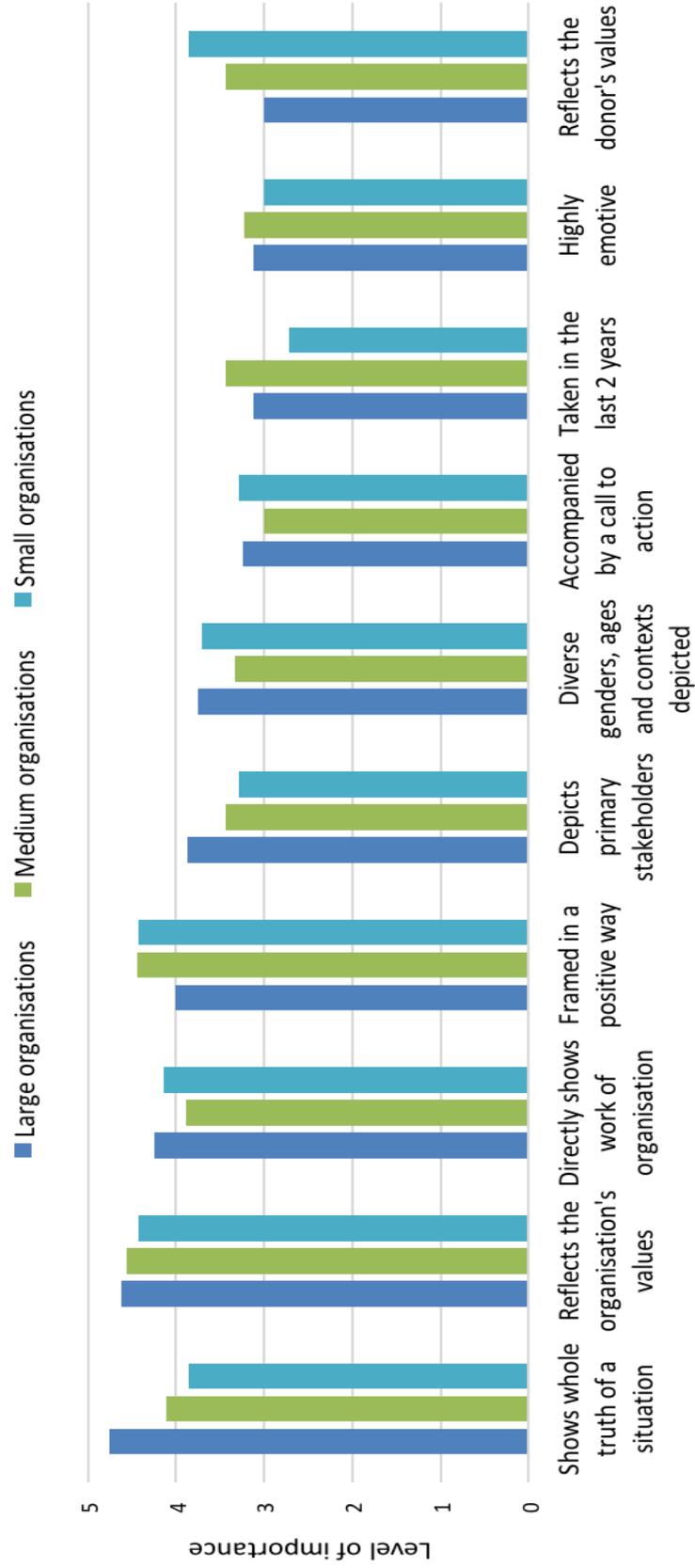
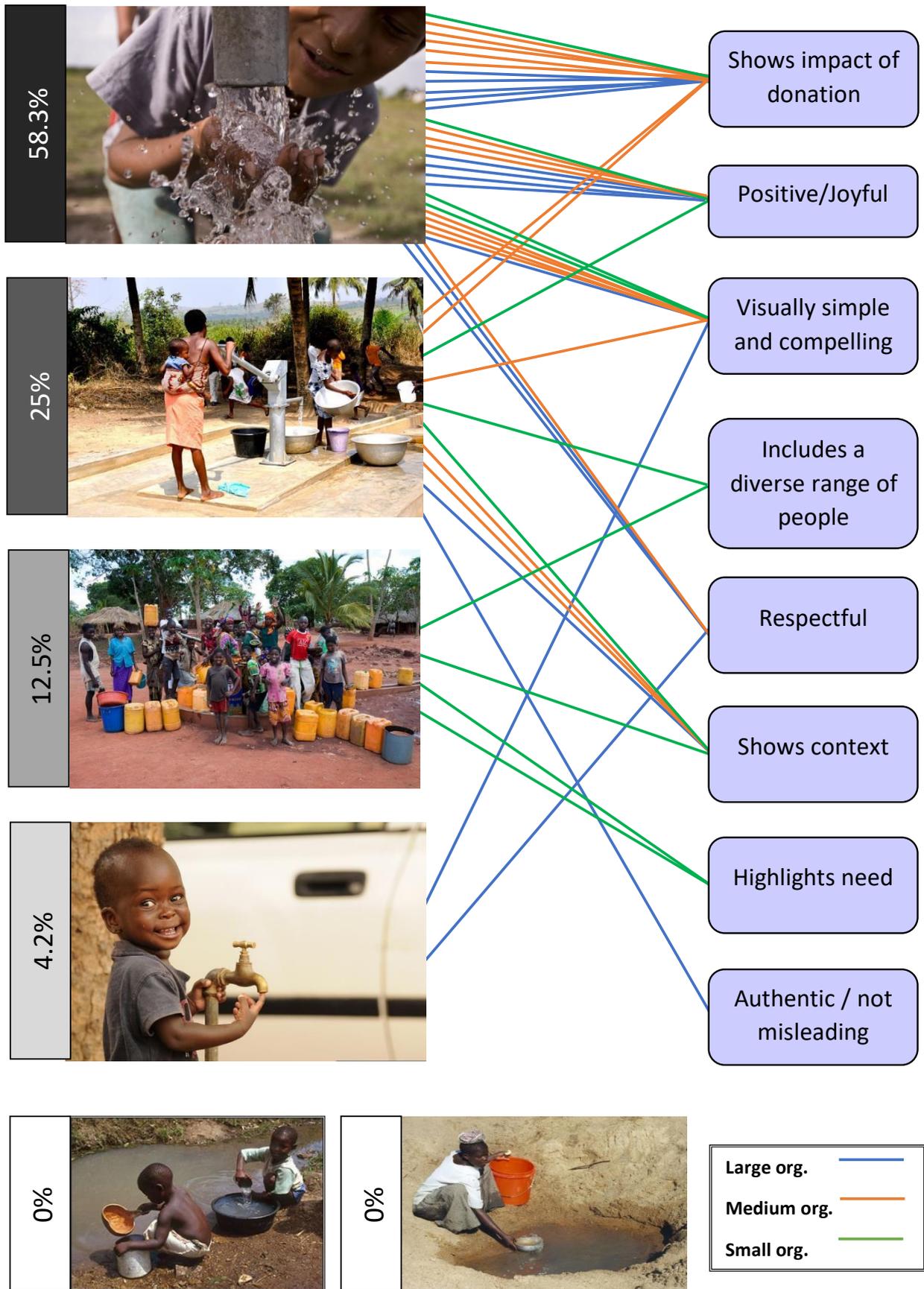


Figure 6: Choosing images for development fundraising - Members' choices and justifications

Percentage of respondents who chose each image and reasons provided



5.1 MOST IMPORTANT FACTORS DRIVING IMAGE CHOICES

5.1.1 IMPORTANCE OF ORGANISATIONAL VALUES

As Figure 5 shows, one of the most important factors influencing Members' choice of images was whether it reflects their organisational values. 96% of Members said that this was either very important or extremely important. Furthermore, over half of respondents also indicated that maintaining and promoting their organizational values was of greater priority than generating revenue, when choosing images (see Figure 7). While this does not imply that Members do not try to choose images that align with their values *and* which raise the most revenue, it does suggest that they are less likely to use images that don't promote their values even if they believe they could increase donations.

Figure 7: Ranking the priority of different organisational goals when choosing images



The strong interest and focus on organisational values by Members suggests it could be a logical and meaningful starting place for further discussions, particularly in terms of how they frame their images and messaging. As discussed in Section 4, there is a strong theoretical link between the concept of 'frames' and values⁵⁴. Although it was beyond the

⁵⁴ Crompton and Weinstein, *Common Cause Communication*.

scope of this research to identify exactly which values Members want to promote, a brief exploration of Members' websites revealed some common threads including partnership, empowerment and inclusivity. Many of these stated values correspond with the positive, intrinsic values that researchers suggest are likely to promote public engagement. However, evidence from the frame analysis suggests there could be a potential disconnect between these stated organisational values and those that may be implied through their choice of images and messaging. Therefore, it would be beneficial to have Members analyse more deeply the types of values being promoted by their current image choices. Values are also already part of the materials developed for the Campaign for Australian Aid, and are a familiar concept, making them a logical starting point for on-going discussions.

5.1.2 SHOWING IMPACT V. SHOWING NEED

ACFID Members clearly value images that depict the impact or outcome of an organisation's work, at least for long-term development fundraising. This was clearly reflected in their use of the 'Greatest Impact' discussed in Section 4. However, interestingly, research by Karlan and Wood⁵⁵ has found that presenting donors with evidence of impact does not actually increase the likelihood of donating or increase donation size. While this looked at direct mail fundraising, it suggests that Members' opinions may be more indicative of broader development sector trends around increasing transparency through monitoring and evaluating impact, rather than current fundraising research. However, it is important to note that across all their online platforms, most Members use images that depict both impact and need. This, according to Bekkers and Wiepking⁵⁶, does reflect best practice.

5.1.3 'POSITIVE' IMAGES

In keeping with trends worldwide⁵⁷, using 'positive' images is also very important for ACFID Members of all sizes, and this is reflected in the images collected for this research⁵⁸. This is closely linked with the preference for showing impact and outcomes, rather than need, in images that portray long-term development work. However, it is important to extend the discussion beyond simply 'positive' and 'negative' images, which is a rather simplistic categorization. In reality, images fall along a spectrum. As the frame analysis confirmed,

⁵⁵ Dean Karlan and Daniel Wood, "The effect of effectiveness: Donor response to aid effectiveness in a direct mail fundraising experiment," *Journal of Behavioural and Experimental Economics* 66 (2017): 1-8.

⁵⁶ Bekkers and Wiepking, "A literature review".

⁵⁷ Dogra, "Reading NGOs visually".

⁵⁸ Images were assessed as either 'positive' or 'negative' or 'in-between' by considering the type of emotion most likely to be felt by the donor. This was a somewhat subjective process, limiting the reliability of data. Therefore, it should only be considered reflective of general trends.

only looking at images as positive or negative “hides nuances, power relations and complex ideologies”⁵⁹. It is important that discussions extend beyond this dichotomy in the future.

5.1.4 TRUTHFULNESS AND ACCURACY

As can be seen in Figure 5 Members feel that it is important for images to depict the whole truth of a situation. Interestingly, however, this was not necessarily reflected in their image choices, shown in Figure 6. While some respondents chose the second and third images because they ‘showed context’ or were ‘authentic’, these seemed to be overshadowed by other factors. However, in practice, it is likely that Members would use multiple images to provide a more complete depiction of a situation. Furthermore, it is difficult to assess without knowing the context whether an image is ‘accurate’ or ‘truthful’ as required in the Code of Conduct. In fact, it is quite likely that the most popular image is in fact ‘true’ in the most basic sense.

A slightly different approach to the concept of ‘truthfulness’ is to consider whether the images used reflect the diverse range of people and contexts that Members work with. Using data from the content analysis, the graphs in Figure 8 show that, overall, online images used by Members predominately feature primary stakeholders, most of whom are female. In many cases, images that depicted both females and males were of a mother and child. This is very consistent with research into representation in development imagery and sector-wide studies in other countries⁶⁰. However, there is a fairly even divide between images of only children, only adults or some combination of the two. When analysed further, the proportion of images featuring only one child is relatively small. This suggests limited use of the ‘poster child’ as a fundraising tool, contrasting with results from Ireland⁶¹. Further analysis would be required to determine if it is still used widely for specific purposes, for example on a website homepage.

Although research shows donors are more likely to respond to images of women and children⁶², Members must also consider how this may impact on donors’ perceptions of ‘reality’. Future discussions about how fundraising is framed in the Australian sector could be further expanded by also considering who is being depicted.

⁵⁹ Dogra, “Reading NGOs visually”, 166.

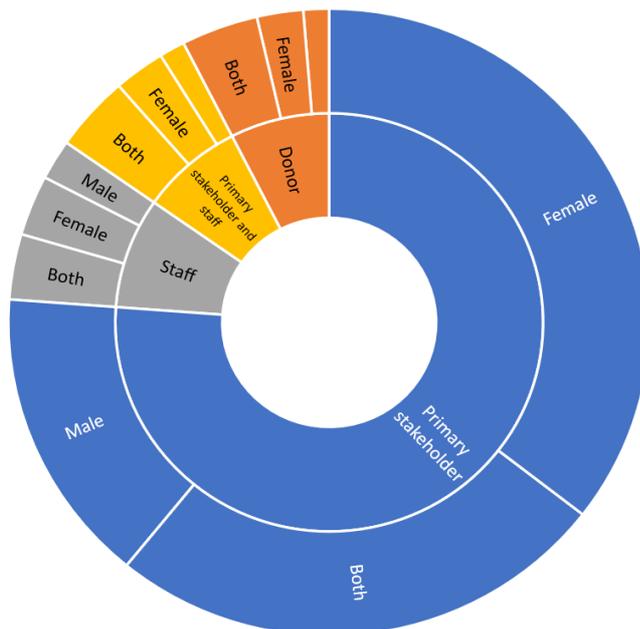
⁶⁰ Samantha Wehbi and Deane Taylor, “Photographs speak louder than words: the language of international development images,” *Community Development Journal* 48, no. 4 (2013): 525-539; Murphy, *Finding Irish Frames*.

⁶¹ Murphy, *Finding Irish Frames*.

⁶² Fehrenbach and Rodogno, “A horrific photo”.

Figure 8: Gender, age and roles of people depicted in images used by ACFID Members

Images of people in online fundraising and marketing - by role and gender



Images of people in online fundraising and marketing images - by gender and age



Images of people in online fundraising and marketing - by age and number of people



5.1.5 EMOTIVE IMAGES

Interestingly, Members said that it is only somewhat important for images to be highly emotive (see Figure 5). Yet many Members justified their choice of image by referring to it being visually compelling (see Figure 6). There appears, therefore to be a distinction, at least in Members' eyes, between images that are highly emotive and those that are visually compelling, with the former associated more with 'negative' images that depict need or suffering. Given the often negative publicity given to highly emotive images, such as that of the drowned Syrian refugee in 2015⁶³, this could also reflect a certain amount of social desirability bias in questionnaire responses.

5.2 WHAT MEMBERS LOOK FOR IN HUMANITARIAN APPEAL IMAGES

As the frames analysis confirmed, the images used in humanitarian appeals are quite different to those used in development. This difference is reflected in what ACFID Members value and look for when choosing images for humanitarian appeals. Members⁶⁴ were again asked to choose which image they would be most likely to use out of six options; this time as part of a humanitarian appeal in relation to the Rohingya crisis. Their choices and reasoning have been mapped in Figure 9 and provide a glimpse into the types of images Members believe will be the most effective at achieving the key purpose of a humanitarian appeal – generating immediate donations.

In general, there were a greater number of reasons given for these choices when compared with their development image choices, and there were some inconsistencies in the reasons given. For example, some wanted to portray individuals, while others wanted to avoid this. Perhaps reflecting their knowledge of common criticisms of humanitarian appeals, many justifications included issues related to the Code of Conduct, such as the need for consent, child protection and portraying people with dignity. Interestingly, one response indicated they would deliberately chose a 'non-emotive' image, contradicting much of the literature around humanitarian appeals.

There was also less consensus about which image would be most appropriate, when compared to the images depicting long-term development work. Several respondents indicated they would be likely to use multiple images, and choices were often justified by saying what the image wasn't, rather than what it was. When asked how the images they used in humanitarian appeals were different to those in other development work Members

⁶³ *ibid.*

⁶⁴ Only Members who participate in humanitarian appeals were asked to provide responses to this question. However, the Members represent a quarter of ACFID Members who have participated in joint humanitarian appeals over the past two years.

emphasized the importance of depicting the authentic need and the reality of the situation. This was clearly evident in the images collected from Members' current humanitarian images.

As one large organisation explained:

"...there is less 'hope' in our humanitarian appeal photos because we are not telling the development story".

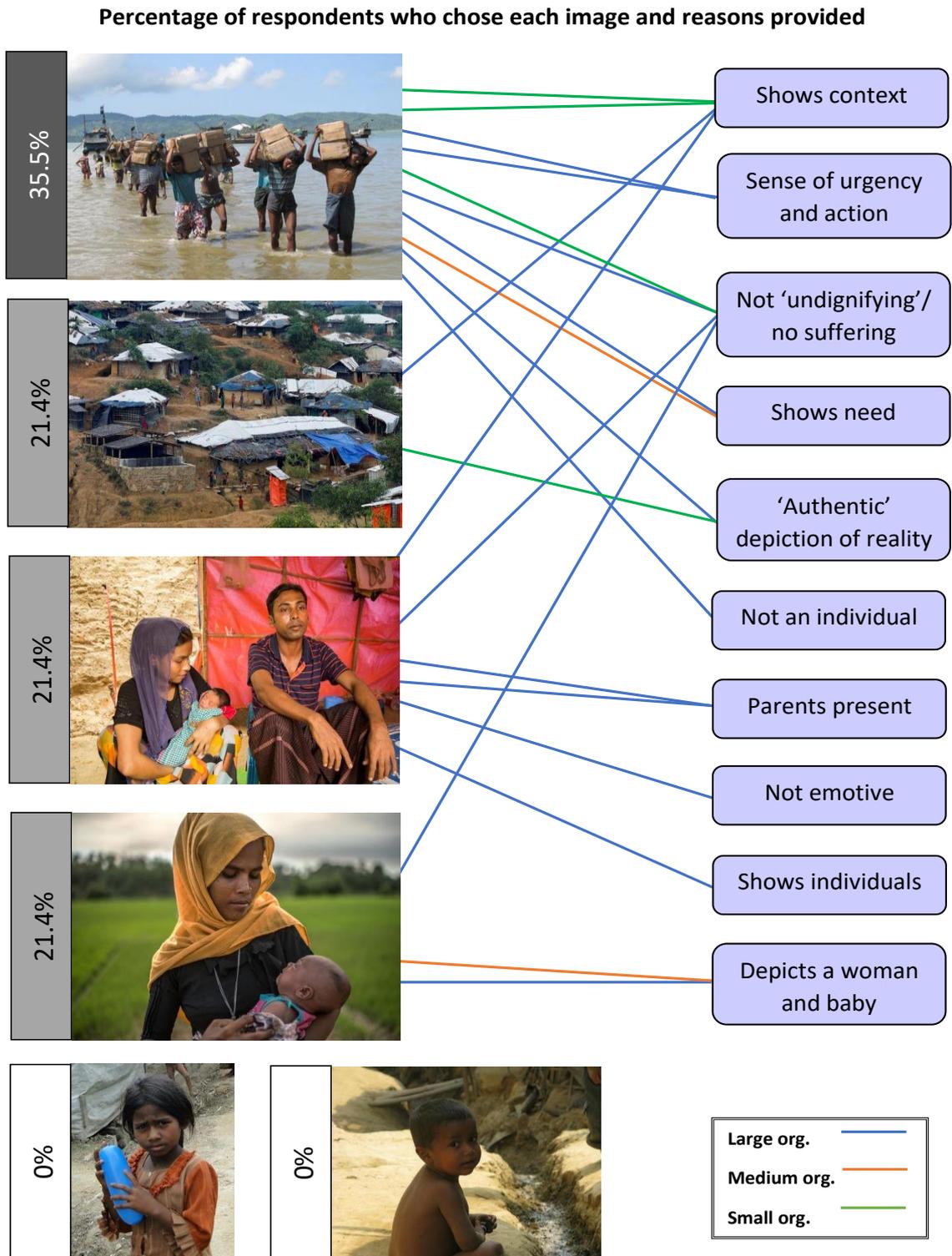
Yet, there was also a desire to avoid images of suffering, and Members were quick to point out the need to ensure images were respectful.

Overall, the responses indicate that there is less clarity and certainty around which images are most appropriate and effective in the context of a humanitarian appeal. The specific context in which they occur means that tensions between Members' desire to raise funds quickly, treat people with dignity and respect, and to maintain public support are intensified.

5.3 CONCLUSION

ACFID Members' decisions about which images to choose are driven by a range of complex factors. Many of these factors reflect current trends across the development sector more broadly, not just in relation to images and messaging. Although these results are based in part on self-reporting, members are clearly aware of and value many factors related to ACFID compliance requirements, including truthfulness and accuracy. This is particularly true in the unique context of humanitarian appeals. In trying to support its Members to achieve 'best practice', ACFID should draw upon and incorporate the factors and issues that have been identified here as most important by Members. In doing so they can strengthen existing practice but also draw attention to those areas where Members' values might not be reflected in reality.

Figure 9: Choosing images for humanitarian appeals - Members' choices and justifications



6. MAKING DECISIONS ABOUT IMAGES WITHIN ORGANISATIONS

6.1 WHO IS INVOLVED

When discussing the ethical dilemmas organisations face when choosing images, reference is often made to the competing priorities of different departments within organisations⁶⁵. This is usually based on the assumption that Fundraising and Marketing departments will make decisions that prioritise increasing donations, whereas Programs or Governance teams might look more at organisational values and long-term goals⁶⁶. This explains in part ACFID's Code of Conduct requirement for Members to have:

"A process that integrates a range of key staff in the organisation (e.g. communications, planning, child protection and CEO) in decision-making where appropriate."⁶⁷

To better understand how ACFID Members make decisions, and who to target for support, this research examined who was involved in decisions around image choice and the level of consensus within organisations.

6.1.1 DIFFERENT DEPARTMENTS

Overall, ACFID Members of all sizes integrate a range of departments and personnel in their decision-making processes. Figure 10 shows the number and type of departments involved in image choices, based on lists provided by Members. Each column represents one organisation, with individual colour-coded blocks representing the different departments involved in decisions about images⁶⁸.

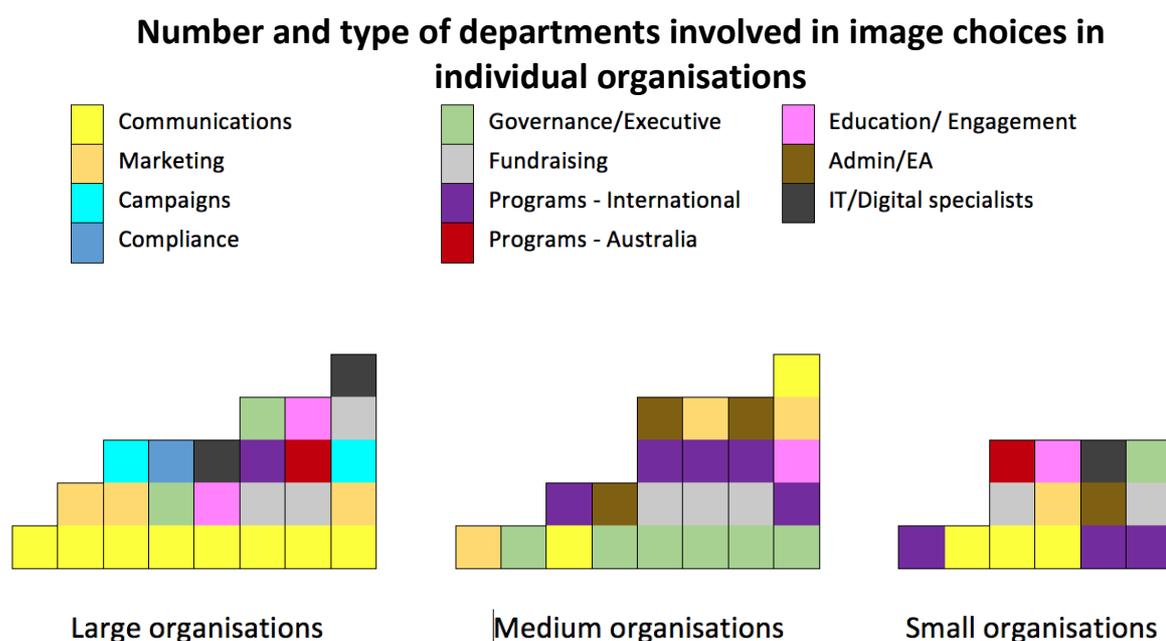
⁶⁵ Shani Orgad, "Visualizers of solidarity: organizational politics in humanitarian and international development NGOs," *Visual Communication* 12, no. 3 (2013): 295-314.

⁶⁶ *ibid.*

⁶⁷ ACFID, *ACFID Code of Conduct*, p30

⁶⁸ Departmental categories were developed from the job titles of those involved in decisions around images, as listed by Members. Therefore, some categories such as Fundraising could fall into other departments, such as Communications or Marketing in some organisations.

Figure 10: Number and types of departments involved in image choices in individual organisations.



Key findings:

- ACFID Members of all sizes integrate a range of departments and personnel in their decision-making processes.
- Multiple people were involved in the decision-making process in all but one small organisation, although in five organisations they were all from one department.
- Communications departments were less likely to be involved in small and medium organisations. However, this is most likely because they do not have the resources to have a specific person, let alone team, allocated to communications. Instead there appears to be greater involvement from those involved in Governance, Administration and Programs, compared with larger organisations, who may take on communications roles.

The wide range of people involved in decisions around images indicates the need for cross-departmental discussions, that extend beyond communications and marketing departments.

6.1.2 INTERNAL CONSENSUS AND DIVERSE OPINIONS

In response to research by Orgad⁶⁹, Members were asked two key questions to ascertain the extent of intra-organisational conflict around images choices. Firstly, whether there were diverse opinions about images in their organisations and secondly, whether it was challenging to come to a consensus about which images to use. The results show minimal conflict or disagreement within organisations. Only 50% said that there were diverse opinions in their organisation, and 75% disagreed or strongly disagreed that it was challenging for their organisation to come to a consensus when choosing which images to use.

These results were consistent across organisations of different sizes, although larger organisations were more likely to strongly disagree that there were diverse opinions or that it was challenging to come to a consensus. Considering larger organisations generally have more personnel, this could be because there are more stringent guidelines in place to ensure consistency and manage the greater number of images used.

However, it is also important to note that, on some level, having diverse opinions and robust internal discussions could be viewed as a positive quality in an organisation. Further research would be required to assess whether there are competing interests between departments in ACFID Member organisations, and to assess how this might impact on what images are chosen.

6.1.3 EXTERNAL AGENCIES

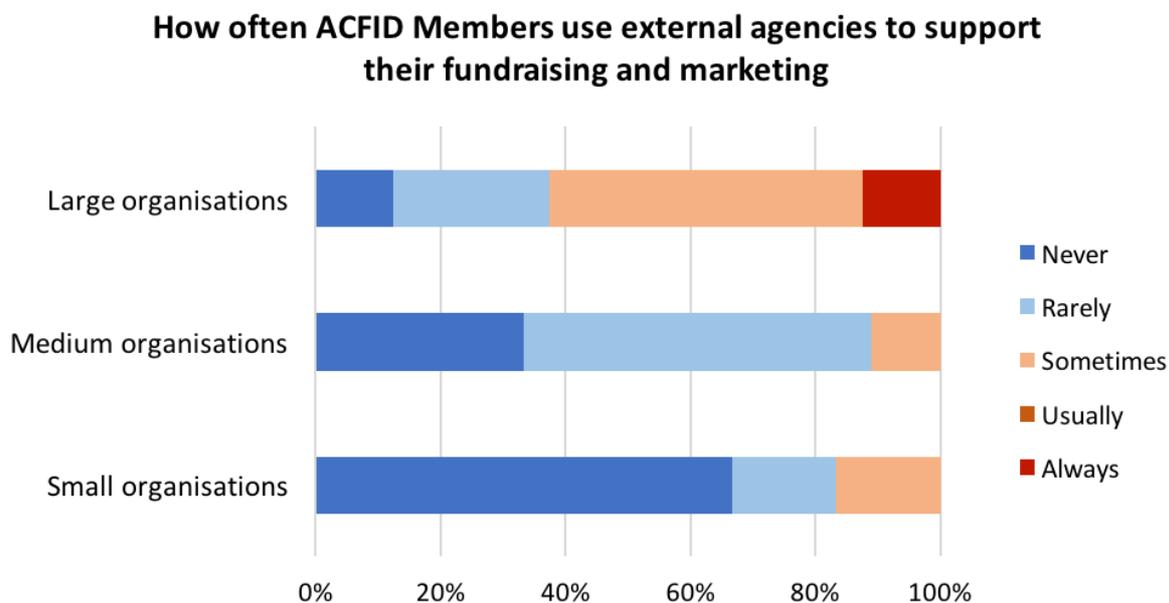
There are some concerns within the sector that the use of external fundraising and marketing agencies could pull the focus towards maximizing donations, possibly at the expense of long-term public engagement. Although it is beyond the scope of this research to assess whether this is true in reality, the extent of the potential problem may have been overblown. As shown in Figure 11 the majority of ACFID Members never, or rarely, use external agencies for their fundraising and marketing. Moreover, 73% of Members that do use external agencies make decisions about which images and messaging to use *before* the external agency is brought in. In other words, the external agency is likely to have limited influence over content. The remaining 27% work collaboratively with external agencies to decide on the content, but retain the final say.

However, there are important differences between organisations of different sizes. Considering that large organisations generate more content and have higher public visibility,

⁶⁹ Orgad, “Visualizers of solidarity”.

it would be worth focusing on these organisations in any future investigations into the use of external fundraising agencies in the development sector.

Figure 11: ACFID Members' use of external agencies for fundraising and marketing



6.2 HOW ARE DECISIONS MADE

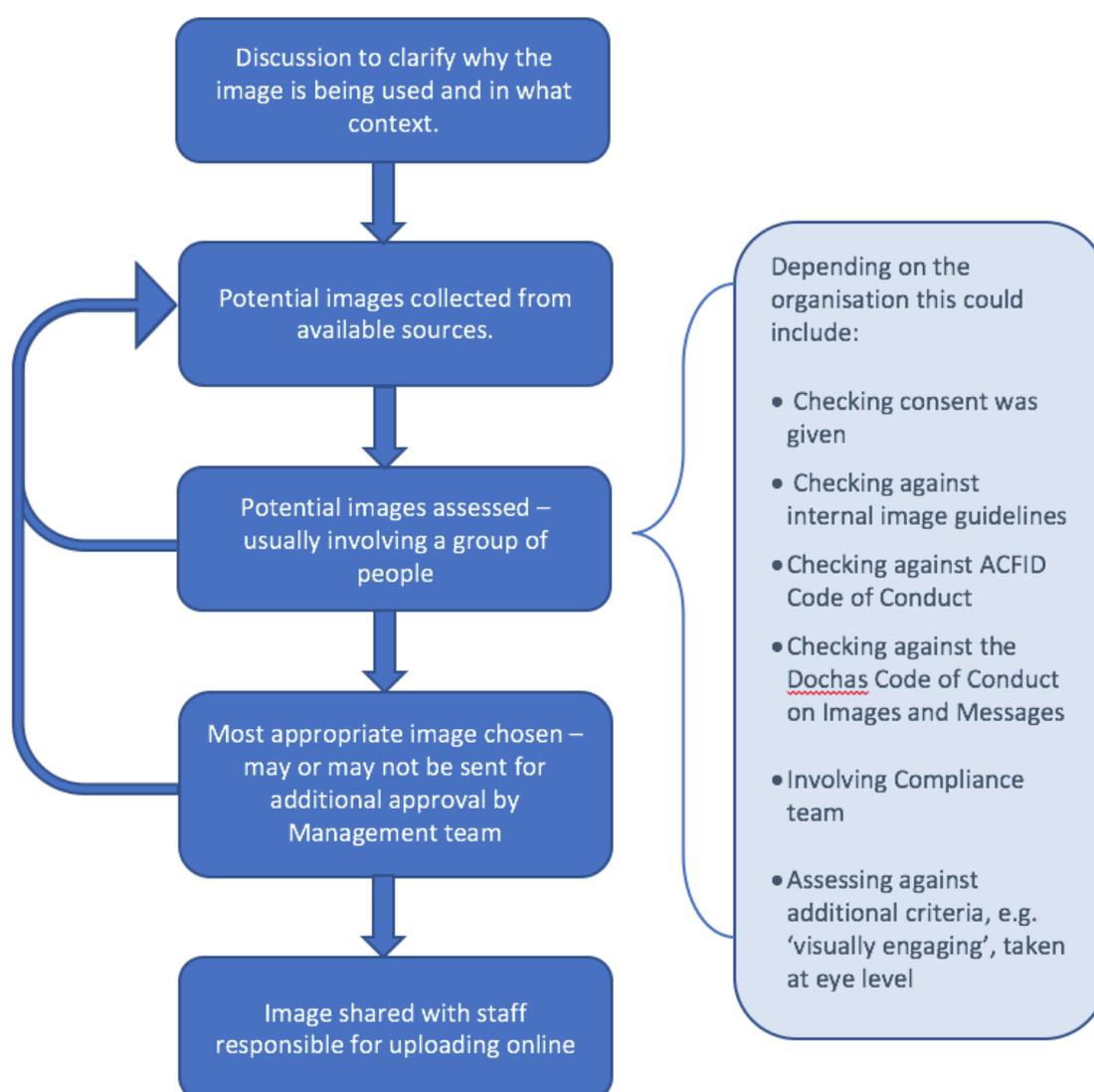
6.2.1 GENERAL PROCESSES

Although the decision-making processes of individual Members are quite varied there are some common trends, which have been summarised in Figure 12.

Responses by small Members did confirm that many don't have a formal process in place instead relying on informal discussions often between a small number of staff. However, this is realistic given their resources. Overall, most Members have a fairly structured decision-making process that incorporates a wide range of people.

Figure 12: Basic organisational decision-making process for ACFID Members

Basic decision-making process when ACFID Members choose images for online fundraising and marketing



6.2.2 SOCIAL MEDIA

The rise of social media in the online fundraising and marketing space has created excellent opportunities for ACFID Members to interact directly with the public. However, it has also increased pressure on organisations to increase the number of images they use and the speed at which these images are approved. Assuming that this might weaken the quality of decisions, it was deemed important to consider how the approval process for social media images was different. Surprisingly, although all ACFID Members use some form of social media, 58% indicated that the image approval process was no different. This rose to 66% when only small and medium organisations were considered.

For the predominately large organisations that did have different processes the key differences were:

- Less steps in the approval process - usually because it needs to be a faster process to keep up with social media demands.
- Less thought given to image choice than say a website home page key image, due to transient nature of social media.
- Greater autonomy is given to digital and administration staff, with minimal input from managers.
- More likely to use images taken by staff (e.g. at events), rather than paid sources.

This suggests that there could be some cause for concern around the approval processes for social media. But the differences also reflect the unique characteristics that make social media so valuable. Given that the content analysis did not reveal any large-scale problems, it seems justifiable that ACFID Members use their judgement to modify their approval processes for social media images.

6.3 RECOMMENDATIONS

- Future training or support provided by ACFID around images and messaging should encourage participation by, and be accessible to, those who don't necessarily have a communications or fundraising background.
- If resources are available, further research using interviews or case studies could be helpful to generate a deeper understanding of any differences in the priorities and opinions within organisations, and where the power lies.

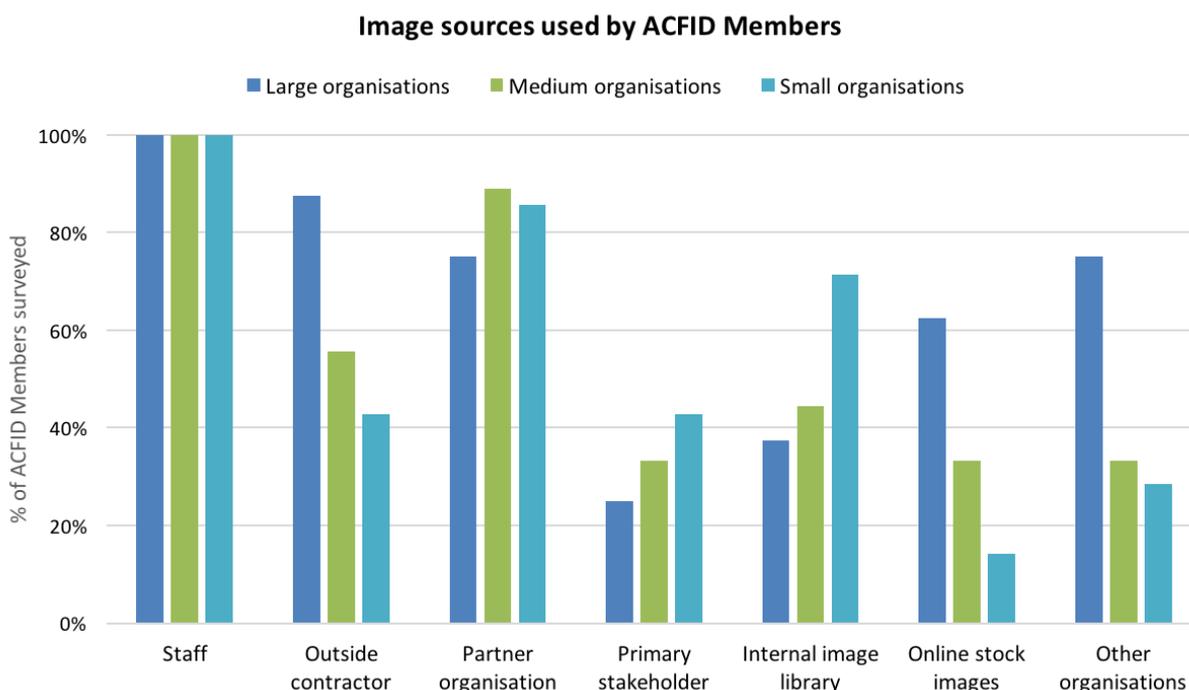
7. SOURCING IMAGES FOR ONLINE FUNDRAISING AND MARKETING

7.1 CURRENT PRACTICES

All ACFID Members, regardless of size, use a range of image sources for their online fundraising and marketing. The most common source, and one used by all Members surveyed, were images taken by staff members. This included in-country staff and also staff visiting project sites, whether for the specific purpose of gathering material for

communications or for other reasons. Over 80% of Members surveyed also use partner organisations as an image source. As can be seen in Figure 13 there are some differences in how small, medium and large organisations source their images. Perhaps unsurprisingly, given their resources, large organisations were more likely to use images taken by outside contractors. This also potentially explains why smaller organisations were more likely to use internal image libraries, where images could be re-used in multiple contexts. Interestingly, small and medium organisations were more likely to use images taken by primary stakeholders, although this is not a widespread practice by Members of any size.

Figure 13: Image sources used by ACFID Members



7.2 CHALLENGES AND ISSUES

7.2.1 OBTAINING AND ENSURING CONSENT

The ACFID Code of Conduct requires that all fundraising images used by its Members are “used with the free, prior and informed consent of the person/s portrayed”⁷⁰. While it is beyond the scope of this research to make a definitive assessment as to whether this is consistently done in practice, data from the Member questionnaire did raise some potential concerns. When asked whether their organisation had a formal process for gathering consent, nearly a quarter of small and medium respondents either didn’t know or indicated

⁷⁰ ACFID, *ACFID Code of Conduct*, 30

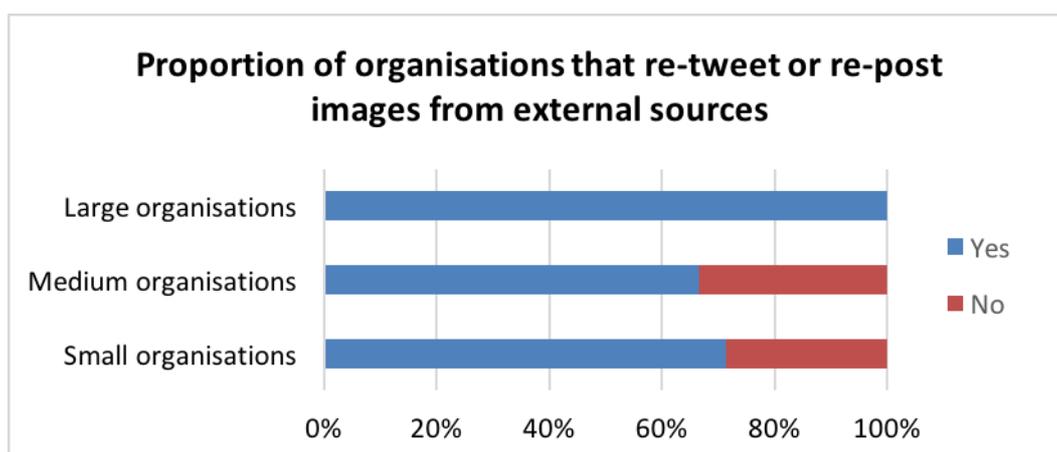
that they didn't have such a process. It is possible that consent is still gathered through informal processes. However, the ethical concerns associated with potentially not gaining consent suggests that requiring a systematic and formal process is not unreasonable.

Members themselves also identified gaining informed consent as the second most challenging issue, and it was the only issue marked as 'extremely challenging' by survey respondents. This was attributed, in part, to the difficulty of ensuring images sourced from partner organisations had appropriate consent and, in some cases, using historical or older images where the level of consent was unknown. Additionally, over 25% of small and medium organisations indicated that they would benefit from examples of consent processes. ACFID is well-positioned to provide practical support in this area.

7.2.2 IMAGES FROM EXTERNAL SOURCES

Given the different standards and expectations, particularly within the media, using images from external sources poses potential compliance and ethical problems⁷¹. Previous workshops and complaints to ACFID flagged Members' use of re-tweeted and re-posted images especially as a potential area of concern. As shown in Figure 14, the majority of ACFID Members do source images in this way. However, the content analysis indicated that the proportion of all images sourced in this way is relatively small. Around 10% of images analysed clearly came from sources outside the organisation, with consistent rates across organisations of different sizes. Generally, these were from news or media outlets, and none would be deemed non-compliant in terms of image content.

Figure 14: Proportion of organisations that re-tweet or re-post images



⁷¹ Lina Dencik and Stuart Allan, "In/visible conflict: NGOs and the visual politics of humanitarian photography," *Media, Culture and Society* 39, no. 8 (2017): 1178-1193.

The use of images from external sources is more likely during humanitarian crises, when speed is critical and organisations have limited ‘eyes on the ground’. As one organisation explained:

“...externals are more likely to have taken images than us earlier in the response.”

However, of all the images associated with humanitarian appeals, only three (out of 72) were clearly from external sources. This could reflect the fact that images were collected over a two-week period during which there were no new humanitarian crises. Nonetheless, it did include a compilation of video footage from a range of organisations, which was classified as being potentially non-compliant with the Code of Conduct.

While Members acknowledge the potential issues, they do not want to see compliance guidelines being extended to external sources. As one Member described:

“We would use our judgment, but if this [code] is to stop us sharing stories about a disaster from a news source such as ABC because we don’t know how they obtained consent, it would greatly limit our ability to raise awareness of crises amongst our constituents.”

The problems with images from external sources appear to be limited to isolated cases. However, further discussion with Members, particularly those involved in humanitarian appeals, would be beneficial to provide greater clarity around when Members should and should not use images from external sources.

7.2.3 SOURCING IMAGES FROM PARTNER ORGANISATIONS

A large proportion of ACFID Members use partner organisations to source images (see Figure 13). However, many Members acknowledged that this can be problematic. Currently, Members are not required to extend most Code of Conduct requirements around images and messages to partners. One exception to this are those specific to child safeguarding⁷². If images sourced by partners have not been gathered with appropriate consent, this raises practical and ethical problems for Members. Furthermore, there may be differences in the types of images that partners believe are appropriate and those that are most effective in the Australian context. Considering these challenges, opportunities to share experiences and advice in working with partners around image making should be incorporated into future support provided by ACFID. Partner organisations are also likely to be closely involved with any attempts to include primary stakeholders in image decisions. Supporting and building their capacity in this area should therefore be encouraged in future work.

⁷² ACFID, ACFID Code of Conduct, 8.

7.2.4 SOURCING HIGH QUALITY AND APPROPRIATE IMAGES

One additional challenge raised by around a third of Members was the difficulty in sourcing high quality images that were appropriate for fundraising and marketing materials. This was true for Members of all sizes, and was mainly due to a lack of appropriate resources on the ground to produce high quality images on a regular basis, and the high cost of sending staff in-country for communications purposes. While there is limited support ACFID can provide in this area, it is worth keeping in mind, particularly if Members are being encouraged to include primary stakeholders in the image making process.

7.3 RECOMMENDATIONS

- ACFID to generate or source examples of consent process, particularly those relevant to small and medium organisations.
- ACFID to encourage discussion around Members' strategies for engaging with and training partner organisations in image requirements as part of future networking or collaborative activities.
- ACFID to hold targeted discussions with ACFID Members involved in humanitarian appeals to clarify expectations around the appropriate use of re-tweeted or re-posted images, particularly during the initial stages of a crisis.

8. MEMBERS' PERSPECTIVES ON CURRENT ISSUES AND FUTURE DIRECTIONS FOR THE AUSTRALIAN DEVELOPMENT SECTOR

8.1.1 PERCEPTION OF DECLINING STANDARDS

There seems to be a general perception amongst Members that, across the sector, there are quite significant problems with the way images and messaging are used. As one large organisation said:

"...our perception is that many are not just borderline but well across the line!"

Another large organisation suggested:

"Feels like some organisations are leaning towards images that may not always present those who live in poverty in dignity – maybe a shock factor?"

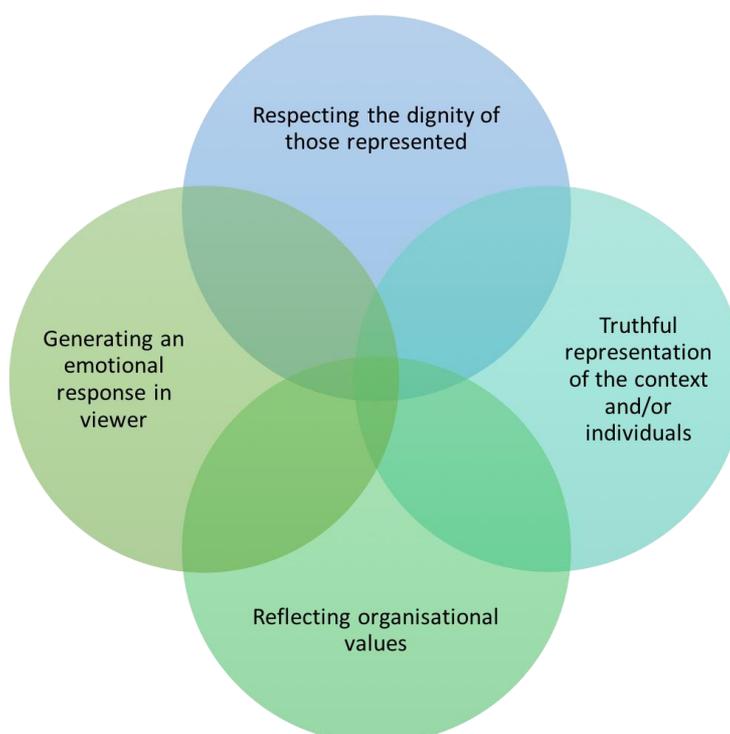
However, the results from the content analysis conducted for this research suggest that there are very few images in reality that were obviously disrespectful or demeaning. This may reflect differing interpretations of what ‘respect’ or ‘dignity’ looks like. Members have indicated the need for more clarity around what these concepts might look like in practice. The following suggestion from a medium sized organisation could be a useful framework to work with:

“It would be good to have more practical guidance and examples on what good messaging and image (and consent) collection looks like. For example...Best Practice for consent is this; Good Practice is this; and Minimum Adherence is this.”

8.1.2 MANAGING ETHICAL CHALLENGES

Overall there is a strong desire amongst Members to maintain ethical standards and integrity, and avoid, as one small Member put it, “a race to the bottom in order to secure funds.”⁷³ Members are acutely aware of the challenge of balancing (potentially) competing goals when trying to make ethical decisions about which images to use. The main goals mentioned by Members are summarised in Figure 15. While there are no clear solutions, ACFID can have a role in supporting Members with these ethical dilemmas by helping them to develop and apply their own ethical decision-making frameworks.

Figure 15: Overlapping goals as identified by Members



⁷³ Response from a small ACFID Member.

8.1.3 SECTOR-WIDE COOPERATION AND COLLABORATION

There is a consistent desire for greater collaboration and cooperation across the sector, rather than competition. 65% of all Members indicated that greater opportunities for networking and collaboration between those involved in fundraising and marketing would be one of the top three most beneficial forms of support that ACFID could provide. One key way ACFID currently supports collaboration between Members is through Communities of Practice (CoP)⁷⁴. Currently, there is an Images and Messages CoP, however it has not been very active. This was confirmed by analysis that revealed that 50% of Members who wanted more networking opportunities were already part of the CoP, suggesting it is not being used to its full potential.

The request for more collaboration seems to have been prompted not just by the desire to share resources and expertise, but also the belief “that negative tactics by any agency erodes confidence in the sector as a whole.”⁷⁵ This belief reflects findings from Common Cause⁷⁶ in the UK, which has shown that the way organisations frame their fundraising can influence donors’ responses to other organisations; even those working in vastly different fields. While collaboration does often occur in the context of humanitarian appeals, it is less common to have shared approaches to fundraising for on-going development work. There is perhaps the potential to work more collaboratively as a sector, particularly around the idea of ‘frames’ to generate innovative and consistent approaches to images and messaging in fundraising more generally.

8.1.4 KEEPING UP-TO-DATE WITH ‘BEST PRACTICE’

There is a clear desire from Members for more information around ‘best practice’ and up-to-date research into the use of images in fundraising and marketing. Interestingly, this was consistent across Members of all sizes. Even though large organisations indicated that keeping up with best practice and accessing fundraising and marketing training was less challenging than for small and medium organisations, all indicated that further information would be beneficial. The strong desire for increased information about ‘best practice’ is somewhat surprising considering that 85% of questionnaire respondents are working in a Communications/Media role. ACFID has the opportunity to play an important role both in disseminating up-to-date information to Members and in providing opportunities for networking and collaboration between Members.

⁷⁴ Communities of Practice are member-run groups that allow individuals who are interested in a particular issue to share, learn, collaborate and advocate together.

⁷⁵ Response to the question “Thinking about the Australian aid sector more broadly, what do you think are the current issues that require the greatest attention in terms of images and messaging?” by a large ACFID Member.

⁷⁶ Common Cause, *No cause is an island*.

8.1.5 INVOLVING PRIMARY STAKEHOLDERS

Involving primary stakeholders in decisions about which images to use is one way that NGOs are attempting to challenge existing power dynamics and issues regarding representation⁷⁷. Having greater participation from primary stakeholders can help organisations ensure that their understanding of what ‘respect’ and ‘dignity’ looks like reflects the beliefs of those who are having their image taken. It is also an opportunity to empower primary stakeholders to tell their own stories and control how their lives are depicted. This is particularly important considering that over 90% of images used by ACFID Members in their fundraising and marketing depict primary stakeholders.

The ACFID Code of Conduct does not require Members to involve primary stakeholders in the decisions around images and messaging. Instead it is included as a Good Practice Indicator, which are designed to support Members to strengthen and improve their practice over time. However, it is clearly an area of interest for Members, with 46% saying that training in how to include primary stakeholders would be one of their top three most beneficial forms of support.

Involving primary stakeholders is not without challenges and will require significant effort and changes in current practice. However, there is evidence of work being done in this area which could be shared across the sector. Save the Children⁷⁸ recently published *The People in the Pictures*, which reports on the perspectives of primary stakeholders’ and provides recommendations for how organisations can include these perspectives in their work. Using reports such as this, ACFID could work collaboratively with Members to provide greater support for those wishing to improve their image making practice in this way.

8.2 RECOMMENDATIONS

- ACFID to reinvigorate and support the existing Images and Messaging Community of Practice as a means of increasing collaboration between Members. This group could act as a focal point for the sharing of information and examples of ‘best practice’. Being online, it is accessible to all Members and is a cost-effective approach for ACFID.
- ACFID to work collaboratively with Members to generate and disseminate easily-accessible and more detailed information about ‘best practice’ in the use of images.

⁷⁷ Dencik and Allan, “In/visible conflict”.

⁷⁸ Siobhan Warrington and Jess Crombie, *The People in the Pictures*, (London: Save the Children, 2017), <https://resourcecentre.savethechildren.net/library/people-pictures-vital-perspectives-save-childrens-image-making>.

How this information is communicated will depend on available resources, however some potential opportunities include:

- Developing a comprehensive Images and Messaging toolkit or guide, similar to one used in Ireland⁷⁹, that incorporates current research, examples of different 'frames' and ethical decision-making frameworks.
- Individual fact-sheets or case studies that focus on specific issues, such as how to include primary stakeholders or tips for working with partners, that could be added to the Resources section of ACFID's Good Practice Toolkit.
- ACFID to work collaboratively with Members who are already including primary stakeholders, to develop guidelines or examples about how to do this well that can be shared across the sector.

9. CONCLUSION

The issues and challenges that Members face when deciding which images to use across their online channels are complex and diverse. The ethical dilemmas involved with balancing multiple competing goals have no easy solutions and rely on the presence of strong organisational processes and the judgement of individuals. The evidence provided by this research has shown that most ACFID Members are very aware of the potential issues related to their use of images. Furthermore, there is a strong desire to work together to improve practice across the sector.

While there is currently a high level of compliance with the ACFID Code of Conduct by most Members, there is still room for refining the way online fundraising is framed and numerous opportunities to improve practice and understanding. In this regard, ACFID has a key role to play in providing Members with better information and examples of best practice, as well as delivering opportunities to collaborate. While there are many challenges, this is also an exciting opportunity for ACFID and its Members to generate innovative and creative ideas about how images and messaging can best be used to increase public support for development.

⁷⁹ Dochas, *The illustrative guide to the Dochas Code of Conduct on images and messaging*, (Dublin: Dochas 2014), https://dochas.ie/sites/default/files/Illustrative_Guide_to_the_Dochas_Code_of_Conduct_on_Images_and_Messages.pdf.

10. SUMMARY OF RECOMMENDATIONS

ACFID to:

<p style="text-align: center;">Short-term</p>	<ul style="list-style-type: none"> • Provide clarification and examples of ethical decision-making frameworks. • Generate or source examples of consent processes relevant for small and medium organisations. • Provide additional information and guidance to Members about existing research into ‘best practice’ • Conduct follow-up interviews to clarify what aspects of the Code are most challenging to understand. • Reinvigorate and support the existing Images and Messaging Community of Practice.
<p style="text-align: center;">Medium-term</p>	<ul style="list-style-type: none"> • Provide opportunities for Members to share knowledge and expertise, particularly around involving primary stakeholders and partners’ knowledge and practice. • Hold targeted discussions with Members involved in humanitarian appeals to clarify expectations, particularly around the use of re-tweeted and re-posted images.
<p style="text-align: center;">Long-term</p>	<ul style="list-style-type: none"> • Engage Members in deeper discussions about the types of frames being used and their potential impact on the sector. • Consider requesting Communications policies, or other relevant documents, be submitted for review as part of the next round of Code Self-Assessments. • Conduct further research into how decisions are made within organisations. • Ensure future training or support is accessible and promoted to a wide audience, including those who don’t necessarily have a communications or fundraising background.

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APPENDICES

APPENDIX 1: CONTENT ANALYSIS

Given the time limitations of this research the number of images collected from each organisation was limited by some basic rules. Similarly, images and videos were limited to those that had been placed online in the last 6 months to ensure analysis of the most recent data. Details can be seen in the following table:

Source	Collection rules
Website	All images on the home page included; images on the organisation's Donate and Get Involved page (or those of a similar purpose). For organisations with multiple page levels, a '2-click' approach was taken, limiting the images to those available through 2 clicks from the website home page.
Facebook	Organisation's banner image included, plus 6 most recent posts that included an image or video (only those from last 6 months). Where posts included more than one image, only the main image was chosen.
Twitter	6 most recent tweets that included images included, limited to the last 6 months.
Instagram	6 most recent posts, limited to the last 6 months.
Youtube/Vimeo	Videos uploaded in the last 6 months. Maximum of 4 per organisation.
Crowdfunding	Images used on the organisation's page on the following crowdfunding sites: Good Company, Karma Currency and My Cause. Preliminary research showed these were the most commonly used by ACFID Members.

If an organisation used the same image multiple times across different platforms this was not included, and in the case of Facebook, Twitter and Instagram the next most recent post was included.

Each image and video was then individually coded according to the following attributes:

Attribute	Category	Attribute	Category
Member size	Large	Online channel	Website
	Medium		Facebook
	Small		Twitter
Image Type	Image		Instagram
	Video		Crowdfunding

Appeal type	Development	General purpose	Youtube/Vimeo
	Humanitarian		Elicit funds
Basic content	Gender (Female, Male, Both)		Educate about an issue
	Age (Adult, Child, Both)		Promote the work of the organisation
	Who (Donor, Staff, Primary stakeholder)		Promote an event
Image source	Internal (not obviously from another organisation or news outlet)		Encourage participation (e.g. volunteering; advocacy)
	External		

APPENDIX 2: ACFID CODE OF CONDUCT – QUALITY PRINCIPLES 6 & 8

Available from

<https://acfid.asn.au/sites/site.acfid/files/Quality%20Assurance%20Framework%20JUNE2017.pdf>

6. COMMUNICATION

Quality Principle: Development and humanitarian organisations communicate truthfully and ethically.

Commitments	Compliance Indicators	To demonstrate compliance, Members will have the following Verifiers, commensurate with their size:
6.1 We are truthful in our communications.	6.1.1 Members' public materials accurately describe the organisation and its work.	Public materials which: <ul style="list-style-type: none"> <input type="checkbox"/> Are obtained and used according to ethical principles. <input type="checkbox"/> Are consistent with their stated purpose and values. <input type="checkbox"/> Accurately describe the nature and scope of their work. <input type="checkbox"/> Acknowledge the role of partners. <input type="checkbox"/> Are consistent with ACFID's Fundraising Charter where the public materials relate to fundraising.
	6.1.2 Members have organisational protocols for the approval of public materials.	<input type="checkbox"/> Policy, statement, guidance document or checklist outlining the protocols for the approval of public materials.
	Good Practice Indicators <ul style="list-style-type: none"> <input type="checkbox"/> A communications focal person is in place. <input type="checkbox"/> Training is provided for communications personnel on organisational protocols, Fundraising Institute of Australia guidelines and ACFID's Fundraising Charter. <input type="checkbox"/> Communication materials are reviewed periodically to ensure they comply with organisational policies, ethical decision making frameworks and the ACFID Code of Conduct. <input type="checkbox"/> Commitment to the ACFID Fundraising Charter is published on the organisation website. 	
	Compliance Indicators	To demonstrate compliance, Members will have the following Verifiers, commensurate with their size and the nature of their work:
6.2 We collect and use information ethically.	6.2.1 Members' communications are accurate, respectful, and protect privacy and dignity.	An ethical decision-making framework, which must: <ul style="list-style-type: none"> <input type="checkbox"/> Align with the values of their organisation and this Code. <input type="checkbox"/> Commit the organisation to the use of images and messages in communications in a way that portrays the affected people in a manner that respects their dignity, values, history, religion, language and culture, and is authentic to the context, person and terms of consent given. <input type="checkbox"/> Be consistent with ACFID's Fundraising Charter (8.1.2). <input type="checkbox"/> Be consistent with the Members' privacy policy (7.2.2).
	6.2.2 Members have organisational requirements for the collection of information, images, and stories.	Policy, statement or guidance document that: <ul style="list-style-type: none"> <input type="checkbox"/> Commits the organisation to use images and messages in communications in a way that portrays the affected people (including children) in a manner that respects their dignity, values, history, religion, language and culture, and protects their safety and rights. <input type="checkbox"/> Is consistent with ACFID's Fundraising Charter (see 8.1.2). <input type="checkbox"/> Includes a requirement for free, prior and informed consent and acknowledges people's right to information. <input type="checkbox"/> Requires that the collection of information, images and stories does not harm people or the environment. <input type="checkbox"/> Applies to all information, stories and images collected for research, evaluation, and donor and supporter purposes.
	6.2.3 Members are respectful and considerate of the reputation of other ACFID Members.	<input type="checkbox"/> Policy, statement or guidance document that commits the Member to not making statements about other ACFID Members with the intention of creating a reputational or other advantage to themselves.
Good Practice Indicators <ul style="list-style-type: none"> <input type="checkbox"/> Procedures for seeking consent for the use of images and stories are available in local languages and other forms such as images to ensure full accessibility to stakeholders. <input type="checkbox"/> Training is provided to key personnel and partners on appropriate ways to collect and use information, images and stories. The organisational ethical decision making framework is used to guide this. <input type="checkbox"/> Copies of communications or fundraising materials which use images or stories of primary stakeholders are provided to those stakeholders. <input type="checkbox"/> The use of images and stories in communications and fundraising materials is jointly defined with the primary stakeholders involved. 		

8. RESOURCE MANAGEMENT
Quality Principle: Development and humanitarian organisations acquire, manage and report on resources ethically and responsibly.

Commitments	Compliance Indicators	To demonstrate compliance, Members will have the following Verifiers, commensurate with their size:
<p>8.1 We source our resources ethically.</p>	<p>8.1.1 Members have organisational standards for the acceptance of donations.</p> <p>8.1.2 Members report their compliance with the ACFID Fundraising Charter annually to their own governing body.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Policy, statement, guidance document or governing body decision outlining the conditions that must be satisfied to accept or reject a donation. <p>The ACFID Fundraising Charter</p> <p>The ACFID Fundraising Charter requires that Members will have processes and procedures in place to ensure that:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Decisions to accept or reject donations support the purpose of the organisation. <input type="checkbox"/> Legislative requirements for fundraising are met. <input type="checkbox"/> The privacy of Donors, consistent with the Privacy Act, are met. <input type="checkbox"/> Free, prior and informed consent is obtained for all images and stories. <p>All fundraising materials will be truthful and:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Include the organisation’s identity including name, address, ABN and purpose. <input type="checkbox"/> Accurately represent the context, situation, proposed solutions and intended meaning of information provided by affected people.

		<ul style="list-style-type: none"> <input type="checkbox"/> Clearly state if there is a specific purpose of each donation. <input type="checkbox"/> Avoid material omissions, exaggerations, misleading visual portrayals and overstating the need or what the donor’s response may achieve. <p>If outsourcing fundraising activities, Members will ensure that:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Contracts are in place which meet all relevant legislative and regulatory requirements. <input type="checkbox"/> Specific expectations, responsibilities and obligations of each party are clear and in writing. <input type="checkbox"/> Members are identified as the beneficiaries of the funds. <input type="checkbox"/> Contractors are clearly identified. <p>Images and messages used for fundraising will not:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Be untruthful, exaggerated or misleading (e.g. not doctored, created as fiction or misrepresenting the country, etc.). <input type="checkbox"/> Be used if they may endanger the people they are portraying. <input type="checkbox"/> Be used without the free, prior and informed consent of the person/s portrayed, including children, their parents or guardians. <input type="checkbox"/> Present people in a dehumanised manner. <input type="checkbox"/> Infringe child protection policies and in particular show children in a naked and/or sexualised manner. <input type="checkbox"/> Feature dead bodies or dying people. <p>Members have a clear ethical decision-making framework in place which aligns with the values of their organisation and the Code and includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> A commitment to portraying affected people in a way that respects their dignity, values, history, religion, language and culture. <input type="checkbox"/> A process that integrates a range of key staff in the organisation (e.g. communications, planning, child protection and CEO) in decision-making where appropriate. <input type="checkbox"/> Clear responsibilities for approval for public use of images and messages.
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		<ul style="list-style-type: none"> <input type="checkbox"/> A process which recognises and balances both donors and affected people but which gives primacy to the primary stakeholders.
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APPENDIX 3: DEFINITIONS AND EXAMPLES OF DARNTON & KIRK'S (2011) FRAMES.

Frame	Definition from Darnton & Kirk (2011)	Examples of common language used
Activist frame	A person engaged by the NGO is seen as one to be 'activated' around a particular issue or campaign.	"You can help...(identified a specific issue not the NGO)"
Campaigns frame	Actions are constrained to the roles and relationships of a traditional campaign (contrast with the Social Movement frame).	"Join us in campaigning for..."
Change the System frame	Effort is directed toward shifting power structures and reforming institutions in order to alleviate poverty.	"Empower communities to lead their own development"; "By supporting innovations..."
Charity frame	The NGO is seen as the mechanism for privileged people to share their wealth with the poor.	"Your support has enabled us..."; "Help support our mission"; "You help will..."
Common Good frame	The underlying value that motivates people to action is a sense of caring for others, with the goal of increasing collective well-being.	"Make a real difference"
Corrupt Government (Africa) frame	Aid sent to Africa is like sending buckets of cash to corrupt officials, a pointless and wasteful action.	N/A
Empathy frame	Underlying value that motivates people to care for the poor, based on feelings of commonality and compassion.	Direct appeals from primary stakeholders "We need your help"; generally 'sad' images; images accompanied by personal stories
Giving Aid frame	The primary activity for reducing poverty is a direct monetary transfer from wealthy nations to poor nations.	N/A
Help the Poor frame	A description of what NGOs do that emphasises a 'hand outstretched' to help those in need.	"Give a hand up"; "Help us deliver life-changing programs"; "only hope"; highlighting the need and NGOs role in meeting that need.
Human Kindness frame	A belief in the basic goodness of people and a strategy for evoking compassionate response to drive action.	"Save a life"; "Bring hope and help"; limited reference to the role of the NGO
Ignorant public frame	A belief that the reason people don't do more to help is that they are uninformed, which leads to a 'public education' strategy for increasing engagement.	Informative stories accompanying images; 'non-human' images (maps).

Individual Concern frame	Emphasis on altering individual decisions through appeals to core concerns of individuals.	“We are able to tailor different options...”; “Support a project you’re passionate about”
International Solidarity frame	Sentiment that rich and poor are all part of the same community; what affects some of us impacts us all.	“Disaster can strike anywhere”; emphasizing common experiences, e.g. going to the toilet, love of chocolate.
Invest in Entrepreneurs frame	Notion that the way to alleviate poverty is to treat the world’s poor as entrepreneurs who only need to be given loans (eg microcredit) so they can start their own businesses.	“A small loan can help transform lives”
Market-driven Fundraising frame	Treatment of NGO list members as potential customers to engage with marketing strategies.	“Give a gift with meaning”; “Buy ethical”
Poverty frame	Defining the issue of concern as poverty, often to the exclusion of interrelated issues like trade, corruption, environment, governing philosophies, etc.	“These people are trapped by poverty”
Social justice frame	Drawing attention to race and economic class differences, with emphasis on justice and human dignity.	“Transform their lives and break the cycle”; “Help people help themselves”
Social Movement frame	Telling story of NGO efforts in content of a movement to remove a moral failing or achieve a freedom or right for a disenfranchised community (contrast with Campaign frame)	N/A
Social Responsibility frame	Underlying value that calls upon people to recognize their role in making society better.	“Changing the world starts with you”; “We are lucky...the least we can do”; “We cannot turn away”
Transaction frame	Emphasis placed on an exchange of goods or services between individuals, commonly in the context of an economic exchange.	“For a donation of just \$100...”; “\$5 can provide...”; specific amount requested.
Transformational Experience frame	Exposure to an emotionally powerful experience that results in deep introspection and a persistent change of character.	N/A