

CARE AUSTRALIA

Strategy 2019+



**It starts
with equal...**



It starts with equal

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CARE International is a global leader within a worldwide movement dedicated to ending poverty and injustice. CARE Australia is a member of the CARE International confederation, one of the world's largest independent development and humanitarian organisations.

We respond to both disaster and development needs as we recognise that poverty and injustice are exacerbated by disasters and lead to vulnerability. We are proud of the breadth and depth of our work. With our non-religious and non-partisan approach, we offer assistance to anyone who needs it.

We have learnt from our work across 93 countries and countless communities that poverty is an imbalance of power as much as of resources. Those with the least power are dealt a double blow in times of humanitarian crisis and, in responding, we take a proactive approach to support them to be less vulnerable to disaster in the first place.

When inequality is tackled, long-lasting change is possible. Our work aims to enable all people to participate in their society and economy, to influence the decisions that affect them, and to give them the means to address the challenges they face.

Gender inequality is one of the primary forms of injustice and the most prevalent abuse of human rights globally. Advancing gender equality and women's empowerment is the most effective way to deliver a stable, prosperous and peaceful community, nation and world. And it is a smart use of our donors' generosity. CARE Australia knows that equality cannot be achieved by women working alone. That is why we support women and girls to claim their rights while focusing equally on working with men and boys. We help them create relationships at home and in society based on equality and sharing of decisions, resources and work. And we support whole communities to build the structures and systems to promote equality and identify, challenge and remove barriers.

We recognise that gender equality is more than a binary of women and men. It requires justice for people of all sexes, gender identities and diverse sexualities. No-one is defined only by their sex or gender. We all bring our own diverse experience and multiple intersecting characteristics, so we ensure that we support those who are marginalised and excluded, whether by sex, ethnicity, disability, religion, sexuality, gender identity or other characteristic.

We understand that change starts from within. We can only be effective in our gender equality work if we apply the same principles to how we work and within our organisation.

This is what change looks like. And it starts with equal.



***"I feel proud to work
at CARE because
of who we are, not
just what we do,"***

- Staff member, 2018.



Our Vision:

We seek a world of hope, tolerance, and social justice, where poverty has been overcome and all people live with dignity and security.

Our Mission:

CARE works around the globe to save lives, defeat poverty and achieve social justice.

Where we are coming from

CARE Australia joined the CARE International family in 1987. We manage seven Country Offices on behalf of CARE International and we always take seriously our responsibilities of management of CARE International Country Offices.

The 2015-18 CARE Australia Strategy asked us to pursue the following goals.

- Excellence in programs and operations so resources create lasting impact for poor communities
- Engaging Australians in CARE's work and being recognised as a leading agency tackling global poverty, gender inequality and humanitarian response
- Developing an agile organisation that fosters excellence and innovation

Over this three year period, we have achieved many development goals, including:

- assisting more than 2 million people across more than 20 countries to make positive changes in their lives, including better education, health, nutrition and income;
- delivering a seven-fold increase in girls' enrolment in schools across the provinces where we work in Afghanistan;
- reducing diarrhoea cases in project areas in Zimbabwe by 22 per cent through improvements to water, sanitation and hygiene and increasing by 50 per cent the number of people who have access to safe water;

- increasing by 24 per cent the number of women having safer births with skilled birth attendants in project areas in Bangladesh, increasing neonatal vaccinations in project areas in PNG by 40 per cent, and doubling women accessing postnatal care in the communities where we work in Timor-Leste;
- influencing leading global clothing brands to work with us to ensure their supply chains are free from sexual harassment in Cambodia.

Proud of our achievements, we have:

- improved our ability to advocate for our work and the importance of international development and achieved reform on policy positions such as sexual harassment;
- secured key partnerships including the Australian Humanitarian Partnership;
- increased the percentage of the most senior positions in CARE International Country Offices managed by CARE Australia that are held by citizens of the country in which they are located, to 32 per cent against a target of 25 per cent;
- secured an average of AUD 30.4 million in Australian Government funding each year over the three years of the strategy, AUD 5.4 million per annum more than the target of AUD 25 million each year;
- maintained our role as a leading, respected, responsive and well run organisation.

Where to from here

Working together, the global community has achieved remarkable reductions in poverty and great strides towards equality, stability and prosperity. The Millennium Development Goals aimed to do the impossible: to cut the global poverty rate in half. It did so five years ahead of schedule.

Yet progress is not assured and many of the global Sustainable Development Goals, established in 2015, are already stagnating or out of reach. The majority of the world's poor - particularly in our Indo-Pacific region - will soon live either in middle income countries or fragile states. At the same time, many of our closest neighbours remain on the list of least developed countries. Inequality between rich and poor is growing, and progress towards equality between women and men has stalled. Left unchecked, climate change will threaten our lives and livelihoods.

Globally, we are experiencing a faltering political will to work together towards a safe, peaceful and just world. Current geopolitics make it particularly difficult to predict where the world will move over the next decade.

A number of trends create genuine challenges and disruption for us to navigate, cutting across the external context, governmental policy, the sector as a whole and those specific to CARE Australia.

- Governments around the world are increasingly restricting the voice and activities of civil society organisations, and there are worrying trends in Australia to limit the ability of civil society to advocate on important issues.
- Increased conflict, protracted crisis, persistent natural disasters and climate change in the Indo-Pacific region places more people, including our staff, in harm's way, makes our operating environment ever more difficult and intensifies pressure on the humanitarian system.

- Entrenched poverty in sections of society can be disguised or hidden in some middle (or lower middle) income countries, leading to shrinking aid funds available before poverty and inequality can be fully addressed.
- Public trust in international development NGOs is under threat and this could change people's attitude and approach to giving; the fundraising environment is ever more competitive and rising risk of cyber security breaches brings financial and reputational risks.
- Australia's aid program remains on a trajectory to be funded at historically low levels, and public discussion of our national interest is too often cast as narrow and internally focussed.
- Technology has the potential to deliver new solutions to development challenges, but may lead to greater inequality between those who have access and those who do not and also raises expectations on development organisations.

There has never been a more urgent time to adapt to the changing landscape. We focus on both the short and long term, positioning ourselves to understand our role and how it may change over time. This includes considering our relationships with local partners and our supporters, and how we engage with government and the communities where we work. We have control over some challenges but for others, we must navigate with a clear strategic intent. In doing so, we will be better placed to grasp the significant opportunities for CARE Australia to help reduce poverty and inequality.

In the current constrained environment, we seek to grow modestly, but increase our influence significantly.



How we work – our values

To succeed, we must create an adaptive organisation that responds quickly to new challenges and opportunities. To achieve this we must take the time to create a supportive organisational culture that enables our staff to work creatively and cleverly, sustainably and flexibly. We are not just focused on what we do, but how we do it - “doing things right and doing the right thing.”

Our values influence everything we do and we motivate everyone at CARE Australia to live these values every day, whatever their role or wherever they work. Our values apply when we work with one another, when we work with communities and when we work with our donors, supporters and partners. All of us are held to account for our behaviour in relation to these values.



Our culture and work processes are key to creating such an organisation.

- We strive to prepare ourselves for challenges and then to meet them head on.
- We discuss and agree our directions, and then free our people to pursue these goals, trusting their capacity and judgement.
- If we fail, we fail as quickly as possible, so long as we had agreed directions, and we do not blame each other for having tried something new.
- We work together across disciplines, departments and offices, seeing ourselves as one team and leveraging the diverse skills we have throughout the organisation and the CARE International confederation.
- We understand that respect and equality must be embedded in all our processes and relationships not least because it is essential for preventing sexual misconduct including abuse, exploitation, harassment and child abuse.
- To ensure our staff can meet the challenges outlined in this strategy and become leaders, we support them to learn and develop in an environment that encourages contestability and new ideas.
- We hold each other accountable at all levels and do not tolerate fraud or dishonesty.

C

Courage: We are clear-eyed about the challenges and opportunities facing humanity; we make difficult decisions and take calculated risks to respond to these knowing we have a healthy and productive workforce in a safe and fun work environment.

A

Ambition: We are all leaders, thinking big and taking urgent action to improve the world; we challenge each other, have the confidence to try new things, and we move fast.

R

Respect: We know we must be the change we want to see, so we treat colleagues, partners and the public with respect, valuing and promoting different opinions and perspectives based on our diverse life experiences, working together so we all feel safe and powerful.

E

Equality: We know humanity's best chance for overcoming poverty and creating a world of hope, tolerance and social justice lies in equality; we advance equality in all our work and in our dealings with all people, especially gender equality. It all starts with equal.

Our goals

CARE 2020 and our thematic approach to development and humanitarian work

We will play our part to achieve the CARE International 2020 Program Strategy outcomes. CARE Australia stands side-by-side with all our colleagues around the world to provide support in:



To reach this number of people, we will focus on development impact. In particular, CARE Australia will:

- **RESPOND fast to crises:** our humanitarian assistance reaches people affected by conflict and natural disasters, placing the needs and rights of vulnerable women and girls at the centre;
- **NURTURE respectful relationships:** we help families, communities and workplaces nurture respectful relationships between people of all genders to address gender-based violence and sexual harassment;
- **GROW resilient communities:** we support families and businesses to prepare and cope with climate change, natural disasters, economic/market, social, political, technological, and other shocks;
- **BUILD inclusive communities:** we help improve accountability between community members, service providers, and decision makers to ensure everyone benefits from transparent and fair public services and investment decisions.

The contribution we make to CARE International 2020 Program Strategy outcomes in our development work focuses on the Indo-Pacific region, although we respond to emergencies wherever they occur. We belong to this region and are geographically well placed to respond.

Fighting poverty and injustice and achieving prosperity is about power: we understand that, so we build gender and power analysis into all we do, and continually update it to plot our route through uncertainty.

We understand that across all these themes, we must take action across the three domains of change in CARE's gender equality framework – agency, relations and structure. We will challenge barriers to gender equality facing women across their lifetimes – through childhood, adolescence and adulthood. We will take proactive steps to enhance her voice, power and decision making, while addressing critical structural barriers to her empowerment, including violence.

Our focus on building equality into all we do means that we:

- recognise the interlocking forces of inequality that form a system that prevents many women from realising their human rights and diminishes us all;
- understand peace and security as active respect and safety for women, men and people of all genders (not just the absence of conflict);
- know that we must leave no-one behind, that equality necessarily requires us to address sexism, racism, exclusion and discrimination of all kinds;
- support and engage with movements for equality, collaborating with women's organisations, and engaging men and boys as essential partners with us on this journey.

CARE Australia is a learning organisation. We will measure our development results through credible, evaluations and ensure what we learn shapes our work. We will share learnings across our CARE International confederation and support improved knowledge management within the confederation. Our work towards our CARE 2020 goals will contribute to the realisation of the Sustainable Development Goals.

What we will do to achieve our goals – our intermediate outcomes

In pursuing these themes and across all our work, to achieve the CARE International 2020 Program Strategy outcomes, in our Australian offices and in the CI Country Offices managed by CARE Australia we will all pursue the following intermediate outcomes for this strategy.

1. Our **impact is multiplied** by scaling up our development and humanitarian programming, modestly increasing our revenue and communicating effectively with our supporters.
2. Australians, civil society and social movements are **connected** with our programs and the people with whom we work and we have increased partnership with local civil society organisations, social movements and private sector organisations, working effectively as a member of the CARE International confederation, having drawn on all our skills and experience by working across disciplines, departments and offices.

3. We are a **recognised influencer**, standing up for development and humanitarian action, sharing our learnings about development, gender equality and social justice and telling powerful stories about the important role of development in our region.
4. We are a **leading efficient, respected and innovative development and humanitarian organisation**.

These intermediate outcomes apply to all CARE Australia staff and staff in the CI Country Offices managed by CARE Australia, no matter what discipline, department or office we work in. They are designed to ensure that we come together towards common ends and do not work in silos.

Our values:

Courage:

We are clear-eyed about the challenges and opportunities facing humanity; we make difficult decisions and take calculated risks to respond to these knowing we have a healthy and productive workforce in a safe and fun work environment.

Ambition:

We are all leaders, thinking big and taking urgent action to improve the world; we challenge each other, have the confidence to try new things, and we move fast.

Respect:

We know we must be the change we want to see, so we treat colleagues, partners and the public with respect, valuing and promoting different opinions and perspectives based on our diverse life experiences, working together so we all feel safe and powerful.

Equality:

We know humanity's best chance for overcoming poverty and creating a world of hope, tolerance and social justice lies in equality; we advance equality in all our work and in our dealings with all people, especially gender equality. It all starts with equal.



Our priorities:



Intermediate outcomes

✓ Multiply:

Our impact is multiplied by scaling up our development and humanitarian programming, modestly increasing our revenue and communicating effectively with our supporters;

✓ Connect:

Australians, civil society and social movements are connected with our programs and the people with whom we work and we have increased partnership with local civil society organisations and social movements, working effectively as a member of the CARE International confederation, having drawn on all our skills and experience by working across disciplines, departments and offices.

✓ Influence:

We are a recognised influencer, standing up for development and humanitarian action, sharing our learnings about development, gender equality and social justice and telling powerful stories about the important role of development in our region.

✓ Lead:

We are a leading efficient, effective, sustainable development and humanitarian organisation.



Who we're helping:



20M

receiving quality, life-saving humanitarian assistance



30M

women receiving greater access to economic resources



100M

receiving sexual, reproductive and maternal health services



50M

increasing their food and nutrition security

Our priorities for achieving our outcomes

The following eight priorities will, if advanced effectively, ensure that we can deliver our intermediate outcomes and contribute our share of the CARE 2020 goals.



1. DEVELOPMENT OUTCOMES

We think in new ways and nurture partnerships to multiply high quality gender equality and development outcomes.



2. EMERGENCIES & CRISIS

We mobilise fast to respond to emergencies across the globe, recognised as the lead INGO gender in emergencies first responder working with local partners.



3. COUNTRY PRESENCE

CARE International Country Offices managed by CARE Australia are efficient, respected and innovative development partners for CARE International Members, donors, governments, private sector, local civil society and the communities where we work.



4. OUR PEOPLE

We create a positive, respectful and flexible working environment that draws energy from diversity and ensures our culture is consistent with our values.



5. PUBLIC ENGAGEMENT

We engage more of our target audiences with CARE's work and issues of global poverty and equality.



6. STANDARDS

We are a smart, safe and trusted partner with rigorous governance standards.



7. WORKING SMART

We understand, grow and retain our valuable supporter base of loyal donors and relationships.



8. INCOME

Through collaboration on all of our commitments we secure the funding to support our work.

Fitting it all together

We are accountable to the communities where we work, the donors who support us, our partners and our staff. We will therefore hold ourselves accountable, measure our performance and adjust our approach where we know we can do better.

Each of our priorities contributes to a number of our intermediate outcomes.

We have identified the key actions for achieving each priority, recognising that a strategy should help an organisation make difficult choices. We know that we will be working in a constrained operating environment, and racing against time to remain relevant and fit for purpose into the future, so we will continue to face tough choices. These priorities and key actions will help us navigate a path to achieve our goals. We will need to maintain flexibility to pursue new opportunities, but we will always assess potential decisions against this strategy. It is important that this strategy help us decide what we will **not** do, as well as what we **will** do in pursuit of our goals.

We will measure progress against our priorities through the high level success measures in this strategy and the subsidiary indicators that sit beneath these and are measured through our Annual Operating Plans.

Our Annual Operating Plans will establish more detailed targets and map our progress against our priorities. These will also identify specifically what we will **not** pursue in each year of operation, and what we will pursue only if the opportunity arises.

The success measures are established for, and to be measured over, three years; but we will maintain the option of continuing with this strategy if it remains relevant. With our rapidly changing landscape, we know that no strategy can remain static. This is a living document. We will use it to help us scan the horizon, we will annually review our progress against the success measures and will update the strategy whenever we need to.



Strategy Framework

Priorities	Success Measure	Key actions	Challenges that may constrain us
1. We think in new ways and nurture partnerships to multiply high quality gender equality and development outcomes.	<p>Three new Australian or global institutional partners expand our reach and impact.</p> <p>Two new private sector partnerships advance shared value outcomes.</p> <p>100 per cent of Australian sourced projects are at least gender sensitive, and at least 50 per cent are gender transformative throughout the life of the project.</p> <p>Each CI Country Office managed by CARE Australia progresses a plan to nurture relationships with the most relevant partners and holds itself to account against it.</p> <p>At least one credible strategic evaluation is conducted each year.</p>	<p>a. We deliver cutting edge, high quality, long-term programs that transform lives in the communities where we work.</p> <p>b. We support local partners and social movements, developing our capacity to partner as equals rather than as head contractors.</p> <p>c. We build our reputation as a partner of choice for Australian corporates on shared value programming.</p> <p>d. We increase our work with multilateral agencies and development banks.</p> <p>e. We build our reputation as the agency with expertise on gender equality.</p> <p>f. We seek opportunities to extend our work across the Pacific if possible.</p>	<p>We need to focus on business development and new opportunities while maintaining high standards of impact, partnership and reporting to our main institutional partners.</p> <p>Scaling and multiplying our work needs to be balanced with maintaining our careful community and gender equality focus to deliver genuinely transformative results.</p>
2. We mobilise fast to respond to emergencies across the globe, recognised as the lead INGO gender in emergencies first responder working with local partners.	<p>We secure 15 per cent of Australian Humanitarian Partnership Funding over the life of the agreement.</p> <p>We participate in and influence all in-country Gender and Protection clusters where we are working on an emergency.</p> <p>At least 25 per cent of Australian sourced humanitarian funding is programmed through local partners on average over three years.</p>	<p>a. We build our capacity to respond quickly, particularly in the Pacific.</p> <p>b. We build our position as the partner of choice and a recognised leader on Gender in Emergencies.</p> <p>c. We increasingly deliver our humanitarian support by working with partners.</p> <p>d. We support CARE International to prioritise humanitarian capacity and action.</p>	<p>Emergency Response Funding through CARE International is limited but the number of sudden onset and protracted crises continues to increase.</p> <p>Not all partners that we work with will reflect our high standards of gender in emergency work so we will need to find ways of ensuring all our partners share our priorities.</p>

<p>3. CARE International Country Offices managed by CARE Australia are efficient, respected and innovative development partners for CARE International Members, donors, governments, private sector, local civil society and the communities where we work.</p>	<p>60 per cent of the most senior leadership positions in CI Country Offices managed by CARE Australia are held by citizens of the country by end of FY 20/21.</p> <p>80 per cent of all project evaluations have evidence of a demonstrable contribution to the achievement of the CI 2020 goals and/or CI Country Office Long-Term Program Goals.</p> <p>All Australian sourced projects in CI Country Offices managed by CARE Australia deliver the agreed outcomes at the contractually agreed cost, with at least 93 per cent of the annual project budget of each project expended each year, and less than 20 per cent of all Australian sourced projects in CI Country Offices managed by CARE Australia seeking an extension of time.</p> <p>CI Country Offices managed by CARE Australia have organisational strategies as well as long-term program strategies.</p>	<p>a. CI Country Offices managed by CARE Australia develop capacity to be an integral part of local civil society with national leadership.</p> <p>b. Where CI Country Offices managed by CARE Australia would benefit from becoming CARE International members, they are increasingly prepared for transition when circumstances enable.</p> <p>c. CI Country Offices managed by CARE Australia effectively manage project funds to deliver value for money and development impact.</p> <p>d. CARE Australia fulfils its responsibilities as a Lead Member in CARE International.</p>	<p>Many of the CI Country Offices managed by CARE Australia are in increasingly middle income countries with decreasing development expenditure.</p>
<p>4. We create a positive, respectful and flexible working environment that draws energy from diversity and ensures our culture is consistent with our values.</p>	<p>Engagement surveys through the life of the strategy deliver an overall positive rating of 75 per cent for Australian-contracted staff and 80 per cent for national staff.</p> <p>Staff in Australia are satisfied with access to flexible arrangements as measured through engagement surveys.</p> <p>All staff in Australia participate in at least one cross-departmental planning or learning event each year on topics related to these 8 priorities.</p> <p>At least 80 per cent of staff in capital city offices in Australia and CI Country Offices managed by CARE Australia participate in at least one session annually exploring their own attitudes to gender issues, for example through Social Analysis and Action processes.</p>	<p>a. We live and are held to account for our values.</p> <p>b. Our staff love working for CARE.</p> <p>c. We maximise positive, quality outcomes through working across disciplines, departments and offices.</p> <p>d. We improve results through shared learning, diversity and self-reflection.</p> <p>e. We share across the CARE International confederation and beyond so that we are always learning.</p>	<p>In a constrained environment there is always more to do than we can manage.</p> <p>We are a dispersed workforce with two offices in Australia, and multiple offices in seven countries across our region; we need to take time to connect, stay in touch and learn from each other.</p>

<p>5. We are a smart, safe and trusted partner with rigorous governance standards.</p>	<p>We comply fully with Standards of Australian Charities and Not for Profit Commission, Australian Council for International Development and Fundraising Institute.</p> <p>We continue to receive unqualified financial statements in CARE Australia annual audits.</p> <p>We receive positive Partner Performance Assessments from the Department of Foreign Affairs and Trade on our performance, openness and responsiveness to donor requirements annually.</p> <p>We have full compliance across all CI Country Offices managed by CARE Australia with CARE Australia finance policy and progressive improvement in all audit outcomes in those CI Country Offices.</p> <p>Outcomes of all safety and security audits completed in CI Country Offices managed by CARE Australia are unqualified.</p> <p>Our child protection and prevention of harassment, sexual exploitation and abuse policies and processes are understood and applied without exception in CARE Australia and all CI Country Offices managed by CARE Australia.</p>	<p>a. We align our budget and the allocation of resources with these strategic priorities.</p> <p>b. We have fit for purpose and up to date cyber security systems in place.</p> <p>c. We ensure our work processes and culture prevent, as far as possible, any sexual harassment, exploitation and abuse and child abuse, and we have rigorous and safe processes for staff, community members and others to report concerns.</p> <p>d. We scale up working digitally, including in fundraising, programming and knowledge management.</p>	<p>Many of the countries we work in and CI Country Offices managed by CARE Australia are in risky environments and we deploy in inherently dangerous emergency contexts.</p> <p>Cyber security is an increasing challenge as cyber-attacks become increasingly sophisticated.</p> <p>The regulatory environment in Australia and the countries where we work is complex and can change quickly.</p>
<p>6. We engage more of our target audiences with CARE's work and issues of global poverty and equality.</p>	<p>We build brand awareness in Australia each year from a base of 57 per cent to 65 per cent by end FY20/21.</p> <p>We generate 10% growth per annum in the number of new quantifiable leads over the next three years.</p> <p>Through social media platforms we build the instances of engagement (likes, shares, comments) by 8 per cent whilst maintaining a quality audience (achieving a 3.7 per cent engagement rate) and via email we maintain at least 90,000 email subscribers who love our content (achieving an 18 per cent average open rate).</p> <p>We positively influence government policy in Australia or the countries where we work at least once each year.</p>	<p>a. We find new and creative ways of connecting and engaging with our target audiences, leading to an increasing recognition of the CARE brand in Australia.</p> <p>b. We influence government policies and practices to improve understanding of international development and gender equality.</p>	<p>We need to capture the interest of people who can work with us to fight poverty and injustice, including funders/ donors, communities, government and other influential stakeholders, but this is already a crowded space.</p>

7. We understand, grow and retain our valuable supporter base of loyal donors and relationships.	<p>In acquisition, per annum, we attract 7,000 brand new single gift donors (an increase of 10 per cent against FY17/18) and a minimum 2,500 new regular donors.</p> <p>In retention, we maintain a pool of at least 22,000 active singular donors and over the next three years, increase their average gift from AUD 270 to AUD 300, whilst in FY18/19, we maintain a minimum pool of at least 11,000 regular givers.</p> <p>We secure AUD 2.3 million from Corporate Income (cash and in-kind support), a 20 per cent increase, over the three years.</p>	<p>a. We find new ways to convert recognition into financial support and attract new donors to CARE Australia.</p> <p>b. We ensure our existing donors and supporters value their engagement with CARE.</p> <p>c. We engage with corporate Australia to influence private sector practices.</p>	<p>Donors do not always identify CARE's particular value, and loyalty is difficult to secure.</p>
8. Through collaboration on all of our commitments we secure the funding to support our work.	<p>Australian sourced program funding (including Australian corporate shared value programming) secured at an average of AUD 30 million each year over three years.</p> <p>CARE Australia contracted funding from multilateral institutions increases by an average of AUD 5 million each year over three years.</p> <p>Non-Australian sourced program funding in CI Offices managed by CARE Australia secured at an average of USD 14 million each year over three years.</p> <p>We raise at least AUD 41 million from public income over three years.</p>	<p>a. Our fundraising from the Australian public scales up modestly and our programming extends considerably.</p> <p>b. We are a sustainable organisation not reliant on a single source of revenue.</p> <p>c. We invest in our fundraising capability and have established a strong, professional suite of fundraising channels and products in order to maintain our capacity to fund our work.</p>	<p>We are working in a highly contested sector.</p> <p>We need to be prudent in how and where we invest in generating revenue.</p> <p>Diversifying and increasing our revenue in a challenging and competitive fundraising context.</p>

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