

FIA Conference 2023

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FIA

CONFERENCE



CARE Australia Pivot in Brand & Culture

INDIVIDUAL GIVING

OLIVIA ZINZAN (Head of Product Dev & Marketing)

ALICE ANWAR (Head of Donor Relations)

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TRACK





Acknowledgment of Country

CARE Australia acknowledges the First Nations of the land on which we work, including the Ngunnawal and the Wurundjeri Woi Wurrung of the Eastern Kulin Nation. We respect and celebrate the sovereignty of the Traditional Owners of these lands and pay our respects to Elders past and present.

CARE Australia further acknowledges the Indigenous peoples and traditional owners of the lands across all the countries in which we work, and recognise the enduring impacts of colonisation and ongoing inequality and injustices in the global, national and local distribution of resources, power and privilege.

A proud history of CARE



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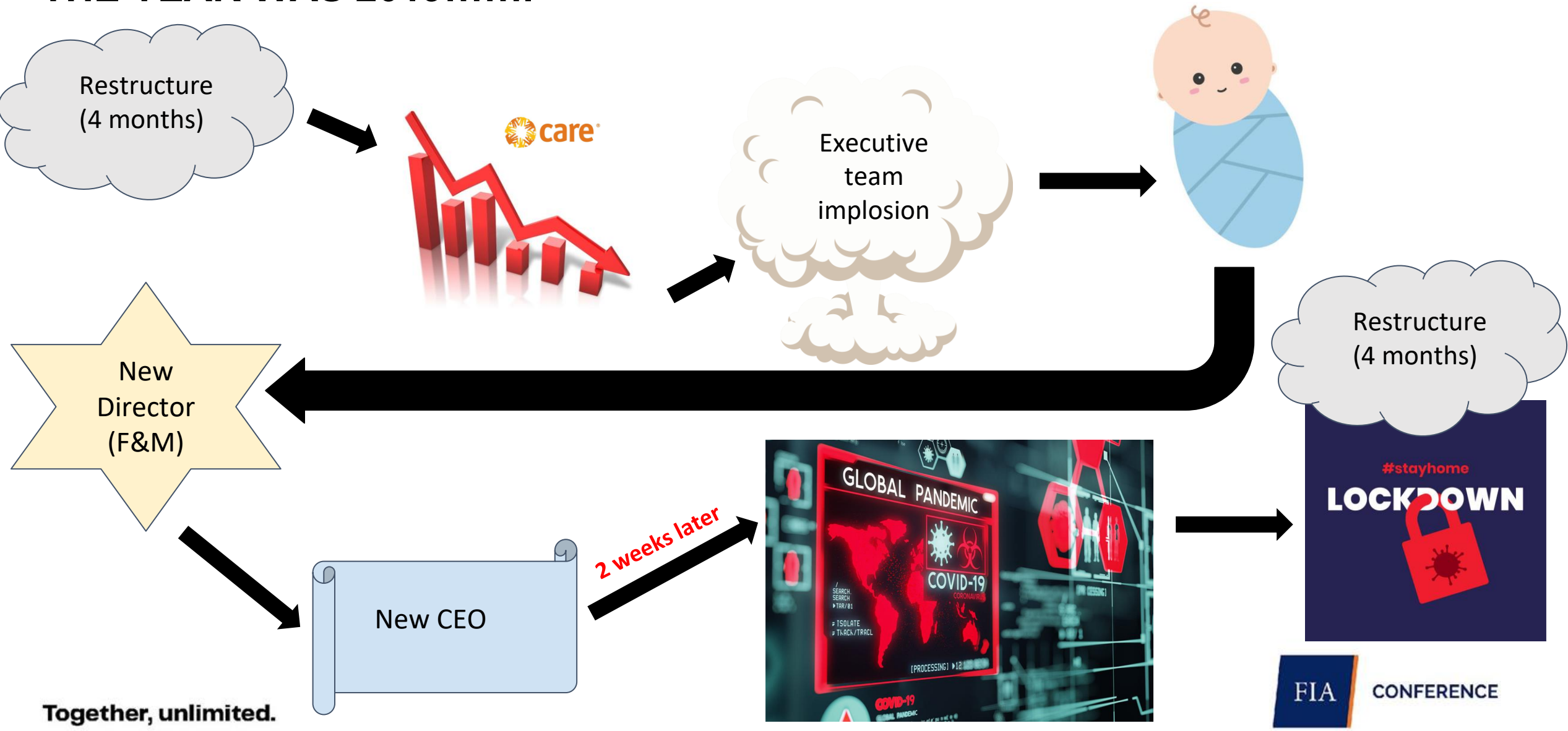
“Tell ‘em what you’re going to tell ‘em...”

- 1. A Little Context**
- 2. The Challenges We Faced**
- 3. Where we Landed**
- 4. Making the Transition**
- 5. Impact on Fundraising**
- 6. Where to from Here?**
- 7. Lessons learnt**



A LITTLE CONTEXT

THE YEAR WAS 2019.....



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THE CHALLENGES WE FACED

THE CHALLENGES WE FACED

1. Need to diversify and grow income
2. Low staff engagement
3. Declining brand value
4. Unfocused brand and narrative
5. Geographical focus
6. Ethical and moral imperative to change fundraising messaging

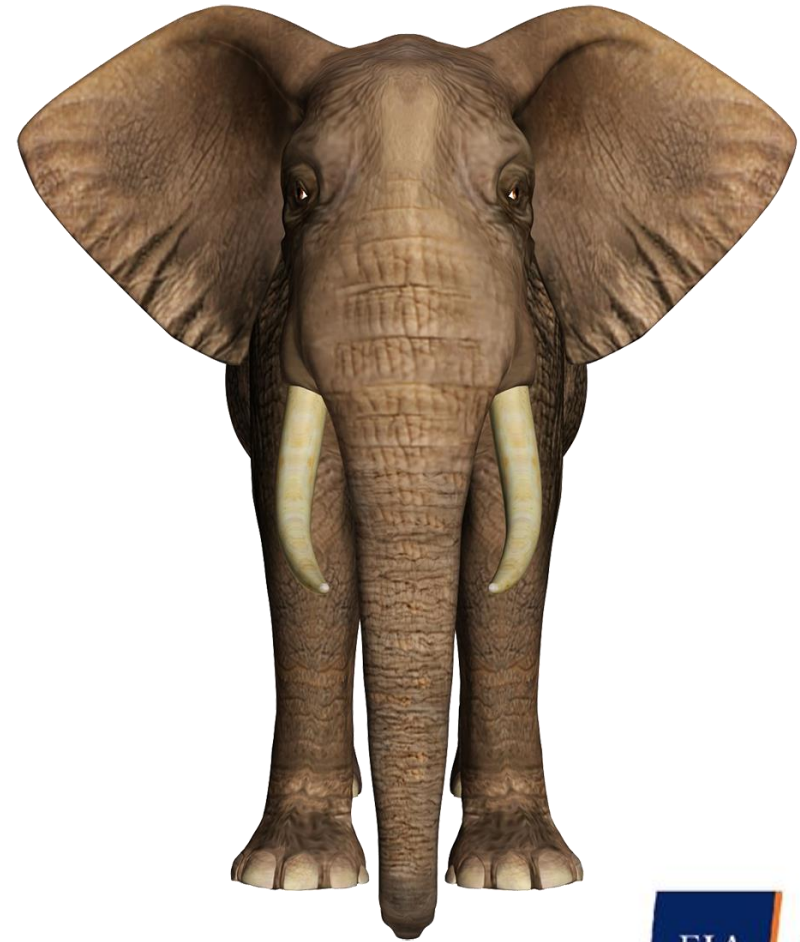


**We needed to challenge the status quo
in order to remain relevant and viable.**

THE ELEPHANT IN THE ROOM.....

Executive Team was CRUCIAL in driving these changes - especially organisational structure and strategy.

- **Theory of Change**
- **Organisational Structure**
- **Strategic Ambition**
- **Fundraising Strategy**



WHERE WE LANDED

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WE WANTED OUR BRAND TO.....

- Build internal unity
- Galvanise public support
- Enable market share gains by staying current and relevant
- Have a more cohesive and simpler narrative
- Focus on equity and opportunity rather than equality
- Not be afraid to have an opinion and say new things where it furthers our impact
- Focus on our impact with a strengths-based approach to communications
- Put people at the heart of what we do



care[®]

Supporting women.
Defeating poverty.



Because all a woman needs is the right opportunity,

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I really want my daughter to shine more than I did; to have more education ... I couldn't fulfill my childhood dream, but my daughter is brilliant."

© Jorja Currington/CARE




You are h
fight to give h
a better life th

Think globally and act locally

Although the CARE family extends all over the world, here in Australia we have built strong, long-term relationships with our neighbours in South-East Asia and the Pacific.

This is where we can have the most impact, making sure we are being led by the communities we work with — in fact, 97% of our staff are local to the country in which they work. After all, no-one knows a place and its people like a local does.




 **care** | Supporting women. Defeating poverty.

[Donate](#)

Our Work

We share with our supporters the desire for everyone to have a fair chance in life, an equal opportunity.

For over 75 years, CARE has been providing assistance to those in poverty regardless of race, religion or ethnicity.



MAKING THE TRANSITION

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BRANDING & EDITORIAL GUIDELINES

A world full of CARE

CARE Australia's Editorial Brand Guidelines

 Supporting women.
Defeating poverty.

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Inclusive design

Accessibility is an important consideration of CARE's Australia work. The inclusion of people who might otherwise be excluded or marginalised, such as those with mental or physical disabilities and members of minority groups, ensures that our commitment to equality is realised in how we communicate with our donors, beneficiaries and each other.

Each element of visual communication abides by international visual standards of accessibility.

Font size
Text size is to be 12pt or above whenever possible. 18pt text or above is best for those who are visually impaired.

Legibility
All fonts are to be in fonts that are considered legible to improve readability.

Colour
Ensure there is at least 70% difference in colour values between the text and background.

Web application
Please adhere to the Web Content Accessibility Guidelines (WCAG) for content that is developed for online spaces.

Legibility

Contrast

Test the legibility of your design using the WCAG contrast ratio tool [here](#).

Our Facts | Inclusive design

Telling a story

Approach taking photographs as if you are telling a story. Take several different photographs so they can be combined to tell a story about a particular situation.

White space is important. Or spacing between large amounts of text improves legibility.

Tints
Avoid colour combinations that feature tints of the same color.

Alignment
Large bodies of text are to be aligned. Small amounts of text be centred. Never align to the justify text.

Iconography
Choose commonly used icons are easy to identify and represent cultural and contextual sensitivities and differences. Icons are to meaning only to limit confusion.

Grid
The use of consistent grid to structure. Differentiation between sections can make text easier. Always have a fully line space sections and paragraphs.

Text on an image
Text should only be placed on image if there are clear backgrounds with enough contrast.

Larger documents
For long-format documents (8 pages) use page numbers and provide a contents list for use navigation. Use of colour is a navigation aid.

In this example, people collect monthly rations in drought-affected Ethiopia.

Types of shots to capture

The establishing shot is a picture of the scene which explains where the story takes place.

An outdoor establishing shot in a remote highland village in Timor-Leste, delivering the Lafaek community magazine.

Both of these are acceptable images. Where the subject isn't smiling, it can be useful to shoot from a low or eye level camera angle. It can be helpful to ask the subject to look away to create a sense of hope and power.

X

Images from a high angle looking down upon people is condescending and suggests a power imbalance, and reinforces the 'white gaze'.

X

Shooting at the subject's eye level doesn't automatically make something ok - context is important. In this image for example, although we are at eye level, this woman is on the ground.

Who do we think we are?

- Brand voice
- Personality
- Tone

CARE's brand voice is all about why we are here — what do we have to say?

CARE Australia has a LOT to say about women, about poverty and about women leading social change for a just, fair and sustainable future. We have a unique voice in Australia and we focus on our region first.

Refer to CARE Australia Key Messages Guide for taglines, branded language and comprehensive guidance on how we speak about key topics.



CARE Australia

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KEY MESSAGING & STRATEGIC AMBITION



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*Now is the time for action,
to redouble efforts.*

With three focus areas, we will relentlessly pursue an end to systemic poverty and injustice:



Support her to have equal opportunities

To deliver meaningful and lasting outcomes, it is not just about helping empowered individuals; it is also about challenging gender inequality across society to improve representation of women and shift unequal power dynamics. And we must go one step further to challenge the very systems that perpetuate injustices and keep people in poverty. We also advocate for Australia to do its fair share to address global inequities and inequalities, as part of the international community.



Invest in her livelihood

Women should have equal access to and control over economic resources, assets and opportunities. We help women access the skills, knowledge and resources they need to succeed as entrepreneurs, farmers and leaders.

Through local partnerships, we engage with communities to address unequal household burdens and advocate against discriminatory laws, policies and systems.



Strengthen her resilience

People who have often contributed least to global warming are already feeling the effects the most.

We will work to ensure vulnerable and marginalised people, especially women, can adapt and have increased resilience to the impacts of climate change and other crises and disasters.

We will work to protect her rights across all of our work. And we will do this with full engagement of men and boys. When they speak and act in solidarity with women, they are powerful co-agents of change.



CARE Australia Key Messages

PUBLIC NARRATIVE FOR USE IN BRAND,
FUNDRAISING AND MARKETING MATERIALS

August 2021 | Prepared by Méabh Friel and Hayley Conway



CONFERENCE

SOME BIG SHIFTS

- 1. Geographical focus**
- 2. Locally-led content gathering**
- 3. Mindset**
- 4. “The journey”**

APPEALS - 'BEFORE'

No child should... become a carer



Hamida has five sisters and one brother. Before she fled Myanmar, Hamida saw her mother die when their house was set on fire in the recent conflict. Hamida and her family have now taken shelter in Bangladesh, along with more than 600,000 other refugees. "I am the eldest," explains Hamida, "and now my mother is gone I am taking on many responsibilities. I am cooking food for us all, and washing the babies." Hamida is just 15 years old. She has seen things that no child should. Now she is responsible for the care of her siblings, who are facing starvation and disease.

"The baby has had very bad diarrhoea, seven times already this morning. She is so thin, she needs nourishment or I am scared she will die." – Hamida, 15 years old

No child should... live with violence



Lilian, Scobia and Viola are only 16 years old. They fled conflict in South Sudan and arrived in Uganda together. They have no adult guardian. Young girls who flee crises alone are at major risk of rape or violence during their journey. They often arrive traumatised and in need of clothes, food, healthcare and a permanent home. Despite all this, these three friends are hopeful and just want to get back to school. "School will help me overcome the challenges I am facing," says Lilian.

"I was afraid that if I stayed in South Sudan, we would get killed just like my uncle." – Viola, 16 years old

No child should... miss out on school



Alfa is from Syria and she's five years old. She really wants to go to school. But her mother, Farouz, struggles to afford rent and food let alone school books. Alfa's older siblings help their family by earning an income. Her 12-year-old brother sells tissues and her 13-year-old sister helps clean houses. But it doesn't have to be this way for Alfa. Your support helps families in need access necessities

Around the world, millions of children live in disadvantage, distress and life-threatening danger. Just like Hamida, Viola and Alfa, these brave children want to go back to school, eat nutritious food, wash in private and find a safe place to live. They have dreams, but they need our urgent help to achieve them.

If undesirable, please return to: PO Box 372, Collins St West, Melbourne VIC 8007 CM 21300397

Just one look at his fragile body confirms how dangerously close to starvation he is.

But every child – regardless of where they are born – deserves the food they need to survive.

care It starts with equal

CARE Australia
GPO Box 2014
Canberra ACT 2601
1800 020 046
info@care.org.au
care.org.au

<00/00/00>
[Salutation] [Name] [Surname]
[Street name]
[Suburb] [State] [Postcode]
Letter 1

"Sometimes, when we don't have enough, we have to starve."

— Kalista, a mother in Tanzania

Malnourished and frail, Kalista's family faces life-threatening hunger. But it doesn't have to be this way. You can help change their lives.



The deadly signs of malnutrition.

Dull eyes.
Without proper nutrients, the inner surface of the eye becomes dull and rough.

Very small.
Severe malnutrition causes stunted growth and wasting of muscle and tissue.


Sick all the time.
Frail bodies are more prone to diseases. Even a bout of diarrhoea can be deadly for a malnourished child.

No energy.
Children are lethargic and weak, lacking the energy to move and learn.

Constant crying.
Children become irritable, anxious and cry excessively.

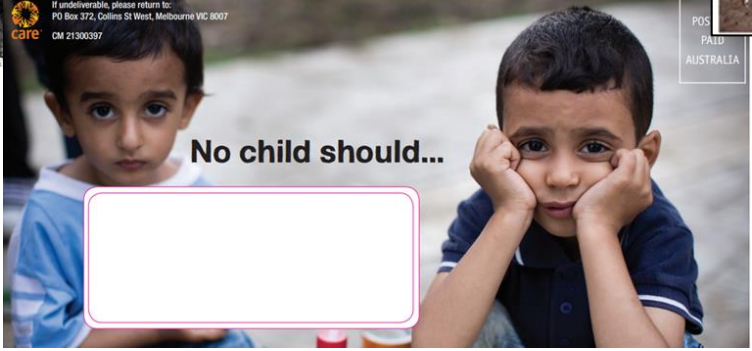


It's not their fault



An entire generation is at risk...

No child should...




When mums and babies are vulnerable... your care makes all the difference.



care

Children like Aoubacar don't have a say in where they are born. And they certainly don't deserve to lose their lives to hunger, malnutrition or starvation.



Will you please send an urgent tax-time gift to help save their lives?

Photos: ©Josh Estey/CARE

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APPEALS - 'AFTER'



Women bring unique experiences and valuable skills during times of hardship and crisis.

By supporting women, you will help vulnerable communities rebuild stronger than ever.

Please send your crucial gift today.

Supporting women. Defeating poverty. 

Cover photo: © Valerie Fernandes/CARE
Photos: © Arlene Bax/CARE



Women carry lifesaving potential 

Women like Adercia understand the burden of unsafe water better than anyone.

That's why CARE Australia is investing in their determination and skill.

Will you please donate \$<Ask1> and stand with more women to build a better future for their communities?

Margaret was determined to do what she could to help her community withstand the relentless disasters they've faced over the past decade. She joined CARE's Community Disaster Committee in 2015 and has become a passionate advocate for her community when it comes to preparing for disasters.



Silaumua's growing potential ...



Women in Papua New Guinea are ready for change.



"We are creating community leaders in the process of empowering lives."

— Tracey

Program Officer
CARE PNG

Coffee and cocoa are major exports for Papua New Guinea, yet farming families are living in poverty. And while women provide more of the farm labour, women also experience the most disadvantage.

We can't end poverty if half the population is consistently held back. With your support, the solution is in her hands.

At CARE, we put women and girls at the heart of our work. CARE's Coffee Industry Support Project (CISP) and Bougainville Cocoa Families Support Project (BECOMES) work to improve the situation for women. As well as providing agricultural assistance, these projects address the inequalities faced by women. Husbands and wives are encouraged to share decision-making and income, and to work together.

Our experience shows that empowered women play a vital role in freeing communities from poverty. The women of Papua New Guinea already have strength and determination, but your committed support is adding the skills and confidence they need to change lives.

Please send your urgently needed gift of \$<Ask1> before 25 December, to provide women like Asha with the opportunity to feed their families now and in the future.

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TRAINING SUPPLIERS

1. Review call scripts (content/language)
2. Training in new approach



F2F fundraisers



Tele-fundraisers



Copywriters

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REVIEW & APPROVALS SYSTEM

1. Include the right people
2. Everyone has a specific part to play
3. Open to discussing feedback
4. Clarity on who has final decision-making
5. Reviewed regularly



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IMPACT ON FUNDRAISING

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TAX APPEAL 2021

What we tested:

Geography plus topic:



Hunger in Tanzania
(control 75%)

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Livelihoods in PNG
(test 25%)

TAX APPEAL 2021

What we didn't test (we just did it):

New approach to storytelling



(Tax 2021)



(Tax 2020)

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Together, unlimited.

If undeliverable, please return to:
Locked Bag 1237 North Melbourne VIC 3061
CM 2130039

Thank you

**Women
in Papua
New Guinea
are ready
for change.**

**We believed
we could do
it differently.**



A tax-deductible gift from you today will help us provide urgent food and medical treatment to children like Samia who are in desperate need.


I assure you, your generosity will
be put to good use - immediately.

We cannot let these children die.

Together, unlimited.



“When they came back from school they were very weak.”
— Onolina



**“When they came
back from school they
were very weak.”**

— Onolina

Supporting women. |  **care**[®]
Defeating poverty.

Devota's story

Devota worried about the deteriorating health of her children. When her health clinic told her she needed to feed them soyas for nutrition, she joined CARE's Growing & Learning project to learn more.

Through CARE's training, Devota has gained the skills and knowledge to grow and process soyas. Having learnt how to make nutritious meals like soya porridge, Devota is now confident she can protect her children from malnutrition.

have seen the benefits of soyas from my child's health. Whenever I go to the clinic, her weight increases. – Devota



Front cover and above: Devota and two-year-old daughter, Joyce. Above left: Devota prepares soya beans.

Despite working long hours tilling the fields, mothers in Tanzania lack the income and resources they need to be able to provide their families with nutritious food.

But through CARE's **Growing is Learning** program, women are gaining income, earning skills and knowledge to enable them to better feed their children.

Growing is Learning includes training to help with:

- improving
- increasing
- growing as
- using so

From the on the situation above that in communities

Damiana and Abdu's story

"What made me join the **Growing is Learning** group was that I was sick and my husband was sick. It all started to happen when he stopped working and I was left with the kids. I was a sick, I felt advised more to use soyas bean for make the food. I was not used to it. I had to have proper knowledge about it." — Damiana

Growing is Learning provided Damiana with training in soyas bean farming. By learning how to raise this nutritious

This is inspiring

Growing is being

to learn new things

the solution for their families

their communities

— Abdu


From: <https://www.youtube.com/watch?v=U3333333333>

Public Health Internship, CARE International
 Thursday, 8 April 2021 2:35 PM
 Subject: Program for our Growing is Learning

wingira/CARE




WAVE THREE



Supporting women.
Defeating poverty.

Please act
before 30 June.



You can support
women like Stella to
overcome the odds.

<00/00/00>
[Barcode]
[Salutation] [Name] [Surname]
[Street name]
[Street name]
[Suburb] [State] [Postcode]
Letter 3

<Personalised, your/Your> caring gift of \$<Ask1> before 30 June will help mothers like Stella receive the support they need to overcome the obstacles they face.

Dear <Salutation>,
<As I've shared with you,> Stella has had to overcome incredible challenges just to provide for her children.
"That was a painful period ... I don't want my children to face the same problems I faced."

Your \$<Ask1> tax-deductible gift today can mean food on the table and a mother who now sees a healthy, hopeful future for her children. Will you please respond before 30 June — the end of the tax year?

In Papua New Guinea, one in two children has stunted growth caused by chronic malnourishment. These children often experience weakened immune systems and impaired physical and intellectual development.

<Personalised, you/You> know it doesn't need to be this way. You've seen the extraordinary capacity of women like Stella when they have the tools, training and support to lead their families out of poverty.

That's why the locally-led *Coffee Industry Support Project* (CISP) was able to make such a profound difference for Stella. **It put the power in her hands** — to feed her family today and to provide for a brighter future tomorrow.

Your gift means she can put nutritious food on the table.

Through CISP, Stella learnt how to improve her coffee farm's crop yield, leading to a near-doubling of production. This increased income ensures nutritious food for her family.

... Please turn over

CARE Australia | GPO Box 2014 Canberra ACT 2601 | p 1800 020 046 e info@care.org.au care.org.au

Yes

I will help
men to lead
children
of poverty.



With training from CARE, Stella has been able to improve her coffee harvest. She now has the means to create a brighter future for her children.

Choose your life-changing donation and send it to CARE Australia as soon as you can

\$<Ask1> We deliver crucial gender equality , training and support , and encourage men in farming communities to participate in decisions that will benefit their family's future .	\$<Ask2> We provide farming tools and agricultural support to improve farmers like Stella, to increase crop yields and generate more income for their families.	\$<Ask3> We can help reach more coffee and coconut farmers, particularly women, with training and skills development , to help feed their families and contribute longer term.
--	---	--

or my choice of \$ _____ Gifts over \$2 are tax deductible.

Please fill in your payment details

Cheque ☐ Money Order ☐ (Write payable to CARE Australia) or please debit my:

Visa ☐ MasterCard ☐ Amex ☐

Card number: _____ Exp: _____

Cardholder's name _____

Signature _____

I am considering leaving a gift to CARE Australia in my Will ☐ I intend to leave a gift to CARE Australia in my Will ☐ I have included a gift to CARE Australia in my Will ☐

Ways you can donate today:

Mail

Send this form back to us

Online

care.org.au/headship

Call

1800 020 046

Scan

Use your phone's camera to hover over this barcode

[Salutation] [Name] [Surname]
[Street number] [Street name]
[Suburb] [State] [Postcode]

Supporting women.
Defeating poverty.

CARE logo

DISCLAIMER: These examples are intended to be illustrative only and do not constitute an offer of any financial product. The actual offer may vary in accordance with local conditions and documentation may be required in different jurisdictions. Please read the full terms and conditions of any financial product. For more information on the CARE Australia fundraising campaign, please contact us by phone: 1800 020 046, email: info@care.org.au or visit: care.org.au. CARE Australia is a not-for-profit organisation. CARE Australia is a registered charity in Australia.

Overcoming
the odds
for their families.



Mothers struggle to provide nutritious food for their children.
But Emilia is learning how to increase her earnings so that her children can eat well.

Gender inequalities make it harder for mothers to provide for their families.
But Stella and Charles are learning that sharing roles equally will benefit their family.

Stella with two-year-old daughter, Gabriela.
Emilia with her two children, Gabriela and Charles.
Charles and Stella with their children, Gabriela and Charles.

With CARE's training, Emilia's coffee yield has increased so much that she now has the means to provide nutritious food for her children. "We have enough to buy food for everyone to enjoy. We have enough food to feed the whole family!" — Emilia

Once CARE's training, Charles and Stella are sharing decision-making and working together to better provide for their children. "Before the training we would make financial decisions separately, but now we always decide together!" — Charles

Care is working with local women's groups to help them improve their coffee harvest.



Supporting women.
Defeating poverty.



Horoshuma
with her son, Avira.

6 May 2021

Hello Peter — and greetings from Papua New Guinea.

Do you remember Horoshuma? When I last wrote to you, I told you about my visit to see her and about the wonderful changes she is making for her family, thanks to her involvement in our Coffee Industry Support Project.


Horoshuma is a devoted mother and hard-working coffee farmer, but she was caught in a daily struggle to provide for her family (true for too many women in Papua New Guinea).

Now, with CARE's support, Horoshuma is confident she can shape a better future for her son.

Please turn over

CARE International in Papua New Guinea

Children like Aboubacar don't have a say in where they are born. And they certainly don't deserve to lose their lives to hunger, malnutrition or starvation.



Will you please send
an urgent tax-time gift to
help save their lives?

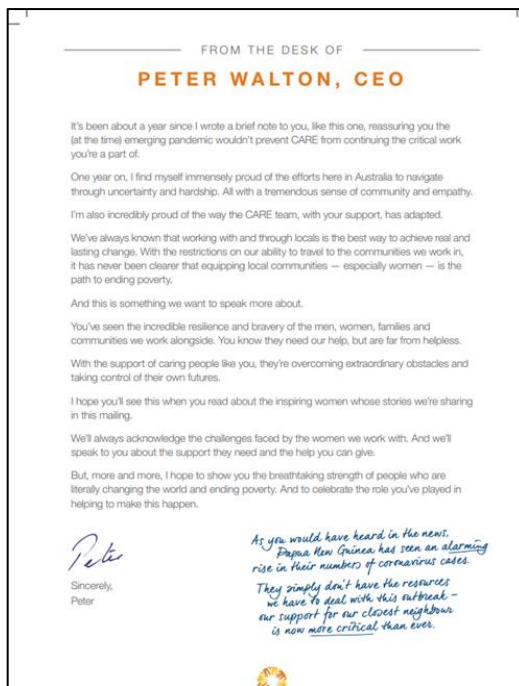
Photos: ©Josh Estay/CARE

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TAX APPEAL 2021

What we didn't test (we just did it):

New brand focus (women + agency)



We've always known that working with and through locals is the best way to achieve real and lasting change. With the restrictions on our ability to travel to the communities we work in, it has never been clearer that equipping local communities — especially women — is the path to ending poverty.

And this is something we want to speak more about.

You've seen the incredible resilience and bravery of the men, women, families and communities we work alongside. You know they need our help, but are far from helpless.

With the support of caring people like you, they're overcoming extraordinary obstacles and taking control of their own futures.

We'll always acknowledge the challenges faced by the women we work with. And we'll speak to you about the support they need and the help you can give.

Together, unlimited.

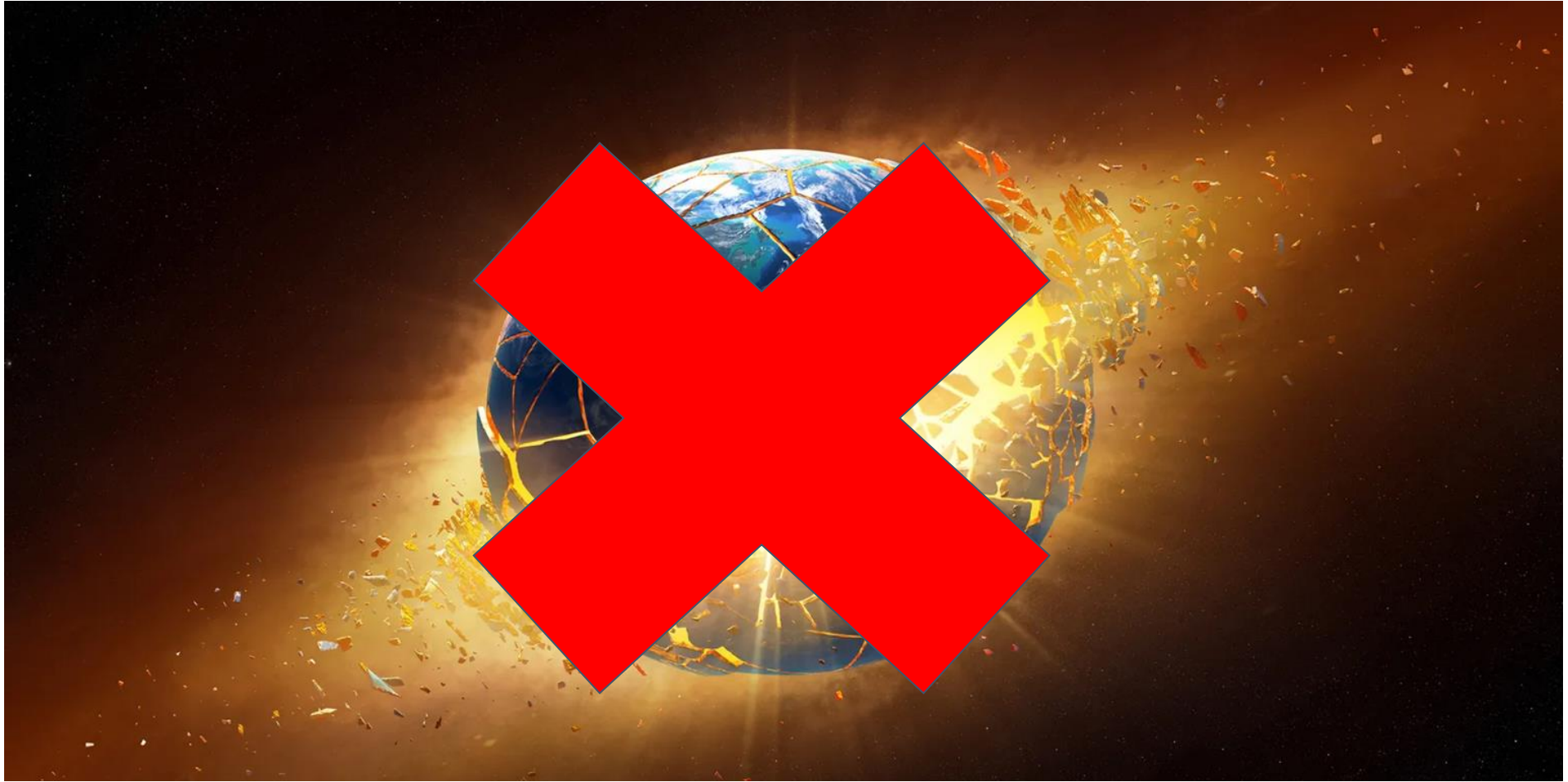
TAX APPEAL 2021

Drum roll please.....

- Overall income up 2.41%
- New (digital) donor income up 30%
- Email income up 63% (caveat - more emails)
- Direct mail donor response down (bumper 2020)
- Direct mail donor income was only 3% down
- PNG 1% higher response rate but lower ave gift (outlier)



SO WHAT'S THE VERDICT?



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WHERE TO FROM HERE?

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FOCUS ON THE DONORS

1. Donor feedback and insights

- Donor driver needs
- Donor Experience Project
- Supporter Survey

1. Develop products that serve our donors

1. Use insights to test and refine fundraising





Her Circle

When one woman escapes poverty, she uplifts four others in Her Circle.

In her home, workplace or region, she is the change-maker, connector, and mentor that drives change for herself and those around her.

This International Women's Day, get together with your friends, team, or network and shine a spotlight on women. Because when *she* leads, *everyone* benefits.



MAKING IT WORK FOR ACQUISITION

1. Which aspect of our mission/values mostly aligns with new audiences?
1. Test articulation of the problem/s we are trying to solve.



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PLEDGE FOR CHANGE



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PLEDGE 2

AUTHENTIC STORYTELLING

We will use our platforms to show people's strength and amplify their stories by putting local people at the centre of the story.

[Learn More](#) ➔



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TAKE-AWAYS

1. **Test, test and test!**

It's the only way to get real measurable learnings and to build evidence to take to your Board.

1. **Be open to evolving.**

Trying new things, finding ways to overcome challenges and encouraging your teams (and yourself) to find new ways of thinking is how we evolve - personally, professionally and as a sector.

1. **Don't assume the work is ever 'done'.**

We are still reviewing our learnings and refining our practises.

1. **Listen, decide and feedback.**

Creating safe spaces for staff to be heard is crucial. But don't get stuck in a consultation loop. Make informed decisions and feedback the 'why' to your staff.

1. **Find every chance to get to know your donors.**

Don't just arrange focus groups to test a new brand or product. Pick up the phone. Brief Supporter Care staff to find out why someone cares about your organisation. Keep a log of positive feedback.

THANK YOU!

ANY QUESTIONS?

(we know you are hungry)



Thank you

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