

PALMERA STRATEGY

2021–2025

PALMERA



SNAPSHOT OF THE FUTURE

To ensure we continue to support the economic inclusion of the poorest in the best possible way, our strategy has been developed to address future trends that will shape our world over the next five years. During our strategic planning process, we explored trends and issues affecting the world in which we operate, drawing from experts, research and best practice around the globe.

Key factors influencing our strategy are described below.

Dynamic and changing markets & the increasing role of the private sector	Global markets are shifting, and new economies will emerge in a post-COVID environment. We need to leverage opportunities to connect the families we work with into new sectors, and to private sector partners.
New challenges for disadvantaged families	Developing nations may bear the brunt of economic hardship in a post-COVID world. Disadvantaged families may face increased economic hardship and health risks at the same time, at a time when funding is becoming more scarce.
Increasing standards for International agencies	An increasing compliance burden makes it harder for smaller organisations to remain agile.
Funding is increasingly competitive	Development focused NGOs need to find a way to stand out from the herd, by presenting compelling stories, backed by rigorous data.

OUR WHY

We believe that earning a living income offers the most sustainable pathway out of poverty.

When a family can safely earn a living income, they have a better chance to meet their basic needs and have a better chance of being afforded the most important human right – the freedom and the choice to say no – to hunger, violence and trafficking.

WHAT WE DO

We work to support the economic inclusion of the vulnerable so that families can stand on their own two feet.

HOW WE WORK

We re-wire systems at a local level, helping families and communities to overcome market and nonmarket barriers that discriminate and exclude.



OUR STRATEGIC AMBITION FOR THE NEXT 5 YEARS

2021–2025

Over the next 5 years (2021 - 2025), we will be focusing on supporting families facing food insecurity and strengthening local ecosystems to support the economic inclusion of vulnerable communities. This will be achieved through our two core project models - Village2Markets and Graduating the Most Vulnerable.

Through these core models we will seek to lift 35,000 people – at least 60% of whom will be women – from subsistence living.

This will be an increase of 115% from the number of vulnerable families we reached in our previous 5 years through our core project models.



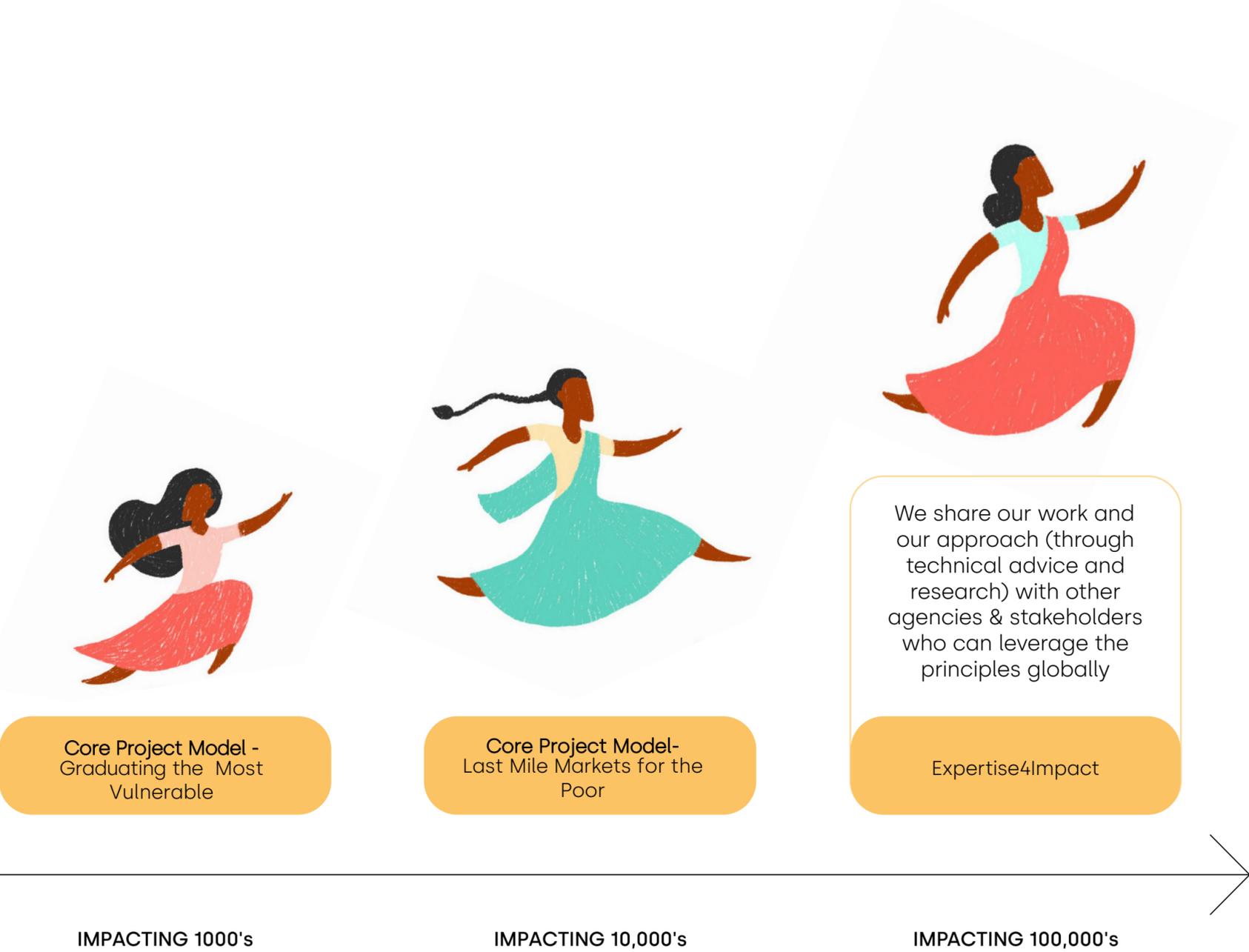
HOW WE THINK ABOUT SCALE

When we think about scale we usually think about reaching more people – and that is an important consideration - but at Palmera we take the idea of scale further.

We work at a systems level which means we are looking at the bigger picture and working to remove the barriers that stand in the way for the poorest to be economically included. In doing so our work scales at all levels; **Scalingdeep** – changing relationships and culture, **Scalingout** – impacting greater numbers as more families can engage with the system, more pathways are created and more opportunities can be leveraged, and **Scalingup** – impacting rules and policies.

When we think about scaling out, impacting more people, our goal over these next 5 years is to reach 35,000 people through our core approaches. Although we reached a similar total number of people in the last 5 years, this was from a range of approaches that we were trialling as part of our start up phase to understand what worked and where we were best positioned for maximum impact. In our previous 5 year strategy (2016 - 2020) through our core project models we reached 16,300 people.

We will continue to explore how our core approaches can be leveraged by other agencies seeking to solve similar challenges in economic exclusion. A prime example of this sharing approach will be the Last Mile for the Poor (LM4P) project model, which was developed by Palmera. We are calling this work Expertise4Impact.



IMPACT IS CORE TO WHO WE ARE

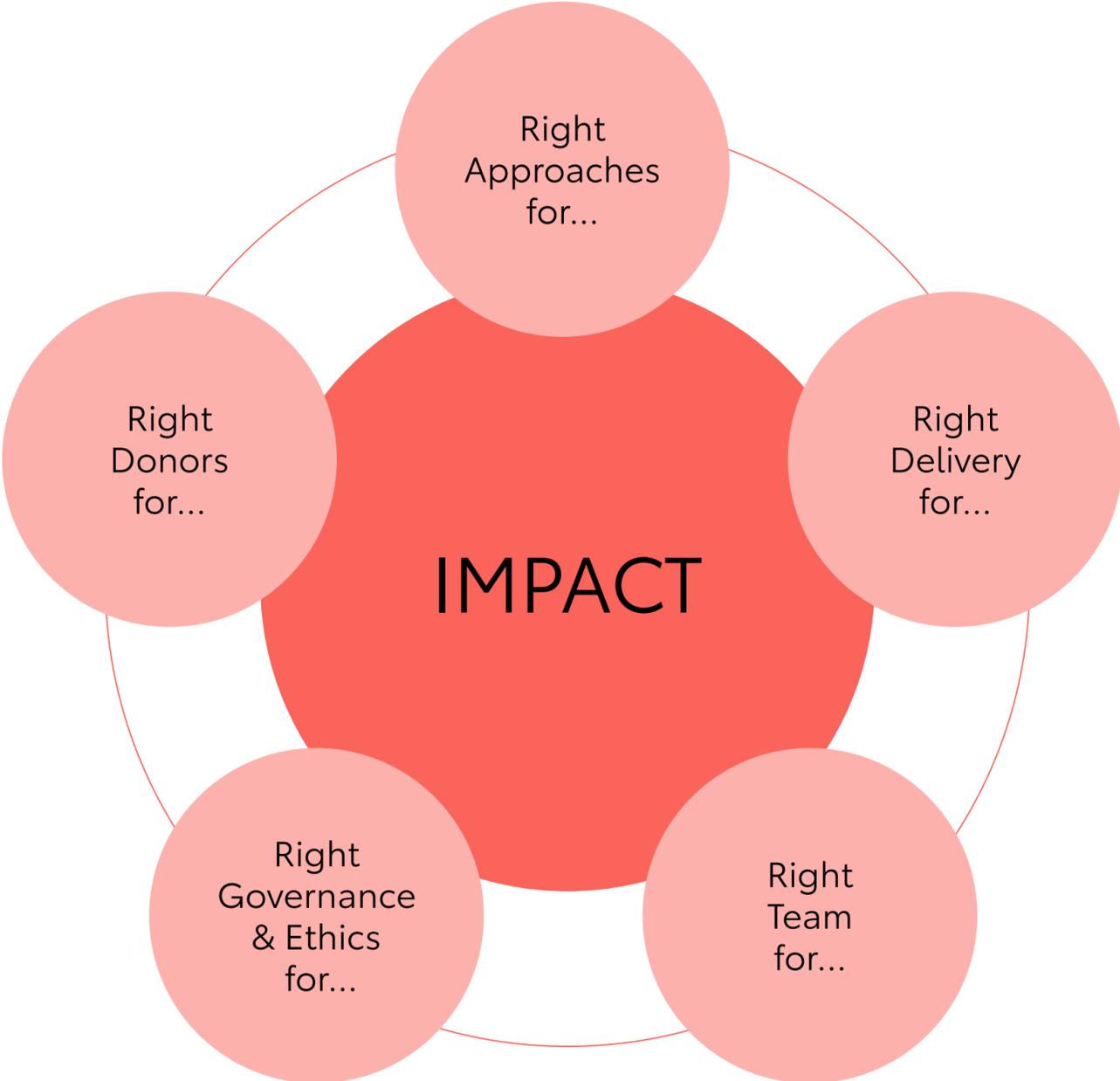
Over the years we have deeply explored the question of what it takes to create impact and have learnt that it takes 5 elements to create the conditions of long-lasting change.

We are aware that there is a constant risk that other priorities could distract from our central focus on impact.

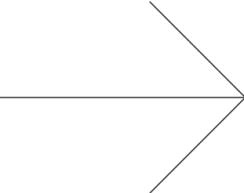
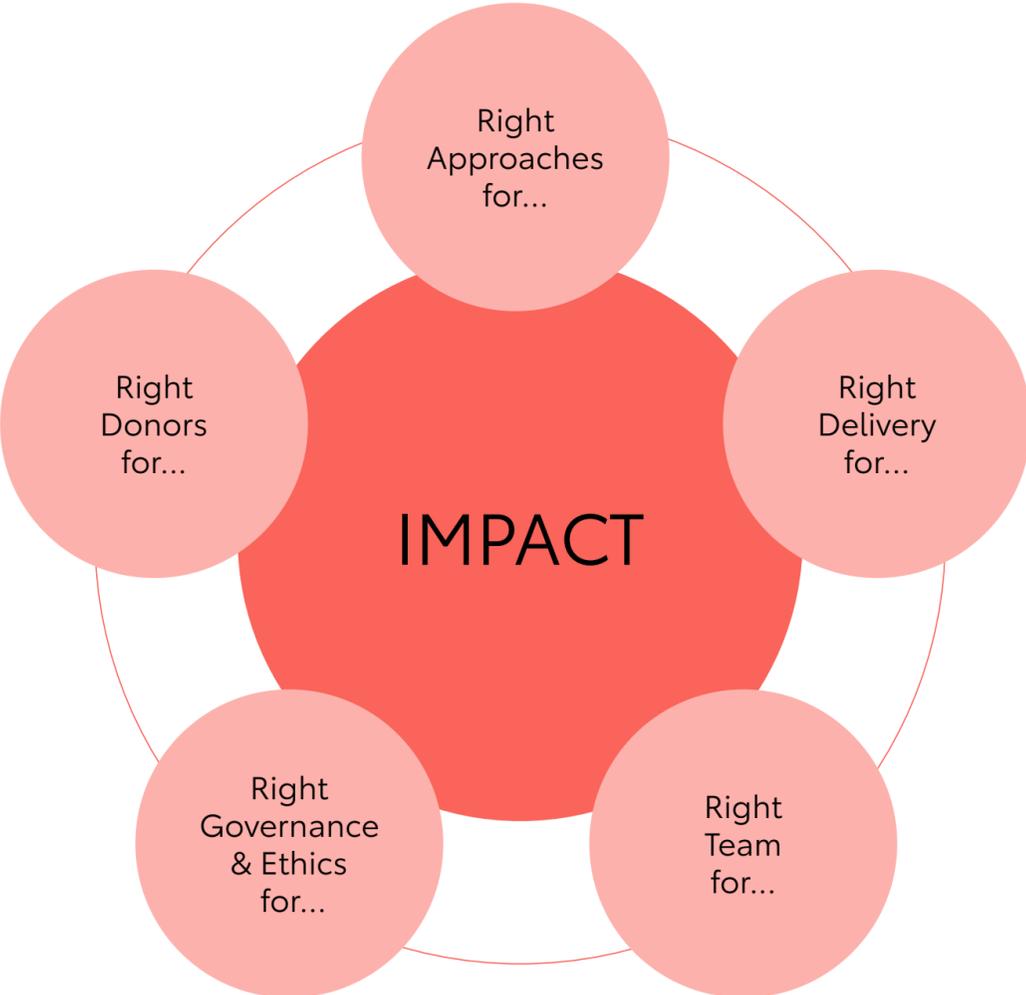
In our 5-year strategy 2021 - 2025, we will ensure IMPACT continues to be at the core of who we are. It will mean making difficult decisions; however, we believe it is the reason we exist.

“Who are we, if not measured by our impact on others”

– Carl Sagan



THE ELEMENTS FOR IMPACT CREATES...



...THE PILLARS OF THE PALMERA BUSINESS MODEL

Be data driven

Give donors intimate experiences with our work

Remain agile and innovative so we are responding to the on-ground realities and do not become bureaucratic

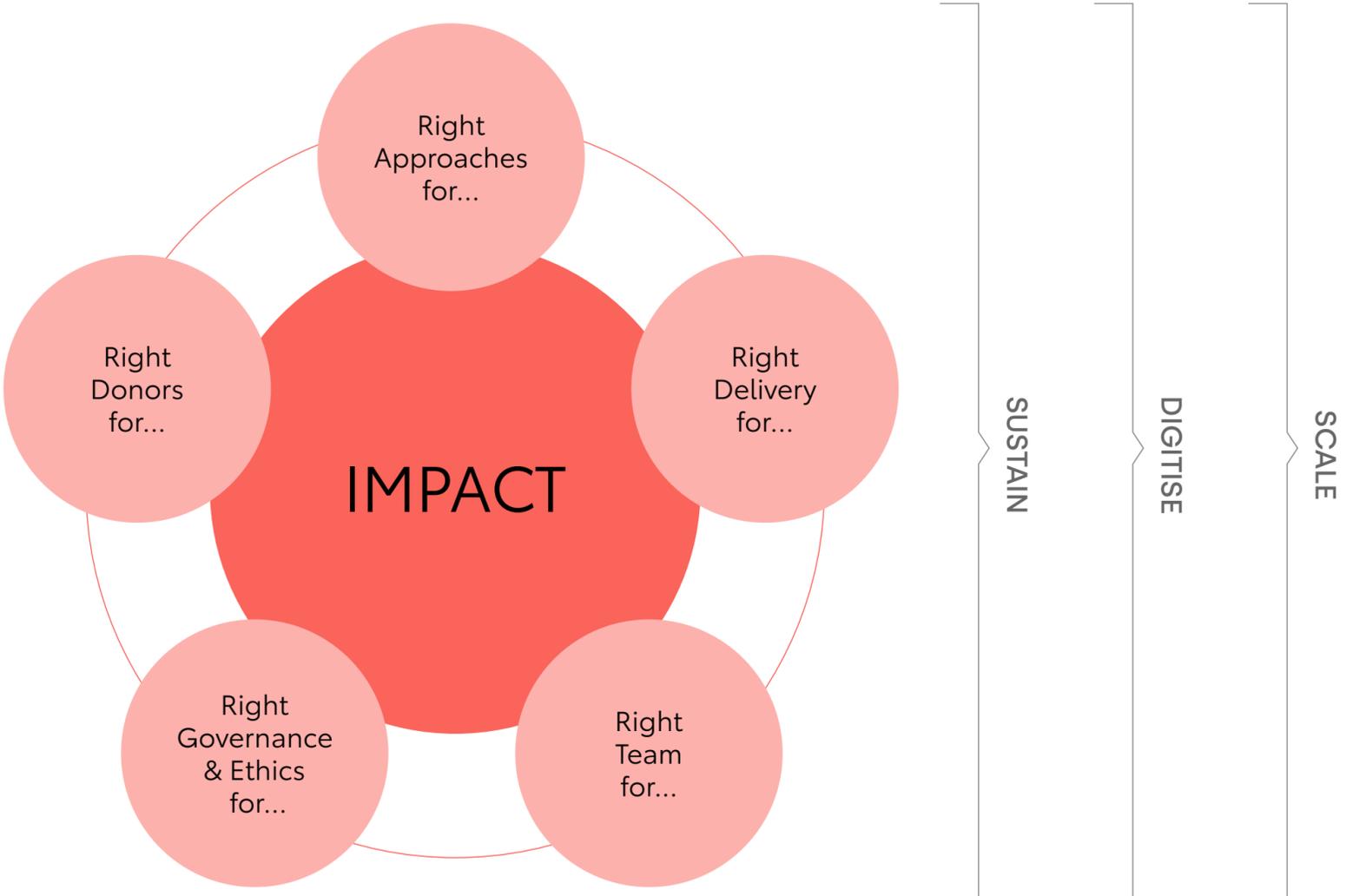
Scale only to a size such that we can maintain engagement with aligned long-term donors to work in regions and with target groups where we have expertise

Hire local and supplement with paid/volunteer global expertise in order to retain the highest quality at this size

Remain philanthropically funded to focus on systemic issues for the vulnerable

Focus thematically on Economic Exclusion and geographically in Sri Lanka, where we have deep cultural and political understanding, so we can develop expertise on developing approaches, delivering, building capacity with the team and finding aligned donors

OUR FOCUS AREAS OVER THE NEXT 5 YEARS WILL BE DRIVEN BY IMPACT



Across these 5 core components of change, our 5 year strategy will have 3 focus areas:

SCALE

In our 2016 – 2020 strategy we developed and tested our core approaches. In the next 5 years we will focus on scaling our core approaches across Sri Lanka to impact those in need.

DIGITISE.

We will leverage technology so that we more effectively use data to understand our impact, deepen donor engagement and reduce overhead burden.

SUSTAIN.

We are moving out of our start up phase and into sustaining a Business As Usual (BAU) operation which has quality and best practices embedded into how we work.

STRATEGIC GOALS: 2021–2025

	SUSTAIN	DIGITISE	SCALE
Right Approaches	We will SUSTAIN our approaches and ways of working by investing in and strengthening their implementation, documentation and continued reflection/evaluation	We will explore the most appropriate way to DIGITISE our approaches and associated tools to build , support quality and ensure consistency throughout our work	We will consider the feasibility to SCALE our Last Mile for the Poor (LM4P) approach by proving the application of the approach in a country outside of Sri Lanka through NGO partners
Right Delivery	We will SUSTAIN our two core programs by embedding feedback loops to drive continuous improvement in impact and quality	We will DIGITISE and develop a real time results reporting system to strengthen how data demonstrates impact and informs program designs and continued program improvement	We will SCALE our two core programs; Village2Markets and Graduating the Most Vulnerable reaching 35,000 people in Sri Lanka over the five years to 31 December 2025. This is 18,700 more vulnerable families and 115% increase from the reach we had through our core models in 2016 - 2020 strategy).
Right Team	We will SUSTAIN the capacity of our local partners and teams to deliver programs to the highest impact and quality standards by deepening their expertise and strengthening their program management	We will DIGITISE the way we engage to enable better cross-country collaboration	We will SCALE our partner delivery team, & our hub and spoke team by continually attracting, engaging and retaining skilled staff and expert volunteers who are passionate about what we do
Right Donors	We will SUSTAIN our brand presence through cost effective grassroots fundraising projects and partnerships in Australia and globally	We will DIGITISE engagement with donors to deepen connections with our work	We will SCALE our fundraising networks to grow annual revenues by 25% to \$1.5 million by 31 December 2025
Right Governance and Ethics	We will SUSTAIN our commitment to international best practice by building the documentation infrastructure to ensure consistency in how we govern and comply with these standards	We will DIGITISE our back-end operations to reduce overhead and simplify administration.	Not a focus for next 5 years

1. RIGHT APPROACH

Where are we now?

We have invested in deeply understanding the core problems resulting in economic exclusion and identified the right approaches to help address them. We sought to understand the problems broadly enough so that we could develop new or adapt existing approaches that would guide how we worked. Through pilots, reflective mechanisms and deep engagement with our delivery partners, we developed the approach Last Mile for the Poor (LM4P) targeting vulnerable families excluded from profitable markets and adapted the Graduating the Most Vulnerable (GMV) approach which targets those in absolute poverty.

Where do we want to be in 5 years?

We will have refined our core approaches based on deeper implementation within and outside of Sri Lanka, we will have stronger documentation on how we work and strengthened our suit of tools for our core approaches. This will be critical to capacitate our program team and support the continued scale of our programs. We will be open to the development/adaptations of new approaches that has the ability to solve new problems that we are seeking to address over the 5-year strategic period.

How will we get there?

1. We will **SUSTAIN** our approaches and ways of working by investing in and strengthening their implementation, documentation and continued reflection/evaluation
2. We will explore the most appropriate way to **DIGITISE** our approaches and associated tools to build, support quality and ensure consistency throughout our work
3. We will consider the feasibility to **SCALE** our Last Mile for the Poor (LM4P) approach by proving the application of the approach in a country outside of Sri Lanka by working closely with our International not for profit partners.

OUR CURRENT CORE APPROACHES

Graduating the Most Vulnerable (GMV)

Problem Seeking to solve:

Food Security and Economic Exclusion or Ineffective economic engagement for those living in rural communities

Conditions that need to exist for the approach to be suitable:

Barriers can be facilitated by implementing agency

Target Group:

Vulnerable families unable to consistently eat three times a day

Last Mile for the Poor (LM4P)

Problem Seeking to solve:

Economic Exclusion or Ineffective economic engagement in rural communities because of market and nonmarket barriers

Conditions that need to exist for the approach to be suitable:

Existence of profitable markets that Government and Private actors are engaged with that can be accessed. Barriers can be facilitated by implementing agency

Target Group:

Vulnerable women and men producers

Supporting Approaches: Within our core approaches. We apply a range of supporting approaches which we either use directly or have localised. These include, but are not limited to Women Economic Empowerment approach (by Gates Foundation), Self Help Groups Approach (by KNH), Value Chain Approach (by USAID) and Social Business Approach (by Oxfam).

2. RIGHT DELIVERY

Where are we now?

We conducted a pilot and an early roll out under our two core approaches – LM4P and GMV. Our delivery was undertaken through rapid cycles of learning and reflection to understand, develop and refine the right way to deliver these approaches in different contexts (this included different ethnic groups, geographies, markets and target groups).

During this period, we also undertook a range of programs that didn't fall into our core approaches to be responsive to needs that we saw while on the field.

Where do we want to be in 5 years?

We will have created a Business As Usual (BAU) operational and adaptative program management approach to scale our two core approaches. This involves the capacitation of our core staff, the development of core systems and strong monitoring, evaluation and learning processes. In doing this we will build our project cycle to international best practices while still allowing for the required agility and innovation to ensure we are meeting the changing on-ground realities.

How will we get there?

1. We will **SUSTAIN** our two core programs by embedding feedback loops to drive continuous improvement in impact and quality
2. We will **DIGITISE** our impact data to embed a real time impact data reporting system to strengthen how data informs program designs
3. We will **SCALE** our two core programs; Village2Markets and Graduating the Most Vulnerable reaching 35,000 people in Sri Lanka over the five years to 31 December 2025. This is 18,700 more vulnerable families and 115% increase from the reach we had through our core models in 2016 - 2020 strategy).



3. RIGHT TEAM

Where are we now?

Throughout 2016 – 2020 we were largely in a 'start-up' phase, developing our core approaches, establishing partnerships and our ways of working. It was an innovative and dynamic period during which we relied on a small group of core staff who could work with a lot of agility and without strong BAU processes. This was challenging in a NFP environment where salaries are lower so we relied on only a small core staff team, core consultancies and a small volunteer base to deliver the work.

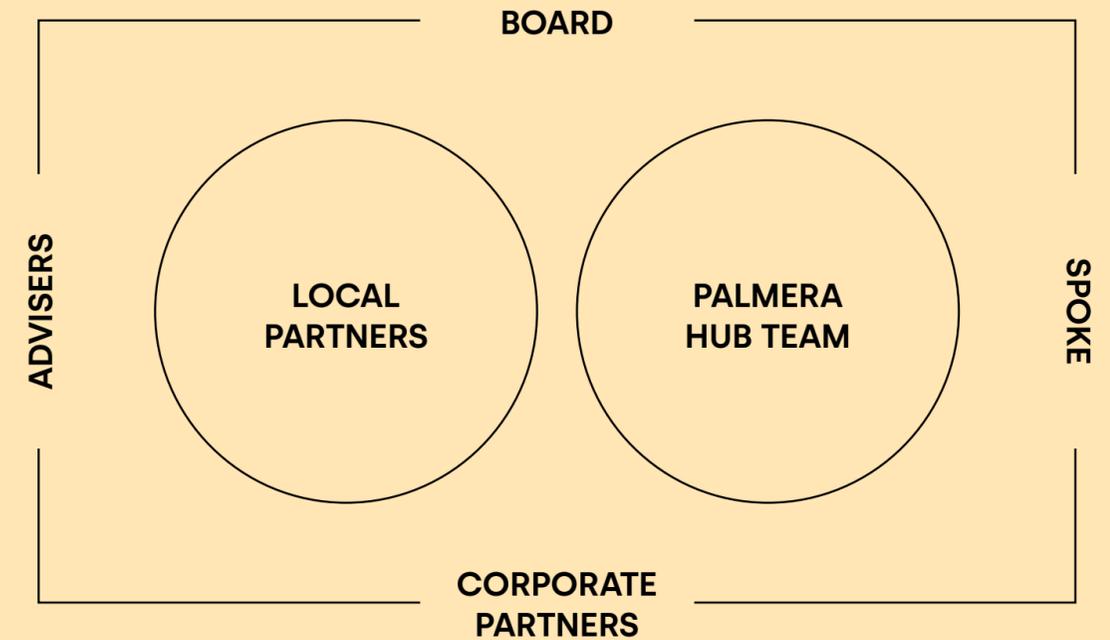
Where do we want to be in 5 years?

We will have moved from a 'start up team' to a BAU team of staff and volunteers with a clear understanding of individual's roles and the area of the organisation that they are supporting.

We will seek to continue our deeply innovative work through special projects and have the appropriate staff/volunteers who can commit the time and have the expertise to engage in a less structured way of working.

How will we get there?

1. We will **SUSTAIN** the capacity of our local partners and teams to deliver programs to the highest impact and quality standards by deepening their expertise and strengthening their program management
2. We will **DIGITISE** the way we engage to enable better cross-country collaboration
3. We will **SCALE** our partner delivery team, & our hub and spoke team by continually attracting, engaging and retaining skilled staff and expert volunteers who are passionate about what we do



Our Volunteer Board governs all that we do. Our Hub team supports the field team and undertakes critical everyday roles like monitoring, fundraising, legal and finance. Our Spoke team are those with special skills or wisdom that we bring in as needed for special projects and our Field team, made up of our local partners, delivers the work on the ground.

4. RIGHT DONORS

Where are we now?

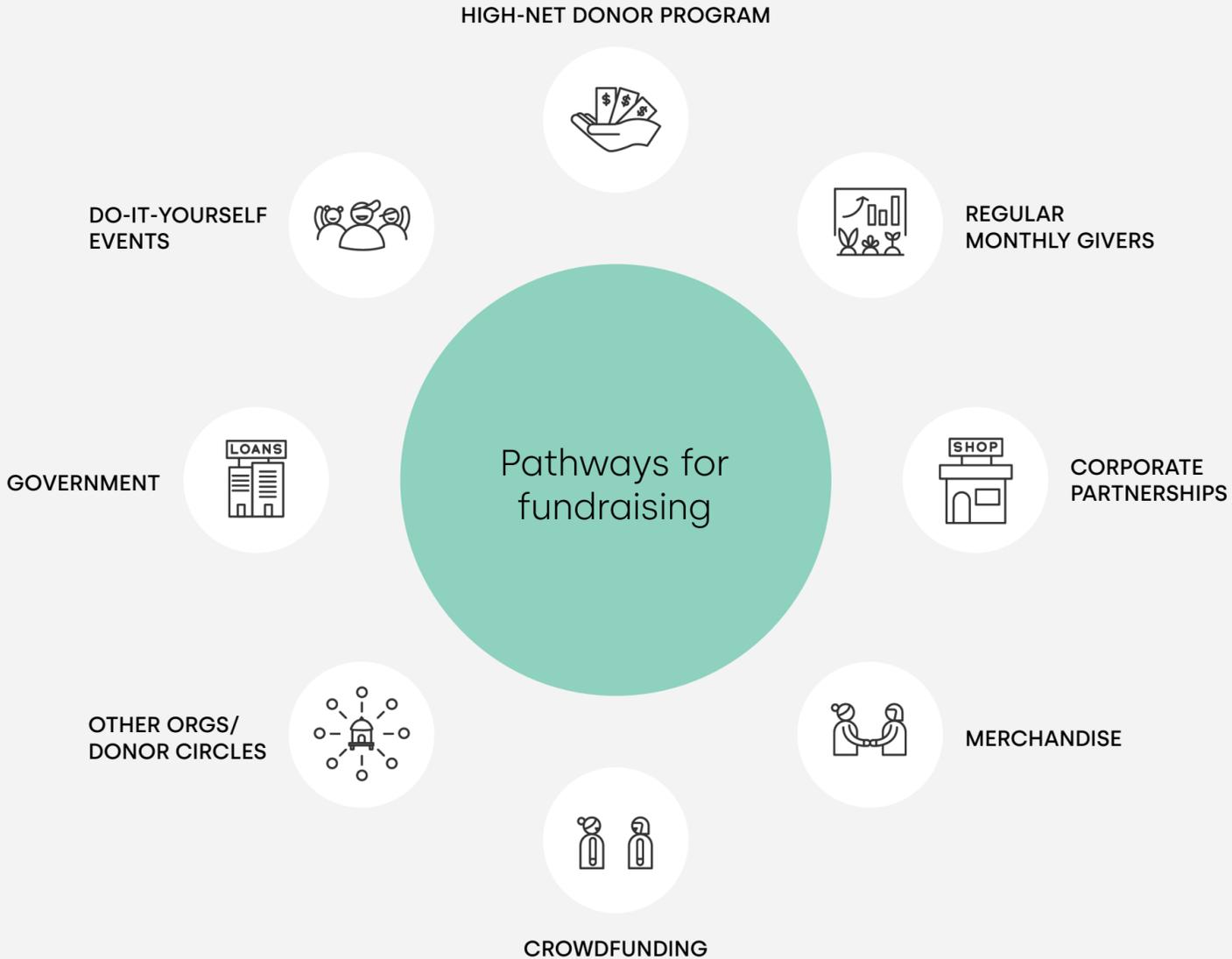
We have successfully transitioned out of our reliance on event or one-off funding to attracting a longer-term donor through our three core regular giving streams: our High Net donor (\$5k and above), our focused giver (\$1k - \$5k) and our monthly giver (giving regularly each month). We built stronger donor systems to reduce the administrative burden of a growing number of donors, which included the implementation and integration of our customer management system through our operations.

Where do we want to be in 5 years?

We will have increased the number of givers across our regular giving streams as well as deepened our pathways to grassroots giving, in Australia and outside Australia. We will have established BAU processes throughout our fundraising and marketing activities to improve resource efficiency in the way we (1) engage with donors (2) attract new high net & grassroots donors, and (3) engage with partners

How will we get there?

1. We will **SUSTAIN** the capacity of our local partners and teams to deliver programs to the highest impact and quality standards by deepening their expertise and strengthening their program management
2. We will **DIGITISE** the way we engage to enable better cross-country collaboration



5. RIGHT GOVERNANCE AND ETHICS

Where are we now?

Having received accreditation from the Australian Government, we invested significant time into developing Business as Usual processes for our Governance related activities. In addition, we sought to deeply understand the growing requirements of international best practice and implemented these requirements throughout our organisation.

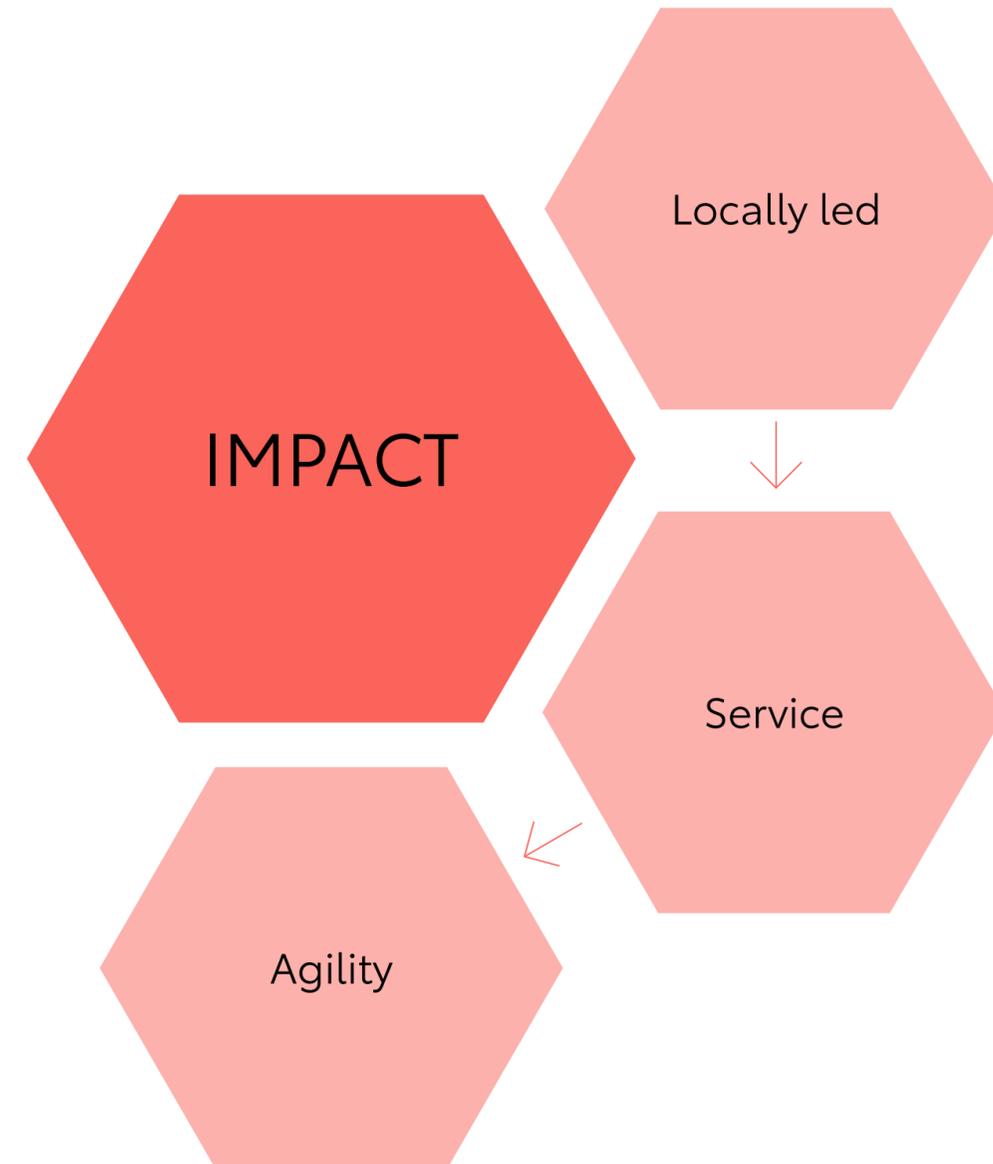
Where do we want to be in 5 years?

We will have better integrated international best practice requirements into our overarching strategic documents and governance and have systemised ways of reporting and measuring our progress against these standards. We will have invested in the needed resources, skills and supporting mechanisms to ensure the effective integration of these best practices in how we and our partners work.

How will we get there?

1. We will **SUSTAIN** our commitment to international best practice by building the documentation infrastructure to achieve consistency in how we govern and comply to these standards
2. We will **DIGITISE** our back-end operations to reduce overhead and simplify administration

OUR VALUES BIND US TOGETHER



THANK YOU

Shifting the dial from charity to choice.
Together.

www.palmera.org



PALMERA