



BUILDING HUMAN SECURITY TOGETHER



AUSTCARE STRATEGY 2007-2012

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1. Executive Summary

Austcare was established in 1967 by a number of Australian community organisations to provide support for refugees. With strong community support, and funding from the Australian people, the Australian Government and other institutional donors, we have worked in more than 30 countries around the world.

Building Human Security Together builds on the success of our earlier strategic planning and is the result of consultation within and outside the organisation. The strategy reflects our history, culture and identity, and commits us to working with people affected by conflict and natural disaster¹ to secure and protect their rights, build human security, sustain human dignity, and empower them to escape poverty.

Our mission is **to work with people affected by conflict and natural disaster to build human security**. This encompasses our core values of integrity, innovation, effectiveness, responsiveness, inclusiveness, engagement and empowerment.

To enhance the human security of those affected by conflict and natural disaster we will address the root causes of conflict and vulnerability to natural disaster, advocate for structural and systemic change, and work collaboratively with our stakeholders. In 2007 we entered into Association with ActionAid International² to expand our work in human security and empower more people to escape the indignity and injustice of poverty. Our work will focus on building human security as an essential baseline for the achievement of the Millennium Development Goals (MDGs) to help 'Make Poverty History'.³

Human security places people at the centre of development and focuses on the empowerment and protection of poor people.⁴ The concept of human security recognises that poor people are vulnerable to a series of threats and hazards. Human security focuses on the need to retain a minimum quality of life that has been defined as freedom from fear, freedom from want and freedom to take action on one's own behalf.⁵ Our work will therefore be operationalised in the following priority areas:

- Protection
- Community resilience and capacity development
- Conflict sensitive development and peacebuilding
- Disaster management and emergency response
- Mine action and the prevention of armed violence
- Organisational development
- Research, knowledge management and advocacy

¹ The term natural disaster is used throughout *Building Human Security Together* for ease of reference. The extent of the consequences of natural hazards is a direct result of the intersection between people's vulnerability and the magnitude of the hazard.

² ActionAid is an international anti-poverty NGO helping over 13 million of the world's poorest and most disadvantaged people in 42 countries, Refer www.actionaid.org.

³ Refer www.un.org/millenniumgoals/. Austcare is a member of the international campaign to 'Make Poverty History'.

⁴ Refer ActionAid International *Human Security in Conflict and Emergencies*, Strategic Plan 2005-2010, www.actionaid.org.

⁵ Commission on Human Security; "Human Security Now", (2003) <http://www.humansecurity-chs.org/finalreport/finalreport/index.html>

We will regularly monitor our performance against this plan, evaluate our efforts and learn. We will stay true to our humanitarian principles of humanity, independence, neutrality and impartiality, whilst recognising that in a globalised and changing world there is a need to take sides with the poor and the marginalised to support them to reclaim and secure their rights.

2. Our Mission and Core Values

Our mission is: **to work with people affected by conflict and natural disaster to build human security.**

Our core values are the fundamental principles and standards to which we adhere. They reflect our rich and diverse organisational history, our culture and our identity.

<i>Austcare Core Values</i>
<i>Integrity</i> —unwavering commitment in promoting the dignity of all people based on the principles of human rights and social justice
<i>Innovation</i> —encouraging the exploration of new ideas and developing workable approaches to benefit global communities
<i>Effectiveness & responsiveness</i> —using resources in a considered, appropriate and transparent manner for maximum and timely humanitarian benefit
<i>Inclusiveness</i> —embracing impartiality and diversity; standing in solidarity with global communities and acting to improve lives
<i>Engagement & empowerment</i> —uniting with global communities to build an equitable and sustainable future

We are committed to human development and will develop our culture and identity so that our staff and partners are nurtured and enriched. This will enhance our working environment and encourage us to: operate effectively, collaboratively and creatively to fulfil our mission; help develop our partners; and contribute towards a more just, equitable and sustainable world.

We are committed to becoming an organisation:

- ❖ where our mission is valued;
- ❖ which has a strong identity;
- ❖ where our people and partners are developed in a holistic way;
- ❖ that involves a meeting of collaborative, creative and committed professionals;
- ❖ that creates opportunities to serve humanity with energy and passion;
- ❖ that engages with people of good will to respond to the human crises caused by conflict and natural disaster.

The integral development of our people must be relevant, tangible, practical and nurturing to enable all of us to bring passion and energy in responding to issues that affect the lives of our fellow human beings.

3. Building Human Security

Human security places people at the centre of development and focuses on the empowerment and protection of poor people. Human security recognises that poor people are vulnerable to a series of threats and hazards and focuses on a need to retain a minimum quality of life that has been defined as freedom from fear, freedom from want and freedom to take action on one's own behalf.⁶ Through program implementation, research, knowledge management and advocacy, we will work with poor people to build human security. Human security and national security need to be mutually reinforcing. Strong and stable communities that are free from conflict and poverty and where human rights, dignity and economic sustainability are the norm, rather than the exception, help build national security. Poverty is a breeding ground for violence and we are committed to poverty reduction through enhancing human security and achieving the MDGs. Our strategic priorities and our goals and objectives are determined by the features of our internal and external operating environment.

3.1 Our External Environment

3.1.1 Significant global challenges

The increasing number and intensity of natural disasters impact most heavily on the human security of people living in the less developed countries. There are increasing opportunities to influence governments to take disaster risk reduction more seriously as a result of the Hyogo Framework for Action.⁷ The reduction of disaster risk is an increasing global concern and the impact of disasters is compounded by increasing vulnerabilities that are caused by urbanization, development in high-risk zones, under-development, environmental degradation, climate change, and the competition for scarce resources. Natural disasters therefore increasingly threaten vulnerable people and the sustainable development of less developed countries.

The continued prevalence of intra-state conflict and the implications of 'the global war on terrorism' pose challenges for the humanitarian community, including the creation of space for the humanitarian community to provide assistance when other actors, such as the military, are also involved. In addition, nation states are struggling to respond to complex governance issues and the prevalence of fragile states, and large scale human rights abuses are causing policy makers to reassess old approaches that no longer seem relevant.⁸

3.1.2 Innovative approaches

A number of innovative approaches are being implemented to enhance human security. These include:

- **UN Humanitarian Reform.** The UN reform process has made notable progress in reforming the UN's humanitarian architecture including the establishment of the Cluster Approach to improve the effectiveness of humanitarian response, and pave the way for early recovery. The cluster approach promotes a collaborative response with the additional benefits of predictable and accountable leads – which enhance partnerships among the UN, Red Cross movement, and NGOs. Emergency response has been further improved through the creation of the UN Central

⁶ <http://www.humansecurity-chs.org>

⁷ Hyogo Framework for Action developed at the World Conference on Disaster Reduction, Building the resilience of nations and communities to disasters 2005-2015;

<http://www.unisdr.org/wcdr/intergover/official-doc/L-docs/Hyogo-declaration-english.pdf>

⁸ www.un.org/largerfreedom

Emergency Response Fund (CERF).⁹ Other UN initiatives that impact on humanitarian action include the formation of the Peacebuilding Commission, the relaunch of the *Oslo Guidelines on the Use of Military and Civil Defence Assets (MCDA) in Disaster Relief*, and the development of the UN *Capstone Doctrine for Peacekeeping Operations*.¹⁰

- **Governance and Security System Reform (SSR).** There is growing appreciation that good governance requires not just increased capacity (the supply side of governance), but also responsiveness and accountability, which requires stronger demand from people for good governance. This places more focus on building human security by including civil society as a primary stakeholder in SSR efforts, and building the capacity to respond to the root causes of conflict and to reduce people's vulnerability to natural disaster.¹¹ Moreover, a commitment to gender equality and safeguarding the rights of women has been called for through a number of conventions and resolutions such as the Convention on the Elimination of Discrimination against Women (CEDAW)¹² and Security Council Resolution 1325 on Women, Peace and Security.¹³
- **Aid Effectiveness.** There has recently been an increased focus on the effective achievement of development outcomes. The Paris Declaration on Aid Effectiveness¹⁴ has focused development agencies on coordinating their responses while emphasising the development of national capacities to enhance the effectiveness of development assistance. It is expected that more funds will be available to those organisations that can develop effective and sustainable national capacity.
- **Protection.** Protection has become a cross-cutting issue. It is increasingly being mainstreamed through humanitarian and development programs, and has been included in the UN *Capstone Doctrine for Peacekeeping Operations*. Whilst governments are responsible for protecting people within their territory, governments can not always be relied upon to prevent or respond to human rights abuses. The UN and its specialised agencies and NGOs can enhance the protection environment by implementing activities that reduce people's vulnerability to threats and hazards whilst increasing capacity and resilience. The UN World Summit in 2005 endorsed the 'Responsibility to Protect' or 'R2P' framework which confirms the responsibility of the international community to protect people from genocide, war crimes, ethnic cleansing and crimes against humanity when a government fails to intervene to protect its people.

3.1.3 Changing approaches and funding mechanisms

A changing funding environment has resulted in a greater commitment to better funding practices¹⁵ and an increased demand for accountability to both donors

⁹ The CERF was launched on 9 March 2006, and aims to have a fund of US\$500m to commit to emergencies. Refer <http://ochaonline.un.org/FundingFinance/CERF/tabid/1109/Default.aspx>

¹⁰ Refer *UN Peacekeeping Operations Principles and Guidelines: Capstone Doctrine*, www.un.org/Depts/dpko/lessons/

¹¹ The integral role of civil society in security system reform is recognised in the *OECD DAC Handbook on Security System Reform: Supporting Security and Justice*, OECD Publishing, Paris, 2007, Sect 7, pp.224-35.

¹² www.un.org/womenwatch/daw/cedaw

¹³ http://www.un.org/events/res_1325e.pdf

¹⁴ <http://www1.worldbank.org/harmonization/Paris/FINALPARISDECLARATION.pdf>

¹⁵ For example the Good Humanitarian Donorship Initiative was established to provide a forum for donors to discuss good practice in humanitarian financing and other shared concerns.

and people living in less developed countries. A heightened public awareness of development issues has been generated as a result of global campaigns such as the *Make Poverty History* campaign¹⁶ which has resulted in more informed public giving practices.

Public donors are increasingly discerning and are demanding greater accountability and transparency; they rightfully want to know how effective and sustainable their contributions are and to see evidence of its impact. These trends confirm our commitment to building our reputation for reliability and impact in the public's mind.

3.1.4 Changing approach of the Australian Government

In Australia, increased and diversified funding has been available through government agencies, such as the Australian Agency for International Development (AusAID) and the Department of Immigration and Citizenship (DIAC), while NGOs are able to seek funding from non-traditional sources, such as through the Regional Assistance Mission to the Solomon Islands (RAMSI).

The Australian Government's White Paper on the overseas aid program¹⁷ has emphasised a whole-of-Government approach to promoting growth and stability, particularly in countries in the Asia-Pacific region, until 2015. The key focus areas are fostering functioning and effective states, investing in people and promoting regional stability and cooperation. The White Paper has also reinforced the Australian Government's commitment to programs in areas such as health, education and infrastructure. Aid effectiveness is a critical issue as are the importance of whole-of-government approaches, the introduction of new cross-cutting issues (notably HIV/AIDS and anti-corruption), the focus on demand for better governance and the intent (explicitly stated in the AusAID's Director-General's blueprint 2020) to work with NGOs. Whilst the White Paper does not specifically highlight human security, many of the Australian Government's programs address human security issues, implying that human security should be an essential pillar of the whole-of-government approach to development assistance.

3.2 Our Internal Environment

3.2.1 Defining who we are

We have cemented our position as an agency that works with people affected by conflict and natural disaster. At the same time we have continuously evolved and adapted to our changing external environment. This has enabled us to remain creative and flexible and to seize opportunities as they have arisen.

3.2.2 Enhanced relevance and impact

We have extended our reach and influence in Australia by building on our valued partnerships and loyal supporter base. We have strengthened our ability to define our key areas of activity and to communicate this to our stakeholders and the

¹⁶ <http://www.makepovertyhistory.org>

¹⁷ http://www.ausaid.gov.au/hottopics/hottopics/topic.cfm?ID=5031_8290_6026_2566_5173

general public. We have enhanced our capabilities to effectively advocate and campaign on key issues such as the Anti-Personnel Mine Ban Treaty. Austcare is committing itself to research and advocacy to enable us to better tackle the root causes of human insecurity.

Our continued expansion has created additional opportunities that we must be able to respond to. We will therefore continue to expand our work with displaced communities and respond effectively to natural disasters.

3.2.3 Increased capacity of the organisation

We continue to improve our work processes which have resulted in increased professionalism in the areas of fundraising, finance, human resources and program management. A team culture permeates all of our work along with a willingness to share ideas, encourage risk-taking and promote well-being. This has resulted in the development of a talented group of people who are constantly searching for new and improved ways of making a difference.

In 2003 we began working with ActionAid International,¹⁸ an international NGO that takes sides with poor people to end poverty and injustice together. ActionAid was formed in 1972 and currently helps over 13 million of the world's poorest and most disadvantaged people in 42 countries worldwide to secure their rights to food, shelter, work, education, healthcare and a voice in the decisions that affect their lives. We signed a Memorandum of Understanding with ActionAid in March 2007 and in September 2007 the Boards of Austcare and ActionAid agreed that Austcare should become an Associate of ActionAid. Our association with ActionAid will enhance the capacity of both agencies and enable us to increase the scope, relevance and impact of our work. Austcare and ActionAid are planning for Austcare to become an Affiliate of the ActionAid network in the future.

4. Our Strategic Priorities

To make human security a cornerstone of our work we are increasingly implementing a rights-based approach which furthers human development and enhances human rights. We embrace the various international human rights instruments and will utilise a rights-based approach in which freedom from poverty, freedom from physical violence, and human dignity are inalienable rights of all people to be accorded by all states. This rights-based approach will inform our programs and ensure that the rights of the most vulnerable are secured and protected.

We support conflict sensitive development efforts and disaster risk reduction strategies that mitigate the impact of natural disaster, including those disasters caused by climate change. Unfortunately prevention efforts may not always succeed and humanitarian relief and peacekeeping initiatives will continue to be required to support people confronted with violence and trauma. The benefits of this assistance will be short lived unless we commit to longer term initiatives that build community resilience and protection for vulnerable people. **The establishment of a positive peace is an essential pre-requisite for the development of secure communities.** We are committed to building human security at the community level through programs that enhance the nexus between security, development and good governance.

¹⁸ www.actionaid.org

Our work will be driven by our research, knowledge management and advocacy efforts, and will be operationalised in the following priority areas:

- Protection
- Community resilience and capacity development
- Conflict sensitive development and peacebuilding
- Disaster management and emergency response
- Mine action and the prevention of armed violence
- Organisational development

4.1 Protection

Throughout our history we have responded to the vulnerabilities of refugees and displaced people. Our protection program continues this rich tradition. Protection means securing the human rights of people who are facing threats to their security and dignity, as a result of conflict and/or natural disaster. Our protection activities aim to reduce individual and community vulnerability to threats and to increase the capacity of people to secure their rights. Our 'Protect Now' program has been developed in response to the global challenge to protect displaced people and their host communities, and our protection activities encompass short-term emergency interventions and longer-term programs in response to protracted displacement.

Our Rapid Response Register (RRR) provides for the rapid deployment of protection experts on a short-term basis to the UN, through our Memorandums of Understanding with the Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Children's Fund (UNICEF), to address protection gaps and provide protection expertise. These protection officers enhance the protection presence of the UN and its specialised agencies and monitor and report on incidences of human rights abuses. When there are gaps in the protection response from the UN, we will explore other mechanisms to enhance the protection of vulnerable people.

Our research, knowledge management and advocacy work addresses protection issues and drive our programming. One research project entitled *A Place to Call Home* is investigating protracted displacement in Sri Lanka, the Thai-Burma border, Bangladesh, Afghanistan and Nepal. Our work raises awareness of the rights of displaced people and ensures that protection remains on the international agenda.

R2P is an important element of our protection program. We will actively lobby the UN and governments to operationalise their commitment to R2P at the World Leaders' Forum of 2005, and to coordinate an holistic approach to protection interventions.

Objective: To work with displaced people to secure their rights.

Results:

1. Protection-sensitive emergency response and early recovery initiatives supported.
2. Experts mobilised to boost the protection capacity of UN specialist agencies (and other mechanisms where appropriate) to gain access, assist, and address human rights concerns of displaced and local communities.
3. Contributions made to action based research on protection, displacement and other humanitarian policy issues.
4. Knowledge management capacity developed to ensure that lessons learned and protection knowledge strengthen our programs and inform policy debates on humanitarian and protection issues.
5. Increased awareness of protection issues in Australia as a result of our advocacy efforts with the public, government departments, corporate partners and NGOs.
6. Protection mainstreamed through Austcare policies, strategies and programs.
7. Promote the operationalisation of R2P.

4.2 Community Resilience and Capacity Development

Vulnerable people that have been affected by conflict and natural disaster require assistance to build sustainable livelihoods for themselves and their families. Our efforts to enhance community resilience will work with people to establish sustainable livelihoods, end cycles of violence and poverty, secure their rights and maintain their dignity. A gender-sensitive approach in our programs will strengthen the capacity of women to secure their rights, meet their basic needs and enable women to fully participate in decision-making processes that affect them and their families.

Our community resilience program will improve health and education, enhance food security and assist the development of local capacities. We will continue to work with an extensive network of local partners and to ensure a long-term, sustainable approach is taken. For example, in the Occupied Palestinian Territories we have worked with our partner Bisan to develop our 'Neighbourhood Corners Program'. The Neighbourhood Corners model of community development grew out of a very simple idea: if you give people a place to gather, they will begin to exchange ideas and plan activities that meet their needs. Neighbourhood Corners support communities to articulate their needs, develop solutions and then implement them. At the same time the process helps to build leadership, (especially that of women and youth), develop local organisational capacity, improve economic well-being through sustainable livelihood programs, and enhance human security. We are now establishing Neighbourhood Corners in a number of our country programs.

Our capacity development activities will mobilise existing local potential to bring about self-generating and self-managed change. Our programs will involve a knowledge management component that supports continuous learning, including evaluation and lessons learned which will improve the impact and relevance of our programming. Our programs will include an advocacy component to enable our partners to exert influence on policy-makers at the national and international level to help address the root causes of their vulnerabilities.

Objective: To work with vulnerable people to build resilience and establish sustainable livelihoods.

Results:

1. The scope and impact of our community resilience and capacity development initiatives enhanced.
2. All programs and projects are gender sensitive.
3. Neighbourhood Corners established in country programs.
4. Strategies and tool kits established to develop the capacity of our local partners in research, knowledge management, advocacy and programming.

4.3 Conflict Sensitive Development and Peacebuilding

History reveals that almost 50% of peacekeeping efforts by the international community result in renewed conflict within five years. Conflict and poverty are often linked. The lack of access to resources – such as land, water or livestock – is often the trigger for violence and, when fighting begins, poor people are left more vulnerable to the effects of war. We believe that poor people should be involved in analysing the causes and impact of conflict and in developing modalities to manage conflict in a non violent way.

Some of the world's worst human rights abuses and humanitarian crises take place when the rule of law breaks down. We believe that all people have a right to human security and to assistance based on their needs. We are committed to maximising the voice of those who are affected, and especially those whose voices are heard the least.

To overcome the root causes of conflict we will foster an understanding of the shared goals of peace and development at community level and highlight the need for peacebuilding efforts to complement improved security and socio-economic opportunities.

Objective: To ensure that all Austcare programs and projects are conflict sensitive.

Results:

1. An understanding of conflict sensitive development developed throughout the organisation.
2. Our programs and projects are designed and implemented in a conflict sensitive manner.
3. Training in conflict sensitive development provided to international and national NGOs, governments and other partners.

4.4 Disaster Management and Emergency Response

We will continue to place a strong emphasis on disaster risk reduction to identify and mitigate community vulnerabilities to future hazards. This approach will be implemented with specialist agencies and local partner networks. Our disaster management program will focus on community-based disaster risk management (CBDRM).

Our CBDRM activities will build community resilience to natural disasters by identifying vulnerabilities and hazards, such as the environmental impact of climate change, and developing local capacities to respond to disaster. Our post-

disaster recovery efforts will provide access to humanitarian assistance including potable water, food, medical assistance, shelter and non-food items. We will explore all opportunities to coordinate our emergency response efforts with the work of other actors, including the military.

We will continue to place a special emphasis on women's and children's rights and the specific challenges that women and girls face in securing their rights during early recovery. We will work to mobilise national and international support for humanitarian action through our research, knowledge management, advocacy, and responsive programming.

Objective: To reduce the impact of conflict and natural disaster on men, women, boys and girls.

Results:

1. Sustainable early recovery efforts implemented for men, women, boys and girls affected by conflict and natural disaster.
2. Appropriate, innovative and effective responses to humanitarian emergencies.
3. Resources mobilised for emergency response and disaster risk management activities and programs.
4. Our Disaster Management Programs meet the highest standards of governance and accountability.
5. Our understanding of civil-military relations is enhanced and relationships developed in the appropriate programs.

4.5 Mine Action and the Prevention of Armed Violence

We will continue our efforts to minimise the humanitarian and development implications of landmines and other explosive remnants of war (ERW), including cluster munitions, on displaced and vulnerable people. Our mine action program involves mine clearance activities with partner organisations to enhance community resilience, mine risk education (MRE) aimed at reducing the risk of landmines and ERW, and responding to the individual and community needs of survivors. We will continue to be actively engaged in the universalisation of the Mine Ban Convention and the domestic and international debate surrounding cluster munitions. Our public campaign, 'Playing Fields not Minefields', will continue to increase the Australian public's awareness of these issues.

Increasingly we will work with conflict-affected communities to prevent and promote recovery from armed conflict and violence. These programs will focus on surveys to analyse the prevalence of armed violence at the community level, building awareness of how to reduce armed violence and implementing programs that collect and dispose of small arms and light weapons (SALW) as an integral component of human security and SSR efforts. We recognise that the possession and proliferation of SALW constrain human development, and we will analyse the problems caused by SALW to explore programming possibilities.

Objective: To reduce the impact of landmines, ERW and SALW on vulnerable women, men, girls and boys.

Results:

1. Risk reduction and survivor assistance services provided to women, men, girls and boys affected by landmines, ERW and SALW.
2. Advocate for states to meet their obligations to the various mine action international legal instruments, including the Mine Ban Convention.

3. Promote adherence to the Mine Ban Convention amongst non-state actors, particularly in the Asia-Pacific.
4. Continue to build support for mine action in Australia.
5. Advocate for an international ban on cluster munitions.
6. Share lessons learned with our partners and incorporate these lessons in our programs.

5. Our Organisational Priorities

Over the last five years we have continued to develop our operational impact and intellectual capacity. As our work has expanded we have opened country offices to better support our local partners. *Building Human Security Together* further promotes our organisational development. To implement programs directly with communities in need, and to make a lasting difference to the lives of people on the ground, we will continue to develop a global network of partner agencies focussing on local knowledge, understanding and empowerment. Our Association with ActionAid will be a priority as we work towards potential Affiliation as a full member of ActionAid's global network.

5.1 Strengthened Governance

Delivering *Building Human Security Together* will be a major challenge. We will work to ensure that our organisational strategies, structures and work processes drive the achievement of our objectives.

Objective: Make ourselves more accountable to men, women, boys and girls affected by conflict and natural disaster, our partners and our supporters.

Results:

1. Our Board of Directors is rejuvenated through careful selection, investment in their professional development, and support from the staff.
2. Our Governance Charter and Constitution are reviewed to ensure best practice.
3. Our work processes are strengthened to ensure accountability to men, women, boys and girls affected by conflict and natural disaster, our local partners and our supporters.
4. The capacity of our local partners is enhanced through the development of their governance structures, policies, strategies, plans and operational impact.
5. Our adherence to the relevant codes of conduct, fiduciary accountability and transparency is monitored and evaluated.

5.2 Staff and Volunteer Development

The strength of our organisation flows from the creativity and hard work of our staff and volunteers, in partnership with the communities we work with. We will continue to build a diverse team that is motivated, knowledgeable, accountable and confidently delivers our mission.

Objective: Develop staff and volunteer capacity to achieve our goals.

Results:

1. Achieve gender balance, ethnic diversity and technical specialisation in our staff and volunteer profile.
2. Ensure an empowering and motivating work environment that reflects our culture, identity and values.
3. Staff and volunteers are able to reflect, learn and grow.

5.3 Increased and Diversified Income

We will continue to enhance our fundraising capacity to achieve our mission. We will invest in fundraising activities that promote an awareness of our work and strengthen our position as a trusted and professional non-profit agency.

Objective: Strengthen our fundraising capacity through diversified income sources to enhance our financial sustainability.

Results:

1. Our overall income (excluding emergency related income) tripled by 2012.
2. Our core income from non-government donors (excluding emergency related income) increased to at least \$10 million by 2012.
3. Our income from institutional donors (excluding emergency related income) increased to \$10 million by 2012 with reliance on any one donor reduced to 25% of total income.
4. Our administrative overheads do not exceed 20% of our income.
5. Maintenance of an appropriate level of reserves.

5.4 Research, Knowledge Management and Advocacy

Knowledge management is the process of capturing, codifying and sharing knowledge so that we can learn lessons and apply them in our advocacy and programming efforts. We capture knowledge both formally (through our action research efforts that are conducted in partnership with universities and think tanks), and informally through storing and sharing the knowledge that we all gather in the course of our work.

Much of this knowledge is gathered through our interaction with our partners such as local civil society organisations and communities themselves. By capturing, codifying and sharing this knowledge we develop a unique understanding of communities that can be used in our advocacy and program implementation.

Objective: To develop a research, knowledge management and advocacy capacity that drives our programming efforts.

Results:

1. Cutting-edge research to guide the development of our programs.
2. Strengthen our capacity to influence policy positions that promote the achievement of our mission.
3. Develop knowledge management processes to generate and share knowledge and promote innovative solutions.
4. Produce an annual document that focuses on lessons learned and best practice in our program areas.
5. Enhance our advocacy program to help people affected by conflict and natural disaster to secure their rights.
6. Provide opportunities for the public and media to learn from and engage with our advocacy efforts.
7. Advocate for the inclusion of human security as a pillar in Australian Government strategic guidance on foreign policy, defence and overseas aid.
8. Advocate for the achievement of the MDGs as part of the *Make Poverty History* campaign, and on all areas of our work.

6. Conclusion

Building Human Security Together outlines our intentions and guides our actions. It emphasises our mission, our culture and identity, our core values, our key focus areas, and identifies our objectives by which we will measure our impact and relevance. We will regularly assess our progress and impact, rally our supporters, effectively manage change, distribute financial and other resources appropriately, and support and guide our people to gain specific capabilities and expertise. This will demand commitment and perseverance in the face of many challenges including budgetary constraints. *Building Human Security Together* will be monitored on an annual basis and our actions will be adjusted based on lessons learned and changes in our internal and external environment.

Most importantly, *Building Human Security Together* reflects our history, culture and identity and represents our commitment to working with people affected by conflict and natural disaster to secure and protect their rights, build human security, maintain dignity and contribute to the fight to end poverty.

Annex A: International Laws, Codes, Conventions and Guidelines

Austcare recognises the primacy of the Universal Declaration on Human Rights (1948) and supports the other central international human rights instruments including the International Covenant on Civil and Political Rights (1966) and the International Covenant on Economic Social and Cultural Rights (1966). These instruments shape and define our commitment to human rights.

Austcare recognises the continuing importance of the Convention Relating to the Status of Refugees (1951) and the Protocol Relating to the Status of Refugees (1967) as the central legal framework for refugee rights, protection and obligations. Austcare recognises the growing problem of internal displacement and supports and is guided by the UN Guiding Principles on Internal Displacement (1998).

In order to fulfil our commitment to the most vulnerable groups within displaced populations, Austcare also supports the Convention on the Elimination of All Forms of Discrimination against Women (1979), the Convention on the Rights of the Child (1989) and the UN Declaration on the Rights of Disabled Persons (1998).

1. Human Rights Instruments

Universal Declaration on Human Rights (1948)

<http://www.un.org/Overview/rights.html>

International Covenant on Civil and Political Rights (1966)

http://www.unhchr.ch/html/menu3/b/a_ccpr.htm

International Covenant on Economic Social and Cultural Rights (1966)

http://www.unhchr.ch/html/menu3/b/a_cescr.htm

Convention on the Elimination of All Forms of Discrimination against Women (1979)

<http://www.unhchr.ch/html/menu3/b/e1cedaw.htm>

Convention on the Rights of the Child (1989)

<http://www.unhchr.ch/html/menu3/b/k2crc.htm>

Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1984)

http://www.unhchr.ch/html/menu3/b/h_cat39.htm

Declaration on the Right to Development (1986)

<http://www.unhchr.ch/html/menu3/b/74.htm>

International Convention on the Elimination of All Forms of Racial Discrimination (1965) http://www.unhchr.ch/html/menu3/b/d_icerd.htm

2. Refugees and IDPs

Convention Relating to the Status of Refugees (1951)

http://www.unhchr.ch/html/menu3/b/o_c_ref.htm

Protocol Relating to the Status of Refugees (1967)
http://www.unhchr.ch/html/menu3/b/o_p_ref.htm

Guiding Principles on Internal Displacement (1998)
<http://www.unhchr.ch/html/menu2/7/b/principles.htm>

3. Mine Action

Austcare adheres to the principles of the following frameworks and international instruments in its mine action programs:

- Bad Honnef Framework (1997)
- The Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Antipersonnel Mines and on Their Destruction (1997)
- The Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Excessively Injurious or To Have Indiscriminate Effects (1980). (Amended Protocol II, 1996)

4. Organisational Codes

Australian Council for International Development (ACFID) Code
<http://www.acfid.asn.au/cc/code.htm>

Red Cross Code of Conduct and Red Crescent Code of Conduct
<http://www.ifrc.org/publicat/conduct/code.asp>

SPHERE Humanitarian Charter (1997)
<http://www.sphereproject.org/>

FIA Code of Ethics
<http://www.fia.org.au/>