



ChildFund Alliance FY21 Plan

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Introduction

As ChildFund Alliance members plan for the coming year, we do so in unprecedented circumstances created by the COVID-19 pandemic. Although there is much about the time ahead that is currently unclear, and will remain so for the near future, one thing is evident — our success, as a global community and as an organization, demands unified action. By nature and design, ChildFund Alliance is well equipped to meet this demand. We have affirmed throughout our history that we excel when we work together as one. This same principle has guided the development of our fiscal year plan for 2021.

Despite the uncertainty of the months ahead, we do see a path forward, which we outline in this document, the *ChildFund Alliance FY21 Plan* (FY21 Plan). This plan, covering the period from July 1, 2020 to June 30, 2021, reflects how we will focus our collective action in the next fiscal year. Importantly, the FY21 Plan does *not* seek to replace members' individual annual or response plans, nor the Secretariat's work plan, or bilateral efforts between members. *Instead, the FY21 Plan highlights where ChildFund Alliance is committed to working as one collective entity in the coming fiscal year, to achieve a sum greater than its parts.* As such, if we are to achieve the shared ambitions outlined in this plan, it will require a dedicated commitment from all members to contribute actively to the efforts detailed herein.

Our Priorities for FY21

We have two priorities for FY21 and organize the plan according to these priorities. They are:

- **Priority One — COVID-19 Response and Recovery:** This effort is grounded in the present moment. In it, we leverage the best of ChildFund Alliance to support our COVID-19 response and recovery efforts for the children and communities we serve.
- **Priority Two — Strategic Planning:** Our second priority ensures we keep one eye trained on the future by finalizing our multi-year strategic plan, which will now cover four years (FY2022 — FY2025).

For simplicity, we present these priorities as separate efforts; however, we intend for ideas and learning from each priority to inform the other.

Balancing Ambition and Capacity

In developing this plan, we remain mindful of the pandemic's impact on the personal and professional lives of ChildFund staff across the globe, on whom we depend for successful execution. We aim to balance our ambition with our capacity in several ways:

- First, we distinguish stretch goals from other goals in the plan. We have two stretch goals for our COVID-19 efforts related to fundraising and beneficiary reach, which are aspirational. We will not define our success as the attainment of these targets, but rather aim to achieve as much progress towards them as possible. However, we do hold ourselves accountable to reach the other goals outlined in the plan.
- Second, we have intentionally narrowed the scope of our efforts to focus on 13 essential initiatives we commit to as ChildFund Alliance working as one.
- Third, we have sequenced efforts to start at varying times throughout the year and plan to conduct some initiatives related to strategic planning later in the strategic plan period (e.g., FY22, FY23).
- Finally, we will have periodic checkpoints throughout the next year to assess progress and capacity, and to adjust as required.

Priority One: COVID-19 Response and Recovery

Stretch Goals

In April 2020, ChildFund Alliance launched a collective emergency appeal—the first joint effort of this nature for the organization. All members offered their support to help those we serve in the 60+ countries in which we operate. This Alliance-wide effort provides important aspirations to guide our collective and individual efforts in the next fiscal year. These include two stretch goals:

1. **Raise \$58MUSD**, primarily through member fundraising efforts in their respective markets.
2. **Reach 6.3M children and families** through our COVID-19 response efforts.

We refer to these as stretch goals, because we define success as significant progress towards, but not necessarily full attainment of, these targets. In doing so, we acknowledge that we are undertaking an unparalleled effort in these trying and uncertain times; our intention is for these goals to inspire all those involved in ChildFund Alliance, not to be a source of undue stress.

Efforts towards these stretch goals began in April 2020. In the fall, we anticipate revisiting these goals and adjusting them as needed to direct ongoing response or recovery efforts.

In line with past practice, each member will lead its fundraising and program delivery efforts, identifying the most appropriate actions for its context. That said, we anticipate a great deal of the response effort will be related, but not limited to, five broad areas:

1. **Stopping COVID-19 from infecting children and families**, which involves health and hygiene programming as well as community education about the virus.
2. **Ensuring that children get the food they need**, which involves nutrition and food security programming, e.g., food distribution or cash transfers.
3. **Keeping children safe from violence** — physically and emotionally. This relates to our strength in Ending Violence against Children (EVAC) and involves a broad range of child protection efforts, e.g., community-based child protection systems, virtual psychology counseling, and temporary shelter.
4. **Helping children to continue their learning**, which involves programming to support continued learning while schools remain closed, either virtually or via hardcopy learning materials.
5. **Elevating children and youth voices**. This effort involves providing opportunities for children and youth to express their perspectives on COVID-19 and to use these perspectives to influence our response efforts.

Collective Goals for Response and Recovery

To amplify and enhance individual member response efforts and support the highest achievements possible towards our stretch goals, we commit to collaborating as an alliance in the six areas outlined below. Relevant committees will further plan each initiative to support implementation in the coming year. In addition, we anticipate that we will enrich the efforts outlined below through ChildFund Alliance's engagement with its many partners (e.g., Joining Forces, #COVIDUnder19, Alliance for Child Protection in

Humanitarian Action, Global Coalition to End Child Poverty, CSO Forum to End Violence against Children, among others.)

Program

Initiative 1: Enhancing Learning

With COVID-19 affecting all the countries in which ChildFund Alliance has a presence, we see an opportunity to capture and share learnings and programmatic innovations amongst members, as well as with others in our arena. Through this initiative, we will increase the efficiency of knowledge exchange across our alliance to support our members. We also will share our vital work with the public, thereby raising our profile.

Through this initiative, we will provide webinar content and collateral materials, highlighting examples of best practices, and sharing the diverse expertise and experiences of our membership. The Alliance Program Committee (APC) will coordinate a learning platform to deliver webinars on a bi-monthly basis throughout FY21. Up to four webinars will focus internally, and a maximum of two will be for external audiences. The group also will prepare collateral materials linked to lessons learned and good practices, including one to two briefs for external dissemination.

Initiative 2: Child Protection for COVID-19 Response and Recovery

In any emergency, we anticipate moving through phases, from immediate response, to assisting those affected to return to “normal” as the situation stabilizes. The COVID-19 pandemic is novel in that it challenges our ability to anticipate what a recovery phase will entail, and how and when we can deliver it. We do expect the need to strengthen community resilience to health risks, economic decline, and increased vulnerability of children. Community-based child protection systems are more vital than ever in protecting children and keeping them safe during this challenging and uncertain time.

The APC and Child Protection in Emergencies (CPiE) & Disaster Risk Reduction (DRR) Task Force will collaborate to further plan this effort in the coming months. Part of this work will include a training component that will strengthen skill sets and build capacity amongst Country Offices and partners to support community-based child protection. The key benefit of this initiative will be more comprehensive child protection programs across ChildFund Alliance that address the risks to children, and the most vulnerable, during the COVID-19 recovery phase. Notably, this effort aligns with ChildFund’s long-standing commitment to ending violence against children.

Policy

Initiative 3: Safeguarding EVAC Gains (Advocacy)

As the world has turned its collective focus to responding to COVID-19, there is growing concern that hard-won funding and attention could be diverted from longer-term efforts to end violence against children.

Through this initiative, the Advocacy Task Force (ATF) will support individual members in their pursuit of funding for specific, humanitarian COVID-19 programmatic interventions, while initiating a collective strategy to protect and sustain the longer-term (and larger) development investments that underwrite core ChildFund programs.

Specifically, we will develop an umbrella advocacy initiative to maintain the progress that governments and multilateral institutions have made toward achieving a world free from violence and exploitation since the adoption by the UN General Assembly of SDG Target 16.2. We aim to safeguard these gains from potential negative impacts that COVID-19 could have on children and child protection in particular.

The ATF will develop collective policy “asks” for multiple levels of government and multilateral institutions, with coordinated advocacy guidance and messaging. These collective asks might include ensuring sufficient development aid to support long-term program interventions, encouraging consultation with child protection NGOs in the design of reopening guidelines, or incorporating children’s perspectives meaningfully in the development of COVID-19 response and recovery plans.

We anticipate that participating ChildFund Alliance members will engage in these collective advocacy efforts, which the Secretariat will also pursue. We encourage members to customize advocacy messaging to focus on one of the four priority areas identified in the [ChildFund COVID-19 Response Plan](#).

Fundraising

Initiative 4: Supporting Fundraising Success

As noted previously, in April 2020, the ChildFund Alliance joined in an unprecedented joint effort to raise \$58M to support COVID-19 response efforts. Through this initiative, the Communications and Marketing Committee (CMC), with support from the Grants Support Committee (GSD), will meet to share information and reflections to support continued progress towards this fundraising stretch goal. (Note, while all members are working towards a collective stretch goal, members conduct fundraising independently in their respective markets.)

Through this ongoing exchange, these committees also will seek to identify the level of additional funding ChildFund could secure to support ongoing COVID-19 efforts, and provide this as input to planning for future phases. (See Initiative 7 for more information.)

Initiative 5: Amplifying our Impact

Through this initiative, led by the Communications and Marketing Committee (CMC), we will highlight ChildFund’s impact relating to our COVID-19 response priorities and critical advocacy asks. We will prepare and share communication collateral that adheres to the ChildFund Brand Guidelines, and which highlight the role of ChildFund in:

- Preventing COVID-19 infections
- Ensuring children get food and other essentials
- Keeping children safe
- Supporting education continuity
- Elevating children’s voices and their participation

Through this initiative, we will build upon and share learnings from our response to the COVID-19 pandemic, and ensure ChildFund’s COVID-19 campaign earns broad credibility as an actionable plan with real impact. Deliverables may include the preparation of case studies, blogs, press releases, direct response television, social media, and two six-month summary reports, among other materials.

Child & Youth Voices

Initiative 6: Youth Outreach and Advocacy

This initiative will continue the ChildFund Alliance's ongoing commitment to children's agency by undertaking efforts to engage virtually with children and youth in policy and awareness-raising efforts.

Led by the Child-friendly Accountability Taskforce (CfA), this effort will include consultations with children and youth as well as opportunities for youth to dialogue with policymakers about issues most important to them. Specifically, the CfA Task Force will:

- Work with Joining Forces partners to consult with children in the development and virtual launch of a policy brief on children's agency and the right to be heard. This effort continues previous work on the 2019 Joining Forces report, *Child Rights Now!*, and will support the integration of children's perspectives across response efforts.
- Host a virtual event in September entitled "Conversations with Policy Makers" to spark dialogue between children from our field programs and decision-makers at the UN. This will be an opportunity for child participants to express their thoughts and perspectives on protection risks related and un-related to COVID-19 lockdowns. The outcomes of these exchanges will help shape global discussions on ending violence against children post COVID-19.

Monitoring and Learning

Initiative 7: Monitoring COVID-19 to Support Future Planning

This initiative focuses first on tracking the impact of the ChildFund Alliance's collective effort to address the COVID-19 pandemic and its effects on children. It will enable us to communicate progress to our supporters and leverage lessons to inform and improve future collective efforts.

The Secretariat will lead the effort to track progress towards our stretch goals (fundraising and reach) as well as member response efforts in four programmatic priority areas: (1) Infection Prevention, (2) Food and Basic Needs, (3) Child Protection, and (4) Education Continuity. Members have provided input to a set of suggested indicators that the Alliance will track.

Members will provide data via a web-based platform developed and managed by the Secretariat. The Secretariat will provide periodic updates on progress, based on data received.

In addition, the Alliance will coordinate tracking the long-term implications of COVID-19. This effort will support strategic decision-making by identifying potential impacts of the COVID-19 pandemic on significant child protection issues such as child labor, sexual exploitation, and child marriage. The Secretariat will lead this effort in coordination with the Program Choices Working Group tasked with planning EVAC advocacy campaigns as part of the four-year strategic plan.

As part of this initiative, summaries of relevant policy, research, and thought leadership will inform conversations amongst the CEOs and the Board in November 2020 regarding long-term ambitions and the best means to achieve them. Additional contributions will result from strategic planning work conducted by the Program Choices working group in spring 2021.

Priority Two: Strategic Planning

In May 2019, ChildFund Alliance started what was to be a year-long strategic planning process, focused on three priority areas: Program Choices, Identity and Value Proposition, and Capacity and Culture. Due to the uncertainty caused by the pandemic, we extended our multi-year strategic planning through FY21. While we are committed to supporting children and communities through the pandemic as long as necessary, our goal is to review a draft plan in May 2021, for fiscal years 2022 through 2025.

Throughout the 2021 fiscal year, the Secretariat will organize periodic discussions to review experiences and learnings to date, and to plan for future phases of our collective response. We anticipate that all committees involved in the work of the three priority areas will provide input to these discussions.

Although it is prudent to invest more time in understanding how COVID-19 will impact some aspects of our ongoing work, particularly related to Program Choices, we feel confident in the ongoing relevance of several initiatives from our other two priorities. In the “Initial Implementation” section below, we outline how we will start the implementation of long-term efforts developed by the Identity and Value Proposition and Capacity and Culture working groups.

In the “Finalizing the Strategic Plan” section that follows, we outline the timeline and process for continuing with planning and finalizing the strategic plan.

I. Initial Implementation

Program Choices

Due to the potential for COVID-19 to influence efforts related to the work of Program Choices, we will focus our efforts on continued planning and discussion, rather than on implementation, during FY21.

Identity and Value Proposition

In November 2019, the CEO Forum and Board reviewed proposals related to this priority and tasked the working group with the following:

- **Updating the ChildFund Alliance Value Proposition** to clarify the organization’s value, define what membership means, and explain how we behave as part of belonging to this collective.
- **Updating the ChildFund Alliance Brand Guidelines to clarify how we brand collective efforts** such as emergency response, advocacy, and press releases, as well as how we use the ChildFund name.

The working group updated the Value Proposition, and the Communications and Marketing Committee (CMC) updated the 2020 Brand Guidelines in consultation with the working group. These updates provide clarity on the organization’s collective identity, on the standards for branding as a collective, and the mechanisms for supporting adherence. Please visit the Member site for the approved ChildFund Brand Guidelines.

Value Proposition: 8 Principles

The Principles of Working Together as One

Members of ChildFund Alliance operate according to eight principles that inspire us, keep us aligned, and guide our collective decision making so we can increase our impact by working together as one. As members of ChildFund Alliance:

1. We focus on the rights and safety of children first – we partner with children, and prioritize their protection from all forms of violence, while elevating their voices and promoting their development, well-being and participation; as evidenced by our collective missions that emphasize inclusivity of all children, their families and their communities.
2. We commit to transparency and responsiveness in our work with each other, and with others; as evidenced by all members conforming with independently audited shared standards, policies and codes of conduct, and accountability to those we serve, our donors, and stakeholders.
3. We leverage our global network to tackle the challenges facing children today; as evidenced by advocating for and with children at family, local, national, and global levels, and we work towards building a world that is safe for children.
4. We respect and listen to our staff and implementing partners, embracing the knowledge gained through diversity; as evidenced by empowering people to make and own decisions so they can more effectively and efficiently deliver impact to children.
5. We grow through experimentation and learning, as evidenced by sharing our best practices, lessons learned, and insights from evidenced-based programs through inter-member working groups.
6. We respect individual identity, and over and above this, we see our combined greater strength when working together as one, as evidenced by honoring consistent messaging and brand guidelines for ChildFund.
7. We care deeply for the earth and how its health impacts children and future generations, as evidenced by programs and shared standards that care for the environment and mitigate against harm.
8. We drive collaboration over purely independent operating models, as evidenced by increasing bilateral and multilateral initiatives amongst members.

Two of the 13 essential initiatives that ChildFund members committed to undertake, while working as one, aim to help with implementation of our Identity and Value Proposition, as outlined below.

Value Proposition

Initiative 8: Living by the Principles

To ensure the identity of ChildFund is a source of pride and unity for all, we encourage all members to refer regularly to these documents. In addition, we will introduce practices to reinforce these principles. To that end, the Value Proposition will be:

1. Referred to at the opening of ChildFund Alliance meetings, notably each CEO Forum and Board Meeting;

2. Reviewed annually (by the CEO Forum, with changes proposed to the Board), to ensure they remain relevant and valid;
3. Incorporated into member strategies and practices (e.g., board and staff induction), as appropriate for each member's organizational context;
4. Celebrated on the ChildFund Alliance website and included in relevant ChildFund publications.

The CEO Forum co-chairs are responsible for this effort, which will start in Q1 FY2021.

Brand Guidelines

Following the Board's approval of the ChildFund Brand Guidelines, moving forward we need all members to adhere to them to ensure a strong ChildFund identity and unified messaging. This in turn will enable ChildFund to achieve greater awareness with key audiences. It also will assist us in focusing our energy from the inward 'we are each different' theme to an external lens of 'this is who we are together.'

To ensure compliance, the Communications & Marketing Committee (CMC) will periodically confirm understanding of the guidelines among all members during its meetings. The CMC also commits to exercising the compliance mechanisms related to the guidelines, if required.

Initiative 9: Developing Sustainability Standards

Before widely publicizing the Value Proposition, we must draft the sustainability standards in support of Principle 7: "We care deeply for the earth and how its health impacts children and future generations, as evidenced by programs and shared standards that care for the environment and mitigate against harm."

The goal is to reflect our unified commitment to behaviors towards sustainability and care for the environment. A small group has convened and is developing the standards for approval in November 2020.

Capacity and Culture

In November 2019, the Board and CEOs reviewed four proposals aimed at enhancing the financial sustainability of the ChildFund Alliance. They then asked the Capacity and Culture working group to focus on two: expanding multi-member grants and developing a strategy to grow ChildFund Alliance's membership.

Multi-Member Grants

The multi-member grants effort will improve the financial health of ChildFund Alliance members by pursuing joint grant opportunities that can lead to sustainable growth.

Through this work, we will address limiting factors that have challenged some business development efforts in the past, while also building on learning from successful efforts with the EU in recent years.

We will achieve two major outcomes:

1. Build long-term partnerships with institutions and private sector entities that share our goals for greater impact on children's life.
2. Diversify joint funding streams and increase resources available for programming.

We will achieve these outcomes by developing the following outputs:

1. A member cooperation mechanism that supports Alliance members to collaborate for joint grant acquisition.
2. A unified and collective grant fundraising strategy leads the Alliance members' efforts to secure funding and increase programming on key priority areas.

All members will support this work through individual participation in relevant multi-member grant applications and representation on the Grants Support Committee (GSC). In addition, the Alliance will recruit and hire a Global Grants Advisor in FY21, who will be based in the European Union Office.

A plan for implementation, including the job description for the Grants Advisor, more details on the proposed outputs, as well as specific performance indicators and targets will be developed in FY21. Staff from the European Union Office will lead the work, in collaboration with the GSC.

Membership Growth

In FY21, we will develop the strategy to support long-term membership growth as part of our continued strategic planning (see the next section on finalizing the strategic plan for more on this). The focus for action in FY21 will be welcoming WeWorld as a new member of the Alliance.

Initiative 11: Welcoming WeWorld

In FY21, ChildFund Alliance anticipates welcoming its newest member, WeWorld. Our membership efforts during FY21 will focus on successfully onboarding WeWorld and supporting the organization so it can fully engage as a member. The status of the WeWorld engagement and next steps are as follows:

- In February 2020, the Board of Directors for WeWorld formally voted to begin the application process for membership in the Alliance and will convene again in June to formalize this.
- The Membership Sub-Committee and the Secretariat will coordinate efforts with the CEO of WeWorld in the fall of FY21 to complete the review process.
- The intent is for WeWorld to join the Alliance in FY 2021. While they initially indicated they would join in November 2020, we are allowing for some flexibility on this deadline in view of COVID-19 and its impact on WeWorld's operations.

II. Finalizing the Strategic Plan

Although any strategic planning process involves making plans for an unknown future, the uncertainty and instability caused by the current pandemic have rendered some aspects of our long-term planning implausible at present. That said, many decisions made over the last year will continue to guide us when we fully reengage in our multi-year strategic planning during FY21. These include the process success measures, which outline what we aim to achieve through our strategic planning efforts:

- We have a clear goal for the impact we wish to have for children
- Our identity is straightforward and a source of pride that unites us
- Our plan adds value and strengthens the sustainability of all members
- Our plan is owned at all levels

Below we affirm the decisions that will remain in place as we move forward, and the proposed process and timeline for completing the multi-year strategic plan by May 2021.

Decisions that will continue to guide our strategic planning

As noted previously, we will retain three priorities in our strategic plan: Program Choices, Identity and Value Proposition, and Capacity and Culture.

Program Choices

In Program Choices, we affirm our commitment to the long-standing work of ChildFund Alliance in Ending Violence against Children (EVAC). We will continue this work by launching two EVAC-related campaigns during FY22-FY25; the focus of the first campaign will be determined in FY21.

We anticipate that the Program Choices working group will reconvene to complete planning on this priority. The Terms of Reference (TOR), membership, and structure for this working group will be finalized in July 2020.

Identity and Value Proposition

Decisions made in June 2020 for Identity and Value Proposition will be reflected in the final strategic plan, presented in May 2021. We do not anticipate any further long-term planning in this area will be necessary. This work now moves to implementation led by committees, as outlined in the previous section.

Capacity and Culture

Multi-member Grants

The multi-member grants strategy was approved in June 2020, and will be reflected as part of our strategic plan, presented in May 2021. The European Union Office and Grants Support Committee will undertake implementation of the approved long-term plan for multi-member grants.

Membership Growth

FY21 will focus on successfully onboarding WeWorld, as outlined in the previous section. In addition, the Membership sub-committee will be responsible for developing a membership growth strategy in FY21. An updated TOR will be provided in July 2020 to guide this sub-committee in its work.

Timeline for planning in FY21

The pandemic will influence when and how we continue the strategic planning process in two ways. First, we must provide time for the COVID-19 situation to stabilize enough to allow predictions about its long-term implications on our EVAC-related campaigns. Second, we are mindful that our highest priority in the coming year is supporting children and communities through the crises caused by the pandemic. This requires us to be intentional in balancing our ambitions for planning with available capacity.

Doing so requires that we make choices at what we will, and will not do, this year to avoid overloading staff and risking the quality of our response and planning efforts. For this reason, we recommend sequencing efforts throughout not only FY21 (with the majority of planning taking place in the second half of the fiscal year), but also through the later years of our next strategic planning period.

Initiative 12: Finalizing the Strategic Plan

We are committed to finalizing our multi-year strategic plan (FY 22-25) by May 2021. To develop the plan, and ensure aligned decision-making throughout the process, we will have three key decision points in fiscal year 2021: November, March and May.

We outline key deliverables and discussions for each decision point below:

- **November:** Strategic planning efforts will focus on the Program Choices priority. The CEO Forum and Board will discuss and review significant implications of COVID-19 on potential EVAC campaign topics and aim to narrow the list of potential campaign topics to two or three. Should there not be sufficient information on long-term COVID-19 implications to inform a decision, an alternate timeline will be developed and approved.
- **March:** The CEO Forum will select the first EVAC campaign topic, based on research and plans developed by the Program Choices working group on the short-listed topics. The Capacity and Culture working group will present its proposed approach for membership growth.
- **May:** The final strategic plan goes to the Board for review and approval.

Initiative 13: Moving Forward on Climate

Throughout the last year, there have been discussions at various levels of the Alliance about collectively addressing environment and climate change. Through those discussions it has become clear that we need to develop a shared understanding of not only *what* we will do to address this important area, but also ensure we align ourselves around the *pacing* and *steps* we will take to get there.

In FY21, we are planning two efforts related to climate. The first is developing a programmatic position paper on climate to provide an overview of the extent to which our current programming addresses environment and climate change. The paper also will provide recommendations for advancing the Alliance's commitments on this issue. The Alliance Program Committee (APC) will lead this effort, which will be similar to past efforts to develop position papers (e.g., on gender). We anticipate this paper will be presented for approval in May 2021.

Concurrently, as mentioned previously, a working group will develop the sustainability standards that support Principle 7 in our value proposition. These standards will be presented to the CEO Forum and Board for approval in November 2020.

In FY22, the Secretariat will commission additional research on the links between EVAC and climate change, which will inform our evaluation of climate as a potential second EVAC-campaign topic. We anticipate reaching a decision on a second EVAC-campaign topic in FY23, informed in part by this research, as well as our experiences with the first campaign.