



For a world of justice without poverty

CARE International UK strategy 2015-20



© CARE / Cyril le Tourneur d'Ison 2013

Women members of a Village Savings and Loan Association in Bangladesh

People are trapped in poverty by injustice and inequality – especially gender inequality. The majority of the world’s poor are women and girls. Only by focusing on empowering women and girls will we make a significant and lasting impact on poverty.

This strategy document summarises CARE’s global strategy, and sets out how CARE International UK will play a key part in achieving CARE’s ambition to support 150 million people from the poorest and most excluded communities to overcome poverty and social injustice by 2020.

CARE'S GLOBAL STRATEGY

What CARE will do

To deliver lasting change, CARE's global program strategy for 2015-20 sets out three key roles:

HUMANITARIAN ACTION

CARE will respond to emergencies caused by conflict and natural disasters, and work with communities to strengthen future resilience and equitable development.

PROMOTING LASTING CHANGE AND EFFECTIVE SOLUTIONS

CARE will develop effective ways, based on evidence of what works, to deliver essential services to poor and marginalised people, build capacity to tackle poverty, build resilience to reduce risk, and empower the most vulnerable – particularly women and girls.

MULTIPLYING IMPACT

CARE will use the evidence, learning and innovation from its humanitarian action and long-term development programmes and from its relationships with Southern actors and networks to influence broader social change and to scale up life-saving, poverty-fighting solutions to reach and benefit more people.

How CARE will do it

CARE aims to tackle the underlying causes of poverty and social injustice and to bring lasting change to the lives of poor and vulnerable people.

STRENGTHENING GENDER EQUALITY AND WOMEN'S VOICE

All CARE's work will be designed to support gender equality and women's empowerment. CARE will also engage men and boys to promote gender equality.

PROMOTING INCLUSIVE GOVERNANCE

CARE will support poor and marginalised people to know and act on their rights; influence those in power to be more responsive and accountable to poor people; and bring people together to collectively develop actions to address poverty.

INCREASING RESILIENCE

CARE will increase the ability of people and communities to survive and thrive in the face of climate change, disasters and conflict.

What CARE will focus on

By 2020, CARE's global objective is to support 150 million people from the poorest and most excluded communities to overcome poverty and social injustice.

To achieve this, CARE will focus on four specific areas of work:

- life-saving humanitarian response
- women's access to and control over economic resources
- sexual, reproductive and maternal health and a life free from violence for women and girls
- food and nutrition security for poor and vulnerable people, and increased resilience to climate change.



Raneem, a Syrian refugee in Jordan, with her brothers Mayas and Omar. Raneem participates in a CARE programme for Syrian and Jordanian youth.

© CARE / Mary Kate MacIsaac 2015

CARE INTERNATIONAL UK'S STRATEGY 2015-2020

This strategy sets out how CARE International UK (CIUK) will play a key part in achieving CARE's goals.

Our key roles

PROVIDING AND TRANSFERRING EXPERTISE

Women's economic empowerment

CIUK has been a leading driver of CARE's work globally on making markets work for poor and marginalised people, especially women. CIUK has now been given the mandate to lead on this global priority. This role is of a scope, scale and ambition bigger than anything CIUK has delivered before and requires substantial organisational energy, focus and investment.

We will invest in a core team to develop and implement a global women's economic empowerment strategy, and to build engagement and support for it across the CARE confederation. This strategy will focus on four areas: financial inclusion, dignified work, women and value chains, and markets and crisis. We will:

- oversee programme design and implementation
- set milestones and monitor progress
- develop global advocacy goals and strategies
- position CARE as a global leader through expertise, knowledge, and innovative models
- set out and oversee a global funding strategy for this work.

Humanitarian action

We will play a crucial role in enabling CARE to attain its goal of assisting 20 million people affected by humanitarian crisis by 2020. We will strengthen our capacity to secure funds for CARE's global humanitarian operations and to manage grants and contracts effectively. We will continue to lead on shelter, maintaining and enhancing CARE's reputation internationally as a leading agency on shelter in humanitarian response. We will provide technical and operational leadership on gender and protection in emergencies, ensuring that the specific needs of women and girls, men and boys are met in CARE's emergency responses, and that strategies and actions to promote gender equality are embedded in recovery and rebuilding.

Inclusive governance

The capacity of poor people to influence the institutions that govern their lives is fundamental to addressing the underlying causes of poverty. CARE's work on inclusive governance aims to enable poor and marginalised people to hold public authorities and other power holders to account for how they take decisions and allocate public funds.

CIUK will lead CARE's work on inclusive governance, providing strategic leadership, and technical guidance and support, to ensure that inclusive governance approaches are embedded across all CARE's outcome areas. We aim to



Women in Nullu village, Nepal, with sleeping mats provided by CARE after the 2015 earthquakes

© CARE / Prashanth Vishwanathan 2015



A woman in South Sudan with seeds provided by CARE

© CARE / Josh Estey 2014

double the proportion of CARE programmes fully integrating inclusive governance approaches to 60% by 2020, with a further 30% partially doing so, and will develop a stronger system to measure the extent to which inclusive governance is mainstreamed across the organisation. We will build on CARE's reputation as a leader in social accountability, embedding feedback mechanisms and transparency practices across all CARE's programmes to ensure CARE is accountable to the people and communities it works with.

Gender equality

We will place the goal of gender equality at the heart of everything we do – from our support for and work on humanitarian and development programmes, to our branding, communications and fundraising activities. We will commit specific resources to provide expertise and leadership on gender equality in all our work, and specifically on gender and protection in emergencies. We will ensure that all our programme funding bids and project activities include specific and measurable gender equality targets.

Resilience

We will provide financial and technical support to CARE's work to strengthen people's ability to absorb and adapt to shocks and manage risk. In a world that is exposed to an increasing number and range of hazards as a result of climate change, natural and man-made disasters, we will ensure that we embed resilience in the design and implementation of all our programmes.

MULTIPLYING IMPACT

CARE aims to achieve systemic and sustainable change beyond the communities we work with by influencing the policies and practices of power-holders. We will share our expertise and learning through research and evidence on good practice, and work with stakeholders across civil society, academia, government and the private sector to scale up innovative solutions and change the structures that keep people in poverty.

We will lead the multiplying impact agenda for women's economic empowerment and for gender and protection in emergencies, embracing innovative solutions developed by CARE and others.

We will build on our reputation with the private sector to promote the role of business in saving lives and fighting poverty, and work with private sector partners to co-create inclusive business models that give poor people – especially women – greater and fairer access to goods, services and livelihood opportunities.

FUNDING TO ACHIEVE CARE'S GOALS

We need to mobilise significant resources to achieve CARE's goals on women's economic empowerment, provide funding for emergency responses, and help meet CARE's goals on girls' and women's health, and food security and resilience. By 2020 we aim to increase our contribution to CARE's total global programme funding.

Our role in the UK is to secure funding from UK and European institutional donors and UK-based corporate donors and foundations. Our ability to raise money from these donors depends on the quality of our programmes, the quality of our relationships with stakeholders and partners, and evidence about the impact of our work. So we will invest in expertise and knowledge; monitoring and evaluation; and advocacy and communications, to support our fundraising work.

We will focus on securing bigger, more impactful grants from institutional donors, with at least 50% of our contracts having a value of over £1 million.

We will respond to the changing funding environment for humanitarian and development programming by delivering a more balanced funding portfolio with significantly greater levels of flexible income.

We will invest in growing our income from individual supporters by strengthening the CARE brand in the UK and providing our supporters with opportunities to meaningfully engage with us and our work.

People and partnerships

OUR PEOPLE

We have excellent staff and aim to be one of the best employers in our sector. We will develop their existing expertise and support their career development. We will produce a capability and capacity-building plan to deliver our strategic objectives.

OUR PARTNERS AND SUPPORTERS

We will value and build strong relationships with partners, institutional funders and individual supporters. We will have a particular focus on building partnerships with the private sector to deliver poverty-fighting solutions. We will seek to build a shared understanding of the causes of poverty and a shared commitment to overcoming poverty, improving lives and delivering lasting change.

WHERE WE WORK

We will provide funding for CARE's work around the world, and programme support in the areas of focus outlined in this strategy.

We will invest in a deeper partnership with up to five CARE country offices, providing strategic, technical and funding support to reinforce CARE's capacity to effect transformational change at a national level.

SHIFTING POWER

We will focus more of our advocacy and policy influencing on the global South, and not focus only on the global North. We will support advocacy capacity and delivery in CARE country offices.

We will help drive CARE's transformational shift from a Northern-dominated identity, leadership and decision-making structure to a more inclusive, global organisation. We will robustly support the process of strengthening Southern membership of the CARE confederation, and we will support new members from the global South to join the CARE confederation by 2020.



A CARE staff member in Niger with women who had fled violence in Nigeria

© CARE / Frederic Courbet 2015

What we will do by when

We will align our organisational Operating Plan and Key Performance Indicators to this strategy, including value for money indicators and impact measurements.

We will develop a specific set of measureable indicators, create annual milestones to track progress, and review the strategy annually to assess impact, address risks, and respond to new challenges and opportunities.

At all times this strategic plan will be our framework for decisions and resource allocation.

What we won't do

We will not pursue programming that falls outside the CARE global program strategy. Any programming in areas such as education would need to demonstrate how it contributes to the goals of the global program strategy.

We will partner with other CARE members with expertise in CARE's global outcome areas of sexual, reproductive and maternal health, and food security and climate change resilience. We will not duplicate that expertise in the UK. We will support this work by fundraising, and by building links between these outcome areas and our areas of expertise in women's economic empowerment, emergency response, and inclusive governance.

Our work on women's economic empowerment will not seek to advocate around trade negotiations, despite the ultimate impact they can have on economic development, because other development agencies are better positioned to take forward this agenda.

Our governance team will support CARE's work in all its global outcome areas, ensuring that citizens, especially women, can participate in all our programmes. However, we will not implement stand-alone governance and democracy programming such as anti-corruption and election-related initiatives.

We will lead on emergency shelter but will draw on the expertise of other CARE members and of our country offices in the other core areas of CARE's humanitarian response: food security, sexual and maternal health, and water, sanitation and hygiene.

We will not line manage country offices. We will provide focused support through deeper partnerships with no more than five country offices, and we will support other country offices by fundraising for programmes.

We will not go for funding bids that we don't think we will win – a less than 50% winnability rating means that we won't go for them. We will not go for small contracts of less than £1 million unless they offer the opportunity to innovate or to build scale or multiply impact. By 2020, only 50% of our funding bids will be for grants of less than £1 million.

Our key assumptions

Our key assumption is that we can mobilise sufficient resources to execute this strategy. We assume that the CARE global program strategy areas remain among the priorities of major funders, private sector partners and individual supporters, including major individual donors, in the UK; and that there remains in London a strong pool of private sector partners (both large companies and social impact investors) looking for effective NGO partners who know how to combine social impact with good business.

Within CARE, our key assumption is that, over time, all parts of CARE will re-align with the global program strategy, supporting and reciprocating our choices on where the UK will lead and where we will support others.

We also assume that other CARE members leading on other parts of the global program strategy will want us to mobilise resources from UK donors to support programming in these other areas, and that they will provide technical back-up for that bidding.

We will keep these assumptions under annual review.