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[www.careaustralia.org.au](http://www.careaustralia.org.au)

CARE Canada

[www.care.ca](http://www.care.ca)

CARE Danmark

[www.care.dk](http://www.care.dk)

CARE Deutschland-Luxembourg

[www.care.de](http://www.care.de)

CARE France

[www.carefrance.org](http://www.carefrance.org)

CARE International Japan

[www.careintjp.org](http://www.careintjp.org)

CARE Nederland

[www.carenederland.org](http://www.carenederland.org)

CARE Norge

[www.care.no](http://www.care.no)

CARE Österreich

[www.care.at](http://www.care.at)

Raks Thai Foundation (Thailand)

[www.raksthai.org](http://www.raksthai.org)

CARE International UK

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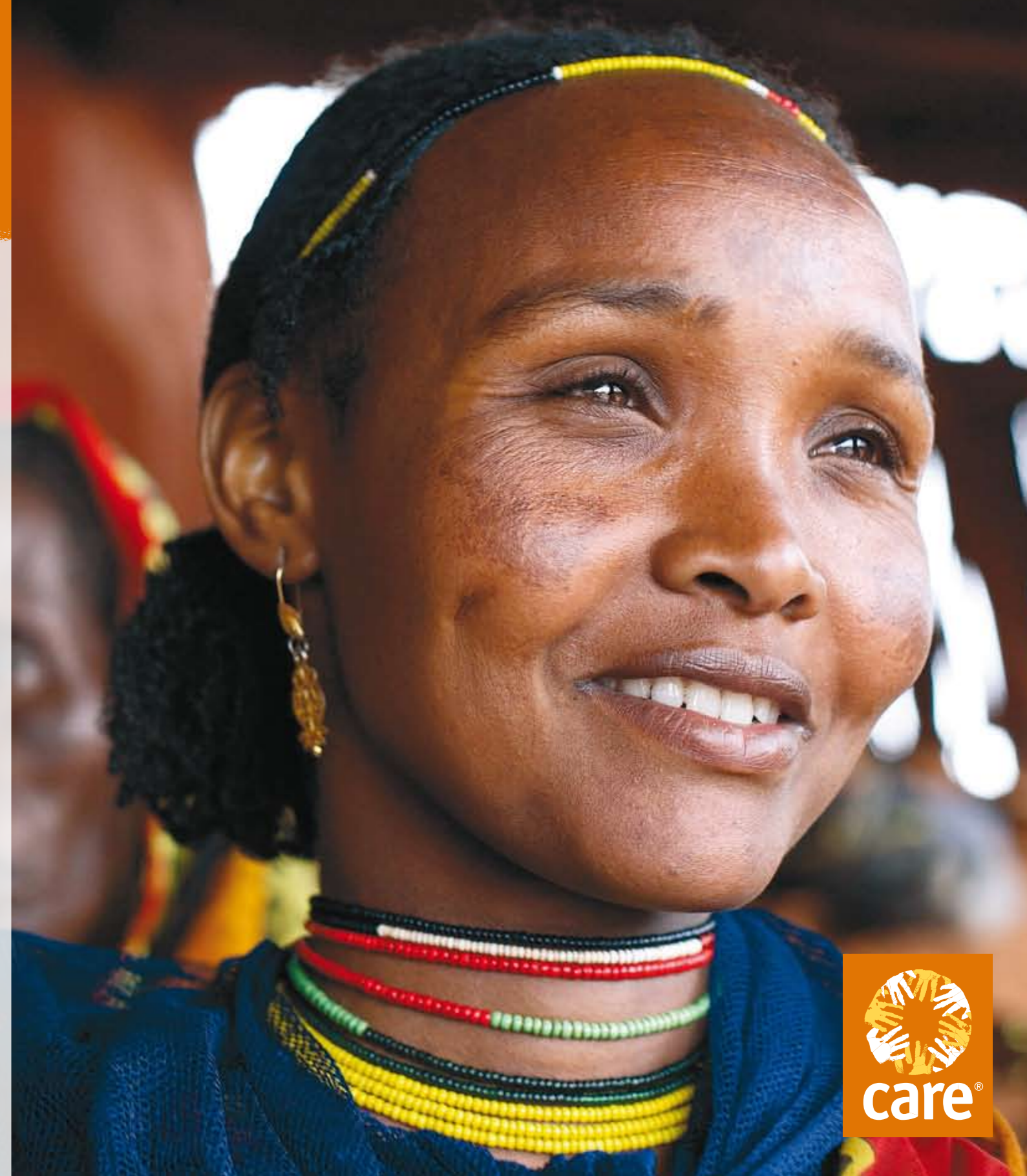
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# CARE INTERNATIONAL STRATEGIC PLAN 2007-2012





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# From the CI Chairperson and the Secretary General

The 12 national members of CARE International work in over 65 countries worldwide, helping millions of people to escape poverty and realise their full potential. When a disaster strikes, we deliver aid to the victims and help them rebuild their lives. We also advocate locally, nationally and internationally to tackle the underlying causes of poverty.

In this work, we are guided by the CARE International strategic plan, which sets out an agenda for action for the entire confederation. The plan is the result of an in-depth review of our past accomplishments and extensive consultations with our staff, partners and donors. We believe it provides a bold and challenging vision and we are proud to present it to you in this brochure.



The world around us is rapidly changing and becoming increasingly complex. Considering the key external trends affecting our work and drawing upon our collective insights, we have identified six strategic directions, which will be the reference point of all CI members and country offices for the next five years. These strategic directions are listed below and further elaborated in this publication:

- Building our capacity to respond to disasters
- Advocating for the rights of the poorest
- Diversifying and strengthening CI's membership
- Expanding our information and knowledge management
- Building shared expertise in key programme areas
- Reforming our internal governance structure



We truly believe the implementation of these strategic directions will strengthen our collective impact by leveraging our global scope, making the most of our field-based learning and creating the organisation we need.

CARE staff around the world have already begun implementing the strategic plan. Their dedication is our greatest strength as we address the challenges ahead. To them, we wish to extend our sincere gratitude and re-affirm our shared commitment to fighting poverty and social injustice. Together, we can change the world.

**Dr. Robert Glasser**  
CI Secretary General

**Eva Lystad**  
CI Chairperson



# Excellence

# Integrity

# Commitment

## Our Vision

We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE International will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakable commitment to the dignity of people.

## Our Mission

CARE International's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by:

- Strengthening capacity for self-help
- Providing economic opportunity
- Delivering relief in emergencies
- Influencing policy decisions at all levels
- Addressing discrimination in all its forms

Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

## Core Values

**Respect:** We affirm the dignity, potential and contribution of participants, donors, partners and staff

**Integrity:** We act consistently with CARE's mission, being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions

**Commitment:** We work together effectively to serve the larger community

**Excellence:** We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact

## CI's Programming Principles

In order to fulfil our vision and mission, all of CARE's programmes conform with six basic principles:

- Promote empowerment
- Work with partners
- Ensure accountability and promote responsibility
- Address discrimination
- Promote the nonviolent resolution of conflicts
- Seek sustainable results

# Respect

# CARE: A partner of choice

## Defending dignity, fighting poverty

CARE's vision is of "a world of hope, tolerance, and social justice, where poverty has been overcome and people live in dignity and security". Non-political and non-sectarian, we operate each year in over 65 countries in Africa, Asia, Latin America, the Middle East and Eastern Europe, reaching millions of people in the poorest communities.

We work to promote social and economic development. By tackling the underlying causes of poverty, we help people to become self-sufficient. We place special emphasis on working alongside poor women because, equipped with the proper resources, they have the power to help entire families and communities escape poverty and create permanent social change. Our programme expertise covers a very wide range of issues, including water and sanitation, business development, education, logistics and health.

We are also among the first to respond to emergencies such as natural disasters or man-made conflicts, providing immediate relief to survivors and staying on to help people rebuild their lives.

## A global movement

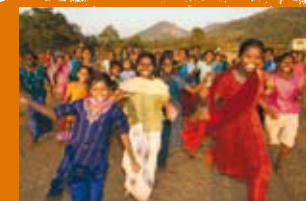
CARE International is a confederation of 12 national members. Each is an autonomous non-governmental organisation which carries out a range of project-related, advocacy, fundraising and communications activity to support CARE's vision and mission. An international Secretariat based in Geneva, Switzerland, co-ordinates the work of the CI membership and two representation offices in New York and Brussels liaise with the United Nations and European Institutions respectively to advocate for pro-poor policies.

Our programmes are delivered by a network of over 65 country offices, giving us a strong local presence. More than 90% of our 15,000 staff worldwide are citizens of the countries where we work so we have a real depth of understanding and a genuine connection with local communities.

## Over 60 years of experience

CARE traces its roots back to the days following World War II when emergency food rations in the form of CARE packages were rushed to war-torn Europe. On May 11, 1946, the first 20,000 packages reached the port of Le Havre in France. Some 100 million more CARE packages were distributed to people in need during the next two decades, first in Europe and later in Asia and other parts of the developing world.

As the economies of the former wartime nations improved, the focus of our work shifted from Europe to the problems of the developing world. Today, CARE is recognized as a proven leader, striving to bring about lasting, meaningful change in the world's poorest communities.



CARE works to create a world where all people have the opportunity to realise their full potential

Because in the end, that's the key to ending injustice and poverty

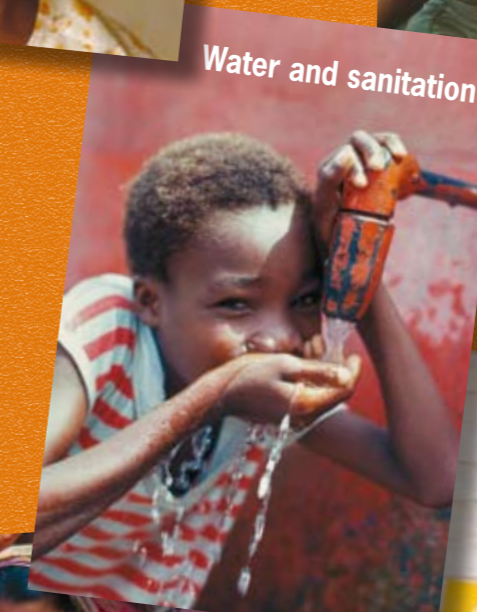
# World of CARE



Women's empowerment



Emergency relief



Water and sanitation



Economic development



Fight against HIV/AIDS



Education



Agriculture and natural resources

# A commitment to partnership and impact

## The context

Our overriding ambition in developing this latest strategic plan is to increase CARE's impact and its effectiveness as a partner in the global fight against poverty. It builds on CARE's previous, and first, strategic plan which ran from 2001 to 2006.

Across the confederation there is clear consensus that our vision and mission remain as inspiring, valid and relevant today as when they were first articulated. Similarly there is agreement that the former strategic plan delivered important progress in a number of key organisational priorities: the strengthening of CARE's emergency response capacity; the articulation of CARE's programme principles, the launch of the new Brand, the piloting of an alternative management model in the Middle East and Europe, and the addition of Raks Thai Foundation and CARE Nederland as members of the confederation.

We are therefore not starting from scratch but seeking to capitalise on our expertise, experience and earlier analysis to achieve greater impact in our poverty-fighting programmes, emergency response and advocacy.

## Stronger together

One of the key ways we can achieve greater impact and become a more effective partner in the global fight against poverty is to be clear about what CI members can do better together rather than individually, leveraging the extensive reach and global force of the organisation. As a decentralised confederation, it is essential that we identify synergies and find the best ways of working together and with our partners.

That is the role the strategic plan seeks to fulfil. It is the reference point for all CI members' national plans and inspires the strategies developed by country offices. All six of the strategic directions contained in the plan are focused on making sure we maximise the potential of the CARE confederation to impact on poverty – either directly through our emergency response, for example, or indirectly, by improving our information and knowledge management.

## How the plan was developed

The CARE International General Assembly unanimously endorsed the 2007-2012 plan at its annual meeting in November 2006. The approved document was the result of a year-long, extensive consultation between the CARE International Board, the CI member National Directors and country offices, as well as with various external stakeholders. CARE also benefited from the generous pro-bono support of McKinsey Consultants in the early stage of the process, which proved to be an important asset when identifying the six strategic directions that lie at the heart of the plan.



## Our strategic directions

- 1 Emergency response and preparedness
- 2 Global advocacy
- 3 Organisational evolution
- 4 Information and knowledge management
- 5 Build shared expertise in key programme areas
- 6 Strengthen CARE International governance



The strategic plan will guide the work of CARE International for the years to come

It looks at what CI members can do better together than individually to achieve greater impact



## Emergency response and preparedness



### Why it matters

Responding to humanitarian emergencies is an essential part of CARE's work to fight poverty and injustice since they are a cause and effect of both. We help people cope with crises by:

- reducing the risk that they will be affected by disaster, for example building earthquake-resistant homes
- providing emergency relief, such as food, water and shelter
- being prepared for emergencies
- post-crisis recovery, for example helping people get back to work and building permanent homes

CARE made progress in strengthening its emergency response and preparedness in the previous strategic plan. We created the CARE Emergency Group (CEG) as a shared confederation resource and CI members have strengthened their emergency capacities at both headquarters and in the field. Much, however, remains to be done given that humanitarian disasters are likely to increase in coming years, particularly those that are climate-related.

Our strategy is to further improve our capacity to prepare for and respond to emergencies so we can meet these challenges and respond in a timely, accountable and high quality way to those in need.

### Expected outcomes

- More effective humanitarian response
- Strengthened CI member and country office operations
- Increased resources for emergencies

### How we will do it

#### Establish humanitarian policy to guide CI's response to humanitarian suffering

We will apply our humanitarian mandate and develop a humanitarian policy framework for CARE. Three core sectors are identified as the primary focus of our humanitarian work – food security, shelter, and water supply and sanitation but we also highlight gender, disaster risk reduction, and environment among our priorities. We will systematically assess the results of all our humanitarian programmes with the people we are seeking to assist and contribute to strengthening humanitarian policies and practices by advocating for appropriate government and UN policies.

#### Build emergency staff capacity

We will double the numbers of dedicated humanitarian emergency staff in CI and strengthen CARE's surge capacity for effective emergency response. This will be done by developing comprehensive emergency guidelines and an online toolkit; implementing staff

training programmes; upgrading CARE's emergency staff roster and logistics systems; and substantially strengthening CARE's emergency response start-up funding mechanisms. As a result, more staff from across the confederation can be trained and be ready to be deployed when disaster strikes.

#### Increase the capability of country offices

CARE will support its country offices around the world to establish and integrate emergency preparedness and response capability into their work so we are able to mount high quality emergency responses on the ground. Country offices will make emergency a higher priority within their core business and will develop and maintain emergency preparedness plans. Metrics will be put in-place that measure emergency response performance. We will also agree principles, mechanisms and roles for joint working as part of a co-ordinated global approach across CI.

### OUR GOAL

We will respond more effectively and comprehensively to humanitarian emergencies worldwide and, as a result, increase the scope and impact of CARE's emergency programmes.



## OUR GOAL

We will influence national and international policies that affect the lives of the poorest and most vulnerable communities through co-ordinated and joint action by CI members and country offices.

## Global advocacy



### Why it matters

CARE's focus on global advocacy arises from an understanding that many of the causes of extreme poverty and vulnerability to disaster are policy-related. By successfully implementing CI's global advocacy strategy, we believe we can better address some of the underlying causes of poverty and multiply the scope of our impact beyond what is normally achieved through programme funding and technical support.

An example: in disaster-prone areas, making sure local communities are prepared for emergencies will both save lives and make future disaster assistance more effective. However, the realisation of such disaster risk reduction on a substantial scale will depend on informed decisions being taken at many different levels, in many different places, and by many different groups such as donor agencies, governments and communities. We believe it is CARE's role, along with other like-minded organisations, to advocate at those different levels and inform the decision making process with our field-based experience.

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### Expected outcomes

- Greater influence on policy and decision-making processes
  - Better leverage of our field-based knowledge and learning
  - Strengthened internal coordination
- 

### How we will do it

#### Strengthen the coordination of our global advocacy work

We will establish the processes and put the people in place to allow national members and country offices to coordinate ongoing advocacy work more effectively and to identify priority issues that will become the focus of CI's global advocacy. In the case of unexpected, high-profile humanitarian crises, we will make sure we have a streamlined process in place to respond with timely and effective policy, advocacy and public positioning.

#### Capitalise on our field-based analysis

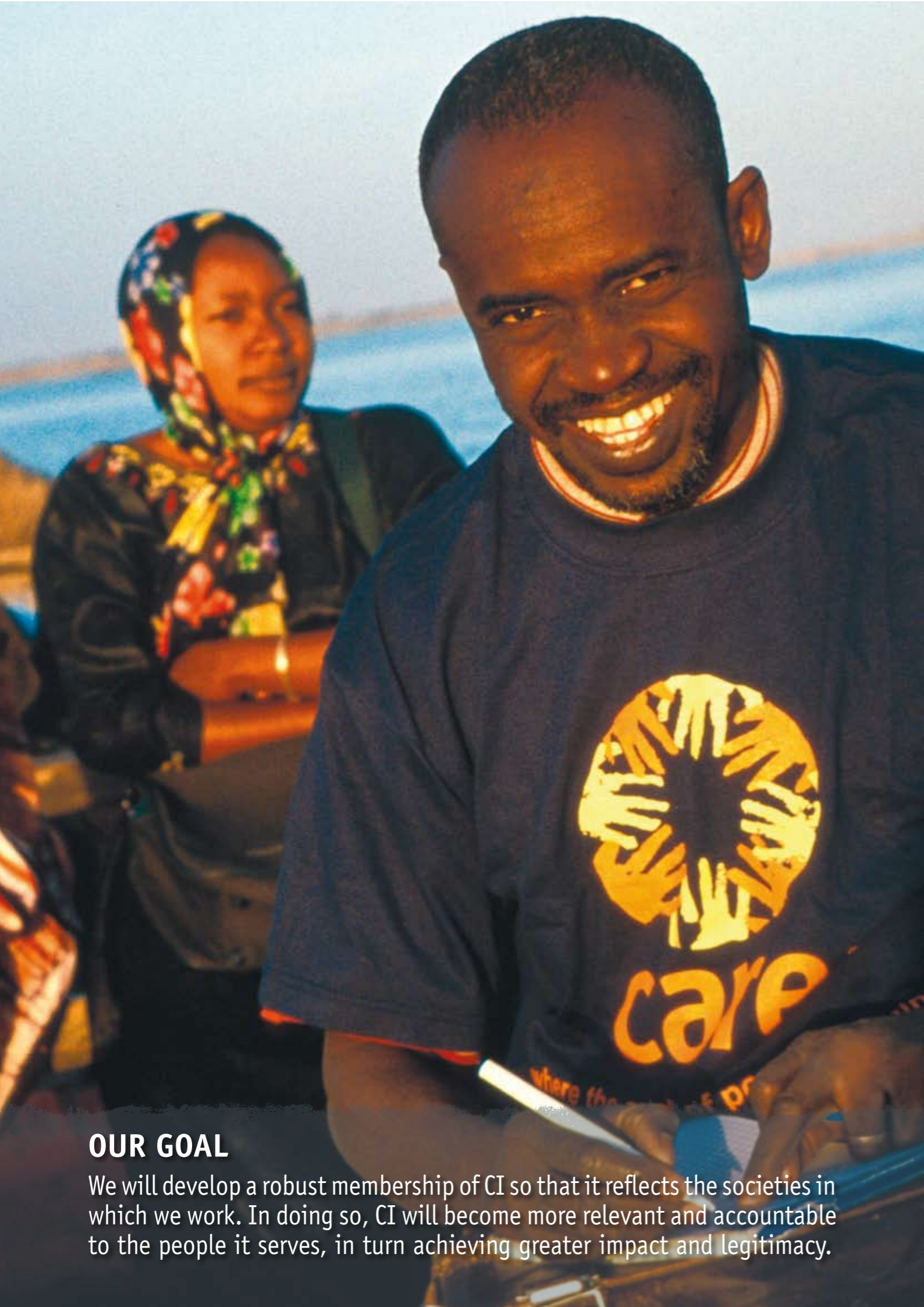
We will seek to build on CI member, country office and Secretariat access to policy makers by making better use of our expertise of relief and development issues. We will become more "joined-up" in our advocacy, which in turn implies a focus on better information management and communications across the confederation.

#### Prioritise issues for global advocacy

We will identify key issues, which will be developed as CI advocacy initiatives. We will only select issues that enjoy particularly strong resonance with programme, fundraising and communications priorities, and which offer the potential for greater impact on key development or humanitarian policies through joint action. They would form the basis of coordinated global advocacy initiatives by CI members, country offices, CI's partners and the Secretariat.

During the early stages of strategic plan implementation, two such initiatives have emerged. The first is around the issue of climate change, looking at policy aspects on adaptation and the operation of the carbon markets. The second is emergency aid, with a strong focus on the reform of the humanitarian system and on access by civilian populations to protection and humanitarian assistance.





## Organisational evolution



### Why it matters

Traditionally, members of the CI confederation have been predominantly from developed countries. They generate funds and offer technical support to our network of country offices who deliver our programmes. However, our changing environment is challenging this business model, which does not give adequate opportunity for local organisations to fully participate in CI.

Similarly, as our programmes have become increasingly focused on the rights of the poorest, our country offices have often concluded that developing alternative approaches to organisation can be an important way of achieving greater relevance, legitimacy and impact.

While progress has been made, notably with Raks Thai Foundation in Thailand becoming a CI member in 2003 and CARE Brazil being established in 2001, we need to continue to diversify our membership and give greater voice to representatives from developing countries.

### Expected outcomes

- Greater legitimacy and impact
- Greater internal & external accountability
- Greater clarity of CI member responsibilities and privileges

### How we will do it

#### Set a clear direction on organisational evolution

We will conduct a review of the ongoing activity at country office and CI member level as well as an analysis of how our peer organisations are evolving. This background work will help define the strategic vision of the type of organisation CI intends to become. It will also establish a common understanding of the drivers of organisational evolution.

#### Identify new models of membership/affiliation

With the establishment of a vision for CI, we will identify new models of membership/affiliation and their corresponding accountabilities and standards. The emphasis will be on what CI expects of its members and affiliated organisations, and what in turn they can expect of CI. A range of high-level key performance and accountability indicators will also be developed alongside a system for their reporting and oversight.

#### Reform CI's governance to make it more inclusive

CI's governance structure will evolve so that it is more explicitly informed by voices representing the societies served by CARE's programmes. At the country

office level, this may entail the establishment of local steering or advisory boards or other mechanisms that allow for local input. It will also be important to ensure that CI's governance and decision-making is more strongly connected with the CARE staff working around the world, the vast majority of whom are country office personnel of local national origin.

#### Support the evolution of country offices and strengthen the existing membership

Investment funding and technical assistance is needed to develop the confederation. We will establish a framework to provide such support to country offices. In parallel, emphasis will be placed on strengthening the viability of CI's current membership and resolving associated organisational challenges.

#### Increase the size of the CI membership

CI will seek to welcome up to eight new members or affiliates by 2012, most of whom will come from the countries where CARE works.

### OUR GOAL

We will develop a robust membership of CI so that it reflects the societies in which we work. In doing so, CI will become more relevant and accountable to the people it serves, in turn achieving greater impact and legitimacy.



### OUR GOAL

We will strengthen information and knowledge management to capitalise on CI's scale in ways that increase organisational accountability, learning, and ultimately programme impact.

### Why it matters

Good information and knowledge management is a key requirement for organisational effectiveness and will be central to the successful implementation of other parts of the strategic plan. Global advocacy builds on solid evidence; effective emergency response requires the efficient communication of current operational data; good governance and CI's organisational evolution demand transparency and accountability; and programme excellence is made possible through learning and the sharing of experience. All of these in one way or another will in turn depend on CARE's ability to manage information and knowledge to good effect.

#### Expected outcomes

- Deeper understanding of impact
- Increased external accountability
- Greater internal connectedness

### How we will do it

#### Strengthen existing information and knowledge management in CI

We will take steps to strengthen existing organisational information and knowledge management in CI, building on what already works, and learning from past experience. Foremost in this regard is the replacement of the current financial information system used by most CI members and country offices. Actual roll-out of the new system will be completed in 2009.

Also important is our ongoing information and knowledge management work in the programme domain. Efforts are being made to strengthen CARE's understanding of programme quality; to renew our programme information gathering processes; to establish regular measurement and reporting of programme impact from the field; and to make more accessible CARE's wealth of programme knowledge and learning.

#### Develop integrated information and knowledge management across CI

This is an ambitious target, particularly in our confederated organisational setting where joint working is based on negotiated agreement rather than an executive decision. However, we are confident that under

the guidance of CARE USA, our largest member, we will be able to harness the rapidly growing number of websites now run by CI members, country offices and internal "communities of practice", and build an effective and accessible approach to the development and management of information and knowledge products.

#### Measure impact to achieve clear accountability

With strong information and knowledge management systems and practices in place across the confederation, we will be able to approach the challenge of impact measurement and management with real confidence. CARE prides itself on its accountability for the work it carries out. However, as the world becomes more global and interdependent, the impact of our programmes on the lives of poor people becomes more difficult to quantify and to attribute. How, for example, do we understand the impact of a programme that has the objective to change local legislation that will affect access to health care by certain vulnerable groups? To answer such questions will increasingly require the kind of information and knowledge management that this strategy intends to deliver.



## Build shared expertise in key programme areas



### Why it matters

CARE works to address the underlying causes of poverty, as well as its symptoms, at three different levels:

- We help ensure that people’s basic needs – such as food and clean water – are met
- We help people take control of their lives, fight inequality and discrimination, and realise their rights and aspirations
- We support government, private sector and civil society to establish a climate that promotes equity, justice and secure livelihoods for all

The challenge is to remain successful in an environment characterised by increasing demands for impact accountability. CARE believes that building shared capacity – centres of expertise – in selected programme areas will support our ability to remain relevant and competitive, and so help us achieve greater impact on poverty.

### Expected outcomes

- Strengthened CI member and country office operations
- World-leading expertise in a number of programme areas
- Greater internal coordination

### How we will do it

#### Develop a pilot centre of expertise in conflict and peace-building

CARE International UK has taken responsibility for developing the first centre of expertise. It will focus on conflict and peace-building as many of the countries where CARE works are either in the grip of conflict, have only fragile peace or are made vulnerable by neighbouring wars.

The newly-established centre of expertise will seek to promote a "joined-up" approach across CI on this key programme area. It will demonstrate the quality and impact of our work and provide the following services to members and country offices:

- Networking & connecting
- Advocacy
- Capacity building and technical assistance
- Impact measurement
- Fundraising

#### Expand the number of centres of expertise

We will build upon the success of our first pilot to develop new centres of expertise in other programme areas. Current interests exist in climate change, disaster risk management, HIV/AIDS, and "making markets work for the poor". Our choice will ultimately be based on the demand from our country offices as well as considerations of CI’s environment and potential partnership opportunities. The objective is to establish over the strategic plan period four to six centres of expertise, which will provide a substantial range of services to CI members, country offices and partners, including knowledge management, technical support, and staff training.

It is important to note the close linkage existing between this strategic direction and our work on information and knowledge management and global advocacy. Centres of expertise will indeed reinforce our ability to influence pro-poor policies and our capacity to measure our programme impact.

### OUR GOAL

We will build shared expertise in selected programme areas in order to strengthen CI member and country office operations and thereby our impact on the causes and consequences of poverty.



## Strengthen CI governance



### OUR GOAL

We will strengthen CI's governance in a way that supports oversight and implementation of the strategic plan, allows effective risk management, and is recognised as excellent by both internal and external stakeholders.

### Why it matters

A strong system of governance is necessary both in general organisational terms and in relation to the successful implementation of the other parts of the strategic plan. Like many confederations, CARE International has sometimes struggled with the demands of decision-making and accountability in a decentralised setting. This has tended to slow our decision-making and added unnecessary complexity. By making the appropriate changes to our governance structure, we believe we will improve our overall organisational efficiency.

#### Expected outcomes

- Clearer roles and responsibilities
- More effective decision-making
- Greater mutual accountability

### How we will do it

#### Review governance and management arrangements

To ensure that our international governance and senior management structure is lean, responsive and result-oriented, we will review CI's various governance bodies: the General Assembly, the CI Board, the National Directors Committee and the International Secretariat. We will propose radical changes designed to improve our efficiency, effectiveness, coordination, and responsiveness.

Initial discussions suggest that CARE International should:

- Establish a new international Board by combining the existing Board with the National Directors Committee.
- Merge the Board committees and the staff working groups to streamline the decision-making process.
- Replace the annual General Assembly meeting with a larger tri-annual global conference of CI stakeholders. The participants (local partners, country offices, CI members) will reflect on CARE's past achievements and future strategy and develop broad recommendation on future directions for CI.

#### Clarify roles and responsibilities to strengthen decision-making

An important part of implementing a new governance structure will be to ensure that the roles and responsibilities of the various bodies are properly worked out, and adequately reflected in the CARE International Code and Statutes. This is critical to ensuring smooth and effective decision-making.

#### Establish governance benchmarks and review values and behaviours

While the review of CI's governance is an important component of the early stages of strategic plan implementation – and supports the successful implementation of its other components – the establishment of performance standards and benchmarks for governance will be a longer-term undertaking. Such standards and benchmarks are vital both for ensuring effectiveness and accountability in CARE's governance, and for accommodating the arrival into the confederation of new members and affiliates.

# The organisation CI wants to become

The CARE International strategic plan is underpinned by a set of strategic principles. These principles are presented below and describe what organisational success looks like for CI.

## Emergency Response

- 1 CI responds to emergencies as a rule, not as an exception, whenever possible
- 2 CI brings a longer term view to its emergency response work than others do, while recognising the value of shorter term responses to emergencies in countries where the membership has no longer-term intentions
- 3 CI will become known for working in two to three particular sectors, while recognising that its work must be adaptive to the needs of any emergency

## Development

- 4 CI will build on its strengths as a professional and global generalist that can tackle poverty and its causes on the ground in the most appropriate and flexible way
- 5 CI will be bold in developing areas of CI-wide expertise to have the biggest possible impact on reducing poverty
- 6 CI will encourage innovation to explore new areas and opportunities for tackling poverty in the poorest countries of the world
- 7 CI will proactively seek to collaborate with partners at all levels of its operations to increase the quality and sustainability of its work
- 8 CI will hold itself to account on how it changes the outcomes of its beneficiaries, not just on the activities it undertakes

## Advocacy

- 9 CI will advocate at local, national and international levels to enhance the overall impact of its field operations and influence relevant policy
- 10 CI will coordinate globally to advocate with a stronger and more unified voice on these issues

## Becoming "Truly Global"

- 11 CI will continue to derive its strength from being a global organisation that acts locally
- 12 CI will strive to be truly global by actively working towards appropriate representation of CI's "Southern" constituencies across its structures and decision making

## Brand

- 13 CI will share a common brand essence across all Members, while allowing the flexibility to develop aspects of the brand to resonate in each market
- 14 CI will manage and own its brand at the CI level and hold Members accountable to brand adherence

## Geographic Presence

- 15 CI will ensure its geographic presence is planned more deliberately
- 16 CI will diversify its operating model to have impact in countries where it cannot, or chooses not to, establish country offices

## Fundraising

- 17 CI will diversify its funding sources by growing private funding and targeting new institutional donors
- 18 CI will target its fundraising areas where impact is clearly demonstrable
- 19 CI will diversify and grow through selective mergers, coalitions, consortia and acquisitions

"We seek to become more global, diverse and internally connected. In doing so, we will strengthen our organisational accountability, relevance and legitimacy, which we view as preconditions for impactful action."

Dr. Robert Glasser, CI Secretary General



## Making it work

Launching this strategic plan marks the start of an exciting programme of change for CARE International. By implementing the six strategic directions outlined in this brochure, we strongly believe we can have a greater impact on poverty and social injustice around the world.

Delivering the strategic plan will require the combined efforts of all the national CARE members and country offices working together in a spirit of trust and mutual accountability. We are grateful to be able to count on the hard work and dedication of our staff around the world, whether they are running programmes in developing countries, advocating for policy change with governments and multilateral institutions or raising funds from our supporters.

Special emphasis will be put on our internal and external accountability to our commitments. We will regularly report on progress and undertake an in-depth mid-term review in order to make sure we meet our objectives of achieving greater impact and legitimacy.

As the work continues, we pledge to keep at the forefront of our minds our vision of a "world of hope, tolerance and social justice where poverty has been overcome and people live in dignity and security". This remains the touchstone for everything we do.

## CARE International strategic plan 2007-2012

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