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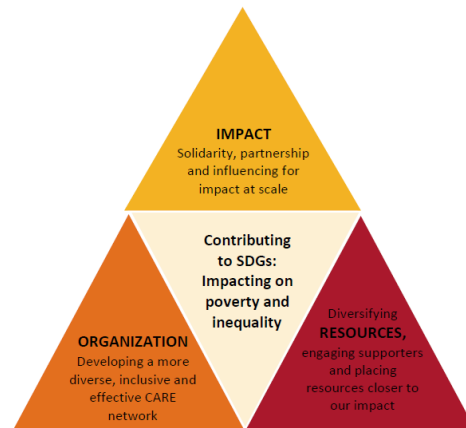
# CARE 2030

## Our Shared Vision

**Note to readers:** This document is an overview of CARE’s 2030 vision for our shared future. It includes our main ambitions of the **impact** we would like to see, the **organizational identity** we need to embrace and the **resource** considerations required to accomplish this vision. These three areas of impact, organization and resources are interdependent elements that will lead us to our goal.

This document has been developed based on the input from thousands of CARE staff and stakeholders around the world. The process we followed was true to our principles of diversity and this paper provides an idea and inspiration of what we want to jointly achieve.

Please also note that this is a vision, outlining our joint ambitions, and not a strategy. The direction has been set and now each member, region and Country Office can organize their own strategies in line with this common vision.



## Where we find ourselves

In the face of a turbulent global picture, we find hope in our origins. 75 years ago, CARE was founded on the belief that humanity knows no borders. In the aftermath of World War II, a group of individuals came together to find a simple, yet effective way to help those in need. The CARE package was born and supported millions of people in war-torn Europe. To this day it remains a symbol of hope, friendship and unconditional solidarity.

In the past decade, CARE has undertaken many bold initiatives. We launched our first global program strategy, striving to support 150 million people in the areas of humanitarian response, food and nutrition security and resilience to climate change, women's economic empowerment, sexual and reproductive health and rights, and gender-based violence. We deepened our impact and identity through embedding gender equality, inclusive governance and resilience in our work to address the root causes of poverty and social injustice. We developed a shared data and knowledge system so that CARE could track progress and learn from what works. We used that evidence to advocate for change at local, national, regional and global levels, achieving critical wins in favor of people living in poverty. We told more compelling stories about our work and learned from digital tools and opportunities. We also looked inward, transforming how we organize and govern ourselves. We made bold choices to bring a diversity of voices to the table to improve our governance. But the world continues to change and so CARE needs to do the same.

In the middle of our process to imagine the CARE we want to be in 2030, we found ourselves in the global COVID-19 pandemic. It feels challenging to plan for 2030 when it is hard to even plan for the next month. But today, CARE's work has become even more relevant. Extreme poverty is estimated to grow by 400 million to over 1 billion people, while the number of people facing acute food insecurity could nearly double to 265 million. The pandemic has also drawn attention to existing inequalities, highlighting disparities within countries, where the poorest and most vulnerable face higher risk of infection and death, and between countries where those with weaker systems of government – including health systems – face greater challenges in protecting their citizens. As we emerge from the pandemic, there is a serious risk that all states, but particularly politically and economically fragile ones, will face a perfect storm of debt, mass unemployment, health and education systems' break-down, rising gender-based violence and social unrest. There is a risk that inequalities will be reinforced in how states respond, and in how the investment, banking and business sectors adapt to the economic damage. Underlying these challenges is an increasingly urgent climate crisis, recurring natural disasters, as well as prolonged conflicts uprooting millions of people. The gains we've made in tackling poverty in the last 30 years are at risk of being reversed and questions are rightly being asked of who carries responsibility and how to share the burden.

Like in the aftermath of World War II, CARE is faced with another opportunity to respond to a world in crisis. Fortunately, this time, we have a head start. The legacy of the CARE package is enriched by years of evidence-based approaches on humanitarian aid, development and social justice. CARE 2030 builds on this learning and consequently, we have put gender in the center. In order to respond to the current crisis, our Vision 2030 expands our health remit, elevates humanitarian action and deepens our commitment to climate justice. We continue diversifying our organization with a greater focus on growing our membership through new partnerships with civil society organizations. We recognize that diversity of gender, race, ethnicities, skills, life-experience, perspectives, and backgrounds makes us stronger and more effective, and makes us more reflective of and attuned to the people we serve and with whom we partner. And we prioritize growing sustainable, flexible funding and strengthening our brand, while also finding efficiencies, especially in time of uncertainty.

Agility will be key as we navigate uncertainty together. There will be unforeseen pressures on our ways of operating, demanding a high level of speed, innovation and collaboration. CARE's Vision 2030 has been formulated in the spirit of our roots and our current and future role. We hope that you can see yourself in this and accompany us on the path to create a better world for all with justice and equality at its heart.



## I. CARE's Impact

CARE's expertise lies in our holistic and inclusive approach to tackling poverty and injustice. We are a global connector from communities living in poverty to those holding power. We elevate the voice of the vulnerable and leverage our organizational diversity and learning to tackle inequalities and bring about lasting impact.

Based on 75 years of fighting poverty and taking humanitarian action in a rapidly changing world, the following outlines the impact we will have in the world by 2030.

**Our Vision**

We seek a world of hope, inclusion and social justice, where poverty has been overcome and all people live in dignity and security.

**Our Mission**

Save lives, defeat poverty, and achieve social justice.

**Our Focus**

We put women and girls in the center because we know that we cannot overcome poverty until all people have equal rights and opportunities.

(Adopted by the CARE International Board in 2001, revised in 2018)

### Our Impact Areas

CARE contributes to lasting impact at scale in poverty eradication and social justice, in support of the Sustainable Development Goals (SDGs). Gender equality (SDG 5) sits at the heart of our programmatic ambitions and radiates through all of our work. By 2030, we will measurably change lives across multiple impact areas.

**OVERCOMING POVERTY (SDG 1)**

**Our 2030 overall contribution**

***CARE and our partners support 200 million people from the most vulnerable and excluded communities to overcome poverty and social injustice.***

#### **GENDER EQUALITY (SDG 4 & 5)**

CARE strives for a world that is equal for all genders. Gender equality is an important goal in its own right. Additionally, we cannot eradicate poverty and achieve social justice while gender inequality persists. Discrimination against women has negative implications for global security and development, economic performance, food security, health, climate adaptation and the environment, governance, and stability.

**Our 2030 Goal:** 50 million people of all genders experience greater gender equality (particularly eliminating GBV, and increasing women and girls' voice, leadership and education).

#### **HUMANITARIAN ACTION (SDG 1, 5 & 11)**

In the last decade we have seen an increased need for humanitarian action due to disasters, protracted conflict and global pandemics. Climate change, fragile states and the proliferation of viruses will only exacerbate this need in the years to 2030. CARE is a dual-mandated organization: we deliver life-saving humanitarian assistance and adapt our rich development programs for innovation, implementation and scale in fragile and complex contexts to support some of the most marginalized and vulnerable populations. By 2030, CARE supports transforming the humanitarian sector by putting gender at the center of our responses, ensuring conflict-sensitive community-led interventions, using market-based approaches that protect people's dignity, and building resilience and social cohesion through our work in communities before, during, and after an emergency. Our work in CARE's core humanitarian sectors — shelter, WASH, food, and sexual and reproductive health and rights — will always seek to contribute to both gender equality and immediate humanitarian assistance.



**Our 2030 Goal:** CARE provides quality, gender-focused and localized humanitarian assistance to 10% of those affected in major crises, reaching at least 50 million people by 2030.

#### **RIGHT TO FOOD, WATER, AND NUTRITION** (SDG 2, 5 & 6)

We believe everyone has a right to nutritious food and clean water. The world produces enough food for everyone to eat, yet still many go hungry. It doesn't have to be that way. CARE strives for a world where hunger and malnutrition are eradicated, and everyone has access to safe, affordable drinking water and adequate sanitation and hygiene. At CARE, we know that women small-scale farmers are critical to global food production, but lack access to the same resources as their male counterparts. We focus on supporting women farmers so that they can feed the world.

**Our 2030 Goal:** 75 million people, the majority of them women and girls, increase their fulfilment of their right to adequate food, water and nutrition

#### **WOMEN'S ECONOMIC JUSTICE** (SDG 5 & 8)

We believe everyone has the right to economic resources and the power to make decisions that benefit themselves, their families and their communities. CARE recognizes that this requires women to have equal access to and control over economic resources, assets and opportunities; it also requires long-term changes in social norms and economic structures.

**Our 2030 Goal:** 50 million have more equitable access to and control over economic resources and opportunities.

#### **RIGHT TO HEALTH** (SDG 3 & 5)

We believe that everyone has both a right to life and health, and also the right to reproductive self-determination. CARE's health programs create the conditions through working at personal, social and structural levels that enable all individuals to realize these rights. CARE's role in responding to global pandemics is an integral part of our work.

**Our 2030 Goal:** 50 million people increase the fulfilment of their right to health, and 30 million women their right to sexual and reproductive health.

#### **CLIMATE JUSTICE** (SDG 5, 7 & 13)

We believe that everyone has the right to live on a healthy planet. The scale and the urgency of the global climate crisis demands an augmented effort by CARE to promote climate justice to tackle the gendered consequences of climate change and the drivers causing it. CARE knows climate change exacerbates existing inequalities; it has a disproportionate impact on women and girls because of the roles and tasks that they are assigned and the discrimination they face. In the event of a disaster, the risk of death is higher among women and children than among men. However, women are also on the frontline when it comes to combating climate change, demanding justice and adapting to its consequences.

**Our 2030 Goal:** 25 million poor and marginalized people, particularly women and girls, have strengthened their resilience and adaptive capacities to the effects of climate change and are contributing to the energy transition.

We will not achieve these goals alone. CARE has contributed significantly to partnerships for sustainable development and humanitarian assistance, with an emphasis on amplifying local women leaders and movements (SDG 17).

In addition, CARE's work also makes important contributions to other SDGs, including reducing inequality (SDG 10), sustainable ecosystems (SDG 15), and peace, justice and strong institutions (SDG 16). We measure these contributions and maintain and build on our commitment to rigorously assessing our impact to learn, adapt and transform our work.

## Our Participants

In our mission to save lives, defeat poverty and achieve social justice, we work in poverty-affected environments, fragile and conflict-affected contexts, and in rapid onset emergencies. We put women and girls' rights at the center and promote gender equality. We work with people in vulnerable situations such as migrants, refugees, internally displaced and people experiencing the impacts of climate change. In all contexts, we work with people that are marginalized due to their ethnicity, race, disability, health status, caste, religion, age, class, occupation, history, or sexual orientation, gender identity or expression. Our humanitarian action is guided by the humanitarian principles to establish and maintain access to affected populations and ensure we reach those most in need.

In a world that is constantly evolving, we need to be agile in responding to changing population trends and needs. In the decade ahead, in addition to climate change, there are two key trends that will impact needs; (i) a growing youth population; and (ii) urbanization. There are more young people in the world than ever before, with about 1.8 billion people between the ages of 10 and 24. The youth population is projected to grow further, in particular in the poorest countries. We are also experiencing continued global urbanization. By 2050, it is estimated that more than two-thirds (68%) of the world population will live in urban areas. Just under 1-in-3 urban dwellers live in slum households. CARE will develop and deepen its work with both youth and the urban poor in order to achieve our CARE 2030 aspirations.

## Theory of Change

There are no quick fixes to poverty and injustice. CARE believes that in order to make meaningful and lasting impact at scale, we must tackle underlying causes of poverty and injustice. Gender inequality is a key driver of poverty as well as one of the most widespread forms of injustice, which is why we put gender at the center of our work. Based on a decade of experience using this framework to advance gender equality, this can only be done through working at three levels: Agency, Relations and Structures.

- **Build agency:** CARE works with individuals to raise the consciousness, self-esteem, confidence, and aspirations to change their world, and the knowledge, skills, and capabilities to do so.
- **Change relations:** Change is more likely to stick if the people around us support it. CARE works to address inequality that persists in intimate relations, family, social and political networks, marketplaces, and community or citizen groups.
- **Transform structures:** Discrimination and exclusion can be perpetuated through laws and policies as well as through social norms and customs that affect how people of different genders are expected to behave and participate in social, economic and political spheres. CARE advocates against discriminatory laws and for new laws and policies to reduce discrimination and works with communities and power holders to critically reflect on and transform the norms and practices that perpetuate injustice.

This is the theory. In practice, this means that CARE's work always seeks to be three-dimensional and informed by context-specific power dynamics. For a small-scale woman farmer, that means we equip her with the best farming techniques (agency), we organize collectives to negotiate fair prices in the marketplace (relations), and we advocate and hold power holders to account for protecting her rights to land tenure in national laws (structures). In order to achieve gender equality, we must therefore understand the governance institutions and networks of power (formal and informal) and transform their responsiveness to all citizens to ensure effective and sustainable change. We must also include men and boys as well as women and girls, so that everyone is making necessary changes and is involved in the process of creating more equitable and inclusive societies. Without all three dimensions of change, the injustice of poverty and gender inequality persists and the vulnerability to crisis worsens.

## Impact at Scale

CARE seeks to influence change beyond the communities where we work directly. Based on our experience and learning of effective strategies for impact at scale, the following are central:

- **Scaling up and adapting proven models**, both directly through CARE and our partners, and indirectly with governments or other allies. Examples of proven models are Village Savings and Loans Associations (VSLA), Community Score Cards, Rapid Gender Analysis, and Social Analysis and Action.
- **Advocacy** to influence changes to the policies, programs and budgets of governments and other power holders, and how those are implemented.
- **Systems strengthening and social accountability**, to increase the capacities of institutions to provide inclusive and effective services and fulfil their obligations to the rights of the poor.
- **Supporting [social movements](#) and other representative organizations of excluded groups in line with our vision and mission** to contribute change through their collective actions, as conveners, allies, resource partners and amplifiers.
- **Promoting norms change** by addressing harmful norms in the economic, social and political spheres, through community dialogue and other norms-shifting interventions, as well as through broad media campaigns.
- **Inclusive market-based approaches** that mobilize the power of markets to contribute to broad scale change in ways that are economically and environmentally sustainable, uphold labor rights and are inclusive of the poor and marginalized.

### CARE International Program Principles

**Promote Empowerment.** We stand in solidarity with people living in poverty and support their efforts to take control of their own lives and fulfil their rights, responsibilities and aspirations. We ensure that participants and organizations representing people living in poverty, especially women and girls, are partners at all stages in our programs.

**Work with Partners.** We work with others to maximize the impact of our programs, building alliances and partnerships with those who offer complementary approaches, are able to scale up effective solutions, and/or have responsibility to fulfil rights and reduce poverty through policy change and implementation. We commit to working in ways that support and reinforce, not replace, existing capacities.

**Ensure Accountability and Promote Responsibility.** We seek ways to be held accountable by the people we serve and partners we work with. We identify individuals and institutions with an obligation toward poor and marginalized people, and support and encourage their efforts to fulfil their responsibilities.

**Address Discrimination.** In our programs and in everything we do we address discrimination and the denial of rights based on gender, race, nationality, ethnicity, class, religion, age, physical ability, caste, opinion or sexual orientation.

**Seek Sustainable Results.** As we address underlying causes of poverty and rights denial, we develop and use approaches that result in lasting and fundamental improvements in the lives of the people we serve, particularly women and girls. We work to influence changes that are environmentally, socially and institutionally sustainable.

**Do No Harm** - We analyze the intended and unintended impacts of our programs, encourage honest learning, and take action to prevent and respond to any unintended harms. We place special focus on preventing and addressing gender-based violence in all of our programs.

*We hold ourselves accountable for enacting behaviors consistent with these principles, and ask others to help us do so, not only in our programs, but in all that we do.*

Adopted by the CARE International Board in 2003, revised in 2018)



## II. Our Organization, Identity and Ways of Working

The impact we want to achieve will only be possible if we continue to transform how we organize ourselves and become more agile in responding to new global crises. In 2019, members of the CARE Confederation from the Global South came together to envision a transformed CARE of the future. They wrote the ‘Cairo Compact’ to articulate a vision to be the most relevant, diverse, inclusive and effective organization possible. The following builds on this vision and proposes three areas of focus.



### 1. Continue to diversify our network

**We uplift civil society in our membership.** We celebrate the growing diversity of voices present in our governance structure and recognize that our primary path to diversification to date has been through transitioning CARE Country Offices into members. In 2030, our CARE Network has grown to include civil society organizations and non-traditional partners, reaching new geographies through partners and adding capabilities to respond to new challenges. We know our network will continue to evolve and innovate different models/structures—one size will never fit all. The CARE Network will be a portfolio of Country Offices, transitioned members, affiliates, country presences with strong partners, social enterprises, and more.

**We promote Diversity, Equality and Inclusion in our leadership spaces:** Leadership & governance models and spaces, including CI membership, reflect the global diversity of CARE. This goes beyond membership alone, to include more voices from the Global South in leadership spaces, as well as more underrepresented groups in managerial and leadership positions.

**We embrace “new power” and broaden partnerships in support of civil society:** We see our partners as agents of change, particularly youth and social movement actors, feminist and gender-focused organizations, activists and aligned and progressive private sector actors. In particular, recognizing the role feminist organizations have played in gender equality progress, we will prioritize relationships with feminist organizations and identify opportunities to support their agenda. We will invest in civil society strengthening and act as a convener, ally, amplifier, and resource partner. We have a key role to play as a bridge-builder, connecting “new power” movements to “old power” in ways that influence, transform, and accelerate change. We will adapt our internal systems to enable us to work with informal and formal actors as needed for optimal impact.

**We identify tensions and intentionally cultivate dialogue around them,** including openly and continuously seeking to understand and address unequal power dynamics both within CARE and in our interactions with others. Global North members will shift decision making and resources (technical, financial) ‘closest to proximity’ of the issue or opportunity. Our operating models, governance and behaviors will also evolve to support our networked vision.

## 2. Create and live out a set of shared global values

**We are driven by and devoted to shared global values.** We uphold our values in all aspects of our work, values such as Respect, Integrity Commitment and Excellence.<sup>1</sup> Our policies for partnerships, staff recruitment and retention, and resource mobilization are aligned with these values. We will be bold and speak out and stand up for our values.

**We commit to staff well-being.** CARE's staff are our most valuable resource. We ensure our leadership and staff model our values, which are embedded in recruitment and performance management practices. We commit to feedback and accountability mechanisms internally and externally for communities and partners to ensure we are living into our values. We invest in staff well-being and development to help them thrive.

**We position power and resources in proximity to the impact.** We encourage collaborative operating models where strategy is co-created, resources are managed, and decisions are made closer to where we are seeking to have impact. We come together around shared objectives and seek to center power in the hands of the participants, communities, and civil society actors we work with and for.

**We commit to doing the work of antiracism.** We know that to be anti-poverty is necessarily to be anti-racist. We will take on critical listening and learning and do more to make clear that fighting racial injustice is part of our commitment to social justice. Placing these principles at the heart of our work, from how we hire and promote, govern and lead, mobilize resources and partner, will enable us to be more innovative and deliver faithfully on our mission.

## 3. Lead on innovation and use of data, evidence and technology for impact

**We are a learning organization based on data and evidence.** Data informs strategies, decisions and behaviors. Learning and knowledge is easily accessible internally and shared externally through better processes and systems. We build the required behaviors and culture to be an effective learning organization in order to implement more impactful programming.

**Build on our leading position in impact measurement.** We build on our experience of being one of the few multi-mandate INGOs able to explain our global contributions to SDGs and derive learning from that to inform improved programs and advocacy. We will focus on innovative use of cost-effective, appropriate and accessible technology to have timely data and learning available.

**We adapt organizational structure, processes & systems to be flexible, agile, innovative, and risk-ready,** especially in support of our humanitarian response and non-traditional partnerships. Our ways of working model the impact we seek by reflecting feminist and social justice principles. We embed accountability and transparency measures across our structure and systems. We embrace technology in our program delivery, ways of working and raising resources, and reduce travel and increase remote working as part of measures to become a more environmentally just and climate responsible organization.



<sup>1</sup> A set of agreed global values are being currently worked on.



### III. Our Resources

For CARE's Agenda 2030 ambitions to be realized, resources will be critical. The following three areas should be given priority focus:

#### 1. Realize the power of CARE's brand

**Better alignment around a shared brand message** will be key to achieve meaningful engagement with individual supporters and external audiences to lead to the type of funding we require. This drive for brand alignment and consistency should be an ambition for all CARE offices. Increasing our brand awareness does not happen by putting up logos on doors or writing internal newsletters. This will require an intentional shift to support external and bold communications about our work and our positions – not as an add-on to programmatic work, but as an integral part of all of our projects and initiatives. Agreement will need to be reached how to include local flexibility with the addition of further members and organizations to the CARE network.

#### 2. Diversify and grow our funding

**Balanced income growth** across all funding channels will be critical to achieve our ambitions. This is a responsibility we all share, organization-wide. We commit to better and shared performance tracking for continuous improvement and accountability. We commit to fundraise for all of our impact priorities and technical teams, taking advice from fundraising how to align our impact goals with that of our institutional, corporate and private donors.

**In particular, we will grow flexible resources.**

Unrestricted resources enable us to invest more deeply in learning and evaluation, advocacy, and program innovation, which are critical to achieving our impact goals. Individual giving is the largest channel of potential unrestricted growth, and we commit to reprioritizing investments to grow in this channel. We won't achieve this in our fundraising departments alone; we call on all of us to contribute to strengthen CARE's engagement with individual donors.

**And we will diversify for the future.** The next generation of donors have different giving preferences. Investing in new fundraising channels and exploring areas such as progressive philanthropy, impact investing, social enterprise and market-based approaches will help CARE to maintain our relevance.

We know this won't be easy. Current income projections are inadequate to fund the impact we want to create and the organizational change we need. Our financial picture will be further stressed by market uncertainty in a global pandemic. We strive to use times of market disruption or scarcity to force new and more efficient ways of working.

#### 3. Find efficiencies and collectively invest in our shared network

**We find efficiencies** (in addition to growing our funding) to help free up more unrestricted funds for investment. We actively explore areas where **shared services** could reduce program support costs, fundraising costs, or other operational duplication. We build awareness of where 'blindspots' are keeping us from more strategic collective fundraising investments, and we encourage more **voluntary, bi- or tri-lateral experiments** in shared private fundraising investment in markets with commonalities and where there is a



clear opportunity. We will **develop and share our fundraising talent** more deliberately to help find and keep the right staff with the right skills set and save recruitment time and costs.

We **value our shared CARE presences around the world**. We collectively invest in the success of our CARE-branded presences and greater regional coordination (advocacy, fundraising, communications, etc.). We also invest in the platforms that enable them, like shared knowledge management, impact measurement databases, and constituent relationship management. We support fundraising in our country offices and global south members with adequate compensation for time, expertise, and storytelling, as well as more efficient coordination mechanisms for large donors, for example, of the model of the CARE USA Institutional Funding and Strategy team, where costs for new business and proposal development is covered by the donor.

## Closing Remarks

This document has brought CARE together to set the vision about the change we want to see in the world. In particular, the core focus on gender equality, the core impact areas, our key strategies, a stronger rights-based language and our desire for a more localized and diversified network where more power shifts from north to south have surfaced as a clear consensus. Resourcing our work will require extra focus in the times ahead of economic recession and will require CARE to rise to this challenge. This vision should serve as a guiding light for all entities in CARE to plan, implement and fund their activities, striving for a world where all people live in dignity and security.

