



**CARE International
Humanitarian and Emergency Strategy 2013-
2020**

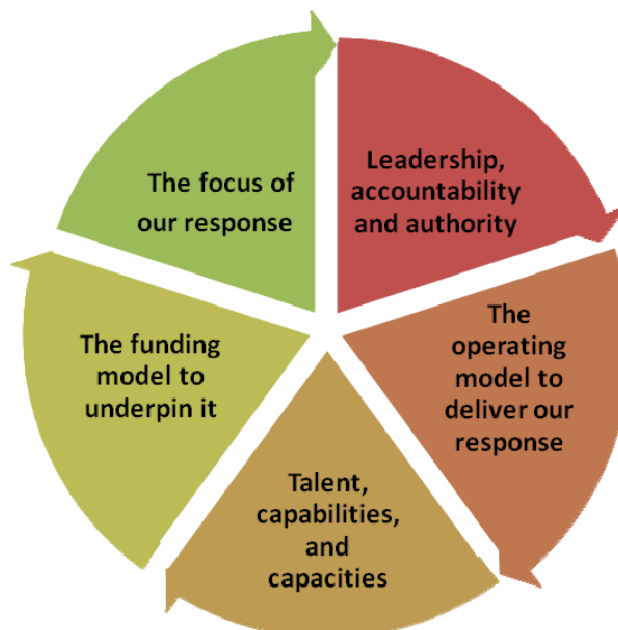
May 2012



Summary

Goal

Our goal for 2020 is to be a leading humanitarian agency having lasting impacts on the needs of poor women, men, boys and girls affected by humanitarian crisis and known for our particular ability to reach and empower women and girls in emergencies.



Strategic Priority	Key result areas	Needed additional investments
1. The focus of our response	<p>Re-commit to humanitarian mandate and integrate with program approach</p> <p>Consolidate capacity for quality programming in core sectors</p> <p>Expand capacity for women and girls programming</p>	<p>Adequate technical capacity in core sectors</p> <p>Ensuring technical staff have skills and capacities to systematically address gender and women and girls focused programming</p> <p>Increasing gender expertise</p>
2. Leadership, accountability and authority	<p>Humanitarian leadership mindset</p> <p>Improved model of decision making and management for emergency response with clarity of roles, responsibilities and accountabilities including risks</p>	
3. Our operating model	<p>Develop our capacity to add value as a partner and to be able to pilot new models of operating with stronger partnerships</p> <p>Ensure humanitarian operating model reflects evolving organizational footprint in countries and regions of presence</p>	<p>Building staff and organizational capacity around partnership</p> <p>Building partner capacity</p>
4. Talent, capacities and capabilities	<p>Ensure effective surge capacity with coherent and supportive HR systems including roster</p>	<p>Increasing surge capacity</p>
5. Our funding model	<p>Articulate our approach to ensure financial viability and sustainability (including cost-recovery systems)</p> <p>Optimize available funding – including cost recovery, pooled funding and review of funding levy options and contribution key plus other alternative mechanisms</p> <p>Consistent funding approaches across CI to</p>	

Rationale

The humanitarian landscape

By the year 2020, the world's population will approach 8 billion with an increasing number and impact of natural disasters due to climate change, heightened vulnerability of disaster-prone areas, and accelerated growth and settlement of populations in urban settings, coastal areas and in marginal housing. Complex political situations will continue to impact upon vulnerable groups with increased tensions arising from prolonged chronic poverty, lack of availability and access to natural resources and increased inequality. Poor governance and failed states suffering from acute conflict will also be inextricably linked with humanitarian crisis. And at the same time, vibrant civil societies and strong and assertive national governments, with thriving private sectors, will have emerged in many parts of the increasingly multi-polar world.

The role that humanitarian organizations play in influencing the ability of individuals and communities to overcome poverty is critical given the intrinsic link between poverty and crisis. In 2020, a proliferation of diverse non-state actors, civil society organizations, businesses, and governments will be engaged in humanitarian and development work in one form or another, each part of an increasingly coherent global movement to fight poverty. There will be more middle-income countries with strengthened government capacities as well as heightened engagement in the global arena. At the same time, increased pressure on humanitarian space will continue to challenge us and put both humanitarian actors and the communities with whom we work at risk. Within this global context, strategic alliances, partnership and niche expertise will be necessary for an NGO such as CARE to be able to demonstrate relevance, value and impact in our humanitarian work, as will an unquestionable and firm commitment to humanitarian principles, accountability and transparency.

CARE 2020

This humanitarian and emergency strategy is a fundamental building block in a broader vision for CARE in 2020. *CARE 2020* is driven by a commitment to impact, relevance, effectiveness and efficiency and ensuring that the people we work with realise value from us. These same drivers underpin this strategy which is part of CARE's program approaches and longer term development goals.

CARE's vision for 2020 is of an organisation known for its work across the relief, recovery, and development spectrum. In this vision, women's empowerment is recognized as a powerful means for achieving outcomes for all programs, and gender equality is seen as an end in itself as part of our commitment to social justice.

In 2020, CARE responds effectively to multiple (often major and simultaneous) humanitarian emergencies each year. CARE and its partners are recognized as leaders in addressing the underlying causes of vulnerability and are responding in ways that place poor women and highly vulnerable people at the very centre of a worldwide response to climate change. Reflecting our dual humanitarian and development mandate, CARE looks at development and humanitarian work through the eyes and experiences of its impact groups who experience chronic poverty and vulnerability alongside periods of high stress when confronted with a disaster. This 'impact group' lens of analysis makes it possible to develop flexible program strategies that address both the underlying drivers of poverty and vulnerability and the impacts of increasingly frequent shocks such as natural disasters and conflicts by strengthening community resilience and disaster risk reduction and preparedness.

Evidenced based advocacy, robust knowledge management, strategic alliances and partnerships, a diverse set of operational footprints in the countries where we have presence and regional hubs feature in the ways of working envisioned for CARE in 2020. Profound processes of organisational change are underway as part of CARE's work towards 2020, including a country office presence review and re-definition of organizational operating and management structures which will have a defining impact on the way that we engage in humanitarian response in the future.

The current state of our humanitarian and emergency response capacity

Emergency response has been central to CARE's work throughout our 65+ years of existence; however a decline in prioritization and emphasis on our humanitarian programs from the mid-1990s led to weakened emergency response capacity with a corresponding decline in funding and position in relation to our peers and to our own aspirations. Investments over the last five years to redress this situation have made important progress in areas such as emergency response protocols, coordination and accountability, yet independent evaluations have found that the fundamental changes in culture, mindset and leadership required to return CARE to a top level humanitarian organization, together with adequate investment in areas such as surge and core sector technical capacity have not yet been realized.

Repeated evaluations have also recommended that CARE invest now in humanitarian response capacity in order to address a declining position with donors and to increase funding for humanitarian response. By investing in improved surge capacity, a more robust and consistent brand and communications and the ability to demonstrate and communicate our impact on humanitarian needs, we will be able to increase humanitarian funding and recognition from both institutional and non-institutional donors and influential partners. There is therefore a compelling business case for investment in this strategy, as set out in the evaluation of the previous strategic plan. To realize this, we must also move quickly to clearly articulate and specifically define how we will increase revenue, achieve high levels of cost recovery for our deployable staff and ensure that our model is built upon good practices to ensure viability, relevance and sustainable revenue generation for humanitarian programs and capacity.

This new strategy, and the extent to which it can bring about the transformation needed to create an organization which embraces its humanitarian mandate and which cultivates niche expertise, will be the deciding factor as to whether CARE achieves its vision of being at the forefront of humanitarian response and making lasting differences in the lives of poor women and girls. To achieve this, we must define an operating model for humanitarian response that optimizes the opportunities afforded by our interdependent approach, and that enables effective decision-making where our respective roles, responsibilities, accountabilities, risks and liabilities are clearly defined.

Goal and strategic objective

Our goal for 2020 is to be a leading humanitarian agency having lasting impacts on the needs of poor women, men, boys and girls affected by humanitarian crisis and known for our particular ability to reach and empower women and girls in emergencies.

The objective of this strategy is to position CARE as a leader in effective, high quality humanitarian response which places the needs and rights of vulnerable women and girls at the forefront of our efforts. Driven by strong leadership and organisation-wide commitment to our humanitarian mandate, our work will enable positive and transformational changes in the lives of people affected by crisis. We will apply robust gender equality approaches to our work with women, men, boys and girls to appropriately address the humanitarian needs of poor communities, while also strengthening CARE's organisation wide commitment to women's empowerment in our humanitarian programming. Our responses will consistently uphold and defend humanitarian principles including non-discrimination and the targeting of assistance based on need alone, with our understanding of need based on sound gender analysis which helps us better meet the specific needs of men as well as women. Our focus on women and girls reflects CARE's experience that empowering women and girls is a critical pathway to reduce vulnerability and poverty for the whole community, as well as being essential for achieving gender equality.

CARE's efforts will catalyse the greatest possible impact through strong and diverse partnerships, global influence and adaptable operating models which reinforce and build local capacities and contribute to the establishment of best humanitarian practices. Our value added as a partner and a global humanitarian advocate will be based on our expertise and demonstrated competence in achieving high impact, high quality humanitarian response which protects and empowers women and girls – a niche area where there is still little specialization among our peers. Our influence and leadership in the sector will be reflected in our strong engagement with global and national humanitarian architecture where we will seek to contribute

to best practice in our areas of expertise as well as to influence and advocate for the needs and rights of disaster-affected communities.

To achieve these results, we will have the technical capacity, expertise, partnerships and resources to deliver responses with sustained support to a mega-emergency, as well expanding our ability to support an average of six Type 2 emergencies every year in our countries of operation, increasing to ten Type 2 responses over the life of the strategy.

Strategic priorities



Key first phase priorities and investments

Strategic Priority	Key result areas	Needed additional investments
1. The focus of our response	<p>Re-commit to humanitarian mandate and integrate with program approach</p> <p>Consolidate capacity for quality programming in core sectors</p> <p>Expand capacity for women and girls programming</p>	<p>Adequate technical capacity in core sector areas</p> <p>Ensuring technical staff have skills and capacities to systematically address gender and women and girls focused programming</p> <p>Increasing gender expertise</p>
2. Leadership, accountability and authority	<p>Humanitarian leadership mindset</p> <p>Improved model of decision making and management for emergency response with clarity of roles, responsibilities and accountabilities including risks</p>	
3. Our operating model	<p>Develop our capacity to add value as a partner and to be able to pilot new models of operating with stronger partnerships</p> <p>Ensure humanitarian operating model reflects evolving organizational footprint in countries and regions of presence</p>	<p>Building staff and organizational capacity around partnership</p> <p>Building partner capacity</p>
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5. Our funding model	<p>Articulate our approach to ensure financial viability and sustainability (including cost-recovery systems)</p> <p>Optimize available funding – including cost recovery, pooled funding and review of funding levy options and contribution key plus other alternative mechanisms</p> <p>Consistent funding approaches across CI to generate increased humanitarian revenue</p>	

Key principles

- Humanitarian response is central to CARE's mission to reduce poverty, recognizing disasters as both cause and effect of poverty and injustice with humanitarian efforts an intrinsic part of our overall program approaches
- Transformational change in the organisation will be driven by courageous and outspoken humanitarian leadership at all levels
- Our future organizational model will be strengthened to support timely, effective decision-making and utilization of resources that reflects a CARE International strategic approach. This implies a more centralized approach with a strong focus on accountability that is clearly articulated in terms of roles, responsibilities and assumption of risks and liabilities
- Investment in our humanitarian capacity will deliver returns through increased humanitarian funding based on a stronger brand identity and strong relationships with traditional and new donors reflecting our capacity to demonstrate and communicate our impact
- We apply robust and systematic gender analysis to ensure appropriate approaches to meet the needs of the affected population, including women, boys, men and girls.
- Empowerment of women and girls is central to our humanitarian response because it is a critical pathway to poverty reduction for populations living with risk. Gender equality is an end in and of itself in our vision of a world without discrimination and injustice.
- Diverse and strategic partnerships are an essential ingredient in transforming and amplifying the impact of our work. We recognise the risks inherent in partnership approaches and the need to manage these carefully, while ensuring that CARE is positioned to add value as a partner in different contexts.
- To be an effective partner and global advocate, CARE must have robust and competent humanitarian capacity and expertise
- Our capacity reflects the combined resources and strengths of the CI membership brought together through central coordination and leadership
- Good knowledge management and the capacity to measure, demonstrate and communicate our impact to our stakeholders are essential elements for our accountability and our ability to establish our position, expertise and relevance
- We will take a strategically phased approach optimizing upon our current resource base while working towards generating new resources and addressing structural changes in our way of working.

Critical assumptions and enablers

The success of this strategy is contingent on pivotal changes being made in the broader organization, as reflected in the following assumptions. The realization of these assumptions will create the enabling environment required to achieve the humanitarian and emergencies strategy, and conversely, if they are not realized, these factors will pose significant constraints to the achievement of this strategy.

First and foremost, to achieve this strategy, CARE's most senior leadership must reaffirm a commitment to our humanitarian mandate and critical investments must be made in line with the strategy. Without this commitment and investment the strategy cannot succeed. Reaffirmation implies assurance that humanitarian concerns are reflected in CI-wide:

- decision making and prioritization of organizational concerns
- human resource management systems
- investment decisions
- fundraising, communication and advocacy efforts
- annual planning.

In terms of our management and decision making model, a commitment to a more centralized approach that reflects the need for clear authority and accountability is needed while building upon the synergies and opportunities created by our interdependent approach. Our organizational model needs to be enhanced to support more timely, effective decision-making and utilization of resources. That we can reach new agreements on our decision making and management model is a critical assumption underpinning this strategy while understanding that these are processes that need to be fully fleshed out and agreed upon during the first year of the strategy.

At the level of our operational presence, this strategy is built on the assumption that the changes to our operational model suggested in *CARE 2020* and country office presence review processes will be initiated within the next two years and that within five years, CARE will be structured and configured to reflect a greater variety of operational footprints enabling us to respond effectively to humanitarian crises with appropriate scale and quality. Several of the priorities outlined in this strategy, in particular improved decision-making and management, operating models and funding contributions will need to evolve in line with the broader organizational evolution process. This means that initially changes will need to occur within the current operating context while also influencing the design of future models for CARE, and continuing to adapt over time.

CARE 2020 and this strategy envisage CARE as a valued and trusted partner working in alliance with others. It is essential that the shift towards enhanced partnership envisaged occurs in CARE's broader programming and in particular that it is embedded within CARE's program approach. Further, CARE must be willing and able to adapt our compliance model for more flexible ways of working with partners and in rapid response, and we must be able to analyze and manage the risks inherent in partnerships, especially during emergencies, around accountability and additional transaction costs.

Finally, it is essential that we are able to find more effective ways of working with the resources we already have and which build on the strengths of our interdependent approach. In particular, we must ensure we have commitments and systems in place to centrally manage deployable emergency personnel currently available across the organization and to pool funds for response and preparedness to meet strategic priorities of major Type 2 and more severe emergencies while fully reflecting accountability requirements.



Strategic priority 1: The focus of our response

To recommit to humanitarian and emergency response as core to CARE's global identity in fighting poverty and to strengthen our capacity to deliver high quality humanitarian programming in our core technical sectors with a women and girls focus.

Key issues

Front and center of CARE's strategy is a focus on strengthening our program quality through ensuring solid technical capacity in our core sectors and in building our capacity for women and girls empowerment focused programs. A renewed commitment to humanitarian and emergency response as central to CARE's work to overcome poverty, plus a strong investment in our capacity for high quality sector programming with a clear women and girls focus, is what will enable us to become a respected leader in emergency response. The focus on protecting and empowering women and girls will ensure our humanitarian work is an integral part of CARE's larger agenda, realized through our program approaches, to reduce poverty through empowering women and girls. This clear focus will help us develop the niche role we require to be a respected and powerful voice and partner at local and global levels.

Consolidation of our investment in our three core sectors of WASH, food security, shelter while adding on a the fourth sector of sexual and reproductive health (given its strong role women and girls focused programming and reflecting the humanitarian capacity built in this sector over the last five years), supported by strong logistics capacity, is fundamental to ensuring accountability and technical quality in our programs. CEG will take on higher level of responsibility for coordinating the efforts of the four core sectors. A mutual system of accountability for performance is being put into place with the expectation that each sector must deliver upon investments and outcomes agreed upon in order to continue to retain core sector status and therefore, investment across the organization.

Expected outcomes

By 2015:

- Senior leadership consistently articulates and models a commitment to integrating humanitarian work in all we do
- CARE's distinctiveness in gender equality in emergencies has been established, is embedded in our program approaches, and is shaping the nature and quality of our response
- The quality, timeliness and impact of our response on the lives of women and girls in our core technical sectors will have measurably improved
- Emergency programs consistently demonstrate use of good quality rapid needs assessments, sex and age disaggregated data collection and gender equality approaches
- Together with our partners, we will be meeting the needs of 15% of the affected population in at least one of our core sectors in Type 1 and Type 2 disasters, and 5% in a mega emergency.

By 2020:

- CARE's emergency response is effective, relevant and having a high impact on the lives of women and girls affected by crisis
- Together with our partners, we will be meeting the needs of 20% of the affected population in Type 1 and Type 2 disasters in at least one core sector and at least 8% in a mega-emergency
- CARE has a clear niche expertise on women and girls in emergencies reflected in our programming approaches, partnerships, brand, advocacy, communications and impact
- We are having significant influence on global policy on the needs and rights of women and girls affected by emergencies through targeted advocacy based on solid program evidence and effective engagement with the humanitarian aid architecture.

How we will do it

Re-committing to and integrating our humanitarian mandate in all our work and program approaches

Leadership at the highest levels provides clear guidance on our identity as a humanitarian agency with women and girls at the center of what we do and communicates this commitment. Humanitarian priorities will be integrated in all of our programs, plans and systems with a focus on ensuring effective relief, recovery and vulnerability reduction strategies in our program approaches. Humanitarian concerns are an intrinsic part of our program approach with disaster risk reduction and strengthening resilience of forming the bridge between relief and development. The focus on women and girls we seek will come from strong integration of humanitarian concerns in our program approaches.

Evidence based advocacy built on effective knowledge management

Strong knowledge management systems, building on effective information management, will be put in place to enable us to demonstrate and communicate the impact of our work. By 2020 we will be publishing an authoritative annual report on empowerment of women and girls affected by emergencies as part of our advocacy efforts.

Strengthening program quality in core sectors with an integrated women and girls focus

We will strengthen investment in technical capacity in our core sectors of WASH, food security, shelter and sexual and reproductive health (SRH) to ensure we are able to deliver technical quality and accountability in our emergency responses, while integrating a women and girls' focus in our sector work. SRH has been added as a core sector recognising its centrality to women and girls focussed programming, clear opportunities and building upon field-based experience. We will hold ourselves accountable for investments required to improve technical capacity and ensure compliance with established standards. A review of core sectors will take place within 18 months of this strategy with a view to deciding if the number of core sectors should be reduced based on agreed capacity and performance indicators.

Expanding and strengthening our capacity for women and girls focussed programming

CARE's expertise in women's empowerment, protection and prevention of sexual and gender based violence will be expanded. Best practice needs assessments, use of gender and age disaggregated data and gender analysis will be systematically applied in all of our programs.

Strategic priority 2: Leadership, accountability and authority

To build and sustain a culture of humanitarian leadership and accountability at all levels – from operational to senior leadership and governance – with improved models for decision making and management of emergency response.

Key issues

Leadership, accountability and authority are fundamental for the transformational change needed to become a leading humanitarian response agency. All other aspects of the strategy hinge on this. Our leadership at the highest levels must model the behavior required for CI wide prioritization of humanitarian and emergency preparedness and response focused on women and girls, and demonstrate their commitment to our humanitarian strategy by making necessary decisions around our operational model, mutual accountability and program and advocacy approaches. Strengthened models for decision making, accountability and authority are needed to increase our efficiency and effectiveness, reduce transaction costs and gaps inherent in our current model and enable timely and accountable response management.

Expected outcomes

By 2015:

- Senior leadership models a commitment to humanitarian priorities in behaviors and decisions including investment prioritization, human resources and fundraising which provides cues to the rest of the organization and translates to improved impact
- A more centralized approach to decision-making in humanitarian response will be articulated in year 1 of the strategy including clear roles, responsibilities, accountability and liabilities
- An improved model for effective, timely decision making and management is delivering fast, high quality and accountable emergency response
- CARE's accountability framework and systems reflect humanitarian priorities and are consistently complied with

By 2020:

- CI's humanitarian and emergency management will represent best practice and will be a model to others, enabling high quality, high impact humanitarian response and leadership
- Accountability for humanitarian priorities is mainstreamed throughout the organization and humanitarian and emergency response focused on women and girls is embraced as central to our organizational culture
- CI has become a model of accountability strengthening our reputation with peers and donors, and giving power to our humanitarian voice

How we will do it

Humanitarian leadership mindset and modeling

Our most senior leaders will model and cultivate strong humanitarian leadership by making critical decisions around our operational model, investment and accountability consistent with our aspirations to be a leading humanitarian actor, and demonstrating this commitment in all key decisions, planning, human resources and investments.

Improved decision making and management models for emergency response

CARE's decision making and management model for emergency response will be improved to provide greater authority to key decision makers, reduce transactional costs and accountability gaps in the current model. There will be stronger central authority respecting requirements for donor accountability by ensuring effective systems to manage donor requirements. CARE's new

operating models including regional hubs will have clearly defined authorities and accountabilities for humanitarian response. New arrangements will optimize human resources and reduce duplication.

Clarity, capacity and compliance on authority and accountabilities at all levels

Roles and responsibilities at the Secretariat level and amongst the membership will be clearly articulated, in particular to ensure clarity on assumption of risk, liability and donor relationships amongst other key issues in response management and decision making. This will be a focus during the first year of the strategy and can help to inform the broader CI organizational change process. Human resources and accountability systems will establish the humanitarian leadership expected at all levels and help to build the capacity of our own and partner leaders to meet them.

Strategic priority 3: Our operating model

To increase the impact, efficiency and relevance of our humanitarian response by forging new operational models which expand and nurture strategic partnerships with traditional and non-traditional actors at the local, national, regional and global levels.

Key issues

CARE's operating model is evolving to ensure relevance and impact in the changing global context, in alignment with *CARE 2020*. CARE will be configured differently to reflect a greater variety of operational footprints. This organisational change brings the opportunity to move away from a 'one size fits all' approach and develop new and varied operating models which embed stronger partnerships and which can enhance the relevance, speed and impact of our humanitarian work. Our model will likely incorporate the establishment of regional hubs that truly reflect a CI-wide approach to programming including preparedness and emergency response, as well as be more cost-effective and efficient in nature. In the future, there will still be times where CARE and our partners will need to deliver significant emergency operations. Increasingly, our value added may take other forms, such as: providing limited, targeted technical assistance to partners; influencing a global or national agenda through targeted advocacy or engagement in clusters and key humanitarian fora; or building the capacities of our partners including host government at national, provincial and local levels, the private sector, and civil society organizations. As highlighted in *CARE 2020*, the key to CARE's organisational transformation includes developing operating models which embed new, strategic partnerships with traditional and non-traditional actors at multiple levels.

Expected outcomes

By 2015:

- CARE will be testing and developing a range of different operating models which respond to the broader country office presence review, level of humanitarian risk, partnerships and particular contexts
- We will have piloted new partnership-based operating models in at least five high and medium risk countries
- Humanitarian partnerships will be integrated into preparedness plans and program approaches
- New strategic alliances will have been identified and initiated with traditional and non-traditional partners including the private sector.

By 2020:

- Partnership in emergencies is a fundamental aspect of CARE's way of working
- CARE is a trusted and respected partner from local to national and international levels
- Deployable staff are experts at working with partners and reinforce the centrality of partnership in our operating models to improve quality and impact
- CARE is seen as a credible expert by traditional and non-traditional partners with respect to programming for women and girls in emergencies.

How we will do it

Defining and piloting different operating models

In line with the broader CO presence review and organizational evolution processes, new models for CARE's operating models will be defined and tested such that CARE and partners are able to respond in the most appropriate way according to humanitarian needs, level of risk, capacity and partnerships.

Working in partnership and strategic alliances

We will build on our experience to date to refine and develop new models of working in partnership and strategic alliances with others at local, national, regional and global levels, with a focus on ensuring partnerships are developed in the context of our program approaches. We will build our capacity to add value as a partner including through

strengthening our partnership expertise and staff capacity, learning from others and reviewing internal constraints such as our compliance model. We recognize the risks inherent in working in partnership, including around accountability, responsiveness and cost and will analyze and plan for risks as we develop our partnership approaches and pilots. Partnership considerations will be embedded in our preparedness processes and we will build capacity together with our partners. Across CI we will define criteria for prioritizing strategic partnerships, identify key strategic partnerships and establish new relationships. Clear roles, responsibilities for managing relationships and modes of engagement with strategic partners will be defined.

Strategic priority 4: Talent, capacities and capabilities

To strengthen our talent, capacity and capabilities for emergency response through effective global surge capacity and a preparedness platform in our countries of operation that ensures the readiness of our staff, partners and organizational systems.

Key issues

Repeated evaluations and reviews have identified addressing CARE's surge capacity as the critical 'make or break' factor for CARE's aspirations to be an effective emergency response agency on par with our peers. Our surge capacity must increase and be managed in ways that allow us to be faster and more effective, and be based on a business model which optimises cost recovery while at the same time ensuring that we are able to retain high quality staff. We must nurture and develop our talent and capabilities at all levels to ensure we have the right people with the right competencies and the right organisational processes and systems. Capacities and systems at a national level must be part of an effective and comprehensive 'preparedness platform' which defines the standards for preparedness we will maintain according to risk levels and which ensures the readiness of our offices and our partners.

Expected outcomes

By 2015:

- We have the capacity to support quality, timely responses in one mega emergency and six Type 2 emergencies annually
- By FY13, we have a surge capacity of 30 deployable staff across CI which is centrally coordinated during major emergencies
- Our surge team members have the competencies needed to deliver accountable responses, in particular in the areas of leadership, core sectors, gender, partnership, communications and program support
- Our HR systems are aligned with and support the Roster for Emergency Deployment (RED) and effective surge capacity
- We will have a preparedness platform in place in 10 high risk countries.

By 2020:

- We have the capacity to support quality, timely responses in one mega emergency and ten Type 2 emergencies annually
- We have an effective surge capacity of 50-70 people from across the organization reinforced by a wider CI Roster for Emergency Deployment
- The composition and skill sets of our deployable teams clearly reflect our work in our core sectors, partnership and gender
- The RED is expanded and embedded in our HR systems, which model talent management, staff retention, wellness and equity considerations
- We will have a preparedness platform in place in 30 high and medium risk countries
- We will be working effectively in partnerships and strategic alliances, utilizing joint assessments, preparedness planning, shared surge capacity to deliver coordinated responses.

How we will do it

Investment in surge capacity

We will bring our existing deployable staff together into a more effective rapid response team while investing in increasing this team to reach the critical mass needed to be effective. Not all staff will be employed centrally but their availability for deployment will be managed centrally through pre-agreed processes, which build on and strengthen CI RED. Our HR systems will be reviewed to embed the CI RED and support surge capacity, including staff retention, talent management, staff wellness and attracting new expertise into CARE.

Building humanitarian competencies and talent

We will build the competencies of our people to deliver on our humanitarian commitments at all

levels, with a particular focus on ensuring our staff have the expertise in humanitarian leadership, gender and partnership needed for this strategy.

Establishing our preparedness platform

A preparedness platform which integrates planning, systems, training and capacity building, partnerships and other elements of preparedness will be defined and rolled out in our countries of presence, with clearly establish standards based on risk levels. Our wider alliances, including host governments and key partners will be part of our preparedness platforms. A common preparedness fund will support roll out in high risk countries.

Strategic priority 5: Our funding model

To implement a sustainable business model which increases funding and allows more effective use of resources for humanitarian preparedness and response, including improved pooled funding and coordinated fundraising based on a strong women and girls brand and superior communications.

Key issues

CARE's current funding model represents a significant constraint to achieving our aspirations, both during emergency response and for investment in our humanitarian capacity and preparedness. While there is a clear need to generate increased funding based on a stronger humanitarian brand, the constraints posed by the funding model are also related to inefficiencies in the way we are able to use the collective resources of the federation. Significant improvements to the speed, scope and quality of our response and preparedness work can be achieved through better coordination of available resources across the membership as well as a consistently implemented CI humanitarian fundraising strategy which builds on improvements to our brand identity including more effective communications. We will urgently explore options such as applying levies as well as pooling appeal funds to ensure the most strategic use of resources to enhance the organization's capacities and hence potential for return on investment.

Expected outcomes

By 2015

- A clearly articulated plan (based on sound feasibility analysis) that drives sustainable and effective cost recovery to offset investment requirements is in place (by end of 2013)
- A centrally managed mechanism for pooling flexible emergency funds is allowing faster and more efficient use of resources with clear lines of accountability
- A CI humanitarian fundraising strategy building on the women and girl's brand is delivering a return on investments with increased resources for emergency capacity and response and investment of at least 20% over current levels
- CARE is consistently one of the first NGOs in the media following a major emergency
- An improved and more equitable model for CI contributions to capacity and preparedness is in place, enabling more effective and predictable investment in our humanitarian capacity.

By 2020:

- Pooled flexible funding across CARE allows for speedy and efficient response
- Fundraising for humanitarian and emergencies built on a strong women and girls focused brand and communications is delivering sustainable funding for investment in humanitarian capacity and preparedness as well as response, increasing our revenue for emergency response by 35% over current levels.

How we will do it

Women and girl's focused humanitarian fundraising strategy and investment plan

A CI humanitarian funding strategy will be developed building on the women and girls brand. A long term investment and funding plan will be developed (including feasibility analysis) during FY13 detailing investment requirements to 2020, expected return on investment and funding strategies including cost recovery and levy options.

Enhanced emergency communications and media

New CARE roving reporters, forming part of our centrally managed surge teams, together with CI

member communications experts will help to increase CARE's speed and profile in the media during emergencies to help improve our brand, fundraising and advocacy.

Better use of available funding

Improved mechanisms for using available funds will be developed in FY13 with a pilot process for pooling flexible emergency funds aimed at central management of CI response priorities to enable faster, more effective response funding which reduces inefficiencies and ensures maximum accountability. Efficiencies will also be found

through improved ways of working and team configuration aiming to reduce duplication of functions, maximise cost recovery, facilitate better use of remote teams and more equitable sharing of responsibilities for country preparedness. For more sustainable investment in humanitarian capacity, the CI contribution model as well as the feasibility of a range of options for a funding levy will be

reviewed and an appropriate approach agreed that enables funds to be applied in the most effective way. Some of this work, such as reviewing CI contribution models, will be dependent on organizational decisions made more broadly as part of the *CARE 2020* work.

Phasing and implementation

This strategy outlines an ambitious and transformative agenda for CARE over the next 7 years. Implementing the strategy will need a phased approach that optimises use of our current resource base while advocating and working towards broader organisational change in our structures and systems to overcome critical constraints. An initial implementation plan for the first 3 years (2012-2015) is provided in Annex 1.

Key priorities in the first phase of strategy implementation will focus on the up front actions required to establish the foundation for later goals as well as activities which deliver more effective use of existing resources. These include:

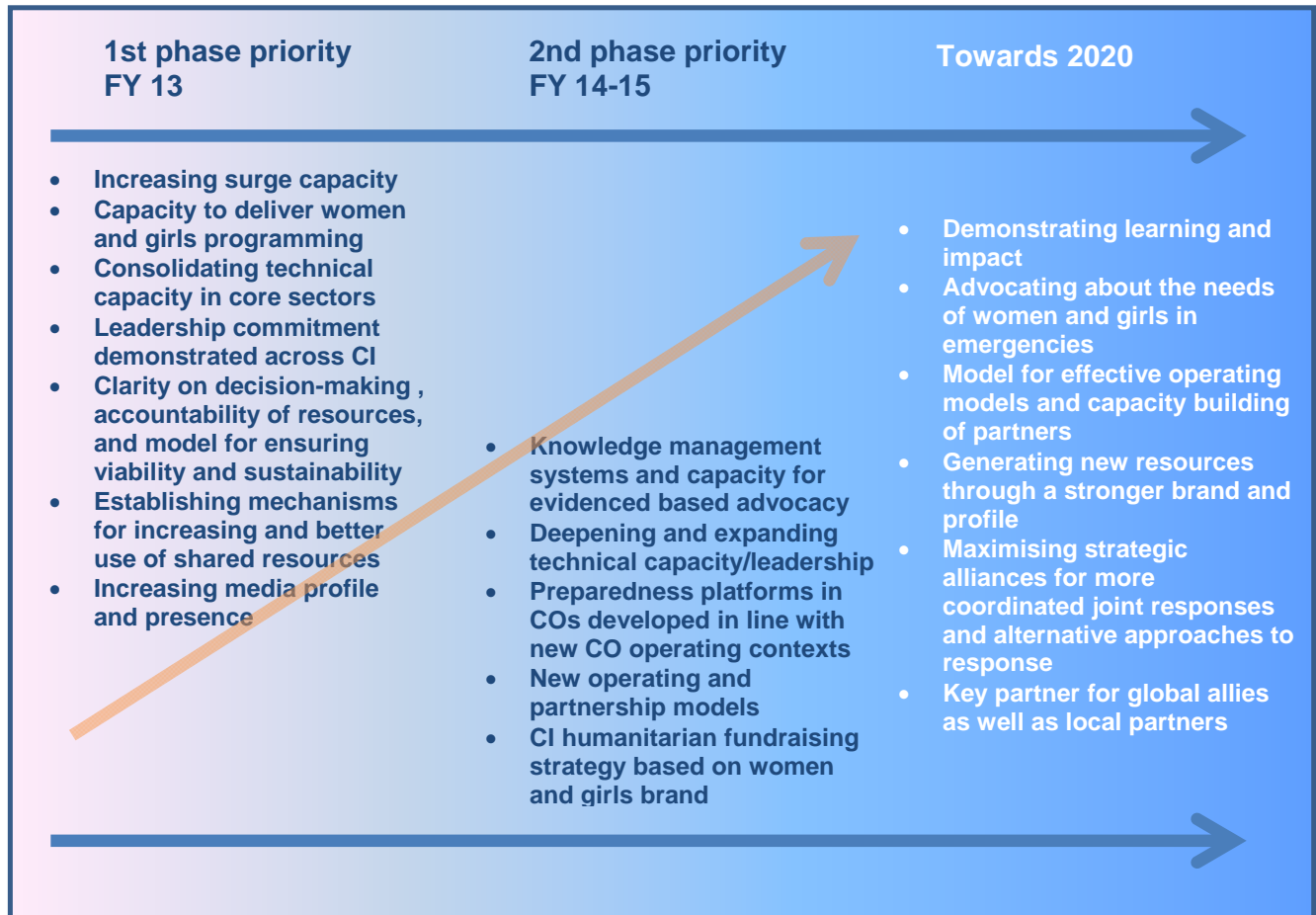
- Ensuring leadership commitment and defining a new model for decision making and management during emergency response and establishing clear accountabilities
- Increasing our surge capacity with an initial focus on areas such as communications, gender and core sectors and managing existing deployable staff through a more effective surge mechanism (building on the RED system), with the central premise being that the surge capacity would be responsive to and reflective of CI priorities rather than individual CI member priorities and hence would be centrally managed by CEG during the critical stages of large scale and mega emergencies
- Building our capacity to deliver women and girls focussed programming through increasing technical expertise, staff capacity building and use of gender tools and approaches
- Consolidating our technical capacity in core sectors (food security, WASH, shelter and sexual and reproductive health supported by effective logistics capacity) including: setting and agreeing strategic objectives and targets; ensuring technical capacity is in place; integrating a women and girls focus across the sectors; and measuring performance of the sectors against investment commitments and targets. Within 18 months (by end of CY 13) a review of core sectors will determine if investment in all 4 core sectors will continue based on demonstrated performance
- Establishing clear lines of accountability for sector performance building upon the principles of mutual accountability for assuming sector leads in food security, water and sanitation, shelter, and sexual, reproductive and maternal health
- Clearly defining expected revenues and return on investment, assessing the feasibility of and testing more effective mechanisms for pooling and/or increasing available financial resources through innovative funding mechanisms, maximising cost recovery and returns on investment in surge capacity, reduction of duplicate functions across CI and agreement of more standard mechanisms for generating sharing revenue (eg levies, ICR, fundraising strategy)
- Increasing CARE's profile and image in public media to ensure enhanced funding opportunities as well as recognition as key actor in humanitarian response
- Establishing a monitoring and evaluation plan for the first three years of the strategy with clear processes to ensure implementation of the strategy and allow ongoing decisions to be made based upon outcomes and results, in line with our accountability framework.

At the same time, initial preparatory work will begin to define our approaches to key areas of work to be rolled out in full in the 2nd and 3rd years of the strategy including:

- Communicating and advocating about the needs of women and girls in emergencies
- Putting knowledge management systems into place and developing advocacy capacity
- Developing and strengthening our preparedness platform our countries of operation
- Defining different operational models including stronger partnership based models
- Implementing a CI humanitarian fundraising strategy that is focused on evidence based examples of our gendered approach to response

This foundational work will enable the later years of the strategy to focus on:

- Demonstrating learning and impact on women and girls affected by humanitarian crisis
- Implementing and learning from more effective operating models and partnerships and helping to build capacity in our partnerships and alliances
- Generating new resources through a stronger brand and profile
- Maximising strategic alliances for more coordinated joint responses to emergencies, more effective humanitarian advocacy efforts and establishment of best practices
- Deepening and strengthening humanitarian perspectives into all aspects of CARE's programming including integration of disaster risk reduction strategies.



Resource commitments

An investment plan for the first 3 years of the strategy is provided at Annex 2. The achievement of this strategy is dependent on commitment of the corresponding resources in the investment plan. These investments are required to see returns in later years of the strategy, including increased humanitarian funding, as evidenced by the experience of our peers.

A significant reconfiguration of resources within CEG and CARE member emergency units will take place to align with the strategy and investment plan. Key investments and changes include:

- Increasing surge capacity within CEG and across the CI membership
- Capacity building across the organization to ensure we are able to deliver the focus on women and girls aspired to in this strategy
- Ensuring a business model is thoroughly analysed, developed and agreed upon to comprehensively address viability and sustainability concerns
- Investment from the membership in our core sectors to assure technical quality and accountability
- Establishment of a preparedness fund that would be accessed by high to medium risk countries
- Investment in partnership capacity building processes and systems to support our ability to be an effective partners and to operating with more agile approaches

Monitoring and accountability for this strategy

This strategy will be implemented by all CI members with the leadership of the Humanitarian Director, accountable to the Secretary General and reporting to the CI Executive Committee. Monitoring and reporting arrangements will be put in place to ensure implementation of the strategy, including monitoring CI member performance against strategy commitments and the investment plan. A detailed monitoring and evaluation plan will be developed within the first year of the strategy with the Humanitarian Director responsible for ensuring reporting against this plan and CI members responsible for reporting against investment and resource commitments.