CARE USA GLOBAL STRATEGY (2022-2025)
Rising to the challenge for 75 years

CARE was founded to bring relief to survivors of World War II, providing critical food and supplies through the world’s first CARE Packages®. As Europe and Asia recovered, CARE expanded our focus and began supporting local leaders to tackle the root causes of poverty and to find their own solutions. For 75 years, CARE and our partners have worked with urgency, courage and innovation to address systemic causes of poverty and injustice. We have made real progress: decreasing global poverty, increasing access to drinking water and sanitation, decreasing infant mortality and increasing access to education. CARE puts women and girls at the center of everything we do because when they have equal access to resources, they lift their families and communities out of poverty.

The task before us remains immense. **1.3 billion people are still living in poverty**, and this injustice is growing as the world faces generational challenges that reverse our progress. The triple threat from **COVID, CLIMATE & CONFLICT** are affecting billions of people around the world but can be overcome if we work together.

**COVID**: As COVID’s devastating impacts multiply, **an additional 426 million people will be pushed into poverty** (OPHI, 2021)— including 270 million people facing potentially life threatening food shortages this year (compared to 150 million people before the pandemic), and 41 million people on the brink of famine (compared to 39 million last year) (WFP, 2021). Global crises like COVID are only expected to become more common in the future.

**CLIMATE**: The impact of climate change is borne primarily by the most vulnerable, **with 34 million people in 2019 facing extreme climate-related hunger and weather-related hazards triggering ~25 million displacements across 140 countries** (UNHCR, 2020). Upheaval driven by climate change is also leading to political and civil unrest.

**CONFLICT**: Conflict and fragility continues to expand, **with the number of people in physical proximity to conflict doubling to 220 million between 2007 and 2018**, a number expected to increase with the growth of fragile states (World Bank, 2020).

CARE was made for this moment. We have a long-standing history of standing shoulder to shoulder with partners and communities to respond to crises like Ebola, cholera and Zika. With the COVID-19 pandemic, we are deploying resources to support our largest ever humanitarian response and recovery effort. We also respond to save lives and defeat poverty in conflicts—most recently in Syria, Yemen, Ethiopia, Democratic Republic of Congo, Myanmar, and Venezuela. We have deep community relationships in over 100 countries and over 90% of our staff are from the regions and countries where they work.¹ We are challenging ourselves to reinvent how we work, ensuring we are empowering local leaders and bringing diversity, equity, belonging and inclusion along with an anti-colonial lens to

¹ 91% of our staff in 2020 were from the regions and countries where they work.
everything we do. We have built data and learning systems for robust evidence of impact, and a history and culture that embraces challenges as opportunities for breakthrough ideas and learning.

At CARE, we believe poverty is unjust and is solvable. Together with our partners we will rise to this moment by relentlessly seeking new solutions. We will power our programming through gender-equal practices, a locally led, globally connected network that is re-imagining the aid sector, and scaling what works.

**Our Mission**

CARE is a global leader within a worldwide movement dedicated to ending poverty

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<th>VISION</th>
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<td>We seek a world of hope, inclusion, and social justice, where poverty has been overcome and all people live in dignity and security.</td>
<td>Save lives, defeat poverty, and achieve social justice.</td>
<td>We put women and girls in the center because we know that we cannot overcome poverty until all people have equal rights and opportunities.</td>
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**Our Strategy**

**Our Goal**

By 2030, CARE and partners will measurably improve the lives of 200 million people in poverty.

We also aspire to deliver COVID vaccines to an additional 50 million people, surge crisis response for an additional 40 million, and catalyze impact for many millions more through partners, advocacy, influencing market forces, and systems change.

**Our Impact Areas**

We understand that the root causes of poverty are complex in nature and interlinked. Sustainable change requires more than a single-issue solution; to address the root causes of poverty, we must tackle issues from multiple angles and remove the systemic barriers that keep people poor. CARE integrates approaches to fight poverty across six impact areas2, working with local partners, and

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2 The six impact areas are the same as the outcome areas from Vision 2030.
bridge-building with governments, the private sector, and global institutions for impact.

CRISIS RESPONSE
Whether it is a sudden emergency or an ongoing crisis, CARE fights to aid people in need around the world.

FOOD & WATER
CARE works across areas of water, markets, agriculture, and nutrition to tackle global hunger and malnutrition.

HEALTH
CARE works to strengthen healthcare systems, support adolescent health, and expand reproductive health.

EDUCATION & WORK
CARE works to increase equitable access to education and economic opportunities through micro savings, and dignified work programs.

CLIMATE
Climate change impacts the most vulnerable, and CARE works to increase resilience and capacity to adapt to climate change, and to influence global policy change.

EQUALITY
CARE works to fight for equality through a focus on gender across all our work and through specific programs combating gender-based violence.

Our Impact Drivers
Keeping in mind the current landscape and challenges ahead, the CARE USA network will focus on three impact drivers for the next four years: gender equal, locally led, and globally scaled. These impact drivers are at the heart of what will accelerate our work and transformation, setting us on a path to achieve our ambitious impact goals.

SAVE LIVES | DEFEAT POVERTY | ACHIEVE SOCIAL JUSTICE

GENDER EQUAL
Integrating CARE’s trademark gender equal approaches into all our work will supercharge impact, while also building a more equal world.

LOCALLY LED
Evolving towards a vibrant, diverse network of locally led partners will shift power and deepen impact.

GLOBALLY SCALED
CARE will leverage partnerships and technology to innovate and scale adaptive, quality, cost-effective models for exponential impact beyond CARE led projects.
Gender inequality: discrimination based on sex, gender identities, and other factors keeps people poor, hungry, sick, and less able to weather any kind of crisis – including climate change. Per the World Economic Forum’s Global Gender Gap Report, the countries where women have the fewest freedoms, including economic rights, are also the poorest and most conflict-ridden in the world (WEF, 2018). Our own work has shown that integrating gender in a classic food, economic, or health program, for example, can deliver better nutrition, savings, or health outcomes. Fighting against poverty and for gender equality together creates more impact than focusing on one issue alone.

This is where CARE shines. While many organizations lead important work advocating for women’s rights or responding to the needs of those in poverty, CARE thrives in the intersection. As we embark on this strategy, we seek to significantly strengthen evidence of how gender equal anti-poverty work in practice can deliver a more just world.

What will CARE do and achieve?

- Lead the sector in delivering gender equal impact across all our programs.
- Demonstrate our leadership by creating game changing impact and evidence in three areas:
  - 10% of women smallholder farmers in the Global South have the power to grow adequate and nutritious food.
  - 18 million unbanked women and adolescent girls have increased access to and control over financial resources.
  - 10% of all women frontline health workers are safer, healthier, and have greater voice and independence.
- We will model a culture and network that shifts power to lift up voices of women and girls from the global south and lives out values of diversity, equity, belonging, and inclusion.

3 Targets will be validated and updated
Case Example: Gender Equal

When CARE integrated gender in an agriculture program in Burundi, farmers saw rice crop yields increase by 8.5x, while building a more equal world. “I contributed 500,000 francs and he added 100,000 francs,” said one woman. “We bought land at 600,000 francs. After, we sold it at 800,000 francs, and then used the profit to buy a better piece of land. In total, I contributed 1,100,000 francs, and he contributed 1,300,000. We now have that capital!” “With this project, my husband and I became very close to each other and have agreed on projects I had never dreamt to do before.”

We will continue to build robust evidence and integrate gender equal approaches across all our programs to supercharge our fight against poverty and build an equal world for all.

Locally Led

Growing income inequality worldwide… A reckoning with racism and colonial history... Networks like Netflix or Twitter toppling traditional industries and propelling social movements… While these trends might not seem connected at first glance, together they make a case for why and how organizations like CARE must change.

WHY: 70% of poverty is now in middle and low-middle income countries (Brookings, 2021), requiring CARE to adapt to a wide portfolio of contexts. In a fragile state with weak governance and no safety net, direct implementation of programs that meet the needs of the poor is still important. In a middle-income country with a social safety net and active civil society, CARE’s role must shift, more often providing advice to governments and bringing local organizations together to learn and advocate for change. In every context, CARE must continue to center and amplify the voices of participants. In the ongoing journey to be a truly antiracist organization, we recommit to the work of critically interrogating power dynamics in the spaces we hold and shifting that power to women and the most marginalized.

HOW: In our experience, the best programs come from local leadership, and the biggest impact comes when those leaders are networked together and amplified on national and global stages. CARE can learn from models like Netflix and Twitter in creating platforms that bring locally generated ideas, content and people together to achieve more than they could alone, while also challenging traditional ways of operating. As CARE evolves toward a value-adding network, we hope to unleash the creativity and collective action of a locally led, globally connected network of organizations, social enterprises, governments, and private sector supporters to achieve a more just world.
What will CARE do and achieve?

- Evolve our role in some places from an implementer to a value-adding partner, focused on systems-level changes and complementing the capacity of others. CARE will add value through provision of core services, including gender equality tools and design, scaling, shared back-office services, fundraising, and convening and bridge-building with unlikely partners.

- Expand our Network into a diverse portfolio of partners—to include local civil society, digital technology providers, impact-investing entities like CARE Enterprises, and social enterprise incubators like CARE Social Ventures. Together, the Network will radically scale impact, mobilize local-to-global knowledge, and strengthen capacity to advocate and influence in global platforms and spaces, amplifying the voices of local leaders and those of the most vulnerable.

- Lead the sector in being more locally led and community-centered by working in solidarity with our global network of partners and allies to maximize impact.

Specific goals include:

- **Model the future of the humanitarian sector**: test and prove a viable network model for locally led women-centered humanitarian response in at least 7 countries.

- **Triple** our funding to locally led organizations (to at least $100M[^4]), be their partner of choice, and advocate for reduced barriers to locally led programming in US international assistance.

- **Build a more global Community of CARE**, increasing supporters within the US and in the countries where we work, inclusive of and in solidarity with participants.

- Ensure 80% of CARE technical experts are in or from the global south.

[^4]: Targets will be validated and updated
Case Example: Locally Led
CARE’s humanitarian partner platform in the Philippines shows how value-added partnership works.

How:

- 30 partners can cover 95% of the Philippines in a crisis
- Scales from 35 to 3,500 staff in days
- Surge fund easily accessible to all partners within minutes
- Private sector partners offer supply chain, cash transfer and other assistance
- CARE centralizes procurement and provides protocols and on-demand technical surge support
- Joint preparedness planning, simulations, project design and implementation
- Works with (not through!)

We will test and adapt this partner network model in seven more countries over our strategy period.

Globally Scaled

The world was already not on track to achieve the Sustainable Development Goals. The combined challenges of COVID, climate change, and conflict mean need is growing with an insufficient response. Put in financial terms, the challenge is stark: developing countries currently face an annual funding gap of USD 2.5 trillion to achieve the Sustainable Development Goals by 2030. The implications are equally clear: to end poverty and social injustice we need better solutions, we need to work in new ways and with new partners, and we need to crowd in additional resources. CARE, with its global scope and deep relationships with communities, local stakeholders, and the private sector, can help identify and own solutions with the potential to tackle the problem at scale – and once proven, work with governments, the private sector, and civil society to adopt and spread them. “Catalyzed impact” is what we call this sustainable scaling of solutions after a project ends.
What will CARE do and achieve?

- Develop and launch the first tested scaling platform for evidence-based solutions—sourced from both inside and outside of CARE—multiplying their impact by 10x.

- Digitally enable these solutions and put data and communications systems in place to enable rapid local-to-global network learning, sharing, and adaptation.

- Grow the world's largest pipeline of social businesses and lead in gender-equal market-based approaches, bringing 4x commercial capital for every grant dollar and impacting 25 million people (en route to 10x and 100 million people by 2030).

- Impact 80 million people by influencing policies and systems (government, private sector, civil society), particularly on COVID-19 vaccine delivery and recovery, women's financial inclusion, food and education systems strengthening, and women's leadership in humanitarian action.

Case Example: Globally Scaled

CARE’s Village Savings and Loan Associations program has scaled its impact through government ministries, technological advances, and commercial partnerships.

CARE plans to scale our Village Savings and Loan Associations to 60 million by 2030 and apply our scaling learnings to proven models from CARE and our partners.
Together, these impact drivers will position CARE USA and partners to supercharge our fight against poverty by being gender equal, locally led, and globally scaled, all towards generating greater and deeper impact.

**Join us**

Since our founding, CARE and our partners have responded to every major global moment—from the Berlin Airlift to the Ebola crisis. Last year, we led our largest humanitarian response since WWII, responding to COVID and delivering lifesaving assistance to 92 million individuals. We build upon an extraordinary history, but we must do more.

We have many reasons to believe we can achieve this strategy: CARE is already recognized in the sector for our innovative gender assessments and programming; over 90% of our staff are from the regions or countries where they work; and our community savings model exhibits our ability to scale proven solutions at a global scale. **With our local partners and women leaders around the world we will reimagine our sector and innovate** to save lives, defeat poverty, and achieve social justice. **Join us.**