

Mapping our Change Journey

Localizing Aid has significant implications for our current business model and ways of working. To achieve the vision above, CARE will need to continue to evolve. Becoming more 'fit-for-partnering' in humanitarian action will require significant change, as mapped out below:

FROM	TO [what success looks like]
Narrative, Business Model, Roles Our identity rooted in us delivering life-saving assistance to affected communities Our business model reliant on high visibility and branding linked to presence on the ground, saving lives and delivering goods Our favored roles in humanitarian action, as donor, intermediary/subgrant manager, direct implementer	<ul style="list-style-type: none">▪ Encouraging a new narrative for what CARE stands for in humanitarian response▪ Open to other ways of responding to emergencies and trusting that working with local actors more equitably and co-creating best solutions together, will lead to more effective, sustainable solutions▪ Clear & confident about our value-add: supporting partners from the Global South to respond to emergencies; giving space to partners to shape our role▪ Actively promoting our new roles and the centrality and role of our partners in delivering aid▪ Honing and investing in our new roles including: developing capacity and transferring knowledge; co-creating best solutions; complementing the work of local actors; enhancing local access to global platforms and funding opportunities (which are increasingly trending toward southern actors); amplifying the voice of local actors and facilitating their access to platforms for advocacy; acting as a convenor and network builder; surging in emergencies when local action is not sufficiently or adequately delivering
Organizational Culture Our dominant attitudes and accustomed to 'being the lead' Our culture of risk-aversion and control and the inclination to be CARE-centric Our tendency to see partnership in limited way as a mode of delivery , not as a transformative strategy to alter power structures and unleash new solutions	<ul style="list-style-type: none">▪ Fostering a culture of humility over what we can achieve alone & an inclination to work with others towards common goals▪ Open to trying out new approaches, taking measured risks and sharing risk with donors and partners▪ When entering into partnerships, letting go of control, intently giving up autonomy in decision-making and working for benefit of the partnership▪ Trusting our partners and their proposed strategies and actions; taking pride in their success and drawing excitement and motivation from their achievements as leaders in humanitarian response▪ Being transparent about our course of action and investments▪ Seeking feedback about our roles, taking action to address gaps and holding ourselves accountable to our commitments▪ Promoting mutual accountability between our partners and CARE
Systems & Processes Known as ' the CARE of thousand papers ' with complicated, burdensome requirements (i.e. contracting, financial, reporting), multi-level, slow decision-making and heavy bureaucracy that stifle working in partnership	<ul style="list-style-type: none">▪ Turning into 'the CARE of agile systems' with simplified, light and 'fit-for-emergencies and for partnering' policies and procedures that ensure due diligence of partners but are flexible to adapt to differing context, risk level and partnership models▪ Developing enabling processes for partnering including a partnership policy, minimum standards, and a systematic approach to mapping local actors, scoping partnership potential, assessing capacity and managing partnerships▪ Adapting HR policies to ensure they foster an enabling culture for partnering
Skills & Support Our highly skilled workforce focused on technical expertise, not partnering ability	<ul style="list-style-type: none">▪ Considering partnership as a core competency; bringing and developing skills for partnering & organizational strengthening▪ Producing harmonized and user-friendly partnership tools and guidelines▪ Providing external and internal support to staff to broker and manage partnerships
Leadership, Strategy, Voice Our strong commitments to partnership not backed by strategic and commensurate prioritization and investment	<ul style="list-style-type: none">▪ Strategic approach to partnership at all levels, including clearly defined intent and rationale aligned with our organization-wide vision and mission, and communicated across the organization▪ High-level commitment from the Executive and sufficient investment committed▪ Influencing donors and key stakeholders to support partnership approaches and advocate for change in donor policies that stifle effective partnerships▪ Building our own and our partners' capacity to measure the impact of humanitarian responses, and base our advocacy on the evidence obtained about the most effective and efficient humanitarian responses that meet the needs and rights of affected populations, in particular women and girls.
Resources Our funding model highly reliant on restricted funding stifling our capacity to invest in partners	<ul style="list-style-type: none">▪ Seeking to increase flexible resources to invest in capacity development and in the establishment & nurturing of partnerships pre-crisis▪ Critically looking at existing resources and using them more strategically to support partnerships.