

THE language of CHANGE



A SPECIAL REPORT OF STORIES
AND NEW STRATEGIES
FOR A CHANGING WORLD





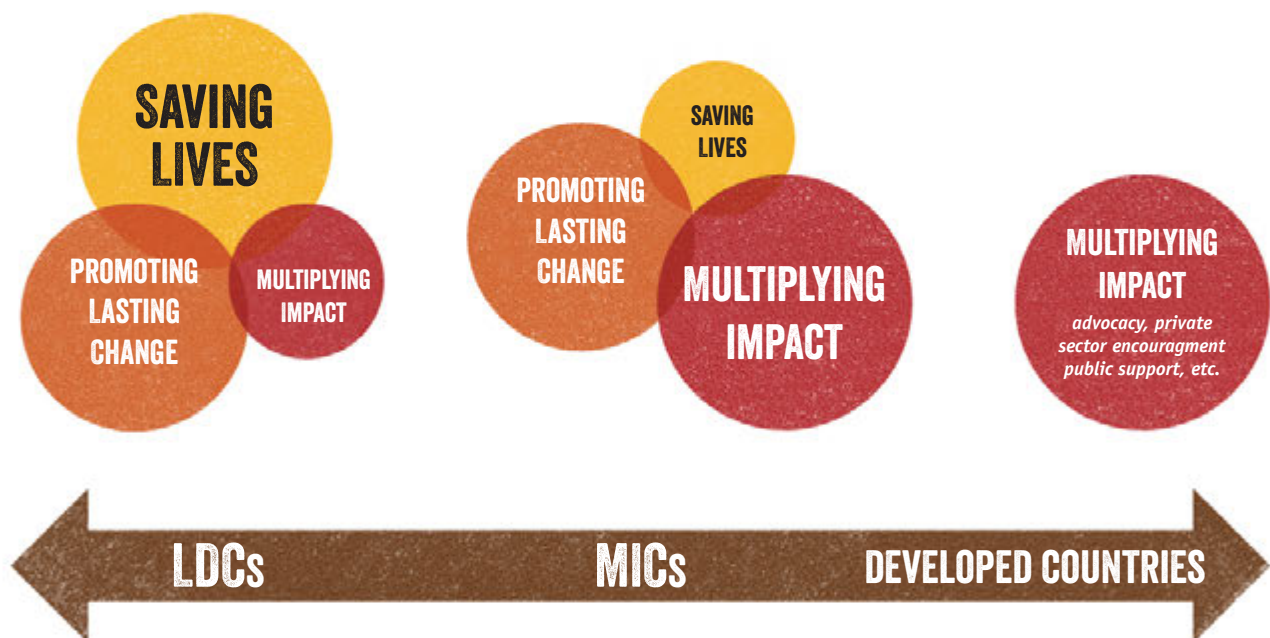
Introduction

A remarkable story has been unfolding quietly: global poverty is declining.¹ Indeed, the once remote concept of the end of poverty is now very much in sight in our lifetimes and is the first of the Sustainable Development Goals. Yet our world is still troubled, and in some measures, more than before. The impact and frequency of crises are increasing, in no small part due to climate change.^{2,3} Though poverty has been decreasing in relative terms, there are still close to a billion people living in extreme poverty around the world,⁴ each enduring a life of hardship and distress. The same vigorous population growth that creates the paradox of poverty increasing in absolute terms while decreasing in relative terms has placed unprecedented demands on our food systems, creating an existential crisis of how to feed a global population of 9 billion by 2050. Meanwhile, climate change threatens to reverse hard-won developmental gains and challenge the very hope that our collective future can be more peaceful and prosperous than the past.

This incredible paradox of a world being made better while besieged by increasingly devastating forces of destruction could inspire both hope and fear. It should inspire urgency and courage. At CARE, coming into being as we did in the wrenching aftermath of World War II, we are no strangers to a world at odds with itself. Over the decades, we have continued to evolve in response to the needs of the changing world. In 2014 we recognized that much more than a gradual evolution was needed if we were to keep pace with the roiling global trends of our time and make the most effective contributions we could in the fight against global poverty and social injustice.

We noted that while the wellspring of poverty—injustice in the distribution of resources and the recognition of rights—remained unchanged, its particulars were different. For example, the majority of the world’s poor—72%—are now in middle-income countries⁵ whose visibly modern living standards for large numbers of their populations belie the inequality that exists within them. We realized that while we must continue to save lives and advance innovative programming in lower-income countries, a new playbook was needed, particularly if we were to be effective in middle-income countries.

DIFFERENT ROLES FOR DIFFERENT COUNTRIES



The distribution is illustrative of roles in different types of countries; they will vary depending on the context and over time. For example in fragile middle income countries (MICs), saving lives may become a larger focus and in stable least developed countries (LDCs), promoting lasting change may be the primary role.

5 BOLD MOVES

1	2	3	4	5
Innovate to multiply our impact	Resource the future of the fight against poverty	Pioneer metrics of continual progress and accountability	Build a movement through the power of story and engagement	Transform our operating model into an open platform

Middle-income countries often have more developed and functional political systems and greater levels of public financing. At the same time, a significant number of these fall into the growing category of fragile states, vulnerable in their ability to govern effectively and to ensure political stability. Thinking ahead to the kind of mark we hope to leave on the world by the year 2020, CARE developed a Federation⁶-wide program strategy which took a more differentiated approach based on the varying needs and opportunities in low-income and fragile states, middle-income countries and developed countries. Key to this was the emergence of what we termed “multiplying impact,” a recognition that particularly in middle-income countries, our direct efforts to make a difference in the lives of many, including the 200 million people we have committed to impact by 2020, would be insufficient and unimaginative if we did not attempt to scale up proven solutions and influence the broader dynamics that determine the fate of entire societies.

Within CARE USA, we recognized that while our CARE International 2020 program strategy gave us new goals and challenged us to reinvent ourselves in order to reach them, the details of how exactly we were to reach within and without to orchestrate our own transformation were left to us. So we created a 5-fold plan of “Bold Moves” designed to propel us into our future with speed, vision and courage. In the pages that follow, we highlight progress made on the major elements of these Bold Moves and the manner in which they are taking us towards the goals of our 2020 strategy, the Sustainable Development Goals and a world being made inexorably better.

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Innovating for a BETTER WAY

A FAN TO BLOW AWAY PAIN

Mohammed loved his ailing grandmother more than anyone else in the world. At the Al Azraq Jordanian camp for Syrian refugees, her suffering and grief were commonplace, but for the 14-year-old boy they were singularly heartbreaking. When the family fled the civil war in Syria like so many others, Mohammed's grandfather was killed by a shell dropped by a drone. Unable to bury him, the family continued on their nightmarish journey, clinging to the hope of a renewed life. Now at the camp, the elderly woman mourned her dead husband while struggling with high blood pressure, the symptoms of which were exacerbated by the lack of electricity and the desert heat.

The 14-year-old boy decided to create a fan to bring a measure of comfort to his grandmother and ease her pain, so he headed toward the garbage disposal area of the camp and gathered some of the scrap materials he found there. He spent days planning and crafting his creation until the fan was completed and ready to use. Now, he only needed to find a source of power to operate it, since the camp had no electricity. Finally, he found a toy that had been tossed away that contained a battery. He tested the battery on the fan and, to his delight, it worked perfectly!

Buoyed by his success in lifting his grandmother's spirits, Mohammed set out to help the rest of his family. His father was suffering from severe back pain and had asked other family members to take over water collection duties. Using his smarts and inventiveness, Mohammed gathered scrap metal from around the camp and assembled it into a small trolley that enabled the family to transport larger quantities of water with much less physical exertion.

For the CARE employees weighed down by the stories of sadness and loss of the refugees they worked with at the Al Azraq camp, Mohammed's story was an infusion of hope, a glimpse of a flame of kindness undimmed.



AN
INFUSION
OF HOPE

BUILDING A MORE POWERFUL TOOLBOX

Like Mohammed, CARE's motivation for being innovative is immense. Working with communities on the frayed edges of societies that struggle to meet the most basic of human needs or maintain hope in a kinder future, we are compelled by the high stakes of our work to draw deep from the wells of creativity and courage. Over decades of development and humanitarian experience, through trial, error and inventiveness, we have developed a range of exciting models and approaches that have transformed millions of lives and continue to do so, whether through CARE's direct efforts or through partners and allies wielding these tools. CARE's Village Savings and Loans Associations, Community Scorecard, Social Analysis and Action and Gender Equity and Diversity Training are some globally-recognized ones and there are dozens of others, each crafted for a specific purpose. Taken collectively, these approaches form an extensive toolbox for tackling a range of social ills and their underlying problems.

But not everyone can access the tools. In 2016, worried by anecdotal evidence that our innovations were islands, flourishing in certain parts of our CARE world yet disconnected from or unknown by the rest, we launched the Scale X Design Accelerator + Challenge. The Accelerator arms the most successful innovation teams with specialized knowledge and skills relating to effective program design and scale up, along with mentorship, funds and connections to the right partners; the twin Challenge surfaces our most successful innovations and rewards them through a competitive process.

In response to CARE's call for applications, 73 teams sent in applications from around the CARE world that collectively formed a wonderfully varied canvass of topics such as internal consulting businesses, local incubator/accelerator-type programs, social enterprises, public-private partnerships, information communication technology, microfranchising, labor and social and gender norms. Out of this crop, judges selected 15 finalists representing 30 countries.

Finalists participated in the Accelerator program from April – December 2016 through four core labs and several elective labs. The teams pitched their honed innovations to eclectic internal and external audiences from the social innovation space and beyond in Atlanta (December 2016) and, finally, in New York (January 2017). Three winning teams took home grants of \$150,000 and have since received fundraising and mentoring assistance.

Now launching its second cohort, Scale X Design will give a new generation of development and social enterprise innovators a chance to introduce and hone their socio-economic solutions and boost their potential for widespread adoption. The second cohort also includes teams from peer organizations Habitat for Humanity International, World Wildlife Fund and Population Services International as part of a test of taking the Accelerator beyond CARE.

We will continue to expand our toolbox, crafting power tools such as those that have come through our Accelerator—tools built not just for localized problem solving but for replication and rooting of solutions across large populations and entire countries.



Mobile Application to Secure Tenure (MAST) is an app that helps people map and claim the title to their land faster, cheaper and more reliably than ever before in Tanzania.



Krishi Utsho is a network of small shops in rural Bangladesh providing better agricultural supplies at better prices so farmers, particularly women, can grow more food.



CHAT! uses technology to promote health education among women factory workers in urban Cambodia.

“ Learning about rapid prototyping was very helpful in looking for low-cost measures that can help us assess the usefulness of new program elements or adaptation of existing ones. I used rapid prototyping in assessing the usefulness of new workshops with users. ”

—SCALE X DESIGN ACCELERATOR PARTICIPANT

“Wanderer, your footsteps are the road, and nothing more; wanderer, there is no road, the road is made by walking. By walking one makes the road, and upon glancing behind one sees the path that never will be trod again. Wanderer, there is no road — Only wakes upon the sea.”
—ANTONIO MACHADO

INNOVATION ON THE GO

It is all too tempting to pull a tool, or several, out of our toolbox, in response to the social ills we find, the proverbial hammer for every nail. And this may work well for a lot of our work. However, unlike more mechanistic cause-and-effect problems such as building a fan, vaccinating a child or digging a well, some social problems—those that represent a breakdown in relationships, institutions, spaces for collaboration, power sharing, etc.—are slippery, many-tentacled creatures. Even though many of our tools and approaches address just this type of complicated problem, context, timing and process can make or break the success of a tool. In our increasingly complex societies, multifaceted, entrenched problems are vanquished not only by individual sparks of genius and proven approaches, but by collective and continuous brainstorming, relationship-building and by repeated cycles of learning and adaptation—the creation of a new path, brick by individual brick laid by many hands.

The best innovation, then, becomes the process, the bringing together of those who hold different pieces to the puzzle, within a space that is open and welcoming of dialogue and concerted collective action. In practice this sometimes manifests as more listening than speaking. For example, the highly successful Canadian government-funded PROSADE project in Honduras started not with an answer but with a question. Rather than coming in with a pre-set package of interventions, PROSADE decided to put communities in the center of their integrated food security project and started by asking the communities, “What options work best here?” This led to partnerships with research institutions to test a range of choices (such as different bean varieties, possible water technologies, and different agricultural practices) and decide jointly on what makes the most sense for communities.

**How starting with a question created
\$14.58 return for every dollar invested in Honduras**

RETURN ON INVESTMENT



\$1 : \$2.06



\$1 : \$14.58



For every dollar invested in corn, the return is \$2.06 with a 30% increase in yields.



For every dollar invested in beans, the farmer gets \$14.58 back in returns! The increase in yields is even more, increasing by 255%!



The ambitious project came with a broad range of sectors—health, agriculture, economics, climate change, water and gender—and worked closely with communities to decide what to apply in each area.

In addition to keeping communities in the driver's seat as key stakeholders and partnering with research institutions, CARE also partnered with private sector actors to leverage funds and to develop rainwater harvesting kits that are now being sold throughout Central America.

The spirit of collaborative decision-making made turn-by-turn based on realities revealed one glimpse at a time, continued throughout the project and led to a range of unanticipated creations, from federated VSLAs to agricultural research committees to Sector Discussion Forums that brought communities and governments together. Throughout, PROSADE focused on creating places where citizens (especially women) could interact with people of power. Local participants and observers are telling us that they are replicating these models with other communities and social change agents because they work so well and are sustainable.

“Ultimately, the most difficult and important problems cannot be understood, let alone solved, without involving the nonprofit, public, and private sectors.”
—STANFORD GRADUATE SCHOOL OF BUSINESS

WHAT DID PROSADE ACCOMPLISH?



INCREASED YIELDS

Using conservation agriculture and improved varieties, yields on beans went up by 255 percent, and on corn by 30 percent.



BETTER RETURN ON INVESTMENT

The research partnership with the International Center for Tropical Agriculture proved for every dollar a farmer invests in beans, she'll get \$14.58 back, and for every dollar in corn, the return is \$2.06.



ACCESS TO CLEAN WATER

In 2015 alone, the project harvested 2.5 million liters of rainwater, and provided clean water for more than 10,000 people.



BETTER NUTRITION

Chronic malnutrition in the area dropped by 7.9 percent through a combination of more diverse diets and better access to health care.



IMPROVED COMMUNITY ACCESS TO CREDIT

Through a combination of Village Savings and Loans Associations, partnerships with private financial service providers and match funding, communities have been able to access nearly \$2 million.



IMPROVED BUSINESSES

Using training and finance from the project, communities were able to create 43 cereal banks, 25 agriculture supply shops, four consumer stores and one stove construction business—mostly owned by women. The stove business has been able to provide 657 women with clean, energy-efficient stoves and a 30 percent profit margin for the women who own it.



WOMEN'S EQUALITY

By working with communities and governments, the program was able to get nine municipalities to pass gender equity policies and set aside 5 percent of their budgets for women's projects.

FINAL THOUGHTS

The most difficult problems are themselves innovative in their persistence. Like bad weeds that poke out of new spots or spring right back up after being whacked down, the ills of our besieged societies can seem deeply entrenched. Our answer is this: to have a formidable toolbox that we will continue to adapt and expand; to have listening ears, imagination, humility, courage and a round table that can be placed anywhere people have collective will, and around which the most powerful, least recognized and most resourceful alike can come together and make something better happen.





Multiplying IMPACT

THE BOY WHO LIVED

He was not supposed to live. He was supposed to taste life for only a few fleeting days and then find his number within the 12.8% infant mortality rate in Mali, just as his mother had joined the ranks of the one in 28 Malian women who die in childbirth.⁷ But Shaka Tangara not only lived, he thrived, so much so that his story is recounted in his village of Dona in Mali with the reverent tones reserved for describing the miraculous. With such high rates of maternal mortality, Shaka's mother's death in childbirth was tragically common. And as far as the village was concerned, with no mother to nurse or care for him, people assumed that Shaka wasn't going to make it. Yet there is five-year-old Shaka walking around, healthy, happy and big.

Shaka owes his life to Salimata, one of the women leaders of the community, who refused to give up on him. The village had just worked with CARE and AMAPROS—a local partner—to plant moringa trees as part of a conservation agriculture project. Salimata had heard a lot about moringa trees: their leaves are very nutritious, the seeds can help people with blood sugar problems, the flowers are good for your eyes, and the trees help protect fields and prevent drought. Surely, it was worth a try.

So Salimata made porridge with moringa leaves to feed Shaka. She knew that exclusive breastfeeding was best for babies, but without Shaka's mother, that wasn't a choice. So she used what she had learned about nutrition and complementary feeding—a practice many women were starting to adopt with the project. She gave him tomato sauce and porridge and moringa and Shaka lived.

For the village, this was all the proof they needed that the nutrition lessons they were getting were worth the effort. They didn't really believe it before, since traditionally that is not how you feed babies in Mali. Now, lots of women will tell you that the babies they used exclusive breastfeeding and complementary feeding with are bigger, smarter and healthier than the ones who didn't get it.

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AN ILL-FED WORLD

Thanks to a broken food system that causes both undernutrition and obesity, the International Food Policy Research Institute reports that, “malnutrition is on the rise in every country in the world and is a leading global driver of disease (2016).” Utterly preventable, malnutrition is nonetheless a grim reaper, accounting for nearly half of the deaths of children under 5, which translates into a loss of approximately 3 million young lives a year.⁸ Many of those that evade death can hardly be called lucky. In 2015, the number of stunted children worldwide stood at 156 million.⁹ This is a welcome decline from 255 million in 1990, however, alarmingly, malnutrition rates in West and Central Africa are on the rise.

In fiscal year 2016, CARE’s programs contributed to a 10 percent reduction in stunting in Bangladesh, Cote d’Ivoire, Guatemala, Mali, Malawi, Mozambique and Peru. This enabled over 325,000 children under the age of 5 to escape from stunting.¹⁰ Though each one of these achievements deserves to be celebrated, we aspire to do more, given the enormity of the global need. In places like Mali, part of the answer may be to create everyday miracles like Shaka through community-level interventions, thus demonstrating effective practices that can eventually be scaled up by government and private sector actors and communities themselves. In other places where proven practices already exist and the government has more means, the most effective way may be to use the financial and administrative heft of government in ways that can substantially move the needle—and to start that work right from the outset.



MULTIPLYING IMPACT

In Peru we achieved one of our greatest successes in effecting change through an actor incomparably larger and more powerful than we—the government. In the last five years of the previous millennium, Peru, a country of snow-tipped mountains, sprawling jungles and craggy coasts, had one of the fastest growing economies of Latin America.¹¹ Burgeoning national prosperity did little to budge child malnutrition rates, however, primarily because malnutrition remained stubbornly persistent in rural areas. In 1995, rural malnutrition was a staggering 40.4 percent, a rate that remained virtually unchanged for the next 10 years.

Then CARE instigated a dramatic turn of events. Knowing that waging war against childhood malnutrition would require many allies, CARE convened and led a group of stakeholders, collectively known as the Initiative against Chronic Infant Malnutrition, which included international and national NGOs and several UN agencies, to bring together the best of our evidence on what works to reduce childhood malnutrition and why it matters. This evidence base included CARE’s own work which had reduced malnutrition by about 10 per cent for 4,000 children. Collectively the group used this evidence as a potent weapon to pressure the government for national-level policy change. In a politically savvy move, CARE Peru and its partners led a national media campaign to make malnutrition a make-or-break issue in presidential elections. It worked. In 2006, 60 percent of candidates committed to reducing malnutrition. In 2011 the number was 90 percent of candidates.



MALNUTRITION RATES
in West and Central Africa are
ON THE RISE



The coalition also helped government enact new programs for malnutrition: high-level political coordination across ministries and sectors paired with intense efforts at the local levels to make sure that local actors could implement the most effective interventions. The results were remarkable. Between 2007 and 2014, stunting in Peru fell from 28 percent to 14 percent, a 50 percent reduction in seven years, with most of the impact happening in the rural areas where malnutrition was highest. This had the effect of increasing CARE's initial impact on 4,000 children to 600,000 using the same successful models, thus multiplying our impact 150 times. And the political momentum continues unabated. In recent elections 80 percent of the candidates made commitments to reducing anemia with a particular focus on the poorest communities.

Undoubtedly, CARE and partners' work in Peru changed the lives of hundreds of thousands of children with effects that will endure for a lifetime. But what if CARE's sights were set even higher? What if we were to make a sizeable contribution to vanquishing global malnutrition? The number of stunted children worldwide—approximately 156 million—stands at 260 times the 600,000 for whom stunting was reduced in Peru. Looking beyond national governments and boundaries, CARE has found other ways to achieve impact of magnitude.

MAXIMIZING IMPACT

One of the ways CARE has sought to make a mark on malnutrition worldwide is to assume a global leadership role in nutrition and food security. For example, CARE Peru now chairs the global Civil Society Network for Scaling Up Nutrition—a coalition led by 59 countries working to end malnutrition—and is bringing its advocacy methods and evidence to global nutrition summits, including the Rio Summit in 2016.

Development assistance from the U.S. and other donor countries provides another avenue for CARE to touch those far beyond its reach. Since 2006, CARE has been a vocal advocate for more effective and generous food-related assistance, at one point taking a principled stance against monetization of food delivered as aid—a stance which was to later influence the U.S. government's food assistance policy. Over the years, CARE has been a leading advocate for both the U.S. government's Feed the Future initiative, a vehicle for food aid overseas, and the Global Food Security Act (GFSA), which passed in Congress with unanimous support in 2016. The GFSA expands on and continues Feed the Future and solidifies a U.S. commitment to empowering women farmers and smallholder producers and promoting natural resource management. CARE advocated for the passage of the bill for nearly 10 years, working with our partners in Congress to draft the language and ensure women and smallholders were at the forefront of this bill. We also partnered with other NGOs and our champions in Congress and mobilized our grassroots network to advocate for the bill's passage until the last minute before the vote.

Global targets do not yet exist for this relatively freshly-minted bill as they must be built upwards from country-level targets and baselines, which have yet to be defined. However it builds upon the solid record of Feed the Future and is expected to reach over 45 million small-scale farmers in the next five years through improved U.S. government programming. This will potentially make 150 million people more food secure, which will inevitably lead to widespread improvements in nutrition for children.¹²

IMPACT GROWTH STRATEGIES

Child nutrition is not the only area in which we are seeking to multiply impact. From 2011 right up to this year, we have been undertaking a series of systematic Country Presence Reviews in every country in which we work, to evaluate whether it was strategic for CARE to remain in a given country, and if so, what shape our involvement should take. The process proved eye-opening in ways we hadn't anticipated. For example, we noticed the prevalence of issues—such as underpaid domestic work, early marriage, migration and food insecurity—that transcended national boundaries, engulfing entire regions and sub-regions in a consistent pattern of injustice. Out of this realization, we birthed Impact Growth Strategies (IGSs)—sub-regional or regional multiplying impact initiatives that tackle these injustices at scale by working with influential allies that enact and advocate for positive equitable change. For several of our IGSs, this involves working not only to expand our successful programming on the ground, but to influence both national and regional institutions and corporations and connect grassroots movements within and across countries.

FOR GOOD.

*In order to end poverty for good, we need you to become agents of change along with us.
With your involvement in some of our most exciting initiatives, we can change millions of lives.*



Her Harvest, Our Future

Is it extreme poverty, climate change, environmental degradation, or gender and power inequalities that leave 54.5 percent of households (129 million people) food insecure in Southern Africa? The answer is essentially all of the above and is complicated and interrelated. For this reason, we have taken a comprehensive approach to improving food security in the region. By investing in and scaling up small-scale farming systems that are Sustainable, Productive, Equitable and Resilient (SuPER) while also empowering women and girls, we are building on proven approaches that address these diverse and interrelated causes of food insecurity. These proven program models include community-based adaptation, sustainable agricultural practices, building the individual and collective agency of women and girls, balancing power relations so they are more equal, strengthening partnerships and giving space for governance that is fair and inclusive of women stakeholders. We will scale up our current efforts through the Her Harvest, Our Future program and contribute to improved food and nutrition security and climate change resilience for 10 million people in six countries (Madagascar, Malawi, Mozambique, Tanzania, Zambia and Zimbabwe) in Southern Africa by 2020.

A Future She Deserves

In the Middle East and North Africa (MENA) region, one in five girls is married before turning 18. This is only exacerbated by the Syrian refugee crisis and ethnic minority displacement caused by conflict in the Caucasus. In crisis-areas, early marriage is the most common form of gender-based violence (GBV) faced by adolescent girls. CARE is determined to help enable women and girls to lead healthier, more empowered lives. By 2020 we aim to help 1 million girls and young women and their families in the MENA region and the Caucasus, including approximately 700,000 at risk of child marriage and 300,000 already married. CARE has been in the region over the years, building partnerships and understanding, making us uniquely positioned in Syria, Yemen, and surrounding areas to address this injustice. Through A Future She Deserves, CARE will scale-up our efforts to stop GBV while improving women's economic empowerment programs, improve access to education for Syrian refugee girls, support peer education and community outreach and add more resources behind our research and advocacy goals in the region. Together, we can help vulnerable girls and young women achieve their future goals.





Women on the Move

In 1991, CARE created the first Village Savings and Loans Associations (VSLA) in rural Niger, an economic empowerment approach now called “Women on the Move” in Niger that remains remarkably effective in fighting poverty and equipping members, mostly women, with the tools they need to thrive. The VSLA approach involves the voluntary formation of groups with participants who make small regular savings contributions into a loan fund (saved in lock-boxes), from which members can borrow to invest in small enterprises and pay for basic family necessities. Participants pay the loans back with interest, which helps the group’s funds grow. This approach not only gives financing options to women who do not have access to the traditional banking system, it also creates communities of women who are able to learn management skills, start conversations about social issues, and gain confidence. By 2020, CARE’s Women on the Move program will aim to empower 15 million women and girls through the expansion of the VSLA approach in West Africa (Benin, Cameroon, Chad, Côte d’Ivoire, Ghana, Mali, Niger, Sierra Leone and Togo). Women’s economic empowerment is critical to reducing poverty and fostering equality between men and women, and with Women on the Move, CARE can increase equity and empowerment for unbanked women and girls throughout the world.

Made by Women

Many women throughout Asia are a part of the oldest and largest export trade in the region: the garment industry. More than 12.5 million of them stitch fabric in factories or from their homes. They are the countries’, and often their families’, backbone. However, these women who produce 50 shirts a day or 120 pants an hour, are harassed, work long hours, receive minimal pay and lack basic employee benefits or skills training to help them advance in the workplace — or in life. CARE is focused on ensuring Dignified Work for 8 million female garment workers in Asia by 2021. Through the Made by Women initiative, we will expand small-scale projects that equip and empower garment workers to improve their own working conditions and that hold the industry more accountable for workers rights. Made by Women will empower women to raise their collective voice and advocate with factory owners and management — almost always men — for more gender equality, career advancement and greater access to employee benefits like maternity leave and accurate overtime compensation. CARE also will step up our own advocacy with governments, businesses and community leaders. CARE understands that by empowering women, advocating for justice, and improving work conditions, women and girls in the region will thrive and the economic benefits will continue to break down the barriers of poverty.





Dignified Work

One of every four women earning a wage in Latin America – nearly 20 million – works in someone else's home. The work, which can mean being responsible for families' most valuable assets – their children – lacks protection for these domestic workers. They endure sexual and verbal harassment, lack benefits such as paid sick or vacation days and health insurance, etc., and work 12-14 hours a day for minimal sums. For many girls this work turns into a lifetime occupation, because they are forced to drop out of school and/or move to the larger cities in search of work. CARE has been in the region for decades and has had success organizing domestic worker groups, changing lives and creating conditions for this type of undercompensated labor to become Dignified Work. Our work includes successfully advocating for governments to ratify laws to protect workers. Throughout Latin America (Brazil, Colombia, Ecuador, Guatemala, Honduras, and Mexico) CARE will expand the Dignified Work initiative to ensure that 10 million women are aware of their right to safe, dignified household work by 2021. CARE will help bring domestic workers out of the shadows, establish and grow more associations of women domestic workers, empower existing groups and train them on human/labor rights and leadership skills. They will gain tools to defend their rights and to stop violence, equipping them to influence employer practices and connecting them with protection and justice systems.

FINAL THOUGHTS

Multiplying impact initiatives go beyond the traditional project model and its linear view of how social change happens. These initiatives can move expansively across national boundaries, in some cases convening many projects and campaigns and missions under one umbrella. When we multiply impact we cede control and move beyond our comfort zone of working shoulder to shoulder with communities to partner with the regulators of systems change. Indeed, multiplying impact is about changing systems—the invisible matrices that engender and direct human activity. Socio-economic and political systems, like the ecosystems of the natural world, can perpetuate justice and prosperity when they are healthy, or they can lead to inequality, war, poverty and other social ills when unhealthy, reinforcing negative feedback loops and eventually leading to crisis.

Multiplying impact work aims to change vicious cycles within systems to virtuous cycles, challenge institutions of power and the rules and norms that govern society in negatively self-perpetuating ways; mediate the very relationships between actors, such as between citizens and their government, so that they become mutually beneficial relationships governed by equity, transparency, accountability and the rule of law. The payoff can be tremendous, however, the expansiveness of reach and influence of our multiplying impact work does come with a price—a sometimes marathon-length trajectory towards big wins, unpredictability and “soft skills” requirements for creating systems change that sometimes present us with a steep learning curve.

Ultimately, multiplying impact work is not for social change novices. When we undertake it, we step into our maturity as a global organization that has been saving and improving lives for decades. But in some ways the transformation is just beginning. Being a catalyst for change of depth and magnitude exacts bone-deep changes within. For example, our people and culture must have the skills to design for scale and systems change, to cultivate socio-political reformation by working with the tidal forces that govern human systems and to be opportunistic in the face of constant change rather than being buffeted by it.

CHANGING SYSTEMS

Achieving widespread change –what we term “multiplying impact”—often involves changing systems—the self-organizing and invisible matrices that govern human behavior in the same way as an ecosystem directs life in the natural world. It is important to know what people, resources, rules and norms and institutions are in a system, how they relate to one another and what are the dynamics that determine the health of the system. Understanding how things work as a “whole,” rather than as a “sum of parts” helps us design solutions that can last indefinitely, because they change the very workings of societies. We help change systems in various ways, including through:

POLICIES AND SOCIAL NORMS

Around the world, an estimated 225 million women want the option to plan their families but lack family planning resources. In Kenya, key issues surrounding gender equity and women's empowerment, including the ability to negotiate sexual activity, and household decision-making agency, are key elements to contraceptive use. CARE understood that the 1 in 4 women who lack access to family planning needed a comprehensive approach that would address access but would also work to confront social norms. CARE's comprehensive approach was to inspire communities to establish dialogues among men and women to discuss family planning and household gender-equality. 150 facilitators were trained on various topics surrounding power dynamics and gender equity and family planning. The dialogues were promoted by community leaders, and attended by community members who were satisfied by family-planning processes, who acted as role models to the entire community. During the 3-year period, CARE provided support and training to facilitators, and over 750 dialogues occurred. These dialogues led to normalized discussions surrounding gender norms, equity, and family planning. At the conclusion of the project, CARE supported efforts to provide more contraceptive resources to women and men, but more importantly, helped to adjust social norms to create open dialogue, more understanding among couples, and an acceptability and approval for family planning. CARE Kenya saw a drastic increase in contraceptive-use, and more shared power and open decision-making in households. By shifting social norms towards equity and acceptance, a greater, more stable community existed that would help all families thrive.

BREAKING VICIOUS CYCLES

Communities and societies can operate in ways that perpetuate dysfunction when trust and respect are absent. Such a vicious cycle was occurring in rural communities in Peru: women and children were receiving perpetually poor healthcare, which reinforced their chronically-low expectations of healthcare providers. This in turn gave professionals little incentive to improve their work and further deteriorated the trust between patients and providers. CARE Peru was determined to break this cycle. They joined forces with other organizations to create a citizen monitoring system that co-opted locally-recognized women leaders to be the “eyes and ears” for those in the healthcare system, specifically the women and children being seen by healthcare professionals, and eventually the healthcare professionals themselves. Service expectations and the quality of service improved once these community leaders were able to listen and talk to patients in their local language and then present information and possible solutions (in Spanish) during open-forums to other local leaders and healthcare professionals.

PRODUCTIVE TIES

Improving the connections between key constituents in a system such as between civil society and government or between government and the private sector, can radically re-orient a system towards widespread positive impact, as happened with water, sanitation and hygiene (WASH) programming in rural Peru. By connecting local contractors to universities for enriched trainings, allowing community leaders to be responsible for the day-to-day supervision of contracted workers and giving technical assistance in the economic and practical functions of the program, CARE created a new way of working that led to sustainability and replicable results.

PRO-POOR INSTITUTIONS AND ORGANIZATIONS

Well-functioning, transparent and just governments are vital to addressing poverty and injustice. Multi-national corporations with their broad reach can also have considerable positive influences in societies when their values and practices are oriented not only to profit but to social good. For these reasons, CARE advocates for institutional and corporate policies that are pro-poor and that will champion the needs of the most vulnerable. “Women are responsible for 60% of the labor for coffee production, but receive less than 33% of the profit, which gives them little incentive to work more,” is the case that CARE Papua New Guinea raised to coffee production companies. By speaking the language of the corporation, CARE was able to open doors to create trainings and dialogue about gender equity in the workforce. CARE's work in the Coffee Industry Support Project has changed the way coffee companies think about women as stakeholders in the decision-making process, created space for women's participation to increase 1000 percent and even more importantly, has improved dynamics in households.



Measuring CHANGE

NO REGRETS FOR BEING A GIRL

As the only girl out of nine children, Clothilde Mpaweniman should have been cherished, but instead she was persecuted. At a young age, the girl from Ngozi Province, Burundi, wanted to make something of herself but her mother had other plans for her—a lifetime role of subservience, because she was a girl. When Clothilde was in the sixth grade, her mother determined that she had had enough schooling and should stay home to do housework. Clothilde refused. With a vengefulness reminiscent of folkloric evil stepmothers, her mother tried various strategies to stop her. She forced her to get up at 5:00 am and work the fields till 6:30 am before getting ready for school. She made her serve her brothers at every meal yet denied Clothilde food. Though her neighbors and one of her brothers fed her in secret, her young life began to spiral downward.

Clothilde had always been first in her class but because of the trauma at home, she failed the national exam and had to repeat the grade. A friendly neighbor sent her food every night in secret but the charity eventually came with a price. The neighbor had a boyfriend and when asked, Clothilde agreed to date the boyfriend's friend. After a few months, she found herself pregnant and was forced to leave school while in the eighth grade.

The pregnancy seemed to be a victory for Clothilde's mother whose cruelty rose to new heights. She tried to persuade one of Clothilde's brothers to poke her belly with a stick while she slept in the hopes of making her lose the baby. One night, her mother quietly opened the door to her room so that a belligerent cow the family owned would hurt her as she slept. Thankfully the scheme failed. When her father heard of this incident, he sold the cow so that it could not happen again but her mother retaliated by making her sleep where the cow had slept before.

Clothilde finally fled to a neighbor's house at last and gave birth with only a young neighborhood girl to accompany her. She had a boy and named him Hughes. Life as a single mother continued to be difficult. But one day she heard that CARE had created a project specifically to work with the girls in her village, called Promoting Opportunities for Women's Economic Empowerment in Rural Africa (POWER Africa). She was so interested in the project she helped recruit girls to join and was soon elected by all the savings groups as a supervising agent. Clothilde's group started saving 100 Burundian francs (about six cents) a week, but after the first year, they increased the stake to 250 BFI (15 cents).

She was eager to take her first loan from the collective fund because she had a plan for her first business—selling doughnuts and tea. Her father agreed to let her use a small house he owned in a commercial center as a site. She asked for a loan of 10,000 BIF (less than \$6) from the savings group to start the business. At the end of every month, she repaid the interest and continued to build capital. After three months of activity, she asked for another loan of 50,000 BIF (\$30) to expand the business.

Once she had made 250,000 BIF (\$148), she opened her own shop and trained a boy who would take care of the shop while she continued making the doughnuts. In addition to her shop she bought two pigs for 50,000 BIF (\$30) and gave them to her neighbor to raise, with an agreement to share profits after their sale.

Now 24, Clothilde plans to be a millionaire within two years (1 million BIF is about \$595), a goal that is not within the reach of many people in her village. She has enough money to support herself and Hughes, who is now four, and has taken in an orphan girl that dropped out of school at third grade. Clothilde has enrolled her in classes so that she does not face the hardships Clothilde did. When she was younger, Clothilde used to bitterly lament to God that he had made her a girl. But she does not feel that way anymore.

Clothilde's Rise in NUMBERS

250,000

Clothilde makes 250,000 BIF (\$148)

>Opens shop

>Invests 50,000 BIF (\$30) in livestock

50,000

Clothilde takes another loan of 50,000 BIF (\$30) to expand the business

10,000

Clothilde takes her 1st loan of 10,000 BIF for her business (less than \$6)

250

Group increases savings to 250 BIF (15 cents) after a year

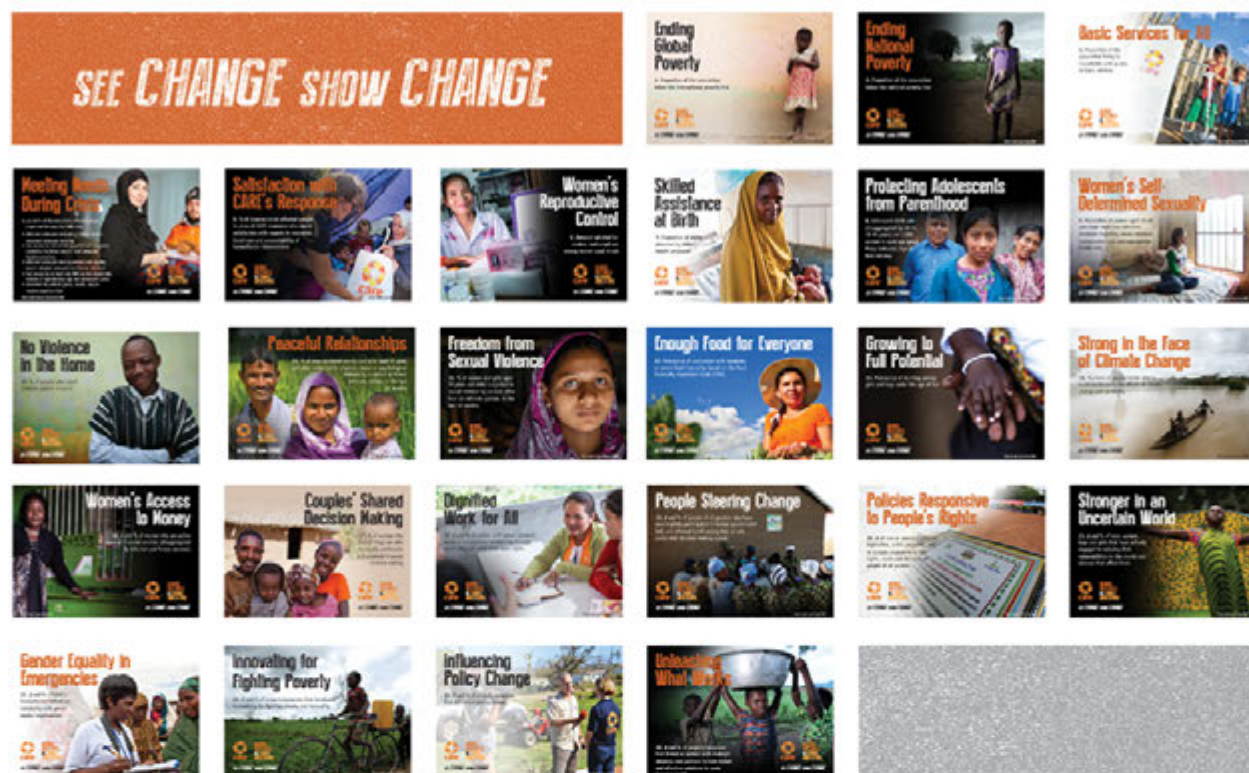
100

Clothilde's group starts saving 100 BIF (6 cents)

MEASURING CHANGE IN WORDS AND NUMBERS

Numbers charted Clothilde's meteoric rise from poverty to plenty. From her starter loan of 10,000 BIF (less than \$6) to the 250,000 BIF (\$148) that catapulted her towards shop and livestock ownership, at each step of the way, Clothilde made calculated decisions on what to borrow and how to invest it. Numbers mattered to Clothilde and they must matter to us because the incredibly high stakes of what we do demand some level of assurance of the net difference we are making. For sure, numbers without context, without narrative, without the qualitative language of change, are like words that form no sentences. They don't tell us how or why change happened. They don't fluently describe how it is experienced, whether in terms of hope that life will be better, resilience in the face of habitual crisis, or the ability to forge more trusting relationships. But they are elemental in our efforts to measure change with consistency, reliability and precision.

CARE'S GLOBAL OUTCOMES AND CHANGE INDICATORS



In keeping with our global impact goals, CARE embarked on big changes in the way we measure impact. We zeroed in on what truly matters, which is not the number of people participating directly or indirectly in our projects, programs and initiatives, but rather the type and depth of change these people are experiencing. In short, we became impact-, rather than reach-focused. Starting in July 2016, we rolled out a new set of 25 global change indicators and additional similarly-sized supplementary indicator sets to impose coherence on what was once a wild west of 1,000+ indicators being used across our far-flung portfolio.

Impact-thinking is now changing the way we work. Though as with other elements of our strategy, much of the change appears in the form of the unglamorous but necessary scaffolding of new systems, structures and internal processes, a strong foundation is in place. For example, a sample survey of the rate of adoption of global indicators

across our portfolio revealed that by February 2017, one third of respondents had incorporated an indicator into projects or proposals, an increase of 438 per cent from the baseline in August.¹³

A sense of the global has emerged, tethering small projects and large multi-country programs and initiatives together in a common goal defined by shared metrics. Thanks to these globally adopted indicators, for the first time in its history, CARE has global impact data for fiscal year 2016 that is bound to the goals of our 2020 program strategy and that marks the first visible global contribution towards those goals. Though it is an incomplete picture based on incidental collection of data for our global indicators that preceded the actual launch of the indicators in July 2016, it has proved enough to help us determine whether we are on track to meeting our impact goals.

Our impact goals are to have changed the lives of 200 million people by 2020: 100 million people in the area of sexual, reproductive and maternal health and a life free from violence; 50 million in food and nutrition security and resilience to climate change; 30 million in women's economic empowerment and 20 million in humanitarian response. Preliminary results indicate that CARE will reach or exceed its impact goals on humanitarian response, sexual, reproductive and maternal health, food and nutrition security and resilience to climate change. However, an additional effort and focus will be required to meet our aspirations on women's economic empowerment and the right to a life free from violence.

While we rally resources and commitment behind measuring progress towards our impact goals, we are also becoming increasingly aware of the other types

of change it is critical to measure. The nature of our multiplying impact work requires radar for the systems changes that ultimately create the deepest impacts amongst the largest numbers of people. A number of metrics are needed to help us learn whether we are helping to make governments and corporations more responsive to the rights of the poor, whether influencing and coalition-building efforts are bringing about favorable new dispensations by governments and expanding civil society's influence and whether the systems that undergird our societies are becoming more just and fair. To that end, our global philosophy on impact measurement is that we must measure the WHO and WHAT as well as the WHY and HOW of change and use approaches and metrics—both tried and true and experimental—that help us understand these complex change progressions and the factors that underpin them.



CARE'S GLOBAL IMPACT FOOTPRINT

Each year, CARE reaches many millions of people through its programs and initiatives – over 80 million people directly and over 256 million people indirectly to be exact, between July 2015 and June 2016. But how many of these people's lives are we truly changing? In short, what is our global impact footprint? In answer to that question, this year we compiled, for the first time, impact data from the many evaluations that are carried out yearly at CARE (an average of about 120).¹⁴ We specifically inquired about impacts based on our 25 priority indicators for measuring progress against our 2020 goals in the areas of food and nutrition security and climate change resilience, humanitarian assistance, women's economic empowerment, sexual, reproductive and maternal health and a life free from violence. Even though the data are incomplete and so do not represent the full impact picture, the emerging results of the analysis are encouraging and reflect solid progress towards our 2020 goals. We expect more complete data in subsequent years, which should also enable us to retroactively address data gaps.



WOMEN'S ECONOMIC EMPOWERMENT

Quantitative impact evidence about women's economic empowerment

Overall, CARE and partners contributed to increased access to and control of economic resources for over 2.4 million women and girls in 41 countries.

CARE enabled access to informal financial services for 2.4 million women in 37 countries through VSLAs. In Sub-Saharan Africa, CARE is the most important provider of these services, offering access to financial services to some of the most excluded groups of women.

Over 235,000 women increased their ability to participate equally in household financial decisions, an increase of 22 percentage points, in Afghanistan, Bangladesh, Ethiopia, Georgia, Ghana, Guatemala, Honduras, India, Indonesia, Madagascar, Malawi, Niger, Rwanda, Tanzania, Vietnam and Zimbabwe.





FOOD AND NUTRITION SECURITY (FNS) AND CLIMATE CHANGE RESILIENCE

Quantitative impact evidence about FNS and climate change resilience

Overall, CARE and partners contributed to improving food and nutrition security or climate change resilience for nearly 3.9 million people in 18 countries.

In Bangladesh, Cote d'Ivoire, Guatemala, Mali, Malawi, Mozambique and Peru, our programs contributed to a 10 percentage point reduction in stunting, enabling over 325,000 children under the age of 5 to escape from stunting.

Over 800,000 people increased their capacity to build resilience to climate change, in Bangladesh, Ecuador, Ethiopia, Ghana, Honduras, India, Madagascar, Malawi, Mozambique, Nepal, Niger, Tanzania and Zimbabwe.

HUMANITARIAN RESPONSE

Quantitative evidence about the impact of CARE's response to humanitarian emergencies worldwide



In FY16, CARE significantly increased its humanitarian response and reached a total of 11 million people directly with quality humanitarian assistance in 58 countries.



4.9 MILLION people in 41 countries received water, sanitation and hygiene (WASH) humanitarian assistance.



4.1 MILLION people in 38 countries obtained support in response to their food and nutrition needs.



1.4 MILLION people in 37 countries received support for their livelihood recovery.



CARE addressed gender based violence and reached more than 632,000 people in 30 countries.

81 projects in 30 countries contributed to over 5 million people affected by disasters and crises in 30 countries obtain adequate shelter, food, nutrition, water & sanitation or livelihood support.

90 percent of respondents report satisfaction with the relevance, timeliness, and accountability of 26 projects in Afghanistan, Bangladesh, Cambodia, Chad, Egypt, Fiji, India, Jordan, Malawi, Mali, Niger, Timor-Leste, Turkey and Vietnam



THE RIGHT TO SEXUAL, REPRODUCTIVE AND MATERNAL HEALTH AND TO A LIFE FREE FROM VIOLENCE

Quantitative impact evidence about contraceptive use and rejection of intimate partner violence

CARE and partners contributed to nearly 8 million women and girls in 15 countries exercising their rights to sexual, reproductive and maternal health.



Nine projects in Afghanistan, Chad, Cambodia, DRC, Ethiopia, India, Laos, Mali and Pakistan contributed to meeting the demand for modern contraceptives for 7.9 million women of reproductive age. The percentage of women of reproductive age whose needs for modern contraceptives were met increased by 3.6 percentage points in regions of these countries in which CARE worked.



Rejection of intimate partner violence increased from 64 percent to 80 percent among 45,000 people in Chad, Malawi and Tanzania.

FINAL THOUGHTS

The markers of impact – whether written in numbers or words--matter immensely. Reliable impact data helps us make the right investments that reduce the numbers of lives lost or left in the shadows. In addition, impact data can itself be a lever for change; by generating and sharing proof that our approaches work, we can influence others to adopt and support them.

CARE subscribes to the discipline of global impact measurement, whether this be through a tight set of strategy-linked indicators that indicate whether we are on track to meet our global impact goals or through the measurement of systems change that indicates whether we are on track to multiply impact. The field of impact measurement in itself is undergoing a period of dramatic change, as others grapple with similar questions—how do we become astronomers of systems change able to study and understand far away movements and bodies that have a direct effect on what is near to us?; when we let go of the role of puppet master of change, how do we measure our contributions as servants of broader change processes, powerful as catalysts, yet humble in our awareness that it takes more than a village to change societies?

These and other questions are inseparably intertwined with our quest to change the course of history by impacting the largest numbers of lives we can, and to change systems so that they perpetuate justice and socio-economic wellbeing. Our journey to measure what matters correctly continues.



Kindling CHANGE

THE BEARER OF HOPE

When Madhuri (not her real name) first met the young, confident Anila, she judged her to be a rising star who would be propelled by her education and intelligence into a universe far away. Anila was in fact destined to do great things—in Madhuri's own life. The young woman was an ASHA, which is short for accredited social health activist, but the word literally means "hope" in Madhuri's language. As part of the government health department, Anila was responsible for meeting pregnant women and young mothers to advise them on maternal and child health.

Madhuri was pregnant with her "miracle" baby and Anila was a young bride when they met. The baby had been expected—as was the cultural norm—shortly after Madhuri got married, even though she was barely 17 at the time. But twelve years of barrenness followed. After the first two years of marriage and with no baby to show for it, her husband and in-laws, uneducated and heavily influenced by superstition, determined that she must go to Baba, the local faith healer. Little did they know then that Baba was doing business with a quack in the village who was taking money from poor, uneducated people.

When after 12 long years of patience and prayers Madhuri conceived, Baba of course took credit for the conception. He forbade them to consult a doctor and insisted that the baby would be safely delivered at home. Madhuri was perplexed and angry but with her husband in Baba's thrall, she could not do anything.

It was at this time that Anila began to visit the anxious expectant mother. She persuaded her to take injections and medicines from a local nurse and patiently explained care during pregnancy and after the birth of the baby. She also warned her about possible complications and convinced her to get some things ready for an emergency birth, including money. Sometimes fear of what could go wrong overtook Madhuri and she chased Anila, the bearer of warnings, away. And yet, Anila would return and Madhuri's trust in her deepened.

One midnight, Madhuri felt her first labor pains, searing as lightning. When they contacted Baba, he instructed them to call the village quack who gave Madhuri some medicines and put in an IV drip – and took 2,000 rupees from them. Madhuri labored in agony the whole night but the labor failed to progress.



The next day, Anila visited Madhuri and was horrified to see her condition. Even though the neighbors had been telling her husband all night to take Madhuri to the hospital, he would not budge—his faith in Baba was too strong. When Anila saw the situation, she took bold action. First, she threatened to call the police if Madhuri’s husband did not take her to a hospital. Then, she assured the family that if anything happened to the baby in the hospital, she would take responsibility for it. Finally, Madhuri’s mother-in-law gave the nod and arranged for a car to rush the laboring woman to the hospital.

Almost immediately after arriving at the hospital Madhuri delivered a live but silent baby boy. “He is too weak,” the nurse told them. “He might not survive.” Anila, who was determined to save the baby, requested that the nurse clean his nose and mouth and then put him in a machine

that would keep him warm. After about 10 minutes, the baby started crying and seemed to improve. Today, Madhuri’s baby is healthy and active, a living reminder of the hope that became reality through the steely, bright-eyed Anila. Now Madhuri and her husband rush to Anila whenever they need advice and help.

If one Anila could forever change a family, imagine what an army of them could do? In fact, many such confident and smiling ASHAs are being trained by CARE India’s Bihar Technical Support Unit Project along with the government, to competently handle complications in the field, thus reducing maternal and child mortality. Not only are these wonderful women being empowering themselves, they are also helping other women cast off superstitions and embrace vibrant motherhood and healthy children.

THE ENERGY FOR CHANGE

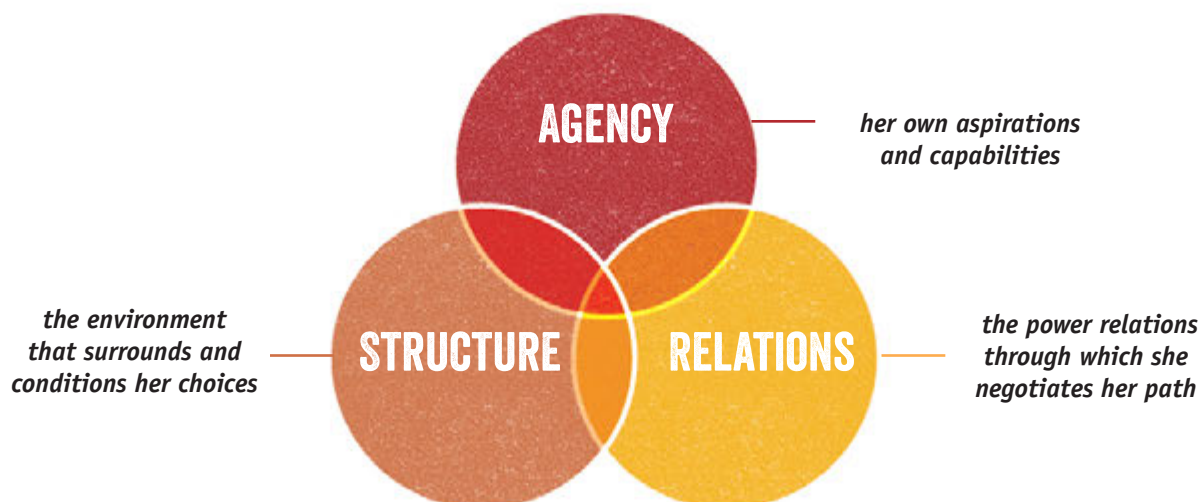
“Agency” is yearning for change that hatches into strength and action. CARE’s women’s empowerment framework counts it as one of three key ingredients necessary for a woman to be empowered. Indeed, deep change hardly comes without individual conviction—the fiery boldness that led Anila to save Madhuri’s baby, the stubborn perseverance and creativity that countless millions with whom we work show in the face of staggering challenges. Our grounding in social sciences often portrays the problems we address as lack of access to resources—whether physical, educational or economic. But one of the most powerful resources—the energy for change—is found deep within a person, often buried by neglect, prejudice and hopelessness.

It is our humble duty to help unearth this potential, to appeal to it not only with facts and data but with the stories of “can do,” of possibility; with the language of change. Through our decades of working with communities on issues of rights, power and justice, we have learned that empowered individuals ready to make their own change can together foster something much bigger—an unstoppable tsunami that will cause upheaval in communities and societies for the better.

Over the decades, CARE has been instrumental in catalyzing collective action. VSLA, perhaps our best known example of such work was kindled nearly 26 years ago in Niger. A young Norwegian CARE staffer, realizing that local women without access to land or money were not interested in her tree-planting agenda, tapped into an ancient savings practice. With some tweaks, a revolutionary methodology for economic empowerment through micro-investments was born with just 100 women. What began in Niger spread, under CARE’s stewardship, to 46 countries and involves some 5 million participants today, 80 percent of whom are women. In Niger, Women on the Move, as the VSLA movement became known, there spawned something beyond economic empowerment—social and political power. Today with 15,000 groups of women saving more than \$4.9 million a year, it is no wonder that half of all women elected to public office in Niger have gone through this program.

CARE’S WOMEN’S EMPOWERMENT FRAMEWORK

CARE defines women’s empowerment as the sum total of changes needed for a woman to realize her full human rights – the interplay of changes in:



A POLLINATOR

We know that the fight for social justice isn't bound by borders and will not happen by working with governments alone; it will take ordinary people unleashing their collective will for change. Due to our global presence and our experience over the years with collective action, CARE is uniquely positioned to go to the next level of intentionally connecting and supporting social movements around the world.

For example, we aim to expand VSLA to reach 100 million people by engaging governments, developing a peer-to-peer/circle-to-circle model that connects solidarity groups of women around the world, developing a digital app and technology-driven model and continuing to engage private sector partners and NGOs interested in financial inclusion and the economic empowerment of women. We have seen VSLA's tremendous potential to serve as a platform for introducing and scaling other life-changing support, from teaching better nutrition to education on contraception and smart-agriculture techniques. This kind of comprehensive approach has been happening successfully and organically in some countries, but we plan to make it more intentional and standardized.

In addition, CARE has already started connecting social justice movements across borders such as the partnership between CARE's Dignified Work initiative in Latin America and the US-based National Domestic Workers Alliance on the shared mission of promoting the rights of domestic workers.

This work of being a connector, a pollinator of interest groups, also extends to our donors and partners, who have valuable resources to offer beyond money. In a matter of six months, CARE went from envying the New York Times article on Population Services International's (PSIs) Maverick Collective, to implementing a funded partnership with PSI to replicate the model for CARE. The model will help us develop new donor engagement strategies, particularly those that appeal to next-generation philanthropists. Maverick members commit to contribute one million dollars over three years to a project they choose and to contribute their unique talents and expertise to that project. PSI is funded by the Gates Foundation who wants to see this model spread to other NGOs. CARE will be their first replication partner, so the partnership will include documenting the "Maverick" process along the way so that it can be shared widely.



**ORDINARY PEOPLE
UNLEASHING THEIR
COLLECTIVE WILL
FOR CHANGE**

CREATE CHANGE WITH US

FOR GOOD.

In order to end poverty for good, we need you to become agents of change along with us. With your involvement in some of our most exciting initiatives, we can change millions of lives.

Reinventing Emergency Response

When disaster strikes, lives are in peril and infrastructure is crumbling fast, aid needs to come quickly and efficiently. Unfortunately, even with great advancements in technology and access, dispensing and coordinating humanitarian aid has changed very little since the 1940s. CARE wants to change that. Lessening the heavy infrastructures of getting food and supplies to the vulnerable, allowing communities to self-coordinate based on local culture and gender concerns, harnessing the power of the market, and, most importantly, getting aid to those who need it quickly (leaving the red-tape behind) is how CARE proposes to Reinvent Emergency Response. We will streamline the delivery of emergency aid through cash assistance and establish cash distribution systems in critical regions and crisis-prone zones (worldwide, with priority to Ethiopia, Haiti, South Sudan, Syria and Yemen) by 2020.



Scale X Design

Utilizing a best practice from the private sector, CARE is adopting the accelerator methodology to make the practice of scaling a successful program a cornerstone of project development. In the international development world it can take decades for a promising solution to become a replicated best practice. We believe that rate of progress is unacceptable. CARE's Scale X Design envisions a future where programs and projects are designed from the onset with the ability and agility to scale. Scale X Design receives applications from across CARE for current and proven-best programming with the potential to scale and reach maximum impact. The selected innovation teams are taken through an almost year-long, hands-on curriculum to acquire innovation and scale-focused skillsets and engage in new business models and design techniques. This experience culminates in the Scale X Design Challenge, a two-day event that brings together social entrepreneurs, investors, corporate executives and development practitioners, where they pitch their ideas and their vision for scale to a panel of expert judges. The judges select three winners and award each with a cash prize. Scale X Design will give CARE the opportunity to accelerate development work and help us reach the "in this lifetime" goal of ending global poverty.

Taking Charge

Around the world, adolescent girls are forced to marry, drop out of school and become mothers too early. As a child bride, girls' earning potential is significantly lowered, and as a teenage mother the long-term poverty chances are very high. Many girls around the world lack the access to sexual and reproductive services and the option to take charge of their own health and families. Through peer-based solidarity groups and community engagement, Taking Charge (CARE's adolescent sexual and reproductive health program) aims to reach this population, building their skills, changing their environment and delivering the services they need to change their futures. In Ethiopia, Taking Charge successfully mitigated the harmful effects of child marriage by helping teenage wives gain access to health information and services, including family planning, enlisting support from their partners and communities, and promoting resources for them to develop the skills they need to pursue their aspirations. By scaling up this program CARE hopes to improve the lives of 6.5 million girls in countries in Africa and Asia by 2021.



Strengthening Opportunities for Adolescent Resilience (SOAR)

CARE's proven best-practice of increasing gender equity and bringing communities out of poverty hinges on women and girls. With an estimated 130 million girls out of school around the world, empowering girls through education is a clear solution to poverty, increasing earning power, and improving community health. CARE's SOAR (Strengthening Opportunities for Adolescent Resilience) academic program seeks to reach 3 million adolescent girls in seven countries by 2020. SOAR schools provide an intensive, high-quality accelerated curriculum for girls who were unable to either start or finish primary school. Moreover, the program builds confidence and teaches skills girls need to overcome the social and economic factors that keep them from school, prepares parents to embrace educational opportunities for their daughters, and engages men and boys to be part of the support system. In India, SOAR programs have a 95 percent success rate of girls graduating the program to move on to secondary school. SOAR is a CARE program to help prove that when girls are educated, all of society benefits.

THE LANGUAGE OF CHANGE

To stir passion and a sense of possibility we are communicating in new ways. Storytelling has powered much of our success in engaging new supporters through social media and increasing our online fundraising. Our interactive #DreamWithHer social campaign helped us exceed our annual social follower goal of 1.6 million followers up 21 percent over last year, in just six months. It reached over 3 million viewers and resulted in 1.2 million video views. In addition to #DreamWithHer, our team was selected as a winner in Facebook's virtual reality challenge which provided us with a grant and a partnership with Oculus to develop our first virtual reality film. "Women on the Move" debuted at the Sundance Film festival and was featured at South by Southwest (SXSW), the annual film, interactive media, and music festival and conference. The six-minute film gives a multi-generational view featuring Fatchima, one of the original VSLA members, telling her granddaughter, Nana, how her life has changed as a result of her participation.

"To stir passion and a sense of possibility, we are communicating in new ways."

FINAL THOUGHTS

To kindle change is to work earnestly with others and to flow with the intangible qualities of agency, energy and collective will that animate and transform societies. This work does not fit tidily in a project or program box. We can help give voice to the aspirations of others, connect them with like-minded allies and provide them with some resources and inspiration for change. But the journey is theirs to complete. It may be unpredictable and meandering, yet we believe collective action can ultimately travel towards a north star – whether it be recognized rights for domestic work or women with money in their pockets and a sense of self-worth. CARE's journey thus far has taken us through decades of achievement in nurturing collective action; ahead lies the realization that in fostering connections to help unleash forces for positive change we may realize our greatest transformation and our boldest legacy yet.





ENDNOTES

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13. Different samples were used for each survey
14. The impact figures compiled are from projects and initiatives which were being implemented during the period of the Program Strategy (July 2014 onwards). This includes projects which started earlier (FY11 onwards), but for which we have solid evaluation or report data that has been generated post-July 2014.

CREDITS

THE language of CHANGE

Stories

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A FAN TO BLOW AWAY PAIN - Khaled Ulaimat, CARE Jordan

NO REGRETS FOR BEING A GIRL - Tite Nyabenda, CARE Burundi

THE BEARER OF HOPE -Dadasaheb Tandale, CARE India

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