

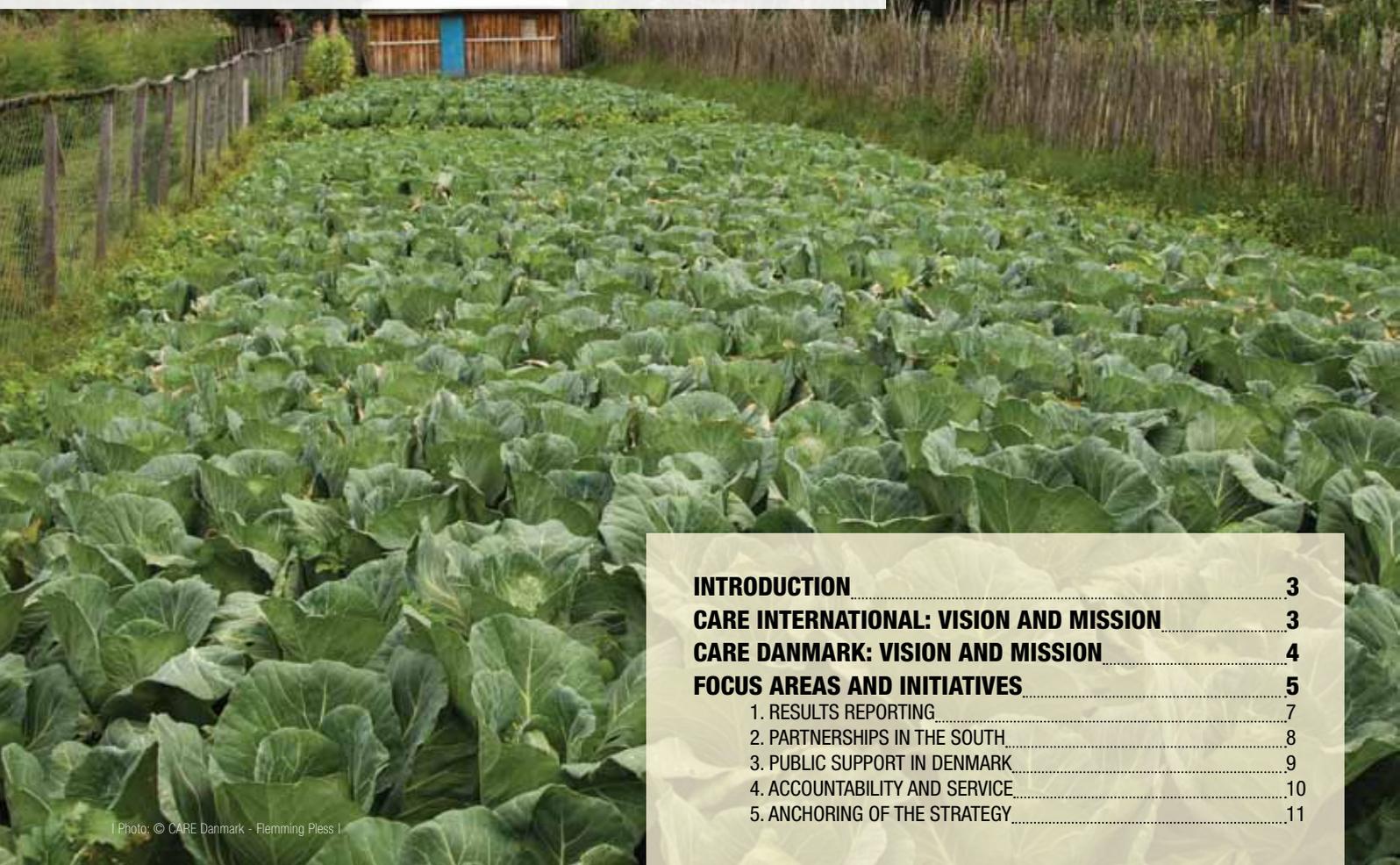
VISION 2020



Approved by the Board
4 December 2012



→ CARE Danmark has always worked in agriculture in developing countries, but in 2012 CARE Danmark initiated a new collaboration with Coop. The joint initiative aims to help some of Kenya's smallholder farmers to get access to the European market and thus raise their agricultural production to a more commercial level.



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Introduction

CARE Denmark was established in 1987 as a member of CARE International. Since then, CARE Denmark has achieved significant and well-documented results in improving the livelihoods of rural populations in the partner countries.

At the same time, CARE Denmark has succeeded in establishing itself as a professional and respected partner within the Danish NGO community, and as a centre of expertise within agriculture and natural resource management at the CARE International level. Since 2007, CARE Denmark has furthermore coordinated CARE International's efforts on climate change including both global policy initiatives, and the technical coordination of on-going projects in the field.

Since 2003, CARE Denmark has intensified its fundraising campaigns considerably. This has led to a strengthened public support as well as a significant increase in private revenues. The positive experiences and revenues from the campaigns will enable CARE Denmark to further expand its campaigning activities during the coming years.

In 2006, CARE Denmark adopted its latest long-term strategic plan, which terminates in 2012. CARE International has recently completed the formulation of its Vision 2020.

In 2012, CARE International embarked upon a reform of its organisational structure, involving a move away from being an organisation with head-quarters in a small selection of developed countries towards becoming a global network. CARE Denmark wishes to participate constructively in these changes.

In this light, and from the perspective of developments in the cooperation between CARE Denmark and Danida, CARE Denmark has already formulated a Vision 2020.

The objectives and visions of the strategy have been developed through a participatory process which has included contributions from CARE Denmark management, employees, and the Board.

CARE International: Vision and Mission

Vision

We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE will be a global force and partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakeable commitment to the dignity of people.

Mission

CARE International's mission is to serve individuals and families in the poorest countries in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We promote lasting change by:

- Strengthening capacity for self-help; providing economic opportunity; delivering relief in emergencies; influencing political decisions at all levels; addressing discrimination in all its forms.
- Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

CARE Denmark: Vision and Mission

Vision

CARE Denmark is recognized as an organisation that creates sustainable results through helping poor people in developing countries to help themselves because this approach pays off in the long run.

In this manner CARE Denmark will remain the Danes' favourite development organisation when it comes to supporting sustainable long-term development.

Mission

CARE Denmark is dedicated to creating development and lasting results for the world's poorest people. We do so through strengthening the opportunities of poor people to control and improve their own lives, through taking care of the environment and through preventing disasters.

The work of CARE Denmark is therefore based upon helping people to help themselves, equality and a strong collaboration with local partners in promoting sustainable agriculture and forestry and securing adequate water and food supplies.

This is what we call *timely care*.



➔ *Savings and loans associations are CARE's response to microfinance. It is one of the most successful ways to strengthen poor people and especially women in creating an income and a better life for the whole family.*



| Photo: © CARE Danmark |

Focus areas and initiatives

Through an extensive and carefully planned process, five specific focus areas that will enable CARE Danmark to realize its vision and mission have been formulated.

The organisation will work with the five focus areas simultaneously with its day-to-day administrative responsibilities and already on-going activities.

The five focus areas are defined as follows:

- 1. Results Reporting**
- 2. Partnerships in the South**
- 3. Public Support in Denmark**
- 4. Accountability and Service**
- 5. Anchoring of the Strategy**

In the following, each focus area is presented together with the specific objectives and initiatives that accompany the area.



➔ *A duck can turn into a whole basket full of eggs. And a duck can survive floods. Therefore, a single flock of ducks means a secure future for poor families in Vietnam. CARE adjusts its country programmes to suit the local climate. This ensures long-term and sustainable results.*

1. RESULTS REPORTING

To continue to be recognized for creating lasting results through helping people to help themselves because this pays off, CARE Denmark must be able to present accountable and credible documentation and dissemination of its performance and results.

The level of success within this focus area will be measured according to the following objectives:

a) Recognition from Danida through an increased funds allocation

During 2013 CARE Denmark aims to ensure that all framework countries' formats for documenting and measuring results with the purpose of learning and reporting comply with Danida's revised guidelines.

During 2015 CARE Denmark aims to ensure that it receives a positive results report evaluation by Danida, and that accordingly Danida by 2020 allocates CARE Denmark 80 million DKK annually.

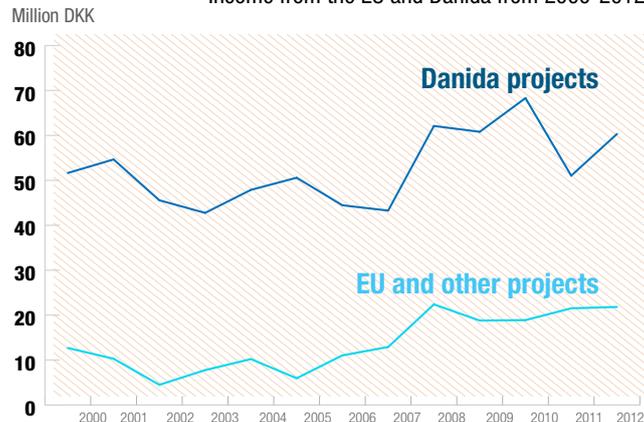
b) Recognition by other multilateral donors

CARE Denmark will continue and expand its cooperation with the EU and other national and multilateral donors with the objective of reaching, by 2020, an annual funds allocation of 40 million DKK from these donors.

c) CARE Denmark's level of influence on national and global development agendas

Each year, CARE Denmark selects two to three development issues that are then deliberated and discussed through reports; in conference settings; at hearings, and through the media. The objective is to influence behaviour and standpoints among decision makers, practitioners, and/or the general public.

Income from the EU and Danida from 2000-2012



Initiatives

In order to reach the objectives outlined above, CARE Denmark will launch the following initiatives:

- Preparation of a process for the selection of core themes and the development of an annual plan for each theme
- Development and implementation of new systems for impact measurement and evaluation.
- Design – on the basis of the new systems – of corresponding new reporting formats for documenting CARE Denmark's results and influence (on development agendas) to the general public.
- Training of CARE Denmark staff at home and abroad, in order to ensure the smooth functioning of the new systems.

➔ In the future CARE projects in programme countries will to a greater extent be carried out in collaboration with local partners. By 2020, the goal is that 75 per cent of CARE Denmark's contribution to country programmes goes through local partners.



| Photo: © CARE |

2. PARTNERSHIPS IN THE SOUTH

In order to ensure permanent results through helping people to help themselves, CARE Denmark's work must be based upon strong partnerships in the South.

Levels of achievement within this focus area will, among other things, be measured according to the following objectives:

- a) By 2014, 50 per cent of the country programmes' funds allocations from CARE Denmark are channelled through local partners. By 2011, 15 per cent of the allocations were channelled through local partners. Towards the end of 2013, all country programmes work strategically in collaboration with a smaller selection of approximately 2-3 partners.
- b) By 2020, 75 per cent of the country programmes' financial allocations from CARE Denmark are channelled through local partners. All country programmes address 2-3 global, regional or national thematic issues within the areas of natural resource management, environment and climate change. They do so in collaboration with civil society actors who are directly experiencing the consequences of the associated problems.
- c) Efficient financial flow in CARE Denmark's project budget management.
- d) Effective and efficient project and programme management deviating a maximum of 10 per cent from original budgets.

Initiatives

In order to achieve the above mentioned objectives, CARE Denmark will launch the following initiatives:

- ➔ Completion of a new programme strategy and dissemination of the strategy at country office level.
- ➔ Renegotiation of all country programmes and design of new programmes in accordance with the programme strategy.
- ➔ Development and implementation of new reporting systems.

3. PUBLIC SUPPORT IN DENMARK

CARE Denmark will ensure a continued support among the Danish public to the organisation's mission, and in realizing its vision of remaining the Danes' favourite development organisation when it comes to supporting long-term sustainable development.

At the general level, CARE Denmark will measure its level of public support according to the following three parameters:

a) Individual supporters – contributing through volunteering or through participation in activities and campaigns

In the year 2020, CARE Denmark aims to be fundraising 30 million DKK annually from private supporters. This will happen partly through the annual recruitment of an average of 5000 supporters, and partly through ensuring that no more than 15 per cent of existing supporters are lost each year. This requires a continued monitoring of the organisation's image and regular surveys.

In 2013, the average image ratings should never score lower than 4 on a scale from 1 to 5.

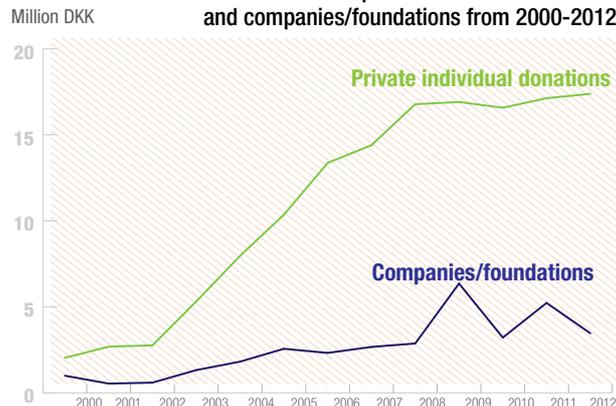
b) Strategic partnerships with private companies and foundations

In 2020, CARE Denmark aims to raise a total of 10 million DKK annually through strategic partnerships. The partnerships must have a strong foundation and be long-term – i.e. lasting an average of 5 years.

c) Networks with private companies, other organisations, educational institutions, and individuals.

Finally, CARE Denmark aims to strengthen its public support through collaboration with a variety of dedicated and committed networks.

Income from private individual donations and companies/foundations from 2000-2012



Initiatives

In order to achieve the above mentioned objectives, CARE Denmark will launch the following initiatives:

- Focus on existing recruitment methods and testing of new methods.
- Formulation of an implementation plan for image ratings, and on-going undertaking of image surveys among supporters, strategic partners and networks.
- Integration of CARE Denmark's political focus areas with its communication efforts.
- Integration of networks in implementation of campaigns.

4. ACCOUNTABILITY AND SERVICE

In order to honour its vision of recognition on the basis of creating lasting results, CARE Denmark must run an effective, transparent and forward-looking administration.

At the general level, this focus area will be measured according to three different parameters. It is the objective that all parameters will be implemented during 2013, and that they will be maintained and further optimized until the year 2020:

a) Ensuring accountability and transparency through validated budgets and timely management information sharing

CARE Denmark must continue to deliver validated budgets and share up to date management information. New systems and tools will be implemented and applied on an on-going basis in close collaboration with CARE International.

At the same time, a crucial priority for CARE Denmark is running its Secretariat as efficiently and cost-effectively as possible.

During the period, CARE Denmark's administration costs should not exceed 12 % of the organisation's income.

b) Professional and efficient external and internal services

In order to ensure the satisfaction and backing of CARE Denmark supporters, the service functions of the Secretariat must be efficient and durable. They must serve to ensure that the whole Secretariat can work in a diligent and efficient manner. The level of satisfaction among supporters and employees will be evaluated on an annual basis.

c) Timely and efficient IT and system development

IT support and system development should, just like the other service functions, provide a strong foundation for the efforts of the Secretariat in accomplishing the objectives of the organisation. Project participants will towards the end of each significant IT project evaluate timeliness, functionality and cooperation in the project.



Initiatives

In order to achieve the above outlined objectives, CARE Denmark will launch the following initiatives:

- Implementation of the global finance management system Pamodzi.
- Development of new procedures following the implementation of Pamodzi.
- Development of a new plan for the reception service functions.
- Design and implementation of customer and employee satisfaction surveys.
- Development and implementation of an IT strategy.

- ➔ *A large part of CARE's work is about giving vulnerable people a voice so they can fight for their own rights. One way of achieving this is through savings and loans associations which at the same time ensure participants capital to set up small income generating businesses – for instance a small tailoring shop.*



Photo: © CARE I

5. ANCHORING OF THE STRATEGY

In order for the Vision 2020 to become a clear beacon for the entire Secretariat, the management team will ensure regular updating of the strategy, visibility of results and the establishment of a solid platform that makes cross-cutting objectives and projects succeed.

The anchoring of the strategy will be measured in accordance with the following 2 parameters:

a) Visible integration of the strategy

Management will play a significant part in ensuring that new employees are introduced to the strategy and will furthermore link existing meeting formats – including the Secretariat's weekly Friday meeting – to the strategic level.

The focus areas require a strong collaboration across the organisation. Therefore, the management team will introduce new guidelines for cross-cutting project management at the 2013 Staff Seminar.

Finally, management will ensure visible follow-ups on objectives and results for the entire Secretariat.

b) Knowledge of the strategy among staff

The objective of visible follow-ups on the strategy is the recognition by 80 per cent of staff in annual questionnaires of the strategy and its usefulness in prioritizing their work.

Initiatives

In order to achieve the above mentioned objectives, CARE Denmark will launch the following initiatives:

- ➔ All project managers complete a course in project management.
- ➔ Formats for managing project portfolios are developed and implemented by the management team.
- ➔ Thorough integration of the new strategy into all existing meeting and project structures.
- ➔ Development and implementation of annual employee satisfaction survey.

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