



**CARE International**

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Geneva, January 25<sup>th</sup> 2017

CI Management Response to the Independent Review Committee

Re: Feedback on and Improvement Analysis of CARE's Accountability Report

As an active member of Accountable Now, CARE International greatly appreciates the opportunity to report on our progress and learning, and to receive independent feedback and suggestions for improvement. We are discussing specific points with our senior team and will be working with relevant parties to make the suggested improvements.

A number of them have already been addressed or are in progress. CARE has been making a number of important changes to strengthen our accountability as a global civil society organization, first and foremost to the people and communities who are most affected by poverty and injustice. We are confident that the impact of these changes will be much more apparent in our next report.

In particular, CARE's entire confederation of 14 members, 4 transitioning members and 63 implementing country programs and 16 limited presence working through partners have now come together around a common Accountability Framework. We have committed to deliver a bold set of impact goals, to collaborate with partners, alliances, consortia and others to do so and to perform in a way that makes the best use of the resources entrusted to us. Throughout, we are committed to behaving as an open, transparent organization that is set up to encourage participation in shaping our work and hearing feedback on how we are doing. As of 2017, we will be able to report on behalf of the entire confederation on these commitments. Click [HERE](#) to see the new Accountability Framework agreed to.

Several aspects of the feedback centered on access to key information. CARE acknowledges that the information on our website was incomplete at the time of the review, noting that we were in the midst of updating our website given a transition of communications staff and a number of key documents were being revised. The site should now be up to date and key documents readily available.

Additionally, the report was submitted when our new governance structure had been approved but full governance documents and most notably our CARE International Code/Rules of Engagement had not yet been revised, nor a performance assessment process been put into place for the new bodies – the transition period from the previous to the new governance. Much of this has now been finalized or is well underway per agreed plans, and the website updated accordingly. We look forward to

detailing some of the important reforms and their effects in our next report as we will have a year of learning to draw on.

Perhaps the most encouraging sign of CARE's strategic intent to deepen its accountability commitments for greater impact, is our collective reflection on what this could look like in a changing development paradigm – and the recognition of the culture change it requires internally to become part of the fabric of the organization to adapt and position to the dynamic and continuously evolving external environment. As we seek to achieve our 2020 impact goals and begin casting our strategic direction to 2030, CARE is well positioned to build on its best practices and learning from the past while continuing to collaborate with others in new, more open and participatory ways for greater social transformation.

We welcome engagement and look forward to connecting with Accountable Now as we advance our accountability practices moving forward.

Sincerely,



Wolfgang Jamann  
CEO/Secretary General  
CARE International



Abby Maxman  
Deputy Secretary General  
CARE International