

**Improvement Analysis**  
**CARE International Secretariat**  
*November 2014*

**Institutional Commitment for the Whole Confederation**

The Secretary General gives a strong statement on why accountability is of key strategic importance to achieving CARE's objectives. The preparedness to be held to account to intended and unintended consequences of their work, sharing information in a transparent way and providing feedback loops for stakeholders, underline CARE's commitment. Against this background the Panel supports the fact that Care International Secretariat will promote good accountability practice and more formalised policies *throughout* the confederation and strongly encourages membership for the whole organisation.

**Actions taken**

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**Outcomes and Impact Level**

The report lacks presentation of outcomes and impact levels. It was positively noted that numbers were presented on reached-out audiences; however, the total number of audiences who benefit from the programme interventions in 2013 remains unclear. The report also may need to have a short explanation of counting the numbers, avoiding multiple counting.

**Actions taken**

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**Environmental Sustainability (EN16 & EN26)**

As a follow up of CARE's "Green Team" from 2008, the Panel inspires CARE to track CO<sub>2</sub> emissions annually (also as any impacts as a consequence of CARE's activities) and compare data over time. CARE is advised to have a look at e.g. Oxfam International's last report (see [here](#), p. 79-82) as a good example in this regard.

**Actions taken**

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**Anti-corruption (SO3 & SO4)**

CARE is encouraged to carry out risk analyses beyond their whistle-blower system. Moreover, strengthening anti-corruption mechanisms for the CARE confederation as a whole should be supported by effective policies in place at the Secretariat level. Do some national members already have formalised written procedures?

CARE states that there were no incidents of corruption recorded during the reporting period. The organisation is encouraged to self-critically reflect if this might be due to missing anti-corruption policies or if there were actually no incidents in practice. Moreover, in case of any future incidents of corruption or fraud, it would be appreciated if they were publicised in a transparent way beyond dealing with them internally at the Secretary General and Board Committee level.

**Actions taken**

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