Pledge for Change
Signatory Self-Reporting Template 2024

Section 1: Background and summary

Organisation name:	CARE International
Date signed up to the Pledge for Change:	27 October 2022
Contact person:	Jay Goulden
Submission date:	7th of May, 2024
Reporting period:	Financial Year 23 (1 July 2022 to 30 June 2023)
Number of active partners[1] (active during reporting period):	1,510

Please summarise your key organisational achievements contributing to the Pledge for Change Commitments which you would like to highlight for high-level reporting (NB. you may want to fill this in after completing the detailed report below, pulling out what you would like to highlight). *Max 300 words.*

Overall, CARE has made significant progress on Pledge 3, some good progress on Pledge 2 (though not all of this can be measured yet), and some progress on Pledge 1.

In relation to **equitable partnerships**, we have set interim targets for 2025 for the extent and diversity of partnerships, and seen some progress in these areas, but our 2023 Keystone partner survey highlights three main areas for improvement: funding adequacy and timing, promotion of partners in the media, and joint decision-making. CARE is working on connecting finance and program reporting systems to better report on financial transfers to local partners (and to set a meaningful target for this for future years). We are also analysing good practices from positive outlier countries in the partner survey, to identify specific actions and processes that can be spread more widely to improve partnership practices.

For **authentic storytelling**, we have been shifting behaviours and practices towards anti-racist and decolonized communications, based on our global Communications Commitments. We are setting up a working group to explore global media monitoring and automate some monitoring requirements. CARE will also launch our third biannual image audit and update our images and consent policy. We can demonstrate some progress in acknowledging partners and promoting local voices in annual reports and information/advocacy campaigns, but we are not yet able to measure this in relation to fundraising.

In terms of **influencing wider change**, we have consistently been ceding space to local and national women-led organizations (WLOs) to advocate for their priorities with policy makers. We have also seized advocacy opportunities at the multilateral level and in the US to enhance donor transparency and accountability. CARE will lead negotiations to develop an IASC-endorsed definition of Women and Girl-Led Organizations to boost the engagement, participation and decision-making by these organisations in humanitarian action. We will continue to leverage our positions of influence in various policy platforms to open up leadership spaces for WLOs, and support them in using these spaces. CARE will set up mechanisms to track how our media and

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[1] Partners are defined as other organisations (or parts of organisations) with whom we have formal or informal partnership relationships, and usually refers to local actors in the place of intervention. One partner may be involved in more than one collaboration/project, but do not count one organisation more than once here. We can include partners who are funded or non-funded, as long as there is an active relationship this year.

communications team is creating opportunities for partners, especially WLOs, to feature their voices and policy priorities.

Section 2: Pledge for Change Accountability

Please indicate which of the following internal accountability processes you have been working on during the reporting period:

1. Adaptation of reporting system to facilitate self-reporting for Pledge for Change	**Yes**
2. Adaptation of financial system to facilitate self-reporting for Pledge for Change	**Yes**
3. Development of new policies around equitable partnerships, including funding policies, or authentic storytelling in line with Pledge for Change commitments	**Yes**
4. Facilitation of a partner survey (either as part of Pledge for Change or independently)	**Yes**
5. Collaboration with Expert Review Panel on Authentic Storytelling to facilitate analysis of communications materials	**Yes**
6. Established a common due diligence initiative with other orgs, to reduce compliance burden on partners (if yes, give details of types of collaborating organisations below)	**Planned**
7. Reporting for the Grand Bargain	**Yes**
8. Reporting for Charter for Change	**Yes**
9. Reporting for any other accountability initiative (eg. CHS, Accountable Now, please give details below)	**Yes**

If you answered "Yes" or "Planned" to any of these questions, please provide any details below (use above numbering to help keep your responses aligned):
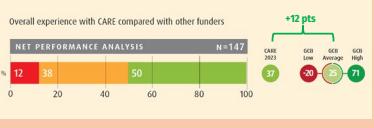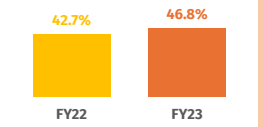
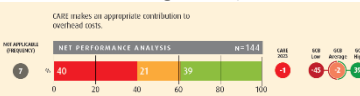| |
|---|
| 1. Partner registry set up to track unique partners and their attributes (type, local, WRO/WLO, etc); questions on support for Pledge for Change added into 2023 internal feedback survey (CI 360 survey); ad-hoc system set up for reporting on some metrics (e.g. 2.5.a & 2.5.c) |
| 2. Main finance system used by most CARE Members/offices being adapted to produce reports on spending through local partners and WRO/WLO partners |
| 3. Updating images and consent policy and supporting materials, with a greater emphasis on 'informed' (due to launch Autumn 2024) |
| 4. Partner survey carried out with Keystone Accountability in 2023; preparing partner contact details for P4C partner survey with WACSI |
| 5. Will collaborate with Expert Panel once this is set up |
| 6. Participating in Danish Refugee Council-led LOCAL project in Burkina Faso, Mali and Niger |
| 7. Report annually to Grand Bargain |
| 8. Report annually to Charter for Change |
| 9. Underwent external verification report with HQAI (March-23 Renewal Audit Report) |

Section 3: Reporting against metrics

The following 17 metrics allow you to capture where you are at in terms of comparable and evidence-based parameters developed to assess progress according to the Pledge for Change commitments made (see Annex 1 below). Please report on all metrics for which you have data, but AT LEAST report against the metrics in green. Where you are not yet able to report, please note this, and outline in the right hand column any steps you may take to be able to report in future, and by when.

To fill in the table, please complete at least all green fields, and as many white fields as possible. Do not complete the grey fields. If you would like to develop a Pledge Metrics Definition Sheet (PMDS) for each of these indicators, please click here for a template.

NB. The data in this report, being the first report from each Signatory, will also act as a baseline for comparison for future years.

Metric	Definitions used	Result achieved	**Learning** and adaptations made	Comments
Pledge 1: Equitable Partnerships				
1.1 Partner perceptions of partnership: % of local partners surveyed who consider their partnerships with Pledge for Change signatories to be equitable	*Keystone survey (2023), prior to Pledge for Change joint survey with WACSI*	Overall positive scores on 2023 Keystone partner survey (Net Promoter score of 37, 12 points higher than average for INGOs carrying out such surveys with their partners through Keystone Accountability)	On questions asked both of CARE partners and other INGO partners, the average Net Promoter Score from our partners was 21, compared to 13 for the partners of other INGOs. The main areas highlighted by partners for improvement are: a) providing adequate & timely financial support; b) promoting partners' work in the media/elsewhere; and c) letting partners make decisions.	Keystone Accountability asks partners to score each question on a scale of 1-10, and then presents a Net Promoter Score (NPS), calculated by the % of partners that scored 9-10 (in green), minus the % that scored 1-6 (in red - with the % scoring 7-8 considered "neutral", in orange). Some few questions were unique to our partners in this survey, while most were are also asked by Keystone when surveying partners of other INGOs.
1.2 Level of partnership: % of projects where the majority of funding is managed by one or more local partner(s)	*Self-reported measure of % of projects where all or most activities were implemented with/through partners (as opposed to "some" activities or "no activities" in partnership)*	**46.8%** (FY22: 42.7%)	Some progress over this last year. Setting an organization-wide target for all CARE Members, for 50% of projects having all or most activities with partners by 2025 has started shifting practice, along with developing a partnership paper and partnership standards and indicators.	We are not yet able to measure % of funding to partners by project across all of CARE, and have been using this self-reported measure for over ten years. Will explore whether the financial measure can be reported in future years, as we further develop our finance systems.
1.3 Diversity of partnerships: % and # of local partners that are representative of affected communities, such as women's	*See Annex 3 for definitions for Women's Rights Organizations (WROs) and Women-Led Organizations*	WRO/WLO: **32%** of active partners (487) LGBTQI+ orgs: **2.4%** (36)	CARE has agreed an organization-wide target of 35% of projects having at least	Our central partner registry was only set up in FY23, with stricter verification of whether organizations are indeed WRO/WLOs, etc., so comparisons with

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
rights organizations (WRO) or women-led organizations (WLO), or social movements, refugee-led organizations, women and LGBTQI -led, or organizations of people with disabilities	(WLOs), LGBTQI+ organizations, and Organizations of People with Disabilities (OPD)	OPDs: **2.3%** (34)	one WRO/WLO partner. **26.9%** of projects did so in FY23.	previous year's scores on these measure would not be reliable.
1.4 Level of funding for partnerships: % of global funding shared with local partners (disaggregated by types of partner)	*% of programme spending (self-reported) in countries with programs that is channeled through local partners*	**22.6%** of total program spending through local partners in FY23, and **4.1%** through WRO/WLOs (an increase from 21.5% and 4% in FY22)	Once we have more accurate data for FY24, we will aim to set an organizational-wide target for this. Due to the time taken for consolidating audited financial accounts from 21 Members across the whole Confederation, we are not able to report "total organizational expenditure minus fundraising and domestic programming" in a timely manner (the P4C recommended metric).	Data is self-reported by countries (with significant if not perfect validation), but we will be able to have more accurate data directly from our main finance system for FY24, disaggregated by types of partner.
1.5 Fair share of administrative costs: % of formal partnership agreements providing a fair share of ICR or administrative costs	*Please explain your organisation's definition of "fair", recognizing that it should mean at least the minimum allowed by the donor, and ideally an amount considered fair by the partner.*	Not able to report. In the Keystone partner survey, however, this was one of the lower-scoring questions (NPS = -1, only slightly higher than the INGO average of -2). CARE makes an appropriate contribution to overhead costs. NET PERFORMANCE ANALYSIS N=144	Some ad hoc good practice by some Members in some projects, but we do not yet have an agreed organizational approach, policy or guidance on covering partners' ICR or administrative costs.	While 39% of partners scored CARE very highly on this question (score of 9 or 10), 40% scored us lower (score of 1-6). Partners in some countries in different regions, however, did score CARE very positively on this question (NPS >= 50), so we will be learning from these positive outliers.
1.6 Support for organizational development: % of partnership or funding agreements that incorporate core and/or flexible funding	*% of formal funding partnerships that incorporate core and/or flexible funding*	**% partnership agreements with core/flexible costs** FY23 — Yes 39.1% / Partially 19.4% / Not at all 41.5% FY22 — Yes 42.0% / Partially 18.1% / Not at all 39.9% **60.1%** (FY22: 58.5%)	Slight reduction in share of projects that did this (either separately, as part of shared project costs, or do so partially).	Self-reported data on whether funding agreements include core and/or flexible funding (either as part of Shared Project Costs or separately), or do so partially, or not at all. Core/flexible funding includes funds that the partner has discretion to use wherever they're most strategic or needed. Core funding goes beyond the costs associated with a specific project or initiative (e.g. Shared Program Cost). Examples - funding for learning, communications, meetings, training,

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
				organizational/professional development, technology, key staff, etc.
1.7 Decision-making: % of projects or initiatives where the design is partner-led or co-created	*% of partnership agreements where the partnership relationship was either jointly defined by CARE & the partner, or mainly defined by the partner*	**72%** (FY22: 67.9%) 	Some improvement over the last year, but this is our own perception, not that of our partners. In the Keystone partner survey, the NPS for the question on "We understand how CARE makes decisions about the partnership (the content, and its end)" was **21**, significantly lower than the INGO average (49). However, for "We have significant decision-making power and responsibilities in our partnership with CARE for project design, management and monitoring & evaluation" the NPS was **30** (no INGO average, as this was a new question we added to the survey, to help measure our P4C commitments).	Self-reported measure, that excludes where the relationship was entirely defined by the partner, or was mostly or entirely defined by CARE.
Other metrics:	*% of formal funded partnership relationships with mechanisms that ensure joint responsibility to manage risks*	**95%** (FY22: 93%)		Self-reported measure. See Annex 3 for examples of such mechanisms.
	*% of formal funded partnership relationships that do **not** apply stricter requirements than what the donor requires*	**48%** (FY22: 52%)	This is a worrying trend, that we aim to reverse in future years.	Self-reported measure. Some requirements may at times be justifiably stricter than what the donor requires (e.g. Safeguarding, Anti-terrorism, Fraud and Corruption, Responsible Data Management, etc.)
	% of projects with learning agendas, where that learning agenda was mutually agreed/implemented with the partner	**81%** (FY22: 72%)		Self-reported measure. This is measured only from projects with a defined learning agenda (42% of all projects)
	% of partnerships with partner role beyond just design and implementation	**93%** (FY22: 91%). While 79% of partnerships were focused on design & implementation, 62% involved partner capacity strengthening (36% beyond just the specific partner relationship), 61% involved partners		Self-reported measures for the focus areas of the partnership.

% Partnership agreements jointly defined with partner

67.9% — FY22

72.0% — FY23

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
		providing leadership in a technical area, 29% involved partners strengthening CARE's own capacity, and 21% involved supporting partners' resource mobilization		

Pledge 2: Authentic Storytelling

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
2.1 Partner perceptions of communications: % of local partners surveyed satisfied with INGO communication materials and feeling they are given rightful credit for their work	*Keystone survey (2023), prior to Pledge for Change joint survey with WACSI*	Satisfaction with CARE's promotion of partners' work in the media and elsewhere was one of lowest scores in the 2023 Keystone partner survey	This was the lowest scoring question in our partner survey (NPS of -19), so is a clear priority for improvement. In 4 countries, partners scored us more highly on this question (NPS of 20 or above, in Vietnam, Colombia, Romania and Tanzania), so there are areas of good practice to learn from.	Keystone presents a Net Promoter Score (NPS), calculated by the % of partners that scored us 9-10 (in green), minus the % that scored 1-6 (in red - with the % scoring 7-8 in orange). We are currently carrying out a consultancy to review the "success factors" that may be behind these examples of good practice, and which could be more widely replicated in the future.
2.2 Ethical communication: Proportion of INGO written and visual communications which are considered ethical and inclusive based on agreed standards, mention local partner contribution, and avoid reinforcing harmful stereotypes	*The Expert Review Panel will define agreed standards. You will provide 10 examples of comms to the Expert Review Panel, who will assess them against the standards.*	*No score yet until review panel set up*	Our own 2022 images audit found: • An increased focus on images of women and girls from 42% in 2020, to **63%** in 2022, 8% featured men (19% in 2020). • 85% of images were considered as not reinforcing gender stereotypes, a significant increase from 2020 (64%) • A significant finding was on unconscious bias – despite the global diversity of the volunteer review panel • Of this sample, only 50% were aligned in their opinion on whether the image did, or did not, reinforce stereotypes, 52% agreed on the analysis relating to dignity and empowerment, and 51% on whether the images aligned with CARE's vision.	We will provide the 10 examples to the Expert Review Panel once this is set up, based on the criteria that the Panel will provide for selecting these examples. Our own internal Equity, Inclusion and Diversity audit of the CAREImages database involved 30 staff volunteers from across over 15 countries north and south reviewing our images. A total of 152 images and videos were selected (the top 60, middle 20 and bottom 20 downloads from our database. The sample also included 52 randomly selected images that had been uploaded since the last audit in 2020). Some images were reviewed by two or more volunteers to understand subconscious bias better.
2.3 Creating space for local voices: % of speaking	*Please specify how you chose your sample of materials, and*	No score yet	• While we have anecdotal evidence of a culture shift, we are not yet in a	• We are exploring use of media monitoring tools to automate

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
opportunities, and media, social and fundraising communications that facilitate direct engagement of local partners from global South	*how you disaggregated "direct engagement of local partners". We suggest a) quotes b) video c) webinar/virtual participation d) physical presence.*		position to report this in whole (see next column). • Significant uptick in partner engagement in media during emergencies where we have a strong partner presence, notably Ukraine and Gaza. • While frequently, it is the voices of our programme participants which are prioritised when CARE considers creating space for local voices in their communications, we would recommend adjusting this metric to include that critical aspect of authentic storytelling (and to avoid repetition with 2.5).	analyses how we have created space for local voices in our media and social media for future reporting • We publish well over 100 press articles, and hundreds more social posts a year, it is recommended that we integrate comms analytics into the analysis, including around reach, engagement and visibility to set some clearer parameters for sample selection (eg: Most read articles across the period, highest engagement social posts, etc) • We will be able to provide anecdotal evidence from events, but not possible to track all across the confederation globally.
2.4 Engaging talent for content production: % of communications content developed, created or produced by local talent during the reporting period	*Please distinguish between using local talent for a) developing the brief b) producing the content c) the production/edit. Please also clarify how you define "local talent"*	2022 images audit found a significant increase in the number of images taken by female photographers; **64%** of the images analysed were taken by female photographers (in 2020, 61% of images were taken by men)	A core recommendation in our images audit report was to "*continue to seek and invest in local female photographers and videographers and add them to our global database*".	We are not yet able to report what % of images are taken by local photographers due to GDPR legal restrictions linked to data capture in our database. We are exploring 'self selection' box but have low confidence in this data being captured effectively given wider meta data capture issues. Future reporting on this metric will require a cross check against our global photographer database.
2.5 Visibility and recognition to local partners: Evidence of cases of public communications on programs that showcase/acknowledge local partners' work	*Please show how partners' work is acknowledged in **all communications** related to the following "events": a) your Annual Report, b) one major fundraising campaign, c) one public information/advocacy campaign*	See table below for further examples – some good progress, but no information yet on fundraising Alternatively, you can give a traffic light indication here as well.	a) **63%** of 54 project examples mentioned in CARE's 2023 SDG impact report acknowledge role of partners, with 26 partners mentioned by name (22 with links to their websites). b) *Not able to report this year.* c) **21%** of 19 different content (stories/videos/papers/case studies) shared for International Women's Day 2023	a) See Annual Report sheet here for tracking of local partner mentions in SDG report. b) System not set up yet to identify what would count as one major fundraising campaign across all CARE Members, and to track acknowledgement of partners' roles.

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
			mentioned local partners (and **89%** elevated local voices in telling their story - the CARE UK Walk4Women podcast also included a call for "funding for and consultation with women and girls rights organisations").	c) See IWD 2023 sheet here for tracking of local partner mentions and local voices.

Pledge 3: Influencing Wider Change

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
3.1 Partner perceptions of communications: % of local partners surveyed reporting positive shifts in NGO commitment to shift power to local actors	*Keystone survey (2023), prior to Pledge for Change joint survey with WACSI*	Relatively positive NPS (**34**) on question shifting power to local ownership	This was only asked of our partners, so we do not have a comparator figure from other INGOs' partners.	Keystone presents a Net Promoter Score (NPS), calculated by the % of partners that scored us 9-10 (in green), minus the % that scored 1-6 (in red - with the % scoring 7-8 in orange).
3.2 Collective advocacy for equitable, locally led and anti-racist approaches to aid and development: Evidence of cases of collective advocacy for equitable, locally led and anti-racist approaches to aid and development and other interrelated government policies (eg. trade, foreign policy)	*Please include all examples of collective advocacy, whether or not the initiative was successful, and naming collaborating actors. NB. Include all collaboration between Signatories, but other collaborations are also worth tracking here.*	Please refer to the table below for details	CARE is conscious that we need to be able to model the behaviour we are advocating others to demonstrate, such as publicly reporting on how much humanitarian funding we directly give to WLOs. We have gained an appreciation of the time and leadership required in our own organisation to drive this kind of systems change, as well as the critical need for collective approaches to drive external systems changes.	CARE is active in multiple collective advocacy spaces at the multilateral level (Grand Bargain, C4C, VOICE, CONCORD's Gender Equality Group, IASC Gender Reference Group) and actively seeks out opportunities for these to be more inclusive of direct participation/membership by local NGOs, especially WLOs. We also want to leverage these spaces to ensure the humanitarian community honours its commitments in relation to GEEWG and localisation.
3.3 Influencing donors and philanthropic community: Evidence of cases where INGOs and partners have successfully influenced donors or philanthropic community policies/mechanisms/budgets/ etc. towards equality in resource allocation to local partner organizations	*Please only include successful examples of influencing, and be realistic about the contribution made to the result, naming collaborating actors.*	Please refer to the table below for details	Drawing on our experience of partnering with local and women-led organisations in multiple humanitarian and development settings and leveraging our trusted working relationships with senior policy makers in Washington DC and at the UN, we have positively influenced the budgets and policies of the US Government and IASC (respectively), so they honour their commitments to advance localisation and GEEWG.	These advocacy successes in and of themselves do not improve outcomes in the lives of women and girls in humanitarian and development settings. However, they should contribute to system-wide changes that enable the aid sector to measure progress towards these shared goals, and to hold ourselves more accountable to the communities we serve.

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
3.4 Elevating local leadership: Evidence of local/national/regional actors leading advocacy initiatives, with INGO Pledge Signatories playing facilitating, convening or supporting roles	*Please include all examples of advocacy by local/national/regional actors where you played a facilitating, convening or supporting role.*	Please refer to the table below for details	CARE has facilitated and supported local, national and regional partners, prioritizing WLOs working in humanitarian contexts, to directly advocate with high-level policy makers in a range of multilateral spaces, including the UN and EU.	We have a policy of ceding multilateral spaces to local partners, especially WLOs from crisis-affected contexts, as we believe they are the best advocates for the rights and needs of their community. We are committed to ensuring women leaders are supported to maximise these advocacy opportunities and work with them to mitigate the safety and security risks associated with public advocacy.
3.5 Pledge signatories' accountability: # of Pledge for Change signatory INGOs participating in joint annual reporting, learning and accountability processes, with peers and with partners	*Data will be collected by Pledge for Change Secretariat and will include number of signatories who: a) reported for Pledge this year, b) attended Pledge Quarterly Meetings, Retreats and WGs, and c) facilitated a partner survey (as per metrics 1.1, 2.1 and 3.1)*	a) See this report b) Participate actively in P4C working groups and meetings c) Have carried out a global partner survey in 2023 (with Keystone Accountability)		
Other metrics	*% of written joint advocacy products (media & comms statements / joint letters / press releases) that included local voices and partners*	**63%** of joint written advocacy products included local voices (where 54% co-signed the product and 9% were quoted in or co-developed the product). Out of a total of 22 products, 9 (41%) included local voices from the Global South; 3 (13%) included Ukrainian partners; 2 (9%) included local partners without specifying a country or region.	This spreadsheet provides a detailed breakdown of the 22 products and links to each.	We reviewed the jointly-written public advocacy products CARE International published on our website during the reporting period. Countries and regions where local voices featured included Horn of African, Somalia, Syria, Ukraine and Yemen. Thematic issues where local voices collaborated included: global hunger crisis and humanitarian funding gap.
	Financial commitment under Generation Equality initiative (Feminist Movements & Leadership Action Coalition) to provide $30 million in humanitarian funding to WLOs operating in	**Have met this commitment**	CARE publicly reported on our progress in the Generation Equality Accountability Framework report and fully delivered on this commitment.	We are contemplating making a larger financial commitment along similar lines for the remaining years of the Generation Equality initiative which concludes in 2026.

Metric	Definitions used	Result achieved	Learning and adaptations made	Comments
	humanitarian contexts between 2021-2023			

Additional space for narrative reporting on qualitative metrics – please do not exceed **300 words** in any section:

Metric	Results achieved – where possible, include links to evidence
2.5 Visibility and recognition to local partners: Evidence of cases of public communications on programs that showcase/acknowledge local partners' work	Covered in table above.
3.2 Collective advocacy for equitable, locally led and anti-racist approaches to aid and development: Measurable outcomes from collective advocacy for equitable, locally led and anti-racist approaches to aid and development and other interrelated government policies (eg. trade, foreign policy)	• CARE, OCHA and UNFPA co-organised a safe space for women and girl leaders attending CSW67 who work in crisis situations, to shape their own conversation and provide frank feedback to UN agencies and INGOs about how they can deliver better on GEEWG. A Chair's summary of the recommendations from the meeting was shared with select donors and the IASC Reference Group on Gender in Humanitarian Action. WLO participants requested more such spaces to foster solidarity and information transfer amongst WLOs. • The leadership group of CONCORD's Gender Equality Group (CARE, IPPF, Plan, Belgian National Platform) led on: 1) drafting a position and recommendations on funding for WRO/WLOs that CONCORD adopted; 2) advocating for the meaningful participation of LNNGOs in the activities to implement the EU's Gender Action Plan III – e.g. prominent speaking slots in the annual Structured Dialogue on GAP III implementation (December 2022). • As co-chair of Grand Bargain Friends of Gender Group (FoGG) which includes WLOs, INGOs, donors and UN agencies, CARE influenced the new GB priorities (see FoGG statement at annual meeting in June 2023). Thereafter, we transferred the co-chair role of the FoGG to the Feminist Humanitarian Network and a Nigerian WLO and supports them behind the scenes. • ECOSOC Humanitarian Affairs Segment (June 2023): we supported the participation of three WLOs in several sessions where they advocated for participation and leadership of WLOs in humanitarian action. • Together with Charter for Change signatories, we convinced the VOICE Network to proactively advance the localisation agenda with a focus on WLOs. This led to a VOICE policy resolution (July 2022), VOICE input to ECHO's localisation guidance note, and an event on gender and food security which included participation by a LNNGO. • C4C and Humanitarian Network and Partnership Week: With other C4C signatories, we supported several C4C endorsers (local and national NGOs) to attend the 2023 HNPW. We co-organised a discussion for C4C endorsers with Member States and UN agencies.
3.3 Influencing donors and philanthropic community: Evidence of cases where INGOs and partners have contributed to influencing policies/mechanisms/budgets/ etc. that enable equality in resource allocation to local partner organizations	• CARE's private advocacy targeting the IASC Deputies Group contributed to their decision to revisit the IASC Strategic Plan 2023-2026 to include 'gender equality and the empowerment of women and girls' (GEEWG) as one of its strategic priorities; this requires the IASC to pursue a transformative rights-based approach that puts GEEWG at the centre of decision-making. • We successfully influenced ECHO's guidance note on advancing more equitable partnerships with local and national responders, ensuring it reflects the need for greater support to WRO/WLOs (March 2023). To do this, we: 1) held a roundtable for VOICE members, bringing in C4C speakers; 2) published our position on localisation in the EU's humanitarian action (July 2022); 3) provided input into EU public consultation on the guidance note (August 2022); 4) participated in focus group discussions (February 2023); 5) spoke at the European Humanitarian Forum high level panel on localisation (March 2023).

Metric	Results achieved – where possible, include links to evidence
	- We successfully influenced the EU's external evaluation on the Gender Action Plan III mid-term evaluation, which highlights the need for the EU to ensure more and better involvement of LNNGO, especially WRO/WLOs in the implementation of GAP III. - CARE USA and CRS, with support from the Modernizing Foreign Assistance Network, successfully advocated for the inclusion of reporting requirements in US Government appropriations legislation to track the percentage of USG foreign assistance that is directly funding local organizations, disaggregated by development and humanitarian accounts. - Through CARE USA and CRS's leadership in the Modernizing Foreign Assistance Network and our individual relationships, we influenced the newly introduced bicameral, bipartisan Locally Led Development and Humanitarian Response Act. This supports USAID efforts to achieve greater aid localization for development and humanitarian response through authorizing reforms to the Acquisition and Assistance (A&A) process and encouraging greater flexibility to involve local partners. It requires transparent annual reporting on progress being made to expand locally-led development and on USAID recruitment and retention of contracting officers and agreement offers (FY24). - Influenced USAID's gender strategies and Safe from the Start ReVisioned policy to prioritize direct funding to local WLOs.
3.4 Elevating local leadership: Evidence of local/national/regional actors leading advocacy initiatives, with INGO Pledge Signatories playing facilitating, convening or supporting roles	- Supported three local WLO partners from Afghanistan, Lebanon, Syria to attend UNGA 77 to speak at high-level side events on Sexual Violence and IHL, and Call to Action event on Hunger and GBV (Sept 22). - Supported a Nigerian member of the Feminist Humanitarian Network to speak on the 2023 GHO launch panel about what Accountability to Affected People means and why funding WLO's should be a donor priority (Dec 22). - Facilitated speaking spaces for three partners to speak at European Union advocacy moments. For example, partners from Malawi and Ecuador became members of the Steering Committee of the EU's Gender Action Plan Structured Dialogue, shaping preparations for the annual event (July-December 22); Our partner from the Philippines, ACCORD, addressed by video the high-level panel on localisation at European Humanitarian Forum (March 23). - At CSW67 (March 23), used CARE's UN accreditation to register a 6-member delegation from a WLO in Rwanda so they could participate, and supported six other WLOs from Afghanistan, Cameroon, Colombia, DRC, Nepal to speak at a range of events related to women's leadership and participation in humanitarian action, with a focus on survivor-centred GBV prevention and response. - Facilitated an Afghan scholar to brief the UN Security Council's Informal Expert Group on Women Peace and Security. Her gender analysis of the humanitarian situation and the impact of the DFA's ban on female NGO workers, contributed to broader joint NGO advocacy efforts that assured the renewal of the UN's Assistance Mission in Afghanistan (UNAMA) mandate without amendment (avoiding a dilution of human rights and gender protections in the mandate; March 23). - Facilitated the participation of three Yemeni NGOs at the Yemen Senior Officials Meeting in Brussels (June 23). Their presence contributed to a strengthened focus on localisation in the outcome document and a call for increased engagement with local actors in the response. - Supported a local woman leader from a regional partner organization in Niger (RESOF-BLT), to advocate in New York during Protection of Civilians (PoC) week in May 2023 (see video story and blog). As the founder and president of a women-led network across 8 countries in the Lake Chad Basin, we arranged for our Niger partner to be invited by Switzerland to brief the Security Council's annual open debate on PoC, on the gendered impacts of the regional conflict that has exacerbated the regional hunger crisis. She was a panellist in the official PoC week side event on conflict and hunger and spoke at several other public events.

Section 4: Analysis and Reflection

In addition to your progress against the above metrics, how would you describe your overall progress towards meeting the three Pledges (see Annex 1 below)?

You might think about:
- How did your organisational commitment to the three Pledges change? Are there any other initiatives you would like to highlight, eg. working with Accountability Now, Grand Bargain, Charter for Change?
- What did your organisation learn from your Pledge journey this year and what difference did it make?
- What would you like to do more of/do less of next year to facilitate progress towards the Pledge for Change Commitments?

You can also provide more detail through the Stories of Change approach, guidance here, and attached in Annex 2.

Pledge	Progress towards the commitments	What will you do more of/less of to facilitate progress?
Equitable Partnerships	• CARE agreed in March 2023 a set of 6 priority organization-wide targets and minimum standards that all Members should achieve. This included partnership as one priority area, with targets for 2023 for extent of partnership (50%) and diversity of partnership (35% projects with at least one WRO/WLO partner). We are starting to see progress towards these. • Our first global partner survey with Keystone Accountability provided much positive feedback, as well as highlighting three key areas for improvement, around adequacy/timing of funding, promotion of partners in the media, and enabling partners to make decisions on the partnership and its end. • We have many pockets of good practice in partnership, and some examples of countries where partners considered we were doing well on these three areas for improvement, that we can learn from. The Pacific Partnership research is one particular example of good practice in shifting power, as are the Humanitarian Partnership Platforms, in the Philippines, Nepal and other countries.	• We will continue to track progress towards our organization-wide partnership targets, and set a target for % spending through local partners once our financial systems can provide this data reliably. • We are carrying out more detailed analysis of why certain countries are able to perform better than others, in terms of partner perceptions related to the three priority areas highlighted in the Keystone survey. This will help identify specific actions/processes that can be implemented even within our existing systems. • We will participate in the Pledge for Change partner survey with WACSI (subject to budget proposed being reasonable), and will collaborate with the Expert Review Panel once that is set up. • CARE Member Finance Directors have agreed to work together to propose concrete changes to procedures and systems that can respond to some of the challenges raised by partners in repeated surveys.

Pledge	Progress towards the commitments	What will you do more of/less of to facilitate progress?
	• We are only recently connecting finance and program reporting systems (and our newly established central partner registry), to enable better reporting on financial transfers to local partners, and WROs/WLOs. We are not able to report yet on all the priority metrics for this Pledge (e.g. 1.5 on partner ICR/administrative costs).	• We need to determine which requirements that go beyond donor requirements are reasonable to be asked for in partnership agreements, and remove any that would not be.
Authentic Storytelling	• CARE communicators have been shifting behaviours and practice since launching our global communications commitments to anti-racist and decolonised communications in 2019. • Our global image audit, done every two years, is accompanied by internal global meetings to discuss the findings. In 2023, and noting our findings on unconscious bias from the last audit, we expanded our panellists to include communicators from Vietnam and Syria (to share best practice), as well as local photographers and programme participants from Asia Pacific and Latin America, speaking and reflecting with around 150 communications colleagues globally. We have learnt that it is these conversations that often have more influence/behaviour change potential than standard progress reports and processes. • We also use the sign off process as a means of monitoring/ensuring we are raising local voices – with communicators responsible for sign off requesting partners be named where feasible, and programme participants quoted.	• We have set up a working group exploring global media monitoring across CARE, and will work with this group to see how we can automate some of the monitoring requirements of the P4C, while also providing guidance to the P4C team on how to integrate communications analytics into the reporting framework. Noting, there is a discomfort in terms of how we select 'best examples' which could be better aligned with comms metrics of audience reach/engagement etc, and to help guide sample selection. This could be a useful cross-peer exercise. • We are launching our third image audit in Spring 2024, and will contribute our findings to the P4C working group. • We are updating our images and consent policy and supporting materials with a greater emphasis on 'informed' – due to launch Autumn 2024. • We will determine how best to include metrics related to fundraising, over the coming year. • We will consistently choose programs with partners to highlight in our annual reports, ensuring proper acknowledgement of their role and contributions.
Influencing Wider Change	• We have consistently modelled our commitment to cede space to local and national WLOs who are leaders in	• In April 2023, CARE became the co-chair (with UN Women) of the IASC Reference Group on Gender and Humanitarian Action. In this leadership position we will

Pledge	Progress towards the commitments	What will you do more of/less of to facilitate progress?
	humanitarian action, so that they can directly advocate for their own priorities with policy makers at the United Natio • ns and the EU. • CARE has also seized advocacy opportunities at the multilateral level that should enhance transparency and accountability for senior policy makers to the humanitarian community regarding their commitments to the advancement of GEEWG (eg securing GEEWG as a strategic priority for the IASC Strategic Plan). • We learned that we need to invest time and thought into setting up mechanisms to efficiently track and report on our P4C commitments so that we are better able to measure and analyse progress and hold ourselves accountable.	lead negotiations to develop an IASC-endorsed definition of Women and Girl-Led Organisations. This will facilitate the channelling of prioritized technical and financial support to local WLOs and aid in the tracking of funding and its impact towards the empowerment of crisis-affected women and girls across the humanitarian sector. • We will continue to leverage CARE's positions of influence in various policy platforms like GB, GBV AoR, IASC GRG, C4C to open up leadership spaces for WLOs in the humanitarian architecture. Once in these roles, we must sustain our political and financial support and accompany these WLOs to maximise these influencing opportunities. • We will set up mechanisms to track how CARE's media and communications team is creating meaningful opportunities for partners, especially WLOs/WROs, to partner with us in developing conventional and social media products that feature their voices and policy priorities.

Annex 1: Pledge for Change Commitments

Pledge	Commitments
Equitable Partnerships	• Equitable partnerships will be our default approach by 2030. National and local organisations will lead humanitarian and development efforts wherever possible. We will help them take control, and we'll engage directly only when there isn't enough national or local capacity to meet people's needs. (Metrics: 1.1, 1.2, 1.4, 1.7) • Where there is no partnership, or we're responding to an emergency, we'll find ways of working with national and local organisations at the first opportunity. We'll then support them as they take over the decision-making. Wherever we work, our broad aim is to encourage a more resilient, independent, and diverse civil society that works in real solidarity with international organizations. (Metrics: 1.3, 1.4, 1.7) • INGOs competing for funds, facilities, and talent can unintentionally weaken civil society in the countries where we operate. In the years ahead, we'll allocate more resources to help national and local organizations take the lead. We'll work in partnership with them to make sure they benefit from our presence. (Metrics: 1.2, 1.4) • There will be more collaboration between INGOs to reduce duplication of effort when local organisations are dealing with two or more of us. This should mean a common approach to compliance and due diligence. It could also mean pooling funds and taking other steps to achieve economies of scale. (None – captured through narrative reporting) • We'll take a more collaborative approach to risk management. We'll avoid applying stricter risk requirements to our partners than ourselves and look for ways of minimizing the compliance burden on partners. (Metrics: 1.1) • We will share the burden of costs in ways that will make our partners stronger and more sustainable. (Metrics: 1.5, 1.6)
Authentic Storytelling	• Our fundraising and communications will reflect our commitments to anti-racism, locally led initiatives, gender equality and equitable partnerships. We will use our platforms to show the actions led by local communities both during a crisis and as they recover, and the impact made by local organisations. (Metrics: 1.2, 2.2) • We will continue to show the harsh realities of poverty, conflict, hunger, and natural disasters because humanitarian crises should not be sanitised. But we'll avoid exploitative imagery that portrays people as helpless victims. We will give credit to partners where it's due. (Metrics: 2.2, 2.5) • We will strengthen efforts to make all our storytelling ethical and safe, based on informed consent and accurate representation. We'll amplify the stories people want to tell rather than merely speaking on their behalf. We'll preserve the authenticity of a story all the way through our editorial process, from the gathering of words and pictures to editing, production and publication. (Metrics: 2.2, 2.4, 2.5)

	• We will stop using jargon that confuses our audiences, our colleagues, and the communities where we work. We'll use plain words that can be easily translated from English or French into different languages and readily understood by all. (Metrics: 2.1) • We will regularly review our words and pictures, creating a culture of anti-racism, reflection and learning. As language evolves, we'll invite views from colleagues and local organisations, and remove words that have become outdated or offensive. (Metrics: 2.2) • We will use language and imagery to inspire wider cultural change. We'll co-produce stories, photographs and video with local organisations and talent. Wherever possible, we'll put local people at the centre of the story. (Metrics. 2.4)
Influencing Wider Change	• Our leaders will publicly announce the pledge, spelling out to peers, donors, philanthropists and the private sector why we've decided to change the way we work and how we're going to do it. (Metrics: 3.3, 3.5) • We will argue for these changes to be made across the aid and development sector and we'll create opportunities for Global South leaders to lead conversations and advocate for change in public platforms. (Metrics: 3.2, 3.4) • We will speak out against any government policies or international action that perpetuate a colonial approach to aid and development. (Metrics: 3.3) • We will track our progress in implementing the Pledge for Change 2030 and report it publicly to show staff, supporters, partners, and the global aid system that we're 'walking the talk. (Metrics: 3.1, 3.5) • We will share what we learn and demonstrate how we're shifting power and resources to the Global South with the aim of encouraging other INGOs to follow suit. (Metrics: 3.5, plus narrative reporting)

Annex 2: Stories of Change guidance

Accountability and Learning are key to the Pledge for Change. We know that we are trying to bring about change inside complex systems, alongside many other initiatives, both internal and external. And we know that we can learn a huge amount from the stories that people tell in different parts of our organizations and communities around the world. In order to be able to capture some of these experiences, please consider answering these questions:

- In the last year, what was the most significant change that occurred as a result of Pledge for Change?
- Why do you think this is significant? What has been the effect of this change? What part of your organization: people, policies, practices have changed?

We would like you to think about gathering these stories from different people and perspectives. These could include staff in different roles, partners, community members, etc. You may be able to integrate these questions into program visits or management or team meetings. You may want to host a special session with colleagues and partners or invite them to contribute via existing staff engagement mechanisms (i.e. via the intranet, pulse surveys etc.). We are hoping for a rich and rounded perspective of what has been changing, rather than statistically validated information. The more varied the contributions are, the more we will learn, and the more fruitful our collective analysis and learning about what is valued can be. You could use these questions as prompts to help craft stories of change:

- From your point of view, describe a story that best illustrates the change that you have witnessed or experienced because of the Pledge for Change. This could be a change in organizational culture, internal policy or processes, relationships with partners, partner actions or initiatives, levels of engagement with #shiftthepower or other decolonizing space, etc.
- Why is this story significant for you? How do you think it is an example of a shift in power between international NGOs and local actors (partners or communities you work with)?
- Were there any difficulties or challenges you encountered trying to implement this change? What forms of resistance are you experiencing? What do you think is causing the resistanc
- What would you like colleagues from peer organizations who are starting to work on similar changes to know as they embark on shifting their programmatic and institutional practices?

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2 https://tciurbanhealth.org/wp-content/uploads/2019/07/MSCTechBrief6-14.pdf

Annex 3: Partnership Definitions

Partnerships: purposeful relationships based on mutual trust, equality and learning, with an agreed vision, clear accountability for all parties, and which engage the complementary strengths of the actors involved to collaborate on specific objectives, challenges or opportunities in ways to achieve greater impact than they could achieve alone. (Source: CARE´s Partnership Paper)

A partner is an organization that is not a Member, Candidate to Membership or Office of a CARE Member. CARE Affiliates can be considered as partners, as they are independent organizations (governance and finance) and do not use the CARE Brand

Partnership relationships can be FORMAL and INFORMAL:
- **INFORMAL:** where collaboration does not require a formal agreement, and the roles, resources, operational engagement and contributions from CARE and partners are dynamic and evolve over time
- **FORMAL without funding:** partnership defined through a signed agreement or MoU that does not involve funding; where roles, operational engagement and non-financial contributions from CARE and partners are described, together with a clear definition of the common intent of the partnership
- **FORMAL with funding:** partnership defined through a signed agreement or MoU, where roles, financial resources, operational engagement and financial/non-financial contributions from CARE and partner are described, together with a clear definition of the common intent of the partnership

Type of Organization:
- **Civil Society Organization** - individual or multiple organizations of the same type - association, cooperative, informal association, worker/trade union, non-governmental organizations at local, national and international levels, etc.
- **Civil Society Organization Network or Platform** (collective of organizations) - different types of organizations coming together - alliance, coalition, federation, network (at grassroots, national regional or global levels) or platform.
- **Social Movement** - Organized set of people *and their groups, networks, organizations) vested in making a change in their situation by pursuing a common political agenda through collective action.
- **Governmental Organization** - Government agency, a Ministry or local authority. Government-Organized Non-Governmental Organizations.
- **International Agencies/Multi-lateral Institutions** - International alliance, United Nations Agency, International Organization like the World Bank.
- **Research or Academic Institutions** - Professional association, research institution or university and/or think tank.
- **Media Entity** - People or entity that disseminates information to the general public through print, broadcast, digital or social media.
- **Private Sector** - Commercial entities and their affiliated foundations; financial intermediaries; business associations; large/medium/ small businesses; national/multinational/regional/local businesses; and for-profit approaches which generate sustainable income (e.g., a venture fund run by an NGO)

Women's Rights Organization (WRO):
1) Organization that self-identifies as a women's rights organization with the primary focus of advancing gender equality, women's empowerment and human rights; or
2) Organization that has, as part of its mission statement, the advancement of women's and girls' interests and rights (or where "women," "girls," "gender" or local language equivalents are prominent in their mission statement); or
3) Organization that has, as part of its mission statement or objectives, to challenge and transform gender inequalities (unjust rules), unequal power relations and promoting positive social norms

Women-Led Organization (WLO): Any non-governmental, not-for profit and non-political organization where two-thirds of its board (including the Chair) and management staff/volunteers (including the Executive Director) are female, and it focuses on women and girls as a primary target of programming.

Affiliated to an international organization: Affiliation to an international organization means being formally part of an international entity, with which the partner shares: financing and contracting mechanisms, decision making and governance structures, branding and institutional representation, etc. If the partner is only part of a global network for coordination of activities, advocacy or learning, that does not count as affiliation.

Local organization: A local organisation is an independent entity that is registered and/or operates at national or subnational levels in the country where the project/initiative is operating. Includes non-registered social movements, networks, etc. A local organisation may or may not be affiliated to an international body (e.g. INGO, Network, Federation, Confederation, multilateral agency, etc.), but must have an independent Board enabling decisions to be taken by that organisation itself. A country office or field office or locally established body of an INGO where decisions are taken mostly by the global INGO leadership (e.g. with Headquarters in the global North) would not be consider as a 'local organisation'.

LGBTQI+ organization: Organization that has an explicit goal, mission, or objective (framed in ways that are possible given the local context) towards ensuring equal rights for LGBTQI+ communities.

Organization of Persons with Disability (OPD): Membership-based organization at local, national, or international levels, led and controlled by persons with disabilities

Mechanisms that ensure joint responsibility to manage and mitigate risks: Examples of such mutual mechanisms to manage and mitigate risks include: A standing agenda item in CARE-Partner meetings, to review and dialogue on risks impacting the partnership and programming; Mutual due diligence assessments that cover risks and how to manage/mitigate them; Agreements that share responsibilities for financial risks (e.g. shared responsibility for match/cost share, advancing the partner additional funding as the partner improves their financial reporting, shared responsibility for any disallowed costs due to lack of capacity but not fraud or corruption, agreeing for CARE to take responsibility for direct procurement on behalf of the partner).