



CARE's FY26-30 Strategy: Summary

Facing today's challenges, together

For 80 years, CARE has been a beacon of hope in the world. It began with the first CARE PACKAGE® in 1946, reaching millions in post-World War II Europe. Today, CARE reaches communities in 121 countries, touching the lives of 53 million people in 2024 alone. As we define our future, we reaffirm our commitment to save lives and defeat poverty by standing with women, families, and communities in the U.S. and worldwide.

The world faces significant and interconnected crises. Global human suffering demands our urgent and sustained action. Yet, in the face of this demand, there has been a dramatic retreat from humanitarian and international leadership, beginning in the U.S. and deepening as other countries have followed suit. CARE refuses to step back and our commitment remains clear: We will stand with the people who need us most, wherever they are. We will use our experience,

trusted brand, and sector leadership to ensure that compassion is not a casualty of crisis, but a force for good.

Our strategy is a bold reaffirmation of this commitment. CARE will continue to lead, advocate, and co-create with our partners as they **respond** to crisis, **sustain** their communities, and **rise** from poverty.

Respond to crisis

In 2025 alone, 305 million people will need urgent humanitarian assistance. Despite the growing need, humanitarian funding is shrinking. CARE must respond by investing in innovative, community-led, and cost-effective solutions, so that by 2030, **130 million people receive lifesaving assistance in the face of crises**. We will achieve this through three strategies:

- **Humanitarian Surge Fund for fast, community-led response:** CARE is leading the way in locally led humanitarian response by building networks of community-based responders in 10 countries. We will build

on that progress by growing our Surge Fund to help local partners act immediately with flexible funding for response priorities they define. This fund also supports proactive measures to reduce harm before disasters hit.

- **Cash and CARE PACKAGE® for Emergencies:** When markets are functioning, we will increase the share of responses through digitized cash and vouchers assistance. We combine the dignity and choice of cash transfers with the next-generation CARE PACKAGE for Emergencies, where our goal is to preposition it in at least 50% of our country offices, reaching 1 million people over five years.
- **Humanitarian AI and digital innovation:** Improved humanitarian response is possible through digital innovation. We are working with other INGO and technology partners to introduce responsible and accessible digital tools to make responses faster and more effective at reaching those most at risk.

Sustain communities

Over a billion people face multiple forms of poverty and barriers to progress, including everything from hunger and poor health to lack of clean water, education, or financial tools. We deliver integrated, cost-effective solutions that address many needs across a person's life. By 2030, CARE will help **110 million women and their families access essential services** they need to sustain themselves and their communities. CARE leads in four critical areas:

- **Harvest to market:** CARE will help 31 million small-scale farmers access tools, training, and markets to grow more food, earn more income, and withstand shocks. Our goal is to support 16 million people who are hungry today to feed themselves and their families with nutritious food.

- **Reliable basic healthcare:** CARE will train and equip more than 2 million frontline health workers to provide essential health services. We also influence national and global policy to improve working conditions, recognition, and compensation for frontline health workers. Our goal is to ensure 40 million women and girls can access quality care that meets their needs.
- **Give girls a chance:** Child marriage remains one of the most urgent and harmful barriers to girls. CARE works with girls, communities, and governments to build skills, shift harmful social norms, and strengthen legal protections to make sure every girl can grow up full of potential. Our goal is a 50% drop in the child marriage rate in two countries so 20 million girls don't get married before 18. We are also investing in education for girls by strengthening education systems, promoting early childhood development, building skills for work, and providing second-chance education for girls forced to drop out early. Our goal is to impact 9 million children with access to quality education and skills training.



- **Protecting people and planet:** CARE supports communities that are most affected by environmental shocks—whether droughts or extreme weather. Our goal is to help 30 million people reduce food loss and waste, adopt regenerative agriculture practices, engage in reforestation, and use clean technologies.

Rise from poverty

Globally, 1 billion women lack access to formal financial services. Women-owned businesses receive just 2-3% of global venture capital, despite women owning one-third of all businesses. Of all the possible solutions to poverty, the most fundamental is ensuring women have the opportunity to earn and control financial resources. By 2030, we aim to **enable 70 million people to build savings and income through access to credit, markets, and training**. Over the next five years, CARE will:

- **Expand village savings groups:** Savings groups are often a first step toward helping women become bankable in the future. CARE will expand our existing network of 22 million savings group members to 62 million members, collectively saving \$1 billion and generating \$750 million in co-investment.
- **Grow economic opportunity for women small-business owners:** Often, women microentrepreneurs face barriers moving from the informal economy into the formal one. CARE will partner locally to provide tailored financial services and business training. Our goal is to facilitate \$1 billion in loan capital for 6 million women microentrepreneurs and provide them with targeted business and digital training.
- **Partner with the private sector to expand impact:** CARE partners with local and multinational business to overcome poverty by expanding high-quality jobs

and drive business value by improving supply chains. Our goal is to build 15 multinational partnerships that deliver business value and improve the lives of 4 million workers and community members.

How our programming will be different

To have greater transformative and sustainable impact, CARE must transform the way we work. We will evolve our program approach in three ways:

- **Networked with private/public sectors and community partners:** A single organization cannot solve complex social problems alone. CARE will build a dynamic network of passionate problem-solvers from the grassroots to the global level. Our goal is for 90% of impact reported by every country office to be delivered by local networks of government, private sector, and community partners.
- **Partnering to be a digital-first organization:** Digital tools can help to save time, reduce mistakes, and reach more people. CARE will become a “digital-first” organization by partnering with tech companies and digital innovators outside of CARE to bring the best ideas and tools into the hands of those who need them most. Our goal is for 80% of CARE’s programs to integrate digital tools that improve quality, expand reach, and deliver better results to the people we serve.
- **Prioritize quality per dollar:** As needs are rising and funding shrinks, we must get the most value out of every dollar we spend. CARE will invest in data collection and AI-powered analytics to help us evaluate the impact of our programs. We will also work together with partners to build rigorous costing analysis capabilities. Our goal is to reduce project

costs by 10% or increase project reach by 10% by following evidence on cost effectiveness.

How our organization will change

To realize our strategy through a network of locally led teams and partners that share solutions, CARE must update our model at multiple levels across the organization.

- Country offices will have a lighter footprint, working more closely with local organizations. We will support at least 10 country offices to redesign how they deliver impact and run their operations, giving country leaders the opportunity to make decisions, create partnerships, and co-create solutions.
- CARE is proud to have some of the lowest administrative costs in our sector. To further our commitment, we will modernize our global support systems by improving supply delivery, updating HR systems, and aligning back-office functions to better support our global network.
- CARE will move beyond the traditional aid model and pursue new forms of financing. We will build more financial expertise within CARE, partner differently with the private sector, and mobilize private capital.
- CARE will launch an Impact Alliance with Save the Children and Mercy Corps to rethink how international assistance works in this global moment. Together, we will test new ways to improve results, reduce costs, and empower local communities.

Building a constituency for CARE and compassion in the world

For nearly 80 years, CARE has stood for compassion and solidarity. There is an urgent need in the coming years to rebuild the

constituency for development and humanitarian assistance. Our goal is to double our U.S. supporter base to 10 million through powerful consistent storytelling and a major public brand campaign, including a relaunch of the iconic CARE PACKAGE.

This is also a critical time to strengthen our advocacy efforts. We will continue to lead coalitions that influence U.S. policy makers, coordinate grassroots mobilization, and create strong relationships with faith and civic groups. Our goal is to grow our citizen advocacy network in the U.S. from 120,000 to over 350,000. We are also bringing care to those in the U.S. who need it. CARE will expand U.S. programs to reach 1 million low-income women and families with disaster relief, health, and economic empowerment.

As CARE diversifies our donor base, we will significantly expand private funding for our work. Our goal is to engage 1.5 million individual donors, inspire major donors to contribute \$100 million annually, and grow our corporate and foundation partnerships in new markets, including the Persian Gulf and Asia.

Join us

Together, we are stepping into a new era of action—one shaped by innovative ideas, strong partnerships, and local leadership. In our rapidly shifting global landscape, this strategy is designed to be flexible and responsive. Each year, CARE will review and adjust our plans, allowing us the ability to seize new opportunities and respond to emerging challenges.

Over the next five years, CARE will stand with women, families, and communities to deliver lifesaving responses, create opportunities for growth, and support solutions that last. This is not business as usual. This is CARE, Always There, ready to meet the moment and shape a future where poverty has been defeated for good.