

# The Cairo Compact

## A Communique from Global South<sup>1</sup> Leadership December 2018

In December 2018, the CEOs/CDs plus one senior staff from 9 CARE offices came together to exchange ideas, learn from one another and strategise for the future. Participants included 3 CI Members (Raks Thai, CARE Peru, CARE India), 1 Affiliate (Chrysalis), 2 Candidates (CARE Egypt and CARE Morocco<sup>2</sup>), and 3 COs currently developing business plans to become or set up independent national organisations (CARE Bangladesh, CARE Caucasus and CARE Ecuador), with invited CI Secretariat staff to support facilitation. Our meeting embodied energy, optimism and ambition for the future of CARE, and also the strong momentum of transformation within CARE today.

We developed this compact to communicate who we are and what we believe, reflect our commitments to each other and to CARE International, and make recommendations for broader organisational change by all parts of CARE.

### We are

A group of leaders committed to using our experience to work with colleagues across CARE to reshape ways of working, governing, managing and decision-making to better leverage the value that each part of CARE (south, north, east and west) brings to our vision and mission. Our proximity to programming and impact populations, combined with our direct accountability to local constituencies as independent national civil society organisations, distinguishes our point of view within the CI membership. We are committed to using our experience to position CARE to influence change in the broader humanitarian and development system, and to transform traditional North/South power dynamics in the post-colonial aid paradigm.

### We recognise

That CARE International's journey to become a diverse organization, more driven by local agendas and reflective of a multipolar world, has reached a critical tipping point. It began two decades ago with the establishment of Raks Thai Foundation. Some 15 years later, Raks Thai was joined by CARE Peru and CARE India as CI members; but these processes of transition were protracted and not accompanied by sufficient organization-wide change. At the time, although dynamics of development, aid flows and geopolitical power were shifting dramatically, there were only incremental changes being made in CARE's membership, organizational model, and ways of working. It was becoming increasingly clear that CARE's relevance would be seriously undermined without more concerted change.

### We applaud

The role of the 2020 vision and Delhi Resolution – adopted by the CI Board to position the organisation for greater impact and legitimacy – in beginning to accelerate this change in CI. The Delhi Resolution, in particular, charted a broad and ambitious transformation with a firm goal. As a result, CARE Egypt, CARE Indonesia and CARE Morocco now participate in global governance discussions as Candidates for CI membership, along with Raks Thai, CARE Peru, CARE India and Chrysalis; Chrysalis is breaking new ground as CI's affiliate in Sri Lanka; CARE Bangladesh, CARE Caucasus and CARE Ecuador are preparing business plans for transition to CI membership; and explorations of new local presence and engagement models in Nigeria and South Africa are underway. In Asia, Country Offices managed by lead members will soon represent a small proportion of CARE's work in the region, offering a glimpse of the CARE International network of the future. There are similar shifts underway in Latin America and the Middle East and North Africa.

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<sup>1</sup> The group is keen on moving away from using the term “global south”, and are testing various alternative terminologies – external options include Growing Lower And Middle Income countries, Lean Economies, and Majority World. We are open to feedback and other suggestions!

<sup>2</sup> CARE Indonesia, another Candidate, sent regrets, as they are in the midst of recruiting an Indonesian CEO.

In light of the above, and in a spirit of shared responsibility, we make the following commitments and recommendations in order to maximise the potential of a changing CARE to have deeper impact in an increasingly complex world:

### **We commit**

1. To play an active leadership role in shaping CI's 2030 Agenda to reflect the experience, insight, knowledge and networks from all parts of CARE – not just in a way that 'consults' less powerful stakeholders within and outside of CARE, but enables us all to think and work together to shape a more relevant and impactful future.
2. To create a platform for South-South cooperation with CARE, leading and facilitating a set of activities that fosters learning and stimulates innovation. This will include:
  - Sharing/supporting learning on agreed themes including good governance, fundraising (face-to-face, digital, private sector, events), social enterprise and fee for service models.
  - Sourcing technical assistance (TA) from each other, spurring cross-fertilisation of ideas and expanding our markets.
  - Sharing intelligence and introductions to key networks, potential donors and investors.
  - Working together on global issues and priorities to support CI's transformation.
3. To contribute to stronger local, regional and global civil society ecosystems. We are aware of our own 'glocal' identity and role as both members of local civil society and part of a global confederation, with a legacy of international aid. We will actively seek out critical voices and continuously assess our own power dynamics and legitimacy vis a vis other local actors, and share this learning with each other and back into CARE.
4. To work beyond our national borders to represent CARE in regional and global forums.
5. To tell our story in a way that builds greater understanding of the implications of this transformation, and the opportunities it brings for the future role and relevance of CARE and the broader humanitarian and development community. We will actively seek to engage staff across CARE in this journey, and will also will focus on positioning CARE externally around our learning and the changes we are making.

### **We call**

For a change in the power dynamics within CARE, and a commitment to re-set relationships to reflect mutual value addition and accountability among all parts of the CI network. We commit to help define what this looks like, and make the below recommendations to our colleagues in the National Directors Committee, senior leadership across the organization, and governing bodies.

### **We recommend**

1. That all parts of CARE acknowledge the rapid pace of the changes underway globally and in the humanitarian and development landscape, and that each CI Member prioritise attention to, and investment in, changing their own roles and CARE's overall business model. This is not only about the changes underway in our countries, but a fundamental shift to CARE's overall set-up, with implications in every office across CARE. This should be advanced as a matter of urgency as a core part of both our current priorities, and also built in as a focused part of the 2030 agenda, with business model implications clearly defined.
2. That CARE capitalize on the capacity, experience and knowledge that resides in the Global South to strengthen programmes, advocacy, fundraising, innovation and strategy development. Although CARE's rhetoric is progressive, for too long, its practice has reflected the implicit assumption that technical expertise resides mainly in lead members and CMPs. We applaud recent efforts made, and call for more opportunities to be created to leverage expertise in the Global South for the benefit of CARE regionally and globally. We commit to playing broader roles with skill and energy.
3. That CI global governance meetings, strategies and frameworks reflect a truly global agenda; currently, most tend to focus on CMP priorities. We urge global working groups, leadership

teams and governance bodies to ensure their agendas are shaped by the perspectives and changing dynamics in countries in which CARE supports our core business and impact populations.

4. That opportunities be identified for all CI Members to provide concrete support to priority areas of organisational development in Candidates and newer Members, with the CI Secretariat facilitating potential win-win exchanges that could bring learning to both parties.
5. That CMP leadership and fundraising teams increase attention to the differences, opportunities, investment requirements in Global South markets and new earned income/social enterprise business models, and learn from new models to inform a future 2030 confederation.
6. That CMPs pay careful attention to ensuring the execution of key components of the revised CI Code, particularly related to donor access and ICR sharing, and commit to educating their teams. This is vital to address power imbalances. It will also improve CI's overall viability and position us more effectively for the funding landscape of the future. Monitoring the implementation and impact of the donor access protocol in the revised CI Code is critical in terms of developing an evidence base for decision making and recalibration in the future.
7. That CMPs commit to socialize the changes underway in membership diversity with their staff at all levels and build in to new staff orientation processes. This includes building awareness about the difference between COs and those CI Members, Affiliates and Candidates who implement programmes; building capacity on the key changes in the revised CI Code; updating and aligning all communications channels; and changing perspectives about where 'technical expertise' sits. We are happy to support with this.
8. That the changes required are most fundamentally about a change in mindsets, behaviors and culture. We believe that transforming our organisational model, culture and values to leverage diversity are directly connected to our ability to truly embody and advance CARE's core commitment to fighting social injustice and gender inequality. We recommend that CARE take concrete steps to assess current barriers in our structure, people, processes and systems and ensure that this is a focused area of attention in the 2030 agenda.

### **We strongly believe**

That a more diverse and engaged CI network, rooted in local civil societies and which embraces participation from outside of CARE, will be much better positioned to thrive in tomorrow's world. The rise of nationalism and populism across the world – in the global north and south – has further complicated and narrowed the space for civil society in many countries, exacerbating a trend that was already underway. All parts of CI have the opportunity, and responsibility, to design future roles around advocating for the transformation of global systems and influencing each of our own national contexts, building appreciation and activism for a connected and caring world.

### **We commit to taking concrete steps to bring this vision to life!**

*Ashika Gunasena- CEO, Chrysalis*  
*Kushala Cooray- Head of Operations, Chrysalis*  
*Madhu Deshmukh- CEO, CARE India (interim)*  
*Rohit Nayyar- Executive Director, Finance, CARE India*  
*Rosa Asca Cordano- National Director, CARE Peru*  
*Claudia Sanchez- Program Director, CARE Peru*  
*Promboon Panitchpakdi- Executive Director, Raks Thai*  
*Jutamat Sawangjai- Integrated Marketing Communications, Raks Thai*  
*Hlima Razkaoui- Country Director, CARE Morocco*  
*Emma Sans Segundo- Fundraising and M&E Coordinator, CARE Morocco*  
*Hazem Fahmy- Country Director, CARE Egypt*  
*Amr Lashin- Transformation and Innovation Director, CARE Egypt*  
*Alexandra Moncada- Country Director, CARE Ecuador*  
*Catalina Vargas- Program Quality and Resources Mobilisation Manager, CARE Ecuador*  
*Zia Choudhury- Country Director, CARE Bangladesh*  
*Shahidur Rahman- Director of Organisational Transition, CARE Bangladesh*  
*George Glonti- Mission Director, CARE Caucasus*  
*Levan Jiohvili- Business Development Director, CARE Caucasus*