



CARE International
CLIMATE CHANGE STRATEGY 2013-2015



Acknowledgements

This Climate Change Strategy builds upon CARE's work with some of the world's poorest people over many years to help tackle the challenges posed by climate change. As CARE, we hope this Strategy sets out a new framework of collaboration to build upon previous successful initiatives and to provide a basis for CARE to fully integrate climate change into its work in support of its vision, seeking a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security.

CARE's Poverty, Environment and Climate Change Network (PECCN) supported the process to develop this new Strategy. PECCN would like to extend its thanks to a range of colleagues across the CARE confederation who have provided invaluable input, expertise and feedback on the Strategy and worked alongside the PECCN Secretariat throughout the process. Particular thanks go to the PECCN Steering Committee for their guidance, Raja Jarrah who drafted the initial Strategy, Lisbeth Møller, Program Director at CARE Denmark, Robert Glasser, Secretary-General of CARE International and many other CARE individuals and offices for their support.

Cover images

Top: Heavy industry feeds high-carbon lifestyles which depend on energy from fossil fuels, driving climate change.

©UN Photo /John Isaac.

Below: A girl crosses a flooded street in Raboto, Gonaives, in the Artibonite Region of Haiti after heavy rains and strong winds damaged streets and houses. ©UN Photo/UNICEF/Marco Dormino

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Climate science is increasingly demonstrating the links between climate change and droughts such as this one in Ethiopia. © 2009 CARE

The new reality of climate change and development

Climate change is having a profound impact on our planet and on us, its people, who depend on a stable environment in order to thrive and survive. New climatic records are being set with alarming frequency. Visible phenomena such as droughts, floods and temperature extremes have crippling direct impacts. At the same time, slower onset effects such as increasing ocean acidification, sea-level rise and reduction in crop yields are driving indirect impacts including higher food prices and violent conflict over land and water.

These dramatic changes are reconfiguring our built and natural world, our economies and the very basis of our societies. Risk and unpredictability are increasingly affecting everything we do and challenging us to make a rapid transition towards low-carbon, climate resilient development.

Yet, despite the warning signs that climate change is increasing and here to stay, there is little prospect of the concerted international action required to tackle the problem. Instead, climate change is accelerating, putting the world on a pathway towards 5-6°C of warming above pre-industrial levels by 2100; far above the 'safe' threshold advised by scientists.

As our climate shifts, our world is still in the midst of a crisis of inequality and poverty. Even though we produce enough food to feed every single person on the planet, nearly 1 billion people still go to sleep hungry every night.¹ Low-income countries account for just 9% of the world's disasters but suffer 48% of total fatalities.² Two-thirds of

the 774 million people who can't read and write in the world are women - a proportion unchanged over the past two decades.³

The imposition of climate change on a world where poverty and inequality are rife presents a profound and urgent challenge for CARE. CARE's vision of a world of hope, tolerance and social justice where poverty has been overcome and people live in dignity and security will not be attainable if we are facing the reality of a climate-damaged world; a world that is profoundly less equal and certainly less secure. Perversely, the world's poorest and most vulnerable, who have the least responsibility for causing climate change, will continue to bear the brunt of its impacts. This is an extreme global injustice.

Why a climate change Strategy?

Climate change cuts to the core of CARE's mission and has profound implications for everything that CARE seeks to achieve. Given the interdependence of development and climate change, CARE must rise to the global challenge of creating a better world for all whilst tackling climate change.

In response to this new reality, the CARE Climate Change Strategy (CCCS) provides a framework and guiding approach to support Members of the CARE International confederation to integrate climate change into their work. It builds upon CARE's strengths and experience across a range of programming sectors and draws on CARE's myriad of skills, enabling the confederation to work together and pull in one direction to meet and respond to the challenge that climate change poses.

Past and present action and CARE's niche

CARE already has a long history of working on climate change and is well known for its pioneering tools and methods, particularly in climate change advocacy and programming. Yet even with these positive investments CARE, like many other organisations, is only just beginning to take full account of the gravity of the challenge it faces.

This Strategy seeks to build on CARE's solid foundation of climate work and draw on its niche. This includes a strong presence in both northern and southern countries, promoting gender-equitable responses to climate change, focusing on rights-based approaches and working across the spectrum from humanitarian assistance to longer-term development. Given that climate change is an interconnected global problem severely impacting CARE's mission and the rights of the poorest people, CARE will continue to frame its work in the context of climate justice and equity.

However, to fully harness this potential, CARE must better understand and incorporate climate change into all of its programmes, across all sectors. It must engage with policy processes, including influencing public opinion. It needs to give priority to building internal capacity for responding to climate change and, in order to be successful in achieving such changes, CARE needs to adopt organisational behaviours that are consistent with its vision of a low-carbon future.

How the Strategy works: Goals, themes and functions

The **goal** of this strategy is:

Equitable policy and programme responses to climate change improve the livelihoods and increase the resilience of poor and marginalised women, men, boys and girls.

The goal is supported by crosscutting work on four key priority themes (what we will work on as CARE).

The **priority themes** are:

THEME A: Climate change adaptation, loss and damage⁴ and the links to disaster risk reduction and emergencies

THEME B: Climate change, agriculture and food nutrition security

THEME C: Climate finance

THEME D: Mitigation and low-carbon development

Finally, the Strategy also outlines a range of **key CARE functions** (how we will work as CARE in order to achieve the goal).

The **Strategic and Catalyst Functions** are:

Advocacy	Organisational change
Communications	Partnership building
Learning and knowledge management	Resource mobilisation
Programme development	Programme quality
Gender integration	

The Strategy provides a guiding roadmap for all CARE offices, and supports them to integrate climate change into their work. Recognising that, just as the climate and external environment are changing, so must CARE change and evolve to meet the shifting demands of the people it serves.



Salha Abdalla Abdalla, 21, weeds her community wood lot. CARE Tanzania's HIMA project focuses on reducing forest degradation in Zanzibar. © Evelyn Hockstein/CARE.

Purpose of this Strategy

The CARE Climate Change Strategy (the CCCS, hereafter referred to as the 'Strategy') has a dual purpose:

- to provide a guiding framework whereby **every part of CARE International can respond** to climate change in a way that is appropriate to their context and capacities, integrating it into their work
- to focus CARE's energies on areas of climate action where **CARE has a distinctive contribution** to make based on its mandate, strengths and experience.

The Strategy also aims to **increase the priority given to climate change** across the confederation. Climate change poses serious and immediate challenges to CARE's vision and mission – the world is already very different to that in which CARE has been used to operating, and will become even more so.

This Climate Change Strategy indicates a departure from usual methods of working in at least three important ways. CARE must:

- **engage policy makers and influence public opinion** in those countries with the highest historical levels of emissions - the global North where the root causes of climate change (high-carbon emission economies and consumption patterns) are largely to be found, as well as new emerging economies with rapidly growing emissions
- **incorporate climate change** into its programmes and advocacy in all sectors, combining short-term responses to weather variability with building long-term climate resilience
- **develop organisational behaviours** consistent with a vision of a low-carbon future, such as internal carbon budgets, reduced air travel and increased capacity to manage climate induced risks into its operations.

How to use this Strategy

CARE decision-makers wishing to initiate, consolidate or expand their work on climate change can use this Strategy to determine how to allocate resources and how to achieve synergy with the efforts of others in the confederation and can choose to focus on a particular theme or function, or an overlap of the two. The Strategy can also help CARE decision-makers to analyse how climate change can be integrated into their work across different sectors.

This Strategy is not a plan with specific deliverables, nor does it define a particular level of ambition. It sets out a vision of what we can realistically achieve with appropriate institutional commitment. The actual level of ambition will be a function of the resources and energy that different Members and Country Offices can bring to bear in pursuit of the Strategy's objectives.

This Strategy is a guide for planning, not a reference text on CARE and climate change. To make it a useful and manageable document, some topics have been dealt with in summary form. For example, the Strategy does not present an analysis of the impact of climate change on poverty, nor does it review CARE's current work on climate change. For these and other topics, please see the resources available at www.careclimatechange.org.

The following are examples of ways that CARE staff can use this Strategy:

- **Programme management** staff can build synergy between their country programmes and CARE's focus areas of action on climate change, in order to benefit from and contribute to learning and knowledge transfer between programmes
- **Communications** staff can identify stories from adaptation or food security work to help raise CARE's profile as part of its global communications on climate change
- **Programme development** staff will be able to identify areas where CARE has a strategic advantage and where programme funding opportunities may lie
- **Advocacy** staff can ensure that their national policy messages are consistent with, and contribute to, CARE's global advocacy positions on different climate change issues so that, whether for public campaigns or political lobbying, CARE is speaking with one voice
- **Fundraising** staff can use the Strategy to help them understand what CARE does on climate change, so they can make better-informed choices about potential strategic partners and opportunities for resource mobilisation
- **All** staff will know what CARE is doing about climate change and why.



BACKGROUND

Major flooding in Pakistan's Punjab Province devastated communities and left thousands of people homeless in both 2010 and 2011. © UN Photo/Evan Schneider.

Climate change context

Climate change represents the single most glaring case of global injustice of our time and it threatens the livelihoods of billions of people. However, the vast majority are the world's poorest who have little responsibility for the greenhouse gas emissions that have set global warming in motion. And, perversely, they are also the hardest hit while having the least resources to cope. The impacts of climate change are already being felt, and while it poses a real threat to everyone, the consequences are more severe for people in developing countries. Within those societies, the poorest women, men, boys and girls are already and will be further affected in disproportionate ways.

Two stark observations capture the nature of this injustice. On the one hand, climate change is accelerating, as demonstrated by an ever-growing body of scientific evidence, and with a momentum that makes it likely to trigger tipping points⁵ and irreversible changes in the global climate within the coming decades. On the other hand, and in marked contrast to the urgency of the problem, there is little sign of significant political will from governments to respond adequately. Since the failure of the Copenhagen summit in 2009 to make any ambitious commitments to cut emissions and put the world on the path to a sustainable future, international negotiations and concerted political action at all levels have been insufficient to tackle the problem. Moreover, global leaders missed the historic opportunity to ramp up ambition and commitment at the 2012 UN Conference on Sustainable Development (Rio+20). Currently there is no sign that any effective international treaty will come into force before 2020.⁶

EXAMPLES OF THE IMPACT OF CLIMATE CHANGE ON THE PEOPLE CARE WORKS WITH

Accelerated glacial retreat in the Himalayas and Andes is severely reducing the availability of water in Asia and South America.

In Peru and Bolivia, delicate ecosystems in mountainous regions are being affected by increasingly erratic weather patterns, causing shifting planting and harvesting seasons and reducing people's ability to feed their families and earn a living.

In Africa, arid lands are expanding and yields of staple crops will continue to decline, in some areas by as much as 50%.

In Niger, severe drought is driving communities from their ancestral lands as they struggle to cope with unpredictable rains, food shortages and reduced incomes.

By 2100, predicted sea-level rises of at least one metre could devastate agriculture in low-lying deltas across the world, and directly affect millions of poor people in coastal cities across all continents.

Meanwhile, rather than embracing a radical shift to a low-carbon and climate resilient global economy, vested political and commercial interests are actively developing new fossil fuel reserves, thereby ushering in a further era of high carbon emissions,⁷ and in some cases actively working against efforts to tackle climate change. Global fossil fuel reserves are estimated to contain five times the amount of carbon that the atmosphere can absorb.⁸ The global transition towards a low-carbon and climate-resilient economy has barely begun.

Climate change impacts are not just a concern of the future. They are already upon us. Already, 250 million people face the pressures of sea-level rises; 30 million people are affected by more extreme weather, especially flooding; 25 million people are affected by permafrost thawing; and 5 million people are pressured by desertification.⁹ In 2012, record droughts drove up grain prices worldwide. Compounded with harvest failures elsewhere in the world, these droughts will have serious and longer-term impacts on global food security in 2013 and beyond.¹⁰ Hurricane Sandy, the largest tropical Atlantic storm for a generation, severely affected Haiti and Cuba and was the worst storm to hit the US in more than 100 years, causing US\$65bn worth of damage.

Climate change is radically affecting everything that CARE does, with implications for food, health, water, gender relations and inequalities, livelihoods and conflict. As an issue of social justice, responding to climate change cuts to the core of CARE's mission. Indeed, it is arguably the greatest ever threat to that mission and as such cannot be ignored. This Climate Change Strategy aims to set out a coherent and effective framework for CARE to respond to this challenge.

Organisational context

A good deal of groundbreaking climate work has happened across CARE, yet the CARE International confederation is really just beginning to take full account of how seriously climate change challenges its core business. As CARE works towards realising its Vision 2020, it needs to take heed of the emerging science and the opinions of experts and forward-thinkers on how climate change fundamentally alters the context in which it operates.¹¹

CARE's first climate change strategic plan was prepared in 2009, and approved in 2010, before the impact of the historic failure of the Copenhagen climate conference had become fully apparent. That strategy had four components: advocacy, carbon finance, adaptation and organisational change. A mid-term review¹² conducted in 2012 concluded

that significant progress had been made on adaptation, and there had been important achievements in the areas of advocacy and carbon finance, but very little had been done in terms of organisational change. A mismatch between the ambitions of the plan and the resources available, as well as its unclear alignment with CARE's core programming priorities, contributed to these mixed results.

The review also revealed a degree of confusion across CARE International about the status of the first climate change strategic plan, and a widespread expectation that its implementation was primarily the responsibility of the Secretariat staff of the Poverty Environment and Climate Change Network (PECCN).¹³ This was not the intention; rather the plan was meant for the whole of the confederation. In addition, some CARE Members were and still are doing significant work on climate change. However, on occasion it has been outside the framework of that strategic plan and not always linked to other activities across the CARE confederation.

Climate change is too urgent a priority to be left to uncoordinated implementation arrangements. In response, this new CARE Climate Change Strategy aims to bring climate change into the mainstream of CARE's global work by:

- making the links with established programme priority areas more explicit – for example by linking with gender, food nutrition security, and humanitarian action including emergencies, disaster risk reduction, and leaving space for others such as water and sexual and reproductive health
- updating CARE's thematic climate focus to keep it relevant to the changing climate context and political environment
- identifying the functions that different parts of CARE might undertake, clarifying that this Strategy is for the whole of CARE and not just for PECCN
- reinforcing the shift to a programme-based approach by mainstreaming climate change into existing priorities rather than setting up stand-alone climate projects
- elaborating on CARE's niche as a development organisation that draws from its experience on the ground to inform climate programmes and policy advocacy at national and international levels
- highlighting the significance of climate change for CARE's future work towards Vision 2020.

HOW CLOSE TO THE EDGE?

In 2009 at the UN climate negotiations in Copenhagen the international community agreed to do all it could to keep average global temperature rise to within 2°C above the pre-industrial average – even though many countries, most scientists and almost all of civil society continue to press for the safer margin of 1.5°C.¹⁴ To achieve any reasonable chance of avoiding 2°C, global emissions need to peak and begin to decline well before 2020 – that is, before any international agreement that will compel governments to take action might come into force. However, rather than decreasing, greenhouse gas emissions are increasing to record levels.¹⁵ These levels of greenhouse gas emissions, even when combined with the existing modest pledges of reduction, put the world on a pathway to a 3-6°C average global temperature rise by 2100¹⁶, way beyond the level within which scientists consider that the earth's climate could remain stable and safe. Already some of the 'worst scenario' predictions are proving to have underestimated the extent of change. In 2012 the melting of Arctic summer sea-ice surpassed all projections, and is now expected to all but disappear within the next decade. Because of the inter-connectedness of the global weather system, scientists predict this will trigger untold climate consequences in regions far from the Arctic.¹⁷ The World Bank, normally a conservative commentator on environmental issues, raised the alarm about the drastic consequences of an imminent 4°C world in its 2012 report *Turn Down the Heat*.¹⁸ It is now becoming increasingly clear that globally we are failing to tackle climate change and to limit the degree of damage to a level compatible with the goals of a stable and equitable society.

Climate change challenges the world to rapidly redefine what is understood by sustainable development and as such it pervades all CARE activities across the development-to-humanitarian spectrum. Climate change undermines the rationale of traditional approaches to development and makes it impossible to continue CARE's work without fully integrating climate change risks and opportunities. As a rights-based organisation with a vision of eradicating poverty, CARE as a whole must respond effectively to climate change. If it doesn't, it risks failing in its mission.

CARE's niche in climate action

Just as the rest of the world needs to demonstrate a departure from 'business as usual' in tackling climate change, so this Strategy represents a departure from some of CARE's traditional modes of operation.

CARE's experience of working on climate change to date has given us particular strengths. CARE's niche is to use this experience and capacity towards:

- **promoting equitable responses** to climate change, particularly gender-equitable¹⁹ approaches that empower women and girls and lead to gender transformative outcomes
- **incorporating climate change across the spectrum**, from humanitarian assistance to long-term development
- **generating evidence from practical experience** on the ground to feed into programme development and policy analysis and advocacy on climate change, both nationally and internationally
- **communicating the links between policy choices and action** on climate change in the global North and South
- **building the capacity of local organisations** in the global South to do all of the above.

Significantly, CARE has a strong presence in both northern and southern countries. Recognising that climate change has both causes and consequences rooted in the global North and South, different CARE Member countries and Country Offices have complementary roles to play in mobilising public opinion in support of equitable climate change policies. In some areas, this may suggest a role for Members and Country Offices which is outside traditional modes of operation but necessary if CARE is to effectively tackle the climate challenge.

For maximum impact, the CARE response to climate change will focus on particular themes that are relevant to CARE's strengths and experience. These efforts will be complementary to the peers and allies in the global movement to eradicate poverty and social injustice, many of whom are active in climate change in different ways.

To fully harness CARE's potential, it must be ready to take the initiative in four key areas. CARE must:

- **fully incorporate climate change** into programmes across all sectors
- **engage with policy processes**, including influencing public opinion, in countries in both the global North and South
- **prioritise building internal capacity** on climate change
- **adopt organisational behaviours** consistent with a vision of a low-carbon and climate resilient future.



COMPONENTS OF THE STRATEGY

An Ethiopian Darara woman presses hay to her house. CARE's Resilience Enhancement Against Drought Programme is helping women cope with long droughts by teaching improved hay-making to provide pasture for livestock during the dry season. © 2009 Stuart Dunn/CARE.

Institutional commitment

This is a Climate Change Strategy for the whole of CARE, not just for PECCN. This Strategy seeks to revitalise the confederation's commitment to respond seriously and adequately to climate change; and it depends on organisational commitment for its success. A coherent CARE-wide response to climate change calls for a coordinated division of labour and complementary actions by all parts of CARE, including CARE International Member headquarters and field-based offices and units, as well as Country Offices, relevant to their respective operating contexts.²⁰

The Secretary-General, along with CARE International's senior management and governing body, can lead, motivate and support the confederation to adjust to new realities that will be part of the world as the impacts of climate change unfold. Meanwhile all parts of CARE can play their part in organisational change.

PECCN,²¹ as CARE International's Centre of Expertise on climate change, will help to put this institutional commitment into practice by providing a range of services such as technical advice, promoting learning, incubating new programme approaches and guiding advocacy, fundraising and communications. It will strive to assimilate the latest climate science in the context of its impacts on CARE's work, and will work to ensure that CARE staff at all levels have a broad understanding of climate change. PECCN will support CARE staff to explore the implications of climate change for their work. It will also help staff mainstream these considerations into their programming.

Guiding approach

CARE believes that the causes and consequences of climate change are fundamentally the perpetration of a great social injustice, which means that all of responses to the impacts of climate change must be based on the principle of equity and of climate justice. Equity²² applied to climate change determines that:

- all countries and sectors of society have a responsibility to respond to climate change, with levels of effort differentiated according to respective levels of historic contribution to climate change and their present capabilities
- all people have the right to sustainable development and a life with dignity and security.

These two principles taken together mean that the right to development does not imply unconstrained licence to violate the earth's atmosphere. Conversely, a need to tackle climate change does not mean that some sectors of society must remain poor so that others can continue with their overconsumption of resources.

The goal of gender equality is fundamental to CARE's concept of equity. It is achieved when the extent to which people are affected by climate change, and the extent to which they participate in and benefit from responses to it, no longer depend on whether they were born male or female. Social inequality has other important dimensions such as ethnicity, class, caste, age or livelihood, and with climate change, intergenerational equity becomes a concern across generations and of how decisions made today affect the rights of children and future generations. For much of CARE this presupposes an explicit focus on empowering women and girls.

This interpretation of climate justice means that although the base of CARE's programme operations is in developing countries, it must also act in developed countries, urging northern governments to take action to reduce greenhouse gas emissions and to support climate change programmes in developing countries.

Climate justice also means that CARE activities in developing countries must be consistent with a vision of development that is sustainable in a world where climate imposes new constraints. CARE must take a stand against unjust responses and development approaches that exacerbate climate change (such as forest clearance for monoculture crops); or which shift the burden on to poor and marginalised people (for example forcible clearance of settlements from flood-prone areas), or otherwise reduce the capacity of women and men to live sustainably and securely (for example, by leaving their assets more exposed to drought).

Resilience is a useful concept around which to frame this Climate Change Strategy. Resilience is already a well-established concept in some other areas of CARE's work – for example, humanitarian response and social protection.

In this Strategy, resilience is taken as the capability of women and men both to *respond to increasing shocks and stresses* induced by climate change, and also to modify their livelihood strategies in the context of a changing climate. CARE's approach to development as social transformation means that resilience goes beyond simply coping with heightened climate risk while otherwise maintaining the status quo: it addresses power imbalances and inequalities that get in the way of reducing vulnerability to climate change. Strengthening the adaptive capacity of poor and vulnerable households enables them to take advantage of new opportunities to improve their conditions and position in society, for example by diversifying their livelihoods – empowering people to thrive, not just survive, in the face of future climate risks.²³ Resilience in this broad sense is the overarching wrapper for CARE's climate work together with social justice and equity and is relevant to the whole spectrum of CARE's activities – including humanitarian response, disaster risk reduction and long-term development and social change.

Strategic goal

The purpose of this Strategy is to align all of CARE's efforts in pursuit of an overall goal:

“Equitable policy and programme responses to climate change improve the livelihoods and increase the resilience of poor and marginalised women, men, boys and girls.”

This Strategy does not constitute an operational plan but rather a guide to action across a range of programmes and contexts. Therefore it does not define a theory of change for achieving impact nor a specific impact group, however, for most country programmes the focus will likely be on the empowerment of women and girls. Each individual Member or Country Office will develop its own climate change response using a combination of the strategic and catalyst functions as outlined further below, including but not limited to:

- advocacy
- organisational change
- learning and knowledge management
- communications
- programme development
- gender integration.

These strategic functions are described further below.

Themes and functions

This Strategy comprises a combination of overlapping themes and functions. Themes represent the subject matter that CARE will focus on – in other words, *what* CARE will work on in the field of climate change. There are four **themes** on which CARE will focus, described in the next section.

The functions define *how* CARE will work – that is, the **scope of activities** that different CARE Members and Country Offices can carry out under any of the four themes. These are further divided into two groups: strategic functions, which contribute directly to the achievement of the goal of resilience and equity; and **catalyst functions**, which create the necessary institutional environment to enable the other activities to take place.

Both strategic and catalyst functions are necessary for effective implementation of the Strategy and both will require the dedication of human and financial resources, reflecting the priorities and capabilities across CARE. Should a particular Member or office choose not to make climate change a programme priority, and therefore not undertake any strategic function, it can nevertheless support the confederation's wider effort through one of the catalyst functions.

The five **strategic functions**, those that contribute directly to the achievement of the goal of resilience and equity, are:

- **advocacy**
- **communications**
- **learning and knowledge management**
- **programme development**
- **gender integration.**

These strategic functions are underpinned by four **catalyst functions**, which are key enablers to which every CARE Member and Country Office can contribute:

- **organisational change**
- **building partnerships**
- **resource mobilisation**
- **programme quality.**

Diagram 1: Climate Change Strategy: Prioritisation of functions by theme

The table below lists the functions that are the most likely priority for each theme within the timeframe of this Strategy (2013-2015). Three ticks represent substantial focus; two ticks represent lesser engagement, one tick represents a minor engagement. This prioritisation is only relevant for the period of time for which the Strategy is in place. CARE will continue to review its prioritisation of key themes subject to changing internal and external context.

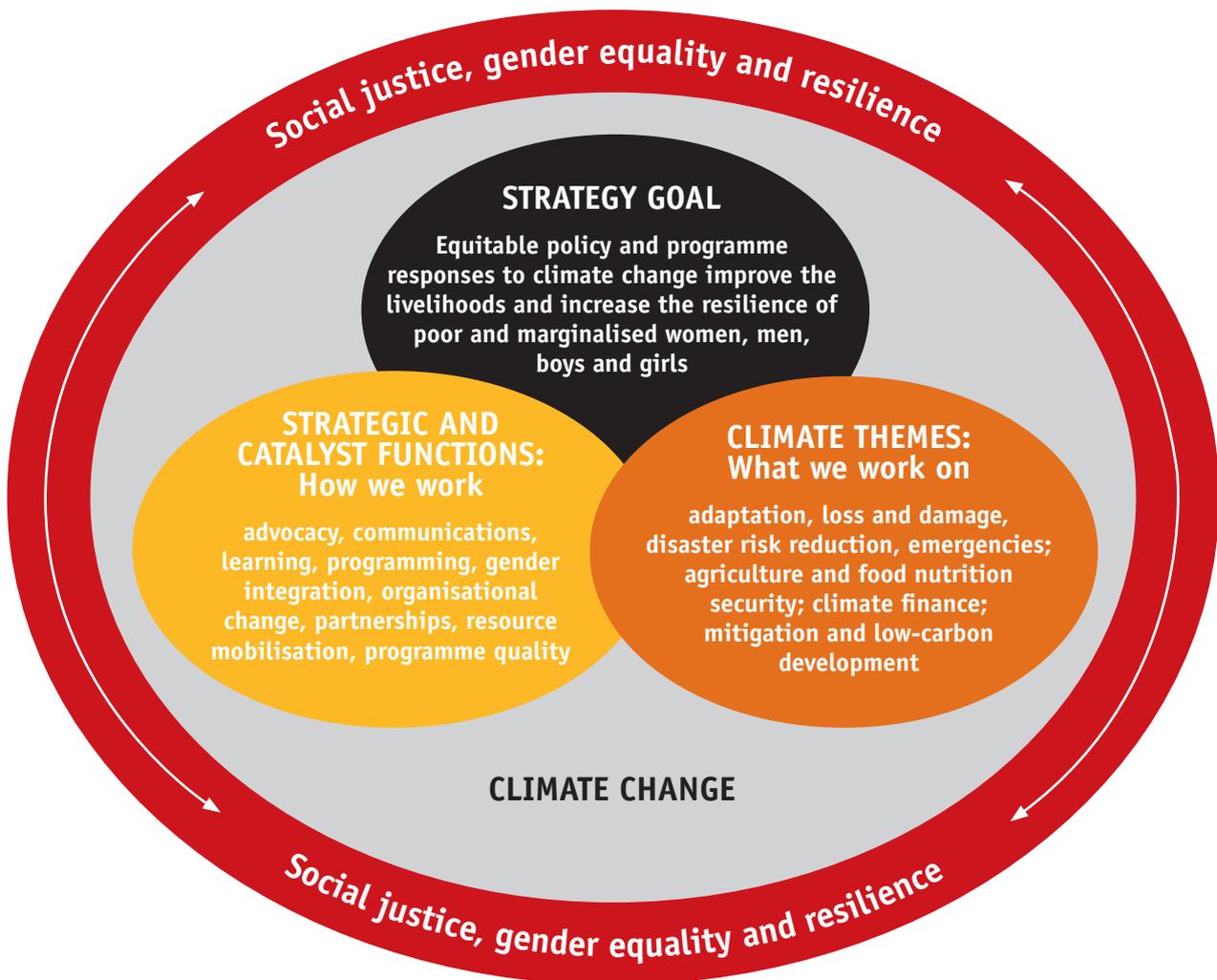
THEME	Climate change adaptation, loss and damage and links to DRR and emergencies	Climate change, agriculture and food nutrition security	Climate finance	Mitigation and low-carbon development
Strategic functions				
1. Advocacy	✓✓✓	✓✓	✓✓	✓
2. Communications	✓✓✓	✓✓	✓	✓
3. Learning and knowledge management	✓✓✓	✓✓✓	✓	✓
4. Programme development	✓✓✓	✓✓✓	✓	✓
5. Gender integration	✓✓✓	✓✓✓	✓✓	✓
Catalyst functions				
6. Organisational change	✓✓	✓✓	✓	✓
7. Building partnerships	✓✓✓	✓✓	✓	✓
8. Resource mobilisation	✓✓✓	✓✓	✓	✓
9. Programme quality	✓✓✓	✓✓✓	✓	✓

Different themes will require a different mix of activities and levels of effort, considering CARE's strengths and resources. In short, any entity within CARE – whether Member, regional unit, Country Office, network or knowledge community, Centre of Expertise, or programme – can, according to its resources and operating context, contribute to at least one or more of the nine functions, in support of one or more strategic thematic areas.

Organisational change is somewhat distinctive, as it extends beyond the scope of the thematic areas to reach other sectors – for example, the mainstreaming of climate change considerations in water and health programming. Organisational change also has implications for other functions not represented here – for example, human resources, when it comes to issues such as managing CARE's environmental footprint.

Diagram 2: Goal, themes and functions of the Strategy

The figure below visualises the Strategy within the overarching wrapper of social justice, gender equality and resilience in the context of climate change. It shows the Strategy's goal, core strategic and catalyst functions and key climate themes.



Themes

Action on climate change spans three broad areas: **mitigation**, actions that reduce the volume of greenhouse gases in the atmosphere, slowing down the rate of climate change; **adaptation**, dealing with the actual and anticipated impact of climate change on people's lives; and, where the situation has become so severe that adaptation is no longer possible, **loss and damage**.²⁴ These follow on from each other: if mitigation is insufficient, adaptation becomes necessary; and if adaptation is inadequate, then loss and damage must be faced. As such, they can be seen as three sequential eras; and we are now entering into the era of loss and damage.

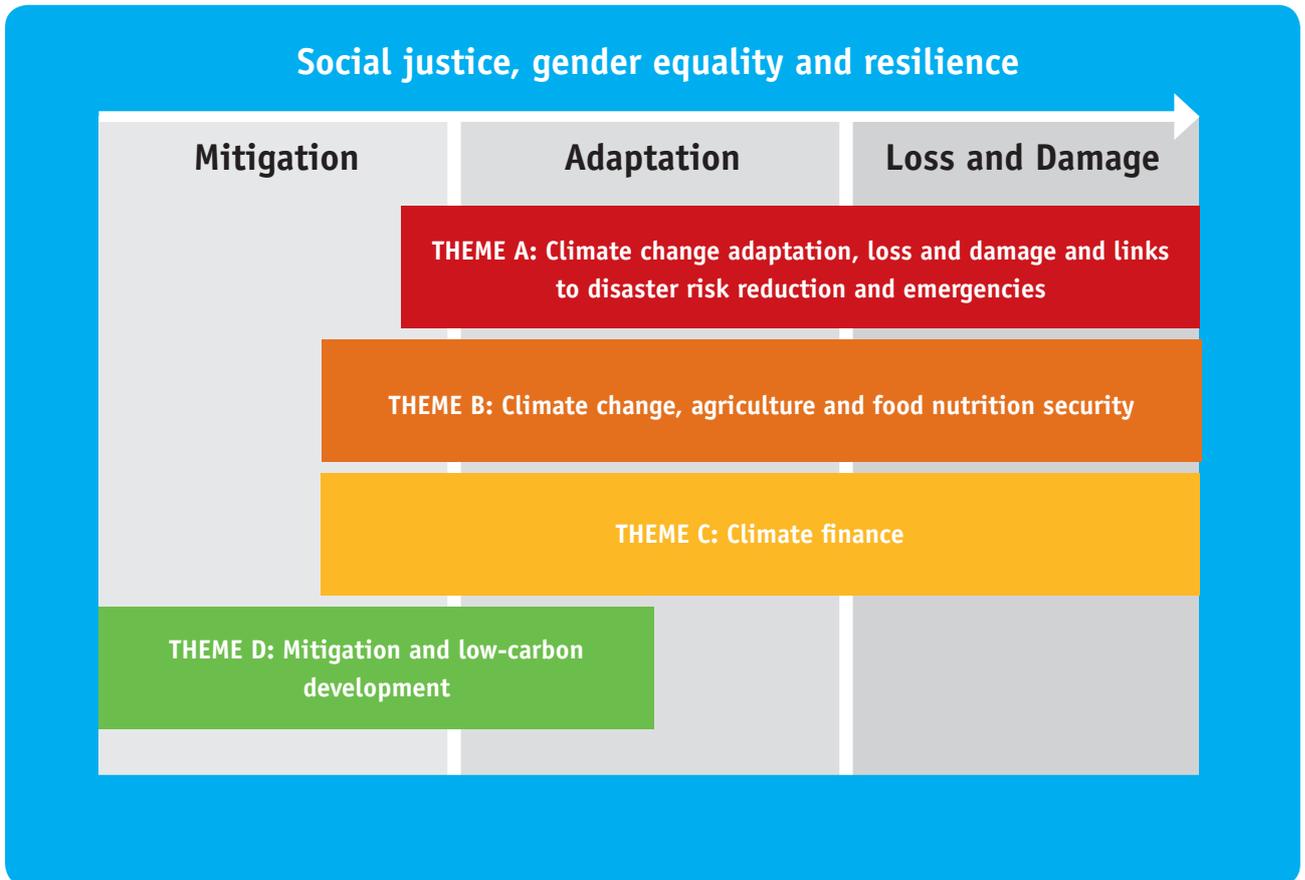
All areas of action on climate change are critically important. However, adaptation still continues to be CARE's predominant area of climate change action, based on CARE's current mandate and experience. Within the overarching adaptation umbrella, CARE will focus on three themes critical to building resilience:

- THEME A: climate change adaptation, loss and damage and the links to disaster risk reduction and emergencies
- THEME B: climate change, agriculture and food nutrition security
- THEME C: climate finance.

All of these themes above also overlap to some extent with mitigation. Mitigation is further considered under a specific theme, THEME D - Mitigation and low-carbon development.

Diagram 3: The three eras of climate change and their relationship to CARE's priority themes.

This diagram shows the three continuous eras of climate change as CARE sees them - mitigation, adaptation and loss and damage. Overlaid are the four priority themes CARE will focus on, showing their relationship to each era.



Two themes, **climate change adaptation, loss and damage and links to disaster risk reduction and emergencies** and **climate change, agriculture and food nutrition security**, will have a strong component of programme implementation as well as advocacy. Whilst the two other themes, **climate finance** and **mitigation and low-carbon development** are central to the climate change advocacy agenda at both international and national levels, but will likely have fewer programme activities associated with them.

The themes clearly overlap and this Strategy allows CARE to build synergies between activities under each theme. Across all themes, CARE will address the concern that vulnerability to climate change and the capacity to adapt are shaped by both environmental factors and by power imbalances through social justice and equity lenses and inequalities. These imbalances are always influenced by gender and within a given society by other determinants of social status. Thus, as illustrated in the figure above, CARE's entire approach is wrapped and underpinned by the overarching theme of gender equality, social justice and resilience.

THEME A: CLIMATE CHANGE ADAPTATION, LOSS AND DAMAGE and links to DISASTER RISK REDUCTION and EMERGENCIES

Thematic Goal: *An equitable approach to climate change adaptation, loss and damage and links to disaster risk reduction and emergencies builds the resilience of poor and marginalised people to climate-induced risks.*

The majority of CARE's work on climate change will continue to support vulnerable communities to adapt to the impacts of climate change. As climate change leads to more extreme and less predictable weather, communities have to adapt to both slow-onset and sudden impacts, which are becoming increasingly severe. A critical component of

climate resilience is reducing the vulnerability of people to these risks, by improving the adaptive capacity of individuals and societies.

Faced with extreme or recurrent losses, the adaptive capacity of local communities reaches its limits, and they are unable to recover after disasters. Beyond the provision of humanitarian assistance, there is a need to build their resilience to recurring climate hazards and to reduce their exposure to risk.

CARE will seek to develop common approaches and tools for adaptation to climate change, disaster risk reduction (DRR) and emergencies and links to other parts of the CARE confederation. Building on experience in humanitarian response and on the growing adaptation portfolio, CARE will invest in learning, training and support to build its own capacity and that of partners to understand and integrate climate change adaptation into programmes and programmes. CARE will maximise synergies with existing initiatives in which it partners, such as the multi-agency Emergency Capacity Building project, the Adaptation Learning Programme and Partners for Resilience, as well as the expertise of CARE Members with specific DRR and adaptation portfolios.

CARE will build knowledge and learning from the ongoing adaptation practice within its portfolio of projects, and will seek to replicate and scale-up successful adaptation initiatives. To contribute to this, CARE will further develop its existing array of toolkits for community-based adaptation and integrate adaptation approaches across all sectors. In addition, CARE will undertake advocacy at both international and national levels to ensure that adaptation policies are effective, adequately resourced, gender equitable and socially just.

In some cases, most imminently on desert margins and in low-lying areas made uninhabitable or unproductive by sea-level rise, people's capacity for adaptation is exhausted and conventional adaptation approaches are insufficient. Innovative mechanisms are needed to cope with such loss and damage, including support for rehabilitation, compensation and alternative livelihood strategies. This relatively new area of policy and programming is particularly critical for the rights and livelihoods of the most marginalised and vulnerable people, and therefore must form part of CARE's broader climate change adaptation agenda, social justice and humanitarian mandate.



A young boy wades through deep waters after flooding devastated villages in Nowshera, Pakistan, in 2010. © 2010 Junge Wasser/CARE.

THEME B: CLIMATE CHANGE, AGRICULTURE and FOOD NUTRITION SECURITY

Thematic Goal: *Climate change and agriculture considerations are integrated into all relevant policies and programmes to ensure food and nutrition security for vulnerable populations.*

Freedom from hunger is a basic human right and a critical element of household livelihood security. CARE has a long history of working to increase food security across the humanitarian-to-development spectrum, and it remains one of CARE International's strategic priorities. One of the most direct consequences of climate change is its impact on agriculture and livestock production, both through changing long-term conditions and increasing variability of seasons from year to year. This has a direct effect on food security, particularly for households that produce a large portion of their own food, and an indirect effect on urban consumers by affecting food prices and supply – locally, regionally and globally.

CARE's programmes and policy advocacy must thus address the climate risks to food security at several levels – expanding climate-resilient food production, diversifying livelihoods, establishing safety nets for vulnerable populations, and ensuring efficient, effective and equitable food distribution systems.

Consistent with the CARE confederation Food and Nutrition Security Strategy and Gender Policy, this Strategy focuses primarily on poor smallholder farmers, and in particular women farmers, dependent on rain-fed agriculture. This builds on CARE's particularly strong track record and profile in smallholder agriculture and food security programming in areas that are highly vulnerable to climate change. A major thrust will be development of a new portfolio of initiatives that seek to address climate vulnerability in smallholder rain-fed agriculture.



Awin Asakib and her neighbours from Bianboog, Upper East Region, Ghana, have received support from CARE's Adaptation Learning Programme for Africa, improving their food security in the face of climate change. © CARE/Nana Kofi Acquah.

This will entail a combination of approaches, including direct implementation of innovative programmes, working through strategic partners, facilitating learning, and influencing government policy. In recent decades there has been consistent under-investment in smallholder agriculture globally, with the result that many small-producer farming systems are unsustainable and very vulnerable to climate change – and in sub-Saharan Africa, often marginally productive. Women are at least as important producers of food as men and yet they have significantly less access to land, inputs and training.

Traditionally, food nutrition security, agriculture and climate change have been treated as separate sectors with different institutional structures, frameworks of analysis, and avenues of funding. By promoting an integrated approach, CARE will seek to improve understanding of the underlying drivers of food nutrition insecurity, and will aim to have more impact on the wellbeing of groups most vulnerable to climate change.

In the context of climate change, intensive agriculture is a major source of greenhouse gas emissions, and it is imperative to move towards more sustainable²⁵ forms of food production. However, the international discourse on ‘Climate Smart Agriculture’ often confuses the need for industrialised agriculture to reduce its emissions with the expectation that resource poor smallholder farmers will also sequester carbon in their farming systems. CARE’s work in this area will always focus on the resilience of people who depend on smallholder production, and CARE will use its field experience to generate important evidence for advocacy that keeps the focus of climate-resilient agriculture on adaptation, food security and sustainable livelihoods.²⁶

THEME C: CLIMATE FINANCE

Thematic Goal: *The design, sourcing and distribution of climate finance equitably targets those people, sectors and countries who are most vulnerable to climate change.*

Along with mitigation, climate change finance remains one of the major unresolved issues in the global arena. There is no shortage of proposals for innovative climate finance mechanisms, such as carbon and financial transaction taxes, but there is a lack of political will to explore them seriously at international level. CARE acknowledges that other expert civil society peer organisations are better placed to work on how climate finance is sourced; therefore, CARE will continue to work with them but concentrate its efforts on how climate finance best targets the poorest and most vulnerable people. Many existing climate funds are channelled through governments with poor governance records, or through private sector actors motivated by profit, with few safeguards and guarantees that the poor will benefit and not be harmed. CARE will strengthen participation in international and national dialogues on the sources and application of climate finance, and will support its partners to do so.

While CARE has expertise and experience in both donor and recipient countries on how development funding is allocated and spent, some sources of climate finance are introducing new forms of funding conditionality, related to carbon performance, which must be analysed differently. CARE will generate evidence on the effectiveness of climate finance in addressing the needs of poor and vulnerable women and men, and use this towards ensuring that such finance benefits them, rather than reinforcing their marginalisation. Removing barriers to women’s full participation in decision-making processes, and ensuring their equal access to education, training and productive resources, are important elements of this approach.

The bulk of CARE’s work in this arena will relate to funding for adaptation. However, CARE has begun to position itself as a thought leader in the area of loss and damage, through advocacy work at COP18²⁷ in Doha in 2012. Climate finance will become increasingly significant as global leaders debate and negotiate international mechanisms for dealing with loss and damage in future and with the move towards a 2015 global climate agreement.

Under mitigation finance, that is, funding for the reduction of carbon emissions, CARE remains cautious of market-based carbon finance mechanisms, but will demonstrate through a very limited number of projects (such as small-



Communities in Zanzibar are planting trees and creating nurseries to protect Tanzania's vanishing forest systems. ©CARE/ Evelyn Hockstein.

holder agriculture and community forestry) how climate finance might be used to improve livelihoods and promote gender equality and social inclusion. The reason for this cautious approach is that experience to date has shown that the benefits which mitigation finance can bring to poor people are small in relation to the associated risks and costs. Lessons learned will allow for replication of good practice and will inform the development of national and international policy.

One source of climate finance for mitigation in tropical forest countries is REDD+.²⁸ CARE has been at the forefront of developing and disseminating international social safeguards for REDD+ that embody promotion of rights, equitable distribution of benefits, and protection of the environment.²⁹ In recent years, CARE has been involved in pilot REDD+ programmes, and has contributed to learning about the implementation of pro-poor REDD+. In future, rather than direct project implementation, CARE will use its resources more strategically to promote the adoption of safeguards by countries that are pursuing a REDD+ programme, to enhance positive impacts and avoid negative social impacts for communities dependent on forests and, particularly, for women.

THEME D: MITIGATION and LOW-CARBON DEVELOPMENT

Thematic Goal: *A global transition towards low-carbon and climate resilient development reduces the overall level of greenhouse gases emitted into the atmosphere, whilst protecting and promoting social justice and equity for poor women and men's rights to development.*

In a carbon-constrained world, developed countries need to urgently reduce their consumption patterns and emissions, whilst developing countries need opportunities to increase their wealth and well-being through more sustainable models of development. Such models must promote the global transition to low-carbon development and must not replicate the disastrous course taken by the developed world but invest in low-carbon and climate resilient

pathways, for example by using green energy and promoting sustainable production and consumption.

CARE considers a truly ‘green economy’³⁰ to be a sustainable development model that gives poor communities the opportunity to build their resilience to climate change using methods and processes that promote social justice, climate-resilient livelihoods and environmental sustainability. CARE will work to ensure a just transition to a more sustainable economy that genuinely benefits poor and marginalised men and women, and safeguards their rights. This can only be achieved by promoting their participation so they can benefit from these opportunities and shape policy and practice responses, and by monitoring and mitigating any negative consequences.

The path to a low-carbon and climate resilient future requires an urgent and massive reduction in greenhouse gas emissions to reduce the severity and immediacy of climate change. The primary responsibility for such mitigation lies firmly with those nations that are historically the major emitters – that is, industrialised countries of the global North, which have exhausted the capacity of the earth’s natural systems to absorb greenhouse gases without major disruption. The longer the pace of climate change remains unabated, the more severe the impacts are becoming on the people CARE seeks to serve. Thus, CARE will uphold the need for emission reductions sufficient to keep the world within a safe threshold, and as close as possible to a 1.5 degree global temperature rise. CARE Members will take action to promote this goal as appropriate in their national contexts.

Based on the principles of climate justice, poor communities in the global South have a limited role to play in climate change mitigation, as they have neither historic responsibility for the emissions that have created global warming nor the volume of current emissions to make a significant difference to atmospheric levels of greenhouse gases.³¹ Nevertheless, in many contexts the livelihoods of poor women and men can be enhanced by opportunities for low-carbon development, such as agro-ecological farming, community forest conservation and fuel-efficient technologies. If well conducted, mitigation, as the net removal of carbon from the atmosphere, can be a welcome secondary effect (or co-benefit), of interventions that have poverty eradication or adaptation as their primary objective. However CARE does not in general support the use of carbon offsets to finance projects given the zero sum nature of their ability to make real carbon reductions and concerns over the distraction this poses from making real and urgent emissions reductions.³²



CARE is supporting communities in Bangladesh to adapt to the impacts of climate change. Duck-rearing projects are enabling women to diversify their income and prepare for climatic changes such as sea-level rise. ©CARE/Angie Dazé

Strategic functions

1. Advocacy

The policy and institutional choices made by the international community in the next few years will determine the extent to which climate change will affect poor and marginalised people. The right choices include ambitious emission reduction targets and mitigation actions that contain global warming where possible, as well as a massive adaptation effort that targets the most vulnerable, with the resources to match. These policy decisions lie with both northern and southern governments.

CARE's advocacy must cover not only the areas related to adaptation programming, which derive from its traditional operational role, but extend to those issues that are the primary responsibility of northern governments – climate mitigation and climate finance. These are the critical issues in climate change policy, and though they may take CARE out of its historical comfort zone, avoiding these topics risks making other climate change activities irrelevant and potentially unachievable. CARE will continue to advocate for equitable policy and institutional responses to climate change, as such CARE's Members and especially its northern Members must hold their own governments to account for their respective responsibilities.

Aim: To influence international and national climate change policy and practice to ensure it is equitable and contributes to the resilience and voice of poor and marginalised women and men

Indicative objectives:

- Advocacy targets and audiences are selected in both northern and southern countries to form a coherent strategy for policy change.
- Climate change policies and mechanisms in selected countries are contributing to equity and resilience while respecting, protecting and promoting the rights of women and men.
- Key implementing partners have increased capacity (including skills, expertise and resources) to advocate for equitable climate change policies nationally and internationally.
- CARE's programmes generate an evidence base that is effectively utilised in climate advocacy at different levels by CARE, its partners and other coalitions.
- CARE contributes to and is informed by the advocacy positions of platforms and coalitions that complement its expertise and experience.
- Ensure that a climate and rights-based perspective is built into all of CARE's work and the forthcoming review of the Millennium Development Goals.

2. Communications and media

Effective climate change communications are essential for successful engagement with CARE's two primary audiences:

- external audiences: to support and amplify CARE's advocacy work and, in so doing, raise its public profile on key areas of climate expertise
- internal audiences: to significantly increase awareness among staff and partners of climate change issues and their importance to CARE's work and priorities.

Communications will go beyond publicising the outcomes of CARE's climate change projects and will seek to raise broader internal and external awareness of the causes and consequences of climate change, its effects on the poor and vulnerable communities CARE works with, and solutions drawn from CARE's experience on the ground.

Effective, targeted and strategic climate communications will help make the case – and galvanise support for – CARE's advocacy and fundraising work and policy demands, as well as for its distinctive approach to programming.

Aim: To educate, inform and influence key internal and external target audiences, enabling them to take more effective action on climate change

Indicative objectives:

- Staff and partners have access to and use relevant, expert information about climate change and CARE's role in responding to it.
- Communication products combine the latest science and analysis with evidence from CARE programmes and partners – highlighting the experiences and voices of communities in the global South.
- Design of climate-related tools and materials routinely include communications and public outreach activities with a clear brand, message, audience and purpose.
- CARE raises its profile among key target audiences as a respected source of information and expertise on climate change.

3. Learning and knowledge management

CARE will continue to contribute to and learn from global practice, particularly on adaptation. Internally, this will help CARE to go beyond treating climate change as a set of adaptation projects, and to integrate it into planning mechanisms and frameworks of analysis, such as programme shift, long-range strategic planning, and theories of change. CARE is well placed to harness learning from practical experience on the ground and to develop an evidence base for national and global advocacy.

Aim: To create a learning environment that facilitates the creation, capture and sharing of knowledge about climate change within and between CARE and its partners

Indicative objectives:

- CARE staff and partners have received formal and informal training and mentoring in skills for creating, capturing and sharing knowledge.
- Theme teams and a Community of Practice are established for ongoing collaborative learning.
- Learning and specialist knowledge of policy and practice has been documented.
- Systems in place to monitor and evaluate the effectiveness of CARE's work on climate change.
- Programmes of targeted research and learning on specific priority themes have been implemented.

4. Programme development

The pervasive nature of climate change means that no set of programmes will ever provide an adequate response unless they are brought to scale, either by replication or by policy reform. CARE will develop innovative approaches, and integrate climate change into existing programming, with this goal in view. For example, CARE is a pioneer in developing methodologies for adaptation that operate at multiple levels and keep communities at the centre of planning and implementation. CARE will continue to work with local partners to develop and implement programmes that combine community-based and ecosystem-based approaches to adaptation, enabling local communities to manage the ecosystems on which their livelihoods depend under empowering governance arrangements. Another area where CARE is breaking new ground is an approach to smallholder agriculture in a changing climate that promotes practices that build adaptive capacity and resilience by enhancing fertility, diversifying production and generating income. CARE will advocate for policies that support these approaches, respecting the principles of both human rights and environmental sustainability.

Aim: To develop innovative programmes that lead to improved policies and practices

Indicative objectives:

- CARE climate change programmes integrate advocacy and field operations as mutually reinforcing activities.
- Climate change is incorporated into the strategic analysis of Country Office programmes, including its implications for theories of change and impact populations.
- Funding is secured for scaling-up and disseminating good programme practice in climate change.
- CARE staff in Country Offices and CARE International Members have enhanced understanding of the impact of climate change on CARE's work and are trained in the use of CARE tools for integrating climate change into development programmes in their relevant sectors.
- Drivers of risk and vulnerability for CARE's impact groups, which include climate change scenarios, are part of programme analysis, design and monitoring.

5. Gender integration

Climate change has distinct impacts upon all sectors of society including women and men. As CARE staff become more aware of the need to incorporate climate change into their programmes, they also need support to address the gender implications in practice.

Promoting social justice and gender equality under each theme requires gender-equitable approaches to be effectively integrated across climate change programming and policy advocacy. Operationalising gender equity is considered a core strategic function, as it requires deliberate investment of time and resources, notably in capacity-building and organisational learning.

A gender-equitable approach aims to move CARE and partners' work on climate change along a continuum from gender-sensitivity as a minimum standard towards transformational, systemic changes to achieve gender equality. Working towards this transformative goal includes:

- taking into account the differentiated climate change impacts on women, men, boys and girls, their specific priorities and different gender roles and norms in responses to climate change (gender-sensitive steps)
- creating dialogue and platforms to critically evaluate the fairness and utility of gender roles and norms, and to renegotiate these roles and norms, in the context of action on climate change (gender-responsive steps)
- addressing structural barriers to gender equality in policies and practices responding to climate change, such as discriminatory laws and customs or socially engrained beliefs that constrain the roles and opportunities of women and men in taking action on climate change (gender-transformative steps).

Aim: To make gender equity operational in CARE's work on climate change policy, strategy and programmes

Indicative objectives:

- CARE International Members, Country Offices and key implementing partners have greater knowledge and skills to integrate gender equity into their climate change programme and policy work.
- CARE and partners are incorporating both gender mainstreaming and targeted interventions in programmes to produce gender-transformative outcomes.
- CARE has produced guidance on achieving gender integration in climate change initiatives.
- CARE is recognised as a leader in promoting gender equality in climate change advocacy and programming.

Catalyst functions

6. Organisational change

Each part of CARE will need to respond to climate change in one way or another. Programming will need to factor climate considerations into design and planning, policy considerations will become increasingly climate-sensitive, and operating norms need to shift towards alternative ways of working that build resilience but also with lower environmental footprints.

Aim: To incorporate a conscious and proactive response to climate change into policies, programmes and operational practices across the CARE confederation

Indicative objectives:

- CARE has developed a joint understanding of the risks and opportunities that climate change poses for the realisation of its impact goals.
- CARE 's senior management and governing body give utmost priority to a confederation-wide process of integrating climate responsiveness at all levels and in all sectors, supported by the Centre of Expertise on Climate Change, PECCN.
- CARE-wide processes, such as programme quality systems, promote integration and mainstreaming of climate change.
- CARE Members and Country Offices have a common framework for environmental sustainability in place, including a shared commitment to reducing their carbon footprint.
- A functional network of 'green teams' and 'climate champions' is operating across CARE.

7. Building partnerships

Tackling climate change cannot be done alone. CARE's distinctive contributions to climate action can support and benefit from the efforts of others in the areas of programme implementation, advocacy and knowledge sharing. As the science and reality of climate change evolves, collaboration with reputable scientific bodies and civil society allies will be essential for: linking field-based and scientific evidence; achieving critical mass for opinion forming and policy advocacy; and joining forces in innovative programme responses.

Aim: To establish key partnerships in the field of climate change for programme implementation, learning and advocacy at all levels

Indicative objectives:

- The quality of CARE's programming and advocacy has been enhanced through strategic partnerships with internationally recognised scientific bodies on climate change.
- National and local civil society organisations are strengthened and empowered to become the primary actors in delivering programme/advocacy impact.
- CARE's contribution adds value to the effectiveness of the partners, coalitions and networks with which it works.
- Strategic and tactical alliances are forged for the purpose of enhancing programme impact and achieving policy change objectives.
- A climate change strategic plan beyond 2015 is informed by and developed in consultation with leading scientists and civil society organisations through an active engagement of stakeholders across the CARE confederation.

8. Resource mobilisation

CARE's climate change work can draw on both traditional funding sources as well as new climate-specific funding streams that become available. Even if a CARE Member has not yet identified climate change as a programme priority, they can access their national sources to support CARE's wider climate change work.

Aim: To mobilise substantial new and additional financial resources for climate change work undertaken by CARE International Members and Country Offices

Indicative objectives:

- A *Resource Mobilisation Plan* has been developed to generate resources for CARE's climate change work.
- CARE has positioned itself as a partner of choice in climate change programming with national governments, UN agencies and other multilateral organisations.

9. Programme quality

As CARE develops new approaches in response to climate change, there may be additional demands on CARE's established monitoring, evaluation and programme quality systems. This will extend to ensuring that work in all sectors integrates climate change. Even where CARE does not have a direct implementation role, it will need to be guided by standards that ensure the social and environmental integrity of the work of others.

Aim: To maintain and improve the quality of CARE's work by integrating climate change through continuous improvement and adaptive management

Indicative objectives:

- CARE-wide activities that support the objectives of the Climate Change Strategy are systematically monitored and evaluated.
- Periodic reviews of the relevance and ambition of the Strategy are conducted in light of the evolving climatic and organisational context.
- Action is taken to analyse and minimise any risks resulting from CARE's programming to participating communities, partners and CARE itself.
- Standards are developed for key areas of activity.
- Evidence of the impact of CARE's work is collected, analysed and disseminated.



In the Bolivian Andes, CARE is helping communities adapt to the impact of rapid glacial retreat which is affecting the availability of water for irrigation and livestock.
©CARE

Plans with milestones

This Strategy seeks to define the approach to climate change by CARE International worldwide; as such, it both reflects and guides the contributions of all members of the confederation. The PECCN Secretariat will work with CARE Members to develop a basic information system covering all significant climate initiatives in CARE.

Each thematic area will aim to develop a broadly defined work plan describing collaborative activities across CARE, which will comprise two elements: those activities led by the PECCN Secretariat and initiatives led by CARE Members and Country Offices that will contribute to achieving the Strategy. These work plans will be developed in an iterative process, supported by the PECCN Secretariat, and theme teams as part of the Strategy implementation. Each thematic work plan will be structured according to the functions outlined above. For management purposes, certain functions will also require separate work plans derived from the plans of the respective themes. For example, the advocacy work plan will be a compilation of advocacy elements in each thematic work plan.

The balance of effort will differ across the themes. For the two themes where there is an established body of experience within CARE and a critical mass of practitioners – **climate change adaptation, loss and damage and the links to disaster risk reduction and emergencies** and **climate change, agriculture and food nutrition security** – activities in the work plans will be relatively widespread across CARE. In 2013, a CARE-wide Community of Practice approach will be piloted to test its utility for disseminating learning and enhancing impact. For the two newer themes of **climate finance** and **mitigation and low-carbon development**, the work plans will need to be developed by the CARE confederation as a whole. The inputs of the PECCN Secretariat toward supporting the Strategy are described in a separate PECCN Business Plan and in more detailed annual work plans.

EXAMPLE MILESTONES BY THEME AND FUNCTION

THEMES	
Climate change adaptation, loss and damage and links to DRR and emergencies	CARE has a substantially expanded portfolio of national and global programme, advocacy, fundraising and communications activities, informed by CARE knowledge and learning to engage both northern and southern countries on the links between climate change adaptation, loss and damage and links with DRR and emergencies.
Climate change, agriculture and food nutrition security	CARE has developed a range of national and global programme, advocacy, fundraising and communications activities, informed by CARE knowledge and learning, to engage both northern and southern countries on the links between climate change, agriculture and food nutrition security.
Climate finance	CARE has developed a range of national and global activities, informed by CARE knowledge and learning to engage both northern and southern countries on the source, scale and application of climate funding.
Mitigation and low-carbon development	CARE has developed a range of activities, informed by CARE knowledge and learning to engage both northern and southern countries on the need for urgent emissions reductions and the just transition to a low-carbon and climate resilient future.
Strategic functions	
Advocacy	Climate advocacy is integrated across CARE and engaging constituencies at both national and international levels in the global North and South supported by policy positions informed by CARE learning. CARE membership maintains a united position on climate justice in both northern and southern national and international contexts.
Communications	Climate communications are fully integrated into a range of standalone and crosscutting CARE communications, products, media and outlets. CARE is communicating to identified key audiences with a range of strategic products informed by programme and advocacy learning that increase CARE's impact.
Learning & knowledge management	CARE's programming, including advocacy, fundraising and communications, has integrated learning and knowledge management and is sharing and developing knowledge on the best practices for climate change across the CARE Climate Change Strategy themes and other CARE priority sectors.
Programme development	CARE and local partners have developed a portfolio of high quality gender-equitable and climate-resilient programmes generating evidence for advocacy, improved programme design and delivery, fundraising and communications.
Gender integration	CARE and partners have improved capacity on gender-equitable approaches to climate change programming. Guidance is in place on integrating gender-equitable approaches across CARE's tools and training material on climate change.
Catalyst functions	
Organisational change	CARE has assessed the risks and opportunities presented by climate change to the organisation and is acting upon recommendations to become a climate-smart organisation.
Building partnerships	CARE across all sectors is benefitting from existing and new strategic partnerships on climate change guided by the core themes and functions of the Strategy.
Resource mobilisation	CARE has developed processes building on its learning and experience across sectors to substantially increase its resource mobilisation.
Programme quality	The full range of CARE programmes support the CARE Climate Change Strategy, are integrating climate change into their work and are demonstrating the highest standards of programme quality.

Resource requirements

As this Strategy is to be implemented across CARE, it is not possible to develop a unified budget, even at the level of thematic work plans. The realistic level of ambition will be directly related to the resources that CARE Members are able to commit, in both finance and staff time, over and above the PECCN budget, which covers the core costs and activities led by its Secretariat. As part of periodic monitoring, resources that have been made available for implementing this Strategy will be tracked. It should however be recognised that significant investment of resources into climate change can leverage early returns from building resilient programmes but also from seizing new resource mobilisation opportunities that arise as a result of shifts in climate change programming and development assistance.

Institutional arrangements for governance, management, coordination

While this Strategy defines roles across CARE, overall monitoring and coordination will be supported by the PECCN Secretariat but should also be supported by the CARE International secretariat in Geneva and also needs buy-in from all parts of CARE. As a body with CARE-wide representation, the PECCN Steering Committee can review progress and make management recommendations periodically. This review will be undertaken at least annually at the formal Steering Committee meeting, but may occur more frequently in the light of developments in the political or physical climate change context. The Steering Committee's recommendations may be directed towards different parts of CARE or made to PECCN itself. Simultaneously, the CARE International Secretariat will have a critical role to play in championing organisational change. The institutional architecture for achieving widespread organisational change has yet to be developed and will require further defining roles for the CARE International Board, Secretariat and PECCN Steering Committee, among others.

Monitoring, evaluation and reporting

The thematic work plans referred to above will be developed in collaboration with interested parts of CARE, leading to more detailed milestones and objectives. The PECCN Secretariat will coordinate a progress report of achievements under this plan for 2015, in conjunction with the established CARE International impact reporting systems prevailing at that time. A broad set of milestones, which could be used to demonstrate indicators of success for this Strategy, are included in the table opposite.

Endnotes

1. See <http://www.un.org/en/globalissues/briefingpapers/food/>
2. See <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTDISMGMT/0,,menuPK:341021~pagePK:149018~piPK:149093~theSitePK:341015,00.html>
3. See <http://www.unwomen.org/focus-areas/climate-change-and-the-environment/facts-and-figures/>
4. 'Loss and damage' is a concept formulated under the United Nations Framework Convention on Climate Change (UNFCCC) that covers responses to climate-induced destruction that may or may not be recoverable.
5. A 'tipping point' is where climate change unleashes a feedback mechanism that further exacerbates global warming – for example, melting permafrost which unlocks trapped methane, a potent greenhouse gas.
6. The Durban Platform for Enhanced Action negotiated in 2011 declared that an international agreement would be reached in 2015, for entry into force from 2020.
7. The concept of 'peak oil', based on a predicted decline in global oil consumption once reserves are exhausted, nevertheless includes a protracted period of continuing high oil consumption, as higher prices, new technology, and, ironically, melting ice caps, bring more fossil fuels within economic reach. See <http://www.monbiot.com/2012/07/02/false-summit/>
8. For readable accounts, see <http://www.rollingstone.com/politics/news/global-warmings-terrifying-new-math-20120719?page=2>. or <http://www.newscientist.com/article/dn17051-humanitys-carbon-budget-set-at-one-trillion-tonnes.html>
9. See *Climate Vulnerability Monitor*, <http://daraint.org/wp-content/uploads/2010/12/CVM-exec-sum-01072011.pdf>, to which CARE contributed
10. See <http://www.rferl.org/content/united-states-drought-global-food-prices-crisis/24661895.html>
11. An excellent example is *Leading Edge 2020: Critical thinking on the future of international development*, produced by Trócaire and IDS, based on interviews with 87 experts and opinion formers. See: www.trocaire.ie/leadingedge2020
12. Gregorowski, R (2012) *Review of the CARE International (CI) Climate Change Strategic Plan*, commissioned by CARE International and prepared by ITAD Ltd, United Kingdom
13. PECCN is a CARE Centre of Expertise (COE) of staff and resources across the CARE confederation working on climate change and environmental issues. It is facilitated by a small Secretariat of ten full- and part-time staff, managed by CARE Denmark.
14. Average global temperatures are already 0.8°C above pre-industrial averages, and CO₂ already emitted will continue to warm the atmosphere, making further rises inevitable.
15. International Energy Authority. "The new data provide further evidence that the door to a 2°C trajectory is about to close," said IEA Chief Economist Fatih Birol.
16. Climate Action Tracker see <http://www.climateactiontracker.org>
17. <http://www.climatecodered.org/2012/09/as-arctic-system-changes-we-must-adjust.html#more>
18. http://climatechange.worldbank.org/sites/default/files/Turn_Down_the_heat_Why_a_4_degree_centrigrade_warmer_world_must_be_avoided.pdf
19. "A gender-equitable approach aims to move CARE and partners' work on climate change along a continuum from gender-sensitivity as a minimum standard toward transformational, systemic changes to achieve gender equality." See 'Explanatory note on CARE's Gender Focus' at: <http://gender.care2share>.
20. This mirrors at an institutional level the international principle of 'common but differentiated responsibilities and respective capabilities', enshrined in the UN Framework Convention on Climate Change (UNFCCC).
21. While PECCN includes 'environment' in its name and mandate, it has chosen to focus on climate change as its overriding strategic priority for the foreseeable future, ahead of other environmental and poverty concerns.
22. The concept of equity is complex and hotly debated. The formulation adopted here borrows from the Climate Action Network discussion paper, which summarises the issues of equity under these two core principles. http://www.climateactionnetwork.org/sites/default/files/CAN_effort_sharing_discussion_paper_25July2011_v2.pdf

23. For more on this, see Mark Pelling, 2011, *Adaptation to Climate Change: From resilience to transformation*, London: Routledge.
24. 'Loss and damage' is a concept formulated under the United Nations Framework Convention on Climate Change (UNFCCC) that covers responses to climate-induced destruction that may or may not be recoverable.
25. 'Sustainable' in this context includes, but goes beyond, less carbon-intensive agriculture. Not all low-carbon agriculture is necessarily sustainable in the long term if it makes demands on other resources such as water, or if it has negative social impacts, such as land concentration.
26. To avoid misunderstanding, CARE thus avoids using the term 'climate smart agriculture' to describe its work, referring instead to 'small-holder agriculture in a changing climate'.
27. United Nations Framework Convention on Climate Change 18th Conference of the Parties.
28. REDD+: Reduced Emissions from Deforestation and Forest Degradation (REDD) plus forest management to enhance carbon stocks. Although this is a mitigation instrument focused on carbon, for forest communities carbon is still the co-benefit of protecting their forests.
29. REDD+ Social & Environmental Standards: see www.redd-standards.org
30. The term 'green economy' can mean very different things to different people, and is commonly used to justify investment in activities that have negligible, or negative, impacts on the environment or on poverty, such as energy-saving consumer goods or biofuels. When described as 'green growth' such actions fail to consider the implications on sustainability of an economic model predicated on continuing high consumption. Often these terms are used for public relations purposes with weak environmental underpinning, and with no consideration of the impact on poverty or social justice.
31. Exceptions to this generalisation are Indigenous Peoples, who have stewardship over large areas of tropical forest. While they too have no historic responsibility for reducing emissions, they have a critical role in global mitigation efforts by protecting their forests from outside drivers of deforestation.
32. If carbon credits are used to offset the obligation of the buyer to reduce their own carbon emissions, the net effect is no reduction of carbon in the atmosphere, and continuing climate change impact on the poor. In view of the urgent need to achieve real emission reductions, CARE considers that there is no role for such 'zero-sum' approaches to climate change at the present time, and thus does not support the use of offsets.



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Founded in 1945, CARE is a leading humanitarian organisation fighting global poverty and providing lifesaving assistance in emergencies. In 84 countries around the world, CARE places special focus on working alongside poor girls and women because, equipped with the proper resources, they have the power to help lift whole families and entire communities out of poverty. To learn more, visit www.careinternational.org.