



CARE AUSTRIA

# MULTIPLE CRISES STRATEGY 2023-2025





## FOREWORD

In recent years, we have faced multiple crises that have tested our resilience and challenged our ability to deliver on our mission. From the COVID-19 pandemic to the climate crisis and ongoing conflicts, the challenges we face are significant and complex.

As a member of the global CARE confederation, we are part of a network of organizations that share our values and our commitment to social justice, emergency response and gender equality. This gives us access to a wealth of expertise, resources, and partnerships that enable us to respond effectively to crises and achieve impact on a larger scale.

Our strategy in these times of crisis is rooted in our commitment to working with the most vulnerable communities and ensuring that their voices are heard. We believe that local communities are best placed to identify their own needs and to drive their own development, and we work in partnership with them to provide support and resources that enable them to thrive.

At the same time, we recognize the need to be agile and responsive in the face of rapidly changing circumstances. This means being willing to adapt our programs and approaches as needed and leveraging technology and innovation to deliver our services more efficiently and effectively.

As a national CARE organization, we also recognize the importance of working closely with government, civil society, and other stakeholders to drive policy change and address systemic issues that contribute to poverty and injustice. This includes advocating for greater investment in social protection programs, promoting gender equality and women's empowerment, and addressing the root causes of conflict and displacement.

In summary, our strategy in these times of crisis is centered on our commitment to working with the most vulnerable communities, being agile and responsive to changing circumstances, and working in partnership with others to drive systemic change. With the support of our staff, partners, and donors, we are confident that we can continue to deliver impact and contribute to a more just and equitable world.



## 1. ABSTRACT

CARE Austria, like many other organizations, is facing multiple crises at once, such as the ongoing war in Ukraine including the post-COVID-19 pandemic impact and climate change resulting in economic uncertainties.

In response, it is essential to develop a comprehensive strategy that addresses these issues and ensures that CARE Austria can continue to support the country offices, partners and people in need we are working with and for effectively.

### General Strategic Considerations

As CARE Austria continues to address multiple crises, it is essential to prioritize sustainability in all our activities. This means taking a long-term view of our programs, ensuring that they have lasting impact, and integrating sustainable practices in all our operations.

challenges. CARE Austria should explore and leverage the use of innovative technologies and approaches to enhance the efficiency, effectiveness, and impact of our programs.

To address the root causes of the crises we are facing, CARE Austria should continue to engage in advocacy and influence activities at the local, national, and international levels. This could involve advocating for policy change, engaging in public awareness campaigns, and working with other stakeholders to influence decision-making.

As the economic crisis continues, resource mobilization will be critical for sustaining and expanding CARE Austria's programs. This could involve exploring new funding streams, cultivating relationships with donors, and further developing innovative fundraising strategies, such as the various forms of digital fundraising and communicating.



In the light of the ongoing crises, it is important for CARE Austria to continue to collaborate, intensify and form partnerships with other organizations and stakeholders. This could involve partnerships with local NGOs, government agencies, private sector organizations, and other international NGOs. Collaboration also inside the global CARE network will help CARE Austria leverage resources and expertise, enhance program effectiveness, and increase the impact of our work.

The ongoing crises have highlighted the importance of innovation and technology in addressing humanitarian and development

Overall, CARE Austria should continue to prioritize the needs of the most vulnerable communities in all our activities, while adapting to the changing circumstances and working collaboratively to achieve sustainable impact.

**"IT IS IMPORTANT FOR CARE AUSTRIA TO CONTINUE TO COLLABORATE, INTENSIFY AND FORM PARTNERSHIPS WITH OTHER ORGANIZATIONS AND STAKEHOLDERS."**

## 2. MARKETING

### 2.1. Fundraising

Marketing plays a critical role in fundraising for CARE Austria, particularly in a saturated fundraising market like Austria during times of economic crisis.

To maximize income and engagement, CARE Austria will continuously focus on optimizing its private fundraising tools. This includes targeted campaigns that utilize emergency topics for which there is a great willingness to donate, such as war and conflict, natural disaster relief, and support for vulnerable communities with a strong focus on women and girls.

Additionally, CARE Austria is leveraging digital fundraising channels, such as social media, email marketing, and online advertising, to reach a wider audience and increase donations.

We are evaluating the effectiveness of these strategies regularly, including at the end of this year, to ensure that they are delivering results and maximizing impact.

By investing in strategic marketing and fundraising, CARE Austria will continue to generate match funds for its programs and make a difference in the lives of those who need it most.”

## 2.2. Communication

Effective communication is critical to engaging with institutional donors such as the EU and ADA, as well as with the broader public audience. CARE Austria should prioritize clear and compelling messaging that highlights the impact of its programs and the importance of its work in addressing the most pressing humanitarian and development challenges of our time. While press and media trips to some countries may be limited due to various restrictions, online media meetings and other virtual communication tools can still be used to reach journalists and stakeholders around the world.

It's important to note that while emergencies are a key focus of communication efforts, CARE Austria should also communicate the full range of its work, including its development projects and its focus on empowering women and girls. This can help to build broader awareness and understanding of the organization's mission and impact, and to engage with a wider audience of supporters and stakeholders.

Overall, effective communication is an essential element of CARE Austria's strategy, and the organization should continue to explore new and innovative ways to engage with donors and the public, both online and in person where possible. This can help to raise awareness of its work, build support for its programs, and drive positive change in the communities it serves.

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### 3. FINANCE

The finance department's focus on strategic monitoring and evaluation of not only the budget but the KPIs is critical in managing multiple crises.

The department should continue to prioritize risk management, including the execution of internal audits and the support of external audits to mitigate the risks faced by CARE Austria.

The main risks include the size of volumes, the ongoing increase of compliance and complexity of donor rules, high inflation rates and currency exchange risks as well as the volatility and insecurity of countries where CARE operates.

Conclusions drawn from past audits should be incorporated in capacity building for CARE staff, to ensure improvement and development.

Additionally, the transformational phase of country offices, due to their chronic underfunding and high cost of implementation, must also be closely monitored and strategically supported.

Besides, some accounting processes should be strategically further digitalized. The department should also continue to invest in the onboarding process for new staff members to ensure a smooth transition and consolidation of the team.



## 4. Programs

### 4.1. Objectives

CARE Austria should focus on providing emergency relief to the most vulnerable communities affected by emergencies. This should include the distribution of essential supplies such as food, clean water, and sanitation equipment, as well as psychosocial and lifesaving support.

CARE Austria should work with local communities to mitigate the impact of climate change and environmental degradation. This could involve activities such as adaptive agriculture, water management and conservation.

Additionally, CARE Austria should focus on promoting environmental awareness and advocating for policies that address the root causes of climate change and environmental degradation. CARE Austria has been climate neutral since 2016 and is welcoming CARE International's Environmental Policy, which will be introduced in summer 2023.



We are prepared to help other units of CARE to become climate neutral. Using digital tools for remote cooperation with country offices not only helps with cost-efficiency and environmental issues but also facilitates easier collaboration between different teams.

CARE Austria should support vulnerable communities to build economic resilience and recover from the economic impact of the COVID-19 pandemic and other emergencies. This could involve activities

such as providing small loans to entrepreneurs, supporting the establishment of local cooperatives, and promoting access to financial services. The cooperation with Ashoka in East Africa piloted CARE Austria's approach to social entrepreneurship and generated relevant learnings about a potential future role of INGOs to pave the way from contained project approach to a more entrepreneurial approach.

### 4.2. Cooperation with institutional donors

CARE Austria is focusing on tapping into EU resources as the new MFF started belatedly, to strengthen its positioning with the European countries where it operates. It is important to demonstrate impact based on evidence and interlinked with advocacy efforts to stay as a partner of choice for institutional stakeholders, such as the EU, the ADA and also smaller institutional donors.

We expect and get prepared for some high-volume contracts (> 6 Million Euro)



especially for Ukraine and Syria. Regarding the question of whether CARE Austria is well-equipped to accept high-volume contracts, it is essential to have robust controlling structures in place not only in CARE Austria but also

in the country offices and local partners. To mitigate risks associated with high volumes of contracts, additional tools such as risk management strategies and capacity-building programs for country offices and partners could be helpful.

There is a trend towards the European Union issuing funding and contracts directly in the regions, which means that it is becoming more important for CARE Austria to have a strong and strategic presence in certain countries and regions. To be successful in this field, CARE Austria would need to position itself as the partner of



choice in the region, which would require the support of our senior staff.

The nominated senior staff would be responsible for supporting country offices and partners in advocating for CARE Austria as the partner of choice in a region. This would involve building relationships with key stakeholders, identifying opportunities for funding and contracts, and positioning CARE Austria as the most effective and reliable partner for implementing programs in the region.

In addition, this function would help CARE Austria establish better regional consortia with various country offices involved. This type of cooperation is increasingly important to institutional donors, who want to see more collaboration and coordination among partners working in the same region.

secure more funding and contracts from the European Union and other institutional donors.

**WOMEN & GIRLS** The focus on women and girls is a crosscutting subject in all programs, and gender equality is the core of some projects such as the Strategic Partnership program with ADA. Some programs include gender transformational tools, all programs of CARE Austria are gender sensitive as a minimum standard.



The position would be temporary, with a senior staff person working in countries / regions for approximately three months per year. During this time, they would work closely with country offices and partners to identify opportunities, build relationships, and position CARE Austria as the partner of choice in the region. This approach would help CARE Austria maximize its impact and

## 5. Innovation

Innovation in the context of a global international organization as CARE could refer to the introduction of new ideas, methods, or technologies that enhance CARE's ability to achieve its mission and goals. In today's rapidly changing world, innovation is increasingly critical for international organizations to remain relevant and effective in addressing complex global challenges.

Innovation could manifest in various forms, such as new technologies. International organizations like CARE should explore and adopt new technologies to enhance their operations and achieve better outcomes. For instance, the use of artificial intelligence or big data analytics could help organizations improve their monitoring, evaluation, and impact assessment of development programs as well as boost marketing tools.

CARE should also explore new partnerships and collaborations with a diverse range of stakeholders, including private sector firms, civil society organizations, and academic institutions. Such partnerships could help us tap into new sources of funding, expertise, and resources to scale up our programs and initiatives.

CARE should innovate by developing new program designs that incorporate evidence-based practices and emerging trends. For example, programs that focus on the use of digital platforms, social entrepreneurship, or sustainable agriculture could help us address pressing global and regional challenges in a more effective and sustainable manner.

CARE Austria should also innovate by developing new approaches to advocacy and public engagement. This could involve the use of social media platforms or digital campaigns to raise awareness about key issues and influence policy change.

Overall, innovation in the context of CARE could help us to stay ahead of the curve, adapt to changing circumstances, and maximize CARE's impact in the world.



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## 6. Digitalization

Digitalization in the context of CARE Austria means leveraging technology to improve the efficiency, effectiveness, and impact of the organization's operations, programs, and communication.

Digitalization can involve further automating routine tasks and support the financial management of CARE Austria. This can free up staff time for more strategic work and reduce the risk of errors.

With digitalization, CARE will store, analyze,

the public. Social media, email marketing, and other digital tools help CARE Austria to reach a wider audience and engage with stakeholders in real time.

Digitalization can also foster innovation by enabling the development of new tools, platforms, and approaches to programming and communication. For example, mobile apps, virtual reality, and machine learning can all be used to enhance the impact of CARE Austria's work.

Digitalization can have a significant impact on marketing and fundraising for a global organization like CARE. With the rise of



and share data more effectively. This can lead to better decision-making, more evidence-based programming, and improved accountability. Digitalization enables staff, partners, and stakeholders to collaborate more easily and efficiently. For example, video conferencing and project management tools allow teams to work together across distances and time zones.

Digitalization can facilitate more effective communication with donors, partners, and

digital channels and social media, CARE Austria can reach wider audiences and engage with donors and supporters more effectively. This can be achieved through various digital marketing techniques such as social media advertising, email marketing, and search engine optimization.

Digitalization is also enabling us to implement new and innovative fundraising strategies such as online fundraising campaigns. Online donation platforms and

mobile payment solutions can make it easier for supporters to donate, increasing the likelihood of donations and reducing the administrative burden on organizations like CARE.

Additionally, digitalization can provide CARE Austria with valuable data insights to better understand our audiences and tailor our marketing and fundraising efforts accordingly. This can be achieved through data analytics, customer relationship management (CRM) systems, and marketing automation tools.

However, it is important to note that digitalization also presents certain challenges such as data security, privacy concerns, and the need for specialized skills and resources to implement and maintain digital systems. Therefore, CARE Austria is carefully balancing the benefits and risks of digitalization in our marketing and fundraising strategies.

## 7. Human Resources

Human resources are indeed a critical challenge for CARE, and CARE Austria is no exception. The organization needs to ensure that it attracts and retains skilled staff to achieve its objectives effectively. The COVID-19 pandemic has further highlighted the need for CARE to formally adopt and manage new forms of working, such as remote work, to ensure continuity and resilience.

To address young and skilled staff's need, CARE Austria has to offer more flexibility in terms of work arrangements, such as home office and flexible working hours, which is already in place.

One of the challenges facing CARE Austria's human resources is retaining senior staff members. These individuals possess a wealth of knowledge and experience that is invaluable to the organization's success. To ensure that these senior staff members remain with CARE Austria, it is important to offer competitive compensation packages, promotion opportunities, and a supportive work environment.

To further strengthen staff retention, CARE Austria can focus on creating a positive workplace culture, emphasizing the importance of work-life balance and providing opportunities for staff to socialize and connect with each other. CARE Austria should foster a culture of trust, respect, and open communication. The organization should also offer opportunities for career growth and development, such as mentorship programs, leadership training, and job rotations. Providing a clear path for career progression can help staff feel valued.

Overall, attracting and retaining skilled staff is critical to CARE Austria's success. All above-described measures will help CARE Austria to build an even more resilient workforce that can adapt to changing circumstances and achieve its objectives effectively.

