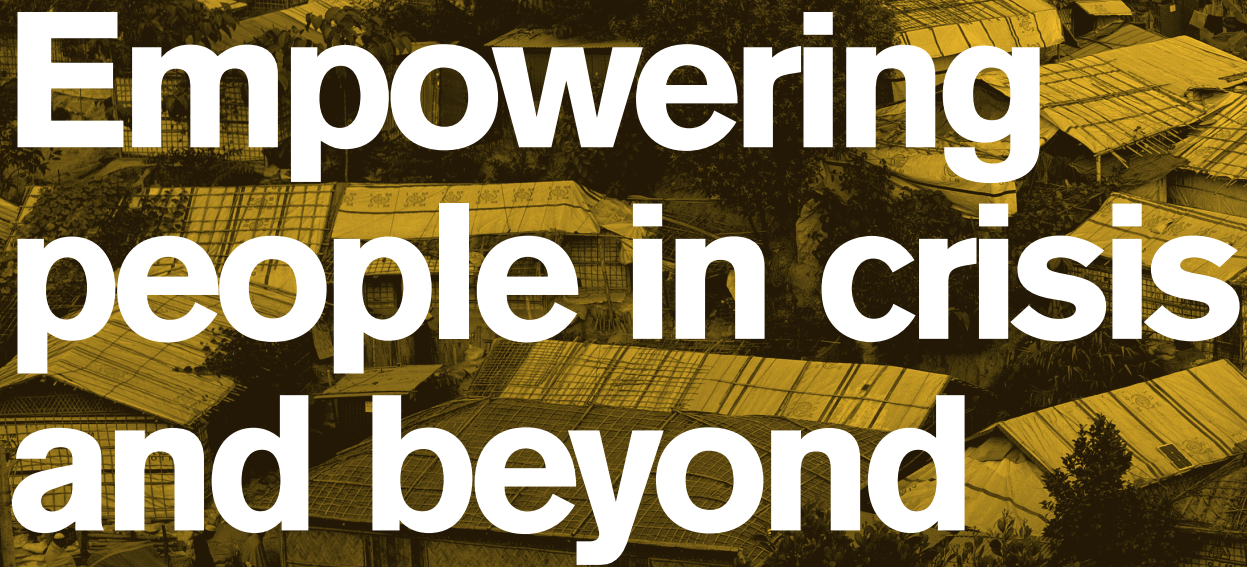




INTERNATIONAL  
**RESCUE**  
COMMITTEE

# STRATEGY100

A Strategic Vision for 100 Years of Action



# Empowering people in crisis and beyond

**Since the International Rescue Committee was first founded at the request of Albert Einstein in 1933, our global team of more than 17,000 staff have helped people whose lives and livelihoods have been shattered by conflict and crisis survive, recover, and regain control over their lives.**

Today we work in more than 40 countries and 20 US and European cities, whether that context is a war zone like Yemen, a conflict-affected country like the Democratic Republic of Congo, a refugee-hosting community like Uganda, or a resettlement community like Boise, Idaho.



In our crisis-response, humanitarian, development, and resettlement work, we support people and communities caught in crisis in five areas of their lives: ensuring safety from harm, improving health, increasing access to education, improving economic well-being, and ensuring people have the power to influence decisions that affect their lives. Across all five of these areas of our programming, we work to tackle gender inequality in order to understand and address the unique needs and barriers to progress facing the women and girls who represent the majority of those displaced.



# Changing Needs in a Changing World

In the more than 85 years since our founding, the world has changed and so have the needs of the people we serve.

**Today a staggering 79.5 million people are displaced as result of conflict, persecution, and crisis,** including 26 million refugees, a record 45 million displaced internally, and 4 million asylum seekers. People are displaced for longer than ever, with most refugees displaced for over a decade. Often this displacement is the result of conflicts that now last 20 years on average. These crises are further exacerbated by the climate crisis, which is projected to displace as many as 150 million people by 2050. And yet for displaced populations, the pathways to refuge are dwindling as governments around the world create greater barriers to asylum and resettle fewer than 1% of those in need.

**The global Covid-19 pandemic has magnified the needs of people and communities living in crisis.** Movement restrictions further limit opportunities for survival migration. Disrupted food supplies exacerbate malnutrition. Women and girls, trapped in lock-downs with their abusers, experience more violence. Conflict-affected children fall further behind their peers due to school closures. The Covid crisis highlights the urgent need for effective programs and strong advocacy for the rights and needs of people living in crisis.

**A**  
**Strategic**  
**Vision for**  
**100 Years**  
**of Action**

**After 100 years of service, we want the impact of our programs and the influence of our ideas to further empower those caught in crisis to make lasting change in their lives.**

To achieve our vision, **we're launching Strategy100, a strategic plan that provides a north star for our programs, our research, and our voice.** We will deliver it in partnership with the people we serve and the local communities in which we work.

Our goal is to make our programs a model for the highest global standards. We aim to deliver high-quality, client-centered, cost-effective programs—on our own and with local partners. We will combine the best available research with client-driven insights. This is how we reshape the way the world aids those in need. We want empowerment and lasting change to be the norm not just for the people we serve, but for all those who are caught in crisis—including the climate crisis.

**How**

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**Strategy100**

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**Will Tackle**

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**5 Challenges**

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# MISSION

To help people whose lives and livelihoods are shattered by conflict and disaster, including the climate crisis, to survive, recover and gain control over their future.

## STRATEGIC PLAN

### IMPACT

Raise program quality

### SCALE

Reach more people

### PEOPLE

Strengthen our teams

### INFLUENCE

Innovation for good

### FUNDING

Flexible, diverse, stable

## CLIENTS

### HEALTH

### SAFETY

### EDUCATION

### ECONOMIC WELLBEING

### POWER

*Tackling gender  
inequalities in and  
through all our work*

## OUTCOMES

After 100 years of service, we want the impact of our programs and the influence of our ideas to empower those caught in crisis to make lasting change in their lives.

# VISION

## CHALLENGE

1

The number of people in need continues to grow each year, but the global response is failing to keep pace.

## **SOLUTION**

# **Expand our scale**

We will increase the number of people we reach with our work, not just through our direct programming, but also by leveraging our resources and technical expertise to empower and strengthen local support systems. In order to reach as many people in need as possible, we will:

**Achieve better value for money by analyzing which interventions have the most impact at the lowest cost**

**Target specific high need, high impact opportunities around the world, such as childhood malnutrition**

**Engage a network of partners to support local service delivery, including community support systems, local civil society and government efforts**

**Improve the speed and access of our emergency response through regional response teams integrated with community response groups**

**Invest in our technical capacities specifically designed to better support local service delivery systems and to sustain the outcomes of our support**

## CHALLENGE

2

Across the aid sector, more programs need to empower people living in crisis, not just deliver services to them. More programs must enable long-term change in peoples' lives, not just put a band-aid on their problems. More programs need to reflect the contextual realities people are living in, not just apply a one-size-fits-all approach to programming.

## **SOLUTION**

# **Increase our impact**

We will combine our sector-leading research and data-driven evidence with client-driven local contextual knowledge to deliver the highest quality humanitarian, development, and resettlement programming possible. In order to ensure our programs enable meaningful change in people's lives, we will:

**Bring the people we serve and local delivery partners into program design and implementation to ensure programs are human-centered and contextually appropriate**

**Design agile programs that can better adapt to changing circumstances and needs**

**Power our decision-making with the best-available research, evidence, and data, building on our sector-leading Research & Innovation work**

## CHALLENGE

3

Better aid alone cannot improve the lives of people affected by crisis unless it is accompanied by policy change across the sector and by governments.

## **SOLUTION**

# **Use our influence**

We will share our best ideas and use our influence around the world to improve the lives of all people affected by crisis. By using our voice and raising the voices of the people we serve around the world, we will:

**Drive global and regional campaigns for change on select policy issues of key importance to the people we serve**

**Defend the rights of displaced communities around the world and demand that all nations honor their humanitarian commitments to asylum-seekers and refugees**

**Accelerate innovation in humanitarian and development practice by establishing four centers for innovation around the world and highlighting innovative local solutions**

## CHALLENGE

# 4

Delivering the large-scale, high-impact, innovative programs the people we serve need requires staff with training, experience, and local knowledge. But the way the aid sector recruits, trains, and supports front-line staff leads to high turnover and gives preference to importing expertise from abroad instead of elevating expertise and solutions from those closest to the ground.



## **SOLUTION**

# **Invest in our people**

We will ensure the highest quality teams by strengthening our ability to attract, retain and train an inclusive global workforce that represents the communities we serve. In order to achieve this goal, we will:

**Prioritize building inclusive and locally-recruited leadership teams throughout the organization that represent the communities we serve**

**Expand staff skills through expanded professional development and management training**

**Ensure a positive, inclusive work environment that supports all our employees regardless of gender, race, religion, sexual orientation or national origin**

## CHALLENGE

5

The people we serve need consistent, reliable programming that adapts to their changing needs and is designed to enhance their long-term well-being. But currently, the aid sector is driven by small, short-term grants that make these types of long-term impacts harder to achieve.

## **SOLUTION**

# **Stabilize our funding**

We will secure flexible, stable, diverse funding, which will allow us to make stronger investments in the people we serve and better respond to the needs of the people we serve. To achieve this goal, we will:

**Advocate for and pursue larger, longer-term funding opportunities that enable consistent, high-quality programming**

**Partner with the private sector and individual citizens around the world who are committed to humanitarian action and development**

**Support the field with the additional funding needed to advance our strategic goals**

The International Rescue Committee responds to the world's worst humanitarian crises, helping to restore health, safety, education, economic wellbeing, and power to people devastated by conflict and disaster. Founded in 1933 at the call of Albert Einstein, the IRC is at work in over 40 countries and in 27 U.S. cities helping people to survive, reclaim control of their future and strengthen their communities.

**International Rescue Committee**

122 East 42<sup>ND</sup> Street  
New York, NY 10168-1289  
USA

**Rescue.org**

