



**International Rescue Committee, UK**  
Annual Report and Financial Statements

Financial Year 2018



Cover image: Domitila Kaliya, a Congolese refugee, sews dresses with other women in her shared workspace in Kampala, Uganda. She started her own clothing business after joining an IRC Village Savings & Loan Association.

This page: Safiah Abu Sharef, one of the midwives of the IRC's health clinic in Zaatari camp in Jordan, checks in on her patients.



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The trustees present their statutory report together with the financial statements of International Rescue Committee, UK ('IRC-UK') for the year ended 30 September 2018 (FY 2018).

IRC-UK is affiliated with the International Rescue Committee Inc., a not-for-profit agency based in New York, USA, ('IRC NY'); the International Rescue Committee Belgium ASBL, based in Brussels; and associated agencies and offices worldwide. Collectively, these agencies make up the network referred to as the International Rescue Committee ('IRC').

This trustees' report has been prepared in accordance with Part 8 of the Charities Act 2011 and the statement of recommended practice (SORP). It also meets the requirements for a directors' report set out in the Companies Act 2006 and the requirements for a strategic report as outlined in 'The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013'.

The financial statements have been prepared in accordance with our accounting policies and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective for accounting periods commencing 1 January 2015 or later.

Company Limited by Guarantee. Registration Number 3458056 (England and Wales)

Charity registration number 1065972



# A Letter from the Executive Director



**Sanj Srikanthan**  
Senior Vice President,  
Europe, and Executive  
Director, International Rescue  
Committee, UK

Opposite, top: A family at an IRC/ACF  
nutrition stabilisation centre in Cox's Bazaar  
District, Bangladesh.

Opposite, below: An IRC mobile health clinic  
provides health and nutrition services to IDPs  
and host community members living in the  
remote mountain village of Okiba, Yemen.

Dear Friends,

As many of the world's most powerful governments have continued to turn inward and human-made global crises have further deteriorated, the IRC has stepped up to respond in an increasingly strained humanitarian system.

While immediate challenges to our clients remain severe, the long-term impacts of conflict threaten to leave the world's most vulnerable behind.

In Yemen and Syria, we entered yet another year of emergency response for two of the world's worst humanitarian crises. In Bangladesh, we scaled our lifesaving assistance for the nearly one million Rohingya refugees facing an uncertain future. And in the central Mediterranean, we worked to reduce death and suffering for those fleeing conflict, disaster and extreme poverty from Africa and the Middle East.

This year once again saw an increase in the number of people displaced globally to over 68 million, with one in 50 people trapped in a humanitarian crisis somewhere in the world. The majority of those displaced continue to be women and girls, and over half are children. In Europe, disagreement on how to respond to the global refugee and migration crisis not only threatens to undermine EU cooperation, but also results directly in worsening outcomes for those forced to flee their homes. The IRC has continued to lead efforts towards an inclusive European refugee resettlement policy, which is crucial if better managed migration is to become a reality.

While the number of people seeking asylum in Europe has decreased, the scale of emergencies forcing people to flee their homes has magnified. European donors have been generous in providing aid to these settings, but the international community as a whole has so far failed to ensure de-escalation of conflict in a number of long running crises.

In Yemen, for example, 12 million people are at risk of starvation in what the United Nations has deemed the world's worst humanitarian emergency. The IRC began work in Yemen in 2012. We continue to provide lifesaving food, economic support and healthcare to the Yemeni people. We have also mobilised resources to push for a ceasefire to the conflict—but without international political action to end the violence, our work is not yet complete.

As we often work with communities at their most vulnerable, in 2018 the IRC renewed our standing commitment to safeguarding our clients.

The IRC is determined to create a culture of zero tolerance of sexual harassment, exploitation and abuse in our workplace and in our programmes—as well as a safe environment for anonymous reporting. We will protect our beneficiaries and staff through prevention and, where misconduct is alleged, address it without fear or favour.

In 2018, we furthered this effort through our commitments alongside partners at the Department for International Development (DFID) Safeguarding Summit. We have also created a dedicated Board Safeguarding Committee charged with maintaining oversight of our safeguarding prevention and response work.



However, most importantly we recognise the value of changing the culture in many places we work, where women and girls are not in themselves vulnerable, but are put into vulnerable situations. We know the work is far from complete, and we will continue our focus on safeguarding relentlessly in the years to come.

Throughout the year, we continued to speak out on behalf of the most vulnerable and marginalised and push for better recognition of the rights and long-term needs of people caught in conflict. At the United Nations General Assembly, we revealed that the vast majority of fragile or conflict-affected countries are significantly off track in meeting the Sustainable Development Goals, likely leaving millions behind in the drive towards a world without extreme poverty. In seeking solutions to this, we believe in the role of women in achieving positive outcomes not just for themselves, but for their societies.

We have continued our focus on gender throughout our work to ensure women and girls not only survive crisis, but are also empowered in their communities to be leaders.

We have operated Village Savings and Loans Associations to encourage peer-to-peer lending amongst women in their communities and have championed the role of women in designing humanitarian programmes themselves.

We have partnered with Citi through the Citi Foundation on a landmark project to train youth across Africa and the Middle East to acquire job skills to then be able to support themselves and their families. Above all we believe humanitarian aid may help people survive a crisis, but we need to think about helping people to recover and thrive without aid in the long term.

With great sadness, we must also honour our IRC colleagues who tragically lost their lives working in pursuit of our common humanity. Abdulqadir Saeed Al-Ghafri, who leaves behind a wife and four children, was killed in an explosion outside of the IRC livelihoods centre in Syria where he worked.

Mohamoud Sheik Nur, who was killed in a motor vehicle incident in Ethiopia, leaves behind a wife and four children. And Fareedullah Noori, who leaves behind four children under the age of nine, was killed in an attack on the Ministry of Refugees and Repatriations in Afghanistan. I remain in awe of the dedication and tireless work of my colleagues in the field who take the risks we are increasingly forced to take in the delivery of lifesaving humanitarian aid, and tragically sometimes pay the ultimate price.

Their work this year was only made possible due to your immense generosity, and it is with your support that we will continue our work on behalf of the world's most vulnerable. On behalf of the Board and my colleagues in Europe and across the globe, thank you for your support for our mission, one that believes in the fundamental value of human life and the immense resilience, potential and agency of every human being.





# A Letter from Sadiya Hamza



**Sadiya Hamza**

Dear IRC supporters,

I would like to share with you my experiences of the IRC's work.

## Do you know what I mean by exclusive breastfeeding?

If you're a parent, perhaps you do. Not long ago my answer to this question would have been no. But learning about exclusive breastfeeding has changed the health of my youngest child Mustapha and many other children in my community.

I come from a village in Michika, northeast Nigeria. All year round the weather is very hot; and like most people here, I believed that my baby would be thirsty and did not think my breast milk would be enough to sustain him.

One day, I attended a gathering in my village with people from the International Rescue Committee, and they told us about the benefits of breastfeeding. I found out that giving my baby water is dangerous as it may not be clean and spreads disease. I learnt about exclusive breastfeeding—when you give your baby only breast milk from birth to six months, with no water and no solids—and that my breast milk naturally contains water.

My mother-in-law was very sceptical, and she begged me to give Mustapha

water, but I was determined to try exclusive breastfeeding.

I have four children. With the first three I followed the traditional practice of giving them water when they were born. They were often sick with stomach aches and other problems. But Mustapha is never sick! He is bouncy! Once Mustapha reached six months old even my mother-in-law saw that I was doing the right thing. She told me, "Look at your boy, he's not getting sick at all!" She even told her own daughter to breastfeed exclusively.

I am now part of the IRC's mother-to-mother support group, going to remote areas to share my experience with other mothers.

## I tell them, "Inside the breast there is everything your baby needs!"

Since the International Rescue Committee arrived, the health of our children has improved.

I'm very happy with the way I'm raising my children. I want them to grow up well, go to school and get a small job. If they can earn enough money to buy me a large tub of Buon Vita chocolate powder, well, then I'll be happy when I'm old!

Thank you for your support,  
Sadiya



Right: Sadiya's newest family member and youngest participant in exclusive breastfeeding.

Opposite, top: Sadiya and her son, Mustapha, in their home in Nigeria.

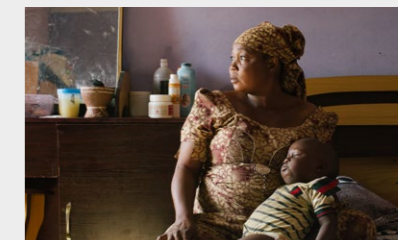
Opposite, below: Sadiya's family outside of the IRC mother-to-mother support group meeting.

**Each year, the IRC globally helps millions of people to survive and thrive in communities new and old. In Nigeria, the IRC provides vital support to people struggling to overcome a daunting combination of poverty, natural disaster and conflict.**

Sadiya had to flee her home in 2014 when armed men occupied her village. She was nine months pregnant with her third child, Aisha, and gave birth in a stranger's house whilst on the run.

Since returning home she has become an advocate for the IRC's nutrition programme funded by European Union Emergency Trust Fund for Africa.

She's spreading the word about the importance of exclusive breastfeeding in combatting malnutrition, referring mothers to local IRC-supported maternity clinics, explaining the importance of vaccinations and screening young children for malnutrition.



She is a force of nature and an inspiring voice for change in her community. Her letter exemplifies the spirit and resilience of our clients, and we are proud to work with people like Sadiya each and every day.





**68.5m** people worldwide are displaced

The majority of those displaced are **women and girls**

Half of people displaced are **children**

**25.4m** people are refugees



**Over 30** people are forced to flee their home every minute

**1 in 50** people are ensnared in some form of humanitarian crisis

**152m** people caught in crisis need humanitarian assistance

**12/15** top refugee-hosting countries are themselves considered fragile



## Our work this year

The IRC's mission is to help people whose lives and livelihoods have been shattered by conflict and disaster to survive, recover and regain control of their futures.

We serve people in crisis across the globe who have fled their homes or remained resilient in their communities.

Our vision is to lead the humanitarian field by implementing high-impact, cost-effective programmes for people affected by crisis, and by using our experience to shape policy and push for change from a local to global level.

Our strategy defines success as the number of people who see improvement in the following five focus areas:



**Reduced risk of ill health** and better chances of recovery from ill health

**Safety** from physical, sexual and psychological harm

**Education** in terms of literacy and numeracy, as well as foundational, vocational and life skills

**Economic wellbeing** by addressing basic material needs, income and asset growth

**Power** to influence decisions that affect their lives

Given our duty to protect our clients and staff, in 2018, we renewed our commitment to safeguarding throughout our organisation.

We strengthened our safeguarding structures by creating dedicated staff positions and organisational review bodies, enhancing our policies and undergoing external auditing of our safeguarding procedures.

This report demonstrates IRC-UK's achievements in service to our clients this year, highlighting our commitment to ensure no one is left behind.



Opposite page: Storm clouds gather over Kutupalong Refugee Camp in Bangladesh, home to some 700,000 Rohingya refugees who have fled Myanmar since August 2017.

Left: Thou Deng Akuei with his sister at their home in Panthou, South Sudan. Thou is a 7-month-old boy who was recently discharged from the IRC's Panthou primary health care and stabilisation centre. The centre supports children to overcome acute malnutrition.



# Priority Crises: Yemen

The people of Yemen are enduring the worst humanitarian crisis of our time, with 12 million people on the brink of starvation.

Nearly four years of conflict have left the country's critical civilian and economic infrastructure in ruins and the majority of Yemenis without food, clean water and healthcare. Today, three quarters of Yemenis need emergency humanitarian assistance.

The IRC has continued to call for an immediate cessation of hostilities, steps to better protect civilians and the services they need to survive from attack, and an end to restrictions imposed by all parties to the conflict that prevent lifesaving supplies from getting to those most in need.

"The world urgently needs a wake-up call on Yemen and a new strategy to prevent the suffering of civilians," said Frank McManus, IRC's Yemen Country Director. "It is far past time the international backers of this war use their influence to stop the suffering of the Yemeni people."

The IRC globally is responding with emergency health, nutrition and water sanitation services for the most vulnerable people in Yemen. Thanks to donors such as the Swedish International Development Cooperation Agency (Sida) and the European Commission Directorate-General for Humanitarian Aid and Civil Protection (ECHO), we operated 134 healthcare facilities providing reproductive health, vaccination and disease treatment services for over 794,000 Yemenis.

We also treated over 23,000 children for malnutrition and trained government health workers to build local capacity.

To combat the deadly outbreak of cholera, the IRC repaired and sanitised water sources for over 78,000 people. Further, we rehabilitated toilets in Yemeni schools and ensured that girls could access them safely.

2018 was the conflict's deadliest year for civilians, including the bombing of a school bus killing dozens of children. An IRC-supported health clinic in Hodeidah was damaged by an airstrike. IRC-UK has stepped up our advocacy at home and abroad, pushing for a reset of UK policy on Yemen to end military and diplomatic support to the Saudi-led coalition and encourage the UK to lead immediate UN Security Council action.

Alongside sustained parliamentary advocacy, we launched a report setting out the devastating impact the war has had on Yemen's public services—ultimately leading to their collapse and impacting the health and livelihoods of millions of civilians. With 9.8 million Yemeni people, especially women and girls, lacking access to lifesaving health services, the IRC helped to drive international attention towards a crisis too often forgotten.

Despite the extreme humanitarian need, Yemen has been difficult to keep in the public eye. To combat this, IRC spokespeople have appeared frequently in the media to help keep political and public attention focused on the humanitarian need and our proposed solutions.


We also launched an online petition that gained 15,000 signatures in a week, demonstrating a welcome increase in public awareness of the impact the war is having on civilians.



Above: Destroyed buildings like these former homes, schools and businesses have become the norm for many families living in Yemen as the destruction continues to escalate.



**WE OPERATED 134 HEALTHCARE FACILITIES, TREATING OVER 794,000 YEMENIS**

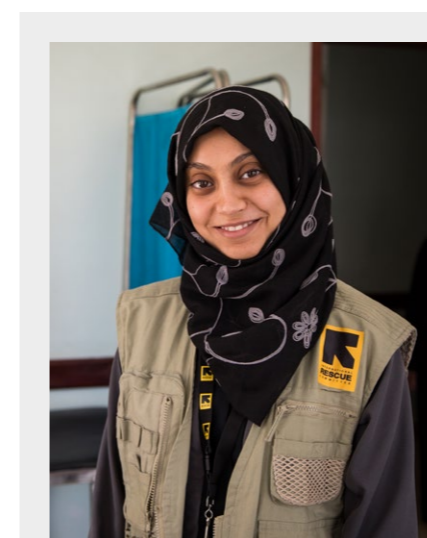


**WE REPAIRED AND SANITISED WATER SOURCES FOR OVER 78,000 PEOPLE**



Below: In the village of Mosuk, about a five-hour drive from the port city of Aden, IRC teams treat malnourished children, many suffering from cholera.

Below left: Nutrition Manager Sarah Abdulhakim Shamsan at an IRC-supported Al Sayla health centre in Sana'a, Yemen.



Sarah Abdulhakim Shamsan, IRC nutritional manager for clinics in Sana'a and Hodeidah, faces the grim realities of the humanitarian crisis in Yemen every day.

She oversees the screening of children under 5 years old for malnutrition. She also consults with pregnant and nursing mothers about the importance of breast-feeding and their babies' nutritional needs.

Now, Sarah is pregnant with her first child; and she fears for the future of her own baby. "I got married during the war," says Sarah.

"Why? Because I cannot stop my life and wait for this war to end. Now I am wondering, OK, if I am having a baby, how is his life going to be?"

Seeing severely malnourished children recover fills Sarah with pride and hope. At the same time, she is highly aware of the dangers and risks involved in bringing up a child in Yemen. Most families cannot afford to feed their children, so even 'cured' babies often return to the clinics.

"We don't want to hear bombing or shooting—we just want peace," says Sarah.



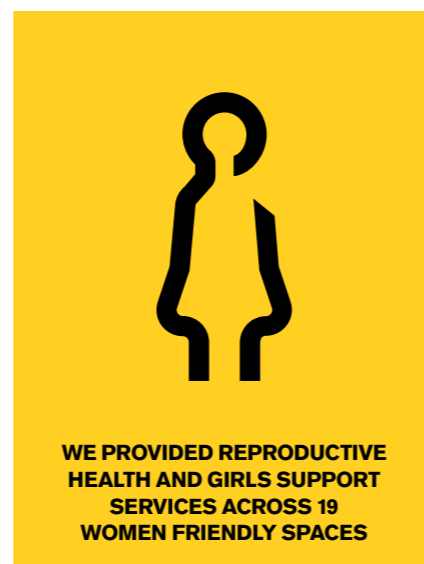
# Priority Crises: The Rohingya crisis

Just shy of one million Rohingya refugees now call the world's largest refugee camp, Kutupalong, home in Bangladesh.

Fleeing decades of oppression and extreme violence in neighbouring Myanmar, the Rohingya are considered by many to be the most persecuted group on Earth. Over half of the Rohingya refugees are women and children, and nearly one-fifth are single mothers.

Having escaped unimaginable violence, the refugees now live in temporary shelters in extremely crowded and dangerous conditions where health, nutrition and extreme poverty remain at crisis levels. The Rohingya displacement has also had a severe impact on the host community, with mass deforestation and reported depression of local wages.

Following registration with the Government of Bangladesh in March of 2018, the IRC scaled up our emergency assistance, reaching over 68,000 clients with lifesaving health and protection programming.



“A year on from the start of the violence that forced Rohingya to flee their homes in Myanmar, conditions for this population remain dire,” said Manish Kumar Agrawal, IRC’s Bangladesh Country Director. “The trauma amongst the refugee population—especially for women and children—is among the worst the International Rescue Committee has ever seen.”

The IRC and our partners provided gender-based violence recovery services across 20 health facilities, as well as reproductive health and adolescent girls support across 19 women friendly spaces. Through our five mobile medical teams and six health facilities, we further provided health and protection services to both refugees and host communities throughout the monsoon season.

In Myanmar itself, the IRC has been delivering services to Rohingya and ethnic Rakhine communities for a decade.

Since the August 2017 violence, we have continued services across central and northern Rakhine, delivering health care, supporting community development projects and advocating for efforts to improve conditions for all communities in the state.

In Europe, we worked with governments and parliamentarians across the UK and EU to keep a focus on the crisis. During the Commonwealth Heads of Government meeting in London, at which the crisis was not on the agenda, our work helped to increase pressure on Heads of Government to discuss the crisis, which was ultimately included in the final communiqué.

At the onset of Bangladesh’s monsoon season in June, IRC President David Miliband visited Cox’s Bazar and met with IRC’s clients as well as senior international and government officials.

His visit was covered by media across the UK and Europe, and the IRC used the opportunity to highlight the severity of the crisis with UK and EU policymakers.

The IRC continued to build our network in UK and European Parliaments, with briefings to cross-party groups of MEPs and Parliamentary Groups in the UK. We also facilitated a field visit for UK MP Rushanara Ali who is the UK’s Trade Envoy to Bangladesh and an outspoken advocate on behalf of the Rohingya for many years.

In July, we co-hosted a high-level roundtable on the crisis with the

Opposite page: Community health workers measure the arm circumference of a child at an IRC clinic on the outskirts of Sittwe, Rakhine State, in Myanmar.

Below: Fatima, right, visits Shahera and her newborn at the women’s health centre in Kutupalong. Volunteers like Fatima go door-to-door in the camp to encourage expectant mothers to visit the centre before they are due.

Overseas Development Institute (ODI). The roundtable was attended by actors including DFID, the Foreign & Commonwealth Office (FCO), UN Refugee Agency (UNHCR), Asian Development Bank, Sida and Rohingya rights groups to analyse and discuss the role of regional actors in a long-term response. The discussion was recognised by UNHCR as a key event supporting their own approach to the crisis. We have now secured funding to continue our partnership with the ODI to conduct research in Bangladesh on the long-term aspirations of Rohingya refugees to inform a second high-level roundtable.



### Shahera’s story

At four days old, he didn’t yet have a name or a birth certificate. The young Rohingya baby boy embarked on a life already more challenging than most—born an unregistered refugee in the world’s biggest refugee camp.

The baby was cradled in his mother’s arms as they waited for his first check-up at a health centre supported by the IRC. “This is the first time I have given birth in a health facility,” said Shahera, who has four other children.

Every day around 60 babies are reportedly born in Kutupalong refugee camp in Bangladesh. An estimated 60 percent of mothers in the camp give birth inside their makeshift homes rather than in health centres, meaning they don’t have access to medicine and are at risk of complications.

Shahera and her husband were grateful for the care and nurturing that would have been otherwise unavailable. “I got strong within two days, but this would not have been possible at home,” said Shahera. “I could not afford all the things I need and there would be no one there to take care of me.”



## Priority Crises: Syria

### As the war in Syria extends into its eighth year, conditions remain dire for the Syrian people.

13 million people need humanitarian assistance. The country has seen attacks on homes, schools and hospitals—including IRC-supported facilities—in a pattern of widespread destruction of lifesaving civilian infrastructure.

In the Northeast, we were one of the largest international nongovernmental organisations providing humanitarian assistance. Our teams delivered medical care, psychosocial support and economic support through skills trainings and entrepreneurial grants to affected communities.

In the Northwest, we provided emergency medical care, child protection, cash assistance and vocational support to those in and around Idlib. A 2017 IRC survey found only half of people living in Idlib had enough food to eat each day, and one in five families had to support someone with a disability or chronic illness.

As the possibility for a Syrian government advance on Idlib mounted, the IRC joined with other humanitarian agencies to call on world powers to avoid humanitarian catastrophe.

In September, Turkey and Russia reached a deal sparing the three million Syrians living in Idlib from immediate devastation.

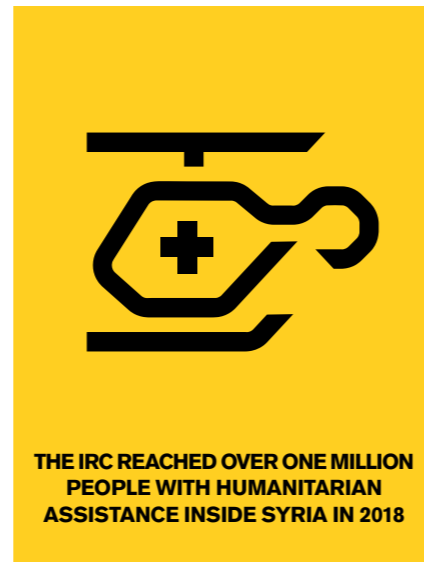
Right: Mohammad in a cauliflower field in Northeast Syria. He recently attended a workshop at an IRC livelihoods centre to improve his farming techniques, where he also received a grant to buy greenhouse supplies.

Far right: Rahma operating her sewing machine in a light-filled room at an IRC livelihoods centre Hasakah, Syria.

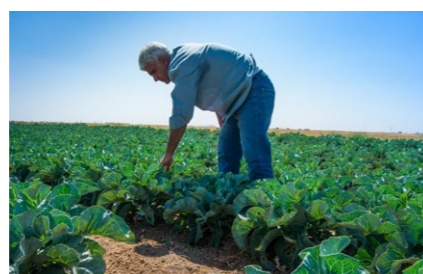
“Though we are prepared to respond to any emergency, if this deal falls short and military operations start, many hundreds of thousands will struggle to get the help they will so badly need,” said Lorraine Bramwell, IRC Syria Country Director.

The IRC also took our concerns on the international response and advocated on behalf of our clients at the Second Brussels Conference on Syria. Through extensive lobbying efforts with key EU stakeholders, we were able to push for more meaningful NGO participation in conference preparations and proceedings.

We successfully advocated for the conference to be utilised to support Syrian refugees in the region and long-term resilience efforts inside Syria. We also worked to ensure that no Syrian refugee would be forced back to Syria, and that the EU joined NGOs in calling for increased humanitarian access.



Below: Alia, an IRC cash recipient and displaced herder, and her son with their livestock in Idlib, Syria.



## Priority Crises: Europe and Mediterranean migration



Left: Lena Headey talks to Amal, who is part of a group of Syrian women who went through a program to help prepare them for work in Germany, at the CareForward offices in Berlin, Germany.

Below: Lena Headey talks with Marwa, a Syrian refugee, as she holds her son, Werner, at her home in Germany. Lena and Marwa first met on the island of Lesbos in 2016.



### The IRC's work in Europe began in 2015 in response to the more than one million refugees and migrants arriving on European soil.

While migration to Europe has decreased, challenges remain in providing adequate reception to those who do arrive, integrating those who have made the journey and making routes safer for refugees and migrants desperately trying to reach European shores.

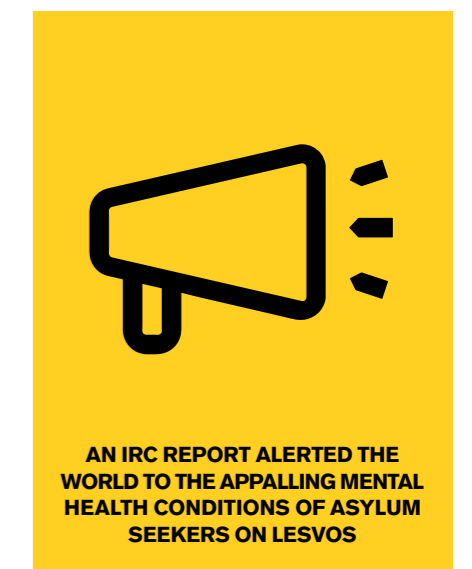
In July, the IRC published a report on the dangers of the Central Mediterranean route, stretching from sub-Saharan Africa to Italy. People moving along this route experience severe humanitarian need and grave risk, including exploitation and abuse at the hands of smugglers and security services. We used our findings, along with our report on integration in Europe, to influence policy and raise public awareness at the height of the EU debate on migration and asylum in 2018.

In response, thanks to the support of DFID, the IRC began a Mediterranean Mixed-Migration programme in

partnership with the Danish Refugee Council and Start Fund. The programme, covering Mali, Niger and Libya, will work to make migration safer and more orderly, resulting in fewer deaths and less suffering along the route. The IRC will be leading the advocacy component of the programme in light of our networks and access to European decision makers.

In Greece, we work with asylum seekers to provide mental healthcare in the face of not only the trauma they have fled, but also the unacceptable conditions in which they now live. The IRC rang the alarm with a report on the appalling mental health conditions of asylum seekers at Moria, the reception and identification centre of Lesbos. 30 percent of those interviewed had attempted suicide, while 60 percent had considered attempting suicide. We used these findings to put forward recommendations to relieve suffering to the Greek government, EU leaders and key donors, and to refocus media attention on the situation in Moria.

To combat this mental health epidemic, the IRC mobilised mental health and psychosocial support teams on the islands of Lesbos and Chios. We have provided services to 300 people, many of whom are survivors of torture and/or gender-based violence.







## Our approach

At the IRC, we define success in terms of measurable, positive changes in people's lives, across the areas of health, economic wellbeing, safety, education and power.

Across all five areas, we also prioritise narrowing the gap between men and women and boys and girls.

Our five outcome areas are broken down into 32 outcomes, representing the specific changes we seek to make. In every country where the IRC works, country programmes have developed Strategy Action Plans which prioritise the outcomes we are working towards in that context. These plans lay out our vision for where we want to work, whom we want to serve, the ways we want to make a difference and how we can deliver the most impact.

Defining success in relation to outcomes means that everything we do drives toward positive change in people's lives.

To do this, our programmes must have four key ingredients. They must be:

- (1) based on the best available evidence;
- (2) adapted to context;
- (3) responsive to client needs and preferences;
- and (4) continuously learning and improving, by measuring what we do, generating evidence and acting on what we learn.

Below: "Food can connect people." Moussa, pictured here in Athens, believes that eating together can help to open minds.

Above, right: Moussa's friends particularly like his plantain – they've inspired him to keep cooking.



## Our approach: Refugee livelihoods

The humanitarian landscape is changing. Predominantly, refugees and internally displaced people (IDPs) now settle in cities over camps.

In fact, 60% of the world's refugees and 80% of IDPs now live in urban areas. New arrivals set upon finding work, but unemployment in host countries is often already high. This can lead to tensions within host communities.

To counter this, we believe we need to collectively boost job opportunities while encouraging governments to end policies that restrict the work of refugees, stifling the economy for everyone.

### Back My Business: Citi Foundation

To this aim, in partnership with Citi through the Citi Foundation, the IRC is providing business and entrepreneurship training to 990 young refugees across Athens (Greece), Amman (Jordan) and Yola (Nigeria). Focused on 16 to 30-year-olds, each entrepreneur is taking part in an apprentice-style business programme, receiving mentoring, training and acquiring knowledge about the needs of the local market. The business plans deemed most likely to succeed by a panel of entrepreneurs and financiers receive seed funding to kick-start their enterprise. Those not funded are introduced to mentors and other resources.

Brandee McHale, Head, Corporate Citizenship, Citi and President, Citi Foundation said, "Refugees contribute to the vibrancy of our urban centres. If cities are going to unlock their economic potential, it will take combining the expertise of private and nonprofit sectors to reach vulnerable refugees — many who are under the age of 25 — with the tools and knowledge they need to set up their own businesses.



"Through the Rescuing Futures programme with the IRC, we are empowering young adult refugees today and helping create greater economic prosperity tomorrow, not just for the individual, but their families and the community at large."

Refugees are natural entrepreneurs. Everyone has ideas – refugees, citizens – it's important to have help to make your dream come true" said Moussa, who aspires to set up the first Ivorian restaurant in Athens. Moussa is one of the hundreds of refugee entrepreneurs whose business idea is being turned into a business venture as part of the Rescuing Futures programme.

Moussa's business idea was inspired by his childhood in Ivory Coast and his friends' demands for his tasty Ivorian food. He plans to open a restaurant called 'Our Home', which will bring people together through the power of food and open minds about his culture.

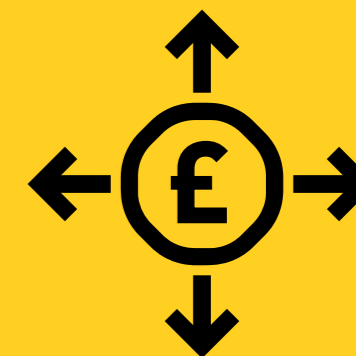
### Cash relief

Cash relief is one of the most efficient and effective forms of aid for people struggling to survive in times of crisis. Cash meets the daily needs of refugees and supports people to take back control of their lives. This is why the IRC has continued to make the case for cash relief and our cash programming over the last year.

In June, the IRC presented 'Seven Steps to Scaling Cash Relief: Driving Outcomes and Efficiencies' at the Grand Bargain cash workstream plenary meeting in Rome.

We also presented with USAID on the Cost Efficiency and Effectiveness workstream and facilitated a session on next steps for cash sector reform.

As part of our innovative cash programming, for example, the IRC continued to distribute DFID-funded assistance to conflict-affected households in Iraq. In particular, the IRC focused on the internally displaced and host communities in Anbar, Kirkuk and Ninewa governates.



**WE REACHED 1,615 IRAQI HOUSEHOLDS WITH OVER 3,800 TOTAL CASH TRANSFERS IN 2018**



## Our approach: Women and girls

Women and girls are the worst affected by conflict and disaster, but their needs often remain unmet by the humanitarian and development systems. Whether through violence, discrimination or disempowerment, women are regularly left on the margins of their communities and at highest risk when displaced. This threatens to leave women and girls behind in the drive towards the Sustainable Development Goals (SDGs).

The IRC has long recognised the need to speak out on behalf of marginalised and vulnerable women and girls and push for better recognition of their specific needs in humanitarian response and long-term development work.

Through a mix of programming expertise and global-level advocacy, we have continued to put women and girls front and centre in our work.

For example, in Lebanon, where Syrian refugee women and girls are especially vulnerable to intimate partner violence, early marriage and other forms of gender-based violence (GBV), the IRC



is taking a multi-faceted approach to protection programming by focussing on empowerment. In partnership with the Saïd Foundation and through informal education, apprenticeship opportunities, case management and psychosocial support, we have been able to give girls the tools they need to grow and learn safely.

We further trained 50 educators to identify and refer gender-based violence cases. By creating multiple access points at which a child can seek or be offered help, we are creating a safer environment for girls and for the whole community.

One participant from a women and girls centre in Aarsal said, "I now have hope, persistence and determination. What is most important to me now is going back to Syria and supporting the people there, particularly girls in need."

In June, IRC-UK's Executive Director Sanjayan Srikanthan spoke on the need for gender-based violence prevention in emergencies and opportunities for more effective response at European Development Days, Europe's leading forum on development. Part of a high-level panel, he was joined by Christos Stylianides, European Commissioner for Humanitarian Aid and Crisis Management, and Linda McAvan, Chair of the International Development Committee of European Parliament.

In July, the IRC also spoke about the specific needs of girls in crises alongside the Swedish State Secretary for Foreign Affairs at Almedalen, an influential Swedish political festival. Sweden's trailblazing feminist foreign policy has helped raise the bar internationally for ensuring decisions that affect women and girls are taken with their needs in mind and with their participation.

Opposite: Domitila Kaliya, a Congolese refugee, sews dresses in her shared workspace in Kampala, Uganda. She started her own clothing business after joining an IRC Village Savings & Loan Association.

Right: Dalal, an 18-year-old Syrian refugee who has been living in Lebanon for six years, with her 10-month-old-daughter, Tasnim, in a tented settlement in Akkar, Lebanon. In partnership with the Saïd Foundation, the IRC offers safe spaces for women and adolescent girls to support one another.





# Standing up for our clients

## SDG Progress: Fragility, Crisis and Leaving No One Behind

Up to 82% of fragile and conflict-affected states—more than 4 in 5—are off track to achieve Sustainable Development Goal (SDG) targets. As revealed by our flagship joint report with the Overseas Development Institute (ODI) in 2018, this analysis shows that millions of people caught in crisis, many of whom the IRC works with every day, are being left behind.

Failure to act now means that the Sustainable Development Goals (SDGs) will not be met, undermining the credibility of the international community and leaving millions to die unnecessarily.

2019 is therefore the moment to review progress and revise the international community's strategy before it is too late.

IRC's President and CEO David Miliband launched our report at a high-level event on the margins of the UN General Assembly. The event included a film by Richard Curtis (Notting Hill, Love Actually) highlighting the threat conflict and fragility pose to the SDGs. The IRC was also spoke at the Bill and Melinda Gates Foundation's Goalkeepers event, bringing together philanthropists, activists and humanitarians to drive SDG progress and accountability.

The report lays out five recommendations to ensure people in crisis and other marginalised groups are prioritised in SDG implementation. The report was covered in a variety of print media in the US and UK.



### Together for Refugees

Together for Refugees, a campaign in partnership with Ben & Jerry's, peaked in March 2018 with a 50,000-signature petition handed in to embassies across six European cities.

The campaign called for an ambitious commitment to refugee resettlement through the EU's proposed Union Resettlement Framework.

Throughout the year, the campaign took a number of innovative actions toward mobilising our base. These included a UK-wide tour with an ice-cream van, a number of online actions, and an installation outside



the European Parliament that saw everyday items—representing the goals and aspirations of refugees such as education and family life—frozen in a giant block of ice, out of reach to those whose lives have been left in limbo while awaiting decisions about their fate.

In June, the IRC was invited by lead European negotiators to assist in drafting compromise amendments to the proposed legislation.

Ultimately, the technical agreement reached by negotiators has not yet been approved by EU member state ambassadors, as a particularly fraught political environment drove some to adopt a more cautious stance on migration as a whole.

However, we continue to work closely with key stakeholders in the negotiations to rally support for the adoption of the framework ahead of European elections next year.

Above and left: Together4Refugees supporters enjoy Ben & Jerry's and discuss the campaign in London (above) and Brighton (left).

## Business Refugee Action Network

Businesses have the power to transform the lives of refugees and our society's attitudes towards them. The Business Refugee Action Network (BRAN) brings together European businesses to take action on the refugee crisis, supporting business opportunities and speaking up for refugees to both governments and the public.

The IRC came together with Virgin, Ben & Jerry's, the Tent Partnership for Refugees and the B Team to establish BRAN in 2018. BRAN enhances the choices, opportunities and skills of refugees whose lives have been torn apart and livelihoods destroyed. BRAN helps companies hire refugees and develop the goods and services they need, whilst fostering innovation in refugee-focused business models.

BRAN draws on pilots such as the IRC and ODI joint study on how business partners in the gig economy can create job opportunities for refugees in Jordan, as well as on pilots the IRC is conducting with private sector partners in Germany, including Starbucks, Care.com and Intel.

Done well, supporting refugees can help business meet labour and skills shortages, grow new markets and enhance productivity through diverse work forces.

With the right support and right opportunities, refugees can re-establish and grow their careers while building and planning for their futures.



### The Stranger's Case

To mark World Refugee Day, the IRC partnered with Shakespeare's Globe Theatre in solidarity with all those who have fled conflict overseas. Refugees from Syria, Sierra Leone and South Sudan, alongside renowned actors including Kim Cattrall and Lena Headey, performed Shakespeare's speech 'The Stranger's Case.' From Sir Thomas More, the speech is a call for humanity that remains relevant today.

Filed at the historic Shakespeare's Globe Theatre, the piece was covered by national broadcast and print media as well as European press. The film garnered over two and a half million views online and saw engagement from IRC donors, partners and Members of UK Parliament.

"If Shakespeare is our greatest humanist writer, then it is our humanitarian duty to respond to his own clarion call," said Michelle Terry, Artistic Director at the Globe.

"I'm so pleased we've been able to partner with the IRC to bring to life Shakespeare's appeal to our 'mountainish inhumanity', in a rallying cry for compassion and empathy which echoes from his century to ours."

Above and below: Kim Cattrall (above) and Lena Headey (below) on set of The Stranger's Case at Shakespeare's Globe.





## Support for our work

Thanks to our committed and generous supporters, the IRC-UK private fundraising team experienced significant income growth again this year.

Individuals, companies, trusts and foundations and other organisations enabled us to respond to more of the world's worst humanitarian crises by donating a total of £7,412,004.

This is represented in the accounts by £5.8 million of income from donations recognised in the year by IRC-UK in these financial statements. A further £1.1 million was received by IRC NY and £0.5m by IRC Germany as a result of efforts of the IRC-UK fundraising team.

Our private donors are essential in enabling us to provide a better response to those who need it most. We have forged unique partnerships with many of our supporters, working with them to implement transformational programmes from early childhood education for Syrian refugees in Lebanon to healthcare and nutrition for children in refugee camps in Kenya.

The vital unrestricted income raised from the general public and philanthropists has also helped us to reach more people more quickly, improve our programmes through evidence and innovation, and build better systems that enable our staff to focus on high-impact programmes for refugees.

The IRC was mentioned more than 1,000 times across top tier print and online media throughout the UK and Europe in 2018.



We further mobilised 49,000 people with our digital campaigns through petitions, pledges and other actions to stand with refugees and people in crisis. We are grateful to all of our digital supporters for making their voice heard.



Left: Fatima Rawasdeh, an IRC clinic supervisor in Ramtha, Jordan, checks prescriptions with a Syrian volunteer pharmacist. The IRC works with local pharmacies and laboratories to provide comprehensive care to patients who need essential medications and lab tests at no cost.

Above right: A Syrian family wait for consultations at the IRC primary health clinic in Zaatari refugee camp in Jordan.



### IRC fundraising team named a Fundraising Charity of the Year 2018

The UK private fundraising team entered the National Fundraising Awards competition in the category for charities with income of £5 million or more for the award recognising considerable fundraising success through teamwork.

Described as the "Oscars for Fundraising", the National Fundraising Awards are a prestigious annual event organised by the Institute of Fundraising. These are the only awards in the UK charity sector to recognise and reward fundraising excellence and best practice.

Twenty-nine charities entered the competition in this category and the judges commented that the standard of nominations received this year had been particularly high.

This achievement is a testament to the dedication, passion and teamwork of all the members of the private fundraising team working alongside the Communications, Advocacy and Programmes teams to help grow our income and support the work of the IRC.

### Extending our reach

The Digital fundraising team launched a number of successful appeals over the last year, both raising awareness of our work and generating the vital funds we need to deliver it.

The Asfari Foundation pledged a generous match for our Syria appeal, marking the seventh anniversary of this devastating conflict in March. The appeal supported families who had fled their homes for refuge in Idlib, in Northwest Syria.

Our summer appeal focused on child survival, highlighting the need for health, nutrition and care for new mothers. In addition, we marked Ramadan with a new appeal enabling those here in the UK to support displaced people at this special time of year.

### Our supporters

We would like to extend our sincere gratitude to the trusts, foundations, companies, organisations and individual donors that made our work possible in 2018. Their support continues to enable our response to those affected by disaster and conflict across the globe.

#### Trusts, foundations and companies

- Asfari Foundation
- Ben & Jerry's
- Bernard van Leer Foundation
- Citi Foundation
- Comic Relief
- Genesis Prize Foundation
- Green Room Charitable Trust
- Hands Up Foundation
- Indigo Trust
- Levi Strauss & Co
- Megan Van't Hoff Charitable Trust
- Mistral Stiftung
- Oak Foundation
- Said Foundation
- UBS Optimus Foundation
- Vitol Foundation
- RELX Group

#### Individual donors

- Anita Mendiratta
- Bill Winters
- Francesco Garzarelli and Elena Ciallié
- James T. and Hiroko Sherwin
- Rasha Mansouri Elmasry and Hassan Elmasry
- Susan Gibson and Mark Bergman
- Wendy Fisher
- Michael Lockett
- Richard Winter
- The Ulrich Family

#### Organisations

- Action Against Hunger & The Childrens Investment Fund Foundation, as part of No Wasted Lives
- Christian Blind Mission



# Support for our work: Institutional grant-funded activities

## The IRC-UK's Awards Management Unit continued to strengthen our relationships with government donors and institutions in 2018.

In addition to supporting the lifesaving humanitarian work of the IRC, these partnerships allow collaboration in thought leadership on the humanitarian sector's most pressing affairs. While we have continued to build on years of effective partnership with some of our largest donors, we have further pursued new European donors to diversify our funding base and establish similarly fruitful relationships over time.

Below: Athok Athian Nog carries water outside of her village in Panthou, South Sudan. Athok and her son were recently discharged from the IRC's stabilisation centre in Panthou, South Sudan. The centre supports children to overcome acute malnutrition.



### Institutional donors



Danish International Development Agency (Danida)



Dutch Ministry of Foreign Affairs



Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)



European Commission – Directorate-General for Development and Cooperation (EuropeAid)



European Commission – Directorate-General for Humanitarian Aid and Civil Protection (ECHO)



Irish Aid



Swedish International Development Cooperation Agency (Sida)



Swiss Agency for Development and Cooperation (SDC)



UK Department for International Development (DFID)

Below: Pharmacist Malak Shweqfeh works in the IRC Clinic in Zaatari camp. After patients are given prescriptions, they get the medicines from her pharmacy free of charge.



### Asia – Bangladesh

In support of our emergency assistance to Rohingya refugees in Bangladesh, both DFID and ECHO committed funding for the first time to scale our response. DFID committed over £550,000 towards emergency health and protection programming, which the IRC used to establish additional mobile medical teams operating in camps in Cox's Bazar. The teams provided lifesaving primary health consultations to the population, alongside service referrals for unaccompanied children and survivors of gender-based violence.

ECHO's generous contribution of over €700,000 has also led to the expansion of our mobile medical teams alongside the creation of an additional IRC-operated women's centre. These centres provide integrated sexual and reproductive health and gender-based violence services, including family planning and psychosocial support activities.



### East Africa – Yemen

To combat the worsening humanitarian crisis in Yemen, the IRC continued our health, nutrition and water sanitation and hygiene programming for some of the most vulnerable people in Yemen.

The IRC implemented a €1.8 million ECHO award providing emergency programming throughout Al Dhale'e governorate in Southwestern Yemen.

The German Federal Foreign Office also contributed €1.35 million to our emergency response efforts, allowing the IRC to scale programming in key sectors including economic recovery and development and combatting gender-based violence.

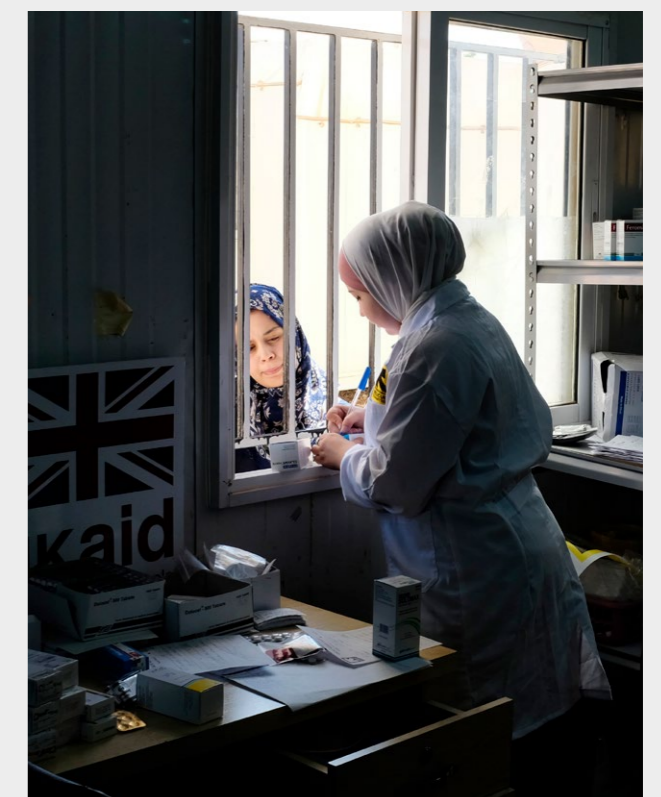
The IRC further secured over \$1.2 million USD from our partners at the Swiss Agency for Development & Cooperation to combat Yemen's cholera outbreak.



### Middle East – Syria

The seventh year of the Syrian conflict continued to exacerbate humanitarian need. UN assessments indicate gender-based violence has affected over one quarter of the population, and over half the basic social infrastructure within the country has been damaged or destroyed. The extreme poverty rate has doubled, and 11 million people are in need of health assistance.

Last year, the IRC continued to implement a £47 million DFID programme focusing on health, protection and economic recovery and development for Syrian host communities and the internally displaced. By the end of June 2018, the IRC had reached 2,645 individuals benefitting from gender-based violence services, supported 46 health facilities providing 125,000 health consultations, and provided 966 cash vouchers to vulnerable households.





# Support for our work: Institutional grant-funded activities



## West Africa – Niger

Niger has long been prone to political instability, chronic food insecurity and natural disaster. In recent years, Niger has also been increasingly affected by conflict and terrorist groups operating in neighbouring countries. Overall, the number of vulnerable people in dire need of humanitarian aid across Niger is close to 2.3 million. This includes approximately 140,000 migrants from sub-Saharan countries moving in dreadful conditions along the Central Mediterranean Route to Europe.

The IRC supports vulnerable Nigerien households, displaced people and refugees from neighbouring countries in sustaining and rebuilding their lives. In 2018, the IRC secured over €2.5 million from ECHO towards emergency shelter, protection and water sanitation activities in partnership with Action Against Hunger, Danish Refugee Council and ACTED. We distributed emergency shelter items to over 2,200 people and assisted an additional 18,000 with water procurement. We also worked with over 1,700 people on protection awareness and case management.



## Great Lakes – Burundi

The IRC Burundi country office has been working in collaboration with the government and local population since 1996.

Working across sectors, the IRC's programmes focus on improving the resilience of rural communities while also providing essential services for Congolese refugees residing in camps. An important focus over the past year has been the accompaniment and support of repatriating refugees to Burundi in their communities of return.

In 2018, the IRC globally secured €5 million in funding from KfW, a German Development Bank, for water system improvement and hygiene education in two provinces over three years. The EU has also funded a three-year resilience project for €3.3 million focusing on nutrition, social protection and environmental health.



## Europe – Greece

While the number of people arriving to Greece has decreased in recent years, refugee movement has continued. Roughly 50,000 people crossed into Greece in 2018, and approximately 72,000 refugees remain in the country. The majority of these refugees have fled Syria, Iraq and Afghanistan; and more than half are women and children.

In 2018, a third of these refugees remained stuck on the island of their arrival for months on end, and many have been forced to live in overcrowded and dangerous conditions which exacerbate trauma and health concerns. Refugees on the Greek mainland live largely in urban settings, where many are unable to find work to support their families amidst a struggling Greek economy.

With funding from ECHO and the EU's Directorate General of Justice, the IRC has responded with holistic protection programming to restore dignity, enhance physical and psychological security and reduce risk of harm to refugees. We have worked alongside Greek civil society and authorities to prevent and respond to gender-based violence and protect children, while enhancing service quality and access.

We have also worked with ECHO to limit water and sanitation-related health risks, aiding more than 2,500 refugees and asylum seekers in Eleonas camp in Athens.

## Framework agreements & partnerships

### Sida Humanitarian Framework Agreement

In 2018, the IRC secured a new three-year Humanitarian Framework Agreement (HFA) from 2018-2021 with the Swedish International Development Cooperation Agency (Sida). Under this framework, the IRC secured funding for three new multi-year projects and received an additional allocation of over \$15 million USD, including a Rapid Response Mechanism fund of over \$2.3 million USD for sudden onset emergencies. The Humanitarian Framework Agreement (HFA IV) currently includes 20 projects across 14 countries providing lifesaving assistance in humanitarian crises. The framework also includes projects focused on methods development and capacity building in the areas of client responsiveness, cash and quality assurance and learning.

This iteration of the HFA also includes support for the Central African Republic, Cameroon and Nigeria to implement a new Programme-based Approach (PBA) to programming and funding. IRC's PBA is an exciting, innovative pilot in which our teams will align work towards IRC strategic



priority programming with increased donor flexibility during implementation, including around geographic area of intervention and chosen activities.

Working with Sida's Peace and Human Security Unit, the IRC secured \$4.1 USD million to deliver a three year conflict prevention and peacebuilding programme in the Democratic Republic of Congo (DRC) and Somalia. The IRC's first ever award from Sida's Peace and Human Security Unit, contributing to Sida's Strategy for Sustainable Peace 2017-2020, is enabling us to diversify funding and extend our relationship with Sida beyond humanitarian response.

Through the programme, the IRC is implementing activities designed to reduce the underlying causes of violence by strengthening local institutions' delivery of basic services (health in the DRC and justice in Somalia) and supporting the people we serve to be safe in their communities and influence decisions that affect their lives. The programme includes a learning framework component through which the IRC and Sida will deepen our understanding of the role of peacebuilding in bridging the humanitarian-development divide.

### Irish Aid Strategic Partnership

The IRC continued our work with Irish Aid through our Strategic Partnership for Gender-Based Violence in Emergencies 2017-18. The partnership has funded €1.1 million per year to gender-based violence preparedness and recovery work in Somalia, Kenya, Ethiopia and South Sudan and sudden-onset emergencies globally through a pre-positioned funding pot of €250,000 per year.



Above: IRC-supported volunteer Senwara stands in Kutupalong refugee camp. She spends her time encouraging women to visit the IRC-supported health centre and to give birth there.

Left: Adut Lual and her daughter, Elizabeth, at the IRC's stabilisation centre in Panthou, South Sudan.



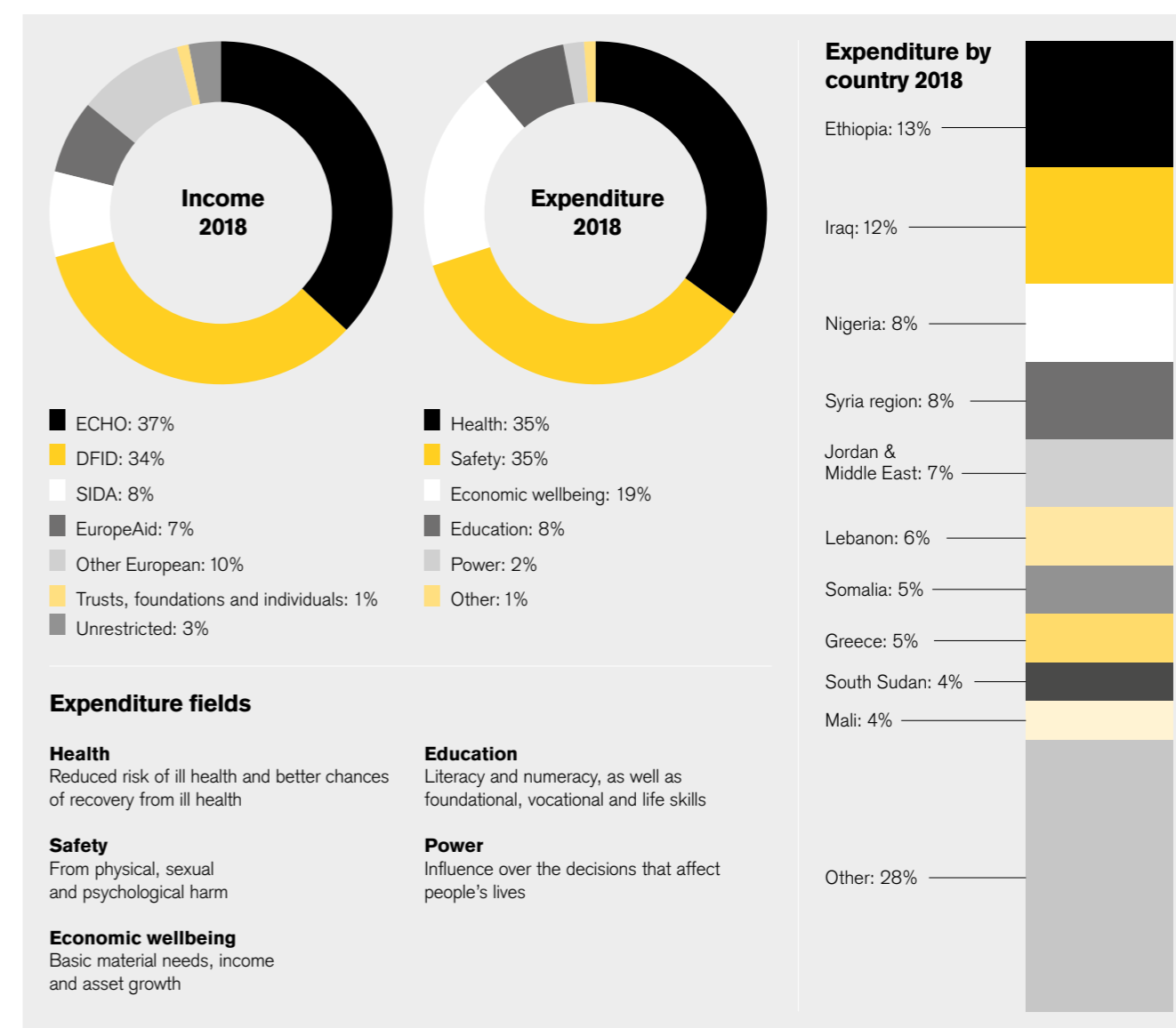
# Financial summary

Statement of financial activities 1 October 2017 to 30 September 2018

	Unrestricted funds £'000	Restricted funds £'000	Total 2018 funds £'000	Total 2017 funds £'000
<b>Income and expenditure</b>				
<b>Income from:</b>				
Donations and legacies	1,056	4,707	<b>5,763</b>	4,032
Investments	63	—	<b>63</b>	33
Charitable activities	4,656	133,189	<b>137,845</b>	138,553
<b>Total income</b>	<b>5,775</b>	<b>137,896</b>	<b>143,671</b>	<b>142,618</b>
<b>Expenditure on:</b>				
Raising funds	2,155	—	<b>2,155</b>	1,231
Charitable activities:				
— Health	1,176	49,162	<b>50,338</b>	47,240
— Safety	1,147	47,924	<b>49,071</b>	47,782
— Education	259	10,796	<b>11,055</b>	18,414
— Economic Wellbeing	641	26,780	<b>27,421</b>	23,406
— Power	61	2,531	<b>2,592</b>	2,533
— Other	158	703	<b>861</b>	1,911
<b>Total expenditure</b>	<b>5,597</b>	<b>137,896</b>	<b>143,493</b>	<b>142,517</b>
<b>Net (expenditure) income for the year</b>	<b>178</b>	<b>0</b>	<b>178</b>	<b>101</b>
<b>Balances brought forward at 1 October 2017</b>	<b>2,636</b>	<b>—</b>	<b>2,636</b>	<b>2,535</b>
<b>Balances carried forward at 30 September 2018</b>	<b>2,814</b>	<b>—</b>	<b>2,814</b>	<b>2,636</b>

Balance Sheet as at 30 September 2018

	2018, £'000	2018, £'000	2017, £'000	2017, £'000
<b>Fixed assets</b>				
Tangible assets		<b>22</b>		62
<b>Current assets</b>				
Debtors	<b>53,796</b>		62,485	
Cash at bank and in hand	<b>7,847</b>		15,073	
	<b>61,643</b>		77,558	
<b>Creditors:</b>				
amounts falling due within one year	<b>(58,851)</b>		(74,984)	
<b>Net current assets</b>		<b>2,792</b>		2,574
<b>Total net assets</b>		<b>2,814</b>		2,636
<b>Represented by: Funds and reserves</b>				
Income funds:				
Restricted funds		—		—
Unrestricted funds				
— Designated funds				15
— General fund		<b>2,814</b>		2,621
		<b>2,814</b>		2,636



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# How you can support the IRC

Fatima's 8 year old daughter, Formina, is the apple of her mother's eye. The pair sit in the IRC supported comprehensive women's centre in Cox's Bazar, Bangladesh, where her mother is a volunteer.



## Advocate

Join the IRC's online global family at [Rescue-UK.org](https://Rescue-UK.org) to receive important advocacy alerts and news about the humanitarian issues that are important to you.

## Donate

Give online by visiting our website at [Rescue-UK.org](https://Rescue-UK.org)

## Raise money

You can do something amazing for refugees while having fun! And whether you take on a challenge or organise an event, fundraise with friends and family or go it alone, we'll be with you every step of the way.

Find out how: [Rescue-UK.org/Fundraise-Refugees](https://Rescue-UK.org/Fundraise-Refugees)

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