



2024 Annual Report

Survive. Recover. Rebuild.





THIS PAGE: Manass Dehiye Moussa, 6, is a patient at an IRC health center in Chad. She and her mother were forced to flee their home because of violence in Sudan.

COVER IMAGE: Yandé Made holds her 2-year-old daughter close while they wait for her to be screened for malnutrition at an IRC health center in Fourkouloum, Chad.

Contents

Message from the President and Chairs of the IRC Board of Directors and Advisors	4
Where We Work	6
IRC Impact in 2024	8
The IRC's Cost-Effectiveness Advantage	10
Stories of Impact	12
Helping People Survive	14
Helping People Recover	20
Helping People Rebuild	28
Policy and Influence	32
IRC Values in Action	34
IRC Leadership	36
Financial Report	38
How You Can Help	40

Message from the President and Chairs of the IRC Board of Directors and Advisors

Dear Friends,

The clients of the International Rescue Committee (IRC) are facing a year like no other, with unprecedented humanitarian need, concentrated in the countries where the IRC works, and enormous uncertainty about the future of global humanitarian action and refugee support. Fortunately, the IRC is able to address this situation off the back of a remarkable year of delivery.

In 2024, our teams helped more than 36.5 million people across more than 40 countries. We provided more than 1.1 million children and youth with education, provided more than 2.3 million people with clean water, and provided nearly 10 million health consultations. In the U.S., we helped a record 16,692 people resettle into new homes and new lives. We have scaled proven, innovative, cost-effective programs, including our pathbreaking work on malnutrition. Similarly with our partnership with GAVI, bringing immunization to children for whole vaccination was a pipe dream—until the IRC arrived.

The IRC achieved this while more people were displaced by conflict than ever before, climate shocks were growing and extreme poverty became more concentrated in fragile and conflict-affected states. Sudan is the world's largest humanitarian crisis and the top of our 2025 Emergency Watchlist. As home to all of the problems listed, it is an avatar for why the world needs a strong and principled humanitarian aid sector. It is also a testimony to the courage and professionalism of humanitarian aid workers and our clients, who are more at risk from violence than ever before.

Our interventions are only possible thanks to you, our supporters, partners and donors. You have done more than give money: You have given ideas, wisdom, skills and confidence. We literally could not have delivered without you—whether you work in government or in the private or philanthropic sector, or you are a private citizen. Together, we have shown together that aid can be mightily cost-effective, that few missions are impossible, and that refugees are big contributors to the societies to which they relocate. Across all continents, we have flown the flag not of a single nation but of common humanity.

This is the basis of the case we will be making about the value of our innovative, impactful, cost-effective work, just as we make the same case to governments, philanthropists, corporations and members of the public around the world. This is a time to dig deep, work together and focus on the best ways to serve our clients. This is a time to meet the moment.

In the face of turmoil, our staff remain dedicated to supporting our clients, despite the obstacles. We are incredibly proud of our teams worldwide.

Survive. Recover. Rebuild.

That is the IRC mantra. When people have the help they need to survive, they can begin to recover. When they recover, they can rebuild. This is the IRC's promise—and our purpose.

Thank you again for your steadfast support and partnership during this unprecedented time. We could not do our lifesaving work without you.



Mona Sutphen

Mona Sutphen
Co-Chair
IRC Board of Directors



Eduardo D. Mestre

Eduardo Mestre
Co-Chair
IRC Board of Directors



Victoria Foley

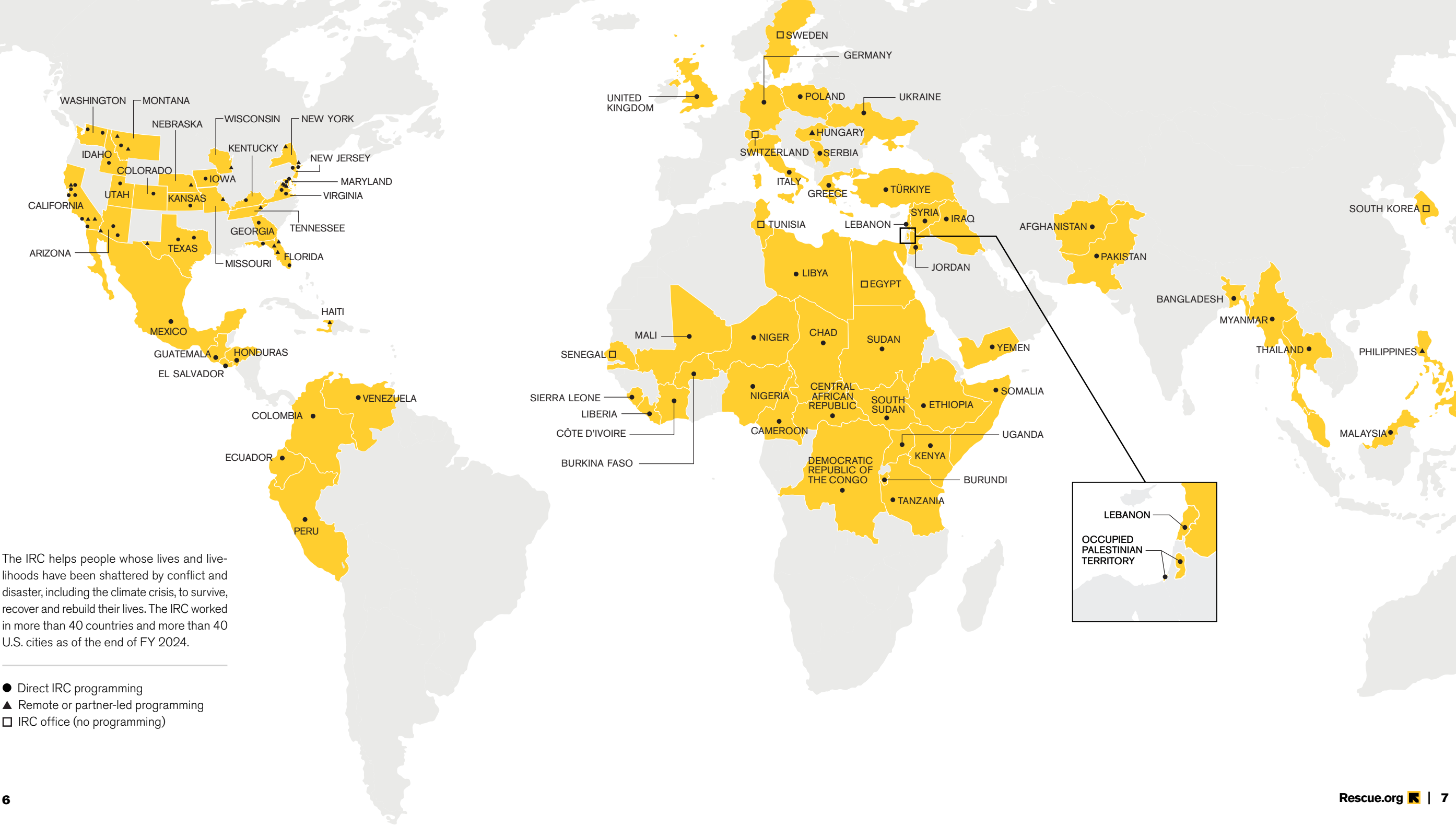
Victoria Foley
Chair
IRC Board of Advisors



David Miliband

David Miliband
IRC President and CEO

Where We Work



The IRC helps people whose lives and livelihoods have been shattered by conflict and disaster, including the climate crisis, to survive, recover and rebuild their lives. The IRC worked in more than 40 countries and more than 40 U.S. cities as of the end of FY 2024.

IRC Impact in 2024

36.5M
people reached
in countries affected by crisis

1,587,634
people reached
with cash assistance
or vouchers

2,370,804
people accessed
clean water

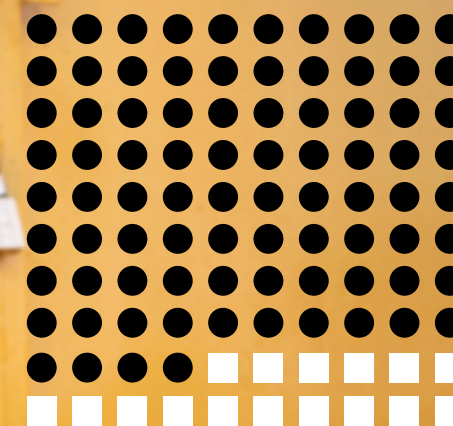
40,444
survivors of gender-
based violence
received counseling

\$52,853,286
given in cash or vouchers

9,976,779
health consultations
provided

3,241
health facilities supported

688,240
people admitted
for nutrition services




- **580,600**
children under 5 admitted

■ **107,640**
pregnant or lactating
women admitted

126,913 children supported
through IRC safe spaces and other protection programs



 = 20,000 children

1,141,256
children and youth
received educational support

IRC nurse Adoum Moussa screens 17-month-old Assinate Abdallah for malnutrition by measuring the circumference of her upper arm in a health clinic in Farchana, Chad.

The IRC's Cost-Effectiveness Advantage

The growing number of crises demands urgent action, yet resources are critically limited. The gap between available funding and the resources needed to meet humanitarian needs has skyrocketed, forcing organizations to do more with less.

At the IRC, we are meeting this challenge head-on to prove that humanitarian dollars can stretch further. Since 2015, we have conducted over 400 cost analyses, directly examining more than \$300 million in humanitarian spending across 37 countries. Our cost-effectiveness approach allows us to make evidence-based decisions that optimize the reach and efficiency of our programs.

The IRC leads the sector in making cost-effectiveness the norm

Our cost-effectiveness approach is embedded across our programs—shaping how we design, implement and scale solutions to maximize efficiency for the people we serve.

Our methodology focuses on:

- **Building the evidence base:** The IRC is responsible for 25% of all cost-effectiveness analyses in the humanitarian sector, playing a crucial role in building a critical mass of evidence to inform decision-making.
- **Driving data-informed decisions:** The IRC's Best Use of Resources team analyzes program costs and impact, ensuring resources are allocated efficiently.
- **Scaling what works:** We identify and expand proven, cost-effective interventions—such as cash assistance and malnutrition treatment—that maximize impact per dollar spent.
- **Innovating for efficiency:** We innovate tools to drive cost transparency and smarter spending. *Dioptra*, our web-based costing tool, was adopted by seven humanitarian organizations to simplify cost analysis and improve value for money.



Our solutions deliver a lasting impact for people in crisis

The IRC has transformed how humanitarian aid is delivered through our focus on smarter spending. See how our cost evidence strategy translates into real impact.

► Revolutionizing malnutrition treatment

Scaling simplified approaches lowers the cost per child treated, and could enable millions more children to receive lifesaving nutrition without additional funding.



The IRC's simplified malnutrition protocol is as effective as and **20% more cost efficient** than traditional treatments.

► Scaling cash assistance for maximum reach

Our cost-efficiency analyses of over 30 cash programs in 17 countries show that reaching at least 1,000 households can significantly reduce delivery costs and improve value for money.



Two years ago, in 2023, we improved the cost effectiveness of the IRC's \$79 million in cash programming, empowering an estimated **30,000 more people** with direct financial support.

► Optimizing refugee livelihoods



Re:BUiLD is a **€30 million livelihoods** initiative targeting **20,000 refugees and individuals** in host communities in East Africa.

Initial findings suggested that some of our approaches, such as vocational training, were unlikely to be as cost-effective as our benchmark of providing business grants. If similar findings were applied to programs targeting 1% of urban refugees, we estimate this approach could generate \$230 million in cost-efficiency gains, reaching an estimated 200,000 more people.

LEFT: A cash grant from the IRC made it possible for Saddam Hussain to quit his job as a day laborer and set up a vegetable stall in Sindh province in Pakistan.



Stories of Impact

from IRC Programs around the World

LEFT: Amal holds her son, Naji,* who recently recovered from malnutrition thanks to the care of IRC staff at a nutrition center at the Sere Kaniye camp in Syria.

CENTER: Students in Uganda learn their vowels with the help of LEGOs.

RIGHT: Sisters Nyota* and Zola* from the Democratic Republic of the Congo warmly embrace at the airport. They were reunited with support from the IRC.

*Names have been changed to protect the client's privacy.

Helping People Survive

The IRC fights for a future without malnutrition

Many humanitarian crises can seem too complex to solve. Malnutrition is not one of them.

At any given time, there are 45 million children under age 5 experiencing the worst forms of malnutrition, but it doesn't have to be this way. Over the past decade, the IRC has been at the forefront of efforts to radically simplify how malnutrition is diagnosed and treated. We've developed and tested a streamlined protocol that cuts through complexity, reduces costs and, most importantly, reaches more children with the care they urgently need.

This simplified approach is transforming how malnutrition is treated. It makes diagnosis easier and care more accessible. Our protocol treats malnourished children at a single clinic with a single, life-changing therapeutic food, instead of sending children to different clinics based on the severity of their condition.

To expand access even further, we train local residents as community health workers—trusted members of their communities who can screen, diagnose and treat children when clinics are out of reach. That means more children can get help.

Our goal is that, by 2030, four out of five children with malnutrition will receive the treatment they need to survive and grow strong. No parent wants to see their child die of hunger, and they shouldn't have to, because ending malnutrition is within our collective reach.

“ I am very happy that he is now fully recovered.”

—Amina

A DETERMINED GRANDMOTHER SAVES HER GRANDSON IN NIGERIA

Violence forced Amina Umaru Toko, 53, to flee her home in Nigeria with her 19-month-old grandson, Abdullahi, in her arms. She bravely carried her grandson away from violence, but when they arrived in the town of Gwoza, Abdullahi was in a condition that she couldn't carry him away from—he was critically ill from malnutrition.

“I thought he wouldn't last the night,” Amina said. “At several intervals during the night, I would check on him, thinking he had passed away. But this boy was alive, fighting for his life.”

“When he survived the night, the next morning, I put him on my back, and that was when we went to the IRC.” The IRC helped get him to a hospital where he was treated and monitored around the clock. After four scary days, Abdullahi improved. He was healthier and stronger. A year later, Amina confirmed that Abdullahi was recovered and eating well. “I am thankful to the IRC. They really helped me,” Amina said.

EVIDENCE-BASED PROGRAMMING



Impact: In 2024, the IRC conducted more than **4.3 million** malnutrition screenings in 24 countries.



Research: The IRC has conducted operational research pilots that treated **101,000 children** under 5 years old in four countries (Mali, Chad, Kenya and Central African Republic.)



Efficiency: IRC research has found that the total cost to treat a child with severe acute malnutrition is at least **21% less** with a simplified versus a standard protocol.

IRC Impact in 2024

1,724,098

people reached with malnutrition prevention interventions

580,600

children under 5 admitted for nutrition services

1,590

malnutrition treatment clinics supported



IN SYRIA, NAJI’S PONYTAIL IS A SYMBOL OF HIS HEALTH

Amal lives with her five children in a displacement camp in northeast Syria. A year ago, her son Naji* was diagnosed with malnutrition—a time she will never forget. “His nails and hair stopped growing,” she said, “and he had developmental delays.”

Naji’s condition was critical. With swift treatment from one of the IRC’s partner organizations and a tasty pea-nut-based paste used to treat children with malnutrition, he slowly began to recover.

Today, Naji is a different child. Thanks to observant parents, an IRC-supported health clinic and the availability of ready-to-use therapeutic food, Naji is healthy and strong. He runs and plays with his brothers and sisters—so full of energy that Amal now has to tie his long hair into a ponytail just to keep it out of his eyes while he plays.

▶ ACTING ON CLIENT FEEDBACK IN KENYA

At the IRC, the voices of our clients drive real change. In Kenya, mothers caring for malnourished children told us about the long, dangerous journeys they faced just to access nutrition supplements. Our teams responded by opening a new, safer distribution center at the main hospital—bringing essential services closer to families.

This change has eased the burden on mothers, reduced their daily risks and ensured that more children receive critical nutrition support without delay. By listening and acting, we are providing better support to mothers seeking lifesaving treatment for their children.

Donor Spotlight

Troper Wojcicki Foundation

The Troper Wojcicki Foundation has supported the IRC since 2019. Their initial funding was crucial to supporting evidence generation to improve treatment programs and accelerate sector-wide progress against malnutrition. As committed unrestricted supporters, they understand that flexible funding allows our teams to remain adaptable and prioritize client impact. We are incredibly grateful for their bold, swift partnership through crises, including protracted conflict in Yemen, the COVID-19 pandemic and the war in Ukraine.

LEFT: With the IRC’s support, 2-year-old Naji has recovered from malnutrition and is healthy once again.

*Name has been changed to protect the client’s privacy.

Reaching children in crises with vaccines, thanks to the IRC and partners

Vaccines are arguably the single most effective public health tool ever developed. They protect children from deadly diseases like polio and measles. Today, about 85% of children worldwide receive their basic vaccines.

Yet millions of children—especially those living in conflict- or crisis-affected areas—still lack access to lifesaving immunization. These children remain at risk simply because national health systems can't reach them.

In 2022, we set out to overcome this challenge by launching the transformative Reaching Every Child in Humanitarian Settings (REACH) project, in partnership and with funding from Gavi, the Vaccine Alliance, through its Humanitarian Partnerships Programme, ZIP.



Since its launch, the REACH consortium has enabled health workers to administer just over **12 million vaccine doses** to children across the Horn of Africa, with recent extension into Chad and Nigeria.

Now these children can grow up without the risk of getting a vaccine-preventable disease.

Training and supporting community health workers is central to how the IRC and its partners deliver lifesaving vaccines to children. In South Sudan, through the REACH project, we have worked with community health workers and local leaders to raise awareness about vaccines for diseases like polio, measles and diphtheria. Community health workers also share community feedback with health officials and help combat misinformation. The result: More children are protected by vaccines.

RIGHT: Bintu Sankoh, 10, is vaccinated by IRC staff as part of a mobile vaccination project in Sierra Leone.

Donor Spotlights

Pfizer Foundation

The relationship between the IRC and Pfizer Inc. and the Pfizer Foundation, our longest-standing corporate partnership, dates back to 1956, when they supported our work with individuals affected by the Hungarian Revolution. Since then, it has grown into a global, multifaceted partnership whose impact spans 20 countries through health programs, emergency response, research and innovation, skilled volunteerism and more. One notable aspect of our work together is what we've achieved through immunization, reaching nearly 40,000 children in remote and conflict-affected communities with routine vaccinations since 2015.

Qatar Fund for Development

In 2024, the Qatar Fund for Development partnered with the IRC to enhance health care in Za'atari refugee camp, benefiting over 23,000 Syrian refugees in Jordan. This multi-year initiative provides primary health care services, including reproductive health, chronic disease treatment and vaccinations. The IRC is also rolling out a health information system to improve health care data management across the camp and support other humanitarian organizations. This partnership supports Jordan's Ministry of Health and strengthens local staff.

IRC Impact in 2024

7.8 million

vaccination doses delivered through the REACH project

700,000+

children under 1 year old received their third dose of the diphtheria, tetanus and pertussis (DTP) vaccine across all IRC health programming

15,800

community health workers supported across IRC health programming



Helping People Recover

Climate change hits hardest where life is already fragile

We're all feeling the effects of climate change—but for communities already grappling with poverty and crisis, it's a daily emergency. With little support to adapt to climate shocks or build long-term resilience, these communities face the harshest consequences: rising food insecurity, displacement and violence.

Here are just a few examples of how the effects of climate change bring about greater risks:

- More frequent climate disasters like floods and droughts damage families' homes, farms and community infrastructure.
- Families are often forced to leave their homes because they are no longer able to grow crops or raise livestock on their land due to the more extreme and unpredictable weather patterns, and they have no other way to provide for their family.
- Children risk being pulled out of school to help support the family's finances, making them more vulnerable to exploitation, abuse and early marriage.
- Extreme drought contributes to food insecurity, which can lead to acute malnutrition with long-term consequences for children.

The IRC has a range of programs at the community and national levels aiming to improve climate resilience and build evidence around which interventions work best. From early warning systems and cash assistance that help families prepare before disasters strike, to climate-resilient seeds and land restoration that help farmers grow food in drought-hit areas, these interventions are making an impact.

The consequences of climate change are here. Now it's our collective responsibility to help communities already affected by conflict and disaster adapt to the changing climate and take preemptive action.

RIGHT: Kime speaks with an IRC staff member about how he can improve the quality of his soil and increase his yield.

IRC Impact in 2024

45,926

individuals completed training in disaster risk management

25,050

farmers accessed stress-tolerant seeds

3,292

families received cash assistance ahead of flooding to help prepare for its impact in Nigeria and Guatemala

KIME'S HARVEST REVIVES SOIL, FAMILY AND COMMUNITY

"At home, everything we enjoy in the harvest does not stay between us as a family. It extends to friends, neighbors, strangers. The fruits of labor affect more than one. We also use the earnings to treat sick family members and cover the children's education expenses."

Kime is a father of 15 who lives near Lake Chad. Like most farmers around the Lake Chad Basin, his land has been all but ruined by a process called salinization: The soil's salt content rises as the lake shrinks.* Soil with high levels of salt produces inferior crops, which is adding to the level of hunger in the region.

Through support from a project led by the IRC, the Circular Bioeconomy Alliance (an initiative of King Charles III) and Louis Vuitton Moët Hennessy (LVMH), Kime is restoring his land—and his livelihood. Using farming techniques like plowing to improve soil structure and enriching the earth's texture with hay and sand, Kime is seeing results. His fields are once again producing peanuts, tomatoes, chili peppers, corn and guava.

For Kime, this isn't just about farming—it's about feeding his children and neighbors, rebuilding his community, and securing his future.

*Lake Chad has shrunk by 90% since the 1960s, according to the U.N.

Reaching children with education, against all odds

Education is a human right—and one of the most powerful tools we have to build peace, grow economies and create stronger communities. It is critical to any humanitarian response and lays the foundation for a brighter, more sustainable future for children.

Yet today, there are 234 million children caught in crisis and struggling to access education. Even more alarming is that 37% of them aren't in school at all.

When children are displaced by conflict or climate disasters, they can miss out on years of learning. In communities facing deep poverty and marginalization, many are forced to leave school to help support their families. Girls face even greater barriers, with harmful social norms and child marriage cutting short their right to learn.

The IRC helps children in crisis reclaim this right. In conflict zones and disaster-hit communities, we create safe learning spaces and work to ensure children get a quality education. We break down barriers to access, improve teaching and help education systems prepare for and respond to future crises.

▶ ACTING ON CLIENT FEEDBACK IN BANGLADESH

Providing equal access to education is one of the main goals of the IRC Bangladesh team, so when clients raised concerns via feedback forums, the IRC team took notice and took action. The regular school hours did not support adolescents who had domestic responsibilities or needed to earn money to support their family. To address this, the IRC introduced flexible class schedules. This significantly reduced dropout rates by accommodating learners' unique needs.

RIGHT: As a way to encourage play-based learning, Enid leads her class in a game.



IRC Impact
in 2024

5,756

learning centers supported

20,634

teachers received professional development support

75,814

children supported through mass media content

THE POWER OF PLAY INSPIRES LEARNING IN UGANDA

The children in Enid's classroom leave their tiny shoes at the door and sit quietly crossed-legged on the floor, waiting with anticipation for class to start.

Most of the children in Enid's class are just 5 and 6 years old and refugees from the Democratic Republic of the Congo living with their families in Uganda's Kyaka Refugee Settlement. Many have witnessed violence and carry the weight of trauma far beyond their years.

For Enid, play-based learning is more than a teaching method—it's a way to bring them comfort and healing. It helps children feel safe, valued and, as she says, **“loved, like the way they were in their home country.”**

For the past two years, 30-year-old Enid has been supported by the PlayMatters initiative, a LEGO Foundation-supported consortium of nonprofits led by the IRC that equips teachers in East Africa like her with fun, hands-on teaching tools that tap into kids' natural love of playing.

Learning through playing builds vital life skills, strengthens mental health and resilience, and nurtures a love of learning that can last a lifetime. By playing every day at school, the children in Enid's classroom are building confidence and a solid foundation for their futures.

Investing in livelihoods opens doors and inspires hope

Beekeeping. Selling fish. Selling solar home kits. Fixing cars. These are just four of the many ways IRC clients are earning a living.

The IRC assists people who have been displaced or need to find a new way to provide for their families. We help through skills development, grants, loans, mentorships, entrepreneurship classes and much more. These programs are complemented by affordable financial services and resources, which are fundamental to fostering self-reliance. Not only do these programs give back agency, they also bring people from different backgrounds together, support local businesses and boost the economy.

As in all areas of our work, the IRC is researching, testing and implementing the most effective ways to help displaced people build stable futures. We are dedicated to making every dollar count, maximizing our ability to help more people in crisis and change more lives.

Donor Spotlight

Citi Foundation

In 2024, the IRC continued its collaboration with Citi Foundation, advancing our shared commitment to economic resilience for conflict-affected communities. A key milestone was the launch of *Building Towards Economic Resilience for Conflict-Affected Populations*, a research report analyzing seven years of impact through our youth livelihoods program, Resilient Futures. Operating across six countries, the program has supported over 6,500 young people in rebuilding their futures. The report launch brought together private sector leaders, academics and communities to explore sustainable livelihoods in crisis-affected settings.

“As for my family, they feel proud that one of their own is producing a 100% local and original product. They also think it’s cool that I bring a honey jar back home.”

—Ahmad

BEEKEEPING IS A DREAM COME TRUE FOR AHMAD

Born and raised in Türkiye, 27-year-old engineering student Ahmad developed a passion for beekeeping from his father. “He was so obsessed with the bees,” Ahmad recalled with a smile.

But keeping bees was harder than Ahmad had expected, with his first three hives yielding disappointing results. He needed a mentor. After applying to the IRC and Citi Foundation’s Resilient Futures program, he was paired with Huthaifa, a successful beekeeper and former program participant.

Ahmad has big plans for the future of his beekeeping business. “My goal after I graduate ... is to have not just tens or hundreds, but thousands of boxes in beekeeping.” He wants to create jobs for his community and share his passion for beekeeping with others.



Ahmad (right) and his mentor Huthaifa inspect a bee hive frame at their apiary. Both men have benefited from the IRC and Citi Foundation’s Resilient Futures business training program and small business grants in Jordan.

IRC Impact in 2024

357,948

people received livelihood support

58,999

people received vocational or entrepreneurship training

24,417

people, 79% of them women, participated in a community savings and loan group

“ I am never short of bread for my family. I even share and give to others in need.”

—Jasmini

JASMINI SELLS FISH, CONGOLESE STYLE

Violent conflict in the Democratic Republic of the Congo forced 36-year-old Jasmini to flee home with her son and the five children whom she cares for.

When the family arrived in Uganda, scared and exhausted, Jasmini needed a way to earn money. She tried out several business ideas, but learning a new language, navigating local rules and understanding the financial system were standing in the way of her success.

With help from the IKEA Foundation-funded Re:BUiLD program (Refugees in East Africa: Boosting Urban Innovations for Livelihoods Development), Jasmini got access to credit and received training to help her manage her finances. Through this process, she found that fish were her calling.

“I decided to learn to chop salt fish.... I'd go sell to Congolese people door to door. We'd laugh and have fun together. I'd give it even in credit and collect the money another day.”

Jasmini also participates in a community savings and loan group with the IRC. She recently borrowed money from the group to invest in her business. The result? Her fish business saw 50% growth in just two restocking cycles.

► BUILDING PROGRAMS AROUND EVIDENCE

The Re:BUiLD program has produced evidence that **business grants are much more effective than vocational training**, so we have adjusted our approach to **invest more in helping entrepreneurs get capital** to start or improve their businesses. This change helped reduce costs by **30%**.

Donor Spotlight

IKEA Foundation

Cities are beacons of economic opportunity. However, refugees and vulnerable community members often have limited opportunities to earn an adequate income to support their families and enrich their communities. To address this, the IKEA Foundation has partnered with the IRC since 2016. A €30 million, five-year program called Re:BUiLD, which supports refugee livelihoods in East Africa, has reached more than 20,000 people in Uganda and Kenya with job training and entrepreneurship support since 2021. Together, we are generating evidence for sustainable solutions and advocating for these learnings to inform policies, practices and investments at all levels.

LEFT: Jasmini and her daughter laughter together outside of their house in Kampala, Uganda.

Helping People Rebuild

Embracing families fleeing humanitarian crisis

The U.S. and Europe have a long tradition of offering refuge to people fleeing persecution and war. When we welcome refugees, our countries are at their best. Immigrants have made their countries stronger and better for generations.

There's a lot to do when arriving in a new country. The IRC tries to make it a little bit easier with initial resettlement services like affordable housing, cultural orientation, temporary cash assistance and much more.



At the end of FY 2024, the IRC had offices in 29 U.S. cities and partners working in an additional 19 cities. Meanwhile, the IRC ran asylum and integration programs in eight countries in Europe and Asia.

However, the beginning of 2025 brought sweeping U.S. executive orders that indefinitely paused refugee resettlement, severely restricted access to asylum, and targeted the support systems that protect vulnerable individuals. These changes have deeply impacted our work—but not our resolve. The IRC remains steadfast in standing with refugees and asylum seekers. We are leveraging our longstanding relationships with partners, our community ties and our innovative service models to continue providing hope and critical support in this challenging time.

RIGHT: Since leaving Afghanistan, Maryam finds peace in painting. She says, "Art has been like a free therapy for me."



“The [interview] training actually helped me a lot to get confident and to get familiar with the job market and what to expect during an interview.”

—Maryam

FROM KABUL TO LONDON, MARYAM DREAMS OF REBUILDING CITIES AND LIVES

Maryam is someone who never gives up.

In Kabul, she was the only woman in her architecture class to earn a bachelor's degree—and she went on to build a career she loved.

“I loved everything about my job. I was proud to be doing something that mattered,” she said.

But her life changed in an instant in August 2021. When Afghanistan's government changed, her dreams, her safety and her future suddenly became uncertain.

It was heart-wrenching to leave her homeland, but “it was necessary,” she said. The weight of that loss lingers, but her hope for the future carries her through.

Maryam was one of the lucky ones, able to restart her life in London. Holding on to her love of architecture, she earned a scholarship to pursue a master's in urban planning at the University of Westminster—a major step toward rebuilding her career. But far from home, the confidence she once had was harder to find.

Then a friend introduced her to the IRC's refugee empowerment program. With guidance, interview training and support, Maryam began to regain her confidence.

Today, Maryam is working toward full-time employment as an urban planner and proudly serves on the IRC's community advisory board, helping shape the future for fellow refugees—especially women pursuing education.

Maryam didn't give up—neither in Afghanistan nor in the UK. Now, she's helping other refugee women hold on to their dreams too. Displacement doesn't mean dreams have to end.

IRC Impact in 2024

298,717

clients served by Resettlement, Asylum and Integration programs in the U.S. and Europe

174,563

clients reached through U.S. asylum and cross-border programs

14,138

clients[†] provided with legal assistance in the U.S.

A LONG-AWAITED REUNION

Nyota* and her family lived in a refugee camp in Zimbabwe for 16 years after fleeing their home in the Democratic Republic of the Congo (DRC).

"We fled from Congo in dire conditions, and we struggled in Zimbabwe too. We suffered indeed," she said.

The family struggled, but they held on to hope that they would find safety and a place to rebuild. That hope became a reality last year.

The family began a new life in Kentucky. That's when the IRC stepped in to make sure they felt welcomed and to help them with housing, job hunting and navigating their new country.

One critical need when starting life in America is transportation. Through the IRC's partnership with Uber, Nyota accessed transportation for critical moments like medical appointments and job interviews. But one ride stood out: reuniting with her sister, Zola.*

"I'm going to take an Uber and go to the airport to collect my sister and her two sons. Today, I'm full of joy."

In the airport, Nyota and Zola embraced with joy and relief after years spent apart. Mingled with their joy, they felt a longing for their brother, who hasn't been able to come to the U.S. yet. "We're happy to be here, but we're not yet complete," Nyota reflected.

Donor Spotlights

Dr. Ilse Melamid

Dr. Ilse Melamid, a dedicated philanthropist and Holocaust survivor, has been a steadfast supporter of the IRC since 2012. In 2024, she made a generous \$150,000 gift to the Innovation Fund, which provides our frontline innovators with the flexible funding needed to develop and test transformative solutions to urgent humanitarian problems. Ilse shared that she enjoys being creative in her funding, making the Innovation Fund a perfect match for her philanthropic vision.

Victoria Martinez

At the age of 18, Victoria Martinez and her family left Cuba to escape Fidel Castro's rule. Like many refugees, Victoria found navigating life in the U.S. challenging. She now volunteers to help refugee families get oriented when they arrive in Florida. Victoria chose to name the IRC in her estate plans and became a member of the IRC's Changemakers Legacy Society. "One cannot start a new life without support," Victoria said. "If you want to make a difference in the lives of others, the IRC is the place to make that difference."

LEFT: Nyota and Zola are overjoyed to be together again. The sisters grew up in a refugee camp in Zimbabwe after fleeing DRC as young children.

*Name has been changed to protect the client's privacy.

[†]Not including unaccompanied children

Policy and Influence

The IRC works tirelessly to influence policies and funding decisions that impact our clients' well-being. Here are highlights of our work in 2024:

► **Raising the alarm on aid financing and delivery gaps**

In 2024, we called attention to how the status quo approaches to alleviate poverty are failing the most vulnerable in conflict settings, and outlined how stakeholders, like the World Bank, could become more effective in turning these trends around.

Two of our influential reports, *The New Geography of Extreme Poverty: How the World Bank Can Deliver for Communities Impacted by Conflict* and a briefing on the 21st replenishment of the International Development Association (IDA), provided recommendations on how to improve the delivery of aid and financing to fragile and conflict-affected countries, including by expanding and operationalizing partnerships with humanitarian actors and civil society.

These reports informed the World Bank's commitment to focus on critical partnerships. This would help the Bank better support communities impacted by crises by providing access and limiting disruptions to services, such as health and education.

► **Influencing climate initiatives**

At the 29th United Nations Climate Change Conference (COP29), we made a formal submission and published a public briefing pushing for the inclusion of conflict-affected and climate-vulnerable countries in the global finance target and for **18% of climate finance** to go toward these settings. Our recommendations have informed the COP29 Presidency and member state negotiations.

RIGHT: In April 2024, Afghanistan experienced flooding across 32 out of 34 provinces. Community members recount the aftermath to IRC staff.



► **Creating change with the 2025 Emergency Watchlist**

Each year, the IRC releases the Emergency Watchlist, which profiles the 20 countries most at risk of worsening humanitarian crises in the coming year.

2025 Emergency Watchlist reaches more people than ever before

- In the first month, the report received **572 mentions** across top-tiered news and broadcasts, reaching **2.47 billion** people.
- The report was disseminated to **1,000+ policymakers**.
- The U.N. secretary-general described the report as “**essential reading**.”

► **Fighting for asylum seekers and migrants**

The IRC's analysis and advocacy efforts have helped to ensure that the European Union (EU) Pact on Migration and Asylum is implemented meaningfully across EU member states. Our report *Raise the Bar* received widespread praise from allies and targets in both civil society and EU institutions.

► **Advocating for better resettlement and integration policies**

By the end of the 2024 state legislative session, **13 of the 17 U.S. states** where the IRC operates introduced and advanced policies that benefit refugees and other new Americans. During the session, we met with state legislators, delivered hearing testimony, hosted legislative briefings and more. In addition to advancing measures that strengthen language-access policies and codify state commitments to welcome and resettle refugees, our advocacy delivered an additional **\$45 million in state budget resources** for programs serving refugees, asylees and others.

The IRC continues to advocate for resettlement and integration policies in state capitals in 2025. States play an important role in ensuring refugees feel welcome, have access to resources, and can take advantage of workforce development programs, adult education and more.

IRC Values in Action



The IRC Way, our code of conduct, is founded on the IRC’s core values: integrity, accountability, service and equality. These values guide our actions, ensuring our programs prioritize the well-being of our clients and staff.

At the IRC, equality means striving for equal outcomes for all clients and colleagues by promoting equitable access to opportunities and services. When actively lived and modeled, equality becomes a catalyst for upholding our broader mission and adapting to complex challenges with integrity. Below, we share a snapshot of some of our activities to advance equality at the IRC in 2024.

▶ Investing in equality for IRC clients and partners



Client satisfaction surveys

We evaluate our work based on the satisfaction of the people who are at the center of what we do: our clients. In 2024, over **150,000 clients across 32 countries** participated in our client satisfaction survey, allowing us to identify and address gaps in services.



Equitable partnerships

The IRC has made a commitment to “partner first and as equals” with local leaders and organizations. We provided more than 15% of our global funding to local partners in 2024, a 500% increase from 2022. We developed more than **120 strategic partnerships** with leaders and local organizations, 35% of which were led by or focused on women.



New safeguarding policy

We launched a new IRC Safeguarding Policy, reaffirming our commitment to preventing and responding in a serious and timely manner to all forms of abuse, exploitation or harassment perpetrated by IRC staff or those associated with us.

▶ Investing in equality among IRC staff



Increased learning opportunities

Leadership development programs have enhanced the leadership skills of over 900 employees, 54% of them female and 41% male, across 57 countries. Using Kaya, our online learning platform, staff achieved over **100,000 course completions**—a **13% increase** from 2023. Additionally, over the past two years, more than 350 participants benefited from our female mentorship program, with 76% reporting improved performance evaluations and 87% achieving their personal and professional goals.



Inclusive internal communication

Our staff is linguistically diverse and communicates in four primary languages: English, French, Arabic and Spanish. Our commitment to multilingual communication led to investment in an artificial intelligence interpretation platform for accurate translations across multiple languages. This platform is complemented by comprehensive language guidance processes, ensuring all IRC global communications are consistently shared in **all four languages**. Additionally, we launched the communication workshops and the IRC Dialogues podcast to increase knowledge-sharing, encourage collaboration and provide insights into local practices.

LEFT: Team leader Camilla Romano (right), walks with IRC cultural mediators Abdu Ali Ahmed (center) and Majda Khallouk. Between the three of them, they speak Arabic, French, Italian, English and Tigrinya. Their language skills are crucial to assisting people who have crossed the Mediterranean into Italy.

IRC Leadership

The IRC is governed by a volunteer, unpaid Board of Directors. The Advisors provide guidance on policy, advocacy, fundraising and public relations.

IRC BOARD OF DIRECTORS AND STAFF LEADERSHIP

David Miliband
President and CEO

Eduardo Mestre
Co-Chair, Board of Directors

Mona Sutphen
Co-Chair, Board of Directors

Victoria Foley
Chair, Board of Advisors

Angela Mariana Freyre
Secretary

Martin Bratt
Treasurer

Liv Ullmann
Honorary Vice-Chair, International

Andrew Klaber
Susan Liautaud
Lauren Melkus
Prakash A. Melwani
Eduardo Mestre, *Co-Chair*
David Miliband (ex officio)
Jillian Muller
Janet Napolitano
Viet Thanh Nguyen
Thomas Nides
Michael J. O'Neill
Pamela Saunders-Albin
Joshua L. Steiner
Mona Sutphen, *Co-Chair*
Merryl H. Tisch
Maureen White
Leah Joy Zell

BOARD OF ADVISORS

H.M. Queen Rania Al Abdullah of Jordan
Zeid Ra'ad Al Hussein
Laurent Alpert
F. William Barnett
Alan R. Batkin
Christoph Becker
Georgette F. Bennett
Vera Blinken
Betsy Blumenthal
W. Michael Blumenthal
Mary Boies
Andrew H. Brimmer
Jennifer Brokaw
Tom Brokaw
Glenda Burkhardt
Frederick M. Burkle
Sarah R. Cannon
Néstor Carbonell
Robert M. Cotten
Maha Dakhil

François-Xavier de Mallmann
Susan Dentzer
Laurent Desmangles
Trinh D. Doan
Jodie Eastman
Andra Ehrenkranz
Laura Entwistle
Katherine Farley
Qazi Fazal
H.R.H. Princess Firyal of Jordan
Victoria Foley, *Chair*
Jeffrey E. Garten
Timothy F. Geithner
Corydon J. Gilchrist
Robin Gosnell
Maurice R. Greenberg
Sarah K. Griffin
Asha Guha
Ziad Haider
Philip Hammarskjöld
Leila Heckman
Karen Hein
Lucile P. Herbert
John Holmes
Robert Horne
Badr Jafar
Aly S. Jeddy
Deepak Kamra
Steven Klinsky
Yong Kwok
David Levine
Reynold Levy
Winston Lord
John Mack
Vincent A. Mai
Robert E. Marks
Roman Martinez IV
Kati Marton
W. Allen Moore
Sara Moss

Indra K. Nooyi
Sarah O'Hagan
Anjali Pant
Scott Pelley
Dylan Pereira
David L. Phillips
Kathleen Pike
Milbrey Rennie
Condoleezza Rice
Gideon Rose
George Rupp
Omar Saeed
George S. Sarlo
Reshma Saujani
Rajiv Shah
James T. Sherwin
Michelle Smith
Gillian Sorensen
James C. Strickler
Sally Susman
Tony Tamer
E. Eric Tokat
Liv Ullmann
Josh Weston
Jonathan L. Wiesner
William T. Winters
Tracy Wolstencroft

CHAIRS EMERITI

Alan R. Batkin
Katherine Farley
Timothy F. Geithner
Winston Lord
Sarah O'Hagan
Thomas Schick
James C. Strickler
Sally Susman
Jonathan L. Wiesner
Tracy Wolstencroft

STAFF LEADERSHIP BOARD

David Miliband
President and CEO

Jeannie Annan
Chief Research and Innovation Officer

Martin Bratt
Chief Financial Officer

Ciarán Donnelly
Senior Vice President, Crisis Response, Recovery and Development

Angela Mariana Freyre
Senior Vice President, General Counsel

Madlin Sadler
Chief Operating Officer

Hans Van de Weerd
Senior Vice President, Resettlement, Asylum and Integration

IRC UK BOARD OF TRUSTEES

Dr. Titilola Banjoko
Chair

Cressida Pollock
Vice Chair
Chair, People and Culture Committee

Natalie Au
Chair, Safeguarding Committee

Huey Nhan-O'Reilly
Acting Chair, External Relations Committee

Martin Hyman
Chair, Audit and Governance Committee

Najwa Al Abdallah
Ciarán Donnelly
Henriette Kolb
Joe McCarthy
Nicola Pollitt
Laura Round
Noelia Serrano

IRC DEUTSCHLAND BOARD OF DIRECTORS

Kathrin Jungehülsing
Chair

Rhoda Berger
Dr. Kara Preedy
Nina Kristin Pütz
Majda Ruge
Alexander Schlaubitz
Dr. Rupert Graf Strachwitz
Elke Walthelm

IRC BELGIUM BOARD OF DIRECTORS

Martin Bratt
Chair

Imogen Sudbery
Secretary

Kathleen Hayen
Treasurer

IRC SWEDEN BOARD OF DIRECTORS

Madlin Sadler
Chair

Martin Bratt
Treasurer

Therese von Blixen-Finecke
Hans Dahlgren
Hans Van de Weerd

IRC KOREA BOARD OF DIRECTORS

Grace Eunyoung Lee
Chair

Isabella De Mattia
Stephen Holyoak
Adnan bin Junaid
Vera Leung



Michelda, a former preschool teacher from Haiti, was forced to leave her country due to insecurity. She is participating in an IRC-supported agricultural apprenticeship program and plans to set up a permanent residence in Mexico.

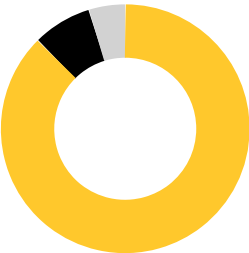
Financial Report

CONSOLIDATED STATEMENT OF ACTIVITIES

Years ended Sept. 30, 2024, and Sept. 30, 2023 *(Amounts in thousands)*

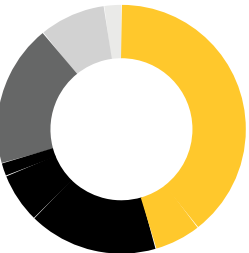
	FY 2024	FY 2023
OPERATING REVENUES		
Contributions	\$ 293,922	\$ 251,916
Contributed goods and services	26,828	17,589
Grants and contracts	1,154,584	990,171
Foundation and private grants	91,431	92,000
Investment return used for operations	8,838	7,416
Loan administration fees and other income	4,396	3,875
Release from restrictions	–	–
Total Operating Revenues	1,579,999	1,362,967
OPERATING EXPENSES		
Program Services:		
Crisis Response, Recovery & Development (CRRD)	906,404	857,275
Resettlement, Asylum & Integration (RAI)	495,606	424,440
Total Program Services	1,402,010	1,281,715
Supporting Services:		
Management and General	116,683	110,665
Fundraising	100,969	89,103
Total Supporting Services	217,652	199,768
Total Operating Expenses	1,619,662	1,481,483
Excess of Operating Revenues Over Operating Expenses	(39,663)	(118,516)
Excess without donor restriction	(49,504)	(13,808)
Excess (deficiency) funds with donor restriction*	9,841	(104,708)
Endowment, planned giving and other non-operating activities (net)	22,867	32,623
Increase in net assets	(16,796)	(85,893)
Net assets at beginning of year	298,402	384,295
NET ASSETS AT END OF YEAR	\$ 281,606	\$ 298,402

*Unspent temporary restricted funds are carried forward and therefore may produce deficits in the years when expended.
Complete financial statements, audited by KPMG LLP, are available at [Rescue.org](https://www.rescue.org).



THE IRC'S EFFICIENCY

- Program Services **87%**
- Management and General **7%**
- Fundraising **6%**



PROGRAM SERVICES†

- Health **42%**
- Safety **24%**
- Economic Well-being **20%**
- Education **12%**
- Power **2%**

† Organized according to the outcomes defined in the IRC's Strategy100

How You Can Help

Your support can help people impacted by conflict, economic turmoil, climate change and disaster to regain control of their lives. **Join the IRC’s global community in making a difference.**

DONATE

Help us deliver vital aid to crisis-affected communities. Donations are tax deductible.

Federal EIN number 13-5660870

Online: Visit Rescue.org

By Phone: 1-855-9RESCUE

By Mail: International Rescue Committee
P.O. Box 6068
Albert Lea, MN 56007

OTHER WAYS TO GIVE

- Make a gift of stock.
- Recommend a grant from your donor advised fund (DAF).
- Give directly from your IRA if you are 70 1/2 or older.
- Name the IRC as a beneficiary of your retirement account or DAF.

GIFTS THROUGH YOUR WILL

Support refugee families in the future through a gift to the IRC in your will and become a member of our Changemakers legacy society. For information and suggested language or to indicate that you have already included the IRC in your estate plans, please call **(212) 551-2954** or email PlannedGiving@Rescue.org.

JOIN US

Text RESCUE to 35565 to join thousands of IRC supporters in taking action and creating change.






VOLUNTEER

Volunteer to help refugees and asylum seekers adjust to their new lives in the U.S. For more information, visit Rescue.org/Volunteer.

FUNDRAISE

Start your own fundraising campaign to support the IRC and make a difference. For more information, visit IRC.Donordrive.com.

STAY INFORMED

 @RESCUEorg
  @InternationalRescueCommittee
  @rescueorg
 @InternationalRescueCommittee
  @rescueorg.bsky.social



In Gedaref, Sudan, Dr. Mogahed assesses a young child's health by measuring his upper arm. The green color indicates a healthy weight range.



Girls take part in activities and games at an IRC-supported women and children's safe space in Pakistan.



AMMAN

6 Khalil Dabbas Street
Al-Rabieh
Amman 11185, Jordan

BERLIN

Wattstraße 11-13
13355 Berlin, Germany

BONN

Friedrichstraße 57
53111 Bonn, Germany

BRUSSELS

Tree Square
5-6 Square de Meeus
1000 Bruxelles, Belgium

DAKAR

Immeuble 2K Plaza
2e étage
Route du King Fahd, Almadies
Dakar, Senegal

GENEVA

Rue Jean-Antoine
Gautier 7
1201 Geneva, Switzerland

LONDON

100 Wood Street
London
EC2V 7AN
United Kingdom

NAIROBI

Merchant Square
Riverside Drive
Nairobi, Kenya

NEW YORK

122 East 42nd Street
12th Floor
New York, NY 10168
USA

SEOUL

432 Eonju-ro, Gangnam-gu
13th Floor
Seoul, Republic of Korea, 06210

STOCKHOLM

Hammarbybacken 27
120 30 Stockholm, Sweden