



# 2025 Annual Report

Survive. Recover. Rebuild.





# Contents

Message from the President and Chairs of the IRC Board of Directors and Advisors	4
Where We Work	6
IRC Impact in 2025	8
Prioritizing Cost Effectiveness for Maximum Impact	10
Stories of Impact	12
Help People Survive	14
Help People Recover	22
Help People Rebuild	28
Policy and Advocacy	34
Looking Ahead: Delivering Impact at Scale	36
IRC Leadership	38
How You Can Help	40
Financial Report	42

**LEFT:** The IRC provided Moumoun, 60, and his family with essential supplies after they were repeatedly displaced due to violence in northern Cameroon.

**COVER:** Aisha\*, 13, had a leg infection that prevented her from walking until an IRC mobile health team referred her to a hospital for urgent surgery. In the months since, Aisha has fully recovered and is back to school.

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

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

Dear Friends,

Last year, 2025, was defined by rising need, deep uncertainty and significant funding cuts across the humanitarian system. Yet it was also a year that brought out the best in our colleagues at the International Rescue Committee (IRC). Faced with more than \$400 million in funding reduction, our teams mobilized to support our clients and each other, continued to innovate, found new partners and inspired generosity—all while putting our mission first.

As a result, we entered 2026 on a strong financial and programmatic footing. We are going to need this strength, because the funding, policy and humanitarian environment becomes more difficult by the month. The number of people in need remains historically high, crises are increasingly protracted and concentrated, and the global system meant to respond is under growing strain.

This was all true before the Iran and Lebanon wars. At the time of this writing, there are ceasefires in place. But that does not mean a return to the status quo ante for our clients in the Middle East region or those further affected by heightened fuel prices and blocked fertilizer supplies.

The IRC is clear about its role: We must meet this moment with focus, with rigor and with an unrelenting commitment to impact.

We do so with the support of a broad coalition of partners. Governments remain the backbone of humanitarian funding, allowing the IRC's lifesaving services to reach people who need them. We are particularly grateful to those who have increased their investment in principled, effective aid, like the European Union (EU), the World Bank, France, the Netherlands and the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

We deeply value our longstanding partnerships with governments such as the United Kingdom (UK), Sweden, Germany and Ireland, whose collaboration continues to demonstrate what sustained, strategic engagement can achieve.

Our programs span the arc from emergency preparedness and response to the successful integration of refugees and asylum seekers into countries to which they have fled. In the United States, the refugee resettlement program is suspended, but our partnership with federal, state and local governments for those who have arrived over the last five years remains strong, delivering high-impact, cost-effective programming.

Private support is playing an increasingly important role in our work. While it still represents a minority of our overall funding, it is a growing and vital share. From individuals giving \$25 to philanthropists committing above the \$10 million level, we've seen a remarkable rally of support. This breadth of engagement not only strengthens our financial resilience but also the community of people invested in our mission—creating a powerful foundation for the next phase of our ambition.

Together, these partnerships enable what we are building: a comprehensive effort to match the scale of today's challenges.

The IRC has built its reputation on a clear proposition that aid can be high-impact, innovative and cost-effective. We are doubling down on that approach—scaling what works, sharpening how we measure results, and using data and technology to deliver more for those we serve.

In the face of adversity, our staff have shown extraordinary professionalism, resilience and humanity. In some of the most challenging environments in the world, they continue to serve clients with lifesaving and life-changing programs, even amidst crises that directly affect them and their families. We are deeply grateful for their sacrifices and commitment.

And we so appreciate you—our supporters, partners and donors. Your commitment makes this work possible. At a time of strain for the system as a whole, your support means that the IRC can reach clients with, among other things, the emergency, health and protection services they need. More than that, you are strengthening what humanitarian action can and should be.

With thanks and determination for the year ahead,



*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 & 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.

- Direct IRC programming
- ▲ Remote or partner-led programming
- IRC office (no programming)

Map accurate as of September 2025.

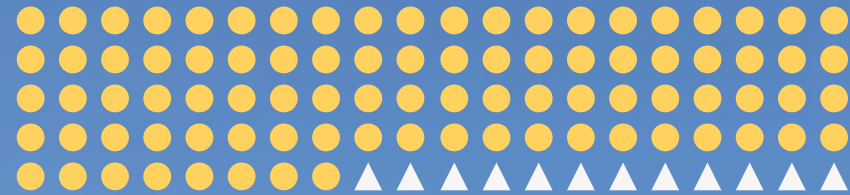


# IRC Impact in 2025

**20.5M\*** people reached directly by the IRC and our partners in countries affected by crisis

\*In 2025, the IRC updated its methodology for calculating overall impact to be more focused on the direct reach of the IRC and our partners.

**723,350** people admitted to nutrition programs



● **638,187** children under 5 admitted

▲ **85,163** pregnant or lactating women admitted

 **2,513,058** people supported with improved water-supply services

 **2,713** static and mobile health facilities supported

 **602,546** children and youth supported in learning programs



**330,896**

people served by resettlement, asylum and integration (RAI) programs globally

**72,663** children supported through IRC safe spaces

 = 10,000 children



 **1,546,345** people reached with cash assistance or vouchers

**\$52,480,655** given in cash or vouchers

 **1,290,040** visits to safe spaces by women and girls



IRC staff conduct climate-resilient agriculture trainings for women growing vegetable crops in Ajuong Thok Refugee Camp, South Sudan.



# Prioritizing Cost Effectiveness for Maximum Impact

The IRC believes that humanitarian aid works when it is evidence based, when it is outcome oriented, and when it takes cost-effectiveness measures seriously. While some organizations have been forced to prioritize cost effectiveness this year, the IRC has been prioritizing it for 10 years.

Our cost-effectiveness approach is already embedded across all our programs—shaping how we design, implement and scale solutions to maximize efficiency for the people we serve. We operate differently, and that difference materially improves impact per dollar. Three primary commitments define our approach and set us apart:

-  **1. Impact:** The IRC represents just 3% of the global humanitarian budget but is responsible for producing 20% of all impact evidence—a massive body of knowledge—and we use this data to constantly refine and improve our work to deliver results in health, safety, education and economic well-being.
-  **2. Innovation:** Through Airbel Impact Lab, the IRC's research and development arm, we approach the sector's hardest problems as opportunities for innovation—designing and testing 70 solutions in the last five years, including tools that lower costs while maintaining impact.
-  **3. Value for money:** Finally, we know that we are delivering more impact per dollar spent than ever before because we have conducted more than 450 cost analyses to gather critical data that help us improve the efficiency and effectiveness of our programs. Today the IRC leads a consortium of seven major organizations working to bring this discipline to the wider sector.

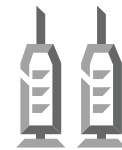
## Cost-effective programs in action

This is what cost effectiveness looks like in practice: informing what we do and how we do it. We improve efficiency—all while being accountable to every person relying on us to get it right.

### ▶ Delivering vaccines at a lower cost per dose

The IRC goes to the world's toughest places to immunize children who would not otherwise receive vaccines. Part of that work is done through the IRC-led REACH Consortium, funded by Gavi, the Vaccine Alliance.

Over the course of the project, progress accessing communities and streamlined programming have **brought average delivery costs down from around \$3.70 per dose in 2023 to around \$1 in 2025**, demonstrating that full childhood immunization in humanitarian contexts is both feasible and cost-effective.



**As of May 2026, we had delivered more than 30 million vaccine doses in hard-to-reach conflict zones, relying on the IRC's expertise in navigating fragile humanitarian settings.**

### ▶ Learning through play at a lower cost per child

The IRC partnered with the LEGO Foundation to develop PlayMatters, one of the first large-scale learning-through-play projects in humanitarian contexts. Learning through play is effective, in part, because it actively engages learners. Moreover, it improves children's social-emotional learning in addition to literacy and numeracy. In Ethiopia, PlayMatters achieved above-average educational gains at a lower cost per child—**just \$38 per child, compared to an average of \$240** in other humanitarian education programs.



Photo: Derrick Taremwa for the IRC



**This evidence means that the IRC and peer organizations could reach up to six times as many children in crisis settings with quality education at the same cost.**

### ▶ The power of cash assistance

The IRC was one of the first agencies to prioritize cash and voucher assistance in humanitarian contexts, focusing on delivering cash to people in the hardest-to-reach and most complex places.

Cash assistance empowers individuals to spend money on what they need most, while strengthening local economies through direct purchasing power, **creating \$2 of value for every \$1 invested.**



**Research indicates that cash assistance is 20% more cost-effective than traditional support, such as food, clothing or emergency supplies.**

## Donor Spotlights

### GiveWell

Rigorous cost-effectiveness research is essential to maximizing impact, and GiveWell has been a trusted funder in that work. Over five years, our collaboration has helped children recover from malnutrition, while generating evidence that has reshaped how the IRC designs and scales care. Today, that learning is driving new ambitions. A \$4.9M investment in inline water chlorination aims to reach 1.75 million people with safe water. This work balances delivering immediate assistance with an investment in the future of clean water projects.

### Bloomberg Philanthropies

For 10 years, Bloomberg Philanthropies has been an invaluable partner to the IRC—bringing critical support across some of our most significant work. In 2025, this support was needed more than ever, and Bloomberg Philanthropies stepped up. The generous and ongoing vote of confidence in our teams, and the way they use data to drive higher-quality programs and operations, has spanned emergency disaster response, health services and the technology infrastructure that powers the IRC. Bloomberg Philanthropies has been a model of philanthropy's value added.

ABOVE: Mikal, Jerusalem, Adane and Tamrat learn with LEGO bricks at a temporary school in Tigray, Ethiopia.

# Stories of Impact

From IRC programs around the world



Photo: Osama Fayeze for the IRC



Photo: Mohammed Abdulmajid for the IRC



Photo: Mohammed Abdulmajid for the IRC

**LEFT:** Huda, 25, plays with her children, including her youngest, Farah, who was recently treated for malnutrition by the IRC and former partner-organization Juzoor for Health and Social Development at a medical point in Gaza.

**TOP RIGHT:** Zaman Ali, a student from Mirani Village in Pakistan, is trained as an Adolescent Nutrition Champion. Here, Zaman shows a classroom of students how a simple measuring device can help diagnose malnutrition in children.

**BOTTOM RIGHT:** Anwar's mother, Shama, plays with him inside their home in Al-Azaza, Sudan. Anwar was diagnosed and treated for malnutrition by an IRC-supported clinic in the area.

# Helping People Survive

## MALNUTRITION

### Donors stepped in to help children survive malnutrition

For a parent who fears their child is starving, every passing second can feel unbearable. That fear only intensifies when that parent must navigate a complicated healthcare system with multiple protocols, products and providers slowing down care when speed matters most.

That is why the IRC is simplifying how parents can get malnutrition treatment for their children in crisis zones. In a single visit to an IRC clinic, parents can receive a diagnosis and children get lifesaving, ready-to-use therapeutic food (RUTF), plus a follow-up appointment to keep their recovery on track.

But in 2025, massive government funding cuts endangered our efforts, putting the lives of many malnourished children at risk. According to Dr. Ummi, an IRC staff member in Nigeria, “Before the funding cuts, the malnutrition situation in Nigeria was relatively stable. When the funding cuts occurred, many partners lost support, and demand for IRC services increased significantly as more children required nutritional care.”

When stabilization centers—clinics for malnourished children who need around-the-clock care—close even for a single day, many children can die within hours. And children in outpatient care, which the IRC also provides, may survive only a few weeks without their regular supply of RUTF as their health rapidly deteriorates.

However, because of donor support in response to those devastating funding cuts, we were able to keep 151 nutrition sites open in six affected countries—including 22 stabilization centers. These sites treated 67,334 children and 22,931 pregnant and lactating mothers for malnutrition.

**RIGHT:** In the face of funding cuts and increased demand, Dr. Ummi provides steady care to babies suffering from severe malnutrition at an IRC health facility in Nigeria.

### Donor Spotlight

#### Jacob and Annie Ma-Weaver

**Jacob and Annie Ma-Weaver** had long aspired to give back, but finding the right cause felt daunting. That changed in 2025, when executive orders slashed funding for lifesaving humanitarian programs. Jacob and Annie immediately stepped in to support the IRC’s health and malnutrition initiatives in Burkina Faso and Bangladesh. Their timely decision to bridge the gap ensured that vulnerable communities could survive the sudden loss of services, keeping critical, life-sustaining programs running for those most at risk.

“As a mother, I imagined my own child being turned away. Knowing support would continue meant lives would be saved.”

—Dr. Ummi, IRC Nigeria

### Acting on client feedback in South Sudan

When clients share how to improve IRC services, we listen. In South Sudan, the IRC set up a clinic in a town called Rubkona, and families would travel up to 60 kilometers to access care. But clients said that flooding often washed away roads and made the site unreachable for many. Our teams responded by establishing two new mobile clinics that bring care to people in hard-to-reach and crisis-affected places. Our teams in South Sudan were able to navigate flooding and significantly improve access to healthcare in a region experiencing a substantial humanitarian emergency.

### IRC Impact in 2025



**4,702,309** children and pregnant and lactating women screened for acute malnutrition



**1,730** malnutrition treatment clinics supported



**1,897,911** people reached with malnutrition-prevention interventions



Photo: Adewuyi Kehinde for the IRC

## MALNUTRITION

### In Gaza, a mother braves danger for her daughter

Huda will never forget when airstrikes in Gaza forced her and her three young children from their home. The 25-year-old mother had to evacuate her family alone, with her husband trapped far away in the south.

“My feelings were intense,” she shared. “I had my three children with me. I didn’t know whether to carry them or their belongings. The situation was very difficult.”

What followed for her family was months of displacement and hunger. Huda watched as her seven-month-old daughter, Farah, suffered from severe malnutrition, eventually losing the ability to sit up.

This happened in the midst of a total blockade, when food and equipment weren’t entering Gaza. With local medical facilities bombed and destroyed, Huda had to walk through communities reduced to rubble, facing the threat of violence at every turn, to reach an IRC-supported nutrition point in central Gaza. To her relief, when she finally arrived the nutrition point still had in stock what Huda needed most: daily packets of RUTF, a vitamin-rich, peanut-based paste used to treat acute malnutrition in children.

The steady care of the medical team and the therapeutic food she received helped Farah get well and regain her strength. After receiving treatment, she wasn’t just sitting up—Farah was learning to crawl and even to stand.

“I was very satisfied and happy because I had finally found an organization that cares for my daughter and children, and which takes care of their health,” Huda said.



Photo: Osama Fayed for the IRC

## Helping People Survive

## VACCINATIONS

### A shot at the future

Vaccines are among the most cost-effective public health interventions ever developed—if they can reach the children who need them. But many children live beyond the “last mile,” in fragile and conflict-affected places where established immunization systems, designed for more stable environments, can’t operate.

The IRC, through our REACH program, funded by Gavi, the Vaccine Alliance, is vaccinating children others cannot. We deliver vaccines to areas where the absence of health services puts children at high risk of life-threatening, preventable diseases. As of April 2026, REACH delivered more than 30 million vaccine doses in crisis-affected communities across six countries since 2022. Delivery cost per dose fell from \$3.70 in 2023 to less than \$1 per dose in 2025. Our work has proven that immunization equity in fragile settings is not only achievable but affordable, giving children who otherwise would have gone without vaccines a healthier start in life.

### 6 hours by foot to deliver vaccines

Mebratu, an IRC health worker in Ethiopia, is one of our dedicated team members who journeys as many as six hours on foot to administer vaccines to children in conflict-affected communities. He shares the story of his first outreach to Hemore station:

“We were greeted by mothers who...kept telling us that [vaccination] was getting better before the outbreak of war, but now their children were becoming sick and dying after vaccination ceased. Mothers kept crying and asking if there would be vaccination. So, we told them that vaccines were indeed available. Seeing how deeply the mothers understood and were striving to have their children vaccinated was something I will not be able to forget for the rest of my life.”



Photo: Martha Tadesse for the IRC

**LEFT:** Huda carefully feeds Farah at their residence in northern Gaza.

**RIGHT:** Two-year-old Hayelom Tewolde is vaccinated at a REACH outreach site in Adi Hutsa village, Ethiopia.

## VACCINATIONS

### IRC Impact in 2025



**12,974**  
professional healthcare workers  
employed or supported



**2,713**  
health facilities supported  
(mobile and static)



**1,395,281**  
children received their first dose of the  
diphtheria, tetanus and pertussis vaccine  
across all IRC health programming



#### Reaching more children with AI tools

The IRC has helped deliver more than 30 million vaccine doses across six countries as of April 2026. Our progress has shown that, with the right approach, children in crisis settings can receive the immunizations they need to live a full and healthy life.

We are building on this success in several ways, including by developing ReachMap, which uses satellite imagery and AI-powered route-planning to help identify communities with underimmunized children. By aligning vaccine delivery with real population distribution rather than outdated estimates, ReachMap will enable the IRC and other organizations to reach more children at a fraction of the cost.

### Donor Spotlight

#### Novo Nordisk Foundation

When people living in crisis face illness, the cost of inaction is lives lost and care delayed. In 2025, **Novo Nordisk Foundation** and the IRC partnered to combine research and delivery to improve care for people with noncommunicable diseases like diabetes. Together we are doing research in Bangladesh, Nigeria and Somalia to shape more effective methods of treatment. The Foundation has also made it possible for the IRC to deliver critical health programs in Syria, Sudan and Ukraine. Between long-term research and immediate crisis response, our partnership is helping families where health systems are under greatest strain.

### A mother's long road to lifesaving vaccines

Birhe, a mother of four in Ethiopia, was weeks away from delivering her baby when war forced her to abandon her home in Tigray. Leaving everything behind, she took her children and began a weeks-long walk through the desert, where conflict surrounded them, to find safety.

While traveling, she went into labor, and a family of kind farmers brought her into their home to deliver her baby. Over the next year, while displaced, she struggled to get the medical care she and her baby, Saron Birhane, desperately needed. "My baby stayed unvaccinated for a year," Birhe said.

She is one of many mothers who face this reality. More than 14 million babies born in 2024 reached their first birthday without receiving any vaccines. Despite progress globally, babies like Saron Birhane in fragile and conflict-affected places remain underimmunized.

After a year, Birhe returned to Tigray and is now living in a rented home, with the support of her family. There she received support through the IRC's REACH program, which provided Saron Birhane with a full schedule of vaccinations protecting her against 10 different preventable diseases, including measles, rotavirus and polio. Because of the IRC, Birhe's daughter now has a stronger chance at a future free from preventable illnesses.

Photo: Martha Tadesse for the IRC



**RIGHT:** Birhe Gush greets a health extension worker from the doorway of her home in Adi Selam Village in Tigray, Ethiopia.

# Helping People Survive

## EMERGENCIES

### Rapid response. Lasting presence.

Emergencies take many forms, from sudden eruptions of armed conflict like the Russian invasion of Ukraine, to natural disasters like the 2025 Myanmar earthquake, to slow-developing crises like the prolonged hunger crisis in East Africa. What they share is the urgent need for humanitarian intervention.

When a crisis erupts, the IRC moves quickly. We mobilize teams, pre-position supplies and activate local partnerships that have been built over years of presence. But speed is only part of the story. Long after the headlines move on, the IRC remains. We are constantly adapting programs, deepening relationships and delivering care to people whose needs don't end when the world stops watching. In 2025, IRC teams worked tirelessly to deliver on our commitments in the middle of some of the world's most complex emergencies.

### How the IRC shows up in protracted conflicts

#### Gaza

The scale of destruction in Gaza is almost incomprehensible: nearly the entire population displaced, health services in ruins, and tens of thousands of children suffering from acute malnutrition. Every day, the IRC and our local partners face this reality head-on and navigate a dangerous and ever-changing landscape to deliver emergency care to displaced families living in tents and makeshift shelters. We have reached tens of thousands of people with health, nutrition and sanitation services, and we will continue this work for as long as we can.

#### IRC impact in Gaza (October 2023-October 2025):

- 63K people reached with nutrition support
- 93K people reached with critical healthcare
- 78K people reached with water, sanitation and hygiene services



Photo: Mohammad Abu Samra for the IRC

#### Ukraine

As we enter year five of full-scale war, Ukraine's crisis has settled into what feels like a brutal permanence. More than 10 million people still need humanitarian assistance, and 2025 was the second-deadliest year for civilians recorded since the invasion began. Amid relentless strikes and drone attacks, demand for health services continues to surge, and IRC mobile health clinics bring vital services to patients in frontline communities who have nowhere else to turn.

#### IRC impact in Ukraine in 2025:

- 33K clients benefiting from primary healthcare provided by our mobile clinics and doctors
- 22K people receiving financial assistance
- 10K children receiving psychological support

#### Sudan

After more than three years of civil war, Sudan remains in a grip of violence that has devastated civilians and spilled instability across the region. Over the last year, the crisis has grown to unimaginable proportions. Sudan is now home to a historic first: the world's largest displacement crisis, the largest humanitarian crisis on record, and the largest hunger crisis combined. In the face of these realities, the IRC remains dedicated to the people in Sudan. Every day, we bring critical support to families who are struggling to survive, including emergency cash assistance to some of the hardest-to-reach parts of the country.

#### IRC impact in Sudan in 2025:

- 90K people reached with malnutrition screenings and lifesaving malnutrition treatment
- 160K people provided with increased access to water, sanitation and hygiene services
- \$6.1M in cash assistance distributed to 141K people to help them pay for emergency needs, like food, shelter and medicine

### A collaborative response in Myanmar

On March 28, 2025, a 7.7-magnitude earthquake struck Myanmar, causing at least 3,600 people to be killed and 11,000 injured. Our response was immediate. Mohamed Riyas, the IRC's Myanmar country director, said, "We partner with local organizations, and they are leading our emergency response. That makes our response faster and more trusted."

One year later, in March 2026, the IRC has reached more than 300,000 people in Myanmar with critical and flexible support.

#### IRC impact in Myanmar from March 2025-March 2026:

- 8K people reached with health interventions
- 11K people reached with multipurpose cash assistance in the most affected locations
- 139K people reached with water and sanitation services



Photo: Rita Khin/Fairpicture for DEC

**ABOVE:** Eight-year-old Nanda lived with a wound for more than a month after being injured in an earthquake in Myanmar. Here, he is receiving proper care from the IRC mobile clinic.

**LEFT:** A young man in Gaza gathers precious water from the IRC's water-trucking program in Khan Younis.

# Helping People Recover

CASH ANTICIPATORY ACTION

## People in crisis know what they need

People living through a crisis know what they need better than anyone, yet aid organizations often make the decisions about what a community should receive. The IRC does things differently. We prioritize unconditional cash assistance in emergencies, putting resources directly into people's hands so they can meet their most urgent needs on their own terms—while strengthening local economies and communities. Our cash assistance programming allows people to do what is best for their family at that moment, whether it's paying rent, buying medicine for a sick child, or shoring up a home with sandbags before the rainy season.

The IRC's cash and voucher delivery systems are built for crisis or fragile settings, enabling us to reach people faster and more efficiently, even in the toughest conditions. Since 2019, we have delivered \$341 million in cash and voucher transfers to more than 9 million people across 38 countries. This includes millions in anticipatory cash assistance, which is delivered before crises strike.

### Follow the Forecast

Traditionally, aid arrives after a climate disaster. The IRC's Follow the Forecast approach uses forecasting technology to identify climate hazards up to six months before they hit. When data signals a high probability of drought or flooding, the IRC moves quickly, distributing cash to vulnerable households before conditions get worse.

The results are striking: Families who receive support in advance can stock food, protect their livestock and avoid having to make desperate decisions like skipping meals or sending kids to work instead of school. This approach allows families to decide for themselves what they need, and they feel safer knowing they are prepared for what lies ahead.

## Donor Spotlight

### The Coca-Cola Foundation

As climate shocks grow more frequent and severe, the most powerful opportunity to protect families often comes before disaster strikes. **The Coca-Cola Foundation** is a supporter of the IRC's Follow the Forecast work across Africa—an approach that enables earlier action so communities can prepare, protect livelihoods and avoid deeper crises. By helping to unlock timely, preventive responses, this support reflects the importance of strengthening resilience and reducing human suffering as communities face growing disaster-related challenges.

## IRC Impact in 2025



**1,546,345**  
people reached with cash or voucher assistance



**\$52,480,655**  
in cash or vouchers distributed



**16,535**  
people completed training in disaster preparedness, disaster risk reduction and/or disaster risk management

## Fadumo was ready for the drought

Fadumo had seen drought before. She'd watched livestock weaken, children go without food and aid arrive after the worst had already happened. So when the ground began to dry up again in her village in Somalia's Mudug region, she felt that familiar dread rising. She had seven children and 30 goats—and no way to know if she could protect either.

But this time was different. Through the IRC's anticipatory cash program, Fadumo received five months of support before the drought fully set in. "They gave us the money right before the drought," Fadumo said. "We were in a poor state, and that's when they brought us the money."

Fadumo used that money to buy medicine for her children; stock up on flour, sugar and pasta; and purchase animal feed to keep her goats alive. Those goats are her family's livelihood. Without them, the path back from a drought becomes nearly impossible. By providing cash assistance before disasters hit, the IRC helps communities like Fadumo's to protect their livelihoods and feel safe knowing they have what they need to get through a challenging time.

Photo: Mohamed Maalim for the IRC



**RIGHT:** Anticipatory cash assistance from the IRC helped Fadumo, her family and her livestock endure a drought in Somalia.

CASH ANTICIPATORY ACTION

## Women's empowerment through cash assistance

Athiaré Bocoum is a 43-year-old mother of seven, carrying the weight of an uncertain future in Tenenkou, Mali. Amid armed conflict and deepening food insecurity, every day is a test of endurance—but she refuses to give in. Driven by love and determination, she continues to fight for her children's future.

Cash assistance offers more than financial support; it gives Athiaré the power to choose, to provide and to protect her family with dignity. In the face of crisis, she stands strong—embodying the quiet courage of women who hold their families together when everything else is at risk.



Photo: Ismail Abdourhamane for the IRC

## Helping People Recover

EDUCATION

### Keeping early learning going, wherever children are

What children learn in their earliest years shapes the rest of their lives. However, for children living in conflict zones, getting to a classroom is often out of reach, especially at a time of global funding cuts to education.

There are 234 million children affected by crises in need of educational support, including more than 85 million who are out of school altogether. Those who can continue learning face numerous barriers to accessing a quality education.

This is why innovative remote education solutions are an essential part of our work. In the most fragile environments, we prioritize scalable, low-cost approaches like our 11-week Remote Early Learning Program (RELP), delivered through widely accessible platforms like WhatsApp. This program equips caregivers to support their child's development and early education no matter where they are. RELP is now being refined for global scale in the Middle East and beyond.

### 💡 AI support for teachers in the toughest places

AprendIA is an AI-mentor for teachers, delivered through text anytime, anywhere. Developed by the IRC, the AI-driven chatbot offers two distinct pathways for personalized support: professional development and immediate support for teachers in conflict-affected places. It helps with classroom management, literacy and numeracy instruction, social-emotional learning and more.

In Nigeria, aprendIA has grown from a pilot of 400 teachers to more than 4,700, with a projected reach of 22,000 by the end of 2026. That's 22,000 teachers providing countless children with a more effective and life-changing classroom experience.



Photo: Omer Al Fara for the IRC

**LEFT:** Athiaré accepts cash assistance at an IRC distribution site in Tenenkou, Mali.

**RIGHT:** The IRC provides psychosocial support and early learning opportunities for displaced children in Gaza at Basmet Amal Center in Khan Younis.

## IRC Impact in 2025



**602,546**  
children and youth supported  
in learning programs



**4,053**  
learning centers supported



**14,143**  
teachers/facilitators  
in professional development

### Donor Spotlight

#### Stephanie and Jerold Kayden

In 2025, amid record displacement and historic cuts to humanitarian funding, IRC Board Member **Dr. Stephanie Kayden and Jerold Kayden** swiftly decided to increase and deploy unrestricted funding, which allowed IRC teams to act when and where needs were greatest. Their decisive actions helped teams sustain lifesaving programs, respond faster to emerging crises and redirect resources to underfunded projects. They soon followed with a multi-year, unrestricted pledge that allows the IRC to deliver aid in the short term and invest in the future, providing humanitarian assistance for years to come. “The IRC’s leadership in navigating such a complex and demanding moment is both impressive and deeply reassuring,” says the couple. “We feel the urgency of the work ahead and great confidence in the IRC’s ability to meet it with clarity, purpose and impact.”

**RIGHT:** Attiq participates in class at the IRC’s Accelerated Learning Program center in his village in Pakistan.



### Attiq finds his way back to school

Attiq is 12 years old and wanted more than anything to return to school. He and his family live in Pakistan, and it’s been tough for them to make ends meet. For a time, Attiq left his studies to help his brothers support his family financially.

But one morning when Attiq didn’t go to work, he saw children walking toward a nearby house with school bags. A friend told him about the new IRC Accelerated Learning Program (ALP) center, where children who had never been to school or had dropped out could go and learn reading and writing, receive free books, and even play football.

He was nervous to ask his father if he could go, because of the money he was bringing home from working. But his father listened to him, and agreed that Attiq should go. “My father and brothers encouraged me to join, saying they would manage without my earnings,” he said. “But they had one condition: I must not drop out.”

The next day, Attiq enrolled in the program, and four months later, he hasn’t missed a single day. “I love spending time at the center,” he said. “The best part of my day is playing football with my friends. I already knew how to recite Arabic, but now I can read and write as well.”

Photo: Khumais Hashmi for the IRC

# Helping People Rebuild

RAI U.S.

## Helping refugees navigate upheaval and closed doors

In January 2025, an executive order brought the U.S. refugee resettlement program to a halt. Tens of thousands of refugees who spent years navigating an exhaustive vetting process—submitting documents, attending interviews, clearing security checks—were told to wait. Indefinitely.

In October 2025, the refugee admissions ceiling for fiscal year 2026 was capped at 7,500—a fraction of the 125,000 slots available in fiscal year 2025. Although resettlement slots were increased by 10,000 a few months later, those additional slots were reserved for one single nationality. This drastic shift, as well as other refugee-related policy changes under the current administration, are prolonging family separation and retraumatizing those who have fled unimaginable harm.

The IRC remains deeply committed to refugees in the U.S., and we have adjusted our services to ensure refugees and other newcomers to America are protected from being sent back to life-threatening situations.

We have prioritized programs that allow people to quickly access trusted and reliable information and that are advancing safety and stability, protecting due process, working to keep families together and helping people secure safe work, while building stronger futures.

## IRC Impact in 2025



**14,049**  
newcomers served by immigrant legal-services programs



**2,558**  
unaccompanied children received legal services

## Children shouldn't have to be alone in a court of law

Every year, thousands of children arrive at the U.S. border alone. Some are fleeing gang violence. Others are school-aged children whose parents had no choice but to send them to safety. When they arrive, they face a complex legal system, often without a lawyer. Even very young children are expected to recount their trauma alone while a federal government prosecutor argues for their removal.

In 2025, a series of policy changes and executive orders sharply weakened protections for unaccompanied children, leaving many at heightened risk for deportation. Yet the IRC's Children's Legal Services team activated immediately, filing emergency legal briefs, providing legal representation and giving trauma-informed support to more than 2,500 children seeking refuge.

“ Navigating the immigration process is daunting for anyone—let alone a child. It is unconscionable to expect a child who has experienced trauma to navigate this complex system alone. Children deserve and need special protection and care.”

—Jennifer Anzardo Valdes,  
IRC Director for Children's Legal Services

Teresa\* plays with magnetic blocks at the IRC office in Atlanta. She and her sister were separated from their family at the U.S. border after fleeing Colombia.

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

## Helping children make sense of the courtroom

Kids who arrive at the U.S. border alone often have no idea what a courtroom looks like, much less how to argue their case in one. The IRC's Children's Legal Services team uses play-based tools to help children understand and prepare for immigration court. These include a child-friendly model of a courtroom, art and storytelling activities, and other tactile tools that allow children to walk through the process step by step. Developed in collaboration with mental health and play experts, these techniques allow children to prepare for the court process through play, reducing their anxiety about the experience.



## IRC Impact in 2025



**594**  
people assisted with  
family reunification



**69,818**  
people served through  
humanitarian reception programs

**RIGHT:** Wasiqullah is reunited with the rest of his family at a U.S. airport after waiting 11 months for a visa.



## Separated by conflict, reunited with support from the IRC

When the Taliban took control of Afghanistan in 2021, Faiz had mere minutes to decide how to get his family out of the country. When he realized that he could only bring one child with him at that moment, he promised his wife and his other children that he would bring them all to safety one day.

In Utah, where Faiz and his son were resettled with the help of the IRC, they had to live each day without their family, who sought safety in Pakistan.

“My friend, I have a big problem,” Faiz told Pedro Moncada, an IRC legal representative. “My family is in Pakistan. My kids need their father, and they need education.”

Pedro worked tirelessly for three years to bring this family back together, refusing to stop when obstacles came his way. By March 2024, most of the family had made it to the United States. But Wasiqullah, Faiz’s teenage son, was still in limbo in Pakistan.

Then one morning, Wasiqullah got the call. “I was asleep and my phone [was] ringing,” he said. “My father called me, and when I answered him, he said, ‘Wake up, wake up, wake up, your visa [is] approved! Congratulations, you will come here!’”

After 11 months alone in Pakistan, Wasiqullah would soon see his family again, although the family was concerned there could be complications that would further stall their reunion with a new incoming administration.

They lived with uncertainty until the day came when Wasiqullah went to the airport, another step closer to the whole family being together again.

After a long flight to Virginia, the doors to the arrivals hall opened, and Wasiqullah held his loved ones again. With his family reunited, Faiz had fulfilled his promise, and Wasiqullah was free to pursue his dreams of getting an education. “When you are with your family, life becomes easy,” Faiz says. “We help each other, we support each other.”

# Helping People Rebuild

## RAI EUROPE

### Helping refugees find their footing in Europe

Across Europe, millions of people who have fled war, persecution and crisis are rebuilding their lives, and the IRC is with them at every step. In six countries—Germany, Greece, Italy, Poland, Serbia and the UK—we provide the kind of support that makes a real difference in people's daily lives.

That might mean helping someone understand their legal rights, or connecting them with a job coach to help navigate a confusing labor market. It might mean an English class that opens new doors, or a counselor who helps refugees process what they have been through. Last year, the IRC's programs in Europe directly helped more than 88,000 people find their footing and begin to build a new life.

### Donor Spotlight

#### Steve Becker

**Steve Becker** has been an IRC donor for 30 years, around the time his mom passed away and he learned that she was a longtime supporter of several human rights and aid organizations. "I wanted to continue supporting them in her spirit," Steve says. Today, he supports the IRC as a monthly donor and has included a bequest to the IRC in his estate plans, ensuring his legacy continues for years to come. "The idea that the financial result of all the work I have done over the course of my lifetime can be applied to benefit others is such a rewarding concept," he says.

### IRC Impact in 2025



**88,091** people served by Resettlement, Asylum and Integration (RAI) Europe programs



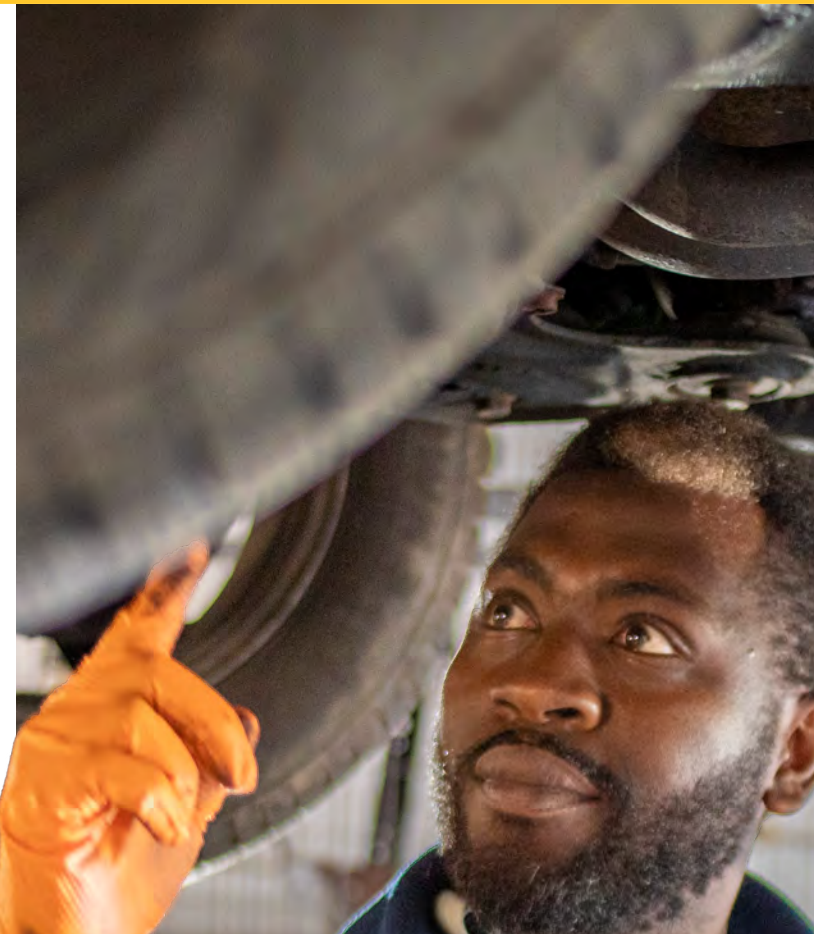
**62,263** people served through humanitarian reception programs in Europe



**8,040** people in Europe served by economic empowerment programs



**459** employment placements



### Perseverance and good coaching pays off

Back home in Cameroon, Florent worked as a car mechanic and hoped to find a job in the same field when he arrived in Germany. But after three years of searching for work and improving his German-language skills, he faced rejection after rejection, leaving him discouraged.

Things shifted when he found an IRC program that provides free job coaching for refugees. That's where he met Elias, a job coach. It took countless applications and several months of working together, but finally Florent got a training opportunity as a car mechanic at a local company.

To help others find the same success he did, Florent spends time helping fellow refugees with translations and navigating complex systems. In the future, he dreams of opening his own car workshop, a place where people from different backgrounds work side by side.

**RIGHT:** The IRC helped Florent find work as car mechanic in a German garage.

# Policy and Advocacy

## Directing aid where it can do the most good

### ► Protecting lifesaving programs in the short term

Last year, major donor governments in the U.S. and Europe reduced funding, forcing difficult decisions about how to use limited resources. At the same time, IRC analysis showed that extreme poverty and humanitarian need were becoming increasingly concentrated in fragile and conflict-affected countries—places where underfunding has the most serious consequences.

In response, the IRC moved quickly to protect frontline programs. Through targeted advocacy across European capitals, the IRC helped secure greater flexibility from key donors so aid could continue reaching people in urgent need.



Photo: Andrew Oberstadt for the IRC

### ► Looking to a new era of aid

Recognizing that longer-term solutions were needed, in May 2025 the IRC published “A New Era for Aid: Prioritizing People and Protecting Progress,” calling for a clearer focus on impact and effectiveness when resources are limited.

The report put forward a set of recommendations to help aid reach those who need it most:

- Prioritizing countries facing the greatest needs
- Investing in proven, cost-effective solutions
- Ensuring that humanitarian workers can reach people in crisis safely
- Supporting local organizations closest to affected communities
- Making humanitarian financing faster, smarter and more flexible

These recommendations gained traction with senior policymakers across Europe and were featured at major international forums. In addition to the European Commission, the UK and German governments also protected support for emergency funding for the world's lowest-income countries.

The IRC influenced donors to pledge towards the replenishment of the World Bank's International Development Association fund for the world's poorest countries and called for the Bank to actively partner with civil society organizations in delivering services to communities impacted by conflict. These recommendations informed the development of the Bank's Fragility, Conflict and Violence strategy and enhanced partnerships between the World Bank and the IRC.

### ► Sounding the alarm on the world's most at-risk crises

The IRC continued to shine a light on emerging and worsening humanitarian emergencies through its annual Emergency Watchlist. Launched at the Council on Foreign Relations in Washington, D.C., the 2026 report reached millions of people worldwide and informed high-level discussions across Washington, Brussels, London and beyond. The 2026 Watchlist, released in December 2025, named Sudan as the country at greatest risk of worsening humanitarian conditions for the third year in a row.

### ► Strengthening support for resettlement and integration policy across the U.S.

The IRC's Resettlement, Asylum and Integration (RAI) teams in the U.S. influenced the allocation of more than \$35 million in finalized FY25 state and local budgets. This funding will go to both the IRC and partners to support resettlement, case management, integration, workforce development, and services for asylum seekers and survivors of trafficking.

### ► Keeping humanitarian access on the global agenda

Humanitarian access is an ongoing challenge in conflict-affected areas. Through research and advocacy, the IRC helped influence international engagement in severe crises such as those in Sudan, keeping access issues high on political and diplomatic agendas.

The IRC's 2025 policy report, “Access Entangled,” analyzes how diplomats and states can unlock access to aid in a way that local negotiation cannot. This report has helped position the IRC as a preferred partner in active discussions on humanitarian access and diplomacy.

**After a challenging year, the IRC is working to ensure that humanitarian aid is focused, effective and centered on people most at risk.**

**LEFT:** David Miliband, the IRC's president and CEO, speaks with newscaster Ali Velshi about the IRC's 2026 Emergency Watchlist.

**RIGHT:** The IRC mobile health and nutrition team carries supplies through a village to set up a mobile clinic following an earthquake in Kunar province, Afghanistan.





Photo: Abdul Khaliq Sediqi for the IRC

# Looking Ahead: Delivering Impact at Scale

Launched to envision our path to 2033—the IRC’s 100th anniversary—**Strategy100** is a commitment to serving clients with unprecedented scale and effectiveness.

As a whole, Strategy100 sharpens the IRC’s focus on the highest-impact interventions while emboldening us to develop new solutions where traditional models fall short. At the same time, at every step, we are working to deliver the strongest value for the money.

Last year, a decrease in funding and rapidly changing policies caused us to recalibrate the next phase of our strategy so that we could better serve our clients in the current landscape. Our assessment validated our core strategy and the following priorities:

-  **1. Focusing our programs by doubling down on our mission.** We will scale a set of proven, high-impact interventions—areas where the client need is high, we have a distinctive solution, and we can unlock transformational funding.
-  **2. Optimizing our revenue.** We are building a flexible, diversified funding mix that allows us to scale our impact.
-  **3. Reimagining how the humanitarian sector works.** We aim to be at the leading edge of best practices in the sector, with a particular focus on innovative and cost-effective ways to serve clients facing the most urgent humanitarian needs.

For our partners, this means confidence that resources are used where they matter most. For our clients, it means lasting results, even in the world’s most fragile settings.

## Reaching our goals through collaboration and system strengthening

In this new era of humanitarian aid, it’s more important than ever that humanitarian organizations share evidence, open platforms and strengthen existing government and partnership systems.

That’s why, in addition to delivering impactful aid at scale, we are embedding our work within existing systems to help partners and governments improve and stabilize humanitarian responses. When this happens, impact grows: Resources go farther, more people are reached and humanitarian gains outlast any single funding cycle—even in fragile environments.

**Smarter malnutrition decisions.** The IRC developed the SCALE tool to help governments and NGOs compare malnutrition treatment options side by side—weighing coverage, cost and efficiency. It’s currently in use in Kenya, turning complex tradeoffs into clear choices.

**Leveraging AI to scale vaccinations.** The IRC is bringing vaccinations to children who have never had a vaccine dose. A new tool, called ReachMap, is in development to combine satellite images with AI-powered route planning. It has the potential to help teams reach 10–20% more children who would otherwise be overlooked at a fraction of the cost.

**Anticipatory action, shared.** The IRC helps people prepare before catastrophic weather strikes by giving advanced warning, providing supplies or delivering cash assistance. Our Follow the Forecast approach combines weather forecasts with household-vulnerability data and is publicly available to other organizations looking to provide anticipatory support.



Photo: Abdul Khaliq Sediqi for the IRC

## The IRC’s impact goals

By 2028



**Reach 20M clients annually through evidence-based, high-impact programs.**

By 2033



**Reach 40M clients annually through direct programming, as well as by strengthening partners and systems.**

To reach 40 million people in the world’s toughest places by 2033, we need to raise \$700 million per year. To reach that goal, the IRC is launching its most ambitious philanthropic campaign in 90 years—a plan to double private revenue and scale proven interventions.

**RIGHT:** An IRC doctor measures Afsana’s blood pressure at a health facility in Herat, Afghanistan.

# IRC Leadership

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

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# 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 to the extent provided by law. Please consult your professional advisor about your specific circumstances.

**Federal EIN 13-5660870**

 [Rescue.org](https://rescue.org)

 **1-855-9RESCUE**

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

- The IRC also accepts gifts in the form of securities. For more information, visit [Rescue.org/noncash-giving](https://rescue.org/noncash-giving).
- If you have a donor-advised fund (DAF) account, make a grant today with our Federal EIN by visiting [Rescue.org/noncash-giving](https://rescue.org/noncash-giving).
- Donors aged 70½ and older can make a gift directly from their IRA. For more information, visit [Rescue.org/IRA-giving](https://rescue.org/IRA-giving).

## GIFTS THROUGH YOUR WILL

Support refugee families in the future by including the IRC in your will or as a beneficiary of your IRA, and become a member of our 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](mailto:PlannedGiving@Rescue.org).

## FUNDRAISE

Start your own fundraising campaign to support the IRC and make a difference. For more information, visit [IRC.Donordrive.com](https://irc.donordrive.com).

## STAY INFORMED

 @RESCUEorg     @InternationalRescueCommittee     @rescueorg

 @InternationalRescueCommittee     @rescue.org



Photo: Awale Abdikadir for the IRC

## VOLUNTEER

Volunteer to help refugees and asylum seekers adjust to their new lives in the U.S. For more information, visit [Rescue.org/volunteer](https://rescue.org/volunteer).

## WORK WITH US

Make a career of helping people survive, recover and rebuild their lives. For more information, visit [Rescue.org/careers](https://rescue.org/careers).

## JOIN US

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

**ABOVE:** Fadumo laughs with her son at an IRC-supported health facility in Dinsor, Somalia.

# Financial Report

## CONSOLIDATED STATEMENT OF ACTIVITIES

Years ended Sept. 30, 2025, and Sept. 30, 2024 (amounts in thousands)

### OPERATING REVENUES

	FY 2025	FY 2024
Contributions	\$ 331,578	\$ 293,922
Contributed goods and services	24,128	26,828
Grants and contracts	917,848	1,154,584
Foundation and private grants	76,101	91,431
Investment return used for operations	10,191	8,838
Loan administration fees and other income	6,206	4,396
Release from restrictions	—	—
<b>Total Operating Revenues</b>	<b>1,366,052</b>	<b>1,579,999</b>

### OPERATING EXPENSES

#### Program Services:

Crisis response, recovery and development (CRRD)	753,979	906,404
Resettlement, asylum and integration (RAI)	387,441	495,606

<b>Total Program Services</b>	<b>1,141,420</b>	<b>1,402,010</b>
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#### Supporting Services:

Management and general	107,213	116,683
Fundraising	81,116	100,969

<b>Total Supporting Services</b>	<b>188,329</b>	<b>217,652</b>
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<b>Total Operating Expenses</b>	<b>1,329,749</b>	<b>1,619,662</b>
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#### Excess of Operating Revenues

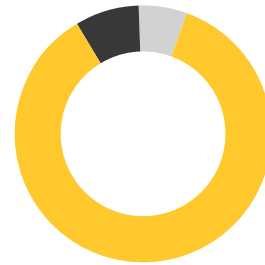
<b>Over Operating Expenses</b>	<b>36,303</b>	<b>(39,663)</b>
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Excess without donor restriction	21,759	(49,504)
Excess (deficiency) funds with donor restriction*	14,544	9,841
Endowment, planned giving and other		
non-operating activities (net)	10,836	22,867
Increase in net assets	47,139	(16,796)
Net assets at beginning of year	281,606	298,402

<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 328,745</b>	<b>\$ 281,606</b>
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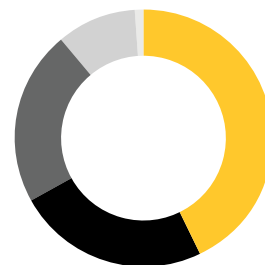
\*Unspent temporary restricted funds are carried forward and therefore may produce deficits in the years when expended.

Complete financial statements, audited by KPMG LLP, are available at [Rescue.org](https://www.rescue.org).



### THE IRC'S EFFICIENCY

- Program Services **86%**
- Management and General **8%**
- Fundraising **6%**



### PROGRAM SERVICES<sup>†</sup>

- Health **43%**
- Economic well-being **24%**
- Safety **22%**
- Education **10%**
- Power **1%**

<sup>†</sup>Organized according to the outcomes defined in the IRC's Strategy100.



Baby Sahil holds a packet of ready-to-use therapeutic food—a peanut-based paste used to treat malnutrition—in Herat, Afghanistan.

Photo: Abdul Khaliq Sediqi for the IRC



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