



The Refugee Crisis in Europe and the Middle East

A Comprehensive Response

International Rescue Committee | SUMMER 2016

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FRONT COVER: A refugee family gathers in Idomeni, hoping the border north of Greece will soon reopen.
PHOTO: Jodi Hilton/IRC

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Dear Friends,

The civil war in Syria—now in its sixth year—has created the worst humanitarian crisis of our time and in tandem with other brutal conflicts has sparked the largest global displacement of people in recorded history.

With the compassion and generosity of our supporters, the IRC has worked tirelessly to address the unprecedented challenges of this emergency. Indeed, since early 2012 we have reached more than 4.2 million people across the region—inside Syria and in neighboring countries where Syrians have taken refuge—with lifesaving services and support.

The world was awakened to the enormity of the crisis in the summer of 2015, when thousands of desperate refugees, most from Syria but also from other war-torn countries such as Afghanistan and Iraq, began making dangerous sea crossings in flimsy, overcrowded boats in hopes of reaching safety on the shores of Europe. Thousands, tragically, did not survive the journey.

The IRC was one of the first organizations to deploy a team of experts to the Greek island of Lesbos, both to assess the most urgent needs and to launch a comprehensive response. With the number of vulnerable people quickly multiplying, the context on the ground changing daily, and resources stretched to the limit, the IRC called on our supporters for assistance. In September 2015, we issued a special \$33 million emergency appeal to address the growing needs. To date, we have raised \$43 million to support our efforts.

With these crucial funds, we have been able to reach hundreds of thousands of people with lifesaving medical care, clean water, food and other essential items. We have rehabilitated schools, provided classroom materials, and trained teachers to help children resume their education and heal from the trauma they have experienced; offered specialized support for women and girls; provided vital

information to refugees making their way through Europe; and helped hundreds of Syrian refugees start new lives in the United States.

Today the IRC remains the only international relief organization delivering essential aid on all fronts: inside Syria, as well as in neighboring countries; in Greece, Serbia and other evolving refugee transit points in Europe; and in the U.S., where the IRC resettles refugees from the Middle East and from around the world. We also remain vigilant as growing numbers of refugees now make their way from Libya to Italy, and we stand ready to assist them as needed.

The enclosed document provides an update on our progress and achievements, which were made possible by generous support from our donors. We also include key information about urgent and evolving needs that will require additional funds to address. To keep helping people swiftly and smartly—wherever they are and in ways that will benefit them the most—we are now seeking to raise an additional \$14 million before December 31, 2016.

Thank you for considering a special gift at this time to support our evolving humanitarian response to the Refugee Crisis in Europe and the Middle East. **We hope you will stand with us** as we pursue this critical mission.

Sincerely,

David Miliband,
President and CEO



The Refugee Crisis in Europe and the Middle East

In Arabic, her name means “life.” But six months ago, Hayat nearly lost hers. A bomb had exploded close to the car in which she was traveling, and a shootout ensued. Hayat was caught in the crossfire and hit by a bullet that caused her to fall into a coma for 10 days. It was miraculous that she survived.

Faced with such deadly violence, Hayat knew she must leave Syria to protect the lives of her three children. Though her husband had to stay behind to care for his ailing parents, Hayat and her children embarked on the dangerous and uncertain journey to Europe.

Continuously on guard against people who might try to harm or exploit her family, she and her children traveled from Idlib in northwestern Syria through Turkey and then across the deadly Aegean Sea to Greece.

On Lesbos, Hayat and her children found relief when International Rescue Committee staff provided food, water,

ABOVE PHOTO: After fleeing from Syria, this family and 30 other refugees moved into an abandoned building outside of Beirut, Lebanon. PHOTO: Jacob Russell/IRC

warm clothing, and critical information about their rights and how to register. The family was hoping ultimately to reach Germany and reunite with a relative there. Hayat sees this as their last option, their only chance at life. “Five years now, we are feeling like we are living in another world,” she reflects. “We need to stand up again.”

In spite of the hardships they have endured, Hayat’s children cling to the hope of a stable future. Her oldest son, Sammy, age 13, wants to be a pilot. Twelve-year-old Abdul imagines playing professional soccer. Their sister Rahaf, age 8, dreams of becoming a doctor and healing people.

“Inshallah,” (God-willing) Hayat says. “As long as my children are okay, everything is okay.”

In the summer of 2015, the world’s attention was captured by news coverage of desperate families like Hayat’s who

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have risked their lives to get to the shores of Greece in flimsy and overcrowded rubber rafts. What had been identified as an intensifying “migration” of people from the Middle East and Africa into Europe was soon revealed to be a greater and much more complex crisis, one stemming from protracted conflict and causing both mass displacement and immense suffering for millions.

Root Causes of the Crisis

The war in Syria, now in its sixth year, has at this writing claimed more than 250,000 lives and forced more than 11 million civilians—half of the country’s population—from their homes, sparking the worst refugee crisis since World War II. Of those who have fled, an estimated 6.6 million people are living precariously within the country and 4.8 million have sought refuge beyond Syria’s borders.

Living under the constant threat of violence, those who remain inside Syria face increasingly dire circumstances. Bombs have destroyed countless hospitals, schools and homes. Five million people lack adequate food, water and medicine.

The vast majority of Syrian refugees (95 percent) have fled to neighboring Turkey, Iraq, Jordan and Lebanon. Unable to work legally in these countries, many live in poverty. Most lack access to even the most basic services, such as health care and education, and they must rely on humanitarian assistance just to survive. In the absence of sufficient funding from the international community, the four countries hosting more than four million Syrian refugees are buckling under the strain.

Deplorable and inhumane conditions, both inside Syria and in bordering host countries, have fueled an exodus of hundreds of thousands of families into Europe. In 2015 alone, more than one million men, women and children braved the dangerous sea crossings to Europe in hopes of finding peace and opportunities to rebuild their lives. Thousands more have died trying.

A Constantly Evolving Context

Whether in response to volatile conditions inside war-torn Syria, or to rapidly changing political, legal and cultural contexts in countries where refugees are hosted or seek asylum, the IRC must constantly adapt to meet the most urgent needs.

In March 2016, in an attempt to stem the flow of refugees through Europe, the European Union signed what the IRC and others in the humanitarian field believe to be an illogical and unethical agreement with Turkey. The deal makes it



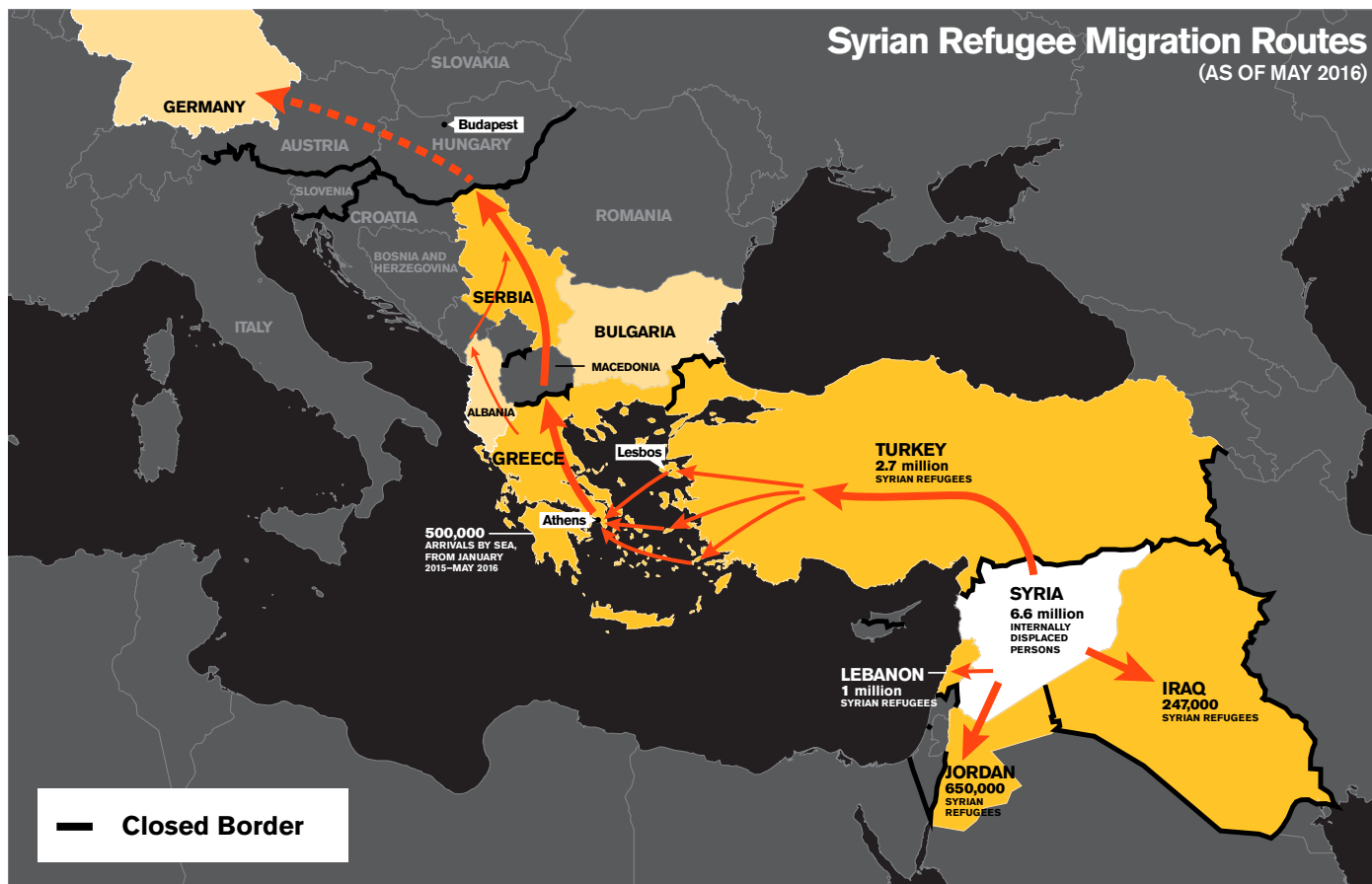
Hayat and her children at Kara Tepe transit camp in Lesbos, Greece, where they were supported by the IRC. PHOTO: Lucy Carrigan/IRC

much harder for refugees to seek safety in Europe and, in some cases, deprives refugees of the protections they should be afforded under international law. In addition, countries along the Balkan transit route—including Serbia, Macedonia, Croatia, Slovenia and Austria—have closed their borders to refugees, leaving the lives and futures of more than 50,000 people in limbo. In the absence of legal routes of migration, some refugees are taking the greater risk of being smuggled north via train or car.

“We’ve been through a lot of difficulties and it’s still not easy, but I’m trying not to lose hope and to keep moving forward. The IRC gave me a good foundation.”

—**SAMAHER**, a Syrian refugee in Jordan, and her children have benefited from counseling and other support provided by the IRC.

In the U.S., driven in part by a tumultuous presidential election season, the discourse about admitting and resettling refugees has grown contentious. Some governors have attempted to bar Syrian refugees from their states, citing unfounded security concerns. The IRC continues to stress that refugees are the single most vetted population to enter the United States and that they are the victims of terror, not the perpetrators of it.



Sources: UNHCR, OCHA, and Refugees Deeply

The IRC: Leadership and Impact

The IRC is uniquely positioned to advance humanitarian responses to this crisis in the most effective ways. Founded in 1933 at the call of Albert Einstein, the IRC's core mission is to serve people forced to flee from war, conflict and disaster, and help them to survive, recover and gain control of their lives. Today, we are at work in more than 40 countries and 29 U.S. cities.

We were one of the first international non-governmental organizations to deploy an emergency team to Lesbos, Greece—long before the crisis made international headlines. Today, the IRC remains the only international relief agency addressing the crisis on all fronts. We are providing vital aid to families displaced inside Syria, to Syrians who have sought refuge in neighboring countries, to refugees seeking safety in Europe, and to refugees who have been accepted for resettlement in the U.S.

Despite rapidly changing contexts, the IRC continues to turn the generosity and compassion of our supporters into quick, adaptive and effective action that protects the lives and dignities of all those affected by this unprecedented crisis. The following is a snapshot of our response.

Emergency Response in Europe

The IRC has aided refugees on the Greek island of Lesbos since July 2015. Our emergency teams have provided clean water and sanitation, medical care, information about rights and how to register, and safe transportation. In the wake of recent border closures, we are providing essential humanitarian services to refugees who have been stranded in camps in northern Greece. Since October 2015, we have also worked through local partners to aid refugees in Serbia as they attempt journeys further into Europe, providing food, clothing, hygiene items, essential information, and psychological support. We have recently sent teams to Albania and Bulgaria to assess the needs of refugees who have been smuggled into the Balkan countries, and we are carefully watching conditions in Libya and Italy, as refugees from conflict-ridden countries in Africa make life-threatening journeys to Europe across the Mediterranean Sea.

Long-term Programs in the Middle East

Amid a constantly evolving environment, the IRC expertly coordinates vital humanitarian programs, operations and funding across Syria and in the neighboring countries of Turkey, Iraq, Jordan and Lebanon where refugees have

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fled. Our services include providing clean water, primary and reproductive health care, education and protective services for children, and emergency cash assistance and livelihoods programs for vulnerable families. We also operate centers throughout the region where women and girls can safely access counseling and other support not available elsewhere.

“I asked God for help, and God sent the IRC.”

—MAYOR OF LESBOS, SPYRIDON GALINOS, recalling a particularly dark moment when the island was overwhelmed by refugees in desperate need.

The IRC's Response to the Refugee Crisis

HIGHLIGHTS FROM 2015 AND EARLY 2016

› In Syria and the surrounding region (Iraq, Jordan, Lebanon and Turkey):

- Treated 915,000 patients in over 70 IRC-supported health clinics.
- Helped 754,000 Syrians gain economic stability through cash assistance and job training.
- Offered counseling and support to 48,000 women and girls at 15 IRC community centers.
- Created safe places to learn for more than 22,000 Syrian and Iraqi children.

› In Europe:

- Supplied clean drinking water for more than 95,000 people at Pikpa, Apanemo and Kara Tepe camps in Lesbos, Greece.
- Provided critical information to 30,200 refugees in Greece about their rights, the registration process, and other logistics.
- Distributed more than 53,000 food packages and 11,000 hygiene kits to refugees in Serbia.

› In the United States:

- Helped 1,396 Syrian refugees rebuild their lives in 19 cities across the country.

U.S. Programs and Refugee Resettlement

As of this writing, the IRC has resettled 1,396 of the 8,553 Syrian refugees who have been admitted to the U.S. since October 2015. Though the total number of admissions is lower than expected, the U.S. government is confident it will reach its goal of admitting 10,000 Syrian refugees by September 30, 2016. As the leading partner of the U.S. government for refugee resettlement, the IRC is preparing to accommodate the increased caseload by establishing three new resettlement sites. In addition to our standard services for newly arrived refugees—placement in affordable housing, employment assistance, English and civic classes, and youth programming—we are now providing psychosocial support to help Syrian refugees cope with the trauma they have experienced and overcome new challenges.

Advocacy and Communications

The IRC's efforts to raise awareness of—and focus international political attention on—the refugee crisis continue to have a demonstrable impact on public opinion and government policy. Our advocacy efforts have led to numerous positive developments, including the U.S. Government's commitment to increase the number of Syrian refugees admitted in FY2016 to 10,000 and the European Council's decision to fund humanitarian work inside the European Union for the first time. By deploying communications staff in the Middle East, Europe, and the U.S., we are providing timely and accurate information about the crisis, while also enabling refugees themselves, those working on their behalf, and others affected by the crisis to tell their stories.

The Growing Need and Our Commitment

The IRC is committed to providing our emergency response expertise and continued leadership to help all those affected by this crisis—especially the most vulnerable—while adapting to rapidly changing circumstances.

Thanks to early and innovative investments from generous individuals and private sector supporters, the IRC was able to respond without delay as the refugee crisis intensified in 2015. Given that international response is still insufficient, it is now clear that additional funding will be required to ensure that we can continue responding quickly, effectively and efficiently to the evolving needs of our beneficiaries, and to expand the evidence-based, innovative and adaptive programming we have developed—and continue to develop—on their behalf. Please support the IRC's efforts as generously as you can. **Thank you. ♣**



Evolving Humanitarian Needs in Europe

“The waves were too big and then the boat was full of water. We lost everything—our money and clothes. I can’t swim. I asked God to let me die on land and not in the sea. I asked my mama if we are going to die today.”

This account from a seven-year-old Syrian girl named Mubarak echoes the experience of far too many of the more than 1.2 million people who—desperate for safety from violence and for the chance to rebuild their lives—have made the treacherous sea journey from Turkey to Greece since January 2015. As Mubarak’s mother says, “What mother wants her child to speak like this? But what else can we do? They’ve seen the reality of war and it’s difficult to hide it. We tell our children we’re going to a place where there is no need to be afraid of death.”

The IRC was one of the first organizations to provide safety and deliver welcoming aid to thousands of refugee families like Mubarak’s. As families arrived by boat on the island

of Lesbos, Greece, we were there to provide emergency care. When tens of thousands of refugees, intent on finding asylum, began moving further north into Europe, we were ready to assist families with vital programming in Serbia.

As of this writing, border closures by Serbia, Macedonia, Croatia, Slovenia and Austria—attempts at stemming the movement of refugees through Europe—have left more than 53,000 people from Syria, Afghanistan and elsewhere stranded in Greece, and thousands more along the Balkan route.

Among the stranded were as many as 10,000 refugees waiting impatiently at the Macedonian border near the northern Greek village of Idomeni. Living in flimsy tents in the mud, many struggled to remain hopeful.

ABOVE PHOTO: Makbola and her daughter, Turkiya, at a refugee camp in Idomeni, Greece. PHOTO: Jodi Hilton/IRC



Moayad Saad, with daughter Zehraa, was separated from his wife and other four children on their way to Greece. PHOTO: Jodi Hilton/IRC

Moayad and his six-month-old daughter Zehraa, for example, were separated from their family in Turkey and hoped to reunite with them in Sweden. “The baby is crying so much. She needs her mother. It’s been so difficult,” he told IRC staff.

The Greek government has since closed Idomeni and is establishing more than 30 formal camps across the mainland. We are working to provide quality services and living conditions in several of these new sites, but we recognize that huge challenges persist.

Despite grave risks, some refugees have chosen to be smuggled illegally through the Balkan countries. As one Syrian student said while stranded in Idomeni, “If they decide to send us back, we will not go back. We will find another way.”

In response to increased movement of refugees through the Balkans, the IRC has sent assessment teams to Albania and Bulgaria and is developing a network of partners in Macedonia and Hungary.

We also stand at the ready to assist the tens of thousands of desperate refugees from conflict-ridden countries in Africa who are now making life-threatening journeys by sea from Libya to Italy. This latest development serves as a reminder that we are facing a global refugee crisis, not just a Syrian crisis.

How the IRC is Helping

Although much is uncertain for refugees who are now caught in limbo, the IRC remains committed to doing all we can to protect their wellbeing and dignity. Amid a rapidly changing context, we continually adapt our work to assist families who are seeking safety and an opportunity for a better life. The accomplishments described below were made possible by **generous support from our donors**.

HEALTH

Increased access to water and sanitation

In response to the rapid influx of refugees on Lesbos in 2015, and recognizing Greece’s limited resources, the IRC quickly took action to ensure that families had access to safe drinking water, sanitation and hygiene services.

At Kara Tepe transit camp, there were initially only a few unreliable toilets for thousands of people. Trash littered the ground, and people washed wherever they found running water. We swiftly constructed latrines, showers and laundry stations, and secured daily garbage collection. We subsequently provided water and sanitation services at the Pikpa and Apanemo camps as well.

Since October 2015, we have provided more than 95,000 people with safe drinking water on Lesbos. In addition, we have distributed dignity kits containing personal hygiene and other items for women and girls, as well as toiletries, towels, and baby supplies.

When Macedonia sealed off its southern border in early 2016, services at the informal camp in nearby Idomeni, Greece were stretched well beyond capacity. After sending an emergency team to the site, we rapidly deployed clean water and sanitation interventions. We are doing the same in at least eight of the Greek government’s new formal camps. In Serbia, we are protecting public health for both refugee and local populations by supporting the cities of Sid and Presevo with waste removal.

SAFETY AND PROTECTION

Safe shelter in Greece

Refugees arriving on the island of Lesbos were visibly shaken from their journey and often soaked by the Aegean’s cold waters. To meet their urgent needs, the IRC constructed the Apanemo transit camp in December 2015. Our staff rushed shivering families, including vulnerable infants, to a heated waiting area where they could take hot showers, use the latrines, sleep, and receive social services

and basic medical care. Working with international, local and volunteer partners, we welcomed and provided lifesaving services to more than 7,000 refugees at Apanemo.

Protection and information services in Greece

Among those arriving on Lesbos have been individuals with disabilities and children making the dangerous trip alone. IRC protection officers have provided critical aid by helping to identify, refer or directly support more than 1,300 refugees who need psychological first aid or emergency protection.

We have also given more than 30,200 refugees traveling from Molyvos to Mytilini vital information about the registration process, their rights, and logistics to facilitate their stay in Greece and help them make informed choices about their futures.

Protection for refugees along Balkan routes

In response to significant gaps in the information available to refugees about travel, lodging, and their rights amid

TOP: IRC protection workers meet at Idomeni. PHOTO: Jodi Hilton/IRC
 BOTTOM: IRC information officer France Matrahji helps refugees at the Kara Tepe transit camp. PHOTO: Tara Todras-Whitehill/IRC
 RIGHT: Fadi Katamesh, from the IRC protection team, at Idomeni. PHOTO: Jodi Hilton/IRC



“I was taking pictures and a tank shot at me. The shrapnel injured me and hit me in the thigh and in the neck.”

—**MOHAMAD ALLOUH**, a 27-year-old photojournalist from Daraa, Syria, received a wheelchair from the IRC in Greece. After many surgeries, a long recovery, and an arduous journey, Mohamad was able to reunite with his brother in Germany.

the changing policies governing migration in Central and Western Europe, the IRC developed and launched (with MercyCorps and with funding and expertise provided by Google) the website **RefugeeInfo.eu**, which provides up-to-date information that is easily accessible on mobile devices and available in English, Greek, Arabic, and Farsi.

In Serbia, we have ensured distribution of essential relief items, including more than 53,000 food packages, 11,000 hygiene kits, and wheelchairs and other orthopedic devices for people who are disabled, elderly or injured. And we have offered legal advice to asylum seekers and provided psychological care and counseling to nearly 500 vulnerable refugees.

Also in Serbia, the IRC has partnered with 10 local organizations and two of the most-affected municipalities to



aid refugees with food, information, registration assistance, transportation, psychological support and referrals to specialized services at all transit areas and asylum centers.

WOMEN'S PROTECTION AND EMPOWERMENT

**Safe and healthy environments;
Reduced risk from violence**

In Idomeni, Greece, to address the needs of women and children who have experienced trauma, we established the only women's and children's "safe space." This facility served as a haven where women could receive counseling and other support services while their children engaged in healing play in an attached area.

In Serbia, women and children who have been left stranded after border closings are particularly vulnerable to neglect and exploitation, and women who have arrived via smuggling routes are even more likely to have been subjected to abuse. In response, we are providing safe spaces for women, counseling and shelter options for victims of trafficking and violence, dignity kits, and other essential items.

“I knew that here they know about humanity. I'm so thankful for the IRC's help. I forgot my pain when I came here.”

—**MOHAMMED AREF NASERI**,
an Afghan refugee in Lesbos,
whose daughter has special needs.

Evolving Needs

Private sector donors played a critical role in the IRC's ability to swiftly launch initial relief efforts. With **additional generous support from donors** during the coming months, the IRC will continue to provide technical support and adapt our lifesaving and life-changing programs to address the evolving needs of refugee families in Greece, Serbia and along transit routes in Europe. Some of our planned efforts include:

HEALTH

In proportion to the number of refugees now stranded in northern Greece, we must scale up our efforts to provide comprehensive water and sanitation services in the formal camps at Cherso, Diavata, Giannitsa and Alexandria, and in four additional refugee sites in northern Greece and greater Athens.

What IRC is Doing

- Education & Child Protection
- Emergency Supplies
- Health Care
- Water, Sanitation & Hygiene
- Safety and Protection
- Women's Protection & Empowerment
- Livelihoods & Economic Recovery

In Serbia, we must establish key partnerships to help us respond to the primary and reproductive health needs of vulnerable populations.

SAFETY AND PROTECTION

Across refugee sites in Greece and in Serbia, we must deliver more critical support for children who are traveling alone or have been separated from their families, and for vulnerable women, including survivors of sexual violence, trafficking and torture.

We must also strengthen protection services and systems, including capacity building for state institutions, foster care, safe spaces for women and children, and case management services.

As refugees are now likely to be hosted in one place for many months, we must continue maintaining and updating **RefugeeInfo.eu** to provide these families with local information and to help them access services.

LIVELIHOODS AND ECONOMIC RECOVERY

Many refugees who have been registered for asylum or relocation, but unable to earn an income, are in urgent need of financial assistance. In urban and surrounding areas in Greece, we will identify especially vulnerable families and provide cash cards to help them meet their basic needs. ■



Humanitarian Needs in Syria and Neighboring Countries

Zienah fled Syria with her two children to escape the shelling, frequent kidnappings and arbitrary arrests that were plaguing her home city of Aleppo. “We took a bus to Turkey and in the middle were forced to get off and walk to the border. My daughter Laylan saw a line of police officers, put both hands on her chest and started to have a panic attack. She kept screaming ‘I want to go home, I want to go home!’”

“We’ve been telling the children we are going on a trip,” says Zienah. “And at the end of this trip, they will have a school to go to and they can play outside with friends.”

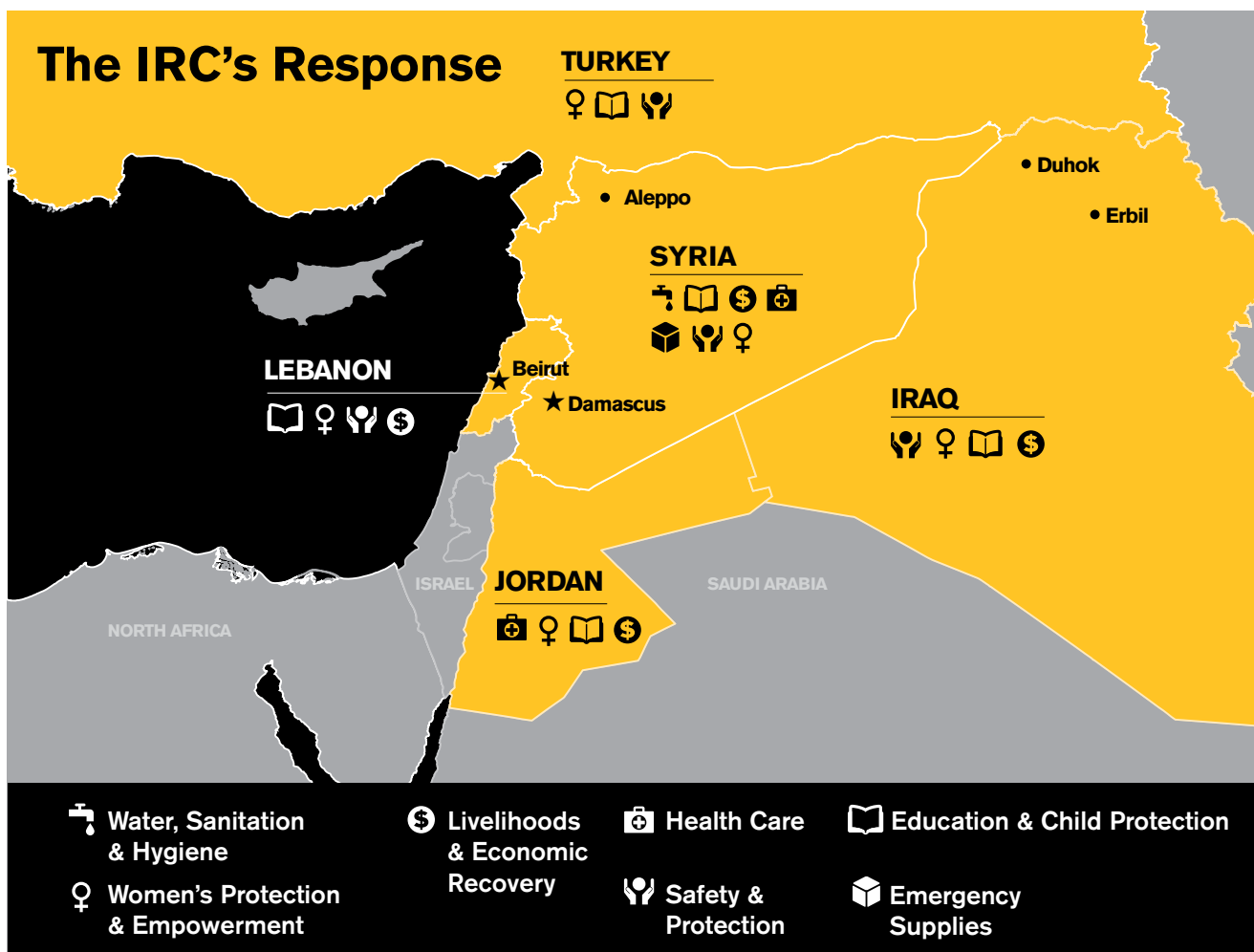
Millions of Syrian parents like Zienah have been left with little choice but to flee for their family’s safety. Over the past five years, the war in Syria has taken the lives of more than 250,000 people—including at least 10,000 children. Half of the country’s population is now displaced and more than 4.8 million Syrians have fled to the neighboring countries of Jordan, Iraq, Turkey and Lebanon.

ABOVE PHOTO: IRC midwife Safiah Abou Sharef consults with a Syrian mother living in a refugee camp in Sabha, Jordan. PHOTO: Timea Fauszt/IRC

How the IRC is Helping

Through the **generosity of our donors**, the IRC has been helping refugee families like Zienah’s to survive and rebuild their lives with a wide range of lifesaving and life-changing services, including clean water, health care, education, economic and livelihoods support, and programs that address the unique needs of women and girls.

Because circumstances in the region and the needs of displaced people are constantly changing, the IRC coordinates programs, operations and funding across Syria, Iraq, Jordan, Lebanon and Turkey. Refugee families move easily between our programs thanks to co-located services, mobile units, and strong referral systems.



From April 2012 to December 2015, more than 3,000 IRC staff and volunteers worked tirelessly to provide essential services to more than 4.2 million people in the region. Today, we continue setting up, maintaining, or expanding numerous critical programs, including those described below.

HEALTH

Primary and reproductive health care in Jordan

In northern Jordan, our clinics are often the only accessible source of health care for Syrian refugees living in urban areas and camps. We offer primary and reproductive health care to refugees at five clinics: two urban clinics, two mobile clinics roving in remote areas and one clinic in Zaatari refugee camp, which is one of only two primary health clinics serving the population of 80,000.

Supporting the clinics and providing health education to refugee and Jordanian households are 120 Community Health Volunteers. IRC's health facilities are open to everyone and offer free clinical consultations, tests and medication.

"The financial status of these patients is very bad," says Dr. Mais Shadeed, who frequently sees up to 50 patients per day at our "Hope" clinic in Mafraq. "Most who come to me could not get anywhere else the care that they are getting here." A seven-year-old refugee named Hisham, who was recently diagnosed with diabetes, is just one of the patients who have received lifesaving care at Hope clinic.

Without the support of our donors, the five clinics would be forced to stop operating, cutting off health services to more than 75,000 individuals served by the IRC in northern Jordan.

EDUCATION AND PROTECTION

Early childhood and remedial education in Lebanon

The scale of the refugee crisis has overwhelmed the capacity of Lebanon's government to provide education to Syrian children now living in the country. Some 350,000 school-aged refugee children have no access to educational services, putting them at risk of becoming a "Lost Generation."

Building on our education work in Lebanon, we recently established programs for early childhood education and for remedial instruction and tutoring that serve children ages 3 to 14 whose educations have been pre-empted or interrupted. Between January and April 2016, the IRC reached 694 children and 63 teachers in 44 classes with these new programs.

Support for schools in Iraq

Children in northern Iraq, whether they are refugees, internally displaced, or members of host communities, have all been directly affected by conflict, resulting in limited educational opportunities, interrupted schooling and psychosocial stress. The majority of functioning schools are overcrowded and, even using two and three shifts, cannot accommodate the influx of children.

The IRC is providing much-needed support to students and teachers in 29 schools in Erbil, Duhok and Sulaymaniyah. Through our school-based learning circles, teachers gain new techniques for improving the wellbeing of children in the classroom. One such elementary school teacher is Sinan, formerly a chemist who herself fled Mosul in 2014. When asked how she helps her students in Erbil heal from war, she says, “Sometimes, all displaced students need from the teacher is safety.”

“I am currently in my last year at school and will go to university next year. The [Reyhanli] youth center has given me hope to enter the university and study to become a doctor.”

—**SABAH**, 16-year-old refugee from Aleppo, Syria.

Also in Iraq, we have distributed teaching and learning materials, rehabilitated school infrastructure, provided tutoring, trained and mentored school social workers, and engaged community members in school activities.

Support for vulnerable youth in Turkey

In a country struggling to accommodate 2.7 million refugees, both Syrian and vulnerable Turkish youth face many barriers when seeking educational opportunities, protection and other basic services. Our education programming strives to ensure that students are able to improve their language skills, access higher education through entrance exam

preparation courses, and improve their foundational, social and emotional skills.

Our education and integrated protection programs at the Reyhanli Youth Center and Osmaniye Women and Girls Protection Center are providing assistance that is otherwise unavailable to Syrians not living in refugee camps, including gender-based violence case management, psychosocial support, legal aid, and information and awareness-raising sessions on topics that are significant in the lives of Syrian women and girls.

SAFETY AND PROTECTION

Protection and empowerment for children and adolescents in Iraq

Because more than 40 percent of the displaced population in Iraq is under the age of eighteen, many youth are vulnerable to child labor, recruitment into armed groups, early marriage, and trafficking. Yet there are currently very few specialized services for children, youth and, particularly, adolescent girls.

Through programming that focuses on women's empowerment and protection and child protection, we work with child survivors of gender-based violence, unaccompanied children who need proper documentation to legalize their stay in Iraq, and mothers and female caregivers to foster parenting skills. Our child protection team also successfully helps to prevent early marriages.

Sakher, a human rights lawyer from Syria, and his family were forced to flee because of the war. PHOTO: Kathleen Prior/IRC



Protection for displaced people along the Northern Syria-Turkey border

In light of recent escalations in the conflict in northern Syria—which have caused renewed displacement of civilians—along with reports of exploitation and abuse at sites where humanitarian services are delivered, the IRC is providing additional training and technical support to local protection partners so that safe, effective and accessible services can be maintained.

Especially in times of conflict, civil documentation is essential for accessing rights and services, including humanitarian assistance, so we also continue helping displaced people in northern Syria obtain the documents they need.

“I find [my patients'] words very motivating. It helps me realize that what the IRC and I are doing is making a difference in people's lives.”

—**AMIRA**, a 37-year old refugee, nurse and volunteer at a health clinic run by the IRC in northern Jordan.

Emergency assistance for refugees in Western Turkey

Given the very large number of refugees attempting to make the sea crossing to Europe from Western Turkey in late 2015 and early 2016, local authorities did not have the capacity to respond to refugees' immediate and urgent needs for warm clothes, blankets and other emergency gear, especially if the individuals had been rescued from the waters of the Aegean.

In Izmir, Mugla, and surrounding areas, the IRC has supported local partners that distributed emergency supplies (e.g., warm clothing, thermal blankets) to refugees who were in transit or had been rescued from a failed sea crossing. A total of 2,668 refugees were reached with emergency aid between December 2015 and March 2016.

Evolving Needs

Thanks to the compassion of our donors, the IRC has been able to provide critical assistance to families in the Syria region. Yet as the conflict rages on and the security and economic situations deteriorate throughout the region, many more thousands will need our help. With **additional generous**

support, we can provide displaced people and refugees with the lifesaving and life-changing services described below.

SAFETY AND PROTECTION

Lebanon

A seven-year-old refugee boy in Beirut expresses it well: “We have nobody to make us feel safe when we are begging.” As street and working children are especially vulnerable to violence, abuse and exploitation, additional funding is needed for the IRC to scale up our protection efforts, including psychosocial support, parenting skills training, and registering children in school.

We will also provide additional assistance to refugee women through our protection and empowerment programs; continue our remedial and early childhood education efforts; and address the under-reported vulnerabilities of unaccompanied male refugee youth.

HEALTH

Jordan

Ongoing support is needed to maintain our existing health programs and clinics and to train our staff and community health volunteers. Medical supplies, medications, and proper training are essential for our team to prevent and treat chronic diseases, offer lifesaving vaccinations, and provide women's and children's health services.

SAFETY AND PROTECTION

Iraq

In order to maintain—and strengthen as needed—our protection programs that address the needs of youth at key stages in their development, additional resources will be required. We also need to ensure the best possible outcomes for adolescent girl survivors of gender-based violence; to continue providing direct case management and psychosocial support for children; and to conduct risk-reduction and prevention activities among both male and female community members to promote safe, protective and empowering environments for women and girls.

EDUCATION AND PROTECTION

Turkey and Syria

Resources will be necessary for us to maintain our existing education programming in Turkey, which includes computer classes and Turkish and English-language classes, and our integrated protection programming in Turkey, which includes case management for survivors of gender-based violence. Along the Northern Syria-Turkey border, additional funding will enable us to continue providing vital protection services for refugees in need of emergency aid. ■



Refugee Resettlement

To escape the terrible fighting near their city in 2007, Hamzah and Rasha fled Iraq and started a new life in Damascus, Syria. But four years later the couple found themselves caught in yet another brutal civil war and were attacked in their home. Once again they were forced to flee, this time with two young children.

Since violence erupted in Syria in 2011, more than 4.8 million people like Hamzah and Rasha have been forced to flee, spurring the worst refugee crisis since World War II. For the millions of Syrian families who have sought refuge in neighboring countries in the Middle East, life has become a daily struggle for survival. In 2015 alone, more than one million refugees from Syria and other war-torn regions risked their lives to seek safety and a chance to rebuild their lives in Europe.

Despite grave risks, thousands of desperate civilians have continued to pour into the continent. In early 2016, upwards of 150,000 people—nearly half of them from Syria—have

made the treacherous sea crossing from Turkey to Greece. In recent months, however, thousands have been stopped in their tracks by border closings and left with no choice but to wait in crowded camps. Some have been turned away and sent back to Turkey.

How the IRC is Helping

The IRC understands that resettlement to a third country—the U.S., Canada, a European or other developed nation—is often the best, most sustainable solution for refugees who have no hope of returning home. With no end to the conflict in sight, it is more critical now than ever to help the most vulnerable rebuild their lives through permanent resettlement.

ABOVE PHOTO: Hamzah Alobadidi, an Iraqi refugee, and his family were resettled by the IRC in Oakland, California. PHOTO: Kathryn Rummel/IRC

Over the past four decades, the IRC has resettled in the United States more than 370,000 refugees from around the world. Currently, through offices in 29 cities across the U.S., we resettle some 10,000 refugees from more than 40 countries—including Syria, Afghanistan, Bhutan and South Sudan—each year. Through a network of staff, volunteers and local partners, we provide refugees access to the tools of self-reliance during their pivotal first months in the U.S. We also provide comprehensive immigration services to assist refugees and asylees on their path to becoming permanent residents or U.S. citizens.

With **generous support from our donors**, the IRC has been welcoming Syrian refugees like Hamzah and Rasha to communities around the country. “When we found out we were being resettled to the United States,” Rasha recalls, “we felt our dreams of having a normal life as a family had come true. We didn’t know anyone in Oakland, but we were determined to do our best. I remember the customs officer at the airport reviewing our documentation. We were nervous, but when he said, ‘Welcome home,’ relief washed over us. We were enrolled in an employment program through the IRC that helped Hamzah find a job, and I’ve enrolled in English classes.”

Since October 1, 2015 the IRC has resettled 1,396 Syrian refugees in 19 U.S. cities. We are preparing to serve many more in the coming months and years. Our accomplishments in the U.S. include:

Fostering resettlement of Syrian refugees in the United States

To help meet the increased need to resettle families fleeing the war in Syria, the U.S. Government has pledged to accept 10,000 Syrian refugees during its 2016 fiscal year (FY). As of this writing, the IRC has resettled 17 percent of the 2705 Syrians who have been admitted, and we will accommodate more as the number of arrivals increases.

Delivering immediate resettlement services

The IRC greets all new refugee arrivals at the airport and places them in affordable housing. We provide cultural orientation, job placement services, English classes, civic education and skills training, support with enrolling children in school and assistance in applying for permanent residency or U.S. citizenship.

“When we landed at the airport near our new home in Northern California, IRC case workers were the first welcoming faces we saw,” says Jasem, a Syrian refugee



A refugee participates in an English language class at the IRC’s New York resettlement office. PHOTO: Meredith Goncalves/IRC

who was resettled by the IRC in 2015. “And when my son got sick that first night, they stayed with me at the hospital to make sure that he got the care he needed. Now, ten months after we arrived in the United States, my greatest joy is watching my children grow in school next to their American classmates.”

Providing psychosocial support for Syrian refugees

To address the trauma experienced by Syrian refugees and the unique challenges they face upon arriving in the

“From the time we arrived, our IRC case manager was there to show us our home, explain what to do and where to go. We are incredibly grateful.”

—**TAMAM AL SHARAA**, Syrian refugee who was resettled with his family in Dallas, Texas.



TOP: After fleeing Syria and being separated for three years, Nihad and Marwa Rameed, mother and daughter, were reunited in Tucson, Arizona. PHOTO: Ashley Samuela Raasch/IRC

BOTTOM: Students participate in ESL classes at the IRC's New York resettlement office. PHOTO: Meredith Goncalves/IRC

RIGHT: Iraqi refugees Mahmoud Rameed and his sister Esraa reunite at the Tucson airport after three years apart. PHOTO: Ashley Samuela Raasch/IRC



chosen for their resettlement—are adequately supported, we are currently opening three new resettlement sites to align with expected arrivals in 2016. In April, we opened the first in Midland, Texas. Additional sites in Missoula, Montana and Denver, Colorado will open in summer 2016. We envision the need for further expansion in 2017.

Applying resettlement expertise in Europe

After surviving arduous journeys to Europe, refugees from Syria and other countries face the daunting challenge of integrating into European societies. The IRC has identified an urgent need for improved refugee resettlement processes and systems in Europe, particularly for countries facing mass resettlement for the first time in generations. As a leading implementer of the U.S. Refugee Admissions Program since its inception, the IRC has critical technical expertise to offer our European counterparts.

Two teams of IRC resettlement experts have conducted assessment missions in Europe since November 2015. We identified core gaps and protection needs for refugees in transit. Based on our findings, we have expanded

U.S., the IRC has launched a series of trainings, called *Psychosocial Support in a Climate of Backlash*, to give staff the knowledge, tools and practical techniques needed to serve the mental health needs of Syrian clients. In two of our offices—San Diego and Baltimore—we are piloting a screening program aimed at early detection of emotional distress and domestic violence among refugees.

Establishing three new resettlement sites

In light of the expected increase in the number of refugees admitted to the U.S. (the government's goal is 100,000 from all countries in FY2017), we are preparing to expand our overall caseload from 10,000 in FY2015 to more than 12,000 in FY2016 and to at least 15,000 in FY2017. To ensure that the families—and the communities the U. S. government has

programming in Serbia, and we are exploring the feasibility of offering technical assistance to German organizations providing protection programming for women and children. We are also considering the deployment of resettlement experts to other countries in Europe which are accepting more refugees than they previously admitted and need support.

Evolving Needs

We have made significant strides in welcoming Syrian refugees to the U.S. and supporting European countries in doing the same. Yet our work is far from done. Over the next months, **with additional funding from generous donors**, we will prioritize:

Expanding the IRC's capacity

We are preparing to resettle greater numbers of refugees in the U.S., with offices in more cities to accommodate anticipated increases in admittances. We will also continue providing critical services, such as housing, job placement, skills training, and support when navigating health and education systems.

Providing technical assistance to European counterparts

We will continue to share best practices in refugee resettlement and integration by offering program and policy expertise and by organizing forums for discussion with European partners.

Educating and informing the American public about refugees and resettlement

Drawing on research and hard data, we will demonstrate the success of refugee resettlement and its benefits to local communities. The IRC will also establish itself as a leading voice to counter fear-based anti-resettlement arguments and to dispel public misinformation about Syrian and other refugees.



Clients check in at the IRC's resettlement office in New Jersey.
PHOTO: Meredith Goncalves/IRC

“You can see the war in Syria and see that those who run away are only seeking safety and not to fight. On the contrary, they are here because of their children, to find a life for them.”

—MUSTAPHA, Syrian refugee

Garnering and retaining new supporters

We need to continue working at the local level for Syrian refugee resettlement in the U.S. This will entail investing in local relationship-building to encourage welcoming new arrivals, including reaching out to community leaders, faith-based organizations, grassroots supporters, corporate partners and new volunteers. ■



Advocacy and Communications

The IRC is playing a leading role in focusing the world's attention on the needs of refugee families throughout the Middle East, Europe and the U.S. Through our advocacy and communications work, we are propelling policy makers and the public to take action.

In April 2016, Her Majesty Queen Rania Al Abdullah of Jordan was hosted by the IRC on the Greek island of Lesbos. Through her meetings with Syrian families and the eloquent words she spoke on their behalf, she combined unflinching advocacy with media savvy to combat misinformation about refugees—as well as foster the empathy needed to inspire real solutions.

“Refugees are not numbers,” she said, standing among Syrian women and children at the Kara Tepe camp. “They are human beings like you and me, except that they have seen unimaginable horror, experienced unthinkable hardship and risked their lives to get here.”

ABOVE PHOTO: Queen Rania of Jordan spends the afternoon with Syrian women and girls in the Kara Tepe transit camp. PHOTO: IRC

The IRC was among the first international aid organizations to send emergency teams to Greece to assess the evolving refugee crisis in June 2015. Since then we have continually provided clear and objective information about the crisis, both to engage the public and to galvanize political action.

How the IRC is Helping

The IRC is highly experienced and effective in calling the attention of policymakers to the needs of displaced people. Because of our unique hands-on and evidence-based work in more than 40 countries, our staff speak knowledgeably and authoritatively about the issues—and global leaders listen and respond.

We also strongly believe in empowering the families we help. We provide the means for these courageous individuals

to tell their own stories—through first-hand reports and videos on our website, and via domestic and international media. As supporters of the IRC and members of the public continue responding to our messages, we actively channel their compassion toward actions that make a difference for refugees.

Since September 2015, the **generous support and partnership of our donors** have enabled us to influence demonstrably both public opinion and government policy that impacts refugees in Europe, the Middle East and the United States. Our achievements include:

Securing an effective humanitarian response in Europe

As the European Union and other countries have struggled to respond comprehensively to the ongoing humanitarian crisis, the IRC has consistently called for more effective action. We have:

- › Advocated for, and subsequently commended, the European Council decision to fund humanitarian work inside the EU for the first time. This was accomplished through meetings with key European actors, facilitating key figures' visits to Lesbos, media placements, and regular situational briefings.
- › Released a policy report calling for the EU to permanently resettle 108,000 refugees per year over the next five years, thereby more effectively managing the crisis and ensuring the protection of vulnerable people. To coincide with the launch of the report, we organized a special event attended by government representatives from 18 countries as well as EU and UN bodies.
- › Called for changes to the EU's illogical and unethical agreement with Turkey, which makes it much harder for refugees to seek safety in Europe. Our statement was shared widely through interviews with our program staff,

“I don't get how people . . . can be frightened of [others] who suffered so much, who are so in need, who are so desperately asking to have freedom, justice and dignity. Just give them a welcome.”

—**MANDY PATINKIN**, actor, with the IRC on Lesbos.



Actor Mandy Patinkin visits Lesbos to witness arrivals of refugees firsthand. PHOTO: Tyler Jump/IRC

in meetings with key EU officials in Brussels, and in the media, including *The Guardian*, *TIME* and *The Telegraph*.

Advocating for support of Syrians in the region

More than 4.8 million Syrians have fled to Jordan, Iraq, Turkey and Lebanon, putting an enormous strain on these host countries' public services, economies and resources. In response, the IRC has advocated for increased international funding and support for these countries. We have:

- › Called for—and secured—a commitment from the UN and the countries hosting the *Supporting Syria and the Region* conference in February 2016 (Norway, Kuwait, the UK and Germany), to help create one million jobs for refugees in the Syria region so that they can support themselves and help build their local economies.
- › Organized an event on the eve of the conference to raise awareness about the special needs of refugee women and girls and to secure funding for programs that prevent and respond to gender-based violence.

Advocating for refugee resettlement in the United States

Amid fear-driven and politically motivated resistance to refugee resettlement, the IRC is mobilizing our advocates to promote the welcoming of refugees in U.S. communities and to press the U.S. Government to set an example for Europe through its own resettlement commitments. We have:

- › Successfully advocated for increased U.S. resettlement of Syrians, resulting in President Obama's commitment to welcome 10,000 Syrians in 2016. We also led a direct advocacy campaign that prompted the U.S. to create a new resettlement pathway for up to 20,000 Syrians with family members in the U.S.
- › Defeated the passage of an anti-resettlement bill that would have halted Syrian and Iraqi resettlement. This was done through direct engagement with legislators, written testimony for a Senate hearing, and mobilizing more than 39,000 IRC supporters to send more than 148,000 letters to members of Congress.
- › Led advocacy efforts to prevent passage of state legislation in Arizona, Kansas, Florida, New York and Virginia that would restrict refugee resettlement.
- › Strengthened grassroots advocacy and strategic communications work in Texas to ensure that the IRC can continue to welcome and assist Syrian refugees in the state, in the face of a legal challenge by the state of Texas to stop the arrival of Syrians.

Providing accurate information utilizing IRC field coverage

By deploying communications teams in the Middle East, Europe, and the United States, we are providing quick, accurate information about the crisis and our work on behalf of refugees. We have:

- › Driven top-tier media coverage about the crisis in broadcast and print, including in such outlets as *60 Minutes*, *The New York Times*, *Good Morning America*, *The Guardian*, *Buzzfeed*, CNN, *The Wall Street Journal*, *Rolling Stone*, NBC, and *ABC Nightline*. These efforts have resulted in new audiences visiting rescue.org, taking action, and making donations.
- › Engaged celebrities who have lent their voice to the cause. IRC videos featuring Mandy Patinkin and George and Amal Clooney have together reached 22 million people (as of April 2016).

Building relationships to raise awareness and secure donations

Through strategic relationships, we are gaining new audiences and raising awareness about the plight of refugees.

- › The IRC's holistic relationship with Google serves as a model for our work with private sector supporters. Since launching a global online campaign in September 2015, which met its donation matching goal in just a few days, the company and its employees have generated more than \$3 million for the IRC's response to the crisis and devoted many hours of expertise. Google also supports the IRC via technical expertise for the refugeeinfo.eu website (launched in collaboration with Mercy Corps). This site provides refugees with critical information that they can access on their mobile phones, and in their native languages, as they attempt to make their way through Europe.

A family in the spotlight

When Syrian refugee Tamam Al Sharaa and his family landed in New York on December 2, 2015 en route to their new home in Texas, they were relieved to have left the horrors of war behind. Upon arriving, however, the family was surprised to learn that they had become the center of a political storm over the resettlement of Syrian refugees in the U.S. Texas Governor Greg Abbott had declared that the state would not accept Syrians, citing security concerns after the Paris terrorist attack. Texas demanded that the IRC "halt the resettlement" of the family and sued the organization.

"It was very confusing," recalls Bothina, Tamam's wife. "We always heard that America was the land of freedom."

The IRC fought back, arguing that Texas officials had no legal authority to bar resettlement and declared that refugees are victims of terror, not the perpetrators of it. Despite Governor Abbott's stance, the IRC worked to ensure the family's safe passage. Five days later the Al Sharaas arrived in Texas, where an IRC caseworker accompanied them to their new home.

On June 16, 2016 a federal judge sided with the IRC and dismissed the lawsuit that would have banned refugee resettlement in Texas.



The Milas family and relatives consult RefugeeInfo.eu at an aid station in Serbia before attempting to travel on to Germany. PHOTO: Monique Jacques/IRC

- › In March 2016, we launched the multi-platform *Rescue Has No Boundaries* campaign in partnership with HBO and the cast of *Game of Thrones*. The campaign has garnered millions of media impressions, expanded our online community, countered hate speech about refugees, and enabled us to raise funds from new audiences.

Evolving Needs

With **additional support from generous donors and partners**, the IRC will continue advocating for the safety and well-being of refugee families, and augment our multi-pronged, multi-media communications strategy. We plan to:

- › Develop and execute a campaign to influence and ensure roll-out of the pledge to create one million jobs for displaced Syrians in the region, as well as call for clear actions to address the unmet health needs, particularly among women and children, of the displaced populations inside Syria.
- › Offer key governments practical approaches to easing the growing humanitarian emergency in Greece, provide real-time information and analysis of challenges and conditions facing refugees stranded en route in Europe, and advocate for safe and legal means for refugees to reach Europe.

“If I don't have a war in my country, I wouldn't have come here. If they don't see us with eyes of mercy, we have no future. We are lost here.”

—**AHMED**, a refugee from Fallujah, Iraq, finding himself stranded in Idomeni, Greece, at the border of Macedonia.

- › Speak through policy briefings on behalf of nationalities in danger of being overlooked during asylum applications, in particular Afghans.
- › Continue, through bold communications, advocacy and corporate partnerships, to counter backlash against refugee resettlement and convey the value of accepting refugees in places of sanctuary and fostering employment in Europe and the U.S.
- › Launch an advocacy campaign to highlight the needs and resilience of refugees around the world. ■

Required Funds

To meet the urgent and evolving needs of the people caught in this growing crisis, additional funding is now required to ensure the IRC's ability to provide the most effective, targeted and timely humanitarian aid—inside Syria, in neighboring host countries, in Europe and in the U.S. Funding in the amount of \$14 million is being sought to reach a total of \$57 million by December 2016.



Emergency response to the refugee crisis in Europe	Total Funded	Additional Funding Required	Target
HEALTH: Increased access to water	\$1,270,000		\$1,270,000
HEALTH: Improved sanitation environments	9,260,000		9,260,000
SAFETY AND PROTECTION: Improved protection environment	7,290,000	500,000	7,790,000
SAFETY AND PROTECTION: Protection for refugees traveling to Europe	2,280,000		2,280,000
WOMEN'S PROTECTION AND EMPOWERMENT	2,690,000	500,000	3,190,000
Emergency assistance through cash & non-food items	2,550,000	1,000,000	3,550,000
Camp management & transportation support	2,690,000		2,690,000
Emergency response capacity	1,000,000	500,000	1,500,000
Contingency (held in reserve)	600,000		600,000
TOTAL	\$29,630,000	\$2,500,000	\$32,130,000

Long-term programs in the Middle East and the Syria region			
SAFETY AND PROTECTION: Risk reduction for children, adolescents	\$1,750,000	\$1,500,000	\$3,250,000
WOMEN'S PROTECTION AND EMPOWERMENT	1,660,000	1,000,000	2,660,000
HEALTH: Primary and reproductive health care	2,100,000	1,500,000	3,600,000
EDUCATION: Increased access to quality schooling	2,350,000	1,250,000	3,600,000
LIVELIHOODS AND CASH PROGRAMMING		2,250,000	2,250,000
TOTAL	\$7,860,000	\$7,500,000	\$15,360,000

Advocacy, Communications and Operations			
Communication and content	\$470,000	\$200,000	\$670,000
Policy creation, advice, dissemination	700,000	200,000	900,000
Operational support	3,340,000	1,100,000	4,440,000
TOTAL	\$4,510,000	\$1,500,000	\$6,010,000

U.S. Programs work to support refugee resettlement			
Support for resettlement of refugees from the Middle East	\$860,000	\$2,640,000	\$3,500,000
TOTAL	\$860,000	\$2,640,000	\$3,500,000

Grand Total **\$42,860,000** **\$14,140,000** **\$57,000,000**

The IRC will continue to provide reporting on our progress related to this crisis, both on our website and to all requesting donors.

About the IRC

The IRC responds to the world's worst humanitarian crises, helping to restore health, safety, education, economic wellbeing, and power to people whose lives have been devastated by conflict and disaster. Founded in 1933 at the call of Albert Einstein, the IRC works in more than 40 countries and in 29 U.S. cities to help people survive, recover, reclaim control of their futures and strengthen their communities.

The IRC leads the humanitarian field by implementing high-impact, cost-effective programs, and by using its knowledge and experience to shape both policy and practice. Our robust systems enable frequent re-evaluation of program environments and the integration of best practices. The IRC also works in direct partnership with international and local organizations, and in consultation with local governments and communities, to ensure that our programs are responsive, timely and obtain the best results for the people we serve.

For more information, please contact:

CORPORATIONS AND FOUNDATIONS

Lauren Gray, Director, Institutional Philanthropy & Partnerships

+1 212 551 2754 | Partnerships@Rescue.org

INDIVIDUAL DONORS

Katherine Lynch, Senior Officer, Leadership Gifts

+1 212 551 2917 | Katherine.Lynch@Rescue.org

UK DONORS

Emma Bolton, Head of Fundraising, IRC UK

+44 (0)20 7692 2735 | Emma.Bolton@Rescue-UK.org

FRONT COVER PHOTO: A refugee family gathers in Idomeni, hoping the border north of Greece will soon reopen. PHOTO: Jodi Hilton/IRC



International Rescue Committee

122 East 42ND Street
New York, NY 10168-1289
TEL +1 212 551 3000
FAX +1 212 551 3179

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