



AT A GLANCE

Our Pathway to Possibility

Our 10-year strategy – Mercy Corps’ Pathway to Possibility – reflects our ambitions to not only meet the basic needs of communities affected by conflict and climate change, but to achieve lasting, transformational change at scale.

Conflict, Climate Change, and a Call to Action

We are living in a time of unprecedented change and uncertainty. Extreme poverty is on the rise for the first time in two decades. Violent conflict is currently at a 30-year high. We are facing a global climate emergency – a crisis that is most

felt by the communities that have least contributed to it. Without a new course of action, conflict and climate change will continue to drive rising hunger, water shortages, loss of incomes, violence, and displacement over the next decade.



OUR RESILIENCE APPROACH

Resilience means people and systems can protect and improve wellbeing in the face of shocks and stresses. Mercy Corps strengthens sources of resilience to enhance the capacities of people, markets, and institutions to handle shocks, reduce risk, build more equitable and responsive systems, and improve wellbeing.

Driven by local needs and priorities, we sequence, layer, and integrate our assistance. In the most severe crises, Mercy Corps responds rapidly and meets urgent needs. We pivot quickly – working flexibly and employing different approaches to respond to changing circumstances on the ground. Through our programs, partnerships, and influence we support communities to cope, adapt, and ultimately thrive.

Systems-Level Change

We focus on systems-level change aimed at strengthening the local governance, economic, ecological, and social systems that communities rely on. When local systems are inclusive, responsive, and effectively able to pivot and adapt to shocks and stresses, they will, in turn, support the people who depend on them.

Driving Impact through Influence

Equitable and accessible systems, policies, and practices cannot be built through programming and partnerships alone. Influence and advocacy are also essential pathways to community well-being. We connect with and influence the most critical decision-makers in the systems and policies we seek to change.

Cope – in the midst of crisis

We strengthen people’s ability to COPE with the immediate effects of crises, helping them meet urgent needs with dignity and self-determination.

Adapt – to climate and conflict threats

We enhance people’s ability to ADAPT to future threats, helping them build back better after each crisis and avoid or lessen the impacts of future shocks.

Thrive – today and into the future

We support people to THRIVE, helping them transform their own lives and influence their local systems to address inequities and advance wellbeing.

Supporting Inclusive, Resilient Communities

OUR MISSION

Mercy Corps exists to alleviate poverty, suffering and oppression, and help people build secure, productive, and just communities.

We are a multi-mandate organization that provides access to humanitarian aid, development, and peace assistance in places affected by fragility and crisis.

OUR VISION

We support communities – and the most marginalized within them – to emerge from crisis and build towards a more inclusive, resilient future.

Inclusion and resilience are foundational characteristics of secure, productive, and just communities in which everyone can thrive. Through our programs, partnerships, and influence we work towards four connected and reinforcing outcomes that determine people’s wellbeing: greater food security, water security, economic opportunities, and peace and good governance.



FOOD SECURITY

Sustained participation in inclusive and resilient food systems and autonomy over food choices improve and protect food security in fragile environments. Our pathway to improved food security moves us closer to a world where people are well-nourished at all times, with access to sustainably produced, safe, and nutritious food.

This means:

- › Crisis-affected populations meet acute food needs with dignity and self-determination
- › Women, adolescent girls, and systematically marginalized groups increase access and control of income, assets, and decision-making to improve food security
- › Food-insecure households access and consume sufficient nutritious food year-round through local production and markets
- › Communities apply climate-resilient solutions and engage in peacebuilding to improve food security

Our Resilience Approach

COPE:

We meet immediate food and nutrition needs through cash, voucher, and WASH assistance and strengthen capacities for crisis preparedness and response.

ADAPT:

We strengthen the capacity of local food systems to increase access to and availability of nutritious food year-round by promoting climate-smart and conflict-sensitive agricultural production.

THRIVE:

We foster inclusive decision-making, individual autonomy, and equitable control over resources — transforming local food systems to eliminate hunger and malnutrition



PEOPLE ARE WELL-NOURISHED AT ALL TIMES, WITH ACCESS TO SUSTAINABLY PRODUCED, SAFE, AND NUTRITIOUS FOOD.

Areas of Focus

Facilitating Cash Assistance, Safety Nets and Economic Inclusion

In crisis, we deliver cash to households, build out government-led social protection systems, and support pathways to economic inclusion.

Advancing Peace to Prevent Hunger

We help address key drivers of conflict-driven hunger and deliberately promote peace.

Promoting the Autonomy of Women and Girls in Food Systems

We develop the abilities of women and adolescent girls to help households meet their immediate food needs while building a more food secure future.

Promoting Nutritious Diets

We engage communities and market system actors to improve households' access to and consumption of nutritious foods.

Developing Climate-Resilient Food Systems

We help build diverse and climate-resilient food systems that enable households to access healthy food year-round.





PEACE AND GOOD GOVERNANCE

Resilience to conflict and climate shocks depends on peaceful, locally-led action and responsive governance processes. Our pathway to peace and good governance moves us closer to a world where people reduce or prevent violence, contribute to advancing sustainable peace, and participate meaningfully in inclusive and responsive governance systems.

This means that:

- › People live free from the threats of violence and physical and psychosocial insecurity
- › Youth have increased opportunities and viable alternatives to violence
- › People across diverse identity groups contribute to cohesive communities and cooperatively prevent, respond, and adapt to conflict and climate-related shocks
- › Inclusive and effective governance processes and institutions – including civil society – enable engagement and collective decision-making
- › Women and young people meaningfully contribute to formal and informal governance and peace processes

Our Resilience Approach

COPE:

We take conflict-sensitive humanitarian action, facilitate more equitable access to services, work with communities to prevent further conflict, and support collective action in response to climate shocks.

ADAPT:

We strengthen conflict management and negotiation capacities, support inclusive governance processes, and bring community members together to identify and work towards shared conflict prevention or climate adaptation goals.

THRIVE:

We leverage long-term development solutions to address power imbalances and inequities that drive conflict, while strengthening the pillars of good governance to advance sustainable peace.



PEOPLE EXPERIENCE LESS VIOLENCE, BUILD MORE COHESIVE AND PEACEFUL COMMUNITIES, AND PARTICIPATE MEANINGFULLY IN INCLUSIVE, RESPONSIVE GOVERNANCE SYSTEMS

Areas of Focus

Advancing Peace in Complex Crises

We support local efforts to reduce and prevent conflict and create sustainable peace.

Preventing Youth Violence

We address the systemic issues that drive youth into armed groups.

Digital Peacebuilding

We harness the transformative power of social media to proactively build and promote peace.

Enhancing Climate Security and Resource Governance

We support communities to tackle climate-related drivers of conflict by facilitating opportunities for collaboration to increase safe and equitable access to natural resources.

Transforming Norms and Behaviors for Good Governance

We work with decision-makers and power-holders as well as households and individuals to support capacities for dialogue, advocacy, and civic engagement.





WATER SECURITY

Inclusive, climate-smart water systems contribute to resilience by improving livelihoods, food security, and social cohesion. Our pathway to water security moves us closer to a world where people have equitable and sustained access to clean and safe water to meet their everyday needs.

This means that:

- › Immediate water, sanitation, and hygiene service (WASH) needs are met in humanitarian crises
- › Equitable and inclusive water governance processes support the water needs of marginalized individuals and groups
- › Market-driven, accountable, and professional service delivery sustains water system functionality for marginalized groups
- › Natural and engineered water systems are climate-resilient, support water conservation, and integrate water resource management

Our Resilience Approach

COPE:

We provide lifesaving access to water, sanitation, and hygiene and help minimize damage to or disruption of water services.

ADAPT:

We strengthen planning, technical, managerial, and financial capacities for sustainable rural and urban water solutions.

THRIVE:

We support utilities, water committees, irrigation user groups, and households to control their futures by investing in their own water security.



PEOPLE HAVE EQUITABLE AND SUSTAINED ACCESS TO CLEAN AND SAFE WATER TO MEET THEIR EVERYDAY NEEDS

Areas of Focus

Delivering Responsive and Efficient Humanitarian WASH Services

We respond to conflicts and disasters to rapidly meet immediate needs of crisis-affected populations

Scaling Innovative Solutions for Water and Sanitation

We contribute to sustainable solutions that meet the water needs of marginalized individuals and groups.

Advancing Community Flood Resilience

We partner with the most at-risk people and communities to anticipate, prepare for, and respond to floods.

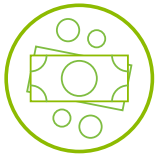
Promoting Sustainable Water Management and Rural Livelihoods

We begin with governance and finish with infrastructure to address household and productive water needs.

Incentivizing Water Conservation

We support water savings through market-led approaches and enabling policies.





ECONOMIC OPPORTUNITIES

Market systems that pivot and adapt to shocks and stresses will, in turn, support the resilience of those who depend on them. Our pathway to increased economic opportunities envisions moves us closer to a world where people grow and sustain their assets and income.

This means that:

- › Economically marginalized people become customers, employees, or business leaders
- › Equitable and accessible markets offer products, services, and jobs adapted to include the economically marginalized
- › Individuals, businesses, and market systems become more resilient to conflict and climate-related shocks and stresses

Our Resilience Approach

COPE:

We combine cash transfers to households to meet immediate needs with targeted support to the businesses that households rely on most.

ADAPT:

We support businesses to become more agile, diversified, and climate-smart, and we help marginalized populations access markets and participate meaningfully in their economy.

THRIVE:

We strengthen the long-term resilience of market systems by spurring innovation, improving regulation, and pursuing climate-smart economic growth.



PEOPLE GROW AND SUSTAIN THEIR ASSETS AND INCOME

Areas of Focus

Supporting Markets in Crisis

We enable households to meet basic needs and sustain markets in times of crisis.

Strengthening Financial Ecosystems

We leverage all available financial mechanisms to address systemic market constraints.

Developing Tech-Enabled Solutions

We collaborate with technology companies, banks, and other non-traditional partners to adapt and scale promising tech-enabled solutions.

Driving Green Economic Growth

We foster opportunities for sustainable and productive economic growth that simultaneously mitigates the impacts of climate change.

Supporting Young People as Drivers of Growth

We support today's youth to become the leaders of tomorrow's economy.





OUR COMMITMENTS

These five commitments underpin all that we do – regardless of programming interventions or context – and challenge us to continuously push the boundaries of what is possible.



CLIMATE SMART

WE TAKE BOLD ACTION TO MEET THE URGENCY OF THE CLIMATE CRISIS.

We work in communities on the front lines of climate change, and we know that it will take bold action to address the growing climate emergency. Mercy Corps is committed to reducing climate burdens on people suffering the most – especially women and girls who experience disproportionate climate burdens.



EVIDENCE DRIVEN

WE USE DATA, EVIDENCE, AND ANALYTICS TO DRIVE IMPACT, SCALE WHAT WORKS, AND INFLUENCE OTHERS.

Being evidence-driven commits us to greater accountability to the communities we serve and the donors who support our programs. Mercy Corps is a producer, consumer, and broker of evidence and data for applications to our own work and sharing lessons within the broader sector.



INNOVATIVE AND CREATIVE

WE INNOVATE AND WORK WITH CHANGE-MAKERS TO TEST, CO-CREATE, AND SCALE MORE EFFECTIVE SOLUTIONS.

Mercy Corps works on cutting-edge solutions and leverages innovation in program design, delivery modalities, tech-enabled solutions, and financing to be effective on a large scale and in a sustainable way. We foster a strong culture of creativity that empowers teams to embrace new work approaches.



LOCALLY LED

WE ARE INTENTIONAL ABOUT SHARING AND CEDING POWER, BUILDING MEANINGFUL PARTNERSHIPS, AND CENTERING COMMUNITIES' VOICE IN ALL WE DO.

We believe that those impacted by the world's most complex challenges are best placed to determine their solutions, and that those solutions are fundamentally stronger and more sustainable as a result.



SAFE, DIVERSE, AND INCLUSIVE

WE HELP CREATE A CULTURE OF INCLUSION FOR ALL PEOPLE THAT PROTECTS, ENABLES, AND ELEVATES DIVERSE COMMUNITY MEMBERS AND GROUPS.

We strive to eliminate inequitable power dynamics, address the systems that perpetuate discrimination and abuse of power, and foster a culture of equity, integrity, and accountability in our operations, culture, and programming.

OUR VALUES

We live our values every day. To honor the trust communities place in us, we must live our values in all that we do.



Integrity

We act with honesty, transparency, and respect.

Equity and Inclusion

We treat people with dignity and respect, free of exploitation, harassment, and discrimination.

Humanitarian Principles

We are committed to the humanitarian principles of humanity, impartiality, neutrality, and independence.

Listening, Learning, and Adapting

We seek the perspectives of those who are most affected, particularly those who are systemically silenced, and we embrace the knowledge and experience of the people with whom we work.

Accountability

We hold ourselves accountable to the needs, priorities, and rights of affected populations.



OUR 3As

Alignment, Accountability and (effective and efficient) Allocation of resources – our 3As – enable us to refine our focus, make trade-offs, and realize our goals.

Together, these 3As enable responsive support to country programs, effective inter-departmental action, and deliberate cross-organizational coordination to leverage lessons learned and scale what works.

Alignment

Achieving common impact goals unites us as “one Mercy Corps” and we collaborate across different geographies and levels of the organization to get the best results possible.

Accountability

Our internal systems, processes, and incentives increase our accountability to the people we serve, to our donors, and to one another.

Allocation of Resources

We make strategic investments in the long-term infrastructure necessary for an organization of our size and complexity.



PHOTOGRAPHY

Cover – Uganda, 2017

p2 – Central African Republic, 2012

Columbia, 2018

p5 – Mongolia, 2017

p7 – Columbia, 2018

p9 – Indonesia, 2020

p11 – Guatemala, 2017

p12 – Central African Republic, 2012

p14 – Uganda, 2021

p15 – Democratic Republic of the Congo, 2020

p16 – Jordan, 2016



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