



# GLOBAL STRATEGY 2017-2021

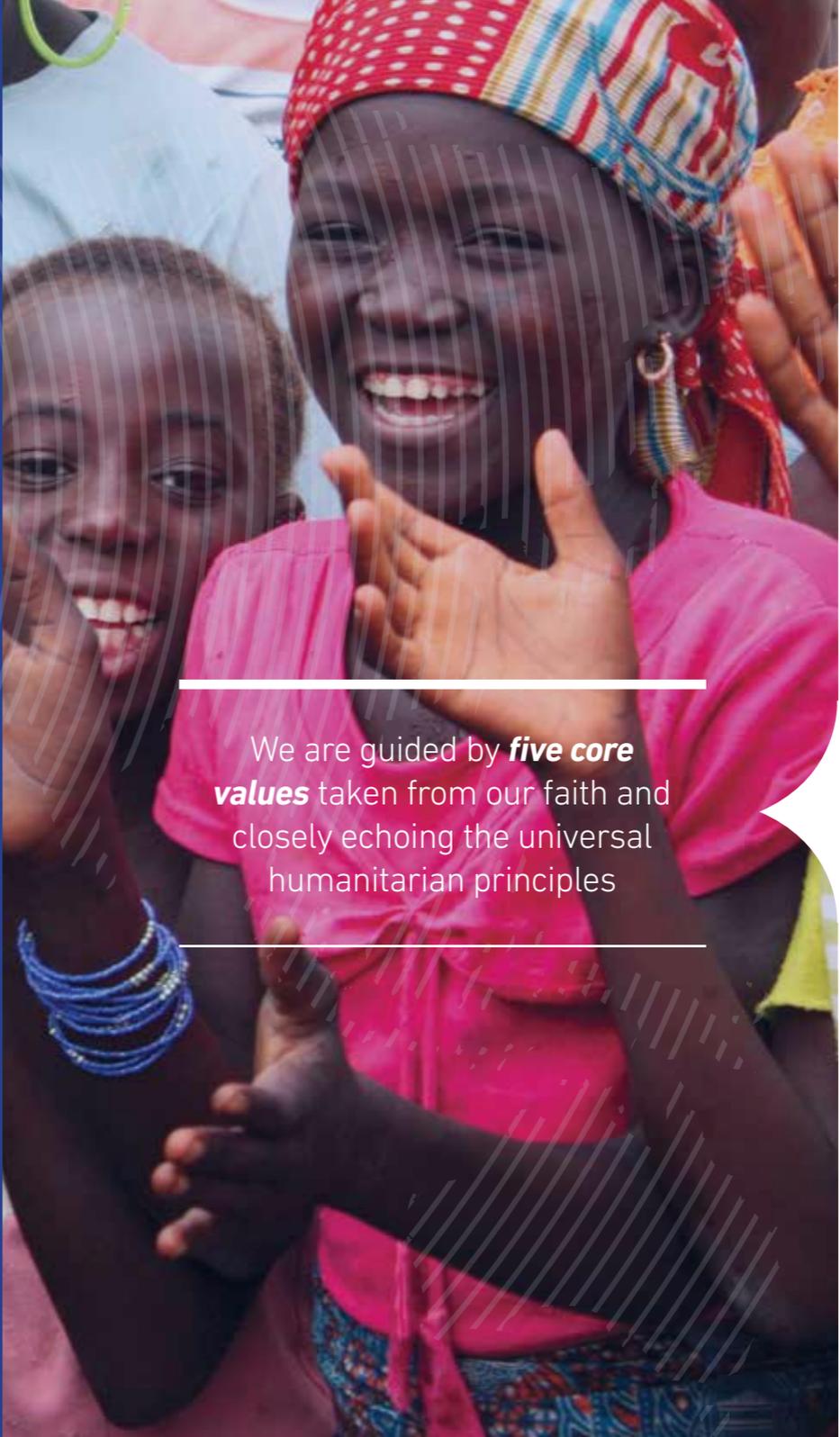
# HOW WE SEE THE WORLD...

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Inspired by our Islamic faith and guided by our values, we believe that those in need have rights over people with wealth and power – regardless of race, political affiliation, gender or belief.

Since our first donation in 1984, our independent humanitarian and development organisation has grown to have an active presence in over 40 countries around the world today. We envisage a caring world where communities are empowered, social obligations are fulfilled and people respond as one to the suffering of others. Our aim is to provide lasting routes out of poverty, empowering people to transform their lives and communities.

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We are guided by **five core values** taken from our faith and closely echoing the universal humanitarian principles

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## SINCERITY

*Ikhlas*

## EXCELLENCE

*Ihsan*

## COMPASSION

*Rahma*

## SOCIAL JUSTICE

*Adl*

## CUSTODIANSHIP

*Amana*

# THE WORLD WE'RE WORKING IN

## 01 INCREASING CONFLICT AND FORCED MIGRATION



Political turbulence around the world has resulted in millions of people fleeing their homes, shifting the balance of global humanitarian work. Islamic Relief is uniquely well placed to respond to this shift, being able to access Muslim communities in war-affected areas. This demands a greater focus on protection and building resilience to conflict. The increasing scale of forced migration has also affected many developed countries, with a growing need for humanitarian responses to inward refugee flows.

## 02 CLIMATE CHANGE



As witnessed by the catastrophic impact of drought, extreme floods and rising temperatures globally in recent years, climate change remains a major humanitarian and development issue. The last few years have seen a renewed commitment by governments and global organisations to act on climate change, with new national targets and major new funds being pledged to help poorer nations adapt. Our new strategy prioritises climate change adaptation and mitigation and disaster preparedness

## 03 A MULTI-POLAR WORLD



The last five years have seen an increasing shift of power and wealth to the global south, with a corresponding increase in the influence and capacity of southern actors. The UN envisages the close involvement of local civil society organisations in rolling out national development plans that will implement the Sustainable Development Goals (SDGs). These changes create an opportunity for faith communities to partner in innovative ways, as national governments and funding agencies increasingly recognise the need to work with them to bring about sustainable change. Over the next five years we will build our representation at national and regional level, as well as with major global institutions.

## 04 LOCALISATION



The World Humanitarian Summit has resulted in a collective commitment to prioritise support for local aid actors and responders. This follows the recognition that just 0.25% of official aid goes directly to local agencies. The 'Grand Bargain' negotiated in 2016 commits to increasing this to 25% by the year 2030.

## 05 NEW TECHNOLOGIES



New technologies and social media are transforming fundraising, campaigning and the way the world responds to humanitarian challenges and sustainable development. They bring opportunities for us to enhance our work and to change the way we engage with our beneficiaries, stakeholders and supporters.

## 06 RISING ISLAMOPHOBIA



Rapid political changes in the Middle East and North Africa have given rise to a challenge of how this region and the wider Muslim world will embrace political reform. The fear of immigration, the politicisation of Islam, and the perceived conflation of Islam with oppressive culture, violent extremism and terrorism have led to widespread fear and aggression towards Muslims. We want to build alliances on mutual trust and understanding and encourage greater representation of Islamic perspectives to tackle ignorance. We will also increase transparency, neutrality and accountability in our work and exemplify these values.

# OUR VISION FOR 2021



## OUR FOUR GLOBAL GOALS

- 01.** REDUCING THE IMPACT OF CONFLICTS AND NATURAL DISASTERS
- 02.** EMPOWERING COMMUNITIES
- 03.** MOBILISING PEOPLE AND FUNDS
- 04.** STRENGTHENING OUR FAMILY

# 01.

## REDUCING THE IMPACT OF CONFLICTS AND NATURAL DISASTERS

Our humanitarian response work is widely respected, especially our ability to reach affected populations. We will continue to improve our regional response efforts, focusing on strengthening the disaster preparedness of communities in target areas and increasing the capacity of local responders. We have unique access to hard-to-reach communities and will share the insights and experience we gain from working there.

### BY 2021 WE WILL HAVE...

- A.** Scaled-up our capacity to respond rapidly to large-scale population displacements due to conflict or natural disasters. Working with and through relevant national and local partners, we will have built effective disaster preparedness and strengthened resilience within communities.
- B.** Developed a distinctive global reputation for our expertise in shelter for people displaced by conflict or natural disasters.
- C.** Been recognised for complementing our humanitarian work with policy and advocacy that:
  - Influences decision makers.
  - Gives voice to the suffering and the excluded.
  - Highlights the protection needs of the people we serve.
- D.** Increased the scope and effectiveness of our response to both natural disasters and refugee and migrant movements in the developed countries where we have partners.





# 02.

## EMPOWERING COMMUNITIES

We are expanding our work on building resilience and reducing poverty by growing a portfolio of longer-term development programmes backed by multi-year funding. We will continue to influence national governments in their planning of disaster risk reduction (DRR) using our expertise in climate change adaptation and food security. We are strengthening our distinctive work in sustainable livelihoods (including Islamic microfinance), making a unique contribution to the empowerment of women and inclusion of all, as well as cultivating the role and capacity of faith institutions.

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### BY 2021 WE WILL...

- A.** Hold a growing portfolio of longer-term development programmes backed by multi-year funding from our partners and our Waqf investment arm. These will incorporate approaches to ensuring social justice, inclusion and protection for all.
  - B.** Influence the disaster risk reduction planning of relevant national governments with our distinctive experience in climate change adaptation and food security.
  - C.** Have a unique reputation for our work in specific aspects of livelihoods (including Islamic microfinance).
  - D.** Deliver our programmes with and through national civil society partners wherever practicable, and increase their capacity to sustain programmes in future.
  - E.** Be recognised for our contribution to conceptual understanding and discourse on issues including gender justice, inclusion of communities of all ages and abilities, and the role of faith communities and institutions.
  - F.** Build a strategy for a significant contribution to educational attainment within the countries in which we work.
  - G.** Manage sustainable domestic programmes in established partner countries, supported primarily by appeals and grants.
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# 03.

## MOBILISING PEOPLE AND FUNDS

Public giving remains at the heart of Islamic Relief's work. We depend on our grassroots supporters and plan to grow our network by enhancing ways to both give funds and volunteer time.

### BY 2021 WE WILL HAVE...

- A.** Increased our supporter numbers with a particular focus on:
  - Regular givers, online givers and substantial single donations.
  - Unrestricted donations.
  - Supporting our long-term development as well as humanitarian work.
- B.** Strengthened our grassroots links with communities in partner countries, offering a wider range of ways to volunteer and support others.
- C.** Built a global leadership programme for young Muslims, encouraging meaningful social action, discourse and participation in global forums and domestic programmes.
- D.** Attracted large-scale, multi-year funding from key bilateral and multilateral donors for our development as well as humanitarian work.
- E.** Further expanded the work of our Waqf department and our clothes recycling and charity shop ventures as effective social enterprises owned by Islamic Relief.
- F.** Established a separate investment vehicle for our microfinance programmes globally.
- G.** Partnered with selected international companies to work on specific issues and deliver consultancy advice on how their policies affect people who are living in poverty.
- H.** Increased the amount of funds we are raising for our domestic programmes, while maintaining funding for international programmes.





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## STRENGTHENING OUR FAMILY

Our Islamic Relief family has grown to include 12 full partners as well as our original base in the UK. We plan to strengthen and diversify by welcoming new partners in key areas and building an outstanding educational resource with the Islamic Relief Academy.

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## BY 2021 WE WILL HAVE...

- A.** Fully implemented our new governance arrangements, shaping our global policies and priorities and meeting required quality standards across our federation.
  - B.** Increased the capacity within the IR family for effective governance, dynamic leadership, institutional fundraising, advocacy and programme management.
  - C.** Strengthened and diversified the IR family, with at least a quarter of our IR partners in populous Muslim majority countries.
  - D.** Broadened our recognition globally as the leading Islamic international NGO, and earned the trust of governments and NGO partners around the world for our values, transparency, neutrality and professionalism.
  - E.** Put in place formal arrangements and structures to better partnership working between IR partners and field offices for mutual benefit.
  - F.** Developed a system of sharing knowledge in coordination with the IR Academy, country offices and IR partners around the world, allowing the entire IR family, as well as other organisations, to benefit from our wealth of research, experience and expertise.
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