



In Their Own Hands

CRS STRATEGIC FRAMEWORK: FY2022-FY2026

At CRS, Our Faith Knows No Bounds



UKRAINE

Photo by Vladimir Gerasimov for CRS

In late 2018 CRS launched its ***Vision 2030: In Their Own Hands*** strategic framework.

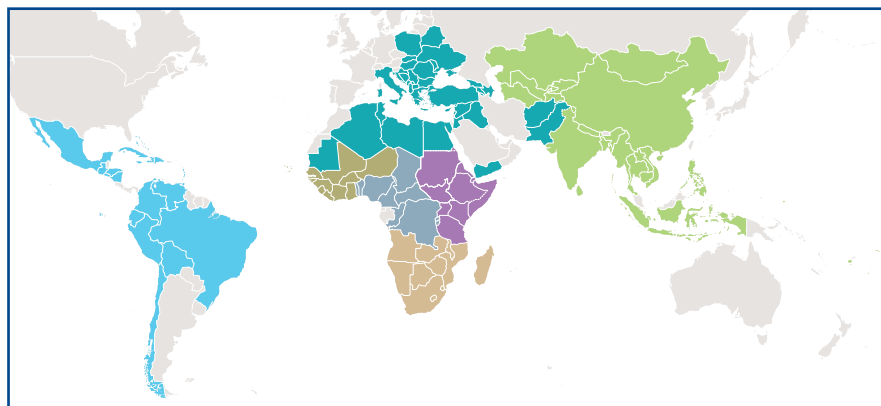
Informed by consultations with a broad array of stakeholders, examination of the major trends and issues of our operating context, and the call to action of our mission, vision and values grounded in Catholic teaching, we committed ourselves to play a more catalytic role in driving transformational change for the people we serve. This included setting ambitious goals with a 2030 timeline and identifying strategic approaches and initiatives to guide the collective efforts of our teams across the globe, all of which are summarized in this document.

We have many achievements to recognize since that time and we are pleased to share some highlights in this update. Yet there is much more to be done. The world has profoundly changed since we embarked on this journey. The COVID-19 pandemic, wars and violent conflicts, climate change, and rising costs pushed those already living on the margins into even more challenging circumstances. Resilience, social cohesion, and institutional trust are under threat. Against this backdrop, it can be difficult to summon feelings of hope as we work to foster the just and peaceful societies that are so foundational to human flourishing and care for creation. And yet, it is precisely these moments where our

light shines brightest. Anchored in our shared values and guiding principles, animated by our mission, and guided by our strategic framework, we and our many supporters remain steadfastly committed to **our vision** for a world in which all people reach their full God-given human potential in the context of just and peaceful societies that respect the dignity of every person and the integrity of all of God's creation.

Our *Vision 2030: In Their Own Hands* strategic framework has served us well in providing a stable structure within which to respond to this call while providing flexibility to adapt and innovate as needed.

While this update of our agency strategy is naturally focused on CRS, we acknowledge that we achieve nothing on our own. It is through our collaboration and partnerships with communities, civil society organizations and the public and private sector—and with the tremendous support of our many generous donors and supporters—that we are able to contribute to catalyzing transformational change at scale, centering human dignity in all that we do. Together, our collective impact is reaching more than 250 million people each year with lifesaving, life-affirming support. While challenges remain, we are achieving meaningful, transformational and scalable results. Because at CRS, together knows no bounds, love knows no bounds, faith knows no bounds.



**Answering the
Call to Serve**

We Build On Strong Foundations

Enduring Mission

Since 1943, Catholic Relief Services has been carrying out the commitment of the Catholic Bishops and the Catholic community of the United States to assist people in need around the world. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life. As part of the universal social mission of the Catholic Church, we work with local, national and international Catholic institutions and structures in the United States and overseas, as well as other organizations, to assist people on the basis of need, not creed, race or nationality.

‘An authentic faith ... always involves a deep desire to change the world, to transmit values, to leave this earth somehow better than we found it.’

EVANGELII GAUDIUM #183

LIBERIA

Photo by Patrick Meinhardt for CRS

Catholic Identity, Universal Human Values

Drawing on a rich tradition of Scripture and Catholic social teaching, our **guiding principles** inform all that we do to deliver mission impact in a rapidly changing world. Acting as a guide to what a just world might look like, many of these principles are shared across religious and cultural boundaries and articulate values that are common among people who seek to promote and work toward true justice and lasting peace.

Guiding Principles

- **Sacredness and Dignity of the Human Person:** Created in the image of God, all human life is sacred and possesses a dignity that comes directly from our creation and not from any action of our own.
- **Rights and Responsibilities:** Every person has basic rights and responsibilities that flow from our human dignity and that belong to us as human beings regardless of any social or political structures. The rights are numerous and include those things that make life truly human. Corresponding to our rights are duties and responsibilities to respect the rights of others and to work for the common good of all.
- **Social Nature of Humanity:** All of us are social by nature and are called to live in community with others—our full human potential isn't realized in solitude, but in community with others. How we organize our families, societies and communities directly affects human dignity and our ability to achieve our full human potential.

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- **The Common Good:** In order for all of us to have an opportunity to grow and develop fully, a certain social fabric must exist within society. This is the common good. Numerous social conditions—economic, political, material and cultural—impact our ability to realize our human dignity and reach our full potential.
 - **Subsidiarity:** A higher level of government—or organization—should not perform any function or duty that can be handled more effectively at a lower level by people who are closer to the problem and have a better understanding of the issue.
 - **Solidarity:** We are all part of one human family—whatever our national, racial, religious, economic or ideological differences—and in an increasingly interconnected world, loving our neighbor has global dimensions.
 - **Option for the Poor:** In every economic, political and social decision, a weighted concern must be given to the needs of the poorest and most vulnerable. When we do this we strengthen the entire community, because the powerlessness of any member wounds the rest of society.
 - **Stewardship:** There is inherent integrity to all of creation and it requires careful stewardship of all our resources, ensuring that we use and distribute them justly and equitably—as well as planning for future generations.

‘Solidarity ... is not a feeling of vague compassion or shallow distress at the misfortunes of so many people, both near and far. It is a firm and persevering determination to commit oneself to the common good ... to the good of all and of each individual.’



UGANDA

Photo by Jjumba Martin for CRS

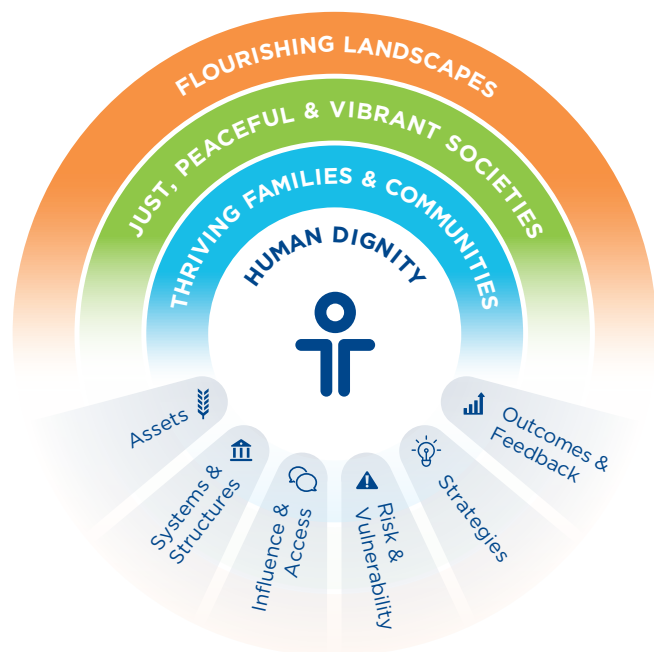
Bringing our Vision for **Integral Human Development** to Life

Integral Human Development (IHD) is a concept rooted in Catholic Social Teaching that both expresses our vision for the world and provides a conceptual framework for our work with partners and communities.

Our IHD conceptual framework places the dignity of the human person at the center of all that CRS does. It is based on the idea that human development is holistic and multidimensional—and that personal well-being and true equality can only be achieved in the context of just and peaceful relationships.

IHD takes into account the context and the environment in which people live, including the assets (physical, financial, political, social and spiritual) they possess, the systems and structures (institutions, rules and social norms) that can impede or support their efforts, the amount of power and influence that people hold, the potential threats to their lives and livelihoods, and the strategies that they adopt as they interact with systems and structures to reduce risks and vulnerability.

Our IHD framework calls on us to continually work with program participants to monitor activities and projects closely in order to both identify risks and opportunities and to learn from our experiences to improve future efforts. Advancing IHD means working with a variety of partners and actors to foster just structures, systems, and relationships.



Partnership and Local Leadership

We work every day to be a trusted, compassionate and reliable partner.

We believe that it is only through strong collaborative relationships across civil society and the public and private sectors that lasting, positive solutions to poverty and injustice can be achieved. CRS has always worked to connect the dots across myriad stakeholders—from U.S. and local Church partners, governments and donors to small-scale farmers, community health workers and youth entrepreneurs, to the private sector, academia and researchers—to promote collaborative, mutually beneficial relationships and just policies that advance our vision for integral human development.

As a member of the Caritas Internationalis confederation, a network of more than 160 member organizations, we collaborate closely with Catholic Church organizations around the globe that deliver the social mission of the Church with great dedication, compassion and professionalism—based on need, not creed, race or nationality—in some of the hardest to reach and most marginalized communities.

CRS places a particular emphasis on accompanying local institutions in achieving their ambitions to lead development for the people and communities they serve, and to be effective, dynamic, and sustainable catalysts for change. We believe that partnership makes CRS and local institutions stronger. By working together, investing in people, and strengthening local institutions, we increase the impact of programs and services and produce sustainable solutions for people living in conditions of poverty, violence, vulnerability and marginalization.



HONDURAS

Photo by Oscar Leiva/Silverlight for CRS

Our **Changing** World



MEXICO

Photo by Oscar Leiva/Silverlight for CRS

While there has been unprecedented progress over the past three decades in reducing poverty and improving human development around the globe, progress cannot be taken for granted in a fast-changing and complex world. The COVID-19 pandemic and outbreak of large-scale violent conflicts since early 2020 are two poignant examples of how quickly gains can be reversed. Additional examples of major barriers to integral human development that inform our mission include:

Threats to Our Common Home

Natural resource scarcity, threats to the environment and climate, and pandemics.

Fragility

Growing concentration of poverty, conflict and violence in fragile states.

Growing Income Inequality

Lack of economic opportunity and dignified livelihoods.

Demographic Shifts

Rapid urbanization, large-scale migration and refugee flows, and limited economic opportunities for a growing youth population.

Increasing Polarization and Partisanship

Threatening the moral consensus in support of strong and generous U.S. global leadership.

A Call to Respond

Despite the many barriers blocking the creation of a more just and peaceful world, we also see great momentum and opportunity to contribute to positive change. An overarching theme of our agency strategy is our desire to be bolder and more ambitious in our efforts to catalyze transformational change at scale. To truly break the cycle of poverty, contribute to moving the needle on some of the world's most pressing problems, and build a more just and peaceful world for all requires focused and collective efforts to meet immediate needs while advocating for more just policies and systems-level change for sustainable impact.

The Sustainable Development Goals, adopted by world leaders in 2015, represent a universal call to action around 17 global priorities to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. There is much in the global goals—from their holistic, integrated nature to their ambition to drive action that leads to transformational, rather than incremental, change—that resonate for CRS, the Caritas Internationalis confederation to which CRS belongs, and our many partners around the world. Our *Vision 2030: In Their Own Hands* strategic framework identifies priority outcomes with ambitious targets that are contributing to the Sustainable Development Goals in alignment with our mission, values and priorities.

We embrace the challenges and opportunities before us to be catalysts for transformational change in the world with great optimism and hope.

‘The climate is a common good, belonging to all and meant for all. At the global level, it is a complex system linked to many of the essential conditions for human life.’

Our 2030 Strategy, Their Destiny

Inspired by our mission, vision, and guiding principles, we align our work and partnerships across the globe around a shared vision for a world where individuals, families and communities flourish in just and peaceful societies that respect the dignity of every person and the integrity of all of God's creation.

Our Aspirations—

to save lives and alleviate suffering, accelerate the end of poverty, hunger and preventable disease, and cultivate just and peaceful societies—are interrelated and mutually reinforced, always placing **the dignity of the human person at the center.**



We believe that by prioritizing and deepening integration of the following four cross-cutting aspects of our work, we will strengthen our ability to reach our aspirations.

Social equity and inclusion along the lines of sex, age, ability, ethnicity, race and religion.

Care for creation, considering in all that we do the integral relationship between human development and the natural world.

Civic engagement, from the local to the global level, promoting social change based on justice for all and shared values for humanity.

Local leadership empowering local communities and the institutions that support their development to be effective and impactful leaders.



‘We need to grow a solidarity
which would allow all
peoples to become the
artisans of their destiny.’

EVANGELII GAUDIUM #190

NEPAL

Photo by Rebekah Lemke/CRS



Our **2030** Goals

Our goals and priorities reflect the evolving needs and capabilities of the people we serve and our local partners. We build on our current strengths while challenging ourselves to stretch and grow, and evolve our own organization and role.

Across all of our goal areas, we practice a **preferential option for the poor, and prioritize reaching the most vulnerable and marginalized** among our sisters and brothers around the world.

Goal Area 1

All People Live in Just and Peaceful Societies

Goal Area 2

All People Survive and Thrive in the Face of Disasters

Goal Area 3

All People Achieve Dignified and Resilient Livelihoods in Flourishing Landscapes

Goal Area 4

All Children Reach Their Full Health and Development Potential in Safe and Nurturing Families

Goal Area 5

All Youth Thrive in Every Aspect of Their Lives

Outcome Indicators and Targets

Sector	Indicators	Results to Date (FY20-23)	2030 Target
<i>Social Cohesion</i>	Number of community members participating in collective actions	2,598,390 ⁺	2.25 million
<i>Governance</i>	Number of community members who report that service providers are accountable and responsive to them	577,835 ⁺⁺	2.3 million
<i>Gender</i>	Number of women and girls in union with increased decision making	140,742 ⁺	100,000
<i>Market-based Support</i>	U.S. dollar value of cash and vouchers distributed	\$392,863,065	\$1 billion
<i>Shelter</i>	Number of people with access to safe and dignified shelters and homes	2,703,321	10 million*
<i>Protection</i>	Number of children accessing a safe and supportive environment	503,053 ⁺	600,000
<i>Resilience**</i>	Number of households reporting greater resilience to the impact of disasters	816,119 ⁺	10 million
<i>Food Assistance</i>	Number of people receiving food assistance	20,228,649 ⁺⁺	40 million
<i>Productivity</i>	Average change in agricultural productivity, and the number of farmers reached	49% / 1,709,698 (FY23)	1 million farmers reached per year, with 50% increase in productivity
<i>Land Restoration</i>	Hectares of land under restoration through improved practices	1,154,916	1.6 million*
<i>Savings</i>	Total U.S. dollar value mobilized through saving and borrowing services	\$352,597,354	\$1.4 billion
<i>Savings</i>	Number of people benefiting from saving and borrowing services	10,863,452	20 million
<i>Malaria Cases Averted</i>	Estimated malaria cases averted among children under 5	11,209,193	17 million*
<i>Malaria Lives Saved</i>	Estimated lives saved by malaria interventions among children under 5	78,357	125,000*
<i>HIV</i>	Number of children and adolescents living with HIV who received treatment	273,220	300,000*
<i>Nutrition</i>	Number of children aged 6-23 months who receive a minimum acceptable diet	182,671	475,000
<i>Water***</i>	Number of people gaining access to basic drinking water services	7,864,182	20 million
<i>Family Care</i>	Number of children living in safe and nurturing families	474,099	700,000*
<i>Education</i>	Number of learners in pre-primary, primary and secondary schools	3,037,775 ⁺	2.25 million
<i>Skills Development</i>	Number of youth who have completed training programs	220,482	2 million*
<i>Employment</i>	Number of youth who obtain employment or self-employment	95,776	1 million*

*Shelter, Land Restoration, Malaria Cases Averted, Malaria Lives Saved, HIV, Family Care, Youth Skills Development, and Youth Employment targets include both direct and influenced results. Shelter and Land Restoration targets have specific targets for direct and influenced results. Shelter: 2022: 370,000 with direct CRS funding + 113 million through influence. 2026: 900,000 direct + 3.6 million influenced. 2030: 1.5 million direct + 8.5 million influenced. Land Restoration: 2026: 500,000 direct + 300,000 influenced. 2030: 750,000 direct + 850,000 influenced. **The Resilience indicator contributes to Goal Areas 2 and 3. ***The Water indicator contributes to Goal Areas 2 and 4 ⁺FY21-23 ⁺⁺FY22-23

GAZA

Photo by Mohamed Reefi for CRS



Goal Area 1 All People Live in Just and Peaceful Societies

The Case for Change

Almost three-quarters of people living in extreme poverty are in fragile states. By 2030 this is projected to increase to 86%.¹ Growing inequality is also threatening social cohesion. Conflict and inequality drive migration as people leave their homes in search of safety and economic security.

Sustainable development is impossible in the absence of peace, social justice and right relationships that promote the good of all people.

Our Commitment

CRS is mission-driven to build a world in which all people can reach their full God-given potential in peaceful, just and inclusive societies. Peacebuilding, strengthening just relationships and promoting social cohesion are at the core of all that we do and are fundamental to who we are as a Catholic organization. We are inspired by Catholic social teaching to promote right relationships and advocate for equitable and inclusive societies. Transformational change is not possible without peace and justice.

Our strategy identifies social cohesion rooted in justice as a priority outcome, based on safe, equitable and inclusive systems and structures that protect the most vulnerable, with attention to social accountability mechanisms and dynamic civil society and effective local institutions that serve the common good.

We are committed to working toward more just, compassionate and peaceful societies that

are governed for the common good so that all women, men, girls and boys may reach their full human potential.

Local partners play a critical role in advancing more equitable and accountable systems and structures and in nurturing more just and peaceful societies. Through collaboration with partners and our own mainstreaming of social cohesion and justice as a foundation for thriving societies, CRS contributes to catalyzing humanitarian and development outcomes at scale.

The Priority Outcomes We Seek

- Social cohesion rooted in justice flourishes in the communities and societies where we work.
- Safe, equitable and inclusive systems and structures protect the most vulnerable and enable transformational change.
- Dynamic civil society and effective local institutions support integral human development and serve the common good.
- Community and faith leaders engage in people-to-people peacebuilding and multistakeholder dialogue to transform violent conflict and foster healthy, resilient relationships among conflict groups.
- Community members engage in social accountability mechanisms to assure the quality and integrity of government and nongovernmental programs and services.
- Effective advocacy and other action by Catholics in the United States and others of goodwill combat global poverty, violence and injustice.

¹ Source: OECD

Goal Area 2 All People Survive and Thrive in the Face of Disasters

The Case for Change

Poverty and violent conflict have driven 65 million people to flee their homes in recent years, the largest number of people on the move since World War II. This phenomenon, compounded with the growing frequency and impact of natural disasters and rapid urbanization, results in large-scale humanitarian needs. There is a need for both humanitarian response and recovery, and much more focus on building resilience of communities to withstand the worst when disaster strikes. Preparing for emergencies not only saves lives but also can preserve a lifetime of assets.

Our Commitment

Responding to the humanitarian needs of the poorest and most marginalized and vulnerable people goes to the roots of CRS' existence and the heart of our mission of compassion and service to others. To assist people to survive and thrive when faced with crisis, CRS has a comprehensive approach that includes urgent, lifesaving assistance and recovery. Promoting and supporting local leadership and systems, we seek durable solutions as early as possible and throughout longer-term protracted crises. We help people survive emergencies with dignity. We help them rebuild their lives, livelihoods and homes as quickly as possible. We assess their risks and help them prepare against

future emergencies. And we always tailor our responses to the local context and need, guided by the communities we serve and local expertise.

The Priority Outcomes We Seek

- Crisis-affected people obtain safe and dignified transitional or permanent shelter to rebuild their lives, livelihoods and communities in the aftermath of disasters.
- The immediate and recovery needs of crisis-affected people are met in timely and dignified ways, prioritizing market-based solutions that also help local economies to recover.
- The developmental and mental health of crisis-affected children is protected.
- People affected by crisis have increased resilience capacities to cope with future crises.
- Local institutions have improved their capacity to provide locally appropriate humanitarian response to the communities they serve.
- CRS' promotion and practice of area-based, integrated response management and coordination contributes to more holistic and locally led responses.

Goal Area 3 All People Achieve Dignified and Resilient Livelihoods in Flourishing Landscapes

The Case for Change

According to the United Nations, agriculture is the single largest employer in the world, providing livelihoods for 40 percent of the workforce in low-income countries. It is the largest source of income and jobs for poor rural households. Worldwide, almost 700 million people live on less than \$2.15 a day. Eighty percent of the poorest families live in rural areas and depend mostly on farming and livestock for both food and income. At the same time, seasonal farmers and other community members without land can benefit from diversifying their livelihood strategies and engaging in off-farm and non-farm enterprises. By addressing the urgent needs of small-scale farming families and their communities, we make a significant contribution to reducing global poverty and addressing long-term environmental threats.

Our Commitment

CRS helps end poverty by assisting farmers and other livelihood groups to access the tools and resources that enable them to earn living incomes, cultivate flourishing landscapes and build resilient communities. We are committed to scaling our Pathway to Prosperity approach, helping more households of small-scale farmers and entrepreneurs develop critical skill sets to strengthen their productivity and business practices. We will expand inclusive financial services, including community-led savings groups and pilot innovative financing approaches designed to

engage the private sector in facilitating scale and driving sustainable outcomes.

We will increase integration of natural resource management and conflict mitigation initiatives and prioritize and expand climate adaptation support to help people adapt to a changing climate.

We will help small-scale farmers and communities to diversify their livelihood strategies, engage with market systems, government regulators and private sector actors to ensure long-term change and systems that support empowerment and create opportunities.

The Priority Outcomes We Seek

- Small-scale farm households and entrepreneurs access information, training, services and opportunities that increase productivity, income assets and food security.
- Small-scale farmers and their communities adopt improved practices to restore and protect land, soil and water for viable livelihoods and future generations.
- Resilient, healthy, productive and cohesive households and communities recover more readily from shocks and stressors, supported by effective and responsible market and governance systems, advancing steadily along a pathway to prosperity.

Goal Area 4 All Children Reach Their Full Health and Development Potential in Safe and Nurturing Families

The Case for Change

Research shows that when children and adolescents have access to high quality health, education and social services and are raised in safe, stable and nurturing families their well-being is improved, thereby increasing the likelihood they reach their full potential as adults. Despite improvements in life expectancy and reductions in child mortality worldwide, millions of vulnerable children are needlessly left behind. Every year, about 5 million children die before their fifth birthday, primarily due to preventable infectious diseases like pneumonia, diarrhea, and malaria.¹ Nutrition-related factors contribute to 45% of deaths in children under 5 years of age.² Since the onset of the COVID-19 pandemic, an estimated 70% of 10-year-olds cannot comprehend a simple piece of writing, up from 57%.³ Access to quality education is still more limited for girls than boys, and children with disabilities are often excluded. Globally, 1 in 2 children suffer from violence each year.⁴ An estimated 3 million to 9 million children are living in residential care;⁵ yet an estimated 80%-90% of these children have a living parent.⁶ Millions more children are at risk of separation due to poverty, disability, illness, or conflict. Additionally, 1 billion children, nearly half the world's children, live in countries categorized as "extremely high risk" due to environmental and climate shocks.⁷ In summary, Children face a host of adversities, from pandemics to conflict to climate change, that threaten their health and developmental outcomes.

1 & 7 UNICEF; 2 & 4 WHO; 3 World Bank; 5 Desmond et al., 2020; 6 Van Ljendoorn, et al., 2017

Our Commitment

Investing in children isn't just securing our future, it's cultivating a more just and equitable world. By nurturing every child, regardless of ability, we cultivate a generation empowered to break cycles of poverty, navigate crises, and reach their full health and development potential. We envision a world where families and communities thrive, supported by an enabling environment that prioritizes equitable access to high-quality education, health, nutrition, and social services. To reach this vision at scale, we seek to transform the systems that serve children. By transforming systems and empowering individuals, families, and communities, we unlock the collective potential of entire generations to build a healthier, more resilient world.

The Priority Outcomes We Seek

- Children and adolescents enjoy optimal health, free from preventable diseases.
- Children and adolescents at risk for HIV are tested and receive appropriate care and treatment.
- Nutrition is improved among vulnerable populations, particularly infants and young children, adolescent girls, and pregnant and nursing mothers.
- All children and adolescents have improved opportunities to learn.
- Families provide safe and nurturing care for children and adolescents.
- People have adequate and equitable access to safe water, sanitation and hygiene.

Goal Area 5 All Youth Thrive in Every Aspect of Their Lives

The Case for Change

There are 1.8 billion young people in the world today. The share of those not in employment, education or training in 2020 rose to 23.3%, the highest level in at least 15 years. It is estimated that 80 million new jobs will be needed by 2030 to provide employment to these young men and women.¹ The majority of young people live in urban slums or impoverished rural areas of sub-Saharan Africa, where few complete secondary education and successfully transition from school to work. Consequently, most of them, defined as Opportunity Youth, work in the informal sector, often with low or no pay, and are exposed to poor and dangerous working conditions. To effectively navigate an increasingly challenging world, and be on a path of success, they need life skills and marketable abilities, wrap-around services, safe spaces and supportive relationships. Additionally, it is critical to invest in improving systems that prepare them for work in the 21st century, and that contribute to an enabling environment that will benefit young people in years to come.

Our Commitment

CRS is committed to successfully preparing young people to have sustainable livelihoods and enhancing their leadership skills. The scope of the challenge requires a shared commitment among civil society, public and private sectors, and Opportunity Youth themselves to address barriers, have proven models and mobilize resources to achieve change at scale. The youth employment challenge is not only about job creation for young people, but about

enhancing the quality of and access to training and services for formal employment or self-employment. It's about amplifying their voices and ensuring they have a say in the decisions that impact their lives. It's about supporting young people to advocate for themselves. We are committed to leveraging our organizational strengths—including relationships and networks—to increase opportunities to expand investments in evidence-based models.

Concurrently, we will work intentionally across our programs to meaningfully engage Opportunity Youth and increase their involvement in key sectors and programming areas such as agriculture, employment and peacebuilding.

The Priority Outcomes We Seek

- Opportunity Youth gain critical skills to successfully secure and maintain employment or start and grow their businesses.
- Increased numbers of Opportunity Youth are placed in formal employment or are self-employed.
- Opportunity Youth leverage enhanced leadership and life skills to negotiate challenging social and workplace dynamics.
- Increased numbers of Opportunity Youth participate in local decision-making.
- Opportunity Youth leaders are connected globally to work for peace, equity and social change.
- The enabling environment for Opportunity Youth is strengthened to be more reflective of and responsive to their needs.

¹ Source: ILO

BRAZIL

Photo by Felipe Thomaz for CRS



How We Will Achieve Our Goals

Strategic Approaches

CRS aligns our goals around four strategic approaches that provide a framework for catalyzing transformational change. These approaches are interdependent and mutually reinforcing, as they guide the development and implementation of work across our organization. This holistic approach to achieving our goals allows for agency-level initiatives and investments while valuing context-specific contributions from across the globe.

We will catalyze transformational change by leveraging current and developing new organizational assets and capabilities focused around these four key strategic approaches agency-wide.



- 1 Catalyze**
Humanitarian and Development Outcomes at Scale
- 2 Expand and Diversify**
Resources and Funding Mechanisms
- 3 Mobilize**
Global Church Action to Cultivate More Just and Peaceful Societies That Respect the Dignity of Every Person and the Integrity of Creation
- 4 Empower**
Our People to Be Agile, Innovative, and Impactful Through High-Performing Organizational Culture, Systems and Structures

Catalyze Humanitarian and Development Outcomes at Scale

Over recent decades, great progress has been made in reducing global poverty and its many symptoms. However, multiple negative forces—the COVID-19 pandemic, violent conflicts, climate crises and increasing geopolitical insecurity—now threaten to reverse this progress and push millions toward extreme poverty.

CRS sees an urgent need to promote greater attention to the U.N. sustainable development goals, which are a global call to action to end poverty in all forms in partnership with all countries. We embrace this holistic agenda that aligns with our values and mission, and that of the global Church and Caritas. We are committed to increasing our contributions to this blueprint for peace and prosperity.

CRS is committed to supporting local actors to strengthen their capacity to contribute to lasting and meaningful social change. Our approach to integral human development is implemented alongside an extensive network of some 1,735 dynamic partners—from Church and civil society organizations to governments and the private sector—who share our commitment to prioritizing the needs of the world's most vulnerable.

The five goal areas and related priority outcomes and targets of our agency strategy unify our efforts in 122 countries around collective results and policy changes, challenging us to stretch and strengthen while being responsive to local contexts. Three strategic initiatives highlight investments that we believe are necessary to advance our strategy.

We work toward inclusive and just systems and structures that will allow people to grow to their full human potential, and we support a systems-change approach, where all actors work together to address the barriers to development. Above all, we are committed to prioritizing the most vulnerable and marginalized in society and upholding the dignity of the human person in all that we do.

Our faith knows no bounds as we work to catalyze humanitarian and development outcomes at scale, while recognizing with deep humility that all we do is in collaboration with—and service to—our one human family.

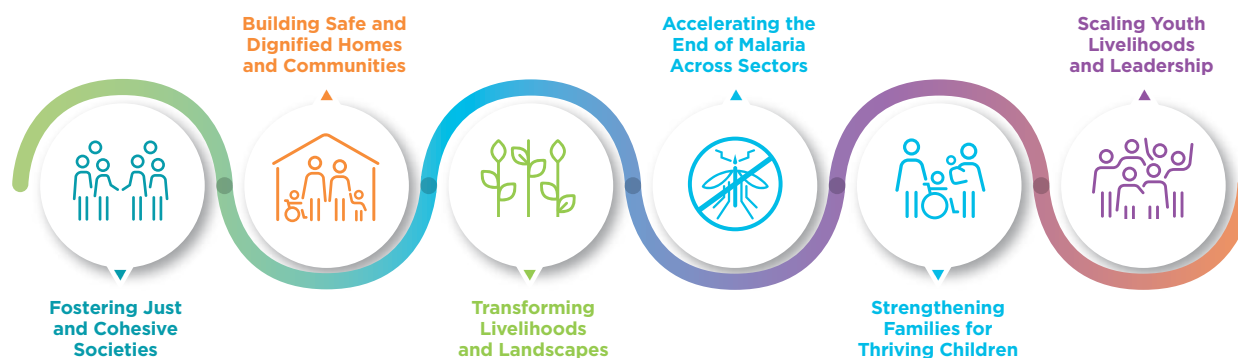
Initiatives

- 1.1** Accelerate progress toward our goals through strategic investment in new approaches to catalyzing results at scale, through six strategic change platforms.
- 1.2** Transform our approach to evidence, learning and outcomes measurement to support collaborative implementation and influence of solutions at scale.
- 1.3** Contribute to strong local leadership with the Church, civil society, government, and private sector partners—assisting them to be effective, dynamic and sustainable catalysts for change for the people and communities they serve.

Spotlight on Strategic Change Platforms

Strategic Initiative 1.1: Strategic change platforms serve as a vehicle both to test different approaches for catalyzing change at scale and to accelerate progress toward our 2030 goals.

To catalyze transformational change at scale requires breaking out of traditional paradigms. We are investing in six strategic change platforms (SCPs) to be bolder and more focused in our ambition to be catalysts of transformational change. While each platform is unique, they share a common objective: to achieve results at scale. CRS' platform approach is designed to break us out of traditional ways of working, test innovative ideas and strengthen our institutional capability to be a catalyst for change at scale. We are enabling this in part by designing from the beginning with scale in mind, investing private resources and using a longer term time horizon than that of typical projects. The platform approach incorporates an understanding of the complex role of markets and other systems, and includes a priority focus on engaging diverse stakeholders—especially local actors closest to the issues and those with the capacity and influence to affect positive change. CRS leads these platforms by drawing on a combination of evidence-based methodologies and lessons learned through our 80+ years.



2

STRATEGIC APPROACH

Expand and Diversify Resources and Funding Mechanisms

The changing nature of philanthropy, new models of charitable giving, increases in foreign direct investment and government tax bases, improved capacity of local institutions, rapidly evolving local markets, and financing mechanisms such as impact investing and social impact bonds—complemented by traditional grant funding and private giving—present new opportunities for CRS to work with partners who share our vision for a better world.

CRS will pioneer diverse ways to build partnerships with private and institutional donors and grow financial investment so that CRS can maximize our impact and deliver on our mission and so that our partners can innovatively serve their communities and lead their own development sustainably.

This requires proactive dialogue with donors, local partners—including the United States and other governments—and investors to co-design creative approaches to financing humanitarian and development outcomes. We will invite public and private partners, the next generation of philanthropists, steadfast advocates, and loyal donors together to join us and build the resource engine needed to tackle some of the world’s most challenging problems.

Using evidence-based data in storytelling and creative approaches to reach new audiences, we will expand our relationships with individual donors, institutions, and the private sector to attract and leverage funding and non-monetary resources including engaging networks and utilizing technology to achieve outcomes and influence change.

These resources will allow CRS and our partners to experiment with bold programming and co-create approaches to financing humanitarian and development outcomes that will achieve transformational, sustainable change at scale to have the greatest impact in the communities where we work.

Initiatives

- 2.1** Unite our approach to resource mobilization across all revenue streams to increase scale and sustainability of priority outcomes across all goal areas.
- 2.2** Increase private revenue across all sources, particularly through execution of the agency's first targeted leadership giving campaign.
- 2.3** Integrate long term, systems focused private sector collaboration across CRS programs and grow the use of innovative financing mechanisms to scale sustainable impact.

Spotlight on Private Fundraising

Strategic Initiative 2.2: At the outset of our *Vision 2030: In Their Own Hands* strategic framework, CRS launched our first-ever targeted leadership **Go FAR capital campaign**. Thanks to the collective generosity and solidarity of our CRS donors, especially from our governance and foundation board directors, the Go FAR campaign **raised a historic almost \$500 million in private philanthropy** in support of our Vision 2030 Goals and the transformational outcomes for the people we serve.



LESOTHO

Photo by Dooshima Tsee/CRS

3

STRATEGIC APPROACH

Mobilize Global Church Action to Cultivate More Just and Peaceful Societies That Respect the Dignity of Every Person and the Integrity of Creation

Animated by our Catholic values, mission and vision, we want to mobilize global Church action to cultivate more just and peaceful societies that respect the dignity of every person and the integrity of creation.

Our work with Church partners outside the United States builds on decades of shared experience and collaboration advocating together for justice and peace. Our shared Catholic identity with Church institutions around the world inspires our work together to complement programs and services with advocacy to address the root causes of poverty and injustice and advocate for transformational change.

As a member of the Caritas Internationalis confederation, we work closely with local Caritas members around the world—as well as other Church partners—to support their organizational sustainability and services to poor and vulnerable people while addressing the root causes of poverty and injustice.

Addressing root causes of poverty and injustice requires systems change. With decades of deep and broad experience across many different contexts—and guided by the prophetic voice of papal encyclicals among other Church teaching and voices—we have opportunities to influence policies, practices and attitudes that transform systems and structures and advance our shared vision for integral human development.

In the United States, we want to grow the engagement of our U.S. constituents in delivering our mission and building action-oriented global solidarity with people living in conditions of poverty, marginalization and vulnerability around the world. Our movement building strategy in the United States is the outward expression of missionary discipleship—calling forth leaders who have encountered Christ in the face of those living in poverty, becoming prophetic advocates for justice and the common good. Movement building is an act of solidarity with others around a shared vision for change—it is also an entrance into community with one another. Guided by our Catholic faith, we are committed to building a movement of passionate individuals across the United States who will take action to advance CRS and our vision of integral human development for all.

We deeply value our relationships with Church partners around the world and in the United States and will continue to engage with them to elevate the Church's role in catalyzing transformational change at scale to cultivate more just and peaceful societies that respect the dignity of every person and the integrity of creation.

Initiatives

- 3.1** Expand and fortify CRS and Catholic Church partners' impact and influence to catalyze transformational change at scale and advance a shared vision for integral human development.
- 3.2** Build a movement of passionate action-oriented individuals across the U.S. working alongside CRS to cultivate more just and peaceful societies that respect the dignity of every person and the integrity of creation.
- 3.3** Increase awareness and engagement of key audiences through compelling storytelling that demonstrates impact and evidence of CRS as a faith-driven and values focused high performing organization.

Spotlight on Integrated Advocacy



Strategic Initiative 3.2: Our **U.S.-facing divisions**, Charitable Giving, Marketing & Communications and Mission & Mobilization, have made incredible progress in building a movement of passionate individuals who take concrete action in support of our Vision 2030 goals through advocacy and policy influence and mobilizing public and private resources. This is accomplished through **building awareness** of the CRS mission, **engaging new and diverse supporters** through compelling storytelling and **deepening supporter commitment** through lasting relationships and leadership development.

WASHINGTON, D.C.
Photo by Philip Laubner/CRS

4

STRATEGIC APPROACH

Empower Our People to Be Agile, Innovative, and Impactful Through High-Performing Organizational Culture, Systems and Structures

CRS is looking to the future—up to and beyond 2030—as we seek to empower our people to be agile, innovative and impactful through high performing organizational culture, systems and structures. In an uncertain world filled with obstacles to human flourishing, we anchor ourselves in the transformational mission of CRS. Our people bring this mission to life.

CRS aims to cultivate a team of mission-driven colleagues from across the globe, bringing their diverse experiences, skills, and perspectives to our common purpose: to be of service to others and catalysts for positive change in the world. CRS continually invests in our talented colleagues so we can grow, learn and develop, thereby magnifying our collective impact. This includes prioritizing the safety, security and well-being of all CRS colleagues, which is of paramount importance to us.

Rooted in our Catholic identity, CRS aims to enhance our organizational culture, ensuring an environment where all can flourish—CRS colleagues, project participants, partners, donors and supporters. We commit to fostering practices, behaviors and policies that appreciate the diverse cultures and identities of our people and create inclusive experiences for our colleagues across the globe. Together, as individuals, as teams, as divisions and as an organization, we cultivate a values-centered culture dedicated to upholding the dignity of all.

Our Catholic identity and our mission call us to care for our common home. Every day, we see the impacts of climate change on those we serve in more than 120 countries around the world. We must do our part to mitigate the negative impacts of our operations on the environment and hold ourselves accountable to good stewardship of the natural world.

To achieve our ambitious vision for change, we must strengthen, further integrate, and align our structures, processes and systems to position our teams to be as efficient and effective as possible in delivering global impact. Our efficiency and effectiveness reflect our stewardship principle which calls us to cherish the resources that have been entrusted to us.

We are committed to the practice of continuous improvement and aspire to become more accountable for maintaining an enabling environment where people, process and technology work together in harmony.

Our people are our greatest asset, and we are committed to ensuring that our organizational culture, systems and structures enhance their ability to contribute their very best to our mission of transformational change in the world.

Initiatives

- 4.1** Foster a culture that exemplifies respect, equity, diversity and inclusion at all levels in the organization.
- 4.2** Invest in and cultivate a highly diverse, engaged and skilled workforce.
- 4.3** Strengthen CRS' integrated systems—people, processes, and technologies—to be more impactful, accountable, streamlined, and cost-effective.
- 4.4** Transform CRS into a truly data-informed organization.
- 4.5** Strengthen organizational agility, adaptation and effectiveness into the future through business and operating model innovations.
- 4.6** Promote climate action and care for creation through stewardship and an integral vision for our common home.

Spotlight on Investment in our Staff

Strategic Initiative 4.1: At CRS, we are dedicated to putting our faith into action to catalyze transformational change. How we deliver our mission matters as much as what we do. This includes ensuring that employee experience, culture and structures are congruent with our agency values, vision, and mission.

Respect, Equity, Diversity & Inclusion is our agency-wide strategic initiative and commitment to individually and collectively live our values, treating every employee and person we serve according to their God-given dignity.



We Draw on Strong **Organizational Capabilities and Assets**

To deliver on our goals we build on a global presence and networks, productive and mutually respectful partnerships, technical expertise across eight program areas and seven core competencies, influence on policies and practices, engagement of supporters in the United States, and many other organizational capabilities and assets.

PROGRAMMING EXPERTISE

Our signature program areas of Emergency Response & Recovery, Agriculture & Livelihoods, and Health & Social Services, represent approximately 80% of our work. Our focus on holistic programming means that in many cases other sectoral interventions are integrated with the program areas, offering pathways to thriving families and resilient communities. We continually invest in technical expertise and program excellence to advance our vision and goals.



CORE COMPETENCIES

In addition to our technical expertise, we invest in and leverage our core competencies—organizational capabilities central to the success of our programs, resource mobilization, influence on policy and practice, and engagement of donors and supporters.

Partnership & Capacity Strengthening	As part of the universal social mission of the Catholic Church, we deeply value our partnerships with local, national and international Catholic institutions and structures, as well as other organizations and institutions committed to change. We will continue to invest in and seek out mutually accountable relationships across civil society, the public sector and the private sector to deliver concrete results for the people we serve.
Justice & Peacebuilding Integration	Peacebuilding, strengthening just relationships and promoting social cohesion are at the core of all that we do and are fundamental to who we are as a Catholic organization. We invest in tools, resources and guidance for CRS colleagues and partners to work for social cohesion rooted in just structures and systems both in stand-alone and integrated programming, to catalyze transformational change.
Safeguarding of Staff & Program Participants	CRS promotes the realization of the human rights and dignity of the people we work with, and for, by preventing, mitigating and responding to sexual exploitation, abuse, and harassment. We continuously strengthen staff's knowledge and skills and the organization's policies and practices to ensure that staff and programs do no harm, and we remain transparent and accountable in our efforts.
Monitoring, Evaluation, Accountability & Learning	Consistently high-quality monitoring, evaluation, accountability and learning contributes to superior program performance and quality assurance that over time enriches integral human development. We invest accordingly to actively and openly document and share our successes, failures and learning to both internal and external audiences for the ultimate betterment of the lives of the people we serve.
Digital Transformation	Rapidly evolving digital technologies are redefining how CRS operates as one agency. They help us increase efficiency and effectiveness, connect globally, expand data-informed insights, and improve the quality and reach of programs and services. CRS has been an innovator and leader in the responsible application of digital technologies in global development and humanitarian response. We remain committed to optimizing appropriate use of digital technologies and leveraging data-informed insights across the agency to accelerate program and operational excellence.
Operational Excellence	Excellence in program implementation, systems and processes are critical to achieving program outcomes in the most cost efficient and effective ways possible. Financial stewardship, supply chain management, compliance and risk management, and information and field operations help CRS staff make optimal and beneficiary-focused decisions. We never take for granted our reputation as an excellent steward of the resources entrusted to us and continuously strive to improve.
Storytelling & Brand Building	Through strategic communications, we will bring evidence-based learning, digital technologies, and compelling storytelling to increase support for our advocacy and fundraising goals, strengthen accountability to stakeholders and increase our influence on perceptions, policies and practices to address our vision for integral human development.



Conclusion

At a time of rapid change around the world, CRS continues to build on strong foundations as we adapt and build for the future. In launching our *Vision 2030: In Their Own Hands* strategic framework, we have a sense of both urgency and optimism for the future. We are gravely concerned with the ongoing challenges of global poverty, violence and injustice—and the resultant increases in inequality, extremism and polarization, and threats to our environment. We also recognize the opportunities before us to contribute to building a more just, sustainable and peaceful world for all.

We want to be part of the solution to the world's most challenging problems, and believe that our agency strategic framework is guiding us well as we strive to be catalysts for transformational change at scale. We are energized and unified by our aspirations to save lives and alleviate suffering, to accelerate the end of poverty, hunger and preventable disease, and to cultivate just and peaceful societies. And we are humbled knowing that we are stewards of a legacy of over 80 years of service to others made possible through the tremendous support of the Catholic community in the United States and a vast and diverse range of partners and donors. And, most important, we are committed to the families and communities we serve around the world, who open their hearts and hopes to us as we accompany them on their journey to thriving families, resilient communities and flourishing landscapes in which all have opportunities to fulfill their God-given potential.

CENTRAL AFRICAN REPUBLIC

Photo by Jennifer Lazuta/CRS



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FRONT COVER PHOTO: Uganda
Photo by Stuart Tibaweswa for CRS

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