



THE INTERNATIONAL  
RESCUE COMMITTEE  
IN EUROPE  
FROM HARM TO HOME

A photograph of three children sitting on the ground in a rural, tropical setting. They are gathered around a large, dark grey jerrycan. The child on the left is a young boy in a white shirt, smiling. The child in the middle is a young girl in a white shirt, looking towards the camera. The child on the right is a young girl in a white t-shirt with a 'Garfield' graphic and red shorts, also looking towards the camera. The background shows palm trees, banana plants, and a simple wooden structure. The word 'CONTENTS' is overlaid in white text on the right side of the image.

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*Front cover: While most Syrian refugees are women and children, elderly men like this gentleman are another at-risk population. This man lives at Jordan's Zaatari refugee camp. Peter Biro/The IRC*

*Inside cover: Three children sit with a jerrycan during an emergency relief distribution on the coast of Panay island, the Philippines. Tyler Jump/The IRC*

## A MESSAGE FROM THE IRC-UK LEADERSHIP:

Carolyn Makinson  
John Holmes



### Dear friends and supporters,

The past year has been particularly challenging for the international humanitarian community. Simultaneous major crises have threatened to overwhelm resources. The International Rescue Committee has faced the full brunt of these challenges. With over 45 million refugees and displaced people across the globe, the desperate need for our lifesaving services has been more apparent than ever.

From the civil war in Syria, seen by many as the worst humanitarian crisis since the Cold War, to the devastating typhoon in the Philippines, which killed thousands but left millions without shelter, food, clean water, or livelihoods, the IRC was there to save lives, restore dignity and help rebuild. Thanks to the support of so many generous donors we were able to respond swiftly and effectively to reach people in desperate need.

In the Middle East, we are helping Syrians who have fled to Jordan, Lebanon, Turkey and Iraq. We have been able to offer medical care, clean water and sanitation, basic supplies such as blankets and warm clothing, and support for those traumatised by their experiences, not least women and girls affected by sexual violence. We have also provided over a million people inside Syria with medical and other emergency supplies.

In the aftermath of huge natural disasters like typhoon Haiyan, people need immediate help, and the IRC steps in where it can make a difference. On the Philippine islands of Panay and Cebu, which were badly hit and underserved by the larger humanitarian response, the IRC distributed almost 10,000 soap and hygiene kits, as well as 4,000 jerrycans for collecting and storing safe drinking water.

Founded in 1933, at the suggestion of Albert Einstein, to rescue German families fleeing Nazi persecution, the IRC has its original roots firmly in Europe. Since IRC-UK's establishment in 1997, we have been re-invigorating these roots. Our partnerships with the UK Department for International Development, the European Union, and the Swedish International Development Agency have been fundamental in supporting the IRC's lifesaving work across the globe. We look forward in the coming years to building on these partnerships, and creating new ones, both public and private. Europe is an increasingly important part of an IRC with an increasingly global focus and reach.

In September 2013 we also welcomed a new global president to the IRC, David Miliband, former foreign secretary of the United Kingdom. The son of refugees himself, his connection to the IRC's mission is personal and passionate, and he has hit the ground running, as you will see from his first reflections overleaf.

It is only with the generous support of dedicated donors, and of our network of friends and supporters, that we have been able to continue to help millions of people to rebuild their lives. As the need for our lifesaving work has increased, so has our requirement for extra resources. The IRC's budget globally has now reached \$300 million, and we are glad to report that almost one third of that came from UK and European donors.

On behalf of our colleagues in the IRC in Europe, and the Board of IRC-UK, we would like to express our immense gratitude and appreciation to all who have enabled us to continue this vital work. You have helped save many thousands of lives and given new hope to millions of people. We hope you will continue to do so.

Best wishes,

Carolyn Makinson  
Executive Director, IRC-UK

Sir John Holmes  
Chair, Board of Directors, IRC-UK

## A MESSAGE FROM IRC PRESIDENT AND CEO

David Miliband



### Dear friends,

I am honoured to present the IRC's European annual report for 2013—a year in which we continued to carry out our lifesaving mission globally. Our response to the growing crisis in Syria and its neighbours epitomises our dedication to people and communities in need. I've seen for myself in Jordan, Lebanon and Turkey how much the IRC's work is valued by refugees and how highly it is respected by donors. Our cross-border work, carried out with extraordinarily courageous Syrian partners, has enabled us to provide over a million people with desperately needed health care.

All around the world, we have continued our work in health, education, economic development, and women's protection and empowerment, helping millions of people affected by protracted, often forgotten conflicts. We have expanded our work in the Sahel, a region of Africa coping not only with widespread conflict but also with mass population movements caused by shortages of natural resources.

2013 was also a year which dramatised the risks involved in our mission. We continue to mourn the loss of five members of our staff who were abducted and murdered in Afghanistan. We honour their memory by continuing their brave work. As the son of refugees, I am honoured to lead the International Rescue Committee. We are grateful for the support we are receiving from our donors, our staff, and members of our Board of Directors and Overseers. I hope you are as inspired as I am by the record presented here.

Best wishes

David Miliband  
President

**"There are fewer wars than ever before, but more refugees than ever before. There are new pressures from civil war, sectarian conflict, climate change and resource pressures. This is the new frontier for the IRC and humanitarian organisations, one that that we must address not just with emergency services but with long-term economic and livelihoods programmes that help refugees and displaced people support and sustain themselves. In 2013, the IRC introduced innovative new programmes in the field: cash for work, cash transfer programmes and a multimedia information service to help Syrians access humanitarian aid. The IRC has a real drive for innovation, and we depend upon our core private donors to support these efforts. It's vitally important that the IRC continue to be one of the most innovative humanitarian organisations."**

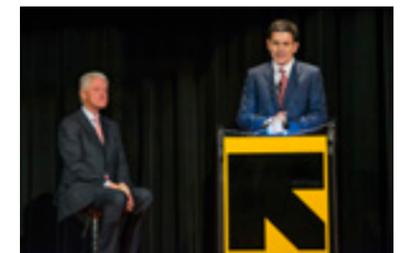
David Miliband



Above: David Miliband speaks with an IRC staff member at Jordan's Zaatari refugee camp.



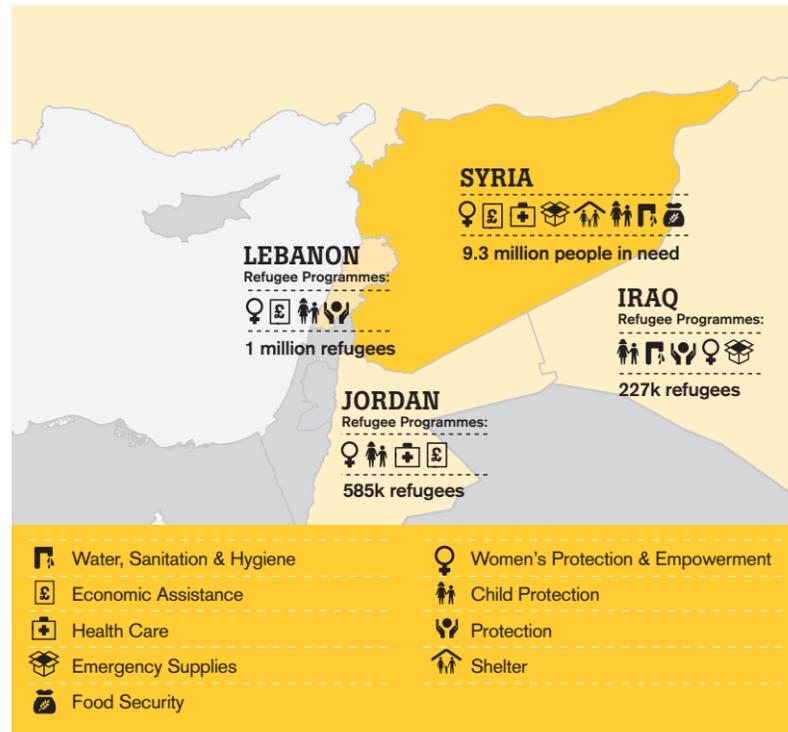
Top Right: IRC president David Miliband meets Darfuri refugees in the Kakuma camp in northwestern Kenya during a visit to IRC programmes there in May 2013.



Bottom Right: Bill Clinton and David Miliband, at the IRC's Freedom Award Dinner in New York, 2013.

## FROM SYRIA TO THE PHILIPPINES: Responding to emergencies across the globe

### SYRIA CRISIS: THE IRC RESPONSE



In 2013, the IRC mounted a comprehensive regional emergency response to the unprecedented crisis in Syria and across the Middle East.

#### FOCUSING INTERNATIONAL ATTENTION ON THE PLIGHT OF SYRIANS

The IRC's humanitarian response to the Syria crisis was complemented in 2013 by an international advocacy campaign to raise awareness of the conflict's devastating effects on the lives of millions. In January, we published *Syria: A Regional Crisis*, a major report outlining the overwhelming suffering caused by the conflict and highlighting the particular need to protect women and girls, as well as refugees and displaced people in towns and cities. We capitalised on the considerable press coverage of the report with briefings and meetings with senior policymakers (including the UK's Secretary of State for International Development), public and media events and a further three publications focusing on the impact of the crisis on Lebanon, Jordan and Iraq. IRC President and CEO David Miliband also travelled to Lebanon and Turkey in 2013 to highlight the plight of the Syrian refugees there.

#### SYRIA

Inside Syria, the IRC has reached over a million people with medical and emergency supplies, and trained nearly 200 doctors, nurses and paramedics in frontline medicine. In camps for the displaced, we provided clean water and sanitation, primary school education, and emergency supplies. We also distributed food rations to displaced families in the Al-Hasakah region of eastern Syria.

#### JORDAN

In Jordan, we delivered primary and reproductive health care at clinics in the border cities of Mafraq and Ramtha, offered social services and individual and group counselling to refugee families, and provided support to survivors of sexual violence. In Jordan's refugee camps, the IRC provided support to refugee women and is helping reunite children with their families.

#### LEBANON

In Lebanon, the IRC is operating four women's centres and has launched a cash assistance programme that helps both Syrian refugees and local Lebanese to pay for rent, food, electricity and heating and other essentials.

#### IRAQ

At the Domiz refugee camp in northern Iraq, we have provided camp management and a safe space for women and built a secondary school for refugee children. At Al Qaim camp, the IRC has provided free legal assistance, mobilised community groups and helped survivors of sexual violence, while at Arbat camp, near the Syrian border, we have provided water and sanitation services.

#### GAINING INTERNATIONAL COMMITMENTS ON PROTECTING WOMEN AND GIRLS IN EMERGENCIES

In situations of conflict, like Syria, and natural disaster, like the typhoon that devastated the Philippines, women and girls are at higher risk of violence and sexual abuse. The IRC remains one of the leading organisations in designing and delivering programmes that make a real difference to women and girls. As a recognised global thought leader on the issue, we also work to ensure donors, policy makers and other practitioners understand and respond effectively to the needs of women and girls. Protecting women and girls from violence is life-saving, not optional. When a woman has been raped, she could have just a few hours to ensure that life-threatening injuries do not become fatal, 72 hours to prevent HIV transmission, and five days to prevent unwanted pregnancy.

The IRC's close cooperation with the Department for International Development (DfID) resulted in recognition by the UK government that protecting women and girls in emergencies is life-saving and must be established from the very beginning of all humanitarian responses. Our efforts culminated in November 2013, with a global 'call to action' by donors and humanitarian organisations to commit to protect women and girls from violence and sexual exploitation in emergencies.

In 2013, the IRC also contributed to the drafting of the European Community Humanitarian Office (ECHO) gender policy, and will continue to monitor its roll-out. This policy commits to ensuring that strategies to address gender considerations and combat violence against women and girls will be included in all humanitarian responses.

*Right: A typhoon Haiyan survivor receives a jerrycan from the IRC's Aisha Bain remove IRC before distribution during a distribution on Panay island in the Philippines.*

### THE PHILIPPINES: TYPHOON HAIYAN

"Our village was so beautiful," Ruth began. "Everything is gone." She paused and used her shirt to wipe away tears, and I saw that the other women members of the village council had covered their eyes with their hands. "All our fishing boats are gone, not one left. The banana trees are gone. The coconut trees," she said, gesturing toward the hillside, "are gone. Our fish farm with over 200,000 fish—destroyed. All our livelihoods have been washed away."

Ruth is from a fishing village on Panay Island that was in the central path of typhoon Haiyan and received the double impact of the typhoon and the storm surge. IRC Emergency Response Team member Aisha Bain met with Ruth and her fellow village council members to talk about the needs of their community. What stuck with her the most after these conversations was their drive to rebuild. "I have been deeply moved by [their] astounding strength, courage and generosity. They have resilience, dignity and determination," Aisha says.

On 8 November, 2013, the most powerful storm ever to make landfall hit the Philippines. Typhoon Haiyan raged across the archipelago, affecting a staggering 11.5 million inhabitants and displacing hundreds of thousands of people. Haiyan devastated homes, roads, airports, seaports, water supplies and power lines—and left in its wake severe shortages of potable water, food stocks and medical supplies. The IRC dispatched its Emergency Response Team to the Philippines to identify survivors' needs and provide urgent assistance as part a vast international relief effort. We focused on three severely affected areas in the Western Visayas region—Capiz, Iloilo and northern Cebu—that received little relief in the weeks after the storm.

The IRC worked to meet urgent needs for water, sanitation, shelter, and protection for those most vulnerable in the wake of the disaster, including women, children and the elderly. The emergency team delivered storage containers to areas where water supplies have been disrupted, solar-powered lamps to places where power is not expected to return for months, and emergency kits packed with spare clothing and other personal items to help women hold onto their dignity amid extremely difficult circumstances. The team also focused on creating job opportunities that will enable survivors to earn cash to help them rebuild their homes and their lives.



## HIDDEN AND EXPOSED:

Fighting for the rights of urban refugees in Lebanon

**Samara fled Damascus after her home was destroyed by rocket fire. At 28, she had lost her husband and two brothers, and was left with three young children to raise on her own. Fleeing to Lebanon was her family's best chance of survival.**

After crossing the mountains by foot into Lebanon, Samara and her children lived under an overpass in a public park in Beirut. She had no money or information on how to find help; she began begging on the streets to survive. Samara was arrested by the local police, detained, fined and threatened with deportation. The IRC first learned of her case when she was in jail.

The IRC has protection teams across Lebanon that ensure that refugees' legal and human rights are protected and that they have access to the information and services they need to survive, such as how to get food aid or where to take their children to the doctor.

Our teams make hundreds of visits to refugees, local community members and leaders, the UN, and other aid agencies to collect up-to-date information on what people need, what services are available to them, and how to ensure refugees can access the support they need.

That's how we found Samara – by establishing a connection with a local doctor who later called one of our staff to alert us to her arrest.

Because our teams can't be everywhere they are needed at all times, the IRC has become a leader in using the latest technology to gather and share information about the needs of refugees. Our teams use tablets, mobile phones, and online data management and reporting systems to ensure that this

vital information is collected, analysed and distributed to refugees and to the organisations who provide them with support. Early this year we launched an SMS alert system that has already reached 90,000 refugees with mobile phone messages on matters of health, education, food distribution, and registration with the U.N.

The IRC began to help Samara by arranging for legal aid to gain her release from detention. When we visited her shortly afterwards she was living in a tiny one bedroom apartment, furnished only with a single mattress. We asked Samara how she was coping with the freezing temperatures, and she shyly replied: "I have one blanket, which I hid from you, as I got it from the street and was embarrassed that you would see it".



### SHAPING THE GLOBAL RESPONSE

Throughout 2013, the IRC continued to raise awareness of the particular challenges that urban refugees face around the globe. Our groundbreaking multimedia exhibition 'Hidden Lives' brought audiences in New York, London, Brussels and Geneva face-to-face with their stories and testimonies, while IRC policy briefings focussed on the plight of Syrian refugees struggling to survive in the towns and cities of Lebanon and Iraq. In October 2013 the IRC brought together academics, civil society and senior government, UN and EU decision-makers to build commitment to improving responses to urban refugees' unique needs.

Our team then referred Samara and her family to a local aid organisation, which provided her with blankets and a heater to cope with the cold, as well as food. Before the IRC came to help, Samara was completely dependent on random acts of charity from her neighbours. The support that she has since received has enabled her to keep a roof over her children's heads.

Since this project began in September 2013, IRC protection teams have worked with 146 families like Samara's, helping them to access desperately needed services provided by local and international organisations. On our most recent visit to Samara's

home, she told us how much she values her visits from the IRC's team: "No one has ever shown such an interest in helping me, or followed up on me so closely before."

In 2014, the IRC plans to make its SMS information service two-way, so that refugees can confidentially report to us incidents of unlawful detention, illegal checkpoints, violence and any other serious risks affecting them. The IRC will then take immediate action to provide the support they require.



*Top: A Syrian refugee girl fills water containers near her family's tent in North Lebanon. All refugees in Lebanon are 'urban refugees,' meaning they must find their own housing. There are no official 'tenting' camps in Lebanon.*

*Bottom Left: Syrian refugee boys eat tomatoes and cucumbers outside their temporary housing in Lebanon's Beka'a Valley. Refugees are spread through more than 1,500 communities in Lebanon. Many complain of shortages of food, especially fresh fruit and vegetables.*

*Bottom Right: Syrian refugee families gather outside their temporary homes of cardboard and burlap in northern Lebanon. The satellite dish provides a multitude of television channels, but refugees say they mostly watch for news from home. While many have television in this informal settlement, few have refrigerators or toilets.*

# PHOTOS FROM THE FRONTLINE: Central African Republic

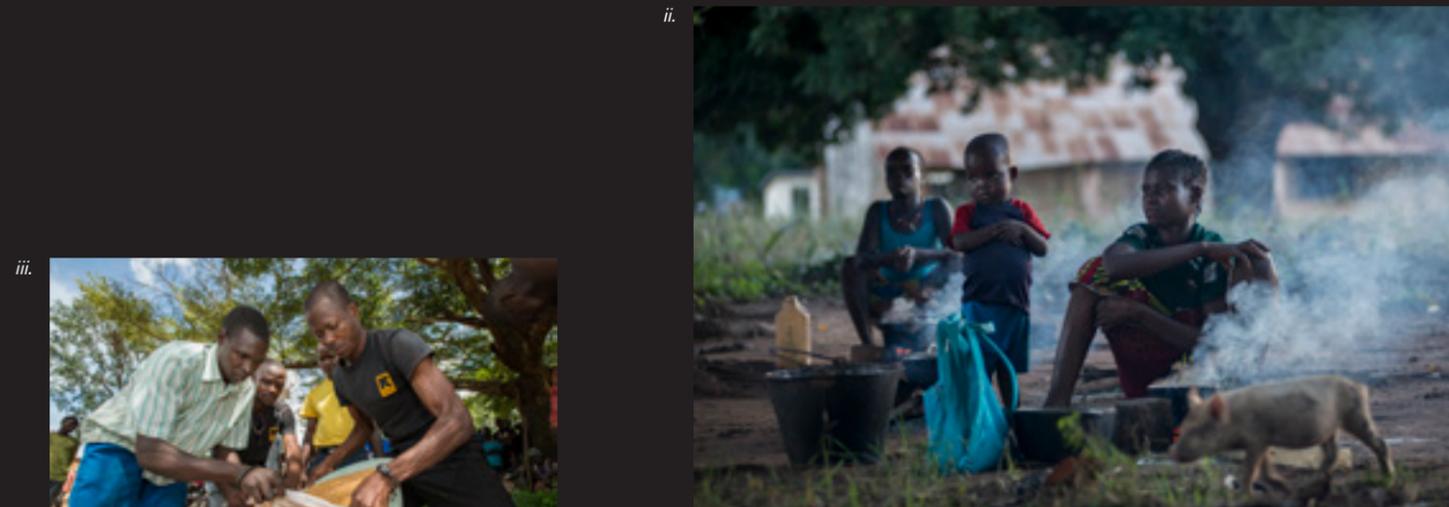
In early December 2013, violence erupted in Bangui, the capital of the Central African Republic (CAR), a culmination of 12 months of insecurity. By early 2014 almost 1 million people had been driven from their homes by the fighting. In Bangui, they sought refuge in 65 different sites across the city, including mosques, churches and schools.

The IRC's country director in CAR, Sarah Terlouw, described conditions at these locations as 'unbearably grim'. In one site there was a single latrine for 12,000 people. The IRC's response to the crisis was immediate, with temporary latrines installed, emergency food support offered to more than 10,000 people, and soap and jerry cans distributed to 40,000 people.

As the security situation in CAR continued to be extremely volatile in early 2014, women and girls were at particular risk. The IRC established listening centres where survivors of violence can seek support, and reached 62,000 people with information on our services for women, as well as distributing 7,500 emergency kits including sanitary towels, spare clothing and security items such as torches.



i.



ii.



iii.

i. Kaga-Bandoro has the region's only hospital. "Sometimes they come in too late," said Marie-José Dongognon (right), an IRC-trained nurse at the hospital. "A one-year-old boy died just this morning. The situation is very, very bad."

ii. Amid a food crisis, a woman cooks for her family in Kaga-Bandoro town, Central African Republic.

iii. Landry Punamoundjou (far left) receives rice for his family at an IRC-organised food distribution. He lost his home when ex-Seleka rebels rampaged through his village of Ndiba, torching most houses.

iv. Marguerite Mallo examines a pregnant woman in her small room at the Kaga-Bandoro Hospital, the region's only hospital. Mallo, an IRC-trained midwife, said that she has seen a sharp increase in rape and other sexual violence since the coup. "I treat rape survivors here every day. Women are attacked when they venture out into the fields alone or when their men are away looking for food. Most of the time the perpetrators are in uniform and carry guns."

v. Villagers fetch water at an IRC-installed water point near Kaga Bandoro, Central African Republic.

iv.



v.



Outside Bangui, the IRC also works in the north of CAR in Kaga-Bandoro and Bocaranga. Those who have been forced to flee their homes in this part of the country have been living in the bush, afraid to go near the main roads or return home to their villages. "The rebels burnt my house and I found myself in the fields. Presently, we're only eating cassava leaves, like animals. And we drink water from the forest", said a local village leader.

In late 2013, the IRC distributed emergency food aid to some 20,000 people in northern CAR. The country faces serious food insecurity if the next planting season is missed. The IRC plans to work with local people, providing them with seedlings and farming tools, and helping them to organise into agriculture groups to be prepared for planting season.

In addition to this most recent emergency response, the IRC has longstanding programmes in CAR:

- We provide health care and emotional support to survivors of sexual violence.
- We support and build schools that teach children to read and write and provide them with a safe place to play.
- We build latrines, dig wells and repair water sources to improve hygiene and access to safe water.

## ON SOLID GROUND:

Building a picture of home

There are more than 45 million people across the globe who have been forced to flee their homes as a result of conflict or natural disaster. On Solid Ground, a multimedia project launched by the IRC in 2013, brings together some of their stories. Stories of people like Analissa, who are starting afresh in unfamiliar cities, rebuilding homes they were forced to abandon decades before, or embracing new means of survival in the face of crisis.

Through funding from the European Commission's Humanitarian Aid and Civil Protection department (ECHO), the IRC commissioned seven Panos Pictures photographers to capture portraits of refugees and survivors of disaster in seven communities across the globe, asking what home means to them.

### THE IRC IN KENYA

The IRC has been working in Kenya since 1992, providing essentials like clean water, health care and shelter to tens of thousands of refugees escaping conflict and natural disaster in Somalia, Sudan, Ethiopia and other neighbouring countries. We also assist Kenyan communities that host refugees, as well as those affected by the post-election violence in late 2007. To foster long-term development, the IRC supports education, job training and conflict resolution so communities remain safe for women and children and become economically independent.

Far right: Shukri Ali Aden  
Below: Dadaab refugee camp, Kenya.



"I came here with my husband and children in 1992. We were farmers, growing maize, bananas, mangoes, tomatoes, all kinds of things. It was all looted, taken from us by the militiamen. People were raped and killed. I am part of a group of women who work together to provide for our families. We are sexual survivors, widows and divorcees. At first we survived gathering firewood from the bush to sell in the camp. **Then we sold sweets and snacks, before we applied to the IRC for support to start the bakery. Life is a bit better now.**

Going out into the bush was dangerous, but now we work at the bakery we can stay close to our families. We have to get up at four in the morning to start baking, but we can buy books and pens for children to take to school. We are always grateful for what God has provided for us, but in twenty years that I have lived in Kenya I have never once left this camp. When I think about Somalia, I think of the freedom we used to have and I hope that Somalia will come back to the world so we can go back to our homeland." *Shukri Ali Aden is currently living in Hagadera, Dadaab refugee camp, Kenya*

## WHAT WOULD YOU DO IF THE PLACE YOU CALL HOME WAS TORN APART BY VIOLENCE?

"I fled the fighting in 1998. When we were still in Tanzania, my husband promised that he would give me land for the kids but he changed his mind when we got back. **Thank God the IRC helped me get land for my youngest at least. Now I have a plot, 50 metres by 80 metres.** The problem is that I am still renting a house because I can't afford to build on the land that I won. As I am working I have saved a bit of money and I am gathering some bricks and I will start building a house when the rain stops." *Analissa Kwizera's name means hope. She is currently living in Nyanza-Lac, Burundi*

### THE IRC IN BURUNDI

Recovering from years of civil war, Burundians are hopeful for peace after two democratic elections. The IRC encourages stability by protecting and reuniting families as hundreds of thousands of displaced people return home, and by providing Burundians with the supplies and skills they need to move forward. We work to safeguard the human rights and well-being of returned refugees and to increase access to justice in communities.

Below: Analissa, outside her home in Nyanza-Lac, Burundi.



**THE IRC IN PAKISTAN**

The IRC has worked in Pakistan since 1980, and most recently focused on emergency relief and recovery from the worst floods in the country's history, in 2010 and 2011. The IRC has helped to rebuild homes, schools, roads and other infrastructure to help Pakistanis get back to normal life.

## HOW WOULD YOU COPE IF FLOODS OR DROUGHT DESTROYED YOUR CROPS AND YOUR FAMILY WENT HUNGRY?

"When the floods came in 2011, the whole house collapsed and we are still rebuilding. Slowly, slowly, not full time – we only have a couple of hours a day free to work on it. We don't own the house, so in fact the landlord could kick us out at any time. But it's still important to make a good home. People judge you on the home you keep: does it have good assets – land and livestock? If the house wasn't clean people wouldn't take a good view of the family.

**We had a little money saved, and when the IRC paid us for our labour we decided to buy a buffalo. It provides food in the form of milk and we thought it best to invest in a permanent asset.** There hasn't been any good news in a long time, but we keep smiling at the small things in life and we sleep soundly at night because we haven't borrowed any money so we have no debts."

*Dileep, Pakistan*

*Below: Dileep, with his family outside his home in Sindh province, Pakistan*



## IF YOU HAD TO FLEE SUDDENLY, WHAT WOULD YOU TAKE WITH YOU?

"Having a clean, tidy and beautiful house makes you feel better. Your home should be like your own temple. My wife Radha painted this house, she has a passion for it. Our house wasn't so badly hit by the flood because we covered it with plastic sheeting. The roof was damaged but the walls stayed intact. Afterwards, there was a lot of disease and our buffalo died.

**But IRC helped. They gave out money for repairing the houses, making pathways, clearing up the village, and we were paid for taking part."**

*Dano, Pakistan*

"I have been painting since I was a child and I have painted this house many times, every time the colours fade in the sun or are washed out by the rain. Repainting our house took a whole month because I had to fit it in around everything else, the domestic tasks, looking after the animals, preparing food. We chose blue and yellow because they are the cheapest colours you can buy at the market.

I get up around five every morning, although I don't know the time exactly. As well as taking care of the home I sometimes work as a labourer in the fields, and sometimes I do embroidery at home. My mother always says, keep the house clean, don't sit idle, work hard and live a better life. We decided to send our daughters to school. I want them to be educated and have a better place in society."

*Radha, Pakistan (pictured below outside her home with her two daughters)*

*Below: Radha, with her two daughters, outside her home in Sindh province, Pakistan*



## GIRL POWER: Kenya style

**Juliet grew up in a poor neighbourhood in Nairobi, Kenya. She dreamed of becoming a businesswoman when she was in high school, but she was forced to drop out because her family couldn't afford her school fees. As the IRC's Stephen Okello explains: "Girls are often more vulnerable than boys. When families face challenges with affording school fees it is often the girl who will drop out first."**

To help girls like Juliet to realise their dreams and escape the cycle of poverty, the IRC created the Girls Empowered by Microfranchise project, partnering with a number of established companies like hair manufacturer 'Darling'. Juliet is one of more than 2,000 girls aged between 16 and 19 who have received business skills training and on the job support to create and run their own small businesses.

Juliet now runs her own salon, but her ambition has not ended there. She would like to expand her business and provide similar opportunities to other young girls like herself. "My hopes in life are to open more branches of my salon, so that they would become a school where I can teach other young girls like myself. Or for those who already have skills, they could be employed."

Running her own business has given Juliet a new found confidence: "My personality has changed," she says "Now I have courage. I can talk to young girls, I can encourage them. There are many young girls who are just hanging around, they don't have anything to do, they get pregnant young."

I think it would be good to educate more girls, to give them opportunities to get more skills, because it has changed my world, I am telling you."

And now that she has control over her own finances, what does Juliet enjoy spending her income on? "I can take my family out for lunch," she says, with a broad smile.

As Mahmoud Saffideen, Head of East Africa for Darling, explains, young people like Juliet are ambassadors: "They are the people who actually carry our brand, and who will make a difference in our business. So without a doubt working with them is the most important thing in our business."

And of Darling's partnership with IRC, he says: "It's been an excellent experience to tell you the truth. It's a very good relationship. Just seeing the smile on these ladies faces, seeing how happy they are to be independent, to be able to take care of themselves, is just amazing."



*Right-hand Page: Juliet blowdries a customer's hair whilst her mentor from Darling Academy supervises. After girls graduate from the academy their mentors have regular follow up visits with them to support them in running their business. Juliet's salon receives a steady stream of customers.*

*Right: In a busy neighbourhood of Nairobi, where the streets are lined with kiosks selling fruit and vegetables, clothes, pots and pans, charcoal, meat, and all kinds of fast food, twenty year old Juliet Nerea runs a small salon catering to the local community.*





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Report credits

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*Left: Rena, with her children, outside her rented home in Ramtha, Jordan. She fled her home in Syria with nothing but her watch, a birthday present from her husband three years ago. "It's broken but I keep it with me because it's the only thing I have from home."*

Photo credits

*Tyler Jump, p.5 top left photo of David Miliband: Lynda Shenkman, bottom right: Sophia Jones-Mwangi, bottom left: Ned Colt, pages 6-8 Ned Colt, p.9 Tyler Jump, pages 10-11 Stefanie Pfeil, p.14 Matias Costa/Panos Pictures/IRC/EU-ECHO, p.15 Chris de Bode/Panos Pictures/IRC/EU-ECHO, p.16-17 Shiho Fukada/Panos Pictures/IRC/EU-ECHO, inside back cover: Abbie Trayler-Smith/Panos Pictures/IRC/EU-ECHO*



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