



# In Their Own Hands

**CRS 2030 STRATEGY**





**VIETNAM**

*Photo by Lisa Murray for CRS*

‘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.’

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SOLLICITUDO REI SOCIALIS #38

# A Message From Our President & CEO

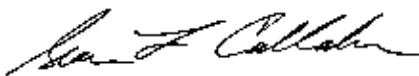
At Catholic Relief Services, we are dedicated to putting our faith into action to do whatever it takes to build a world in which all people reach their full human potential in the context of just and peaceful societies. We have a vision for a world that respects the sacredness and dignity of the human person and the integrity of all of God's creation. Our mission is a faith-filled call to serve others—based on need, not creed, race or nationality—as taught in the Gospel of Jesus Christ, prioritizing the most vulnerable and marginalized among us.

I am proud of CRS' 75 years of global solidarity and service to our sisters and brothers around the world. From responding to the humanitarian needs of migrants and refugees during World War II to programs and services that today reach over 130 million people across 110 countries, our enduring mission inspires and guides us. In our new strategy, we look to the evolving needs and opportunities of the people we serve and their local institutions, and challenge ourselves to be bolder and more ambitious in our aspirations to not only catalyze transformational change to combat poverty, injustice and violence, but to achieve these results at greater scale.

We know that in collaboration with the people we serve—the local Church and secular institutions dedicated to their holistic development and well-being, our generous donors, inspiring and creative partners, and our mission-driven, values-led team—we can advance our 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.

It is a vision for a world without poverty, injustice and violence. A world where humankind prospers in harmony with our natural environment. A world where the most vulnerable are protected. A world where all can reach their full God-given human potential. Above all, it is a world where just and peaceful societies create the conditions needed for human flourishing.

Peace and Light,



Sean L. Callahan, President & CEO



# 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 the poor and vulnerable overseas. 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, 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.’

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EVANGELII GAUDIUM #183

KENYA

Photo by Karen Kasmauski 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, much 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
- Rights and Responsibilities
- Social Nature of Humanity
- The Common Good
- Subsidiarity
- Solidarity
- Option for the Poor
- Stewardship



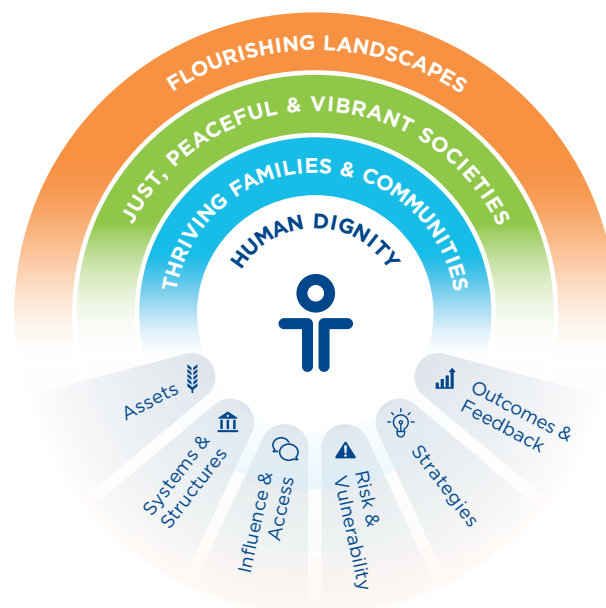
# How we deliver our mission matters to us as much as what we do.

Rooted in Catholic social teaching and informed by our lived experience, our faith calls us to give a weighted concern to the needs, capabilities and hopes for the future of people living in conditions of poverty, violence, vulnerability and marginalization.

At CRS we have developed a conceptual framework for our work—our integral human development model—that places the dignity of the human person at the center of all that we do. Our model is based on the idea that human development must be holistic and multidimensional—and that personal well-being can only be achieved in the context of just and peaceful relationships and societies.

We work to catalyze truly transformational change by meeting immediate needs while addressing—in close collaboration with local and international Church, civil society, government and private sector partners—the complex, multidimensional, and systemic nature of poverty, vulnerability and injustice.

## INTEGRAL HUMAN DEVELOPMENT MODEL





MEXICO

Photo by Keith Dannemiller for CRS




‘For surely I know the plans I have for you, says the Lord, plans for your welfare and not for harm, to give you a future with hope.’

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JEREMIAH 29:11





SIERRA LEONE

Photo by Michael Stulman/CRS

Our commitments to delivering results are never made in isolation. Our long tradition of working in partnership with others—particularly our Catholic Church partners, local communities, other civil society organizations, governments, donors and the private sector—is essential to building a world free from poverty, violence and injustice.

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# Partnership and Capacity Strengthening Are at the Heart of Our Approach

We work every day to be a trusted, compassionate and reliable partner. And our commitments to delivering results are never made in isolation.

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 worked for many years to connect the dots across myriad stakeholders—from local Church partners and governments and donors to small-scale farmers and community health workers, the private sector and researchers—to promote collaborative, mutually beneficial relationships that advance our vision for integral human development.

As a member of the Caritas Internationalis confederation, a network of over 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 be effective, dynamic and sustainable catalysts for change for the people and communities they serve. We believe that by investing in people and strengthening local institutions, we support their ability to lead their own development, increasing the impact of programs and services and producing sustainable solutions.



**JORDAN**

*Photo by Nikki Gamer/CRS*

# Our **Changing** World



## BANGLADESH

Photo by Mahmud Rahman for  
CRS/Caritas Bangladesh

While there has been unprecedented progress over the past three decades in reducing poverty and improving human development around the world, in a fast-changing and complex world progress cannot be taken for granted. These are some of the major barriers to integral human development, especially for the most vulnerable and marginalized people:

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

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Our **common home**—Natural resource scarcity, threats to the environment and climate, and pandemics.

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**Growing inequality**—Lack of economic opportunity and dignified livelihoods.

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



## Call to Respond to Support Human Flourishing



Despite the many barriers blocking the creation of a more just and peaceful world, we also see great momentum and opportunity to drive change. An overarching theme of our new 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 and build a more just and peaceful world for all requires focused and collective effort to meet immediate needs while driving systems-level change.

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, not incremental, change—that resonate for CRS, the Caritas Internationalis confederation and our many partners around the world. Our new strategy identifies priority outcomes and ambitious targets that contribute to achieve by 2030 the global goals where they align to our mission, values and priorities.

We embrace the challenges and opportunities before us with great optimism and hope.

“The urgent challenge to protect our common home includes a concern to bring the whole human family together to seek a sustainable and integral development, for we know that things can change. The Creator does not abandon us; he never forsakes his loving plan or repents of having created us. Humanity still has the ability to work together in building our common home.”

# Our 2030 Strategy, Their Destiny

Inspired by our mission and Guiding Principles rooted in Catholic social teaching, we are committed to increasing our impact and influence in a rapidly changing world. In our new agency strategy, we aspire to be more ambitious and bold in advancing our vision of a world in which **all people—with a preferential option for the poor, vulnerable and marginalized**—have opportunities to fulfill their God-given human potential.

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

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EVANGELII GAUDIUM #190



## Our Aspirations



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.

**BURKINA FASO**  
*Photo by Sam Phelps for 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

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## Goal Area 2

All People Survive and Thrive in the Face of Disasters

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## Goal Area 3

All People Achieve Dignified and Resilient Livelihoods in Flourishing Landscapes

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## Goal Area 4

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

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## Goal Area 5

All Youth Are Empowered to Thrive





# Goal Area 1 All People Live in Just and Peaceful Societies

## The Case for Change

More of the world's poor are living in failed and fragile states. In 2005, only 20 percent of the world's poor lived in fragile states. This is projected to increase to 66 percent in 2030. [Source: OECD] 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. We are committed to working for 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.

## 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 good will combat global poverty, violence and injustice.

# 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; help them rebuild their lives, livelihoods and homes as quickly as possible; 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 today's global population. It is the largest source of income and jobs for poor rural households. Worldwide, 1 in 10 people live on less than \$2 a day. Seventy-five percent of the poorest families live in rural areas and depend on farming for both food and income. Studies show that income growth generated by agriculture is up to three times more effective in reducing poverty than growth in other sectors. There is an opportunity at this time in history to address the urgent needs of poor smallholder farming families and communities in order to make significant contributions to reducing global poverty—including increasingly challenging and long-term environmental threats.

### Our Commitment

CRS helps end poverty by helping farmers 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 smallholder farming families obtain critical skill sets to strengthen their productivity and business practices. We will expand inclusive financial services, including Savings and Internal Lending Communities 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. And we will double down on efforts to empower youth and women to create more innovative solutions to poverty.

### The Priority Outcomes We Seek

- Smallholder farm families access information, training, services and opportunities that increase productivity, income and assets.
- Smallholder farmers and their communities adopt improved practices to restore and protect land, soils and water for viable livelihoods and future generations.
- Resilient, healthy, productive and cohesive households and communities recover more readily from shocks and stressors, 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 helping children and adolescents achieve health, well-being and education equips them to attain their full potential as adults. Despite global gains in life expectancy and overall decreases in child mortality, millions of vulnerable children are needlessly left behind. According to the World Health Organization, more than half of early childhood deaths are due to conditions that could be prevented or treated with access to simple, affordable interventions. Almost 45 percent of those deaths are nutrition-related, and at least 1,000 children die daily due to diarrheal disease from poor sanitation. Far more girls than boys still do not have access to a quality education, and children with disabilities are often excluded.

Further, an estimated 8 million children around the world are living in orphanages; yet, approximately 80 percent of them have a living parent. A host of factors such as poverty, disability or an ill caregiver drive families apart. Research shows that children raised in families demonstrate better physical, intellectual and developmental outcomes compared with children raised in orphanages.

## Our Commitment

For decades, CRS and our partners have worked at the national and regional levels to support vulnerable children, their families and communities with improved health, education and social services. We have an opportunity to build on this history to scale

solutions to systemic problems. For example, we are working to prevent children from entering orphanages in the first place, and helping those who are already institutionalized return to safe, nurturing family care. We are strengthening families—by providing economic support, skills training and much more—so they can stay together. Investing in family and community services reaches many more children and improves their lives. We are committed to working at the individual, family and community levels, as well as with public and private health care, education and social services, to improve access to high-quality services and support to ensure that all children reach their full health and development potential.

## 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 Are Empowered to Thrive

## The Case for Change

Today there are 1.8 billion young people between the ages of 18 and 25. This is the largest youth cohort in history, and the formal economy only offers them about 300 million new jobs each year. The majority of youth today live in urban slums or impoverished rural areas of sub-Saharan Africa, where few young people successfully transition to secondary education, and opportunities to develop soft skills and technical skills for employment are highly limited. As a result, most youth work in the informal sector, where they often receive low or no pay, and they are exposed to poor and dangerous working conditions, exploitation, and other risks such as trafficking and irregular migration. Youth are inheriting a world fraught with complex challenges, and need skills, safe spaces and a stake in the future to lead going forward. Investing in improved systems that prepare youth for 21st century work will be an investment in tomorrow's global leaders.

## Our Commitment

CRS is committed to successfully preparing young people for work and for the responsibilities of leadership. The scope of the challenge requires a shared commitment across civil society, the public and private sectors, and with youth themselves to demonstrate models and mobilize the resources needed to achieve change at scale. The youth employment challenge is not only about job creation, but about enhancing the quality of jobs for youth. It is also about giving

youth a voice in the decisions that impact their lives and enabling them to advocate for themselves. We are committed to bringing our organizational strengths to the table—including relationships and networks—that increase opportunities to refine and expand investments in replicable models. These approaches will apply best practices for youth entrepreneurship, cognitive behavioral therapy and asset-building programs.

At the same time, we will work more intentionally across our programs to increase engagement of young people in agriculture, emergency response, food security, peacebuilding and other programming.

## The Priority Outcomes We Seek

- Young men and women have relevant skills—including technical and vocational skills—for employment and entrepreneurship.
- Increased numbers of young men and women are placed in formal employment.
- Young men and women use leadership and life skills to negotiate challenging social and workplace dynamics.
- Increased numbers of young men and women participate in local decision-making.
- Youth leaders are connected globally to work for peace and social change.





**CRS**  
CATHOLIC RELIEF SERVICES

DEMOCRATIC REPUBLIC OF CONGO

*Photo by Sam Phelps for CRS*

# How We Will Achieve Our Goals

## Strategic Approaches

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



# We Build on Strong **Organizational Capabilities and Assets**

We are not starting from scratch as we embark on our Vision 2030 strategy.

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 (SPAs) of Emergency Response and Recovery, Agriculture and Livelihoods, and Health and Social Services, represent approximately 80 percent of our work. Our focus on holistic programming means that in many cases other sectoral interventions are integrated with the SPAs, offering integrated 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 (faith-based and secular), the public sector and the private sector to deliver concrete results for the people we serve.

### Justice & Peacebuilding Integration

Central to our Catholic identity and values are ongoing investments in practical tools and skills building—particularly in the areas of gender, conflict, governance, and social equity and inclusion—that enable CRS and our partners to integrate justice and peacebuilding across all that we do.

### Safeguarding of Vulnerable People

CRS is committed to holding itself to the highest standards regarding safeguarding of the people we serve. We will continuously strengthen our organization's policies, practices and procedures to ensure that our staff, operations and programs do no harm to children and vulnerable adults, and that they do not expose them to the risk of harm and abuse.

### 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 Technologies

Rapidly evolving digital technologies have exceptional potential to increase efficiency and effectiveness, expand data-based insights, and improve the quality of programs and services. CRS has been an innovator and leader in the application of digital technologies in global development and humanitarian response. And we remain committed to optimizing appropriate digital technologies 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

We will bring evidence-building, learning, digital technologies and storytelling together to increase support for our mission and goals, strengthen accountability to stakeholders, and increase our influence on perceptions, policies and practices to advance our vision for integral human development.

# 1

## **Catalyze** Humanitarian and Development Outcomes at Scale

Great progress has been made in combatting global poverty and its many symptoms over recent decades, yet serious threats persist and have the potential to erode hard won gains. And it is not enough that some people have the opportunity to reach their full human potential. We believe that *all people* should have this opportunity.

We see an extraordinary opportunity at this time and in the coming decade to leverage global support around the Sustainable Development Goals whose framework provides a galvanizing call to end poverty in all forms. We embrace the holistic nature of this call to action that in many ways reflects our vision for integral human development. We are committed to increasing the impact of our contributions to those goals and targets that align to our values and mission and to do so at a scale commensurate to the challenges to integral human development.

We are determined to play a more catalytic role in driving humanitarian and development outcomes at scale while recognizing with deep humility that all that we do is in service to the people we serve and in collaboration with others. As a faith-based, private organization, CRS is committed to supporting local civil society actors, including faith-based and secular community-based organizations, to strengthen their capacity to contribute to lasting and meaningful social change. And, above all, we are committed to putting humanity first by prioritizing the most vulnerable and marginalized in society and upholding the dignity of the human person in all that we do.

Our work across five goal areas unifies our efforts in over 100 countries while allowing for adaptation to local contexts. Our signature approach of integral and holistic development is conducted with an extensive network of over 2,000 dynamic partners across civil society, governments and the private sector who share our vision for human flourishing and our commitment to reaching the most vulnerable and marginalized.

We begin this journey by establishing six strategic change platforms (at right) around which we will test new ways of working, internally and externally, to strengthen our understanding of and ability to be a catalyst for truly transformational change at scale.

UGANDA

Photo by Philip Laubner/CRS

To catalyze transformational change at scale requires breaking out of traditional paradigms.

This will require changing both internal and external ways of working, partnerships, and mobilization of financing and support to move the needle on big challenges. We identified a sub-set of priority outcomes in our five goal areas around which we will establish six strategic change platforms to focus our scaling and learning efforts.



**Improving Social Cohesion and Promoting Justice**



**Building Safe and Dignified Homes and Communities**



**Accelerating the End of Malaria**



**Reintegrating Children into Safe and Nurturing Families**



**Scaling Integrated Pathways Out of Poverty**



**Increasing Youth Employment and Civic Engagement**



# 2

## **Expand and Diversify** Resource Mobilization

We will pioneer diverse ways of building partnerships and growing financial investment to unlock opportunities for how our partners can innovatively serve their communities and lead their own development. 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 exciting opportunities for us to work with partners who share our vision for a better world.

Bringing this vision to fruition requires new approaches and ways of collaborating to expand and diversify financing to scale transformational change. We will balance our deeply valued attention to local needs and context with organizational priority outcomes to create more integrated approaches to funding the vision we aim to achieve. This requires proactive dialogue with donors, local partners—including 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 and loyal donors together to join us and build the resource engine needed to tackle some of the world's most challenging problems.



ETHIOPIA

Photo by David Snyder/CRS

# 3

## **Mobilize** Catholic Church Action to Combat Global Poverty, Violence and Injustice

Animated by our faith's call to action to alleviate suffering and work to create a more just world for the world's poorest, most marginalized and vulnerable people—and driven by a commitment to excellence in all that we do—we want to build a movement of millions of people in the United States and around the world to increase the Church's impact and influence in combatting global poverty, violence and injustice.

Our work with Church partners outside the United States builds on over seven decades of shared experience and collaboration advocating together for justice and peace, and providing programs and services to respond to emergencies and promote human development. Our shared Catholic identity with Church institutions around the world inspires our work together to put our faith into action to create a more just and peaceful world for all, based on need, not creed, race or nationality.

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.

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 poor, vulnerable and marginalized people around the world. Our new 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 the poor, becoming prophetic advocates for justice and the common good. Movement Building is an act of solidarity with the poor—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 for the world's poor and vulnerable.





WASHINGTON, DC  
Photo by Philip Laubner/CRS

# 4

## **Build** a More Agile, Innovative and Impactful Organization

As the world rapidly changes, CRS seeks to successfully balance continuity and change to deliver our mission in the most agile, innovative and impactful ways possible. As an organization, we strive to be both stable and dynamic, building on our exceptional organizational strengths, while cultivating innovation through a culture of openness, trust and respect where people can experiment, question and learn. In our new strategy, we will continue to invest in fostering a culture whereby we are willing to take risks when we see opportunities to facilitate transformational change.

Inspired by Catholic values and teaching, our team of 7,000 colleagues around the world is committed to bringing our best selves to every workplace situation. We understand that how we interact with the people we serve, partners, donors, peers and coworkers is central to our positive impact on the world. CRS colleagues embody our agency's values and aim to inspire them in others, working every day to put our values into practice. We celebrate the myriad national and ethnic cultures of our staff and lift up the values we share across faith traditions. We never take for granted the value of purpose-filled work and the strength in every member of our mission-driven team working together to advance our collective priorities as an organization. No matter what our position in the agency, we seek to connect our individual efforts to the CRS mission.

As committed stewards of agency resources, we will continually aim to hire and develop highly talented and values-led people from across the globe, encouraging them to continually learn and grow.

To deliver on our ambitious aspirations in our new strategy, we will also invest in increasing organizational agility through clearer governance, more robust decision-making frameworks, and smarter collaboration that enable sound, timely and transparent actions. We will ensure that our colleagues have clear and meaningful roles, supported by effective organizational structures that are purpose-built and regularly reviewed.



A close-up photograph of a young girl with freckles, wearing a white headscarf, looking down at an open book she is holding. The background is a chalkboard with some faint, illegible writing. The lighting is soft, highlighting her face and the texture of the book and her headscarf.

## AFGHANISTAN

Photo by Nikki Gamer/CRS

And critically, we will increase investments in operational excellence, including our ability to leverage technology, streamline business processes and encourage active knowledge exchange to allow us to base decisions on data, to navigate complexity, and to work smoothly across geographies, structures and functions.

We are confident that our mission-driven, values-led culture and people—supported by an agile and effective organization and operational excellence—will deliver on our shared ambitions to catalyze transformational change at scale for the people we serve around the world.







# 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, 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—particularly in light of growing inequality, extremism and polarization, and threats to our environment. We also recognize the unprecedented progress of recent decades and the opportunities before us to build 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 we believe that our new agency strategy will help us serve as a catalyst for transformational change at scale. We are energized by the opportunities before us to advance 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 seven decades of service to others made possible through the tremendous support of the Catholic community in the United States, 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 reach their God-given potential.



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