

# Transforming Refugee Response

RefugePoint's Strategy  
**2023** ➤ **2027**



MY HOPE IS THAT ONE DAY, WE ARE  
LIVING IN A WORLD WHERE REFUGEES  
EVERYWHERE HAVE ACCESS TO A LIFE  
THAT IS UNDERPINNED BY DIGNITY  
AND OPPORTUNITY. I'M PROUD TO BE A  
SMALL PART OF AN ORGANIZATION THAT  
WILL HELP MAKE THIS WISH A REALITY.



**FARAH MOHAMED,**  
RefugePoint Board Member  
and former refugee

# LETTER FROM Sasha

In this case for support, we share RefugePoint's aspirations to *transform refugee response*, which needs to be reimagined and revolutionized.



RefugePoint is in the process of doing just that -- so that responses are centered around the leadership and hopes of refugees themselves, and lead to long-term security for them.

We need a counter-force to the raging wars and conflicts that have displaced more than 100 million people from home and country. Climate change will only force more people to flee their homes. The majority of refugees are displaced for 10 or 20 years, and sometimes far longer.

Elements of this counter-force are already there: refugees' own ingenuity and leadership; government and UN power; and actions taken by civil society, front-line aid agencies, the private sector, and others intent on addressing the inhuman consequences of war and conflict.

Our experience, though, is that real transformation is realized only when the collective action of many actors is harnessed toward a common vision and goals.

This is RefugePoint's distinct value. We have proven ourselves to be effective at using private funds and thought leadership to envision what needs to be done, to do the hard work of building new programs, and to harness collective might for global impact.

I believe the next five years will be among the most critical in refugee response since World War II and its aftermath. New opportunities are emerging that will have an enduring impact.

In the following pages, you'll read about the cutting edge, innovative programs and collective action efforts that center refugee voices, protect lives *and* lead to long-term solutions—unlocking human potential from the vice-grip of conflict and its consequences.

We are thrilled to invite you to partner with us on our journey. I hope you will consider investing in our five-year strategy with a multi-year pledge.

**Sincerely,**

A handwritten signature in black ink that reads "Sasha Chanoff". The signature is written in a cursive, flowing style.

**SASHA CHANOFF**  
Founder/CEO



was founded in Kenya in 2005 to fill a gap in refugee response.

At that time, tens of thousands of resettlement slots in the U.S. were going unfilled annually. RefugePoint played a critical role to ensure that the most at-risk refugees could access resettlement and relocate to safety, with the aim of transforming the resettlement system.

Since then, RefugePoint has built innovative opportunities in Africa and around the world to advance lasting solutions for refugees.

## Lasting Solutions



As of 2023, RefugePoint has directly helped more than 120,000 refugees relocate to safety, supported more than 4,300 refugees in Nairobi to achieve self-reliance, and assisted partner organizations to reach more than 250,000 refugees globally through the Refugee Self-Reliance Initiative.

# TABLE OF Contents

2

AN URGENCY TO ACT:  
The Opportunity



4

LIFETIME IMPACT:  
Where We've  
Come From



6

VISION FOR  
THE FUTURE



8

KEY PROGRAMMATIC  
AREAS

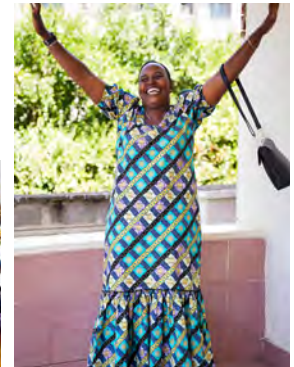
9

REFUGEPOINT'S  
GUIDING VALUES

10

REFUGEPOINT'S STRATEGY: 2023-2027

- a. STRATEGIC PRIORITIES 1-2 11
- b. STRATEGIC PRIORITY 3 23
- c. STRATEGIC PRIORITY 4 24



25

INVESTING IN OUR VISION

# AN URGENCY TO ACT: The Opportunity

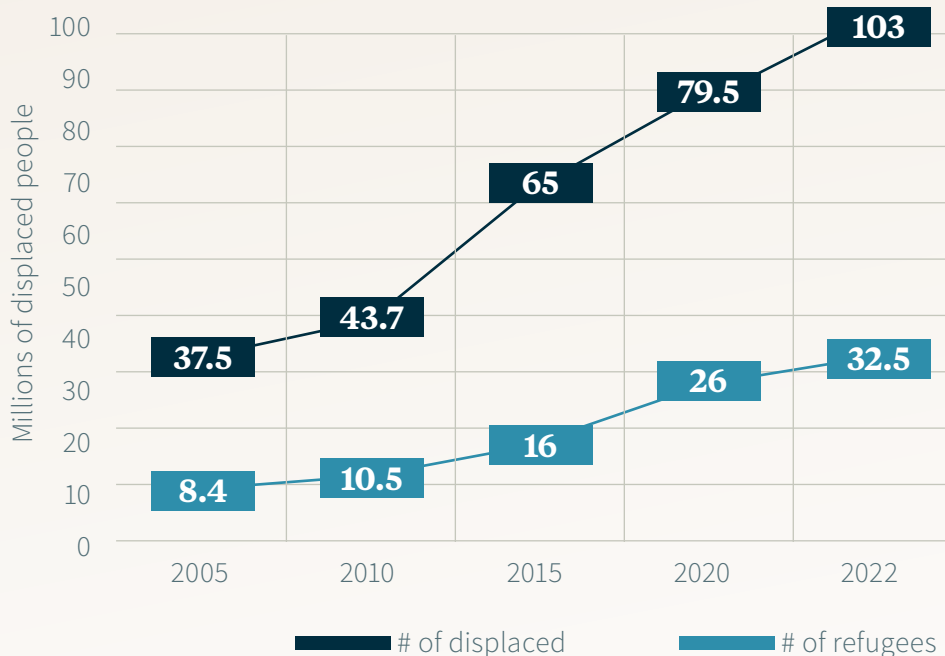
**We are at a critical moment related to forced displacement**, a unique intersection of crisis and opportunity.

More than 100 million people have been forcibly displaced due to conflict, persecution and human rights violations—a high watermark in history. More than 32.5 million are refugees; they've fled from their home across an international border seeking safety. The majority are displaced for an average of 10- 25 years. This will only accelerate as climate impacts increase displacement on a global scale.



In **2022** only  
**57,500**  
refugees were resettled worldwide

## WORLDWIDE DISPLACEMENT IS AT AN ALL-TIME HIGH



Source: UNHCR Refugee Population Statistics Database (October 2022)

## RELOCATION TO SAFETY

Of the 32.5 million refugees globally, UNHCR has determined that more than 2 million refugees currently need to resettle to a safe, third country. However, available opportunities to resettle are vastly inadequate to meet this need. In 2022 only 57,500 refugees were resettled worldwide – reflecting the gap between the needs of refugees and the opportunities available to them.

AN URGENCY TO ACT:  
**The Opportunity**



## A PARADIGM SHIFT FROM EMERGENCY AID TO LONG-TERM SOLUTIONS

Approximately \$30 billion\* a year is spent on humanitarian assistance globally, with the vast majority focusing on short-term emergency aid. Without a focus on expanding **long-term solutions** (i.e., self-reliance, resettlement, etc.), many refugees will remain stuck *indefinitely* in the countries to which they've fled. The economic and social costs are vast: refugees have few or no opportunities to use their skills to support themselves and contribute to their communities. Over decades, this is an incalculable waste of human potential— one that will only escalate in the face of climate migration and the increasing number of high-intensity conflicts.



Innovative, inclusive long-term responses are needed to shift this paradigm and address the significant nature of displacement today. This is the focus of RefugePoint's strategy.



### REFUGEPOINT'S PRIORITIES: SELF-RELIANCE AND RESETTLEMENT

RefugePoint's programmatic priorities, self-reliance and resettlement, align with global principles and priorities. Resettlement is grounded in refugee law. Refugees tell us directly that what they want is to be able to support themselves and their families—to be self-reliant. *The Global Compact on Refugees* (GCR), a guiding vision for refugee response affirmed by countries around the world, amplifies these priorities. It has four pillars, including self-reliance, and resettlement and other relocation pathways, also referred to as third-country solutions. The GCR represents global momentum and the united ambition of the international community to address the challenges refugees face.

(\* ) Source: Development Initiatives. (2022). *Global Humanitarian Assistance Report*.

RefugePoint has achieved numerous milestones over the years. Here are a few of them:

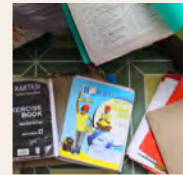
## 2005

Founded to help resettle and provide life-saving medical care to a group of HIV+ refugees in Nairobi. Later that year, we launched the Urban Refugee Protection Program to address the holistic needs of at-risk refugees.



## 2006

Helped unaccompanied refugee children resettle from Kenya to the US and reunite with family. Subsequently expanded to other countries to fill gaps, reach more children, and train other organizations.



## 2009

Trained over 20 non-governmental organizations (NGOs) across Africa on identifying refugees for resettlement. Subsequently co-created the UNHCR NGO toolkit for resettlement cooperation for global use.



## 2013

Launched a livelihoods program with business training, grants, and other support to help urban refugees in Nairobi achieve a higher level of self-reliance.



## 2017

Expanded resettlement work beyond Africa to Malaysia, Iraq, Turkey, and Lebanon, and subsequently across the world.



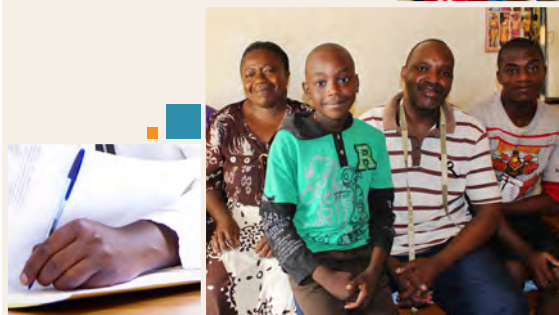
## 2018

Founded the Refugee Self-Reliance Initiative with the Women's Refugee Commission to expand self-reliance opportunities and build a global network.



## 2020

Launched the Self-Reliance Index through the Refugee Self-Reliance Initiative, the first-ever global tool to measure the progress of a refugee household toward self-reliance.



## 2005

Made first resettlement referral to the US government from Nairobi. Subsequently established relationships with the Canadian and Australian governments to make resettlement referrals.

## 2008

Established a partnership with UNHCR to deploy RefugePoint resettlement staff to offices in Africa. Subsequently expanded this partnership globally.

## 2011

Hired refugee community health workers in Nairobi to serve people in their communities.

## 2016

Established a permanent presence in Geneva, Switzerland, to better influence global policy and practice, and to share field-based knowledge and best practices with global partners.



## 2018

Worked with UNHCR to build an emergency response program to evacuate unaccompanied minors and other refugees from danger in Libya and resettle them to countries in the European Union and North America.

## 2018

Started the Economic Mobility Pathways Project with the government of Canada and other partners.

## 2019

Launched the Family Reunification Pilot Project with UNHCR and the International Refugee Assistance Project (IRAP) to reunite unaccompanied children with their parents and family members.

## 2021

Helped to create the Sponsor Circle Program for Afghans, which was the blueprint for The Welcome Corps (the US private sponsorship program for refugees launched in 2023).



# VISION FOR THE Future

RefugePoint envisions an inclusive world where refugees are supported to rebuild their lives, reach their full potential and contribute to their communities.



RefugePoint aims to improve and transform refugee response systems to better meet the needs and aspirations of refugees and realize this vision.

Ultimately RefugePoint seeks to:

- Increase **equitable access** to self-reliance, resettlement and other pathways; and
- Increase **the number** of refugees accessing self-reliance, resettlement and other pathways.

## OUR PROGRAMS ACHIEVE THIS THROUGH THREE TACTICS:

### DIRECT SERVICE

Providing direct assistance to refugees



### FIELD BUILDING

Building sector-wide capacity to increase access, improve quality, and increase equity



### SYSTEMS CHANGE

Influencing local and global policies, practices and resources for refugee response to drive large-scale change



## REFUGEPOINT'S MODEL: The AIDE Approach

Using the three tactics of direct service, field building and systems change, and with the ultimate goal of driving large-scale change, RefugePoint's approach is to:



### ASSESS

We identify gaps in humanitarian response and then assess opportunities to build new programs to address them.



### INNOVATE

We develop innovative programs in partnership with refugees that lead to lasting solutions for them.



### DEMONSTRATE

We test our programs to ensure that they are effective.



### ELEVATE

We scale our programs to reach refugees globally by training partners, building coalitions and partnerships, and influencing policy and practice to drive systems change.

“REFUGEPOINT COMBINES BOLD VISION, DIRECT ACTION, THOUGHT LEADERSHIP AND COLLABORATIVE PARTNERSHIPS TO MEET THE NEEDS OF REFUGEES AND SOLVE SYSTEMIC CHALLENGES IN REFUGEE RESPONSE.”

**SIMAR SINGH,**  
RefugePoint Chief Programs Officer

# Key Programmatic Areas

RefugePoint focuses on **two key programmatic areas**:



## **SELF-RELIANCE (Host Country Solutions - HCS)**

Through our self-reliance programs, we help refugees stabilize, build social and economic capital, and engage in dignified livelihoods in the countries to which they have fled so they can meet their own essential needs.



### **Desired Outcomes:**

- Increased resourcing of self-reliance programming;
- Improved quality of self-reliance programming;
- Improved host country policy frameworks that facilitate refugee self-reliance;
- Increased awareness of and support for holistic self-reliance;
- Increased number and diversity of actors (including refugee-led and community-based organizations) working to advance refugee self-reliance.



## **RESETTLEMENT AND OTHER PATHWAYS TO SAFETY (Third Country Solutions – 3CS)**

Through our 3CS programs, we help refugees who can't remain safely where they are to permanently and legally relocate to a safe, new country to rebuild their lives.



### **Desired Outcomes:**

- Increased human resource capacity to facilitate access to resettlement and complementary pathways;
- Increased number and diversity of actors engaged in 3CS (including refugee-led and community-based organizations);
- Reduced structural (institutional/regulatory) barriers to accessing pathways;
- Prioritized needs-based protection, particularly of women and children.

# Guiding Values

RefugePoint integrates and prioritizes several *core, cross-cutting principles and values* that are critical components of our strategy.



- **Refugee-Centered:** RefugePoint creates space for and elevates refugee voices and leadership within the organization to guide our work.
- **Anti-Racist & Anti-Colonial:** Recognizing that racism, colonialism, and global white supremacy culture have caused many of the inequities driving the world's refugee situations, RefugePoint seeks to integrate and center anti-racist and anti-colonialist principles in all that we do.
- **Equity-Focused:** RefugePoint delivers services, builds capacity, and influences policies and systems to strengthen equity in the humanitarian sector.
- **Trauma-Informed:** RefugePoint integrates a trauma-informed approach and offers mental health and psycho-social support services to clients and staff. Our training curriculum includes both psychological first aid and trauma-informed communication, so that front-line staff are better equipped to avoid re-traumatizing clients, provide support to clients in emotional distress, and meet their own self-care needs.
- **Evidence-Informed practice:** RefugePoint uses an evidence-informed approach to practice, i.e., the integration of research evidence alongside practitioner expertise and the people experiencing the practice.
- **Collaborative:** The urgency of need and the magnitude of the problem requires shared responsibility and shared action. RefugePoint seeks opportunities to engage in networks and partnerships.

# REFUGEPOINT'S STRATEGY 2023-2027

Over the next five years, 2023-2027, RefugePoint has prioritized four key programmatic strategies:

**1**

## STRATEGIC PRIORITY 1:

Implement responsive and impactful programs that advance lasting solutions for refugees.

**2**

## STRATEGIC PRIORITY 2:

Influence local and global refugee systems, policies, and practices to strengthen and expand lasting solutions for refugees.

**3**

## STRATEGIC PRIORITY 3:

Use program results to promote learning, program improvement, decision-making, and contribute to building knowledge and evidence in the sector.

**4**

## STRATEGIC PRIORITY 4:

Engage refugees meaningfully in our work and increase opportunities for refugee leadership.

## STRATEGIC PRIORITIES 1 & 2

1

### STRATEGIC PRIORITY 1:

Implement responsive and impactful programs that advance lasting solutions for refugees.

2

### STRATEGIC PRIORITY 2:

Influence local and global refugee systems, policies, and practices to strengthen and expand lasting solutions for refugees.



Collectively, Strategic Priorities 1 and 2 encompass all of RefugePoint's host country solutions (self-reliance) and third country solutions (resettlement and other complementary pathways to safety) program areas. Most of RefugePoint's programs have elements of providing direct service to refugees (Strategic Priority 1), as well as fieldbuilding and systems change to influence the broader refugee response system (Strategic Priority 2), although some programs may focus on one tactic to accomplish its goals more so than another.

**RefugePoint's programs are described in the following sections.**

STRATEGIC PRIORITIES 1 & 2:  
**SELF-RELIANCE**

**PROGRAM HIGHLIGHT:**  
**Urban Refugee Protection Program (URPP)**

The Urban Refugee Protection Program is a holistic program that helps urban refugees in Nairobi regain the social and economic ability to meet their essential needs. Kenya's urban areas are home to over 91,000 refugees, most of whom live in Nairobi, where services available to refugees are few and fragmented. This unfortunately leaves many urban refugees unable to meet their basic needs. A subset of refugees in Nairobi face extreme vulnerabilities, including homelessness, food insecurity, lack of access to adequate healthcare and mental health resources, and lack of access to livelihood opportunities. RefugePoint's URPP prioritizes supporting these refugees using the 'Self-Reliance Runway Approach' that provides a concrete, measurable pathway for enhancing self-reliance for refugees.

The URPP supports 1,500 refugees and a small number of Kenyans on the runway to self-reliance annually. The URPP includes the provision of holistic economic and social support, coordinated and facilitated by a Case Manager based on the specific



needs of each refugee family. RefugePoint uses the Self-Reliance Index (SRI) to assess needs and establish a baseline score across 12 domains related to self-reliance. The assessment guides refugees and Case Managers to collaboratively develop a case plan with progress toward self-reliance as the goal.

The URPP also includes livelihoods programming—skills training, business development support and startup capital to engage in income-generating activities. While livelihoods programs traditionally focus on supporting refugees who appear 'viable' for employment or entrepreneurship, RefugePoint identifies refugees experiencing extreme vulnerabilities, helps them stabilize and addresses their social protection needs, giving them a 'runway' to reach the point when they are ready to engage in economic pursuits. Households are re-assessed every six months using the SRI to measure their progress and to assess when they are ready to 'graduate' from the program. On average, this takes two years.



**DID YOU KNOW?**

The URPP serves as a catalyst for insights and a testing ground for effective programming for the larger refugee-response field. Learning generated from the URPP was the founding impetus for the Refugee Self-Reliance Initiative.

## STRATEGIC PRIORITIES 1 & 2: **SELF-RELIANCE**

**OVER THE NEXT FIVE YEARS**, the Urban Refugee Protection Program will:

➤ **Deepen our commitment to meet the critical needs of refugees facing extreme vulnerabilities by:**

- Supporting 1,500+ refugees annually in Nairobi to progress along a pathway to self-reliance;
- Continuing to integrate a trauma-informed approach to strengthen RefugePoint's self-reliance services; and
- Developing, testing, and implementing effective strategies to meet the evolving self-reliance needs and aspirations of vulnerable refugee youth.



➤ **Strengthen the field of refugee self-reliance by:**

- Establishing a Self-Reliance Learning Hub in Nairobi;
- Documenting and sharing RefugePoint's Self-Reliance Runway programming approach through a set of training modules;
- Providing technical training and support to agencies implementing self-reliance programming; and
- Hosting knowledge exchanges and learning opportunities among agencies working to advance refugee self-reliance in East Africa and globally.



“ I HAVE HOPE IN WHAT I AM MAKING WITH MY HANDS. I BELIEVE IN IT, I BELIEVE IN MYSELF. ”

**Safia (left) receives business support from RefugePoint.**



STRATEGIC PRIORITIES 1 & 2:  
**SELF-RELIANCE**

**PROGRAM HIGHLIGHT:  
Promoting Refugee-Led and  
Community-Based Efforts**

RefugePoint has long recognized the vital role that refugee-led organizations (RLOs) and community-based organizations (CBOs) play in responding to the needs of their own communities. Over the past few years, we have prioritized actively and intentionally engaging with these groups. RefugePoint partners with them to share and exchange knowledge, skills, learning and resources—to support and strengthen the important work that they are doing to support self-reliance programming in refugee communities, and also to inform and enrich our programs. RefugePoint takes a three-pronged approach to support RLOs:

- 1. Coordination:** Supporting RLO coordination through the development of RLO-networks, as well as working with other agencies that are supporting RLOs to share learning and avoid duplication of efforts;
- 2. Capacity Strengthening:** Convening cohorts of RLOs and CBOs to provide technical training and mentoring, and to facilitate knowledge sharing and exchange.

RefugePoint takes a three-pronged approach to support RLOs:



- 3. Financial Support:** Directly supporting RLOs and CBOs with funding to complement capacity strengthening and facilitating connections between funders and RLOs/CBOs to channel increased funding directly to these groups.

**OVER THE NEXT FIVE YEARS,** RefugePoint will prioritize localization and strengthen engagement with RLOs and CBOs by:

- Strengthening the capacity of **50+** refugee-led and community-based organizations to implement self-reliance programming through convening, capacity strengthening and financial support;
- Supporting the development of RLO networks in Africa and around the world through mentoring and financial support; and
- Disseminating knowledge of good practice in localization efforts and building equitable partnerships with RLOs/CBOs to the global community through the Refugee Self-Reliance Initiative and other fora.



“PART OF OUR FIELD-BUILDING WORK INVOLVES SHARING OUR LEARNING WITH OTHER ORGANIZATIONS.”

**MARY WANGUI,**  
RefugePoint Training Manager (Nairobi)

STRATEGIC PRIORITIES 1 & 2:  
**CLIENT STORY**



**MAMA JUMA:  
A Journey to Self-Reliance**

In 2010, Mama Juma fled the Democratic Republic of Congo. She spent the next eight years in refugee camps around Kenya before arriving in Nairobi. Cramped inside a tiny room with 12 people and struggling to provide for her four children, Mama Juma began selling french fries and mandazis (a type of fried bread) to earn an income.

In 2018, Mama Juma met Akram, one of RefugeePoint's Community Navigators. Our social work team interviewed Mama Juma about the challenges she and her children faced, and enrolled her into the Urban Refugee Protection Program (URPP)—helping to stabilize Mama Juma and her family by providing food, rent, medical, counseling, and education support. Mama Juma completed RefugeePoint's Business Development Skills training and received a small grant which she used to grow her business. This allowed Mama Juma to leave an abusive relationship and find a place to live independently with her children.

Things were going well for Mama Juma and her family until one morning in 2021, when she awoke to people screaming outside of her home. Mama Juma's neighbors were trying to break down her door to save her and her children from a fire that had started next door. "I lost everything," Mama Juma shared with us. "My neighbor and her two children died in that fire. Still, RefugeePoint stood by me." RefugeePoint helped

Mama Juma and her family start over by supplying her with the funds to buy household items such as a new mattress, food, and uniforms for her kids. RefugeePoint also reinstated Mama Juma in our food distribution and rent support programs and gave her a new grant for her business. Determined to improve her situation, Mama Juma enrolled in beauty school. She dreams of being a hairdresser and hopes to gain skills vital to earning a good income and become self-reliant.

It has been 12 years since Mama Juma had to flee her home and two years since she narrowly escaped the fire that claimed the lives of her neighbors. Mama Juma has worked hard to create stability for her family. She has done so with great success, "My hard work has enabled me to buy curtains, seats, and a television from the profit of my business. All my children - three boys and one girl - are doing well." Today, Mama Juma can purchase necessities like food for her family. She is also able to pay for school fees for two of her children.

“ I'M PROUD OF HOW FAR I HAVE COME. WHEN I LOOK BACK, COMPARED TO WHERE I AM, I FEEL I'M IN A BETTER PLACE. ”

**MAMA JUMA**

## STRATEGIC PRIORITIES 1 & 2: SELF-RELIANCE

### PROGRAM HIGHLIGHT: Refugee Self-Reliance Initiative (RSRI)

The RSRI, co-founded by and housed within RefugePoint, is the global forum for learning, action, and collaboration on self-reliance. The RSRI aims to transform humanitarian response to better address the needs and aspirations of refugees, while supporting the peace, stability, and prosperity of their hosting communities. To do so, the RSRI aims to shift the paradigm of refugee assistance from vulnerability-focused, 'care and maintenance' models that perpetuate cycles of dependence on aid to approaches that open opportunities for refugees to use their skills and talents to support themselves and their families, rebuild their lives in host countries, and meaningfully participate in decision making and policy influence spaces. As of 2023, the RSRI network includes 100+ agencies, including international and national non-governmental organizations (NGOs), refugee-led and community-based organizations, funders, government agencies, private sector actors, and academic and research institutions.

**OVER THE NEXT FIVE YEARS,** the RSRI aims to shift the paradigm of refugee response by expanding self-reliance programming and, in the process, identifying the most conducive environments, effective models, and accurate measurements to aid the global expansion of self-reliance opportunities. The RSRI will do so by building and convening a robust, multi-stakeholder network and driving collective impact in three priority areas:

The RSRI will drive collective impact in three priority areas:



- Learning:** Using measurement, research and analytics to build evidence and understanding of contexts and factors driving refugee self-reliance. This includes scaling impact measurement of self-reliance programming by supporting 100 agencies in 50 countries to deploy the SRI and using the insights generated to inform program design and adaptation.
- Programming:** Strengthening standards of practice and expanding implementation of effective self-reliance program approaches and models through peer-to-peer learning, collaboration and exchange. This includes expanding the RSRI global community of practice to include 150 agencies in 50 countries working collectively to advance refugee self-reliance and increasing the participation of RLOs and CBOs in global fora on refugee self-reliance.
- Advocacy:** Using evidence to advocate for appropriate funding, programming and enabling hosting environments to support refugee self-reliance. This includes influencing 15 funders or host governments to invest in or support policies that advance self-reliance.



Through the RSRI, RefugePoint co-led the development, testing, and roll-out of the Self-Reliance Index (SRI). The SRI is the first global tool for measuring the progress of refugee households toward self-reliance.

## STRATEGIC PRIORITIES 1 & 2: RESETTLEMENT



From **2023-2027**,  
RefugePoint will help  
**60,000**  
refugees access  
pathways to safety

### PROGRAM HIGHLIGHT: Resettlement

RefugePoint plays a significant role in helping refugees around the world to access resettlement. There are over two million refugees who currently need to resettle to a safe, third country, because they cannot stay safely in the country to which they've fled or return home. We support these refugees in three ways: (1) Through our resettlement program in Nairobi where RefugePoint staff refer refugees directly to governments for resettlement and complementary pathways consideration, (2) through a partnership with the UN Refugee Agency (UNHCR) to place staff in key locations around the world to assist with the identification, screening, and processing of refugees who may be eligible for resettlement or complementary pathways and 3) through the Equitable Resettlement Access Consortium, where we work in partnership with HIAS and IRAP to expand NGO capacity globally to make resettlement referrals to the US Refugee Admissions Program.

Through our partnership with UNHCR, RefugePoint deploys between 50-90 staff annually, who have expertise in resettlement, child protection, family reunification and/or other complementary pathways in dozens of countries globally. These staff identify vulnerable refugees who need protection services and long-term solutions, conduct interviews, complete the casework for refugees to be referred

for resettlement (including documentation of their persecution claims), provide counseling or referrals to address immediate protection needs, and enhance the local systems and capacity for future referrals through the development of tools, systems, and procedures, as well as training partner agency staff.

**OVER THE NEXT FIVE YEARS**, RefugePoint will:

- Expand equitable access to resettlement by deploying staff to work with overlooked populations and/or in historically neglected locations;
- Increase NGO capacity globally to reach highly vulnerable refugees by co-leading development of global systems and standards for NGO resettlement referrals and through provision of training and capacity building support to NGOs;
- Publish a second report on **Preserving the Humanitarian Nature of Resettlement** to inform discussions at the Annual Tripartite Consultations on Resettlement;
- Center at-risk children in resettlement efforts by increasing child protection and Best Interests Determination activities and building the technical capacity of child protection practitioners; and
- Build and improve local resettlement systems and practices, by training UNHCR and others

## STRATEGIC PRIORITIES 1 & 2: FAMILY REUNIFICATION



### PROGRAM HIGHLIGHT: Family Reunification



Since RefugePoint's inception, we have been committed to identifying unaccompanied refugee children and supporting them to resettle safely or reunite with family when possible. Working initially in

countries across Africa, and then expanding to the Middle East, RefugePoint built a *distinct expertise in protecting unaccompanied children*. Building on this expertise, in 2019, RefugePoint, in collaboration with UNHCR and the International Refugee Assistance Project (IRAP), launched the Family Reunification Pilot Project to develop a robust family reunification system to help reunite unaccompanied and separated refugee children in Africa with family members in Europe, North America, and elsewhere.

RefugePoint Family Reunification staff conduct direct casework to increase access for refugees to family reunification. This includes identifying unaccompanied children, conducting case management, completing best interest assessments/determinations, getting the child to the point of departure, and providing referrals to partners for legal services or to address other protection-related needs. RefugePoint's Family Reunification experts also help establish family reunification at the local level by developing the tools, systems and structures necessary to institutionalize family reunification in countries of asylum, and providing training and capacity-building to other organizations to expand access.

At the global level, RefugePoint is engaging in systems building to ensure that family reunification is prioritized in the refugee response system and easier for more refugees to access. RefugePoint staff in the U.S., Geneva, and elsewhere conduct high-level advocacy and engagement to influence global and regional policy, including through the Family Reunification Network .

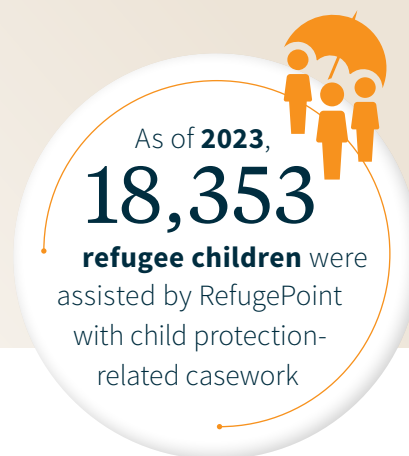
**OVER THE NEXT FIVE YEARS,** RefugePoint will mainstream our family reunification program so that it is available to refugees globally. We plan to:

- Establish presence in a growing number of countries of asylum to support refugee family reunification casework;
- Expand NGO capacity to conduct refugee family reunification casework—including piloting additional methods to support access to family reunification and scaling those that work globally; and
- Advocate for inclusion of family unity as a foundational principle in all new and existing pathways, such as labor mobility.



RefugePoint, in collaboration with UNHCR, spearheaded the creation of the Global Family Reunification Network (FRUN), the first global platform devoted to family reunification for refugees. The Global FRUN draws together key stakeholders, experts and academics to promote and facilitate greater access to family reunification globally.

STRATEGIC PRIORITIES 1 & 2:  
**CHILD PROTECTION**



**REFUGEPOINT AREA OF EXPERTISE: Child Protection**

Since our founding in 2005, RefugePoint recognized the critical gap in protecting and resettling separated, refugee children. Across all of RefugePoint's third-country solutions work is an expertise and priority on child protection that informs our approach to resettlement, family reunification and other pathways to safety.

Many refugee children become separated from their families, and find themselves in one of two situations. They are either:

- Under the care of other adults (i.e., not their parents), or
- Unaccompanied (i.e., without any adult caretakers).

Resettlement options for these children include resettling them along with their caretaking family; identifying and reuniting them with parents and other surviving family members when possible; or, for those who are unaccompanied or orphaned, supporting them to resettle to a country that has a foster care system in place for refugees, such as the U.S.

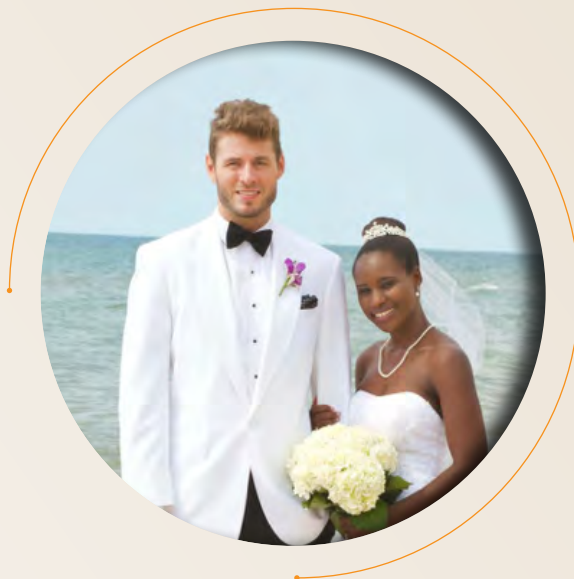
In all cases, specialized work and expertise is needed to help children in the resettlement process, including following Best Interests Procedures – a case management framework for refugee children – and conducting Best Interests Assessments and Best Interests Determinations.

RefugePoint supports these children in a number of ways:

1. Reuniting children with parents and other surviving family members (described in our Family Reunification program highlight);
2. Supporting children under the care of another family to resettle with that family;
3. Helping orphaned or unaccompanied children to resettle to a country with an appropriate care system in place;
4. Expanding access to child protection services by training and supporting other organizations to do similar work; and
5. Building more effective humanitarian systems to protect unaccompanied and separated children.



STRATEGIC PRIORITIES 1 & 2:  
**CLIENT STORY**



**EDITH TYE:**  
**From Rwanda to Michigan**

In 1994, at the age of three, I was forced to flee my home in Rwanda to escape the Rwandan genocide. With a war going on in my country, it was not safe to stay. I still remember running in the forest as a little girl - running over dead bodies, hearing gunshots, and seeing people killed. I remember arriving in the first foreign country where we were told that we were not welcome and that we needed to go back to where we came from. We went into hiding, hoping that we would not be found. I was so scared; remaining positive was not easy. For the people who stayed behind in Rwanda, almost a million of them were killed in just one month.

During this time, I became separated from my parents and I never saw them again. A woman found me on the forest floor, and she became my caretaker. We fled to Uganda, and then to Tanzania, before finally settling in Nairobi, Kenya. I lived with her in Nairobi and called her grandmother, until I was 16, when she died. I remember meeting the RefugePoint team a year before my grandma died. When she died, RefugePoint helped me, when I had nobody else. RefugePoint was more than just an organization to me. For the first time, I met people who really cared about helping me.

RefugePoint became involved in prioritizing my resettlement case. They really advocate for refugees and those who are not usually heard. A few weeks before my 18th birthday, a family in Michigan (now my parents) received a call about a refugee girl who

desperately needed a home. When I was told that I was going to the U.S., I couldn't believe the news I was hearing. Three days before I turned 18, I stepped onto U.S. soil and settled into my new home in Grand Haven, Michigan!

Fast forward 14 years: I now hold two college degrees, I am happily married to my wonderful husband Adam, I've had the privilege of working as a registered nurse at one of the busiest level one trauma emergency rooms in the country, and I have two beautiful children. After 22 years as a refugee, I finally became a citizen of the United States. I finally belong to a country.

In November 2018, many years after being resettled to the U.S., I returned to the RefugePoint office in Nairobi, Kenya to see how they are continuing to serve at-risk refugees, many of whom are children like I was. It brought back memories of how after my grandmother died, when I was by myself for a year before I was resettled. However, I never felt like I was alone, because I had RefugePoint.

**To me, RefugePoint is more than just an organization - they are family.**



Edith joined RefugePoint's Board of Directors in 2020, and now provides leadership to inform our work to help other refugees and unaccompanied children like her around the world .

STRATEGIC PRIORITIES 1 & 2:  
**LABOR MOBILITY**

**PROGRAM HIGHLIGHT:**  
**Labor Mobility**

Launched in 2018, RefugePoint's labor mobility program connects refugees to job opportunities that enable them to safely relocate to a third country. Through this project, RefugePoint partners with the Government of Canada and UNHCR, helping qualified refugees living in Kenya to immigrate to Canada through work-based visas. RefugePoint staff identify and refer qualified refugees in Kenya (Nairobi, Kakuma and Dadaab) for job opportunities in Canada. RefugePoint is a leading voice on labor mobility globally. In addition to our direct casework in Kenya, we engage in major international fora such as the Global Task Force on Labor Mobility, focusing in particular on advocating that labor mobility pathways are as refugee-centered as possible.

**OVER THE NEXT FIVE YEARS,** to facilitate and improve refugee access to labor mobility pathways, RefugePoint will:

- Expand to support 100+ refugees a year to access this pathway in Kenya;
- Engage in major international fora such as the Global Task Force on Labor Mobility, focusing in particular on advocating that the labor-mobility systems prioritize refugee-centeredness and incorporate protection principles (i.e., family unity and best interests considerations) at all stages; and
- Capitalize on the learning from our direct service work in this sector by building the capacity of other organizations to establish and expand labor mobility programs globally by providing technical assistance, hosting organizations to observe our program, and deploying RP staff to support other labor mobility programs.



After living for decades in exile, in 2021, Bahati and Agnes, highly-skilled nurses, were part of the first group of refugees to relocate from Nairobi, Kenya, to safe, permanent new homes in Pictou County, Nova Scotia.



STRATEGIC PRIORITIES 1 & 2:  
**OTHER OPPORTUNITIES**

**PROGRAM HIGHLIGHT:**  
**Other Opportunities**

Refugee situations are chaotic and unpredictable, such as the massive forced displacement from Ukraine or the U.S. evacuations from Afghanistan. Governments sometimes respond in ways that open opportunities for lasting solutions. Since its founding, RefugePoint has played a critical role in helping to refine existing programs or build new ones that lead to solutions for refugees, often on short notice and typically with private funding.

**Some recent examples include:**

- Hiring a team to help build the Sponsor Circle Program for Afghans in 2021;

- Sending staff to Iraq to reunite hundreds of unaccompanied Yazidi children, who had escaped ISIS captivity, with their parents in Canada in 2017;
- Supporting an emergency effort in 2016 to evacuate unaccompanied children from Libya and surrounding countries and resettle them to EU countries, which committed to take in 50,000 refugees over two years.

**OVER THE NEXT FIVE YEARS,** opportunities will certainly emerge that call for RefugePoint's private funding, operational capacity, nimbleness, thought leadership and vision. We have become a global go-to agency when it comes to identifying refugees for third country solutions, and a leader in the self-reliance space. We anticipate needing to devote resources to new opportunities that advance our vision, goals, and aspirations. We aim to build operational capacity in advance for such situations, which we evaluate carefully through a screening process to determine if we are uniquely placed to valuably engage and have the organizational bandwidth to do so.



**STRATEGIC PRIORITY 3:  
MONITORING, EVALUATION  
AND LEARNING**

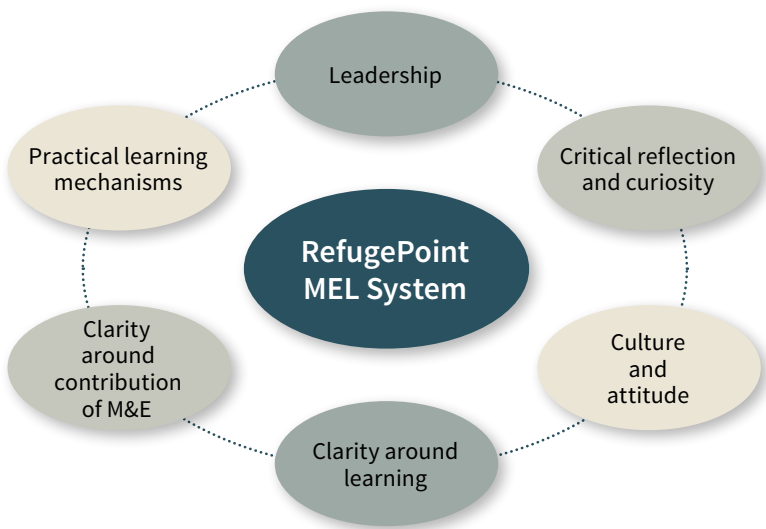
3

**STRATEGIC  
PRIORITY 3:**

Use program results to promote learning, program improvement, decision-making, and contribute to building knowledge and evidence in the sector.

RefugePoint is committed to growing Monitoring, Evaluation and Learning (MEL) capacity. *This underpins our ability to demonstrate impact and achieve our objectives the most effectively.* The purpose of RefugePoint’s MEL is to generate and apply knowledge gained from evidence and analysis in ways that are consistent with our mission, vision and values. MEL is the means by which we learn and ensure our effectiveness across all HCS and 3CS programs.

Underpinning these objectives is a MEL system that emphasizes learning and adaptation, partnership and transparency. We know that our organizational culture and leadership drive how we think change happens and therefore what (and how) we measure – so we are consciously embedding refugee-centered and feminist principles in the learning and evidence questions we ask, and the tools and approaches we employ to address those questions. As a non-profit with limited resources, we operate a ‘utilization’ approach to MEL – i.e., identifying potential uses and audiences at the outset, to ensure maximum utility of data and evidence generated.



The objectives that guide our MEL strategy are: (1) To monitor progress and performance against strategies and plans; (2) To better understand our effectiveness and improve how we contribute to broader outcomes and impact; (3) To fulfill accountability expectations; and (4) To improve the quality and diversity of evidence on how change happens and “what works” for refugees.

**OVER THE NEXT FIVE YEARS,** MEL strategic priorities include:

- Continuing to develop theories of change, with evaluable assumptions and learning agendas, for all program areas;
- Introducing a resourced evaluation and review pipeline, which results in evidence generation that incorporates the voices and preferences of refugees and partners, and contributes meaningfully to internal and external learning;
- Strengthening organizational evidence-informed learning spaces, with focus on adaptive management to improve overall strategy, planning and decision making; and
- Increasing staff capabilities and comfortability with utilizing data and data platforms.

**STRATEGIC PRIORITY 4:  
REFUGEE-CENTEREDNESS**

4

**STRATEGIC  
PRIORITY 4:**

Engage refugees  
meaningfully in our work  
and increase opportunities  
for refugee leadership.



RefugePoint is committed to becoming more refugee-centered—creating space for and elevating refugee voices and leadership within the organization to guide our work. We are committed to working **with** refugees to: identify and implement appropriate and effective protection solutions; respond to their evolving needs; offer holistic support that prioritizes all aspects of their well-being; and include them in meaningful participation—ensuring they have a voice in the design, implementation and monitoring of programs. Between 2020 and 2022, RefugePoint added six new board members, four of whom are former refugees or asylees.

**OVER THE NEXT FIVE YEARS,** RefugePoint will continue to invest in and commit to:

- Ensuring our board and committees reflect those we serve by being majority refugees and those with lived experience by 2027;
- Connecting, engaging, and investing in current and former refugee leaders—increasing opportunities for them to exercise their leadership, including through engagement in events related to RefugePoint's work;

- Engaging refugees and refugee-led organizations (RLOs) and refugee-focused community-based organizations (CBOs) in authentic collaboration to meet our mutual goals—strengthening their ability to provide quality services and support to refugees;
- Prioritizing mutual learning and accountability, where refugees play a strong role in identifying what is and is not working;
- Proactively engaging with donors, governments, and other refugee-serving organizations—leveraging our own power to amplify refugee voices and influence improvements in the structures and systems that impact the quality of the lives of refugees; and
- Implementing ethical storytelling in our development and communications efforts—elevating and embedding refugee voices and telling the stories that refugees themselves want to share.



The Accountability Oversight Committee, established in 2021 with majority refugee representation, allows RefugePoint to gather refugee views about programs and feedback regarding approaches that would leave lasting impacts on the community.

# INVESTING IN OUR Vision

Our goal is to raise ~\$70M over the next five years (2023-2027) to achieve our ambitious vision and strategy.



RefugePoint is at a pivotal moment today in part because of your generous donations and trust in our mission. We were built with private funding, which has allowed us to have a unique role in the refugee response sector. With your support, we've been able to:

- Co-found the Refugee Self-Reliance Initiative and catalyze a global movement
- Pilot labor mobility and family reunification projects to expand solutions to displacement
- Develop expertise in child protection
- Strategically focus on building the field and systemic change, in addition to direct casework, to propel the entire refugee response field forward

While we have accomplished so much, the main limiting factor to achieving our fullest vision and implementing our boldest innovations has been fluctuations or uncertainty in funding from year to year.

Multi-year funding commitments of any size will help us meet this challenge. By making a multi-year donation pledge, you are choosing to invest in our whole strategy, which will give us the confidence to plan and grow over the next five years. With this we will be able to:

- Adapt and respond quickly to emerging refugee needs
- Plan for more than one year at a time
- Hire the staff we need to implement the strategy we've outlined here
- Free our leaders from spending extensive time on annual fundraising
- Become more financially sustainable

# INVESTING IN OUR Vision

**Thank you for considering a multi-year pledge to RefugePoint!**



## DID YOU KNOW?

There are many ways to fulfill your pledge each year.

For example, you can:

- Write a check
- Donate online (e.g., Apple Pay, PayPal, Credit Card) at [www.refugepoint.org/donate](http://www.refugepoint.org/donate)
- Donate stock
- Donate up to \$100,000/year from your IRA (i.e., an IRA charitable rollover- for those 70½ and older)
- Give through a Donor Advised Fund
- Wire funds from your bank account

To make a one-time multi-year pledge or discuss the priorities laid out in our 2023-2027 strategy, please contact RefugePoint's Chief Development Officer or the development team member who you are already connected with.

**THANK YOU for investing in our vision and helping us transform refugee response!**

Sarah Hidey  
Chief Development Officer  
[hidey@refugepoint.org](mailto:hidey@refugepoint.org)  
(443) 299-2538

[www.RefugePoint.org](http://www.RefugePoint.org)



“

A LOT HAS CHANGED IN MY LIFE. THIS SUPPORT HAS GIVEN ME STRENGTH, AND WE ALL AS A FAMILY FEEL THAT THERE IS JOY HERE. LOVE HAS BEEN SHOWN TO THIS FAMILY, AND BECAUSE OF IT, WE SHALL CARRY ON.

**MARY**, a refugee from South Sudan, supports her family of 15 from her peanut business. She received holistic support through RefugePoint's Urban Refugee Protection Program.

”



# REFUGE POINT

RefugePoint  
89 South St, Suite 802  
Boston, MA 02111  
[Giving@refugepoint.org](mailto:Giving@refugepoint.org)

**Photos:**

**Ben Littlejohn (Act for Peace) on behalf of RefugePoint (p. iv, 8)**  
**Tobin Jones (Act for Peace) on behalf of RefugePoint (p. 1, 3, 15, 22)**  
**Nancy Farese on behalf of RefugePoint (p. 1, 3, 6, 9, 19, 24, 26)**  
**Amy Toensing on behalf of RefugePoint (p. 22)**

Design by Green Communication Design inc.

