

# Pathway to Prosperity

OUR GLOBAL STRATEGY





# PATHWAY TO PROSPERITY

## GLOBAL STRATEGY

**Our Vision** Mercy Corps helps underserved people impacted by conflict, climate change, and economic hardship emerge from crisis to cope, adapt, and thrive.

### Impact Priorities



#### Addressing Urgent Needs

People's immediate needs are met – enabling them to survive, recover, and build a better future.



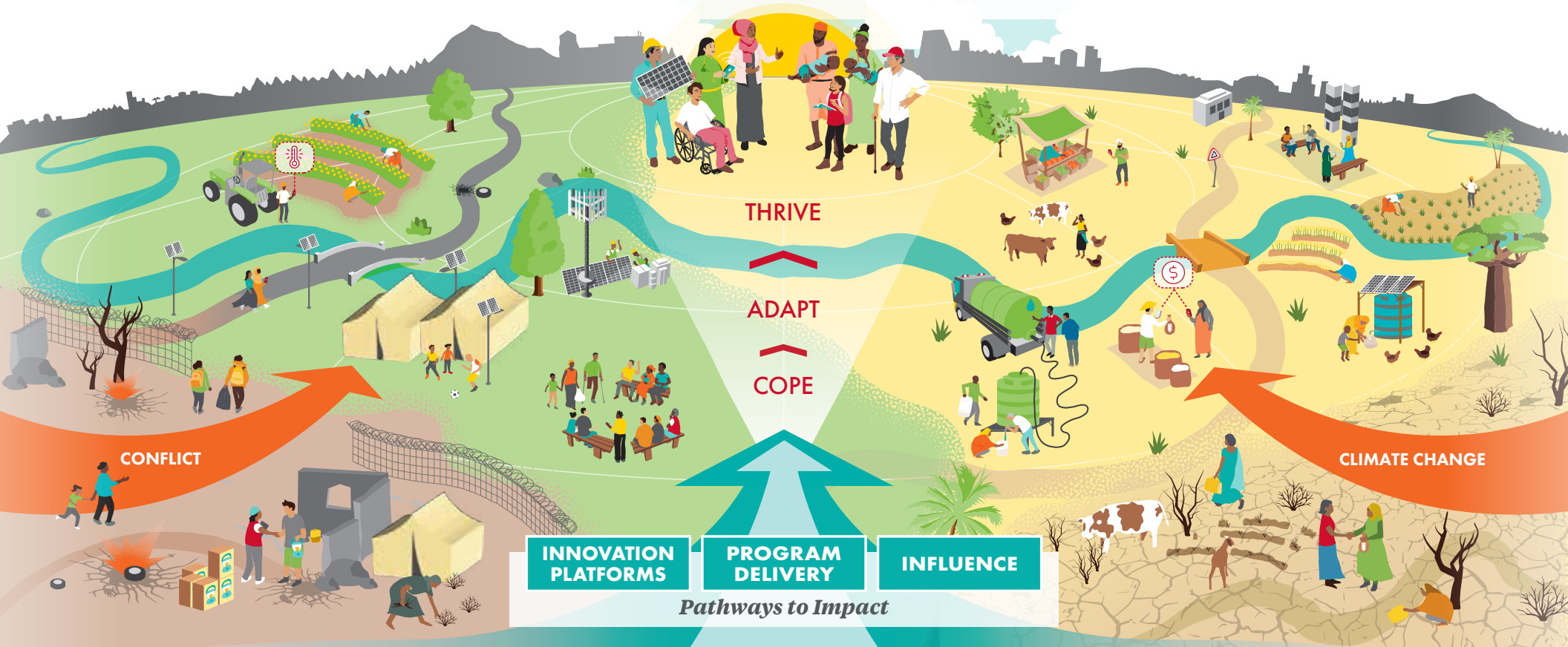
#### Accelerating Climate Solutions

People can adapt to the immediate effects and long-term risks and impacts of climate change.



#### Driving Economic and Food Security

People have expanded security and opportunity through sustained access to food, income, and jobs.



### Our Commitments



#### Safe, Diverse, and Inclusive

We help create a culture of inclusion for all people that protects, enables, and elevates diverse community members and groups.



#### Locally Led

We are intentional about sharing and ceding power, building meaningful equitable partnerships, and centering communities' voices in all we do.

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## OUR VISION

### **A Call to Action**

We are living in a time of unprecedented change and uncertainty. Extreme poverty affects one in ten people across the globe, disproportionately impacting women and girls. By 2050, the majority of the world's extreme poor will be concentrated in fragile contexts. Violent conflict continues to rise to levels not seen since World War II. The world is facing a global climate emergency – a crisis that is most felt by the communities that have least contributed to it. Without concerted action, we will continue to see rising inequality, hunger, violence, displacement, and increasing humanitarian needs for years to come.

### **Our Why**

We help underserved people impacted by conflict, climate change, and economic hardship emerge from crisis to cope, adapt, and thrive. Because these drivers pose both immediate consequences and future challenges for underserved people:

- › We assist people to meet their urgent needs and cope with the immediate effects of crisis.
- › We help people restore stability and adapt in ways that reduce the impacts of future risks.
- › We support people to thrive, improving their lives and strengthening their communities to promote long-term well-being and prosperity for all.

### **Our Pathway to Prosperity**

Our organizational strategy – the Pathway to Prosperity – charts a course to recovery, resilience, and progress – even after the stories fade from the headlines. We pair local knowledge with global resources to meet urgent needs, accelerate climate solutions, and drive economic and food security in some of the world's most fragile places. Because when every community can prosper, all of humanity moves forward.

# OUR IMPACT PRIORITIES

Through our focus on three integrated impact priorities, we deliver lifesaving aid, support people to recover and rebuild, and advance long-lasting solutions in the communities that need them most.



## ADDRESSING URGENT NEEDS

People’s immediate needs are met – enabling them to survive, recover, and build a better future.



## ACCELERATING CLIMATE SOLUTIONS

People can adapt to the immediate effects and long-term risks and impacts of climate change.



## DRIVING ECONOMIC AND FOOD SECURITY

People have expanded security and opportunity through sustained access to food, income, and jobs.



## ADDRESSING URGENT NEEDS

People's immediate needs are met – enabling them to survive, recover, and build a better future.

Today, we are at a humanitarian crossroads. Driven by conflict, climate change, fragility, and displacement, global needs are escalating in scale, duration, and complexity. Crises are more severe, last longer, overlap more frequently, and strain an already under-resourced humanitarian system.

Mercy Corps stands alongside communities in crisis – moving quickly in sudden-onset disasters, sustaining aid in protracted conflicts, and catalyzing critical private sector, civil society, and government partnerships to help lay the foundations for a better future.

Where and when we respond is guided by clear criteria: the urgency and scale of needs, the unique value we can add, and the feasibility of supporting local front-line actors to deliver assistance safely and at the required scale.

Our work is guided by humanitarian principles that place affected people and their dignity at the center. We act with **humanity and impartiality**, working to alleviate suffering wherever it exists and providing assistance based solely on need. In line with our principles of **neutrality and independence**, our decisions are free from political or economic agendas, and we do not take sides in conflict.





## Core Humanitarian Sectors

Our humanitarian programming is designed with affected people to meet urgent needs while strengthening the ability of local systems to anticipate, respond to, and recover from shocks. Across all our programs, we prioritize partner-led efforts by equipping local organizations with the resources and skills they need to respond.

### › **Cash, Voucher, and In-Kind Assistance**

A combination of cash, vouchers, and in-kind support maximizes both the flexibility and impact of our assistance. Because it empowers households to meet their needs with choice and dignity, cash – especially digital cash transfers – are our preferred method of delivering assistance. Where cash and voucher assistance is not possible or appropriate, in-kind support provides essential items directly to help people meet critical food, WASH, shelter, and other basic needs.

### › **Food Security and Nutrition**

We layer emergency food assistance, including fresh food vouchers, with market-driven interventions to improve sustained access to sufficient, safe, and nutritious food. We enable crisis-affected producers to sustain or resume production and improve access to quality nutrition services for those most at risk. Our programs target the three pillars of food security – access, availability, and utilization – to meet immediate needs while protecting essential livelihoods among the most vulnerable households to prevent further insecurity.

### › **WASH**

We ensure equitable access to clean water and dignified sanitation services during emergencies while strengthening the capacity of communities to maintain these systems well into the future. Our emergency responses promote safe hygiene and sanitation practices, encourage healthy behaviors, and help prevent the spread of infectious disease. In protracted crises, we focus on community engagement, working with local water users and managers to kickstart WASH services and rebuild WASH systems.

### › **Protection**

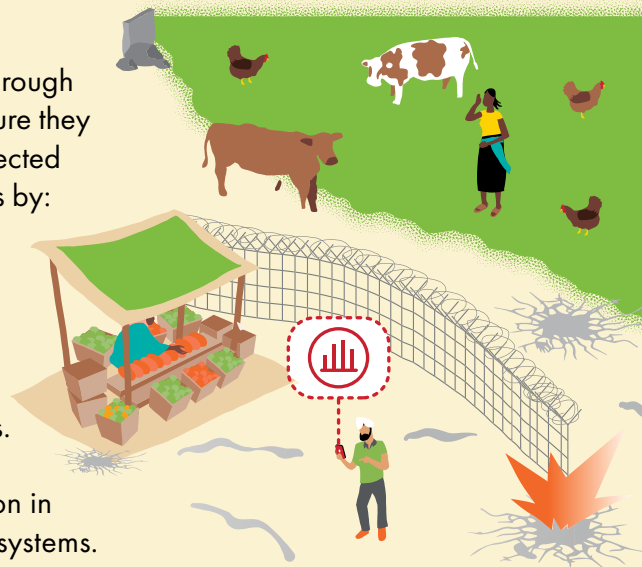
Our interventions and partnerships uphold people's rights and well-being in times of crisis. Our activities are designed to be safe by minimizing harm, reducing barriers, promoting equitable access to humanitarian assistance, and connecting at-risk individuals to needed services through local referral pathways. When necessary, Mercy Corps delivers specialized programming in gender-based violence prevention and response, child protection, and psychosocial support.



## KEY DISTINCTIVE: MARKETS IN CRISIS

Even in times of crisis, Mercy Corps works with and through markets – a core distinctive of our approach – to ensure they continue to provide the services and products that affected communities need. We support crisis-affected markets by:

- › Providing cash and voucher assistance to help households avoid livelihoods disruptions.
- › Supporting local businesses to recover and/or maintain business continuity in the face of shocks.
- › Leveraging cash interventions to improve inclusion in and access to government-led social protection systems.





## ACCELERATING CLIMATE SOLUTIONS

People can adapt to the immediate effects and long-term risks and impacts of climate change.

Climate change has reached crisis levels in much of the world – particularly in fragile, conflict-affected communities – exacerbating food insecurity and increasing pressure on natural resources. Weather-related disasters and increasingly dire environmental conditions – often compounded by the impacts of conflict – are devastating communities, threatening lives and livelihoods, and forcing millions to leave their homes in search of new opportunities. Across the globe, women, girls, indigenous groups and those living in extreme poverty are disproportionately affected.

Our commitment to addressing the impacts of climate change takes us to the front lines of the crisis, where we partner with communities to reduce current

and future climate vulnerability by:

- › Reducing Exposure: We support and resource communities to better anticipate risk and reduce the frequency and magnitude of climate impacts on lives, livelihoods, and ecosystems.
- › Minimizing Sensitivity: We partner with communities to enhance their ability to absorb climate shocks, minimizing harm even in the face of increasing climate severity.
- › Strengthening Capacity to Adapt: Our approaches strengthen the enabling environment – systems, skills, resources, and agency – necessary for communities to manage climate impacts and realize future opportunities emerging from climate change.





## Climate Solutions

The urgency of the climate crisis demands that we leverage every available strategy – harnessing innovation, catalyzing investment, and forging bold partnerships to accelerate evidence-based solutions.

### › Anticipatory Action

Anticipatory action can reduce the loss and damage associated with climate change by enabling earlier and more targeted actions that help mitigate impacts and by fostering preventative measures that protect lives, assets and livelihoods. By increasing access to technology-enabled solutions and Climate Information Services, Mercy Corps' programs help individuals, households, and communities make decisions that mitigate risk and reduce the impacts of climate shocks and sudden onset weather-related hazards.

### › Information and Financial Services

Mercy Corps bundles critical climate information with affordable financial services – such as livestock insurance – to help people recover more quickly when disaster strikes or make investments that can mitigate risks in the future. We collaborate with financial service providers to design tailored loans, savings, payments, and insurance solutions that enable climate vulnerable households to shift toward greener, more sustainable futures. In parallel, we support income diversification to strengthen resilience to climate shocks.





### › **Natural Resource Management**

Strengthening the management of natural resources and restoring degraded ecosystems minimizes the impacts of extreme weather, supports sustainable production and nature-based revenues, and reduces the potential for conflict stemming from growing pressure on water and land. We partner with governments, local institutions and communities to design and implement natural resource plans, policies, and practices that are sustainable, equitable, and scalable, and to reduce conflict over access to and use of natural resources.

### › **Access to Clean Energy**

In areas where centralized electricity generation is unreliable or inaccessible, renewable energy – such as household solar, mini-grids, and solar water pumps – is often the most or only viable option. Working with partners, we accelerate sustainable energy access for remote and off grid communities by advancing affordable, accessible renewable energy solutions that move them closer to a low-carbon future. Beyond last-mile access, we support broader energy transition – including battery storage, fuel switching, and emerging clean energy alternatives – to build more resilient energy systems and expand renewable energy for productive use to improve livelihoods.

### › **Green Economic Opportunities**

Markets offer vital channels for advancing the development of and access to climate-smart products and services that help individuals, communities, and businesses adapt to a changing climate. We work with key market actors to increase efficiency in water and energy use, create green jobs, and adapt their products and services for a changing climate. On the demand side, we focus on expanding income generating opportunities for people most vulnerable to climate impacts, helping them move toward greener ways of earning a living.



## DRIVING ECONOMIC AND FOOD SECURITY

**People have expanded security and opportunity through sustained access to food, income, and jobs.**

Inclusive markets and resilient food systems are essential for long-term food security and economic wellbeing. In most fragile and conflict-affected contexts, however, markets do not work like they should. Weak value chain integration, limited access to finance, underdeveloped labor markets, and gaps in services and shared infrastructure limit who participates and who benefits. For many underserved communities, the lack of access to healthy, nutritious food is further exacerbated by structural barriers such as exclusion, insecurity, governance gaps, and weakened institutions.

Through targeted interventions, Mercy Corps improves the reach and sustainability of local food and market systems so that they work better for vulnerable people who depend on them. We work with key market actors, including government institutions, to improve productivity and profitability, expand employment, and sustain critical services that food and agriculture systems depend on. Concurrently, we support households to build stability and foster inclusive decision making so that people can achieve lasting economic and food security.





## Integrated Approaches

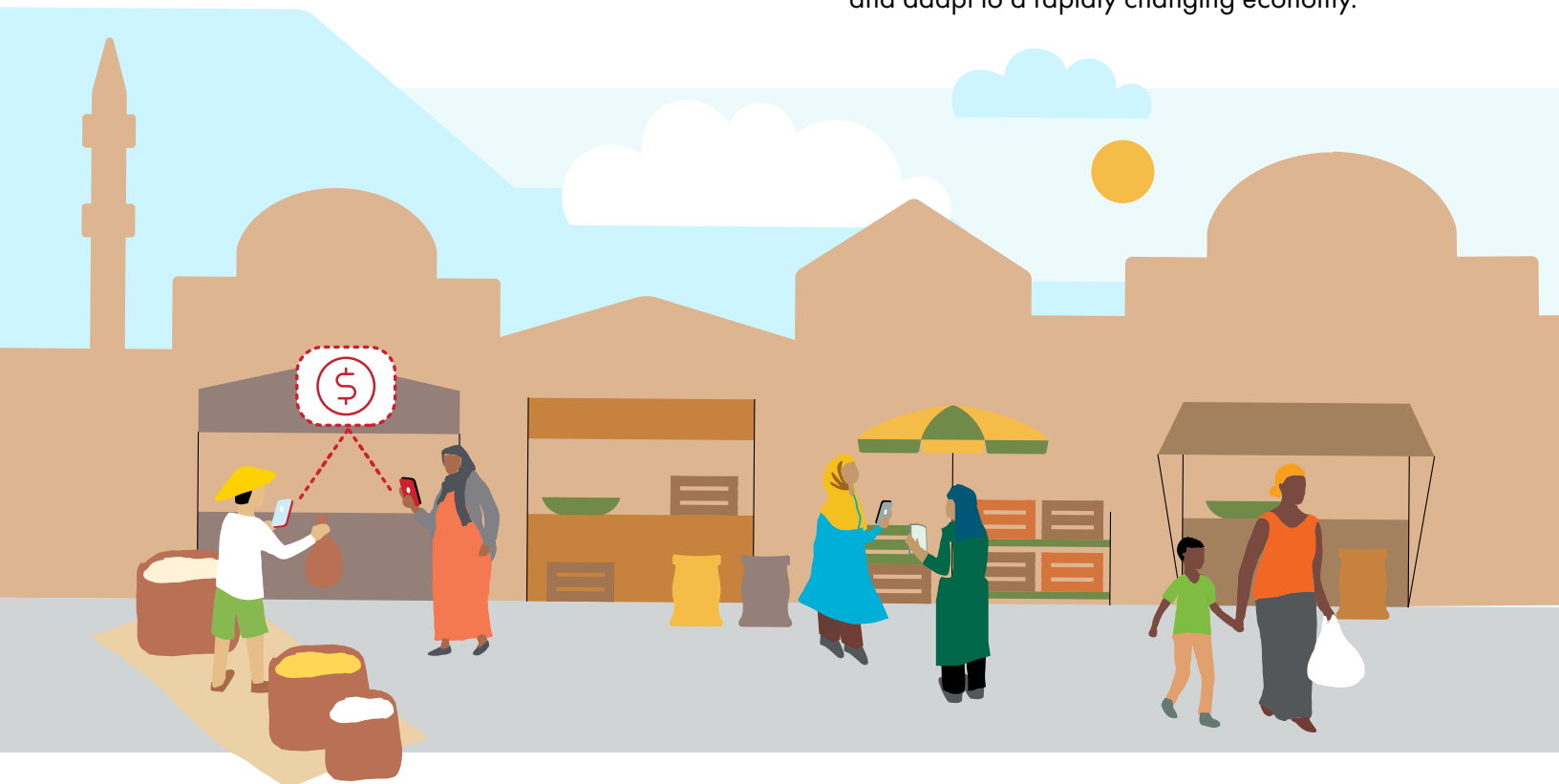
Expanding access to healthy food, income, and jobs requires approaches that strengthen resilience, inclusion, and sustainability alongside growth.

### › Small and Growing Enterprises

We accelerate the competitiveness of micro, small, and medium enterprises – especially those led by women, youth, and underserved groups – so they can create jobs and boost local economies. Through our market systems development (MSD) approach, we remove barriers to enterprise growth, in turn improving productivity, profitability, and long-term commercial resilience. Our work mobilizes finance, improves digital capabilities, strengthens value chain linkages, and embeds sustainable, equitable, and inclusive business practices, enabling enterprises to adapt to changing market conditions.

### › Inclusive Job Creation

We expand access to dignified work and strengthen employment pathways for marginalized groups, especially women and young people. Our MSD approach addresses structural constraints across labor markets to support job creation, better work, and improved access to employment. By strengthening labor supply and demand as well as essential services such as job skills and childcare, we enable greater participation in the workforce. At the same time, we help more people participate in the digital economy by connecting workers to online employment, skills training, and support services. Together, these efforts increase opportunities for people to participate in both traditional and emerging labor markets, generate reliable income, and adapt to a rapidly changing economy.



## › Financial Inclusion and Impact Investing



We accelerate growth and increase access to finance for small businesses and high-impact social enterprises through tailored financial products, strategic investments, and targeted support to individual entrepreneurs and enterprises. We also help financial service providers broaden their offerings for economically at-risk individuals and businesses, with a strong focus on digitalization. Our blended finance approaches mobilize additional private capital, and reduce risk for private investors and lenders, while our networks and innovative platforms strengthen financial relationships, build trust, and help make capital more accessible.

## › Climate Resilient Crop and Livestock Systems

We advance regenerative agricultural practices that support soil, water, and biodiversity management. These practices boost productivity and reduce climate-related risk while restoring and sustaining the natural systems upon which agriculture depends. We enhance crop and livestock production through market driven approaches, including climate-resilient crop and fodder varieties, extension and animal health services, improved post-harvest handling and forage conservation, and stronger rangeland management. By promoting and incentivizing inclusive financial services, access to information, and the adoption of digital tools, we unlock investments in last mile markets and contribute to sustainable crop and livestock systems that serve both producers and consumers.

## › Reliable Food Systems

We strengthen food systems to reduce hunger and malnutrition while driving inclusive, sustainable economic growth. We support the production, processing, and distribution of diverse, nutrient rich foods to make healthy diets more accessible and foster demand for nutritious diets by facilitating positive nutrition behaviors and leveraging public programs – such as school meals – that reinforce nutrition outcomes while strengthening local markets. We address structural barriers and expand women’s and young people’s access to resources, opportunities, decent work, and decision-making power.





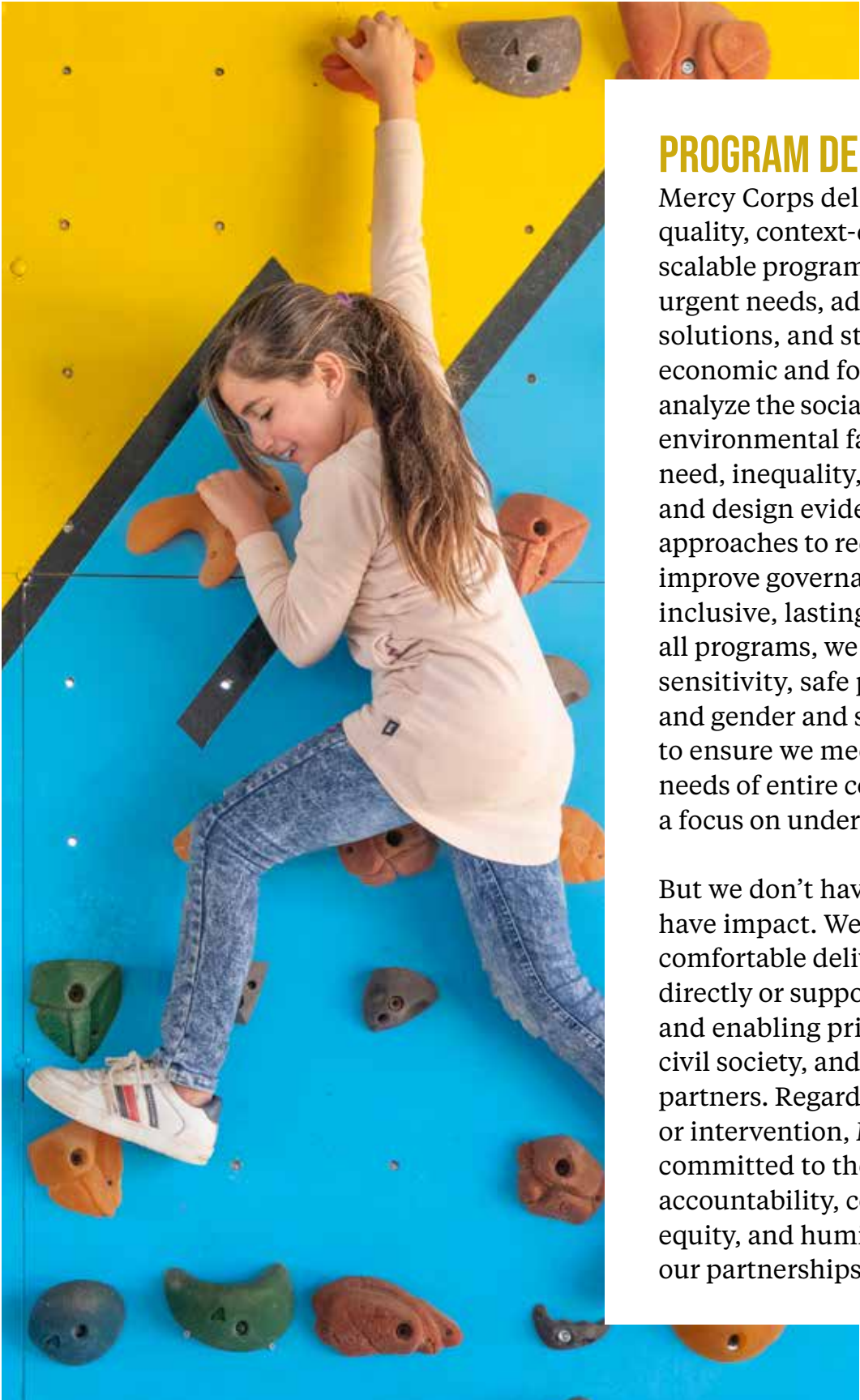
## OUR PATHWAYS TO IMPACT

How we work is just as important as the impact we're trying to achieve. Through our programs, partnerships, platforms, and influence, we co-create innovative solutions so that communities can cope, adapt, and, ultimately, thrive.

**INNOVATION  
PLATFORMS**

**PROGRAM  
DELIVERY**

**INFLUENCE**



## PROGRAM DELIVERY

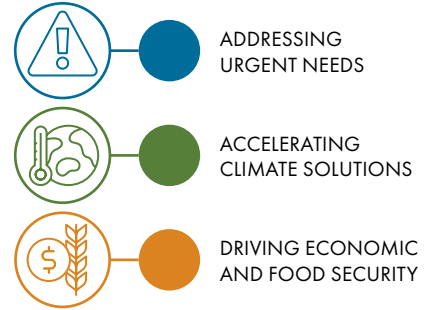
Mercy Corps delivers high-quality, context-driven, and scalable programs that address urgent needs, advance climate solutions, and strengthen economic and food security. We analyze the social, economic, and environmental factors that drive need, inequality, and exclusion, and design evidence-based approaches to reduce conflict, improve governance, and support inclusive, lasting change. Across all programs, we integrate conflict sensitivity, safe programming, and gender and social inclusion to ensure we meet the diverse needs of entire communities, with a focus on underserved people.

But we don't have to lead to have impact. We are equally comfortable delivering programs directly or supporting, convening, and enabling private sector, civil society, and government partners. Regardless of context or intervention, Mercy Corps is committed to the principles of accountability, complementarity, equity, and humility across all of our partnerships.

## Featured Program Models

Mercy Corps is uniquely positioned to advance innovative and sustainable solutions in fragile contexts through evidence-based program models informed by years of implementation experience.

### PROGRAM PRIORITY



#### AgriFin

Drive productivity and market inclusion for smallholder farmers by scaling bundled climate-smart digital services, advisory services, and market information.



#### GreenBridge

Promote sustainable livelihoods and cohesive communities through integrated natural resource governance, climate adaptation, and inclusive markets.



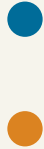
#### AgriSpark: Regenerate

Cultivate regenerative, market-led food systems that strengthen the capacity of smallholder farmers, MSMEs, and communities to adapt to a changing climate.



#### Markets in Crisis

Stabilize markets by combining rapid market analysis, targeted support for businesses, and emergency cash assistance for economic recovery and food security.



#### BizConnect

Strengthen small businesses to grow, create jobs, and adapt to a changing climate, unlocking opportunity for women, young people, and their communities.



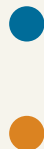
#### Partner-Led Humanitarian Response

Strengthen, support, and enable local humanitarian response structures through demand-driven capacity strengthening and resource transfers.



#### Cash at Scale

Address urgent needs efficiently and at scale in humanitarian crises through cash transfers delivered via digital platforms and multi-actor consortia.



#### PowerPath

Accelerate energy access for remote and off-grid communities through the development and uptake of affordable, reliable, and renewable energy solutions.



#### GIRL - H

Girls Improving Resilience through Livelihoods and Health

Expand opportunities for adolescent girls and young people through community engagement, entrepreneurship support, mentorship, financial literacy, and health education.



#### WorkForward

Strengthen labor markets to create more and better jobs, and expand access to work through inclusive job matching, skills development, and the wrap around support people need to succeed.



#### Jobtech

Connect young people to real work by investing in inclusive digital platforms that create and enable jobs.



#### Ventures

Back bold entrepreneurs and early-stage start-ups to pilot, refine, and scale innovative solutions through impact investing, business model refinement, and partnership brokering

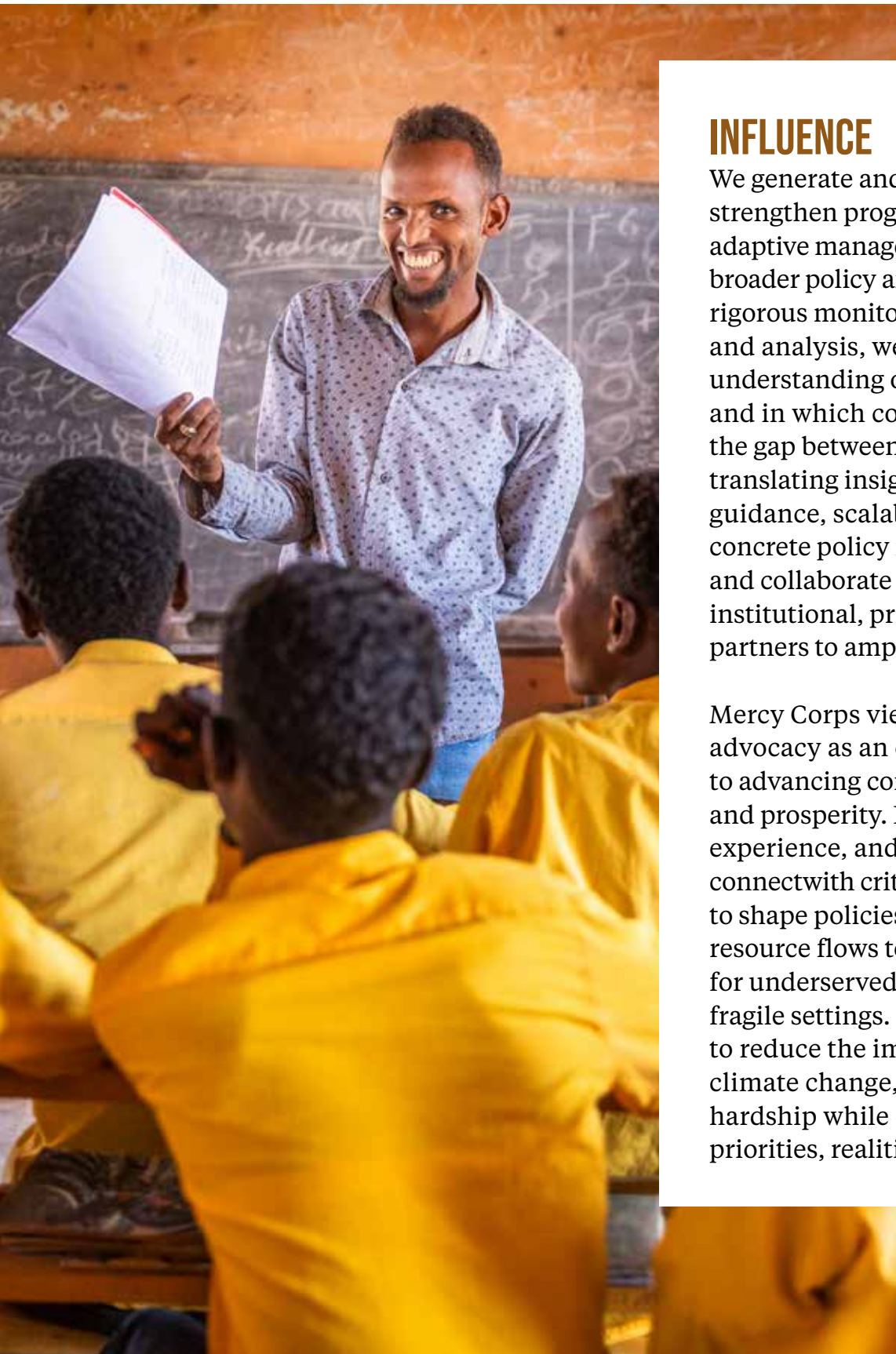


## INNOVATION PLATFORMS

Our entrepreneurial spirit drives us to find better solutions – and to creatively push the boundaries of what’s possible – even in the face of complex and fast-moving challenges. Across our programs, we embrace technology to ensure critical information, services, and resources reach those who need them most, using digital tools and emerging applications of AI to deliver faster, more effective solutions.

We strongly believe that local innovators and entrepreneurs closest to the specific challenges are best positioned to design and deliver market-oriented solutions and services. Our Innovation Catalyst Hub was designed to consistently originate solutions, mobilize diverse capital, and scale results across markets, especially in fragile contexts. It integrates three interlocking pillars: an Innovation & Scaling Lab that builds and graduates a pipeline of investable and scalable solutions; an Impact Investment engine that deploys catalytic and blended capital alongside technical assistance; and Market Shaping Services that strengthen enabling environments and provide advisory and de-risking mechanisms to accelerate resilient growth.





## INFLUENCE

We generate and apply evidence to strengthen program design, support adaptive management, and influence broader policy and practice. Through rigorous monitoring, evaluation, and analysis, we deepen our understanding of what works, why, and in which contexts. We bridge the gap between data and impact by translating insights into actionable guidance, scalable models, and concrete policy recommendations and collaborate with best-in-class institutional, private and academic partners to amplify our impact.

Mercy Corps views influence and advocacy as an essential pathway to advancing community wellbeing and prosperity. Backed by evidence, experience, and expertise, we connect with critical decision makers to shape policies, practices, and resource flows to improve outcomes for underserved people in crisis and fragile settings. Our advocacy aims to reduce the impacts of conflict, climate change, and economic hardship while centering local priorities, realities, and solutions.

# OUR COMMITMENTS

These commitments represent the principles we strive to advance in everything we do, both externally – through our work with partners and participants – and internally – within our own teams and governance structures.



## SAFE, DIVERSE, AND INCLUSIVE

**We help create a culture of inclusion for all people that protects, enables, and elevates diverse community members and groups.**

We strive to eliminate inequitable power dynamics and address the systems that perpetuate discrimination and abuse of power. We foster a culture of equity, integrity, and accountability, and commit to ensuring that our organization, programs, and partnerships are defined by a culture of inclusion. This means that all people are protected, valued, and able to meaningfully contribute to shaping the future and making lasting change.

### › Inclusive Teams

We cultivate safe and inclusive working environments that make room for and encourage all voices, needs, and contributions.

### › Safe and Inclusive Programs

Our programs help people change harmful power dynamics, stay safe, meet their immediate needs, and pursue their long-term goals while building individual and community resilience.

### › Accountable Leadership

Leaders at all levels hold themselves and their teams accountable to the ambitious pursuit of Mercy Corps' vision, strategy, and ways of working.

### › Accountable Governance

We uphold and strengthen systems, policies, and processes to make decisions transparently and hold ourselves accountable to each other and those we support.





## LOCALLY LED

**We are intentional about sharing and ceding power, building meaningful equitable partnerships, and centering communities’ voices in all we do.**

We believe that those impacted by crises are best placed to determine their own solutions and that those solutions are fundamentally stronger and more sustainable as a result. We see program partners and participants as agents of change and commit to shifting power and decision-making to the communities where we work.

### › **Centering Community Voice**

We embrace the knowledge and experience of the people with whom we work, using these perspectives to reflect, learn, grow, and adapt. We involve participants and partners in decision-making, actively listen and respond to feedback, and ensure that communities’ priorities shape our strategies and approaches.

### › **Localized Talent and Leadership**

We cultivate a global workforce and leadership team representative of the communities where we operate. We are deliberate about how we incorporate diverse types of talent and perspectives and actively seek ways to make room for and encourage all voices, contributions, and needs.

### › **Equitable Partnerships**

We intentionally establish and nurture relationships that are fair, mutually accountable, mutually beneficial, and built on trust and respect. We don’t have to lead to have impact and are intentional about how we step in and when we step back to better leverage each partner’s unique value-add (including our own). We show up in different ways at times and play the role of convener, catalyst, facilitator, connector, or motivator depending on the context and intended outcomes.

### › **Inclusive Sector Advocacy and Learning**

We use our voice to influence the policies, systems, and practices that matter in people’s lives, and strive to ensure that our advocacy work reflects local priorities, realities, and solutions. We support the advocacy efforts of our partners and the communities where we work and actively put them





[mercycorps.org/pathway](https://mercycorps.org/pathway)

**COVER**–Uganda, 2022

**PG 4**–Indonesia, 2025

**PG 6**–Ukraine, 2024

**PG 8**–Somalia, 2026

**PG 9**–Kenya, 2024

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**PG 19**–Ethiopia, 2023