



*5-YEAR
STRATEGY*

UNLEASH ABUNDANCE

— *2022-2027* —

Alight is pioneering a new kind of humanitarian organization.

WE ARE ALIGHT

We are unified in our desire to find humanity in every aspect of our work and our world.

We co-create solutions with the displaced, immersing ourselves in insights to carry out high-quality programs and services – all while developing local partnerships that shift power back into the hands of the communities where it belongs.

Alight was founded in 1979 as the American Refugee Committee, and since 2010 we have been co-creating with displaced communities and integrating human-centered design into our work. We renamed our organization in 2019 to reflect the optimism and abundance in the work we do.

Our 2,300 humanitarians serve more than 4 million people in over 20 countries every year. We do this by working closely with them to address their needs, developing local partnerships to build resilience, and amplifying the efforts of donors who make abundance happen.

Displaced communities are at the center of everything we do, including the language we use. This is why we refer to the people we serve as customers, moving away from the idea of a beneficiary to that of someone for whom we provide the best services we can.

We are witnessing the highest levels of movement on record.

THE LANDSCAPE

More than 108 million individuals worldwide have been forcibly displaced due to persecution, conflict, violence, and climate change. Half of them are women and girls, who often face marginalization, discrimination, and gender-based violence.

Organizations providing support face an increasing range of challenges, particularly when funding is limited. And with political instability, extremism, and the climate crisis intensifying, we are arriving at a critical intersection for refugees and displaced people across the globe.

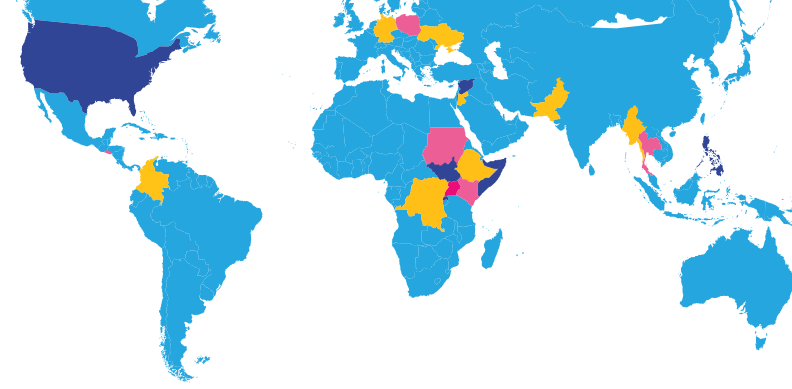
This means resources are being spread too thin across different global crises, when what's truly needed in this moment is bold innovation and collective action to address the escalating needs of displaced communities.

Where traditional humanitarian relief has long been led by decision makers far from the people they aim to help, we take a collaborative, human-centered approach. We believe in doing a better thing. We build a meaningful life for and with the displaced.

To do this, we work with the displaced during their entire journey, from initial support towards long-term stability. Our reach is vast and our impact deep. In addition to addressing essential needs such as healthcare, clean water, shelter, and protection, we provide livelihood programming and education. We place special attention on women and girls, the population most affected by displacement, while also creating innovative solutions for those displaced due to climate or emergencies.



Our 5-Year Strategic Vision



ASPIRATION

To evolve our strategy, Alight embarked on a listening tour. Over a period of five months, we engaged our customers in communities around the world, from Somalia to El Salvador; experts from organizations including USAID, UNICEF, and the US Department of State; plus, our board of directors and Alight colleagues. From this came our strategic aspiration:

To inspire and unleash abundance in every person by being the best at co-creating with displaced people. Together, we will unlock robust pathways in service of redefining quality in our industry.

DIRECTION

We believe that there is simple human justice in the chance to build a life. For the last 45 years, Alight has supported people forcibly displaced within or from their country of origin. Alight's new strategy strengthens this focus by centering efforts on the mass displacement of people due to conflict, climate change, and social and economic

exclusion. We made this choice because we have insight and expertise into the non-linear journeys refugees and internally displaced people face on a daily, monthly, yearly, and even generational basis. From this experience, we have built trust, credibility, and relationships with our customers, host communities, local governments, donors large and small, institutional funders, and partners.

Within the broad definition of displaced people, we will continue to concentrate on working with the populations we are currently serving,¹ which are among the largest forcibly displaced populations in the world. Our path follows our customers' journeys with displacement, walking alongside them until they have made a new home. It's only when they feel settled, secure, and on a pathway to thriving that our journey alongside them concludes.

Because the global factors that lead to mass displacement are ever evolving, this list may shift in the future.

Afghans in Pakistan and U.S.

Burundians
in Uganda and Rwanda

Central Americans
in the Americas

Congolese in the Democratic Republic of Congo (through ECI²), Uganda, Rwanda, and U.S.

Eritreans in Sudan

Ethiopians
in Ethiopia and Sudan

Myanmarese
in Myanmar and Thailand

Pakistanis in Pakistan

Somalis
in Somalia, Somaliland, Kenya, and Uganda

South Sudanese
in South Sudan, Uganda, Sudan, and Ethiopia

Sudanese in Sudan, South Sudan, and Ethiopia

Syrians in Jordan and Syria (through Questscope³)

Ukrainians
in Ukraine, Poland, Germany (through ORAM), and U.S.

¹ This also includes the LGBTQ+ community within these populations and geographies through ORAM (Organization for Refuge, Asylum & Migration), an Alight affiliate devoted to advocating for sexual- and gender-minority asylum seekers and refugees fleeing persecution and violence

² Eastern Congo Initiative, an Alight affiliate supporting Congolese-led, community-based organizations solving the most challenging problems facing people in the Democratic Republic of Congo

³ Questscope is an Alight affiliate working with individuals, communities, local organizations, and international partners to produce social, educational, and entrepreneurial opportunities for marginalized youth

INTENT

People are bigger than their basic needs. Life calls for joy, dignity, connection, and purpose. And that's what we aim to build. We will continue to go beyond the mere provision of these necessities, addressing all the elements required to build a fulfilling life. Listening closely to our customers, our programs will keep delivering across these key experiences:

- The care of body, mind, and spirit
- The experience of being and feeling safe
- The peace of house and home
- The pursuit of education
- The dignity of work and financial security
- The experience of loving human connection

HOW WE GET THERE

Even with the noblest of intentions, humanitarian organizations often find themselves hindered by outdated practices that prevent them from achieving their goals. These practices include relying exclusively on external data sources to understand the experiences of the individuals they seek to assist, undertaking problems with preconceived solutions, creating programming independently, taking a one-size-fits-all approach, and relying substantially on one type of funding. These approaches frequently exclude local voices in addressing the challenges they know better than anyone else and can lead to sub-par services and delivery.

This is why Alight believes that democratic co-design and radical accountability are vital for delivering human-worthy services.

To bring about a world in which displaced persons are empowered to rebuild, thrive, and enrich their communities, we are investing efforts across five tenets of our strategy:

1. *INSIGHTS*

2. *CO-CREATION*

3. *HIGH-QUALITY IMPLEMENTATION*

4. *PARTNERSHIPS*

5. *FUNDING DIVERSIFICATION*



1. *INSIGHTS*

Deepening our understanding of the journeys of displaced people, identifying their met and unmet needs to inform our program and experience design.

We share these insights internally so the knowledge can be leveraged across different populations and local contexts. We share these insights with our customers themselves, so they continue to feel heard, seen, and appreciated. And we share these insights with global and local partners to provide an additional lens to their work.

2. *CO-CREATION*

Collaborating on the creation of programs and services with our customers, centering them in everything we do.

Doing this enables us to collaborate with displaced people at various points in their journey. We leverage human-centered design tools and frameworks to co-create in ways that enable our customers and unlock new ideas. These tools also enable us to improve programs and experiences based on customer feedback.

3. *HIGH-QUALITY IMPLEMENTATION*

Holding ourselves to the highest standards.

With nearly five decades of expertise, we excel at executing programs and providing services for displaced people. We are now amplifying all other aspects of our work, including grant writing, reporting, program design, and service delivery. We employ Kuja Kuja to measure customer satisfaction, ensuring we live up to their expectations. This integrated approach guarantees that we can best serve all our populations throughout their entire journey.

4. *PARTNERSHIPS*

Creating and implementing our services with a wide range of partnerships.

We collaborate with a unique network of global, community-based, and refugee-led local organizations to implement quality services at scale. Unlike NGOs who subcontract to these organizations, we engage our partners as co-creators and co-implementers along the displacement journey.

5. *FUNDING DIVERSIFICATION*

Expanding opportunities and reducing dependence.

Integrating both institutional and private giving makes our funding more flexible, so we can support the initiatives we co-create with our customers free from restrictive conditions.

As we continue co-creating solutions for and with displaced people, we look forward to inspiring the humanitarian sector to look beyond basic needs and join us in lifting up people's dignity, supporting them in finding a space to dream up new identities, and enabling them to control their narrative.

We believe in an abundant world full of amazing people who want to help.

JOIN OUR JOURNEY

Together we can reimagine humanitarian aid for the 21st century. Will you join us?

There are many ways for you to get involved. We're open to all kinds of collaborations!



PARTNERSHIPS: If your community or organization is interested in partnering with us, email: partnerships@wearealight.org or call +1 (612) 874-5466

FUNDRAISING: Do you want to get your personal community involved? You can start your own fundraiser!

DONATIONS: To make a donation, email donor_services@wearealight.org or call +1 (612) 872-7060, or mail it to:

Alight Donor Service Center
PO Box 1002
Minneapolis, MN 55480-1002
United States of America

SOCIAL MEDIA: Keep up to date with Alight's doings around the world. Join our mailing list at wearealight.org, and connect with us on



Facebook, X (Twitter), Instagram, LinkedIn, YouTube, and Threads and spread the word!