

IREX 2020 STRATEGIC PLAN

MISSION

To build *a more just, prosperous, and inclusive world*, IREX and its partners empower youth, cultivate leaders, strengthen institutions, and extend access to quality education and information.

IREX 2020

We at IREX envision a world in which all people can achieve their potential. It is a world with greater prosperity and social justice. It is a world that kindles hope.

This world is within our grasp, but it cannot be achieved by any organization alone. IREX must work with a global network of partners, in every sector and at every level of society, to advance a shared vision of progress that is both embraced and driven by communities themselves. We must invest in people and societies in which people can thrive.

A nonprofit organization committed to international education and development, IREX has embraced a people-centered approach since 1968. Our organization was created to bridge geopolitical divides by fostering the exchange of scholars, teachers, students, and ideas. IREX then built on our expertise and network of relationships in Eurasia to support people driving educational reform, leading newly empowered movements in civil society, and building effective and accountable governance. IREX became a leader in improving access to information technology, strengthening independent media, and empowering youth through education and leadership development. As global needs shifted, IREX brought this expertise to new regions: first Asia, then the Middle East and Africa, then

Latin America. Throughout these decades of change, our focus on people and communities has been steady. We have nurtured a distinctive approach combining caring and efficacy.

Today IREX is surveying global needs and preparing to achieve even greater impact. We are asking: How can we promote prosperity and social justice as violence, authoritarianism and inequality spread? How can we better leverage technology, our global network of partners, and our own expertise brokering complex partnerships that deliver results and span government, the private sector, and civil society? How can we bridge societal divides and elevate women and girls? How must we position our organization to capitalize on our own hard-won expertise and excel in environments that grow increasingly complex?

This strategy will guide IREX as we address these questions and work towards *a more just, prosperous, and inclusive world*. Our plan is ambitious but also appropriate to the scale of the challenge and the opportunity to make a difference. Executing this strategy will require extensive partnership and new resources. It will require us to marshal our strengths and continue to adapt in order to support the people we are dedicated to serve and live up to the principles we embrace.



IREX applies a people-centered approach to development that invests in human potential and promotes just, prosperous, and inclusive societies.





IREX STRATEGIC GOALS

EMPOWER YOUTH

Expanding youth populations in Africa, South Asia, and the Middle East represent both an opportunity for the future and a potential threat to stability. Focusing on youth aged 15-24 will therefore be an IREX priority, building on decades of experience and a belief in youth as drivers of positive change. IREX will invest in youth by promoting quality education, professional development, and job skills. Recognizing the diversity within youth populations, we will help young women and men acquire the knowledge and skills they need to be community leaders and active, informed citizens.

CULTIVATE LEADERS

Change requires leadership at every level of society. IREX cultivates leaders who strive to serve others in local communities and national capitals, civil society organizations and governing institutions, universities and schools, media outlets and businesses. We support leaders who are women and girls, men and boys, ethnic and racial minorities, persons with disabilities, people of all sexual orientations, and people from both rural and urban areas. IREX enhances their individual leadership qualities as well as their ability to lead organizations and causes. We deepen the expertise and networks they need to lead in specific fields.

STRENGTHEN INSTITUTIONS

Prosperity and social justice require strong institutions that capably serve their constituents and deliver results. IREX helps institutions at every level of society to become more effective, accountable, and responsive to the diverse populations they benefit. We partner with educational, media, governance, business, and civil society organizations that want to excel as they serve others. We share expertise that helps them manage people and resources while upholding high standards of ethics and professionalism.

EXTEND ACCESS TO QUALITY EDUCATION AND INFORMATION

Educated, informed citizens contribute to broad-based prosperity, informed civic engagement, and accountable governance. IREX works with partners around the world to strengthen independent media, broaden access to quality education, and increase people's ability to access information through information technology, traditional and new media, and institutions like libraries.





HOW WE ACHIEVE RESULTS

IREX invests in human potential and promotes conditions that lead to more just, prosperous, and inclusive societies. IREX does this by empowering youth, cultivating leaders at all levels of society, strengthening institutions, and extending access to quality education and information. These four elements of our strategy are mutually reinforcing and, together, catalytic forces for positive change.

By 2020 IREX will

1. Engage and empower youth by expanding quality education, employment opportunities, and civic engagement

We will show evidence that

- Youth in IREX programs demonstrate increased engagement in their communities
- Youth in IREX programs have increased economic opportunities
- More people from underserved populations benefit from IREX youth programs

2. Cultivate leaders at all levels of society to drive positive change in their organizations, communities, and governments

We will show evidence that

- Participants in IREX programs use their newly acquired skills, experience, and networks to lead positive change in their organizations and communities
- More people from underserved populations benefit from IREX leadership programs

3. Strengthen institutions by helping them to achieve greater effectiveness, accountability, and responsiveness

We will show evidence that

- IREX partner organizations increase their effectiveness in delivering results
- More people from underserved populations benefit from institutions strengthened by their partnership with IREX

4. Broaden access to quality education and information by strengthening educational institutions and educators, supporting independent media, and expanding access to information and information technology

We will show evidence that

- Educational institutions that partner with IREX increase their ability to deliver knowledge and skills that enhance students' employability and community engagement
- People have increased access to information
- People demonstrate enhanced skills to analyze the credibility and content of information
- People from underserved populations have greater access to quality information



PRIORITIES

Expand leadership development programs to cultivate more leaders worldwide; develop customized programs to bolster leaders in particular geographic regions and sectors; and, leveraging technology, enhance and consolidate IREX leadership development resources.

Expand IREX programs that promote youth engagement and employability; establish a youth practice that will develop new initiatives to invest in the potential of youth.

Create a Center for Applied Learning and Impact to establish a dedicated space for learning, enhance assessment and impact, develop cutting-edge approaches, and integrate a focus on both gender and technology across IREX's portfolio.

Integrate IREX's approach to organizational development into all relevant programming to ensure strong and accountable local institutions can sustain positive change.

Develop new initiatives to strengthen independent media and extend access to the internet with a special focus on narrowing the gender digital divide, giving women and girls needed digital literacy skills, and supporting media in closing societies and conflict environments.

Mobilize new resources and diversify revenue to support IREX-driven initiatives and enable a relentless focus on our mission.

Align organization and operations for the future by enhancing operational capacity, investing in information technology, and expanding the role and presence of field offices.

Ensure our workplace reflects our values by preserving a culture that authentically prioritizes trust, respect, and care for others.





GUIDING PRINCIPLES

People are paramount.

IREX's approach to development prioritizes people. We treat our partners with dignity, respect, and empathy.

Just and prosperous societies are inclusive.

Inclusive societies are more just and prosperous, but social, political and economic inclusion does not happen automatically. IREX strives to bridge social divides and works for broad participation in its programming.

Change is possible.

Injustice and poverty are prevalent but can be overcome through human initiative, community action, and good governance. IREX promotes change by working in authentic partnership to develop both individuals and institutions.

Sustainable change comes from within.

IREX's role is to support individuals and communities working to build more just, prosperous, and inclusive societies. Our partners must be the ones to drive change in their own societies.

Results are more important than credit.

We take pride in being a good partner, sharing credit liberally, and prioritizing the practical details that contribute to long-term sustainability.

Humility is essential.

Achieving a just and prosperous world in which all people can achieve their potential is a complex undertaking. IREX will approach this mission with humility and sincerity. IREX and its partners have expertise yet acknowledge their limitations. We will learn and remain open to new ideas.

WHAT IREX DELIVERS

IREX delivers value to its beneficiaries, partners and donors through its holistic, people-centered approach to development and unique combination of traits. The sum of these parts is what distinguishes IREX.

EXPERTISE

IREX brings expertise and experience in fields such as education, civil society, gender, media, governance, access to information, and youth employment.

HOLISTIC APPROACH

IREX works with partners to design and implement comprehensive approaches that integrate a focus on people, institutions, and communities and an understanding of how they interact to advance prosperity and social justice.

GLOBAL RELATIONSHIPS AND PRESENCE

IREX maintains more than 20 offices globally and operates in more than 100 countries. We have a deep network of alumni and partners numbering in the tens of thousands.

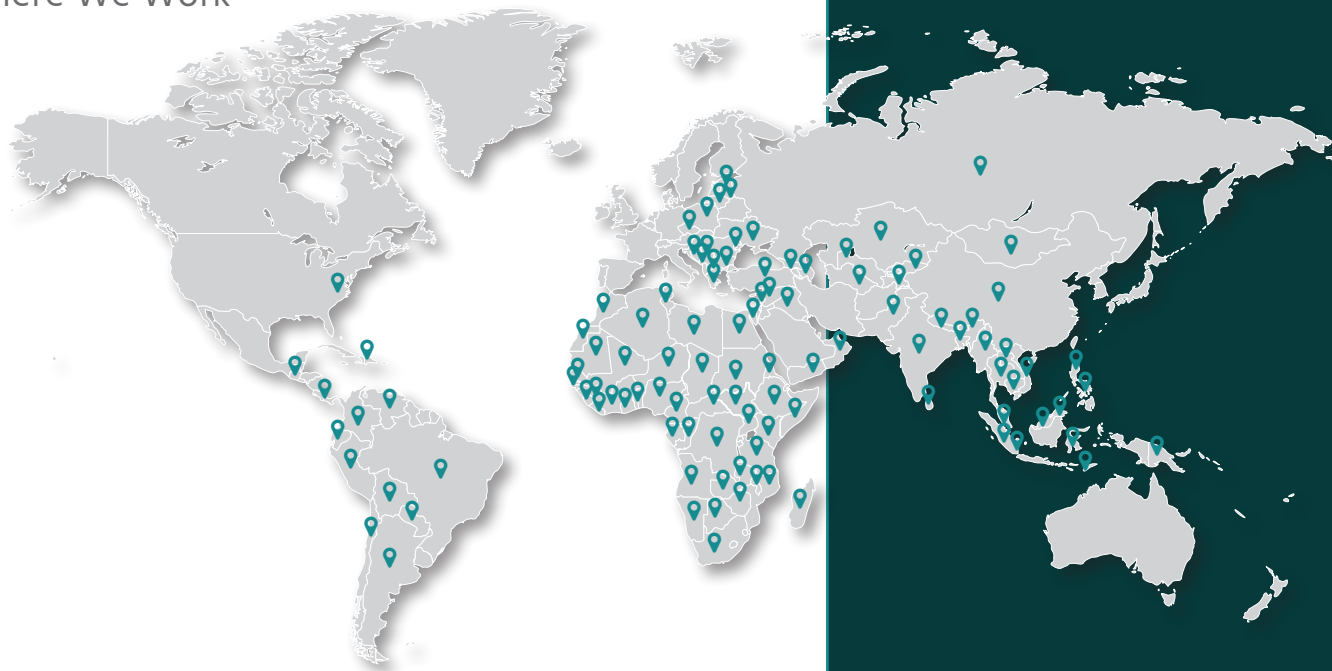
MANAGEMENT ACUMEN

IREX delivers quality, well-executed programs with professionalism and integrity.

COMPASSIONATE AND CARING APPROACH

IREX treats its beneficiaries and partners with dignity, respect, and empathy in a genuine spirit of collaboration.

Where We Work



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