



Strategic plan

DIGEST

2022-2025



solidarités
international

SOLIDARITÉS INTERNATIONAL

SAVING LIVES, CHANGING LIVES

The NGO SOLIDARITÉS INTERNATIONAL assists populations affected by conflicts and violence, epidemics, natural or climate-related disasters and economic collapse. Our humanitarian teams are committed to helping people whose lives, health and security are threatened, by meeting their most vital needs: food, water, shelter and hygiene.

SOLIDARITÉS INTERNATIONAL responds to crises by distributing emergency aid in person and, in parallel, by implementing long-term solutions that enable affected populations to regain sustainable access to water, sanitation, hygiene, diversified livelihoods and safe housing.

The ultimate aims of SOLIDARITÉS INTERNATIONAL's action are protection, dignity and autonomy.

MEETING COMPLEX CHALLENGES IN DIFFICULT CONTEXTS

Thanks to its extensive field experience and expertise, SOLIDARITÉS INTERNATIONAL is able to work in the most hard-to-reach areas and in particularly dangerous contexts.

SOLIDARITÉS INTERNATIONAL also demonstrates unique technical and social engineering capabilities, which we continue to perfect by building on the innovations and development efforts of our teams and partners.

FOR 40 YEARS, AND FOR AS LONG AS IT TAKES

SOLIDARITÉS INTERNATIONAL's commitment to assist populations affected by the most severe crises dates back to 1980.

We always provide aid at the request of the affected population or its representatives, in cooperation with our local partners, and we are fiercely determined to constantly uphold the humanitarian principles of humanity, independence, impartiality and neutrality.

Our field teams mainly comprise locally hired staff, to help ensure that the aid provided fits the population's needs as closely as possible.

“THE FIRST RESPONSE TO HUMAN SUFFERING MUST BE SOLIDARITY”

Alain Boinet,
founder of SOLIDARITÉS INTERNATIONAL

20
COUNTRIES OF INTERVENTION

5.1
MILLION INDIVIDUALS PROVIDED
WITH RELIEF

2,457
NATIONAL AND INTERNATIONAL
EMPLOYEES

118
MILLION EUROS
OF HUMANITARIAN AID

93%
OF OUR RESOURCES DEDICATED
TO HUMANITARIAN MISSIONS

The intensification and persistence of armed conflicts, epidemic outbreaks, an increase in famine, increasingly severe and more frequent natural and climatic disasters: the rise in and worsening of humanitarian crises require an even stronger commitment towards those most vulnerable.

SOLIDARITÉS INTERNATIONAL's strategic plan for 2022-2025 takes into account the worrying increase in humanitarian needs and proposes several mechanisms in order to respond to these immense challenges.

In line with work begun in recent years, our NGO intends to continue its work on access to difficult areas, its responsiveness to emergencies, its research and innovation efforts and the development of partnerships with local actors. This strategy also motivates us to improve our structure in a number of key areas, in light of evolving global issues and the transformation that the humanitarian sector is facing. Expertise, commitment, transparency, and above all boldness: the values that guide our 2022-2025 strategic plan have been at the heart of our NGO's mission to respond to human suffering through solidarity for over 40 years.

Antoine Peigney,
President
Kevin Goldberg,
Chief Executive Officer

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Center for Communication Action Bangladesh,
SOLIDARITÉS INTERNATIONAL

Increase our global impact

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SAVING MORE LIVES IN THE FACE OF EMERGENCIES

In the face of increasing difficulties of access, we must maintain an ambitious crisis response capacity and continue to improve the effectiveness and responsiveness of our interventions.

ACCESSING THE MOST VULNERABLE POPULATIONS IN THE MOST CHALLENGING CONTEXTS

- Continue our proactive approach in the face of new crises in zones that are difficult to access
- Strengthen our capacity to contextualize our programs and to adapt when access is limited
- Continue to invest in the development of measures likely to mitigate the security and health risks we face

DEMONSTRATING UNWAVERING RESPONSIVENESS

- Systematise our participation with rapid response mechanisms
To do so, we will need to:
 - develop tools and practices specific to our NGO
 - make sure our interventions are not limited to the “Water, Sanitation and Hygiene” (WaSH) sector alone, but also integrate “Food security”, “Livelihoods” and “Shelter”
- In the face of epidemic crises, be a reference ally for health care professionals who operate in emergency contexts

INCREASING OUR GLOBAL HUMANITARIAN IMPACT AND OUR PROJECTION CAPACITIES

- Progressively increase the number of countries where we operate, and increase the number of bases in those countries where needed
- Increase our response and projection capacities in new contexts

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INTEGRATING THE PROTECTION OF THE MOST VULNERABLE AT THE HEART OF ALL OF OUR ACTIONS

Until now, our NGO's approach has been primarily sectoral. We now need to move towards a more individualized analysis of the vulnerabilities and needs of the populations.

ANALYSING VULNERABILITIES IN A GLOBAL MANNER

- Increase our capacities to analyse vulnerabilities
- Develop a survey and analysis capacity specifically adapted to hard-to-reach areas
- Systematically integrate gender issues, child protection and the protection of people in particularly vulnerable situations (age, disability, origin, belief, etc.) in our modalities of intervention, at all phases of our programs (design, implementation, evaluation)
- Better understand the stakes of the conflicts and ensure that the responses we provide do not inadvertently aggravate existing sociopolitical tensions
- Share our assessments with the humanitarian community

FULLY INTEGRATING THE NOTION OF PROTECTION IN OUR INTERVENTION FRAMEWORKS

- Continue to fully respect the mandate of International Humanitarian Law (IHL)
- Develop programs that aim both at meeting basic needs as well contributing to the protection of the fundamental human rights of the individuals
- Encourage the implementation of referral and follow-up procedures for protection cases with competent entities and organisations

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PROVIDING SUSTAINABLE SOLUTIONS IN FRAGILE CONTEXTS

The contiguum between humanitarian and development work allows us to respond to the emergency of vital needs while putting in place sustainable solutions.

STRENGTHENING THE DOUBLE-NEXUS APPROACH

- Planning the long term, from the emergency phase. It implies studying the possibility of developing sustainable solutions and approaches in each of our intervention zones, in parallel with our emergency actions
- Significantly increase the number of “double-nexus” projects on our core expertise
- Develop strategic alliances to complete our expertise
- Support local systems and institutions in order to strengthen the provision of basic services to the population

ACTING FOR A SAFE, HEALTHY AND SUSTAINABLE ENVIRONMENT

- Increase the number of projects that have a positive environmental impact, by including an integrated sustainable management of resources and anticipating global warming related climate hazards
- Develop a global positioning to become a recognized player in resilience to environmental and climate risks faced by vulnerable populations in the fragile areas where we operate
- Continue to act on social and environmental determinants around health, paying particular attention to epidemics linked to water-borne diseases and health risks linked to environmental health
- Adapt our expertise to problems specific to slums
- Reduce the environmental footprint of our programs and commit to a global approach to eco-responsibility

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ACTING FOR AND WITH COMMUNITIES AND VULNERABLE POPULATIONS

By 2025, we will aim at systematizing the participation of the people and communities we serve, in the design, monitoring and adjustment of the programmatic strategies we implement.

STRENGTHENING INCLUSION AND PARTICIPATION OF POPULATIONS AND THEIR COMMUNITIES

- Use an accessible and reciprocal communication with the beneficiaries of our programs
- Develop methods of active participation to allow them to be actors and co-responsible for the humanitarian responses we propose
- Pay particular attention to the voice of women and marginalised populations

BEING ACCOUNTABLE FOR OUR ACTIONS

- Use a transparent and reactive communication that respects the confidentiality, privacy and well-being of individuals
- Systematically measure the satisfaction of those who benefit from our actions to adapt our methods and guide our future programs
- Actively monitor new accountability practices and pilot new approaches

CO-CONSTRUCTING OUR INTERVENTIONS WITH LOCAL CIVIL SOCIETY ACTORS

- Develop partnerships based on mutual learning and complementarity

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ENCOURAGING ACTION-RESEARCH AND THE DEVELOPMENT OF INNOVATIVE APPROACHES

STRENGTHENING TRANSVERSALITY AND THE PRODUCTION OF KNOWLEDGE

- Move towards a more horizontal knowledge management through the development of transversal communication tools, common to our entire organization
- Improve our data collection and data management processes to better evaluate our actions
- Co-create knowledge :
 - by multiplying collaborations with academic actors and laboratories on topics where SOLIDARITÉS INTERNATIONALE has strong expertise
 - by sharing and showcasing the knowledge we acquired (through communication and participation to clusters, working groups and thematic or geographic coordination platforms)

ALLOWING THE EMERGENCE OF NEW SOLUTIONS

- Promote innovation in favor of the most vulnerable. Allocation of resources to the most promising projects and with significant potential for spin off will be made systematic
- Focus on open innovation by working with partners and relying on new technologies. We will pay particular attention to “low tech” solutions, technologies that are easy to use and have a low environmental impact



Strengthen our organisation

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GAINING EXPOSURE AND INFLUENCE

REINFORCING OUR IDENTITY BY AFFIRMING OUR CAUSE

- Have our specificity recognized in France and internationally
- Communication to the general public in countries other than France will aim at facilitating the future opening of SOLIDARITÉS INTERNATIONAL branches in new countries
- Systematize public speaking and promote the topics that are key to our NGO, by creating original content and events, doing advocacy work on extraordinary situations, looking for partnerships and developing thematic focuses
- In our countries of intervention, develop a communication that engages our partners, as well as the local actors who follow our work

SURROUNDING OURSELVES WITH ALLIES WHO SHARE OUR CAUSE

- Develop an engagement journey for those who want to support us
- Surround ourselves with celebrities who are willing to support our actions

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RAISING MORE FUNDS FOR THE MOST VULNERABLE

CONTINUING TO DIVERSIFY OUR SOURCES OF DEDICATED FUNDING

- Convince new humanitarian donors
- Develop our partnerships with development-oriented donors
- Proactively work to mobilize new types of institutional funding
- Reinforce the strategic role that private companies and foundations play in our organisation

INVESTING TO DEVELOP OUR NON-DEDICATED FUNDING

- The NGO will lead a strengthened fund-raising strategy through new investments
- Develop pilot projects based on non-dedicated business financing

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INCREASING EFFICIENCY WITHIN OUR ORGANISATION

In recent years, SOLIDARITÉS INTERNATIONAL has experienced significant growth in its volume of activities and headcount. This growth must continue and be accompanied with adapted working methods, so that it remains agile.

APPLYING THE PRINCIPLE OF SUBSIDIARITY BY RELYING ON ACCESSIBLE AND SHARED STANDARDS

- Decentralize our organization while strengthening the standardisation of our practices and vigilance
 - standardise our intervention methods and our internal procedures (hindering the necessary responsiveness in response to emergencies)
 - move our management practices away from a logic of systematic validation towards one that encourages individual autonomy
 - simplify our procedures, tools and jargon

SUCCESSFULLY COMPLETING THE DIGITAL TRANSITION OF OUR NGO

In recent years, SOLIDARITÉS INTERNATIONAL has embarked on a true digital shift, in order to integrate a global digital culture. It will imply to :

- Continue to benefit from the support of new technologies to improve our working methods, internal procedures and the quality of interventions
- Implement an information system for our operations to better pilot our activities and facilitate cross-functionality within our organization
- Ensure that all our teams have permanent access to our online tools and are trained to work in this new digital environment

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ATTRACTING, DEVELOPING AND RETAINING A RANGE OF DIVERSE AND COMMITTED TEAMS

ATTRACTING THE BEST AND RECRUITING AT A LOCAL LEVEL

- Strengthen our attractiveness by affirming what constitutes our identity as an employer
- Encourage local applications for technical and management positions

DEVELOPING OUR EXPERTISE AND CAREER PATHS

- Invest in our teams in order to strengthen our expertise. To do so, we will :
 - develop a repository of technical expertise and interpersonal skills specific to SOLIDARITÉS INTERNATIONAL
 - ensure that a training plan is implemented in all our countries, and that an individual skills development plan is put in place for all our employees
- Encourage internal career development in order to give prospects to each employee

GUARANTEEING A WORK ENVIRONMENT THAT FAVOURS ENGAGEMENT

- Ensure the safest possible working environment and to work daily to reduce the risks incurred by our teams.
- Encourage everyone to speak out and act to improve life quality in the workplace, strengthen the sense of community and commitment and ensure a better flow of information
- Improve our compensation and benefits package

IMPLEMENTING A PROACTIVE POLICY OF DIVERSITY AND INCLUSION

- Strengthen our Diversity and Inclusion approach :
 - encourage pluralism and the respect for differences
 - fight against all types of discrimination
 - draw on the functional and geographic career paths of our employees
 - publish an annual report on the measures implemented in this direction



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