



Strategic plan

2022-2025



solidarités
international

INTRODUCTION

238 million people in 56 countries. 238 million vulnerable people facing hunger, thirst, intense violence and conflict, forced displacement, disease outbreaks, and increasingly severe and frequent weather events and natural disasters. That's one in 33 human beings. It is in this context of skyrocketing humanitarian needs, as highlighted by the United Nations, that this new strategic plan for SOLIDARITÉS INTERNATIONAL is being developed.

Humanitarian needs have been growing for years: the number of refugees and internally displaced persons has tripled in 25 years, crises are increasingly chronic and cumulative, and the areas where the greatest fragility is concentrated have for the most part seen a decline in their development indicators over the last ten years, while the rest of the world has seen an increase in these indicators. In this light, the COVID 19 pandemic has reduced many of the hard-won gains and considerably increased the level of risk faced by most vulnerable populations through its cascading effects on the poorest regions of the world. Finally, International Humanitarian Law, the basis of our action, is regularly flouted by numerous armed groups, both state and non-state.

For more than 40 years, our NGO's mission has been to help people affected by conflict and violence, epidemics, natural and climatic disasters and economic collapse, by covering their vital needs: food, water, shelter and sanitation. In addition to its emergency responses, SOLIDARITÉS INTERNATIONAL develops sustainable solutions so that affected populations can regain sustainable access to water, sanitation, hygiene, diversified means of subsistence and safe housing, sources of protection, dignity and autonomy for people facing the challenges of an uncertain future. Since the creation of SOLIDARITÉS INTERNATIONAL, our teams have provided support to vulnerable populations in 50 different countries, deploying their humanitarian aid in the vast majority of crises over the past 40 years. Our fight and advocacy for universal access to safe water and our expertise in water, sanitation and hygiene have resulted in assistance to millions of people.

These fundamentals, reaffirmed in our Vision 2030, remain more relevant than ever in the face of the intensification of humanitarian crises we are witnessing. They have not prevented our organization from regularly evolving its practices. Thus, the 2018-2021 strategic plan, which is now coming to an end, has enabled our NGO to progress on many dimensions, from our capacity to project ourselves into priority humanitarian zones, to the development of a stronger partnership culture within our teams; from the strengthening of our expertise in cash transfer solutions to the efforts made to project ourselves into programs carried out by our organization beyond the short-term framework of donor contracts. The "4M responsibility", which invites us to integrate multi-annual, multi-country,

multi-stakeholder and multi-sectoral modalities into our action programs, has been widely integrated in our various countries of intervention.

This 2022-2025 strategic plan is largely based on continuity with the work initiated in recent years. The work on access to difficult areas, responsiveness to emergencies, the development of our expertise in support of health actors, the measures envisaged to promote innovation and research-action partnerships, the investments made to complete our digital transition, and the efforts made to strengthen the reputation of our organization beyond the circle of humanitarian actors: all these components reflect the ambitions that SOLIDARITÉS INTERNATIONAL has been pursuing for several years.

However, this plan also invites us to make progress on series of key elements in view of the evolution of global issues and the transformations our sector is facing. Thus, we insist on the need to strengthen in the coming years our internal capacity to analyse vulnerabilities, and our commitment to the protection of people facing, or at risk of facing, abuses and violations of their fundamental rights. We also claim a growing role for SOLIDARITÉS INTERNATIONAL in the realisation of sustainable projects capable of developing the resilience of populations in fragile contexts. We strive to integrate into our logic of intervention the issues of adaptation and reduction of environmental impacts, in order to make the access of vulnerable people to a healthy, safe and sustainable environment a major dimension of our future programs. We are asserting our commitment as an international organisation that sees its ability to act through its own teams in the field as a strength, while at the same time seeking to strengthen partnerships with local actors with the goal of mutual learning and reinforcement. From an organizational point of view, we are focusing on series of desired changes in our human resources policies in order for our teams to be more diverse and inclusive in the future. Additionally, we are committed to working towards greater efficiency in our internal practices, an essential condition to enable us to develop our humanitarian footprint and promote the growth of our organization.

Expertise, commitment, responsiveness, transparency, and above all boldness: the values that guide our strategy are at the heart of the imperative carried by our NGO for over 40 years, that of being able to respond through solidarity to human suffering.

Antoine Peigney, President

Kevin Goldberg, Chief Executive Officer

SUMMARY

P. 4

Presentation of SOLIDARITÉS INTERNATIONAL

P. 5

Key numbers 2021 Vision 2030

Increasing our global impact

P. 8

1 - SAVING MORE LIVES IN THE FACE OF EMERGENCIES

P. 9

2 - INTEGRATE THE PROTECTION OF THE MOST VULNERABLE AT THE HEART OF ALL OF OUR ACTIONS

P. 10

3 - PROVIDING SUSTAINABLE SOLUTIONS IN FRAGILE CONTEXTS

P. 12

4 - ACTING FOR AND WITH COMMUNITIES AND VULNERABLE POPULATIONS

P. 13

5 - ENCOURAGE ACTION-RESEARCH AND THE DEVELOPMENT OF INNOVATIVE APPROACHES

Reinforcing our organisation

P. 16

6 - GAINING EXPOSURE AND INFLUENCE

P. 18

7 - RAISE MORE FUNDS FOR THE MOST VULNERABLE

P. 20

8 - INCREASING EFFICIENCY WITHIN OUR ORGANIZATION

P. 21

9 - ATTRACT, DEVELOP AND SECURE THE LOYALTY OF DIVERSE AND COMMITTED TEAMS

P. 23

Summary diagram

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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

VISION 2030

Faced with the intensification of humanitarian crises and the increase in suffering they cause, the women and men of SOLIDARITÉS INTERNATIONAL are taking action to bring relief and strengthen populations' ability to cope with shocks. Because we believe that the first response to human suffering must be solidarity, we support, with our partners, the victims of armed conflicts, disasters and epidemics.

Our humanitarian commitment responds to the vital needs of at risk populations regarding food, water and shelter. During the decade of 2020-2030, we will strive to take full account of the growing challenges facing humanity, including the consequences of climate disruption, a rapidly growing population, and increasing health risks associated with the environment and urbanization.

Our interventions will continue to be guided by the need for humanitarian action and by the principles of access, proximity and impact for the most vulnerable populations. More than ever, we will operate in accordance with the principles of neutrality, independence and impartiality.

We will carry out our actions with respect for the dignity of individuals and the cultural identity of populations. In order to maximize our impact, we will coordinate our humanitarian actions with contributions from our local and international network partners. Our internal environment will be one of transparency, diversity, equity, expertise and commitment.

Finally, we will bear witness to forgotten crises and speak out for populations whose vital needs, particularly access to water, hygiene and sanitation, are not sufficiently covered.

Increasing our global impact





1

SAVING MORE LIVES IN THE FACE OF EMERGENCIES

Emergency humanitarian response and the ability to access vulnerable populations from the shock absorption phase are at the heart of SOLIDARITÉS INTERNATIONAL's expertise, reputation and identity. Our NGO is one of the actors recognized for its ability to access very difficult areas, where people in extremely vulnerable situations are sometimes ignored by humanitarian responses that focus more upon major population gathering points (IDP and refugee camps).

While these difficulties of access are increasing, we must maintain an ambitious crisis response capacity and continue to improve the effectiveness and responsiveness of our interventions. To achieve this, several elements will need to be developed in the coming years.

ACCESS TO THE MOST VULNERABLE POPULATIONS IN THE MOST CHALLENGING CONTEXTS

TAKING A PROACTIVE APPROACH IN THE FACE OF NEW CRISES IN ZONES THAT ARE DIFFICULT OF ACCESS

Access to difficult areas is the result of a combination of efforts made at our bases: an in-depth analysis of the area's constraints, a program strategy based on these constraints, an effective local network, satisfactory team training and a real commitment from the management team.

This voluntarism must continue to be a strong mark of our organization so that it can truly "help further".

IN A RESTRICTED ACCESS SITUATION, WE ADAPT OUR PROCEDURE TO CONTINUE OPERATING

In several countries, our teams are sent to areas where access is particularly degraded and does not allow our organization to operate within its usual procedures.

In order to cope with this challenge, we will be strengthening our limited access programming capabilities in the coming years, as well as the strong contextual adaptations that must accompany this particular method.

SECURITY, AS A CONSTANT IMPERATIVE

The corollary of access difficulties is the level of risk in the areas where we operate. Committed to ensuring the safety and protection of the physical and mental health of our staff and stakeholders, our NGO will continue to invest in developing analytical capabilities, training, and all measures to mitigate the risks faced.

DEMONSTRATING UNWAVERING RESPONSIVENESS

SYSTEMATISE OUR PARTICIPATION WITH RAPID RESPONSE MECHANISMS

SOLIDARITÉS INTERNATIONAL has long experience of rapid response mechanisms, which we have helped to develop in the face of the chronic crises in our areas of intervention. In the coming years, we will continue to seek to systematize these mechanisms, and will strive to develop tools and practices specific to our NGO, which will guarantee our ability to be both responsive and effective in the interventions we deploy.

Finally, we will ensure that these interventions are not limited to the water, sanitation and hygiene sector alone, but also integrate our other areas of expertise, which are access to food security and livelihoods, as well as granting access to shelter for displaced people.

IN THE FACE OF EPIDEMIC CRISES, BE A REFERENCE FOR HEALTH CARE PROFESSIONALS

Over the last few years, SOLIDARITÉS INTERNATIONAL has developed a recognised expertise in the face of epidemic crises or a proven epidemic. Reactivity is a key factor in containing the spread of a disease. In the coming years, our organization will position itself as a reference for health actors who are fighting in an emergency against diseases.

INCREASE OUR GLOBAL HUMANITARIAN IMPACT AND OUR CAPACITY FOR PROJECTION

AN INCREASED PRESENCE IN ZONES OF CRISES

In 2021, 38 countries around the world are suffering from severe humanitarian crises. SOLIDARITÉS INTERNATIONAL is intervening in 18 of them. As humanitarian needs continue to grow around the world, SOLIDARITÉS INTERNATIONAL aims to both intervene in more countries by the year 2025, as well as increase the number of our programs within these countries.

INCREASE OUR CAPACITY FOR PROJECTION AND RESPONSE IN NEW CONTEXTS

Our capacity, via our dedicated emergency team, to carry out a watch, then an immediate needs assessment followed by a humanitarian response from the very beginning of a crisis - without waiting for the award of any donor contracts - must continue to be reinforced. This independence guarantees our responsiveness and the relevance of our emergency response.

2

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

By protection we mean the protection of the physical and psychological integrity of the individual, but also the protection of his or her fundamental rights, such as to water, shelter, food, education, etc.

Conflict situations represent the vast majority of our intervention contexts. Approaching our interventions from the perspective of protecting people makes sense in these contexts, especially for those who are most vulnerable. Children, women, the elderly, marginalized people or people specifically targeted by the parties involved in a conflict. Depending on the context, the people most at risk are not the same, and the abuses and violations of fundamental rights differ.

Until now, our NGO's approach has been primarily sectoral, based on our areas of intervention (water, hygiene, sanitation; food security and livelihoods; shelter). We now need to move towards a more individualized analysis of the vulnerabilities and needs of populations so that our sectoral expertise can be fully used to serve those most at risk. This implies both strengthening our analytical capacities and developing new methods in order to better protect those who need it most.

ANALYSING VULNERABILITIES IN A GLOBAL MANNER

INCREASE OUR CAPACITY FOR ANALYSIS

A good humanitarian response is based on an accurate and holistic situational analysis that highlights unmet needs, existing community support mechanisms, and the differentiated impact of the crisis on populations and their vulnerabilities.

By 2025, we will improve our ability to understand the current and future needs of people in vulnerable situations, to establish gaps in existing responses, and to identify factors that lead to the resurgence of crises.

To do this, we will deploy analytical tools in all our areas of intervention, enabling a detailed and disaggregated study of the vulnerabilities of aid beneficiaries. These analyses will be carried out regularly, at the level of each base and in all our countries.

BRING OUR CAPACITY FOR ANALYSIS TO SPECIFIC AREAS WHERE ACCESS IS CONSTRAINED

Difficulty in accessing certain areas prevents humanitarian actors from accurately assessing local situations and the essential needs of the people living there.

In the coming years, our NGO will develop a survey and analysis capacity specifically adapted to hard-to-reach areas, allowing the collection, analysis and dissemination of information essential to the proper deployment of humanitarian aid.

TOWARDS A SYSTEMATIC CONSIDERATION OF GENDER, AGE AND THE SPECIFIC NEEDS OF PEOPLE IN VULNERABLE SITUATIONS

The integration of gender issues, child protection and the protection of people in particularly vulnerable situations (age, disability, origin, belief, etc.) in our modalities of intervention will be systematized at all phases of our programs, whether it be during the design, implementation or evaluation of our actions.

This integration aims to protect women, children and people with special needs from all forms of violence, but also from risks of discrimination or neglect.

CONFLICT-SENSITIVE ANALYSES

These approaches will be particularly sensitive to conflict, which is a key factor in the vulnerability of people and the fragility of the territories in which we work. Concretely, this means taking full account of the disputes and divisions that fuel violent conflicts, and ensuring that the responses we provide do not inadvertently aggravate existing socio-political tensions.

SHARE HUMANITARIAN ASSESSMENTS OF QUALITY

Strengthening our analytical capacities will allow us to share our assessments more systematically with the humanitarian community: donors and UN agencies, international NGOs, as well as local and national actors.

Our assessments will be multi-sectoral, and will thus play a key role in linking our own intervention capacities with those of other actors present in the areas where we operate.

FULLY INTEGRATING THE NOTION OF PROTECTION IN OUR INTERVENTION FRAMEWORKS

PROTECTION APPROACH, A SYSTEMATIC COMPONENT OF OUR INTERVENTIONS

SOLIDARITÉS INTERNATIONAL fully respects the spirit of International Humanitarian Law (IHL), and therefore integrates the principles of humanitarian protection in all its activities. To this end, our organization ensures:

- the priority of the security and dignity of the person;
- the provision of independent and non-discriminatory aid adapted to specific needs, with particular attention paid to the most vulnerable;
- not to risk exposing the beneficiaries of its assistance to any additional risk or harm;
- the building of a participatory approach, with a view to empowering beneficiaries and ensuring our accountability towards them.

As part of its commitment to the centrality of protection within humanitarian action, SOLIDARITÉS INTERNATIONAL will be able to engage in protection activities according to an integrated approach, i.e. by developing programs that will have as objectives both to meet basic needs (food, water, shelter) and to participate in the protection of the fundamental human rights of individuals.

Moreover, our NGO's humanitarian action is based on complementarity and coordination between different actors' interventions. In this context, we will encourage the implementation of referral and follow-up procedures for protection cases with competent entities and organizations.

3

PROVIDING SUSTAINABLE SOLUTIONS IN FRAGILE CONTEXTS

1.8 billion people, or more than one in five people, live in one of the 57 countries and territories that the OECD described in 2020 as fragile contexts (including 13 “extremely fragile” countries), i.e. places where neither the state nor local authorities are sufficiently able to protect the most vulnerable people from the risks they face: violence, extreme poverty, forced displacement, water and food insecurity, and lack of respect for fundamental rights. Fragile contexts also accumulate environmental difficulties: health risks linked to pollution and lack of hygiene and sanitation are exacerbated, and the territories concerned are overexposed to the consequences of climatic disturbances (droughts, floods, hurricanes, etc.). Prolonged crises, a declining human development index, a deteriorating security or environmental context, but also the growing importance of local and national civil society actors in the responses provided in these fragile contexts, the line between humanitarian and development actions is unclear.

As many of our NGO’s achievements have shown, our expertise enables us to provide long-term solutions that strengthen people’s abilities to cope with shocks and epidemics in vulnerable areas. The contiguity between humanitarian and development work allows us to respond to the emergency of vital needs while putting in place sustainable solutions. The humanitarian impact of these so-called “double nexus” projects is often very significant, which is why we will strive to multiply them in the coming years.

Moreover, as 56% of the world’s population now lives in urban areas and urbanization continues to grow, we must also adapt our expertise to the urban context. In the countries where we operate, the most vulnerable populations are relegated to slums where insecurity, lack of energy, water and sanitation supplies, poverty, pollution and health problems, as well as disasters linked to climate change, are major factors of vulnerability. We must be able to act to protect the most vulnerable living on the outskirts of cities, as well as those living in rural areas.

DEVELOPPING OUR DOUBLE NEXUS PROJECTS

PLANNING THE LONG-TERM FROM THE EMERGENCY PHASE

The resolution of a humanitarian crisis is not a linear process, from emergency responses to developmental actions. In parallel to our emergency actions, we must study the possibility of developing sustainable solutions and approaches in each of our intervention zones, adapting our intervention framework to the fragility of the context in which they are implemented.

BASED ON OUR EXPERTISE, REINFORCE THE DOUBLE-NEXUS APPROACH

Our current expertise allows us to envisage a significant increase in the number of “double-nexus” projects that our NGO carries out in fragile areas: setting up drinking water networks and sanitation facilities, developing sustainable agriculture that meets the nutritional needs of the population, providing access to new economic opportunities for the most vulnerable, rehabilitating housing to provide a safe environment for the greatest number of people, rehabilitating and constructing essential infrastructure, managing solid and liquid waste, etc.

On the other hand, we will not engage in “triple-nexus” programs that involve a “peace-making” component that could call into question our neutrality with regard to the parties involved in the conflict.

DEVELOP STRATEGIC GLOBAL ALLIANCES TO COMPLETE OUR EXPERTISE

When the context is appropriate, we will act proactively to create strategic alliances between ourselves and national and international actors, with complementary fields of intervention: specialists in the protection of certain publics, primary and secondary health actors, thematic experts in agriculture, local actors with a long-term presence in our intervention zones, etc.

We will endeavour to develop some of these alliances with leading international actors, based on a methodological framework that will foster the long-term development of these partnerships.

WHENEVER POSSIBLE, ACT TO REINFORCE LOCAL SYSTEMS AND INSTITUTIONS

In accordance with our humanitarian principles of political neutrality, impartiality of relief efforts and independence, when the situation allows, we will support public services and local authorities.

The ability of local authorities to provide people with access to basic services - either directly or through private actors delegated with public service missions - is a key dimension of territorial resilience.

In the areas where we work, it is common for the authorities to be involved in an ongoing conflict, for the administration to experience serious management and corruption problems, for the legitimacy of political power to be widely questioned, and for the actors in place to be reluctant to collaborate with an international actor.

Nonetheless, many projects illustrate our ability to work with the technical departments of local public services to improve the provision of essential services: development or rehabilitation of infrastructure, food security programs, epidemiological surveillance, etc.

We will thus seek to develop our collaboration with local authorities 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 WITH A POSITIVE ENVIRONMENTAL IMPACT IN FRAGILE CONTEXTS

The implementation of quality humanitarian intervention requires the integrated management and sustainable use of resources, as well as the anticipation of climatic hazards linked to global warming.

Our NGO has long been involved in projects for access to sanitation, integrated management and sustainable use of essential and fragile natural resources (water, land, forests, etc.), as well as programs to anticipate climate hazards by implementing adaptation and mitigation measures. More recently, food security projects integrating drought and sustainable agriculture issues have been developed. Projects for waste treatment and the production of biological fertilizers for agriculture have also been developed to improve the environmental health of individuals.

Based on this expertise, by 2025 we will have developed a global positioning with a view to becoming a recognized player in resilience to environmental and climatic risks faced by vulnerable populations in the fragile areas where we operate.

ADDRESSING THE SOCIAL AND ENVIRONMENTAL DETERMINANTS OF HEALTH

Our NGO does not provide health care, but we act on social and environmental determinants to prevent disease and to prolong the physical and mental health of people living in the most fragile contexts.

Through our numerous interventions in the context of epidemic or nutritional crises, our NGO has demonstrated its ability to act alongside medical actors to reduce mortality and morbidity.

In the coming years, we will continue to invest in this field of action, paying particular attention to epidemics linked to water-borne diseases and to health risks linked to environmental health.

ADAPTING OUR EXPERTISE TO PROBLEMS SINGULAR TO SLUMS

Slums and non-housed areas are contexts in which environmental and health risks are exacerbated. We will pay particular attention to adapting our expertise to urban and peri-urban areas, if necessary developing responses specific to the problems encountered there.

REDUCE AS MUCH AS POSSIBLE THE ENVIRONMENTAL IMPACT OF OUR PROGRAMS

SOLIDARITÉS INTERNATIONALE has long recognized the importance of taking the environment into account in the design and implementation of its interventions, as well as in the logistical processes that accompany them. In order to respect the principle that our activities should not harm the populations we help, our organization must now commit to a global approach to eco-responsibility.

This will involve improving our internal practices, conducting environmental risk analyses of our programs, and promoting sustainable solutions for the fragile areas where we operate: protection and sustainable management of natural resources (wood, water, soil), prevention and appropriate management of waste, treatment of sludge, promotion of sustainable agricultural practices (use of manure and natural fertilizers), and promotion of environmentally friendly hygiene and sanitation practices.

4

ACTING FOR AND WITH COMMUNITIES AND VULNERABLE POPULATIONS

SOLIDARITÉS INTERNATIONAL always intervenes at the request of the populations concerned or their legitimate representatives. Our organization has a long tradition of tailored assistance, adapted to local contexts and needs, and has forged long-term partnerships with a number of local communities. This ensures that our teams have access to the most vulnerable people, that our aid is effective and that our interventions complement those of local and national actors.

By 2025, we will aim to systematize the participation of the people and communities we serve in the development, monitoring and adjustment of the programmatic strategies we implement.

REINFORCING INCLUSION AND PARTICIPATION OF POPULATIONS AND THEIR COMMUNITIES

AN ACCESSIBLE COMMUNICATION FOR THE BENEFICIARIES OF OUR PROGRAMS

We will ensure that accessible, up-to-date, transparent and reciprocal communication is established with the populations benefiting from our programs. We will strive to develop methods of active participation that allow the beneficiaries of our actions to be themselves actors and co-responsible for the humanitarian responses we propose.

A PARTICULAR EMPHASIS ON THE VOICE OF WOMEN AND MARGINALISED POPULATIONS

The expression and participation of women and marginalized people will be actively encouraged within the framework of the participation mechanisms that we will put in place. A specific effort will also be made to encourage the participation of lesser heard publics (children, the elderly, people with disabilities, etc.).

BE ACCOUNTABLE FOR OUR ACTIONS

TO BE ENTIRELY ACCOUNTABLE TO OUR TARGET POPULATIONS

Our organization is committed to implementing its work in a responsible manner and with an awareness of the balance of power between humanitarian aid actors and vulnerable populations. We are committed to being accountable for our actions to affected populations, host countries and donors. This accountability must be reflected through transparent and responsive communication, and in the exemplary functioning of our alert mechanisms to avoid any abuse.

As a humanitarian organization, it is our duty to act on behalf of people affected by crises while respecting their cultural diversity and dignity. Mechanisms for participation and communication with populations must therefore be implemented with particular attention paid to respecting confidentiality, privacy and the well-being of individuals.

By 2025, we will also systematize the measurement of the satisfaction of the people we serve. To do this, we will develop a comprehensive framework for monitoring, collecting and managing survey feedback that will allow us to adapt our methods and guide our future programs.

TO BE ACTIVELY SEARCHING FOR NEW ACCOUNTABILITY

SOLIDARITÉS INTERNATIONAL will actively monitor new accountability tools and practices. We will identify and pilot new approaches that will enable us to be more accountable to vulnerable populations.

CO-CONSTRUCTING OUR INTERVENTIONS WITH LOCAL CIVIL SOCIETY ACTORS

DEVELOP PARTNERSHIPS BASED ON MUTUAL LEARNING

We will aim to strengthen the role given by our NGO to local and national organizations that share our principles of intervention, to promote complementarity and mutual co-learning.

In order not to limit ourselves to partnerships oriented only towards the implementation of programs that meet the requirements of donors, we will deploy strategies of alliance and technical and geographical complementarity, envisaged as long-term sources of exchange and co-learning between our organizations.

5

ENCOURAGE ACTION-RESEARCH AND THE DEVELOPMENT OF INNOVATIVE APPROACHES

In order to meet the accountability demands of our donors, our organization produces a large number of surveys and reports, which are sources of a great amount of data. However, this data is often too compartmentalized and insufficiently processed to allow us to gain valuable feedback on our organization. Questioning our operating methods, taking full advantage of our past experiences, sharing lessons learned on the field, in a transversal as well as vertical manner, evaluating the effectiveness and efficiency of our actions in the short and long term, celebrating our successes: our ability to better manage and share data is crucial for our NGO.

Our capacity as a field player in hard-to-reach areas makes our organization an ideal partner for action-research programs. These programs can help us better understand the determinants of fragility, just as they can provide a rigorous and scientific evaluation of our modalities of intervention and our impact.

Finally, the extent of the needs and the limited means to respond to them invite us to constantly invent new responses. SOLIDARITÉS INTERNATIONAL has long had an internal culture of innovation. This culture, which essentially originates in the field, regularly leads to the creation of new projects, some of which have subsequently spread throughout the humanitarian ecosystem and have thus had an impact far beyond the scope of our organization's activities. However, the identification, support and dissemination of these innovations is currently variable. The investment and risk-taking of our organization to develop new practices is also very variable. Thus, we must better develop and structure our capacity for innovation.

STRENGTHENING TRANSVERSALITY AND IMPROVING AWARENESS

MOVE TOWARDS A MORE HORIZONTAL MANAGEMENT OF OUR KNOWLEDGE

Peer-to-peer learning and experience sharing between our countries of intervention must be encouraged. To this end, in the coming years, we will develop transversal communication tools common to our entire organization.

BETTER MANAGE DATA TO BETTER EVALUATE OUR ACTIONS

We will strive to develop internal systems that will allow us to better understand the impact of our actions and to more accurately manage the development of our programs and expertise.

We will promote a rational and reasoned use of the data collected: the data collected by the field teams must be necessary, useful and of high quality in order to facilitate analysis and decision-making with a view to changing methods or improving the quality of interventions.

THROUGH OUR PROGRAMS, CO-CREATE KNOWLEDGE

We will seek to multiply collaborations with academic actors and laboratories on subjects in which SOLIDARITÉS INTERNATIONAL has strong expertise, particularly in the fight against waterborne diseases.

In addition, we will redouble our efforts to share and make visible the knowledge acquired, whether through our usual means of communication or through our regular participation in various clusters, working groups and thematic or geographic coordination platforms, insisting on the articulation of the local, national, regional and global levels to strengthen the scope of the messages conveyed.

ALLOW THE EMERGENCE OF NEW SOLUTIONS

PROMOTE INNOVATION IN FAVOR OF THE MOST VULNERABLE

We will develop a strong institutional position in favor of the emergence of new practices likely to better meet the needs of the most vulnerable. To this end, we will put in place internal procedures to better identify and support innovations. In particular, we will systematize the allocation of human and budgetary resources to the most promising projects, carefully selecting those with significant potential for spin-off.

FOCUS ON OPEN INNOVATION

To develop innovations, we will seek to collaborate with partners, whether they be private companies, public actors or actors from civil society.

In particular, we will strive to take advantage of the increasing diffusion of technological tools and access to the Internet to develop new modes of intervention with our partners and to develop our technical expertise. At the same time, we will also pay particular attention to the dynamics of «low tech» innovation, technologies that are easy to use and have a low environmental impact, allowing the implementation of more sustainable solutions that are better adapted to the fragile contexts in which we operate.

Reinforcing our organisation





6

GAINING EXPOSURE AND INFLUENCE

Our NGO has experienced a significant growth in its scope of action in recent years without increasing levels of exposure, at least beyond specialized circles. Our surveys regularly reveal that, while our organization is rightly recognized by its institutional partners, it continues to suffer from insufficient exposure among the general public, which penalizes both its ability to convince and obtain new support and the strength of its testimony in the public debate.

Much has already been done to remedy this lack of visibility. Among these actions, the highlighting of our fight for universal access to drinking water has had a notable effect, both with our donors and our individual donors. However, it has not yet enabled us to make real progress with the general public and the media, and has also occasionally been a source of confusion. SOLIDARITÉS INTERNATIONAL has been perceived as an actor specializing solely in the water, sanitation and hygiene sector, which has resulted in greater difficulty in developing our other sectors, from a financial and programmatic point of view, and in communication.

With this clear observation in mind, we are convinced that our NGO has every reason to have renewed ambitions in terms of brand awareness.

REINFORCE OUR IDENTITY THROUGH AFFIRMING OUR CAUSE

TO HAVE OUR SPECIFICITY RECOGNIZED IN FRANCE AND INTERNATIONALLY

Capitalizing fully on the gains we have made in our fight for water, we will seek to develop an identity in the coming years that will more strongly affirm the specificity of our organization, from the protection of the most vulnerable that we defend to the expert and multi-sectoral nature of our interventions in fragile contexts. In carrying out this approach, we will ensure that we prepare the foundations for the deployment of our communication to the general public in countries other than France, so as to facilitate the future opening of SOLIDARITÉS INTERNATIONAL branches in new countries by accompanying these openings with a dynamic of advocacy and research of exposure.

SYSTEMATIZE PUBLIC SPEAKING AND HIGHLIGHTING THE KEY ISSUES FOCUSED ON BY OUR NGO

Given its experience and expertise, our NGO is called upon to speak out more in the media, where our public interventions are often limited to expert subjects. However, our testimony on crisis situations and the responses we provide are elements of communication that interest citizens.

By developing a thematic focus, creating original content and events, seeking partnerships and challenging the media on unusual situations, we aim to strengthen our media presence. In our countries of intervention, within the limits of the sensitive nature of our operations, we will try to develop communication that engages our partners as well as the local actors who follow our work.

SURROUND OURSELVES WITH ALLIES WHO SHARE OUR CAUSE

DEVELOP AN ENGAGEMENT PATH FOR THOSE WHO WANT TO SUPPORT US

Through the development of its social networks as well as its first regional delegations, SOLIDARITÉS INTERNATIONAL has been able to mobilize hundreds of volunteers in numerous projects. Whether it be relaying news on the Internet, raising awareness in schools, or organizing public events or debates, these initiatives are part of an inclusive approach to participation open to the greatest number of people, offering everyone the opportunity to support our activities.

This citizen force is an opportunity that our organization must seize. To do so, we will have to clarify the modalities of volunteer involvement with us, invest in the animation and the expansion of this movement, and rely on those who are involved to develop our reputation, our ability to convey strong messages and our search for new supporters.

SURROUND OURSELVES WITH CELEBRITIES WHO ARE WILLING TO SUPPORT OUR ACTIONS

Those who know our organization often have a very good image of it, recognizing our expertise and our commitment. In order for this image to reach more people, our NGO must now seek to surround itself with ambassadors who are ready to give a little of their time to support our actions by participating in occasional events at our side and by bringing their views on the evolution of SOLIDARITÉS INTERNATIONAL. This group of people committed to us will follow the development of our activities in a non-statutory way, in a role that is complementary to that of our associative governance. We will ensure diversity and parity in the choice of its future members.

Our testimony on crisis situations and the responses we provide are elements of communication that interest citizens.



RAISE MORE FUNDS FOR THE MOST VULNERABLE

In 2020, the economic model of our association depended on more than 95% of funding from institutional donors (directly or via consortiums), 75% of which came from our three main partners: American humanitarian aid, United Nations agencies and the European Commission via ECHO.

In order to continue to develop our activities, we must continue to strengthen our ties with our main partners, proactively seek to foster the trust of other donors, and invest in developing non-dedicated funding that allows us to act responsively and independently in the face of crises. In this respect, the development of our fundraising among the general public is a key element.

Funding from companies and foundations currently represents a very small part of our support. However, the development of structuring partnerships with private philanthropic actors can play a strategic role for our organization. Indeed, once launched, these partnerships have the potential to be long term, based on the creation of trustworthy relationships between partners.

PURSUING THE DIVERSIFICATION OF OUR SOURCES OF DEDICATED FUNDING

CONVINCING NEW HUMANITARIAN DONORS

French bilateral aid, which is expected to increase significantly in the coming years, currently represents 6% of our financing. We will work towards increasing this essential support for our activities.

In the coming years, we will aim to increase our contacts with representatives of donor countries, both in the field and in capitals. Among these, German humanitarian aid will be the object of particular attention, and we will actively explore the possibilities of opening an office in Germany for our organization.

DEVELOP OUR PARTNERSHIPS WITH DEVELOPMENT-ORIENTED DONORS

Initially reluctant to fund projects in particularly fragile contexts, so-called development donors are now increasingly inclined to grant financial support for long-term programs in these areas as a natural extension of their mandate.

Because of our expertise and past experience, SOLIDARITÉS INTERNATIONALE is particularly well positioned to develop this type of partnership.

Moreover, the double-nexus approach can also be of interest to local authorities involved in international solidarity actions through their decentralized cooperation. We will continue our efforts to develop this type of partnership.

BE PROACTIVE IN OBTAINING NEW TYPES OF INSTITUTIONAL FUNDING

In recent years, institutional donors have increased the number of funding mechanisms designed to stimulate innovation and the decompartmentalization of expertise. Some of these mechanisms aim to enable the deployment of new operational methods: payment by results, regional funding, funds dedicated to innovation. Others are more geared towards strengthening our organizations and activities: funds to encourage pooling between players, multi-year partnership agreements, etc.

Aware of the structuring character that these funds can have for our NGO, we will proactively seek to mobilize them.

STRENGTHEN THE STRATEGIC ROLE OF CORPORATIONS AND FOUNDATIONS IN OUR ORGANIZATION AND FUNDING

Creating genuine proximity with private sector actors is a source of benefits that go beyond the field of financing: a thorough understanding of the needs and wishes of both parties, the contribution of new skills and expertise, and the sharing of best practices. We will therefore continue to make sustained efforts to set up structuring partnerships with foundations and companies committed to supporting people living in the most fragile contexts.

On the one hand, we will seek to substantially increase the amount of private funding received by our organization, by developing our links with French philanthropic actors as well as capitalizing on our presence in the United Kingdom. Additionally, we will continue to develop the use of skills sponsorship, by developing a dedicated strategy for this purpose and by fully integrating this dimension into the functioning of our organization.

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A COLLECTION STRATEGY STRENGTHENED BY NEW INVESTMENTS

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Today, SOLIDARITÉS INTERNATIONAL can count on the support of more than 55,000 individuals who support our activities through their donations. A growing number of them do so through regular donations by direct debit, which is proof of the trust they place in us. This non-dedicated funding plays a major role for our NGO: it is at the heart of our capacity to react to crises, it represents a key element of our independence, it is essential to the development of our expertise and it contributes to the economic resilience of our organization in the face of possible challenges.

However, making ourselves known to potential donors has a cost, and implies being able to articulate our messages well in order to highlight the uniqueness of our organization in the eyes of those approached. We will ensure that in the coming years our efforts are reinforced by new investments, targeted at increasing the number of our regular donors, increasing the average level of giving and reducing our attrition rate. At the same time, we will continue our efforts to reach out to major donors and individuals who may support us through gifts. Finally, we will work on the organization of events that can bring our supporters together in order to promote our proximity to them and interest other potential major donors in our cause.

DEVELOP PILOT PROJECTS ON NON-DEDICATED BUSINESS FINANCING

While most companies and foundations prefer to fund specific programs rather than support organizations on a global level, some have taken the decision to help NGOs develop globally, and provide their partners with non-dedicated funding.

We will seek to develop this type of partnership through several pilot projects: a specific approach aimed at medium-sized and intermediate companies likely to commit non-dedicated support as part of their CSR, the development of share products, or the launch of micro-donation operations in cash and on salaries

8

INCREASING EFFICIENCY WITHIN OUR ORGANIZATION

SOLIDARITÉS INTERNATIONAL has experienced significant growth in its volume of activities and its number of employees in recent years, and we hope that this growth will continue in the years to come. However, this growth must be accompanied with adapted working methods to ensure that our structure continues to be agile and avoids the risk of coordination functions becoming saturated, which is a risk for any growing organization.

To do this, we must be the bearers of a demand for efficiency in our organization as a whole. This means identifying redundant tasks or those without real added value, enhancing the value of short hierarchical chains, and making the perimeters of each position and the objectives of each person clearer in order to avoid overlapping, micro-management and substitution between managerial strata.

Subsidiarity means considering within an organization that responsibilities must be assumed first and foremost by the level directly confronted with the problem to be solved, and that the higher levels must only intervene if the response to be given truly exceeds the capacities of the level concerned. According to this principle, the higher levels must be particularly careful not to substitute themselves for the lower levels in the management of current affairs if the latter can perform their tasks. Naturally, this is accompanied by a duty of assistance from the higher level whenever necessary. Subsidiarity must become the focus of our internal organization.

Finally, we must complete the digital transition undertaken by our NGO, an essential condition for our ability to act in a growing number of countries and on an increasing number of programs.

APPLY THE PRINCIPLE OF SUBSIDIARITY BY RELYING ON ACCESSIBLE AND WIDELY SHARED STANDARDS

DECENTRALIZE WHILE STRENGTHENING THE STANDARDIZATION OF OUR PRACTICES

In the case of our organization, the principle of subsidiarity invites us to reinforce our vigilance on the evolution of the link between headquarters and the field, as well as between national coordination and bases. Three specific points will have to be the object of efforts on our part in the coming years:

First, the need to continue our efforts to standardize our intervention methods as well as our internal procedures through setting a clear framework and a high level of quality requirements, while leaving sufficient leeway to adapt the deployment of our policies and expertise to each local situation, and not hindering the necessary responsiveness in response to emergencies.

Secondly, we need to move our management practices away from a logic of systematic validation towards one that encourages individual autonomy, based on the monitoring of demanding objectives, while trying as far as possible to limit the number of managerial layers put in place.

Finally, we must simplify our procedures, tools and jargon to facilitate the integration of new members into our teams and to ensure that our employees can concentrate on what constitutes their added value for the organization.

SUCCESSFULLY TRANSITING OUR NGO INTO THE DIGITAL

MOVING TOWARDS A GLOBAL DIGITAL CULTURE

In recent years, **SOLIDARITÉS INTERNATIONAL** has embarked on a real digital shift, synonymous with heavy investment, in order to benefit from the support of new technologies to improve the working methods of our teams, internal procedures, and the quality of our activities. This effort must continue in the years to come.

The deployment of procurement and program management software in all of our countries of operation, the implementation of an information system to optimize human resources management, the dematerialization and automation of the most time-consuming tasks, and the monitoring and pooling of our externally-oriented approaches. Through these projects, we must be committed to seeking efficiency gains in the medium term, both at headquarters and in the field, through the pooling of resources between structures when this is a viable option.

This digital transition should also enable us to better manage our activities and facilitate cross-functionality within our organization. In this respect, the implementation of an information system for our operations is a key project for the years to come, and is also the necessary underpinning to enable us to imagine new projects and ways of acting in the future, which will be largely based on digital tools. The implementation of an internal social network will also be studied, with a view to strengthening links and cross-functional collaborations.

Finally, the international nature of our organization, as well as the rapid development of teleworking, means that we must be able to ensure that all our teams have sufficient connectivity, permanent access to our online tools and adequate training in this new digital environment.

9

ATTRACT, DEVELOP AND SECURE THE LOYALTY OF DIVERSE AND COMMITTED TEAMS

Human capital consists of all the knowledge, skills, experience, talents and qualities accumulated by a person, a team or an organization. The women and men who work at SOLIDARITÉS INTERNATIONAL are our first and foremost asset.

Significant efforts have been made in recent years to strengthen human resources management within our NGO. These efforts include the adaptation and upgrading of salary scales, development of a specific strategy for national employees, efforts to diversify our recruitment channels, implementation of mechanisms to alert against abuse, etc.

However, our organization has identified areas for improvement in this area. A too high a turnover generates many hidden costs, a need to strengthen our ambition in terms of our diversity and inclusion policy, and a framework for the development of our internal expertise that is still not sufficiently developed. Finally, while 84% of our employees are local, there are still too many barriers to internal career paths and to the expression of a collective that feels like one united team, bringing together all the members of our organization, regardless of where we work or our status.

In response to these limitations, which are often far from being unique to SOLIDARITES INTERNATIONAL, we must in the coming years increase our efforts to attract and retain staff and do everything possible to ensure that everyone who works in our NGO can find the means to grow and develop professionally.

ATTRACT THE BEST AND RECRUIT LOCALLY

AN ATTRACTIVENESS TO BE REINFORCED

Integrity, resilience, professionalism, team spirit, commitment... it is first and foremost by asserting loudly and clearly what constitutes our identity as an employer that we will succeed in making more talented people want to join us. To do so, we need to highlight the diversity of our professions, the possibilities for internal development, the daily life of our teams, and to equip the members of SOLIDARITÉS INTERNATIONAL so that they can act as ambassadors for our organization in the professional circles they frequent. We must also ensure that we adapt our recruitment channels to the types of profiles we wish to attract. In this respect, we will ensure that we develop our links with training centers (schools, universities) and their ecosystems, both at headquarters and in our countries of operation. Finally, we will strive to improve the selection and integration process for new recruits, in order to offer a positive experience to candidates while reinforcing the internal culture specific to our NGO.

ENCOURAGE LOCAL APPLICATIONS FOR TECHNICAL AND MANAGEMENT POSITIONS

Our ability to use experienced expatriate staff for management positions and missions with a strong technical dimension is a great strength of our NGO. This allows us to deploy our expertise everywhere and to attract international humanitarian professionals with a wealth of past experience who are able to contribute their often irreplaceable expertise. However, the systematic use of expatriate employees can also hinder the career development of our most talented local employees, who have an unparalleled knowledge of local contexts and actors, and who often stay with us much longer. This glass ceiling and the habitual use of expatriate contracts is an observation made in many countries of intervention.

In the coming years, we will therefore take action to encourage and facilitate access by the local workforce to management positions and positions with a strong technical dimension, with the aim of significantly increasing the proportion of national employees holding these positions by 2025.

ACT TO DEVELOP OUR EXPERTISE AND INTERNAL CAREER PATHS

INVESTING IN OUR TEAMS TO STRENGTHEN OUR EXPERTISE

In order to develop our teams, we must first better define the expertise required for our operations. This is why, in a logic of forward-looking management of jobs and skills, we will develop in the coming years our repository of technical expertise and interpersonal skills specific to SOLIDARITÉS INTERNATIONAL. We will accompany this framework with a renewed ambition in terms of training: we will 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.

Through the implementation of a global e-learning platform, we will also capitalize on the numerous existing training offers, which are often accessible at moderate costs. We will also encourage the sharing of knowledge and learning in all its forms, beyond traditional training, and the introduction of mentoring schemes for new recruits will be tested.



ENCOURAGE INTERNAL DEVELOPMENT TO GIVE EACH EMPLOYEE PROSPECTS

We will set up tools to monitor the career paths of our managers over time, and we will pay particular attention to those from the countries where we operate.

ENSURING A WORK ENVIRONMENT CONDUCTIVE TO ENGAGEMENT

A GLOBAL DUTY TO PROTECT AND MITIGATE RISKS

Working in hazardous areas is at the heart of our mandate and expertise. However, as stated in our safety policy, this does not exempt us from doing everything possible to ensure the safest possible working environment and to work daily to reduce the risks incurred by our teams. Beyond the risks specifically related to our operations, our organization must ensure that everything possible is done to ensure that our employees can work in conditions that prevent any abuse to which they may be subjected. In this respect, the efforts undertaken in recent years to prevent sexual exploitation and abuse will be actively pursued. Our zero-tolerance policy on abuse will be the subject of numerous reminders, and the rapid handling of alerts will continue to receive attention at the highest level. Finally, our NGO will continue its efforts to ensure the best possible health and working conditions for all employees, with attention given to minimum working conditions in difficult areas. The social climate within our organization and work-related psycho-social risks will be regularly investigated to allow for the implementation of corrective measures if necessary.

INVITE EVERYONE TO EXPRESS THEMSELVES AND PARTICIPATE

Encouraging all SOLIDARITÉS INTERNATIONAL employees to speak openly is a key dimension of the quality of life at work and a feeling of belonging and commitment to our organization. It is also a simple way to work on breaking down the barriers between our teams and ensuring a better flow of information. Several actions will be put in place to achieve this goal. We will insist on the need for management staff to be accessible and to listen to all the members of our NGO, whatever their status and their place within the organization. We will also seek to create an annual global exchange that will bring together as many employees as possible, within the constraints imposed by the operations deployed in the field. We will also give employee representatives from different countries the opportunity to be heard at the global level. Finally, we will encourage employees of the organization who see an interest in joining our association - including employees located in our countries of operation - and we will ensure that the organization of our general assembly evolves towards a hybrid format to encourage remote participation of those who cannot come to headquarters.

IMPROVE OUR COMPENSATION & BENEFITS PACKAGES TO RETAIN OUR TALENT

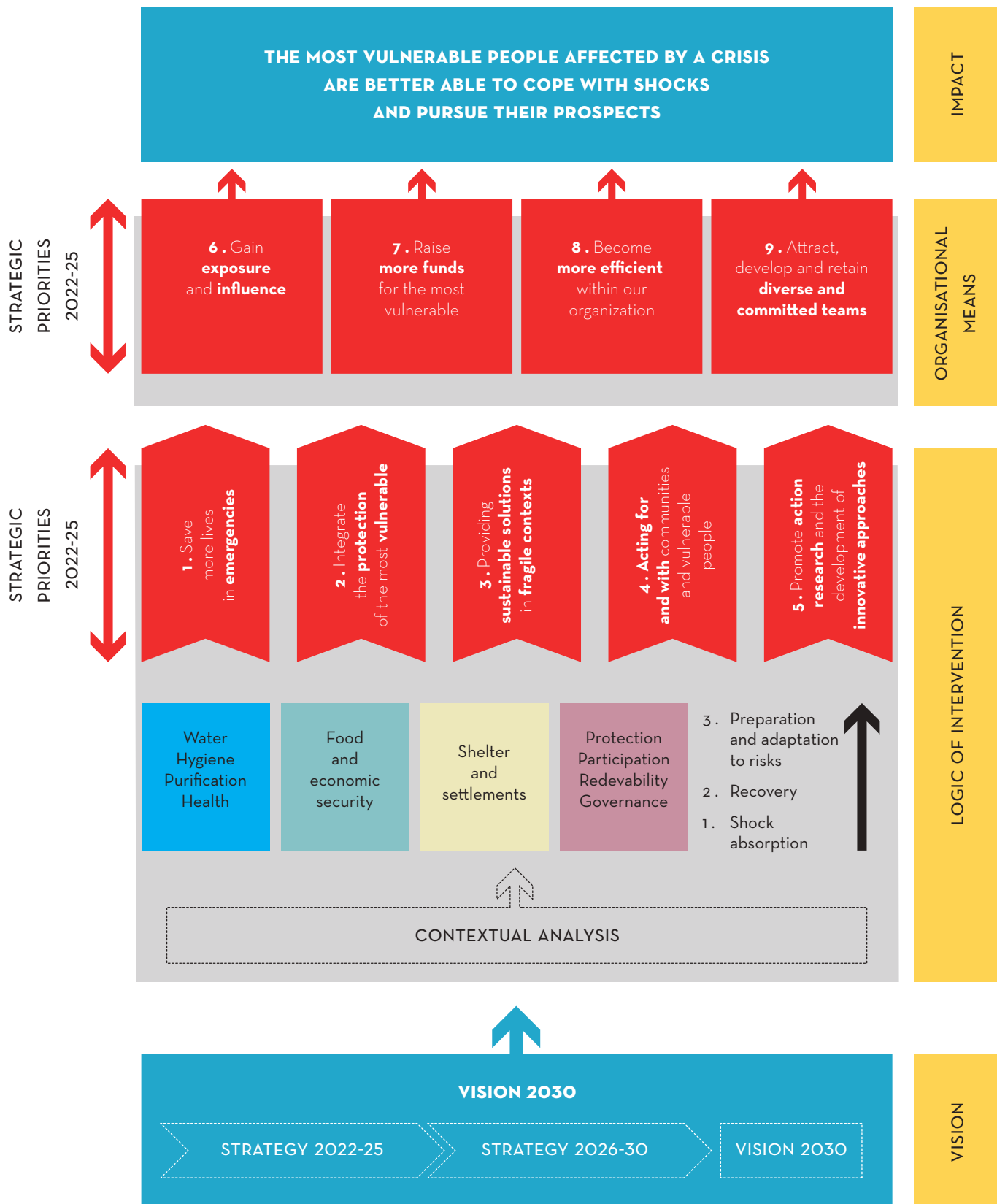
To strengthen our ability to keep talent within our NGO, we will strive to improve our compensation and benefits packages so that they best reward merit and commitment.

IMPLEMENT A PROACTIVE POLICY OF DIVERSITY AND INCLUSION

STRENGTHENING OUR APPROACH FOR DIVERSITY AND INCLUSION

The nature of our organization means that we can already count on teams with backgrounds of great diversity. It also requires us to be particularly ambitious in these areas. To go further, we will strengthen our Diversity and Inclusion approach. This will be based on a dedicated charter designed to promote pluralism and respect for differences, to fight against all types of discrimination and to affirm our commitment to creating a diverse and inclusive work environment. We will publish an annual report on our progress and the measures we have put in place to this end. Finally, we will draw extensively on the functional and geographic career paths of our employees to proactively work towards an open and diverse organization.

Summary diagram





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