The courage to take action in a fractured world

Strategic plan

2027 - 2032

solidarités international

Cover photo: Needs assessment survey in Yemen ©Abdullah Al-Garadi

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THE COURAGE TO TAKE ACTION IN A FRACTURED WORLD

As this new strategic cycle commences, the world is in total upheaval, with a staggering increase in the number of brutal, chronic crises. There have never been so many armed conflicts since the end of the Second World War, which has triggered a surge in vulnerabilities, worsening food insecurity and an unprecedented level of forced displacement. At the same time, the intensity of climate, environmental and health shocks increases every year. When combined with armed conflicts, these shocks severely exacerbate crises, destroying livelihoods and forcing millions of families into exile.

Alongside this violence, the very foundations of humanitarian action are being called into question. International Humanitarian Law and universal human rights are being systematically eroded. We are witnessing the normalization of the unacceptable: civilians and vital infrastructure are being targeted, humanitarian access is being restricted, and protection principles are being violated with increasing impunity. The development of aid models that disregard independence and impartiality to serve the territorial or political aims of one of the belligerents — like the Gaza Humanitarian Foundation — marks a dangerous turning point.

In parallel to this political and moral regression, international solidarity is in deep crisis. In 2025, the decline in official development assistance was the sharpest on record. In 2026, over 239 million people are in need of emergency assistance, but humanitarian appeals are facing record-breaking funding shortfalls, forcing the sector to "hyper-prioritize", and tragically leaving tens of millions of people without aid. Today, inadequate access to drinking water, sanitation and hygiene still causes at least 1.4 million avoidable deaths every year. At the same time, the number of people facing acute food insecurity could increase to 363 million.

In response to the indifference that condemns the most vulnerable people to the double burden of violence and neglect, our 2027-2032 strategy is primarily driven by our commitment to justice and humanity. We refuse to accept a world where life and human dignity are just variables to serve geopolitical or financial ends. SOLIDARITÉS INTERNATIONAL has a clear course of action for the next six years: as the humanitarian space continues to shrink, the need for organizations that can deliver front-line responses has never been so acute, and our mission to ensure dignified, universal, sustainable access to essential goods and services is more vital than ever.

This new strategic plan aims to increase our impact by extending the scope of our action. We remain true to our vital mandate to respond to emergencies and shocks, but we have decided to take our action even further, by helping to build stronger societies that can protect people over the long term, even in the most fragile, unstable contexts. We believe that resilience is inextricably linked to human security. This does not mean simply reverting to the pre-crisis situation, if it was characterized by vulnerability, exclusion and inequality. Instead, resilience means that communities, services and systems can cope with and adapt to shocks, and can also reduce their structural vulnerability to future crises.

The concept of human security is people-centred, and recognizes that all crises — humanitarian emergencies, violence, exclusion, climate and environmental disruptions — are interconnected. Safeguarding human security does not just mean reducing people's immediate exposure to threats; instead, it involves addressing the factors that affect their long-term ability to live safe and dignified lives. Human security mainly depends on key areas where SOLIDARITÉS INTERNATIONAL can take action — food security, water, health, economic and environmental security — which, together, form the foundations of resilience.

Building resilient societies therefore means taking tangible steps to consolidate human security, both for today and to cope with future crises. We have two aims: to protect people and livelihoods during emergencies, and to help transform systems over the longer term, so that the worst affected populations can regain control over their future. To achieve this, we must fully integrate the climate crisis into our humanitarian responses, implement more structural programmes in the most fragile zones, and scale up planned co-responsibility with local organizations.

We are committed to this course of action, and we firmly believe that our organization must take opportunities to innovate, as well as remaining agile and robust to adjust to often fast-changing contexts. Lastly, we will not allow invisible populations to be forgotten. This strategic plan reaffirms our duty to bear witness, to voice the needs of people who go unseen, to speak out against unacceptable acts, and to prove, through our genuine commitment, that fair and effective humanitarian action is still possible.

The following sections — Our Priorities, Our Expertise, Our Approaches, Our Organization — define the front lines from which we refuse to retreat, from now until 2032.

Antoine Peigney, Chairman
Kevin Goldberg, Chief Executive Officer

VISION 2030

Discover the commitments made by the organization for the decade 2020–2030.

OUR PRIORITIES

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As a front-line humanitarian organization, we must be ready to take action in places where highly complex crises and scarce resources strain systems to breaking point. For this 2027-2032 cycle, SOLIDARITÉS INTERNATIONAL has identified our five core priorities: the causes that we fight for. These priorities underpin our response, from meeting the most vital needs during emergencies through to building long-term resilience to environmental shocks, as well as providing essential testimony about the situations faced by the people we support.

1

ENSURING ACCESS TO VITAL GOODS AND SERVICES DURING CRISES

We stand by one essential principle: when access to vital goods or services is suddenly interrupted, everyone must be able to access humanitarian assistance that meets their needs. During crises, International Humanitarian Law regulates and protects the delivery of impartial aid. Since SOLIDARITÉS INTERNATIONAL was created, we have been fighting to uphold this right, by taking action to ensure that people have fast and safe access to appropriate and quality aid, without any discrimination.

However, humanitarian crises do not affect all populations or all individuals in the same way. They often exacerbate existing patterns of exclusion, further marginalizing people who already suffer from discrimination. Our approach requires the precise identification of vulnerabilities and a clear understanding of community dynamics, to ensure that the basic services we provide do not perpetuate inequalities, but instead help every person regain their dignity, whatever their background or specific needs.

In addition, due to chronic instability in a growing number of contexts, as well as climate disruptions, there are now more displaced people than ever before. Every day, thousands of people are forced into exile, leaving behind their homes, their possessions and their sources of income. Displaced populations, who often find themselves in overcrowded camps with inadequate infrastructure or hosted by communities that are also under severe strain, are particularly vulnerable and require a specific humanitarian response to meet their needs. These people are one of our organization's priorities.

2

REDUCING HEALTH RISKS AND FOOD INSECURITY

Although we cannot prevent crises or violence, we can make sure that they do not cause avoidable deaths. Our priority is to save lives, by focusing our efforts on activities that effectively reduce morbidity and mortality, and by basing our action on evidence and outcomes whenever possible.

To reduce the number of deaths due to health crises in the future, we must improve the prevention and control of epidemics – especially those caused by unsafe water, poor sanitation or lack of hygiene – and reduce the risks of vector-borne diseases (malaria, dengue, yellow fever, etc.). This requires better-integrated approaches linking health, water, sanitation and hygiene to food and nutrition security, as well as faster and better-targeted mechanisms to detect diseases earlier, issue warnings at the right time and take action before cases peak. To achieve this, we must build strong alliances with healthcare actors and improve our capacity to react when a health crisis occurs. These partnerships are also essential to prevent and treat malnutrition, including its most severe forms.

Since a person's nutritional status directly affects their vulnerability to disease, fighting food insecurity, which is a key factor in malnutrition, is an essential component of our action. Whether it is caused by armed conflict, natural disaster, economic crisis or exclusion, food insecurity is a core priority for our organization. When people no longer have access to a sufficient quantity and quality of food, malnutrition gains ground, diseases become more deadly, and the risk of situations spiralling into crisis increases. In such contexts, we must protect households from adopting negative coping strategies and prevent malnutrition by ensuring that everyone can physically, financially and sustainably access adequate food.

3

DEFENDING THE UNIVERSAL RIGHT TO DRINKING WATER AND SANITATION

While the dramatic increase in the number of crises captures global attention, chronic and ongoing crises have become the common denominator in the contexts where SOLIDARITÉS INTERNATIONAL operates. These protracted emergencies stagnate and intermingle, trapping dozens of regions and countries in structural fragility. According to the OECD, 25% of the global population is currently living in a highly or extremely fragile context. By 2040, it is estimated that 92% of people in extreme poverty will be living in such contexts.

It is always the same people who are left behind: displaced or exiled families, people living in informal settlements or isolated villages, populations suffering from discrimination. Defending the universal right to drinking water and sanitation means refusing to accept that these people remain marginalized. This means taking action to secure access to essential services when state infrastructure is lacking, when markets are discriminatory, when neglect and under-investment lead to avoidable diseases and deaths.

But just building infrastructure is not enough. We also need to set up long-term, locally-run services that will stand the test of time: safe water, decent sanitation, management, maintenance, funding – all firmly rooted in the local community. To achieve sustainable access, we must install functional infrastructure, protect water resources from pollution and overexploitation, and provide services that are socially and financially accessible to all, and that do not exclude anyone or generate any tensions.

This is the very essence of the human right to drinking water and sanitation, and of Sustainable Development Goal 6. As these services progress, health improves, malnutrition recedes, children remain in school, and women are safer and more empowered.

4

BUILDING COMMUNITY RESILIENCE TO CLIMATE AND ENVIRONMENTAL DISRUPTIONS

Climate and environmental vulnerability is not just "one more" risk; it compounds the effects of crises in the fragile contexts where we work. When populations are highly exposed to hazards — droughts, floods, pollution — the impacts are even more devastating if people have limited capabilities to protect themselves or recover afterwards.

This vulnerability sets off a well-known chain reaction: less safe water and living soil leads to more diseases, declining livelihoods, lower income, more hunger and, ultimately, an upsurge in tensions and violence. Building resilience therefore involves taking action on the environment so it can act as a shield from hazards, and thus protect the health, dignity and stability of the most exposed communities. This means restoring ecosystems, protecting water resources and promoting the sustainable management of soil and natural resources. By helping people adapt and preserve the environment that supports their livelihoods, we can help communities build their long-term ability to cope with climate and environmental crises.

We are also convinced that a clean, healthy, sustainable environment is a fundamental condition for human dignity and a prerequisite for effective public health policy. When water is contaminated, when waste builds up, or when food supplies become unsafe, this creates an additional public health crisis and leads to increased mortality. By improving waste management, water quality and food safety, we can reduce health risks before they trigger epidemics, and thus take action before a crisis takes hold.

5

REFUSING TO LET POPULATIONS SUFFER IN SILENCE

In a world awash with emergencies, silence goes hand in hand with invisible suffering and forgotten crises. We refuse to allow whole populations to remain invisible and neglected, with no access to humanitarian aid, when needs have never been greater. Responding to crises also means refusing to accept indifference. For us, testimony is essential: to make people visible again, to give them a voice, to focus attention on the children, women and men that nobody sees or wants to hear about anymore.

Our primary responsibility is to speak out for people affected by crises and highlight their complex situations: their priorities, their fears, their survival strategies, their dignity. We will do this without filtering or understating their words, to ensure that we accurately portray their realities and their choices. Testimony also means recognizing that people are actively involved in building their own future, and not just considering them as beneficiaries.

These testimonies must be backed up with solid, well-documented facts. We will produce and leverage reliable data on the scale of humanitarian needs, actual access to essential services, attacks on affected populations and barriers that prevent aid from reaching people in need. By providing objective information on situations and highlighting responsibilities and weaknesses, we aim to inform decision-making, mobilize relevant stakeholders and expose the structural injustices that perpetuate these crises.

Finally, we will carry out robust and targeted advocacy, based on our field expertise, in local, national, regional and international spheres where our messages can usefully influence crisis responses. We will use the evidence, analysis and narratives we have obtained to influence policies, funding and intervention frameworks. If necessary, we will raise our voice, bring issues into the public sphere, and engage in responsible forms of humanitarian activism, to serve and uphold human rights, dignity and international solidarity.

Meeting with residents of the informal settlements destroyed by Cyclone Chido in Mayotte ©David Lemor

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One of the keys to taking effective action is a clear understanding of our expertise. This involves identifying: the core areas of expertise in which we excel, so that we can further optimize them; the areas of expertise where we provide support or learn from our partners; and the areas that we choose to leave to other organizations.

Alongside this "solutions catalogue" approach is a second layer of hybrid know-how: our technical expertise must go hand in hand with precise knowledge about communities and our local partners. By using this knowledge as the focal point for programme design, we can ensure that our solutions are not only technically sound, but also socially acceptable and appropriate over the long term.

Finally, we want our multi-dimensional expertise to enable our organization to be truly agile, to allow us to switch from an emergency response to the consolidation of national systems with the same level of effectiveness and accountability. This operational agility is underpinned by our broad base of established expertise, for which we will maintain the highest quality standards, while continuing to develop our skills to effectively meet new challenges in the coming years.

1

WATER, SANITATION AND HYGIENE: RESPONDING TO EMERGENCIES AND PRESERVING RESOURCES

Our goal is to provide populations with decent access to vital services in the first few hours of a crisis, and to take the necessary steps to ensure that the services provided are robust, preserve water resources and protect users, right from the start. To achieve this, we aim to deliver integrated water expertise, which takes into account both the "small" water cycle (water catchment, treatment, distribution, collection and treatment of wastewater) and its place in the broader natural water cycle (precipitations, runoff, infiltration, groundwater flow, re-entry into aquatic ecosystems).

ENSURING ACCESS TO ESSENTIAL SERVICES AND A HEALTHY ENVIRONMENT

Our priority remains the same: to meet vital water and sanitation needs using appropriate, quality methods that are co-designed with people affected by crises. In addition to rehabilitating and improving existing infrastructure, we will deploy innovative and modular mobile solutions, which are easy to maintain locally and enable us to respond to crises very quickly. We will also continue our action to support healthy living conditions, by simultaneously providing access to water and managing waste and wastewater, to ensure that the environment does not become a dangerous vector for disease.

REDUCING PUBLIC HEALTH RISKS

We will draw on rapid epidemic control mechanisms to break the chain of disease transmission as quickly as possible. We will implement various measures, including strategies to preserve the quality of water resources, and hygiene promotion modules developed with communities.

INVESTING IN KNOWLEDGE ABOUT WATER RESOURCES AND THEIR USE

In order to implement resilient solutions, we need to speed up our analysis of existing water resources and their uses (domestic, agricultural, industrial, etc.) in the acute crisis contexts where we operate. All too often, this data is unavailable, leading to high sustainability risks for both the surrounding environment and ongoing humanitarian action.

2

CONSOLIDATING SUSTAINABLE AND INCLUSIVE WATER AND SANITATION SERVICES

In addition to emergency responses and recovery assistance, we will place more emphasis on implementing structural projects to consolidate basic services. Our aim is to transform short-term interventions into sustainable systems that can withstand future shocks and ensure universal access to services. This means placing governance and economic viability on an equal footing with technical engineering.

SUPPORTING THE MANAGEMENT AND CONSOLIDATION OF WATER SYSTEMS

We aim to play a key role in the professionalization of water management, by working with local authorities, operators and user committees. Our organization must act as a catalyst to drive the implementation of resilient and transparent management models. We will make sure that these services are aligned with national water frameworks (standards, regulations and public policies) to promote legitimate and high-quality operations over the long term, whatever their management structure (delegated, community or public).

EXPANDING COVERAGE AND LEVEL OF SERVICE

Sustainable access must not exclude the most fragile populations. We will advocate for and participate in designing inclusive economic models that include social pricing mechanisms and, if necessary, free services. The goal must be to cover operating and maintenance costs while ensuring that the service remains financially accessible to the most marginalized populations, so that fair access drives sustainability.

DEVELOPING RESILIENT AND CARBON-FREE INFRASTRUCTURE

We will expand service coverage by building backbone networks and creating entire sanitation systems (sludge treatment, solid waste management, etc.). We also aim to actively participate in the Water-Energy nexus, by enabling the ambitious use of renewable energies and promoting energy optimization. In this way, we will help reduce operating costs and carbon footprints, thereby ensuring that facilities are both technically and environmentally viable.

TAKING ACTION ON FACTORS THAT UNDERPIN HEALTH

We stand firm in our belief that a healthy environment is the necessary foundation for all public health policies. By securing sustainable water quality, waste management and safe food chains, we will tackle the root causes of morbidity.

LEVERAGING WATER AS A DRIVER FOR ECONOMIC RECOVERY

We will develop our expertise to improve water access for productive activities like agriculture, livestock rearing, crafts and small-scale industry. Water access is an essential starting point to revive economic activity and revitalize local trade in fragile contexts. To drive sustainable recovery, we will support entrepreneurs and producers to use water more efficiently and generate less pollution. The goal is to leverage water to drive growth, while ensuring that this does not jeopardize the region's water resources for the future.

PROTECTING WATER NOW AND FOR THE FUTURE

In response to water scarcity and pollution, we will take action to protect water sources, rivers and groundwater reserves. Although we use technical devices to monitor water levels and quality, our work is people-centred: we want to do more to help communities organize themselves to share water fairly. By creating water management committees and local water-sharing plans, we enable communities to decide how to use their resources together, which reduces tensions or conflict due to different water needs (drinking, livestock rearing, agriculture). Water resource management is therefore a key element of our action.

3

FOOD SECURITY AND ECONOMIC STABILITY: SUPPORTING SURVIVAL, BUILDING AUTONOMY

Access to a sufficient quantity and quality of food is a fundamental human right. After declining for decades, hunger is once again increasing at an alarming rate worldwide. We will continue our efforts to ensure that every person is physically and financially able to access a sufficient quantity and quality of food at all times. Our approach combines an immediate crisis response and early support for economic self-sufficiency, to break the cycle of dependence on aid.

SECURING VITAL ACCESS TO FOOD

We will continue to deliver food assistance that is adapted to the context and the population's preferences. We will prioritize cash transfers in all areas where markets are functioning and where security and administrative conditions allow, to safeguard people's dignity by giving them choice and support the local economy. If necessary, we will help market stakeholders recover after a shock (assistance to repair facilities, ensure supplies, etc.) so that they can continue to supply food markets. In other areas, where access to markets is disrupted, we will carry out distributions of quality products. This response must meet immediate food needs, and also directly support nutrition security for the most vulnerable people.

PROTECTING AND RESTORING LIVELIHOODS

Alongside our emergency assistance, we will also take action to restore economic capacity. By conducting comprehensive assessments of the socio-economic contexts where we work, we aim to improve the identification of livelihood support needs: seed distributions, livestock protection, support for small-scale trade or rehabilitation of commercial facilities. Economic recovery must enable households to meet their essential needs independently, and minimize negative coping strategies, such as reducing the number of daily meals, excessive debt, early marriage, displacement or child labour.

PROMOTING ECONOMIC RECOVERY THAT IS RESILIENT TO CLIMATE AND ENVIRONMENTAL SHOCKS

We refuse to simply take a palliative approach to climate shocks. As soon as possible, we aim to support sustainable production systems that are adapted to the new environmental and climate conditions. To achieve this, we will support income-generating opportunities and resilient agricultural systems (adapted seeds and inputs) that help households regain their self-sufficiency. In the agricultural sector – the backbone of food security and economic stability for many populations – we will support the use of agroecological techniques like responsible irrigation and restorative soil management. These practices preserve biodiversity and optimize water use in agriculture, to ensure that future food production will not deplete soil fertility. They also enable farmers to generate regular income over the long term.

MAKING NUTRITION THE CENTRAL FOCUS OF OUR RESPONSE

From emergency action through to economic recovery, nutrition is a key objective in our operations. We help to prevent malnutrition, especially among children under five, pregnant women and nursing mothers, by supporting healthcare actors that treat malnutrition, facilitating access to sufficient, varied food, and promoting good nutrition practices.

Training in agricultural practices in Nigeria ©John Peter Anyanwu

4

PRIORITIZING CASH-BASED ASSISTANCE TO MEET ESSENTIAL NEEDS AND SUPPORT MARKETS

Cash-based assistance is more and more central to our humanitarian action, as it supports dignity, economic recovery and social welfare. Using this approach, we can provide flexible responses to people's priority needs, while consolidating fragile local economies that have been undermined by crises.

PROMOTING CHOICE AND DIGNITY WITH MULTIPURPOSE CASH ASSISTANCE (MPCA)

We aim to systematically implement cash transfers in all areas where markets are functioning, and where security and administrative conditions allow. This flexible approach empowers families and supports dignity, allowing them to decide how they wish to meet their essential needs (food, health, housing, etc.), according to their own priorities.

REVITALIZING THE LOCAL ECONOMY USING A MARKET-BASED APPROACH

Our programmes aim to produce a domino effect, to boost economic resilience throughout the region. Alongside cash transfers for households, we will also directly support local market stakeholders (small-scale traders, farmers, transporters) by rehabilitating points of sale, bolstering storage capacity or improving management capabilities, so that market systems can start functioning again. This approach helps to reduce food prices, which improves living conditions for people at high risk from shocks and supports the survival of the local private sector, even during severe crises.

ENSURING FINANCIAL INCLUSION FOR HIGHLY VULNERABLE PEOPLE USING SECURE, APPROPRIATE DIGITAL SOLUTIONS

To secure and speed up the delivery of cash assistance, payment solutions based on telecommunications networks (mobile money, e-transfers) are becoming the norm. We are convinced that, in certain cases, digital solutions can help protect recipients of cash transfers from risks of abuse, exploitation or violence. However, these solutions must be accompanied by detailed contextual analysis and safeguards, to ensure that they do not exacerbate risks for people receiving assistance.

BUILDING BRIDGES TOWARDS SOCIAL WELFARE

We aim to systematically identify opportunities to connect cash assistance with existing social welfare systems, in order to rapidly scale up responses. By engaging in technical discussions with relevant government departments and aligning our targeting criteria with national registers, we can prepare the transition from humanitarian programmes to long-term social safety nets, managed by national entities.

5

HOUSING AND AREA-BASED APPROACHES: TRANSFORMING CRISES INTO CATALYSTS FOR SOCIAL RECONSTRUCTION

Our goal is to ensure that every person affected by a crisis can access or remain in decent housing, as this is an essential foundation for health and protection. We will make sure that we provide more than just shelter by designing programmes that restore and seamlessly blend into the local social fabric.

MEETING URGENT NEEDS: SHELTER AND EQUIPMENT

Providing access to safe shelter and essential household items is a key component of our crisis response. We will continue to diversify our emergency responses by adapting our operational approaches: in-kind distributions, cash transfers to buy goods or pay rent, and rapid rehabilitation of collective accommodation.

FOSTERING INDEPENDENCE BY SUPPORTING SELF-BUILD PROJECTS

By prioritizing self-building and self-refurbishment, we can ensure that families play a central role in their own recovery. This kind of support includes cash transfers, targeted in-kind donations, as well as rigorous technical assistance, tool loans and access to equipment. This approach helps people regain their dignity and fully adapt to their homes.

PROMOTING VERNACULAR AND BIO-BASED SOLUTIONS

We aim to prioritize local materials and improved traditional building techniques. This approach reduces the overall environmental footprint by reducing greenhouse gas emissions and managing resources sustainably. It supports the local economy, fosters social acceptance and ensures that housing is better adapted to the climate.

ADOPTING A SETTLEMENTS APPROACH

Our action is not limited to individual shelters; we also seek to support the existence of community spaces within neighbourhoods or villages. Our programmes take into account available natural resources and complex land regulations. We aim to take simultaneous action on housing, community infrastructure (schools, markets) and public spaces (roads, pathways) to rebuild a safe, practical environment.

MANAGING DISPLACEMENT SITES (CCCM) AS OPEN, DIGNIFIED LIVING SPACES

When we are responsible for managing sites or camps, we coordinate services and plan facilities to ensure the safety of camp residents. In close coordination with protection organizations, we take action to reduce risks within sites, support peaceful cohabitation with host communities, and prepare long-term housing solutions as quickly as possible.

6

REDUCING EXPOSURE TO DISASTER RISKS AND STRENGTHENING ECOSYSTEMS

The increasing frequency and intensity of natural disasters has prompted us to integrate Disaster Risk Management (DRM) and ecosystem preservation into our core expertise. As climate disruptions continue to gain momentum, the challenge for our NGO is to reduce people's exposure to these hazards. This means transitioning from mostly response-based management to an integrated approach that focuses on adaptation to climate change and local capacity building.

In parallel, we aim to improve the protection and restoration of essential natural resources, especially water and soil. Together, they form the vital natural capital for life, health and economic independence. In fragile contexts, environmental degradation exacerbates risks and compounds the impacts of disasters. Conversely, healthy ecosystems increase the resilience of regions and their populations, helping them to adapt and cope with crises.

IDENTIFYING AND ANTICIPATING RISKS TO REDUCE THEIR IMPACT

We will particularly focus our efforts on anticipating and preparing for extreme climate or health-related events, in coordination with our specialist partners. This involves developing participatory risk and vulnerability maps, drawing up local preparedness plans, defining communication channels, pre-positioning or securing essential goods, etc. The goal is to reduce the impact of disasters on people, the economy and the environment, and to create more favourable conditions for safe and sustainable recovery.

TAKING ACTION TO SUPPORT LOCAL ACTORS

DRM only makes sense when it is locally managed. Our action must be aligned with formal or informal planning frameworks established by local authorities and civil society organizations. We will provide technical support and equipment to reinforce these entities, so they can lead and manage their own resilience strategy. This skills transfer is essential to ensure enduring risk management once our programmes are over.

REBUILDING BETTER FACILITIES TO REDUCE LONG-TERM EXPOSURE TO RISKS

Every disaster highlights structural fragilities that cannot be overlooked during recovery. Our programmes will therefore seek to rebuild better facilities, with the goal of restoring services and livelihoods, as well as reducing risks for the future. This means immediately integrating the lessons learned from crises during the recovery phase, in order to make long-term adjustments to the location, design and management of services and infrastructure.

CONNECTING ENVIRONMENTAL RISKS AND SECURITY CRISES

As a "front-line" NGO, we are also able to adapt DRM tools to the realities of conflict zones. By taking into account environmental and security risks in our projects, we will help people effectively prepare for multiple shocks (displacement, disruptions in supplies, climate hazards) and improve their overall protection.

DRAWING ON NATURE-BASED SOLUTIONS TO ADAPT TO CLIMATE CHANGE

To support adaptation to climate change, we will increasingly implement solutions that rely on natural ecosystems. We will take action to restore wetlands, protect forest cover and help regenerate catchment areas. These actions help to mitigate natural risks – for example by slowing down floods or boosting the natural replenishment of water tables – while also generating other direct benefits for populations.

OUR APPROACHES

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Our approaches define the essence of our operational identity. Amid escalating crises and shrinking humanitarian space, we stand firm in our role as a front-line organization: it is our absolute priority to reach the most remote, unstable areas, where people's lives are most seriously threatened.

This imperative access to populations now hinges on our comprehensive approach to partnerships: we consider our alliances with local organizations (voluntary, community, private sector, technical) as the cornerstone of our effectiveness. Our operational agility, combined with their local presence, amplifies our ability to overcome barriers that block conventional forms of international aid, enabling us to implement rapid, relevant and sustainable programmes. We must ensure that this shift towards aid that is "as local as possible, as international as necessary" is underpinned by a culture of anticipation, the genuine inclusion of all vulnerabilities, rigorous scientific standards, and a constant commitment to efficiency.

1

A BOLD OPERATIONAL APPROACH: ACCESS, RESPONSIVENESS AND ANTICIPATION

Humanitarian access can never be taken for granted: it is instead a skill that we actively develop to maintain vital assistance in the most challenging contexts. Between now and 2032, we will work to maintain our capacity to take action where it is needed most, without compromising our agility to respond to sudden crises, while also developing our ability to anticipate such crises.

RESPONSIBLE AND UNCOMPROMISING ACCESS TO POPULATIONS

We will continue to take action where people need it most, including in the most remote, isolated or insecure areas, where few humanitarian actors are capable of maintaining an effective presence. As a front-line organization, we take full responsibility for our decisions: we refuse to transfer security risks to our local partners, and we manage our own access and protection to enable our teams to be physically present in the field and work alongside our partners. This commitment relies on our robust logistics system, which allows us to secure supply chains down to the last mile. We take full charge of logistics planning, deployment and coordination, which enables us to maintain a continuous supply of essential expertise, goods and equipment to places where there are multiple constraints and frequent supply disruptions. By combining our deployment capacity with our partners' precise knowledge, we can ensure that aid reaches the places where it is most needed.

ACCEPTANCE THROUGH DIALOGUE AND TECHNICAL EXCELLENCE

Access is above all a matter of trust. We secure our programmes by maintaining constant dialogue with all parties to conflicts (authorities, armed groups, warring parties), while retaining our full independence. Legitimacy is not automatic: we must earn our legitimacy by providing quality assistance and working closely with communities. We build lasting acceptance by truly listening to people and implementing participation mechanisms, and this acceptance is the best shield we have in the field.

UNFAILING RESPONSIVENESS TO EMERGENCIES

Maintaining agile rapid response mechanisms (RRM) and logistics chains is essential for us to deliver vital, multi-sectoral assistance in a few days. This responsiveness relies on flexible operational approaches and the capacity to deploy aid immediately. SOLIDARITÉS INTERNATIONAL intends to retain its leading role in these emergency mechanisms. We will continue to actively adapt and promote these mechanisms worldwide, in particular as they evolve to more effectively integrate local actors.

PROACTIVE ACTION: PROTECTION BEFORE SHOCKS OCCUR

We aim to play a key role in the paradigm shift to take action before crises occur. Using reliable forecasts and data analysis, we will adapt our models (programming, HR, finance, logistics) to trigger preventive responses. This proactive approach will provide more effective protection for populations and their livelihoods in advance, thus reducing the overall humanitarian impact of foreseeable disasters.

2

ACCOUNTABILITY AND INCLUSION: ENSURING CHOICE AND RELEVANT AID

The quality of aid cannot just be measured by the volume of aid distributed or by compliance with international standards; above all, quality aid depends on our ability to listen to the populations we assist and fully take into account their views. People must be able to choose and design the assistance they need, which means we must do more than just consult them by truly implementing people-centred approaches in all of our programmes.

MAKING ACTIVE COMMUNITY PARTICIPATION THE FOCAL POINT OF OUR ACTION

We will continue to develop our accountability and transparency mechanisms to ensure that we co-create every stage in the project cycle with communities. Participation must not just be a formal process; it must drive the relevance of our action. By drawing on local practices and knowledge, we can ensure that the assistance we provide genuinely meets people's needs. Our goal is to take aid further by enabling communities to choose their priorities themselves and to directly influence the assistance they receive.

IDENTIFYING AND REACHING MARGINALIZED PEOPLE

Our work to gain access to populations also involves addressing social and cultural issues, to break down the barriers (disability, age, ethnic origin, gender, etc.) that prevent certain people from accessing aid or speaking out. By analysing these social exclusion factors, we can adapt our operational approaches to ensure that they are genuinely inclusive and never perpetuate power imbalances, in keeping with the Do No Harm principle. Aside from our own response, we will strengthen referral systems: we want to ensure that every person with identified and specific needs is actively referred to competent specialist organizations, and that the support they receive is carefully monitored.

PROTECTION: ENSURING SAFETY AND DIGNITY

Our priority is to make sure that the aid we provide brings relief, without exposing people to any additional danger. We assess each project to identify the physical threats or risks of increased violence caused by crises (conflict over resources, forced displacement, etc.). This cautious approach aims to ensure that our programmes protect every person's well-being and do not engender any additional vulnerabilities. Alongside risk reduction, we will take a truly integrated approach to protection: we will join forces with specialist partners during project design to ensure that our programmes make a proactive contribution to the physical and psychosocial protection of affected populations.

GENDER: FROM EQUITY TO WOMEN'S EMPOWERMENT

The gender approach is key to ensure that our assistance is relevant. As women, children and men do not face the same barriers, we will seek to adapt our response to their specific needs. In addition to providing assistance, we are also committed to supporting women to take decisions and play an active part in the programmes that we implement.

3
COMPLEMENTARY LOCAL PARTNERSHIPS TO DRIVE IMPACT

For us, "localization" is not a goal in its own right, but a strategic approach to consolidate access and increase the relevance and impact of the assistance we provide. We want to make our collaboration with local partners the driving force behind a more locally-rooted and sustainable humanitarian response.

REALISTIC OPERATIONAL COMPLEMENTARITY

We want to build our partnerships on the mutual recognition of each organization's strengths and limitations. We will leverage our added value to complement our partners' local presence and expertise. This commitment is clearly reflected by our systematic efforts to integrate local partners into the programmes we coordinate. Moreover, we believe that leadership models are changing, and we are ready to act as a technical partner in consortiums that are led by local organizations.

JOINT RESPONSIBILITY AND RISK-SHARING

Partnerships require us to truly share responsibilities throughout the project cycle, from the initial assessment phase to strategic design, through to the final learning phase. This approach completely rules out transferring risks to our partners: we are committed to the joint management of risks (security, financial, ethical) and mutual skills development. Our partnerships aim to build the capacity of local actors, who are fully responsible for their own organizational development.

SUPPORT FOR PUBLIC SERVICES AND ALLIANCES WITH CIVIL SOCIETY

Consolidating local public services is one of our priorities. Whenever possible, we will work closely with state and local technical departments to build their capacity, restore essential functions and support the continuity of public services, rather than taking over their management. In contexts where public entities are fragile, absent or under-resourced, our goal is to provide support, by complementing or reinforcing services, to consolidate the systems and infrastructure that will ensure long-term access to vital services. These initiatives are part of our partnership approach, which extends beyond professional NGOs to include community organizations, local businesses, as well as universities and research institutes. These stakeholders, and in particular public services, are present before, during and after the crisis. They are therefore key players to achieve sustainable recovery and ensure that aid is truly relevant to the actual situation in the field.

COMMITMENT TO ASSIST FIRST RESPONDERS

In crisis situations, initial aid is very often provided by citizens' groups and informal support networks. We are committed to supporting these community groups, which often have little or no formal structure, by adapting our operating approach. Our role is to provide them with the necessary resources (financial, logistics, technical) to carry out their action, without overloading their existing structure or compromising their agility. By recognizing that these groups play an essential role in front-line responses, we ensure that aid reaches the people that need it most, in situations where conventional humanitarian models struggle to intervene.

ADJUSTING OUR ROLE TO REALITIES ON THE GROUND

We will apply the principle "as local as possible, as international as necessary". This means that we will prioritize secondary support as soon as local stakeholders are able to lead the response: our role will then be to transfer resources and provide technical support. Conversely, we will directly manage international aid operations in acute conflict zones – often at the request of our local partners. In these contexts, our status as a neutral third party is the only way to secure a safe space to operate, gain access to affected populations and distribute aid impartially without subjecting our local partners to excessive risk.

Food and nutritional assistance in Burkina Faso ©Adrien Bitibaly

Water chlorination test in Lebanon ©SOLIDARITÉS INTERNATIONAL

4

QUALITY-BASED MANAGEMENT: MEASURING, UNDERSTANDING, IMPROVING

Faced with increasingly complex crises and scarce resources, we must leave operational intuition behind and fully commit to demonstrating the effectiveness of our actions. We must build our agility on rigorous scientific and technical principles: this enables us to make decisions quickly, based on reliable data.

CULTIVATING QUALITY AS AN OPERATING STANDARD

High technical standards are the very essence of our operational identity. This commitment to quality must permeate the whole project cycle: from rigorous assessments and feasibility studies to guide project design, through to robust internal control mechanisms to monitor every stage in project implementation. By aiming for excellence and complying with the highest national and international standards, we intend to ensure that every infrastructure or service we deliver meets the current and future needs of the communities we serve.

EVIDENCE-BASED EXPERTISE

We want to base our programming decisions even more firmly on evidence. We will continue to review the methods we use to evaluate our project outcomes and measure our impact, in order to fulfil our commitment to continuous improvement.

PROMOTING TECHNICAL AND ACADEMIC EXCELLENCE

We will work with specialist engineering firms to design complex or innovative facilities, and we will partner with the academic and research community to carry out action research projects. These initiatives are essential to objectively assess the impact of our approaches, model our innovations, and integrate socio-anthropological approaches, which are vital to understand the social and cultural factors that influence the changes we seek to bring about. We will prioritize national and regional partners to accompany these projects, whenever this is possible.

BOLD INNOVATION USING TECHNICAL ENGINEERING

We want to remain at the forefront of humanitarian engineering by investing in experiments on innovative solutions within our core areas of expertise. We will take the necessary steps to test new operational approaches in partnership with research and development organizations and the private sector. We are committed to documenting and sharing this work to advance technical standards.

5
COMBINING IMPACT, ECONOMIC EFFICIENCY AND ENVIRONMENTAL RESPONSIBILITY

The humanitarian system is under unprecedented strain, as the gap between needs and funding widens into a yawning chasm. We intend to play an active role in the debate on reforming aid effectiveness: we cannot falsely claim that we can "do more with less", but we can ensure that every euro invested in aid produces the broadest and most sustainable impact possible, while minimizing environmental damage. Our future performance therefore depends on striking a balance between our ongoing efforts to reduce infrastructure costs and our commitment to impact.

POOLING RESOURCES TO IMPROVE EFFICIENCY

We will continue to position our NGO as a key player in the drive towards pooling logistical and operational resources. Instead of competing with other organizations, we prioritize collaborative approaches that reduce supply chain costs – which increases resources for affected populations – or ease the administrative burden of certain processes on national or local partners. Over the next few years, we will explore other areas where we could also implement this approach.

SUPPLY STRATEGY AND ENVIRONMENTAL FOOTPRINT: BALANCING EFFICIENCY WITH RESPONSIBILITY

Maintaining a balance between humanitarian emergencies and the climate crisis is imperative. We will continue to develop our supply strategy and logistics facilities so as to significantly reduce greenhouse gas emissions and other forms of pollution generated by our activities, without compromising the quality or rapid delivery of aid. This approach takes into account the entire supply chain, including chosen energy sources, selection of suppliers, purchasing practices, stock management and transport optimization. By managing the whole life cycle of the goods and services we use – from sourcing to distribution in the field – we will strive to balance operational effectiveness, efficient use of resources and environmental responsibility.

CHALLENGING THE HUMANITARIAN ECOSYSTEM TO EVOLVE

We want the rigorous and efficient measures implemented by field organizations to be matched by a significant transformation in funding mechanisms. We will continue to lobby institutional donors and coordination bodies to drastically reduce the system's excessive bureaucracy and infrastructure costs, which consume too many resources and detract from providing humanitarian assistance. We call for more flexible funding that can adapt to unpredictable field contexts and the organizational capacity of front-line actors, as well as for aid architecture that takes a holistic view of efficiency.

Construction of a water tower in Afghanistan ©SOLIDARITÉS INTERNATIONAL

OUR ORGANIZATION

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To achieve these objectives by 2032, we must continue to transform our own operational model. Our organization must not simply adjust to a lower volume of activity due to public funding cuts. We must instead bring together international expertise and mobilize new resources. We must strike a balance between technical ingenuity, digital efficiency and an inclusive and people-centred approach, to maximize our impact in the field.

1

MOBILIZING SUPPORT FOR OUR MANDATE: FROM FIELD ENGINEERING TO EXTENDING OUR INFLUENCE

Our aim is to more effectively leverage our technical expertise to mobilize and diversify funding for our NGO. We must establish ourselves as an organization whose views and methods are widely respected in the most fragile or difficult-to-access contexts, in order to encourage new partners to support our work.

EVIDENCE-BASED ADVOCACY

Our field expertise is our most important asset to drive mobilization and extend our influence. By structuring our operational data and documenting our innovations, we can produce factual studies to inform decision-makers about critical needs. To amplify the impact of our advocacy, we will continue to actively participate in local, national, regional and international networks, collectives and federations that support our priorities. By publishing joint advocacy messages, backed up by robust operational evidence, we can steer global humanitarian policies towards fairer and more effective solutions.

COMMUNICATION TO DRIVE ENGAGEMENT: SPEAKING OUT ON THE GLOBAL STAGE

Our expertise must be recognized beyond specialist circles to drive engagement and inspire people to support our work. We must capitalize on our technical success stories, field data and operational capacity to create universal narratives with a strong emotional and educational impact. This is the only way to engage with an international audience that extends beyond our traditional supporters. As we establish our presence on global digital platforms and in the international media, our communication will become more multilingual and multicultural. From specialist publications to targeted content for new media, our goal must be to convince and inspire people from all over the world to support our humanitarian action and our proven track record of bold, effective responses.

AN INTERNATIONAL NETWORK OF DONORS AND PARTNERS

We will extend the global reach of our organization by opening new entities (*Chapters*) or representative offices. The aim of this international network is to promote our specific approach to humanitarian action and raise funds from further afield. By expanding our organization, we aim to diversify our donor base, while maintaining the operational centre of gravity that defines our identity.

DEVELOPING STRATEGIC PHILANTHROPY AND IMPACTFUL PARTNERSHIPS

We will develop a specific package for major donors and private foundations, by moving away from the one-time donation model. We will propose partnerships that focus on the co-development of innovative solutions and support our rapid response capabilities in extreme emergencies (regular contributions to our emergency fund, specific support to test new techniques in the field, etc.). These high added-value partnerships will be underpinned by rigorous measurement of our impact and full transparency on the outcomes achieved.

TECHNICAL EXPERTISE AND ACCESS TO INNOVATIVE FUNDING AND CLIMATE FINANCE

Our expertise in social and technical engineering in very fragile contexts is an asset that makes us stand out, enabling us to seek support outside conventional humanitarian funding frameworks. We will aim to improve SOLIDARITÉS INTERNATIONAL's eligibility to climate finance and funding from development banks, who are looking for operators that can ensure sustainable services in the most unstable contexts. We will also take ambitious steps to seek new models of hybrid funding to support our activities and our partners' actions.

Distribution of food parcels in Central African Republic ©SOLIDARITÉS INTERNATIONAL

2
FACILITATING ORGANIZATIONAL AGILITY WITH ROBUST DATA

We must of course pursue the efforts we have made in the last few years to transform our internal processes. To achieve this, we will apply a two-pronged approach: first, we will transfer more responsibilities to our field teams, by delegating certain decision-making processes to our country offices; and second, we will continue to modernize our information systems, to simplify our internal processes and reduce the burden of repetitive tasks. We have one clear goal: to optimize our methods so that our teams can primarily devote their energy to high-value tasks that contribute to our programmes' impact. We must implement this drive for efficiency within a rigorous framework, without making any concessions on our compliance standards or our anti-abuse policy.

A DECENTRALIZED STRUCTURE

By building on our efforts to implement the subsidiarity principle within our organization, we will continue to fine-tune the way we delegate decision-making to the teams closest to our day-to-day operations, and in particular to our programme and support teams in our country offices.

A CULTURE OF COMPLIANCE AND SELF-EVALUATION

To meet increasing accountability requirements from our institutional donors and to prevent the risk of fraud, we must strive towards flawless financial management, while retaining our ability to take initiatives. To achieve this, we will strengthen our self-evaluation mechanisms and our expertise in fund management to transition from imposed compliance to more proactive risk management. We will adapt our processes to the changing landscape as our local partnerships gain momentum. Finally, we will maintain our rigorous management policy based on performance and zero tolerance of abuse.

PROFESSIONAL TOOLS AND INTELLIGENT AUTOMATION TO STREAMLINE PROCESSES

We will take steps to simplify and further integrate the digital ecosystem used by our teams, in order to streamline operations (programmes, logistics, HR, finance) and reduce the administrative burden, by using digital solutions to automate the collection, processing and transmission of data as much as possible. When appropriate, we will implement modules based on artificial intelligence (automatic data extraction, pre-filling form fields, consistency checks, etc.).

FACILITATING MANAGEMENT THROUGH DIGITAL INTEGRATION

We will continue our efforts to make SOLIDARITÉS INTERNATIONAL a data-driven organization, using robust information systems that enable rapid and relevant decision-making. We will structure the collection and analysis of activity data to build digital dashboards that enable real-time supervision. We will deploy tools that allow us to anticipate needs, take objective budget decisions and improve accountability towards our beneficiaries, our partners and our institutional donors, while ensuring that all sensitive data is managed responsibly.

3

HR EXCELLENCE: VALUED, SUPPORTED AND COMMITTED TEAMS

Today, we are fortunate to have skilled and dedicated teams that we can rely on. They are the main driving force behind our organization. Our HR policy must aim to attract and retain highly-qualified personnel, provide them with a working environment that meets the demands of humanitarian action, and build the sense of belonging that is SOLIDARITÉS INTERNATIONAL's key strength. To this end, we must acknowledge that every staff member has a different background, value their expertise and offer each of them clear, equal, merit-based career development prospects.

THE DIVERSITY OF OUR TEAMS IS A MAJOR ASSET

We want our organization to be genuinely inclusive, not just in theory. Our employees all have different origins, paths through life, mindsets and ways of working: this means we must actively fight innate biases that undermine our internal processes and management methods. It is our role to create a strong sense of belonging among all our employees, whoever they are and wherever they are from.

PROMOTING LOCAL TALENT AND DIVERSIFYING EMPLOYMENT MODELS

Facilitating access to management positions for our local employees by removing obstacles to internal promotion is a priority. We will invest in talent pools for each profession, and make sure that our pay scales (salaries, advantages) fully reflect our employees' technical and specialist expertise. At the same time, we will diversify our employment models beyond conventional contract types to increase our flexibility and attract the best talent, wherever they may come from.

DEVELOPING OUR NGO'S TECHNICAL REPUTATION AND CONSOLIDATING OUR EXPERTISE

We aim to develop the capabilities of our internal human resources, with their sought-after and specialist technical expertise, and also expand our network of regular external partners, to position our NGO as a prime provider of technical assistance.

LEVERAGING GENDER EQUALITY TO PROMOTE QUALITY OPERATIONS

The promotion of local female talent is at the very heart of our HR policy. We will actively support the progression of women to positions where they are currently underrepresented. To achieve this, we will address the structural barriers (work-life balance, mobility, access to training, etc.) that currently affect recruitment processes and working environments. We will implement specific measures (*Duty of care*) to support our female employees who face additional constraints in the conservative environments where we operate.

SUPPORTING CAREER DEVELOPMENT AND ACCESS TO LIFELONG LEARNING

One of our key challenges is retaining our teams, by offering them genuine career development prospects. To help new recruits and also prevent work-related fatigue, we will enhance training and mentoring, and seek to facilitate transitions from one profession to another. We will improve our follow-up on internal mobility and career management, so that every employee can envision their future within the organization.

PROTECTING THE WELL-BEING OF OUR TEAMS

Finally, we will consolidate our psychosocial support system and strengthen our mechanisms to promote well-being, to provide our teams with a safe and attentive working environment that respects their needs, especially as they often experience stressful, uncertain or emotionally-charged situations. By strengthening our mechanisms to listen to staff and safeguard their physical and mental health, while ensuring that we take into account local cultural factors, we can help build our teams' resilience and preserve their long-term commitment to humanitarian work.

Distribution of basic aid kits in Ukraine ©Maciek Musialek

Installation of a water point in Afghanistan ©Oriane Zerah

4

ACTIVE GOVERNANCE TO CONSOLIDATE OUR POSITION IN CIVIL SOCIETY

Our ability to act independently is underpinned by our dynamic organizational model. Our Annual General Assembly, together with the Board of Directors elected by our members, sets the course for our organization in terms of ethics, values and management. Our NGO's rigorous governance model is enriched by the diversity and commitment of its members. The Board of Directors keeps us on course by co-developing multi-year strategies like our 2030 Vision and monitoring their implementation. Alongside this rigorous governance, extensive duties are delegated to the Management Committee, which must in return provide ongoing accountability and transparent reporting on project implementation.

Over the next few years, we will need to address two parallel challenges: first, extending our member base internationally, and second, maintaining constant dialogue between our governance and our field operations in the countries where we work.

SAFEGUARDING OUR INDEPENDENCE TO FULFIL OUR MANDATE

In the current context of severe financial pressure and growing political instrumentalization of humanitarian assistance, our NGO's governance plays a key role in maintaining independent decision-making. The Board of Directors will make sure that our operational decisions and sources of funding remain fully aligned with our mandate, our charter, our values, and with humanitarian principles.

CONNECTING OUR GOVERNANCE WITH OUR FIELD OPERATIONS

To ensure that our strategic decisions are relevant, we must maintain quality dialogue between our governance and our teams. We will use three approaches to maintain this connection: regular, rigorous reporting to ensure fully transparent information; organizing regular private discussion sessions with our members on various topics; and maintaining field visits by our Board members. This will enable our governance to precisely understand our operations, so that our members and Board of Directors can take on their full role of assessing overall risks and safeguarding our NGO's boundaries.

INTERNATIONAL, INCLUSIVE MEMBERSHIP

Our member base is growing and shifting, and we want to encourage this trend. We will take steps to diversify the profiles of our members, by welcoming new members with a wide variety of career paths and experiences in non-profit organizations. Above all, we will continue to welcome more and more international members, including people from countries where we work or who have been directly affected by crises. This global network of citizens will foster more balanced democratic discussions and increase the legitimacy of our members' decisions during the Annual General Assembly.

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international

89 RUE DE PARIS
92110 CLICHY - FRANCE
+33 (0)1 76 21 86 00
solidarites.org/en/