The courage to take action
in a fractured world

Strategic plan
2027-2032

SUMMARY

solidarités international

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Document printed in September 2026

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This document is a summary of our 2027-2032 strategic plan. To consult the full version, please scan this QR code.

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

English Translation: Jenny Fowler

OUR PRIORITIES

1 ENSURING ACCESS TO VITAL GOODS AND SERVICES DURING CRISES

- When access to vital goods or services is suddenly interrupted, do everything we can to ensure that everyone can access humanitarian assistance that meets their needs.
- Since humanitarian crises do not affect every person in the same way, identify vulnerabilities within populations and analyse community dynamics.
- Take action to assist displaced populations living in overcrowded camps with inadequate infrastructure or in host communities that are also under severe strain.
- Fight to uphold international humanitarian law, by taking action to ensure that people have fast, safe access to appropriate, quality aid, without any discrimination.

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

2 REDUCING HEALTH RISKS AND FOOD INSECURITY

- Save lives, by focusing our efforts on activities that effectively reduce morbidity and mortality.
- Improve the prevention and control of epidemics, especially those caused by unsafe water, or inadequate sanitation or hygiene.
- Promote more integrated approaches linking health, water, sanitation and hygiene to food and nutrition security, to enable faster, earlier and better-targeted responses.
- Prevent and address malnutrition by fighting food insecurity.
- Build strong alliances with healthcare actors, to increase our response capacity when a health crisis occurs.
- Base our action on evidence and results, whenever this is possible.

3 DEFENDING THE UNIVERSAL RIGHT TO DRINKING WATER AND SANITATION

- Ensure access to essential services when state infrastructure is lacking, when markets are discriminatory, and when neglect and under-investment lead to avoidable diseases and deaths.
- Defend the universal right to drinking water and sanitation for people who lack access to these services: displaced or exiled families, people living in informal settlements or isolated villages, populations suffering from discrimination or living in highly or extremely fragile contexts.
- Rather than simply building infrastructure, implement long-term services that will stand the test of time: safe water, decent sanitation, management, maintenance, funding – all firmly rooted in the local community.

4 BUILDING COMMUNITY RESILIENCE TO CLIMATE AND ENVIRONMENTAL DISRUPTIONS

- Help communities adapt and build their long-term capacity to cope with climate and environmental crises by restoring ecosystems, protecting water resources and promoting the sustainable management of soil and natural resources.
- Take action to preserve the environment so that it can shield people from hazards and safeguard the health, dignity and stability of the most exposed communities.
- Reduce exposure to health risks before a crisis takes hold, by improving waste management, water quality and food safety.

5 REFUSING TO LET POPULATIONS SUFFER IN SILENCE

- Speak out for people affected by crises and highlight their complex situations – their priorities, their fears, their survival strategies, their dignity – by accurately portraying their realities and choices.
- Fully recognize that people are actively involved in building their own future, and cannot be simply viewed as aid recipients.
- Objectively assess situations by producing and leveraging reliable data on the scale of humanitarian needs, actual access to essential services and barriers to aid.
- Carry out targeted advocacy based on our field expertise to influence policies, funding and intervention frameworks.
- If necessary, bring issues into the public sphere and engage in responsible forms of humanitarian activism, to serve and uphold human rights, dignity and international solidarity.

OUR EXPERTISE

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

ENSURING ACCESS TO ESSENTIAL SERVICES AND A HEALTHY ENVIRONMENT

- Take the necessary steps to set up vital services in the first few hours of a crisis: water catchment, treatment and distribution, collection and treatment of wastewater.
- Implement programmes to rehabilitate and improve existing infrastructure.
- Deploy innovative, modular, mobile solutions, which are easy to maintain locally and enable us to respond very quickly to crises.
- Take action to support healthy living conditions, by simultaneously providing access to water and managing waste and wastewater.

REDUCING PUBLIC HEALTH RISKS

- Mobilize rapid epidemic control mechanisms to break the chain of disease transmission as quickly as possible.
- Implement strategies to preserve the quality of water resources.
- Work with communities to co-develop and produce hygiene promotion modules.

INVESTING IN KNOWLEDGE ABOUT WATER RESOURCES AND THEIR USE

- Speed up the assessment of existing water resources and their uses (domestic, agricultural, industrial, etc.) in acute crisis contexts.

Training in agricultural practices in Nigeria ©John Peter Anyanwu

2 CONSOLIDATING SUSTAINABLE, INCLUSIVE WATER AND SANITATION SERVICES

SUPPORTING THE MANAGEMENT AND CONSOLIDATION OF WATER SYSTEMS

- Take action to implement resilient management models.
- Ensure that services are aligned with national water-sector frameworks.

EXPANDING COVERAGE AND LEVEL OF SERVICE

- Advocate for access to services for the most fragile populations.
- Design economic models that cover operating and maintenance costs and that also include social pricing mechanisms and, if necessary, free services.

DEVELOPING RESILIENT AND CARBON-FREE INFRASTRUCTURE

- Build backbone networks.
- Create entire sanitation systems (sludge treatment, solid waste management, etc.).
- Promote the ambitious use of renewable energies and energy optimization (Water-Energy nexus).

TAKING ACTION ON FACTORS THAT UNDERPIN HEALTH

- Ensure sustainable water quality, waste management and safe food chains, to tackle the root causes of morbidity.

LEVERAGING WATER AS A DRIVER FOR ECONOMIC RECOVERY

- Develop our expertise to improve water access for productive activities like agriculture, livestock rearing, crafts and small-scale industry.
- Support entrepreneurs and producers to use water more efficiently and generate less pollution.

PROTECTING WATER NOW AND FOR THE FUTURE

- Make water resource management a key focus of our action, by working to protect water sources, rivers and groundwater reserves.
- Take steps to reduce tensions and conflict due to different water needs (drinking, livestock rearing, agriculture, etc).
- Enhance support for communities to help them share and administer water fairly, by creating water management committees and local water-sharing plans.

3 FOOD SECURITY AND ECONOMIC STABILITY: SUPPORTING SURVIVAL, BUILDING AUTONOMY

SECURING VITAL ACCESS TO FOOD

- 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.
- Prioritize cash-based assistance when conditions allow.
- If necessary, help market stakeholders to recover after a shock (assistance to repair facilities, ensure supplies, etc.).
- Carry out high-quality distributions of products in areas where access to markets is disrupted.

PROTECTING AND REVIVING LIVELIHOODS

- Conduct comprehensive assessments of the socio-economic contexts in which we work.
- Support livelihoods through seed distributions, livestock protection, support for small-scale trade, and rehabilitation of commercial facilities.

PROMOTING ECONOMIC RECOVERY THAT IS RESILIENT TO CLIMATE AND ENVIRONMENTAL SHOCKS

- Support sustainable production systems that are adapted to new environmental and climate conditions, as soon as this is possible.
- Support income-generating opportunities and resilient agricultural systems (adapted seeds and inputs), to help households regain their self-sufficiency.
- Promote the use of agroecology techniques such as responsible irrigation and restorative soil management.

MAKING NUTRITION A CENTRAL FOCUS OF OUR RESPONSE

- Support healthcare actors who treat malnutrition by facilitating access to sufficient, varied food and promoting good nutrition practices.
- Help to prevent malnutrition, especially among children under five, pregnant women and nursing mothers.

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

PROMOTING CHOICE AND DIGNITY WITH MULTIPURPOSE CASH ASSISTANCE (MCPA)

- Systematically implement cash transfers in all areas where this is possible.

REVITALIZING THE LOCAL ECONOMY USING A MARKET-BASED APPROACH

- Provide direct support for local market stakeholders by rehabilitating points of sale, bolstering storage capacity, or improving management capabilities, so that market systems can start working properly again.

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

- Deploy payment solutions based on telecommunications networks (mobile money, e-transfers) to secure and speed up the delivery of cash assistance in contexts where these solutions will not exacerbate risks for people receiving assistance.

BUILDING BRIDGES TOWARDS SOCIAL WELFARE

- Identify opportunities to link cash-based assistance with existing social welfare systems, to 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

MEETING URGENT NEEDS: SHELTER AND EQUIPMENT

- Ensure access to safe shelters and essential household items through in-kind distributions, cash transfers to buy goods or pay rent, and rapid rehabilitation of collective accommodation.

FOSTERING INDEPENDENCE BY SUPPORTING SELF-BUILD PROJECTS

- Prioritize self-building and self-refurbishment to ensure that families play a central role in their own recovery.
- Offer comprehensive technical assistance, tool loans and access to equipment.

PROMOTING VERNACULAR AND BIO-BASED SOLUTIONS

- Prioritize local materials and improved traditional building techniques, to support sustainable resource management and the local economy.

ADOPTING A SETTLEMENTS APPROACH

- Support safe, functional community spaces within neighbourhoods or villages.
- Take simultaneous action on housing, community infrastructure (schools, markets) and public spaces (roads, pathways) to rebuild a secure, practical environment.
- Take into account available natural resources and local land regulations.

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

- Coordinate services to ensure the safety of camp residents and take action, alongside protection organizations, to support peaceful cohabitation with host communities.
- As soon as possible, take steps to prepare long-term housing solutions.

6 REDUCING EXPOSURE TO DISASTER RISKS AND STRENGTHENING ECOSYSTEMS

IDENTIFYING AND ANTICIPATING RISKS TO REDUCE THEIR IMPACT

- As climate disruptions continue to gain momentum, take action to reduce the exposure of populations to these hazards.
- Transition from mainly response-based management to an integrated approach that focuses on adaptation to climate change and local capacity building.
- Prepare and anticipate extreme climate or health-related events, in coordination with specialist partners.

TAKING ACTION TO SUPPORT LOCAL ACTORS

- Make our projects sustainable, by aligning them with planning frameworks established by public authorities and civil society organizations.
- Provide technical support and equipment to reinforce these organizations.
- Develop participatory risk and vulnerability maps, draw up local preparedness plans, define communication channels, pre-position or secure essential goods, etc.

REBUILDING BETTER FACILITIES TO REDUCE LONG-TERM EXPOSURE TO RISKS

- Implement programmes that seek to rebuild better facilities, with the goal of restoring services and livelihoods, as well as reducing risks for the future.
- Immediately integrate the lessons learned from crises during the recovery phase, to sustainably adapt the location, design and management of services and infrastructure.

CONNECTING ENVIRONMENTAL RISKS AND SECURITY CRISES

- Adapt DRM tools to the realities of conflict zones, by integrating environmental and security issues into our projects.

DRAWING ON NATURE-BASED SOLUTIONS TO ADAPT TO CLIMATE CHANGE

- Take action to improve the protection and restoration of essential natural resources, especially water and soil.
- Support the restoration of wetlands, protect forest cover and help regenerate catchment areas.

OUR APPROACHES

1 A BOLD OPERATIONAL APPROACH: ACCESS, RESPONSIVENESS AND ANTICIPATION

RESPONSIBLE, UNCOMPROMISING ACCESS TO POPULATIONS

- Continue to take action where populations need it most, including in the most remote, isolated or insecure areas.
- As a frontline organization, take full responsibility for our action, by refusing to delegate security risks to our local partners, and managing our own access and protection.
- Take full charge of logistics planning, deployment and coordination, to secure our supply chains right through to the last mile.

ACCEPTANCE THROUGH DIALOGUE AND TECHNICAL EXCELLENCE

- Secure our programmes through constant dialogue with all parties to conflicts, and maintain our operational legitimacy by providing quality assistance and working closely with communities.

UNWAVERING RESPONSIVENESS TO EMERGENCIES

- Maintain agile rapid response mechanisms (RRM) and logistics chains to enable us to deliver vital, multi-sectoral assistance in a few days.
- Promote these emergency mechanisms, and adapt them to more effectively integrate local actors.

PROACTIVE ACTION: PROTECTION BEFORE SHOCKS OCCUR

- Using reliable forecasts and data analysis, adapt our models (programmes, HR, finance, logistics) to enable us to trigger preventive responses.

Food and nutritional assistance in Burkina Faso ©Adrien Bitibaly

2 ACCOUNTABILITY AND INCLUSION: ENSURING CHOICE AND RELEVANT AID

MAKING ACTIVE COMMUNITY PARTICIPATION A KEY FOCUS OF OUR ACTION

- Listen to the populations we assist and fully take into account their views. Enable communities to choose their own priorities and directly influence the assistance they receive.
- Continue to develop our accountability and transparency mechanisms to ensure that we co-develop every stage in the project cycle with communities.

IDENTIFYING AND REACHING MARGINALIZED PEOPLE

- Analyse the social and cultural factors (disability, age, ethnic origin, gender, etc.) behind marginalization, to adapt our operational approaches and make them genuinely inclusive.
- Continue to strengthen our referral systems, to ensure that every person with identified, specific needs is actively referred to competent specialist organizations, and that the support they receive is carefully monitored.

PROTECTION: ENSURING SAFETY AND DIGNITY

- Assess each project to identify the physical threats or risks of increased violence due to crises.
- Proactively contribute to the physical and psychosocial protection of affected populations, by taking a truly integrated approach to protection, in conjunction with specialist partners.

GENDER: FROM EQUITY TO WOMEN'S EMPOWERMENT

- Adapt our programmes to address specific gender-related needs and risks.
- Support women to take decisions and play an active part in the programmes we implement.

3 COMPLEMENTARY LOCAL PARTNERSHIPS TO DRIVE IMPACT

REALISTIC OPERATIONAL COMPLEMENTARITY

- Systematically seek to integrate local partners into our programmes, in order to combine our own added value with our partners' local presence and expertise.
- Be ready to act as a technical partner in consortiums that are "led" by local organizations.

JOINT RESPONSIBILITY AND RISK-SHARING

- Truly share responsibilities throughout the project cycle, from the initial assessment phase, to strategic design, to the final learning phase.
- Implement joint risk management (security, financial, ethical) and mutual skills development.
- Through our partnerships, build the capacity of local actors, who remain fully responsible for their own organizational development.

SUPPORT FOR PUBLIC SERVICES AND ALLIANCES WITH CIVIL SOCIETY

- Make the consolidation of local public services a priority in our action.
- Whenever possible, work closely with state and local technical departments to support the continuity of public services, rather than taking over their management.
- Extend our partnership approach beyond professional NGOs to include community organizations, local businesses, as well as universities and research institutes.

COMMITMENT TO ASSIST FIRST RESPONDERS

- Adapt our operational approaches to support citizens' groups and informal support networks, which very often provide initial aid in crisis situations.
- Provide these community groups with the necessary resources to carry out their action, without overloading their existing structure or hindering their agility.

ADJUSTING OUR ROLE TO ACTUAL CONDITIONS IN THE FIELD

- Apply the principle "as local as possible, as international as necessary".
- Prioritize secondary support as soon as local stakeholders are able to lead responses, by transferring resources and providing technical support.
- Directly manage international aid operations in acute conflict zones, where our status as a neutral third party enables us to gain access to affected populations and distribute aid impartially without subjecting our local partners to excessive risk.

4 QUALITY-BASED MANAGEMENT: MEASURING, UNDERSTANDING, IMPROVING

CULTIVATING QUALITY AS AN OPERATING STANDARD

- Conduct rigorous assessments and feasibility studies during the project design phase.
- Throughout project implementation, monitor quality with robust internal control mechanisms.
- Aim for excellence and compliance with the highest national and international standards.

EXPERTISE BACKED UP BY EVIDENCE

- Base our programming decisions even more firmly on evidence.
- Make sound science and technical precision the foundation for our agility.
- Introduce new methods to evaluate project outcomes and measure our impact, to fulfil our commitment to continuous improvement.

PROMOTING TECHNICAL AND ACADEMIC EXCELLENCE

- Work with specialist engineering firms to design complex or innovative facilities.
- Form partnerships with the academic and research community to carry out action research projects.
- Integrate socio-anthropological approaches into our work, to understand the social and cultural factors that influence the changes that we seek to make.
- Whenever possible, prioritize national and regional partners for our projects.

BOLD INNOVATION USING TECHNICAL ENGINEERING

- Invest in experiments on bold solutions within our core areas of expertise, to remain at the forefront of humanitarian engineering.
- Take the necessary steps to test new operational approaches, in partnership with research and development organizations and the private sector.
- Document and share our work to advance technical standards.

5 COMBINING IMPACT, ECONOMIC EFFICIENCY AND ENVIRONMENTAL RESPONSIBILITY

POOLING RESOURCES TO IMPROVE EFFICIENCY

- Aim for every euro invested in aid to produce the broadest and most sustainable impact possible.
- Prioritize collaborative approaches that reduce supply chain costs – thus benefiting affected populations – or lessen the administrative burden of certain processes on national or local partners.

SUPPLY STRATEGY AND ENVIRONMENTAL FOOTPRINT: BALANCING EFFICIENCY WITH RESPONSIBILITY

- Continue to develop our supply strategy and logistics facilities, to significantly reduce greenhouse gas emissions and other forms of pollution generated by our activities, without compromising the quality or rapid delivery of aid.
- Take action across the whole life cycle of the goods and services we use.

CHALLENGING THE HUMANITARIAN ECOSYSTEM TO EVOLVE

- Continue to lobby institutional donors and coordination bodies to drastically reduce the system's excessive bureaucracy and infrastructure costs.

OUR ORGANIZATION

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

EVIDENCE-BASED ADVOCACY

- Inform decision-makers about critical needs, by structuring our operational data and producing factual studies.
- Continue to actively participate in local, national, regional and international networks, collectives and federations.

COMMUNICATION TO DRIVE ENGAGEMENT: SPEAKING OUT ON THE GLOBAL STAGE

- Ensure that our expertise is recognized both within and beyond specialist circles to drive support for our work.
- Transform our technical success stories, field data and operational capacity into universal narratives with a strong emotional and educational impact.
- Engage with an international audience through increasingly multilingual and multicultural communications.

AN INTERNATIONAL NETWORK OF DONORS AND PARTNERS

- Extend the global reach of our organization by opening new entities (*Chapters*) or representative offices.
- Raise funds from a broader, more international donor base, while maintaining the operational centre of gravity that defines our identity.

DEVELOPING STRATEGIC PHILANTHROPY AND IMPACTFUL PARTNERSHIPS

- Encourage new partners to support our work, by establishing our NGO as an organization whose views and methods are widely respected in the most fragile contexts.
- Develop a specific package for major donors and private foundations.
- Build partnerships that focus on co-developing innovative solutions and supporting our rapid response capabilities in extreme emergencies.

TECHNICAL EXPERTISE AND ACCESS TO INNOVATIVE FUNDING AND CLIMATE FINANCE

- Take steps to improve our NGO's eligibility to climate finance and funding from development banks.
- Seek new models of hybrid funding to support our activities and our partners' actions.

2 FACILITATING ORGANIZATIONAL AGILITY WITH ROBUST DATA

A DECENTRALIZED STRUCTURE

- Fine-tune the delegation of decision-making to the teams closest to our day-to-day operations.

A CULTURE OF COMPLIANCE AND SELF-EVALUATION

- Strive for flawless financial management. Strengthen our self-evaluation mechanisms and our expertise in funds management to transition towards more proactive risk control.
- As our local partnerships gain momentum, adapt our processes accordingly.
- Maintain our rigorous performance-based management policy and zero tolerance of abuse.

PROFESSIONAL TOOLS AND INTELLIGENT AUTOMATION TO STREAMLINE PROCESSES

- Take steps to simplify our internal processes and reduce the burden of repetitive tasks, so that our teams can devote their energy to high-value activities.
- Further integrate our digital ecosystem and automate data collection, processing and transmission as much as possible, to streamline operations and reduce the administrative burden.
- When appropriate, implement modules based on artificial intelligence.

FACILITATING MANAGEMENT THROUGH DIGITAL INTEGRATION

- Structure the collection and analysis of activity data to build digital dashboards that enable real-time supervision.
- Deploy tools that allow us to anticipate needs, take objective budget decisions and improve accountability towards our beneficiaries, our partners and our institutional donors.
- Ensure that all sensitive data is managed responsibly.

3 HR EXCELLENCE: VALUED, SUPPORTED, COMMITTED TEAMS

THE DIVERSITY OF OUR TEAMS IS A MAJOR ASSET

- Actively fight innate biases that undermine our internal processes and management methods, to make our organization genuinely inclusive.
- 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

- Facilitate access to management positions for our local employees by removing obstacles to internal promotion.
- Invest in talent pools for each profession, and make sure that our pay scales (salaries, advantages) fully reflect our employees' technical expertise and specializations.
- Diversify our employment models beyond conventional contract types.

DEVELOPING OUR NGO'S TECHNICAL REPUTATION AND CONSOLIDATING OUR EXPERTISE

- Build the capacity of our internal human resources, with their sought-after, specialist technical expertise.
- Deploy our own network of regular external partners, to position our NGO as a prime provider of technical assistance.

LEVERAGING GENDER EQUALITY TO PROMOTE QUALITY OPERATIONS

- Support the progression of local female talent to positions where they are currently underrepresented.
- Address the structural barriers that currently affect recruitment processes and working environments.
- Implement specific measures to support our female employees who face additional constraints in the conservative environments where we operate.

SUPPORTING CAREER DEVELOPMENT AND ACCESS TO LIFELONG LEARNING

- Enhance training and mentoring.
- Facilitate transitions from one profession to another.
- Improve follow-up on internal mobility and career management, to ensure that every employee can envision their future within our organization.

PROTECTING THE WELL-BEING OF OUR TEAMS

- Consolidate our psychosocial support system and strengthen our mechanisms to promote well-being, to provide our teams with a safe, attentive working environment that respects their needs.
- Reinforce our mechanisms to listen to staff and safeguard their physical and mental health, while taking into account local cultural factors.

4 ACTIVE GOVERNANCE TO CONSOLIDATE OUR POSITION IN CIVIL SOCIETY

SAFEGUARDING OUR INDEPENDENCE TO FULFIL OUR MANDATE

- Maintain our NGO's independence to take decisions, in the current climate of growing political instrumentalization of aid and severe financial pressure.
- With our Board of Directors, 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

- Maintain quality dialogue between our governance and our teams through regular, rigorous reporting, members-only discussions on various topics, and field visits.

INTERNATIONAL, INCLUSIVE MEMBERSHIP

- Diversify our member profiles, by welcoming new members with a wide variety of career paths and non-profit experience.
- Welcome more international members, including people from countries where we work or who have been directly affected by crises.

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