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## Strategy 2016 - 2025

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For more solidarity  
and inclusion in the world

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## Our vision

Outraged by the injustice faced by people with disabilities and vulnerable populations, we aspire to a world of solidarity and inclusion, enriched by our differences, where everyone can live in dignity.



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## Editorial

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### For more solidarity and inclusion in the world

In the spring of 2014, I took over as head of the Federation from Jean-Baptiste Richardier, co-founder of the association. Together, during the handover period, we started thinking about the organisation's strategy post-2015.

HI is a non-governmental organisation with more than thirty years of experience, joint winner of the Nobel Peace Prize, winner of the Nansen Refugee Award from the United Nations High Commissioner for Refugees, as well as the Conrad N. Hilton Humanitarian Prize. Today the organisation supports people with disabilities and vulnerable populations in around 60 countries. Our emblematic campaigns against antipersonnel landmines, cluster munitions and currently the use of explosive weapons in populated areas, have attracted overwhelming public support and more than two million people have petitioned States on these issues.

Poverty, conflict, climate change, the refugee crisis... Today, the needs of the most vulnerable populations, which our teams in the field strive to meet, are greater than ever. With the aim of responding better and more comprehensively to this situation, we have imagined what we want HI to be in ten years' time.

Defining a new strategy for the organisation was obviously a matter of vital importance. Almost 250 people, representing all areas of the organisation, made a direct contribution: staff in the Federal Head Office, the field programme teams, the eight National Association teams (Germany, Belgium, Canada, United States, France, Luxembourg, United Kingdom and Switzerland), each Board of Trustees, and the HI Foundation.

We referred to sources that went all the way back to our original utopian idea, questioned and confirmed our mission and scope of action. But most of all we looked at what was going on outside of our organisation. We conducted a detailed analysis of the context in which we operate. From this we made eight observations:

- The technological revolution has opened up a whole new realm of possibilities and has impacted our intervention, communication and fundraising methods.
- The increased pace of climate change, first and foremost impacts the most vulnerable populations, and also challenges our ability to cope with its consequences.

■ The increasing intensity, both of new conflicts or resurging historical conflicts, exacerbates the vulnerability of civilian populations and complicates the work of humanitarian organisations.

■ The gap in social equality continues to widen both in the North and the South. This puts societies under greater pressure and calls into question the traditional models of wealth collection and redistribution.

■ Paradoxically, advances in medicine and development, along with longer life expectancy and road traffic accidents, actually result in growing rates of disabilities.

■ Globalisation challenges States' sovereignty; the countries where we work are increasing the demands they place on international NGOs.

■ The new economic balance and global political power struggles are shifting the goalposts for public funding for aid.

■ The international solidarity landscape is undergoing profound transformation, with the increasingly important role of "Southern" NGOs; the concentration of Northern NGOs, and the emergence of new types of actors (companies, universities, etc.).

Using these observations as our starting point, we defined the areas for change laid out in this document. Our strategic ambition for the next ten years can be summarised as follows:

**In 2025, we will be the actor in the forefront supporting tangible improvements to the living conditions of people with disabilities and vulnerable populations, using innovative and agile approaches.**

The ten-year timeframe is a strength in this strategic vision as it encourages us to look ahead. This strategy sets us the challenge of ensuring significant growth in order to assist as many people as possible and to increase our influence in the international solidarity sector. We will also need to constantly be on the lookout for ways to save money, to maximise our structure,

and to become more attractive in an increasingly competitive environment. It is only through change, and by adapting our organisation that we will be able to remain faithful to our vision of the world.

Our strategy is open. It resonates with the environment in which we operate, it encourages innovation and collaboration, it aims to attract talent and forge alliances. In order to meet our objectives, HI needs a broad range of actors to join us in our vision, including local and international partners, individual donors, institutional funding bodies, staff members and volunteers. Each actor is invited to help implement our strategy and in doing so will adjust and enrich it to develop a shared value. I hope that many of you will join us in working towards this strategic ambition that is relevant, demanding and exciting.



**Manuel Patrouillard,**  
Managing Director of the  
Humanity and Inclusion,  
January 2016

# 1. Priority actions

## 1.1 Inclusion of people with disabilities and vulnerable populations

**15%**

of the world's population lives with a disability, including **93 million children**.

**13 million** suffer from a **severe disability**.<sup>1</sup>

In an ideal world, HI's work with people with disabilities would have stopped on 13 December 2006, when the UN adopted the Convention on the Rights of Persons with Disabilities. Now ratified by 155 countries, this convention notably aims to ensure the full social, economic and political participation of people with disabilities. However, despite the international commitments and promises there is still underlying resistance. People with disabilities are all too often left out of development policies or crisis response strategies. The Sustainable Development Goals were adopted in September 2015 and strive to "leave no one behind". They are now another critical lever for HI's work alongside the forgotten people and vulnerable populations it supports on the international stage and among lawmakers towards a more just and inclusive world for people with disabilities and vulnerable populations.

### 1.1.1 Ensuring people with disabilities and the most vulnerable have access to all services

In 2014, 1.2 billion people were living in extreme poverty, 20% of whom were living with disabilities. People with disabilities are often hidden, and excluded, making them an invisible minority within the poorest populations. They are often victims of human rights violations, exclusion and discrimination. The majority have little or no access to the services they need in order to receive medical care or orthopaedic fitting, or to access education or employment.

**Less than 20%**  
of people with disabilities  
the world are employed.<sup>2</sup>

One of the main objectives of our 2016-2025



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strategy is to improve access to mainstream services, access to specific services, and to improve the social participation of people with disabilities and vulnerable populations, to ensure they are offered equal opportunities. Our teams implement a range of complementary activities in order to meet this goal: universal access to services.

This approach is based on the analysis of people's needs, the situation in the given country or sector, the services available and the barriers to accessing these services. It can be implemented in emergency, post-emergency and development contexts.

Based on this analysis, HI proposes a diverse range of responses, including the implementation of specific services such as orthopaedic fitting, access to education, economic and social inclusion, social welfare, disaster preparedness, etc. The organisation's 2016-2025 strategy aims to ensure this approach is adopted by the largest number of funding bodies and operational partners possible.

According to UNICEF, **more than 50%**  
of children with disabilities do not finish primary school.<sup>3</sup>

With 35 years of experience, we are convinced that the first step towards universal access to services is for development actors to take people with disabilities into account. The organisation therefore intends to expand its range of services and to offer assistance and consultancy services to States and international actors to help implement inclusive policies and programmes.

1. World Health Organization, World report on disability, 2011.

2. International Labour Office, Time for Equality at Work: Global Report under the Follow-up to the ILO Declaration on Fundamental Principles and Rights at Work, 2003.

3. UNICEF, The State of the World's Children, 2013.

## Universal Access to Services: definition

Since its creation, HI has worked to develop high quality services that are accessible to people with disabilities, and vulnerable or excluded populations. The range of targeted services is broad: education, prevention, health and rehabilitation services, personalised support, support to access employment, leisure and sports services, etc. These services can be implemented on different levels--local, national and regional--and with a variety of actors and partners. The concept of universal access to services, whether in terms of physical, geographic or financial accessibility, is built on the basis of this comprehensive understanding of the needs of our programme beneficiaries, as well as of the barriers they face. By breaking the vicious cycle of poverty, vulnerability and exclusion, this concept acts as a vital lever for alleviating poverty and contributing to the realisation of human rights.

to improve the quality of health care and facilitate the remote monitoring and referral of patients, while reducing the cost of providing these services.

At the same time, HI wants to improve its capacity to respond to the needs of people suffering from **sensory disabilities**. The aim is to better take into account their needs within the framework of universal access to services, and to develop dedicated primary prevention programmes to reduce the onset of these types of impairments. The 2016-2025 strategy will improve access to diagnosis and technical aids by making use of new technologies. The organisation will campaign to raise awareness about the specific needs of people with sensorial disabilities, and for those needs to be considered in political decision-making.

### 1.1.2 Better responses to specific needs, with an approach adapted to each type of disability

In many countries, rehabilitation services are the weakest link in health systems. These services have insufficient levels of funding considering the challenges they face and the constant increase in the number of people requiring support (people with chronic diseases, older people, victims of armed violence, road accidents or natural disasters...).

In Africa, there is an average of one orthopaedic production unit for **2 million people**.<sup>4</sup>

HI has recognised expertise in the support to people with **physical disabilities**. The organisation can offer direct care management services in crisis situations and contribute to developing and reinforcing physical rehabilitation services within existing health systems, in order to improve access and quality. In the coming years, we will help to move this process forward by setting up qualifying training programmes. We will also make use of new, technological advances (scanners and 3D production of orthopaedic material, to name just two) in order

### An international observatory to monitor the changes in the situations of people with disabilities

A major part of our ten-year strategy, the observatory is intended to contribute to the global effort to "make the invisible visible" and ensure the needs of these invisible people are better recognised. There are already a large number of initiatives producing data, but these are disparate and there is a lack of coordination among them. This observatory will make it possible to disseminate coherent, systematic data to support work in the field and advocacy. It has been designed as an open, shared tool that HI will make publicly available to measure the progress made towards the realisation of the fundamental rights of people with disabilities. It will promote good practices and innovation to advance the full participation of people with disabilities and ensure they are taken into account in public policy and development programmes.

According to the WHO, **mental illness or psychological distress** is ranked 3<sup>rd</sup> in the world in terms of prevalence and is responsible for a quarter of all impairments. Conflicts, precarious living conditions, and chronic crises have led to a disturbing increase in these types of pathologies. HI believes it is absolutely vital to improve the care of people with mental health disorders. The organisation is therefore stepping up its psychological support provision for injured people, amputees, and the victims of violence. This provision will be delivered in a holistic way, along with therapeutic activities, technical training for our partners, the development of networks and coordination with health professionals and social services, as well as community mobilisation.

### Innovation front and centre of our operations: the example of rehabilitation

The global adoption of mobile and digital communications (smartphones, internet, social networks, tablet computers...) is growing rapidly, especially in developing countries. They are increasingly being used to improve access to health services. In the same way, 3D technology is a promising development for orthopaedic fitting. It can be used to take the measurements of patients' stumps and for the production of prosthetic sockets. In 2016, HI is implementing a pilot study on this subject in Madagascar, Togo and Syria.

The organisation believes the rehabilitation sector should take advantage of these advances in order to:

- remove geographical barriers - reduce travel times for rehabilitation, training, or patient identification and monitoring sessions by using the telephone, text messaging or video conferences
- reduce the geographic isolation of professionals working in rural zones by providing them with access to the professional training or supervision they require in order to provide the best quality services
- improve data collection and processing to take more relevant action

### 1.1.3 Improved impairment prevention

HIV-AIDS, diabetes and neglected tropical diseases cause severe disabilities.

The organisation will increase its prevention efforts and patient care management in order to fight these diseases. HI will also reinforce its mother and child health programmes in order to reduce the risks of impairments in newborns. Our work will notably focus on monitoring pregnancies, as well as training medical staff in early screening for disability and in disability care management.

#### Road safety: a major challenge

Between 20 and 50 million people are injured every year in road accidents<sup>5</sup>. The huge increase in the number of road vehicles in the countries where we operate has resulted in a large number of accidents, which often leave the victims severely disabled. Road accidents are one of the main causes of acquired disabilities worldwide. Road safety is naturally one of the main themes of our interventions and advocacy work for the next decade. Road safety must become a public health priority at national and international level, with the implementation of concrete measures to reduce impacts in terms of mortality and disability. Implementing road safety projects in the field transposes best practices into national policies. The Global Alliance of NGOs for Road Safety will act as a lever to promote the United Nations Decade of Action for Road Safety 2011-2020, and to prepare the post-2020 agenda.

5. World Health Organization, Global Status Report on Road Safety: Time for Action, 2009.



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## A digital forum on disabling situations

In addition to our projects in the countries where we operate, the internet constitutes a new borderless space where we can explore new ways of implementing our social mission. For about twenty years, HI has published a magazine for sharing information and experience (*Déclic*, the family and disability magazine) and organised a competition to reward the best inventions for improving the day-to-day lives of people with disabilities. Tomorrow our digital forum will allow everybody (individuals, associations, schools, businesses) to develop, share and promote expertise regarding disabling situations and the innovative technical solutions they have imagined. This tool, initially available in French, will allow communities of people with disabilities or special needs to come out of their isolation and develop solidarity. It will also create a forum for getting to know each other, sharing experiences and accessing new services. In a second phase, the forum will be extended to the English-speaking world.



© Dieter Telemans / HI

About **90%**  
of the world's **visually impaired people**  
live in developing countries.<sup>6</sup>

6. International Agency for the Prevention of Blindness, Vision 2020, Blindness and Visual Impairment: Global Facts, 2012.

## 1.2 Inclusive emergency responses adapted to the needs of the population

### 1.2.1 Improving access to humanitarian aid through common logistics services platforms

In order to optimise responses to acute crises, and to certain chronic crises, we want to ensure continuity and equality throughout the supply chain and aid provision process. We want to position ourselves as a major logistics support actor, facilitating last-mile access and directly contributing to increase humanitarian space.

To do so, we will significantly increase our operational capacity and share our expertise acquired from Atlas Logistique with all humanitarian actors, with quasi-systematic deployment in all acute crisis situations.

For chronic crises, we will organise logistics platforms upstream, through partnerships with major international and local actors.

The implementation of logistics platforms and operational support for the whole of the humanitarian community will make use of new practices such as private external partnerships and the emergence of local logistics services providers.



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### 1.2.2 Meeting the specific needs of people with injuries, disabilities, and trauma victims

During humanitarian emergencies, HI works with the most vulnerable people, paying particular attention to people with disabilities and injuries or those who have difficulty accessing aid distributions. The organisation campaigns to ensure these people are taken into account by other humanitarian actors, and is involved in organising the relief effort through integrated and adapted projects: support for hospitals in providing care management for the injured, physical and functional rehabilitation for people with injuries or disabilities, psychosocial support (individual and community), protection against violence.

### 1.2.3 Combining responses to the populations' essential needs and the specific needs of people with disabilities and vulnerable people

No one should be left in the shadows of a humanitarian response. Yet, 75% of people with disabilities say that they have insufficient access to essential humanitarian services during an emergency (water, food, shelter, health services).<sup>7</sup> The organisation's 2016-2025 strategy aims to mitigate this unacceptable state of affairs. It reasserts our main strength in acute crisis situations: our ability and our advocacy to care for people with disabilities and vulnerable people, ensuring they are correctly identified, that their essential and specific needs are correctly assessed, and that the distributions of essential items actually reach them by using appropriate methods.

### 1.2.4 The emergency response as part of a continuum: planning - taking action - preparing the future

The multiplication of chronic crises, the increasing number and frequency of natural disasters, and the entrenchment of high or low intensity conflicts often mean drawing strict distinctions between emergency response work and development work is irrelevant. The key challenge for HI, beyond the life-saving phase of an emergency, is to ensure that authorities and populations living in high-risk zones are better prepared for disasters. We will work with them on their response capacity, crisis exit strategy, and transition phases.

7. Handicap International, Disability in Humanitarian Context: Views from Affected People and Field Organisations, July 2015.



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The expertise of our Development Division teams and their complementarity with those responsible for our emergency responses, are one of our key assets. This joint implementation allows us to propose a coherent response, to rapidly integrate local responses, and to put into place inclusive transition programmes, adapted to the context, in partnership with the government ministries concerned (health, education, rural development, etc.). The organisation is reinforcing these complementary skills, notably by implementing disaster preparedness/risk management activities in all our programmes.

### Innovation front and centre: the example of the geolocation of needs

Technological innovations are revolutionising the humanitarian aid sector, allowing us to rapidly collect more accurate and more comprehensive data. Thanks to mobile telecommunications, drones, and satellites, humanitarian actors now have real-time access to local information about risks and the extent of the needs, making it possible to deploy aid from the outset in a more relevant way than in the past. For example, HI uses GPS to map the risks of unexploded ordnance in conflict zones. The organisation is constantly developing its expertise by integrating new technologies into its practice, as and when they become available.

### The expertise of Atlas Logistique: common logistics services platforms

The 2006 merger between Handicap International and Atlas Logistique provided the organisation with 25 years of experience in terms of reinforcing emergency logistics activities.

The supply chain represents 60% of the cost of a humanitarian response to a natural disaster<sup>8</sup> and we operate in unstable contexts where infrastructures are unreliable and where the challenges the populations face in terms of access are increasingly acute. Logistics are the key to the successful provision of aid in emergency situations. The multitude of actors involved in a humanitarian crisis and the challenges of coordinating and pooling scarce resources (means of transport, storage space, etc.) further complicate the situation. We are developing common logistics services platforms in order to meet these challenges. These platforms consolidate and synchronise the supply chains of all actors involved in the response to a humanitarian crisis. This allows all actors to focus their energies on meeting the needs, knowing that they are backed up by a professional, pooled logistics platform. It is also a way for actors to rationalise costs and ultimately to increase the impact they have on vulnerable populations.

8. Humanitarian Logistics Association, Emergency Supply Chains: What Price Is Right?, 2015.

## 1.3 Reducing the impact of conflicts on civilians

### 1.3.1 A comprehensive approach combining prevention, mine clearance and victim assistance

HI started out providing orthopaedic fitting for the victims of antipersonnel landmines in the 1980s. Therefore, our history is closely intertwined with the current campaign against explosive weapons and the provision of aid for the victims of these weapons. HI's originality and strength is to propose a holistic approach which tackles the problem in its entirety by integrating the four main pillars of the anti-landmine campaign: clearing the land of explosive remnants of war, educating at-risk populations, providing victim assistance, and engaging in international advocacy to end the use of explosive weapons. This approach also ensures more comprehensive data collection, reduced costs, and optimised reporting and monitoring of the impact of our projects.

**25%** Amongst the people questioned by HI in Syria, **of the victims of explosive weapons have been amputated.**<sup>9</sup>

With the same aim of developing common goals, the organisation promotes the integrated deployment of anti-mine initiatives and humanitarian assistance in conflict zones. Mine clearance and risk prevention work now form an integral part of our immediate responses to conflict-related crises.

Training local partners in mine clearance techniques and risk prevention is also a priority. This approach allows us to more effectively tackle residual contamination, which requires an in-depth knowledge of the field and relationships with the local population built up over the long term.

**5.1** million people  
In Syria, including **2 million children**, are living in highly contaminated zones.

### 1.3.2 Guaranteeing multi-disciplinary care management for victims, incorporating rehabilitation into trauma care and psychological support

It is absolutely vital that rehabilitation is available to patients immediately after surgery.

This prevents the patient from developing irreversible after-effects, which can be severely disabling. The organisation aims to ensure the continuity of care between war surgery and rehabilitation in trauma care, by proposing an approach adapted to acute crisis contexts.

**60%** of people injured by explosive weapons present with fractures or **complex fractures**, including open fractures of the lower and/or upper limbs.<sup>10</sup>

In addition to providing immediate care for the injured, the organisation will also develop multi-disciplinary care management for victims. This will notably include psychological support. The 2016-2025 strategy will include, for example, psychological support for people with injuries, amputees and the victims of violence and torture.

**57** countries  
In 2015, were still contaminated by **antipersonnel landmines.**<sup>11</sup>



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9. Handicap International, «Causes and types of injuries met by Handicap International during its work with internally displaced persons in Syria» (analysis note), January 2014.

10. *Ibid.*

11. Landmine Monitor, 2015.

### 1.3.3 "A mine free world by 2025": Support States in their commitments to the mine and cluster bomb ban treaties

The Maputo Declaration, adopted at the June 2014 Review Conference of the Mine Ban Treaty, aims for a "mine-free world by 2025". HI will continue to provide support for affected States to help them meet this objective, notably by proposing mine clearance operations within their borders.

The organisation will also step up its support for countries with high numbers of victims of explosive weapons, working collaboratively to establish mechanisms to improve the care and services these victims can access. This work will also involve relating the obligations in the Maputo Declaration to the national systems in place regarding the rights of people with disabilities.

**39%** of the civilian victims of antipersonnel landmines are **children**.<sup>12</sup>

#### "Stop Killing Civilians": warning States and civil society about the use of explosive weapons in populated areas.

HI is involved in the fight against the use of explosive weapons in populated areas, which year-on-year claims tens of thousands of civilian victims, with a complete disregard for international humanitarian law.

The organisation is a founding member of the INEW (International Network on Explosive Weapons) coalition, made up of around 20 international organisations, whose campaign targets States and public opinion.



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#### Innovation front and centre of our operations: "non-polluting demilitarisation"

Research has shown that military waste such as abandoned, unexploded ordnance can release harmful chemicals, which in the long term can damage the health and well-being of civilian populations. The materials/equipment used to destroy this ordnance can also cause serious environmental damage. There are environmentally friendly industrial demilitarisation systems on the market, but at prohibitive price points, making them unaffordable for humanitarian demining operators and States emerging from periods of conflict. The clearance of unexploded conventional ordnance needs to be reimagined to incorporate a sustainable development approach. In order to find a better-adapted solution, HI is working with a network of universities on an innovative research project to identify non-polluting means of destruction that can be made available at a reasonable cost.

At least **300 000** people worldwide have **survived a mine accident**.<sup>13</sup>

12. Landmine Monitor Report, 2015.

13. Landmine Monitor Report, 2014.

## 2. An improved capacity for action

### 2.1 Strategic alliances and partnerships to increase our capacity for intervention

The objectives set out in this new strategy lead us to both take what we are doing already further and to open up to new areas of intervention. In some cases, the best way of doing this will be to develop closer links with other organisations. HI intends to build long-term strategic alliances to complete our areas of expertise and intervention, thus generating new opportunities in terms of resources and actions.

HI previously merged with the NGO Atlas Logistique, considerably reinforcing our emergency response capacity. Today and tomorrow, closer relationships with other organisations will take a variety of forms, such as partnerships and consortia for example, but will focus on complementarity in terms of expertise, geographic reach and access to specific resources. They will also allow us to optimise the use of resources by pooling them and developing synergies, thus increasing each partner's competitive advantages. Finally, they will allow us to implement larger-scale projects, which provide better coverage of needs and are eligible for different sources of funding.

### 2.2 Expert staff members who further our ambitions

Human resources are the beating heart of our ten-year strategy, as our employees, our volunteers and our interns are HI's greatest resource. It is only through them that we will be able to meet the goals we have set.

In recent years, we have put into place a resolute human resources policy and the 2016-2025 strategy aims to strengthen this policy, by positioning ourselves as an employer of choice among international NGOs.

We want to attract and retain the best talent, i.e. the best-adapted profiles in terms of expertise and experience in an increasingly competitive international marketplace.

HI already recruits experts from throughout the world, and the diversity of our teams should continue to be one of our key assets. We also plan to deploy practical measures to develop our employees' skills and careers, to implement a new management culture and improve well-being in the workplace.

HI has always relied on its faithful team of volunteers, without whom it could simply not function. The 2016-2025 strategy aims to recognise their contribution, increase the number of volunteers, and make better use of their, often unique, skills. They are, and always will be, a vital part of the team dynamic we need to implement this new strategy.

### Simplifying the management of vulnerable groups in emergency situations

Progress has been made in terms of taking into account the specific needs of vulnerable groups in crisis situations. However, providing responses that are adapted to the specific needs of these populations still seems a complex and costly challenge for emergency response actors. The solution is to adopt simple approaches, coordinated among the different operators and ones that meet the full range of needs. HI wants to develop strategic alliances with other specialised actors to pool our expertise in the management of groups made vulnerable by their gender, disability or age (children, youth, older people) in emergency settings with theirs. In the near future, we will extend this partnership approach to other contexts and other forms of discrimination and vulnerability (migrants or religious minorities, for example).

## 2.3 Increased financial resources to scale up our capacity to take action

### 2.3.1 Encourage funding bodies to fund projects on a regional scale

Natural disasters due to climate change, food shortages, regional conflicts, mass migration of populations living in extremely precarious conditions... the crises we face very often stretch beyond the borders of individual countries. It is our duty to adapt our methods to these realities and to suggest that our funding bodies fund larger scale projects. HI is therefore promoting the implementation of large-scale projects covering the same theme in a number of countries. With our experience in the implementation of these types of projects, our organisation increases the impact its projects have on the beneficiaries and improves the sustainability of the projects deployed. In order to transform these ambitions into operational realities, we will reinforce our partnerships and set up consortia which can provide economies of scale and increased efficiency.



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### Stronger mechanisms for accountability

Regardless of the context in which it operates, HI aims to implement effective, efficient, high quality actions. Effective, because they have a positive effect on the populations' living conditions. Efficient, because they reach the largest possible number of beneficiaries using available resources. High quality, because they use an approach adapted to the most vulnerable. With this in mind, the organisation will produce reliable, relevant and coherent real-time data. The organisation also aims to develop quality guidelines involving all levels of the organisation, thus delivering specific, differentiated reporting to our beneficiaries, partners, funding bodies and individual donors.

### 2.3.2 Meeting the expectations of private donors

The need to target younger donors (born after 1980) is shaking up fundraising in each of the countries where we raise funds. Permanently connected, accustomed to a constant flow of information, more geographically and professionally mobile, these young people, part of "generation Y" are just as generous as their elders, but it is more difficult to attract their attention and develop their loyalty. We need to encourage them to join our cause by diversifying the ways they can support our work, improving our digital presence, and offering them a different, no doubt more direct, connection with our beneficiaries.

We also need to seek support outside of our traditional fundraising countries. We can no longer structure private fundraising without taking into account the improvements in living standards and income in certain segments of the populations in the countries where we operate. The gap between rich and poor is constantly increasing in these countries and we need to develop fundraising approaches which tap into national solidarity.



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## 2.4 An agile organisation

In order to achieve our ambitions, HI needs to continuously engage outside of the organisation to seek out best practices and identify the levers for optimising costs. Among our top priorities for transforming the organisation we are particularly focused on simplifying our processes by means of lean management. As part of this project, a dedicated team is supporting HI staff through the process in order to simplify their day-to-day work and allow them to spend more time on the activities with real added-value.

Furthermore, HI is developing a dedicated programme for its managers who bear the burden of making the decisions required to drive the cultural changes to implement our strategy. A skills development programme will introduce continuous adaptation of management behaviours.

In terms of tools, our goal is for our IT systems to increase our cost-effectiveness and to be seen as a genuine asset by the operational teams, the support services, and the organisation's steering mechanisms.

### Accessing vulnerable populations in high risk contexts

Violent conflict and the complexity of humanitarian crises often make it difficult for populations who need aid to access it, and vice versa. The organisation has been developing new mechanisms and operating procedures in order to tackle this issue, especially in the context of the Syria crisis. These new developments will allow us to take action in high risk situations while remaining extremely attentive to the safety and security of our teams and beneficiaries. Using multi-national and multi-cultural teams, local civil society partners and new technologies allows us to ensure our methods are adapted to each specific context and give us the room for manoeuvre we need in constantly developing situations.



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## 2.5 An updated brand in line with our new ambitions

In the years to come, the key to our success will be the unfailing support of all the stakeholders involved in our work, our partner organisations and institutions, our donors, our colleagues, and our beneficiaries. The name "Handicap International" was the only marker or point of reference to indicate who we were, what we did, and to encourage ownership of the organisation. So was this brand sufficiently explicit, did it vehicle positive values both in the countries where we raise funds and those where we deploy our programmes? Did it express the full range of our expertise and know-how? Was it adapted to the cultures of the countries in which we operate? The ambitions set out in the new strategy can only be achieved if we carry out an in-depth analysis of our brand and make sure it is strong, it powers our ambitions, our expertise, and the values of solidarity, respect and humanity that will continue to guide our work.

This process of reflection was carried out in 2016 and 2017.

### The Handicap International Foundation: an analysis system and think-tank

Set up in 2014, the Handicap International Foundation plays a vital, dual role in a world where humanitarian responses are deployed in increasingly complex conditions.

- Its first role is to provide intelligence and monitoring. This serves to establish our strategic positioning on the ethical and political issues we face, and which affect the relevance of our actions as well as the safety and security of our teams.
- Secondly, it acts as a catalyst for reflection and debate: through its publications, debates and position papers, the Foundation contributes to enriching our ideas, values and principles and ensures their on-going vitality. It provides the objective, contextualised perspective needed to implement our mission and promotes our values and ideas in the sphere of international aid.

# OUR MISSION

Humanity & Inclusion is an independent and impartial aid organisation working in situations of poverty and exclusion, conflict and disaster. The organisation works alongside people with disabilities and vulnerable populations, taking action and bearing witness in order to respond to their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.

On January 24th 2018, the global Handicap International network will become Humanity & Inclusion. This network is composed of national associations known as "Handicap International" in continental Europe (France, Germany, Switzerland, Belgium and Luxembourg) and "Humanity & Inclusion" in Canada, the United States of America and the United Kingdom.

This network is also composed of a Federation which implements our programmes in the field in around sixty countries, operating under the names "Humanity & Inclusion", "Handicap International" or "Atlas Logistique".

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