



2026-2030 strategy of HI

Handicap International – Humanity & Inclusion





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Summary

This strategy is the product of a wide-ranging consultation exercise that engaged over 6,000 people in the countries where HI has programmes, more than 600 local organisations and more than 1,400 colleagues, as well as dozens of people from peer international Non-Governmental Organisations (NGOs) and current and prospective donors.

Who we are

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.

This is our organisational vision, and it is as relevant and urgent now as ever. In striving towards it, our mission is to work tirelessly alongside people with disabilities and vulnerable populations in situations of poverty and exclusion, conflict and disaster, 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.

We work in many different countries, societies and situations, including before, during and after crises, wherever there is need and the possibility to make a difference. In more stable situations, we primarily aim to support persons with disabilities and their representative organisations, paying attention to intersecting causes of vulnerability, especially gender and age. In our prevention work, including on armed violence reduction, disaster risk reduction and health, we engage whole communities, adapting our approaches to ensure we include people with and without disabilities. In emergency situations, we support people with disabilities and also people who may be vulnerable for other reasons.

Navigating a fast-changing world

We enter this strategy period at a time of interconnected and deepening pressures. Conflict and armed violence are intensifying, the environmental crisis is rapidly worsening, inequality is becoming more severe, precarious migration is rising, political extremism is growing, trust is declining and new threats to civil freedoms are emerging. In this world, the work of organisations like HI, with our values of humanity, inclusion, commitment and integrity, is becoming even more necessary and urgent.

But while international solidarity is as important as ever, we are seeing major changes in the ways that organisations like ours can achieve our ambitions. International NGOs face exceptional funding pressures, with government aid budgets being slashed and



private fundraising facing a range of challenges. There are also rapid changes underway in the ways we are perceived, communicate and work, with destabilising technological change bringing both positive and negative consequences. On top of this, we have an overwhelming moral responsibility to reduce our carbon footprint, which will force changes in how we operate.

Importantly, it is no longer appropriate or even possible for international organisations headquartered in the Global North to act unilaterally in seeking to shape the lives of people in the Global South; instead, international solidarity requires egalitarian partnership and concerted effort to share and devolve power. Similarly, organisations seeking to promote disability rights must have people with disabilities at the centre of their decision-making, as staff members, partners and participants. International organisations trying to promote inclusion around the world need to model this by being diverse and inclusive themselves.

All these trends are a challenge to HI, but they also offer great opportunities to become more effective as a movement for positive change.

An evolving organisation

Over the last decade, HI has undergone a sustained programme of transformation. We have doubled in size, formalised our federal structure, reorganised our country programmes, integrated our emergencies and demining programmes with our inclusive development work, and introduced a new regional structure. As of the end of 2024, we had a team of more than 5,000 people in some 60 countries, all contributing their commitment and expertise to our cause. This is a fantastic platform from which to build.

Over the next few years, we must continue to evolve. However, we will devote less time to modifying and improving our systems, and concentrate more on external activities that directly benefit the people we serve. Our people are our most precious asset, so we will need to protect, nurture and inspire our teams while becoming increasingly agile and economical in our approaches. We want to be consistently focussed on our purpose and mission, with every individual having a clear 'line of sight' between their day-to-day tasks and the positive difference that they make to people's lives.



Our strategic axes

We have identified 10 strategic axes that will be our focus for the period to 2030.

1. With humanitarian needs rising as a result of intensifying armed conflict and the consequences of climate change, we intend to **strengthen our emergency capabilities**. This includes enhancing our preparedness, anticipatory action, speed of deployment, impact and adaptability in fragile contexts, while also supporting at-risk communities in disaster risk reduction.
2. In response to increasing precarious migration, we want to **strengthen our action with the most vulnerable displaced populations, migrants and refugees**, particularly those with disabilities.
3. To counter growing extremism and threats to civil society and democratic norms, we **will increase our efforts to defend and promote humanitarian law, fundamental rights and civic space**.
4. In support of the localisation agenda and to share and transfer power to the people we serve, **we will do more to promote the leadership of local actors**, especially people with disabilities and vulnerable populations.
5. We will **sharpen our programmatic approach** so that our areas of focus and ways of working are clearer and more consistent.
6. In response to funding pressures, we will **reinforce our ability to engage with Institutional donors** that remain committed to principled development and humanitarian action.
7. We will work to **grow our private fundraising**, with a focus on securing more funds from major donors and legacies.
8. As part of our commitment to localisation, as well as to become more cost-efficient, we will **empower HI's five operational regions** and will **reduce the relative weight of our head offices**.
9. In response to pressure on funding, the emergence of new technologies and the need to mitigate climate change, **we will become more agile, sustainable and frugal**.
10. Finally, we commit **to increase the diversity of our organisation** in order to live our values, enrich our work and play our part in the transformation of the "traditional" Northern INGO model.



Foreword

This strategy is the product of a long period of consultation with staff, board members, partners, funders and members of the communities with which we work. More than 1,400 colleagues contributed their ideas directly and 130 written contributions from HI teams around the world were received and reviewed as part of the process. Our external consultation engaged more than 6,000 individuals and over 600 local organisations from 39 countries. In addition, we spoke to dozens of people from peer international NGOs, as well as many current and prospective donors.

Despite a particularly uncertain and unstable international context, we have successfully completed our strategic review. This document was presented to the Federal Board of Trustees in 2025 and subsequently approved by the Federal General Assembly in June of the same year. It will be implemented gradually, adapting to changes in the global geopolitical situation and to the realities of the humanitarian sector.

If necessary, we will make the major adjustments required to ensure we can continue to fulfil our mission and vision.



Who we are

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.

This is our organisational vision, and it is as relevant and urgent now as ever.

The number of people with disabilities in the world is growing and now stands at over 1.3 billion, or around one sixth of the population¹. Most of these people live in low- or middle-income countries² and, on average, they experience poverty at more than twice the rate of people without disabilities³. Everywhere, people with disabilities face discrimination and barriers to accessing basic services, such as healthcare and education, or opportunities for employment. People with disabilities typically experience disproportionately high rates of morbidity and mortality⁴. Children with disabilities are much more likely not to attend school than other children⁵, and around two thirds of adults with disabilities do not have a job⁶. Women and girls with disabilities can be multiply disadvantaged, often experiencing greater levels of exclusion and disproportionately suffering gender-based violence and abuse.⁷ In times of armed conflict or disaster, people with disabilities often become especially vulnerable. They are frequently excluded from emergency preparedness plans and they are two to four times more likely to die in a natural disaster than people without disabilities.⁸

In many situations, the exclusion of people with disabilities coincides with the exclusion of people who are vulnerable for other reasons. This may be because they face discrimination related to characteristics such as gender, age, socioeconomic status, sexual orientation, ethnicity, religion or political opinions, or because they are

¹ [World Health Organization, Disability Key Facts, 2023](#)

² [United Nations - Department of Economic and Social Affairs, Factsheet on Persons with Disabilities](#)

³ [UK Parliament, FCDO and disability-inclusive development, Third Report of Session 2023-24](#)

⁴ [The Lancet, The Association between disability and mortality: a mixed-method study, 2024](#)

⁵ [UNICEF, Children with Disabilities, Fact Sheet, 2022](#)

⁶ [International Labour Organization, New ILO database highlights labour market challenges of persons with disabilities, 2022](#)

⁷ [Plan, Fact Sheet: Violence against Women and Girls with Disabilities, 2013](#)

⁸ [ScienceDirect, Emerging Voices in Natural Hazards Research - Chapter 13 - People with disabilities: Becoming agents of change in Disaster Risk Reduction, 2019](#)



exposed to threats that overwhelm their ability to cope. These factors overlap and interact with each other, and it is often not possible or appropriate to discriminate between different forms of vulnerability by only focussing on certain defined groups. This is especially true in most emergency situations. For this reason, HI sometimes works alongside people who are vulnerable for reasons that may not relate to disability.

Our mission – what we do, how, where and with whom

What we do

In striving towards this vision, our mission is to work tirelessly alongside people with disabilities and vulnerable populations in situations of poverty and exclusion, conflict and disaster, 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.

How we do it

In all our work, the principle of inclusion is central. We support local organisations, take direct action ourselves, offer technical assistance, raise awareness and advocate with and in support of the people we exist to serve.

We work in a wide range of sectors, including functional rehabilitation, inclusive education, economic inclusion, inclusive physical and mental health, protection, disaster risk reduction, basic needs, shelter, water and sanitation, humanitarian logistics and armed violence reduction (including mine action).

We adapt our approach to the different situations that we face with sensitivity to political, social and conflict dynamics, while always aiming to hold duty-bearers accountable for promoting basic rights.

Where we work

We work in many different countries, societies and situations, including before, during and after crises, wherever there is need and the possibility to make a difference.

Who we work for

We primarily aim to support persons with disabilities and their representative organisations, paying attention to intersecting causes of vulnerability, especially gender and age.



In our prevention work, including on armed violence reduction, disaster risk reduction and health, we engage whole communities, adapting our approaches to ensure we include people with and without disabilities.

In emergency situations, we support people who may be vulnerable for reasons other than disability.

Our values

We have four organisational values, which we are committed to upholding in all our work. These are:

Humanity

Our work is based on the value of humanity. We include everyone without exception and champion each individual's right to dignity. Respect, benevolence and humility guide our work.

Inclusion

We work for the inclusion and participation of all people in society, ensuring diversity, equity and individual choice. We value difference.

Commitment

We are resolute enthusiastic and bold in our commitment to developing appropriate, pragmatic and innovative solutions. We take action and rally those around us to fight injustice.

Integrity

We work in an independent, professional, altruistic and transparent manner.



Navigating a fast-changing world

As we enter our next strategy period, we need to take stock of some of the major changes that are shaping our world and affecting our ability to pursue our mission and achieve our vision. We consider the following challenges to be especially significant for us.

Intensification of conflict and other armed violence

We live in a world dominated by increasingly intractable conflicts and armed violence. In 2025, HI was responding to needs arising from recent or ongoing armed violence in around 25 countries. These conflicts are often characterised by serious non-compliance with international humanitarian and human rights law, resulting in extensive harm to civilians. Moreover, the average duration of conflicts has increased over the last three decades⁹ and fragmentation in international relations is severely weakening traditional approaches to conflict resolution and peacebuilding.

Even in places not suffering full-scale war, lower levels of armed violence, including gang violence, are often endemic, and in many fragile parts of the world conflict risks are permanently high. This means that in many places conflict is either a day-to-day normality or an imminent likelihood.

Armed conflict is the major driver of humanitarian need¹⁰, and people with disabilities are always among the most vulnerable and worst affected. Armed violence is also a growing direct threat to humanitarian workers¹¹, with many of our colleagues and partners facing serious danger every day.

⁹ [International Institute for Strategic Studies \(IISS\), *Armed Conflict Survey, 2023*](#)

¹⁰ [UNOCHA, *Global Humanitarian Overview 2025*](#)

¹¹ [The Lancet, *Protecting humanitarian aid workers: an urgent call, 2024*](#)

**Key figures:**

- There were 176 armed conflicts in 2023 compared with 86 in 1989.¹²
- 1 out of 5 children is living in or fleeing from conflict.¹³
- Global military expenditure is increasing as a proportion of GDP¹⁴ and at a faster rate than expenditure on aid.¹⁵
- In 2024, more aid workers died by violence than in any previous year on record, with at least 383 fatalities worldwide.¹⁶

Climate change, environmental degradation and depletion of natural resources

Human use of fossil fuels has irremediably accelerated climate change, affecting weather and climate patterns and damaging ecosystems in every region on the globe. In many places, the impact is made more severe by other forms of environmental damage, such as the loss of forest cover or the weakening of soils. These harms tend to be reinforcing and represent a very grave threat to societies and ecosystems everywhere.

We are seeing the dramatic consequences in every country where we work, with disasters increasing in scale, frequency and impact, degradation of land, reduced food security, changes in the distribution of infectious diseases, negative effects on health and wellbeing, and significantly increased vulnerability and displacement. People with disabilities are especially at risk from these threats.

Moreover, the climate and environmental crisis is exacerbating institutional weaknesses and conflict risks in many fragile countries, with climate change recognised as a key contributor to increased conflict. Deteriorating relations between major states and a general decline in international cooperation are reducing the likelihood of timely or adequate solutions to this crisis or of sufficient funds being mobilised to support the most vulnerable communities to adapt.

The concept of 'Planetary Health' has emerged as a way of conceptualising and addressing the health of human civilisation and the state of the natural systems on which it depends. As a movement, it aims to achieve the highest attainable standard of health, wellbeing and equity worldwide through judicious attention to the human

¹² [Our World in Data, Number of armed conflicts, World, 1989-2024](#)

¹³ [UNOCHA, Global Humanitarian Overview 2024](#)

¹⁴ [Stockholm International Peace Research Institute, Trends in World Military Expenditure, 2023](#)

¹⁵ [OECD, ODA trends and statistics, 2024](#)

¹⁶ [Aid Worker Security Report 2025](#)



systems – political, economic, and social – that shape the future of humanity and the Earth's natural systems that define the safe environmental limits within which humanity can flourish¹⁷ It is important that this movement has a strong focus on disability inclusion.

Key figures:

- More than 40% of the world's population is highly vulnerable to climate change¹⁸
- In the coming decade, climate change is expected to drive up to 132 million more people into extreme poverty.¹⁹
- The impact of climate change on health may cause 14.5 million additional deaths and lead to over 2 billion healthy life years lost by 2050.²⁰

Growing economic and social inequalities in the countries where we work

For the first time this century, half of the 75 most vulnerable countries are experiencing a widening income gap with the wealthiest economies.²¹ One in four people in these countries live on less than US\$2.15 a day.²² Moreover, income inequality within countries has, on average, become worse, with most of the world's population living in countries where inequality has grown.²³

There are also persistent and sometimes worsening inequalities within communities. People with disabilities, women and girls, indigenous peoples, migrants, internally displaced people, refugees, and ethnic and other minorities continue to suffer from discrimination, marginalisation and lack of legal rights. As we see in our work worldwide, this is pervasive across developing and developed countries alike and is not tied to income.

Adolescent girls face higher burdens of domestic work than boys, as well as risks of child marriage and gender-based violence. Many also contend with early pregnancy.

¹⁷ [The Lancet, Planetary health: a new science for exceptional action, 2015](#)

¹⁸ [The Intergovernmental Panel on Climate Change \(IPCC\), Climate Change 2022: Impacts, Adaptation and Vulnerability, 2022](#)

¹⁹ [World Bank Group, Revised Estimates of the Impact of Climate Change on Extreme Poverty by 2030, 2020](#)

²⁰ [World Economic Forum, Climate Crisis May Cause 14.5 Million Deaths by 2050, 2024](#)

²¹ [World Bank Group, Despite High Potential, 75 Vulnerable Economies Face 'Historic Reversal', 2024](#)

²² [World Bank Group, Despite High Potential, 75 Vulnerable Economies Face 'Historic Reversal', 2024](#)

²³ [United Nations, Inequality – Bridging the Divide, 2020](#)



Twice as many girls than boys globally are not in any form of education, employment or training by the time they reach late adolescence. Conversely, notions of masculinity can fuel child labour, gang violence and recruitment into armed groups for boys.²⁴

Inequalities faced by people with disabilities are especially severe. People with disabilities and their families are, on average, poorer across all socio-economic indicators.²⁵ Persons with disabilities typically die earlier and have higher rates of chronic health conditions.²⁶ Children with disabilities are much more likely to be out of school. This is especially true for girls²⁷, who are also more likely to experience domestic violence compared to their counterparts without disabilities. People with disabilities experience high levels of financial hardship, compounded by weak coverage of social safety nets, particularly in low- and middle-income countries where 80% of people with disabilities live. Progress to achieve the Sustainable Development Goals for people with disabilities is disproportionately off track.²⁸ Collectively, NGOs are failing to address the specific needs of people with disabilities, who are consistently excluded from humanitarian and development programmes.

These inequalities are being exacerbated by intersecting pressures such as conflict and resource-scarcity arising from climate change.

Key figures:

- 71% of the world's population live in countries where inequality has grown.²⁹
- Up to 30% of income inequality is due to inequality within households.³⁰
- Women and girls do 12.5 billion hours of unpaid care work every day.³¹
- Only 61 per cent of working-age women participate in the labour force, compared to 91 per cent of working-age men. In 2019, for each dollar men earned in labour income, women earned only 51 cents.³²
- Each year, men perpetrate physical and/or sexual violence against 245 million female intimate partners³³, and women with disabilities are twice

²⁴ [Unicef, Gender Equality, 2024](#)

²⁵ [PLOS, Poverty and disability in low- and middle-income countries: A systematic review, 2017](#)

²⁶ [World Health Organization, Global report on health equity for persons with disabilities, 2022](#)

²⁷ [Unicef, The State of the World's Children 2013: Children with disabilities, 2013](#)

²⁸ [United Nations, Disability and Development Report 2024](#)

²⁹ [United Nations, Inequality – Bridging the Divide, 2020](#)

³⁰ [United Nations, Inequality – Bridging the Divide, 2020](#)

³¹ [United Nations, Inequality – Bridging the Divide, 2020](#)

³² [United Nations Women, The 11 biggest hurdles for women's equality by 2030, 2023](#)

³³ [United Nations Women, The 11 biggest hurdles for women's equality by 2030, 2023](#)



as likely to experience gender-based violence as women without disabilities.³⁴

- Fewer than one in ten people with severe disabilities in low-income countries receive social protection benefits.³⁵
- Of the estimated 65 million primary and secondary school age children with disabilities, at least half of them are out of school.³⁶
- Half of people with disabilities cannot afford healthcare, they are 50% more likely than average to incur catastrophic health expenditures and are three times more likely to be denied healthcare.³⁷

Increasing migration

Today, more people than ever live in a country other than the one in which they were born.³⁸ Some people move for economic reasons or for reasons related to family or study. Others, move to flee conflict, human rights violations or the consequences of climate change. This trend is not likely to decrease in the coming years. HI works to support refugees, internally displaced people and migrants in many countries; through this, we see how vulnerable people and people with disabilities can often be negatively affected by the consequences of forced or precarious migration, especially if there is inadequate provision to meet their needs. We are also seeing increasingly severe, discriminatory and ungenerous responses by governments as they try to limit movement of people between countries or territories. This is often accompanied by increasingly hostile public opinion. Together, these put vulnerable people at even greater risk.

Key figures:

- As of 2023, about 184 million people – 2.3 percent of the world’s population – lived outside of their country of nationality. 40% live in high-income countries within the Organisation for Economic Co-operation and Development (OECD), while 43% live in low- and middle-income countries.³⁹
- In 2024, there were over 120 million refugees and internally displaced people, more than double the number from ten years’ earlier. Of these, 43

³⁴ [Sage Journal, Experiences of Gender-Based Violence Among Disabled Women: A Qualitative Systematic Review and Meta-Synthesis Protocol, 2023](#)

³⁵ [International Labour Organization, Protection of persons with disabilities around the world, 2020](#)

³⁶ [World Bank Group, One-Year Anniversary of the Inclusive Education Initiative: Influencing Discourse Around Education for Children with Disabilities, 2020](#)

³⁷ [The Lancet, Prioritising disability in universal health coverage, 2019](#)

³⁸ [United Nations, Global Issues, International migration, 2024](#)

³⁹ [World Bank Group, Migrants, Refugees, and Societies, 2023](#)



million were living outside their country of origin, with 69 per cent hosted in neighbouring countries.⁴⁰

- Low- and middle-income countries continue to host the majority of the world's refugees, at 75%.⁴¹
- Permanent migration to OECD countries hit a new record in 2023, with 6.5 million migrants arriving. The number of temporary migrants and asylum seekers had also risen sharply.⁴²

Funding pressure

Official Development Assistance from governments reached a record high in 2023, with the biggest providers of aid by volume being the United States, Germany, Japan, the United Kingdom and France. However, it fell by 7% in 2024, and at the start of 2025 the picture dramatically worsened, with the US Government suspending the vast majority of its aid spending, and many other major donors, including the EU, Germany, the UK, France and Belgium, announcing heavy cuts. These changes are not expected to be reversed for at least several years, so will substantially reduce the amount of funding available for the foreseeable future. This will increase the pressure on NGO finances, reduce the volume of activities and most probably shrink the overall size of the international solidarity sector.

At the same time, we are also seeing growing politicisation of aid, with donors increasingly uninhibited about linking their aid expenditure to their national self-interest. In addition, the proportion that many donors spend on in-country refugee costs has grown, thus reducing funds available for work in other countries.

Other relevant trends in institutional funding that may continue into this strategy period include:

- Increasing burdens and constraints arising from risk-management and other administrative requirements;
- Increasing use of service contracting, consortium models and newer financing mechanisms (such as 'payment by results' contracts), as opposed to bilateral grant-funding arrangements;
- Increasing interest in finding ways to fund local and national NGOs more directly (although with variable results so far);
- Prioritisation of climate change-related funding, potentially including growth in funding for disaster risk reduction, resilience-building and anticipatory action;

⁴⁰ [UNHCR, Refugee Agency, Global Trends, 2025](#)

⁴¹ [UNHCR, Refugee Agency, Global Trends, 2025](#)

⁴² [OCED, International Migration Outlook 2024](#)



- An increasing focus (by some donors) on feminist approaches to international development, with requirements for programmes to collect disaggregated data and to target women and girls; and
- Inconsistent use by donor governments of the ‘disability marker’ established by the OECD to track how much of their aid supports disability inclusion.

At the same time, mass-market fundraising in the countries where we have national associations has become increasingly challenging. This is due to various factors, including relatively weak economies, fragile trust and reduced optimism about the possibility of making positive change. In addition, established INGOs face increasing competition from other causes, including rapidly emerging single-issue digital campaigns.

These challenges are partly offset by growth in the potential for legacies fundraising, as populations age and the so-called ‘baby boomer’ generation reaches the end of their lives. Meanwhile, the situation is different in other parts of the world where HI does not currently have fundraising programmes, with younger demographics and fast-expanding middle classes having increasing capacity and potential interest to give to charitable causes.

For ‘major donor’ fundraising, there is healthy potential in most countries, with the philanthropy market continuing to grow and diversify as numbers of wealthy individuals and foundations increase. In addition, we have seen rising awareness among companies of their power and responsibility to act on social issues. In our analysis, areas such as health, education and relief of immediate distress remain the most popular targets for major donors, who are often keen on funding specific projects.

Everywhere, digital approaches are continuing to become more prominent and effective as the proportion of the population that is comfortable with digital mediums rises. Donor expectations in this area are increasing and changing all the time.

Key figures:

- Member countries of the OECD’s Development Assistance Committee gave US\$212 billion in official development assistance in 2024, a 7% decrease from 2023, marking the first drop after five years of consecutive growth.⁴³
- In the first quarter of 2025, the vast majority of US aid was suspended. This followed announcements from Germany of plans to cut humanitarian aid by more than half, as well as substantial reductions in the French aid budget. The European Commission also plans reductions of 35% in funds

⁴³ [OECD, Preliminary official development assistance levels in 2024, 2025](#)



it gives to the world's poorest countries, Belgium confirmed a 25% cut and the UK announced a 40% cut.

- Aid used to cover refugee costs within donor countries represented 13.1% of total Official Development Assistance in 2023.⁴⁴
- The 0-25 age group made up 32% of the EU population in 1990 and the 60+ age group 20%. These shares are projected to change to 25% and 35% respectively by 2050.⁴⁵
- The number of millionaires in 56 countries sampled by UBS bank grew from 14.7 million in 2000 to 58 million in 2023. This growth trend is forecast to continue.⁴⁶
- Globally, the ultra-wealthy gave a total of \$190bn to philanthropic causes in 2022, almost 25% more than in 2018.⁴⁷

Increasing extremism, threats to democracy and law, polarisation and closure of civic space

Over the last 10 years, an increasing number of governments in all areas of the world have adopted new laws and practices that constrain civic space – the set of conditions that allow people to organise, participate and communicate with each other freely and without hindrance, and in doing so, influence the political, economic and social structures around them.⁴⁸ These include criminalising protest, increasing monitoring and censorship, and fomenting division and fear. In some countries, this is having a direct effect on HI's ability to operate effectively.

This has happened alongside a rise in political polarisation and extremism in many countries, which is changing the political landscape, making it harder to make the case for progressive causes, restricting activism and in some cases putting campaigners in danger. People with disabilities and other marginalised groups, such as migrants, ethnic minorities and LGBT+ people, who are already frequently excluded from civil-society participation are at particular risk of suffering further exclusion and discrimination.

These trends are taking place amid – and very much contributing to – a pervasive decline in many countries in public trust in institutions, including governments, the UN, charities and media.

⁴⁴ [OECD, Preliminary official development assistance levels in 2024, 2025](#)

⁴⁵ [Vie Publique - République française, Vieillesse de la population : une adaptation nécessaire, 2021](#)

⁴⁶ [Statista, Number of Millionaires Keeps Rising, 2024](#)

⁴⁷ [ALTRATA, Ultra High Net Worth Philanthropy 2024, 2024](#)

⁴⁸ [CIVICUS - Monitor, Civic Space In Numbers, 2021](#)



Key figures:

- 71% of the world's population – 5.7 billion people – live in autocracies – an increase from 48% in 2014.⁴⁹
- In 2024, only 40 out of 198 countries and territories had an open civic space rating. In comparison, 81 countries and territories were considered to have restricted or closed civic space, indicating widespread and routine repression of fundamental freedoms.⁵⁰
- Freedom of expression was worsening in 35 countries in 2023, and freedom of association was deteriorating in 20 countries.⁵¹
- In the United States, trust in the national government declined from 73% to 24% between 1958 to 2021. Western Europe has seen a similar steady decline in public trust since the 1970s. Globally, the percentage of people expressing confidence or trust in their governments peaked at 46%, on average, in 2006 and fell to 36% by 2019.⁵²

The localisation agenda

Calls to 'localise' or 'decolonise' international aid, or to 'shift the power', have been growing for several years and are likely to increase further during this strategy period, not least as aid from wealthy Northern countries is now being cut. There are a variety of definitions of localisation and a lack of consensus about what the term means in practice.⁵³ However, in general it is understood to be about empowering local actors in the countries primarily concerned to lead in the design and delivery of aid programmes, aiming at strengthening the capacity and resources of local organisations to respond to crises and to meet the needs of their communities, thereby promoting long-term sustainability.⁵⁴ There is a spectrum of views on whether it should be about making existing international systems more inclusive of local actors or whether it requires a fundamental transformation of the system to adapt to diverse local realities.⁵⁵

In 2023, we conducted interviews on this subject with representatives of 17 international NGOs (INGOs) from the Global North and Global South. Their findings included the following:

⁴⁹ [V-Dem Institut, *Democracy Winning and Losing at the Ballot*, 2024](#)

⁵⁰ [CIVICUS - Monitor, *Global Summary: civic space dynamics*, 2023](#)

⁵¹ [V-Dem Institut, *Democracy Winning and Losing at the Ballot*, 2024](#)

⁵² [United Nations, *Trust in public institutions: Trends and implications for economic security*, 2021](#)

⁵³ [Reliefweb, *Localization: A "Landscape" Report*, 2022](#)

⁵⁴ See, for example, [European Civil Protection and Humanitarian Aid Operations, *Localisation*, 2023](#)

⁵⁵ [Reliefweb, *Localization: A "Landscape" Report*, 2022](#)



Localisation/‘shift the power’ is not seen as a fad or a concept destined to disappear, but as a major systemic trend. A majority of the INGOs surveyed have incorporated it into their current or future strategies, some with transformative ambitions and others with ambitions to adapt to current changes.

INGOs are increasingly using language and communications that recognise and respond to the need to change power dynamics in the humanitarian and development sector.

Most of the organisations interviewed are anticipating or have initiated significant changes in the way they operate, involving less direct implementation and more implementation by or with local partners.

Many INGOs are looking ahead to the new roles and functions that are emerging for them in aid management: more focused on sharing knowledge and capacities with their local partners, innovation, networking, advocacy (local and global) and intermediation with donors to help actors from the Global South succeed.

A majority are considering or have embarked on organisational decentralisation in response to the challenges of localisation/‘shift the power’. The changes involve transfers of functions (particularly decision-making) and resources (human and financial) between ‘head offices’, whose role is set to evolve and whose size is set to shrink, to the benefit of ‘field offices’, which are seen as being in a better position to support local actors.

In principle, the localisation agenda is supported by many donors. The ‘Grand Bargain’ that was agreed between some of the largest donors and humanitarian organisations following the 2016 World Humanitarian Summit included a commitment to increase funding for local and national humanitarian responders. Similarly, a joint donor statement in support of locally led development was announced at the 2022 Effective Development Cooperation Summit. However, in practice, institutional donors have so far made slow progress in changing their approaches⁵⁶ and most are not sharing practical evidence of increased local funding.⁵⁷ In the context of declining aid budgets, it is possible either that donors will deprioritise efforts to promote localisation, or, conversely, that they may see localisation as a means of reducing expenditure and forgo support for the direct operations of international NGOs. There is also divergent and inconsistent practice among private donors, with some emphasising the need to

⁵⁶ [Overseas Development Institute. *Understanding and addressing donor barriers to localisation in climate adaptation, 2024*](#)

⁵⁷ [Publish What You Fund. *Most donors are not matching their local funding pledges with action, 2024*](#)



channel funds more directly to local actors but many others still not having made major changes in how they allocate their budgets.

Key figures:

- The original ‘Grand Bargain’ commitment in 2016 was to achieve by 2020 a global, aggregated target of at least 25 per cent of humanitarian funding to local and national responders.⁵⁸
- However, overall direct government and multilateral funding to local humanitarian actors remains extremely low – around 5.5% of all trackable funding in 2024.⁵⁹

‘Nothing without us’ and the disability rights movement

Among activists focussed on disability inclusion, the concept of ‘nothing without us’ is a powerful framing idea. It asserts that governments, donors, service providers, civil-society organisations and others should consistently include people with disabilities (across age groups, genders, type of disabilities and geographic locations) and their representative organisations as empowered actors or leaders at all stages of policymaking and service delivery in all areas (whether or not those policies or services relate to disability). In practice, however, significant barriers to participation remain, whether with governments, the UN, funding agencies, NGOs or others. These include legal, economic, physical, informational and communicational barriers, as well as stigma and negative attitudes.⁶⁰ These perpetuate exclusion of persons with disabilities from all areas of society.

Insufficient financial support remains the biggest challenge for organisations of persons with disabilities (OPDs), undermining their independence, autonomy and ability to develop their capacities and engage with others. However, some donors are increasingly interested in funding OPDs and the disability rights movement more directly. As HI, we are an organisation that is committed to disability inclusion and to combatting ableism but is not primarily led or staffed by people with disabilities. Over this strategy period, we have an opportunity to support the ‘nothing without us’ principle by finding ways to promote the shifting of power and to support the leadership of people with disabilities and their representative organisations.

⁵⁸ [Inter Agency Standing Committee \(IASC\), *The Grand Bargain – A Shared Commitment to Better Serve People in Need*, 2016](#)

⁵⁹ [Metrics Matter III: Counting Local, Publish WhatYouFund, May 2025](#)

⁶⁰ [International Disability Alliance, *Not just ticking the disability box, Meaningful OPD participation and risk of tokenism*, 2022](#)



Key figures:

- A majority of OPDs surveyed report that they are only occasionally invited to participate in work with governments or international partners and are even less involved in significant decisions such as those relating to budgeting.⁶¹
- In 2021, 52% of surveyed OPDs reported that they were either not pleased at all or were overall displeased with their work with governments – an increase from 46% in 2018.⁶²

Emergence and democratisation of new technologies

The emergence and rapid spread of powerful information technologies such as smartphones, artificial intelligence, ultra-high-speed large-scale data processing and automation are rapidly transforming our world. They are radically changing social relations, with people even in the remotest places now able to connect and engage with people or information from anywhere else on the planet. They are also having significant economic effects, boosting economic efficiency in some areas while rendering other forms of work redundant. However, significant digital divides persist, with women and girls, people in rural areas and people with disabilities among the least likely to have access.

These changes present huge opportunities for transformations in almost all areas, including in HI's work – whether in our programmes, our fundraising, our communications or our support functions. However, they also present significant risks and challenges, including around privacy, control, discrimination, misinformation and inequality of access.

Key figures:

- Around two thirds of the world's population was using the internet in 2024; this means there are still several billion people who do not have access to it.⁶³
- By the end of 2023, the number of people using mobile internet had increased to 4.6 billion people, or 57% of the global population.⁶⁴

⁶¹ [International Disability Alliance, Not just ticking the disability box, Meaningful OPD participation and risk of tokenism, 2022](#)

⁶² [International Disability Alliance, Not just ticking the disability box, Meaningful OPD participation and risk of tokenism, 2022](#)

⁶³ [DATAREPORTAL, Internet use in 2024](#)

⁶⁴ [GSMA, The State of Mobile Internet Connectivity Report 2024](#)



- The AI market is projected to reach \$1,339 billion by 2030, growing substantially from its estimated \$214 billion revenue in 2024.⁶⁵

⁶⁵ [Forbes. 22 Top AI Statistics And Trends. 2024](#)



HI, an evolving organisation

From 2016 to 2025, we implemented a transformation strategy that substantially changed who we are as an organisation, with the aim of increasing our impact. This involved doubling our size, reorganising our structure, strengthening and formalising many of our processes, and introducing several new collaborative tools and platforms. It required a lot of time, energy and resilience from our teams and meant we spent a lot of time looking internally to improve our ways of working. The intention for this new strategy period is to take advantage of this important building work and **to focus our energies as much as possible externally, adapting as needed to make the biggest difference we can for the people with disabilities and vulnerable people.**

As our 2016-2025 strategy period came to an end, we were **operating in some 60 countries**, with over 5,000 staff, the vast majority being local to the country where they work. We had closed programmes where we felt there was no longer a strong need for our presence, such as in China and Indonesia, while opening programmes in other countries such as Sudan, Ukraine and Venezuela where we thought we could make a significant contribution. Our countries of operation vary in their levels of poverty, fragility and exclusion and in their exposure to conflict, disaster and environmental pressure; they range from relatively stable middle-income countries to extremely poor countries in the grip of serious armed violence.

We have developed a reputation as **specialists in supporting people with disabilities and in disability inclusion, including in emergencies and other humanitarian situations** where there are very few other actors focussing on this need. We have expertise in certain other under-resourced sectors and approaches too, including **armed violence reduction / humanitarian mine action** and **rehabilitation** of people with disabilities and long-term injuries. We have reaffirmed the scope of our work, reinforcing our capabilities in several new areas, such as mental health and psychosocial support, climate change adaptation, inclusive health, early childhood development and inclusion technical assistance. We have strengthened our approaches and have developed important cross-cutting methodologies and approaches, including on disability, gender and age, protection mainstreaming, conflict-sensitivity and planetary health.

As we enter this new strategy period, we have been **reaching over 2.5 million people directly and more than 10 million people indirectly each year**. These include around 850,000 people reached by our health programmes, a similar number reached by our programmes on inclusive education and economic inclusion, over 500,000 people reached by our rehabilitation programmes, a similar number reached by our armed violence reduction work and well over 1 million people assisted in emergencies.



Each of our country programmes now has responsibility for **emergency preparedness and response**, working with the support of a global emergency unit. We have reaffirmed the role of Atlas Logistique, giving us a logistics capability in humanitarian situations and strengthening the ‘humanitarian-to-humanitarian’ work that we do with other organisations. We have put in place global and decentralised emergency stocks and have taken steps to establish an Emergency Rehabilitation Specialised Care Team and to build our roster of rapidly deployable emergency specialists. However, we still sometimes struggle to deploy in emergencies at the speed and scale necessary to have the impact that we hope for.

We work with **migrants, internally displaced people and refugees** in many of our countries of operation in the Global South, though we do not have a systematic approach to this. We also have a programme in Germany that has worked to improve services for refugees with disabilities since 2018 – this is currently our only refugee programme in the Global North.

In 2024, we conducted a survey of the populations and partners with whom we work to understand better **how we are perceived and how valued our work is**. Respondents who had received services from HI recorded an average satisfaction score of 4.4 out of 5, with almost half describing themselves as ‘very satisfied’ with our actions. We received particularly high ratings for the behaviour of our staff, our adherence to ‘do no harm’ principles and the quality of our activities. However, results were less favourable concerning how participatory we are in our actions and our ability to meet deadlines. Women and young people reported higher levels of satisfaction on average compared to men and adults. Of concern was that satisfaction was slightly lower among people with disabilities, and OPDs reported slightly lower satisfaction levels on average compared to other partner organisations.

We have focussed on **innovation**, investing in and building some novel technologies. These include tele-rehabilitation, 3D printing of prostheses and the use of drones to locate, identify and map explosive ordnance, all of which have transformative potential. However, we need to improve our ability to bring these to scale.

We have established clear priorities for our **advocacy**, defined through extensive internal consultation. We have been instrumental in the creation of major new global policy instruments over the last 10 years, such as the Charter on Inclusion of Persons with Disabilities in Humanitarian Action, the Political Declaration on Explosive Weapons in Populated Areas and the World Health Assembly Resolution on Rehabilitation. In our international advocacy we have placed emphasis on protecting international norms and commitments. In parallel, we increasingly focus on implementation of the global frameworks through a localised approach, working more with partners at regional and national levels.



Our funding model is simple: we raise restricted funds mainly in the form of grants and contracts from institutional funders, in particular national governments, and we raise unrestricted funds from mainly private sources (individuals, companies, philanthropic trusts and foundations) in the form of gifts, sponsorships and legacies. At the end of the 2024, the ratio between these two sources of income was roughly 75:25, and our annual budget had grown substantially to 275 million euros. However, the sudden suspension of US aid funding substantially disturbed this picture, with around 15% of our global budget being lost in 2025 and significant uncertainty about our income in the medium term.

In 2024, our major **institutional donors** were the EU, the US, Germany, France and the United Nations, who together accounted for around 75% of our income. We have standing framework agreements with the governments of France, Belgium and Luxembourg. Our other institutional donors include the governments of Canada, Denmark, Finland, Netherlands, Norway, Sweden, Switzerland and the UK. At the start of the strategy period, we were raising almost no institutional funding outside of the Global North.

We do **private fundraising** in nine countries: Austria, Belgium, Canada, France, Germany, Luxembourg, Switzerland, the United Kingdom and the United States. Of these, France raises by far the most, at around 70% of our total private income, with the others contributing smaller proportions. Globally, 65% of our private fundraising income comes from the general public, 19% from legacies and gifts in memory, 13% from major donors and 3% from trade products (e.g. Christmas tree bags and gift bags). The majority of our individual donors are over 50 years old. Over the last 10 years, our income from the general public has increased by 7%, from major donors by 71% and from legacies by 88%. Our digital fundraising has increased by 130%, while our income from trade has halved.

Our **brand awareness** is strong in some countries, especially those where we have a large or longstanding presence, but quite weak in others. During the previous strategy period, we responded to the need for a brand name that works in English-speaking contexts and that represents the breadth of our work. As a result, we now operate under three different names, varying from country to country depending on language and culture: Handicap International, Humanity & Inclusion and Humanité & Inclusion. We have taken the decision to continue with these three names; however, in each case we also identify as 'HI' and share a common logo and visual identity. Our external image tends to emphasise our focus on disability inclusion, our expertise in rehabilitation and our work on explosive weapons.

During the 2016-2025 strategy period, we substantially **changed how we organise ourselves**. We have developed a more integrated structure, with shared direction and ways of working worldwide while preserving local decision-making capability. We



have changed our global decision-making modalities to include and engage more than forty senior leaders in 14 thematic executive committees. We have also established five regional platforms in Latin America, West Africa, East Africa, the Middle East and Southeast Asia, which will manage and support our country operations – for example, in finance, HR and administration.

We aim to operate frugally, achieving maximum impact with our limited resources. To this end, we have invested in **reinforcing and professionalising our systems and ways of working**, achieving good practice for our scale and needs in many areas. However, in strengthening the integration of the organisation, we have created processes, tools and systems that can tend to increase complexity or bureaucracy. This means we are not as agile as we would like to be, sometimes hampering our ability to act quickly.

We have committed to an ambitious **carbon footprint reduction target**, aiming to reduce our carbon footprint by 50% by 2030 compared with 2019. To achieve this, we have a programme to raise awareness among staff and to implement carbon-reduction action plans in all of our offices and programmes. Each year, HI produces a status report on its environmental action.

Our federation model has matured and stabilised. Eight national associations (NA) are part of HI's federal network, operating independently in their country contexts but using some shared resources and working in alignment with the central strategy. Although funding is pooled, each NA has its own non-executive governance bodies (a board and sometimes a general assembly). We have reinforced consistency and collaboration across our ten non-executive governance structures with the active work of our College of Presidents and the eight thematic federal committees.

The **HI Institute for Humanitarian Action** is also a part of the HI network, ensuring that key decisions – for example, regarding contexts of operation, fundraising and sensitive advocacy positions – are taken in accordance with consistent ethical principles. The HI Institute is an independent organisation, with its own governance and no hierarchical relationship with HI's executive management.

During the last strategy period, the **diversity** of our staff substantially increased at the management level, with significantly more colleagues from the Global South taking on leadership roles. However, we are still relatively homogenous at the highest hierarchical levels in terms of nationality, ethnicity and other characteristics. The number of men and women in management positions is roughly equal, but we remain vigilant to maintain this balance. On disability inclusion, the 2016-25 strategy period saw the launch of the Be HIinclusive initiative, which aimed to boost our capacity to employ and include people with disabilities throughout our internal structure and processes; however, although the number of disabled colleagues has increased over



the period, it is still very low in most teams and there is considerable room for improvement in this area.



Our strategic axes for 2026-2030

During this strategy period, we intend to face up to the challenges that we have identified, to build on our existing approaches and to focus on **10 strategic axes** that we judge will increase our impact. Our financial reality means we do not expect to be able to invest significant additional resources, but we do believe that we have plenty of scope to focus our efforts, our energies and our passion in ways that will enable us to make an even bigger difference for people with disabilities and vulnerable populations in the countries where we work.

Our 10 axes

1. With humanitarian needs rising as a result of intensifying armed conflict and the consequences of climate change, we intend to **strengthen our emergency response capabilities**. This includes enhancing our preparedness, anticipatory action, speed of deployment, impact and adaptability in fragile contexts, while also supporting at-risk communities in disaster risk reduction.
2. In response to increasing precarious migration, we want to **strengthen our action with the most vulnerable displaced populations, migrants and refugees**, particularly those with disabilities.
3. To counter growing extremism and threats to civil society and democratic norms, we **will increase our efforts to defend and promote humanitarian law, fundamental rights and civic space**.
4. In support of the localisation agenda and to share and transfer power to the people we serve, **we will do more to promote the leadership of local actors**, especially people with disabilities and vulnerable populations.
5. We will **sharpen our programmatic approach** so that our areas of focus and ways of working are clearer and more consistent.
6. In response to funding pressures, we will **reinforce our ability to engage with Institutional donors** that remain committed to principled development and humanitarian action.
7. We will work to **grow our private fundraising**, with a focus on securing more funds from major donors and legacies.
8. As part of our commitment to localisation, as well as to become more cost-efficient, we will **empower HI's five operational regions** and will **reduce the relative weight of our head offices**.
9. In response to pressure on funding, the emergence of new technologies and the need to mitigate climate change, **we will become more agile, sustainable and frugal**.
10. Finally, we commit **to increase the diversity of our organisation** in order to live our values, enrich our work and play our part in the transformation of the "traditional" Northern INGO model.



Our ambitions for these axes

1. Strengthen our emergency response capability

- 1.1 We will focus on developing our capabilities and those of our partners in emergency preparedness and response, including building our pools of people who can be immediately mobilised in an emergency, growing our 'day 1' response capability through Atlas Logistique and the Emergency Medical Team, and pre-positioning emergency stocks in countries at high risk of crisis.
- 1.2 We will strengthen our ability to work in fragile contexts by designing our projects more flexibly, providing training and support for staff and partners, and building our surge capability.
- 1.3 We will ensure our shared services are able to respond more quickly and efficiently to rapid-onset emergencies with a 'day 1' ambition in the countries where we already work and a 'week 1' ambition in other countries.

2. Increase our support for vulnerable migrants and refugees with disabilities

- 2.1 We will seek to widen our work with vulnerable migrants, refugees and internally displaced people in the Global South.
- 2.2 We will explore options to increase our support for refugees and migrants with disabilities in the Global North, working in support of other organisations.

3. Defend and promote humanitarian law, fundamental rights and civic space

- 3.1 We will be bold and purposeful in our advocacy for adherence to humanitarian law and norms, the protection of civilians and the rights of persons with disabilities.
- 3.2 Where feasible and appropriate, we will join collective efforts in documenting violations of human rights and international humanitarian law.
- 3.3 We will collaborate with other civil-society actors to defend the values on which all NGOs rely, such as solidarity with the most vulnerable, anti-discrimination, the international rules-based system, and the right and freedom to organise and act as civil society.

4. Promote the leadership of local actors

- 4.1 We will redouble our efforts to encourage and ensure full participation, independent leadership and decision-making by local and national stakeholders, in particular vulnerable people, people with disabilities and affected communities, in all areas of our work.
- 4.2 We will strengthen our approach to partnership with organisations of persons with disabilities, other civil-society organisations and local authorities, including through:



- Growing our partnership fund;
 - Sharing administrative costs with partners;
 - Supporting partners to strengthen their expertise and capacities;
 - Collaborating with specialised organisations in sectors where we lack or do not prioritise expertise; and
 - Creating an international movement of affiliated organisations.
- 4.3 We will increasingly use our communications channels as a platform for local actors and affected populations, especially vulnerable people and people with disabilities.
- 4.4 We will work to strengthen resources for local advocacy, to increase the involvement of affected populations – particularly vulnerable people and people with disabilities – and to strengthen collaboration with local partners to promote global policy frameworks at the national and regional levels.
- 4.5 We will find ways to make our non-executive governance more open to representatives of local partners and qualified persons from the Global South.

5. Sharpen our programmatic approach

- 5.1 We will maintain our current sectors of activity, working within a limited set of defined approaches and building on our reputation in disability inclusion, rehabilitation and armed violence reduction.
- 5.2 We will adopt and develop a graduated framework of contextualised quality standards, which we will support programmes to achieve.
- 5.3 We will further integrate advocacy into our programmes and projects, with greater involvement and leadership from local partners and affected people. We will continue to focus our advocacy on a limited number of priority issues, chosen on the basis of the interest and capacity of our programmes and partners, our legitimacy, opportunities for influence and the need for coordination at global level.
- 5.4 We will strengthen our approach to intersectionality, in all areas, with the aim of making all our projects gender- and age-responsive and transformative with respect to disability inclusion.
- 5.5 We will integrate a climate change and Planetary Health-sensitive approach in all our programmes, including through capacity building and disability inclusion in climate action and by strengthening the adaptive capacities and resilience of vulnerable communities.
- 5.6 We will encourage innovation in our programmes and partnerships, focusing on scaling up the projects with most promise.
- 5.7 We will improve our ability to collect data and to document and communicate the long-term sustainable impact of our work and that for our partners.



6. Reinforce our ability to engage with institutional donors

- 6.1 We will increase our focus on identifying and securing funding opportunities, managing service contracts and innovative financing, practicing good partnership with donors and ensuring effective project delivery.
- 6.2 We will advocate for levels of official development assistance (ODA) commensurate with the investments needed to fight poverty and inequalities, promote human rights and respond to the needs of populations in situations of crisis and conflict.
- 6.3 While maintaining our ethical approach and standards, we will prioritise working with institutional donors that we think have the highest potential as funders of our work. This will include exploring new governmental and non-traditional donors, e.g. in Asia, the Middle East and Latin America.
- 6.4 We will support our partners to access institutional funding.

7. Increase our private fundraising, with a focus on major giving and legacies fundraising

- 7.1 We will increase our focus on major-donor and legacies fundraising, including by developing modalities for seeking large, restricted grants from private funders (without putting our unrestricted funding at risk).
- 7.2 We will investigate fundraising opportunities in some of our countries of operation.
- 7.3 We will invest in raising our profile and building trust with our audiences, including through high-impact media work, targeted marketing and engaging our senior staff in growing our network of supporters.

8. Streamline our head offices and empower HI's five operational regions

- 8.1 We will achieve day-to-day autonomy in all five regional programmes (including technical expertise, shared services and other support functions), ensuring they remain relatively small, benefit from interdependence with the HI network and succeed in meeting agreed objectives.
- 8.2 Over time, we will limit the number of staff working at head offices so that we can reallocate financial and human resources for our projects. We will reframe most head office support functions to focus on strategy, policy setting, internal control and 'support on demand', though some centralised functions will continue, such as emergency surge capability, international advocacy, communication, mobilisation and fundraising.
- 8.3 Use regional mobility as a means of optimising skills and organisational agility.
- 8.4 We will keep a low number of expatriate staff in our country programmes, following the principle of 'national if possible, expatriate if necessary'.



- 8.5 We will strengthen our approach to internal controls and risk management, aiming to reduce the organisation's exposure and, using ad hoc modalities, to fulfil our mandate in high-risk contexts.

9. Become more agile, sustainable and frugal

- 9.1 We will review our ways of working to encourage greater agility, making them simpler, decentralising decision-making and problem-solving, and increasing our focus on delivery.
- 9.2 We will proactively adapt to the emergence of AI and comparable disruptive technologies, taking a user-centric approach to testing and learning, addressing ethical concerns, and training our staff as needed.
- 9.3 We will encourage sustainability and frugality, working to maintain high levels of cost-efficiency and low carbon-intensity in everything we do, to ensure robust oversight of the impact we have through our expenditures and to meet our target of a 50% carbon footprint reduction by 2030.

10. Increase the diversity of our organisation

- 10.1 We will increase the diversity of our workforce, including in senior positions and international deployments, supporting internal mobility and aiming for a wide range of profiles, backgrounds and lived experiences.
- 10.2 We will increase our efforts to retain committed and performing staff members, including through building skills, improving succession planning and providing support for career development.
- 10.3 We will more proactively integrate staff and volunteers of all backgrounds and identities, with a particular focus on making our organisation more accessible, attractive and welcoming for people with disabilities.

