



Strategy 2016-2025

June 2021 update

Handicap International – Humanity & Inclusion



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Introduction

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.

To achieve its vision (given above), HI has developed a strategy that takes our organisation through to 2025. This strategy, which is divided into 3 chapters and 15 priorities, is designed to enhance our agility and increase the resources available to us to respond to the needs of people with disabilities and vulnerable populations in an ever more effective manner.

The first version of this **Strategy 2016-2025** was approved by HI's Federal General Assembly in June 2015. The preliminary strategy-building process, which took over a year to complete, was based on very wide-ranging consultations.

When the context changes, the strategy must change with it

Since 2015, **our working environment has evolved rapidly**, as have the challenges that we now face. With this in mind, and after consulting our staff, decided to conduct **a mid-term review of our Strategy**. The conclusions – delayed but enriched by the shockwaves caused by the Covid-19 pandemic – are given here.

With regard to the number of challenges we have to meet – climate change, the radicalisation of conflicts, the deepening of inequalities and the profound transformation of the international solidarity landscape – we must find the means to adapt to all them in order to remain as relevant and effective as possible. We have therefore chosen to update our Strategy and revise certain levels of ambition, factoring in completed projects and developing new ones.

This strategy reflects our ongoing revolt against injustice – a spirit that has driven us since our inception. It challenges us to grow significantly, to bring assistance to more people and to adapt to the transformations of our sector. It calls for the **collaboration** of all stakeholders, for **innovation** and for the constant search for increased **efficiency**. Lastly, this updated version of our Strategy is evidence that it is **by changing, by adapting, that we will remain most faithful to our vision of the world.**

1. SOCIAL MISSIONS: bringing about tangible improvements to the living conditions of people with disabilities and vulnerable populations

The first chapter of our Strategy focuses on our **social mission**. It confirms the plurality of the populations targeted by our actions: **people with disabilities and vulnerable populations**. Our work with these different groups of people is part of a single effort, irrespective of the setting.

Inclusion of people with disabilities and vulnerable populations

Making the world more inclusive for people with disabilities and vulnerable populations is one of HI's most fundamental objectives. We pursue the concept of **universal access to services**, implementing a specific approach adapted to each type of disability – notably in emergency response situations. We are also upscaling our primary prevention actions for chronic disabilities and diseases, both somatic and mental.

With a view to sharing our expertise, we are developing a **support and advisory service** for companies and governments to help them implement inclusive policies and services in conformity with the International Convention on the Rights of Persons with Disabilities. Finally, we are encouraging the global **production of disability data** to give us a clearer understanding of disability-related issues.

Access to services

At HI, we seek to ensure access to services that are adapted to each type of disability, whether physical, sensory or intellectual. We are also strengthening our prevention and care actions in the field of mental health.

Essential needs coverage

HI is stepping up its response in crises of whatever intensity in order to provide an **inclusive humanitarian response** that covers the essential needs of affected populations (shelter, water, sanitation and hygiene, livelihood support). We commit to responding – within our field of competence - to all types of crises, implementing an approach linking emergency, rehabilitation and development (Nexus). Each HI programme includes emergency anticipation, preparedness and response in its action plan, as well as the strengthening of local resilience capacities.

Resilience of vulnerable populations affected by climate risks and conflicts

HI is also pursuing its holistic action to reduce the **risks associated with conventional weapons** and to strengthen the **resilience** of vulnerable populations affected by climate risks and conflicts by implementing **awareness-raising** programmes and **developing local skills** in the clearance of unexploded ordnance.

Advocacy focused on clear and bold priorities

HI focuses its advocacy work on **clear priorities**, such as preventing the use of explosive weapons in populated areas and ensuring all the actors in the humanitarian chain take the inclusion and protection of vulnerable populations into consideration in their programming. Through bold advocacy, HI aims to **influence key international policy frameworks** to ensure the inclusion of people with disabilities in development, and to promote the implementation of international rules to reduce the impact of weapons on civilian populations.

Focus on the EWIPA campaign

The use of explosive weapons in populated areas (EWIPA), especially those with wide-area effects, poses serious short- and long-term threats to civilian populations. Indeed, when explosive weapons are used in populated areas, more than 90% of the victims are civilians.

HI is very actively engaged in the international movement as well as in the formal diplomatic process launched in October 2019 to draw up a political declaration that aims to reduce the humanitarian consequences of using explosive weapons in populated areas and to increase the protection of civilians living in situations of armed conflict.

2. THE MEANS TO TAKE ACTION: Developing our resources and capacity for action

Chapter 2 of our Strategy concerns our organisation's size, positioning and reach.

A brand recognised by our target audiences

HI changed its brand identity in early 2018 with a view to strengthening its positioning with its different target audiences by improving its **relevance**, **credibility** and **brand awareness**. Our **brand portfolio** must reflect the diversity of our professions and geographical presence. We must continue to work to increase the visibility of our brands among the different stakeholders concerned: donors, employees, partners, beneficiaries, etc.

Developing our institutional funds

We are seeking to develop our institutional funds by focusing on large-scale projects that allow us to achieve economies of scale and thus creating scope for financing growth and strategic projects. We are also seeking better financial coverage of the real costs of our activities in the field. Finally, we are careful to diversify the funding bodies with which we work in order to preserve our independence.

Increasing our private funds

To guarantee our room for manoeuvre and limit risks, we are looking to increase our private funding levels by using a variety of levers. For better results, we will focus more on digital technology and look for new ways for people to donate. Bequests and major donors also offer big opportunities for developing our private fundraising, as do private foundations and companies.

Forming alliances to broaden our impact

We are open to forming external alliances to broaden our impact. Alliances with other organisations, through **partnerships** or **consortia**, for example, are also an opportunity to pool and optimise resources and create new synergies. Moreover, they enable the implementation of larger projects covering more needs.

3. ORGANISATIONAL CULTURE: innovation, appropriate approaches and an agile organisation

The aim here is to ensure that we have the means to achieve the ambitions of chapters 1 and 2 of our Strategy **by transforming our organisational culture** and our management system.

Financing our development and transformation

Our organisation is ensuring that it has the means to invest in its **transformation** by controlling its expenditure and setting aside funds for innovation. To this end, we have initiated a number of changes, including **a review of processes** involving overly high transaction costs, **a simplification of our structure** at headquarters and in the field, and **better negotiation** of our purchases. We attach great importance to improving and strengthening our actions in the field. This is reflected in our innovative operating methods in a number of areas (drones, 3D printing, but also social innovations), or in the increased number of emergency interventions in “forgotten” crises”.

Recruiting, developing and retaining "the people who make Handicap International what it is"

HI values the women and men who make up its workforce and seeks to be an **employer of choice** in the world of international solidarity with the help of proactive policies in favour of **diversity** and **professional development**. HI is also seeking to align its human resources strategy with its development mission by **nationalising field positions** in the countries in which it works.



Focus on the Be Inclusive project

In 2021, as part of our "Be HIinclusive" project, we conducted a global assessment of all our entities, both at our headquarters and on our field programmes, with a view to measuring HI's inclusivity with respect to disability employment. Based on this diagnosis, we intend to build and implement ambitious action plans, so that inclusion - one of HI's most important guiding values - is reflected even more profoundly in our organisation.

Identifying, adapting and implementing good practices

Among its transformation priorities, HI places special emphasis on being an outward-looking, learning and agile organisation. To achieve this, HI continuously develops its **managerial behaviour**. We are also developing our tools, particularly our **information systems**, in order to improve the efficiency of operational teams, support services and steering bodies going forward. Lastly, we consider it essential to implement an **environmental agenda** and to reduce our environmental footprint.

Innovation: crucial to increasing our added value

Innovation is an essential vector of our added value and must be part of all our activities. To this end, not only do we promote innovation and risk-taking internally, we also seek to improve our capabilities through **open innovation** (e.g. through competitions open to researchers and academic or private laboratories).

Finding solutions adapted to each context and facilitating the links between emergency and development projects

Still with a view to transforming and improving our practices, we are developing **solutions adapted to each context that facilitate links between emergency and development projects** (a humanitarian-development nexus). We are improving monitoring, analysis and accountability (MEAL) capacities on our projects and developing our **analysis, dialogue and negotiation skills** to ensure full access to humanitarian aid for populations, with the greatest possible **operational security**.

A global organisation with a solid local base

HI is working to improve the ways in which the different entities in its network work together by ensuring that its national associations are well established and recognised locally and refocusing the federal entity on steering and facilitating the network. The HI Institute for Humanitarian Action helps to strengthen the network's influence through the quality of its ethical reflection and geopolitical analyses.

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