STRATEGIC PLAN
2019-2022
In 2019 (UNHCR), there were 70.8 million displaced people globally and only 92,400 of these were offered resettlement to another country. 75% of the world’s refugees live outside of refugee camps in urban communities without adequate supports and often without legal status (UNHCR). Traditional refugee support services have focused on humanitarian rescue and refugee camps rather than future building and inclusion within host communities. The existing system is inadequate and new ways of approaching refugee protection are needed. This is why HOST International (HOST) exists.

HOST promotes individual wellbeing, community cohesion and structural change to support refugee and migrant protection. Rather than applying traditional models of humanitarian rescue and material aid, we enable displaced people, and the communities they live in, to develop and implement their own practical solutions to the challenges they face. In addition, we amplify the voices of displaced communities through research and advocacy that influences policies and practices globally.
STRATEGIC PRIORITIES

By July 2022, we want to be known as a regional ‘go to’ leader in community based protection solutions for communities affected by displacement. We want to be financially sustainable with regular and diverse sources of funding including capacity to invest in innovation and research. We also want to be a trusted brand with data to support our claims of impact and stories that reinforce our vision and values.

Since our founding contract we have managed to develop innovative programs, strong partnerships and sound business systems across six countries. However, we still have significant work to do in order to embed sustainable and efficient operational systems and must secure funding to ensure our ongoing viability. We must maintain our ambition and drive to create genuine and positive impact for communities affected by displacement that got us to this point.

In order to achieve this over the next three years we will focus on the following four objectives:
1 BUILD TRUST IN OUR BRAND

We seek authentic relationships with communities, NGOs (non government organisations), business and government to maximise our impact and influence. Relationships built on integrity, respect and shared value have a strong foundation of trust and enable a focus on maximising impact for people affected by displacement.

These relationships help to spread awareness about our work through word of mouth and stories of collaboration. We want these relationships, shared stories and the evidence of our work to be the basis of our brand and the vehicle by which we expand our impact.
2 PIONEERING INNOVATIVE SOLUTIONS

We believe innovation is a vehicle for creating new possibilities. It builds hope and develops confidence to take risks and learn from our mistakes. Innovation drives critical thinking and a desire to invest in bold ideas that aim to make life better for people affected by displacement. We look for, and work towards, practical immediate solutions rather than focusing on over analysing problems or planning for the ideal outcome.

We explore available resources and future hopes rather than current problems and past causes. We do this to assist clients and communities to break out of problem centred cycles and to help them to develop and act on constructive, customised solutions.

We will measure our work and report on it publicly at least once per year. This will include collecting direct feedback from the people and communities that we work with and by incorporating research outcomes into our work.

Co-design solutions with communities affected by displacement
Co-design requires collaboration and power sharing with communities and individuals to identify and design activities that will improve their life outcomes. All projects will be jointly developed, and our people will be experts in human centred design.

We will measure the level of participation of partners and clients in the design and implementation of project activities and the number of staff trained in human centred design.

Lead innovative change within the sector
We will regularly present information on our approach, research and programs at conferences and other events in order to stimulate others to try new approaches to meet the needs of displaced people and host communities and to ensure funding resources remain responsive to community need and humanitarian principles. We will also launch an Asia Pacific Innovation Hub to incubate and resource innovation in this sphere of work.

We will measure the number of presentations and projects that contribute to innovative thinking and practices.
INCREASE
ORGANISATIONAL EFFICIENCY

HOST needs to be an organisation that can operate in a variety of contexts and with limited resources on the frontline. We want our people to be able to make decisions ‘on the run’ whilst being informed by strategy, principles and values.

In order for HOST to have the impact that it desires, we need operational management systems that empower our people, create efficiency and ensure maximum resources are directed toward assisting communities.

Establish effective multinational governance structures
To manage our multinational presence, we will have an effective governance structure that clearly sets out the roles, responsibilities and relationships between boards (subsidiary and central) and operational staff. This will require the implementation of a governance framework that articulates our internal and external obligations.

We will measure this via annual feedback from boards and senior staff and by auditing internal and external compliance.

Establish effective management frameworks and reporting tools
Our people need to understand our unique way of working and the business systems that support this. We will use technology to enhance our efficiency and to make it easier to work from anywhere. We also need to be accountable by undertaking regular reporting and monitoring activities. Staff and board feedback will be used to continuously improve the frameworks, systems and reports.

Empower our people through state of art business intelligence systems
With clear delegations and accountability and a centralised IT system with clear work flows, our people will be able to get the desired information in a timely manner and be empowered to make decisions quickly and efficiently, appropriate to their level. There will also be greater transparency throughout the organisation and leaders will be more confident and capable.

Staff feedback and satisfaction will be important measures of success.

Establish a Quality Improvement Framework to support our accreditations
A Standards Matrix will be developed to aid in accreditation applications that enable us to respond where we are needed and to ensure measurable high quality operations.

We will measure the number of successful accreditations achieved and our compliance with agreed standards through internal auditing systems that are linked to our management framework.

Increase diversity at all levels within our organisation
Diversity enables an organisation to think and act more strategically and with greater empathy. HOST International should also be representative of the people we work with and the values we represent. To this end we will act to increase the diversity of our staff and volunteers at all levels.

We will measure the diversity of staff and volunteers as well as seek feedback on inclusive practice within HOST.
HOST International is unable to achieve its vision if it is not sustainability funded. A key challenge over the next three years will be to grow our funding base. The focus will be on securing regular funding from diverse sources so that our ongoing sustainability is secured and therefore our ability to help individuals and communities is maintained. This funding should ideally facilitate flexible service delivery, innovation and collaboration with local partners.

As an innovative social business, we will also ensure that investment in our future is maintained through diverse and smart investment decisions that maximise social impact and sustainability whilst also generating flexible funds that can be used to drive innovation in our work and to ultimately assist more people.
Acknowledgment of Country: We acknowledge the traditional owners of country where we work and recognise their continuing connection to land, waters and culture. We pay our respects to Elders of past, present and emerging and recognise their cultural wisdom.