LIVING STRATEGY
An Adaptive Strategy For A Changing World
Over the last decade, there have been major, unpredictable shifts in the world making the future very different from what we have ever experienced.

From the impacts of climate change on human health and well-being to the COVID-19 pandemic that magnified the needs of people and communities living in crises globally - the world as we know it is changing.

How do we plan for the future in today’s world when there are countless unknowns?
With our focus on open mapping to address humanitarian and development challenges, it is vital that our strategic direction flexes to meet continually changing needs.

To achieve our vision, we created a Living Strategy, an agile and responsive strategic approach that provides a north star for our priorities and programs, and enables us to respond to the evolving needs of those whom we serve.

As the world keeps turning, as our context shifts and needs change, our strategy will evolve to meet those shifts.
People and communities are at the heart of our strategy. HOT believes that solutions to the world’s biggest challenges can and must center the voices of citizens and community groups working in close proximity to the local impacts of global challenges.
HOT’s vision, values and future role as a Catalyst will remain fixed.

As a Catalyst, HOT is shifting its power and influence to support, connect and amplify the efforts and intentions of people and communities living at the heart of the challenges they wish to address. This will not change.

The more living elements of our strategy are embedded in the Strategic Priorities and Programs.

As key trends change or the contexts in which we collaborate with people and communities evolve, our strategy must shape-shift to meet these needs over time.

This is what it means for a strategy to be living, breathing and responsive as the world changes. It is this adaptability that will guide us in our work.
HOT envisions a world in which...

Community needs are addressed through mapping.

Everyone can access, and contribute to, the map.

Open map data is available and used for impact.
Community needs are addressed through mapping

Local capacity and knowledge is prioritized to ensure community needs are addressed.

Centering the voice and participation of people in the mapping agenda is a non-negotiable.

Consent and power dynamics in community engagement and collaboration must be acknowledged.
Everyone can **access**, and **contribute** to, the map

Open tools must have a low barrier to entry to make this possible

Open knowledge must exist to share learning and knowledge across networks

Communities and individuals receive training and support to enable and strengthen their contributions
Open map data is available and used for impact

Having the right data in the right place at the right time saves lives.

Map data is open by default and used to inform decisions that drive tangible change.
HOT’s values guide our vision, our ways of working and ways in which we build and invest in relationships with communities, partners and beyond.

**Put People First**
- Being proximate to people, place, problems
- Listening first & adapting to context
- Seeking informed consent & shared decision-making

**Collaborate for Impact**
- Acting in solidarity
- Enabling participation
- Investing in the strength of the network

**Build for Inclusivity**
- Designing for access and utility
- Breaking down language & resource barriers
- Prioritizing marginalized voices

**Work in the Open**
- Supporting an open & accessible community
- Contributing to, and building on, open knowledge
- Catalyzing change through open data & technology
An Ideal Future World

HOT envisions a world where organizations that are delivering real impact have shifted their thinking and efforts, supporting solutions that are developed by communities themselves.

A reality where organizations support, connect and amplify what local people and leaders have identified as needs. In practice, this means investing in, working and nurturing through more partnerships with leaders who have lived experience in a place or the given issues at hand.

HOT will harness the power of open mapping to accelerate locally-led efforts, addressing the needs of people and communities around the world. Open data generated by communities is proximate to people and proximate to the issues affecting them. This geographic information, which is created locally by community members experiencing these very problems, ensures that data is timely, relevant and can be used to inform action in real time.

In our pursuit to improve the wellbeing of people and the health of our planet, we will unite in collective action with diverse people, communities, organizations and institutions around the world and catalyze change through the open mapping movement.
HOT’s Role as a Catalyst

HOT believes that a globally interconnected network of local communities are at the heart of local challenges, living and breathing the daily problems, capable of identifying opportunities.

To amplify and accelerate the existing efforts of communities responding to complex challenges, HOT will invest in and deliver high-quality, community-centered mapping programs across HOT’s priority regions, that feature:

- Adaptive granting and funding opportunities across varying levels of partner maturity and experience
- Extensive network support through peer to peer learning and knowledge sharing
- Hands-on strategic and implementation support to people, communities and partners to generate and use open map data in their efforts
- Fit for purpose technology and tools that enable people to easily map & contribute to OpenStreetMap
HOT's Theory of Change describes the long-term change we want to effect in the world. The outputs represent short-term changes and benefits of our activities, whereas the outcomes represent the longer-term changes and HOT's ideal end state.
Who We Serve

To truly serve individuals, communities and partners working within the open mapping space, HOT must deliver clear value to each audience through different pathways that lead to the greatest impact.

HOT’s key audiences fit into three categories:

**Mappers**
- Individuals and groups who "add to the map"

**Map Users**
- People or organizations who use maps for positive social impact or change

**Map Supporters**
- Organizations and funds who can offer money, time, or technology to realize HOT’s vision

*Each group plays a critical role in contributing to or fostering the open mapping movement through open data creation, use or support across the ecosystem.*
Mappers

Mappers represent individuals and groups who “add to the map”.

Each person in our world - regardless of age, gender, race, ethnicity or religion - has incredible knowledge about their world to share with the world. It is HOT’s vision to enable “Everyone ….to be able to] access, and contribute to, the map”!

It is critical that mappers can easily engage with OSM and the wider community through tools and materials that enable people to contribute to the map and validate these contributions.

HOT will prioritize a human-centered approach to developing and maintaining mapping tools that lower the barrier to access and enable mappers to map with ease. Adopting a mobile-first approach, mappers will be able to contribute to, or validate, the map locally or remotely and the tools will be easy to use even by those with limited experiences.

This group may include:
- Individual map users, mapping communities and civil society organizations in priority countries
- Volunteer remote mappers and validators
- HOT’s Voting Members
Map Users

Map Users represent people or organizations who use maps for positive social impact or change.

The use or application of open map data is as important if not more as the creation of data. HOT will help people, organizations, governments and agencies in using OSM data through innovative open learning materials, intuitive tools and technology that lower the barrier for data use.

HOT strives to enable access to fit-for-purpose data in order to clearly communicate the positive impact associated with using open data across geographies and sectors.

This group may include:

- Individual map users, mapping communities, and CSOs in priority countries
- NGOs using data for good (for example: MSF, Red Cross national and local NGOs)
- Government agencies reached through HOT’s partnerships with NGOs and Map Supporters
Map **Supporters**

Map Supporters represent organizations and funds who can offer money, time, or technology to realize HOT’s vision

HOT connects people and organizations who want to benefit the planet through open data. HOT helps to broker connections where the goals of supporters and OSM communities align, elevate impact, and regularly engage and recognize supporters.

We truly believe that in order to maximize collective impact, we must invest in and nurture partnerships with similar values.

This group may include:

- Institutional donors and development banks (World Bank, UN, USAID, IADB)
- Individual donors and foundations
- Investment funds with ESG portfolios
- Technology companies
Impact Areas

Open mapping contributes to numerous global challenges. Impact Areas provide focus and direction to HOT’s investment in technical and subject matter expertise, partnerships, grantee projects, and support to communities. Open data projects and initiatives cut across sectors, therefore Impact Areas encompass multifaceted challenges. Gender Equality is a key priority, and exists as a distinct Impact Area, as well as a cross-cutting focus in the other Impact Areas.

1. **Disasters and Climate Resilience**
   - Preparedness, anticipatory action, risk reduction; and responding to the impacts of rapid onset and prolonged natural disasters.

2. **Sustainable Cities & Communities**
   - Service delivery and infrastructure in disadvantaged urban and rural areas, including transportation, water and sanitation, and energy.

3. **Public Health**
   - Accessible healthcare infrastructure and informed public health programming and monitoring.

4. **Displacement & Safe Migration**
   - Coordinated service delivery for migrants and people displaced from home in transit, camp settings, and other informal contexts.

5. **Gender Equality**
   - Equal access & participation in open mapping. Improved understanding and accounting of gendered experiences & issues in all impact areas.
Strategic Priorities

Strategic Priorities set the broad parameters of our work and help us drive our investments to realize our role as a Catalyst. In order to effectively and efficiently deliver this work, HOT set out three Strategic Enablers that strengthen and drive our organizational capacity and alignment. Together, the strategic priorities and strategic enablers drive us to design, create and deliver human-centered and contextually appropriate programs and initiatives at scale, bringing the open mapping movement to life.

**Strategic Priorities**

- **Clarity & Simplicity**
  - Clear & replicable services and technology for mapping, community building and sustainability
  - To achieve impact at scale, HOT will offer reliable, high quality services and technology to communities and partners that we work with. These services will be designed for their users needs, and focus on improving the mapping experience, contributing to community building, and investing in long-term sustainability. Our guiding principle is to build services and tools that can be delivered quickly, reliably and at scale.

- **Impact Driven**
  - Accelerate an open mapping movement by delivering visible results.
  - HOT aims to ignite and sustain the open mapping movement. To do this, we must inspire belief in HOT’s delivery with and for mapping communities and partners. To achieve this, we recognize we must demonstrate impact that can be seen, therefore we will deliver incrementally for communities and partners in everything we do; to show, not tell. Our guiding principle is to prioritize and invest in programs, initiatives and services that will lead to visible results and truly create meaningful change.

- **Pro-Active Engagement**
  - Create space for partners and communities to learn and grow together.
  - To scale and sustain the movement, HOT will create spaces to intentionally connect, convene and amplify community and partner work. By investing in mutually beneficial collaboration spaces and virtuous circles for partner<>community and community<>community sharing, we will enable communities and partners to learn and effect change together, while growing the open mapping movement.

**Strategic Enablers**

- **Technology**
  - Accessible digital tools that are fit for purpose can improve engagement across all key audiences and improve efficiency

- **Agile Ways of Working**
  - Test ideas and new value propositions with small audiences in a rapid way to capture learnings and inform subsequent projects

- **Focus on Needs**
  - Understand the needs and desires of key audiences to identify opportunities for partnership and impact driven by demand
Annual Programs

Within the Strategic Priorities, HOT has designed and invested in a set of annual programs, which define our programmatic efforts and areas of work to successfully achieve them. Annual Programs represent HOT’s investments to advance and realize our strategic priorities: the aim is to put financial backing into ideas, initiatives and programs that are ultimately impact driven, are clear and simple to understand, and facilitate meaningful connections between communities and partners.

All Programs advance our Theory of Change, help us realize our role as a Catalyst, and align with one of HOT’s Impact Areas and Strategic Priorities.

To learn more about this year’s annual programs, please see here.
The Humanitarian OpenStreetMap Team sits at the nexus of participatory mapping, community-led development, humanitarian response, open data, and technology. With a talented and diverse team spread around the globe, they are a values-based organization in the midst of a period of significant growth in a rapidly evolving environment. They support a dynamic global community of thousands of dedicated volunteers using maps and open data for humanitarian response and the Sustainable Development Goals.

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