

RELIEF AND DEVELOPMENT DEPARTMENT STRATEGY

2022–2026



© PEOPLE IN NEED



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Introduction

This is the strategy of the Relief and Development Department (RDD), the department of People in Need (PIN) responsible for humanitarian and development programmes in more than 20 countries across Africa, Asia, Europe and the Middle East.

The strategy is the key instrument for the prioritization and focus of PIN's RDD activities in the years 2022–2026. It is based on: 1) an analysis of the social, economic and political trends in the world, and changes in the international aid sector that represent both opportunities and threats; and 2) a critical review of our strengths and structural weaknesses. The strategy takes account of lessons learned from the RDD Strategy 2017–2021 and was designed with the active engagement of PIN (RDD) staff working in different roles across the globe.

By implementing this strategy:

PIN (RDD)'s role within the aid sector will become clearer for internal and external stakeholders

RDD structure and ways of working will adapt to be fit for purpose

Investments will be made strategically in the identified priorities

The end goal is to increase the quality and impact of PIN's work.

The strategy will be operationalized through each Country Programme strategy, as well as a number of annexes, namely: Strategy Action Plan to fulfill organizational priorities; Programmatic Pillar Strategies; Partnerships Strategy, and Innovations Strategy. The Strategy action plan will be reviewed and updated on an annual basis by the RDD management.



Vision and mandate

Vision

We strive for a world in which people can fulfil their potential, live in inclusive societies and in a sustainable manner.

Mandate

PIN (RDD) works together with local actors to alleviate poverty and exclusion and strengthen the resilience of the most vulnerable people.

In doing so, PIN (RDD) strives to address the root causes of inequality and injustice, and promote systemic solutions that contribute to a more resilient and environmentally friendly society.

In protracted crises, conflicts and natural disasters, we seek to provide timely and relevant humanitarian assistance, with the aim of saving lives, mitigating suffering and maintaining the dignity of the most underserved of the affected people.

As early as possible we support affected people in their recovery process, taking consideration of the longer-term perspective and impact, sustainability of our interventions and avoiding creating dependency on aid.



Who we are and what we believe in

We are a Civil Society Organization that originated 30 years ago in the Czech Republic and is an active civil society actor in this country.

People

Humanity

The welfare of the human being is at the core of all we do. Every life is valuable and everyone has the right to live in dignity. We believe every person can play an active role in making their societies more inclusive, equitable and sustainable. We strive to support their abilities and efforts to improve their lives and their communities.

Freedom

We believe in participatory democracy and work to promote a democratic environment for citizens' voices and actions. We value diversity of opinion, freedom of expression and open debate, and promote these values at all levels.

Human rights

as enshrined in the UN Universal Declaration of Human Rights and other international human rights treaties, are the foundation of all our work. In the countries where we operate, we partner with and empower local actors who share our values.



COMMITMENTS FOR THE PERIOD 2022–2026

PIN (RDD) is committed to implementing all the provisions of its Gender Equality and Social Inclusion (GESI) policy.

Where the context allows it and it enables us to achieve impact, PIN (RDD) will apply the Human Rights Based Approach to inform and empower people as rights-holders to advocate for respect, protection and fulfillment of their human rights.



Working collaboratively with local actors

Collaboration

We approach diverse (national and global) cultures with respect and humility. We strive to support local initiatives and we seek to support, not replace or undermine, existing local capacities. We do not come with ready-made solutions; rather, the most essential element for the planning of our activities is the knowledge and understanding of local needs. We support local actors in identifying and directing their own solutions. In the countries where we operate, we avoid competition with local CSOs for funding, and pursue opportunities for support and collaboration instead.

Participation

We involve beneficiaries and partners in the planning, implementation, monitoring and evaluation of our projects and programmes and inform them about progress.



COMMITMENTS FOR THE PERIOD 2022–2026

We will strictly assess our added value prior to engaging in any new programme, sector or region.

We will strengthen partnerships with local actors, in particular local CSOs. From the point of our initial humanitarian response, we will strive to empower local actors to support recovery and long-term development.

We will maintain a strong understanding of the local contexts in which we work. In doing so, we will value, draw from and mobilize local expertise to the largest possible extent, and maintain an engaged presence in the communities which we aim to serve.



We will reflect on and analyze the power imbalances we may be contributing to as a system actor, project implementer, etc.

As a member of the CHS Alliance, we will integrate Core Humanitarian Standards into our processes, measure our progress and report in a transparent manner on the challenges encountered. In particular, we will work to meaningfully involve local communities in assessments, designing interventions, monitoring the implementation and results, and channeling feedback and complaints.

Our team and ways of working



We deliver

We are known for our flexibility and ability to deliver quickly. We do not shy away from challenges and look for ways to deliver assistance in hard-to-reach areas. We strive for a pragmatic approach, maximum effectiveness, optimum quality and cost balance, as well as innovative and creative solutions.

Open atmosphere

Our main strength is our team. As we grow, we take care to preserve an internal culture where our employees enjoy what they do, and feel that they can make a difference. Regardless of gender, race, ethnicity, religion, ability or sexual orientation, we welcome and promote diversity in our teams, as well as in our management structures.

Transparent communication

As an accountable organization, we take our responsibilities seriously and actively seek feedback. We disclose the results of our work in a transparent manner and there is redress when our duties and commitments are not met.



COMMITMENTS FOR THE PERIOD 2022–2026

We will take specific measures to maintain an open, safe working environment, in which there is space for engagement between staff working in communities and senior management, and where anyone is encouraged to, and can safely, raise concerns and ideas.



At all levels of the organization, we will promote a culture of learning and acknowledging mistakes. Recognizing the rich local know-how present in our teams, we will work to connect staff across Country Programmes (CPs), regions and headquarters (HQ) and promote peer-to-peer learning. Furthermore, strengthening staff mobility within the department, across CPs and between CPs and PIN HQ will be one of our organizational priorities.

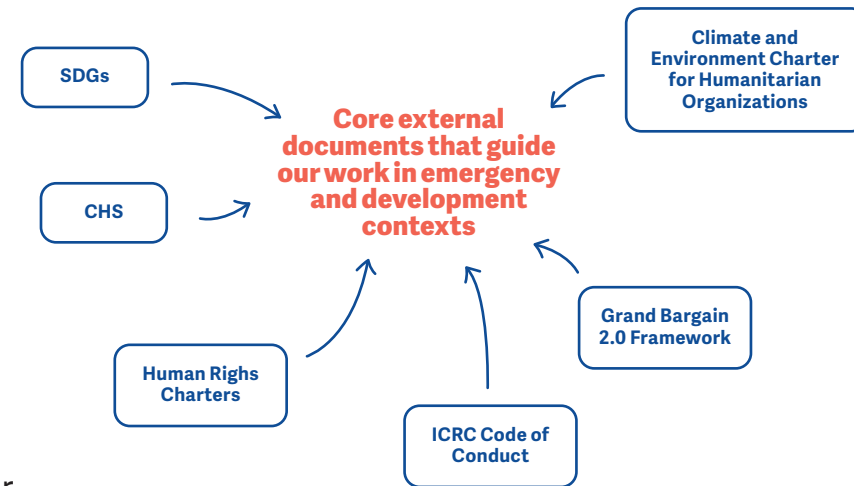
We will continue to critically review our internal procedures and ways of working as well as innovate our processes to ensure they are fit for purpose. Together with other actors, we will direct advocacy efforts at donors to ensure compliance requirements secure quality, but do not hinder delivery.

Systemic solutions

We always try to find systemic solutions to those issues we want to address with our partners. In so doing, we think outside project frameworks and boxes and base our interventions on a sound understanding of root causes and the interventions of other key stakeholders. We believe that advocating jointly with local actors and drawing on evidence from the places where we work should be part of the approach, and is the main purpose of our external communications.

There cannot be any systemic solutions without consideration of environmental sustainability, which is central to our programming in this strategic period.

We are not a peacebuilding actor, but we consider the 'peace' element of the Humanitarian-Development-Peace Nexus in contexts where we are sure that our actions add value and do not cause harm. We do so through our programmatic pillars, in particular our flagship interventions under the Civil Society and Inclusive Governance pillar.



COMMITMENTS FOR THE PERIOD 2022-2026

Our priority will be to implement our Environmental Policy, which involves ensuring staff buy-in, and taking account of environmental protection in our operations as well as programming. We will build our capacity to measure and report on the environmental and climatic impacts of our operations and programmes.



We will promote solutions that strengthen systems and avoid approaches that disregard sustainability. In our humanitarian and development work alike, we will invest in analytical skills of our staff and draw on outside experts to make sure that all our work is grounded in a strong understanding of the local context, needs and root causes of the issues we aim to tackle. Programmes with behavioural change objectives will be designed to address barriers and enablers to promoted practices.

Programmatic pillars

In this strategic period, PIN (RDD)'s programming is defined by the three pillars described below. These pillars build on our previous sectoral strategies and have been formulated based on an analysis of PIN's experience and expertise alongside a review of external trends and the changing contexts we work in. What does this mean for PIN (RDD) in practice?

Projects are expected to align within at least one of these pillars.

Internal investments will prioritize work within these pillars, e.g. initiatives will be evaluated against their contribution to these pillars when allocating internal funding for assessments or innovation development.

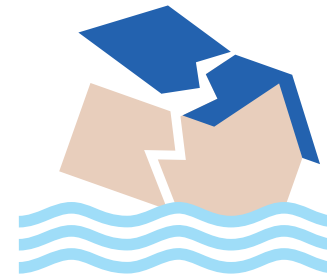
PIN will ensure it retains technical expertise reflecting the thematic areas within these pillars, namely Knowledge and Learning Department (KLD) Advisors, the Knowledge and Learning Centre website, and capacity building initiatives such as the onboarding courses.

External communications will prioritize these three pillars, demonstrating our expertise and building PIN's brand.

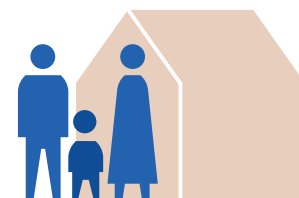
Across these three programmatic pillars, any intervention should be based on an in-depth understanding of the context, which are the most vulnerable and marginalized groups, and include GESI specific considerations in all stages of the project cycle. Recognizing trends of urbanization and growing vulnerabilities, each Country Programme, at the stage of developing the CP strategy, should consider programming in urban areas and explore in each programmatic pillar topics relevant to the urban context.



Emergency Response and Recovery



Climate Resilience



Civil Society and Inclusive Governance



Pillar I: Emergency Response and Recovery



Our role

In the past decade, the global humanitarian needs and the number of people in need have been growing exponentially, particularly due to increasing numbers of armed conflicts and protracted crises, more frequent and severe natural disasters, and the global pandemic alongside the pressures of urbanization. Furthermore, the high numbers of displaced people, a growing funding gap, difficulties with access to affected populations and severe protection issues require more investment in global collective humanitarian efforts.

In this context, PIN (RDD) aims, alongside our partners, to provide principled, relevant, timely and high-quality humanitarian assistance in order to save lives, alleviate suffering and maintain the dignity of the affected population, followed by recovery assistance and resilience building. Our humanitarian aid is based on the core principles of humanity, impartiality, neutrality and independence. The form of our assistance is contextual, needs-based and focuses particularly on the contexts where PIN (RDD) can demonstrate its added value in all three areas of emergency preparedness, response and recovery.

KEY INVESTMENTS

Emergency preparedness planning and capacity building in all country programmes and HQ

Allocation of qualified and motivated humanitarian professionals both at country and HQ level to provide necessary surge capacities

Development of strong networks with local partners and engaging local authorities in order to maximize the efficiency and effectiveness of our response

Increased involvement in cluster coordination and networking with international actors

Digitalized and paperless solutions with robust data protection arrangements

Up-to-date systems for the provision of multipurpose cash assistance and other cash-based modalities

Transitioning to recovery programming as soon as is appropriate by investing in the relevant systems analysis (markets, education, social safety nets) and staff capacity building

Expansion of the Education in Emergencies programme portfolio together with consistent protection mainstreaming

Implementation of the Do No Harm approach and conflict-sensitive programming

PIN (RDD) THEMATIC AREAS WITHIN THIS PILLAR

Nutrition-sensitive food security

Recovery of livelihoods integrated with social safety nets and markets

Shelter and non-food items including infrastructure rehabilitation

Water, sanitation and hygiene

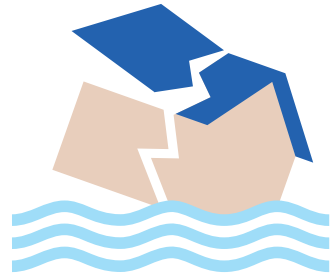
Multipurpose cash assistance including cash as a crosscutting modality

Education in emergencies integrating Psychosocial Support and Child Protection

Protection mainstreaming



Pillar II: Climate Resilience



Our role

PIN (RDD)'s role in addressing climate change is to enhance the resilience of the people vulnerable to a changing climate and environmental degradation by trying to harness solutions that are in line with green growth and circular economy principles, and that reduce greenhouse gas (GHG) emissions and sequester/stock carbon. In the locations where PIN (RDD) works, greenhouse gas emissions per person are significantly lower than the global average and yet many of these populations will be disproportionately worse affected by climate change. PIN (RDD)'s focus therefore is on high quality adaptation programming with integration of mitigation where appropriate.

PIN (RDD) THEMATIC AREAS WITHIN THIS PILLAR

Climate resilient food and livelihoods systems: where we take a systems approach to livelihoods in order to improve food and nutrition security in climate-change vulnerable areas. This means analysing the root causes of poverty and nutrition insecurity, using a gender-lens to look at the challenges faced by the target group, and using a participatory process to identify opportunities and potential solutions. Approaches within this thematic area may include support to diversify livelihoods, for example food processing and marketing, debt relief and establishing links with social protection services, as well as supporting existing agricultural livelihoods.

Climate resilient WASH: where technological solutions in climate-change vulnerable (e.g. drought- and flood-prone) areas are supported through enhanced governance and service-provider accountability. The key components of this approach are climate vulnerability assessments incorporating an analysis of GESI dynamics, application of PIN (RDD)'s Standards of WASH Programming and the participatory selection of appropriate climate-resilient solutions.

Climate-smart energy solutions: where resilience to climate change is improved through such measures as off-grid solutions, improved energy-efficiency to reduce household costs or clean energy technology to reduce household air pollution, as well as measures that contribute to reducing GHG emissions.



Productive and climate resilient landscapes: where we address environmental degradation and the climate change-induced changes to the land, water and other resources people depend on for such things as agricultural productivity. Analysing geohazards alongside existing agricultural and livelihood practices are essential to providing a holistic solution which protect communities from the impact of natural disasters as well as enhances agricultural productivity, and thereby livelihoods and food security. Our response within this thematic area engages all key stakeholders and approaches may include Early Warning Systems, Climate Smart Agriculture and Natural Resource Management techniques.

Market Driven TVET, Green Jobs and the Circular Economy: where we help diversify livelihood options and build the skills for green economic development. PIN takes a multi-pronged approach to improving the quality and market-relevance of vocational education. Skill-building can be one element of the broader market systems development approach to creating green jobs. A priority focus of this MSD approach is the circular economy and recycling sectors.

Shock-responsive safety nets: Enhancing the reach and vulnerability targeting of social protection schemes in areas prone to climate change-induced shocks and stresses such as droughts, floods and landslides. This may involve integration with Early Warning Systems alongside investments in anticipatory action.



KEY INVESTMENTS

Analysing who is most vulnerable and understanding their vulnerability: PIN will provide internal funding for high quality vulnerability and anticipatory action assessments to understand climate change dynamics, with risks and hazard mapping that support positioning to CC-orientated donors, identifies solutions through a participatory approach and incorporates Gender and Inclusion (GESI) considerations.

PIN (RDD)'s Climate Change advocacy initiatives will be supported by this research: presenting the needs to donors and governments to invest in those areas vulnerable to climate change.

PIN's Communication and Advocacy Department will prioritise a climate justice advocacy agenda amplifying voices and stories from the communities we work with to advocate for investments in adaptation and resilience, integrating a Human Rights Based Approach where possible.

Alongside vulnerability analyses, understanding existing social services and designing programming that promotes graduation approaches debt-relief, and ensures that our market systems development, disaster risk management and resilient landscape programmes support the most vulnerable.

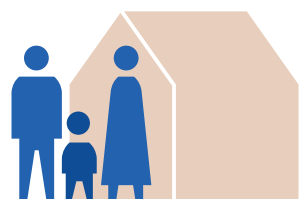
Calculating GHG emissions and testing carbon finance approaches to increase the sustainability of the action alongside an emphasis on climate change mitigation measures (e.g. carbon credits).

Document our experience and approach to market-driven circular economy programing. Fund market system assessments on priority sectors (e.g. green energy, recycling, components of food systems) conducted alongside broader political-economy analyses to design pro-poor climate-resilient programmes.

Ongoing identification of innovations which can be used to enhance the climate resilience of vulnerable groups.

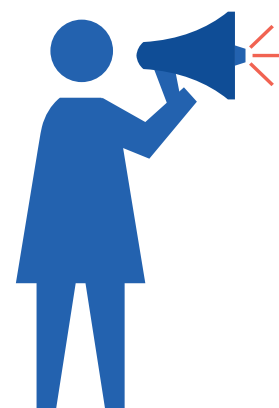
Support Country Programmes to build national-level partnerships with key ministries, agencies and civil society to co-create climate resilience programmes.

Pillar III: Civil Society and Inclusive Governance



Our role

Rooted in our commitment to empowering local actors, PIN (RDD) supports civil society to play a key role in social, economic and democratic development in our target countries. PIN (RDD) provides opportunities for civil society actors to develop the technical skills and mechanisms to become more effective governance and development actors. We support civil society to engage with government actors to advance participatory democratic processes and the development of inclusive public services. Specifically, PIN (RDD) targets a range of civil society actors, including youth and those representing marginalized communities in order to ensure that government policies and services represent their needs. In parallel, PIN (RDD) promotes active citizenship, empowering individuals to exercise their rights, engage in democratic processes and hold government officials accountable.



KEY INVESTMENTS

Development, refinement and promotion of technical guidance materials and track records for PIN (RDD)'s three thematic areas – Civil Society Actor Development, One World in Schools and Participatory Planning for Social Inclusion.

Pilot and scale up innovative approaches to support civil society actors, including formal civil society organizations, informal grassroots initiatives and civic activists.

Capacity development and awareness raising within PIN (RDD) on the importance of engaging civil society actors in all sectoral programmes.

Capacity development of sectoral programme teams to understand and design projects that strengthen the participatory policy development and governance of public services.



PIN (RDD) THEMATIC AREAS WITHIN THIS PILLAR

Empowerment of Civil Society Actors: Locally-driven, adaptive approaches to support the organizational and technical development of civil society, including civil society organizations, informal civic groups and grassroots activists. In our civil society development programming, we will coordinate and wherever possible, share expertise and cooperate with PIN's Center for Human Rights and Democracy, in line with internal policies.

Youth Civic Engagement: One World in Schools and Media Literacy.

Inclusive Governance of Public Services: Participatory local policy development and monitoring of key public services including, education, WASH and public health/nutrition and social services.

We thank'S to P.I.N

Bukhara. Balochanwali. Kaniwali

