

# RELIEF AND DEVELOPMENT DEPARTMENT STRATEGY

2022–2026



<b>Introduction</b>	<b>4</b>
<b>Vision and mandate</b>	<b>6</b>
<b>Who we are and what we believe in</b>	<b>8</b>
<b>Programmatic pillars</b>	<b>16</b>
Pillar I: Emergency Response and Recovery	18
Pillar II: Climate Resilience	20
Pillar III: Civil Society and Inclusive Governance	24
<b>Organizational priorities</b>	<b>26</b>
Retaining staff	26
Mobilizing resources for impact	28
Maximizing programme quality	30
Strengthening and transforming partnerships	32
Harnessing the potential of innovations and digitalization	34,



# 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 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**

**Strategic investments will be made 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 into consideration 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.

We believe in

## 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.



#### 2022–2026 COMMITMENTS

PIN 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.



We believe in

## 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 people we serve and partners in the designing, planning, implementation, monitoring and evaluation of our projects and programmes and inform them about progress.



#### 2022-2026 COMMITMENTS

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 Standard commitments 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.

We believe in

## 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.



#### 2022-2026 COMMITMENTS

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, regions and headquarters (HQ) and promote peer-to-peer learning. Furthermore, strengthening staff mobility within the department, across and between Country Programmes and PIN HQ will be one of our organizational priorities.

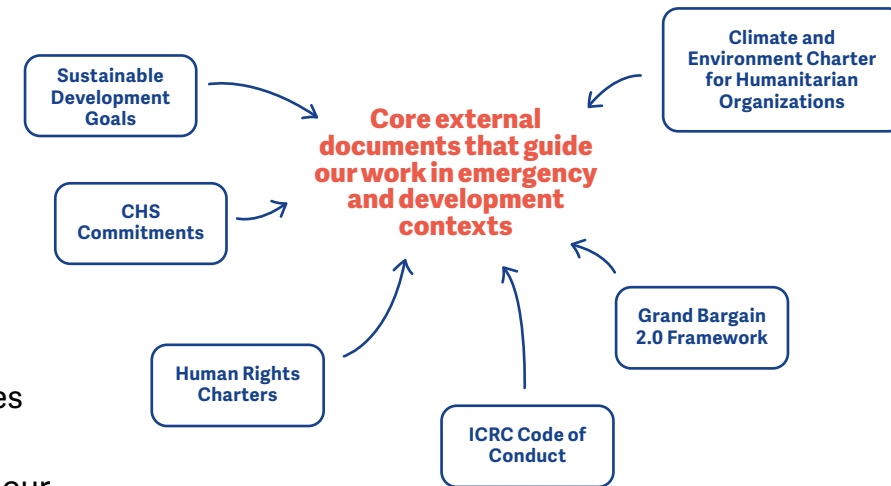
We will continue to critically review our internal procedures and ways of working as well as innovate our processes to ensure they are fit for purpose. Together with other actors, we will direct advocacy efforts at donors to ensure compliance requirements secure quality, but do not hinder delivery.

## We believe in 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 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.

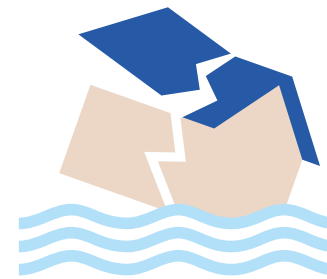
PIN will ensure it retains technical expertise reflecting the thematic areas within these pillars, namely Knowledge and Learning Department (KLD) Advisors, the Knowledge and Learning Centre website, and capacity building initiatives such as the onboarding courses.

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

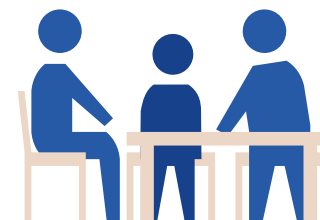
Across these three programmatic pillars, any intervention should be based on an in-depth understanding of the context, which are the most vulnerable and marginalized groups, and include Gender Equality and Social Inclusion specific considerations in all stages of the project cycle. Recognizing trends of urbanization and growing vulnerabilities, each Country Programme, at the stage of developing its 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 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 can demonstrate its added value in all three areas of emergency preparedness, response and recovery.

## 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



## KEY INVESTMENTS

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

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

Diversifying humanitarian partnership work, developing strong networks with local partners and engaging local authorities in order to enhance access and ensure inclusion, participation, transparency and sustainability.

Increased involvement in cluster coordination and networking with international actors

Digitalized and paperless solutions with robust data protection arrangements

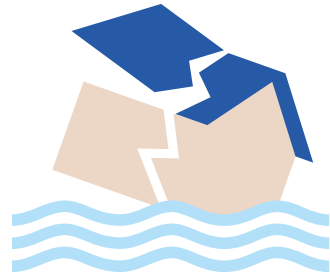
Up-to-date systems for the provision of multipurpose cash assistance and other cash-based modalities

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

Enhanced capacity to apply the Do No Harm approach and implement conflict-sensitive programming

# Pillar II: Climate Resilience



## Our role

PIN'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 climate change-orientated donors, identifies solutions through a participatory approach and incorporates GESI considerations.

PIN'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 prioritize 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.

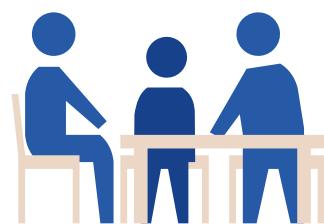
Calculating GHG emissions and testing carbon finance approaches to increase the sustainability of the action alongside an emphasis on climate change mitigation measures (e.g. carbon credits).

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 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 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 promotes active citizenship, empowering individuals to exercise their rights, engage in democratic processes and hold government officials accountable.



## PIN 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.

## KEY INVESTMENTS

Development, refinement and promotion of technical guidance materials for the pillar's three thematic focus 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.



# Organizational priorities

## Retaining staff

### Where we are now

In the last staff survey, employees showed appreciation for the friendly atmosphere, highly ethical environment, and mutually respectful approach that emphasizes equality. In comparison with previous surveys, higher satisfaction was expressed with learning and development efforts but an increasing number of staff reported a high workload which they felt was not fairly reflected in their pay. Many expected their line managers to support them more with career and capacity development.

Human resources were a priority of the previous strategy. Over the past five years, significant progress was made in terms of having HR procedures and systems in place, dedicated HR staff in each Country Programme, and offering a wide range of learning opportunities.

Our primary objective for the coming five years is to increase staff retention, particularly of national staff, by pursuing three interlinked goals.

### Goals

**Staff at PIN have opportunities to grow.**

**The well-being of the staff is the priority.**

**PIN's approach to pay and benefits is perceived by staff as fair and transparent.**



In 2021, PIN (RDD) had 1876 staff members,



92% of whom were national staff in 21 country offices.

## What we want to see by 2026



**Staff at PIN have opportunities to grow**

### Capacity development

- PIN has a global capacity development guidance in place, and staff are aware of it.
- Line managers are supported to build their managerial skills, understand and are able to fulfil their roles in fostering capacity development and internal mobility of their staff.
- The capacity-building we provide internally is of a high quality.
- Young people have the opportunity to join PIN and grow within the organization.
- Staff have opportunities to learn from each other.

### Internal mobility

- Career planning is done systematically and for all staff. Internal recruitments are promoted.
- Staff with the interest and potential to work in other Country Programmes or at the HQ are identified and prepared for the move/ supported in the transition to the new role.
- We have adequate capacities to allow for internal mobility: replaceability, a sufficient number of staff in the team, greater HR capacity to coordinate internal mobility.
- Staff who move to new roles within PIN get the support they need.



**The well-being of the staff is the priority**

**We focus on burn-out prevention, which requires an open and supportive organizational structure.**

- Line managers understand their responsibility in planning and regularly checking the workload of their teams, ensuring that job descriptions are adequate and spotting when psychosocial support should be offered.
- Stress management, time management, and conflict management trainings are more broadly available and offered.
- National staff have access to psychosocial support providers. Women support groups are formed and supported, where relevant.



**PIN's approach to pay and benefits is perceived by staff as fair and transparent**

Managers across the board receive and consistently apply the same guidance on how to work with salaries and bonus/reward systems

# Organizational priorities

## Mobilizing resources for impact

### Where we are now

In the last five years, PIN has continued to grow financially, enabling us to expand the scope of our programming. While our private donor base continues to widen in the Czech Republic, we rely mainly on institutional funding to finance our programmes. In the past five years, we were successful in 53% of submitted proposals. However, the bulk of our funding comes from just a few major institutional donors.

Over the past strategic period, we established a dedicated Institutional Fundraising Unit within the Knowledge and Learning Department, to support fundraising efforts. In this strategic period, we see the need to improve our positioning both at CP and global levels, expand our donor base and understand shifting donor priorities.

### Goals

**Increased reach and impact of CPs.**

**Our fundraising efforts are better informed by an in-depth understanding of the context, local needs and capacities, and positioning towards donors and partners.**

**Stronger fundraising capacities at CP level.**

## What we want to see by 2026



### Funding portfolio

- At least 70% of PIN's CPs grow their financial turnover by at least 10% (in real terms).
- PIN's portfolio consists mainly of large projects covering all costs required for quality implementation and HQ support.
- Small grants (under 100,000 EUR) as stand-alone projects are only pursued in piloting phases and decisions are based on consideration of their strategic importance, and whether there are clear prospects for scale-up or co-financing.
- PIN pursues service contracts when donor conditions allow us to design and implement projects in line with our strategy and quality standards. Support is provided to CPs in demonstrating our track record and developing bids.
- CPs are supported and share their experience in designing programmes and accessing carbon financing.



### Fundraising approach

- Each CP has a fundraising strategy, aligned with the CP strategy, on which its fundraising efforts are based.
- Each programmatic pillar has a global positioning strategy with clear priorities and assigned responsibilities.
- Assessments and studies, with the involvement of KLD staff, are conducted prior to entering a new sector or planning a new programme, and are then used for project design.
- A proposals management system is in place and is used to provide an overview of proposals being developed and ensure an effective allocation of resources for and quality control of proposals.
- A go/no decision is based on a rigorous process, which considers PIN's added value in terms of technical expertise, local organizations' existing work, and the resources required to fulfil donors' compliance requirements.



### Stronger fundraising capacities at CP-level

CP programme staff, in particular Head of Programmes and Programme/Project Managers, have the time and skills needed to be involved in the development of proposals, and staff working with communities are consulted on project design.

Whenever possible, CPs have in-country technical advisors with expertise in the priority sector for the CP. Their Job Description focuses on national-level positioning, and ability to pitch technically-strong, system-strengthening ideas.

# Organizational priorities

## Maximizing programme quality

### Where we are now

Quality Management and Learning was one of the three organizational priorities in the previous strategy. As a result of the investments made, Monitoring, Evaluation, Accountability and Learning (MEAL) capacities and processes were significantly strengthened at the country-level; and the KLD has grown into a team of about 25 MEAL, technical and institutional fundraising advisers who develop global standards and provide direct support to CPs in applying them.

In its Programme Quality Management Policy, PIN made commitments to maximize the quality of our programmes. Having competent and well-managed staff is one of them as human resources are one of the main factors affecting programme quality. Recurring issues include turnover of staff, high workload of existing staff, staff lacking the required technical expertise, and understaffed teams. Below-standard programme quality can also be caused by the lack of integration of lessons learned and best practices in our work. There is often pressure to move ahead with implementation and insufficient

time to reflect. Designing projects with too many activities, or that are too complex for their scale, compromises quality implementation. Sometimes, projects are not designed based on a sound assessment.

We care about programme quality as it is key to achieving impact. Therefore, all organizational priorities described in this strategy contribute to high programme quality, in addition to which, this specific priority aims to address some of the recurring issues noted above.

### Goals

**Competent, well-managed staff with time to focus on programme quality.**

**Our programmes aim at strengthening systems to the greatest possible extent, and common practices that undermine sustainability outcomes are abandoned.**

**Programme teams generate, share and use learning.**

## What we want to see by 2026



**Competent, well-managed staff with time to focus on programme quality**

- Head of Programmes is responsible for ensuring programme quality within structure relevant to every CP within a structure relevant to the CP. When a CP does not have a HoP, these responsibilities are exercised by other CP staff with sufficient seniority and time. Where the funding situation doesn't allow, an investment can be made for a limited period of time to ensure this.
- We support Project and Programme Managers to be able to focus on their core tasks; build the capacity of managers, offer mentoring and involve them in proposal development.
- We boost our internal capacities to deploy gap-fillers at short notice to fill in key management roles.



**Our programmes aim at strengthening systems**

- Together with programme teams, we critically review common practices in PIN programmes that undermine sustainability outcomes and create dependence, and change such practices.
- Tools are in place and are used to analyse existing systems and services, while considering key mainstreaming priorities (GESI, environment, social and behavioural change).
- In the development of project proposals, we plan an inception phase for activities such as formative research, market/government stakeholder assessments and community consultations.



**Learning**

- Technical advisors provide mentoring, collect lessons learned from project implementation teams and partners, and facilitate sharing of sectoral learning across CPs (through communities of practice, peer groups or sectoral sharings).
- Learning is collected and easily accessible. It includes previous research, analyses and evaluation results.
- Learning is a standing agenda item in relevant meetings. Teams discuss and record lessons learned throughout the project and at project end.
- Capability statements and learning briefs on our expertise and flagships are budgeted for, and are produced to a high-quality for external dissemination.



# Organizational priorities

## Strengthening and transforming partnerships

### Where we are now

Over the past five years, the number and financial volume of partnerships have steadily grown. While partnering with local organizations in development contexts has become a standard practice, often required by the donor, in humanitarian contexts the engagement of local partner organizations is minimal. Many partnerships remain project-focused, being limited to implementing a project together, and are formed at the time of a call for proposals. Limited resources and staff time are dedicated to capacity development or other activities nurturing the partnership.

PIN is a member of regional and global networks, alliances and coalitions. Most notably, our Alliance2015 membership remains strategic for us as it enables us to share know-how with like-minded European organizations, form large consortia, and direct advocacy efforts at the EU with one voice.

### Goal

**Our main goal in this strategic period is to expand our partnership portfolio, ensuring quality and the sustainability of our partnerships, with a focus on local civil society organizations, in all three programmatic pillars.**

## What we want to see by 2026



### Partnership

- Strategic and impactful partnerships with diverse partners.
- A larger partnership portfolio in all contexts (development, humanitarian and nexus).
- PIN's work showcased in relevant local, regional and global forums.
- Our local partners value partnerships with PIN.

A dedicated Partnerships Strategy, in the annex to this Strategy, describes PIN's approach to partnerships and outlines required investments and steps to achieve our goal.

These investments include conducting systematic mapping of partners, identifying and forming strategic partnerships as a 'partnerships preparedness' measure in all contexts; improving partnerships management, delivering systematic capacity-building to local partners, and exploring models where PIN provides technical and management expertise to local partners.

Each CP is required to set concrete partnerships targets as part of its localization commitments. They should be embedded in the CP strategy, and framed within the priority sectors for that CP, together with the internal action plan and milestones.

# Organizational priorities

## Harnessing the potential of innovations and digitalization

### Where we are now

Over the years, PIN has designed, piloted and brought to scale a number of programmatic innovations, some of them through the support of the PIN's innovations internal funds. Developing innovations requires in most cases a long-term commitment, a supportive and flexible working environment and dedicated resources (both human and financial).

Digitalization, when done right, can bring about immense benefits in the effectiveness and quality of our work. PIN has developed and applied a number of digital solutions in its programming, however more work remains to be done in order to build on these good examples.

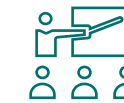
### Innovations Goal

PIN's goal is to increase the impact of PIN's humanitarian and development work by improving its innovativeness.

### Digitalization Goal

PIN's goals with regards to digitalization are to ensure that proven digital solutions become a standard practice. It is also to consider sustainability and best practices when developing new digital solutions within our programmes and for our Monitoring, Evaluation, Accountability and Learning (MEAL).

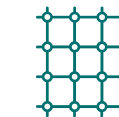
## What we want to see by 2026



### Innovations

To achieve this goal, a dedicated Innovations Strategy has been developed and forms an annex to this Strategy. A newly established Innovations Unit within the KLD will lead its implementation, and will focus on two interlinked priorities:

- To develop and scale up at least three priority high-impact innovations
- To improve the learning and innovativeness in programmes across the organization.



### Digitalization

- Digital Solutions Unit is involved at the project design and implementation stages to advise on the most suitable digital solutions while taking consideration of best practices, user-friendliness and sustainability.
- PIN has internal capacity to use and apply Geographic Information Systems (GIS) or databases in an efficient and coordinated manner.
- Where technologies which enable communication with communities or data collection are similar, we reuse, centrally maintain, and consolidate digitalization platforms.
- We host and maintain centrally-selected digitalization platforms, enabling CPs to easily develop and adapt digital solutions for their programming needs at a minimal cost.

