

RDD STRATEGY 2017–2021





1 | PEOPLE IN NEED (PIN)
RELIEF & DEVELOPMENT
DEPARTMENT STRATEGY
FOR 2017–2021



OUR VISION

We strive for a world in which people are not restricted by an unfree society, poverty, lack of opportunities or discrimination

OUR MISSION – FOUR PILLARS OF OUR WORK

We believe people should not suffer from poverty, injustice or inequality. We also believe that people who are in need can play an active role in making global development more inclusive and sustainable. Our mission is to support them in such efforts and nourish an environment that enables these changes to happen. Therefore, **at least one of the following four overall objectives should motivate** everything that we intend to do:



SAVE LIVES AND PROTECT DIGNITY

To save the lives, mitigate suffering and maintain dignity of people affected by natural disasters and conflicts.



EMPOWER PEOPLE

To support people's abilities and efforts to improve their lives and their communities.



ENSURE EQUAL OPPORTUNITIES

To fight against the root causes of inequality or injustice.



SUPPORT SUSTAINABLE LIVING

To promote development that is not at the expense of future generations, and does not result in further inequalities.

SAVING LIVES AND PROTECTING DIGNITY

Saving lives, mitigating suffering and maintaining dignity of the most vulnerable people caught in natural or man-made disasters is the key priority and moral obligation of PIN. In this context, PIN will strive to:

- provide effective, efficient and timely humanitarian assistance of the highest qualitative standards and in partnership with local and international actors, particularly Alliance2015
- continue strengthening emergency preparedness internally and with local partners
- provide maximum safety and security measures for its staff, particularly in a volatile and insecure environment, and to prevent any possible harm to its beneficiaries



EMPOWERING PEOPLE – GIVING PEOPLE MORE POWER

We understand empowerment is a process by which people become more capable of claiming their rights and promoting change, rather than simply waiting for external help. Our initiatives focus on:

- developing the capabilities of individuals and communities to take an active part in improving their situation through taking initiative, identifying the best solutions and holding their governments accountable
- providing children, youth and adults with access to practical and relevant education
- strengthening and supporting civil society organisations
- building capacity and strengthening accountability of actors responsible for meeting

people's needs and ensuring their rights. Empowering people through building partnerships, promoting accountability, real participation and capacity development should be a guiding principle for all aspects of our work.

ENSURING EQUAL OPPORTUNITIES – MAKING SOCIETIES MORE JUST

We strive for equal opportunities to address factors that are hard to influence by sole individuals and significantly restrict chances in life, such as disability or deeply rooted social discrimination. While acknowledging the wide range of factors that influence our lives, we focus on addressing:

- unequal access to essential resources and services
- undernutrition limiting a person's physical and cognitive development
- discrimination on the basis of gender, social status, race, ethnicity, nationality, religion or age
- disability-related limitation or discrimination

We believe that addressing these “thieves of opportunities” will enable motivated people to use vital opportunities and reach their full potential. At the same time, we are aware that due to experiencing long-term discrimination or other limiting factors, some people may need support that is more attentive.

Our programmes address the causes of inequality and exclusion (policies, social

norms or stereotypes), as well as the practical consequences at the grassroots level, in a respectful and culturally sensitive manner.

SUPPORTING SUSTAINABLE LIVING – IMPROVING SYSTEMS FOR GREATER SUSTAINABILITY

PIN's role is not to invest in development as such. Instead, our role is to foster an environment that enables people to pursue development in a sustainable manner, primarily through:

- supporting the private sector including cooperatives in enhancing the accessibility and benefits of goods and services crucial for poor people's livelihoods, such as agricultural inputs, veterinary services or energy-efficient technologies
- strengthening governments' regulatory and service delivery capacities, such as introducing environmental regulations, improving urban planning or expanding agricultural extension services
- enabling communities to actively pursue more sustainable development through, for example, improving local natural resource management or social safety nets

We believe development should be inclusive and our role is to invest in solutions that benefit all people, including those who are poor and marginalised. Since many unsustainable practices are driven by poverty and people's need to make a living, it is among our priorities to encourage poor people to use viable, less damaging alternatives and offer them affordable solutions. At the same time, we should understand and minimise possible negative environmental impacts of our work.



FOUR PILLARS OF OUR WORK – CORE QUALITY INDICATORS

We recognise that tackling disrespect for human rights, exclusion and inequality, environmental unsustainability whilst promoting the protection of human life and dignity requires specific efforts not only

in the programmes but also in the wider organisational practice and systems. Therefore, we define key performance indicators (KPIs) measuring our performance at the strategic, programme and organisational levels:



SAVING LIVES AND PROTECTING DIGNITY

STRATEGY LEVEL	PROJECT LEVEL	ORGANISATIONAL LEVEL
PREPAREDNESS: Emergency preparedness plans create inseparable parts of our country strategies.	RESILIENCE STRENGTHENING: Our projects mitigate risks and strengthen resilience of vulnerable people.	SAFETY AND SECURITY: Procedures for maximum protection of our staff and beneficiaries are established and implemented.
TARGET 2018	TARGET 2020	TARGET 2017
100%	80% of relevant projects (proven by MBE)	HQ and 100% of countries



EMPOWERING PEOPLE

STRATEGY LEVEL	PROJECT LEVEL	ORGANISATIONAL LEVEL
BUILDING PARTNERSHIPS: Country strategies describe our approach to cooperation with local partners, civil society actors, authorities and beneficiaries and promotion of accountability of all involved actors.	PARTICIPATION: Our projects provide opportunities for active engagement and effective participation of involved actors (target groups, authorities, local partners and other stakeholders).	CAPACITY BUILDING: People in our teams have opportunities to learn and develop their skills.
TARGET 2017	TARGET 2017	TARGET 2017
100%	80% of relevant projects (proven by MBE)	HQ and 100% of countries



EQUAL OPPORTUNITIES

STRATEGY LEVEL	PROJECT LEVEL	ORGANISATIONAL LEVEL
GENDER EQUALITY: Country strategies analyse major obstacles of equal opportunities for men and women and specific gender-equality related targets are defined and measured.	INCLUSION: Our projects introduce measures for inclusion of disadvantaged groups (woman, elderly, minorities, etc.).	NO DISCRIMINATION: Procedures to identify discrimination in our teams are established and mitigation measures introduced if needed.
TARGET 2017	TARGET 2017	TARGET 2017
100%	80% of relevant projects (proven by MBE)	HQ and 100% of countries



SUSTAINABLE LIVING

STRATEGY LEVEL	PROJECT LEVEL	ORGANISATIONAL LEVEL
STRENGTHEN SUSTAINABILITY: Country strategies analyse the key factors and trends influencing environmental and social sustainability and specify approaches for its strengthening.	DO NO HARM: Our projects analyse and mitigate possible negative environmental and social impact.	MITIGATE DAMAGE: We comply with locally and internationally recognised environmental and social standards.
TARGET 2017	TARGET 2017	TARGET 2017
100%	80% of relevant projects (proven by MBE)	HQ and 100% of countries

OUR IDENTITY, STRENGTHS, OPPORTUNITIES AND PRIORITIES

In the country of our origin, Czech Republic, we have always been perceived as genuine, efficient and one of the most respected NGOs, choosing difficult problems and hard-to-reach regions to deliver relief, development, human rights, education and social integration programmes while striving for systemic changes where possible.

In 25 years, PIN has grown into an internationally recognised organisation known for the high motivation of its staff, presence in the field, flexibility, openness and its ability to act quickly and deliver. We managed to build solid but flexible systems for finance and data management and quality control. Our support teams and established processes absorbed a quick growth in the last few years (we tripled our financial volume between 2010 and 2015).

RELIEF AND DEVELOPMENT:

In a humanitarian context, we have grown into an important humanitarian actor providing relief assistance and advocating for humanitarian principles. Our determination to deliver aid to the most vulnerable and hard to reach people guides our emergency choices. Our priority is to strengthen our response capacity, focusing on safety and security, contingency planning, human resources, quality control and protection.

In a development context, in the last decade we went through a transformation of our programmes from service provision to identifying root causes of the problems and promoting systemic changes. As partners of local organisations or institutions in many countries, we are able to influence decision makers of district, provincial and national policies. Our priority is to be able to achieve a broader impact by building partnerships, improving knowledge management and strengthening advocacy and external communication.

A strength and an opportunity is our membership in Alliance2015. We strive to deepen cooperation with other members and strive for joint programming on national or regional levels, which could result in a broader impact of our joint work. A new office in Brussels, stronger branding of Alliance2015 and joint advocacy based on evidence from our field operations are important drivers of this desired change.

ORGANISATIONAL PRIORITIES:

Despite this rapid growth, we managed to maintain a culture of continuous learning while improving the quality of our programmes. We will work on improvements in many aspects of our work; however, three main interlinked priority spheres for this strategy were selected:

- *Human Resources & Capacity Development*
- *Quality Management & Learning*
- *Advocacy & Communication*



HUMAN RESOURCES & CAPACITY DEVELOPMENT

WHERE WE ARE NOW

In 2016 more than 1200 staff members, including 8% of international staff, worked for the Relief and Development Department (RDD) in 20 countries. According to the last staff survey, in most of these countries our staff were highly motivated, personally identified with PIN, and appreciate a culture of openness, respect and opportunities.

Our priority is to enhance support of our staff to allow them to professionally grow within PIN. Together with growth of the organisation, we need to ensure all staff complies with organisational values. We want to increase stability and reduce turnover, while not losing our internal dynamic and joy of work.

MAIN PRINCIPLES

HR and capacity development strategic pillar builds upon the following principles:

- Duty of care of our staff is a priority and stands above other priorities.
- All our staff should feel ownership of and responsibility for our work.
- All staff members should have opportunities to learn and develop their capacities in order to have more responsibilities.
- We employ mainly national staff. Expatriate staff should only be in positions where they have extra added value in regards to PIN's objectives.

- We acknowledge different skills and abilities and strive to find the best fit of our staff in our teams.
- All PIN staff should understand, comply and identify with PIN core values, Code of Conduct and internal policies. Mutual respect within PIN teams is a main guiding principle.

RDD'S GOALS AND PRIORITIES

- Maintain high motivation of PIN staff and its identification with PIN values
- Professional growth of staff including better feedback, talent management and training opportunities, mentoring and knowledge exchange
- Reduce turnover of national staff, which should guarantee stability and continuity of our country operations
- Progressively increasing responsibilities of all staff according their motivation, skills and talent
- Have key senior managerial roles (CD, Finance/ Systems, Heads of Programmes) filled for longer-term periods

- Create more opportunities for inexperienced people to enter the humanitarian and development sector and to learn (including interns)
- Increase HR capacities within emergencies

REQUIRED INVESTMENTS

We will achieve these goals and priorities by:

- Strengthening HR processes, employing national HR managers
- Creating a wide range of capacity development tools – internal and external e-learning, training, coaching and mentoring
- Increasing capacity of HR personnel to support the country programmes including their regular visits
- Using support of external HR specialists
- Budgeting of HR related costs at country level
- Improving HR and managerial skills of key senior staff members to fulfil better their HR related tasks
- Improving working conditions for long-term key staff
- Strengthening Rapid Deployment Unit



HUMAN RESOURCES & CAPACITY DEVELOPMENT

OUTPUT INDICATORS:		TARGETS (BY 2021):
1	PIN staff understands and comply with PIN core values, Code of Conduct and internal policies.	80% of staff understands and shares PIN core values and main policies. 80% of PIN staff believes their colleagues act in line with these principles.
2	HR systems and procedures (including transparent recruitment and selection, regular appraisals and adequate development plans, fair salary scales and system of bonuses) are established, recognised, applied and documented at both HQ and country levels.	90% of country programmes fulfil internal quality standard
3	HR related roles and responsibilities including capacity building of staff are assigned to staff with adequate level of seniority and their performance and capacity is regularly evaluated.	100% of country programmes
4	Every country programme employing more than 40 staff has dedicated HR officer.	100% of country programmes
5	All PIN staff receive induction training in all relevant policies and codes.	95% of staff passed induction training
6	Adequate training opportunities based on individual capacity development plans are provided to PIN staff. Internal E-learning as well as external e-learning modules are accessible to and used by PIN staff.	70% of staff satisfied with provided capacity development opportunities; at least 5 e-learning modules successfully passed by 70% of managers
7	Top managers are selected and evaluated against PIN competence model; they are regularly receiving feedback from their supervisors and from their colleagues (bottom-up feedback).	Procedures are in place, used and documented
OUTCOME / IMPACT INDICATORS:		
a	PIN employees are satisfied	Increase of satisfaction index against 2015 baseline by 10% in all country programmes / HQ
b	Number of long-term (over 2 years with in PIN) national staff is increasing.	Progressive increase in 80% of established Country programmes
c	Proportion of national staff who hold senior management positions (e.g. Deputy Country Director, Programme Manager, Project Manager, Finance Manager, Head of Logistic) is increasing.	Increase in every established country programme; an absolute goal should be set up individually for every country programme

QUALITY MANAGEMENT & LEARNING

WHERE WE ARE NOW

Knowledge management, monitoring and evaluation are embedded into the PIN organisational structure and systems and considered central to our work. We consider M&E as crucial functions allowing for systematic learning so that good practice can be replicated in the future while mistakes and poor outcomes be avoided.

Looking at our experiences and international trends, we see opportunities and thus plan to invest in improved data management, ensuring our programs are fully based on evidence and that our teams understand how to reach and measure the intended results of our work. We will also focus on systematic enhancement of gaining, retaining and sharing sectoral knowledge within PIN, as well as with the external experts.

MAIN PRINCIPLES

Quality management and learning builds upon the following principles:

- Results-based programming, management, monitoring and evaluation is an essential approach for our accountability and effectiveness.
- We are prepared to learn from mistakes and share knowledge and lessons learned with other relevant stakeholders.
- The best value for money should be measured and programmes optimised.

- We adhere to proven international criteria and standards developed for strengthening the quality and effectiveness of our work (e.g. DAC, CHS) and follow new trends
- We acknowledge that good results can be delivered only if programme staff at all levels understand how to deliver sustainable change with lasting positive impacts to our beneficiaries (i.e. theory of change and behavioural change concepts integrated to project design)

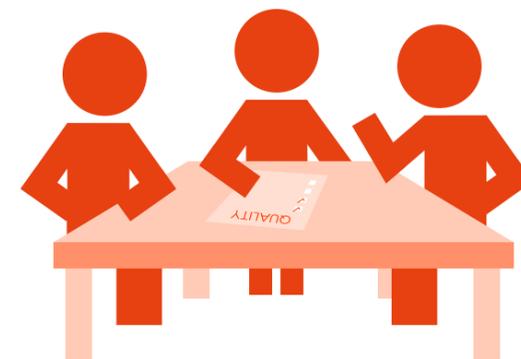
PIN'S GOALS AND PRIORITIES

- Develop and maintain strong evidence based on outcomes and impacts
- Strengthen expertise in measuring outcome and impact level effects, such as behaviour change
- Application of participatory approaches to planning and M&E
- Improve data management including efficient data collection and data analysis, including producing valid and reliable data disaggregated at least by gender and age
- Strengthen technical expertise within PIN country programmes
- Develop, share and regularly evaluate quality standards for PIN prioritised programs and approaches
- Develop and use tools for achieving and measuring good value for money
- Strengthen systematic knowledge-sharing and organisational learning
- Developing capacity of PIN's and partner organisations' staff to understand the value of the M&E and evidence-based programming
- Integrate informal know-how sharing into our work (e.g. organisational social network)

REQUIRED INVESTMENTS

We will achieve these goals and priorities by:

- Strengthening M&E capacities at the country level, building independent M&E units
- Developing a sound planning of M&E processes
- Increasing capacities to collect and analyse data effectively
- Creation of IndiKit (a set of standardised indicators for our priority sectors) and platform for data accessibility and analysis
- Developing expertise in conducting research and establishing and maintaining working relations with research institutions
- Supporting country teams to access and retain the technical expertise and funding needed for ensuring that the projects and programmes have effective M&E
- Budgeting sufficient costs aligned with planned M&E design and sectoral development
- Strengthening links with Alliance2015 technical advisors in prioritised sectors to support cross-organisational learning and professional growth
- Participating in knowledge hubs and networks in order to make sure that PIN expertise is visible and strengthened
- Invest into capacity building of relevant PIN staff to understand theory of change and behavioural change concepts of their projects.



QUALITY MANAGEMENT & LEARNING

	OUTPUT INDICATORS:	TARGETS (BY 2021):
1	M&E plans, including collection of data disaggregated by sex and age (if possible and relevant) are designed, described and followed in all programmes / projects.	90% of programmes/projects
2	Independent M&E function or unit are established and sufficiently budgeted at every PIN country programmes with budget over 1 mil EUR. At smaller country programmes, M&E frameworks are clearly described and related roles and responsibilities assigned.	80% of country programmes
3	In PIN priority sectors, we use PIN general indicators. Aggregated data from all country programmes are centrally analysed and reported.	80% of projects
4	Quality standards for priority sectors and methodologies are developed, shared and regularly evaluated	80% of projects in priority sectors comply with quality standards
5	Tools for measuring value for money at project level are developed and value for money is evaluated in PIN's development projects.	50% of development projects
6	Key findings, results and recommendations from evaluations are shared internally among PIN staff, including across different countries. Management responses to evaluation findings are clearly reflected in action plans, IPRs (Internal Project Reports) and implementation plans.	90% of relevant staff reached 85% of relevant evaluation findings reflected
7	Implementing teams understand theory of change and behavioural change concepts of their projects.	70% of staff responsible for management of outcomes
OUTCOME / IMPACT INDICATORS:		
a	PIN have evidence on globally achieved outputs and outcomes in priority sectors and communicates it to all its staff, to key donors, partners, authorities and other important stakeholders.	Aggregated data from 80% of projects
b	New projects incorporate specific lessons and know-how from the past.	80% of new projects
c	Success rate of project proposals and number of donors is increasing.	50% overall success rate

ADVOCACY & COMMUNICATION

WHERE WE ARE NOW

Advocating for those in need became an integrated part of our work. We are considering advocacy as an instrument for enhancing sustainability, effectiveness and positive impact of our work. Furthermore, we believe that continuous long-term advocacy efforts built on our concrete work can bring positive impacts which wouldn't be achievable by any single project. To be able to advocate on a level which goes beyond project perspective, we need systematic investments into our expertise and resources.

Communication, along with instruments necessary for accountability, branding and fundraising is one of the main tools for advocacy and is considered an important part of our work. We aim to systematically increase quality of our communication to ensure that it is done professionally and well targeted.

MAIN PRINCIPLES

Advocacy at PIN builds on the following principles:

- Our advocacy is in line with our mission, vision and values, RDD Strategy and is built on PIN's added value, knowledge and experience.
- Advocacy is always in accordance with needs of vulnerable people and is done with their agreement.
- Advocacy strategy is based on evidence and includes strong risk analysis and risk management plan.

- We are empowering local staff and CSOs to take part and preferably lead advocacy efforts.
- We are supporting marginalised groups of people in developing self-advocacy skills
- We ensure an effective coordination with national and international stakeholders.
- PIN advocacy in Czech Republic and Alliance2015 advocacy strategy in Europe are interlinked with our work and with country-specific advocacy messages.
- Our external communication is accurate, ethical and respectful, presenting communities and people affected by crisis as dignified human beings.
- Communication means a mutual process. We always establish ways how our beneficiaries and partners can communicate with us.

PIN'S GOALS AND PRIORITIES

- All long-term country programmes formulated Advocacy strategy and Communication framework, which defines concrete goals and outlines roles and responsibilities at different country levels, in relation with HQ and potentially with PIN allies
- At least one advocacy goal is defined by every programme (if relevant), showing how we measure impact and effectiveness of our engagement
- Our advocacy and communication efforts are increasing the recognition of our expertise and added value by key stakeholders
- Enhanced advocacy and external communication is contributing to the positive impact of our interventions and further growth of our fundraising
- Developing our and our partner's advocacy capacity

- Building partnerships and participate in alliances that enhance our advocacy efforts (organisations, universities, experts, private sector)
- Relevant, adequate and functioning feedback / complaint response mechanisms are established by all programmes.

REQUIRED INVESTMENTS

We will achieve these goals and priorities by:

- Strengthening advocacy capacities at HQ and at country level (ToT, induction, toolkit, focus person)
- Strengthening base of support, gaining better knowledge about local and international policies and strategies, strengthen cooperation with experts and advisors
- Improve gathering and use of evidence relevant for selected advocacy topics
- Strengthen capacities to build strategic partnerships with relevant local and international actors; incl. relations with local media
- Improve quality and guidance to establish functional complaint response mechanisms
- Allocate funds to cover costs of advocacy actions and communication which goes beyond project level



ADVOCACY & COMMUNICATION

	OUTPUT INDICATORS:	TARGETS (BY 2021):
1	Advocacy strategy and communication framework is formulated by every long-term country programme.	80% of country programmes
2	Capacity to manage an external communication is sufficient.	90% of country programmes
3	At least one advocacy goal is defined by every programme.	60% of programmes
4	Relevant staff understands and is able to forward the advocacy messages of respective country programmes.	60% of staff
5	In Czech Republic, PIN promotes the importance of development cooperation and humanitarian aid through media, social networks, public discussions and other means of advocacy.	See the strategy of Communication & Advocacy Department department
6	PIN is an active member of relevant advocacy platforms / networks at HQ, European and country levels.	At least one platform at 70% of country programmes
7	Relevant, adequate and functioning feedback or complaint response mechanisms are established.	70% of projects
OUTCOME / IMPACT INDICATORS:		
a	PIN is perceived by key stakeholders as an influential organisation in at least one priority sector / in its countries of operation.	70% of countries
b	Advocacy goals defined at country and programme level are being achieved.	20% of goals
c	PIN manages to pass the most important messages and feedback from the beneficiaries to donors, decision makers and the general public in Czech Republic and internationally.	3 topics significantly involved in per year

EXTERNAL CONTEXT

In the last few years the role of international NGOs is being discussed and questioned. Contributing factors to this discussion include the growing capacity of many national NGOs in some countries, non-existence of genuine civil society in the others, increased interest of many governments to provide appropriate services to its citizens on one hand but corruption, conflict and fragility on the other, increased interest of some private companies to bring positive social benefits and increased pressure of tax payers to see results of investments into development efforts or high transaction costs of aid. In the same time a space for civil society actors is shrinking in many countries as civil society and foreign funding is perceived as a threat by some ruling elites. As a result, the role of traditional INGOs is unavoidably changing. Up to now, these are the main trends influencing our work:

- More funds are being given to a smaller number of organisations, size of grants are growing and fewer organisation can access them;
- Pressure to prove achieved sustainable results and value for money is increasing;
- More programmes are expected to be implemented together with local partner organizations and in cooperation with other actors, mainly for-profit companies, academia and local institutions.

THEREFORE:

PIN will systematically build expertise and visibility in selected priority sectors in order to be recognised as a valuable partner for large consortiums. Despite current growth, we want to be known for our approach, values, quality

and impact. Quantity is only important for humanitarian responses especially in contexts where PIN can bring a unique added value. PIN will invest in monitoring and evaluations, learning and will build long-term partnerships and coalitions. Alliance2015 remains to be a core platform for us.

(for details, see SECTORAL PRIORITIES, QUALITY MANAGEMENT & LEARNING and ADVOCACY & COMMUNICATION).

Whereas this strategy focuses mainly on programmes, quality and impact and on organisational aspects of our work, there are also external factors (e.g. climate change, urbanisation, and population growth) which are influencing our efforts. These factors, which define dynamics of the whole humanitarian and development sector, are incorporated into sectoral strategies and should be as well reflected in country-specific strategies. However, the following topics are crosscutting and should be reflected by every Country programme.

URBAN POVERTY

Acknowledging the fact that half of the population in Africa and Asia live in cities and more than a quarter of the urban population live in informal dwellings often without access to basic services and rights, we realise the importance of working in an urban context. We



also realise that finding sustainable solutions for the urban population is usually a more complex problem than in the rural context. Therefore, we do pay special attention to working in the urban context, understanding root causes of urban poverty, building alliances and cooperating with various stakeholders as well as building or contributing to networks and platforms advocating for interest of urban poor as is in many contexts the only long-term solution.

Every country strategy analyses specifics of urban context and defines targets related to targeting urban population **target: 80%**

PIN development country programmes have strong portfolio (at least 1/3) of projects targeting urban population **target: 65%**

Projects targeting urban population comply with quality standards defined in PIN Urban Poverty Guide **target: 95%**

MARKET-BASED SOLUTIONS

After dozens of years of development efforts and huge investments by the public sector, eradication of poverty is still far from reality in many countries. The problem is not only the lack of funding and resources but also questionable sustainability of many projects. From the other side, many for profit companies put more and more emphasis on values, which are not directly linked to making profit. These two factors opened an unexplored space for incorporating business thinking and financing to development programmes. A scope of possible models starts with application of business thinking to M&E and measurement of value for money, through linking poor people to local markets, to building public private partnerships and finding for-profit models bringing positive social impact.

We are committed to invest into exploring and piloting different hybrid models, in order to gain experience and together with other actors, design new innovative models for funding and sustainability.

Every country strategy includes analysis of potential collaboration with private sector **target: 80%**

Analysis of potential market linkages is part of a design of humanitarian and development projects **target: 70%**

Sustainability strategies at project level includes role of private sector **target: 20%**

INNOVATIONS

We understand innovations as context appropriate solutions, found in participatory manner driven by the needs of the poor. New technologies, increasing access to mobile networks and mobile phones, internet, new

technologies in agriculture, alternative sources of energy can all be used to bring positive change to the lives of the vulnerable people or to improve quality, efficiency and scope of our work. PIN is committed to invest in piloting and scaling up these innovations while collaborating with traditional and non-traditional development partners, such as universities, private sectors, talented youth, media and others.

Country programme use ICT (Information and Communication Technologies) for assessments, data collection, implementation and M&E as standard practice **target: 80%**

Proportion of flexible private funding allocated to innovations **target: 50%**

PIN innovative pilots are scaled up to provincial or national level **target: 3 programs**

PARTNERSHIP

Nothing can be achieved alone. We need to work collectively to build coalitions and consortiums. Building long-term partnerships can be a real benefit where parties share their interests and values. One of the key platforms for PIN is the Alliance2015, but cooperation with other types of organisation or national NGOs or CBOs is similarly important. To strengthen local civil society organisations is the desired goal of our work, which justify costs related with their capacity building or lower effectiveness while working with less experienced partners. Therefore, we are committed to invest into building and strengthening long-term partnerships, with both national and international NGOs as well as academia or the public sector.

Every country identified key long-term partners and common goals including capacity building if relevant of the partnership are mutually agreed and at least annually reviewed **target: 80%**

We design, implement and evaluate projects in strong cooperation with local partner organisations (CBOs, NGOs, public sector, etc) **target: 50%**

A significant amount of funds raised from international institutional donors is channeled to national partner organisations; capacity-building plan for all these organisations based on capacity assessment is mutually agreed, formulated and budgeted; target defined for every country programme. **Aggregated target: 12%**

With the exception of emergency response, we defined sectors as goals not as activities. This shift is in line with the emphasis on results and impact and acknowledgement that meaningful interventions should be multi-sectoral and multi-stakeholder in order to achieve long-term positive change.

SECTORAL PRIORITIES:

- *Emergency Response*
- *Resilience & Nutrition Security*
- *Education & Skills Development*
- *Social Protection & Inclusion*
- *Sustainable Livelihoods & Environment*
- *Good Governance*



2 | PIN'S 2017-2021
SECTOR STRATEGIES



PIN'S 2017-2020 GLOBAL STRATEGY FOR EMERGENCY PREPAREDNESS & RESPONSE



CONTEXTUAL ANALYSIS

The global environment in which humanitarian actors operate presents increasing challenges in terms of scale of response required, complexity and (in)security. In the past 10 years, **the number of persons affected by humanitarian crises has more than doubled** from 40 million in 2005 to over 100 million in mid-2014. **Large-scale natural disasters are more frequent and severe. Complex emergencies and conflicts affect increasing numbers of people** with many crises becoming protracted and requiring prolonged, expensive relief. In conflicts, **90% of affected persons are civilians** with a disproportionate amount of children and women, creating a rising need to protect their lives and their rights. The majority of affected individuals live in poor and fragile states, underlining a clear link between chronic poverty and risk vulnerability. Global trends, such as growing world population, rapid urbanisation and climate change, will also continue to

impact the lives of vulnerable populations and feed the increasing rate of humanitarian needs. Meanwhile, the rift between the needs of vulnerable people around the globe and the capacities of humanitarian actors to respond is widening as **resources become overstretched** by multiple crises. For instance, in 2014 only 60% of the humanitarian funding requirements were met. At the same time, humanitarian **aid workers increasingly become targets and victims of acts of violence**. This context creates new challenges in humanitarian response, to which humanitarian actors, placed under growing pressure, must adapt.

Within this context, PIN is committed to **providing rapid and effective relief to crisis-affected populations**. Resolute to reach the most underserved people with the aid they need, PIN will focus on careful geographical targeting and intervention in multiple sectors. The security of its teams and of its beneficiaries will remain the utmost priority, and PIN will ensure adherence to the do-no-harm principle in relation to beneficiaries. At the same time, respect of essential humanitarian standards, protection of the most vulnerable people and empowerment of local populations will remain core values and principles that will drive our interventions in our permanent effort to enhance the quality of assistance.

OUR GOALS:



TO PROVIDE RAPID AND EFFECTIVE HUMANITARIAN AID AND RECOVERY ASSISTANCE

to primarily underserved populations affected by conflicts and natural disasters

PRIORITIES:

To achieve its goals, PIN will focus on:

- Safeguarding the **security of our staff and beneficiaries** by conducting systematic risk and do-no-harm analyses and enforcing required measures to reduce risks
- Enhancing our **capacity to react in timely manner** to emerging crises through systematic emergency preparedness planning
- Ensuring **effective surge capacity** with qualified human resources, including a roster and rapid deployment team
- Developing and supporting context-specific **recovery** strategies
- Improving the **quality and impact** of our interventions by ensuring the protection and empowerment of the affected population; improving targeting and accountability towards beneficiaries; nurturing partnership within Alliance2015 and with national partners; and actively advocating for the needs of affected populations

THE CHANGE WE WANT TO SEE IN PIN'S WORK:

- Security risks analysis, security plans & SOPs are in place in the first 2 weeks and regularly updated (*by 12/2017, all programs in the volatile environment*)
- Do No Harm analyses conducted at all emergency programs within 4 weeks of start of operations and updated yearly (*by 12/2018*)
- Emergency preparedness plans are embedded into PIN mission strategies (*all, by 12/2018*)
- PIN HQ has sufficient surge capacities to respond to and support humanitarian interventions (*12/2018*)
- Protection is mainstreamed in 100% of humanitarian interventions (*by 12/2018*)
- PIN's humanitarian interventions adopt standardized M&E, CRM & improved targeting procedures (*100%, 12/2017*)
- Comprehensive external evaluations of PIN emergency country strategy are conducted at least every 2 years in each country with longer term emergency programming
- An increased number of PIN's emergency projects is conducted through or in cooperation with local partners (*15%, 12/2021*)

REQUIRED INVESTMENTS:

To achieve its goals and priorities, PIN will strategically invest in:

- Reinforcing its **security management** by mainstreaming security among teams and within its programming
- Developing & mainstreaming **emergency preparedness** planning and ensuring that HQ provides missions with the necessary support
- Strengthening its emergency **human resource capacity** through an operational roster and a rapid deployment team
- Developing its **protection strategy** and approach to protection mainstreaming, providing required technical support to missions
- Reinforcing its capacity and knowledge to provide localised solutions **supporting local markets** and economies
- Standardising and systematising **M&E and CRM processes** in emergency responses and ensuring that missions have access to the necessary support from HQ
- Developing and enforcing a strategy to promote **collaboration with local partners** wherever feasible, including assessment and capacity building; and formulating a clear **advocacy strategy** based on determined issues and enforcing it where relevant



PIN'S 2017-2020 GLOBAL STRATEGY FOR RESILIENCE & NUTRITION SECURITY

CONTEXTUAL ANALYSIS

Lack of proper nutrition affects nearly 800 million people and causes more deaths than HIV / AIDS, tuberculosis and malaria combined. It also robs millions of children of the energy they need for developing their minds, organs and immune systems. As a result, they are more vulnerable to diseases, perform worse at school and earn less money in adulthood. It is therefore not surprising that **strengthening nutrition security is ranked among the best ways to nourish human development.**

PIN understands nutrition security as a situation where people have ongoing access to the conditions that enable them to be well-nourished, such as a nutritious diet, appropriate care and good health. This can be attained through multi-sectoral interventions that effectively address the underlying causes of chronic and acute undernutrition, including food insecurity, inappropriate maternal and child care practices and diseases-prone environments caused by poor hygiene and sanitation.

However, PIN has seen many development achievements being swept away due to disasters, conflicts, a changing climate and other so called 'shocks and stresses'. Their increasing frequency and impact provide a **compelling argument for increasing our efforts to strengthen people's resilience.** PIN understands resilience as *the ability of individuals, households, communities and systems to anticipate, prepare for, cope with and recover quickly from external shocks and stresses in a manner that does not compromise the prospects of their further development.*

PIN is well aware of how strongly nutrition and resilience are interlinked: **reducing undernutrition is crucial to strengthening resilience** because well-nourished individuals are healthier, can generate more assets and are more likely to withstand situations such as floods or poor harvest. At the same time, shocks and stresses often massively erode the pillars of nutrition security, such as health or adequate diets. **Strengthening resilience is therefore a crucial precondition for reducing the prevalence of undernutrition.**

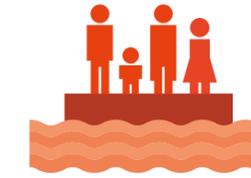


OUR GOALS:



DECREASE THE PREVALENCE OF CHRONIC AND ACUTE UNDERNUTRITION

among young children and women by strengthening the systems for addressing its multi-sectoral causes and for effective treatment



REDUCE THE VULNERABILITY OF PEOPLE AND SYSTEMS

by enabling them to anticipate, prepare for, cope with and effectively recover from shocks and stresses

PRIORITIES:

To achieve its goals, PIN will focus on:

- Using its Integrated Programming for Improved Nutrition (IPIN) approach for **preventing undernutrition**, primarily through lowering the prevalence of diarrhoeal diseases, increasing individual dietary diversity (IDD), reducing seasonal food deficiencies, empowering women and addressing barriers to practicing safe nutrition and child care behaviours
- Increasing the quality, accessibility and use of health services required for **treatment of undernutrition**
- Building the capacity of people and systems required for **minimising the impact of those risks that are most likely to severely increase people's vulnerability** (such as floods, severe droughts or conflicts)
- Empowering people and systems to **cope with shocks** while not seriously undermining their opportunities for further development, primarily through safety nets (incl. self-help groups)
- **Advocating** for addressing the gaps in the implementation of relevant (national) strategy

THE CHANGE WE WANT TO SEE

IN PIN'S WORK:

- Nutrition projects' strategy is based on strengthening local service-delivery systems (100%, by 12/2018)
- Undernutrition treatment projects are complemented by substantial prevention components (100%, by 12/2017)
- Food security projects (except in transition countries):
 - Diversify diets and measure changes in IDD (80%, by 2018)
 - Reduce lean season duration and severity (80%, by 2018)
 - Target and measure reducing diarrhoea and improving child feeding practices (50% by 12/2019)
- Objectives and indicators of relevant WASH projects focus on reducing diarrhoeal diseases (100%, by 12/2018)
- Formative surveys are done and their results are used in all nutrition security projects (by 12/2018)
- PIN resilience projects are based on Risk Analysis (80%, by 12/2018)
- PIN country strategies include a realistic approach to reducing specific vulnerabilities and strengthening resilience (by 12/2018)

REQUIRED INVESTMENTS:

To achieve its goals and priorities, PIN will strategically invest in:

- Supporting its country offices in accessing the **technical expertise and funding** they need to ensure that:
 - Agricultural projects are effectively complemented with improved child feeding and diarrhoea-reducing activities
 - Emergency responses contribute towards protecting the nutritional status of pregnant women and children under 2
 - Nutrition-related interventions effectively empower women and engage men for improving children's nutrition
- Developing its expertise and maximising an effective use of **behavioural change strategies**
- Enhancing its expertise in **risk assessments and in measuring resilience-related changes**
- Establishing **strategic partnerships** for enhancing the quality, scale and impact of its nutrition and resilience programmes
- Increasing its capacity to 1) **generate evidence and realistic recommendations** for effective approaches to improving resilience and nutritional status; and 2) **advocate** policy makers, donors and practitioners for required changes



PIN'S 2017-2020 GLOBAL STRATEGY FOR EDUCATION AND SKILLS

CONTEXTUAL ANALYSIS

Every child has a right to education, but not every child enjoys this right. In fact, 58 million children worldwide are unable to attend school. In many countries, poverty, humanitarian emergencies, armed conflict, an inadequate schooling system or discrimination based on gender, ethnicity or health status mean that children are not able to go to school or to learn basic skills. Young people with low literacy, low employability and few life skills are more likely to be trapped in poverty and be vulnerable to exploitation. They will have smaller chances to take part in decisions that affect their lives and that of their communities. These challenges are becoming more acute as the world is facing the largest generation of youth ever and jobs are not being created fast enough.

PIN is aware of the unique **transformative power of education to act as a catalyst** for numerous wider development goals. Education and skills **keep hunger and diseases away and enhance job opportunities** helping households to escape poverty. Education **empowers women and men to overcome discrimination**. It also **motivates them to actively participate in public life and promote change**. 50% of the world's out-of-school children live in conflict-affected countries. PIN believes that having a strong focus on education in these countries is critical, since education plays a crucial role in **re-establishing routine and a sense of normalcy in the lives of children** while promoting stability, good governance and peace.

Thanks to the efforts of governments, international donors and the wider development community, the last few decades have seen significant improvements. Despite the recent increase in both global enrolment (reached 93% in 2015) and education budgets in the low-income countries, several widely recognised challenges still persist. These include a **shortage of trained teachers, learning deficits (early grade), material shortages, an urban-rural gap, and a skills and labour market mismatch**. PIN is committed to playing an active role in the global effort in addressing these challenges.



OUR GOALS:



TO ENSURE INCLUSIVE AND EQUITABLE ACCESS

to quality primary education for all children through providing a suitable and safe learning environment, relevant learning resources adjusted to learners' needs, continuous professional development of education personnel and promotion of education governance

TO INCREASE GAINFUL SELF-EMPLOYMENT AND WAGE EMPLOYMENT

of youth and adults through ensuring access to high-quality professional education and training which integrates key vocational, business and life skills

TO EMPOWER YOUTH TO ACT AS AGENTS OF CHANGE

towards a more transparent and accountable democratic society through capacity development and support of youth actions within formal and non-formal education settings

To achieve its goals, PIN will focus on:

- **Systematic change:** promoting systemic change and education governance at local, regional and national levels to achieve immediate and lasting change.
- **Quality education:** enhancing the quality education and training delivery that enables people to maximise the benefits of their learning.
- **Inclusion and access:** providing opportunities for equal participation and learning for all children irrespective of sex, ethnicity, disability, political orientation, religion, internal displacement, refugee status, especially for those affected by extreme poverty, armed conflict and natural disasters.
- **Participation and engagement:** strengthening learners' participation and active promotion of change at school, in the community and in society at large.
- **Marketable skills:** promoting demand-oriented hands-on skills development / training based on thorough analysis of labour market supply and demand and established linkages between vocational training providers and employers / businesses.

PRIORITIES:

THE CHANGE WE WANT TO SEE IN PIN'S WORK:

- PIN's educational projects longer than 2 years have a rigorous impact evaluation (100%, by 2018)
- PIN's Quality Standards for areas of Education in Emergencies, Quality Primary Education and VET developed (100%, by 2019)
- Psychosocial support component integrated into PIN Education in Emergencies projects (100%, by 2017)
- Training and capacity development efforts within PIN's educational projects use:
 - Learner-centred approach
 - Minimum trainee performance standards
 - Post-training follow up
 - Pre- and post-training exams (90%, by 12/2018)
- PIN's educational projects take specific measures to apply inclusive education and child protection principles (75%, by 12/2019)

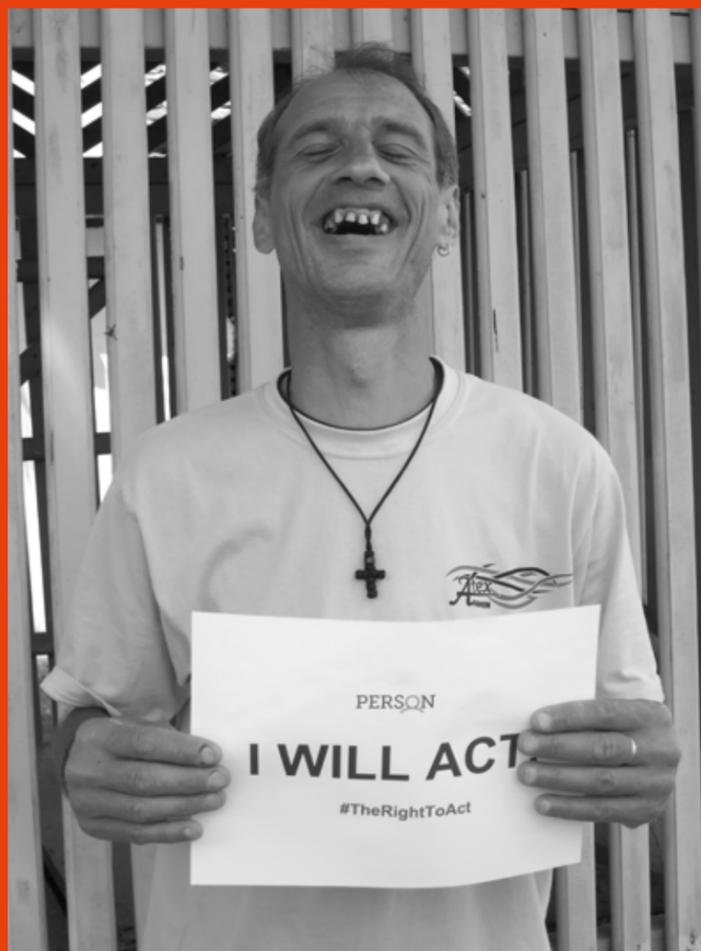
REQUIRED INVESTMENTS:

To achieve its goals and priorities, PIN will strategically invest in:

- Increasing its capacity to **generate evidence** of effective approaches to improving instruction and education delivery and their impact on **student learning outcomes** and **advocate** for required changes to policy makers, donors and practitioners
- Documenting **PIN's successful approaches and applying quality standards** throughout the education sector
- Further strengthening its expertise in **aligning skills development interventions with the labour market** through 1) standardised VET graduates' tracer studies and analysis of labour market and employers' needs; and 2) promotion of work-based learning
- Developing its expertise in and approach to **inclusive education** in specific contexts of emergency, low-income and middle-income countries and mainstreaming **child protection** into its educational projects
- Establishing new **partnerships** and strengthening existing ones with local CSOs, local authorities and INGO



PIN'S 2017-2020 GLOBAL STRATEGY FOR SOCIAL PROTECTION & INCLUSION



CONTEXTUAL ANALYSIS

In the global effort to alleviate poverty it is important to **ensure that the most vulnerable persons and groups are not left behind** due to extreme vulnerability, exclusion or discrimination. Social protection policies and programmes play an important role in ensuring that people are not excluded from society. PIN understands social protection as a **set of grassroots policy level initiatives providing social assistance which aims to prevent and eliminate extreme poverty, exclusion and discrimination**. People or groups especially in need of social protection include (but are not limited to) those with disabilities or severe illness, elderly, children, single-parent families, vulnerable women, unemployed, landless, minorities and extremely poor people. Social protection is important for communities in rural areas as well as increasingly so in urban areas, where poverty often takes various forms, including large segregated areas of excluded and marginalised people. **PIN believes that all people are entitled to enjoy basic human rights and be integrated in society**. Therefore, it supports approaches to social protection which instead of segregating and separating individuals or groups from the society, it **ensures their effective integration** (for example, when people with disabilities are assisted to live in the community instead of in residential care institutions with restricted movement). Furthermore, PIN recognises the high importance of social protection approaches which aim to change existing discriminatory practices and policies and in doing so **address the underlying causes of discrimination, exclusion and extreme poverty**. PIN brings two core added values to the sector: 1) its ability to utilise the experience from the transformation of the Czech social protection systems and 2) its expertise gained from strengthening grassroots to national level social protection systems in low income countries.

OUR GOALS:



To empower marginalised people to be able to
ADDRESS THE ROOT CAUSES OF THEIR EXCLUSION



To ensure that
EFFECTIVE SOCIAL PROTECTION MECHANISMS ARE INCREASINGLY AND SUSTAINABLY AVAILABLE
and are addressing the needs of the most vulnerable people

To achieve these goals, PIN will focus in particular on:

- **Building the capacity of the governments and civil society to develop social protection systems and services** which ensure inclusion, dignity, human rights and needs of vulnerable people living in both urban and rural areas (for example assisting governments in introducing services which help persons with disabilities get employment, or introducing community-based assistance for assisted living of persons with learning disabilities)
- **Empower marginalised people to advocate for their interests in partnership with local civil society actors** (for example by supporting a coalition of women organisations to advocate publicly against domestic violence; or by supporting a platform of CSOs to advocate for effective inclusion of minorities in the education system)
- **Addressing extreme poverty** in increasingly poverty-stricken urban settings while continuing to support vulnerable people in rural areas (for example, by enabling poor women to access credit and start profitable micro-enterprises)

PRIORITIES:

THE CHANGE WE WANT TO SEE

IN PIN'S WORK:

- PIN's SPI projects/programmes effectively measure and demonstrate their outcomes and impact (90%, by 12/2018)
- PIN country programs focusing on development have a well-informed strategy for the social protection and inclusion sector (75%, by 12/2019)
- All SPI projects have a clear advocacy and communication strategy (by 12/ 2019)
- All SPI projects promote inclusion of vulnerable people and work against segregation and discrimination (by 12/2019)

REQUIRED INVESTMENTS:

To achieve the goals and priorities, PIN will strategically invest in:

- Increasing the **expertise of relevant senior staff at the country level** in effective approaches to SPI
- Increased advisory support from its headquarters for advocacy and communication work in the SPI sector
- Establishing a position of a **resource person on Social Protection and Inclusion** at the headquarters level
- Documenting, formalising and sharing both internally and externally its key lessons, expertise and **approaches to supporting self-help groups**
- Documenting, sharing and using the best practices and lessons learned on approaches of **supporting the livelihoods of the most vulnerable persons**
- Strengthening, sharing and using its expertise in **human rights-based care** for people with disabilities
- Actively accessing, learning and utilising the know-how and experience of NGOs and government and research institutions working on social protection



PIN'S 2017-2020 GLOBAL STRATEGY FOR SUSTAINABLE LIVELIHOODS & ENVIRONMENT



CONTEXTUAL ANALYSIS

While the number of people suffering from chronic hunger has considerably decreased, FAO predicts that feeding an expected population of 9.7 billion people in 2050 will require developing countries alone to **double the amount of food they produce**. This will need to happen amid the impacts of climate change that affect 500 million farming families who produce 80% of the food consumed in poorer countries. Despite their importance, farmers' production is frequently hampered by underdeveloped markets lacking affordable inputs and fair credit options, insufficient (if any) extension services, and governments' limited efforts to protect farmers' land and resources.

While the decrease of people living in hunger and poverty is a reason to celebrate, this development was achieved largely through an **unsustainable exploitation of natural resources**, causing widespread ecosystem degradation and loss. In many developing countries, climate change, deforestation and poor farming practices seriously undermine agricultural productivity. Yet, agriculture is also responsible for 70% of water use and a quarter of greenhouse gas emissions. **Fundamental changes towards more sustainable production and consumption are therefore critical** to ensure that the positive benefits of global development are not at the expense of future generations.

OUR GOALS:



SUSTAINABLY INCREASE THE FOOD SECURITY AND INCOME
of poor farming families



PROTECT PEOPLE'S LIVELIHOODS BY REDUCING THE ENVIRONMENTAL DEGRADATION
and depletion of natural resources

In order to achieve these goals, PIN will:

- Advocate and support government, market and grassroots actors for **enabling male and female farmers to:**
 - Access the affordable, quality inputs, services and technologies they need to increase and diversify production
 - Market their production for a fair profit
 - Increase the environmental sustainability of their production
 - Influence the decision making processes affecting their livelihoods
- Enable and motivate the private sector to produce, and consumers to use, **more environmentally sustainable products and services**, at affordable costs and at a scale that justifies the invested effort and resources

PRIORITIES:

PIN's interventions will focus on **'supportive actors'**, such as (informal) groups of farmers, service providers, companies, government institutions and other actors that are capable of effectively supporting poor farmers' livelihoods and protecting the environment over a significant period of time, independently of PIN's support.

PIN's **three core programming approaches** will be: Climate-Smart Agriculture, Markets System Development, and Sustainable Production and Consumption.

THE CHANGE WE WANT TO SEE IN PIN'S WORK:

- Agricultural projects lasting ≥ 1 year focus primarily on systems strengthening (90%, by 2019)
- Food security projects in non-transitional countries:
 - Diversify diets and measure achieved changes (80%, by 2018)
 - Reduce and measure the lean season duration and severity (80%, by 2018)
 - Target and measure reducing diarrhoea and improving child feeding practices (50% by 2019)
- Markets system development projects are based on a feasibility analysis (100%, by 2017)
- Agriculture projects take measures to ensure equal opportunities for women (100%, by 2018)
- Projects incorporate an advocacy component and a relevant (internal) indicator (50%, by 2019)
- Project Managers know how to access expertise generated in previous projects (75%, by 2019)
- The proven benefits of PIN's agri/envi project justifies the invested resources (80%, 2019)

REQUIRED INVESTMENTS:

- To achieve the goals and priorities, PIN will strategically invest in:
- **Retaining generated expertise**, replicating effective approaches
 - Further **developing the technical expertise** of its in-country teams in the three core programming approaches of the strategy
 - Improving and measuring the effectiveness of its adult learning activities
 - Developing its expertise and maximising the use of **behavioral change strategies**
 - Increasing the capacity of its in-country teams to 1) **generate evidence and realistic recommendations** for effective approaches to improving poor people's livelihoods and protecting the environment; and 2) **advocate** for required changes to policy makers, donors and practitioners
 - Ensuring that **men & women can equally benefit** from its support
 - Developing **partnerships** enabling PIN to ensure better the quality, wider scale and higher impact of its programs



PIN'S 2017-2020 GLOBAL STRATEGY FOR GOOD GOVERNANCE

CONTEXTUAL ANALYSIS

Many countries today are facing challenging social, economic and political transitions. Their governments lack participation and transparency in decision making processes, control mechanisms of regulatory frameworks and are confronted by corruption practices. Moreover, representatives of both central governments and local authorities lack accountability and capacities to effectively implement changes regulated to transition processes. In such environments, people remain passive and both civil society and communities lack the space and abilities to be actively involved and influence policy making processes. This often results in "bad governance" which negatively affects development efforts, enjoyment of human rights, people's active engagement and confidence in governments on both national and local levels. In the current global context, sustainable development is also challenged by violence and intra/interstate conflicts that have tremendous effects on the levels of poverty and migration. The governments fail to provide access to basic services and protection of their people, therefore support of civil society and adherence to principles of Good Governance represent one of the key ways toward sustainable development.



With the aim of supporting Good Governance, PIN focuses on **active engagement of communities in local decision making** processes and **emphasises effective cooperation among civil society, governments and communities**. To achieve this, PIN strives to **support civil society to play a key role** in bridging the gap between governments and communities and strengthening their ability to represent people's needs, advocate local issues and influence policy making processes. Simultaneously, PIN aims to **build capacities of both central government and local authorities** to enhance their good practices as duty-bearers towards their communities (i.e. inclusiveness, accountability, transparency, effectiveness). In work with communities, PIN emphasises **awareness rising and education focused on increasing understanding of the role of active citizenship**. While doing so, careful attention is paid to ensure the balanced participation between men and women and the integration of vulnerable groups into decision-making processes and governance initiatives. PIN will achieve its goals by **building on the experiences in the transition process that took place in the Czech Republic** during the last 25 years, and thus the sharing of extensive experience and lessons learnt is highly relevant in countries facing a similar process.

OUR GOALS:



TO ENHANCE PARTICIPATORY AND TRANSPARENT LOCAL DECISION MAKING PROCESSES

through increased engagement of local authorities, CSOs and communities in formulation and implementation of public programmes, including local development plans



TO SUPPORT CSOS DEVELOPMENT, ENGAGEMENT WITH COMMUNITIES AND PARTICIPATION IN POLICY MAKING PROCESSES

at local and national levels in order to contribute to people-centred and sustainable development

PRIORITIES:

To achieve these goals, PIN will in particular focus on:

- Developing the capacities of **local authorities, CSOs and communities working in partnership** to formulate and implement local development plans and solve local issues.
- **Increasing transparency of local decision making through support of concrete accountability mechanisms.**
- **Increasing the capacities of CSOs and governments** to cooperate and act together within **policy making** processes and policy implementation.
- **Strengthening CSOs** to perform their roles as independent actors and **advocate needs of their communities**, including marginalised and vulnerable groups.

PIN's **core programming approaches** will be: Capacity Development and Sub-Granting Mechanism, Policy Dialogue and Advocacy, Local Development Planning, Raise Awareness and educational activities, Assessments and mainstreamed integration of vulnerable groups including women.

THE CHANGE WE WANT TO SEE

IN PIN'S WORK:

- PIN's GG projects/programs effectively measure and demonstrate their outcomes and impact based on quality standards (90%, by 12/2018)
- GG based programming applied in at least 5 countries by 12/2018
- GG principles effectively mainstreamed in country strategies and monitor (by 12/ 2018) and cross cut in all development programs and monitored (80% by 12/ 2019)

REQUIRED INVESTMENTS:

To achieve the goals and priorities, PIN will strategically invest in:

- Increasing the "Good Governance" expertise of relevant senior staff at country level in approaches relevant to Good Governance.
- Introducing a "Good Governance" advisor at headquarters level to be engaged in advocacy and capacity development and to generate realistic recommendations for programming approaches.
- Introducing and applying quality standards and indicators for Good Governance sector, including cooperation with LGs in fragile states.
- Introducing and applying Good Governance principles in all development programs.
- Establishing partnerships for learning and utilising the know-how and experience of NGOs, government and research institutions in participatory planning, M&E framework, transparency and accountability.
- Documenting, sharing, and using best practices and lessons learnt on Good Governance and adjusting them to the local contexts.
- Supporting cross-country and cross-regional learning and transfer of best practices.



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