

PIN's 2017-2021 GLOBAL STRATEGY FOR  
**EMERGENCY PREPAREDNESS & RESPONSE**

GOAL: TO PROVIDE RAPID AND EFFECTIVE HUMANITARIAN AID AND RECOVERY ASSISTANCE to primarily underserved populations affected by conflicts and natural disasters			
Priorities	What we want to see - Key results	Investments and actions	Workstream holder
<b>1. Ensuring the safety and security of our staff, beneficiaries and communities</b>	<b>Duty of care principle</b> is manifested in the relevant Safety and Security framework and related procedures.	<ul style="list-style-type: none"> <li>✓ Based on PIN's Safety and Security Policy, a Safety &amp; Security Framework is developed and rigorously applied in all countries as relevant.</li> <li>✓ Sufficient numbers of dedicated Security Advisors at HQ and/or regional level support country programmes (CPs).</li> </ul>	<ul style="list-style-type: none"> <li>✓ RDD management</li> <li>✓ Country Directors</li> </ul>
	<b>Security risks analysis, security plans &amp; SOPs</b> are established at the very first stage of response planning with particular focus on conflicts and volatile environments; implemented and regularly updated.	<ul style="list-style-type: none"> <li>✓ In countries with a volatile context, PIN employs sufficient numbers of dedicated security staff.</li> <li>✓ All PIN staff receive relevant security training and are aware of relevant SOPs.</li> <li>✓ Increased investments on the security of national staff are made, related costs (incl. insurance) are budgeted, and incident response/investigation capacities are developed.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Head of Security dept.</li> <li>✓ Security Advisor/ Manager</li> </ul>
	<b>A Do No Harm (DNH) analysis</b> is an inseparable part of the country strategy; specific measures linked to the DNH principles are clearly formulated in each project design and regularly re-assessed.	<ul style="list-style-type: none"> <li>✓ DNH policy and practical guidance is developed and operationalised.</li> <li>✓ An external facilitator supports the development of the written country-wide analysis as part of the country strategy.</li> <li>✓ Information necessary for the DNH analysis are collected as part of an assessment in all new emergency responses, based on the DNH guidance;</li> <li>✓ Emergency and relevant non-emergency staff are trained in DNH principles as part of capacity building on humanitarian essentials.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Emergency unit</li> <li>✓ Regional Directors</li> <li>✓ Country Directors/ Head of Programmes</li> </ul>
<b>2. Enhancing emergency preparedness</b>	All PIN country programmes have <b>Emergency preparedness plans (EPP) incl. action plans</b> embedded into the country strategies.	<ul style="list-style-type: none"> <li>✓ Dedicated EPP facilitators support the development and regular update of EPPs</li> <li>✓ Reporting on CP's emergency preparedness and implementation of the action plan is part of the Quarterly report.</li> <li>✓ PIN CPs participate in joint Alliance2015 EPP.</li> <li>✓ Assessment of, and cooperation with strategic national partners is part of the EPP.</li> </ul>	<ul style="list-style-type: none"> <li>✓ EPP facilitators</li> <li>✓ HQ Emergency unit</li> <li>✓ Regional Directors</li> <li>✓ Country Directors</li> </ul>
	PIN HQ has <b>sufficient surge capacities</b> to respond to and support emergency programmes.	<ul style="list-style-type: none"> <li>✓ The Emergency roster of active / ex PIN staff is regularly updated by the HR dept.</li> <li>✓ The Rapid Deployment Unit (RaDU) is hired, equipped and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Emergency unit</li> <li>✓ HQ HR dept.</li> </ul>

	<p><b>PIN HQ maintains sufficient knowledge base</b> to support quality emergency response.</p>	<ul style="list-style-type: none"> <li>✓ HQ emergency unit maintains sufficient expertise (management, donor relations, technical expertise, advocacy, finances, logistics, security, etc.).</li> <li>✓ A Team of technical advisors is maintained and expanded as necessary together with K&amp;L dept.</li> <li>✓ The Emergency manual &amp; toolkit is regularly updated and used by all emergency staff.</li> <li>✓ PIN advisors regularly re-evaluate standard approaches and modalities of assistance and promote adjustments, improvements or the piloting of new approaches where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Emergency unit</li> </ul>
	<p>PIN HQ ensures that <b>learning process</b> is conducted for all its emergency responses.</p>	<ul style="list-style-type: none"> <li>✓ An Internal learning process is conducted by HQ Emergency unit of the "first 3 months" of the response.</li> <li>✓ Feedback is systematically collected from emergency oriented advisors visiting CPs through Back to Office reports.</li> <li>✓ All relevant findings are dully capitalised.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Emergency unit</li> <li>✓ Country management</li> <li>✓ HQ desk and Regional Directors</li> </ul>
<p><b>3. Investing in human resources</b></p>	<p>All PIN emergency and key non-emergency (both national/international) staff pass <b>training on humanitarian essentials</b>.</p>	<ul style="list-style-type: none"> <li>✓ A Comprehensive training package on humanitarian essentials and key standards is developed and regularly updated by the HQ Emergency unit.</li> <li>✓ The HQ HR dept. and CPs are responsible for its implementation.</li> <li>✓ External/internal trainings and capacity development are regularly offered to staff and related costs are budgeted.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ HR dept.</li> <li>✓ HQ Emergency unit</li> <li>✓ Country Directors + country based HR</li> </ul>
	<p><b>HR position or role</b> is clearly defined and integrated into the emergency team structure in all new emergency responses.</p>	<ul style="list-style-type: none"> <li>✓ Training, supervision and support to the CP structure is provided by the HR department.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ HR dept.</li> <li>✓ Country Directors</li> <li>✓ HQ Emergency unit</li> </ul>
<p><b>4. Improving the quality, impact and accountability</b></p>	<p><b>Quality and impact</b></p>		
	<p>All emergency programmes observe <b>relevant principles and technical standards</b>.</p>	<ul style="list-style-type: none"> <li>✓ Key standards (particularly ICRC Code of Conduct, Core Humanitarian Standards, Sphere standards and PIN Code of Conduct and Key policies) are explicitly referred to in project documents and systematically applied</li> <li>✓ Key points formulated in the Emergency strategy are integrated during the proposal development stage.</li> <li>✓ PIN's Quality standard checklists and rapid guides for humanitarian programming are developed for key processes and applied in responses.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Programme management</li> <li>✓ HQ desks</li> <li>✓ HQ Emergency unit</li> <li>✓ Technical advisors</li> </ul>
	<p>Topics and strategy for <b>humanitarian advocacy</b> are clearly formulated and pursued wherever relevant.</p>	<ul style="list-style-type: none"> <li>✓ A dedicated person for humanitarian advocacy is maintained within the HQ advocacy department to support the overall and country-based advocacy efforts.</li> <li>✓ CPs formulate key advocacy messages and actively participate in joint coordinated advocacy efforts at CP level.</li> <li>✓ Reporting on CP's advocacy is part of the Quarterly reports.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Communication and Advocacy dept.</li> <li>✓ Country Directors/ Head of Programmes</li> <li>✓ Country level Communication dept.</li> </ul>

<p><b>Protection mainstreaming is integrated</b> into all PIN's emergency programmes.</p>	<ul style="list-style-type: none"> <li>✓ A Resource person for protection mainstreaming is in place and provides facilitation visits to CPs.</li> <li>✓ Guidance and tools on protection mainstreaming is prepared and promoted, CP teams are trained.</li> <li>✓ Referral mechanisms are improved and implemented where possible.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Programme management and Head of Programmes</li> <li>✓ HQ Emergency unit</li> </ul>
<p><b>Financial assistance/ Cash based programming is promoted</b> and used whenever relevant.</p>	<ul style="list-style-type: none"> <li>✓ A Financial Assistance Advisor is hired and supports CPs and project designs.</li> <li>✓ Cash based programming is institutionalised on programmatic and operational levels, through the development of centralised guidance, tools and approaches to be utilised across all CPs.</li> <li>✓ The Financial Assistance Advisor monitors progress in the sector within PIN and externally to identify and promote relevant innovations and the use of technologies. E-transfers are explored and promoted where feasible.</li> <li>✓ Coordinated efforts for financial assistance are pursued with Alliance2015 and other strategic partners.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Programme management</li> <li>✓ Financial Assistance Advisor</li> </ul>
<p><b>DRR and resilience approaches are mainstreamed</b> into the country programme strategies.</p>	<ul style="list-style-type: none"> <li>✓ Approaches with potential for resilience building are explored as part of the needs assessment and promoted where feasible.</li> <li>✓ The Resilience Advisor supports CPs to design and mainstream DRR and other resilience components.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Programme management</li> <li>✓ Resilience Advisor</li> </ul>
<p><b>Monitoring, Evaluation, Accountability and Learning (MEAL)</b></p>		
<p>All PIN emergency programmes adopt <b>standardised MEAL systems.</b></p>	<ul style="list-style-type: none"> <li>✓ An Independent MEAL (or M&amp;E) team role is present and sufficiently trained on every emergency CP.</li> <li>✓ Appropriate MEAL plans and procedures at CP level are clearly formulated, written and adhered to.</li> <li>✓ The HQ MEAL Advisor supports assessments and establishment/improvement of MEAL processes. Where necessary, M&amp;E processes are adapted to remote management.</li> <li>✓ Results-based monitoring is implemented in all CPs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ MEAL Advisor</li> <li>✓ Head of Programmes and Programme management</li> <li>✓ Country level M&amp;E departments</li> </ul>
<p>All PIN emergency programmes have functional mechanisms ensuring <b>accountability towards beneficiaries</b>, including measures ensuring the participation of and communication with affected populations, accurate targeting methodologies, and CRM.</p>	<ul style="list-style-type: none"> <li>✓ A CRM and Feedback guidance is developed and rigorously used, CRM and Feedback reports are regularly shared with senior CP management and learning is capitalised.</li> <li>✓ Beneficiary Feedback Mechanisms and procedures ensuring the participation of communities and responsive communication with them are set up at the start of every programme.</li> <li>✓ Minimum quality standards and guidance for targeting based on collected best practices is developed by HQ Emergency unit to ensure targeting the most vulnerable and underserved.</li> </ul>	<ul style="list-style-type: none"> <li>✓ MEAL Advisor</li> <li>✓ Country level M&amp;E departments</li> <li>✓ HQ Emergency unit</li> <li>✓ Head of Programmes and programme management</li> </ul>

	<ul style="list-style-type: none"> <li>✓ A Contextual analysis on the most vulnerable groups (in particular gender and age analysis) is developed in every project design phase.</li> <li>✓ Training on communication with affected communities, participatory methods and feedback mechanisms are provided to response teams.</li> </ul>	
Comprehensive <b>external evaluations</b> are conducted at least every 2 years in each country with longer-term emergency programming.	<ul style="list-style-type: none"> <li>✓ The MEAL Advisor supports CPs in arranging the evaluation, developing TORs, selecting evaluators etc.</li> <li>✓ External evaluations are budgeted in the context of protracted crises.</li> <li>✓ CDs, programme management and HQ management ensures that evaluations contribute to evidence based programming and learning.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regional Directors</li> <li>✓ MEAL Advisor</li> <li>✓ Head of Programmes</li> <li>✓ HQ Emergency unit</li> </ul>
<b>Partnerships and Coordination</b>		
PIN actively pursues <b>humanitarian partnerships</b> with local actors, wherever feasible and relevant.	<ul style="list-style-type: none"> <li>✓ Assessments of humanitarian partnerships are conducted as a part of EPP and pre-disaster partnerships are actively built and cultivated.</li> <li>✓ In case of a response in a new country, assessment of potential partners is conducted at the initial stage of the response design.</li> <li>✓ Investments into partners' capacity development are identified, required human resources defined and properly budgeted.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Country Directors</li> <li>✓ HQ Emergency unit</li> <li>✓ Head of Programmes and programme management</li> </ul>
<b>Partnership and harmonised emergency action with Alliance2015</b> is a default modality wherever feasible.	<ul style="list-style-type: none"> <li>✓ Direct contact between Alliance2015 members at country level is maintained.</li> <li>✓ PIN remains actively engaged in the Alliance2015 Emergency Group.</li> <li>✓ In existing countries of operation, PIN actively engages in joint A2015 EPPs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ RDD management</li> <li>✓ Country Directors</li> </ul>
PIN increases its active involvement in the <b>cluster coordination system</b> and in other relevant networks and platforms.	<ul style="list-style-type: none"> <li>✓ PIN is actively engaged at relevant clusters (as a participant) in all CPs with a humanitarian portfolio.</li> <li>✓ PIN seeks active engagement in cluster coordination in all its major humanitarian programmes (where possible in a co-chair function).</li> <li>✓ PIN's participation in relevant global clusters and platforms is established and maintained (Shelter, Food Security, Education and Cash Learning Partnership).</li> <li>✓ Continuous engagement in VOICE, EISF, CHS and other relevant platforms.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Emergency unit</li> <li>✓ Country Directors</li> <li>✓ Head of Programmes</li> </ul>
PIN strengthens the relationship with <b>major humanitarian donors</b> .	<ul style="list-style-type: none"> <li>✓ Active engagement in humanitarian coordination in UK, strengthening relationship with DFID (including registration at Rapid Response Facility) and following other funding instruments (Start Network)</li> <li>✓ SIDA framework - partnership is explored and pursued.</li> <li>✓ US donors (OFDA, BPRM, Food for Peace) – relationship is strengthened.</li> <li>✓ SDC (Swiss) and CIDA (Canada) – relationship is strengthened.</li> <li>✓ UN donors at HQ level (WFP, UNHCR) – relationship is strengthened.</li> <li>✓ Other funding options are explored (AusAid, DANIDA, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>✓ RDD management</li> <li>✓ Regional Directors</li> <li>✓ PIN UK representative</li> </ul>

<b>5. Expanding the range of PIN expertise</b>	<b>Education in emergencies</b>	<ul style="list-style-type: none"> <li>✓ Potential for engagement in EiE is appraised during the assessment phase in every new emergency context.</li> <li>✓ PIN expands internal expert capacities for EiE and builds capacity of its EiE staff.</li> <li>✓ PIN actively promotes its branding in EiE sector at all relevant levels and remains actively engaged in the INEE network, Global and country-level Education Clusters.</li> </ul>	<ul style="list-style-type: none"> <li>✓ EiE Advisor</li> <li>✓ HQ Emergency unit</li> </ul>
	<b>Protection programming<sup>1</sup></b>	<ul style="list-style-type: none"> <li>✓ A methodology of modular components is designed based on PIN's current CP experiences, guidance tools developed and introduced.</li> <li>✓ A Protection Advisor is hired and supports development and quality implementation of protection programmes in emergency contexts.</li> </ul>	<ul style="list-style-type: none"> <li>✓ HQ Emergency unit</li> <li>✓ Protection Advisor</li> </ul>

Basic guidance on PIN Emergency strategy (ES) implementation	Global indicators
<p><b><u>Emergency oriented country programmes (CD, Head of Programmes or a responsible appointee)</u></b></p> <ul style="list-style-type: none"> <li>✓ ES is attached and referred to in respective country strategies.</li> <li>✓ Knowledge of the ES is ensured during staff induction.</li> <li>✓ Applicable and relevant points from the ES are reflected in programme design and sufficiently budgeted.</li> </ul> <p><b><u>Non-emergency country programmes (CD or a responsible appointee)</u></b></p> <ul style="list-style-type: none"> <li>✓ Awareness of the ES is integrated into the Emergency preparedness planning (EPP).</li> <li>✓ Key senior staff and members of the emergency roster deepen understanding of the ES through the Humanitarian essentials e-course.</li> </ul> <p><b><u>HQ (HQ Emergency unit and DOs)</u></b></p> <ul style="list-style-type: none"> <li>✓ Awareness and understanding of the ES is promoted during the international staff induction.</li> <li>✓ An action plan for operationalising the ES, with clear indicators for individual topics, is defined and clear responsibilities assigned.</li> <li>✓ The Action plan is annually revised and updated.</li> <li>✓ Technical advisors maintain ownership of individual thematic topics.</li> </ul>	<p>The following global indicators enable PIN to measure and report on the global achievements of its emergency actions.<sup>2</sup></p> <ul style="list-style-type: none"> <li>✓ Number of monthly individual food rations distributed;</li> <li>✓ Number of people provided with safe access to drinking water;</li> <li>✓ Number of people provided with improved sanitation;</li> <li>✓ Number of households provided with adequate shelter assistance;</li> <li>✓ Number of households provided with non-food items;</li> <li>✓ Number of girls and boys that access safe quality learning opportunities;</li> <li>✓ Percentage of overall PIN humanitarian assistance provided through a cash modality;</li> <li>✓ Average level of satisfaction with provided assistance as expressed by PIN beneficiaries.</li> </ul>

<sup>1</sup> The concept of protection programming refers to explicit protection projects. PIN's commitment to protection mainstreaming - or the process of incorporating protection principles and promoting meaningful access, safety and dignity in emergency programmes of other sectors (WASH, Shelter & NFI, Food Security etc.) - is included in the section Quality and Impact.

<sup>2</sup> The below indicators are internal and are not meant to be used in logframes or reporting to donors. They are intended as indicators to monitor PIN operations globally. They are to be aggregated by CPs annually and used in the PIN annual report. These indicators and their interpretation are based on relevant humanitarian standards incl. national cluster defined standards, government defined standards, and/or global standards (SPHERE).