

# ITT FY23 0178 HUMANITARIAN LEARNING NEEDS ASSESSMENT

## ANNEX A

**OBJECTIVE: INCREASED IMPACT**

### PRIORITY: 2. SCALE UP HUMANITARIAN IMPACT

**PRIORITY GOAL STATEMENT** - By 2027, Plan International is the NGO partner of choice for promoting equality for girls and protecting children's rights across the humanitarian-development-peace nexus.

#### The shift over the next 5 years

Scale up and better resource our humanitarian and influencing work to have equal footing with our development mandate, so PI can respond more quickly and effectively to crises, while strengthening the 'triple nexus' approach.

From...



To...



Mixed mandate where humanitarian is under-resourced, and influencing is nascent

Recognised as a principled multi-mandate organisation with capability to influence & respond to crises quickly and effectively

#### Why is it necessary & the right thing to do:

- Increasing number of crises globally = increasing unmet humanitarian needs.
- Girls and young women are often the most at risk in crises. Emergencies set back advances made in girls' rights but can also be a catalyst for positive change.
- PI has and is organically growing in the humanitarian sphere and aims to have a more balanced humanitarian and development portfolio

#### Supporting building blocks

##### What does that mean

- Humanitarian CO preparedness:** COs have appropriate leadership, capacity, procedures and emergency readiness measures in place for swift response using the "Must, Should and Could framework", and local partnerships.
- Cultural shift across the organisation to multi-mandate:** Strengthened humanitarian communications and fundraising. Strengthened influencing to build a gender transformative humanitarian sector.
- Scale up humanitarian operations & systems across all offices:** Increase our ability to deploy and employ staff into humanitarian settings.
- Strengthened localisation & humanitarian partnerships.
- Operationalise nexus approach:** Commitment (and increased capability) to work in (and on) conflict and fragile settings through strengthening conflict sensitivity and social cohesion.

##### Supporting building blocks:

- 2.1 Humanitarian CO preparedness
- 2.2 Cultural shift across the organisation to multi mandate
- 2.3 Humanitarian – scale up operations & systems across all offices
- 2.4 Operationalise 'triple Nexus' approaches

#### Implications for Plan entities (and partners)

##### COUNTRY OFFICE

IMPACT = MEDIUM

- Increased engagement with and influencing of humanitarian donors and the wider humanitarian coordination system
- Enhanced capacity to manage risk and insecurity
- Request surge capacity
- High & medium risk COs have preparedness plans in place and updated annually
- Incorporate humanitarian and nexus into Country Strategies
- Increased programming with local partners

##### NATIONAL ORGANISATION

IMPACT = HIGH

- Include surge capacity in funding submissions
- Increased fundraising activities, donor engagement and influencing
- Reconsider profile and visibility to align with multi mandate

##### REGIONAL HUB

IMPACT = HIGH

- Increased engagement in regional humanitarian fora
- Increased ability to support COs with risk and security management
- Maintain oversight of CO preparedness.

##### GLOBAL HUB & LIAISON OS

IMPACT = MEDIUM

- Increased humanitarian staffing
- Increased humanitarian influencing and external representation in humanitarian for a by LT and LOs.
- Manage a centralised core surge team.
- Support COs integrate nexus and conflict sensitive approaches into programming

#### Interdependencies with priorities and strategic changes

Strategic Change	FSP enabling solutions 2.3 and 2.4
Focus on girls' rights and AOGDs	0.2 Embedding Plan's gender transformative programming and influencing nexus approaches
Diverse Funding mix (GFS)	5.1 Grow flexible income through new channels, products and segments (GFS)

**OBJECTIVE: INCREASED IMPACT**

## 2. SCALE UP HUMANITARIAN IMPACT

### EXPLANATION

- **Scale up the quality, speed of response, size and reach** of our humanitarian work, including first phase response, gender transformative programming and influencing and working with **local partners**
- **Resilience, climate justice and anticipatory action** are integrated into both our humanitarian and development work.
- Build an organisational culture to take **higher calculated risks**, security management and deployable/surge capacity

### WHAT IT IS

- **Multi-mandated organisation** with equal emphasis on humanitarian and development increasingly in conflict & fragile settings
- NGO partner of choice for **girls in crisis settings**
- Increased **visibility, profile, reputation and influence** in the sector
- Amplify **girls voice and agency** in humanitarian settings
- **Quality**- meets key international humanitarian standards, sets new/ innovative programme models
- **Pace** – ability to respond and influence as soon as emergencies strike. Assess and make real time GO/ NO-GO decisions to enable funding appeals and quick actions.
- **Ambition** – Meet the need of x% of affected population. Increased funding (donor and public)
- **Bolder appetite** to risk.
- Development work factors in **crisis modifiers** and ability to quickly transition to response.
- **Surge capacity** is diverse and global team of technical specialists with humanitarian experience.
- Increased funding flow to **local partners**

### WHAT IT IS NOT

- We don't cover all sectors – focus on our strengths instead.
- Non-operational countries: We won't set up a Plan presence for short term interventions. If we can add value and bring resources, we will support partners for short term response or consider Plan's long-term presence.
- Won't become a purely humanitarian organisation
- We will not become peace negotiators with parties in a conflict; we will build on our social cohesion and conflict transformation work through our GT approach
- Extremely high risks: Recognise high risks factors. Take bold but manageable risks.
- Our work won't be purely through partnerships – but informed by contexts and learning.

### POSITIONING IN SECTOR BY 2027



- \* Further increase of institutional funding for humanitarian
- \* 40 in surge, 250 in roster
- \* Existing crises adequately funded
- \* New countries being explored e.g. DRC