



AIRD Strategy

2021 - 2025

Empowering Communities, Growing Together

The end of the 2014-2019 strategic period brought with it yet another opportunity for AIRD to review and reflect on the work done over the last five years as we supported those forcefully displaced due to conflicts across several African countries.

Increased displacements meant that it was important for AIRD to expand, and we now provide humanitarian logistics, construction and infrastructure for refugees, returnees, IDPs and their host communities in 10 African countries.

As we plan for the next five years (2021-2025), we must look at the trends, examine our strengths as an organisation, and decide how we can serve in a greater capacity for those who require this support the most.

Who is AIRD?

African Initiatives for Relief and Development (AIRD) was founded in 2006 in Kampala, Uganda by a small group of individuals who envisioned an African initiated organisation that could deliver world class humanitarian support for those displaced by conflict and other disasters. AIRD's key focus areas have primarily been transportation of refugees & nonfood items (logistics) and extensive construction & infrastructure developments including shelters, bridges, hospitals, schools, roads etc. Other activities include fuel management, fleet management, warehouse management, workshop management and WASH. Our programmes also work hand in hand with partners on a smaller scale to provide development support in the way of livelihoods.

AIRD currently works in Burkina Faso, Central African Republic, Chad, Democratic Republic of Congo, Cameroon, Republic of Congo, Niger, Liberia, Tanzania and Uganda.

Why are we reviewing our strategy?

AIRD's 2014-2019 strategy has come to a natural end of its cycle. Many good things have happened in that time, notably broadening out fields of operation from 6 countries to 10 to include Liberia, Cameroon, CAR & Niger, and seeing activities grow significantly as we helped UNHCR deliver emergency support to refugees, returnees, internally displaced and host communities. In considering the next 5 years, a review of the past is a useful way of preparing for the future.

AIRD is focused on responding to disasters and emergencies through being flexible and responsive to the needs on the ground. Through our logistics, infrastructure and construction work, AIRD has proven its commitment to being there for those forcefully displaced as they make the difficult journeys from their homes into the unknown. AIRD has provided much needed support in the way of transportation to areas of safety, and in the construction of decent shelter and other critical infrastructure. It remains our goal to not only continue providing these services, but to continuously improve in our delivery and to be excellent for the benefit of those who need it the most.

AIRD further recognizes the need to provide longer term support for displaced people and their host communities. Throughout the strategy review period, the question of how to firmly position the organisation to become a strong player in development work was at the fore front of discussions. The new strategy lays the groundwork for this.

What is the new strategic direction?

With the strength of systems and processes, AIRD has a platform of experience and relationships on the ground that it can promote confidently to a range of donors. The strategy that was started in 2014 is in many ways still valid in terms of donor and activity diversification.

The intention to transition to development is an area of logical continuity in the context of most displaced and host communities. Whilst there are clearly significant numbers of agencies working in the same camps as AIRD's 10 countries of operation, consistent and ongoing support to communities is vital and there will always be work to do to complement those in context already.

Our Objective

By 2025, AIRD will be known as an agency delivering the best humanitarian logistics, construction and infrastructure to a wide range of donors and actors in Africa and beyond; and as an agency providing ongoing and continuous support to displaced people and host communities, from the onset of troubles to refugees and IDPs returning home.

AIRD will do this initially through **delivering excellent humanitarian logistics, construction and infrastructure support** to donors, agencies and governments.

As conditions in camps and settlements stabilise, including to the point of return for some refugees, AIRD will become increasingly connected to the host communities, IDPs & refugees, through the provision of development interventions focusing on **sustainable livelihoods, WASH and environmental assistance** to build their resilience, and to help those not in their usual place of abode to return home well and equipped to enhance their own communities.

AIRD also will proactively seek to **grow operational programmes** by considering supporting work in countries neighbouring existing field activity sites as well as those further afield.

AIRD's key focus areas for the next 5 years will be on implementing logistics, construction and infrastructure projects, whilst also incorporating environmental sustainability, sustainable livelihoods and WASH into existing and future programmes. They will also be building a platform across the programmes of transforming their current logistics work into an income generating programme. We will also be building a platform across the programmes to involve activities with a view to generate income for use in development programmes.

By 2023...

1. AIRD will see all operational programmes with a diversified donor base and collaborating partners.
2. Expanded programmes to enter other countries with humanitarian logistics needs.
3. All operational country programmes will have diversified their activities within the existing logistics, construction and infrastructure approach.
4. All country programmes will have started to demonstrate experience and capacity in the more long term development work associated with post emergency/recovery work.

What we will do

AIRD has been intrinsically connected to humanitarian response work that has shaped the programmes since its inception. As many countries are moving to “Stabilisation and Maintenance” or “Nexus” programming, AIRD is also interested in bringing their skills into this area, with a long term focus on Development. Being responsive to changing social, political and environmental circumstances is essential in all of our work, and will continue to be evidenced through responsiveness and adaptability, along with innovative approaches to responding.

Specifically, AIRD’s work will be achieved through:

- **Operations** - continuing to provide the best humanitarian logistics, construction and infrastructure work in Africa and beyond, adapting and adjusting programmes to suit the working environment.
- **Expansion** - AIRD looks to broaden support to other countries with the same logistical, construction and infrastructure services, prioritising those that are proximate to existing countries of operation but also horizon scanning to see whether AIRD’s experience can be of assistance in other continents.
- **Development** - Seeking to enable community members to become more involved in decision-making and finding local solutions to their issues is a key foundation of AIRD’s approach. AIRD will focus on the long term support of host communities and displaced people from the initial point of contact by implementing projects in WASH, Livelihoods, and Environmental sustainability. As experience gathers in working in camps and settlements, AIRD will look to develop and broaden their programming capacity to wider geographic and social needs..
- **Business Development** - this approach will be considered to evaluate the merits of establishing AIRD’s logistics, vehicle maintenance etc as a business.

AIRD seeks to support displaced families and communities, as well as host communities, to enable them to build resilience into their lives through sustainable development approaches. Future programmes will increasingly bring gender sensitivity and protection approaches more centrally into their work. We work with local communities, NGOs and other agencies, donors and host governments, supporting the outworking of national development plans and addressing the specific Sustainable Development Goals below.



Vision and Mission

AIRD's Vision & Mission has been revised to reflect the subtle change of emphasis that is required to effectively communicate AIRD's desired transition towards broader programmes to support displaced and host communities.

Vision

Building resilient communities of displaced and host communities through sustainable development

Mission

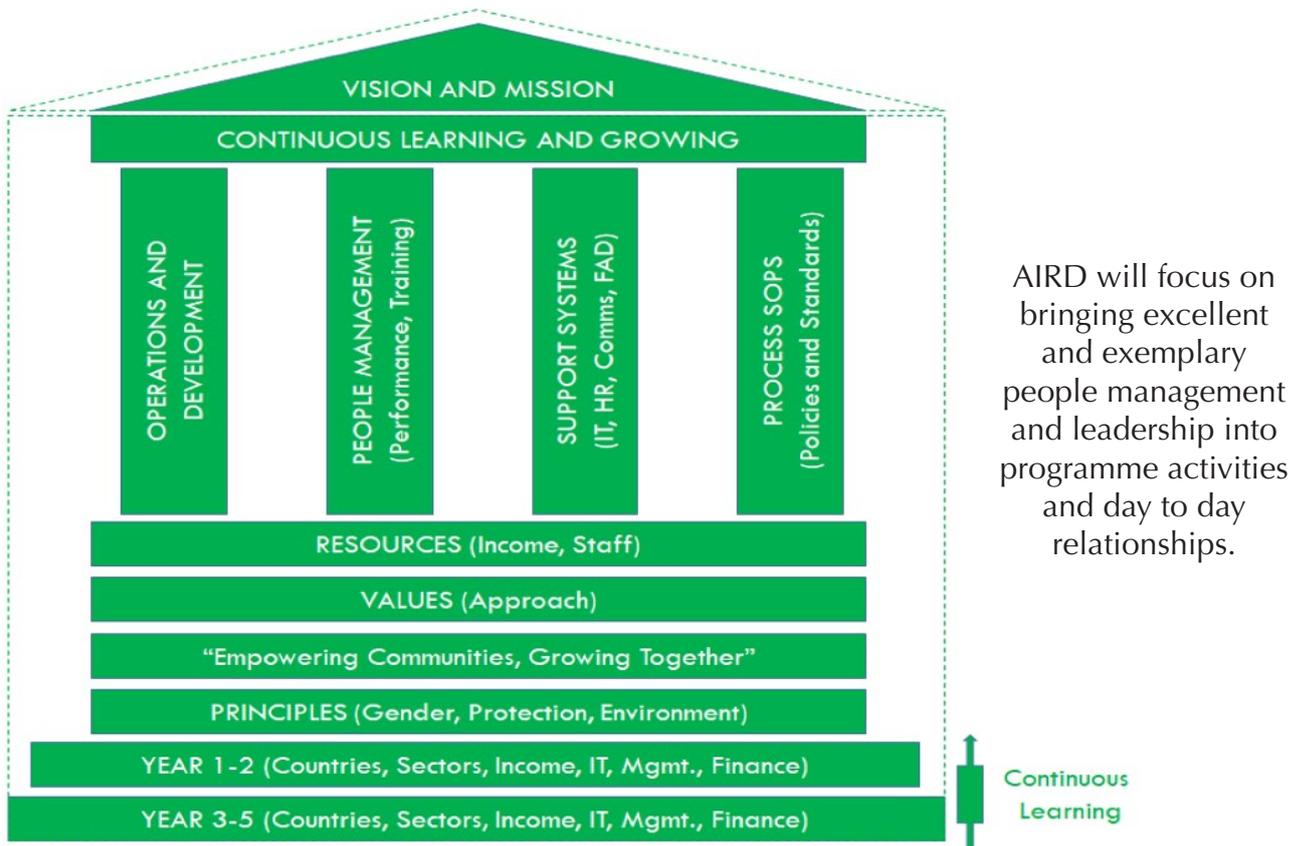
To enable the compassionate movement of those displaced by natural or man-made disasters to safety, and providing them and their host communities with opportunities to build their lives and thrive for the long term

Strapline

"Empowering Communities, growing together"

Our Values

AIRD remains committed to: good internal governance, transparency, accountability, professionalism, sustainability, partnership and innovation.



AIRD will focus on bringing excellent and exemplary people management and leadership into programme activities and day to day relationships.

Enabling factors

1. Diversification of donors and activities
2. Shared corporate view of the strategy, including awareness of investments in staff and systems, training for personnel, and ensuring that there is good monitoring of progress
3. Clear budget outlines for Country Teams to be able to carry out the extra responsibilities that will be required to deliver country-specific strategies.
4. Training and capacity building at all levels of the organisation.
5. The necessary upgrades for Information Technology and Enterprise Resource Planning systems development.
6. Investing in People Management to see the right staff recruited, retained and developed during their time with AIRD.
7. Continued Monitoring and Evaluation for ongoing, real time evaluation of AIRD's delivery against specified objectives.
8. Having clearly outlined areas of intervention that we aspire to deliver success in.
9. Continued membership in NGO networks and forums, where support and guidance is on hand for issues relating to Forced Migration and other such pertinent areas.
10. Ethics and compliance monitoring

Gearing up for success

Metrics will be attached to strategies developed for each area. These will be reviewed periodically throughout the lifespan of this strategy. Specific indicators relating to the numbers of displaced (refugees, IDPs and returnees) and Host community members will be developed through the year to demonstrate the impact of AIRD's work.

A 6 monthly review will consider progress and annual reports will be generated to show progress against indicators. Regular monthly internal bulletins will report on progress, with bi-monthly or quarterly newsletters being generated to circulate to our core stakeholders.

AIRD will continue to invest in high quality IT systems for data management; in Human resource management to ensure the recruitment, retention and development of high quality staff to deliver our programmes; and ensuring the best policies and procedures are in place to support all fields of work.

A clear communications plan that will align closely with a fundraising strategy to increase both internal and external awareness of the organisation's work, and creating a renewed perception of AIRD to new and existing donors.

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