



2026-2030 AIRD Corporate Strategy

Our vision for change



Foreword

By Eng. Banteyahun Haile, Chair of the Board of Directors, and Fikru Abebe, Chief Executive Officer, AIRD

It is with great pride that we present the African Initiatives for Relief and Development (AIRD) Corporate Strategy 2026–2030. This strategy captures our shared commitment to an African-led, accountable, and impactful organization that continues to evolve and transform to meet the continent’s most pressing humanitarian and development challenges.

Africa faces growing displacement, climate shocks, and economic fragility. AIRD’s renewed vision of *“Empowered and resilient communities thriving beyond crisis”* guides our next phase of transformation. Over the next five years, we will strengthen systems, expand partnerships, diversify funding, sustainable development programs, geographic areas of growth, expansion and strategic investment, target groups and invest in people and innovation to deliver greater and lasting impact.

This strategy unites nine strategic goals and six priorities — reinforcing AIRD’s leadership in logistics, livelihoods, infrastructure, and localization while ensuring accountability, visibility, and sustainability.

We thank our staff for their dedication, our partners for their trust, and the communities for their resilience. Together, we will continue building a stronger, more self-reliant Africa where dignity and opportunity are within reach for all.

AIRD extends its sincere gratitude to its donors, partners, and collaborators whose trust and support have made its mission possible. From long-standing institutional partners such as UNHCR, to emerging philanthropic, private sector, and community-based allies, each has contributed to AIRD’s journey of growth and impact. Their continued commitment enables AIRD to serve millions across Africa, drive innovation, and strengthen African-led humanitarian and development solutions. Together, we are advancing a shared vision of dignity, resilience, and sustainable change for all.

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I. Executive summary - AIRD Corporate Strategy 2026-2030

For over nineteen years, the African Initiatives for Relief and Development (AIRD) has served as a trusted African-led organization delivering humanitarian relief, resilience-building, and sustainable development across the continent. Established in 2006, AIRD has grown from a logistics-focused partner to a multi-sectoral humanitarian and development actor operating in more than a dozen countries. Its mission is to deliver life-saving support in times of crisis and invest in inclusive, sustainable solutions that restore dignity and rebuild lives. AIRD's vision is of empowered and resilient communities thriving beyond crisis, guided by the values of integrity, accountability, inclusivity, innovation, and African leadership. What sets AIRD apart is its African identity, local presence, and proven capacity to deliver large-scale, cost-effective operations that link humanitarian response with long-term development.

Africa faces an unprecedented convergence of challenges: protracted conflicts, economic fragility, displacement, and climate shocks. By the end of 2024, over 45 million Africans were forcibly displaced¹, while funding for humanitarian response continued to decline. This environment underscores the urgent need for localized, efficient, and sustainable solutions led by credible African actors.

At the same time, rapid technological advances, shifting donor priorities, and the global call for localization present new opportunities for transformation. AIRD is uniquely positioned to lead this shift — combining operational expertise with African-led innovation and community-driven solutions.

The AIRD 2026–2030 Corporate Strategy provides a roadmap for transforming humanitarian and development action across Africa. Rooted in the lessons of the 2021–2025 corporate strategy, it blends continuity and innovation—strengthening systems, governance, and human capital while embracing technology, visibility, and diversification as drivers of change. The strategy is structured around six Strategic Priorities and nine Strategic Goals, operationalized through eight Business Operating Model (BOM) Priorities, which provide the institutional backbone for implementation. Together, they aim to ensure that AIRD remains agile, accountable, and impact driven.

By 2030, AIRD seeks to achieve measurable and lasting results, including:

- **Financial Resilience:** Institutional income doubled to USD 200 million annually, with less than 40% from a single donor, 25% negotiated unrestricted fund across diversified sources, including foundations, private corporates and individual philanthropists.
- **Programmatic Reach:** Expansion into three new countries, reaching over 2 million people annually through integrated programs in logistics, WASH, livelihoods, infrastructure, skilling and energy.
- **Organizational Excellence:** Gender parity in leadership, strengthened governance, digitalized systems, and professional development for 50% of staff to improve employee skills, knowledge, abilities, aligning individual growth with AIRD's objectives.
- **Sustainability:** All major programs integrating climate resilience, environmental stewardship, and localization principles.

Implementing the 2026–2030 Strategy will require robust and diversified financial resources. While maintaining strong relationships with institutional donors such as UNHCR, WFP, the US State Department, and other partners, AIRD will expand funding through diaspora networks, foundations, private corporates, philanthropic actors, and social enterprise income generation models (e.g., garages, vocational training centres, logistics value chain, construction...). A

¹ UNHCR (2025). *Global Trends: Forced Displacement in 2024*. Geneva: United Nations High Commissioner for Refugees. <https://www.unhcr.org/global-trends-report-2024>

results-based budgeting and MEL system will ensure accountability, efficiency, and optimal resource utilization across all operations.

Building on the evaluation of the 2021–2025 strategy, AIRD identified five key lessons:

1. Alignment of human capital is central to organizational success and must remain a strategic investment.
2. Diversification and innovation are critical to financial sustainability and growth.
3. Localization and partnerships amplify impact and legitimacy.
4. Integrated programming delivers stronger outcomes than siloed interventions.
5. Technology and data enhance accountability and performance.

The 2026–2030 Strategy integrates these findings through deliberate investment in people, systems, innovation, and evidence-based programming. This Strategy is both a roadmap and a call to partnership. AIRD invites donors, governments, civil society, and the private sector to join in strengthening African-led humanitarian and development action. Together, we can move beyond short-term relief to build lasting resilience and opportunity for millions across the continent. With this plan, AIRD stands ready to scale, influence, and lead — transforming lives and advancing sustainable development by Africa, for Africa, and beyond.

II. Introduction

The African Initiatives for Relief and Development (AIRD), founded in 2006, is an African-led organization delivering humanitarian and development solutions tailored to local realities. Initially recognized for its strong logistics and operational support, AIRD has evolved into a multi-sectoral actor providing integrated services in emergency response, WASH, livelihoods, shelter, energy, infrastructure, vocational training, and innovation-driven programming.

AIRD's mandate is to empower displaced persons, vulnerable populations, and host communities through principled, inclusive, and sustainable interventions that bridge humanitarian relief and development. Its programming spans the full development continuum—from emergency response to recovery and long-term resilience and sustainable development—ensuring that interventions are context-specific, rights-based, and community-driven.

Mission

The organization's renewed mission for 2026–2030 is to deliver life-saving support in times of crisis and invest in inclusive, sustainable solutions that restore dignity, rebuild lives, and strengthen communities across Africa and beyond.

Vision

Its vision is of empowered and resilient communities thriving beyond crisis.

Core Values

AIRD is guided by core values: integrity, continued learning and adapting, accountability, inclusivity, innovation, and African leadership shaping AIRD's culture, and informed decision-making process.

Cross-cutting priorities such as gender equality, localization, and climate resilience are central to AIRD's approach. Programs ensure equitable participation of women, youth, and marginalized groups while integrating environmentally sustainable practices across all

sectors. Local ownership and accountability to affected populations are promoted through participatory design and accessible feedback mechanisms.

The 2026–2030 Corporate Strategy is developed through an extensive participatory process involving AIRD’s staff, Board, donors, governments, and communities. It builds on the lessons of the 2021–2025 strategy, which strengthened operational capacity and credibility but also revealed the need for greater donor diversification, improved visibility, stronger MEAL systems, and enhanced digitalization. The new strategy responds to emerging trends such as climate change, funding volatility, localization, and technology adoption, positioning AIRD to remain agile, relevant and organization of the future.

Anchored in nine strategic goals and six strategic priorities, the plan enhances AIRD’s institutional capacity, innovation, governance, and impact. It also includes a robust Monitoring, Evaluation, Accountability, and Learning (MEAL) framework that embeds adaptive management, continuous learning, and accountability to stakeholders.

In essence, this strategy represents both continuity and transformation—scaling AIRD’s proven operational foundations and best development practices while advancing a forward-looking, sustainable, and African-driven humanitarian-development agenda. The corporate strategy will be cascaded into respective 5 years country strategic plans thus ensuring alignment, clarity, accountability, implementation, engagement and ownership.

III. Situation Analysis

i. External Landscape and International Challenges

a. An Era of Complexity, Fragility, and Uncertainty

AIRD operates in an era of complexity shaped by intertwined geopolitical, economic, and environmental crises. Political instability and conflict in Sudan, the Democratic Republic of Congo, and Mali continue to undermine governance and humanitarian access². Meanwhile, inflation, debt distress, and currency depreciation weaken resilience, while shifting global donor priorities create funding uncertainty³.

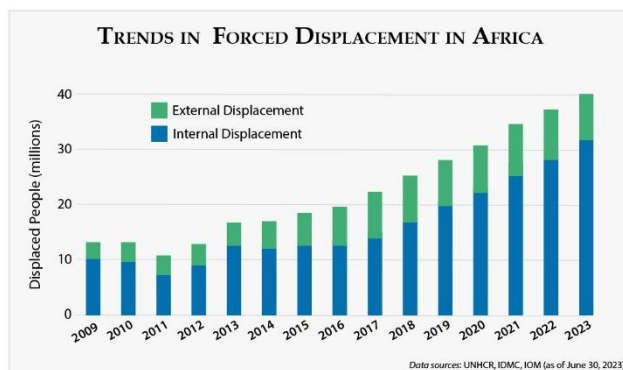


Figure 1: Trend in forced Displacement in Africa, Source: Africa center for Strategic Studies, 2024

b. Global Wealth Inequalities

² OECD (2022). *States of Fragility 2022: Confronting Fragmentation*. Paris: Organisation for Economic Co-operation and Development. <https://doi.org/10.1787/c7fedf5e-en>

³ World Bank (2023). *Africa’s Pulse: An Analysis of Issues Shaping Africa’s Economic Future (Vol. 27)*. Washington, DC: The World Bank. <https://openknowledge.worldbank.org/handle/10986/39746>

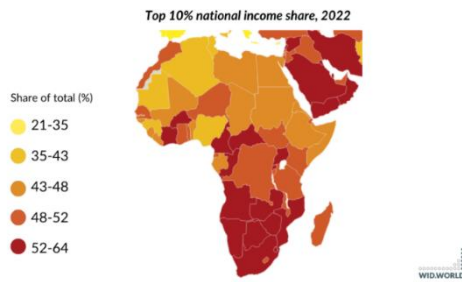


Figure 2: Top 10% of individual national income share in Africa, Source: World inequalities database, 2023

Global wealth inequality has deepened. Unequal access to education, healthcare, finance, and political influence has driven this divide⁴. In Africa, despite economic growth in some regions, weak redistribution systems prevent most citizens from benefiting. This inequality threatens social cohesion and undermines progress toward the SDGs, underscoring the need for progressive taxation, social protection, fair wages, and public investment⁵.

c. Gendered Dimensions of Poverty

While poverty affects both men and women, structural gender inequalities make women disproportionately vulnerable. Limited access to education, healthcare, land, finance, and formal employment—combined with unpaid care work and discriminatory norms—reduce

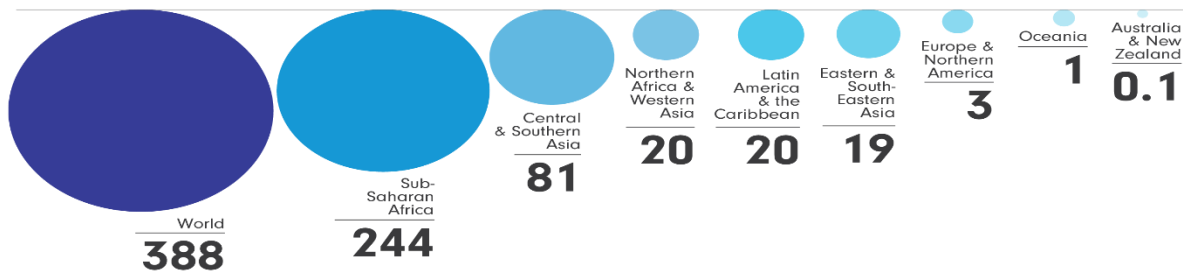


Figure 3: Female population living in extreme poverty, by region, 2022 (in millions), Source: UN Women, UNDP and Pardee Center for International Futures using the International Futures modelling platform.

women’s economic resilience. Gender-responsive policies that promote equality, social protection, and inclusive empowerment are therefore essential to breaking the cycle of poverty⁶.

d. Marginalization of Vulnerable Communities

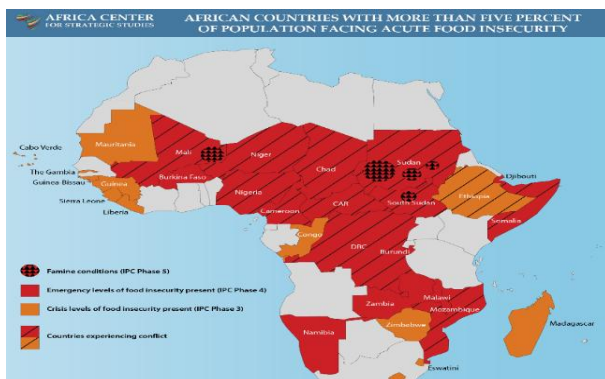


Figure 4: Eighty percent of the record 163 million Africans facing acute food insecurity are in conflict-affected countries Source: Africa Centre for Strategic Studies, 2024

Across Africa, vulnerable groups—especially women, indigenous peoples, and rural populations—face systemic exclusion from access to essential natural resources including land and water. Power imbalances, land grabbing, and weak governance structures perpetuate these inequalities, undermining food security and community resilience⁷. For AIRD, advancing inclusive resource governance and protecting

⁴ Oxfam (2023). *Survival of the Richest: How We Must Tax the Super-Rich Now to Fight Inequality*. Nairobi: Oxfam International.

⁵ UNDP (2022). *Human Development Report 2021/2022: Uncertain Times, Unsettled Lives – Shaping Our Future in a Transforming World*. New York: UNDP.

⁶ UN Women (2023). *Progress on the Sustainable Development Goals: The Gender Snapshot 2023*. New York: UN Women & UN DESA.

⁷ African Development Bank (AfDB) (2023). *African Economic Outlook 2023: Mobilising Private-Sector Financing for Climate and Green Growth in Africa*. Abidjan: AfDB.

community rights are vital to sustainable development.

e. Expanding Scope of Humanitarian Crises

Humanitarian needs across Africa are increasingly protracted and multifaceted, driven by conflict and food insecurity. Crises are more interconnected—combining displacement, hunger, and institutional breakdown—demanding coordinated and adaptable responses from humanitarian actors like AIRD⁸.

f. Rising Climate-Related Disasters

The United Nations estimates that up to one billion people could be displaced by 2050 due to climate change—related disasters such as floods, droughts, and sea-level rise, with Africa among the most affected regions^{9 10}. These trends compound existing socio-economic fragility and call for anticipatory action and climate-resilient programming.

g. Forced Displacement

Sub-Saharan Africa continues to bear a disproportionate share of global displacement, hosting nearly half of the world's internally displaced persons (IDPs). As of 2023, approximately 35 million people are displaced by conflict and violence—32.5 million by conflict alone—and over 6 million by climate-related disasters, representing a six-fold increase since 2009^{11 12}. Sudan's civil war alone displaced more than 16 million people internally and 4 million across borders by late 2024. The *Danish Refugee Council's Global Displacement Forecast 2025* projects an additional 3 million displacements in sub-Saharan Africa by the end of 2024¹³. The economic burden remains stark: displaced persons in sub-Saharan Africa are supported at a GDP per capita of roughly USD 49,000—far below Europe's USD 1.9 million average—highlighting systemic fragility and inequity¹⁴.

With reduced donor funding to the humanitarian sector and limited access, AIRD must optimize resources, strengthen partnerships, and invest in anticipatory and resilience-building approaches. It should also advocate for durable solutions such as local integration, peacebuilding, and development linkages, reinforcing its positioning as a frontline African-led organization capable of agile, context-specific responses.

ii. PESTLE Analysis

AIRD's operating environment can be examined through the PESTLE framework:

- **Political:** African contexts vary from stable governance to fragile or conflict-affected states, requiring adaptive risk management and local engagement¹⁵.

⁸ United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) (2024). *Global Humanitarian Overview 2024*. Geneva: UNOCHA.

⁹ UNHCR (2021). *Global Trends: Forced Displacement in 2021*. Geneva: United Nations High Commissioner for Refugees.

¹⁰ United Nations Environment Programme (UNEP) (2023). *Adaptation Gap Report 2023: Underfinanced. Underprepared*. Nairobi: UNEP.

¹¹ Internal Displacement Monitoring Centre (IDMC) (2024). *Global Report on Internal Displacement (GRID 2024)*. Geneva: IDMC/Norwegian Refugee Council.

¹² UNHCR (2024). *Global Trends: Forced Displacement in 2024*. Geneva: UNHCR.

¹³ Danish Refugee Council (DRC) (2025, March). *Global Displacement Forecast 2025*. Copenhagen: Danish Refugee Council.

¹⁴ World Bank (2023). *Africa's Pulse: An Analysis of Issues Shaping Africa's Economic Future (Vol. 27)*. Washington, DC: The World Bank.

¹⁵ OECD (2022). *States of Fragility 2022: Confronting Fragmentation*. Paris: Organisation for Economic Co-operation and Development. <https://doi.org/10.1787/c7fedf5e-en>

- **Economic:** Rapid urbanization and youth unemployment coexist with inflation, debt, and currency risks, affecting program costs and livelihoods¹⁶.
- **Social:** Deeply rooted cultural and gender hierarchies demand inclusive and equity-focused programming¹⁷ (UN Women, 2023).
- **Technological:** Advances in digital tools, data management, and communication enable real-time monitoring and evidence-based decision-making¹⁸.
- **Environmental:** Climate change, resource degradation, and water scarcity drive community vulnerability, shaping AIRD's priorities in WASH, livelihoods, and infrastructure^{19 20}.
- **Legal:** Compliance with national laws, international humanitarian principles, and donor regulations remains central to operational legitimacy²¹.

iii. Porter's Five Forces Analysis

The humanitarian landscape is crowded, and competition is intense. While barriers to entry are moderate, AIRD's established logistics network, partnerships, and technical expertise offer a strong competitive advantage. Donor and funding agencies exert high bargaining power, but AIRD's transparency and diversification improve negotiating leverage. Local NGOs and community-based actors pose moderate substitution threats, but AIRD's multi-sectoral scope, scalability, and integration provide differentiation. Supplier power is balanced through long-term vendor relationships and bulk procurement strategies. Despite high rivalry for limited funding, AIRD's African-led model and climate-resilient focus create competitive strength^{22 23}.

iv. Unique Role and Competitive Edge

AIRD's distinct advantage lies in its African leadership, deep contextual insight, and integrated humanitarian-development approach. Its core strengths in logistics, infrastructure, WASH, and livelihoods allow delivery of context-specific, scalable, and sustainable interventions. Innovations in renewable energy, climate adaptation, and digital monitoring further enhance impact and accountability. Strong partnerships with governments, UN agencies, and local actors reinforce credibility and access, positioning AIRD as a key African-led driver of sustainable humanitarian outcomes^{24 25}.

¹⁶ World Bank (2023). *Africa's Pulse: An Analysis of Issues Shaping Africa's Economic Future (Vol. 27)*. Washington, DC: The World Bank.

¹⁷ UN Women (2023). *Progress on the Sustainable Development Goals: The Gender Snapshot 2023*. New York: UN Women & UN DESA.

¹⁸ International Labour Organization (ILO) (2022). *World Employment and Social Outlook 2022: The Role of Digital Labour Platforms in Transforming the World of Work*. Geneva: ILO.

¹⁹ United Nations Environment Programme (UNEP) (2023). *Adaptation Gap Report 2023: Underfinanced. Underprepared*. Nairobi: UNEP.

²⁰ Food and Agriculture Organization (FAO) (2023). *The State of Food Security and Nutrition in the World 2023 (SOFI 2023)*. Rome: FAO, IFAD, UNICEF, WFP & WHO.

²¹ United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) (2024). *Global Humanitarian Overview 2024*. Geneva: UNOCHA.

²² OECD (2022). *States of Fragility 2022: Confronting Fragmentation*. Paris: Organisation for Economic Co-operation and Development. <https://doi.org/10.1787/c7fedf5e-en>

²³ World Bank (2023). *Africa's Pulse: An Analysis of Issues Shaping Africa's Economic Future (Vol. 27)*. Washington, DC: The World Bank.

²⁴ African Development Bank (AfDB) (2023). *African Economic Outlook 2023: Mobilising Private-Sector Financing for Climate and Green Growth in Africa*. Abidjan: AfDB.

²⁵ UNDP (2022). *Human Development Report 2021/2022: Uncertain Times, Unsettled Lives – Shaping Our Future in a Transforming World*. New York: UNDP.

v. Capabilities

AIRD's robust logistics and supply-chain systems enable rapid, reliable delivery of aid even in high-risk contexts. Its infrastructure and WASH expertise provide durable, resilience-oriented solutions. Sustained investment in human capital, knowledge management, and community empowerment will ensure long-term sustainability and transformation. By integrating emergency response, rehabilitation, and development, AIRD offers a holistic, systems-based approach that differentiates it from other actors and strengthens its leadership in Africa's humanitarian and development landscape^{26 27}.

IV. Learnings

i. Result of last strategy

AIRD carried out a formal evaluation of the 2021-2025 Strategy.

a. Overview of the AIRD Corporate Strategy 2021 – 2025

The *AIRD Corporate Strategy 2021–2025* marked the organization's first formal roadmap to consolidate operational strengths and transition toward a more dynamic, diverse, and resilient institution. Rooted in AIRD's African-led identity, it sought to maintain excellence in logistics and infrastructure while expanding into integrated humanitarian–development programming for displaced and host communities. The six thematic pillars—spanning logistics, humanitarian and development programming, organizational development, partnerships and resource mobilization, HR and MEAL provided a framework for stability, growth, and transformation.

b. Performance Summary (2021–2025)

Despite leadership transitions, reduced humanitarian funding, and operational turbulence, AIRD held firm, stabilized operations across 12 countries, self-financed entry into Ethiopia and South Sudan, grew the portfolio beyond USD \$40 million, and launched the Mbarara Formula21 (F21) Social Enterprise income generation project and Multi-purpose Skilling Center.

These huge milestones are proof of AIRD's capacity to innovate and adapt. AIRD has a great opportunity to build on this strong foundation by making our success more intentional, visible, and financially sustainable.

AIRD achieved consistent operational performance and maintained strong credibility, particularly in logistics. Expansion into WASH, shelter, and infrastructure projects demonstrated proof of concept for multi-sectoral programming, though ambitions to become a recognized integrated actor were only partially realized. Constraints included technical staffing gaps, limited thematic funding, and an absence of standardized models.

Organizationally, progress is recorded in business planning, recruitment, staff training, and HR policy rollout. However, deeper goals - aligning and professionalizing HR, increasingly attracting and retaining best talent and fostering leadership and organizational culture - remained areas to continue to build on. Clearly articulating our strategy and goals, conducting donors landscaping, characterization, prioritization at country, regional and global levels, developing detail annual business plan and targets and execution, building donor relations

²⁶ United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) (2024). *Global Humanitarian Overview 2024*. Geneva: UNOCHA.

²⁷ UNDP (2022). *Human Development Report 2021/2022: Uncertain Times, Unsettled Lives – Shaping Our Future in a Transforming World*. New York: UNDP.

and overall diversification based also on continued learning from experience are areas that need aggressive positioning and pursuit in resource mobilization.

In MEAL, AIRD introduced monthly performance reviews and activity tracking but lacked dedicated staff and systems to support evidence-based learning. Overall, the organization performed reliably in its core domains and laid important groundwork for future transformation, though progress on institutional modernization, diversification, and data systems was uneven.

c. Key Recommendations

The evaluation identified four shifts to strengthen AIRD's institutional maturity and sustainability:

1. Elevate human capital development as a strategic investment.
2. Institutionalize evidence-based management through a unified MEAL system.
3. Establish knowledge management as a core organizational function and build a learning and performance-driven culture at all levels.
4. Enhance organizational adaptability through systems thinking.

Collectively, these priorities form the bridge from operational dependability to transformational leadership within Africa's humanitarian–development ecosystem.

ii. Lessons Learnt (2021–2025)

The 2021–2025 cycle provided essential insights that now guide the 2026–2030 strategy.

- a) **Flexibility and Adaptability:**
AIRD's decentralized decision-making and strong local partnerships enabled agile responses to emergencies, but coordination and resource allocation gaps highlighted the need for anticipatory planning and integrated response mechanisms.
- b) **Financial Sustainability and Diversification:**
AIRD maintained donor confidence through transparency and accountability but remained overly reliant on limited institutional funding. Pilot social enterprises, such as vehicle maintenance garages, confirmed the potential of social business models to enhance sustainability, contingent upon market assessment and sound governance while diversification into private corporates, foundations and individual philanthropists remain critical.
- c) **Integrated Programming:**
Linking humanitarian assistance with development objectives proved valuable. AIRD's multi-sectoral approach (logistics, WASH, livelihoods, skilling, infrastructure) enhanced community resilience but required stronger cross-country MEAL harmonization.
- d) **Human Capital and Organizational Learning:**
Investments in staff training improved quality, yet technical gaps persisted in areas such as climate adaptation, digital monitoring, and evidence-based design. Future success demands structured professional development, knowledge-sharing systems, and cross-country learning platforms.
- e) **Partnerships and Localization:**
Collaboration with UN agencies, national, regional and global NGOs, and community-based organizations expanded reach but revealed over-reliance on international actors. Systematic localization—including increased local and regional networking and

capacity-building of local partners—will strengthen ownership, accountability, and sustainability.

f) Innovation and Technology:

Digital monitoring, mobile data collection, and GIS mapping enhanced operational efficiency but were inconsistently scaled. A strategized, systematic, formalized and organized innovation and knowledge management system is needed to mainstream learning and technology use.

g) Accountability and Safeguarding:

Real time feedback and response systems, aligned with the Core Humanitarian Standard, improved community trust, yet training and monitoring gaps persisted. Institutionalizing accountability and safeguarding across all operations remains imperative.

Overall, the 2021–2025 experience underscores seven enduring lessons for AIRD’s next strategic cycle: flexibility and foresight are vital; diversification enhances resilience; integration amplifies impact; human capital drives quality; localization ensures sustainability; innovation improves efficiency; and accountability builds trust. These lessons form the evidence base for AIRD’s 2026–2030 strategic direction, ensuring the organization remains adaptive, inclusive, organization of the future and impactful in an increasingly complex humanitarian–development landscape²⁸.

V. Our beliefs

i. AIRD's current vision, mission and objective

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 provide them and their host communities with opportunities to build their lives and thrive for the long term.

Objective

AIRD’s current objective is to offer operational support, including but not limited to supply chain, logistics, construction, infrastructure, environment, livelihoods, and WASH in partnership with relief and development organizations that focus on disaster-affected and development-oriented areas.

However, given the evolving humanitarian landscape, marked by protracted crises, shrinking humanitarian space, climate-induced displacement, donor fatigue, and a growing push toward the humanitarian-development nexus, AIRD needs a vision and mission that reflect both responsiveness to emergencies and a strategic pivot towards resilience and sustainable development.

ii. AIRD's new proposed Vision, Mission, Motto and Objective

Our Vision

²⁸ AIRD (2025). *Evaluation of the Corporate Strategy 2021–2025: Lessons and Recommendations for the 2026–2030 Strategic Plan*. Kampala: African Initiative for Relief and Development.

“Empowered and resilient communities thriving beyond crisis”

- "Empowered" reflects a shift from delivering aid to enabling agency and dignity.
- "Resilient" signals strength and preparedness in the face of recurring crises.
- "Thriving beyond crisis" connects emergency response to sustainable development outcomes.

Our Mission Statement

“To deliver life-saving support in times of crisis and invest in inclusive, sustainable solutions that restore dignity, rebuild lives, and strengthen communities across Africa and beyond”

- "Deliver life-saving support" ensures AIRD remains true to its humanitarian roots.
- "Invest in inclusive, sustainable solutions" captures the evolution toward development.
- "Restore dignity, rebuild lives, strengthen communities" balances values, impact, and outcomes.

Our Objective

“To enhance the dignity, safety, and self-reliance of displaced and host populations by delivering timely emergency response and implementing integrated, community-driven development programs across Africa and beyond”

- "Enhance dignity, safety, and self-reliance": Aligns with rights-based and resilience-building approaches.
- "Displaced and host populations": Keeps focus on a large impact group.
- "Timely emergency response": Maintains core humanitarian identity.
- "Integrated, community-driven development programs": Speaks to sustainability, inclusion, and accountability.
- "Across Africa and beyond": Reflects AIRD’s pan-African presence, mandate and growth aspirations.

Our Moto:

“From response to resilience — transforming humanitarian action into lasting impact.”

This would form the basis of the new 2026-2030 AIRD Corporate Strategy. As AIRD embraces its renewed mission — “To deliver life-saving support in times of crisis and invest in inclusive, sustainable solutions that restore dignity, rebuild lives, and strengthen communities across Africa and beyond” — AIRD must take deliberate steps to both express this identity and operationalize it through its programs, partnerships, and internal capacities.

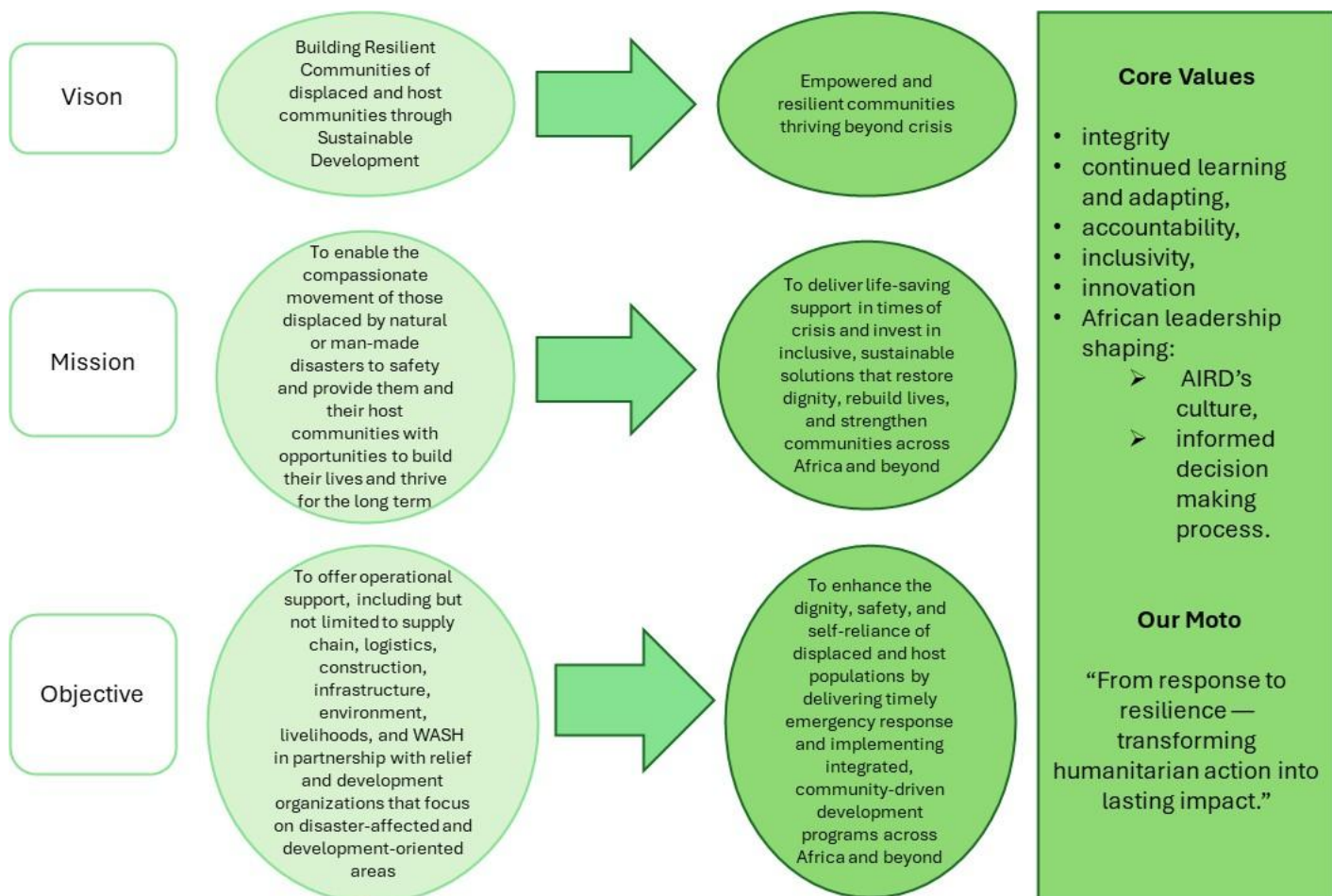


Figure 5: the evolving Vision, Mission and Objective of AIRD

VI. AIRD's priority areas of work

Between 2026 and 2030, AIRD will consolidate its traditional strengths while redefining how each sector contributes to lasting impact, justice, and community ownership. Transformation will come not from shifting focus, but from deepening how each core area empowers people and systems.

i. Logistics and Operational Support

Logistics remains AIRD's backbone but will evolve from a delivery function to an inclusive enabler of access. Beyond emergency response, logistics will support recovery and development, engage communities as transporters, mechanics, and coordinators, and build local employment and ownership—translating supply chains into empowerment chains.



ii. Livelihoods Support

Livelihoods programs will advance dignity, self-reliance, and economic justice by helping displaced people, refugees, women, and informal workers earn sustainable incomes. Working with cooperatives and civil-society partners, AIRD will strengthen local markets, reduce aid dependency, and promote inclusive growth.



iii. Shelter and Infrastructure for Justice and Resilience



Infrastructure—including roads, shelters, schools, health facilities, and markets—will serve as platforms for community development. By involving local people in planning, labour, and maintenance, AIRD will ensure relevance, job creation, and skill transfer. These investments will enhance resilience and ensure continuity of essential services during crises. These will be designed for climate resilience, inclusion, and community benefit. Participatory planning will ensure that infrastructure reduces vulnerability, stimulates local economies, and strengthens governance, embodying AIRD’s mission to empower local actors and sustain transformative change.



iv. Water, Sanitation, and Hygiene (WASH)

WASH programs will move beyond service delivery to rights-based, participatory models. Communities—particularly women and youth—will co-manage facilities, ensuring sustainability and accountability. Linking WASH to health education and gender equality will help dismantle barriers that limit access for women and girls.



v. Environment and Energy Access



Through renewable and clean-energy initiatives—solar power, clean cooking, and local cooperatives—AIRD will expand energy access while protecting the environment. Community involvement will build ownership, reduce dependency, and create pathways for vocational training and enterprise in off-grid areas.

vi. Economic Empowerment, Skills, and Financial Inclusion

AIRD will invest in vocational and soft-skills training aligned with labour-market demand, prioritizing youth, women, PWDs and displaced persons. By fostering community-led training institutions and financial-inclusion programs, AIRD will build local capacity, strengthen civil society, and promote equitable participation in economic life.



vii. Third-Party Monitoring (TPM)

AIRD’s TPM function will evolve into a participatory accountability mechanism. Communities will act as co-monitors, feeding local data and feedback into real-time learning systems. TPM findings will serve both operational improvement and advocacy, influencing donors and governments toward more equitable, evidence-based programming.

The transformative changes AIRD is pursuing are not separate from its core areas of work. Instead, they strengthen and redefine how each sector will be approached between 2026 and 2030, ensuring that AIRD’s operations deliver not only services, but lasting impact, justice, and community ownership.

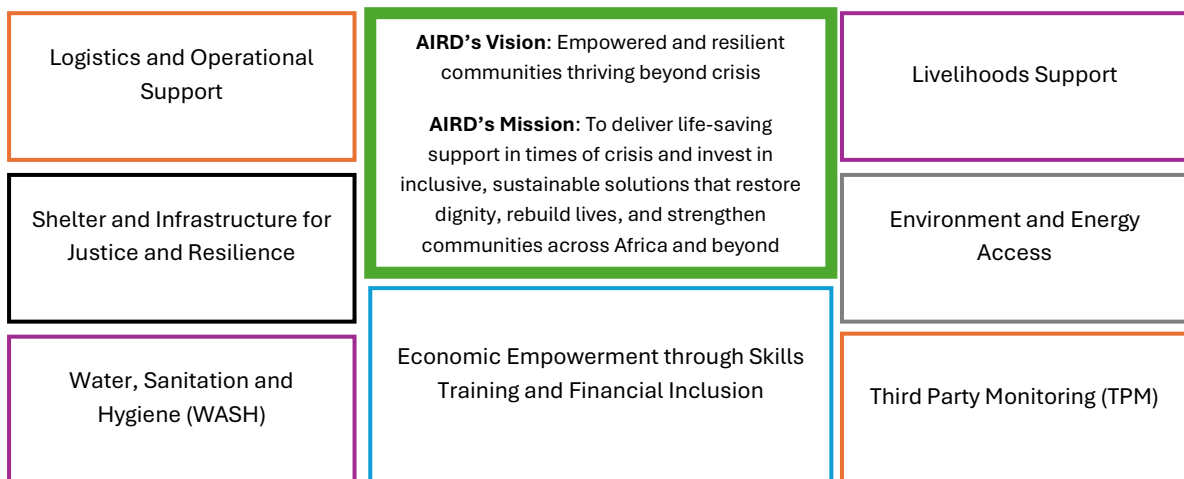


Figure 6: the 7 priorities area of work supporting AIRD’s new vision and mission

VII. Key Strategic Priorities, Strategic Responses, and Initiatives (2026–2030)

i. The 9 Strategic Goals

Building on the 2021–2025 experience, AIRD’s 2026–2030 Strategy is anchored in nine interlinked goals that strengthen institutional capacity, expand impact, and ensure sustainability across Africa. Cross-cutting themes—gender equity, climate resilience, localization, innovation, and accountability—run through all priorities.

a) Goal 1: Strengthening Human Capital:

AIRD will align and invest in a competent, motivated, and inclusive workforce and talent through targeted training, leadership development, succession planning and performance driven accountability systems. Human capital development will drive quality, agility, and resilience in delivering humanitarian and development interventions.

b) Goal 2: Building Robust Systems and Processes:

Modernized governance, digital infrastructure, and data-driven management will enhance efficiency, transparency, and adaptability. Integrated ICT, finance, and HR systems will support accountability and informed decision-making.

c) Goal 3: Enhancing Visibility, Identity, and Branding:

AIRD will strengthen communications, marketing, targeted messaging, branding, and engagement to amplify its African-led identity, showcase impact, and mobilize diverse supporters—including the diaspora and philanthropic networks.

d) Goal 4: Delivering Greater Impact Across the Humanitarian–Development Continuum:

AIRD will integrate relief, recovery, and development programming—linking WASH, livelihoods, energy, skilling and infrastructure—to ensure lasting, community-driven outcomes. Program quality standards and participatory design principles will guide all interventions to maximize relevance and sustainability.

e) Goal 5: Engaging and Influencing Development Actors:

Through evidence-based advocacy, partnerships, and research, AIRD will shape policies that promote localization, gender equity, and sustainable solutions at regional and global levels.

f) Goal 6: Driving Innovation and Learning:

AIRD will foster innovation labs, digital MEAL systems, and knowledge-sharing platforms to scale successful models, strengthen data use, and promote continuous improvement. Lessons learned will be used to refine and uphold program quality standards.

g) Goal 7: Strengthening Partnerships and Localization:

Collaboration with local and regional NGOs, civil society, and the private sector will advance co-creation, direct funding, and capacity building for local actors, ensuring shared ownership and sustainability.

h) Goal 8: Expanding Reach and Diversifying Income:

AIRD will double its institutional funding to USD 200 million by 2030, diversify revenue sources, and expand into at least 3 new geographies through a mix of institutional, philanthropic, and commercial ventures.

i) Goal 9: Upholding Accountability and Good Governance:

AIRD will reinforce integrity, compliance, and safeguarding across all operations. This includes defining and institutionalizing minimum standards for program quality to ensure consistency, accountability, and excellence in delivery across all sectors. Robust MEAL systems, transparent financial management, and environmental responsibility will underpin trust and credibility with partners, donors, and communities.

Together, these nine goals form a coherent framework positioning AIRD as a resilient, African-led leader in humanitarian and development transformation.

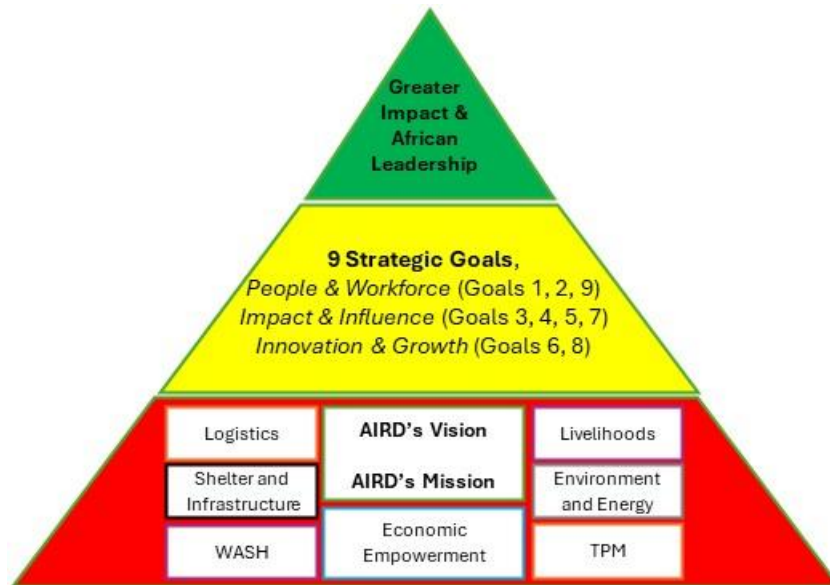


Figure 7: the 9 strategic goals being supported by the 7 priorities areas of work

ii. The Six Strategic Priorities and Responses

To operationalize these goals, AIRD will pursue six overarching strategic priorities for 2026–2030, each supported by specific actions and measurable outcomes.

1. Diversification of Funding, Programs, Geographies, Target Groups, and Partnerships

AIRD will broaden its donor base, thematic scope, and country presence by engaging institutional, diaspora, philanthropic, and private partners. Diversification will enhance resilience, expand coverage, and ensure inclusion of marginalized communities.

2. Building a Robust, Fit-for-Purpose Organization

Investing in people, systems, and governance will professionalize AIRD's structure. Modern ICT, finance, and HR platforms will reinforce efficiency and accountability, while leadership and staff development will sustain excellence and integrity.

3. Visibility, Identity, and Branding

AIRD will refresh its communications and digital presence, showcasing its African-led solutions and technical expertise. Enhanced visibility will build stakeholder trust, attract partnerships, and elevate AIRD's influence in policy and funding spaces.

4. Delivering Greater Impact Across the Humanitarian–Development Continuum

Integrated, rights-based programs will link emergency response to resilience and long-term development. Stronger MEAL frameworks will capture results, enabling replication and scaling of proven models.

5. Engaging and Influencing Humanitarian and Development Actors

Through research, policy dialogue, and thought leadership, AIRD will promote localization and African leadership in humanitarian reform, driving equitable partnerships and sustainable policies.

6. Leveraging Technology for Innovation and Accountability

Digitalization will transform AIRD’s operations, strengthening monitoring, supply chain management, and financial transparency. Technology-driven innovation hubs will foster real-time learning, efficiency, and evidence-based advocacy.

Together, these priorities operationalize AIRD’s 2026–2030 vision: an African-led, adaptive, and accountable organization delivering impactful, community-driven change across the humanitarian–development continuum.

(Strategic Results Framework 2026–2030 provided in Annex I.)

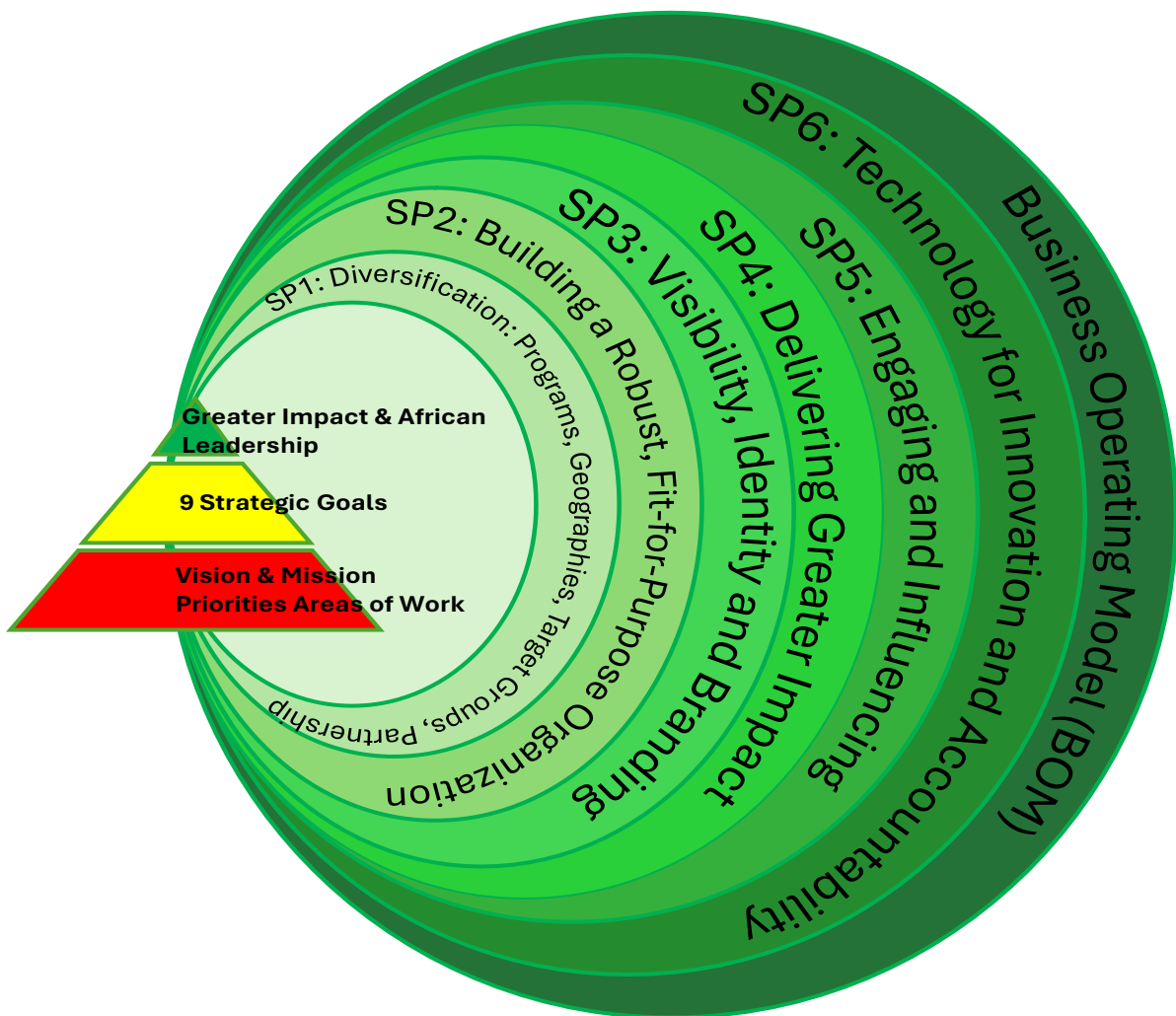


Figure 8: The 9 Strategic Goals operationalized into the 6 Strategic Priorities + BOM, enabling the Vision and Mission

VIII. Theory of Change and the Desired State-2030

AIRD's Theory of Change provides a clear pathway linking its mission and strategic priorities to the results and impact it seeks to achieve across Africa between 2026 and 2030. It explains how and why change is expected to happen, identifying the sequence of actions, enabling conditions, and intermediate outcomes that lead to lasting transformation for displaced and vulnerable populations.

i. The Change Pathway

AIRD believes that African-led humanitarian and development action, when supported by strong systems, inclusive leadership, innovation, and sustainable partnerships, delivers more relevant, efficient, and lasting solutions for the people it serves.

The change process begins with strategic investments in institutional capacity, partnerships, and local empowerment, which enable high-quality, integrated programs across logistics, WASH, infrastructure, livelihoods, and energy. These interventions, in turn, strengthen community resilience, self-reliance, and sustainable development outcomes, ultimately contributing to empowered, dignified, and resilient communities thriving beyond crisis.

ii. The Step-by-Step Roadmap

Level	Description of Change	Examples / Focus Areas
Inputs	Resources and enablers that AIRD mobilizes to implement its strategy.	Skilled workforce; partnerships; funding; governance; systems; digital tools.
Activities	Core actions implemented through AIRD's six Strategic Priorities.	Logistics support, infrastructure construction, livelihoods programs, energy access, digital innovation, and capacity building.
Outputs	Immediate, tangible results of AIRD's activities.	Services delivered; infrastructure built; jobs created; skills transferred; systems strengthened.
Outcomes	Medium-term changes resulting from outputs.	Improved access to services; enhanced self-reliance; better livelihoods; increased accountability; institutional sustainability.
Impact	Long-term transformation contributing to AIRD's vision.	Empowered and resilient communities with reduced dependency and sustainable well-being.

iii. The "How" — Mechanisms of Change

AIRD's theory of change is driven by five interlinked mechanisms:

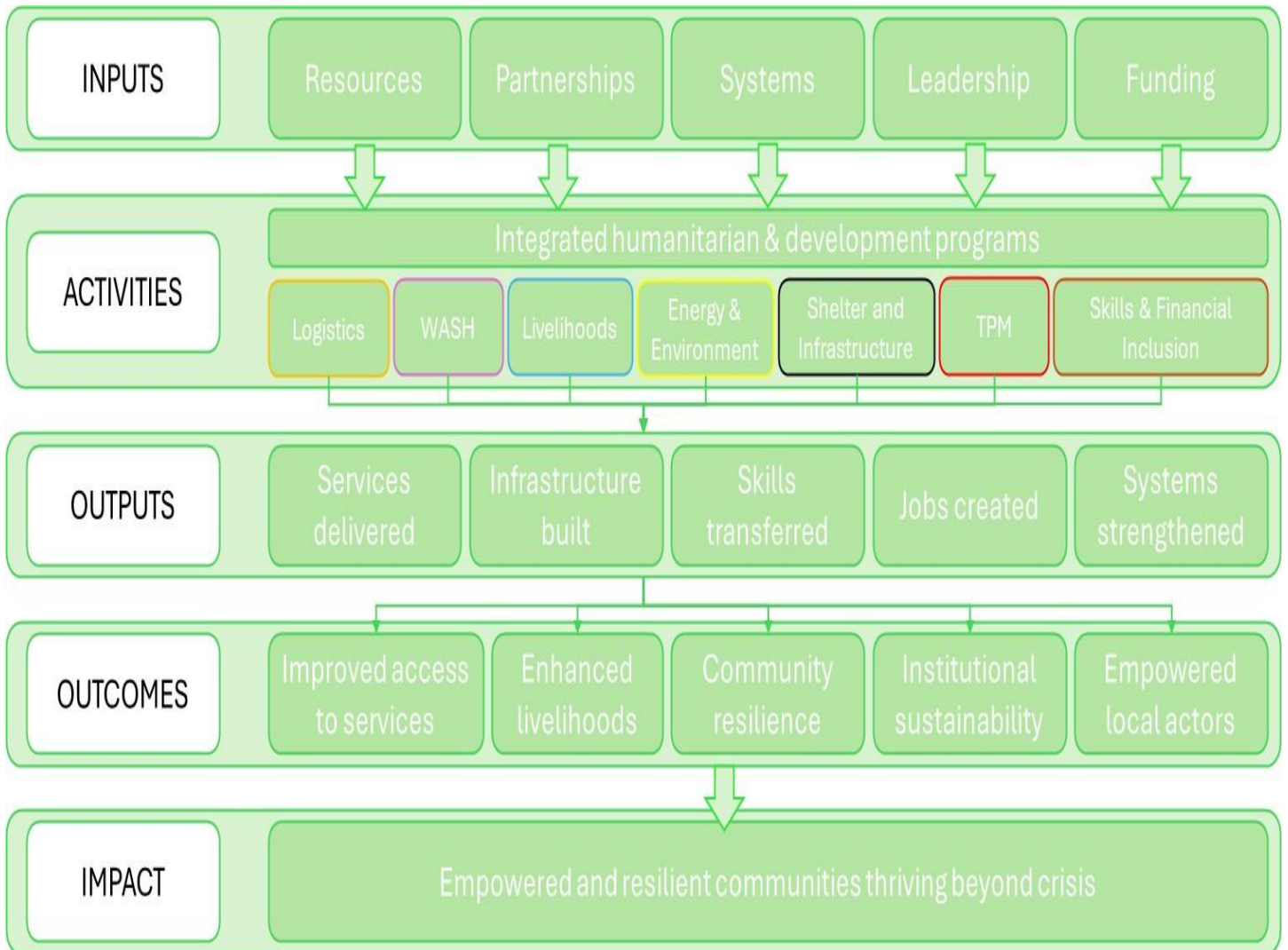
1. Localization: Shifting power and capacity to local actors ensures ownership and sustainability.
2. Integration: Combining humanitarian relief, resilience, and development produces long-term impact.
3. Partnerships: Collaboration with governments, donors, private sector, and communities expands reach and legitimacy.
4. Innovation: Use of digital tools, renewable energy, and data-driven learning enhances effectiveness and transparency.
5. Accountability: Feedback systems, safeguarding, and participatory monitoring ensure responsiveness and trust.

iv. The “Why” — Rationale for Change

AIRD’s approach stems from the understanding that top-down humanitarian models often fail to address structural causes of vulnerability. By strengthening African institutions, empowering local communities, and ensuring that humanitarian action feeds directly into sustainable development pathways, AIRD bridges the gap between immediate relief and long-term transformation.

This model ensures that every intervention not only meets urgent needs but also builds the systems and capacities necessary for dignity, self-reliance, and lasting change.

v. Visual Representation: AIRD Theory of Change Pathway (2026–2030)



In essence, AIRD’s Theory of Change reflects a journey of transformation:

If AIRD strengthens its institutional capacity and partnerships (inputs), implements integrated and inclusive programs (activities), and delivers high-quality, accountable results (outputs), then communities will become more resilient and self-reliant (outcomes), leading ultimately to an Africa where displaced and vulnerable populations can rebuild their lives with dignity and sustainability (impact).

This ToC will guide implementation, measurement, and learning across all strategic priorities and serve as the foundation for AIRD’s Monitoring, Evaluation, Accountability and Learning (MEAL) Framework.

IX. Monitoring, Evaluation, Accountability and Learning (MEAL)

AIRD’s 2026–2030 Strategic Plan adopts a rigorous, integrated MEAL framework to ensure that all priorities and goals are systematically tracked, evaluated, and continuously improved. MEAL is not merely a reporting function — it is a core mechanism for accountability, adaptive management, and evidence-based decision-making.

Anchored to the six Strategic Priorities, the MEAL system aligns indicators, data collection, and learning processes to measure results, strengthen accountability, and inform adaptive strategies across all levels of the organization.

Strategic Priority 1 – Diversification of Funding, Programs, Geographies, and Partnerships

Focus: Tracking results of diversification and growth.

MEAL will monitor AIRD’s progress in expanding funding sources, increasing unrestricted income, broadening geographic reach, and building inclusive partnerships. Indicators include funding diversification ratios, number of active donor segments, geographic expansion metrics, and the proportion of programs co-designed with local actors. Evaluations will assess sustainability and the impact of new partnerships on local ownership and resilience.

Strategic Priority 2 – Building a Robust, Fit-for-Purpose Organization

Focus: Tracking institutional strengthening and workforce development

MEAL will assess progress in staff capacity-building, leadership diversity, ICT modernization, compliance, and governance performance. Metrics include staff participation in training, gender balance in leadership, digital system integration, and safeguarding compliance. Findings will guide adaptive improvements in HR, governance, and systems.

Strategic Priority 3 – Visibility, Identity, and Branding

Focus: Measuring institutional perception and reach

MEAL will track media engagement, stakeholder perceptions, and donor responsiveness. Indicators include media citations, digital engagement analytics, and results from partner and donor satisfaction surveys. Learning reviews will refine communication strategies and strengthen AIRD’s African-led voice and credibility.

Strategic Priority 4 – Delivering Greater Impact Across the Humanitarian–Development Continuum

Focus: Assessing program quality and impact outcomes.

MEAL will evaluate integrated programming outcomes across relief, resilience, and development, measuring the number of people reached, improvements in household resilience, and inclusion of sustainability components. Participatory monitoring and evaluations will ensure that community feedback informs adaptive program design.

Strategic Priority 5 – Engaging and Influencing Humanitarian and Development Actors

Focus: Evaluating advocacy and policy influence.

MEAL will track participation in regional and global fora, publication of research and policy briefs, establishment of partnerships, and citations of AIRD evidence in policy documents. Learning will focus on how evidence translates into policy impact and advances African leadership and localization agendas.

Strategic Priority 6 – Leveraging Technology for Innovation and Accountability

Focus: Tracking systems, processes, and enablers of innovation

Unlike Priority 1, which measures growth outcomes, MEAL under this priority focuses on how innovation and technology strengthen performance. Indicators will assess digital MEAL system adoption, operational efficiency gains, supply chain optimization, renewable energy integration, and improvements in transparency and data use. Findings will guide scale-up of effective technologies and institutional learning.

Cross-Cutting MEL Approach

Across all priorities, AIRD will use quantitative and qualitative methods—including routine monitoring, evaluations, audits, surveys, and participatory assessments. Annual MEAL reports will consolidate progress, highlight lessons, and provide actionable insights for leadership. Through adaptive learning cycles, the organization will remain responsive to emerging challenges and stakeholder needs.

By embedding the Strategic Results Framework (SRF) within MEAL processes, AIRD will maintain real-time visibility on progress, strengthen accountability to communities and donors, and cultivate a culture of learning, innovation, and excellence—reinforcing its role as a credible African-led leader in humanitarian and development action.

A Detailed Strategic Result Framework (SRF) 2026–2030, integrating MEL indicators, has been included as Annex 4

X. Assumptions, Risks, and Mitigation Strategies

The implementation of AIRD’s 2026–2030 Strategy relies on several key assumptions and proactive risk management measures. These reflect both the external environment—geopolitical stability, donor commitment, and climate conditions—and internal factors such as organizational capacity, governance, and human resources. AIRD’s integrated MEL system will track risk indicators and enable adaptive responses to maintain strategic momentum and accountability.

i. Key Assumptions

AIRD assumes sustained demand for integrated humanitarian–development interventions across Africa, continued donor and philanthropic engagement, and viable pathways for funding diversification through institutional, private, and diaspora partners. The strategy also assumes stable collaboration with national governments on localization, and the availability of a motivated, skilled workforce supported by strong governance and digital systems.

ii. Key Risks and Mitigation Strategies

a) Funding Volatility

Unpredictable donor priorities pose a major risk. AIRD will mitigate this through funding diversification, combining institutional, private, diaspora, and commercial sources. By 2030, AIRD will be financially resilient, doubling institutional funding to USD 200 million, with less than 40% funding from any single donor with negotiated 25% unrestricted fund, ensuring flexibility and autonomy. A dedicated HQ fundraising unit, supported by country programs, will monitor and adjust strategies through MEAL indicators.

b) Operational and Security Risks

Operating in fragile and conflict-affected settings exposes staff and assets to working under difficult conditions and danger. AIRD will maintain robust security protocols, contingency plans, and flexible delivery models—including remote operations—supported by real-time risk monitoring.

c) Capacity Constraints

Rapid program scale-up may strain human and technical capacity. Mitigation includes targeted HR development, leadership training, and investment in systems. MEL tracking will ensure alignment between ambitions and organizational readiness.

d) Climate and Environmental Risks

Rising climate shocks threaten program continuity. AIRD will integrate climate-resilient design, promote environmental sustainability, and monitor resilience outcomes within MEL frameworks.

e) Reputational and Safeguarding Risks

Any breach of compliance or safeguarding standards could erode trust. Robust safeguarding policies, transparent reporting, external audits, and community feedback mechanisms will ensure integrity and accountability.

f) Policy and Regulatory Risks

Changes in national legislation or humanitarian policy may disrupt operations. AIRD will maintain close government engagement, adhere to evolving legal frameworks, and adapt programming accordingly.

g) Change Management Risks

Internal resistance to transformation could slow implementation. AIRD will employ inclusive clear and open communication, staff engagement in the process, build trust, implement in manageable phases where applicable, and continuous learning to embed change. Progress will be monitored through staff participation, including annual surveys, adoption and ownership indicators.

iii. Integrated Risk Management

Risk mitigation is embedded within the MEL framework, ensuring that each strategic priority and goal includes risk indicators, mitigation actions, and adaptive feedback loops. Real-time analysis enables leadership to anticipate threats, respond effectively, and protect organizational integrity, resources, and stakeholder confidence—ensuring AIRD remains resilient and mission-driven throughout the 2026–2030 period.

A full Risk Matrix – Assumptions, Risks, and Mitigation Strategies has been included as Annex II.

XI. Resource Implications

The successful delivery of AIRD’s 2026–2030 Corporate Strategic Plan relies on the alignment of financial, human, and technical resources to achieve its strategic goals and priorities. Resource planning has been structured to ensure sufficient capacity, sustainability, and operational resilience across the organization.

i. Financial Resources

AIRD’s financial strategy is anchored on a projected increase in total income from USD 50 million in 2026 to USD 200 million by 2030. This growth reflects the strategic emphasis on diversification, including expanded institutional funding, diaspora and philanthropic contributions, commercial activities, and unrestricted income. Financial resources will be allocated across the six strategic priority areas to maximize impact, strengthen organizational capacity, and ensure robust accountability. Budgetary planning incorporates risk-adjusted allocations for contingency, climate-related emergencies, and program innovation.

ii. Financial Projections and Resource Requirements (2026–2030)

The implementation of AIRD’s 2026–2030 Corporate Strategy requires a well-defined financial framework that aligns ambition with capacity and sustainability. This section outlines the total estimated resource requirements, the current and projected funding base, the anticipated financing gap, and strategies to close that gap, drawing on the detailed implementation plan (Annex VI).

a) Estimated Budget Requirement (2026–2030)

The total estimated cost to fully implement the six Strategic Priorities and nine Strategic Goals over the five-year period is projected at USD 660 million. This figure covers all programmatic, operational, and institutional investments required to achieve AIRD’s mission and to scale annual operations from approximately USD 35 million in 2026 to USD 200 million by 2030.

b) Current and Projected Resource Availability

AIRD’s current funding base, largely from partners such as UNHCR, WFP, US State Department, and other institutional donors, stands at roughly USD 35 million annually. Through its resource mobilization and diversification strategy, AIRD aims to expand funding each year by attracting new institutional, philanthropic, and private-sector contributors while growing unrestricted and locally generated income.

Year	Estimated Available & Committed Funding (USD M)	Projected New Resource Mobilization (USD M)	Total Projected Funding (USD M)	Estimated Budget Requirement (USD M)	Annual Gap (USD M)
2026	35	25	60	70	10
2027	45	35	80	100	20

Year	Estimated Available & Committed Funding (USD M)	Projected New Resource Mobilization (USD M)	Total Projected Funding (USD M)	Estimated Budget Requirement (USD M)	Annual Gap (USD M)
2028	60	55	115	130	15
2029	80	70	150	160	10
2030	100	100	200	200	0
Total 2026–2030	—	—	605	660	≈ 55

This projection reflects a steady and achievable growth curve, with annual revenues doubling every two to three years, reaching the strategic milestone of USD 200 million per year by 2030.

c) Funding Gap Analysis

Over the five-year period, projected resource inflows total USD 605 million, compared to an estimated requirement of USD 660 million, leaving a financing gap of approximately USD 55 million (≈ 8 %). This shortfall primarily reflects the funding needed for investments in innovation, systems strengthening, and program scale-up in 2028–2029.

d) Gap-Bridging Strategy

To close this gap and ensure sustainable delivery, AIRD will implement a multi-pronged resource and efficiency strategy anchored in Strategic Priority 1 (Diversification) and Business Operating Model Priority 1 (Driving Growth):

- Diversifying Donor Portfolios: Expand engagement with bilateral and multilateral agencies, philanthropic foundations, and corporate social investment partners.
- Increasing Unrestricted and Locally Generated Income: Grow flexible funding to 25 % of annual resources by 2030, ensuring autonomy and agility.
- Scaling Social Enterprise Ventures: Expand value-chain initiatives such as garages, logistics services, and vocational training centers to support core cost recovery.
- Enhancing Financial Efficiency: Digitize financial management, strengthen procurement controls, and introduce cost-recovery mechanisms to ensure value for money.
- Leveraging Strategic Co-financing: Develop partnerships with governments, development banks, and private-sector actors to co-finance programs and reduce dependency on single donors.

Together, these actions will progressively bridge the funding gap and reinforce AIRD’s long-term financial resilience.

e) Forward Outlook

As implementation advances, AIRD will maintain an annual resource and budget dashboard linking financial inputs to outputs and outcomes. Integration with the MEAL system will enable evidence-based adjustments, reallocation of resources, and transparent reporting to stakeholders.

By 2030, this financial framework will have positioned AIRD as a USD 200 million-per-year African-led humanitarian and development organization — financially resilient, accountable, and equipped to deliver lasting impact across the continent and beyond.

iii. Human Resources

AIRD anticipates a total workforce of approximately 1,250 staff in 2026, expanding in line with program growth. Human capital investments will emphasize training, leadership development, technical expertise, and integration of digital tools, all aligned with the nine strategic goals. Gender balance and inclusion will remain central to workforce planning and leadership representation.

To successfully deliver the 2026–2030 Strategy, AIRD will cultivate and attract transformational leaders and skilled professionals who embody integrity, accountability, and African-led excellence. Priority areas include strategic leadership and management, logistics and operations, WASH, infrastructure, livelihoods, renewable energy, digital MEAL, data analytics, financial management, and partnership development. Emphasis will be placed on developing adaptive, ethical, and technically strong managers, with at least 30% of leadership positions held by women and 70% of senior roles filled by national staff by 2030.

Recognizing that fair compensation underpins attracting and retaining best talent and motivation, AIRD will introduce a progressive, performance-based reward framework that balances competitiveness with financial sustainability. The system will evolve in step with the organization’s growth:

- 2027: Launch of tiered, performance-linked rewards.
- 2028: 70% staff satisfaction with fairness and transparency in compensation.
- 2029–2030: Gradual alignment with regional NGO salary benchmarks while maintaining fiscal discipline.

This approach ensures a motivated, high-performing workforce while preserving long-term sustainability.

iv. Collaboration and Partnerships

Strategic partnerships will drive AIRD’s mission by promoting co-design, localization, and shared accountability. Collaboration with UN agencies, INGOs, civil society, private sector actors, and research institutions will enhance technical capacity and innovation. All partnerships will be governed by clear agreements outlining roles, resource sharing, and joint results tracking.

v. Capacity Development of Technical Staff

To meet the demands of integrated programming, AIRD will prioritize specialized training in WASH, logistics, construction, livelihoods, and digital MEAL systems. Innovation labs and pilot projects will foster adaptive capacity and continuous learning. The MEL framework will measure how capacity-building translates into tangible organizational and programmatic improvements.

vi. Resource Allocation Strategy

Resources—financial, human, and technical—will be allocated according to strategic priorities and guided by evidence, risk analysis, and performance data. Investments in ICT, infrastructure, and environmental sustainability will enhance operational efficiency and accountability.

Through this integrated approach, AIRD will ensure that financing, staffing, and technical inputs are synchronized to achieve its 2026–2030 strategic objectives, reinforcing resilience, reach, and impact across Africa.

A complete Resource Mobilization Plan and Strategic Result Framework (SRF) has been included as Annex III.

XII. Organizational Arrangement and Structure

Successful implementation of AIRD’s 2026–2030 Corporate Strategy depends on an organizational structure that is robust, agile, and fit for purpose. Drawing from the Business Operating Model (BOM) report and recommendations, AIRD will adopt a governance and staffing framework designed to enhance strategic leadership, accountability, and operational efficiency across all levels — from Headquarters (HQ) to Country Programs (CPs). This structure provides the internal foundation through which AIRD will deliver its strategic priorities and maintain its identity as a trusted, African-led organization.

i. Governance and Leadership

AIRD’s governance framework is anchored in strategic oversight, operational accountability, and organizational integrity. The Board of Directors provides overall governance, policy direction, and fiduciary oversight, ensuring that all operations align with AIRD’s mission, values, and statutory obligations. The Senior Management Team (SMT), led by the Chief Executive Officer, is responsible for translating strategic priorities into operational plans and measurable outcomes. The SMT will be supported by Senior Directors including a deputy CEO, overseeing Programs, Operations, Finance, Human Resources, Partnerships, and MEL.

This leadership structure ensures clear lines of authority and performance accountability, with regular reporting between HQ, CPs, and the Board to strengthen transparency and decision-making.

ii. Headquarters (HQ) Structure

The HQ functions as the strategic and technical hub of the organization. It provides leadership on corporate strategy, policy development, compliance, fundraising, communications, and quality assurance. Key departments — including Programs, Finance and Administration, Human Resources, Partnerships and Resource Mobilization, Communications, and MEAL — will collaborate through an integrated management model. Digital management systems will enhance coordination, streamline information flow, and facilitate evidence-based decision-making. The HQ will also lead the implementation of minimum standards for program quality, ensuring consistency, accountability, and operational excellence across all country operations.

iii. Country Program (CP) Structure

AIRD’s CPs are the operational engines of the organization. Each CP, led by a Country Program Director, will have functional heads for programs, operations, finance, MEAL, and administration, ensuring localized and accountable leadership. Country teams will be empowered to co-design and implement programs with local partners, promoting localization, ownership, and relevance. CPs will report regularly to HQ using standardized templates and performance frameworks, ensuring alignment with strategic priorities, compliance with donor requirements, and consistency in quality and impact.

iv. Staffing Framework

By 2026, AIRD anticipates a workforce of approximately 1,250 staff, scaling in proportion to programmatic growth and geographic expansion. The staffing model will reflect AIRD’s

principles of competence, diversity, inclusivity, and gender equity, ensuring balanced representation in leadership and technical roles.

A comprehensive Human Capital Development Framework will guide recruitment, succession planning, leadership pipelines, and professional development across HQ and CPs. Cross-country secondments, leadership training, and technical exchanges will build organizational cohesion and capacity, fostering a culture of collaboration and shared learning.

v. Accountability and Coordination Mechanisms

Coordination between HQ and CPs will be strengthened through standard operating procedures (SOPs), regular management reviews, and digital platforms that integrate planning, reporting, and knowledge management.

The Monitoring, Evaluation, Accountability and Learning (MEAL) system will include organizational performance indicators that measure efficiency, cost-effectiveness, and adherence to quality standards. Regular internal audits, compliance checks, and management performance reviews will ensure that all levels of the organization operate with transparency and accountability.

vi. Adaptation and Growth

AIRD's organizational structure will remain flexible and scalable to accommodate expansion and diversification. Periodic organizational effectiveness reviews — aligned with the BOM Priorities — will assess functional performance, staffing adequacy, and alignment between structure and strategy. As the organization grows into new thematic and geographic areas, the structure will evolve to maintain agility, coherence, and accountability while supporting innovation and African-led leadership at all levels.

This organizational arrangement establishes the framework for a fit-for-purpose AIRD — one that balances strategic leadership with decentralized empowerment, global accountability with local ownership, and institutional structure with innovation. By aligning governance, systems, and staffing to its strategic vision, AIRD is well positioned to deliver on its mission of Relief, Resilience, and Development — by Africa, for Africa, and beyond.

XIII. Implementation Plan

A detailed Implementation Plan (Annex VI) outlines the phased roadmap, actions, responsibilities, and resource requirements for effectively executing the AIRD 2026–2030 Corporate Strategy. This plan translates the six Strategic Priorities and nine Strategic Goals into measurable activities and timelines, associated with a RASCI dimension and integrating cross-cutting themes such as gender equity, climate resilience, localization, innovation, and accountability.

Implementation will be guided by strong governance, adaptive management, and annual reviews to ensure alignment with emerging contexts and institutional capacity. The plan will be periodically revisited and adjusted during execution to reflect lessons learned, funding realities, and evolving operational environments.

AIRD will implement the strategy in three phases: initial capacity strengthening (2026–2027), expansion and consolidation (2028–2029), and performance review and transition planning (2030). This phased approach ensures flexibility, accountability, and continuity toward achieving AIRD's 2030 vision of Relief, Resilience, and Development — by Africa, for Africa, and beyond.

XIV. Business Operating Model (BOM) Priorities: Enablers of Strategic Implementation

To successfully deliver the 2026–2030 Strategy, AIRD will rely on eight Business Operating Model Priorities (BOMPs) that serve as the internal enablers of growth, accountability, and resilience. Defined in early 2025, these priorities strengthen the systems, capacities, and culture required to operationalize the six Strategic Priorities and nine Goals.

1. Driving Growth

Supports Strategic Priority 1 by expanding funding sources, programs, and geographic presence. It operationalizes Goals 8 and 4, ensuring scale-up through diversification and local co-creation.

2. Visibility, Identity, and Branding

Underpins Strategic Priority 3 and Goals 3 and 5, reinforcing AIRD’s African-led identity through unified communications, donor engagement, and advocacy visibility.

3. Measuring What Matters Most

Anchors Strategic Priorities 4 and 6 and Goals 6, 7, and 9, embedding a results culture through KPIs, digital MEL systems, and performance tracking across headquarters and country programs.

4. Robust Organizational Structure and Governance

Aligns with Strategic Priority 2 and Goals 1, 2, and 9, ensuring effective leadership, accountability, safeguarding, and adaptive governance frameworks.

5. Staff and Team Building

Advances Strategic Priority 2 and Goal 1, focusing on leadership pipelines, retention, and performance-based development to sustain talent and motivation.

6. Positive Organizational Culture

A cross-cutting enabler for all priorities, fostering collaboration, accountability, and innovation while embedding AIRD’s values and behavioural standards.

7. Digitization and Technology Use

Drives Strategic Priority 6 and Goals 6 and 9, enabling efficiency through digital MEAL systems, renewable technologies, and adaptive learning platforms.

8. Crisis Preparedness and Response

Supports Strategic Priorities 2 and 4 and Goals 4, 7, and 9, institutionalizing preparedness and resilience to respond effectively to epidemics and other crises.

Together, these eight BOM priorities form the operational backbone of the 2026–2030 Strategy—ensuring that AIRD’s strategic ambitions are grounded in robust systems, empowered people, and adaptive processes.

(A detailed Cross-Mapping Matrix of BOMPs with Strategic Priorities, Goals, and Objectives is provided in Annex 7.)

XV. Conclusion

The AIRD 2026–2030 Corporate Strategy presents a bold and forward-looking vision grounded in the organization’s mission to deliver relief, build resilience, and enable sustainable development for people of concern across Africa and beyond. Through its six Strategic Priorities, nine Strategic Goals, and Business Operating Model enablers, AIRD positions itself as both a trusted humanitarian actor and a leader in advancing African-led solutions to the continent’s evolving challenges.

The next five years will bring complexity and opportunity—marked by conflict, climate shocks, displacement, and rapid technological change. AIRD’s framework balances continuity and innovation: strengthening systems, governance, and workforce capacity while driving growth, visibility, influence, and technological advancement.

At the heart of the strategy lies a belief in integration—connecting humanitarian response with long-term development, aligning growth with accountability, and ensuring that the lived experiences of displaced communities guide all programming. The MEL framework reinforces this by tracking progress, capturing learning, and ensuring accountability to communities, partners, and donors.

By 2030, AIRD will be financially stronger, more visible, and more influential—with diversified funding, a resilient workforce, expanded reach, and deeper partnerships. Millions across Africa will not only receive vital support in times of crisis but also gain the means to build sustainable, dignified futures.

This strategy marks a new chapter of scaling, learning, and leading. With committed partners, over 1,250 dedicated staff, and an unwavering focus on learning, adapting, accountability and innovation, AIRD stands ready to fulfill its vision of Relief, Resilience, and Development—by Africa, for Africa, and beyond.

Annex 1 Strategic Results Framework (SRF) 2026–2030

- i. Strategic Priority 1: Diversification of Funding, Programs, Geographies, Target Groups, and Partnerships
 - Relevant Goals: Goal 8 (Reach & income streams), Goal 4 (Greater impact)
 - Key Actions: Expand institutional fundraising, engage diaspora and private philanthropy, broaden thematic programming across the development cycle, expand geographical coverage, and co-create with local partners
 - Outcome: AIRD secures sustainable, diversified income and expands geographic and programmatic reach.
 - Measurable Indicators:
 - Institutional funding doubled to USD 200 million by 2030
 - At least 25% in unrestricted funding from individuals, diaspora, and philanthropy by 2030
 - AIRD operating in 3 additional countries by 2030
 - 50% increase in proposals designed in partnerships with local/national actors
- ii. Strategic Priority 2: Building a Robust, Fit-for-Purpose Organization
 - Relevant Goals: Goal 1 (Workforce), Goal 2 (Systems), Goal 9 (Governance & accountability)
 - Key Actions: Strengthen HR development, leadership training, and staff well-being; modernize ICT and operational systems; embed safeguarding and compliance frameworks.
 - Outcome: AIRD continues its transition towards a professional, transparent, and accountable organization with enhanced capacity and resilience.
 - Measurable Indicators:
 - 90% of staff complete annual capacity-building or training programs
 - 30% increase in female staff in leadership roles by 2030
 - At least 80% of operations supported by modern ICT/ERP systems by 2026
 - Annual staff retention rate maintained at ≥85%
 - 100% safeguarding and compliance audits passed annually
- iii. Strategic Priority 3: Visibility, Identity Building, and Branding
 - Relevant Goals: Goal 3 (Visibility & branding), Goal 5 (Influence actors)
 - Key Actions: Implement a refreshed communications strategy, expand digital engagement, and highlight AIRD's African-led identity.
 - Outcome: AIRD enjoys stronger institutional recognition, stakeholder confidence, and increased resource mobilization potential.
 - Measurable Indicators:
 - 50% increase in digital and media mentions of AIRD by 2028
 - 200,000+ annual engagements through AIRD's digital platforms by 2030
 - At least 10 high-profile features in international/regional media annually
 - 40% increase in new donor acquisition linked to visibility campaigns
 - Stakeholder survey shows ≥80% positive perception of AIRD's identity
- iv. Strategic Priority 4: Delivering Greater Impact Across the Humanitarian–Development Continuum
 - Relevant Goals: Goal 4 (Greater impact), Goal 7 (Localization & partnerships)
 - Key Actions: Scale integrated programming, empower communities, and strengthen monitoring systems.
 - Outcome: Communities experience measurable improvements in resilience, access to services, and self-reliance.
 - Measurable Indicators:
 - At least 2 million beneficiaries reached through integrated programs by 2030

- 30% increase in households reporting improved resilience (measured through community surveys)
 - At least 40% of programs co-designed with local partners
 - 100% of major projects include a resilience-building or sustainability component
 - Annual evaluation reports demonstrate $\geq 75\%$ achievement of program targets
- v. Strategic Priority 5: Engaging and Influencing Humanitarian and Development Actors
- Relevant Goals: Goal 5 (Influence actors), Goal 7 (Localization)
 - Key Actions: Expand AIRD's representation in policy fora, publish research, strengthen advocacy, and promote African leadership.
 - Outcome: AIRD influences policies and coordination mechanisms to advance localization and African-led humanitarianism.
 - Measurable Indicators:
 - AIRD represented in at least 5 regional/global policy platforms annually
 - Publication of at least 10 policy briefs/research outputs between 2026–2030
 - 30% increase in direct donor funding to African/local actors by 2030 (advocacy impact)
 - At least 3 strategic partnerships forged with research institutions or think tanks
 - AIRD cited in ≥ 10 international policy reports by 2030
- vi. Strategic Priority 6: Leveraging Technology for Innovation and Accountability
- Relevant Goals: Goal 6 (Innovation & learning), Goal 9 (Accountability & effectiveness)
 - Key Actions: Establish innovation labs, scale up digital MEAL systems, adopt renewable technologies, and pilot new digital tools for supply chain and accountability.
 - Outcome: AIRD improves efficiency, transparency, and evidence generation through technology-driven solutions.
 - Measurable Indicators:
 - 100% of programs adopt digital MEAL systems by 2027
 - 25% reduction in supply chain inefficiencies through digital fleet/logistics systems by 2030
 - At least 5 innovation pilots launched and evaluated between 2026–2030
 - 50% of field offices adopt renewable energy solutions by 2030
 - Annual public digital dashboard launched to showcase impact and accountability by 2027

Annex 2: Risk Matrix – Assumptions, Risks, and Mitigation Strategies

Assumption	Risk	Mitigation Strategy	Residual Risk
Sustained funding availability	Increased competition for donor resources; reduced funding flows to Africa	Diversify income streams (institutional, diaspora, philanthropy); prioritize unrestricted funding; co-create proposals with local actors	Medium
Continued momentum for localization	Policy shifts or donor reluctance to fund local actors	Strengthen partnerships with national CSOs; advocate through coalitions; showcase evidence of local impact	Low–Medium
Technological progress remains accessible	High costs, uneven adoption, or inequitable access to digital tools	Pilot before scaling; secure partnerships with tech providers; invest in staff training	Medium
Operational access in fragile contexts	Conflict, insecurity, or government restrictions limiting access	Expand geographic spread; embed scenario planning; strengthen local partnerships for continuity	High
Internal commitment to transformation	Staff turnover, resistance to change, weak governance oversight	Invest in retention & well-being; inclusive leadership pipelines; phased rollouts of systems with change management	Medium

Strategic Priority–Specific Risks

Strategic Priority	Risk	Mitigation Strategy	Residual Risk
SP1 – Funding Diversification	Declining donor interest in humanitarian aid	Broaden thematic programs to cover full development cycle; explore blended finance	Medium
SP2 – Fit-for-purpose Organization	Staff burnout or attrition	Leadership development; staff care programs; professional HR systems	Medium
SP3 – Visibility & Branding	Negative publicity or reputational harm	Proactive communications, crisis-response protocols, stronger digital engagement	Medium
SP4 – Greater Impact	Program disruption from shocks (climate, insecurity)	Embed resilience & sustainability; robust MEAL systems; flexible funding	High
SP5 – Influence & Advocacy	Shrinking civic space; limited policy access	Coalition-building; research-based advocacy; diversified platforms	Medium
SP6 – Technology & Innovation	Low uptake of innovations or failed pilots	Start small with pilots; user-centred design; external partnerships	Low–Medium

Annex 3: Resource Mobilization Plan and Strategic Result Framework (SRF)

The Resource Mobilization Plan is designed to operationalize AIRD's 2026–2030 Strategic Plan by linking resources directly to outcomes, strategic priorities, and goals. It provides a comprehensive framework to ensure that financial, human, and technical investments are effectively deployed to deliver measurable impact while maintaining accountability, transparency, and sustainability.

1. Financial Resource Allocation by Strategic Priority

Financial projections are aligned with six strategic priorities and nine strategic goals. The phased funding approach ensures early investments in workforce, systems, and technology precede large-scale program expansion, mitigating operational risks. Key allocations include:

- i. Diversification of Funding, Programs, Geographies, Target Groups, and Partnerships (Priority 1)
 - Supports Strategic Goals 4 and 8
 - Investment focuses on institutional donor engagement, diaspora and philanthropy campaigns, geographic expansion, and program co-design with local partners.
 - Budget allocation grows from 20% of total resources in 2026 to 30% in 2030.
- ii. Building a Robust, Fit-for-Purpose Organization (Priority 2)
 - Supports Strategic Goals 1, 2, and 9
 - Includes HR development, leadership training, systems modernization, safeguarding, compliance, and operational resilience.
 - Investment remains consistent at 25% of total annual budget to ensure sustained organizational capacity.
- iii. Visibility, Identity, and Branding (Priority 3)
 - Supports Strategic Goals 3 and 5
 - Resources allocated to communications campaigns, digital engagement, media relations, and diaspora outreach.
 - Budget allocation increases from 5% in 2026 to 10% in 2030.
- iv. Delivering Greater Impact Across the Humanitarian–Development Continuum (Priority 4)
 - Supports Strategic Goals 4 and 7
 - Funding directed toward integrated programming, community empowerment, and resilience-building initiatives.
 - Allocations increase from 25% to 30% to reflect programmatic scale-up and geographic expansion.
- v. Engaging and Influencing Humanitarian and Development Actors (Priority 5)
 - Supports Strategic Goals 5 and 7
 - Resources support policy engagement, research, advocacy, and representation in regional/global forums.
 - Budget allocation maintained at 5% of total resources.
- vi. Leveraging Technology for Innovation and Accountability (Priority 6)
 - Supports Strategic Goals 6 and 9
 - Investments include digital MEAL systems, innovation labs, ICT infrastructure, renewable energy, and digital accountability platforms.
 - Budget allocation increases from 10% in 2026 to 15% in 2030.

2. Human Resource Allocation

AIRD begins 2026 with 1,250 staff. HR investments are strategically distributed across strategic priorities to enhance technical, managerial, and leadership capacity. Key elements include:

- Annual capacity-building for 90% of staff
- Leadership and technical skills development linked to Strategic Priorities 2, 4, and 6

- Gender equity and localization initiatives: 30% female leadership representation and 70% national staff in managerial roles by 2030
- Retention and well-being programs to maintain ≥85% staff retention

3. Strategic Result Framework (SRF)

The SRF integrates resources, priorities, goals, key actions, outcomes, and measurable indicators to ensure systematic tracking and accountability. Examples for select strategic priorities include:

Strategic Priority 1: Diversification of Funding and Programmatic Reach

- Strategic Goals: 4 and 8
- Key Actions: Expand institutional fundraising, engage diaspora, diversify thematic programs, expand geographic coverage, co-create with local partners
- Outcome: Sustainable and diversified income; expanded programmatic reach
- Measurable Indicators: Institutional funding doubled to USD 200 million by 2030; at least 25% in unrestricted funding; AIRD operating in three additional countries; 50% increase in locally co-designed proposals

Strategic Priority 2: Building a Robust Organization

- Strategic Goals: 1, 2, 9
- Key Actions: Strengthen HR, modernize systems, embed safeguarding and compliance
- Outcome: Professional, transparent, and resilient organization
- Measurable Indicators: 90% staff trained annually; 30% female leadership; 80% operations supported by modern ICT; ≥85% staff retention; 100% safeguarding/compliance audits passed

Strategic Priority 4: Greater Impact

- Strategic Goals: 4 and 7
- Key Actions: Scale integrated programs, empower communities, strengthen monitoring
- Outcome: Improved community resilience, service access, and self-reliance
- Measurable Indicators: 2 million beneficiaries reached; 30% increase in resilient households; 40% programs co-designed; 100% major projects include resilience; ≥75% program targets achieved annually

Strategic Priority 6: Leveraging Technology

- Strategic Goals: 6 and 9
- Key Actions: Digital MEAL systems, innovation labs, renewable energy, pilot tools
- Outcome: Improved efficiency, transparency, and evidence generation
- Measurable Indicators: 100% programs adopt digital MEAL by 2027; 25% supply chain efficiency gain; 5 innovation pilots; 50% field offices use renewable energy; annual public dashboard launched

4. Capacity Development and Partnerships

Resources are earmarked for partnerships with local civil society actors, UN agencies, research institutions, and private sector actors to enhance program quality, influence policy, and strengthen localization. At least 50% of proposals are co-designed with local actors, and AIRD participates in five or more regional/global policy platforms annually.

5. Integration and Accountability

The SRF ensures that every dollar invested is directly linked to outcomes and indicators, creating a transparent and accountable system. Financial, human, and technical resource allocation is monitored annually through digital dashboards, internal audits, and annual performance evaluations, ensuring alignment with the strategic priorities and goals of the 2026–2030 plan.

Annex 4: Detailed Strategic Result Framework (SRF) 2026–2030, integrating MEL indicators

Strategic Priority	Relevant Strategic Goals	Key Actions	Outcome	Measurable Indicators	Budget Allocation (USD millions)
1. Diversification of Funding, Programs, Geographies, Target Groups, and Partnerships	Goal 8 (Reach & income streams), Goal 4 (Greater impact)	Expand institutional fundraising, engage diaspora and private philanthropy, broaden thematic programming across the development cycle, expand geographic coverage, and co-create with local partners	AIRD secures sustainable, diversified income and expands geographic and programmatic reach	Institutional funding doubled to USD 200 million by 2030; At least 25% in unrestricted funding from individuals, diaspora, and philanthropy; AIRD operating in 3 additional countries by 2030; 50% increase in proposals designed in partnerships with local/national actors	8.75 (2026), 15 (2027), 30 (2028), 50 (2029), 70 (2030)
2. Building a Robust, Fit-for-Purpose Organization	Goal 1 (Workforce), Goal 2 (Systems), Goal 9 (Governance & accountability)	Strengthen HR development, leadership training, and staff well-being; modernize ICT and operational systems; embed safeguarding and compliance frameworks	AIRD continues its transition towards a professional, transparent, and accountable organization with enhanced capacity and resilience	90% of staff complete annual capacity-building; 30% increase in female staff in leadership roles; At least 80% of operations supported by modern ICT/ERP systems by 2026; Annual staff retention ≥85%; 100% safeguarding/compliance audits passed	5 (2026), 10 (2027), 20 (2028), 30 (2029), 40 (2030)
3. Visibility, Identity Building, and Branding	Goal 3 (Visibility & branding), Goal 5 (Influence actors)	Implement refreshed communications strategy, expand digital engagement, highlight African-led identity	AIRD enjoys stronger institutional recognition, stakeholder confidence, and increased resource mobilization potential	50% increase in digital/media mentions by 2028; 200,000+ annual digital engagements by 2030; ≥10 high-profile media features annually; 40% increase in new donor acquisition; ≥80% positive stakeholder perception	1.25 (2026), 2.5 (2027), 5 (2028), 7.5 (2029), 10 (2030)
4. Delivering Greater Impact Across the Humanitarian–Development Continuum	Goal 4 (Greater impact), Goal 7 (Localization & partnerships)	Scale integrated programming, empower communities, strengthen monitoring systems	Communities experience measurable improvements in resilience, access to services, and self-reliance	≥2 million beneficiaries reached by 2030; 30% increase in households reporting improved resilience; ≥40% programs co-designed with local partners; 100% major projects include resilience/sustainability component; ≥75% program target achievement	12.5 (2026), 20 (2027), 30 (2028), 40 (2029), 50 (2030)
5. Engaging and Influencing Humanitarian and Development Actors	Goal 5 (Influence actors), Goal 7 (Localization)	Expand representation in policy fora, publish research, strengthen advocacy, promote African leadership	AIRD influences policies and coordination mechanisms to advance localization and African-led humanitarianism	Representation in ≥5 regional/global policy platforms annually; Publication of ≥10 policy briefs/research outputs by 2030; 30% increase in direct donor funding to African/local actors; ≥3 strategic partnerships with research institutions; ≥10 citations in international policy reports	2.5 (2026), 5 (2027), 7 (2028), 8 (2029), 10 (2030)
6. Leveraging Technology for Innovation and Accountability	Goal 6 (Innovation & learning), Goal 9 (Accountability & effectiveness)	Establish innovation labs, scale digital MEAL systems, adopt renewable technologies, pilot digital tools	AIRD improves efficiency, transparency, and evidence generation through technology-driven solutions	100% programs adopt digital MEAL by 2027; 25% reduction in supply chain inefficiencies; ≥5 innovation pilots launched and evaluated by 2030; 50% field offices adopt renewable energy; Annual public digital dashboard launched by 2027	5 (2026), 7.5 (2027), 12 (2028), 15 (2029), 20 (2030)

Total Financial Projection: 50 (2026), 60 (2027), 104 (2028), 150.5 (2029), 200 (2030) USD millions

Annex 5 Implementation Plan (2026–2030) - Narrative

The following implementation plan provides a clear roadmap for translating AIRD's 2026–2030 Strategic Plan into actionable steps. It aligns each strategic priority with the relevant strategic goals, outlines key actions, assigns responsibility, and provides indicative timeframes for execution. This framework is designed to ensure accountability, track progress, and facilitate adaptive management.

The detailed tabular implementation plan—including activities, indicators, and budget estimates—is presented in Annex VI.

i. Strategic Priority 1: Diversification of Funding, Programs, Geographies, Target Groups, and Partnerships

- **Relevant Goals:** Goal 8 (Organizational reach & income streams), Goal 4 (Greater impact)
- **Key Actions:** Expand institutional fundraising, engage diaspora and philanthropic donors, broaden thematic programming across the development cycle, expand geographic coverage, and co-create programs with local partners.
- **Responsibilities:**
 - CEO & Senior Management Team: Oversight, high-level donor and partner engagement
 - BDSP Unit: Proposal development, donor outreach, tracking funding diversification
 - DoP & Program Team: Identify geographic/thematic expansion opportunities; integrate with local partners
- **Timeframe:**
 - 2026–2027: Donor mapping, diaspora engagement, new thematic areas identified
 - 2027–2028: Launch expanded programs and additional country operations
 - 2029–2030: Consolidate gains, evaluate impact, and scale successful approaches
- **Indicators:**
 - Institutional funding doubled to USD 200 million by 2030
 - ≥25 % unrestricted funding from individuals, diaspora, and philanthropy
 - AIRD operating in 3 additional countries by 2030
 - 50 % increase in proposals co-designed with local/national actors

ii. Strategic Priority 2: Building a Robust, Fit-for-Purpose Organization

- **Relevant Goals:** Goal 1 (Workforce), Goal 2 (Systems), Goal 9 (Governance & accountability)
- **Key Actions:** Strengthen HR development, leadership training, staff well-being; modernize ICT and operational systems; embed safeguarding and compliance frameworks.
- **Responsibilities:**
 - FAD/HRM: Staff development, leadership training, performance management, retention strategies
 - FAD/ITO: Implement ICT systems, ERP integration, operational efficiency
 - FAD/HRM: Policy adherence, internal audits, compliance reporting
- **Timeframe:**
 - 2026–2027: Rollout staff training, initial ICT modernization, update safeguarding protocols
 - 2028–2029: Full ICT/ERP deployment, leadership development, compliance audits
 - 2029–2030: Evaluate and institutionalize sustainable practices

- **Indicators:**
 - 90 % of staff complete annual training; 30 % female leadership by 2030
 - ≥85 % staff retention; 80 % of operations supported by ICT/ERP by 2026
 - 100 % safeguarding/compliance audits passed

iii. Strategic Priority 3: Visibility, Identity Building, and Branding

- **Relevant Goals:** Goal 3 (Visibility & branding), Goal 5 (Influence actors)
- **Key Actions:** Implement communications strategy, expand digital engagement, promote African-led identity.
- **Responsibilities:**
 - BDSP Director/CM: Lead communications strategy, manage media and digital presence
 - CEO & Program Director: Provide program content, donor and stakeholder engagement
- **Timeframe:**
 - 2026–2027: Communications strategy rollout, digital baseline
 - 2028–2029: Media campaigns, diaspora engagement, advocacy content
 - 2030: Evaluate visibility and refine strategy
- **Indicators:**
 - 50 % increase in media mentions by 2028; ≥200 000 digital engagements annually by 2030
 - ≥10 high-profile media features per year; 40 % increase in new donors
 - ≥80 % positive perception of AIRD brand identity

iv. Strategic Priority 4: Delivering Greater Impact Across the Humanitarian–Development Continuum

- **Relevant Goals:** Goal 4 (Greater impact), Goal 7 (Localization & partnerships)
- **Key Actions:** Scale integrated programs, empower communities, strengthen MEAL systems.
- **Responsibilities:**
 - DoP / Program Team: Integrate relief, resilience, and development programming
 - DoP / MEAL Unit: Design data systems, track indicators, evaluate outcomes
 - CPDs: Facilitate participatory planning and community co-creation
- **Timeframe:**
 - 2026: Baseline assessments, MEAL integration, pilot co-designed programs
 - 2027–2029: Scale integrated programs, build community capacity
 - 2030: Final evaluation, lessons learned, model consolidation
- **Indicators:**
 - ≥2 million beneficiaries reached; 30 % more households with improved resilience
 - 40 % programs co-designed with local partners; ≥75 % project target achievement

v. Strategic Priority 5: Engaging and Influencing Humanitarian and Development Actors

- **Relevant Goals:** Goal 5 (Influence actors), Goal 7 (Localization)
- **Key Actions:** Expand policy representation, produce research and advocacy outputs, strengthen African leadership.
- **Responsibilities:**
 - BDSP Director/Team: Coordinate representation, draft policy briefs, manage partnerships

- CEO & SMT: Engage high-level stakeholders and donors
- **Timeframe:**
 - 2026–2027: Advocacy plan, join policy networks, establish research partnerships
 - 2028–2029: Publish research, advance local funding initiatives
 - 2030: Evaluate advocacy outcomes, formalize alliances
- **Indicators:**
 - Representation in ≥5 regional/global fora annually; ≥10 policy briefs or research outputs
 - 30 % increase in donor funding to local actors; ≥3 research partnerships
 - AIRD cited in ≥10 policy reports

vi. Strategic Priority 6: Leveraging Technology for Innovation and Accountability

- **Relevant Goals:** Goal 6 (Innovation & learning), Goal 9 (Accountability & effectiveness)
- **Key Actions:** Establish innovation labs, scale digital MEAL systems, adopt renewable technologies, pilot digital supply-chain tools.
- **Responsibilities:**
 - DoP/FAD: Oversee labs, pilots, and MEAL digitization
 - Program Team: Implement digital supply-chain tools and efficiency tracking
 - DoP / MEAL Unit: Integrate technology into reporting and adaptive management
- **Timeframe:**
 - 2026–2027: Launch innovation labs, deploy digital MEAL, pilot renewables
 - 2028–2029: Scale successful pilots, expand adoption
 - 2030: Institutionalize innovations, evaluate impact
- **Indicators:**
 - 100 % programs using digital MEAL by 2027; 25 % fewer supply-chain inefficiencies
 - ≥5 innovation pilots launched and evaluated; 50 % of field offices using renewables
 - Public digital performance dashboard active by 2027

vii. RASCI Accountability Framework

To ensure clarity and coordination in executing the above priorities, AIRD will apply a RASCI (Responsible, Accountable, Support, Consulted, Informed) framework across all strategic actions.

Each activity in the Tabular Implementation Plan (Annex VI) specifies the RASCI role distribution to promote transparency, reduce overlap, and strengthen accountability between Headquarters and Country Programs.

Entity / Function	Role in the RASCI Framework
Board of Directors	<i>Accountable</i> for strategic direction and fiduciary oversight; <i>Informed</i> of major operational progress.
Chief Executive Officer (CEO)	<i>Accountable</i> for overall execution; <i>Responsible</i> for ensuring integration across HQ and CPs.
SMT / HQ Directors (Programs, Finance, BDSP)	<i>Responsible</i> for delivery of respective strategic actions; <i>Support</i> Country Directors and CP teams. <i>Responsible</i> for implementation and decision-making; <i>Consulted</i> on program and policy adjustments.

Entity / Function	Role in the RASCI Framework
Country Directors (CPDs)	<i>Responsible</i> for national-level delivery and local partnerships; <i>Accountable</i> for compliance and performance.
Country Management Teams (CMT)	<i>Responsible</i> for activity implementation; <i>Consulted</i> by MEL and Finance units.
MEL & Knowledge Management Unit	<i>Support</i> performance tracking and learning; <i>Informed</i> on outcomes to guide adaptation.
Finance, HR, ICT, Program, BDSP (Communications)	<i>Support</i> technical operations; <i>Informed</i> by HQ and CP on implementation progress.

This RASCI framework will be reviewed annually to reflect operational realities and incorporated into AIRD’s performance management and MEAL systems to ensure continuous accountability and efficiency across all levels.

viii. Review and Adaptation

The Implementation Plan is a living framework. Annual reviews, a mid-term assessment (2028), and an end-term review (2030) will guide adaptive management, resource reallocation, and strategic learning to keep AIRD agile and aligned with its mission.

Summary Statement:

Through a phased, results-driven approach reinforced by the RASCI accountability framework, AIRD will translate its 2026–2030 Strategic Plan into measurable outcomes—ensuring coherence, responsibility, and transparency across all levels of the organization.

Annex 6 Tabular Implementation Plan

This Tabular Implementation Plan operationalizes AIRD’s 2026–2030 Corporate Strategy by translating each Strategic Priority into time-bound actions with clear indicators and assigned accountability.

It integrates the RASCI framework to define roles across the Board, CEO, Senior Management Team (SMT), Headquarters (HQ) functions, and Country Programs (CPs), ensuring transparency and efficiency in delivery.

Table 1 – Strategic Priorities, Key Actions, Indicators, Timeframes & RASCI Roles

Strategic Priority	Key Actions (2026–2030)	Key Indicators / Targets	Timeframe	RASCI – Role Assignment
1. Diversification of Funding, Programs, Geographies, Target Groups & Partnerships	<ul style="list-style-type: none"> Expand institutional fundraising Engage diaspora & philanthropy Broaden thematic programming Extend geographic reach Co-create programs with local actors 	<ul style="list-style-type: none"> Institutional income ≥ USD 200 M by 2030 ≥ 25 % unrestricted funding Operations in 3 new countries 50 % increase in co-designed proposals 	2026 → 2030	R: BDSP Unit, DoP A: CEO S: Finance & Comms C: Board, Country Directors I: All Staff, Donors
2. Building a Robust, Fit-for-Purpose Organization	<ul style="list-style-type: none"> Leadership & staff development ICT & ERP modernization Embed safeguarding & compliance frameworks 	<ul style="list-style-type: none"> 90 % staff trained annually ≥ 30 % female leadership ≥ 85 % retention 80 % operations on ICT/ERP by 2026 100 % audit compliance 	2026 → 2030	R: HRM & ITO A: FAD Director S: CEO/SMT C: Country HR Managers I: Board, Staff
3. Visibility, Identity Building & Branding	<ul style="list-style-type: none"> Implement communications strategy Expand digital engagement Showcase African-led identity & impact 	<ul style="list-style-type: none"> +50 % media mentions by 2028 ≥ 200 000 digital engagements annually by 2030 ≥ 10 media features per year ≥ 80 % positive brand perception 	2026 → 2030	R: Comms Manager/BDSP A: CEO S: Program Director C: Board, Donors I: All Staff

Strategic Priority	Key Actions (2026–2030)	Key Indicators / Targets	Timeframe	RASCI – Role Assignment
4. Delivering Greater Impact Across the Humanitarian–Development Continuum	<ul style="list-style-type: none"> • Scale integrated programs (link relief-resilience-development) • Empower communities & local actors • Strengthen MEAL systems for evidence & learning 	<ul style="list-style-type: none"> • ≥ 2 M beneficiaries reached annually • 30 % households report improved resilience • 40 % programs co-designed with local partners • ≥ 75 % project targets met 	2026 → 2030	R: DoP & CP Directors A: CEO S: MEAL Unit C: Communities, Local Partners I: Board, Donors
5. Engaging & Influencing Humanitarian and Development Actors	<ul style="list-style-type: none"> • Expand policy representation • Publish research & policy briefs • Strengthen advocacy for localization & African leadership 	<ul style="list-style-type: none"> • ≥ 5 regional/global platforms represented annually • ≥ 10 policy briefs/research outputs • ≥ 30 % increase in direct funding to local actors • ≥ 3 research partnerships formalized 	2026 → 2030	R: BDSP Director A: CEO S: Comms Manager C: Board, Donors I: Country Programs, Stakeholders
6. Leveraging Technology for Innovation & Accountability	<ul style="list-style-type: none"> • Establish innovation labs & pilots • Scale digital MEAL systems • Adopt renewable energy solutions • Deploy digital supply-chain tools 	<ul style="list-style-type: none"> • 100 % programs on digital MEAL by 2027 • ≥ 25 % supply-chain efficiency gain • ≥ 5 innovation pilots evaluated • ≥ 50 % field offices on renewables • Public digital dashboard by 2027 	2026 → 2030	R: DoP & FAD A: CEO/SMT S: ITO & MEAL C: Country Directors I: Board, Partners

Table 2 – RASCI Legend and Accountability Structure

Letter	Meaning	Example of Application in AIRD Context
R – Responsible	Executes the task or activity	BDSP Unit leads proposal development
A – Accountable	Ultimately answerable for the outcome	CEO accountable for meeting strategic targets

Letter	Meaning	Example of Application in AIRD Context
S – Support	Provides resources, tools, or expertise	Finance or ICT teams enable delivery
C – Consulted	Provides input or feedback before decisions	Country Directors, Board Members, Partners
I – Informed	Updated on progress and outcomes	Staff, Donors, Communities

Table 3 – Institutional Roles Across the Strategy

Entity / Function	Primary Role in Implementation	Cross-Cutting RASCI Engagement
Board of Directors	Strategic oversight and policy approval	A / C / I
Chief Executive Officer (CEO)	Strategic leadership and overall accountability	A / R
Senior Management Team (SMT)	Operational coordination and decision-making	R / S / C
Functional Directors (HR, Finance, Programs, Partnerships, MEL)	Thematic leadership and technical support	R / S / C
Country Directors (CPDs)	National program delivery and partnership management	R / A / C
Program Managers & Technical Leads	Activity implementation and monitoring	R / C
MEL & Knowledge Management Unit	Performance tracking and learning integration	S / R / I
Support Services (Finance, ICT, Logistics, Comms)	Operational and administrative enablers	S / I

Table 4 – Implementation Phasing Summary

Phase	Timeline	Focus Areas	Expected Outputs
Phase I: Foundation & Capacity Strengthening	2026–2027	Systems modernization, staff capacity, resource mobilization	Functional HQ–CP coordination framework established; leadership and ICT systems in place
Phase II: Expansion & Consolidation	2028–2029	Program scale-up, diversification, visibility, advocacy	Integrated programs operational in ≥ 12 countries; donor base expanded
Phase III: Review & Transition	2030	Evaluation, learning, next strategy design	End-term review completed; sustainability and succession plans in place

Narrative Summary

This Annex VI serves as AIRD's operational management tool.

It directly links the six Strategic Priorities to measurable results, responsible entities, and accountability mechanisms through the RASCI framework.

Roles and responsibilities will be reviewed annually and updated as part of the Corporate Performance and Learning Cycle, ensuring that every action in the 2026–2030 period is owned, supported, and transparently delivered.

Annex 7: Cross-Mapping Matrix - Alignment of Business Operating Model Priorities with Strategic Priorities, Goals, and Objectives

Strategic Priority	Relevant Goals & Objectives	Supporting BOM Priorities
1. Diversification of Funding, Programs, Geographies, Target Groups, and Partnerships	Goal 8 (Organizational reach & income streams), Goal 4 (Greater impact). Objectives: donor diversification, diaspora engagement, expansion to new geographies, co-creation with local actors.	Driving Growth; Robust Structure & Governance; Digitization
2. Building a Robust, Fit-for-Purpose Organization	Goal 1 (Workforce), Goal 2 (Systems), Goal 9 (Governance & accountability). Objectives: HR development, ICT modernization, safeguarding, compliance.	Robust Structure & Governance; Staff & Team Building; Positive Organizational Culture; Pandemic Preparedness
3. Visibility, Identity Building, and Branding	Goal 3 (Visibility & branding), Goal 5 (Influence actors). Objectives: comms strategy, digital engagement, branding as African-led.	Visibility & Branding; Measuring What Matters; Positive Organizational Culture
4. Delivering Greater Impact Across the Humanitarian–Development Continuum	Goal 4 (Greater impact), Goal 7 (Localization & partnerships). Objectives: integrated programs, MEAL strengthening, community empowerment.	Measuring What Matters; Driving Growth; Pandemic Preparedness
5. Engaging and Influencing Humanitarian and Development Actors	Goal 5 (Influence actors), Goal 7 (Localization). Objectives: policy advocacy, research, partnerships, advancing African leadership.	Visibility & Branding; Driving Growth; Positive Organizational Culture
6. Leveraging Technology for Innovation and Accountability	Goal 6 (Innovation & learning), Goal 9 (Accountability & effectiveness). Objectives: innovation labs, digital MEAL, renewable energy, digital supply chain.	Digitization & Technology Use; Measuring What Matters; Robust Structure & Governance