

It will soon be a year since the PAH Board began operating in its new form. It has been another challenging period for our sector — the third year of war in Ukraine, the Israeli-Palestinian conflict, and ongoing crises in countries where we have been present for years: South Sudan, Somalia, Yemen, Kenya and Lebanon. We also established our presence in Madagascar. At the same time, we responded to the earthquakes in Turkey, Syria, and Morocco in 2023 and to the floods in southern Poland in September 2024.

In the face of a rapidly changing reality, PAH has experienced unprecedented growth.

Over the past three years, PAH team has grown to more than 300 people, and our revenue has risen to nearly PLN 650 million which is 3.5 times the 2019–2021 figure.

We are transitioning from a small player to a medium player on the humanitarian scene. Together, we have created a foundation with a global reach, stronger recognition, and an established reputation.

At this very moment, on behalf of myself and the entire Management Board, I would like to sincerely thank each and every one of you for your extraordinary contribution to the growth and development of PAH. Thanks to your dedication, we are proud of being part of this organization and the world of humanitarian and development aid we are building together.

However, there are new challenges for us to face in the future. These include, of course, the withdrawal of funding for aid programs by the new U.S. Administration. The effects of this decision will be felt globally. The principles of humanitarianism and the foundations of humanism will be threatened, but most critically, the existence of entire communities, societies, and individuals will be jeopardized.

This is the time to ask ourselves what can be improved and what actions will allow PAH to continue to thrive in light of these challenges. I have listed five areas that, in my opinion, require profound reflection, conscientious analysis, and decisive steps in the near future.

1. Strengthening PAH Team and Organizational Culture – We, the employees of PAH, are the greatest asset of this organization, and this should never be forgotten because we are the ones who shape PAH's image and quality. A focus on identifying strengths, setting specific and measurable goals, and defining the tools necessary to achieve them will be crucial. Open discussions within teams and with supervisors should be encouraged. Being aware of our weaknesses allows for continuous growth, not self-doubt. Let's remember that none of us are here by accident. We are here because we have the knowledge, skills, and experience to be part of PAH.

Another crucial element of our work is respect. It is owed, above all, to the beneficiaries—people who have experienced wars, disasters, and suffering that should not exist in the world. However, mutual respect within the organization is equally important. Without it, the very essence of our message to the world is weakened. I also ask that we trust one another. Let mutual trust and respect be at the core of daily interactions, serving as a pillar for all decisions and actions.

2.Improving Internal Communication - Internal communication must also be clear and effective. Expectations and requirements should be articulated in a way that is understandable and clear to the recipients. Realistic deadlines need to be set and upheld, ensuring that time is respected — both one’s own and that of colleagues, supervisors, and external partners.

Problems must not be left unanswered, even when no immediate solutions are available or there is no good news to be shared. Let’s spend more time discussing, meeting in groups when necessary, and addressing issues that are challenging for us. If we find such meetings efficient, their regular implementation is encouraged to strengthen internal collaboration. We have tools for remote communication—let’s utilize them fully.

Being open to different perspectives is key—when a stronger argument is presented, we should acknowledge it as our own. Constructive feedback should be encouraged, fostering an environment where teamwork flourishes. Let’s create a workplace where openness, constructive dialogue, and shared responsibility thrive. In humanitarian work, success is measured by the impact we make in the world, not by figures in a profit and loss statement.

3.Enhancing External Communication and Representation - External communication holds equal importance. Every employee of PAH is an ambassador of our organization, its mission and the ideas it pursues. This role carries a responsibility to represent PAH with professionalism, credibility, and pride.

4.Accelerating Decision-Making and Implementation - Decision-making processes must also become more efficient. Each stage of work should be carefully analyzed, yet once a decision is made, implementation should follow swiftly. Rather than looking for someone to blame for process delays, we should focus on seeking alternative solutions and taking ownership of our responsibilities. If responses from colleagues, supervisors, or management are pending, they should be followed up.

A results-driven approach is key—we need to ensure that promising ideas do not remain just concepts but are transformed into tangible outcomes.

5.Building a Resilient and Sustainable Future - In light of shifting funding landscapes, the development of a long-term contingency plan is now a priority. The diversification of the donor portfolio must go beyond reacting to immediate challenges, such as the recent freeze of the U.S. funding. A broader, more sustainable approach to securing resources is necessary. This requires innovation and the pursuit of new paths for financing humanitarian and development programs.

Direct engagement with institutions, the private sector, and individual donors should become a central focus. The humanitarian sector is facing a severe financial crisis, the full consequences of which remain uncertain. PAH must be prepared to navigate these changes and remain resilient.

Finally, today’s world is complex, diverse, and far from homogeneous. Each of us continues to search for our place in it and for answers to pressing questions—most of which begin with “why” and “how.” The important thing is to keep growing and striving to move forward.

Once again, thank you for this past year. You have been a great support, and often, a source of critique. I promise to learn from these lessons.

