

MEMBER OF VSF INTERNATIONAL

VÉTÉRINAIRES

SANS FRONTIÈRES GERMANY

2019

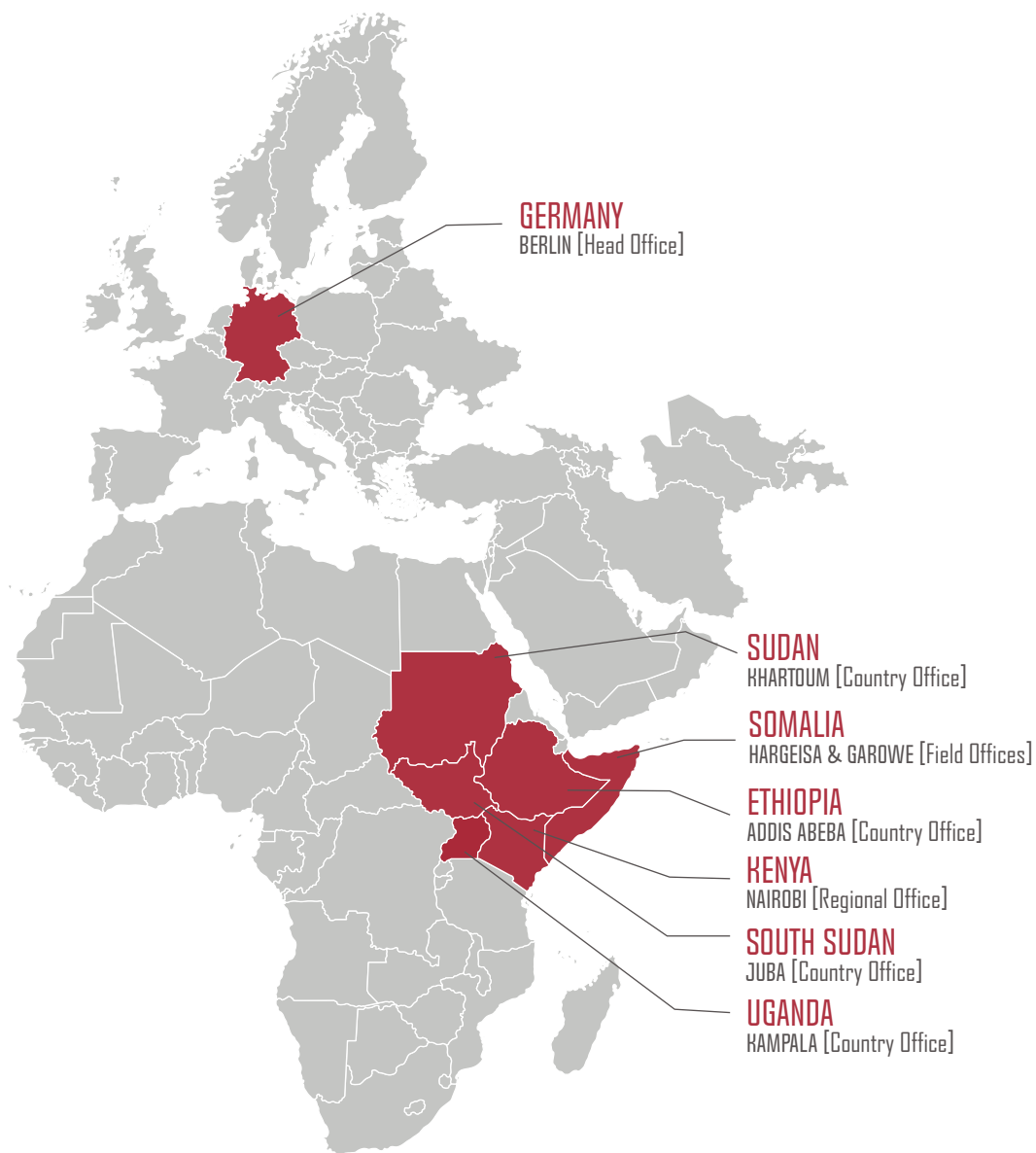
ANNUAL REPORT

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EDITORIAL

DR DANIEL ZASPEL
CHAIRMAN OF VSF GERMANY

Dear association members, friends and supporters of
Vétérinaires sans Frontières Germany (VSF Germany),

In 2019, Vétérinaires Sans Frontières Germany (VSF Germany) implemented a total of 59 projects across the six countries in the Horn of Africa – Kenya, Somalia, South Sudan, Sudan, Ethiopia and Uganda. All together, we reached 1.2 million people and 7.1 million animals with veterinary interventions. These achievements demonstrate our continued commitment to serve communities that are most in need. For the first time VSF Germany is now also present in Uganda! Together we will contribute to the control of Antimicrobial Resistance (AMR), Peste des Petits Ruminants (PPR) and Rift Valley Fever (RVF) in collaboration with the Ugandan reference laboratories and German research institutions.

On the one hand, the focus of these projects was our main target group, the pastoralists and agro-pastoralists, and on the other hand, the small-holder farmers. Vulnerable and disadvantaged groups were at the centre of our interventions particularly women, children, the elderly and people with disabilities. Over the past 28 years, Vétérinaires sans Frontières Germany has become an important actor in the humanitarian assistance, rural development and One Health (especially disease prevention, food safety and food hygiene) in our countries of operation. This makes us proud whilst simultaneously acts as an incentive to continue to expand our programmes with all our strength in order to reach out to more disadvantaged communities.

At our 2019 Senior Management Team Meeting in Naivasha, Kenya, a new Public Relation (PR) strategy was introduced with the involvement of a specialized PR agency. The investment approved by the board of directors will initially give our organisation a new look that is in line with the PR strategy and that will significantly improve our private fundraising efforts and visibility of our work.



Photo: Members of the Board © VSF Germany

Finally, I would like to thank our staff, both at the Headquarters in Berlin, the Regional Office in Nairobi and the Country Offices who continue to do incredible work in these very challenging environments. During my field missions in 2019, I was always amazed by the determination, courage and resilience of our field teams in the work they do to create a lasting impact in the lives of the people that we serve. And to all those who support our work, we thank you most sincerely for the trust and confidence in us. Our implementing partners, both national and international NGOs have played a pivotal role in our success in many ways and we cannot forget to appreciate them abundantly. As always, we honestly recognise our donors who have continued to support our work through continued funding to enable us realise the achievements we have reported in 2019.

Thank you for all your support – we will keep you updated!

With kind regards,
Daniel Zaspel



Photo: © Daniel Zaspel



CHRISTIAN GRIEBENOW

MANAGING DIRECTOR

2019 – What a year it has been!

Globally, 2019 exhibited similar challenges and hardship as its preceding years. The Horn of Africa was no exception, with our target populations enduring devastating effects of alternating droughts and floods, severe hunger and malnutrition, invasion by desert locusts and recurring conflicts. Combined, these factors further exacerbated the already fragile food security situation and livelihood systems.

Consequently, many households resorted to undesirable means of survival, like marrying off young girls in the hope they will be cared for or cutting trees to sell, as they struggled to provide for their families during difficult times. In addition, populations were displaced and livelihood assets lost (e.g. tools of production, livestock and communal grazing resources). The population displacement resulted in migration of essential skills from areas where they were most required.

VSF Germany, with its vast experience in the region, effectively mobilized resources to respond to the challenges above. Local capacities were marshalled and empowered to facilitate local level responses using appropriate innovations. From the adoption of the “Maresha” (locally made and modified animal drawn plough) in South Sudan to water pans rehabilitations in Sudan, support to business groups and associations for economic development in Kenya, and rehabilitation of pasture lands in the Ethiopian highlands, all these contributed significantly to our efforts in supporting vulnerable households in 2019.



TINEGA ONG'ONDI

REGIONAL DIRECTOR
EAST AFRICA

We acknowledge and are thankful for the continued support from our donors in availing the much-needed resources to facilitate the smooth operation of our efforts. We appreciate our partners and stakeholders, particularly government

line ministries and departmental staff who not only supported our operations by facilitating administrative and technical processes and access, but also by participating in the efforts to ensure relevance and sustainability of our program outputs. We also extend our gratitude to our partners, who play a central role in connecting with the communities to ensure that community needs, strengths and synergies as well as complementarities such as the “One Health approach” and knowledge inform our programming and strategy.

The organizational changes initiated in 2017, specifically in strengthening our Berlin Head Office, have seen us grow significantly and enhanced compliance at various levels in the organization. Our financial and accountability systems are now not only compliant with the Germany Federal Law, but also with international compliance instruments such as Prevention of Sexual Exploitation and Abuse (PSEA), Anti-Fraud and Corruption as well as Whistleblowing tools.

In 2020, we look forward to further strengthening our internal systems which will enable to respond more appropriately and effectively to our mandate in a robust and timely manner, and to further impact lives and livelihoods through One Health programming.

Sincerely yours,
Christian Griebenow & Tinega Ong'ondi

OVERVIEW

VSF GERMANY

WHO WE ARE

Vétérinaires sans Frontières Germany (VSF Germany) is the international name for the German non-profit organization „Tierärzte ohne Grenzen e.V.“. The organization has been working in the Horn of Africa since 1998, and is headquartered in Berlin, Germany. It has a Regional Office in Nairobi (RON), Kenya, and Country Offices (CO) in Kenya, Somalia, Ethiopia, South Sudan, Sudan and Uganda.

VSF Germany believes that healthy animals, healthy people and a healthy environment are essential for a prosperous future, and that each human being has the right of access to sufficient food, clean water, education and development, basic health services, preservation of their environment and cultural identity and the right to live in dignity.

VISION & MISSION

VSF Germany supports people in developing countries whose livelihoods depend on agriculture, especially livestock, in their endeavors to improve their living conditions. Global warming, population growth and local conflicts increasingly diminish the opportunities of rural populations. Based on these premises, VSF Germany's projects support these people in utilizing their natural resources in a more sustainable way and in solving conflicts peacefully. We promote non-violent conflict resolution methods as peace is a basic precondition for a stable livelihood. It is VSF Germany's conviction that globalization makes it necessary to build intercultural bridges to promote understanding and respect for different ways of life. The livelihood of many people in developing countries depend on livestock. Our vision is that these people live on a stable livelihood through sustainable management of their animals and nature in a self-determined manner.

Photo: © VSF Germany



CORE VALUES

- PROFESSIONALISM
- TRANSPARENCY
- ACCOUNTABILITY
- INTEGRITY
- TEAM WORK

CORE PRINCIPLES

- NEUTRALITY
- NON-DISCRIMINATION
- DO NO HARM
- CONFLICT SENSITIVITY
- PARTNERSHIPS
- COLLABORATION
- GENDER-EQUALITY
- ENVIRONMENTAL SUSTAINABILITY

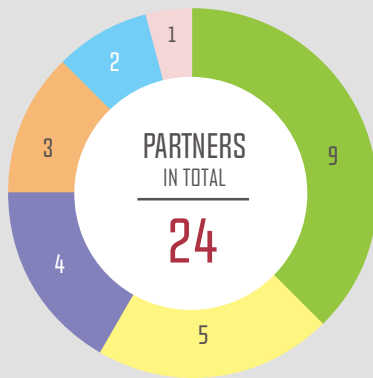
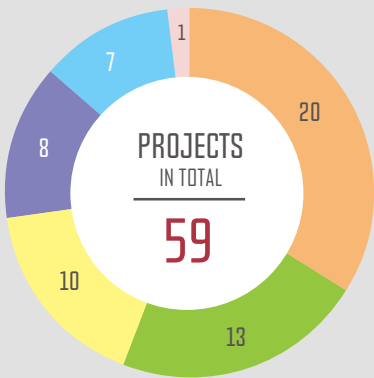
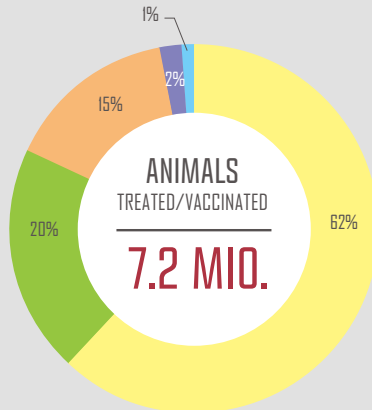
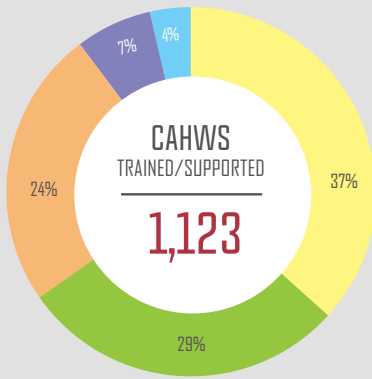
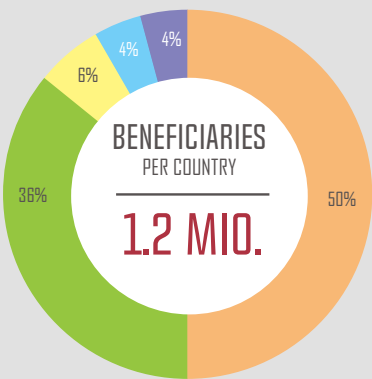
NETWORK MEMBERSHIP







VSF International Network; The German WASH Network; Neglected Tropical Disease NGO Network (NNN); Coalition of European Lobbies for Eastern African Pastoralism (CELEP); Association of German Development and Humanitarian Aid NGOs (VENRO).



PROGRAMMES

VSF GERMANY AT A GLANCE



 SOUTH SUDAN  ETHIOPIA  KENYA  SUDAN  SOMALIA  UGANDA

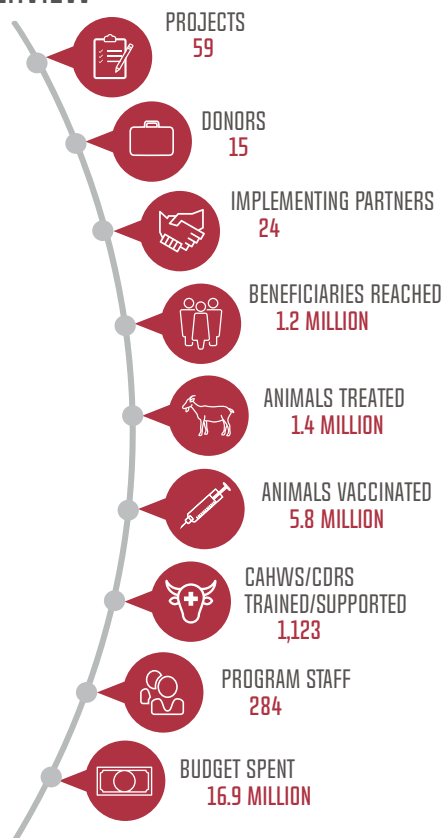
PROGRAMME OVERVIEW

VSF Germany operates in six countries in the Greater Horn of Africa: Kenya, South Sudan, Sudan, Ethiopia, Somalia and Uganda. In 2019, 59 projects were implemented across the following sectors:

- FOOD SECURITY & LIVELIHOODS
- WATER, SANITATION & HYGIENE (WASH)
- NUTRITION
- PROTECTION
- NATURAL RESOURCE MANAGEMENT (NRM)
- DISASTER RISK REDUCTION (DRR)
- ONE HEALTH, INCL. ANIMAL WELFARE*
- PEACEBUILDING & GOVERNANCE
- YOUTH & WOMEN EMPOWERMENT

*The animal welfare intervention in Somalia in partnership with the Brooke Hospital for East Africa specifically addressed the health and welfare issues of donkeys, an endangered species in Africa through the ever increasing demand for donkey skin in China that has led to mass slaughtering of donkeys, threatening to decimate the donkey population.

PROJECT OVERVIEW





DR MARTIN BARASA

REGIONAL HEAD OF PROGRAMS

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SUMMARY OF PROGRAMS BY COUNTRY

In 2019, VSF Germany implemented a total of 59 projects across six different countries in the Horn of Africa. Uganda became the newest country of operation with effect from January 2019 through the BMZ-funded, International Livestock Research Institute (ILRI)-led Research for Development Project for which VSF Germany is the development and extension program implementing partner. The number of projects implemented during the year increased by 18 %, from 51 projects in 2018 to 59 projects in 2019. The projects were funded by a total of 16 different donors composed of institutional donors, UN agencies, charities and private foundations. VSF Germany also invested own funds to support the One Health interventions through the Vaccinate for Africa Campaigns that targeted mass dog vaccinations in Kenya.

SUMMARY OF PROGRAM ACHIEVEMENTS

VSF Germany's overall program target achievement declined in 2019 compared to 2018. We reached a total of 1,226,791 beneficiaries (men, women, boys and girls) across the six countries and seven intervention sectors. This represents a 31.1% drop from 1,950,951 beneficiaries in 2018. The total number of animals treated and the total number of animals vaccinated both declined by 14%. The decline in numbers was mainly caused by fundamental shifts in operational policies and strategies adopted by UN FAO in South Sudan, Ethiopia, Kenya and Somalia that limited access to the core pipeline supplies (drugs, vaccines, seeds and tools) without an existing Letter of Agreement on one hand. On the other hand, the policy on localization prioritized channeling of Country-Based Pooled Funds through national NGOs as part of the strategy to achieve sustainability through capacity building of community-embedded service providers.

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

VSF Germany remained committed to the United Nations 2030 Agenda for Sustainable Development Goals (SDGs). Program interventions were designed to contribute towards the realization of 12 of the 17 SDGs as demonstrated by the success stories on the outcomes of projects from the countries of operation. SDGs of focus were: 1-8,12,13,15 and 16.



THE GLOBAL GOALS
For Sustainable Development



DONORS

SUMMARY OF DONOR ENGAGEMENT

Building on its 2018 program success, VSFG Germany maintained its engagement with both existing and prospective donors in the countries of operation to explore opportunities for expanding the program portfolio, with a focus on new frontiers to test and pilot new programming ideas and address emerging needs. The 2019 programs were supported by a total of 16 donors. New donor partnerships secured in 2019 among others was the Kenya Wildlife Trust (KWT) who supported the rabies vaccination campaign in the Mara ecosystem in Kenya, and that supplemented VSF Germany's own contribution to the vaccination campaign. Furthermore, the Brooke Hospital for East Africa partnership addressed donkey welfare issues in Somalia as an emerging need that requires programming interventions. Finally, the International Fund for Agricultural Development (IFAD) partnership extended the program to Jubaland in Somalia to address food security issues while the United Nations Mission in South Sudan (UNMISS) supported women empowerment activities in South Sudan.



COUNTRY	INSTITUTIONAL DONORS	UN AGENCIES	CHARITIES/ FOUNDATIONS	TOTAL # OF DONORS PER COUNTRY
SOUTH SUDAN	EU/EC, USAID/OFDA, BMZ/ BREAD OF THE WORLD/ DIAKO- NIE/KATASTROPHENHILFE	FAO, UNICEF, CHF/UNOCHA/UNDP, UNMISS	--	8
SUDAN	USAID/OFDA, GIZ, GERMAN FO/ AA	UNICEF, CHF/UNOCHA/UNDP	--	5
KENYA	EU/EC, AICS	UN FAO	KWT, APOBANK STIFTUNG	5
SOMALIA	BMZ, GERMAN FO/AA, IFAD	CHF/UNOCHA/UNDP	BROOKE	5
ETHIOPIA	EU/EC, GERMAN FO/AA, BMZ, GIZ	UNFAO, CHF/UNOCHA/UNDP	--	6
UGANDA	BMZ	--	--	1



PARTNERS | SUMMARY OF IMPLEMENTING PARTNERS

INTERNATIONAL PARTNERS

VSF Germany scaled up its partnership building approach in 2019 program operations by actively seeking partnerships with both international NGO (INGO) and national NGO (NNGO) partners in program acquisition and implementation processes across the different countries. These partnerships added value: firstly, by enhancing operational and managerial capacities of NNGO partners for sustainability as part of VSF Germany's capacity building strategy for local organizations. Secondly, by fulfilling key operational requirements e.g. in Sudan where direct project implementation by INGOs is restricted. Thirdly, the NNGO partnerships complied with the ever increasing desire by donors to partner with local NGOs for more effective community ownership and sustainability, guided by the concept of localization. And finally, the partnerships also created opportunities to design and implement multi-sectoral integrated programs that leverage the diverse expertise and experiences of partners in different sectors and thematic areas thus fostering cross-learning and experience sharing. One key partnership milestone of 2019 was the privilege to link up with research and academic institutions and make a contribution to the design and implementation of Research for Development programs. Our input was based on VSF Germany's experience as an operational NGO to champion the development and extension programming work. In 2019, VSF Germany managed 24 active partnership agreements with 13 international and 11 national partners either as a lead implementing agency or a sub-grantee in a consortium. We acknowledge and value these partnerships as represented below.

COUNTRY	INTERNATIONAL NGO PARTNERS	NATIONAL NGO PARTNERS	TOTAL # OF PARTNERS
SOUTH SUDAN	2	1	3
SUDAN	2	7	9
KENYA	2	2	4
SOMALIA	2	—	2
ETHIOPIA	4	1	5
UGANDA	1	—	1
TOTAL	13	11	24

INTERNATIONAL



NATIONAL



ONE HEALTH APPROACH

One Health is a collaborative approach to achieve optimal health and well-being outcomes recognizing the interconnectedness between people, animals, plants and their shared environment. It aims to promote human, animal and environmental health through multidisciplinary and multi-sectoral collaborations.

VSF GERMANY'S CONTRIBUTION TO ONE HEALTH IN PUBLIC AND SCIENTIFIC AFFAIRS

Although widely recognized and its theory very advanced, the One Health approach is still sparsely implemented in the field and subordinated in health policies. Therefore, it is VSF Germany's aim to support the operationalization of the concept and its stringent and sensible implementation in projects of development cooperation and humanitarian aid. The Department of One Health and Scientific Affairs plays a crucial role in advising other stakeholders as VSF Germany is an experienced project implementer of One Health relevant sectors. It is an important aim of VSF Germany and specifically this department to be an advocate for the One Health approach in national and international politics. VSF Germany's approach in project implementation has always been integrated, i.e. divers needs of mainly pastoral communities have been addressed through interventions in various sectors – e.g. veterinary health, WASH, agriculture, and food security and livelihood, to name only a few. The particular angle of saving lives and creating added value through livestock has proven to not only be sensible in itself but also greatly complementary to interventions of other stakeholders – such as NGOs with a human health, protection, or environmental focus. In recent years, this has also led to the formation of consortia for project implementation and is now reflected in VSF Germany's approach of forming strategic partnerships on One Health.

The implementation of our project "Multidisciplinary Approach to Promote the Health and Resilience of Shepherds' Communities in North Kenya" is an excellent example for a project that implements the One Health-approach in strategic partnership with a partner for human health, Comitato Collaborazione Medica (CCM), and a second partner for activities in making weather forecasting and especially drought warnings accessible for the target groups, Translate into Meaning (TriM) of the University of Turin, Italy. With

the experience and expertise from our field work, VSF Germany, and in particular the team of the One Health and Scientific Affairs Department, contributes to discussions and processes of several political platforms, e.g. in the sub-committee on Global Health of the German Government or in several working groups that operate in health policies such as the working group on health from the Association of German Development and Humanitarian Aid NGOs (VENRO). They share knowledge, encourage collaboration via various conferences, such as the VENRO Conference "Passion for Global Health" in Berlin, the Neglected Tropical Disease NGO Network (NNN) conference in Liverpool, and inform the expert public through the publication of articles.

Very crucially, VSF Germany is contributing to furthering the collaboration between the different disciplines and stakeholders through its annual transdisciplinary workshop on One Health in Berlin. Students from different disciplines, members of Parliament and representatives from think tanks and academia from Germany and Switzerland came together in 2019 and discussed the Sustainable Development Goals (SDGs) through the One Health lens. As a result of these lobby and advocacy activities, One Health, animal health and other priority intervention areas of VSF Germany have gained greater recognition by the Federal Ministry of Economic Cooperation and Development as well as the Foreign Office.



ANTONIA BRAUS

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VSF Germany sets the priorities in its work to match the situation in the project countries. Life-saving measures are needed in times of crisis. When the environment is more stable, development-oriented campaigns are performed to improve and stabilize the living situation in the long run.

HELPING WHERE IT IS MOST NEEDED: VSF GERMANY'S CONTRIBUTION TO COMBATING NEGLECTED TROPICAL DISEASES (NTDS)

The end of 2019 saw the emergence of a new disease that spread over the entire globe, slowed down all human activity and challenged health systems worldwide: The Coronavirus Disease (COVID-19) is caused by a virus that most likely has its origin in wild animals. In order to combat COVID-19 the world is now feverishly searching for a vaccine, billions are being invested in managing the crisis, and massive information campaigns are launched to inform people about adequate hygiene measures. On the other hand, we have Neglected Tropical Diseases (NTDs) – infectious diseases that are poverty-related and prevalent mainly in the Global South, including our project countries. As opposed to COVID-19, they are not posing a problem in Europe or North America and are, hence, hardly receiving attention despite their devastating impact: Worldwide, 1.4 million people are affected and 2 million are in danger of being infected. It is estimated that half a million people die annually of NTDs directly or indirectly. In addition to premature death, NTDs cause enormous economic loss due to disability or chronic conditions. Many of them are parasites, food- or soil-borne and related to poor hygienic conditions and can be prevented with minimal financial input.

VSF Germany has been contributing to combatting NTDs for many years as more than half of them are zoonotic, i.e. transmissible between vertebrate animals and humans. It is societies that live closely with their

livestock, and with poor sanitation and hygiene, that are predominantly affected by infectious zoonotic diseases. As our projects address the needs of pastoralists and agro-pastoral communities, many of them help control zoonotic NTDs through anti-parasitic treatments in animals and WASH activities that help improve hygiene standards and practices at household-level or at the point of slaughter. One such example is that VSF Germany passes on knowledge on disease transmission and ways to protect from infections. It also improves water access, distributes soap and other items for personal hygiene as well as food safety, and – together with local authorities – improves control mechanisms amongst other preventive measures. That way transmission cycles at the animal-human interface are interrupted and human health and well-being improved. Rabies is another NTD that VSF Germany aims to combat. Whereas dog-mediated rabies has been eradicated in Western Europe and the USA through mass vaccinations of dogs, in the rest of the world it is still claiming around 60,000 lives annually.

VSF Germany runs vaccination campaigns in Kenya and is keen on expanding this effort. The mass vaccination of dogs is an effective, economical and sustainable approach to eliminate rabies and could comprehensively be applied in the Global South, but funding is often a challenge. A growing number of stakeholders are setting out to end the suffering from NTDs and increasingly coordinate and collaborate in the fight as the importance of the One Health approach in the global health agenda increases. This leads to joint programme planning and implementation of NGOs from different sectors, such as human and veterinary health, agriculture, environment, nutrition, and pharmaceutical companies. VSF Germany is an important driver in this development with its complementary expertise and practical experience in controlling zoonotic NTDs and its general approach that emphasizes collaboration with complementary partners and integration of different sectors. When COVID-19 will be contained – another area VSF Germany is contributing to – NTDs are likely to continue to kill and disable millions of people per year despite simple and rather cheap controlling measures available. VSF Germany will continue its work together with an increasing number of partners who are joining the fight against NTDs.

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SUDAN

HIGHLIGHTS



Photo: © VSF Germany



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COUNTRY SITUATION

Sudan is the third-largest African country, sharing borders with Egypt, Libya, Chad, Central African Republic, Ethiopia, Eritrea and South Sudan. It has an estimated population of 42.8 million people. Agriculture and pastoralism are the main livelihoods of people. Federalism is the system of governance, with administrative units comprising 18 states. In 2019, the country witnessed a revolution that started with street protests in December 2018. These protests intensified to civil disobedience that resulted in a coup d'état in April 2019 and which deposed President Omar Al-Bashir who had been in power for 30 years. The political turmoil heralded transitional military governance arrangements that eventually transferred executive power to a hybrid military-civilian administration in September 2019. The political unrest disrupted livelihood activities and destabilized the country's financial sector, inducing runaway inflation and scarcity of hard currency that triggered acute shortage of essential commodities and sharp increase in prices of goods and services, and which in turn significantly increased program operational costs.

HUMANITARIAN AND DEVELOPMENT NEEDS ADDRESSED

Humanitarian needs in Sudan are driven by several factors, including displacement, climatic shocks and hazards such as floods, localized armed clashes and inter-communal violence, disease outbreaks, food security, malnutrition and protection risks. After over a year of civil unrest and agitation for political changes, humanitarian needs continued to rise in Sudan. The 2019 Sudan Humanitarian Needs Overview estimated 9.3 million people to be in need of humanitarian assistance. While incidents of fighting reduced considerably in recent years, the situation of people displaced due to decades of conflict remains unresolved with 1.87 million IDPs and 1.1 million refugees and asylum seekers in need of humanitarian assistance and protection. Chronic food insecurity remained a key need with 58% of households unable to afford

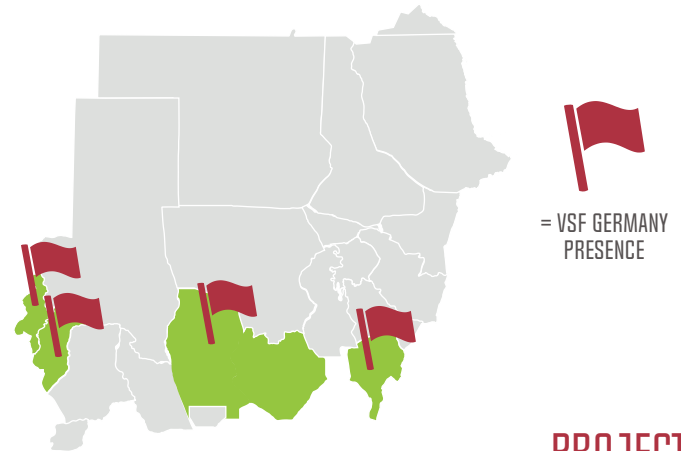




ESMAEL TESSEMA

COUNTRY DIRECTOR

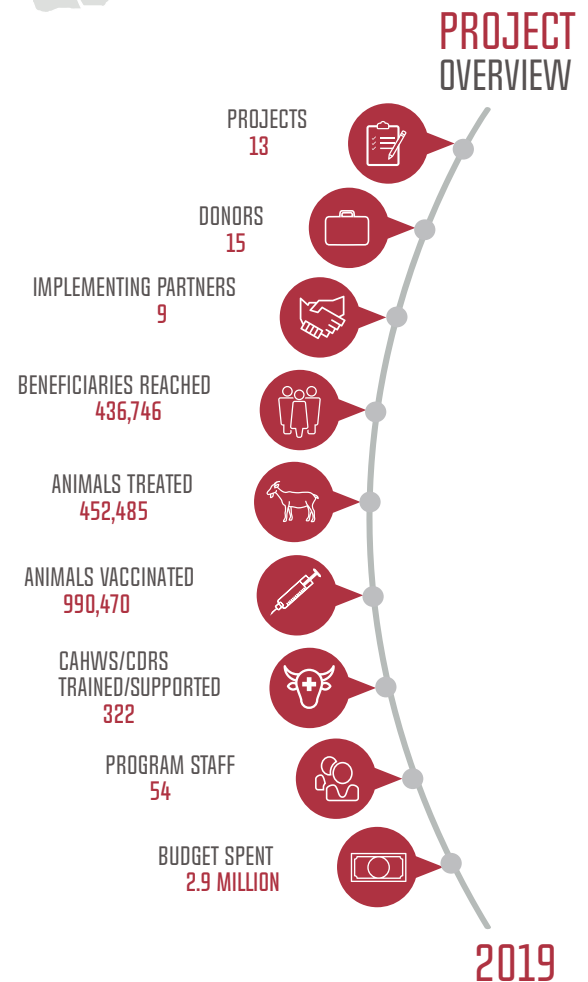
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basic daily food baskets and over 2.7 million children suffered from acute malnutrition. In 2019, the country experienced concurrent outbreaks of water and vector-borne diseases, including cholera, dengue fever, Rift Valley Fever and malaria. Access to livelihood opportunities, especially for women, basic services such as animal healthcare, clean water, sanitation and hygiene were key challenges across the country that informed VSF Germany's programing approach aligned to SDGs 1-3 and 5-6.

VSF GERMANY'S RESPONSE

VSF Germany intervened with humanitarian and development projects targeting critical needs of affected people including IDPs, pastoral and agro-pastoral communities. The interventions aimed at saving lives and reducing suffering of the most vulnerable groups and building the resilience of communities to withstand future shocks through longer-term recovery and development interventions that created opportunities for income generation and sustained access to basic services. These included the provision of agricultural and livestock training, input supplies and extension services, capacity building of community systems and structures, including private service providers, women and youth empowerment through income generating activities, protection services for women, provision of water, sanitation and hygiene services through rehabilitation of water infrastructure and behavioral change communication, conflict resolution and peace building. VSF Germany was operational in four states in the Sudan, namely: Blue Nile, South Kordofan, Central Darfur and West Darfur.





SUDAN

PROJECT IN THE SPOTLIGHT

MULTI-SECTORAL AND INTEGRATED EMERGENCY RESPONSE THROUGH MULTIPLE PARTNERS IN PRACTICE

Project Title: Multi-sectoral and Integrated Emergency Response for Vulnerable Communities in Dalami, Talodi and Abu-Jubeiha Localities of South Kordofan State (Consortium)

The Sudan Humanitarian Fund funded this project with a budget of \$ 1,996,911 for the period between January 2019 to June 2020. According to the Food Security IPC reports in 2019, South Kordofan state faced a food insecurity crisis and moderate to acute malnutrition of children under five years. The project's goal was to contribute to improved food security and nutrition, protection of livelihoods and improved access to water, sanitation and hygiene services for 102,000 individuals including IDPs, returnees and destitute host communities in Dalami, Talodi and Abu-Jubeiha Localities of South Kordofan State. The project is being implemented in a consortium led by VSF Germany in partnership with World Vision, International Aid Services and Almanar Voluntary Organization under four different sectors. Food Security and Livelihoods: Interventions include animal health services targeting 300,000 animals and 72,000 individual beneficiaries. The services provided include vaccination and voucher-based animal treatment services through community-based animal health service providers; agriculture support services provision of assorted seeds and tools for 7,800 individuals; support to income generating activities for women through the provision of training and start-up kits for milk processing and cheese making, flour mills, vegetable production using solar-powered pumps, handicrafts, local nurseries; and support to rangeland rehabilitation through community participation and cash for work program and unconditional cash transfers for vulnerable households who cannot participate in hard labor. WASH: The project rehabilitated one 'hafir' (an artificially constructed water catchment basin) and 30 malfunctioning hand

Photo: © VSF Germany





Photo: © VSF Germany



Photo: © VSF Germany

pumps, as well as established two mini water yards and six boreholes. It also provided sanitation and hygiene services to the communities, including construction of latrines in schools and conduct of Children's Sanitation and Hygiene Training (CHAST). Health and Nutrition: Interventions include supporting health and nutrition facilities through the provision of drug supplies and equipment; building the capacities of community health workers and community health promoters; strengthening surveillance, early warning and rapid response systems; establishing a stabilization centers and II Outpatient Therapeutic Programs (OTPs); supporting Middle Upper Arm Circumference (MUAC) screenings and training of volunteers in Community Management of Acute Malnutrition (CMAM); establishing mother support groups to promote Infant and Young Children Feeding (IYCF) practices; as well as increasing the awareness of the target population through development and distribution of Information Education and Behavioral Change Communication (IEC/BCC) materials particularly on IYCF. VSF Germany and its partners established a consortium coordination mechanism for effective management of the project at three levels, namely: a Project Governance Team, a Consortium Coordination Unit and a Field Implementation Team. The project also set-up a hotline number for beneficiary feedback.

SUCCESS STORY

“My name is Um-Brima Issa Nail and I am ten years old. I have three sisters and four brothers, and I live with my family in Habila, South Kordofan State. I am the one who is usually responsible for fetching water for my family's domestic use. We have two large hafirs in our area, but fetching water from it has always been very difficult because accessing the hafir comes with great physical fatigue and exhaustion, especially in the summer because the water level drops so low, which means we have to descend low. The water was also unclean because we share it with livestock. After VSF Germany established the elevated tank, the situation has improved for the better, now we manage to easily collect safe and clean water for drinking and washing. We thank VSF Germany for this project.” children are now getting milk from the lactating goats. I would like to thank VSF Germany for their efforts in assisting us.”



Photo: © VSF Germany



ETHIOPIA

HIGHLIGHTS



Photo: © VSF Germany



THE GLOBAL GOALS

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COUNTRY SITUATION

Ethiopia is the second most populous nation in Africa after Nigeria with an estimated population of 112 million in 2019. The country is rated as the fastest growing economy in the region according to the latest International Monetary Fund (IMF) Economic Outlook for Africa. It is also ranked as one of the poorest countries with a per capita income of \$ 790. The country is landlocked and has relied on neighboring Djibouti's main port for the last two decades for its international trade. The political atmosphere has been tense despite commitment to reforms by the political leadership. The year 2019 witnessed a dramatic increase in ethnic tensions that resulted in violent clashes, displacing 3 million people in various pockets of the country.

HUMANITARIAN AND DEVELOPMENT NEEDS ADDRESSED

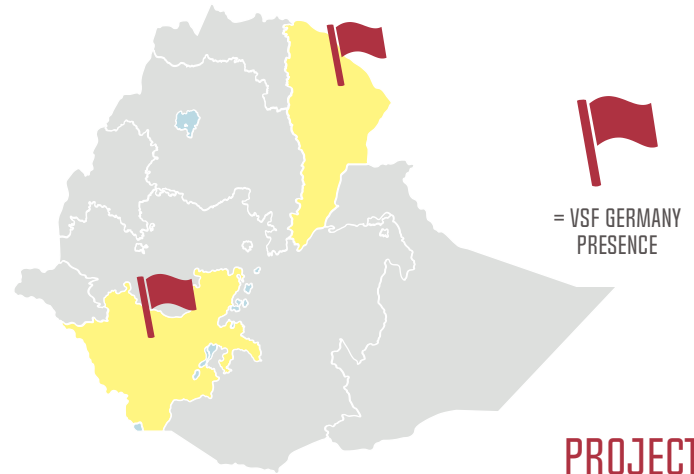
The 2019 Ethiopian Humanitarian Needs Overview identified 8.9 million people with humanitarian needs. Out of this number, the 2019 Humanitarian Response Plan targeted 8.3 million people with life-saving assistance, protection, basic services and livelihood support. The assistance targeted primarily drought-affected communities, IDPs and returnees. Protection risks and lack of access to safe water and sanitation coupled with poor hygiene and sanitation were still rife in displacement areas posing serious health outbreak risks, including Acute Watery Diarrhea (AWD). Climate change induced droughts and flash floods as well as an invasion of Desert Locusts in 2019 created a lethal combination of hazards that negatively affected pastoralist and agro-pastoralist communities through loss of productive assets, livelihoods means and disruptions in basic services. Livestock disease outbreaks such as Pest des Petits Ruminates (PPR) coupled with weak animal healthcare services and extension system negatively impact livestock production and productivity.



GENENNE REGASSA

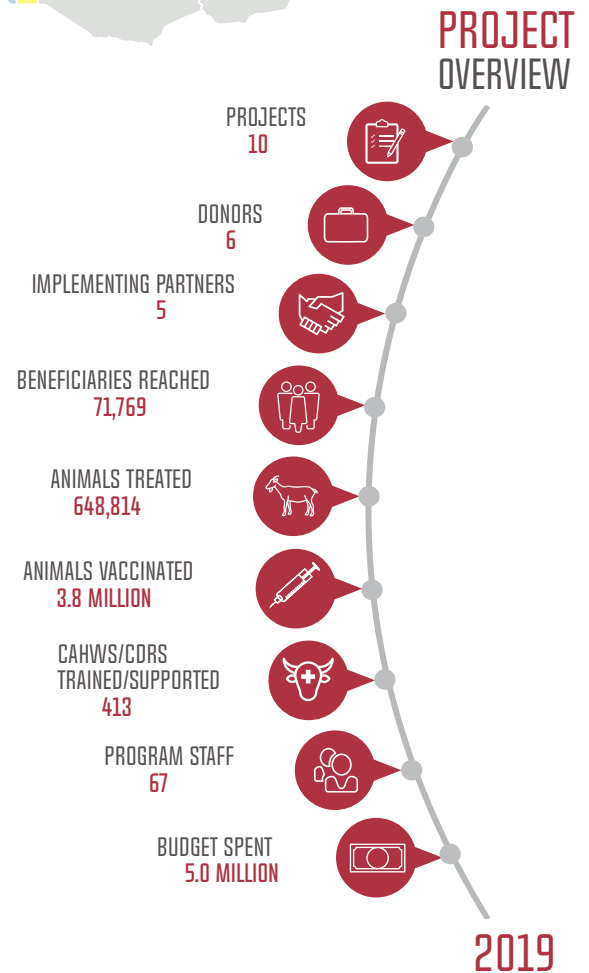
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VSF GERMANY'S RESPONSE

VSF Germany interventions in Ethiopia are aligned to the identified needs: targeting conflict affected beneficiary communities that include IDPs and the most vulnerable host communities (pastoral and agro-pastoral communities). The interventions focused on saving lives and reducing suffering of the most vulnerable groups. This also included building the resilience of communities to withstand future shocks through longer-term recovery and development interventions that created opportunities for income generation and sustained access to basic services. The latter comprised the provision of agricultural and livestock extension services, water, sanitation and hygiene services through rehabilitation of water infrastructure and trainings on good hygiene practices, animal health services (vaccination and treatment campaigns), rangeland rehabilitation, food access through cash for work/ direct cash transfer programs and women/youth empowerment through income generating activities. VSF Germany is currently active in the Afar and the Southern Nation Nationalities Peoples Region (SPNNR) of Ethiopia with program approaches that are aligned to SDGs 1-3, 5-6, 8 and 13.





ETHIOPIA

PROJECT IN THE SPOTLIGHT

RESILIENCE BUILDING FOR SUSTAINABLE LIVELIHOODS AND TRANSFORMATION

Project Title: Resilience Building for Sustainable Livelihoods and Transformation (RESULT)” in South Omo Cluster, SNNPR, Ethiopia - (RESET- II)

In a VITA/RTI-led consortium, VSF Germany has been implementing this project since 2016 in the South Omo Zone of the Southern Nation Nationalities Peoples Region of Ethiopia, with € 993,733 from the total budget amount of € 4,700,000 funded by the European Union. The region suffers from chronic draught cycles that are characterized by high livestock mortality, acute food insecurity, high levels of malnutrition among children under five years, degraded rangelands, outbreak of human and livestock epidemics and sporadic inter-communal conflicts triggered by competition over natural resources that often lead to loss of lives. The goal of the project is to strengthen the resilience of the most vulnerable communities to human-induced and natural disaster crises. The project aims to increase access to sustainable basic services and improve income and livelihood opportunities for 10,869 most vulnerable households; and to improve Disaster Risk Management capacity of the community and local authority in the targeted woredas (districts) of South Omo Zone.

Major achievements under the project include: 1) Strengthened animal husbandry and production through introduction of selected local livestock breeds (150 Camels and 450 Borana breed of heifers and bulls) on cost recovery basis, 2) Capacity building training on camel husbandry to 119 camel beneficiary households (HHs), including exchange visit to Borana, and 3) Restocking of 2,000 breeding goats to 250 destitute HHs,

Photo: @ VSF Germany





Photo: Public Domain

including training on animal husbandry to 559 project beneficiaries. Other achievements include strengthened livestock disease surveillance and extension services through training of 52 animal health experts on improved disease outbreak investigations and reporting, support to two woreda vet clinics with different veterinary supplies and cold chain equipment for vaccine handling and logistic and technical support during vaccination campaigns that saw 772,152 heads of livestock vaccinated. The project provided basic and refresher training and replenished supplies to 98 CAHWs and supported the establishment of two private veterinary pharmacies. The project also supported participatory rangeland rehabilitation and management through participatory resource mapping and analysis with stakeholders, rehabilitated/constructed eight strategic livestock water points along with livestock migration routes and dry season grazing areas, and strengthened/established seven water scheme management committees. It further strengthened livestock marketing system through support of market information accesses to the community through local media (Jinka FM) and traditional information exchange, organized different community dialogue and forums to raise community awareness on livestock marketing and established one livestock marketing cooperative in Besheda Kebele of Hammer Woreda. And finally, the project supported and strengthened fishing as alternative livelihood by conducting one fish resource potential and market (value chain) assessment and strengthened three fishing cooperatives through capacity building training and providing them with fishing equipment.

SUCCESS STORY

“ My name is Hate Gnimber. Before VSF Germany’s project in South Omo, the rangeland was very much degraded and our livestock travelled long distance in search of feed. Thanks to the project, 100 HHs were organized and undertook the rehabilitation of 34 hectares of degraded rangeland. Our community has benefited from both cash for work and the regenerated pastures for our livestock. From the cash for work, I was able to buy three goats which enabled my children to get access to milk. When we get good rains, pastures do very well and we make hay to preserve in the feed banks for use during the dry season to feed our milking goats and cows that stay near the home to provide milk for children. We are very grateful to VSF Germany and we have learnt a lot from this project. ”



Photo: © VSF Germany



SOUTH SUDAN

HIGHLIGHTS



Photo: © VSF Germany



THE GLOBAL GOALS
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COUNTRY SITUATION

South Sudan is the newest country in Africa with an estimated population of 12.2 million people, 80% of whose livelihoods depend on agriculture and livestock. The country has endured decades of protracted violent conflicts, with five years of the most recent conflict displacing nearly 4.2 million people from their homes in search of safety; nearly 2 million of them within and 2.2 million outside the country. While the intensity of conflict reduced in 2019, and clashes were contained to certain regions, vulnerable communities continued to experience the impacts of the conflict throughout the year. Many years of conflict, displacement and underdevelopment have limited people's livelihood opportunities, marginalized women's formal employment opportunities, and weakened families' ability to cope with the protracted crisis and sudden shocks. The recently revitalized peace process offered a ray of hope in late 2019 to marginalized women, men and children. It also allowed them to regain a sense of security and rebuild their livelihoods despite plenty of real dangers and fears on whether the peace will hold.

HUMANITARIAN AND DEVELOPMENT NEEDS ADDRESSED

The country's chronic crisis mode left nearly 7 million people, about two thirds of the population, in dire need of some form of humanitarian assistance and protection in 2019. Food security continued to deteriorate due to conflict-driven displacements, low crop production, climatic shocks and macro-economic crisis that resulted in severe food shortages. Malnutrition rates among children under five years was at an all-time high, and access to basic services such as health, education, water, sanitation and hygiene remained severely constrained. The situation was exacerbated by massive floods, the worst in many years that displaced thousands of households and affected livestock grazing areas along the river Nile basin. High prevalence of endemic human and livestock diseases and poor food safety and hygiene that compromise

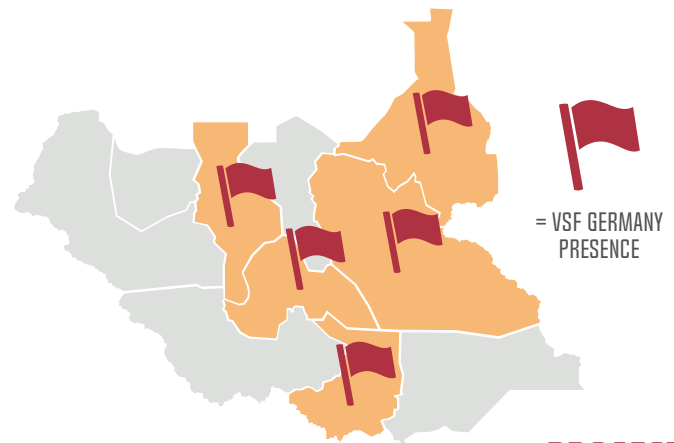




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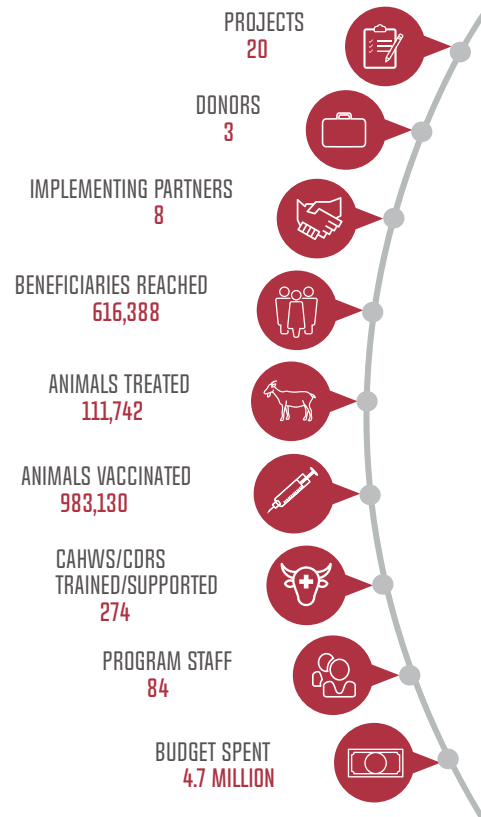


public health are widespread. Poor access to productive assets (agricultural inputs) and extension services limit production potential while poor infrastructure and volatile financial services sector undermine marketing systems, business operations and private sector development.

VSF GERMANY'S RESPONSE

Response strategies focused on improved food and nutrition security and income for smallholder farmers, in line with the following objectives: 1) Increased farm productivity and diversity – through disease control (both livestock diseases and zoonosis), 2) Improved land use, pre- and post-harvest management, and increased diversity, and 3) Enhanced opportunities for women and youth through production of marketable foods for income and home consumption, organization and mobilization of savings, micro-enterprises and processing, and small scale infrastructure, 4) Nutrition-focused support to emergency/disaster affected groups – through provision of animal source and nutritious foods, cash and voucher-based food access, healthy interaction between animal, humans and their environment, protection of livestock assets through emergency vaccination and treatment, and provision of small ruminants, poultry and other small animals. VSF Germany was active in 5 out of 10 states, namely: Lakes, Warrap Jonglei, Upper Nile and Central Equatoria. Programs are aligned to SDGs 1, 2, 6 and 8.

PROJECT OVERVIEW



2019



SOUTH SUDAN

PROJECT IN THE SPOTLIGHT

REDUCING HUNGER & MALNUTRITION IN ETHIOPIA

Project Title: Reducing Hunger and Malnutrition and Promoting Resilient Food Production in Cueibet County, Gok State

This project is funded by BMZ through Bread of the World with € 6,060,000. It is being implemented since September 2016, and will continue until August 2023. The project has three components, namely: 1) a school feeding program, 2) innovative agricultural practices, and 3) promotion of natural resource management. By the end of 2019, the project had achieved a number of successes. The school feeding component that targeted 15,000 pupils in 47 primary schools in Cueibet county through the provision of one meal (Corn-Soya-Blend, CSB) a day had reached an average of 13,145 children (7,881 boys and 5,264 girls) representing 88% achievement in all the 47 schools that were operational. The initial food ratio that was exclusively CSB imported from East Africa transitioned to the home-grown (locally produced) cereals sorghum and groundnuts, and locally sourced oil and salt as part of a strategy to create a market for local farm produce and locally available commodities to spur economic growth through direct cash injections into the community. Between July to December 2019, an average of 14,229 children (8,582 boys and 5,648 girls) were fed on the home-grown meal calculated as 120g of sorghum, 30g of groundnuts, 10 ml of oil and 4g of salt per individual pupil and cooked together before serving. 232 school feeding program committee members (150 male, 82 female) in 34 schools were trained on managing the home-grown feed ratios while 639 participants (327 male, 312 female) comprising school children, teachers and cooks were trained on food hygiene and food safety. Under

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the innovative agricultural practices, 29 model gardens were established and linked to 648 farmers (83 male and 565 female) for learning innovative vegetable production practices. 4500 HHs demonstrated application of at least four climate adapted agro-pastoralist methods, namely: micro-irrigation for vegetable production, better agronomic methods (nursery bed management, line planting, spacing, manure application, post-harvest management, integrated pest management and early land preparation for the 2019 crop production season. 1,174 HHs applied climate-adapted dry season vegetable production methods in their model gardens. 225 vegetable production members (28 male, 197 female) farmers received training on integrated pest management practices. On improved animal health, vaccination campaigns were carried out by a team of 20 CAHWs against anthrax, reaching 20,000 heads of cattle. Under the promotion of natural resource management, 1,175 HH beneficiaries (772 male, 403 female) participated in productive NRM activities including apiculture, weaving, shea butter processing, fruit tree and agroforestry enterprises as income generating activities. 108 NRM beneficiaries (62 male, 46 female) were trained on commercial production of energy-saving, value for money stoves. 324 NRM members were trained on Community Based Disaster Risk Management (CBDRM) and linked to local sentinels including Payam disaster management committees, state line ministries and forest guards to enhance information sharing on disaster preparedness, response and recovery. Nine Community-Based Agricultural Extension Workers (CBAEWs) were also trained on extension methodologies.

SUCCESS STORY

“ My name is Nyamuoch Rang Kong, I am 32 years old and one of the 18 CAHWs trained by VSF Germany in Yomding Payam, Ulang county, Upper Nile State. I am married and have four children. When I was selected by my community to be trained by VSF Germany, some people had doubts whether I can work well as a CAHW because I am a woman. After my training, I was given drugs and equipment and started to treat animals in my village. I also participated in vaccination campaigns. My community have come to appreciate my work and they call me ‘doctor’ which makes me feel very proud. They now trust me and always call me to treat their animals when they are sick. When I get money from the treatments, I buy food, clothes and pay schools fees for my children so I am very grateful to VSF Germany. ”



Photo: © VSF Germany



KENYA

HIGHLIGHTS



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COUNTRY SITUATION

According to its 2019 census, Kenya has a population of 47.5 million people. Agriculture remains the backbone of Kenya's economy, contributing one-third of the country's GDP and employing about 75% of the population who work at least part-time in the agricultural sector. The political situation remained stable in 2019. Only about 10% of Kenyan land mass is arable while the rest is classified as arid and semi-arid lands (ASALs) where pastoralism is the predominant economic activity. Over 75% of agricultural output is from small-scale, rain-fed farming or livestock production in the high-potential areas and the ASALs, which is prone to climate change effects.

HUMANITARIAN AND DEVELOPMENT NEEDS ADDRESSED

In 2019, the below normal and poorly distributed rains resulted in severe drought conditions in Kenya, especially in the ASAL counties that rendered close to 3 million people food insecure. Access to water for both humans and livestock remains a key challenge in the ASAL counties, with 40% of the population relying on boreholes that suffer frequent breakdowns and shallow wells that often dry up or get contaminated and kill animals. Disease outbreaks continued to plague the country since January 2019, with alerts for Ebola due to outbreak in Uganda and the DRC and, most recently, the global COVID-19 pandemic. Cholera outbreaks were also reported in at least eight counties. Livestock diseases, such as primarily transboundary animal diseases (TADs) like PPR and Rift Valley Fever outbreaks, were also reported. Rangeland degradation and massive flooding that destroyed infrastructure and disrupted livelihoods presented serious constraints to vulnerable communities whose coping strategies were severely eroded. Youth unemployment, the lack of economic opportunities for women and the desert locusts invasion also presented challenges.

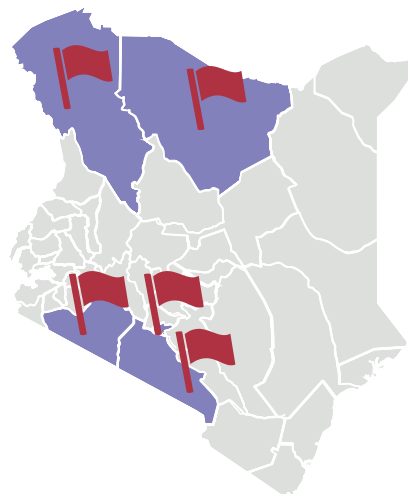




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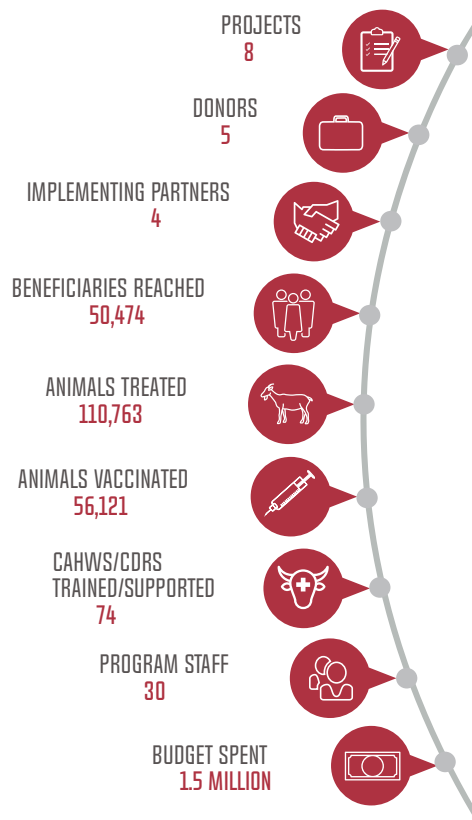
= VSF GERMANY
PRESENCE

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VSF GERMANY'S RESPONSE

Program interventions focused on supporting vulnerable communities in need of humanitarian assistance and development aid to build resilience using innovative methodologies and approaches. These include emergency responses through improved access to food, basic services such as water, animal health services, food safety and food hygiene, prevention and control of zoonoses, One Health, women and youth empowerment through livelihood diversification activities, disaster risk reduction, holistic natural resources management and capacity building of public and community institutions. VSF Germany's first One Health project is being implemented in Kenya together with a human health organization and meteorological expert institution. In Kenya, VSF Germany implemented projects in Marsabit, Turkana, Kajiado, Narok and Nairobi counties. VSF Germany's programming in Kenya is aligned to SDGs 1-3, 5, 6 and 13.

PROJECT OVERVIEW



2019



KENYA

PROJECT IN THE SPOTLIGHT

EXPANDING RANGELAND IN THE OMO-DELTA

Project Title: Omo Delta Project: Expanding the Rangeland to Achieve Growth and Transformation

The Omo Delta Project (ODP) is funded by the EU Emergency Trust Fund for Stability with € 12,631,578 for the period between January 2018 and April 2021. It addresses root causes of irregular migration and displaced persons and is a cross-border project covering Kenya and Ethiopia (southwest Ethiopia/northwest Kenya, specifically Marsabit and Turkana counties). The project is implemented in a VSF Germany-led consortium of six partners, including Mercy Corps-Kenya, VITA, EPaRDA, CIFA, and TUPADO. The overall objective of the project is to promote economic and private sector development and greater resilience among youth, women, and displaced people, and targets 18,575 beneficiary households. The main objectives are to increase wealth of young people and women in specific, and accelerate trade and collaboration nationally and across borders. Secondly, its objective is to increase stability to promote growth and protect gains through improved livelihoods, reinforced resilience to shocks and enhanced natural resource management. By the end of 2019, 990 women in 34 groups were trained on local self-resource mobilization using the Village Community Bank (VICO-BA) methodology. Four groups with viable business plans for income generation were supported with business incubatory grants of € 3,239 each. The project supported the establishment of a livestock disease surveillance and information management system and control in cross border areas. It did so through training 20 veterinary officers on participatory epidemiology and 74 Community Disease Reporters (CDRs) on the surveillance and reporting systems on emerging and re-emerging livestock diseases. Six joint participatory disease surveillance missions were conducted with a focus on transboundary animal diseases. Veterinary interventi-

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Photo: © VSF Germany



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ons (vaccination and treatment campaigns) were conducted and 282,632 heads of livestock reached (158,134 dewormed, 68,915 treated and 55,583 vaccinated), benefitting 6,254 households. 21 Environmental Management Committees (EMCs) were trained and supported to undertake rangeland rehabilitation activities covering 74 hectares through clearance of the invasive *Prosopis* species and reseeded with grass seeds. Three hydrological surveys and environmental impact assessments were conducted in preparation to drill boreholes in Kenya and Ethiopia cross-border areas. Five Beach Management Units were also supported with training and boats to increase fish catch. The cross-border project has fostered learning through information sharing.

SUCCESS STORY

“ My name is Samwel Amuroe and I am the Chairman of the Moite Beach Management Unit along Lake Turkana in Kenya. VSF Germany's EUTF-funded project has supported us with training on sustainable fishing methods, hygienic fish handling, preservation techniques and beach management. They have also provided us with motorized boats to boost our fishing activities. Before this project, we used to rely on locally made traditional rafts for fishing but these were risky for deep water fishing. Our fish catch was less, fetching us only small revenues. With the training we now have on-beach management and these boats, and we are fully loaded with knowledge and equipment enabling us to go deep into the lake where we catch a lot of big fish that fetch us big revenues. Our income from fishing increased and we can now be able to pay schools fees for our children very comfortably and invest in other businesses. ”



Photo: © VSF Germany



SOMALIA

HIGHLIGHTS



Photo: © VSF Germany



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COUNTRY SITUATION

Somalia is a country in the Horn of Africa whose coastline is the longest on mainland Africa. It has an estimated population of 15.8 million people. Since the collapse of the central government in 1991, the country has remained fragmented into three geo-political, semi-autonomous blocks: Somaliland, Puntland and Somalia. Since 2012, when an internationally-backed government was installed, Somalia has been moving slowly towards stability, but its authorities still face challenges from Al-Qaeda-aligned Al-Shabab insurgents. Despite being ousted from most of its key strongholds in south and central Somalia, Al-Shabab continues to launch deadly guerrilla attacks against the Somali government and African Union forces across large parts of the country. Livelihoods of about 70% of Somalis are based on agriculture, livestock and fisheries.

HUMANITARIAN AND DEVELOPMENT NEEDS ADDRESSED

Somalia remains one of the most complex and long-standing humanitarian crises in the world. Climatic shocks (e.g. droughts, cyclones, floods), armed conflict and violence were key drivers of humanitarian needs and human right violations. One third of the total population, or 4.2 million people, required humanitarian assistance and protection. Along with humanitarian action, substantial investment in resilience-building and development solution were critical to ultimately reduce humanitarian needs. Armed conflicts and climate-related hazards were the main drivers of displacement of an estimated 2.6 million people across Somalia. This perpetuated humanitarian needs with ever increasing number of people facing acute food insecurity and the need of emergency assistance, like access to food, water, sanitation, hygiene, health care, animal health services and recovery of productive livelihood assets. The socio-economic situation was compounded by natural disasters that affected agricultural and livestock production activities.

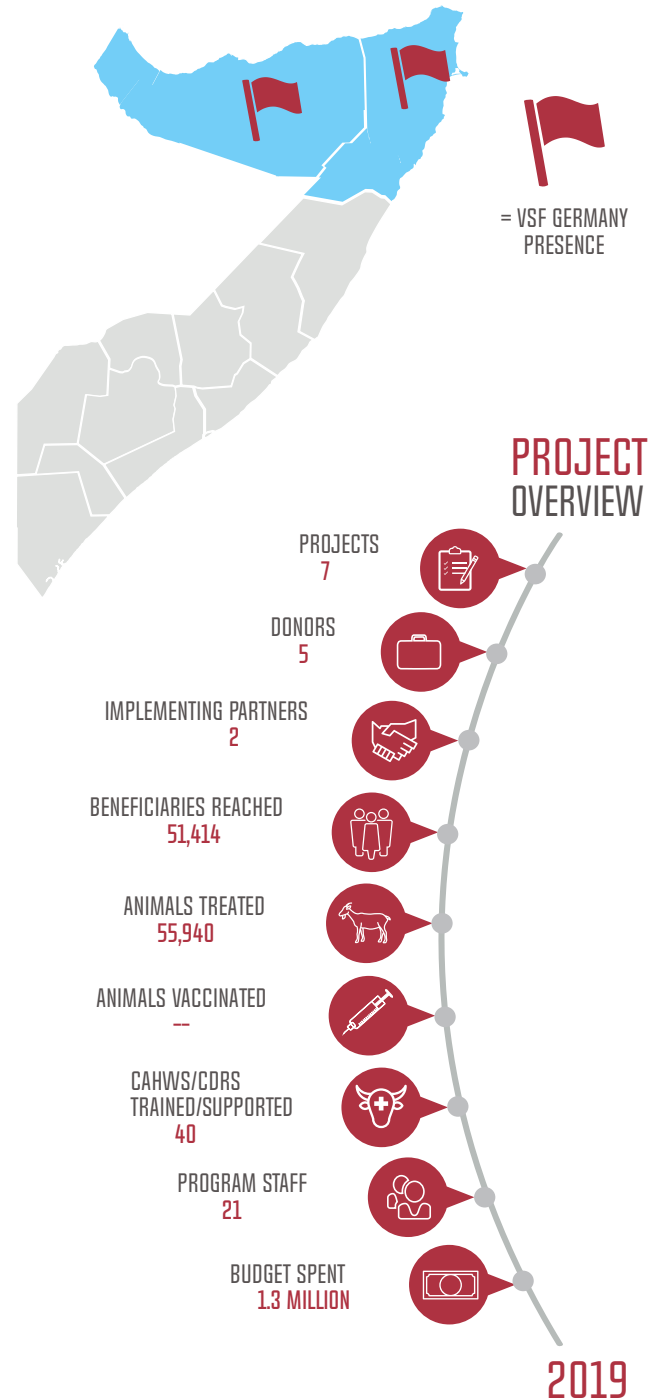




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VSF GERMANY'S RESPONSE

VSF Germany has been working in Somalia since 2005, implementing emergency assistance and development aid projects. In 2019, VSF Germany implemented seven projects in Somalia, six in Somaliland and one in Puntland. These projects focused on improving access to food and basic services such as water, animal health services, food safety and food hygiene, women empowerment through livelihood diversification activities in the livestock value chains, holistic natural resources management, capacity building of public and community institutions and animal welfare targeting the welfare and healthcare management of donkeys. Programs are aligned to SDGs 1-3, 8 and 13.



SOMALIA

PROJECT IN THE SPOTLIGHT

PROTECTING AND RESTORING LIVELIHOODS OF CYCLONE-AFFECTED COMMUNITIES

Project Title: Protect and Restore Livelihoods of Cyclone-Affected Communities in Awdal Region, Somaliland

This This UN OCHA-funded, \$ 700,000 project took place between June 2019 and November 2019 in the four districts of Baki, Boroma, Lughaye and Zeylac in the Awdal region of Somaliland. In 2019, the massive Cyclone Sagar devastated the Awdal region in the northern part of Somaliland, displacing thousands of communities, destroying crops, property and livelihoods. Its aftermath saw a surge in livestock diseases with many households losing their livestock. It was in response to the needs arising out of this crisis that VSF Germany intervened within the framework of the UN OCHA Humanitarian Response Plan. The objective of the intervention was to improve immediate access to food for the cyclone-affected population in Awdal region through unconditional cash transfer and provision of livestock feeds and animal health services. By the end of the project in 2019, 1,410 HHs benefitted from unconditional cash transfer to access food and other basic household utilities for their immediate survival. 1,250 pastoralist households who had lost almost 70% of their livestock herds received supplementary feed ratios to feed their surviving core breeding stock and/or lactating livestock species (sheep, goats and cattle) and livestock treatment services in order to protect and restore their livelihoods. Beneficiaries reported that the supplementary feeding and animal healthcare services protected their remaining animals, reduced mortality due to endemic livestock diseases and increased milk production. Latter milk increase at household level also provided access to animal source protein for the nutrition to children, the elderly and pregnant women.

SUCCESS STORY

“My name is Mama Maryan and I thank VSF Germany and the donor for the supplementary feed ratio and animal treatment support I received for my animals. After Cyclone Sagar, the animals became distressed and started dying from strange diseases. I became hopeless and feared that I could lose all my animals due to the lack of feed and healthcare services. After receiving the support from the project, my goats survived. I now have two goats which are pregnant and very soon they will give birth so that my children can have access to milk.”



SUCCESS STORY

“My name is Mohamed Galin and I am one of the beneficiaries of the unconditional cash transfer project implemented by VSF Germany. My family was badly affected by Cyclone Sagar: we lost everything and life became very difficult for us. Before VSF Germany's cash transfer programme, my family was not able to eat three meals a day as I was not able to get enough food, but when we started participating in this project, my situation became bearable as I now could afford to buy food and other basic needs for my family. Due to the large number of people affected by the cyclone, not everybody was supported but those of us who received support extended it to our neighbors and everyone was happy in my village; the response was timely and I thank VSF Germany for the assistance.”



Photos: © VSF Germany



STAFF INTERVIEW

Tesfaye Abebe, Technical Advisor, Somaliland / Photo: © VSF Germany



TELL US A LITTLE BIT ABOUT YOURSELF, TESFAYE!

I am an Ethiopian national, 43 years old and married with three children. I am an agronomist with a Master's Degree in Development Studies. I joined VSF Germany in 2018 as Technical Advisor for Somaliland, based in Hargeisa.

WHAT'S YOUR EXPERIENCE IN THE HUMANITARIAN AND DEVELOPMENT FIELD IN SOMALIA?

The last two years, I have been working in Somaliland for both humanitarian and development projects. Somalia and Somaliland both experience man-made and natural calamities affecting the livelihoods and food security of pastoral and agro-pastoral communities, consequently various INGOs, including VSF Germany, and NNGOs continue to respond to both immediate and short-term needs of affected communities. Partners continue responding to emergencies through strong coordination in the sector-specific clusters enabling efficient and effective utilization of resources, bringing about desired impact and building the resilience of affected communities to sustain their livelihoods. Through sector cluster coordination, I have been able to learn a lot in relation to humanitarian response and more so on best practices for future scale-up programming.

TELL US ABOUT YOUR EXPERIENCE WITH VSF GERMANY?

VSF Germany interventions consider livestock as the main focus of project implementation as it plays a vital role as source of food and income for pastoral and agro-pastoral communities. In the two years that I have worked with VSF Germany, it is of great satisfaction to me knowing that my contribution goes a long way in improving the lives of the most vulnerable and their livestock.

IN WHICH DIFFERENT POSITIONS AND LOCATIONS HAVE YOU WORKED IN VSF GERMANY?

I have worked as Technical Advisor in Somaliland, but have also remotely supported project implementation in Puntland.

TELL US ABOUT YOUR IMPRESSION OF VSF GERMANY IN TERMS OF PROGRAMMING AND TEAM, INTERACTION WITH LEADERSHIP, PARTNERS AND TARGETED COMMUNITIES?

VSF Germany's programs in Somalia are more focused on food and livelihood. I must say that the synergy between teams and interaction with the leadership is something to reckon with. VSF Germany taps into the knowledge of staff coming from different cross-cutting fields and through this, project beneficiaries are guaranteed accountability, hence VSF Germany has developed a strong reputation with both local government and communities.

TELL US ABOUT YOUR IMPRESSION OF VSF GERMANY IN TERMS OF PROGRAMMING AND TEAM, INTERACTION WITH LEADERSHIP, PARTNERS AND TARGETED COMMUNITIES?

Yes, there are very critical challenges, for example vulnerable populations have huge needs and yet resources are limited. Conflict, floods, droughts, desert locust invasions, disease epidemics and the threat of pandemics overstretch available resources and often require concerted efforts from multiple actors.



UGANDA

HIGHLIGHTS



Photo: © VSF Germany



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COUNTRY SITUATION

Uganda is a landlocked country that has an estimated population of 45 million. The country depends on Mombasa port in Kenya for its international trade. In 2019, it remained largely peaceful and politically stable since the insurgency in the north was crushed, with the exception of the semi-arid and arid Karamoja region where resource-based conflicts among the agro-pastoral and pastoral communities have often led to violent conflict and displacement. Despite the relative calm in the country, violent political conflicts in the neighboring countries such as the DRC, Rwanda and South Sudan have led to a huge influx of an estimated 1.3 million refugees into the country.

HUMANITARIAN AND DEVELOPMENT NEEDS ADDRESSED

With the exception of Karamoja region where climate change induced concerns on food security persist, Uganda is generally food-secure and a net exporter of cereals and other food items into neighboring countries. In Uganda, as in most countries in sub-Saharan Africa, around 70% of all households keep at least one kind of livestock, inclusive of poultry. Livestock production is limited by pathogens including parasites. Losses due to disease or death of animals threaten food, nutrition and income security of livestock keepers. Emerging pandemic threats, especially an Ebola virus spill-over from the DRC and other endemic zoonotic diseases such as anthrax, brucellosis, tuberculosis, RVF and others threaten the health of value chain actors and increase the community disease burden. Improved animal health directly contributes towards improved livelihoods and human health (through better diets and fewer zoonotic diseases) of actors in the food supply chain from farm to fork. Knowledge and awareness about animal diseases and their risks is low, and, as a consequence, health risks for humans due to zoonoses are not commonly recognized. For many of the animal health problems, there are effective solutions at hand (e.g. vaccines). Often, however, the lack of

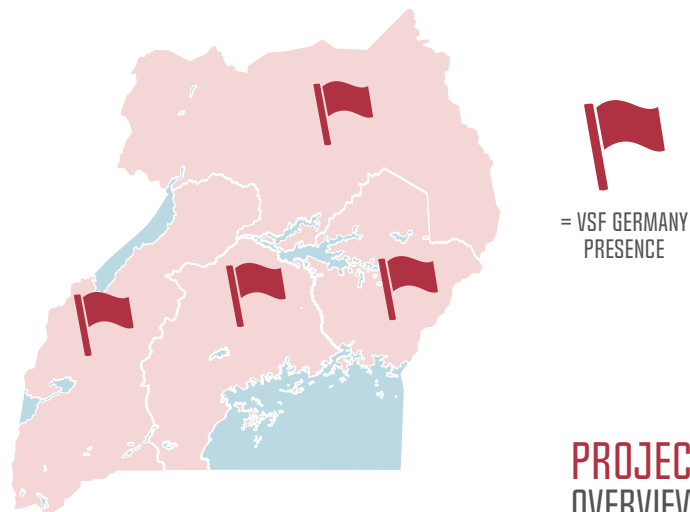




DR. JOSHUA WAISWA

**BUILDUGANDA PROJECT TECHNICAL
MANAGER**

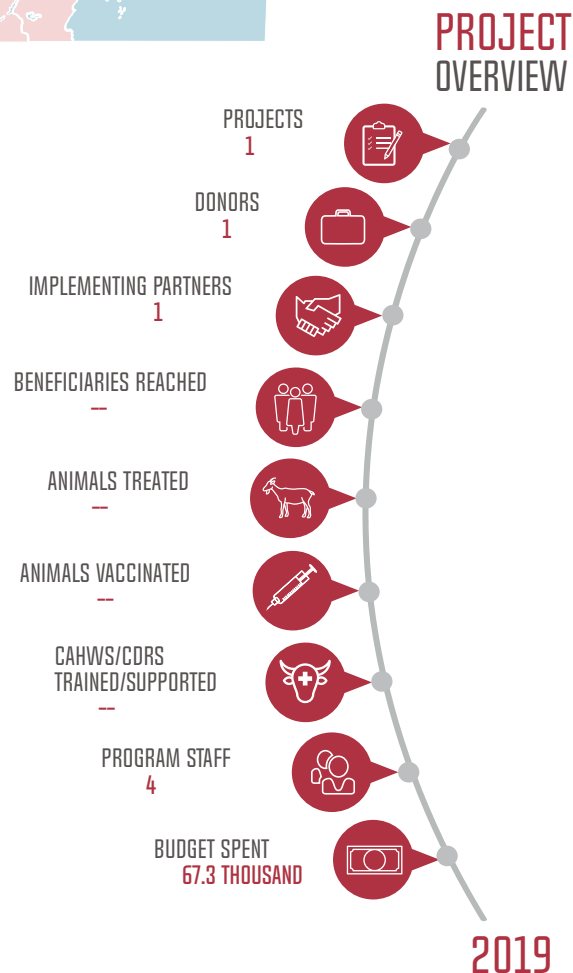
joshua.waiswa@vsfg.org



infrastructure and weak institutional management do not allow last-mile delivery of solutions and thus control of diseases. These problems include, but are not limited to, lack of personnel to deliver vaccines, lack of awareness of producers on the benefits of a vaccines and therefore, unwillingness to purchase them. In addition, there is a lack of investment in capacity building and (continuous) professional development of processors which leads to gaps in the surveillance of transboundary animal diseases.

VSF GERMANY'S ENTRY INTO UGANDA

Since early January 2019, Uganda is the newest country of VSF Germany's operations in the Horn of Africa. VSF Germany began exploring the prospects of an entry into Uganda way back in 2015 but it was not until 2019 that a partnership with ILRI through BMZ funding materialized. The aim of this partnership was to improve the health of food producing animals, controlling antimicrobial resistance, and as a consequence, improve the health of those who work in the production and processing of animal-sourced food. The current project is aligned to SDG 1-3.





UGANDA

PROJECT IN THE SPOTLIGHT

BOOSTING UGANDA'S LIVESTOCK INVESTMENTS

Project Title: Boosting Uganda's Investments in Livestock Development (BUILDUganda Program)

VSF Germany is a member of the ILRI-led consortium that has received funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) to implement a five-year 'Research for Development Program' in Uganda under the framework of developing an investment package for improving animal health in Africa. Uganda was chosen as a key focus country in sub-Saharan Africa because 70% of all households keep at least one kind of livestock (poultry included). Livestock production is however limited by pathogens including parasites that cause losses due to diseases or death of animals, threatening food security, balanced diets as well as the livelihoods of animal keepers. Zoonotic diseases also threaten the health of producers as well as processors and consumers. Widespread use of antibiotics to manage animal health conditions and poor hygiene and safety of animal-sourced foods also pose a threat to human health due to antimicrobial resistance. The goal of the project is therefore to improve the health of food producing animals and as a consequence, the health of those who work in the production and processing of animal-sourced food. The investment package will be implemented under four different components in line with, and as per the recommendations of the QIE GAP analysis of the performance of veterinary services in Uganda. This will form the basis of a holistic approach to improve animal health and includes: support to ongoing campaigns to eradicate transboundary disease (e.g. Peste des Petits Ruminants (PPR)), control of zoonotic diseases e.g. Rift Valley Fever (RVF), control of antimicrobial resistance (AMR); and improved veterinary public health (e.g., food safety

Photo: © VSF Germany



and occupational health). Key target beneficiaries are male and female livestock producers, private animal health service providers, students, training institutions, the Government of Uganda, as well as livestock traders, butchers and meat vendors. The project will cover at least 25 initial districts spread across the livestock corridor that straddles the southwestern and central regions and the Karamoja Cluster. The project is being implemented by multiple partners playing different roles in research and development activities. These include ILRI as the consortium lead agency, the German Federal Institute of Risk Assessment (BfR), the German Friedrich-Loeffler-Institute (FLI), the Ugandan Ministry of Agriculture, and Animal Industries and Fisheries (MAAIF) among others. VSF Germany is the development and extension program partner responsible for spearheading capacity development training and extension services. Being the first project implemented in Uganda, operational set-up took quite a while but by the end of 2019, an office had been set up under co-hosting arrangements with ILRI, two key technical and two administrative support staff recruited, field reconnaissance visits to the project sites conducted, stakeholders mapping and analysis finalized and Participatory Disease Surveillance training extended to 36 field epidemiology and surveillance focal point staff of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).



Photo: © VSF Germany



MONITORING EVALUATION

PLANNING

VSF Germany prioritizes planning as an integral part of project planning and impact monitoring in the Project Management Cycle. Community participation and consultations with all relevant stakeholders are essential in the planning process, when project goals, objectives, implementation modalities and strategies are developed together with the representatives of the target groups. Analyzing target groups needs is vital in determining and structuring the specific project activities. Marginalized and special interest groups such as women, youth, children, the elderly and people living with disabilities are taken into special consideration. Defined project objectives and measures are assigned indicators to reflect whether the planned activities were effective, and whether the desired changes could be achieved. An intervention logic is developed for each project application to provide a logical and clear link between the objective and the intended measures.

MONITORING

Monitoring project plans are developed based on the intervention logic. VSF Germany and its partners systematically and continuously verify whether implementation of activities leads to the results and objectives that are intended and desired. All results are documented, analyzed, discussed and serve as a basis for the control of further measures. The methods are diverse and chosen based on need and appropriateness. Among other things, the numbers of goods distributed, beneficiaries trained, or vaccinations performed are recorded and reported. After trainings, skills practice is monitored to assess sustainable learning processes among the target groups and further training needs identified for future refresher trainings. Project acceptance is assessed, and adjustments made based on beneficiaries' feedback and analysis of monitoring data and reports by the project management team.



Photo: © VSF Germany

EVALUATION

All our projects undergo periodic assessments and final evaluations in line with established monitoring and evaluation plans. Depending on project size and duration, this is done by our own staff or through external service providers who verify whether plans were realized or not. Verifiable variables such as the number of vaccinated animals or statistical information such as the share of the population now with sufficient access to food are used in this context to examine and reflect the efficiency and effectiveness of the actions taken, and thus of the project management, implementation or interaction with other programs. These assessments also verify the learning effect among target groups to determine whether it can be assumed that knowledge, practice and skills are sustainable after the end of the project. The sustainability of changes achieved is at the center. All findings are recorded in reports, shared with the donors and become part of future project plans.

MONITORING MECHANISMS

The Regional Office together with the Head Office organize and conduct joint annual senior staff and SMT/board meetings to reflect on the key milestones achieved during the year, emerging challenges in the countries and strategic positioning. The meetings also reflect on the strategic direction of programs and identify key opportunities and strategies to address challenges. Field monitoring missions by HQ teams, board members and the regional office heads of departments to project sites and countries remain key elements that reinforce the overall program monitoring and evaluation mechanism. Short-term consultants were also deployed to provide technical reinforcement to the country teams and to ensure effective project management and implementation. In order to maintain good relations with donors and partners, share information and update each other on developments, VSF Germany staff at country- and HQ-level regularly meet with representatives and employees of donors and partners and attend donor and NGO coordination meetings. At country-level, VSF Germany staff also actively participates in cluster and coordination meetings as well as sector working groups to monitor donor priorities and country strategies.



FUNDRAISING

PUBLIC RELATIONS

Our Public Relations efforts form the bond between us and our supporting community. Strengthening this bond, provoking interest and expanding the existing community of supporters are essential elements of our work in this department. "Animals mean life" is not only a slogan that we work and live by, but also the message we aim to communicate to the outside as a key to their hearts. Therefore, portraying the connection between humans, their animals and also the environment they live in is a crucial component of the content we create. Although we work with a great variety of institutional donors and partners, our work greatly depends on private donations. Consequently, we continuously strive to convince the public to support us and invest in our work by showing them what VSF Germany is all about. Every day, we paint a picture of our work in the field, of the lives we change and the animals we save and hope to captivate people with our articles, social media posts, newsletters, hard-copy materials, promotional events and, of course, our annual report. Without our supporters this work would not be possible – it's a team effort!

In order to promote our work among veterinarians and animal owners alike, we once again successfully organized our annual vaccination campaign "Vaccinate4Africa". Over 1,300 veterinarians joined the campaign and donated more than € 200.000 in 2019. Furthermore, we work closely with foundations such as the APO-Bank who endorsed us in 2019. Another meaningful partnership we formed in 2019 was with Royal Canin, a French pet food manufacturer that exports internationally and belongs to Marc, Incorporated.

Other than our community and partners, we deeply rely on our teams in Berlin and the Greater Horn of Africa as well as our Germany-wide volunteer groups, who spread the word about the importance and relevance of our work. Together we create awareness and promote long-term sustainable change – a message our Public Relations team aims to promote every day with dedication, passion and the will to make a meaningful difference and attract others to join us.



Photo: © VSF Germany



Photo: © VSF Germany



SHOSHANNA HILLMANN-BREUER

DESK OFFICER FUNDRAISING

shoshanna.hillmann-breuer@toge.de

CERTIFICATIONS

TRANSPARENCY

VENRO is the umbrella organization of development and humanitarian NGOs in Germany. As a member of the VENRO, VSF Germany is committed to the VENRO code of conduct and its values of transparency, organizational management and control as well as protection of children from abuse and exploitation in development cooperation and humanitarian aid.



In 2010, VSF Germany also committed to the voluntary declaration of commitment of the transparent civil society initiative. On the initiative of Transparency International Germany, various actors from the civil society and science defined ten points that every civil society organization should make public, including their articles of association, the names of the essential decision-makers, information on the sources and use of funds as well as their personnel structure.



Since 2005, VSF Germany has held the "Spendensiegel des Deutschen Zentralinstituts für Soziale Fragen (DZI)", a quality seal for reputable charitable organizations. The DZI certifies statutory and economical use of donated funds.



VSF GERMANY IS ACTIVE IN THE FOLLOWING NETWORKS

VSF GERMANY NETWORKS



**GESELLSCHAFT DER FREUNDE DER
TIERÄRZTLICHEN HOCHSCHULE HANNOVER E.V.**

**BER- Berliner
Entwicklungspolitischer
Ratschlag**



**Koordinierungsausschuss
Humanitäre Hilfe**

FINANCES

FINANCIAL REPORT 2019: ORGANIZATIONAL COLLABORATION ON THE RISE

VSF Germany's overall deficit reduced by 89% compared to the reported deficit in 2018 and 2019. Total reported incomes increased by 21%, rising from € 14,041,799 in 2018 to €16,986,952 in 2019.

Net organizational income (less transfers to implementing partners in consortiums) increased by 5% from € 11,003,938 in 2018 to € 11,595,939 in 2019. Levels of organization collaboration with other NGOs (through consortium work) increased in 2019 as depicted by increased levels of funds transferred to consortium members and/or implementing partners in various humanitarian projects by a rate of 77%. This growth was attributed to an increment in enhanced fundraising efforts from institutional donors which realized a rise from € 12,925,907 in 2018 to € 15,437,088 in 2019, representing a growth rate of 19% and a sharp rise in reported incomes from other sources by a rate of 74% (€ 632,704 in 2018 to € 1,100,403).

There was an overall reduction by 6% in amounts generated from private donors. Incomes from assigned fines decreased by 15% whereas revenues from heritage decreased by 71.4%. Income generated from vaccination day campaigns increased by 10%. Membership fees increased by 30.8%. The rate of expenditures reported in 2019 increased by 5% in 2019 compared to 2018.

VSF Germany's liquidity level as represented by comparison of current assets and current liabilities enhanced by end of 2019 to a ratio of 1.13 in 2019 compared to 1.27 in 2018.

ASSETS	2019	2018
	€	€
NON-CURRENT ASSETS		
Property and Equipment	34,030	35,742
Intangible Assets	15,270	15,270
TOTAL NON-CURRENT ASSETS	84,935	51,012
INVESTMENTS	25,000	0
CURRENT ASSETS		
Cash and Cash Equivalents	4,343,903	2,517,519
Receivable from Donating Parties	1,309,553	954,744
Other Current Assets	609,002	432,280
Prepaid Expenses	43,293	100,969
TOTAL CURRENT ASSETS	6,305,750	4,005,512
TOTAL ASSETS	6,415,685	4,056,524

LIABILITIES & EQUITY	2019	2018
	€	€
EQUITY	888,263	897,860
LIABILITIES		
Provisions	207,701	179,440
Liability to Donating Parties	4,987,190	2,340,437
Trade Payable	275,301	301,977
Other Current Liabilities	57,231	336,810
TOTAL LIABILITIES	5,527,423	3,158,664
TOTAL LIABILITIES & EQUITY	6,415,685	4,056,524



SUMMARY OF INCOMES AND EXPENSES

INCOME AND EXPENDITURE (P&L) REPORT FOR 2019

INCOME	(in EURO)	2019	2018
Institution Grants VSF Germany and Consortium Partners		14,970,235 €	12,574,299 €
Income from Project Management		466,853 €	355,622 €
Donations, Membership Subscription and Fines		449,461 €	479,175 €
Other Incomes		1,100,403 €	632,704 €
TOTAL INCOME		16,986,952 €	14,041,799 €
Less: Funds Transfer to Sub-Agencies		(5,391,013) €	(3,037,861) €
NET INCOME		11,595,939 €	11,003,938 €

EXPENDITURE	(in EURO)	2019	2018
Employee Benefit Expenses		4,017,103 €	3,502,103 €
Project Equipment's and Activities		5,637,905 €	5,948,461 €
Other Project Activities		895,379 €	865,523 €
Amortization of Assets		29,880 €	24,143 €
Sundry and Other Operating Expenses		1,025,270 €	745,765 €
TOTAL EXPENDITURE		11,605,536 €	11,085,993 €

BALANCE		
BALANCE FOR THE YEAR	(9,597) €	(82,055) €



MBURU PETER

REG. HEAD OF FINANCE

mburu@vsfg.org



ALISA FEIST

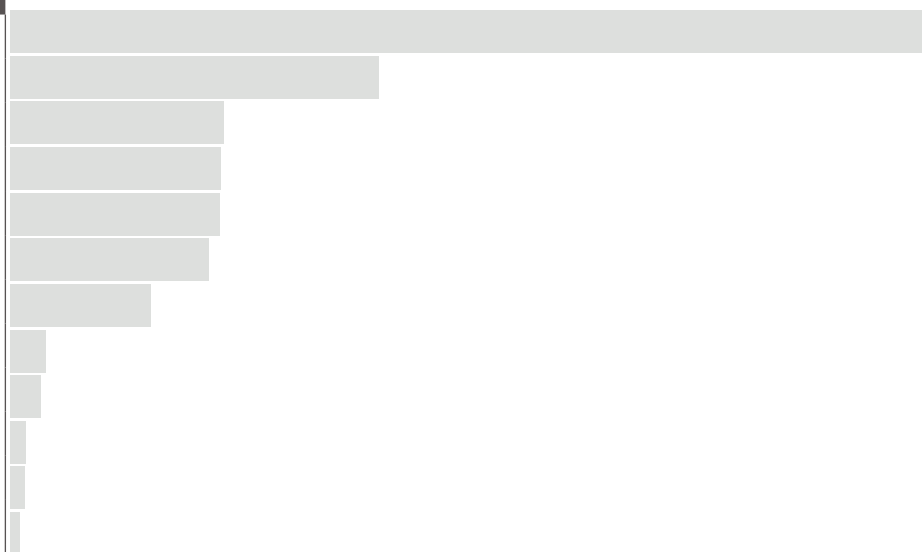
DESK OFFICER FINANCE

alisa.feist@toge.de

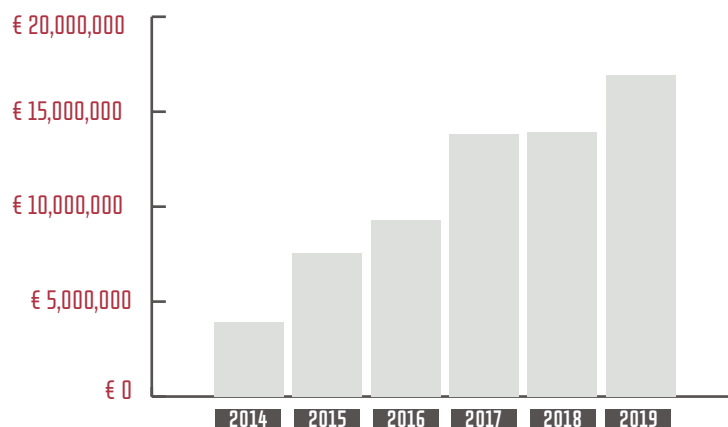
FINANCES

SUMMARY OF GRANTS BY DONOR AND COUNTRY

DONOR	AMOUNT (IN EURO)
EC	5,936,550.90
USAID	2,371,147.57
UNDP	1,373,632.26
FAO	1,353,969.59
UN OCHA	1,351,037.58
BMZ	1,275,710.92
FOREIGN OFFICE	905,420.22
UNICEF	230,281.27
GIZ	197,622.05
AICS	178,097.78
DKH	98,381.51
ECHO	92,543.57
BROOKE	58,019.88
IFAD	11,437.79
APOBANK	10,000.00
KWT	2,391.84
UNMISS	842.77



PROGRESSIVE ANNUAL INCOMES BETWEEN 2014 AND 2019





MURIKI MAKATHIMO

HEAD OF INTERNAL AUDIT

Muriki.Kiambi@vsfg.org

RISK

UNCERTAINTIES

CONTROL FRAMEWORK

Maximization of value delivered to beneficiaries remains VSF Germany's top priority. This is in accordance with the articles of association that established the organization in Germany and which provides the control mechanisms that ensure efficiency at all levels of operation. These include Standard Operating Procedures (SOPs), which apply to all employees, on the one hand, and set standards that guide engagements with external parties and stakeholders on the other hand. The control environment is the foundation of an effective system of internal control and sets the tone in influencing the control consciousness while implementing control activities. 2019 was marked by key milestones in improving the control environment and improving donor compliance and statutory compliance while maintaining a high-level of operational efficiency. Strengthening the control environment focused on upgrading organization systems and aligning SOPs to a changing environment.

In the absence of a demonstrably effective control environment, it is difficult to provide meaningful assurance to stakeholders in regard to accountability and transparency. We know that providing support to our beneficiaries requires great efforts, due diligence and cost efficiency measures. It is therefore particularly important that we plan our projects well, implement them carefully and evaluate them regularly to ensure we achieve high-quality delivery standards in support of beneficiaries. In doing so, we follow the SOPs and internal control systems and guidelines that are applied systematically across all countries.

RISK MANAGEMENT AND MITIGATION MEASURES

Risk management is important for good governance, as well as compliance. VSF Germany has a systematic risk assessment and ma-

nagement mechanism in place in order to ensure that our work is secure in the long-term. By having an effective risk management mechanism, VSF Germany has managed to make timely decisions in managing identified risks and avoiding inadvertent exposure to potentially damaging consequences. It has also managed to deliver crucial services to our beneficiaries. This is possible through the use of our framework that is in place and which requires regular risk assessment, updating of the risk register on a quarterly basis and monitoring on implementation of decisions made to address risk on a monthly basis.

VSF Germany's risk management and mitigation framework outlines adopted approaches, as well as procedures and mechanism that are in place and which ensure effective risk management. In addition, VSF Germany has policies outlining the risk attitude, guiding principles and roles and responsibilities which provide clarity in responding to risks that were identified. These policies include the code of conduct, as well anti-corruption, fraud, Protection from Sexual Exploitation and Abuse (PSEA) and disciplinary policy. Continuous awareness raising with all staff ensures everyone is aware and in agreement with the priorities for improving risk management from the board level downwards. A whistleblower protection policy, a whistleblower hotline as well as other complaint mechanisms ensure that staff, but also beneficiaries and partners' staff can report concerns and suspicions through the link: <https://report.whistleb.com/en/togev>. Standardized complaint handling procedures allow for effective investigation and follow up if needed. Senior management issues clear statements to ensure there is accountability and transparency, both of which constitute VSF Germany's services delivery foundation. Transparency helps build stakeholder's confidence by providing timely critical information and ensuring their interests are pro-

tected. Transparent systems have clear procedures for decision-making and open channels of communication between stakeholders that make information accessible. A strong control environment backed by the Audit and Risk Committee as an independent control mechanism helps improve accountability and transparency hence improving decision-making, implementation and ease of availability of relevant information by program actors for good governance.

AUDIT & RISK COMMITTEE

CONTROL FRAMEWORK

VSF Germany has set high standards for transparency towards its beneficiaries, donors, partners, members and employees in its projects as a non-profit association. VSF Germany also continuously strives to minimize the risks from fraud or corruption to protect the interests of donors and financiers as well as the association and its employees, and to achieve the association's goals. VSF Germany implemented the Audit & Risk Committee (ARC) as an element of its association structure to support the association board as well as the managing director and his team. The ARC is an independent body of the association without any instruction rights. The duties and obligations of the ARC are laid down in an instruction for action in the ARC charter. The ARC's tasks specifically include monitoring the organization's compliance with legal and regulatory requirements, financial integrity, compliance obligations, along with the proper execution of projects and the definition of ethical standards.

M-PESA CASE REPORT

In June 2019, an anomaly was discovered during the internal financial audit in the Nairobi Regional Office (RDN). The matter was immediately reported to the board, the managing committee and the independent Audit and Risk Committee (ARC). An immediate internal investigation was carried out and administrative action taken against the staff involved in the case. In addition, the matter was reported to the relevant authorities and criminal proceedings were initiated promptly against a former employee who was the principal suspect in the embezzlement. The rights of VSF Germany were represented by a lawyer in Nairobi, Kenya, and an internationally active law firm (Freshfields). From the investigation report no projects were endangered by the fraud, no project funds were affected and thus no donors harmed. Internal control measures have since been

strengthened by installing an advanced financial system to avoid similar occurrences in the future.

FRAUD AND BUSINESS PROCESS

Fraud and business processes were continuously monitored to ensure risks were identified and safeguarding measures taken. A new financial management system was enrolled, review and updating of the operations and procedures manual commenced and internationally agreed instruments of compliance such as Prevention of Sexual Exploitation and Abuse (PSEA), Anti-Fraud and Corruption as well as Whistleblowing tools initiated to combat fraud and corruption. The ARC supports and advises the association, aware of the challenges for an association working under German law to support people and their animals in East Africa. Remembering the association's legal and moral responsibility in Germany, as well as its commitment to humanitarian assistance and development aid in the countries of East Africa, all employees of VSF Germany, not only in the office in Berlin, but also in the regional office in Nairobi, the country offices in East Africa and in the field, have committed to a Code of Conduct. All employees are trained to know the guidelines and to comply with them. Management will immediately take action and initiate measures required if any misconduct surfaces. Once again, the management is committed to transparency, keeping the ARC informed and coordinating further steps where necessary.



VSF GERMANY HEADQUARTER, REGIONAL OFFICE NAIROBI & COUNTRY OFFICES

LEADERSHIP STRUCTURE

VSF Germany's organizational leadership structure consists of the General Assembly (GA) which in turn consists of 67 members, Honorary Board of Directors (seven members) and the Senior Management Team (ten members) which is made up of the Managing Director, the Regional Director for East Africa, four Heads of Departments at the Regional Office and four Country Directors for South Sudan, Sudan, Ethiopia and Kenya-Somalia. The BMZ-funded Uganda project is headed by the Project Technical Manager who is not a member of the SMT. Members of the Board are elected by the General Assembly.

BOARD OF DIRECTORS

The Board of Directors is headed by a Chairman who is assisted by two deputies. The Honorary Board appoints the Managing Director who heads the Senior Management Team (SMT).

HEADQUARTER OFFICE TEAM

VSF Germany's Headquarters in Berlin is headed by the Managing Director, who is supported by Desk Offers responsible for Financial Controlling, Fundraising and Public Relations, Humanitarian Aid and Development Cooperation, One Health and Scientific Affairs. Short-term interns were also engaged during the year to support special assignments.

REGIONAL OFFICE TEAM

The Regional Office Nairobi is headed by the Regional Director for East Africa who is supported by four Regional Heads of Departments, namely: Head of Finance, Head of HR and Administration, Head of Programs and Head of Internal Audit.



Photo: © VSF Germany

COUNTRY DIRECTORS (CDs)



ESMAEL TESSEMA | CD SUDAN



GENENE REGASSA | CD ETHIOPIA



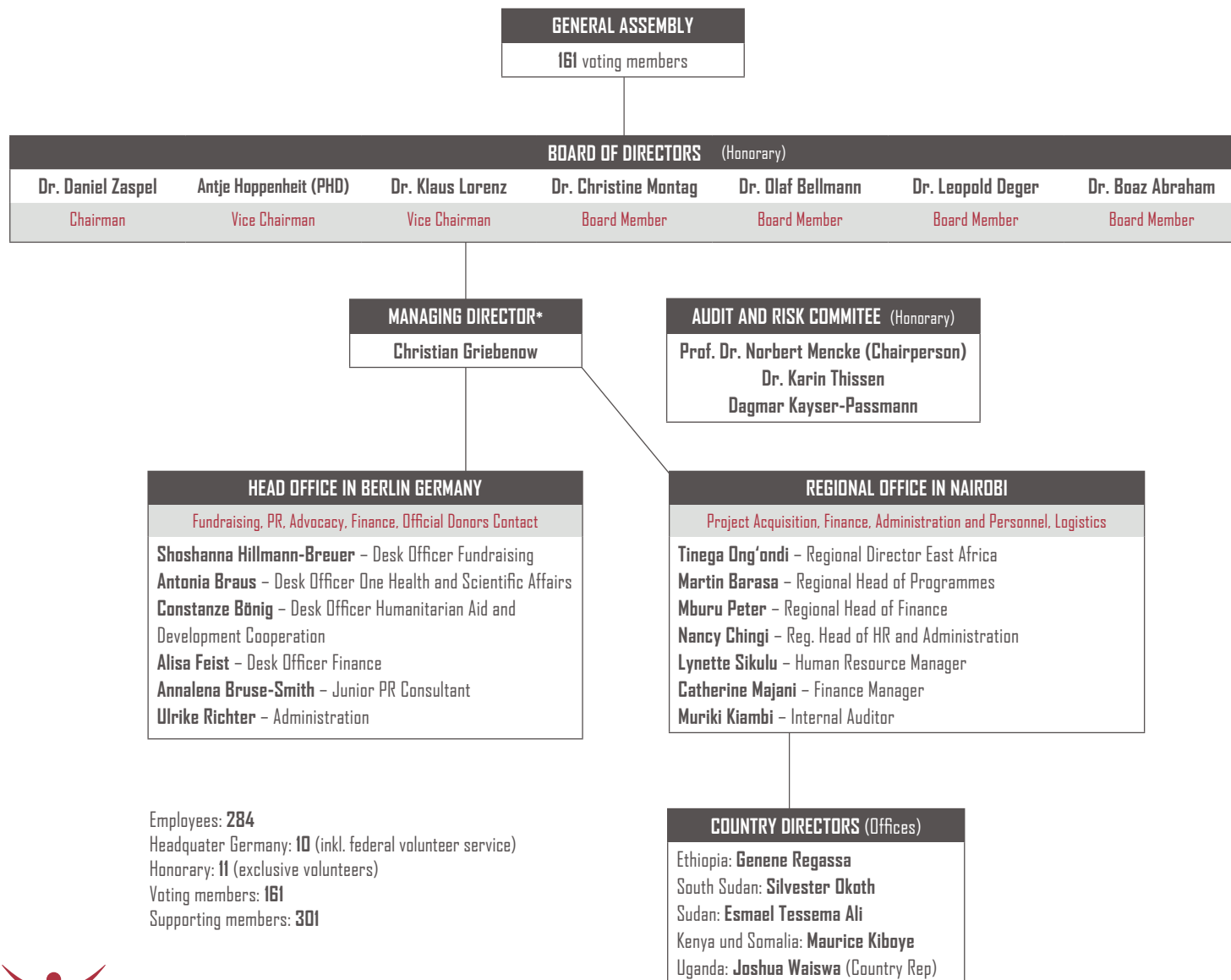
MAURICE KIBOYE | CD KENYA-SOMALIA



SILVESTER OKOTH | CD SOUTH SUDAN

ORGANIZATION STRUCTURE

VSF GERMANY HEADQUARTER, REGIONAL OFFICE NAIROBI & COUNTRY OFFICES

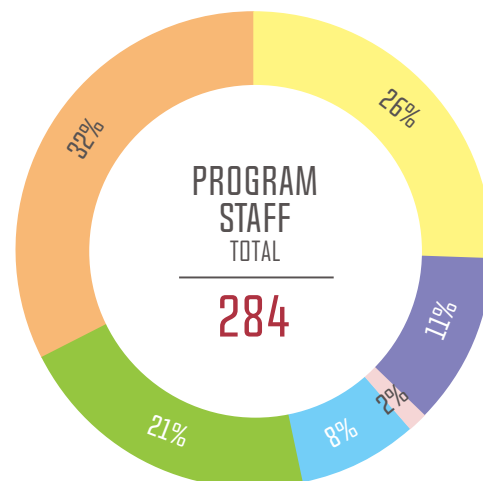


SUMMARY OF VSF GERMANY WORKFORCE IN 2019

In 2019, VSF Germany had a total of 284 staff, composed of 260 (91.5%) in the Country Offices, 16 (5.6%) at the Regional Office Nairobi and 8 (2.8%) at the Headquarters in Berlin. Out of the total work force of 284, 221 (77.8%) were male while 63 (22.2%) were female. A total of 12 women were in management positions, with seven at the Country Offices, one at the Regional Office and four at the Head Office. The Organization is committed to increasing gender equity in the work force at all levels and implements robust affirmative action that has seen the number of female workers in the organization increase significantly in the last three years and across all levels.

ORGANIZATION DYNAMICS

2019 saw the expansion of VSF Germany into Uganda in East Africa, spreading our presence to 6 countries. The agenda of building networks across teams in the different regions and countries was sustained throughout the year through joint trainings, meetings and field visits. Heads of departments from the Regional Office and the Managing Director and Desk Officers from the Head Office made field monitoring visits to connect with the country teams and program work. Country program teams also organized exchange visits for sharing of experiences and lesson learning; for instance, between Sudan and Ethiopia. Country program teams also visited the Regional Office for



consultations and planning processes. Senior Management Team members from the country and regional office visited the Head Office for various program support functions. 2019 team meeting, was held in Naivasha, Kenya, creating a very conducive backdrop to our organization development workshop. While building on the principal base of optimizing communication and team spirit, the objective of the meeting was inward looking with an aim of 1) understanding our present organizational capacity; 2) identifying areas of organizational strengths and areas of improvement; 3) identifying appropriate interventions to address areas that need improvement in order to achieve organizational sustainability, and 4) developing an Institutional Improvement Plan for the next one year. The perspectives garnered from the candid discussions clarified the next steps for 2020, which include the update of the operational guidelines, and the incorporation of strategic employee capacity building. The next team meeting, scheduled for 2020 will reflect on the achievements against the agreements made.



NANCY CHINGI BENGAT

REG. HEAD OF ADMINISTRATION AND
HUMAN RESOURCES

Nancy.Chingi@vsfg.org



Photo: © VSF Germany

LEGEND

ABBREVIATION LIST

ADRA	Adventist Development and Relief Agency
AMR	Antimicrobial Resistance
AMREF	Amref Health Africa Germany, NGO
ARC	Audit & Risk Committee
ASAL	Arid and Semi-Arid Lands
AWD	Acute Watery Diarrhoea
BCC	Behavioral Change Communication
BfR	German Federal Institute of Risk Assessment
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung/Federal Ministry for Economic Cooperation and Development
CAHW	Community Animal Health Worker
CBDRM	Community Based Natural Resource Management
CBAEW	Community Based Agricultural Extension Workers
CDR	Community Disease Reporter
CIFA	Community Initiatives Facilitation and Assistance, local NGO
CMAM	Community Management of Acute Malnutrition
CCM	Comitato Collaborazione Medica
COVID-19	Coronavirus Disease
CSB	Corn Soya Blend
DRR	Disaster Risk Reduction
EC	European Commission
ECHO	European Commission Humanitarian Aid & Civil Protection
EMC	Environmental Management Committees
EU	European Union
EUTF	European Union Trust Fund
FAO	Food and Agriculture Organization of the United Nations
FO	German Foreign Office
FLI	Friedrich Löffler Institute
GDP	Gross Domestic Product
GIZ	German governmental development agency/ Deutsche Gesellschaft für Internationale Zusammenarbeit
HH	Household
HQ	Headquarter, Berlin
IDP	Internally Displaced Person
IEC	Information Education and Communication
ILRI	International Livestock Research Organization
IYCF	Infant and Young Children Feeding
IFAD	Internaitonal Fund for Agricultural development



KES	Kenyan Shilling
KWT	Kenya Wildlife Trust
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MUAC	Middle Upper Arm Circumference
NGO	Non-Governmental Organisation
NNGO	National Non-Governmental Organization
NNN	NGO Network for Neglected Tropical Diseases
NTD	Neglected Tropical Disease
NRM	Natural Resource Management
ODP	Omo Delta Project
OFDA	Office of U.S. Foreign Disaster Assistance
OTP	Outpatient Therapeutic Program
PPR	Pest des Petits Ruminantes
PSEA	Protection from Sexual Exploitation and Abuse
RON	Regional Office Nairobi
RVF	Rift Valley Fever
SDG	Sustainable Development Goals
SDG	Sudanese Pound
SGP	Sheep and Goat Pox
SHF	Sudan Humanitarian Fund
SNNPR	Southern Nations Nationalities Peoples Region
SDPs	Standard Operating Procedures
SSP	South Sudanese Pound
TADs	Transboundary Animal Diseases
TriM	Translate into Meaning
TOGEV	Tierärzte ohne Grenzen e.V.
TUBADO	Turkana Pastoralists Development Organization
UNICEF	United Nations International Children's Emergency Fund
UNMISS	United Nations Mission in South Sudan
UNPD	United Nations Development Programme
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
USD	American dollar
VENRO	Verband Entwicklungspolitik und Humanitäre Hilfe deutscher Nichtregierungsorganisationen e.V./umbrella organisation of development and humanitarian aid non-governmental organisations (NGOs) in Germany
VICOBA	Village Community Bank
VSF International	Vétérinaires sans Frontières International
VSF Germany	Vétérinaires sans Frontières Germany
VSF Suisse	Vétérinaires sans Frontières Suisse
WASH	Water, Sanitation, Hygiene

FAST TRACK TO 2020

In 2019, VSF Germany continued its robust engagement with its donors in order to mobilize resources and deliver critical humanitarian assistance and development aid services to most vulnerable beneficiary communities. VSF Germany's future strategy aims to ensure that the organization's development and emergency programs are strategic in nature and based on the specific context and needs of vulnerable populations in the countries where VSF Germany is operational. The strategy is risk-informed and is based on the careful assessment and analysis of development and humanitarian needs, existing gaps and the organization's own capacities, expertise, experiences and lessons learnt. These are complemented with longer-term relationships established with key institutional donors, goodwill and grassroots networks with key stakeholders including beneficiary communities. Of specific interest will be to pursue collaboration with partners with research and academic backgrounds to strengthen our focus on research for development programming that has the potential to attract longer-term funding prospects and greater impacts on target groups. VSF Germany plans to maintain the focus on One Health agenda by expanding the understanding and the definition of One Health in practice in readiness for strategic engagements with donors that have increasingly shown interest in embracing the concept. The focus on One Health and NTDs is aimed at supporting the elimination and/or significant reduction of the



Photo: AU UN IST PHOTO / TOBIN JONES

burden of poverty-associated diseases (human and livestock). We have made good progress on the first of these, achieved moderate success against the zoonotic challenge, but have much left to do in the environmental sphere – antimicrobial resistance, solid waste pollution, especially plastics, chemicals and carbon emissions. Finally, we want to enter into a dialogue about the association of livestock and violence, especially in the remote pastoralist locations. Beyond that, our livestock-keeping clients live in a complex, biologically diverse environments that are undergoing rapid change. We want to support and strengthen initiatives that assist them in reviewing, comprehending and acting on this changing environment. Access to carbohydrates is a major challenge to transhumant smallholder farmers. We want to provide them with more help to overcome this challenge. The joint VSF strategy developed from 2018 gained momentum by the end of 2019, with a planned release of the finalized document in early 2020. This will be followed by the establishment of governance structures and development of the initial operational plans, which will be rolled out in the counties effective from 2020. VSF Germany plans to continue its collaboration with VSF Suisse and to explore the potential for extending

the collaboration to other VSF partners present in the region. The finalization of the strategy document will pave the way for the review and update of the country specific strategic plans.

The future programming prospects of VSF Germany in 2020 and beyond is however foreseen to suffer serious jeopardy due to the evolving crisis related to the emergence of pandemic threats. Since late 2019, an outbreak of the coronavirus disease (COVID-19) – an infectious disease caused by a newly discovered coronavirus – has rapidly spread across the world, devastating lives, livelihoods and economies of the world's major economic powers. Although the full impact of the pandemic is yet to be known, it is already clear that the pandemic will have negative effects on people along the food supply chain – from producers to processors, marketers, transporters and consumers. Fundraising prospects through private donations is likely to be negatively impacted due to the severe economic meltdown triggered by the measures that were adopted by countries in an attempt to control the virus. The pandemic situation is likely to be exacerbated by the desert locust invasion in the Horn of Africa that will negatively affect food production and herald severe food insecurity untold proportions.



VSF GERMANY WOULD LIKE TO THANK ITS SUPPORTERS

THANK YOU MESSAGE



Photo: Public Domain

On behalf of all our beneficiaries, counterparts, partners, collaborators and staff of VSF Germany, I am very pleased to extend our warm and heartfelt thank you to all of you, our supporters, for standing with us throughout 2019 despite all challenges. We immensely appreciate your commitment to the work that we do together and that enables us to deliver support to all our beneficiaries in need.

Thank you.

Christian Griebenow,
Managing Director, VSF Germany

CONTACT PAGE

DONATION ACCOUNT

BANK FOR SOZIALWIRTSCHAFT

IBAN DE55 2512 0510 0007 4842 05

BIC BFSWDE33HAN

HEAD OFFICE

Marienstr. 19/20,
10117 Berlin, Germany

REGIONAL OFFICE NAIROBI

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P.O. Box 24384, Kampala, Uganda

SOUTH SUDAN COUNTRY OFFICE

Off Unity Road, Hai Malaka, Juba. Land
mark: across UAP Equatoria Tower,
alongside Cambridge Training Centre,
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