



VSF Germany
Member of VSF International



When animals mean life.

Annual Report 2020

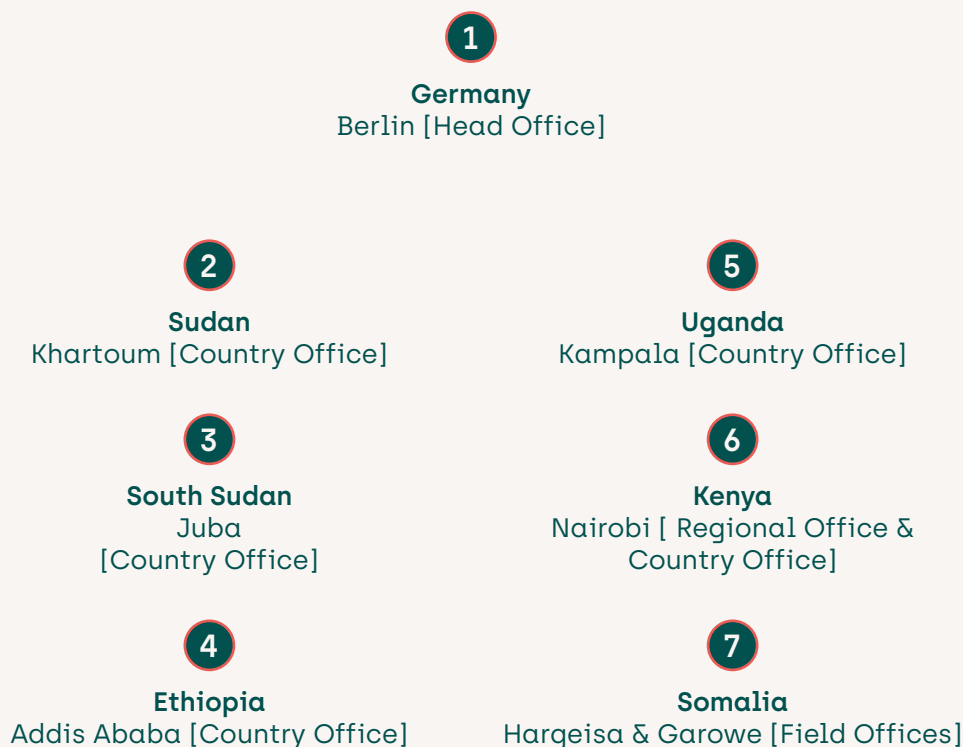
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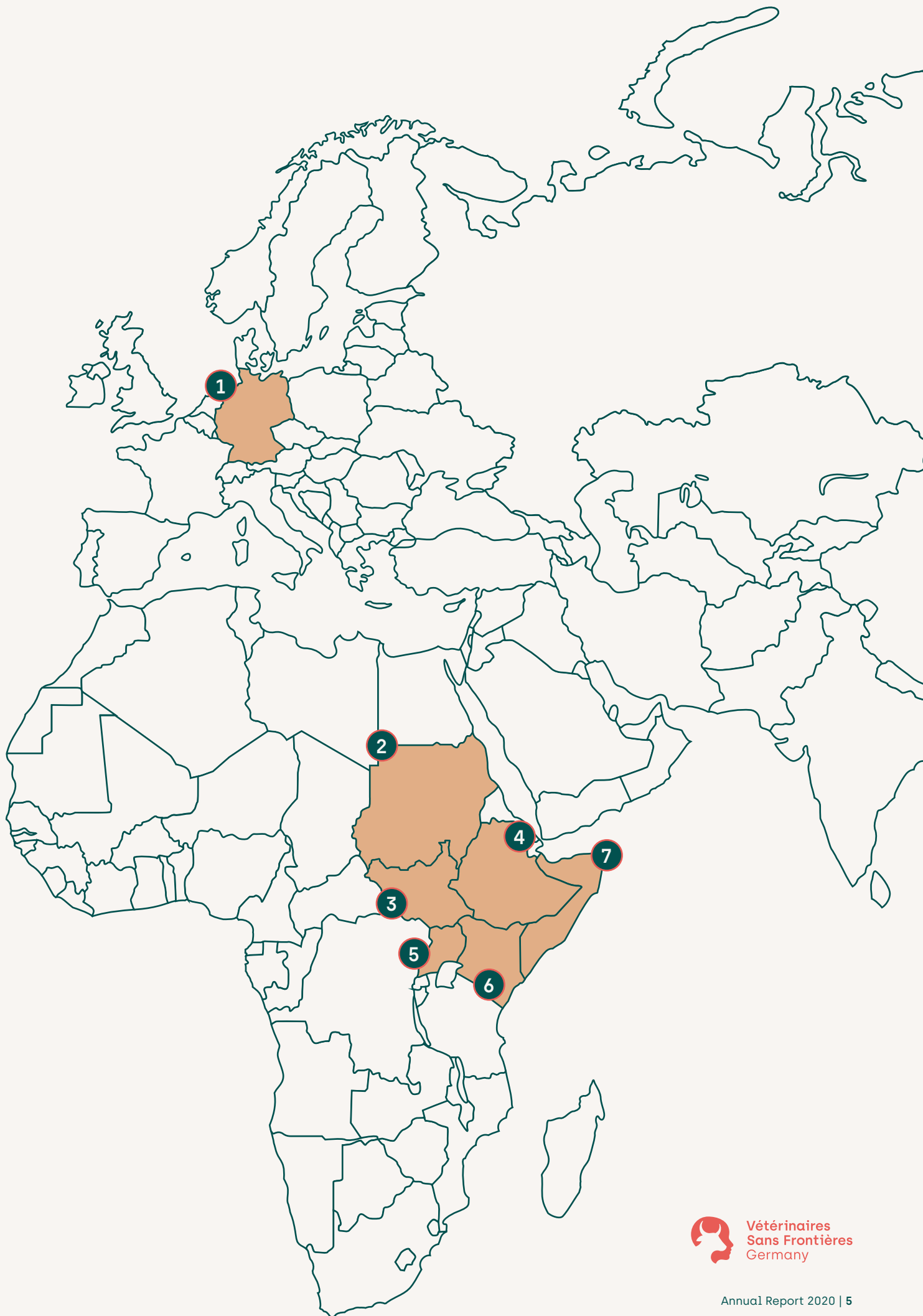
Who we are

Vétérinaires Sans Frontières Germany [VSF Germany] also known in English as Vets without Borders Germany [Ger.: Tierärzte ohne Grenzen e.V.] is a German non-profit organisation with its headquarters based in Berlin, Germany. It is a dynamic organization whose work is driven by a strong commitment towards the health and well-being of humans, animals and the environment that surrounds them, supporting; efforts aimed at saving lives and ending suffering in Eastern Africa - a work that transcends international borders and sector boundaries to achieve the One Health Agenda in a global setting.

VSF Germany has been implementing projects in the Horn of Africa since 1998. The organization has a Regional Office in Nairobi [RON], Kenya, and Country Offices [CO] in Kenya, Somalia, Ethiopia, South Sudan, Sudan and Uganda.

VSF Germany bases its work on up-to-date knowledge and practical experience. This guarantees accountability, transparency and professionalism in implementing the projects. The organization resiliently and persistently works to save lives [with Humanitarian Assistance] and contributes to bringing about lasting improvements to human, animal and environmental well-being [Development Cooperation].





Our vision

VSF Germany's vision is for people to be able to earn a stable livelihood for themselves and their families through the sustainable use of nature and their animals in order to live a self-determined, humane life.

Our mission

VSF Germany's mission is to save lives, reduce suffering and to improve the well-being and resilience of vulnerable communities by protecting and promoting the health and productivity of their livestock within a healthy environment.

Core values

Professionalism | Transparency | Accountability |
Integrity | Team Work

Core principles

Multi-Sector, Multi-Stakeholder, Multi-donor programming |
Nexus Approach | One Health Approach | Do No Harm | Conflict
Sensitivity | Empowerment of women and the youth | Gender Equity/
Sensitivity | Sustainability | Community Centered Approach |
Impact Oriented | Innovation

Network Membership

- VSF International Network
- The German WASH Network
- Neglected Tropical Disease NGO Network [NTDs Network]
- Coalition of European Lobbies for Eastern African Pastoralism [CELEP]
- Association of German Development and Humanitarian Aid Organizations [VENRO]

Contribution to sustainable development goals

The United Nation's 2030 Agenda for Sustainable Development Goals (SDGs) remain the overarching goals to which VSF Germany's programs contribute. Projects implemented in 2020 contributed towards the realization of 13 of the 17 SDGs as demonstrated by the outcomes of projects from the countries of operation. SDGs of focus were: 1–8, 12, 13, 15, 16 and 17.



SDG 1: End poverty in all its forms everywhere

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

SDG 3: Ensure healthy lives and promote well-being for all at all ages

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

SDG 5: Achieve gender equality and empower all women and girls

SDG 6: Ensure availability and sustainable management of water and sanitation for all

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 12: Ensure sustainable consumption and production patterns

SDG 13: Take urgent action to combat climate change and its impacts

SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Dear association members, friends and supporters of Vétérinaires Sans Frontières Germany [VSF Germany],

2020 was a year of highly heightened humanitarian needs, not only in Africa but also the rest of the world! The COVID-19-pandemic compounded and aggravated the negative impact of emergent and protracted humanitarian crises by increasing loss of livelihood assets and opportunities, and compromising basic human needs. Conflicts led to economic hardship, displacement, constrained humanitarian access while climatic related disasters mainly floods and droughts further worsened the wellbeing of affected people.

Our responses in 2020 were built on 23 years of programming reinforced by adaptation to the emerging situation/context and also re-engineered approaches. Veterinarians without Borders supported seven million animals and one million people and improved their health and stabilised their livelihoods. These measures keep animals and people alive who would not be alive without them. VSF Germany is first and foremost a humanitarian organisation that saves thousands of animal lives and hundreds of human lives every year, especially those of young children in drought areas.

Actions included protection of vulnerable communities from floods occasioned by climate change through building of dykes; the inclusion of one health in all activities (veterinary and human health); linkage with partners in health sector such as WHO and

local Ministry of Health to provide human and veterinary health for hard to reach (often cattle camps) populations; assistance through cash and voucher to vulnerable households; support to rural small holder production; community communication and engagement on the control and prevention of COVID-19; facilitation of peace negotiations between competing clans.

We achieve all this with the support and the confidence that international and private donors have in us and our work. They include German Foreign Office, the BMZ, USAID-BHA, EU, UNFAO, UNICEF, IFAD, UN-OCHA, Diakonie Katastrophenhilfe (DKH), UNMISS, ECHO, IFAD, ILRI. Italian Cooperation (AICS), IOM, and the Brooke EA

Also our accomplishments could have not been possible without support from our collaborating partners like the International NGOs and national NGOs as well as host governments including local leadership.

As VSF Germany, we are extremely grateful and appreciative of the protective measures taken and we did not lose any staff member to COVID 19. We are exceptionally proud because we managed to continue all our project activities albeit with minor delays and to respond to the humanitarian needs of the pastoralists and small holders as planned despite COVID-19 challenges.

Daniel Zaspel



Editorial

2020 has shaped VSF Germany like no other year has before.

The COVID-19 pandemic compounded and aggravated the negative impact of emergent and protracted humanitarian crises by increasing loss of livelihood assets and opportunities, and compromising basic human needs. Conflicts led to economic hardship, displacement, constrained humanitarian access while climatic related disasters mainly floods and droughts further worsened the wellbeing of affected people.

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Dr. Genene Regassa & Christian Griebenow during a field visit in Kenya.

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Thank you very much!
Christian Griebenow & Tinega Ong'ondi



Vétérinaires
Sans Frontières
Germany

at a glance

1 Team
for



1.12 M.
people

271
EMPLOYEES

15.2 M.

Project funds
& Donations

& 5.67 M.
animals



1.244

TRAINED/
SUPPORTED
Animal Health
Assistants

in

7 Countries

Treated/vaccinated animals:

1.64 Million Cattle, 2.48 Million Goats,
1.4 Million Sheep, 116.345 Camels,
18.828 Dogs, 2.377 Cats

in 52

PROJECTS

Program overview

Summary of program achievements

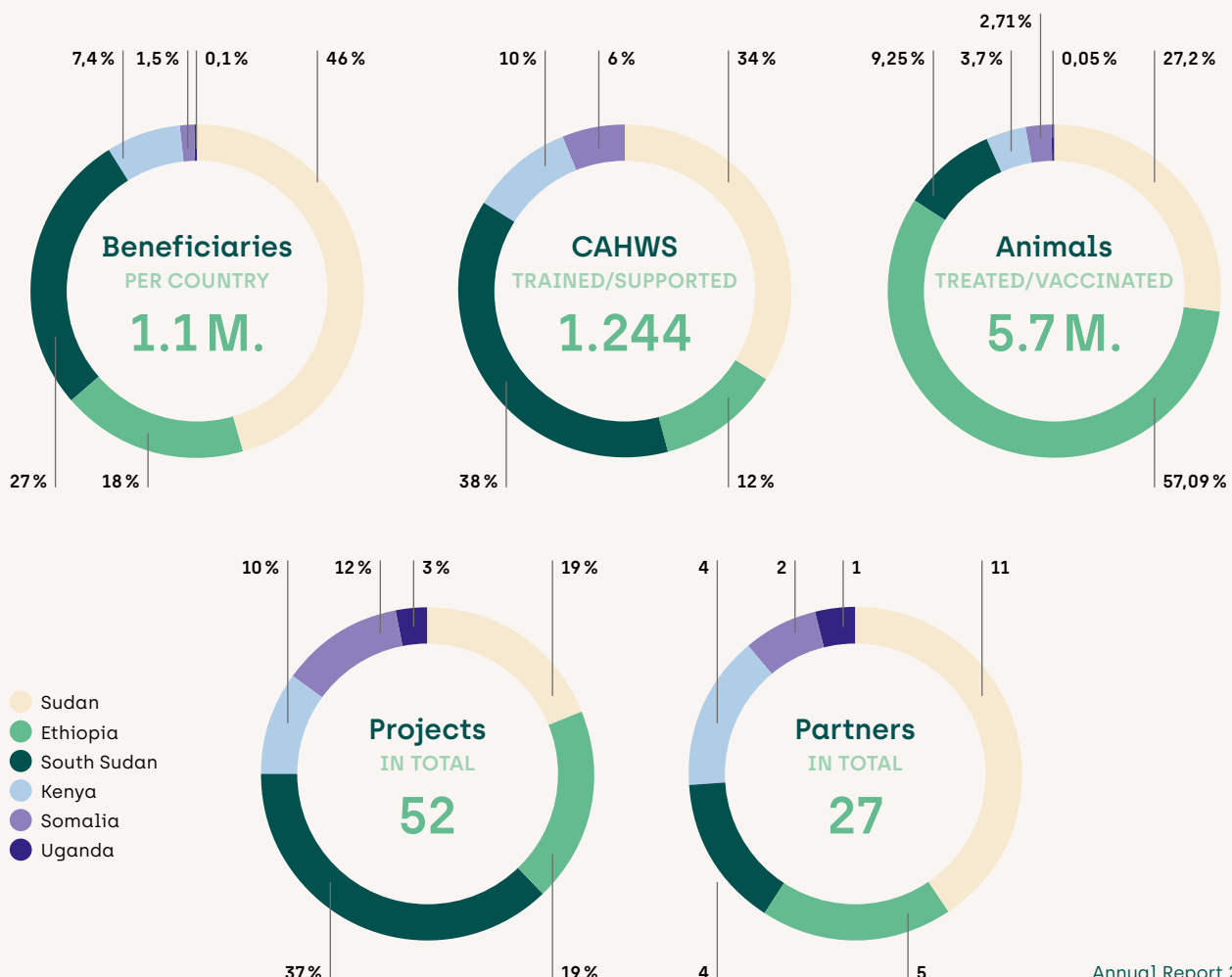


Dr. Martin Barasa
Regional Head of Programs

In 2020, VSF Germany maintained its presence in its six project countries in the Greater Horn of Africa (GHOA): Kenya, Somalia, South Sudan, Ethiopia, Sudan and Uganda. A total of 52 projects were implemented funded by 16 different donors, comprising institutional donors, international organizations, UN agencies, charities and private foundations in partnership with 16 International and 11 National NGO partners. VSF Germany also invested its own funds to support

the scale up of rabies vaccination campaigns in Kenya and Uganda. Despite challenges occasioned by the COVID-19 pandemic, modest program scale-ups were realized in Kenya with an extension to West Pokot and Machakos counties, Puntland in Somalia, Eastern Equatoria in South Sudan and West Darfur in Sudan. VSF Germany reached a total of 1,127,679 beneficiaries (men, women, boys and girls) across the six countries, representing a slight drop from the

1,226,791 beneficiaries reached in 2019. A total of 5,681,935 animals were treated/ vaccinated, 4,674 animals distributed for restocking and or breed improvement purposes. Furthermore, a total of 1,244 Community Animal Health Workers [CAHWs]/Community Disease Reporters [CDRs] were trained/ supported to carryout animal healthcare and disease surveillance services.



VSF Germany operates in six countries in the Greater Horn of Africa: Kenya, South Sudan, Sudan, Ethiopia, Somalia and Uganda. In 2020 VSF Germany's programs covered the following sectors:

Food security and <u>livelihoods</u>	Natural resource management (nrm)	Peace building & <u>governance</u>
Water, sanitaiton and <u>hygiene (wash)</u>	Disaster risk reduciton (DRR)	Women & youth <u>empoeerment</u>
<u>Nutrition</u>	<u>One health</u>	<u>Protection</u>
	<u>Animal welfare</u>	

① Sudan
10 projects

② South Sudan
19 projects

③ Ethiopia
10 projects

④ Uganda
2 projects

⑤ Kenya
5 projects

⑥ Somalia
6 projects

Project overview

2020



Projects
52



Animals Treated
1.1 Million



Implementing
Partners
26



Animals
Vaccinated
4.6 Million



Beneficiaries
Reached
1.1 Million



CAHWs/CDRs
Trained/supported
1.244



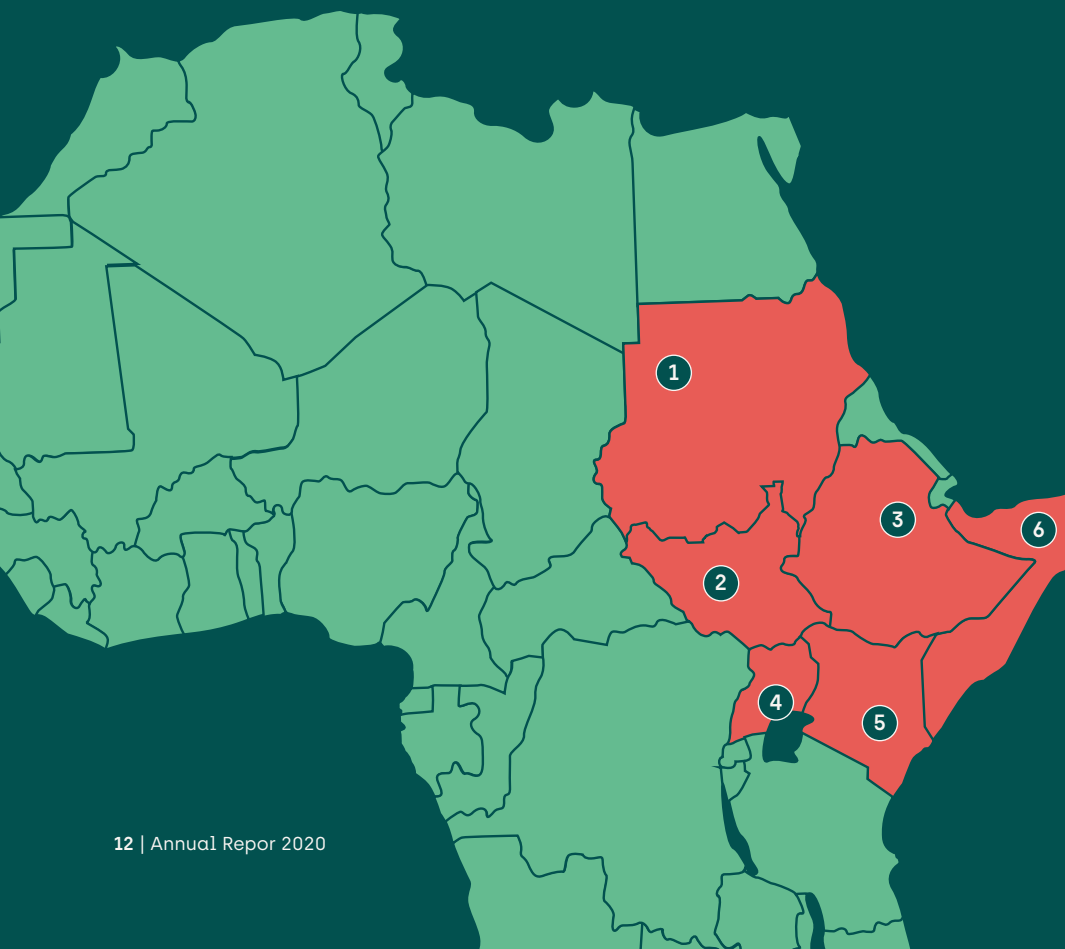
Donors
28



Staff in Africa
259



Budget Spent
15.2 Mio. Euro



Donors

Summary of donor engagement

Despite the COVID-19 pandemic that signaled bleak fundraising prospects and program performance in 2020, VSF Germany sustained engagements with both existing and prospective donors in the countries of operation to explore opportunities for the scale-up of existing projects and development of new ones to address various needs. Donors were particularly flexible to accommodate adjustments to the program implementation plans to cope with the disruptions

and needs occasioned by the COVID-19 pandemic. Specific measures that were granted included cost modifications, budget revisions, no-cost extensions, deployment of crisis modifier facility and development of medium to long-term programming designs. A summary of the donors that supported VSF Germany's work in 2020 is presented in the tables below.

Country	Institutional donors	UN agencies	Charities/ Foundations	Own funds	Total # of donors per country
South Sudan	EU, USAID/BHA, BMZ/BFW/ DIAKONIE	FAO, UNICEF, CHF/ UNOCHA/UNDP, UNMISS, IOM	/	/	8
Sudan	USAID/BHA, BMZ	UNICEF, SHF/UNOCHA/ UNDP	/	/	5
Kenya	EU, AICS	UN FAO	/	VSF-G	4
Somalia	BMZ, FO/AA, IFAD	CHF/UNOCHA/UNDP	BROOKE EA	/	5
Ethiopia	EU/EC, BMZ, USAID/BHA	UN FAO, CHF/UNOCHA/ UNDP	/	/	5
Uganda	BMZ	/	/	VSF-G	2



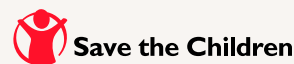
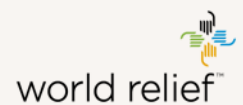
Partners

Summary of implementing partners

International NGO partners

Building on its partnerships from 2019, VSF Germany explored and set up additional partnerships in 2020. In Ethiopia, a working partnership was established with International Rescue Committee (IRC) for an EC funded project with VSF Germany as a sub-grantee. In South Sudan, VSF Germany partnered with Catholic Relief Services under the USAID funded Food for

Peace Program while negotiations were commenced with IFAD in partnership with Save the Children International (SCI) and Action Africa Help International (AAH-I) for grants that are foreseen to be concluded in 2021. Overall, VSF Germany managed 27 active partnership agreements with 16 international and 11 national NGO partners either as a lead implementing agency or a sub-grantee in a consortium.



National NGO partners

National NGO partners are key pillars in VSF Germany's program delivery strategy. Although they struggle with financial, managerial and compliance challenges, VSF Germany strives to support them to enhance their operational capacities through partnership management modalities that facilitate

sustainable resource and skills transfer to keep them afloat while delivering critical services to the beneficiaries in a very challenging context. VSF Germany believes that working in partnership with national NGOs whilst building capacities is the surest bet to achieve future sustainability in humanitarian operations in the longer term.



Country	International NGO Partners	National NGO Partners	Total
South Sudan	3	1	4
Sudan	4	7	11
Kenya	2	2	4
Somalia	2	/	2
Ethiopia	4	1	5
Uganda	1	/	1
Total	16	11	27

Sustainable range management

Rangelands are not only feeding grounds for livestock, they are also a valuable ecosystem and important sink for greenhouse gases. Settlement expansion and conversion into cropland, however, expose them to stress with consequences for humans and the environment alike.



Rehabilitated pasture regeneration
Asayita District, Afar Region, Ethiopia

VSF Germany's contribution to protect natural rangelands

Natural rangelands cover about 40% of Africa's landmass and support 50% of its population. Rangelands are highly specialized ecosystems of grasses, bushes, trees and wildlife. They are adapted to arid and semi-arid climatic conditions, including climatic variability as they recover quickly from shocks such as drought and floods. Rangelands are valuable ecosystems. They are home to a unique wildlife and plants and exhibit a

level of biodiversity that is significantly higher than that of other land uses in such climates, for example most forms of irrigated crop production. Natural rangelands are also globally a very important sink of greenhouse gases and can absorb atmospheric carbon dioxide in its biomass above ground and in soil organic matter below ground. This creates a balanced utilization of the rangelands that also supports pastoralism. The rangelands of Africa are home to millions of pastoralists and agro-pastoralists whose livelihood strategies are

well aligned to climatic variability and rangeland ecosystems. Traditional pastoralism, that is based on large-scale mobility cycles of humans and their livestock, is a sustainable strategy to make a living of natural rangelands. Pastoralists use their excellent knowledge of the rangeland within which they live and create a well-adapted migration route for their livestock herds in order to provide their animals with feed from the rangeland pastures, even under climatic stress and drought.

Nowadays, rangelands face two main challenges: rangeland pastures are getting diminished and more fragmented due to changes in land use systems e.g. conversion into cropland and private conservancies for eco-tourism and the growth of settlements and urban areas. As an effect, pastoralists and agro-pastoralists are forced to modify their traditional migratory patterns and routes; and at times cannot access certain pasture areas at all. Hence, migration cycles shrink and pastoral herders and their animals spend longer periods of time in the same grazing areas which negatively affects the recovery of the natural rangeland from overgrazing and might impact rangeland health and



Livestock being fed on locally produced fodder at a feedlot in Dasenech Woreda, South Omo Zone, Ethiopia.

biodiversity which compromises the utilization of the rangelands. In VSF Germany's programs and projects, effective strategies are implemented to protect natural rangelands and their inhabitants. VSF Germany supports pastoralists in keeping up their migration cycles by supporting the establishment of migration corridors through farmland, so that herders can reach their pastures. Furthermore, the creation of community-based committees in which crop producers and herders negotiate how to collectively use rangelands to guarantee equitable access to rangeland resource is supported. In addition, VSF Germany assists communities in producing forage for

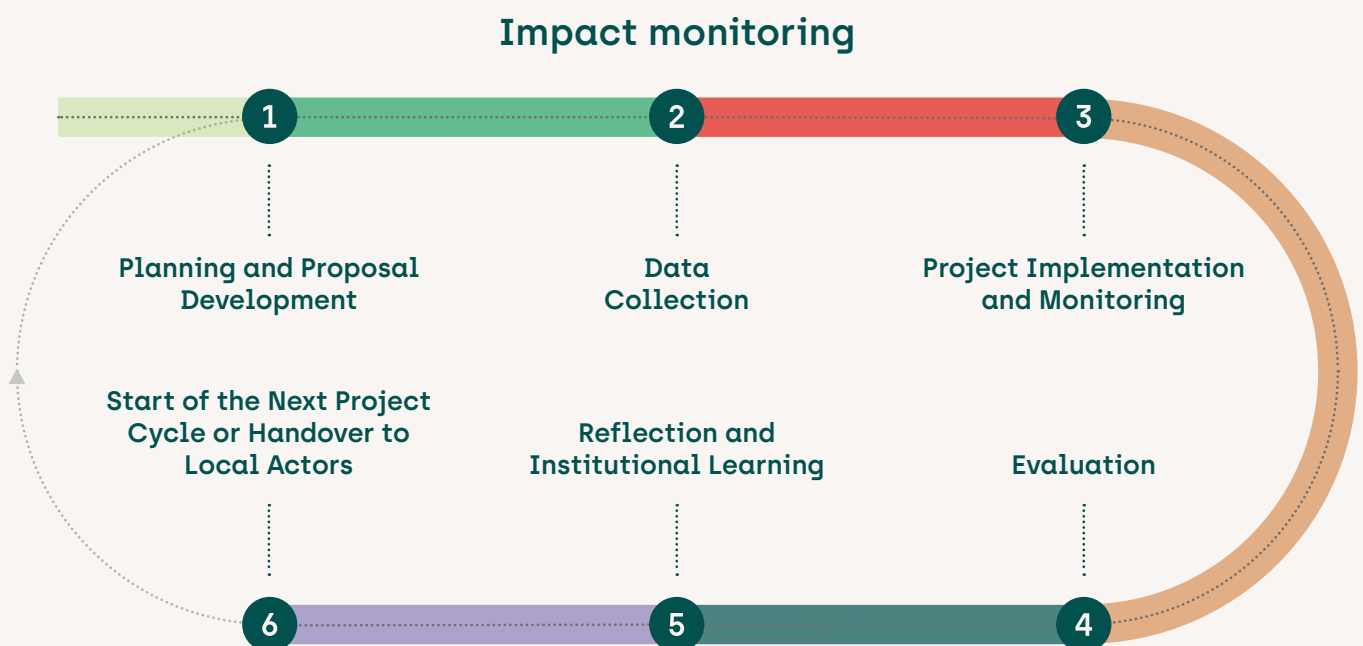
non-migratory [sedentary] herds that sustain households with milk supply during drought and seasonal migration of the herd. VSF Germany also actively supports community initiatives to rehabilitate and restore degraded rangelands through removal of invasive species, pasture reseedling, and deferred grazing plans.

Dr. Wibke Crewett
Research Associate
One Health & Environmental
Affairs



Humanitarian aid Development & cooperation

VSF Germany is taking pride in how its projects impact the lives of pastoralist and agro-pastoralist communities. In order to make sure that project activities have positive effects in the mid- and long-term, VSF Germany monitors their work continuously and assesses the positive – and negative – consequences of their interventions.



Maximizing effectivity and impacts – impact monitoring in VSF Germany's projects management

VSF Germany is committed to positively impacting lives through its program implementation in the Horn of Africa. All of VSF Germany's projects follow a cycle of planning, implementation and steps that ensure the effectiveness of its measures and learning as illustrated by the figure above.

1 Data Collection

Every project starts with data collection and analysis. Information on the situation in a [potential] project area, the needs, abilities and wishes of the target groups are gathered and evaluated as comprehensively as possible to inform program design strategies that respond to the most critical needs of the organization's target groups.

2 Planning and Proposal Development

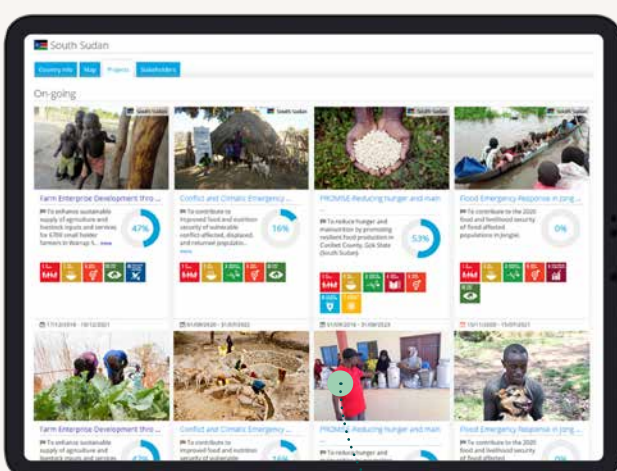
On the basis of the collected and evaluated data, concrete project ideas are developed by VSF Germany, together with potential beneficiaries and other actors that are relevant to project implementation and are aligned to the priorities of potential donors. This is followed by the application to the potential donor.

3 Project Implementation and Monitoring

After the project application has been accepted and the funding secured, the actual project work begins. The duration of the project can vary from a few months to several years. Monitoring happens continuously and allows tracking progress to be made and intermediate results to be achieved. It also raises awareness for possible negative effects on the projects could have on the population, the environment, the socio-economic situation in the project locations and the necessary programmatic adjustments to mitigate the potential negative impacts. A web-based monitoring and collaboration software, called WebMo, supports data-collection, analysis and documentation and displays information as shown in the figures below.

Organizational learning on all levels

WebMo - online Monitoring & Evaluation Database



4 Evaluation

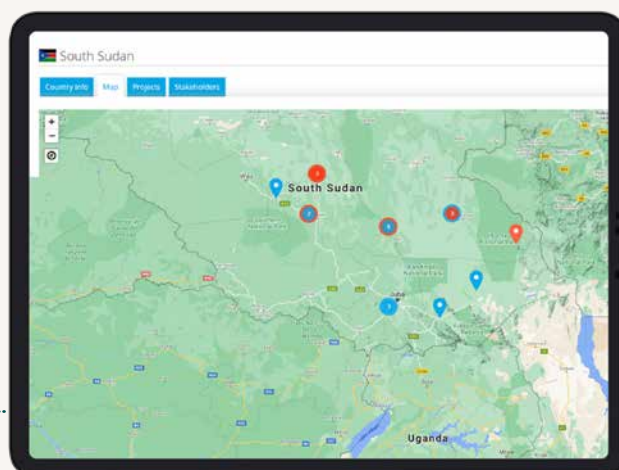
VSF Germany regularly analyses the information gathered and documented during the monitoring exercises. These evaluations are carried out in the middle, at the end or sometime after the project is completed, often with the support of independent consultants. As a standard procedure, VSF Germany carries out evaluation by using the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee [DAC] standard criteria of relevance, effectiveness, efficiency and impact in order to make any necessary changes in the process or the objectives (e.g. in the case of changing framework conditions such as changing political situations or unforeseeable natural disasters).

5 Reflection and Institutional Learning

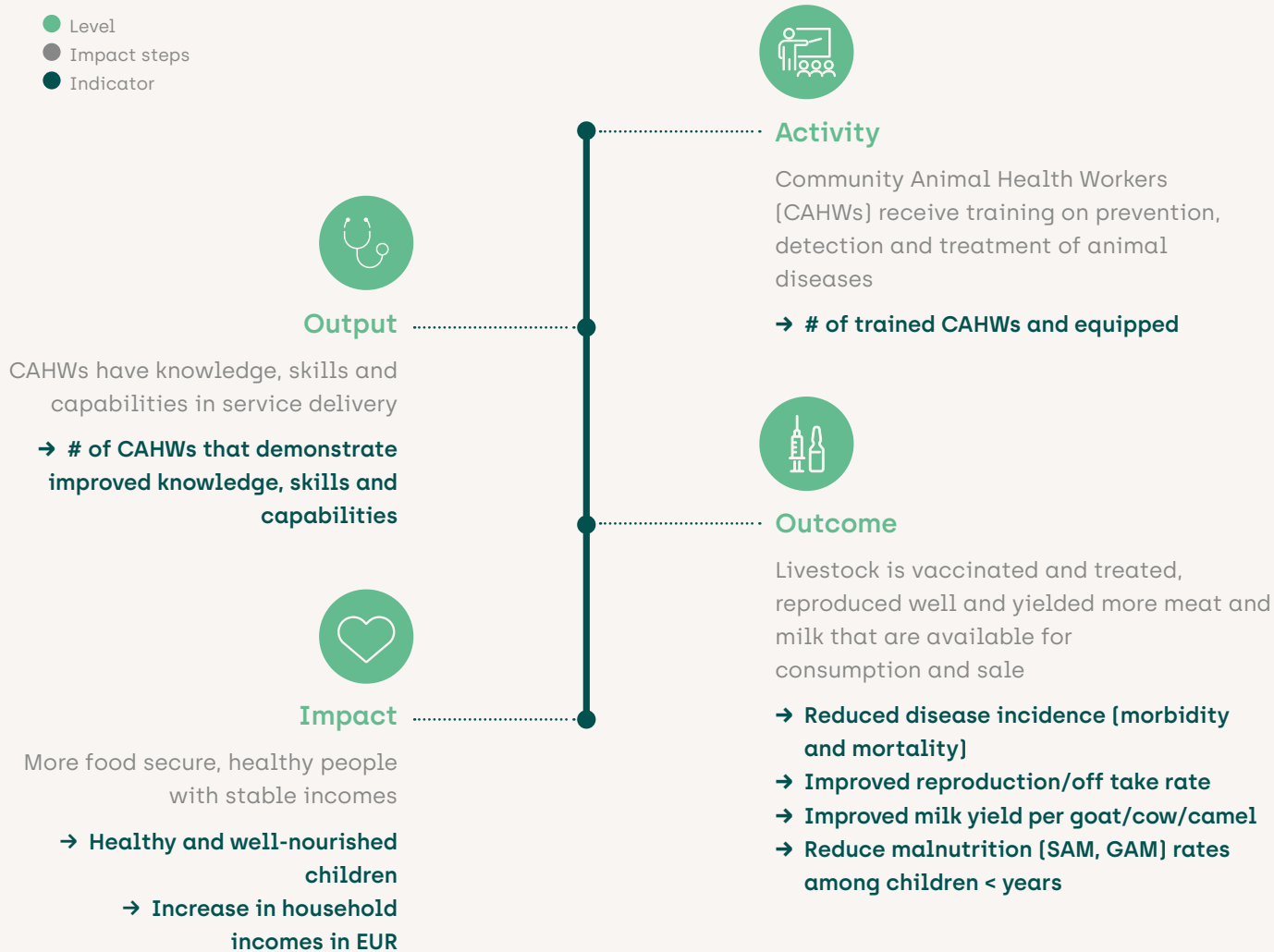
The results of an evaluation are used for reflection and are important for the institutional learning of the organization. Answers are sought to questions like: What went well? What can be replicated? What challenges and difficulties were encountered? Is there an immediate need for adjusting the approach?

6 Start of the Next Project Cycle or Handover to Local Actors

As a result of the lessons learned and the recommendations from the evaluation, the project is either continued with adaptations or the project managers hand the project over into the hands of local stakeholders.



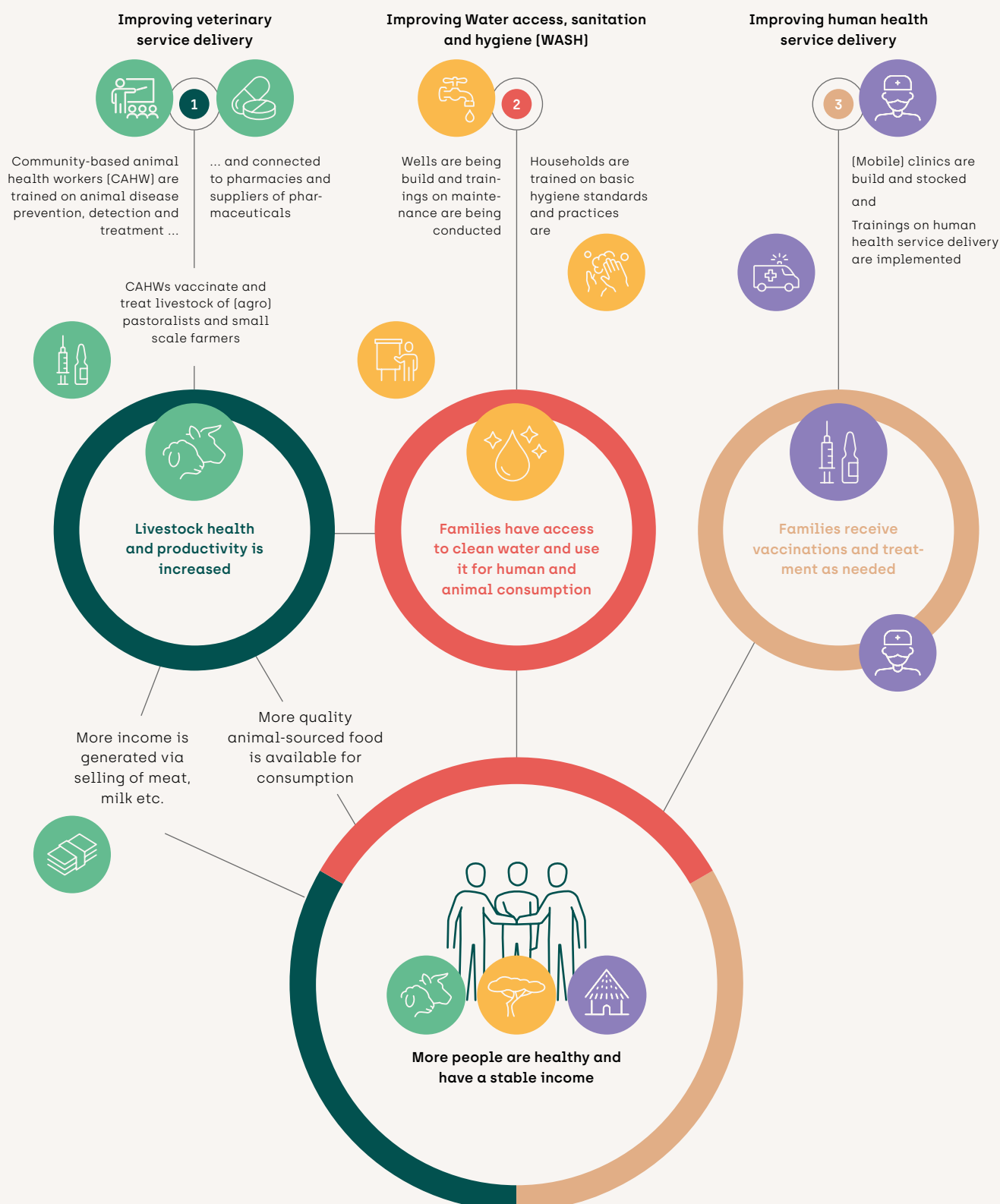
- 7 **Formulating cause-effect relationships** allows VSF Germany to understand how the desired overall objectives – for example, “more people are healthy and have a stable income” – can be achieved, which steps ought to be taken and how to track whether the implementation is on the right track:



Constanze Bonig
Desk Officer
Humanitarian Aid and
Development Cooperation

Most of VSF Germany's projects are multi-sectoral and often in collaboration with partners that complement the work. Together, synergies are created and contribute to the same goals as illustrated in the figure below:

One Health as the basis of a healthy society





Sudan Highlights



Country situation

The Republic of Sudan is located to the north-eastern part of Africa with an estimated population of 43.8 million by end of 2020.

Sudan is a federal presidential system comprising 18 states. The main livelihood of the people is agriculture, with about 170 million acres of arable lands, and 110 million heads of livestock. After two years of Sudanese Revolution (2018 - 2019), there has been tremendous progress in political transformation, peace-building and international engagements. This was marked by the formalization of the Peace Agreement reached in Juba, South Sudan in August 2020 between the transitional government and the Sudan Revolutionary Front (SRF), and the subsequent signature of the Peace Agreement on 3rd October 2020. The transitional government is committed to address the economic crisis and reform the country's economy. Steps that have been taken to this end include pledges of financial support, the programme of the International Monetary Fund (IMF) to support economic reforms and strengthening governance, lifting of subsidies and negotiations to remove Sudan from the State Sponsors of Terrorism List by the United States Government, an impediment to securing debt relief and international finance. Pockets of inter-communal violence in the greater Darfur region were disruptive and a threat to human security and program operations.

Humanitarian and development needs addressed

Even though the political change in Sudan is promising freedom, peace, and justice, people are still struggling to survive. Humanitarian needs are driven by rising food prices, the socio-economic impact of the COVID-19 pandemic, unprecedented floods in 2020 and localized conflict. A total of 9.3 mil. people were in need in 2020 and 13.4 million people are projected to be in need of humanitarian assistance in 2021 which represents more than a quarter of the population. In 2020 (July – September), around 2.2 mil. hectares of planted areas were flooded which represent 26.8% of cultivated area in 15 states. Flooding affected approximately 900,000 people across the country. The number of people facing high levels of acute food insecurity (IPC Phase three or above) has increased to 7.1 mil. people (16%) of the total popula-

tion, in 2020, from 5.8 mil. people in 2019. Limited access to WASH systems remains a challenge in 2020, a great risk during the COVID-19 pandemic. In 2020, Sudan faced outbreaks of viral hemorrhagic fever (VHF) and a polio which was last experienced ten years ago. In the development front, and as reported by the UNDP Human Development Report Office (HDRO), Sudan's Human Development Index (HDI) value for 2019 reported in 2020 is 0.510— which puts the country in the low human development category, positioning it at 170 out of 189 countries and territories. The Gender Inequality Index (GII) value of 0.545 is also low, ranking Sudan at position 138 out of 162 countries. This underdevelopment is characterized by marginalized rural areas of the country that lack infrastructure and basic services by the public as well as the private sector.

VSF Germany's response

VSF Germany's interventions in Sudan address humanitarian needs through resilience projects, targeting affected people including displaced, pastoral and agro-pastoral communities with the aim of saving lives through providing immediate emergency response as well as building resilience of communities to withstand future shocks through longer-term interventions. VSF Germany has operations in four affected states including: Blue Nile, South Kordofan, Central Darfur and West Darfur implementing food security and livelihood activities with WASH and Protection (Gender Based Violence-GBV and Child Protection) crosscutting, in addition to socio-economic reintegration, natural resource management and Cash Transfer Programming. Development needs addressed focus on gaps in basic services such as the provision of clean water, sanitation and hygiene, value chain addition for income generation and livelihood resilience. The interventions are implemented in collaboration with other partners through multi-sectoral consortium projects that holistically address multiple humanitarian and development needs in Livelihood, WASH, Health, Nutrition, Protection and Education sectors. The collaborative harnesses, diverse experience and expertise of partners enable the achievement of a maximum impact.

Esmael Tessema
Country Director
esmael@vsfg.org

As a veterinarian with a specialisation in development studies and rural development, Esmael Tessema has the know-how for the creation of livelihoods and medium and long term strengthening resilience and promotion of sustainable development.

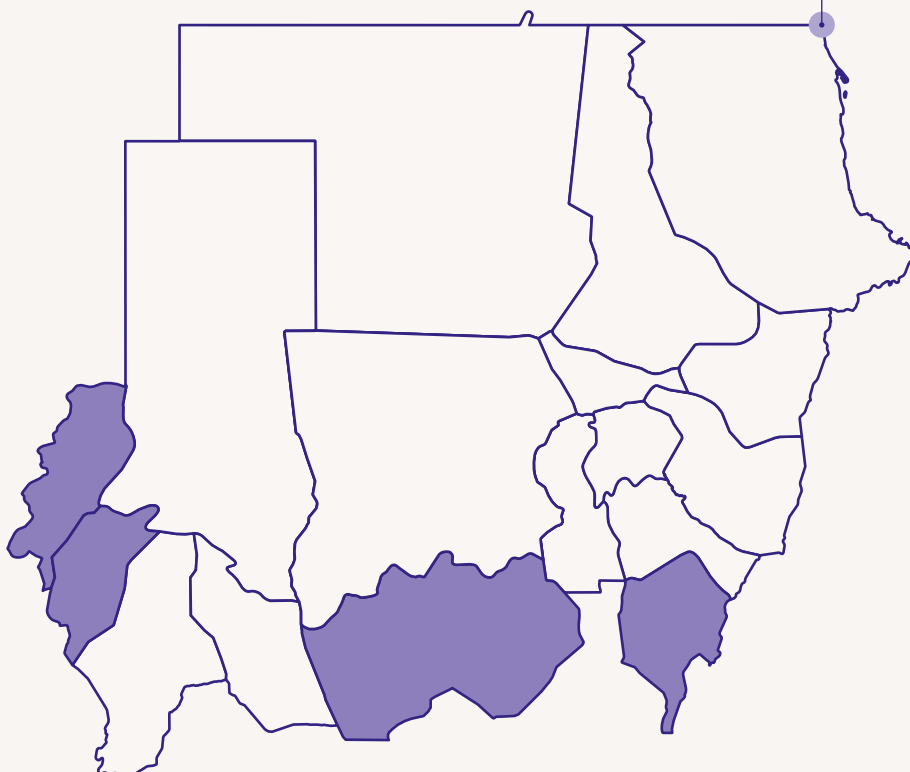
Esmael Tessema has been part of the team since 2012.



I draw my motivation from the desire to get involved with people in need and to do something useful for them.



VSF Germany Presence



Project overview 2020

Khartum
(Country office)



Projects
10



Donors
4



Implementing Partners
9



Beneficiaries Reached
516.837



Animals Treated
325.324



Animals Vaccinated
1.220.340



CAHWs/CDRs Trained/supported
428



Program Staff
54



Budget Spent
5,427,326.01 €



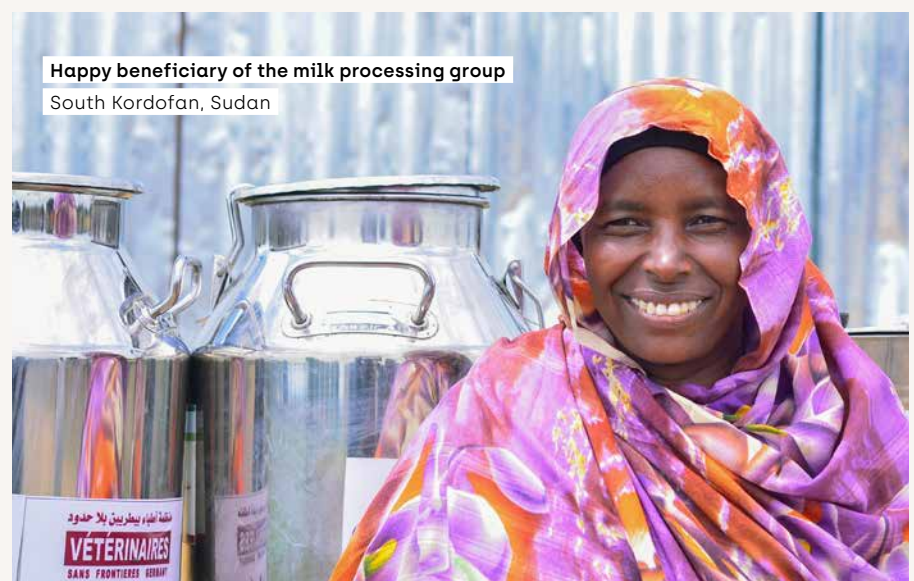
Project in the spotlight

Nutrition and Protection Sensitive Livelihood Based Emergency Response for Vulnerable Communities in El Genaina, and Sirba Localities of West Darfur State

VSF Germany Sudan implemented this Sudan Humanitarian Fund (SHF) funded project for a period of 16 months (15th July 2019 to 31st October 2020) with a budget of \$ 556,640.43. The project aimed to protect vulnerable populations affected by protracted displacement and economic crises in West Darfur State against malnutrition and destitution resulting from food and livelihood insecurity. The project focused on support farming and livestock enabling communities to improve their production capacity, protect their assets, diversify their livelihoods and increase their self-reliance with a special focus on women and girls by involving them in change processes and targeting them on protection activities to increase their knowledge on protection, particularly GBV prevention and response. This project was established on a need-based prioritization of the targeted localities through humanitarian severity scoring to address needs emerging from the protracted displacement crises of conflict-affected people in West Darfur State.

Project achievements: A joint coordination and collaboration was formed with the United Peace Organization (UPO) with the Ministry of Production and Economic Resources, the Ministry of Health and Social Development, the Geneina Radio and TV Station, the Geneina Agricultural Research Station in addition to the Humanitarian Aid Commission and other sister organizations for the implementation of activities. This included a livestock vaccination campaign

benefitting 7,318 households (HHs) (198,730 heads of animals including cattle, camels and shoats), as well as 2,500 HHs from 15 villages including 668 female-headed HHs who were given access to veterinary treatment services for 139,424 heads of animals through a voucher-based system. Furthermore, seven government staff from Animal Resources and 20 CAHWs were trained on a voucher-based veterinary service system.



Moreover, 20 CAHWs were provided with a refresher -training and veterinary equipment in order to perform animal treatment services. A total of 1,065 goats were distributed to 213 HHs from 4 villages including 138 female-headed HHs to improve the vulnerable HHs nutrition status and rebuild their livelihood assets. Additionally, 450 HHs including 285 female-headed HHs received 45,000 kg of concentrated dairy goat feed. The selected HHs own at least 5 lactating or pregnant goats. During the follow-up, the beneficiaries attested that the milk production of their lactating goats increased by at least 50%, as a result of the feeding program.

Under agriculture resilience building, 42 metric tons (MTs) of crops seeds including sorghum and groundnut (summer season in 4 villages) and 1.5 MT of assorted vegetables seeds packages including okra, onion, carrot, tomato, watermelon, and cucumber (winter season in 9 villages), in addition to 2,000 pieces of farming hand tools were distributed to 6,800 vulnerable farming HHs (including 3,763 female-headed HHs) with sorghum recording the best harvest. 200 farmers (95 female, 105 male) received training in good agricultural practices, eight women groups were trained on income generating activities, with potential opportunities identified in handicraft, agro-food processing and perfume making. A start-up kit was also

provided to the women and platform for selling their products, accompanied by the construction/rehabilitation of two women multipurpose centers in Geneina and Sirba. The centers were also equipped with furniture and audio-visual. Furthermore, COVID-19 and Gender Based Violence activities were also mainstreamed in order to increase awareness through prevention and response messages through Radio and community outreaches. Messages were broadcasted in local languages twice per day in the morning and the evening, including a biweekly interactive discussion program of (30 minutes) with hosts from the Ministry of Health and Social Development.

Sustainable Development Goals

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



Success story

Amna Khalaf-Allah
Abu-Jubeiha, Sudan



University fees and food

I am Amna Khalaf-Allah, 22 years old and a single mother of two children from Abu-Jubeiha, in South Kordofan State. I am a beneficiary of milk processing and cheese making in Multi-Sectorial and Integrated Emergency Response. I am so happy with the results. In the past, I was not able to provide my children with three meals a day and I felt helpless. VSF Germany's support saved me by providing me and my peers with knowledge and skills needed to become producers and providers for our families. I have really benefited from the small cheese making plant established for us, the income generated from selling cheese and other dairy products has enabled me to pay my university fees and to buy food and other necessities for my two children.

Staff interview

Dr. Eiman Ahmed – M&E Coordinator, Sudan Program



Eiman Ahmed
M&E Coordinator

Who is Eiman Ahmed?

I am a veterinarian and a microbiologist from Sudan, with ten years of experience working as an educator/coach, a vet and now a humanitarian/development worker. I have always been passionate about animals, science and philanthropy, and hence my current position allows me to contribute and learn in my favorite fields.

Tell us about your experience in humanitarian and development work in Sudan?

My experience with humanitarian and development work started since university years as I participated in animal health interventions for affected people funded by different actors (e.g. private sector social responsibility programs). Then, I worked for the ministry of animal resources for four years (i.e. as a veterinary doctor and Laboratory Supervisor of Kerrari Central Veterinary Training Hospital); and was also involved in livestock humanitarian responses funded by different National NGOs (e.g. Vet-Care). After that, I joined VSF Germany for the first time in August 2016 as a veterinary consultant and took off from there.

In which different positions and locations have you worked in VSF Germany?

I am Khartoum-based, however I frequently conduct field visits to our four operational states in Sudan (South Kordofan, Blue Nile, West and Central Darfur States) as the M&E Coordinator for follow-up and planning. So far I have visited over 30 villages/project implemen-

tation sites which was very exciting to see different terrains of Sudan and interact with different people, with all the challenges and potentials they hold.

Tell us about your impression about VSF Germany in terms of programming and team, interaction with leadership, partners and targeted communities?

I like the dynamics and the challenges presented by working in the humanitarian and development sectors, I also very much enjoy the environment of our office/family, particularly the team spirit, which positively reflects the supportive and keen leadership of VSF Germany. Additionally, as a passionate veterinarian I feel fortunate to be able to work at one of the livestock-based organization. Mostly about our programs I like the attempt to integrate responses to address as much of both emergency and recovery needs of our target people who are affected by war, underdevelopment, climate change and other stressors. Those people include agro-pastoralists, displaced people, vulnerable women and girls and disabled persons. Our right-based approach towards placing emphasis on women, youth and children to benefit and contribute to effecting change is very much commended and proved successful.

If yes can you tell us about them?

In the beginning of my appointment with VSF Germany, there have been some struggles to access and secure funding opportunities for Sudan program,

but as the team worked hard to effectively connect, communicate with partners and donors this has tremendously improved. We also faced many hardships associated with the country's political and economic challenges, which we endeavor to overcome every day to be able to serve our target people in the best way possible.

VSF Germany future opportunities?

VSF Germany has huge potentials to reach and support affected people in the region; in Sudan pastoralists account for 20% of the population, there are estimated 108 million heads of livestock, and livestock contributes to the GDP by 20%. VSF Germany is the only livestock-based international organization in Sudan and through its experience, expertise and regional and international links can bring on much interventions, innovations, scientific approaches to effect and maintain positive changes in the knowledge, attitudes, practices, institutional and governance systems to benefit and ensure the well-being of livestock dependent people, improve the livestock sector and contribute to one health, animal welfare and sustainable development.



Vétérinaires
Sans Frontières
Germany

Ethiopia Highlights



Country situation

Ethiopia maintained its position as the second most populous nation in Africa with an estimated population of 114.9 million by end of 2020.

According to African Development Bank, Ethiopia's economic growth rate decreased to 6.1% in 2020 from 8.4% in 2019, largely because of the COVID-19 pandemic. The political atmosphere was very tense despite commitment to reforms by the political leadership. Towards the end of 2020, the Federal Government launched a military offensive against the Tigray regional government over unsettled political issues. The action triggered massive displacement of civilian population, heralding a humanitarian emergency in the region. By the end of 2020, there were close to 100,000 Internally Displaced Persons (IDPs) in the region and over 70,000 Ethiopian refugees in Sudan and other neighboring countries.

Humanitarian and development needs addressed

The most profound humanitarian needs arose from the effects of COVID-19 pandemic, flash floods, conflict and massive invasion of desert locusts that doubled the number of people in need of humanitarian assistance in Ethiopia to nearly 16 million in 2020. Outbreaks of Acute Watery Diarrhoea (AWD) in the South Omo Zone presented serious challenges to the local communities and humanitarian actors. Livestock disease outbreaks, mainly Pest des Petits Ruminates (PPR) and anthrax, coupled with weak animal healthcare services and extension systems negatively impacted livestock production and productivity. The Government and humanitarian partners in Ethiopia combined efforts to respond to the prevailing vulnerabilities of drought, food insecurity, conflict and displacement due to conflict in the Tigray region and socio-economic disruptions due to the COVID-19 pandemic. In the development front, and despite Ethiopia being ranked as one of the fastest growing economies in Africa, the UNDP HDRO ranks the country in the low human development category, positioning it at 173 out of 189 countries and territories. The marginalized Afar region and South Omo zone where VSF Germany works is characterized by gaps in basic services infrastructure partly due to public resource constraints, rampant insecurity and skewed policies on private sector investments, thus exacerbating the humanitarian crisis.



Healthy Livestock
Ethiopia

VSF Germany's response

With the continued support from its diverse donors in the country, VSF Germany's response included voucher based emergency livestock treatment and vaccination, supplementary feeding, conditional cash transfer, unconditional cash transfer, seed crop provision including agricultural tools, technical and materials capacity building aiming to support the livelihoods of the vulnerable communities, rangeland rehabilitation and distribution of hygiene and sanitation materials as well as COVID-19 personal protective equipment. Through resilience building and development projects implemented in 2020, significant investments were made in improving water supply infrastructure, diversifying livestock production systems and improving access to animal health services through the promotion of privatized veterinary supply chain enterprise development.

Genene Regassa
Country Director
genene@vsfg.org

As an association's chief livestock advisor, Genene Regassa has valuable experience and in-depth knowledge of pastoral livelihoods in Ethiopia.

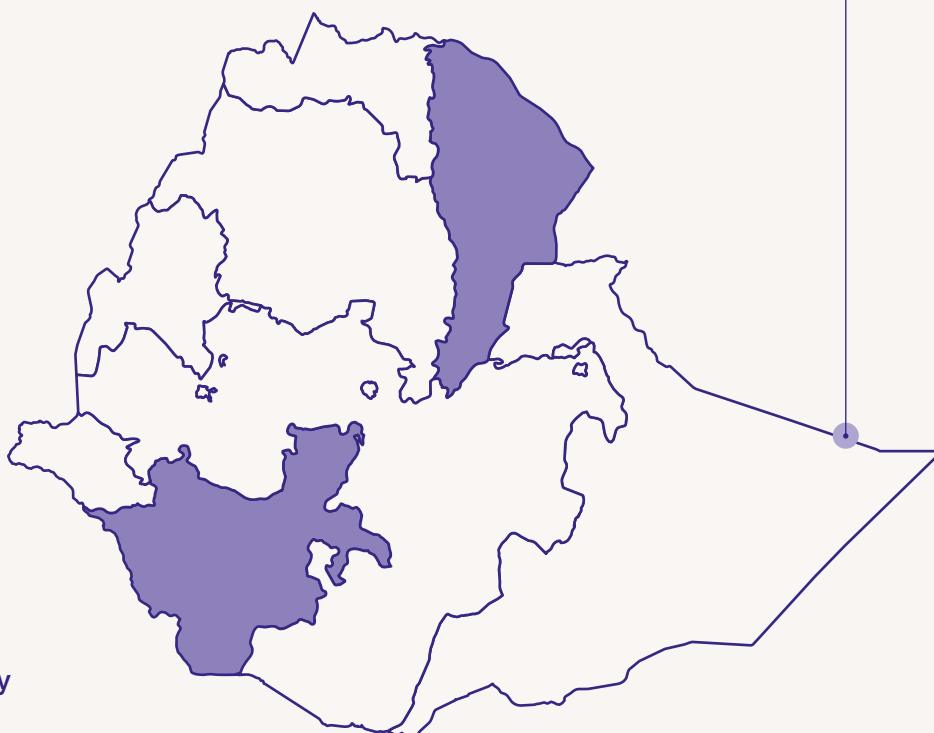
Genene Regassa has been part of the team since 2011.



I draw my motivation from the positive impact of VSF Germany's work on the lives of people weakened by difficult circumstances.



**VSF Germany
Presence**



Project overview 2020

Addis Ababa
(Country office)



Projects
10



Donors
5



Implementing
Partners
6



Beneficiaries
Reached
201.409



Animals Treated
358.239



Animals Vaccinated
2.884.904



CAHWs/CDRs
Trained/supported
150



Program Staff
59



Budget Spent
2,280,803.56 €



Project in the spotlight

Disaster Risk Reduction in Aysaita, Afambo and Mille Woredas of Afar Region

VSF Germany's "Disaster risk reduction"-project in Aysaita, Afambo and Mille Woredas of Afar Region was financed by the European Union through the International Rescue Committee (IRC) as part of the RESET II Crisis Modifier fund for a period of 9 months from January 15 to September 30, 2020 with funding amounting to € 258,700. The proposed DRR response intervention aimed at protecting gains made by the EU RESET II project (i.e. protecting livelihoods) to the crisis which happened in the three RESET II target Woredas of Afar Region. The overall outcome of the project contributed to increased resilience and reduced vulnerability of the selected communities in the three districts of Aysaita, Afambo, and Mille in Afar Region. The project objectives contributed to enhanced capacities of the selected communities and stakeholders to effectively prepare to respond to disaster/shocks through the following four outputs.

- **Output 1:** Linkage and application of early warning information and community disaster contingency plans (CDCP) strengthened

- **Output 2:** Improved Community capacity for DRR through harmonized and improved access to services for livelihood resources and assets protection
- **Output 3:** DRR knowledge and practice mainstreamed through local institution community against the COVID-19 Pandemic
- **Output 4:** Strengthened livelihood diversification through supporting fishing activity around Tendaho Reservoir and Lake Gamari (Mille and Afambo Woredas)

The project reached 15,180 beneficiary HHs. A major achievement of the project included the linkage and application of early warning information and community disaster contingency plans, the strengthening and integration of local early warning system within the community disaster contingency plans, the strengthening and integration of local EW systems within the community and district through capacity building training and awareness creation on early warning and DRR concepts to 1,180 people. The project strengthened an existing

irrigated livestock feed production [fodder bank] in Asayita for a dry season reserve and benefited 168 HHs. Furthermore, logistics support was provided for livestock vaccination campaigns and a total of 154,317 animals in Asayita, Afambo and Mille Woredas were vaccinated. In addition, unconditional cash transfer was made accessible to 330 highly vulnerable community members [disabled, elders, child headed HHs, HHs with chronic illness] to address part of their basic needs during the initial lockdown connected to the COVID-19 pandemic. VSF Germany also supported and conducted awareness creation and hygiene promotion in 8,184 targeted communities on the COVID-19 pandemic, procured and distributed PPE materials/equipment [hygiene kit items] to 500 beneficiary HHs and supported flood affected cooperative [Hiyakelo fishing cooperative] members with fishing materials and other related fish produce transport services in Mille Woreda. Finally, a boat body made of metal was purchased for fishing purposes for the Ba'adande fishing cooperative established by RESET II Project and operational in Afambo Woreda.



Success stories

Fatuma Adem

from Aysaita, beneficiary of RESET II and DRRP under fodder production support.

Fatuma Adem: A female Pastoralist

Sustainable Development Goals

1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH

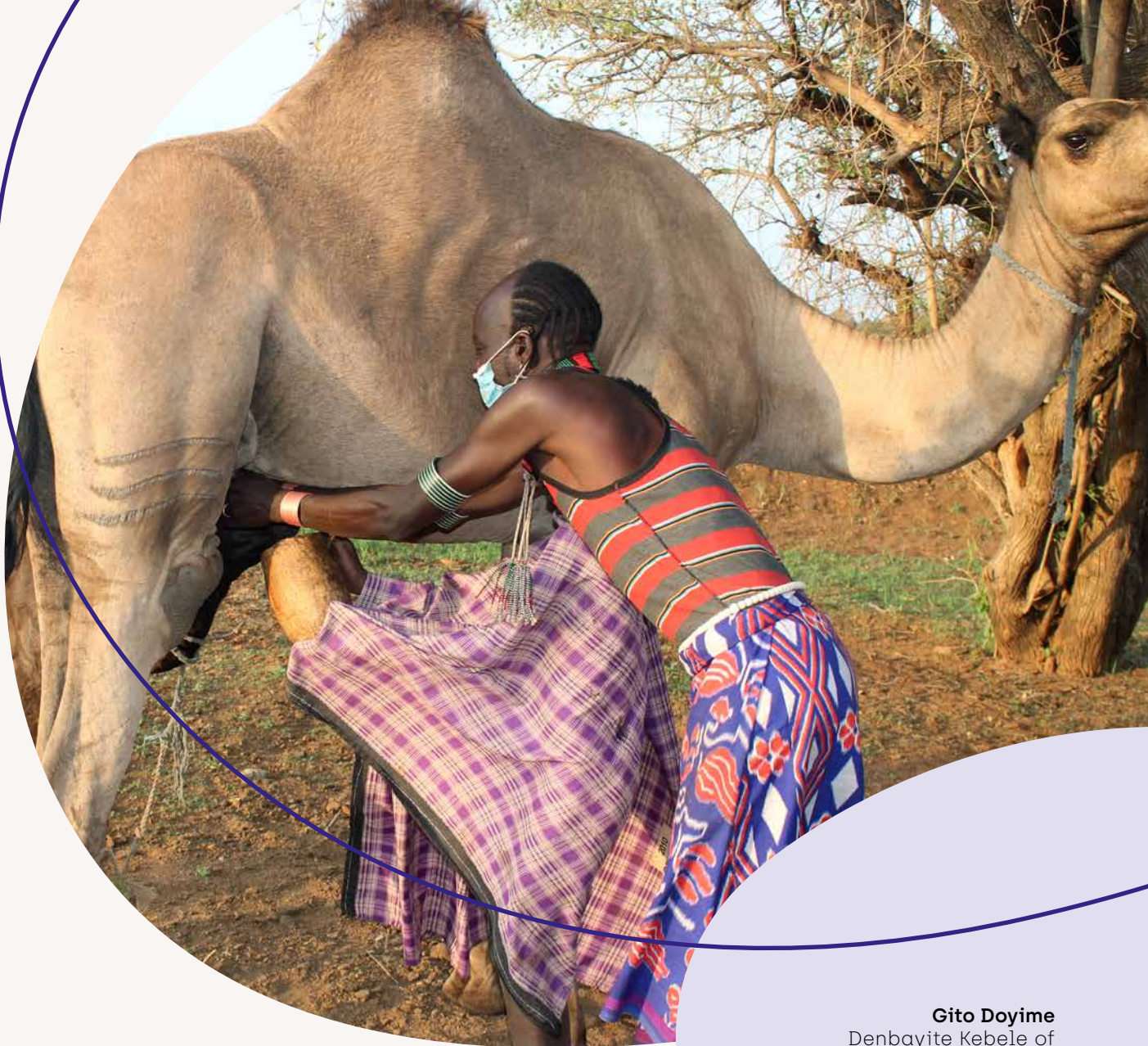


13 CLIMATE ACTION



I am Fatuma Adem, resident of Hinnele Kebele of Aysaita Woreda, Afar Region. VSF-Germany supported our local kebele through RESET-II and DRRP projects and I am one of the beneficiaries who benefited from fodder production activity. I got practical experiences on feeding my cattle using a cut and carry system from the fodder bank supported by the project. As a female pastoralist, I learned that the importance of fodder production will help me save my animals during critical feed shortage and improve the productivity of my animals. Now, the number of cattle has increased from 6 to 10 and small ruminants from 21 to 50. Thanks to the projects, I am now able to send my two girls to school"





Gito Doyime
Denbayite Kebele of
Hamer Woreda, South Omo.

Camel Redistribution

Thank you VSF Germany and European Union for the support provided to me. Currently, my family is drinking camel milk which was never expected in the family. Three years ago, I lost more than 18 cattle and 50 goats due to drought. Just post drought impact, VSF Germany staff and government experts advised me to engage in camel targeting. I agreed with all the modalities and contributed 20% cost share Birr 3,000 (62.5 Euros) and received heifer camel. I learned that camels can survive in drought condition. Up to now my camel gave birth and provide milk totaling to 8-10 liters of milk per day in the morning and evening. This is a better yield as compared to cattle which gives 2-3 litres per day. Now, my children are very happy drinking milk every day. My vision is to continue camel rearing and increase numbers as well as build my assets"



Vétérinaires
Sans Frontières
Germany

South Sudan Highlights



Country situation

The Republic of South Sudan, with an estimated population of 11.9 million people by end of 2020, is one of the world's poorest countries despite its estimated net worth of massive oil reserves.



Belongings are brought to safety from the floods
South Sudan

The unprecedented floods and the entry of the COVID-19 pandemic in 2020 brought the prolonging humanitarian crisis in the country to a new high. Out of a population of 11.7 million people, 7.46 million were estimated to be in need of humanitarian support. Politically, the revitalized peace process progressed to fruition in 2020 with the formation of the Government of National Unity. Localized inter-ethnic conflicts and pockets of rebellion remained the biggest threat to political stability and human security, besides being a hindrance to humanitarian operations.

Humanitarian and development needs addressed

South Sudan is characterized as a chronic emergency with complex and protracted humanitarian crisis and ranked by UNDP as one of the poorest in the world, positioned at 185 out of 189 countries and territories. VSF Germany has, with the support of its donors, addressed various humanitarian needs

in areas of coverage in the country. Key humanitarian needs identified and responded to were mostly linked to protracted conflict (intra and inter-communal) that caused displacement of communities and human security risks, food insecurity, climate related and other disasters. This especially included massive flooding that destroyed crops, many household's assets and displaced both human and livestock populations. Furthermore, the country has experienced a severe state of malnutrition, inadequate access to water for domestic use and kitchen gardening and adequate hygiene and sanitation. Moreover, there has been a number of livestock disease epidemics, including zoonotic diseases, limited access to agricultural inputs, extension services and markets, high levels of unemployment among the youth, protection concerns for women and girls and institutional capacity gaps.

VSF Germany's response

In an effort to build resilience and support rehabilitation and recovery efforts, VSF Germany has addressed the needs through the support of peace building campaigns, initiating community-based peace building committees as well as engaging the community to identify potential conflict triggers. These efforts have culminated into deliberations on possible mitigation measures such as the development of migratory route maps. VSF Germany has continued to invest in DRR trainings against the harsh effects of the natural disasters through livestock emergency response programs as well as climatic SMART agricultural techniques such as the construction of hand dug wells and the promotion of ridge cultivation techniques. The One Health Concept was also promoted through enhancing a collaboration with the Ministry of Health to build on the knowledge and skills for public health promotion with a particular focus on Zoonotic Diseases and other public health concerns. VSF Germany was active in 6 out of 10 states, namely Lakes, Warrap, Jonglei, Upper Nile, Central and Eastern Equatoria.

Silvester Okoth
Country Director
silvester.okoth@vsfg.org

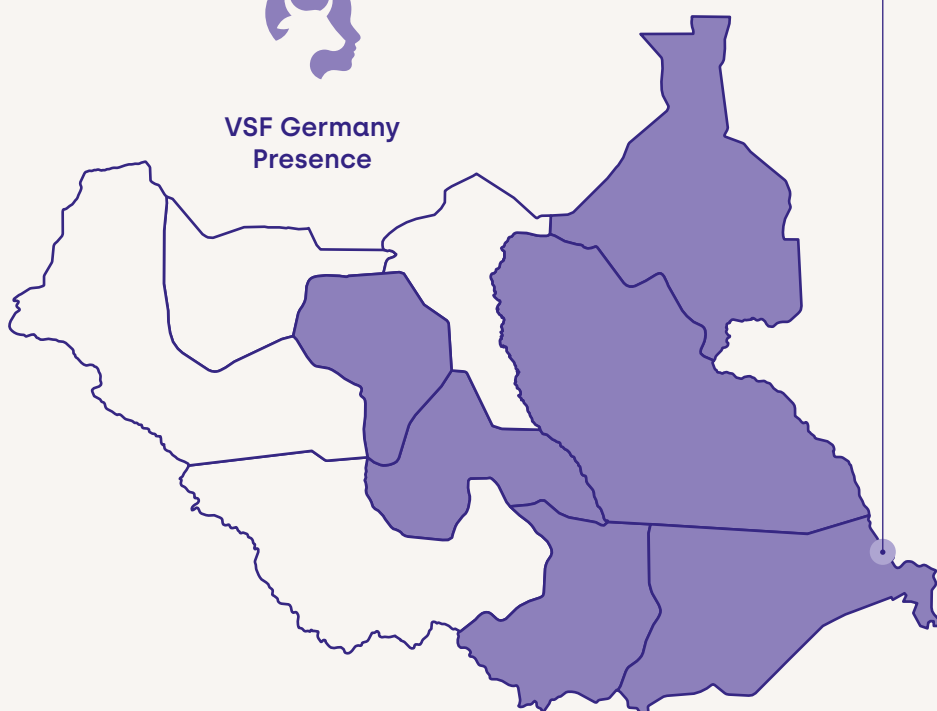
As a Kenyan veterinarian with more than 20 years of experience in project management and evaluation, Silvester Okoth is especially known for his extensive knowledge of the history and livestock management in South Sudan.

Silvester Okoth has been part of the team since 2015.

“ I draw my motivation from sustainable and innovative programme development.”



**VSF Germany
Presence**



Project overview 2020

Juba
(Country office)



Projects
19



Donors
8



**Implementing
Partners**
4



**Beneficiaries
Reached**
309.824



Animals Treated
141.736



Animals Vaccinated
359.251



**CAHWs/CDRs
Trained/supported**
467



Program Staff
66



Budget Spent
4,945,791.71 €



Project in the spotlight

Livestock Emergency Response Program – LERP V

VSF Germany implemented the USAID/BHA funded project in Greater Upper Nile State in partnership with VSF Suisse for the period between 1st of August 2019 and 31st July 2020 with a budget of \$ 1,700,000. The project was implemented in the states of Twic East, Duk, Ayod, Fangak, Pigi, Nyiror, Uror, Akobo, Pibor and Bor South Counties in Jonglei State, Panyinjar, Mayendit, Leer, Koch,

Guit, Rubkhona, Pariang, Mayom and Abiemnhom Counties in Unity State and Ulang and Nasir Counties in Upper Nile state. The project's overall objective was to contribute to improved and sustainable access to animal source food and related income for crisis affected individuals at risk of malnutrition, particularly children and women. In 2020, the project reached 158,848 individu-

als with veterinary interventions, trained and equipped 125 CAHWs and vaccinated 276,849 cattle and 42,039 sheep and goats. The project worked closely with CAHWs who used community dialogue meetings and workshops to ensure maximum participation of all the stakeholders.

Flock of goats wading through flooded field in search of browse in higher grounds in Twic County, Jonglei State, South Sudan.



Success story

Sustainable Development Goals

1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



13 CLIMATE ACTION



Achieng Manyang Duot
Twic East County, South Sudan

A life with cattles

Achieng Manyang Duot is a 55-year-old mother of six children and several grandchildren who hails from Kongor Payam, Twic East County. Achieng says that her life depends entirely on cattle and that she has spent her entire life in cattle camps where milk from their herd of cattle is the main source of food for her family. She recalls the massive flooding that occurred in their village in late 2019 and narrates thus- “my son had 40 cattle before the flood occurred. After the floods our animals were affected by many different diseases. We lost three of them due to lack of treatment. Many other animals in the village were sick and dying from the diseases. We were very worried that we would lose our animals. Soon after, VSF Germany came to our area and started a campaign to vaccinate, treat and deworm our animals. This was a big relief to us as the diseases were controlled and the dying of the animals stopped. Now our animals are very healthy and produce enough milk for our family. We also sell some milk on the local market to get money for our other needs such as buying clothes, medicine and school fees for our children. Cows are our bank and milk is our life. Thanks to our local CAHWs here and to VSF Germany for protecting our animals from diseases.





Vétérinaires
Sans Frontières
Germany



Kenya Highlights



Country situation

Kenya is the largest economy and most stable country in East Africa with an estimated population of 53.7 million people by end of 2020.

The COVID-19 pandemic was the biggest socio-economic shock in 2020, with the COVID-19 infection prevention and control measures devastating the economy, livelihoods and resilience of vulnerable communities. The political situation remained stable with the exception of inter-communal resource-based conflicts in the northern counties of Marsabit, Baringo, West Pokot and Turkana and sporadic attacks by terrorist elements still active in Lamu, Garissa, Mandera and Wajir. Displacement was also experienced because of intense rainfall which led to a rise in water levels in lakes and rivers, affecting livelihoods of surrounding communities. Access to water for both animals and human in the arid and semi-arid lands remained constraint due extended drought conditions thereby compromising efforts in maintaining adequate hygiene and sanitation, critical in the prevention and control of life-threatening diseases such as cholera and acute watery diarrhea in children. Lastly, the desert locust invasion also caused considerable damage to crop.

Humanitarian and development needs addressed

The UNDP Human Development Report categorizes Kenya in the medium development category. Despite this, Kenya still had humanitarian and development needs that VSF Germany programs addressed in 2020. Some humanitarian needs that were identified include cyclic drought, floods and the desert locust invasion, exacerbated by the COVID-19 pandemic. Livestock and human disease outbreaks plagued the country throughout 2020. Cholera outbreaks were reported in at least five counties. Livestock disease outbreaks, primarily zoonotic NTDs (e.g. rabies) and transboundary animal diseases (TADs) -PPR and Rift Valley Fever were reported mainly in the arid and semi-arid lands (ASALS) where rangeland pastoralism is pre-dominant. In the development front, and despite Kenya being re-classified as a lower middle-income country by the IMF in 2020, development needs characterized by gaps in access to basic services

(water, sanitation, hygiene, health, animal health, markets, security and protection) mainly in the ASALS were still evident.

VSF Germany's response

The identified humanitarian and development needs were addressed through both resilience building for development and emergency response interventions. The emergency interventions focused on improved access to basic food commodities by vulnerable households, sanitation and hygiene services and livestock health services, including rabies vaccination campaigns. Resilience building and development interventions focused on natural resources management, women and youth empowerment, improving access and management of water resources, improving access to markets through peace building and conflict mitigation initiatives, fostering public private partnerships and systems strengthening of public and community institutions. Some of the frameworks aligned to this are the global framework for eliminating dog mediated human rabies, and disaster risk management and ending drought emergencies framework. In Kenya, VSF Germany implemented projects in Marsabit, Turkana, Kajiado, West Pokot, Narok, Machakos and Nairobi counties.



Nasiro receives supplies for covid infection prevention and control measures
North Hor, Marsabit County, Kenya

Maurice Kiboye
Country Director
Kenya & Somalia
MKiboye@vsfg.org

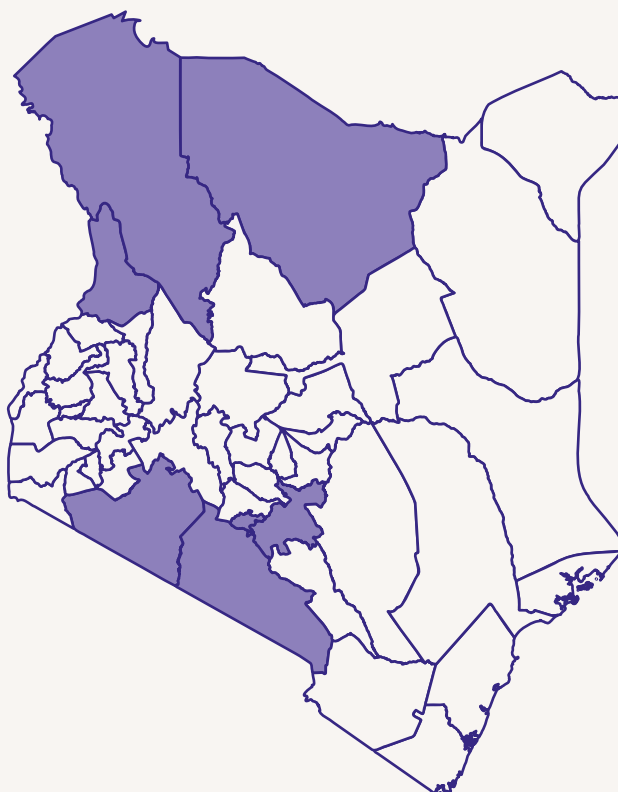
With two decades of experience in programme development and the implementation of humanitarian and development interventions Maurice Kiboye is a true expert in the fields of intervention food security, livelihoods and the holistic One Health approach.

Maurice Kiboye has been part of the team since 2013.

“ I draw my motivation from successful project acquisitions, project implementations and the positive feedback from beneficiaries & partners.



**VSF Germany
Presence**



Project overview 2020

Nairobi
(Country office)



Projects
5



Donors
4



Implementing
Partners
4



Beneficiaries
Reached
82.174



Animals Treated
149.490



Animals Vaccinated
75.568



CAHWs/CDRs
Trained/supported
124



Program Staff
34



Budget Spent
1,096,789.69 €



Project in the spotlight

Integrated Emergency Response under the 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 and Addressing the Root Causes of Irregular Migration and Displaced Persons in Africa 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 by 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 HHs.

In 2020, the project experienced a combination of hazards such as COVID-19, cholera, the desert locust invasion, insecurity, floods and drought that affected the implementation process and increased vulnerabilities of targeted beneficiaries to the hazards and shocks. In response, the ODP Crisis Modifier budget facility



Food vouchers being redeemed by beneficiaries through mobile phones

was activated. The funding could, hence, be channeled where it was most needed in face of the multitude of challenges. VSF Germany and partners then implemented an **innovative technology driven** integrated emergency response to reduce the risk of exposure, mitigate against the severity of the effects and cushion communities against effects of multi-hazards on their livelihoods in the project areas. The objective of the integrated emergency response was

to strengthen coping capacity and resilience against negative effects of multi-phased crisis. Intervention measures entailed facilitating access to emergency food access, COVID-19 infection prevention and control measures through the distribution of hygiene kits and personal protective equipment (PEP), improved financial security and to safeguard small scale business from risk of collapse from COVID-19 impact through cash injection.

e-Voucher system



VSLG provided business boosting grants to the Village saving and loan group members referred to as food vendors to increase stock of food basket contents food and sanitizing items prepositioned in local shops for E-food voucher redeeming.



A beneficiary receives an E-voucher SMS coupon coded message on her mobile phone to collect the food basket from a specific vendor shop indicating specific date and time to avoid crowding and exposure to COVID-19 infection. If beneficiary has no phone they pre-select a nominator (trusted person) pre-identified and bio-data registration during selection process to assist them through process.



Beneficiary goes to the specific shop or marked to her at the date and time indicated on the SMS



The Beneficiary receives a food basket receipt conformation on their mobile phone.



Vendor then hands out the food and soap basket package earmarked for the beneficiary.

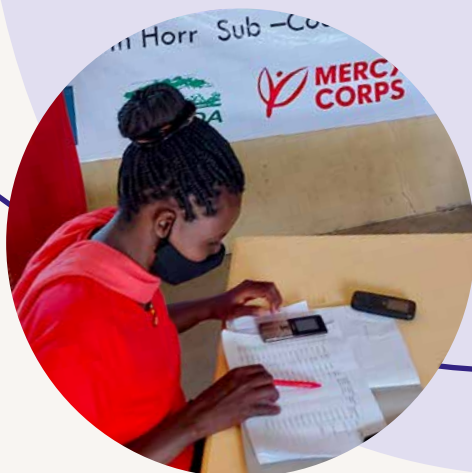


The shop owner (vendor) redeems the beneficiary E-voucher coupon code to validate details and E-voucher redeeming status notification (successful or declined) message sent to beneficiary mobile phone. If successfully redeemed, vendor accepts through phone redemption completion message.

The intervention modality was designed as a unconditional cash transfer using **e-voucher, e-cash and e-trade digital systems** to facilitate food access and conditional cash transfer to beneficiaries and payments to vendors supplying various food stuffs and other project supplies. This was done in partnership with Myfugo, a technology firm based in Kenya. Target groups were HHs hosting malnourished children <5 years, the elderly, chronically ill persons, women headed HHs, pregnant and breast-feeding mothers and the youth. The beneficiaries were selected from the ongoing Omo Delta Project beneficiary groups e.g IGA/Business groups, Beach Management Units (BMUs) and fish cooperatives, vendors, small stock traders, casual

workers, unemployed, pastoralist, Village Savings and Loaning Association members, Natural Resources Management Committee members, Environmental Management Committee members, Community Disease Reporters (CDRs), livestock cross-breeders and agro-pastoralists groups. The **electronic system** enabled easy generation and issuance of digital coupons, e-vouchers or direct cash transfers to beneficiaries. The system allowed the disbursement of food baskets to targeted vulnerable groups by pre-loading beneficiary data (either business groups or individual members) who would receive a specially generated identity code and message of where they can pick their food baskets at the assigned time. The system had enhanced

security features that prevented anyone from claiming food basket if she/he has not received a message (with code) on their phones. Only identified beneficiaries whose details were logged into the system prior to disbursement could make claims, thus reducing cases of fraud. The system was done on pilot basis with the support of a system developer and worked so successfully and transparently to the excitement of the donor that has endorsed it for future projects that they would fund under VSF Germany patent.



Arupe Dabalen
Marsabit County,
Kenya

Success story

Arupe Dabalen, aged 32, has a family of seven and takes care of five other family members. She is a member of the Naretoi Self Help Group. Arupe's husband does not work but they have children and other relatives to take care of. In 2018, she sold three goats to raise KES 6,000 and started a small business with one bag of 25kg of sugar, one bag of rice and one bag of beans. She operates from a traditional structure. She made a profit of KES 2,000 after selling all the rice, sugar and beans. After receiving a training in the context of VSF Germany's project, Arupe took a loan which she was afraid of taking initially and expanded her business that was on the verge of collapse because of little profit and strain from household needs. Arupe thus states:

A secure and better shop

My business was collapsing because of household needs and I took a loan of KES 20,000 from the VSF Germany supported group which I used to increase my stock and started building a better and more secure shop. My profit increased to KES 5,000. I used KES 1,000 for household needs and KES 4,000 for loan repayment and gradually increased my stock. I managed to repay the loan and took another one of KES 10,000. I am now making a profit between KES 5, 000 and KES 12, 000 per month and am now able to pay the school fees for our children and buy household basics. All thanks to being in the group and the training given to us by VSF Germany."

Sustainable Development Goals

1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



13 CLIMATE ACTION





Somalia Highlights



Country situation

Somalia is characterized as a complex and chronic emergency, and one of the most fragile countries in the Horn of Africa. It has an estimated population of 15.89 million people by the end of 2020.



Fresh milk a healthy life
Gebiley District, Somaliland

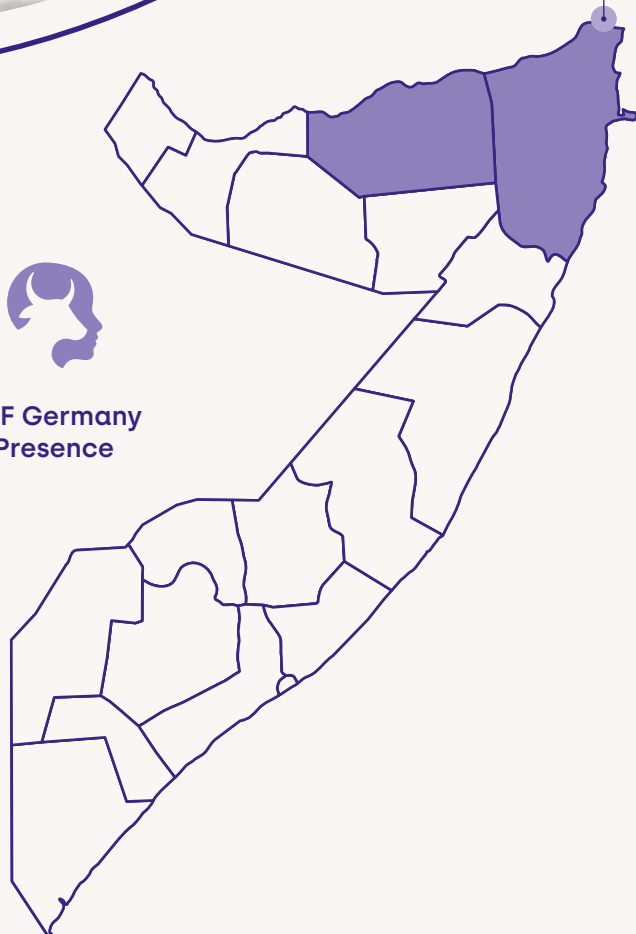
In 2012 a new internationally backed government was formed and Somalia slowly reached a state of stability but its authority faces challenges due to Al-Qaeda-aligned Al-Shabaab rebels in the country. Throughout 2020, Somalia faced multiple threats, including the COVID-19 pandemic, livestock and human epidemics, desert locust invasion, cyclones and poor rains for two successive seasons. Political tensions over disagreements on political processes and diplomatic tiff with neighboring Kenya also impacted humanitarian relief, rehabilitation and recovery efforts as well as regional integration. The Livelihood of about 70% of Somalis is dependent on agriculture, livestock and fisheries.

Humanitarian and development needs addressed

Somalia being a chronic emergency, the prevailing needs in 2020 were humanitarian in nature, with the country being one of the most complex and long-standing humanitarian crises in the world, a status which remained unchanged in 2020. UNDP ranks Somalia as one of the poorest countries with HDI ranking of 170 out of 189 countries and territories. Climatic shocks (drought, cyclones, floods), armed conflict and inter-communal violence were still the main drivers of humanitarian needs and human right violations. An estimated 5.2 million people which is over 42% of the population were in need of life saving and livelihood assistance, 1.7 million people were internally displaced and over 1 million people were living as refugees in the neighboring countries. Lack of access to basic services, poor road networks and rampant insecurity that hinder private sector investments remain the most underpinning development needs in the country.

VSF Germany's response

VSF Germany has been implementing projects in Somalia since 2005, and added a total of six projects to its portfolio in 2020, five of which were in Somaliland and one in Puntland. These were implemented with the aim of improving food security and livelihoods through resilience building of vulnerable communities affected by shocks, improving household dietary diversity and coping strategies, improving infrastructure and handling facilities in the meat and milk value chains, strengthening service delivery capacity of public and private institutions and enhancing adaptive and transformative capacity of pastoral and agro-pastoral HHs. Furthermore, Donkey welfare concerns were addressed.



**VSF Germany
Presence**

Project overview 2020

Nairobi
(Country office)



Projects
6



Donors
5



Implementing
Partners
2



Beneficiaries
Reached
16.426



Animals Treated
78.275



Animals Vaccinated
76.071



CAHWs/CDRs
Trained/supported
75



Program Staff
26



Budget Spent
1,209,890.76 €



Project in the spotlight

Securing livelihoods of agro-pastoralists through setting up and strengthening of livestock sector value chains promoting infrastructure and generating income project, Maroodijeex Region, Somaliland.

This is a BMZ funded project being implemented for the duration between 1st July 2019 and 30th April 2021. The project is implemented in Maroodijeex Region that has four districts: Hargeisa, Salahley, Gabilay and Balligubadle. The objective of the project is to improve the livelihood of dairy and meat-producing agro-pastoralists and of members of the milk and meat value chain through increased income and, hence, all year improved access to animal products at local markets for approximately 180,780 consumers in order to ensure access to high-quality animal sourced protein.

The most outstanding achievements of the project in 2020 were the construction and rehabilitation of 16 market infrastructures that are comprised of seven milk markets, four meat markets and five slaughterhouses in Salahley, Gabilay, Kalabaydh, Wajaale, Dacarbudhuq, Cadaadley and Dheenta villages. Furthermore, 270 milk and meat vendors were trained on milk/meat hygiene, milk and meat value addition, business management, and group governance. The 270 milk and



Meat vendor: how to develop meat value chains, founded by BMZ
Buruwaqo, Wajale District, Somalia

meat vendors received equipment including aluminum milk cans, aluminum craters, milk separators, solar freezers, milk testing equipment and aluminum wheelbarrows. In addition, 28 CAHWs and 15 veterinary pharmacists were trained and supplied with veterinary drugs and equipment to improve the veterinary service delivery in the target area. A further 200 government employees were trained on policy formulation and implementation, program and data management to

improve government capacity to regulate the milk and meat sector. Aiming to raise awareness on milk and meat hygiene, 140,000 consumers in the region were reached through Radio and TV programs. Moreover, information package materials [brochures and posters] were printed and distributed to increase the consumers' understanding of hygiene and related issues on milk and meat.



Umalckheyr Ismail Abdullahi
Qoolcadey, Salahley District, Somalia

Sustainable Development Goals

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



13 CLIMATE ACTION



Beneficiary voices

Ms. Umalckheyr Ismail Abdullahi is a 28-year-old CAHW from Qoolcadey, Salahley District. She is unmarried and lives with her family of 13 people. She was selected to become a CAHW by Qoolcadey community and trained by VSF Germany. Umalckheyr states that she benefited a lot from VSF Germany's project in Somaliland. By comparing her family's life before being trained and equipped as a CAHW and afterwards, she explains:

A Community Animal Health Worker for Qoolcadey, Somalia

VSF Germany has trained and supported me with vet drugs for the treatment of livestock in my village. It became a huge source of income for my family. I sell the vet drugs to the community and also charge for the animal treatment services I deliver. The income from these services has helped my family a lot because I use it to cover part of my family's basic needs and some of my brothers' and sisters' school fees which were a great burden for the family before VSF Germany supported me".



Safe donkey harnessing technique
captured in Waajale District,
Somaliland.



Uganda Highlights



Country situation

Uganda is a landlocked country with an estimated population of 45.8 million people by the end of 2020. Over 80 percent of Uganda's population live in rural areas and depend on rain-fed agriculture which accounts for 25% of its Gross Domestic Product (GDP) and employs 70% of the labour force.

Uganda's economy is also highly dependent on natural resources, making the country vulnerable to the impacts of climate change. The COVID-19 pandemic greatly affected Uganda's economy as a result of a domestic lockdown that lasted for more than four months, border closures for all but essential cargo and the spillover effects of disruptions to global demand and supply chains. The consequences of the pandemic led to widespread firm closures, permanent layoffs in industry and services, a rapid slow-down of activity, particularly in the urban informal sector, and a movement of labour back to farming. As a result, HH income decrease led to high vulnerability of poverty and limited social safety nets. The last quarter of the year witnessed heightened political tensions as the country prepared for the general elections to be held in January 2021. The Karamoja region remained volatile with frequent banditry attacks and clashes.

Humanitarian and development needs addressed

Uganda, despite its endowment with immense natural resources, is ranked by the UNDP in the low human development category, finding itself at position 159 out of 189 countries and territories. In 2020, the country experienced significant impacts of climate change which includes changing weather patterns, a drop in water levels and increase in frequency of extreme weather events like floods, mudslides, drought, food insecurity and emerging infectious diseases for both animals and humans. Food insecurity is on the increase as a result of changes in climate, widespread deforestation, and disease

outbreaks such as COVID-19, Rift Valley Fever, anthrax, PPR, brucellosis, tuberculosis, rabies, Ebola and others, plus a rapid annual population growth rate of 3.03%. In addition, Uganda hosts nearly 1.4 million refugees, primarily from South Sudan and the Democratic Republic of the Congo, making it the third-largest refugee-hosting country in the world. In the greater Karamoja Cluster, poor infrastructure, a lack of access to basic services and run-away insecurity are the underpinning development needs.

VSF Germany's response

VSF Germany's interventions respond to drivers of food insecurity such as livestock disease outbreaks, especially for RVF and PPR in different parts of the country. The focus is on capacity building of animal health professionals in Participatory Disease Surveillance (PDS), disease control and surveillance and support to the animal health systems and coordination mechanisms among others. Needs relating to the safety of food of animal origin are also being addressed through support to improved veterinary public health governance and the prevention and control of anti-microbial resistance. In the last quarter of 2020, VSF Germany through its core-funds responded to rabies outbreak in Mpigi and Napak districts through a pilot rabies vaccination campaign project. The intervention builds on VSF Germany's experience in Kenya and contributes to the Global Strategy for the eradication of rabies by 2030 under the overall framework of the One Health Agenda.

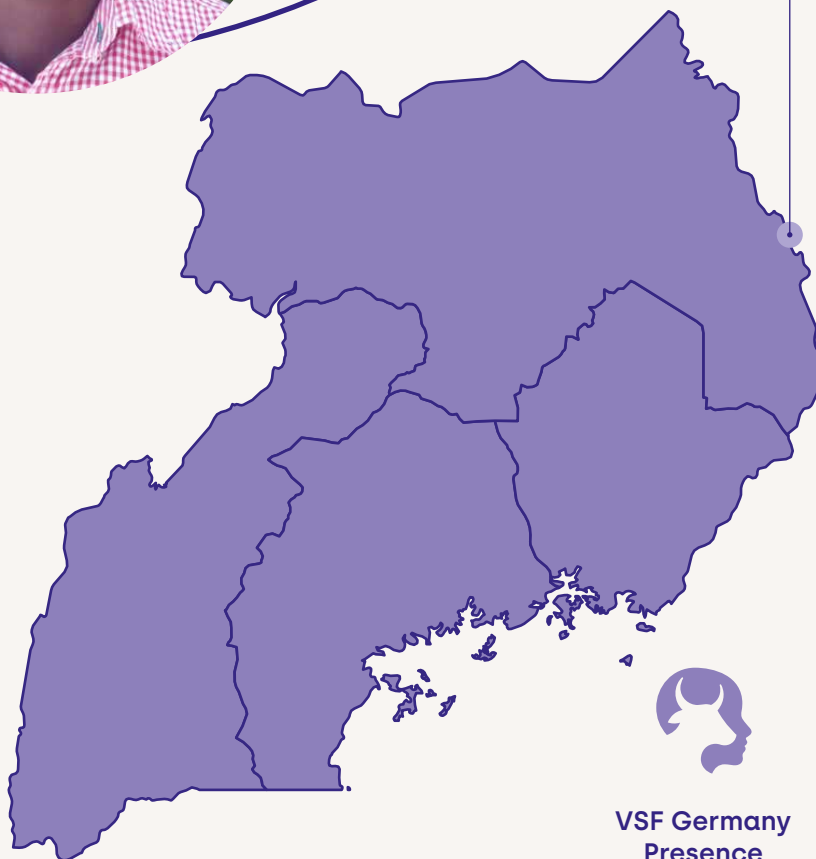
Dr. Joshua Waiswa
 Technical Project Manager
joshua.waiswa@vsfg.org

As Technical Project Manager, Joshua Waiswa is responsible for the implementation of the BUILD project in Uganda.

Dr. Joshua Waiswa has been part of the team since 2019.



I am motivated above all by the vision of ToGeV in Uganda and the desire to make a positive and lasting difference in the lives of the communities involved. The thought that I can offer a solution to someone's problem motivates me every day.



Project overview 2020

Kampala
 (Country office)



Projects
2



Donors
2



Implementing Partners
1



Beneficiaries Reached
1.009



Animals Treated
—



Animals Vaccinated
3.007



CAHWs/CDRs Trained/supported
—



Program Staff
6



Budget Spent
223,524.33 €



Project in the spotlight

Boosting Uganda's Investments in Livestock Development [BUILDUganda Program]

VSF Germany, in partnership with ILRI, is implementing a BMZ funded project titled: Boosting Uganda's Investment in Livestock Development (BUILD Program) for a period of 60 months between 1st January 2019 and 30th November 2023. The project goal is to improve livestock productivity and marketing by enhancing the human and institutional capacity in livestock health surveillance and livestock health and management. The project has four components: controlling of PPR, control of Rift Valley Fever, reduction of risk of antimicrobial resistance along the poultry value chain and Veterinary Public Health from point of slaughter. The project's main focus is to build the capacity of different stakeholders along the targeted value chains to support the establishment of alternative disease surveillance systems and AMR control/reduction and behavioral change for improved food safety. Although the COVID-19 pandemic disrupted field work in the last quarter of 2020, key milestones were achieved as follows:

PPR Component: i) facilitated the review, updating and approval of the National PPR Control Strategy document in liaison with the

National PPR Control Steering Committee. The strategy progressively contributes to the control and eradication PPR in Uganda by 2030 while supporting the control of other small ruminant diseases and strengthening veterinary services; and ii) completed desk review consultancy on animal health systems and coordination mechanisms to support the development of alternative disease control and surveillance/reporting strategies

AMR Component: i) Completed mapping of the AMR stakeholders along the poultry value chain from Wakiso and Soroti districts that shall benefit from the capacity building training on AMR prevention and control, ii) completed one AMR- Knowledge Attitude and Practice (KAPS) Assessment consultancy aimed at establishing a baseline that would guide the design of AMR prevention and control measures in the target districts.



Workshop with PPR Stakeholders
Kampala, Uganda funded by VSF Germany

Rift Valley Fever Component: i) Supported the line ministry to carry out suspected RVF outbreak Investigations and sample the collection for laboratory analysis and ii) initiated the development of awareness and communication materials development that will be used to increase awareness of RVF amongst the target communities. These materials have not been published due to need for ratification by ILRI's communication team.

Veterinary Public Health Component: i) completed one baseline survey consultancy on knowledge, attitude and practice on veterinary public health to guide the development of training modules and behavioral change communication packages for capacity building of meat handlers from point of slaughter to retail joints along the pork value chain; ii) developed nuggets/nudges for change in human behaviors and practices for meat handlers, in

collaboration with 17 Triggers and ILRI and iii) completed meat handlers and slaughter facility mapping for planning of training activities. During the baseline activity, data was collected from a total of 614 respondents segregated as follows: 189 abattoir workers, 78 meat transporters, 310 meat sellers and 37 key informants.

Sustainable Development Goals

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



Dr Wabwire Barasa Dennis
Rupa Sub-county,
Uganda



Success story

Dr Wabwire Barasa Dennis is a senior veterinary officer with the Ministry of Agriculture, Animal Industries and Fisheries based at Rupa Sub-county in Uganda. He has worked in the livestock sector for ten years. He faces several challenges in livestock interventions, especially due to poor preparedness and delayed responses to livestock disease outbreaks, often leading to livestock herd losses. He took part in VSF Germany's Participatory Disease Surveillance (PDS) trainings and had this to say regarding his experience:

The earlier the better

I learned a lot from the PDS trainings that were organized by VSF Germany under the BUILD Program that they are implementing in Uganda in partnership with ILRI. This includes the application of the PDS, the tools used in PDS, what you need before carrying out the PDs (i.e. a checklist, understanding of the community in terms of their cultural norms, leadership and how to make entry into the community). The training has helped me a lot in carrying out livestock disease surveillance. It is now easier for me to demonstrate to the livestock owners how to recognize common diseases, how to report, control and prevent them. I am going to use PDS in the planning on how, where, why and when to do the intervention e.g. for the case of vaccination I shall advocate for risk-based vaccination instead of mass vaccination which we used to apply, I am going to communicate with the community to identify their problems and also work with them in carrying out the intervention".

Fundraising & Public Relations

VSF Germany's Public Relations drive gained momentum in 2020 with the engagement of a specialized Public Relations Consultancy Firm and recruitment of additional PR specialist staff at the HQ to support the design and implementation of a robust public relations and marketing strategy to shore-up VSF Germany's fundraising initiatives.

VSF Germany's own fundraising campaign is a critical element of the organization's financial stability. The growth of the program portfolio through donor fundraising, often with the stringent requirements of own-contributions and or pre-financing conditions constitute inherent risk of liquidity crisis that must be counter-balanced with a vigorous fundraising drive to achieve acceptable ratio of own capital reserves to the direct donor incomes and possibly surplus for investments in organization's systems, structures and marketing.

Communicating effectively about our mandate, our work and how it contributes to changing people's lives is a critical factor in fundraising, especially to the private audiences often with vague and or remote understanding of the context in which we work. Strengthening the bond with our supporters and provoking interest and expanding the existing community of supporters are essential element of public relations for fundraising purposes. "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.

The initiative to rebrand with new sets of corporate design elements, including the new logo, and the campaign to gain foothold in social media domains (Instagram, LinkedIn and Facebook) as well was largely completed and has given VSF Germany competitive edge within its networks of collaboration.

The largest group of VSF Germany's private supporters is the community of German Veterinarians. In order to promote our work among veterinarians and animal owners alike, VSF Germany organizes an annual vaccination campaign "Vaccinate for Africa". In 2020, close to 1,300 veterinarians joined the campaign and donated a total of € 144,748.79. Compared to 2019, this represented a 40.3% drop in revenues from the campaign, and is attributed to the impact of the COVID-19-Pandemic. 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 rele-

vance 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.



Shoshanna Hillmann- Breuer
Desk Officer Fundraising



The new Instagram feed

VSF Germany is a member of the following networks

- VSF International Network
- The German WASH Network
- Neglected Tropical Disease NGO Network (NTDs Network)
- Coalition of European Lobbies for Eastern African Pastoralism (CELEP)
- Association of German Development and Humanitarian Aid Organizations (VENRO)

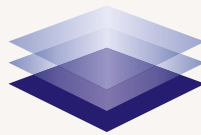


Certifications Transparency

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 Deutschland e.V., various actors from the civil society and science defined ten points that every civil society organization should make public, including their articles of associa-

tion, 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.



Initiative
Transparente
Zivilgesellschaft



Finances

Financial report 2020

Many challenges and a good basis

VSF Germany has been able to fully maintain its project activities in all countries despite the pandemic. Income decreased by 10.6% compared to the previous year. Income from institutional grants and project administration fell by 6% - from T€ 15,437 to T€ 14,411. With this total of T€ 14,411 in funding (institutional grants received including project administration), the living conditions and health of 1.1 million people and 5.8 million animals were improved.

A slight decrease of 8% was registered in the area of private donations. Income from inheritances increased by 52.2% compared to the previous year. Other operating income decreased by T€ 741. This was mainly due to the decrease in income from international donor funds.

The total expenditure of VSF Germany was below the level of the previous year and decreased by 8.5%. Measured against the total expenditure, 96.8% of the expenditure generated through project work. The breakdown of expenses by program work, advertising & public relations and administration did not change compared to 2019. Administrative expenses were significantly less than 3% this year and 0.1% lower than last year.

Operating revenue and operating expenses were down in 2020. The final result shows a net loss for the year of -T€ 361. The deficit was fully covered by the organization's reserves. In spite of these factors, the liquidity of the organization was always guaranteed.



Peter Mburu
Regional Head of Finance



Alisa Feist
Desk Officer Finance

Balance sheet

Statement of financial position

BALANCE SHEET AS AT 31 DECEMBER 2020

Assets		2020	Prior year	Equity and liabilities		2020	Prior year
		€	T€			€	T€
A.	Fixed Assets			A.	Equity		
I.	Intangible fixed assets			I.	Association capital	92.926,65	93
	Acquired industrial and similar rights and assets as well as licences in such rights and assets	121.535,23	51	II.	Translation adjustment item	282.094,45	282
II.	Property, plant and equipment			III.	Reserves	151.686,87	513
	Other equipment, operating and office equipment	36.430,57	34	IV.	Net retained profits	0,00	0
III.	Long-term financial assets					526.707,97	888
	Other long-term equity investments	25.000,00	25	B.	Provisions		
		182.965,80	110		Other Provisions	215.095,58	208
B.	Current assets			C.	Liabilities		
I.	Receivables and other current assets				Liabilities to funding parties for payments made in advance		
1.	Receivables from funding parties	1.158.259,14	1.310	1.	– thereof with a residual term of up to one year: € 3.931.102,61 (T€ 4.987)	3.931.102,61	4.987
2.	Receivables from affiliated companies	271.092,43	254		Trade payables		
3.	Other assets	403.039,76	355	2.	– thereof with a residual term of up to one year: € 456.746,06 (T€ 275)	456.746,06	276
		1.832.391,33	1.919	3.	Other liabilities		
II.	Cash-in-hand, bank balances	3.128.654,33	4.344		– thereof with a residual term of up to one year: € 45.072,67 (T€ 57)	45.072,67	57
		4.961.045,66	6.263			4.432.921,34	5.320
C.	Prepaid expenses	30.713,43	43			5.174.724,89	6.416
		5.174.724,89	6.416				

Income and expenditure report for 2020

Statement of comprehensive income

Profit and loss for the financial year 2020

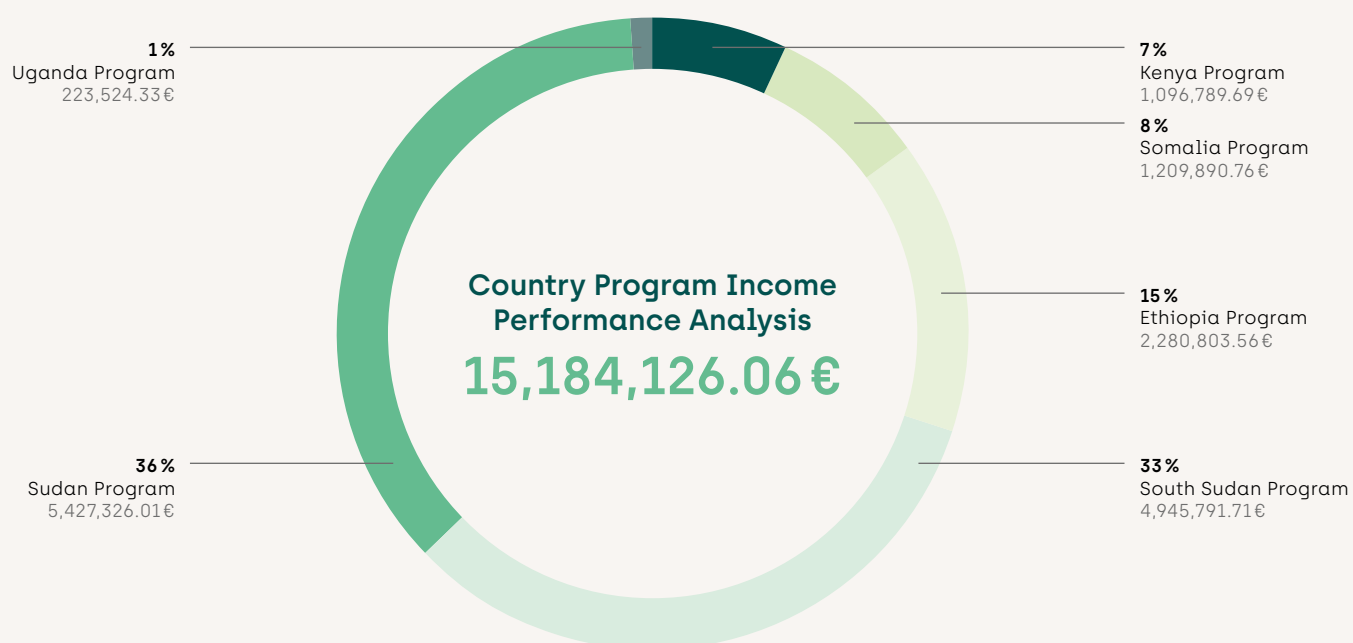
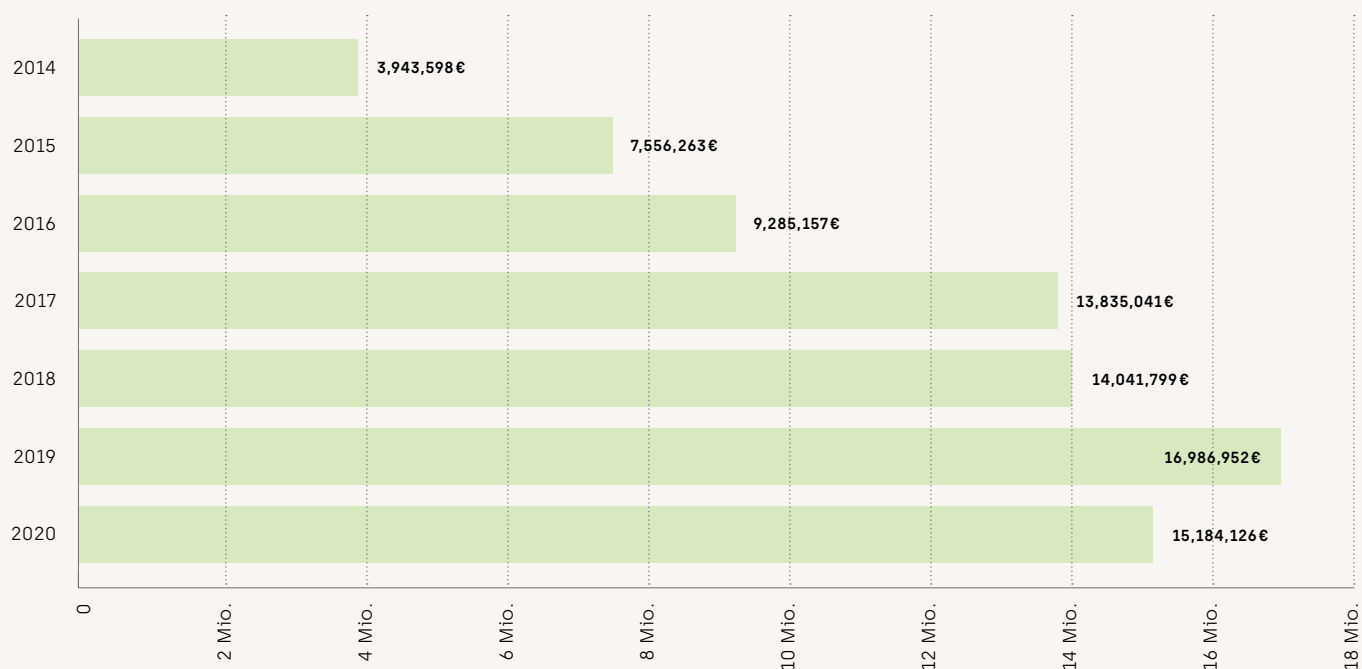
	2020	Prior year
	€	T€
1. Income from grants and donations		
A Institutional grants VSF-Germany and consortium partners	13.835.077,58	14.970
B Income from project management	576.342,00	467
C Donations, membership fees and assigned fines	413.946,03	450
	14.825.365,61	15.887
2. Other operating income	358.760,45	1.100
	15.184.126,06	16.987
3. Expenses for grants passed on to consortium partners	2.331.882,87	5.391
4. Personnel expenses		
A Wages and salaries	3.488.491,53	3.236
B Social security	276.133,58	307
C Other personnel expenses	574.038,62	474
	4.338.663,73	4.017
5. Amortisation and write-downs of intangible fixed assets and depreciation and write-downs of property, plant and equipment	29.621,46	30
6. Other operating expenses		
A Project equipment and services	8.076.977,79	6.534
B Sundry other operating expenses	768.534,86	1.025
	8.845.512,65	7.559
	15.545.680,71	16.997
7., Loss of the year	-361.554,65	-10
8. Withdrawal from reserves	361.554,65	10
9. Net retained profits	0,00	0

Summary of grants by donors

Donor	€
EC	3,330,988.99
UNDP	2,961,258.20
BHA/OFDA	2,594,419.18
BMZ	2,186,075.43
FAO	793,073.07
UN OCHA	722,184.55
UNICEF	443,645.72
AICS	400,955.41
FOREIGN OFFICE	363,607.31
BFW	241,200.06
BROOKE	89,857.36
IFAD	86,385.72
DKH	85,820.59
IOM	63,555.92
UNMISS	43,574.86
Total	14.406.602,37

Income and expenditure report for 2020

Progressive annual incomes 2014–2020



Risks and uncertainties

For trust and security

Control framework

Service to beneficiaries remains VSF Germany's ultimate goal in all our programs. This is in accordance with the articles of association that establishes the organization in Germany and provides control mechanisms that ensure efficiency at all levels of operation. Working internal control systems and structures ensures efficiency and effectiveness in delivering value to our beneficiaries. 2020 was a unique year with the COVID-19 pandemic crisis that the world is currently facing becoming a key determinant on how things are done. This affected the internal control structure and more so the component of field monitoring visits for spot checks, on the job training of staff on compliance issues and face to face communication exchange which is a critical component of the internal control structure. While control environment remains the bedrock/foundation of the internal control structure, communication and sharing of information is a key integral component since it affects other components which include control activities, monitoring and risk assessment. Technological development on the digital platforms has been

crucial in addressing communication challenges brought about by the COVID-19 pandemic. With travel restrictions and social distancing limiting physical meetings which are important in sharing of information and communication, quick adjustment was paramount in adopting the use of digital platforms to ensure we maintained an effective control environment necessary to protect and preserve our assets, ensure compliance, improve performance and reporting procedures.

Risk management and mitigation measures

COVID-19 pandemic exposed various organizations to different challenges and risks. Quick adjustments and adapting to the new environment was a new requirement to ensure the organization remains a going concern and meeting its objectives. Change of plans and revision of strategies to accomplish the planned assignment due to these challenges was paramount and key to survival. VSF Germany has a systematic risk assessment and management 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 that is now under review outlines adopted approaches, as well as procedures and mechanism that are in place and which ensure effective risk management. We developed an improved risk assessment template and strengthened communication and monitoring with stakeholders. In addition, VSF Germany has policies outlining the risk attitude, guiding principles and roles and responsibilities which provide clarity in responding to



Muriki Makathimo
Internal Auditor

It's okay to ask for help

You have experienced or witnessed sexual abuse or exploitation? Here's where to find help:

Germany: shoshanna.hillman@togev.de

Regional office Nairobi: nancy.chingi@vsfg.org

Project countries: VSFG Country Directors

In case none of the above seem appropriate or in case of a conflict of interest: ombudsperson@vsfg.org

For complete anonymity visit:
www.report.whistleb.com/de/togev



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, beneficiaries and partners 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 protected.

Audit and risk committee

VSF Germany has set and subscribes to the 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. Any potential cases of fraud or irregularities are promptly notified to the donor while internal investigations are immediately instituted. VSF Germany maintains 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 functions as 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 updates

The occurrence in June 2019 remains a dark spot in our financial management system and from which valuable lessons were learnt that have informed strategies for strengthening internal control environment. Although no project funds were affected and thus no donors harmed, the Organization continued to pursue justice from the criminal act through the courts under the Kenya Law.

Fraud and business process

Fraud and business processes were continuously monitored, including through regular internal and external projects specific audits to ensure risks were identified and safeguarding measures taken. The new financial management system that was enrolled is now fully operational across the countries with all financial transactions now being performed through the system online. Identified areas of risk to the business processes are evaluated and necessary measures instituted to address them with the country teams.

VSF Germany governance

VSF Germany's governance structure consists of the General Assembly, the Board of Directors, Senior Management Team (SMT) and the Country Directors (CDs) operating at the headquarter, regional and country office levels to oversee the governance and executive management functions of the organization.

The general assembly

The GA consists of members that subscribe to the ideals of the organization. Membership is by annual subscription and currently stands at 177 voting members. The GA establishes the statutes and elects the Board of Directors.

Board of directors

The Board of Directors consists of seven members and is headed by a Chairman and two deputies. The Honorary Board appoints the Managing Director who is based at the Headquarter (HQ) in Berlin and heads the Senior Management Team (SMT).



New board as elected on 19.09.2021: Dr. Klaus Lorenz, Dr. Christine Montag, Dr. Norbert Mencke, Dr. Boaz Abraham (left to right; not in the picture is Dr. Moritz von Hesberg).

Senior management team

The Senior Management Team (SMT) is made up of 14 members comprising the Managing Director, three Desk Officers at the HQ responsible for Finance, Fundraising & Public Relations and Humanitarian Aid & Development Cooperation, the Regional Director for East Africa, four Heads of Departments of Finance, Programs, Human Resources & Administration (HR&Admin) and Internal Audit at the Regional Office and four Country Directors for South Sudan, Sudan, Ethiopia and Kenya-Somalia and the Uganda Project Technical Manager.



One Team in seven countries

VFS Germany's Annual Senior Team Meeting in Naivasha, Kenya 2019



Esmail Tessema

Country Director Sudan



Genene Regassa

Country Director Ethiopia



Silvester Okoth

Country Director South Sudan



Maurice Kiboye

Country Director Kenya & Somalia



Dr. Joshua Waiswa

Technical Project Manager Uganda

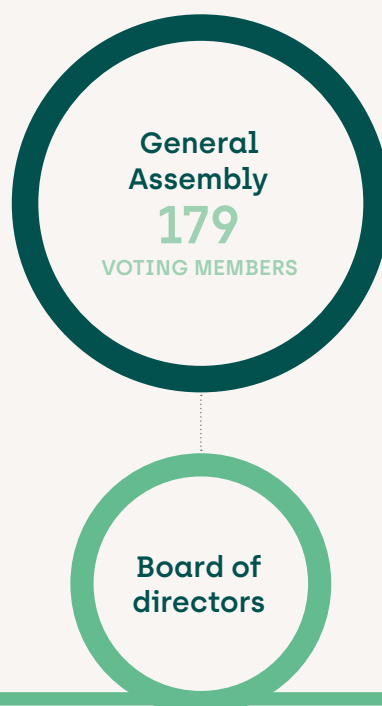
Country directors

Country Directors are responsible for their respective Country Programs. They are assisted in the administration of country programs by the Country Managers for Programs, Finance, Logistics, and HR&Admin in as far as each country context allows and prescribes.

In Uganda, the Build Uganda Project Technical Manager is responsible for team leadership, projects management and country representation.

Organisation Structure

VSF Germany headquarter, regional and country offices



Prof. Dr. Norbert Mencke
Chairman

Dr. Klaus Lorenz
Vice Chairman

Dr. Moritz von Hesberg
Board member

Dr. Christine Montag
Board member

Dr. Boaz Abraham
Board member

Audit and Risk Committee
Dr. Karin Thissen
Dagmar Kayser-Passmann

Managing Director
Christian Griebenow

Head quarters Berlin
Fundraising, Public relations, Advocacy, Finance,
Official Donors Contact

Constanze Böning | Desk Officer for Humanitarian Aid and
Development Cooperation

Shoshanna Hillmann-Breuer | Desk Officer Public Relations &
Fundraising/Head of Office-HQ

Dr. Wibke Crewett | Research Associate One Health &
Environment Affairs

Annalena Bruse-Smith | Junior Consultant Public Relations

Alisa Feist | Desk Officer Finance

Tim Höpfner | Junior Consultant Fundraising

Dr. Igor Pilawski | Research Associate One Health &
Veterinarian Affairs

Ulrike Richter | Officer Administration

Employees: 271

Headquater Germany: 12

Honorary: 8 [exclusive volunteers]

Voting members: 179

Supporting members: 344

Regional office Nairobi
Project Acquisition, Finance, Administration
and Personnel, Logistics

Tinega Ong'ondi | Regional Director East Africa

Dr. Martin Barasa | Regional Head of Programs

Mburu Peter | Regional Head of Finance

Nancy Chingi | Regional Head of HR & Administration

Catherine Majani | Finance Manager

Lynette Sikulu | HR Manager

Enos Oundo | Logistics and Security Manager

Muriki Kiambi | Internal Auditor

Country Offices
[Directors]

Ethiopia: Dr. Genene Regassa

South Sudan: Dr. Silvester Okoth

Sudan: Dr. Esmael Tessema Ali

Kenya & Somalia: Maurice Kiboye

Uganda: Dr. Joshua Waiswa [Technical Project Manager]

Summary of VSF Germany workforce in 2020

In times of COVID-19, the achievements of VSF Germany have been a direct result of the commitment and dedication of its workforce through uncertain times, difficult work situations with lockdowns, disrupted social and home situations and fear of the unknown. Through adaptation, quick learning and understanding of the threat posed by the COVID-19 virus, the teams were able to take mitigating actions providing safe practices to protect themselves, their families and project beneficiaries, while allowing for continued operations and provision of humanitarian assistance. Indeed, the team was put to the test and they came out stronger with an

outlook to overcome the ongoing challenges brought about by COVID-19.

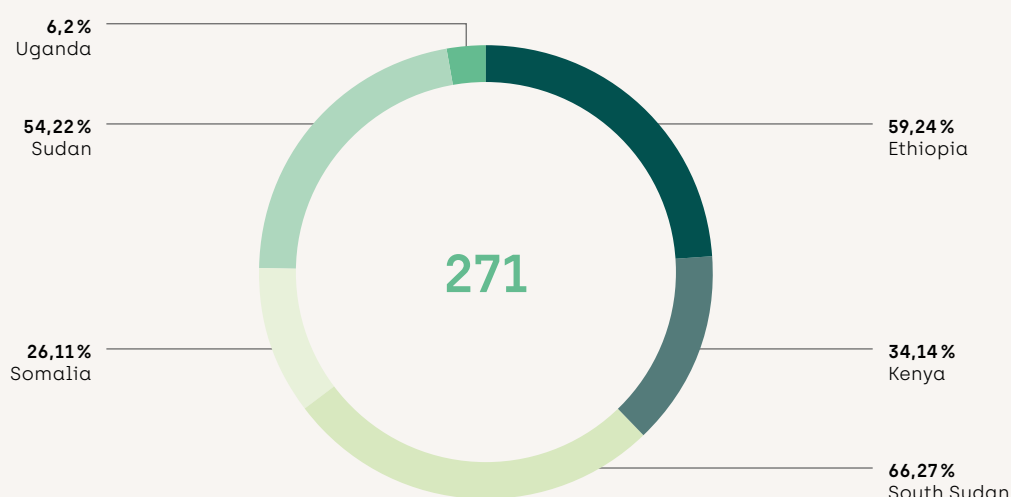
In 2020, VSF Germany had a total of 271 staff, composed of 245 [90.4%] in the Country Offices, 14 [5.2%] at the Regional Office Nairobi and 12 [4.4%] at the Headquarters in Berlin. Out of the total work force of 271, 209 [77.1%] were male while 46 [22.9%] were female. A total of 17 women were in management positions, with nine at the Country Offices, four at the Regional Office and four at the Headquarter. The Organization is committed to increasing gender equity in the work force at all levels and implements a robust

affirmative action that has seen the number of female workers in the organization increase significantly in the last four years at all levels.



Nancy Chingi
Regional head of hr
& administration

Proportion of staff by country



In Memoriam

VSF Germany's staff in the countries works under very difficult, challenging, hostile and risky environments. The organization implements through its Standard Operating Procedures (SOPs) and Staff Regulations and Policies robust duty of care measures to safeguard, protect and ensure the welfare of staff and their families. In 2020, VSF Germany suffered the loss of two dear colleagues to whom we pay special tribute.

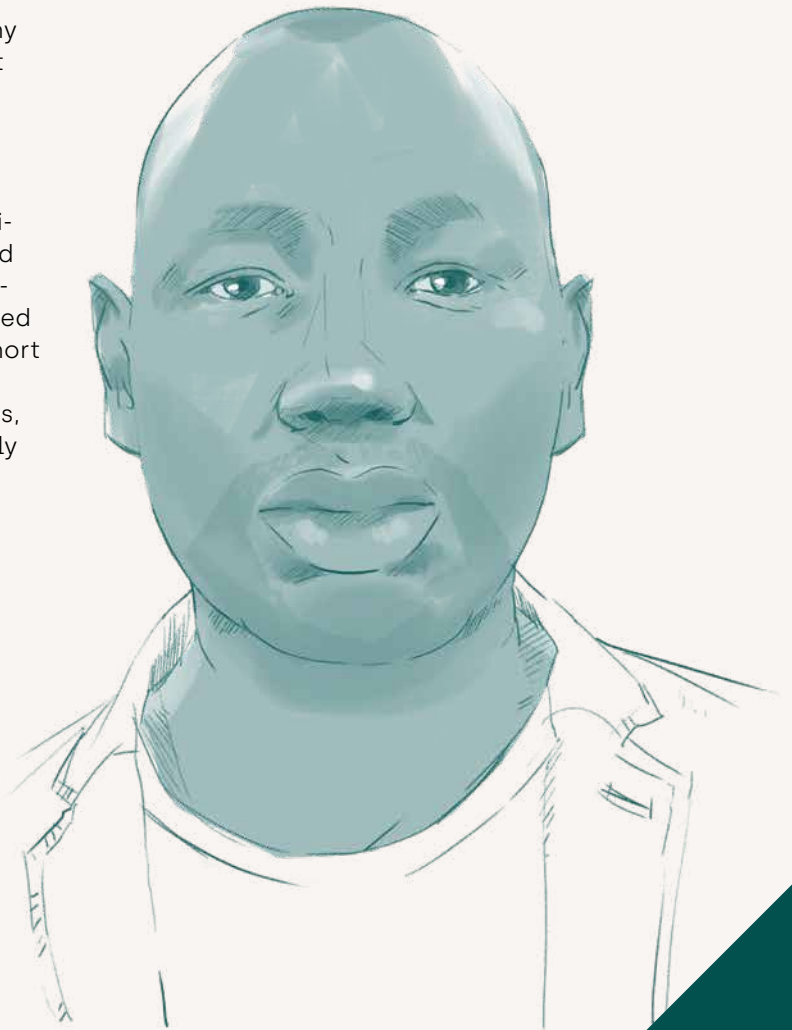
The Late Dr Jeremiah Akumu – Kenya

The late Dr Jeremiah Akumu joined VSF Germany in May 2019 in the capacity of Program Manager for Marsabit County, Kenya Program. Dr Akumu had barely served for a year when he passed away on the 5th of May 2020 at The Aga Khan Hospital Nairobi after a very short illness. At the time of his death, he was based in North Horr, Marsabit County. During his time with VSF Germany, Dr Akumu adapted very quickly to the organization's work culture to become a very dependable member of the Kenya Program Senior Team and contributed greatly to the furtherance of our mission and vision as an organization. He led the Marsabit Program Team with pragmatism and coordinated VSF Germany's program work through very effective liaison and coordination with the community, partners and government counterparts. His sudden demise has left a big gap in the team and our hearts and will take a while to fill. He will be greatly missed by his family, colleagues, friends and all those who knew and worked closely with him. May his soul rest in peace.



The Late John Chol Mawan – South Sudan

The Late Mr John Chol Mawan joined VSF Germany in March 2017 in the capacity of Assistant Project Manager based at Cueibet County, Lakes State, Republic of South Sudan. John lost his life in the morning of 23rd October 2020 through fatal gunshots in a roadside ambush while travelling with a colleague in a VSF Germany car along the Cueibet-Rumbek road on official duty. John was a kind and ambitious young graduate who was very supportive to the VSF Germany program and dedicated to the service of his community. His life was cut short at a time when his career was just taking shape. He will be greatly missed by his family, colleagues, friends and all those who knew and worked closely with him. May his soul rest in peace.



Fast track to 2021

A glimpse into the future

2020 was particularly a very challenging year for VSF Germany. The onset of COVID-19 pandemic in the first quarter of the year in the countries of operation fundamentally altered country program implementation and operational procedures as had been foreseen from 2019.

COVID-19 infection prevention and control measures and protocols imposed by host country governments slowed down operations, increased cost of business and created risks to the health and wellbeing of staff, counterparts and beneficiaries. VSF Germany however quickly adapted to the situation through creative and innovative ways of program implementation and operation modalities to maintain business continuity and sustain acceptable levels of services delivery to still achieve impressive results in 2020. One major revolution in the conduct of program business was the adoption and use of virtual platforms to conduct meetings, trainings, workshops, webinars and conferences that were relevant to the coordination and collaboration in program work.

Across the countries, there were all clear signs of an even more difficult 2021. Apart from the COVID-19 pandemic that is not foreseen to relent any time soon, a combination of localized resource based conflicts, political tensions, climate change induced hazards (floods, drought, cyclones), desert locust invasion and poor macro and micro-economic conditions will remain the primary triggers



of extended and even prolonged humanitarian crisis requiring sustained interventions by the humanitarian actors to address.

The proportion of populations in need is projected to increase across all the counties against declining fundraising prospects. In spite of this grim situation, VSF Germany in its response plans to expand its support both geographically and programmatically through intense engagements with the donors and implement-

ing partners. Going into 2021, VSF Germany being fully aware of the immense challenges and risks abound due to the COVID-19 Pandemic will continue to adjust to the "new normal" in its programming strategies and operations while striving to maintain efficiency and effectiveness in service delivery. impact its beneficiaries.



Thank you message

VSF Germany thanks its supporters

On behalf of all our beneficiaries, counterparts, partners, collaborators and staff of VSF Germany, I am very pleased to extend our gratitude you to all of you, our supporters, for standing with us throughout 2020 despite all challenges occasioned by the COVID-19 Pandemic. We remain committed as an organization to fulfilling our mandate in addressing the needs and changing the lives of our beneficiaries.

Christian Griebenow,
Managing Director, VSF Germany



Abbreviation List

AAH-1	Action Africa help International	FO	German Foreign Office	RON	Regional Office Nairobi
ADRA	Adventist Development and Relief Agency	GBV	Gender Based Violence	RVF	Rift Valley Fever
AMR	Antimicrobial Resistance	GDP	Gross Domestic Product	SDG	Sudanese Pound
AMREF	Amref Health Africa Germany, NGO	GIZ	German Governmental Development Agency	SDG	Sustainable Development Goals
ARC	Audit & Risk Committee	HH	Household	SGP	Sheep and Goat Pox
ASAL	Arid and Semi-Arid Lands	HQ	Headquarter, Berlin	SHF	Sudan Humanitarian Fund
AWD	Acute Watery Diarrhoea	IDP	Internally Displaced Person	SNNPR	Southern Nations Nationalities Peoples Region
BCC	Behavioral Change Communication	IEC	Information Education and Communication	SOPs	Standard Operating Procedures
BfR	German Federal Institute of Risk Assessment	IFAD	International Fund for Agricultural Development	SSP	South Sudanese Pound
BHA	Bureau of Humanitarian Assistance	IGA	Income Generating Activity	TADs	Transboundary Animal Diseases
BMU	Beach Management Units	ILRI	International Livestock Research Organization	TOGEV	Tierärzte ohne Grenzen e.V.
BMZ	Federal Ministry for Economic Cooperation and Development	IMF	International Monetary Fund	TriM	Translate into Meaning
CAHW	Community Animal Health Worker	IOM	International Organization for Immigration	TUPADO	Turkana Pastoralists Development Organization
CBAEW	Community Based Agricultural Extension Workers	IPC	Infection Prevention and Control	UN OCHA	United Nations Office for the Co-ordination of Humanitarian Affairs
CBDRM	Community Based Natural Resource Management	IRC	International Rescue Committee	UNICEF	United Nations International Children's Emergency Fund
CCM	Comitato Collaborazione Medica	IYCF	Infant and Young Children Feeding	UNMISS	United Nations Mission in South Sudan
CDCP	Community Disaster Contingency Plan	KES	Kenyan Shilling	UNMPTF	United Nations Multi-Partner Trust Fund
CDR	Community Disease Reporter	KWT	Kenya Wildlife Trust	UNPD	United Nations Development Programme
CIFA	Community Initiatives Facilitation and Assistance, local NGO	MAAIF	Ministry of Agriculture, Animal Industries and Fisheries	USAID	United States Agency for International Development
CMAM	Community Management of Acute Malnutrition	MUAC	Middle Upper Arm Circumference	USD	American Dollar
COVID	Coronavirus Disease	NGO	Non-Governmental Organisation NGOs	VENRO	Germany Umbrella Organisation of Development and Humanitarian Aid
CSB	Corn Soya Blend	NNGO	National Non-Governmental Organization	VICOBA	Village Community Bank
DRR	Disaster Risk Reduction	NNN	NGO Network for Neglected Tropical Diseases	VSF Germany	Vétérinaires sans Frontières Germany
EC	European Commission	NRM	Natural Resource Management	VSF Int.	Vétérinaires sans Frontières International
ECHO	European Commission Humanitarian Aid & Civil Protection	NTD	Neglected Tropical Disease	VSF Suisse	Vétérinaires sans Frontières Suisse
EMC	Environmental Management Committees	ODP	Omo Delta Project	VSLA	Village Savings and Loans Association
EU	European Union	OFDA	Office of U.S. Foreign Disaster Assistance	WASH	Water, Sanitation, Hygiene
EUTF	European Union Trust Fund	OTP	Outpatient Therapeutic Program	WFP	World Food Program
FAO	Food and Agriculture Organization of the United Nations	PEP	Personal Protective Equipment		
		PPR	Pest des Petits Ruminantes		

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Training Centre, Opp Finance
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