



VSF Germany
Member of VSF International

2021-2025 Strategic Plan

Vétérinaires Sans Frontières Germany



VSF Germany
Member of VSF International

This is VSFG.

1 Team in 7 Countries

1 Managing Director & 1 Regional Director
Christian Griebenow & Tinega Ong'Ondi

1 Honorary Board
Prof. Dr. Norbert Mencke, Dr. Klaus Lorenz,
Dr. Moritz von Hesberg, Dr. Christine Montag
& Dr. Boaz Abraham

1 Audit & Risk Committee
Dr. Karin Thissen, Dagmar Kayser-Passmann
& Andrea Hellmann

179 Supporting Members

271 Staff Members



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



in

7 Countries

1.244

TRAINED/
SUPPORTED
Animal Health
Assistants

in **52**

PROJECTS

Treated/vaccinated animals:
1.64 Million Cattle, 2.48 Million Goats,
1.4 Million Sheep, 116.345 Camels,
18.828 Dogs, 2.377 Cats



VSF Germany
Member of VSF International

Vétérinaires Sans Frontières Germany

2021-2025 Strategic Plan

November 2021

Vétérinaires Sans Frontières Germany

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Foreword & Acknowledgment

Vétérinaires Sans Frontières Germany has grown a lot over the past five years. We have grown through the trust that international donors, partners and stakeholders have in us. We have grown in public awareness and therefore in our outreach. We have also grown in the area of compliance and internal control systems, as well as in the provision for the safety and security of our organisation and especially our staff. And of course, through all of this - probably most visibly - we have also grown in the size of our annual budget.

Our most important resource is our highly motivated staff. 300 veterinarians, engineers, drivers, sociologists, economists, guards, lawyers, paravets, tax consultants, scientists, photographers, cooks, community mobilisers, accountants, Public Relations specialists, cleaners, logisticians, fundraisers, humanities scholars, humanitarian aid workers, bankers, political scientists and IT experts.

We thank the host governments of our countries of operations for their support, confidence, encouragement and access to target rural areas. Furthermore, we would like to express our gratitude to the respective Ministries of Livestock and Agriculture as well as the authorities in the counties and districts for their cooperation. We are grateful to our international partners and stakeholders for their deep confidence in our work and their unwavering support.

We have a lot planned for the next five years. We will remain close to the pastoralists, those who feed the areas where little or no agriculture is possible. Those people who, as good shepherds, give their energy and sometimes their lives so that other people are able to receive food and clothing - the shepherds of this earth!

Signed



Prof. Dr. Norbert Mencke
Chair of the Board



Christian Griebenow
Managing Director



Tinega Ong'Ondi
Regional Director

Executive Summary

Our vision is to improve the lives of humans within the framework of One Health: healthy people, healthy animals and a healthy environment. This vision guides our actions which in turn determine our mission which is to work in a committed, dynamic, competent, persistent and resilient way to support the people who secure food for so many people in arid and semi-arid regions of the world: The Pastoralists.

VSF Germany believes that each human being has the right to access sufficient food, clean water, education, stable livelihoods, basic health services, a clean and healthy environment, a cultural identity and a right to live in dignity in line with the sustainable development agenda.

Globally, livestock supports the livelihoods and food security of 1.3 billion people, of whom 600 million are resource-poor farmers, mainly found in low- and middle-income countries from Africa, Asia and Latin America. Pastoralist livelihoods are found mostly in drylands, where the most vulnerable rural populations live, facing a myriad of challenges, including:

Zoonotic Diseases | Food Safety | Antimicrobial Resistance (AMR) | Food & Nutrition Insecurity | Insufficient Water Access, Sanitation, & Hygiene | Economic Challenges | Destruction of Ecosystems

VSF Germany's current geographical focus lays on the Greater Horn of Africa (GHOA), including Kenya, Somalia, Sudan, South Sudan, Uganda, and Ethiopia. VSF Germany sets out to achieve the following goals within the years 2021 through 2025 of which the first four goals relate to improvements in our project countries and for the beneficiaries:

1. Strengthen community resilience and emergency response to manage and use natural resources sustainably, absorb shocks, respond to, cope with and recover from disasters and conflicts
2. Enhance local social economies development by improving food sovereignty, nutrition and income security, and livelihood diversification
3. Improve the health and well-being of animals, humans, and the environment in line with the One Health Approach
4. Strengthen individual and institutional capacities, systems, and structures to achieve long-term sustainability
5. Strengthen the sustainability and performance of VSF Germany

Our strategy describes everything we intend to do within the next five years. We look forward to your cooperation and support!

1. Healthy Animals - Healthy People - Healthy Environment

Vétérinaires Sans Frontières Germany (VSF Germany) is an international Non-governmental Organization providing humanitarian aid and development assistance to pastoralists, agro-pastoralists, and vulnerable communities whose livelihoods depend on livestock. VSF Germany was founded in 1991 at the Veterinary School of Hannover, Germany. The organization has been working in the GHoA since 1998 and currently operates in six countries: Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. It has its headquarters (HQ) in Berlin, Germany, a Regional Office in Nairobi, Kenya (RON) and country offices in each country of operation. VSF Germany has acquired an international reputation for its emergency operations in conflict and disaster-prone regions and advocates for the inclusion of humanitarian aid interventions into ongoing development operations and its contribution to security and stability.

1.1. Vision, Mission, Characteristics, Values & Principles

Vision

Our vision is to improve the lives of humans under the concept of One Health: healthy people, healthy animals, and a healthy environment.

Mission

We work hard 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 in a healthy environment. We always work in the spirit of One Health, paying particular attention to the poorest of the poor at the centre of our actions by fighting Neglected Tropical Diseases (NTDs).

Characteristics

We are an organisation which strives to be:

- **Committed**
We are driven by a strong commitment towards the health and well-being of humans and animals, and a will to save lives and end suffering all over the world.
- **Sans Frontières/without Borders - a dynamic Organisation**
Our responsibility does not stop at national borders but goes beyond - to East Africa and with VSF International to the whole world. We follow the concept of One Health, stating that the health and well-being of humans, animals, plants, and their shared environment is only possible in cooperation with different actors and across traditional sector boundaries (human medicine, veterinary medicine, environmental protection).
- **Competent**
We base our work on up-to-date knowledge and practical experience. This guarantees accountability, transparency and professionalism in implementing our projects.

- **Persistent & Resilient**

Achieving results takes time. We work persistently to save lives and contribute to lasting improvements to human and animal well-being.

Values

The values which form the foundation of VSF Germany's work are rooted in the Universal Declaration of Human Rights (UDHR), in the Universal Declaration of Animal Welfare (UDAW) and the fundamental principles of the United Nations Framework Convention on Climate Change (UNFCCC). In accordance with these objectives, it is our conviction that:

- All human beings are equal in worth and have the right to a dignified life
- No person may be subjected to unfair treatment because of their age, sex, disability, sexual orientation, gender identity and expression, economic status, ethnicity, religion or on any other grounds. All human beings should be guaranteed equal opportunities and access to public services as it is a human right to have one's basic needs satisfied. Animals have rights which entitle them to protection and care. These rights are specified in the universal declaration of animal welfare (UDAW). In accordance with the principles of the UNFCCC, VSF Germany supports those people and animals who are least able to adapt to the consequences of climate change.

Principles

- **Multi-Sector, Multi-Stakeholder & Multi-Donor Integrated Programming**

The development cooperation and humanitarian aid sector is evolving towards developing alliances and collaborations among NGOs and other stakeholders within a country. That way multi-sectoral needs are being addressed, management and resource use eased, and strategies and approaches harmonized. VSF Germany actively promotes multi-donor, multi-sector, and multi-stakeholder approaches based on this fundamental principle. VSF Germany's work is considerably determined by both the nexus approach and the One Health approach:

- **Nexus Approach**

As VSF Germany is a double-mandated organization operating in conflict-contexts, the humanitarian-development-peace-nexus offers an appropriate framework for its work. Effectively and efficiently planned humanitarian aid can contribute to development and allows early and rapid recovery from natural disaster as well as conflict escalations. In return, effective development cooperation can reduce conflict and the need for humanitarian aid. VSF Germany's interventions include emergency, humanitarian aid, and development activities. They also include collaborative efforts with local partners to mitigate or prevent inter- and intra-communal altercations contributing to stability and security in the partner countries.

- **One Health Approach**

One Health is a collaborative, multisectoral, and trans-disciplinary approach - working at local, regional, national, and global levels - to achieve optimal health and well-being outcomes recognizing the interconnections between people, animals, plants, and their shared environment. One Health thereby acknowledges the intrinsic linkages between animal diseases, public health and ecosystem transformation. Working at the One Health interface requires harmonized and coordinated health governance mechanisms at global, national and local levels. Certain areas of concern, such as Neglected Tropical Diseases (NTDs) including zoonotic diseases and Antimicrobial Resistance (AMR), require multidisciplinary collaboration. With our One Health approach, we see ourselves at the forefront of successfully implementing cross-sectoral project work in humanitarian aid and development cooperation.

- **Empowerment**

VSF Germany aims to secure and develop the asset base of the communities, including human, financial, and social capital. Capacity building of beneficiaries is essential for the achievement of VSF Germany's mission.

- **Impact & Risk-oriented**

VSF Germany focuses on positively impacting target communities and regions. This means developing a result-oriented framework comprising SMART indicators, targets and a Monitoring and Evaluation (M&E) plan for the systematic collection, analysis and reporting of performance data and the use of this data to make informed management decisions in order to increase our efficiency as well as to expand our reach and achieve higher results.

- **Community-centered approach**

VSF Germany's core partners are its beneficiary communities. We develop projects and programs in close collaboration with these communities. The beneficiaries play an active role at every stage of the project cycle, beginning with project conceptualization, design, planning, implementation, monitoring, evaluation, and reporting. Active involvement of communities enhances ownership and enables us to achieve more sustainable results.

- **Innovation**

VSF Germany is committed to the application of new and original ideas, products, technologies, processes, and services, to enhance efficiency and effectiveness in serving the needs of animal health, environment, communities, societies and organizations.

- **Cultural Sensitivity**

VSF Germany works in regions and communities that have diverse cultures and values. We work with the full acknowledgment and appreciation of the cultural diversity of our staff, business partners, and target beneficiaries. We promote the knowledge, skills, attitudes, and beliefs that enable our staff to develop positive relationships and work more effectively with people in the cross-cultural settings that characterize our work.

- **Gender Sensitivity**

VSF Germany has mainstreamed "equitable development" into its programming.

Especially women have limited access to and control of livelihood activities in pastoralist and agro-pastoralist communities. We recognize the important role women play in livestock keeping and aim to strengthen their role along with the role that men and youth have traditionally played while remaining sensitive to cultural norms.

- **Do-No-Harm Principle**

VSF Germany applies the "Do-No-Harm" principle in developing and implementing humanitarian aid and development projects to minimize any negative impacts. Besides, VSF Germany integrates its emergency response into existing long-term development activities to support and strengthen rather than undermine them.

- **Sustainability**

All activities proposed and promoted by VSF Germany in its programs are environmentally, socially, and economically sustainable. We analyze the impacts of our projects on food sovereignty, nutrition security, climate change, and social equity. We give the promotion of ruminant livestock production priority since this allows other land uses. We design our projects to promote social and gender equalities and empower actors towards economic autonomy. In the case of humanitarian aid interventions, we also consider the cost-effectiveness and long-term development perspectives as a way to prevent the recurrence of emergency situations. We are aware that sustainability plays a subordinate role with regard to our humanitarian projects, as it is known that the priority here is to save people and animals quickly. But we also try to work as sustainably as possible in humanitarian aid.

1.2. Countries of Operation

VSF Germany's current geographical focus is the GHoA, including Kenya, Somalia, Sudan, South Sudan, Uganda, and Ethiopia. Country operations target specific geographical locations and thematic areas. This strategic plan prioritizes countries and regions where VSF Germany already has a presence, experience, and competence to maximize results and minimize delivery costs. VSF Germany may expand and or scale up to other areas within the countries when and if opportunities arise.

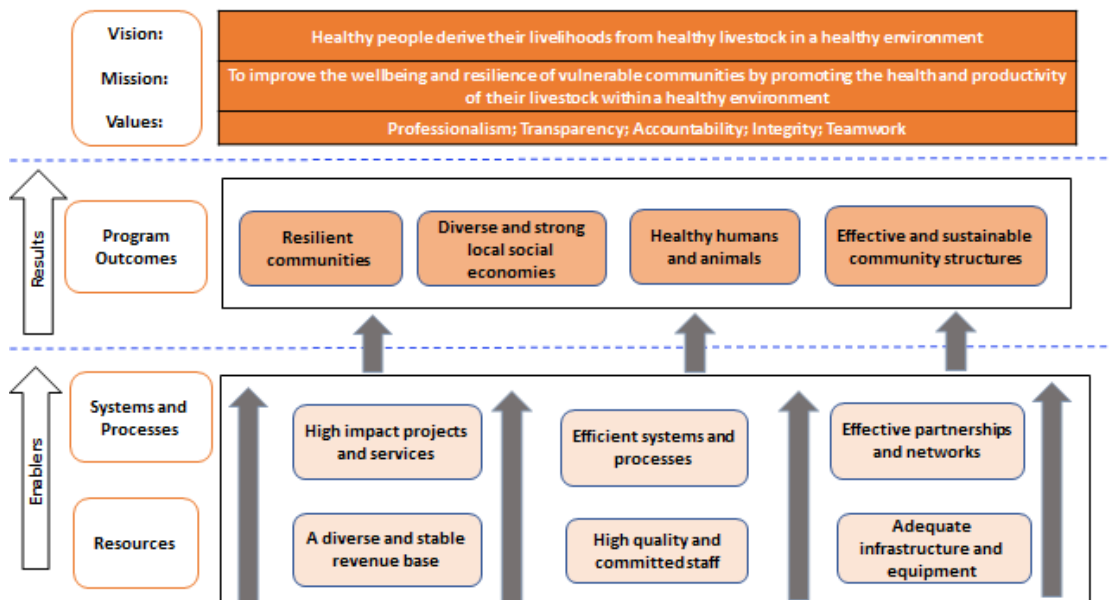


1.3. Target Groups

VSF Germany's primary beneficiaries are pastoralist and agro-pastoralist communities, small-holder farmers, and fisherfolks who depend primarily on livestock for their livelihoods. Specific groups under these broad categories include pastoralists, agro-pastoralists, women, women-headed households, youth, Internally Displace Persons (IDPs), returnees, pastoralist dropouts, minority groups, and other marginalized groups. Other beneficiaries include livestock and small-scale farming value chain actors, such as traders, blacksmiths, hawkers, private animal health service providers, and the national and sub-national government agencies.

1.4. Theory of Change

VSF Germany believes that each human being has the right to access sufficient food, clean water, education, stable livelihoods, basic health services, a clean and healthy environment, a cultural identity and a right to live in dignity in line with the sustainable development agenda. We envision a future where healthy people derive their livelihoods from healthy livestock in a healthy environment. We strive to achieve this by strengthening community systems and structures and supporting pastoral communities to diversify livelihoods, improve their health, and the health of their animals through the use of the One Health approach. We also support communities to build and strengthen their resilience to environmental and economic shocks. To achieve these outcomes, we must grow and diversify our revenue base, attract and retain experienced and competent staff, build supportive infrastructure, develop and cultivate strategic partnerships, and enhance efficiency by building more robust and integrated systems and processes.



2. Context

2.1. The History & Organizational Structure

VSF Germany is registered as an international NGO in all the countries it operates in, including Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. VSF Germany's leadership structure consists of the General Assembly (GA), the Honorary Board of Directors comprised of five members, the Honorary Audit and Risk Committee (ARC), and a Senior Management Team (SMT) which is formed by the Managing Director (MD), the Regional Director (RD) for East Africa, the four Heads of Departments at the RON, the four Country Directors (CDs; for South Sudan, Sudan, Ethiopia and Kenya-Somalia) and the Head of HQ and Desk Officers responsible for finance, fund-raising and public relations, humanitarian aid and development cooperation.

The Board and the ARC are elected by the GA. The Board is headed by a Chairperson who has two deputies. The Honorary Board appoints the MD who leads the SMT. The ARC advises the Board and the MD in all risk-relevant areas and is independent of the Board and MD in a continuous exchange with all branches of the organization. The HQ in Berlin is headed by the MD, supported by the Head of HQ and Desk Officers.

The RD for East Africa heads the RON. The RON also has five Regional Heads of Departments, namely the Head of Finance, the Head of HR and Administration, the Head of Programs, the Head of Internal Audit, and the Head of Logistics and Procurement. The five Country Program Offices are headed by the respective CDs and Field Offices led by Program Managers/Coordinators.

Tierärzte ohne Grenzen e.V. (ToGeV)/VSF Germany founded a subsidiary company called "Veterinarians without borders Germany gGmbH" on the 7th January 2019. It is registered at the Charlottenburg District Court under the registration number HRB 203252 B. In doing so, we responded to the wishes of many donors for the further professionalization of our organization. We intend to pool all new projects into the subsidiary company starting on the 1st March 2019. This leads to no disadvantages or negative implication for the donors. ToGeV/VSF Germany is the sole shareholder of the gGmbH and the MD of ToGeV/VSF Germany is also the MD of the gGmbH and, hence, the appointed signatory with all-encompassing rights of representation.

2.2. 2016-2019 Key Achievements/Milestones

VSF Germany maintained a strong foothold in the countries of operation in the GHoA in the last five years, including launching the latest operation in Uganda in 2019. Partnerships with donors and implementing partners, both national and international, were strengthened, resulting in the steady growth of our program portfolio, field operational capacities, and an increase in staff in the countries and the HQ. Moreover, a Joint Strategy with VSF Suisse was developed and finalized to guide our strategic programming and partnership in the GHoA.

The scope of thematic areas of interventions and extension services outreach to communities expanded over the period. The One Health Agenda was prioritized to scale-up our contribution

to the prevention and control programs for zoonotic NTDs (i.e. rabies), Transboundary Animal Diseases-TADs (i.e. PPR) and Antimicrobial Resistance.

Capacity building efforts, policy support, and advocacy to strengthen and support community institutions, structures, and work force building (community-based animal health workers [CAHWs], community-based disease reporters [CDRs], community-based health volunteers [CHVs] for the implementation of One Health projects) were also strengthened in collaboration with human health actors. The overall achievements are summarized in Annex 5.1 below.

2.3. Challenges in our Project Countries

Globally, livestock supports the livelihoods and food security of 1.3 billion people, of whom 600 million are resource-poor farmers, mainly found in low- and middle-income countries across Africa, Asia and Latin America. Pastoralist livelihoods are found mostly in drylands, where the most vulnerable rural populations live, facing a myriad of challenges, including:

- **Zoonotic diseases: in many parts of the world**, humans, domestic animals and wildlife live in close contact and exchanges of pathogens are regular. According to the International Livestock Research Institute [ILRI], 2.2 million deaths are caused by 13 zoonotic diseases each year [Grace et al., 2012].
- **Food safety** hazards are increasingly recognized as a major public health problem worldwide. Food safety hazards can cause acute or chronic illness and reduce the bioavailability of nutrients, particularly to vulnerable people and is therefore associated with malnutrition.
- **Antimicrobial Resistance (AMR)** is emerging as a significant global health risk with potentially substantial medical, economic and social consequences: Beyond the medical risks in humans, AMR threatens the health of animals and their productivity and hence the livelihoods of millions of people relying on livestock, poultry or fish for consumption and as trading goods, while exhibiting adverse effects on food security, food safety and the environment.
- **Food and nutrition insecurity**: Africa remains the continent with the highest prevalence of undernourishment, with almost 21% of the population affected. Especially animal products have a significant impact on nutrition and health, as they provide high-quality protein and a variety of essential micronutrients. Economically disadvantaged people (simply by living in ASAL regions) rely heavily on animal foods (including meat, milk, eggs, fish, blood and offal) to ensure that their diets provide the nutrients required for cognitive and physical development [Dasi et al., 2019].

- **Insufficient water access, sanitation and hygiene:** At least 2 billion people use a drinking water source contaminated with feces, representing a risk for the spread of diseases such as cholera, dysentery, typhoid, and polio [UNICEF, WHO 2019]. Inadequate sanitation is estimated to cause 432,000 diarrheal deaths annually. It contributes to malnutrition and the spread of some NTDs such as intestinal worms, schistosomiasis and trachoma [UNICEF, WHO 2019].
- **Economic challenges:** In many countries in the Global South, smallholder farmers, livestock keepers, and pastoralists are politically and economically marginalized. This marginalization translates into restricted access to land, natural resources, services, inputs, markets, and income-generating opportunities.
- **Destruction of ecosystems:** Well-managed small-scale mixed farming and pastoralism contribute to maintaining the agro-ecological equilibrium through sustainable and locally adapted farming practices. However, this equilibrium is under threat in many parts of the world due to habitat modifications, resource depletion, climate change and pollution caused by other forms of land use.

2.4. Operational Challenges & Lessons

- **Challenges:** Over the years VSF Germany has encountered many challenges in its program operations. The protracted conflicts in the countries of operation, cyclic disasters (floods and droughts), endemic livestock diseases, emerging infectious epidemics and pandemics, pests (desert locusts or African Armyworm) and general underdevelopment create overwhelming humanitarian and development needs against limited resources to address them. Donor funding for emergency humanitarian assistance is short-term in nature, limiting options for durable and sustainable programming strategies. Limited own unrestricted financial resources also curtail fundraising efforts that require their contribution. The evolving regulatory environment in fragile states, exemplified by administrative and legal complexities that hinder program operations, negatively impact service delivery. Physical and cyber-insecurity create operational risks, requiring expensive investments in mitigation measures.
- **Lessons:** building partnerships and approaching donors as a consortium through integrated and multi-sectoral program designs has been effective and impactful. The synergies and complementarities that leverage diverse expertise, experiences, and capacities have also fostered positive exchanges and learning. The Veterinarians without borders Germany gGmbH (VwBG Limited) has a responsibility to act in accordance with the precise and very transparent rules of the German Commercial Code (which a gGmbH is subject to in contrast to a registered non-profit association). The role VwBG Limited is to increase compliance for the beneficiaries and donors and to responsibly reduce liability risks in accordance with the precise and very transparent rules of the German Commercial Code [HGB]

2.5. The Greater Horn of Africa

The GHOA is comprised of Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan and Uganda. The region has various climates and landscapes, including mountain glaciers, tropical rain forests, grasslands, and arid and semi-arid areas, among many other features. The population in the GHOA is currently estimated to be over 283 million, living in an area of 5.2 million km². It is one of the world's poorest and most fragile regions, with an estimated half of the population living below the poverty line.

The region is prone to recurrent hazards (e.g. droughts, floods, epidemics, the impact of climate change, etc.), global crises (e.g. increasing food prices), fast population growth, and induced or spontaneous migration from the fertile highlands to the semi-arid lowlands all harm human lives and the environment by further decreasing already scarce natural resources. Besides, local conflicts over equitable access to and share of natural resources are increasing. The burden of disease affecting the Horn of Africa's population is one of the highest in the world. Health systems in these countries are underfunded and generally weak. Maternal and child mortality are the highest in the world. These political, social, and natural challenges result in forced migration streams, a situation that has resulted in over 3.8 million refugees and approximately 9.3 million IDPs in the region.

Recurrent political instability, conflict, autocratic tendencies, poor governance and uneven commitment to reform have hampered economic growth and equitable social development. Corruption is endemic in the region and impunity a major concern. All the GHOA countries rank below 142 in the 2019 Human Development Index, with Kenya on rank 143, Uganda on rank 159, Sudan on rank 170, Djibouti on rank 166, Ethiopia on rank 173, Eritrea on rank 180, and South Sudan on rank 185. Somalia is not recorded.

2.6. Contribution to International, Regional, & National Frameworks & Policies

VSF Germany contributes to several international frameworks, including the United Nations 2030 Agenda for Sustainable Development, the One Health Agenda, the Global Agenda for Sustainable Livestock Development (GASL), and the Neglected Tropical Diseases (NTD) Agenda. On the United Nations' 2030 Agenda for Sustainable Development, VSF Germany contributes to the realization of 12 out of 17 Sustainable Development Goals (SDGs), including SDG 1 (No poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 4 (Quality education), SDG 5 (Gender equality and women's empowerment), SDG 6 (Clean water and sanitation), SDG 7 (Affordable & Clean energy), SDG 8 (Decent Work & Economic growth), SDG 12 (Sustainable consumption and production), SDG 13 (Urgent action against climate change and its impacts), SDG 15 (Life on land) and SDG 16 (Peace and justice).

Working at the One Health interface requires harmonized and coordinated health governance mechanisms at global, national and local levels. At the international level, a tripartite alliance established in 2010 between the World Health Organization (WHO), the World Organization for

Animal Health (OIE), and the Food and Agriculture Organization of the United Nations (FAO) coordinates the One Health Agenda.

VSF Germany has many years of experience implementing projects in partnerships with One Health actors internationally, regionally, and nationally. GASL is a partnership of livestock sector stakeholders committed to the sustainable development of the sector through enhanced policy dialogue on livestock sustainability issues, generation and communication of evidence and influencing the change of practices and policies. Through VSF International, VSF Germany is a partner of GASL with a mandate to coordinate the NGO cluster. VSF Germany contributes to setting the agenda and activities of GASL's NGO cluster.

VSF Germany contributes to the NTD Agenda in several networks and platforms such as in the German Network against Neglected Tropical Diseases (DNTD), German Center for the Multisectoral Control of Neglected Tropical Diseases (DZVT), the international NGO Network against neglected tropical diseases (NNN), Coalition of European Lobbies for Eastern African Pastoralism (CELEP), Global Agenda for Sustainable Livestock (GASL), the German WASH Network, or in the German umbrella organization of development and humanitarian aid of non-governmental organizations (VENRO), and the Ethiopian "NNN" NTD NGO Network.

At the regional level, VSF Germany contributes to the Intergovernmental Authority on Development (IGAD) strategic focus and agenda on livestock development and the Inter-African Bureau for Animal Resources (AU-IBAR) 's mandate to support and coordinate the utilization of livestock, fisheries, and wildlife as resources for both human well-being and economic development in the Member States of the African Union (AU). VSF Germany aligns its programs and projects to the development policies and programs of the countries of operation.

3. 2021-2025 Impact Areas¹

VSF Germany sets out to achieve the following goals within the years 2021 through 2025 of which the first four goals relate to improvements in our project countries and for the beneficiaries:

1. Strengthen community resilience and emergency response to manage and use natural resources sustainably, absorb shocks, respond to, cope with, and recover from disaster and conflicts
2. Enhance local social economies development by improving food sovereignty, nutrition, and income security and livelihood diversification
3. Improve the health and well-being of animals, humans, and the environment in line with the One Health Approach
4. Strengthen individual and institutional capacities, systems and structures to achieve long-term sustainability

With the fifth goal, VSF Germany strives to improve its organizational capacity and operations:

5. Strengthen the sustainability and performance of VSF Germany

¹ This chapter was inspired by the VSF Suisse Strategy 2019-2020. We thank our Swiss colleagues for the many good suggestions, including those shared in a joint worksop in summer 2021.

3.1. Overview Impact Areas, Strategic Objectives & Performance Indicators

Impact Areas	Strategic Objectives	Performance Indicators
Programs and Projects		
1. Resilience building & emergency response	Strengthen community resilience and emergency response to manage and use natural resources sustainably, absorb shocks, respond to, cope with and recover from disaster and conflicts	<ul style="list-style-type: none"> At least six (6) projects addressing climate induced shocks and other emergencies are designed and implemented annually At least six (6) Community Managed Disaster Risk Reduction plans and early warning strategies (CMDRR) developed and implemented annually At least 50% of projects designed and implemented projects are integrating conflict sensitive and mitigation approaches are designed and implemented annually
2. Local social economies development	Enhance local social economies development by improving food sovereignty, nutrition and income security, and livelihood diversification	<ul style="list-style-type: none"> Level of income in the targeted households increases by 10% annually 12,000 individuals (of whom 50% are women and youth) supported with employment and income generating annually Improve household food productivity by 20% One (1) smallholder livestock production and value chain strategy developed by 2023 One (1) regional annual smallholder livestock advocacy forum held by 2023 At least 70% of our projects include an intervention targeting women and youth empowerment annually
3. One Health	Improve the health and well-being of animals, humans, and the environment in line with the One Health Approach.	<ul style="list-style-type: none"> Six (6) million heads of animals vaccinated/treated against various diseases (with emphasis on PPR eradication global strategy) annually One (1) million people benefiting from animal health services by 2025 Ten (10) Community Environmental Management Plans established/strengthened annually 80% of people who are involved in VSF Germany projects are aware of the most relevant zoonotic diseases by 2025 50% of people trained on One Health Approach are applying the knowledge on zoonotic diseases in the target communities by 2025

		<ul style="list-style-type: none"> At least one (1) One Health Project designed and implemented annually Three (3) awareness events are held annually in Germany
4. Local capacity development	Strengthen individual and institutional capacities, systems, and structures to achieve long-term sustainability.	<ul style="list-style-type: none"> Up to 10 local partners are supported to build and enhance their organizational and operational capacities annually through VSF Germany's partnerships by 2025 At least 60% of local partners supported by VSF Germany are effectively and sustainably undertaking community development programs/activities by 2025
Organizational Development		
5. Sustainability and performance of VSF Germany	Increase and diversify funding sources revenue	<ul style="list-style-type: none"> Annual organizational portfolio of at least 15 million Euros is maintained annually The ratio of donor funding to VSF G complimentary funds (income from donations and admin fees) is maintained at 80:20% ratio <ul style="list-style-type: none"> At least three (3) new nontraditional program donors are identified and have funded VSF G during the period of this strategy
	Strengthen management systems, structures, policies and procedures	<ul style="list-style-type: none"> 100% improved real time reports and data available as per the internal regulations (MSD 360 BC Indicator) by 2023 Three (3) annual MSD 360 trainings are held across the program countries to reduce accounting risks 100% approval process are done within the MSD 360 platform by 2022 100% of the project closure adhere to the set internal and donor regulations by 2023 100% of projects are closed as per the grant contracts due to the sound project management using the WeBMO project management platform
	Attract, develop and retain experienced, competent and committed staff improving employee safety and security	<ul style="list-style-type: none"> Staff turnover rate is equal to or below 30% annually 100% improved efficient service delivery to the target beneficiaries and processes Four (4) security and safety awareness trainings per year
	Strengthen strategic partnerships, alliances, and networks	<ul style="list-style-type: none"> At least one (1) joint project is implemented per year between VSF Germany and VSF Suisse as per the Joint Strategy A partnership policy and procedures developed by end of 2023 At least ten (10) strategic partnerships are developed/sustained annually

		<ul style="list-style-type: none">• Maintain membership, subscription, participation and contribution to at least ten (10) country, regional and global networks
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4. Implementation, Monitoring & Evaluation

4.1. Country Strategic Plans

VSF Germany will use this strategy as a framework to guide the development of country-specific strategic plans. The RD and respective CDs will spearhead the process.

4.2. Strategy Implementation

VSF Germany will prepare annual operational plans or work plans to operationalize this strategic plan. The operational plans will consolidate operational plans of the direct countries and work plans of individual projects.

4.3. Monitoring & Evaluation Plan

This strategic plan includes an outline of key indicators that VSF Germany will utilize in measuring the progress and achievement of results of this strategic plan. VSG Germany will develop a performance measurement plan based on these indicators and use qualitative data to measure its performance against the baselines and targets. VSF Germany will report its progress annually. In addition, it will implement a mid-term and end-term evaluation of this strategic plan.

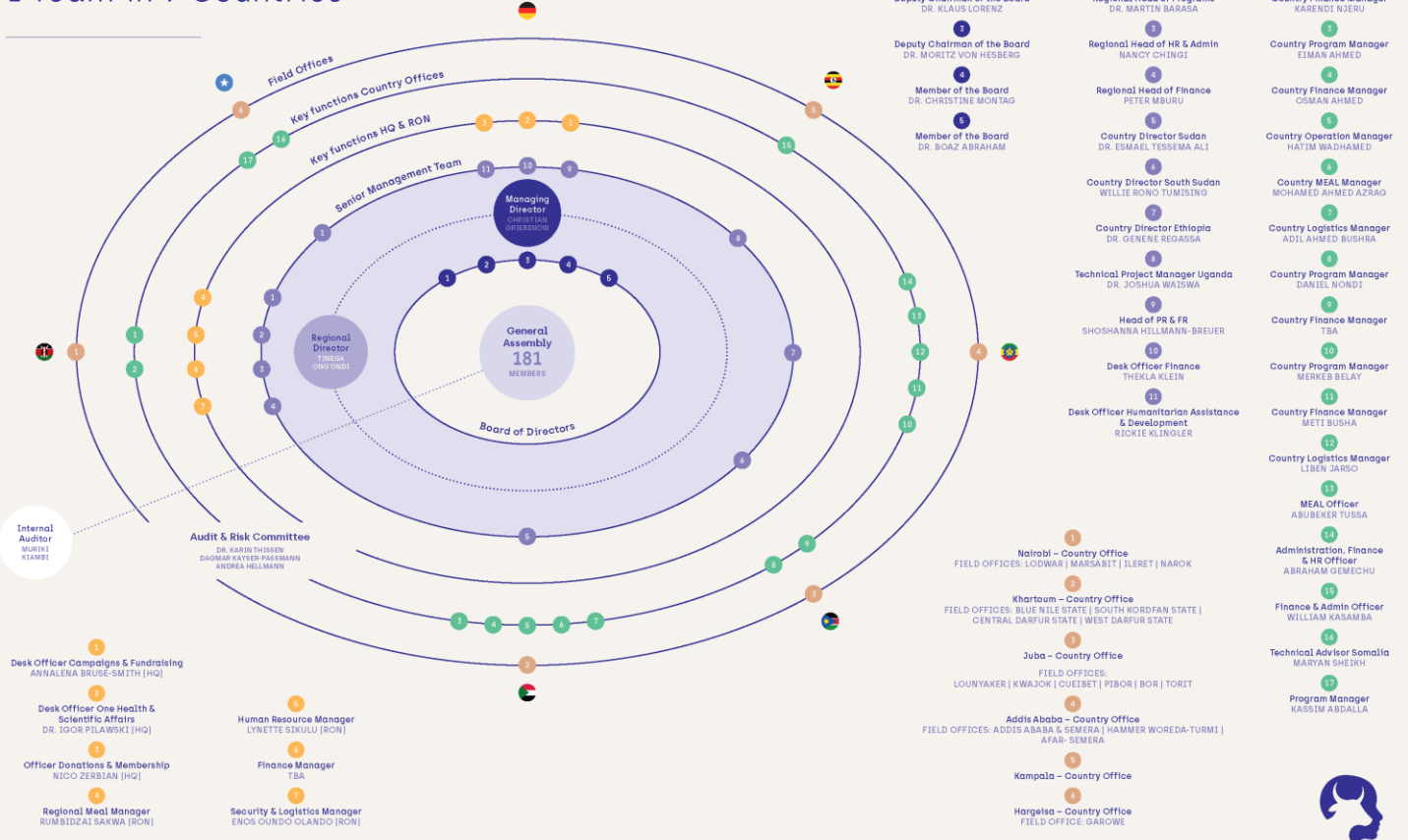
5. Annex

5.1. 2016-2019 Achievements

Summary of Achievements [2016- 2019]									
Year	No of Projects	Beneficiaries Supported	CAHWS/ CDR Trained	Animal Treated	Animals Vaccinated	Donors	Partners	Budget[Euro]	Staff
2019	59	1,226,791	1,123	1,379,744	5,829,721	15	24	16,986,952	284
2018	50	1,905,951	2,236	1,823,126	7,292,507	21	16	14,041,799	279
2017	40	2,580,500	1,345	854,120	3,416,480	13	5	13,809,652	260
2016	41	3,165,400	1,308	1,283,240	5,132,960	18	5	6,200,000	212
Total	236	10,007,214	7,160	6,388,627	26,300,539	87	81	64,646,416	1306

5.2. Organizational Structure (2022)

Organization 1 Team in 7 Countries



5.3. Risks

VSF Germany works in a context with several inherent risks that require proactive management. Annually, we conduct a risk analysis, identify mitigation measures and prepare risk register and risk mitigation measures or management plans. The following table outlines key risks and mitigation measures at the time of developing this strategic plan.

Potential risk	Mitigation Measures
Reduction in donor funding for country program operations	<ul style="list-style-type: none"> • Intensify fundraising and new business development activities • Diversify funding base through strategies that target non-traditional donors • Market VSF Germany as both a development and humanitarian aid organization to attract funding for both
Insecurity incidences in the GHoA, political instability and unrest in some countries	<ul style="list-style-type: none"> • Train staff on the application of humanitarian aid principles • Integrate conflict sensitivity approaches in the VSF Germany projects • Induct staff on the VSF Germany's security management strategies, policies and procedures • Provide staff with regular security updates and guidelines to follow to avoid endangerment • Implement regular security surveys and analysis and provide staff with regular updates and guidelines to follow to prevent staff exposure to risk
Corruption, fraud and wastage of funds	<ul style="list-style-type: none"> • Undertake a regular audit of VSF Germany's systems and internal controls and take prompt measures to seal loopholes
Policy and regulatory environment in the host countries –punitive legal and administrative conditions	<ul style="list-style-type: none"> • Sensitize staff on the policy and regulatory frameworks • Adapt projects implementation strategies to minimize negative effects from the difficult operating environments
Failure to adhere to donor compliance	<ul style="list-style-type: none"> • Staff sensitization on funding regulations of key donors
Sexual exploitation and abuse	<ul style="list-style-type: none"> • Staff sensitization • Enforce VSF Germany's policies and procedures on Protection against Sexual Exploitation and Abuse (PSEA), incl. establishment of effective complaint mechanisms

	<ul style="list-style-type: none"> ● Mainstreaming PSEA in VSF Germany's programs and projects
Emerging global pandemics	<ul style="list-style-type: none"> ● Staff sensitization on the emerging global Covid-19-pandemic ● Observing preventive and emergency measures issued by Government authorities in the countries of operation ● Update VSF Germany's staff safety policies and protocols
Staff fluctuation	<ul style="list-style-type: none"> ● Develop/update staff retention mechanisms
Socio-economies conditions in the host countries, especially inflation leading to unstable market prices for operation inputs as well as currency fluctuations leading to currency exchanges losses	<p>Currency fluctuations leading to exchange losses</p> <ul style="list-style-type: none"> ● Holding money in stable currencies (e.g. USD) ● Advanced/spot negotiations during currency conversions ● Timely liquidation and reporting of expenditures involving currencies other than EUR <p>Inflation</p> <ul style="list-style-type: none"> ● Purchase of goods and services in more stable currencies ● Reduced lead time in procurements or goods and services

Abbreviations

ABCD	Asset-Based Community Development
AMR	Antimicrobial resistance
ASALs	Arid and semi-arid lands
BMO	Business Membership Organization
CAHW	Community-based animal health worker
CD	Country Director
CDR	Community Disease Reporter
CHV	Community Health Volunteer
CELEP	Coalition of European Lobbies for Eastern African Pastoralism
CMDRR	Community Managed Disaster Risk Reduction
COVID-19	Coronavirus disease 19
FAO	Food and Agriculture Organization of the United Nations.
FBD	Food-borne disease
FFS	Farmer Field Schools
FSL	Food security and livelihoods
GA	General Assembly
GASL	Global Agenda for Sustainable Livestock
GDP	Gross Domestic Product
GHoA	Greater Horn of Africa
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
IDP	Internally displaced person
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
JFFS	Junior Farmer Field School
MD	Managing Director
MSD	Market Systems Development
NNN	Neglected Tropical Disease NGO Network
NRM	Natural Resource Management
NTD	Neglected tropical diseases
OIE	World Organization for Animal Health
PDS	Participatory Disease Search
PE	Participatory Epidemiology
PFS	Pastoral Field Schools
PPR	Peste des petits ruminants
PRD	poverty-related diseases
RD	Regional Director
RON	Regional Office Nairobi
RSC	Regional Steering Committee
SDGs	Sustainable Development Goals
SMT	Senior Management Team
TAD	Transboundary animal diseases
VENRO	Association of German Development and Humanitarian Aid NGOs

VICOBA Village Community Banking
VSF Germany Vétérinaires Sans Frontières Germany

VSF Suisse Vétérinaires sans Frontières Suisse
WASH Water access, sanitation and hygiene
WHO World Health Organization
WTO World Trade Organization

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