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Joint VSF Strategy for the GREATER HORN OF AFRICA

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IMPRESSUM

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TABLE OF CONTENT

Acknowledgement	4
List of Abbreviations	5
1. Executive Summary	6
2. Rationale for a joint strategy	8
3. Context and Needs Analysis	8
3.1 Needs in the Greater Horn of Africa	8
3.2 VSF Contribution to Strategic Networks and Frameworks	9
4. VSF INTERNATIONAL IN THE GHoA	10
4.1 Presence of VSF International Members by country	10
4.2 Past and Current Collaboration of VSF Germany and VSF-Suisse in the GHoA	11
5. VSF Development objectives	12
5.1 Development Result Framework	12
5.2 Cross-cutting Issues	16
6. VSF Partnership Strategy	18
6.1 Strategic Goal and Rationale of the Partnership	18
6.2 Partnership Result Framework	18
7. Development Strategy Implementation	21
7.1 Target groups	21
7.2 Partners	21
7.3 Donors	22
8. Partnership Strategy Implementation Plan	23
8.1 Management Structure and Governance	23
8.2 Resources	25
8.3 Communication	25
8.4 Partnerships and Strategic Alliances	26
8.5 Monitoring and Evaluation	26
8.6 Risks	27
Annex	
Annex 1: Development Results Framework	28
Annex 2: Partnership Results Framework	32



LIST OF ABBREVIATIONS

AMR	-	Antimicrobial resistance
ASALs	-	Arid and semi-arid lands
ASFs	-	Animal source foods
CAWHs	-	Community-based animal health workers
CDRs	-	Community disease reporters
CBPP	-	Contagious bovine pleuropneumonia
CCM	-	Medical Collaboration Committee
CCPP	-	Contagious caprine pleuropneumonia
CD	-	Country Director
CHF	-	Common Humanitarian Fund
CSC	-	Country Steering Committee
FAO	-	Food and Agriculture Organisation of the United Nations.
FMD	-	Foot and mouth disease
FSL	-	Food security and livelihoods
GASL	-	Global Agenda for Sustainable Livestock
GEP	-	Global Eradication Program
GHoA	-	Greater Horn of Africa
GTP	-	Growth and Transformation Plan
ICPALD	-	IGAD Centre for Pastoral Areas and Livestock Development
IGAD	-	Intergovernmental Authority on Development
ILRI	-	International Livestock Research Institute
INGOs	-	International non-governmental organisations
LMP	-	Livestock Master Plan
LSD	-	Lumpy skin disease
MEAL	-	Monitoring, evaluation, accountability and learning
MOUs	-	Memorandum of understanding
NGOs	-	Non-governmental organisations
NRM	-	Natural resource management
NTDs	-	Neglected tropical diseases
OIE	-	World Animal Health Organisation
PPR	-	Peste des petits ruminants
RSC	-	Regional Steering Committee
PRD	-	Poverty-related diseases
RVF	-	Rift Valley fever
SDGs	-	Sustainable Development Goals
Swiss TPH	-	Swiss Tropical Public Health Institute
TAD	-	Transboundary animal diseases
TOTs	-	Training of trainers
UNDP	-	United Nations Development Programme
VSF G	-	Vétérinaires sans Frontières Germany
VSF-Suisse	-	Vétérinaires sans Frontières Suisse
VWB Canada	-	Veterinarians without Borders Canada
WTO	-	World Trade Organisation

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The Joint VSF Strategy for the Greater Horn of Africa (GHoA) has been developed following a comprehensive consultation process involving the VSF Germany and VSF-Suisse country offices and the organisation's senior management staff members from the regional and headquarter offices. The process was headed by a working group comprising of: Head of Programmes VSF Germany Martin Barasa, Deputy Executive Director and Programme Director VSF-Suisse Nicole Litschgi, Desk Officer Humanitarian Aid and Development Cooperation VSF Germany Constanze Bönig, and Programme Manager VSF-Suisse Frédérique Darmstaedter.

The active participation of the Country Directors and their country staff, including the working group comprising senior program team members of the two organisations in the entire process has been particularly inspiring as it embodies both ownership and commitment to successful development and implementation of the strategy.

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1 EXECUTIVE SUMMARY

The humanitarian and development organisations **VSF Germany** and **VSF-Suisse** have operated in the Greater Horn of Africa since the late 1990s, with a combined presence in Kenya, Somalia, Sudan, South Sudan, Ethiopia and seeking entry into Uganda, Eritrea and Djibouti.¹ The VSFs share the common vision to transform the lives of vulnerable populations whose lives depend on agriculture, especially livestock through enhanced access to services, resources and opportunities to attain sustainable development in a stable, peaceful and intact environment.

Following an agreement in 2018 of all **VSF International** Network members to move towards closer collaboration, VSF-Suisse and VSF Germany decided to strengthen their collaboration in 2019, based on a **bilateral partnership** guided by one joint strategy for the Greater Horn of Africa (GHOA). Progressively, the partnership will embrace the other VSFs active in the region to forge a more united front and purpose in the execution of the VSFs' mandates.

A working group (WG) of four senior program staff each of VSF Germany and VSF-Suisse, under the guidance and consultations with the senior management team of the VSFs, and supported by contracted consultants led the **development of the strategy**. Country offices were consulted through a questionnaire on past, current and future perceptions of collaboration in the GHOA. The consultant analysed the data, conducted background research, and drafted a first strategy paper that was further developed by the WG and key staff members of both VSFs in a regional strategy development workshop. Eventually, the WG evolved into a Regional Steering Committee (RSC) for finalising the strategy, guiding the formal approval process and operationalisation.

¹ There are currently four VSFs active in the Greater Horn of Africa namely: VSF-Suisse (Kenya, Somalia, South Sudan, Ethiopia and Djibouti), VSF Germany (Kenya, Somalia, South Sudan, Sudan, Ethiopia and Uganda), VSF Canada (South Sudan) and VSF Belgium (Uganda).

The four **development objectives** in line with the Sustainable Development Goals (SDGs) are as follows:

- Peste des petits ruminants (PPR) control and eradication, as well as taking a lead role in the control of other transboundary animal diseases (TADs);
- One Health with special focus on antimicrobial resistance (AMR), zoonotic neglected tropical diseases (NTDs), natural resource management (NRM) and poverty-related diseases (PRD);
- Smallholder livestock value chains in the rain-fed high agricultural potential areas to widen the VSFs portfolio; and
- Emergency livestock response and humanitarian assistance.

The regional strategy also aims to optimise the efficiency of the collaboration that considers past experiences from joint project implementations and stipulates four **partnership objectives**:

- Enhanced and more efficient internal communication between the VSFs at all levels;
- Improved quality and performance of VSF projects and programmes;
- Joint external communications to achieve much wider visibility and recognition; and
- Joint planning and project acquisition as and when applicable.

A **strategy implementation framework** was set up and is guided by the "VSF International Horizon 25" strategic framework, the "VSF International Principles of Collaboration in the Field" and the various country specific strategic plans (2013 – 2017). **Operational functions** will be steered by management and governance structures that comprise the RSC, the Country level Steering Committee (CSC), and Ad hoc working groups that shall perform special tasks under the guidance of the RSC. Reliable **channels for information sharing and effective communication** between staff members of the two organisations will be established and streamlined. **Human and financial resources** will be mobilised to leverage on the cost effectiveness of shared costs. A robust **MEAL system** will be established to track progress and performance of monitoring indicators. The VSFs shall also need to actively engage in key regional **partnership platforms and networks** that bring together key stakeholders such as IGAD and AU-IBAR to share perspectives and develop coordinated approaches and strategies.



2 RATIONALE FOR A JOINT STRATEGY

The VSFs are already recognised as specialised livestock organisations with technical skills and experiences by national and international NGOs, UN agencies, governments and institutional donors; and are regularly contribute to larger project consortia. However, the visibility of the role of the VSFs still leaves room for improvement. Hence, future organisational development of the VSFs requires coordinated advocacy with donors and with project partners to ensure proper understanding among donors and partners of the importance of integrating livestock components in humanitarian and development projects, subsequently leading to more funding and partnership opportunities. Against this backdrop, VSF International members agree that closer inter-VSF coordination and cooperation is the way forward for securing the VSF livestock niche in the larger regional and global sustainable development agenda. Pooling of resources by the VSFs holds potential for a win-win scenario that allows them to strengthen their knowledge management and visibility with donors and partners to gain more influence on the future livestock development agenda. The vast operational space in the GHoA region maintains potential future entry and integration of the other members of VSF International to strengthen the scope and presence of the VSFs in the region and for addressing humanitarian crises and development needs in the region.

3 CONTEXT AND NEEDS ANALYSIS

3.1 Needs in the Greater Horn of Africa

The Greater Horn of Africa countries comprise Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan and Uganda. The region has a great variety of climates and is prone to recurrent hazards adversely affecting livelihoods and food security.

Livestock production: Ravages of climate change, especially droughts, are increasing in frequency, duration, and severity, negatively affecting pastoral livelihoods, incomes, resilience and local, national and regional economies.

Agricultural production, food insecurity and malnutrition: Low agricultural productivity is manifested in cyclic food deficits that cause food insecurity and malnutrition among children < 5 years old. Low production also leads to attrition of livelihood assets including livestock.

Livelihoods, incomes and women and youth empowerment: Pastoral livelihoods face threats of productive assets loss associated with resource based conflicts and climate change effects. Unemployment among the youth is very high and access to resources, opportunities and skills by women is constrained.

Environmental concerns: Environmental hazards are manifested in over-exploitation of the natural resources and resource-based conflicts.

Public Health Concerns: The region experiences high prevalence of endemic zoonotic diseases such as Rift Valley fever, Anthrax, Brucellosis, and Rabies. Antimicrobial resistance concerns are a threat to human and livestock populations.

Animal Welfare Concerns: The predominant livestock production and marketing systems present critical challenges to the welfare of animals that require intervention measures in tandem with the drive to enhance production, productivity and marketing.

4 VSF INTERNATIONAL IN THE GHoA

3.2 VSF Contribution to Strategic Networks and Frameworks

While livestock-based interventions have had a rather marginal importance, the trend today is towards recognising how effective and valuable these interventions are. The VSFs' work significantly contributes to, and is guided by, the following global strategic networks and frameworks, and VSF country specific strategic plans.

- Sustainable Development Goals (SDG)
- One Health Agenda
- Global Agenda for Sustainable Livestock (GASL)
- Neglected Tropical Diseases (NTDs) Agenda
- Regional Strategic Frameworks: Intergovernmental Authority on Development (IGAD), Interafrican Bureau for Animal Resources (AU-IBAR)
- Country Specific Development Plans and Response Frameworks

4.1 Presence of VSF International Members by country

There are currently four VSFs active in the Greater Horn of Africa, namely: VSF-Suisse (Kenya, Somalia, South Sudan, Ethiopia and Djibouti), VSF Germany (Kenya, Somalia, South Sudan, Sudan, Ethiopia and Uganda), VSF Canada (South Sudan) and VSF Belgium (Uganda).

	Ethiopia	Kenya	Sudan	South Sudan	Somalia	Uganda	Djibouti
Current geographical coverage of VSF in the GHoA	Somali, Afar, Borana, Oromia, SNNPR (cross-border)	Isiolo, Wajir, Marsabit (cross-border), Turkana (cross border)	Blue Nile, South-Kordofan, Central Darfur West Darfur	Northern Bahr Al-Ghazal, Unity State, Jonglei, Greater Upper Nile; Greater Bahr el Ghazal	Juba, Gedo, Somaliland	In the pipeline	Ali Sabieh and Dikhil
Potential future geographical coverage (emphasised)	<i>Highland</i>	<i>Mandera, Highlands, additional ASAL counties, Western Kenya</i>	no expansion unless current human capacity is increased	Greater Equatoria	<i>Puntland, Lower Juba, Lower Shabele, Bakool, South & Central Somalia</i>	tbd	tbd (Eyia, Ali Adde, Holhol and Djibouti)

4.2 Past and Current Collaboration of VSF Germany and VSF-Suisse in the GHoA

VSF Germany and VSF-Suisse look back at many years of on-going collaboration in Ethiopia, Kenya, Somalia and South Sudan. In particular, the long-standing close partnership in Ethiopia and South Sudan can serve as a blueprint for other GHoA country offices. Important elements of this successful partnership are:

- Country Directors (CDs) are the main drivers and decision makers in the collaboration between the two organisations;
- Joint representation and lobbying vis-à-vis donors and outside* partners as one VSF (*e.g. government ministries, FAO, international NGOs, livestock forum, professional and humanitarian clusters);



- Sharing country offices and field operation offices or having offices in close proximity;
- Regular exchange of information on upcoming projects and joint programming through consortium e.g. the USAID/OFDA;
- Sharing lessons learned and technical experiences, joint analysis of project outcomes, e.g. through 'VSF Technical Days' that were held regularly in the past;
- Shared transport and logistics, including exchange of staff for technical and operational support; and
- Joint proposals and collaborative implementations of projects as and when realistic and feasible through formation of a project consortium.

5 VSF DEVELOPMENT OBJECTIVES

5.1 Development Result Framework

To ensure full recognition and a more prominent role of livestock in future development policies the GHoA region requires sustained and efficient advocacy by VSF and to improve the impact VSF can make through their interventions, **four main development objectives** have crystallised out of the questionnaires received from VSF Germany and VSF-Suisse:

1. Take a lead role in PPR control and eradication, and control of other TADs in the GHoA

VSF-Suisse and VSF Germany were directly involved in designing and implementing the national Ethiopian PPR eradication program – VSF Germany in the Afar region and VSF-Suisse in the Somali region – in partnership with local governments and with FAO. This successful example for efficient PPR surveillance and control in remote pastoralist regions can be replicated in other GHoA countries.

The VSFs in the GHoA will link up with VSF International participation at the FAO-OIE regular conferences on "Partnering and investing for a Peste des Petits Ruminants-free world" and be adequately represented in future global and regional PPR planning and strategy workshops.

Main progress indicators:

- Policy brief on VSF strategic involvement in PPR eradication in Ethiopia written and used for advocacy in the GHoA;
- Involvement of the VSF in other national and regional PPR eradication campaigns in the GHoA;
- Steady improvement of PPR vaccination coverage in VSF areas of operation in the GHoA; and
- Steady reduction on incidence of PPR in the region and eventual eradication by 2030.



2. Take a lead role in One Health Initiatives in the GHoA

The health of humans, animals and the environment are inextricably linked, especially in project regions of the VSFs which explains why for over 20 years, VSF Germany and VSF-Suisse have been implementing various integrated projects in collaboration with local private and public stakeholders, based on the holistic One Health approach.

Under this strategy, the VSFs aim to take a lead role in One Health initiatives in the GHoA by:

a) Strengthening and further building up strategic partnerships with:

- research institutions (e.g. ILRI, Swiss Tropical and Public Health Institute);
- human health and environmental organisations (e.g. Comitato Collaborazione Medica - CCM, TRIM); and
- organisations focussing on human health and/or environmental protection for project implementation.

b) Engaging in advocacy work and policy dialogue for enhanced visibility and recognition:

- representation in crucial policy and strategy engagements, international conferences, discussions and meetings; and
- case studies and high quality information materials to present evidence-based success and the economic efficiency of the VSF integrated interventions (esp. NTD control and other poverty-associated diseases).

c) Further improving the strategic orientation and quality of One Health programming and SDGs:

- integrated health service provision considering specific needs of humans, animals and environment, improving the management of natural resources, reducing drivers of climate change and risks of natural disasters;
- control of zoonoses and NTDs (e.g. African sleeping sickness, Leishmaniasis) and other poverty-associated diseases; and
- Contribution to filling the data gap on AMR in pastoralist livestock and create awareness among service providers and communities on the risk of AMR and on how to prevent them.²

²The risks associated with incorrect use of veterinary drugs by livestock keepers is a critical issue that the VSFs will address under One-Health. Apart from antibiotic drug resistance, there are issues with drug residues, harmful for consumers, and also increasing resistance levels of parasites against trypanocides, all related to incorrect application of vet drugs by livestock owners.

Main progress indicators:

- VSFs are pro-active members in regional and national One Health networks and platforms, thereby influencing the One Health agenda in the region;
- VSFs implementing at least two One Health projects, thereby:
 - ensuring better access to human and animal health and environmental extension services to pastoral communities and their animals in the GHoA;
 - contributing to the control of zoonotic NTDs and AMR in pastoralist livestock; and
 - ensuring food safety of animal sourced foods (Codex Alimentarius/WHO/OIE).

3. Strengthen the support to small-holder livestock farmers in rain-fed ecosystems in the GHoA, especially in Kenya and Ethiopia

Strengthening smallholder livestock farming is highly relevant to rural livelihoods and for combatting child malnutrition. VSF Germany and VSF-Suisse have many years of valuable smallholder livestock experience and know-how in the ASAL regions of East

Africa or countries in West Africa and will capitalise on those with focus of the following areas of interventions:

- smallholder dairy or poultry production, incl. evolution of VSFs' approach into a bigger value chain or sustainable market approach;
- milk value chain development; and
- reducing gender inequalities and high rate of youth unemployment through strengthening the focus on small stock, smallholder livestock production and livestock value chains (esp. milk).



Main indicators:

- VSF smallholder livestock production and value chain strategy developed in 2019;
- Kenyan and Ethiopian highland and interface areas have smallholder livestock production and value chain projects implemented by 2021; and
- At least one smallholder poultry Newcastle Disease prophylaxis project implemented by 2021.

4. Continue emergency livestock response and humanitarian assistance in the GHoA on a needs basis

The VSFs have a 30-year experience in supporting disaster-affected communities in the GHoA and are well rooted and respected as much by the communities and by the governments of the countries in which they work. The VSFs have played a crucial role in the further development and dissemination of the SPHERE linked **Livestock Emergency Guidelines and Standards (LEGS)** as much as the Ethiopian Livestock Emergency Guidelines and Standards and follow these in their planning and implementation. The VSFs are well experienced in:

- providing animal sourced food assistance to communities;
- emergency animal health interventions; and
- nutrition-sensitive livestock interventions for upholding the health and nutrition of the communities and their core breeding stock in order to protect their livelihoods and early recovery.

Main indicators:

- VSF regularly implement humanitarian interventions in pastoralist areas (alone or in partnership with other actors e.g. UN FAO, ILRI etc.); and
- VSF is recognised as a centre of excellence for LEGS and building local emergency preparedness and response capacities through trainings of partners (local government, NGOs, communities).

See Annex 2: Development Results Framework for more details.

5.2 Cross-cutting Issues

Gender Sensitivity

Through the prism of "equitable development" the VSFs' projects and programs aim to support women, men and youth within their culturally accepted roles and responsibilities rather than challenging them. A strong engagement of women and the youth has proven to have a significantly positive influence on household nutrition, which is important in many countries affected by malnutrition and food insecurity.

Protection

The VSFs include protection components in their programmes, building on the trust they earn from beneficiary communities engaged through their life-saving or development programmes. By doing so, the VSFs support the most vulnerable among the target population to reduce and/or cope with threats like sexual and gender-based violence among others. The VSFs will scale these up and enhance joint lobbying and advocacy.

Conflict Sensitivity

Aware of the frequent conflicts among pastoralists, and between them and crop farmers over water and forage resources, the VSFs have integrated conflict-sensitive approaches to mitigate conflicts and promote good governance. Upscaling of activities and more prominent advocacy in this area of intervention is highly prioritised in programming by the VSFs.

Animal Welfare

Even though the VSFs do not focus on animal welfare, animal welfare is closely interlinked with animal health as a cross-cutting issue in our programmes. VSFs' work on animal health, provision of emergency feed, water and shelter during draughts; and sustained awareness on safe and humane handling of animals in transit and at slaughter places all contribute to the five aspects (freedoms) of animal welfare.



Environmental sustainability

The VSFs promote holistic approaches, integrating human, animal and environmental health. All programmes are screened for their positive or potentially negative impact on the environment. The VSFs will also engage in advocacy on the relationship between pastoralist livestock, climate change and the environment. The contribution of pastoralist production systems towards providing valuable animal source foods in a low-carbon sustainable manner while also preserving dryland ecology must be adequately addressed in the current very complex policy discussions.

6 VSF PARTNERSHIP STRATEGY

6.1 Strategic Goal and Rationale of the Partnership

The strategic goals for the VSF partnership:

- to carve out a well-defined VSF niche in the development world that ensures full recognition of VSF as a specialised organisation with livestock relevant professional capacities and technical skills not available in other organisations; and by doing so:
- ensuring a broader and yet more sustainable impact for beneficiaries.

The joint strategy will guide the way to achieving these goals, based on the belief that:

- two VSFs have more brains and know more than one;
- two VSFs have more resources than one; and
- two VSFs can achieve wider coverage than one.

VSF Germany and VSF-Suisse have set themselves partnership objectives to foster and strengthen their collaboration. They are the result of recommendations by, and discussions with, the VSFs' CDs, inputs by a consultant and adhere to the **VSF International Principles of Collaboration** (see annex 3).

6.2 Partnership Result Framework

1. Enhance internal communication between the partners

In order to build and maintain trust and transparency, the partners commit to exchange valuable information through multiple channels, engage in knowledge management, lay out actionable guidelines and promote a genuine feeling of family.

Progress pertinent Indicators:

- Well-structured intensified communication flow between the partners at all levels;
- Level of actions to be taken in the minutes of meetings at various levels; and
- Successfully concluded partnership initiatives at all levels e.g. MoUs, Teaming Agreements etc.



2. Improve quality and performance of VSF projects and programmes

In order to improve quality, the partners will take steps that will rally their teams and organisations around common and mutual interests. The VSFs shall encourage the development of a flexible, dynamic system that involve all staff and effectively meet the target groups' needs.

The VSFs aim to:

- improve the quality of their programme delivery by standardising their project implementation modalities and approaches as well as operating procedures;
- work towards the development of a common **Monitoring, Evaluation, Accountability and Learning** (MEAL) system that utilises shared experiences and consolidated project data outcomes and other performance measurement indicators to do analysis;
- communicate the successes and lessons learnt from projects work to key stakeholders; and
- manage the information and accumulated knowledge in a more prudent manner.

Progress pertinent Indicators:

- Harmonised MEAL system is in place by end of 2019;
- Application of at least 2 harmonised SOPs by end of 2020; and
- Harmonised Knowledge Management system developed by 2021.

3. Develop a joint external communication plan to achieve much wider visibility and recognition

Effective external communication is essential to leveraging the organisations' knowledge output, engaging donors in programs implemented by VSFs, helping the VSFs gain support and influencing policy. Opportunities exist for leveraging VSFs external relations activities to promote and strengthen its public image.

Addressing a joint external communication plan will require a sustained and

strategically focused approach as well as a strengthening of communications and external relations, programs and capacities. In this way, communication activities will seek to leverage the VSFs' extensive experience, expertise and knowledge products so that they have greater impact.

Progress pertinent Indicators:

- Joint VSF communication folder is finalised and distributed;
- Level of positive and increasing reporting by target groups, donors, other counterparts;
- Number of events' participation at the national, regional and International levels; and
- VSF publications on thematic issues in peer reviewed journals.

4. Foster joint planning and project acquisition whenever it is an added value in terms of thematic or geographic complementarity

The VSFs aim to foster joint planning and project acquisition whenever it is an added value in terms of thematic or geographic complementarity. Joining hands may have strong potential for growth and we may have innovative ideas, more resources, greater capacity, increased technical expertise, access to other opportunities and funding channels. Teams, processes and adequate preparation will make it work.

Progress pertinent Indicators:

- Number of joint donor engagement or initiatives;
- Number of joint VSF proposals/CN submitted; and
- Number of projects jointly implemented as a consortium or collaborative partnerships.

For more details on partnership objectives see: Partnership Results Framework in the annex 2.



7 DEVELOPMENT STRATEGY IMPLEMENTATION

7.1 Target groups

The key target beneficiaries of the VSFs are:

- predominantly: pastoralist communities and smallholder farmers that keep poultry, rabbits, goats, dairy cows and pigs and their specific sub-groups: pastoralists, agro-pastoralists, women, women-headed households, youth, IDPs, returnees, pastoralist dropouts, and special interest groups;
- increasingly: smallholder crop farmers;
- all value chain actors, including traders and hawkers;
- private animal health service providers, incl. CAHWs, semi-literate pastoralists, semi-professionals and qualified veterinarians – substituting or complementing governmental service provision; and
- local government staff who are supported for sustained capacity building on livestock development, animal health and disaster preparedness and response.

7.2 Partners

The key target beneficiaries of the VSFs are:

- International NGOs – complementing VSFs professional livestock and livestock related livelihoods expertise in multi-sectoral projects and consortia; in the context of One Health, with organisations with human health, NRM, environmental protection and DRM/DRR expertise;
- Local NGOs, local government (e.g. County Government in Kenya), public veterinary services and line ministries – for successful implementation and with VSFs crucial role in capacity enhancement;
- Professional partners incl. members of veterinary and livestock associations, livestock forums; and
- Research institutions (esp. in livestock research and the context of One Health), e.g. ILRI, German and Swiss vet faculties, Swiss Tropical Institute in Basel.

7.3 Donors

CATEGORY	DONORS
INSTITUTIONAL DONORS	United States Agency of International Development (USAID/OFDA) European Commissions Humanitarian Aid and Civil protection Department (ECHO) European Union/ Commission (EU/EC) Federal Ministry for Economic Cooperation & Development (BMZ) German Corporation for International Cooperation (GIZ) Federal Ministry of Foreign Affairs (FO) European Union Trust Fund (EU) Swiss Development Corporation (SDC) Global Affairs Canada (GAC)
UN AGENCY	Food & Agricultural Organisation (FAO) United Nations International Children's Emergency Funds (UNICEF) Common Humanitarian Funds (CHF)/UNDP/ OCHA
INTERNATIONAL ORGANISATIONS / FIRMS	International Organisation for Immigration AECOM International
CHARITIES / FOUNDATIONS/ TRUSTS	The Brooke Hospital East Africa Ltd (The Brooke) Kenya Wildlife Trust Bio-vision Foundation

Further diversification of funding is foreseen via:

- consultant companies (AHT, Mott McDermott and Transtec); and
- new donors, e.g. IGAD and its department for pastoralist livestock (ICPALD), International Fund for Animal Welfare (IFAW).



8 PARTNERSHIP STRATEGY IMPLEMENTATION PLAN

The overall objective is to increase partnership efficiency and to reap mutual benefits that reduce over-dependency on humanitarian funding and enable the different VSF organisations to attain broader coverage and reach more beneficiaries through development projects.

The **VSF International Horizon 25** (annex 2) and the **VSF International Principles of Collaboration in the Field** (annex 3) set the framework for the partnership strategy of VSF Germany and VSF-Suisse in the Greater Horn of Africa.

8.1 Management Structure and Governance

a) Executive Steering Committee (EST)

The EST comprises of the Managing Director of VSF Germany and Executive Director of VSF-Suisse and the Board Chair and President respectively of the two organisations. Their main function will be to provide the strategic guidance and direction to the joint strategy, exercising their mandate through the Regional Steering Committee (see below).

b) The Regional Steering Committee (RSC)

The VSFs Joint Strategy for GHoA will be steered at regional level by the Regional Steering Committee and at the country level by the Country Steering Committee that has evolved from the working group that was steering the strategy development process.

The RSC:

- is composed by four senior representatives (two per organisation) who are appointed by the Executive/Managing Director of the two organisations;
- is co-chaired by a representative of each organisation; and
- meets regularly face to face to discuss the strategy development and implementation process.

The RSC shall be responsible:

- for developing and implementing 2-yearly operational plans to foster projects of regional scope;
- to oversee country level 2-yearly operational plans;
- to form and follow-up on ad-hoc working groups;
- to report to the management and the board of the two organisations on the strategy implementation progress status and other emerging issues; and
- to undertake a mid- and end-term evaluation of the strategy and to steer the development of a follow-up strategy.

c) The Country Steering Committee (CSC)

The CSC shall be composed of the Country Directors and Country Program Managers of the VSF organisations present in the respective country.³ The CSC is responsible for:

- developing and implementing the 2-yearly operational plan with a clear list of activities plus timeline for implementation of the partnership strategy (e.g. shared responsibilities, shared staff, shared costs, shared resources, joint MEAL, aligned annual audit and country strategic plans); and
- reporting to the RSC on the status of implementation of the country level operational plans.

d) Ad hoc Working Groups (WGs)

WGs can be formed for specific purposes and/or bigger projects, shall push forward the specific purpose and/or project and be dissolved as soon as the task is accomplished. The WGs work according to clear-cut terms of reference defined by the RSC. To start with, two working groups are proposed:

- **One Health Working Group**, to strengthen the participation and representation of the VSFs in global, regional and country level One Health platforms and prepositioning the VSFs for One Health calls in 2019 in the Greater Horn of Africa.

³ In rare circumstances, other senior staff may be part of the CSC (e.g. a senior staff of VSF-Canada in RSS, in the absence of a Country Director).



- **M&E (and Communication Folder) Working Group**, to push forward the developing of a joint M&E light system which is aligned with a folder to be developed for communication with technical and financial partners. The M&E system should allow the updating of the communication folder every 2-3 years with new data.

8.2 Resources

Given the limited core-funds of the VSFs, shared **human and financial resources** need to be well targeted. The 2-yearly operation plans at country and regional level with resource projections agreed directly between analogous staff of the two organisations will ensure that sharing of workload and costs is fair and balanced.

A first joint investment at regional level is the co-funding of developing an M&E light system and communication folder, as well as a joint regional MEAL Manager to be employed.

Contributing to achieving the objectives set out in this strategy shall become integral part of the **staff evaluation/appraisal** in both organisations: this contribution shall be spelled out in the job description and/or yearly staff objectives of the key staff.

Key staff such as members of the RSC and the CSC are expected to guide the achievement of the objectives set in this strategy and to ensure staff are working towards the implementation of the strategy.

8.3 Communication

Reliable channels for information sharing and effective communication between staff members of the two organisations will be essential for the successful implementation and delivery of this partnership strategy. Key staff members shall use their leadership role to **constantly inform and communicate** to their teams the objectives and status updates of the joint strategy and live the spirit of collaboration.

8.4 Partnerships and Strategic Alliances

Relative to their sizes, the VSFs shall need to be innovative in building effective partnerships and alliances to leverage on the expertise and other resources needed to deliver on its development and partnership objectives. To achieve this, the VSFs shall need to actively engage in key regional partnership platforms and networks that bring together key stakeholders such as IGAD and AU-IBAR to share perspectives and develop coordinated approaches and strategies to address common regional challenges. The partnerships will enable the VSFs to "do more with less" and achieve recognition of expertise and excellence in their niche sectors of intervention.

8.5 Monitoring and Evaluation

A joint MEAL system will be developed in order to:

- track progress and performance indicators that were assigned to the development and partnership objectives (see above);
- track the learning of lessons;
- identify and track risks in order to circumvent or mitigate them; and
- ensure effective interactions among the strategic thrusts so as to capture synergies among the VSFs and avoid duplication of effort.

8.6 Risks

The VSFs operational environment is prone to risks and requires constant monitoring and adaptation in order to circumvent and mitigation all possible risks and/or their effect for smooth operations. The identified risk register table as identified in Q1 2019 is presented in the table below.

RISK	ASSUMPTION	MITIGATION
Related to socio-economic progress international donors reduce funding levels for livestock interventions	Economy progresses from lower-middle-income to upper-middle-income country (potentially relevant for Kenya and Djibouti)	<ul style="list-style-type: none"> • Maintain strong humanitarian assistance and emergency response portfolio for the country program • Dynamic focus to support the intensification process for smallholder and pastoral livestock producers.
Donors direct funding towards emergency response and humanitarian assistance	Increased frequency of droughts and other natural disasters	<ul style="list-style-type: none"> • Further improve the efficiency of VSF emergency livestock response and humanitarian assistance capabilities
Insufficient core funds	Partners differ in terms of direct fund-raising	<ul style="list-style-type: none"> • Assist each other to widen the scope and improve the efficiency of fund-raising
Communication breakdown in partnership management	Channels for communication are open and fully utilised for the common good	<ul style="list-style-type: none"> • Maintain the momentum and good will on effective and transparent communication



Annex 1

DEVELOPMENT RESULTS FRAMEWORK		
DEVELOPMENT OBJECTIVES	CRITICAL ASSUMPTIONS	EXPECTED OUTCOMES
Take a lead role in PPR control and eradication and control of other TADs	Sustained donor support to control and eradicate PPR and to reduce prevalence and impact of other TADs	<p>VSF contributes evidence based strategy recommendations towards PPR control and eradication in agro-pastoralist and pastoralist livestock production systems in the GHoA</p> <p>VSF addresses strategy gaps in control of other TADs in pastoralist regions</p>
	National veterinary services fully recognise the role of VSF for PPR control and eradication in pastoralist areas	<p>VSF active in national / regional PPR control projects / programs in Ethiopia, Kenya, South Sudan and Somalia to improve food and income security of pastoralist communities</p>
<p>One Health (in particular AMR, zoonotic NTDs, NRM, poverty-related diseases (PRD) and animal welfare in the GHoA)</p>	Mid to Long-term One Health collaboration between a multitude of actors based on complementarity and fairness Scientific institutions well positioned for NTDs and One Health,; but implementation in the field lagging behind = room for more involvement of NGOs	<p>VSF linked to regional and national One Health networks and platforms;</p> <p>VSF a partner of choice for One Health projects; VSF leads strategy to reduce AMR data gaps in pastoralist livestock</p> <p>VSF supporting data sharing by all One Health actors Pastoral communities and their animals have better access to human, animal and environmental health services and improved NRM</p>

DEVELOPMENT RESULTS FRAMEWORK
OUTPUTS AND TIMELINES
<p>BY MID-2020</p> <ul style="list-style-type: none"> VSF PPR proposal for the different VSF areas of operation, namely northern Kenya, south Somalia and Somaliland finalised, shared and ready for submission to stakeholders (solicited and unsolicited) Advocacy with local and national government and donors; in Kenya a specific advocacy focus on county governments to push for honouring the already signed PPR trans-border agreement with Ethiopia and start its implementation PPR project contracts signed and baseline study conducted PPR surveillance initiated <p>BY 2020</p> <ul style="list-style-type: none"> PPR vaccination initiated in VSF areas of operations VSF strategy paper for efficient control of other TADs (e.g. Rift Valley fever, East Coast fever) in pastoralist regions is finalised and shared with stakeholders <p>BY 2021</p> <ul style="list-style-type: none"> PPR surveillance ongoing, vaccination coverage in VSF areas of operations 50% PPR related mortality significantly reduced <p>BY 2022</p> <ul style="list-style-type: none"> PPR surveillance ongoing; vaccination coverage reaching 80% in VSF areas of operations PPR related mortality further reduced; <p>BY 2023</p> <ul style="list-style-type: none"> Beginning of risk-based PPR vaccination Further progress along OIE pathway in the following years
<p>2020</p> <ul style="list-style-type: none"> VSF contributes toward interdisciplinary One Health proposals VSF a major contributor towards proposals for control of zoonotic NTDs and of AMR in livestock <p>2020 & 2021</p> <ul style="list-style-type: none"> VSF supporting activities to reduce AMR data gaps in pastoralist livestock VSF implementing at least four One Health projects and active in awareness raising for behaviour change in pastoralist communities, including practices to reduce the risk of AMR and resistance to other veterinary drugs

DEVELOPMENT RESULTS FRAMEWORK		
DEVELOPMENT OBJECTIVES	CRITICAL ASSUMPTIONS	EXPECTED OUTCOMES
<p>Smallholder livestock included in the VSF portfolio</p>	<p>NGO support needed for smallholder livestock in Ethiopia and Kenya</p>	<p>VSF smallholder livestock strategy and expertise well publicised and known among key donors and NGOs</p>
<p>Emergency livestock response and humanitarian assistance</p>	<p>Protection of key livelihood assets for pastoralists through enhanced drought preparedness and faster drought recovery, including protection of core breeding livestock, remain integral parts of humanitarian aid in the GHoA in the long-term</p>	<p>VSF recognised as a centre of excellence for SPHERE linked LEGS Companion Standards, NEXUS and for nutrition sensitive livestock programming</p>

DEVELOPMENT RESULTS FRAMEWORK
OUTPUTS AND TIMELINES
<ul style="list-style-type: none"> VSF smallholder livestock production and value chain strategy developed in the first half of 2020, shared VSF smallholder expert position agreed Kenyan and Ethiopian highland areas have smallholder livestock production and value chain projects implemented by 2021 At least three smallholder poultry prophylaxis project (e.g. Newcastle Disease) by 2021 per country One regional annual smallholder livestock advocacy forum
<ul style="list-style-type: none"> VSF regularly implementing humanitarian interventions in pastoralist areas and bringing in specific livestock capacity for: commercial destocking, vouchers systems for meat distribution and treatments, school feeding, fodder banks, rehabilitation of watering sources / water and emergency shelter for livestock, animal health interventions, restocking and market linkages VSF building local emergency preparedness and response capacities through training of partners and local communities

Annex 2

PARTNERSHIP RESULTS FRAMEWORK		
PARTNERSHIP OBJECTIVES	CRITICAL ASSUMPTIONS	EXPECTED OUTCOMES
Enhance internal communication between the partners	Different partners' organisational structure does not hinder effective communication	Well-structured intensified communication flow between the partners at all levels
Improve quality & performance of VSF projects and programmes	Partners willingness to apply joint MEAL framework, SOPs and Knowledge Management and to consistently share data and information	MEAL harmonised for Ethiopia, Kenya, Somalia & South Sudan, interlinked with joint data bank that feeds into joint knowledge management system
		Harmonised SOPs
		Harmonised Knowledge Management , based on joint documentation/archiving system and data management, if possible within the framework of VSF International

PARTNERSHIP RESULTS FRAMEWORK
OUTPUTS AND TIMELINES
<p>BY MID-2020</p> <ul style="list-style-type: none"> – Develop joint communication structure based on: <ul style="list-style-type: none"> • Regular CD meetings (at least once a month) at country level • Flexible representation of VSF by either partner organisation • Improved communication channels to optimise contacts between counterparts (based on: what, who, when, where) • Bi-annual VSF Technical Day for VSF-staff at country and/or regional level • Flexible communication protocol and structure is introduced, tested, and adapted <p>BY 2020</p> <ul style="list-style-type: none"> – Flawless partner communication structure routinely applied – Options explored for potentially sharing country offices or for relocating country offices closer together
<p>BY MID-2020</p> <ul style="list-style-type: none"> • Shared consultant contracted to develop, introduce, test and adapt harmonised MEAL framework • Harmonised MEAL framework interlinked with joint data bank to support knowledge management; archiving software for merging selected MEAL data into one databank adopted, tested and access rules for joint databank agreed • Harmonised MEAL framework, compliant with specific donor requirements approved, introduced, tested and adapted <p>BY 2020</p> <ul style="list-style-type: none"> • Staff training and harmonised MEAL framework routinely applied (regular incorporation of feedback and necessary adjustments) • Shared databank manager position created (part time?)
<p>BY MID-2020</p> <ul style="list-style-type: none"> • Shared consultant contracted to develop, introduce, test and adapt harmonised MEAL framework • Harmonised MEAL framework interlinked with joint data bank to support knowledge management; archiving software for merging selected MEAL data into one databank adopted, tested and access rules for joint databank agreed • Harmonised MEAL framework, compliant with specific donor requirements approved, introduced, tested and adapted <p>BY 2020</p> <ul style="list-style-type: none"> • Staff training and harmonised MEAL framework routinely applied (regular incorporation of feedback and necessary adjustments) • Shared databank manager position created (part time?)
<p>BY MID-2020</p> <ul style="list-style-type: none"> • Development, testing and adaption of joint knowledge management • Formation of joint working groups for conceptualisation of specific themes (support by consultants where adequate) • Sharing best practices • Shared in house livestock value chain expertise • Publication of position papers / technical notes / periodicals <p>BY 2020</p> <ul style="list-style-type: none"> • Staff training and routine application of harmonised knowledge management with regular incorporation of feedback & necessary adjustments

PARTNERSHIP RESULTS FRAMEWORK

PARTNERSHIP OBJECTIVES	CRITICAL ASSUMPTIONS	EXPECTED OUTCOMES
Develop a joint external communications plan to achieve much wider visibility and recognition	Partners agree on joint public representation as one national VSF consortium at country level, if appropriate also at regional level	Wider recognition of VSF as a specialised organisation with unique livestock capacities Wider visibility with donors (international and regional) paves the way for sourcing of funding from new donors Some technical influence on donor policy
Foster joint planning and project acquisition whenever it is an added value in terms of thematic or geographic complementarity	Country partners committed to joint acquisition based on VSF Int. collaboration principles: Solidarity, Complementarity, Coherence, Mutual support, and Transparency	Full utilisation of the potential for joint project acquisition Greater success in sourcing for larger projects with wider coverage to reach more beneficiaries

PARTNERSHIP RESULTS FRAMEWORK

OUTPUTS AND TIMELINES
<p>BY MID-2020</p> <ul style="list-style-type: none"> Joint communication protocols developed by beginning of 2020 and consistently applied Joint branding protocols agreed and applied as from 2020 Joint visibility and donor relationship management Human and financial resources pooled for joint representation Joint VSF communication material Joint PR activities and lobbying, alternating representation in public development fora <p>BY 2020</p> <ul style="list-style-type: none"> Joint strategy papers, position papers and one periodical published (= output from joint knowledge management) at country and at regional level Joint circulation of experiences from VSF piloted innovative livestock interventions at country and at regional level Donor representatives, government ministries and other project partners invited and participating in regional annual "Technical Day" to showcase professional capacities and achievements of the VSF
<p>BY MID-2020</p> <ul style="list-style-type: none"> MoUs at country level based on thematic and geographical complementarity Joint donor landscape analysis and common priorities (geographic, thematic) Joint acquisition strategies and country-specific implementation policies operationalised by mid-2020. Transparent CD decisions concerning joint or separate acquisition timely shared for each call with the partner First joint VSF proposals submitted in 2019; at least one joint proposal/year/ country submitted between 2020-2023 Project-/program-specific pooling of human capacities and resources (offices, services, equipment) at country and regional level 2020-2023 and beyond (working group quote: „to work towards shared office facilities in order to enhance internal communication and also to cut operational costs“)



1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION
6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES 			
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE AND JUSTICE STRONG INSTITUTIONS

THE GLOBAL GOALS
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