

VSF-Suisse

Strategy 2021-2024

Endorsed by the Board on 26.10.2021



VÉTÉRINAIRES
SANS FRONTIÈRES
SUISSE
member of VSF International

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Abbreviations

AU	African Union
BHA	Bureau of Humanitarian Affairs (USAID)
CAHW	Community Animal Health Worker
CD	Country Director
CSO	Civil Society Organisation
CSPM	Conflict Sensitive Programme Management
DRR	Disaster Risk Reduction
ECHO	European Commission - Humanitarian Aid and Civil Protection
ECOWAS	Economic Community of West African States (ECOWAS)
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FIES	Food Insecurity Experience Scale
FR	Fundraising
GDP	Gross Domestic Product
GHoA	Greater Horn of Africa
GST	Gesellschaft Schweizer Tierärztinnen und Tierärzte (Swiss Veterinary Society)
HAFL	Bern University of Applied Sciences: School of Agricultural, Forest and Food Sciences
HEAL	One Health Units for Humans, Environment, Animals and Livelihoods (project in the GHoA)
HO	Head Office
HR	Human Resources
HRBA	Human Rights Based Approach
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDP	Internally Displaced People
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
INGO	International Non-Governmental Organisation
KARI	Kenya Agricultural Research Institute
LEGS	Livestock Emergency Guidelines and Standards
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MoU	Memorandum of Understanding
MSD	Market Systems Development
NGO	Non-Governmental Organisation
NRM	Natural Resource Management
OECD-DAC	Organisation for Economic Co-operation and Development: Development Assistance Committee
OiE	Organization World Organisation for Animal Health
PCM	Project Cycle Management
PPR	Peste des petits ruminants
PSEAH	Prevention on Sexual Exploitation, Abuse and Harassment
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SRC	Swiss Red Cross
SSA	Sub-Sahara Africa

Sufosec	Alliance for Sustainable Food Systems and Empower
ToC	Theory of Change
UN	United Nations
UNICEF	United Nations Children’s Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
VICOPA	Village Community Banking
VPP	Veterinary Paraprofessionals
VSF	Vétérinaires Sans Frontières
VSLA	Village Savings and Loan Association
WHO	World Health Organisation

I. Executive Summary

Vétérinaires Sans Frontières Suisse (VSF-Suisse) is a humanitarian, charitable, politically and religiously neutral organisation with over 30 years of working experience in Africa, providing humanitarian aid and development cooperation to people in need. VSF-Suisse has extensive experience in animal, human and environmental health, working with communities affected by political unrest, natural disasters, climate change, marginalisation, and limited government support.

VSF-Suisse's strategy is guided by its vision and mission:

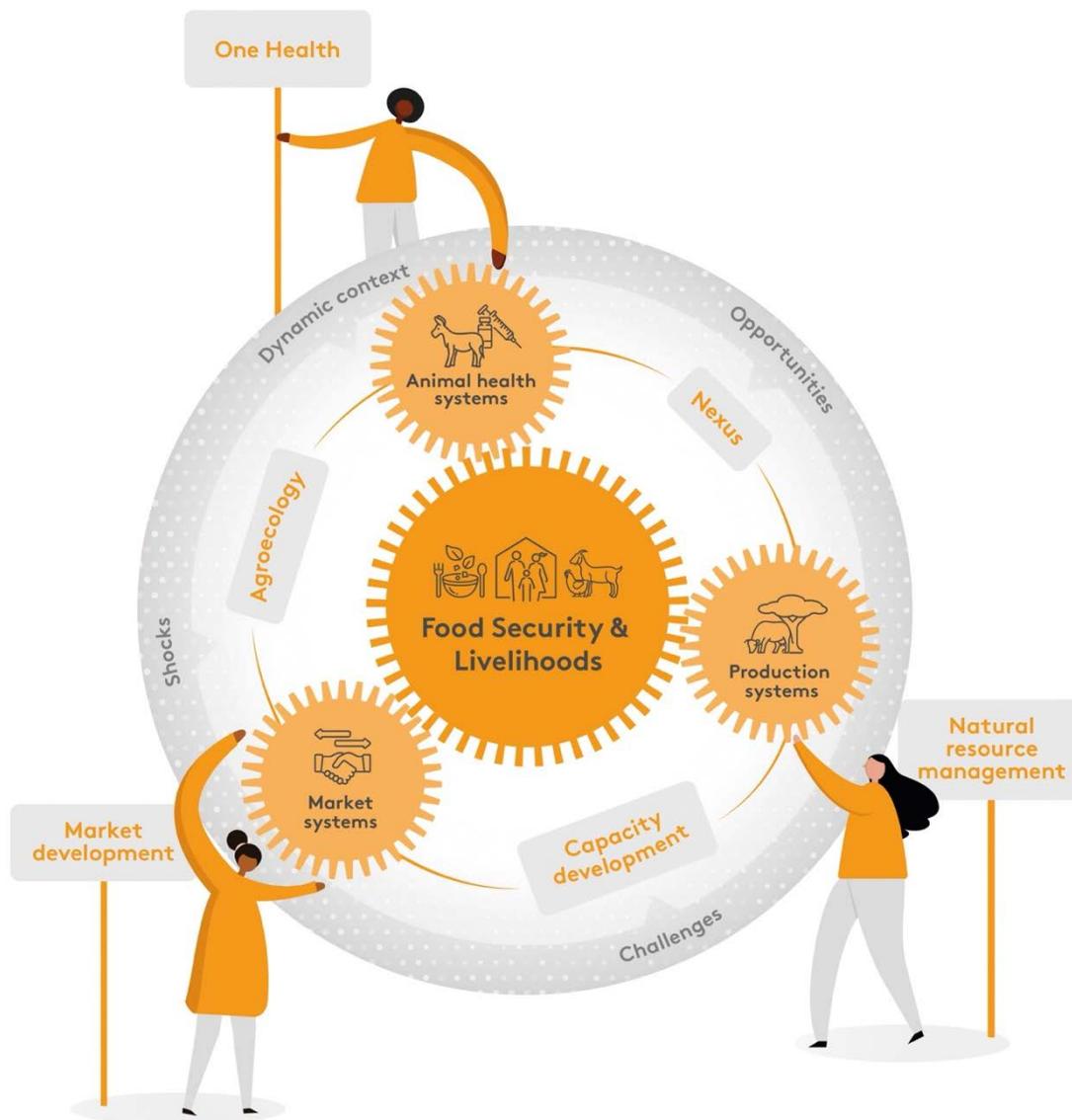
- **VISION:** *Healthy people derive their livelihoods from healthy livestock in a healthy environment.*
- **MISSION:** *To improve the wellbeing and resilience of vulnerable populations by promoting the health and productivity of their livestock within a healthy environment.*

The global VSF-Suisse Strategy 2021-2024 was developed through a **joint effort** by VSF-Suisse Board members, head office and country office staff. It draws on the results of and lessons learnt in the previous strategic cycle (2015-2020) and builds on an **analysis of the context** and **policy framework** at global, regional, and country levels. The context analysis not only identifies challenges to address but also highlights opportunities to seize.

At the core of the Strategy are the Theory of Change and the Results Framework. VSF-Suisse seeks to improve livestock-based **livelihoods** by focussing on **food and nutrition security** based on three thematic areas: Health systems; Market systems; and Production / eco-systems. These themes are the gears connecting to our main goal, and are stabilized for optimal transmission power by our transversal approaches: Nexus, Agroecology and Capacity Development. The gears are driven by our thematic approaches: integrated health approaches (One Health); inclusive market and value chain development for livestock and animal-sourced food; and participatory approaches to natural resource management. People are the main driving force in our theory of change, primarily, the target populations themselves, in close collaboration with our staff, local authorities, donors and researchers.

The Theory of Change is translated into the VSF-Suisse Results Framework which focuses on strengthening activities in the Greater Horn of Africa (South Sudan, Kenya, Somalia, Ethiopia and Djibouti) and West Africa (Mali, Togo, Ivory Coast and Chad). The following three strategic goals (outcomes) are defined:

- Outcome 1: **Improved performance of animal and human health services in underserved communities**
- Outcome 2: **Improved smallholder and livestock production systems and natural resource management**
- Outcome 3: **More inclusive and improved market systems with trained market stakeholders and responsive service providers**



Above: VSF-Suisse Theory of Change

The strategy development process was an opportunity to review and adjust VSF-Suisse’s **Guiding Principles**, to reflect upon and integrate new trends such as digitalisation and localisation of aid. These key principles guide our work.

VSF-Suisse also aims to actively harmonise the transversal and thematic **approaches** across its country programmes:

- Empowerment and Capacity Development
- Triple Nexus (Humanitarian Aid, Development and Peace)
- Agroecology
- One Health (integration of health as a main intersectoral approach)
- Market System Development (as a main value chain/ market approach)
- Participatory Natural Resource Management

The harmonisation of approaches and setting of milestones (key performance indicators) will strengthen the quality of our work and allow VSF-Suisse to best achieve the objectives defined in its Results Framework, thereby maximising the impact for the populations we work with.

In addition, VSF-Suisse has identified the following **cross-cutting issues** to be mainstreamed and measured across relevant projects:

- CSPM: Conflict Sensitive Programme Management
- Inclusion of women, youth, disabled persons etc.
- HRBA: Human Rights Based Approach
- Environmental protection

Finally, to progressively strengthen the organisational development of the organisation, VSF-Suisse defined five organisational goals:

- Investing in and benefitting from strategic partnerships:** To invest in and benefit from strategic partnerships with the VSF-International network, the Sufosec alliance and others, by working in a more cost-efficient way, using synergies and joint learning (thematic expertise) to reach greater impact and access additional financial resources.
- Steady funding and financial flows:** To ensure the financial sustainability of the organisation in the medium to long run we need strong financial management and control systems, steady funding for project implementation, and an increase of unrestricted funds.
- Nurturing the staff resource:** To invest in our biggest asset - highly motivated, committed and competent staff.
- Governance and quality control:** To finalize and to implement the main governance documents of VSF-Suisse to respond to the highest expectations of donors, partners and the communities we work with in terms of transparency, accountability and quality of our work.
- Communication and visibility for change:** To further the organisation's mission and strengthen and boost funding through planned and strategic communication, making use of all available earned and owned channels¹ and investing in new channels.

VSF-Suisse will continue to be a technical and specialized veterinary organisation working with communities to prevent and mitigate suffering, disease and hunger and to build social and economic development to ensure food sovereignty, nutrition security and resilience.

¹ https://en.wikipedia.org/wiki/Earned_media

II. Introduction

Vétérinaires Sans Frontières Suisse (VSF-Suisse) was founded in 1988 as a politically and religiously neutral organisation with its Head Office in Bern, Switzerland. In the past 30 years VSF-Suisse has grown from an organisation mainly providing livestock related aid in emergency situations to an organisation focused on sustainable community development, integrating humanitarian aid and development cooperation in a vast geographical area in the Greater Horn of Africa (South Sudan, Kenya, Somalia, Ethiopia and Djibouti) and in West Africa (Mali, Togo and Ivory Coast). Being locally embedded at the grassroots level and using livestock health and production as an entry point to communities, VSF-Suisse has been able and continues to work in remote, underserved and conflict prone areas where other stakeholders no longer have access.

Today VSF-Suisse stands at a different point than back in 2014, when the previous strategy was developed (Strategy 2015-2018, extended to 2020). The organisation has managed to rebound from difficult years in the early 2010s and has embarked on a journey of growth and professionalisation over the past six years. In fact, between 2014 and 2020 VSF-Suisse doubled its project portfolio from 4,28 million CHF to 8,53 million CHF. This was possible thanks to the extraordinary commitment and expertise of VSF-Suisse staff, the continued strengthening of internal procedures, and the organisation's ability to build trustful relationships with communities, local governments as well as with technical and financial partners.

VSF-Suisse is proud of this journey and is confident that it can do more and improve further. VSF-Suisse considers this an absolute imperative, as the global economic crisis triggered by COVID-19 has led to a further increase of people living in extreme poverty and of people suffering from hunger, many of whom live in sub-Saharan Africa.

The global Strategy 2021-2024 is guided by VSF-Suisse's vision and mission. It is aligned with the strategic frameworks of VSF-Suisse's main strategic partners: the VSF-International network and the Sufosec alliance. The alignment and complementarity are mainly achieved through the consolidated Results Framework, supported by a monitoring and evaluation system integrated into project cycle management.

The global VSF-Suisse Strategy 2021-2024 was developed in a highly participatory manner, coordinated by a steering group composed of Board members and staff from the head and country offices. The drafting process began with an internal evaluation of the previous strategy, a joint context analysis and a mapping out of our key principles, approaches, and cross-cutting issues with the senior management of the organisation. The Results Framework and the organisational development goals and milestones were developed in sub-groups and fed back to the Board and senior management for further inputs. The drafting of the strategy document was a joint endeavour of staff. A pre-final draft was consulted with country teams and strategic partners before being approved by the Board in its meeting of 26th of October 2021.

III. Context & policy framework

VSF-Suisse works in sub-Saharan Africa (SSA). The SSA context is complex with changing challenges and opportunities which are presented here in four sections: the key issues and trends affecting SSA; the international policies that inform VSF-Suisse's work; major characteristics of the Greater Horn of Africa and West Africa; and a summary of key development indicators for each country where VSF-Suisse is working as of 2020.

A. Key issues and trends in the world

SSA includes some of the fastest-growing economies in the world, yet is also home to more than half of the world's people living in extreme poverty, and by 2030 this figure is expected to rise to 90%.^[1,2] Across this fragile and changing region, VSF-Suisse works with communities facing a wide range of challenges:

Living with Uncertainty: In 2019 there were armed conflicts in more than 15 countries in SSA, five where VSF-Suisse operates and many transcending international borders.^[3] Political instability is also widespread, connected to religious and ethnic tensions, corruption, weak state structures, terrorism and the erosion of civil society.² This uncertainty affects all aspects of people's lives and livelihoods, limiting the progress and sustainability of development programmes and highlighting the need for the 'triple nexus' approach, which tackles humanitarian, development and conflict issues in an integrated way. At the same time, political transformation is taking place in some countries in the region, as well as moves towards more stable and democratic state structures, offering opportunities and hope for the future.³

Natural Disasters: SSA is frequently affected by drought, floods, locust infestations and other natural disasters. Many of these pass unnoticed by the world's media: "nine of the 10 countries (in which at least one million people were affected by natural or man-made disasters) to receive the least media attention were in Africa."^[4] However, early warning systems and forecasting provide the potential for improved planning and preparedness for such disasters, building on the rich knowledge and experience developed by smallholder farmers and pastoralists over many centuries to adapt to and cope with drought and other disasters.

Taking the Heat in Already Fragile Environments: Deforestation, environmental degradation, overgrazing and loss of biodiversity – coupled with climate change - can all lead to more frequent and severe drought and flood cycles, and disproportionately affect the poorest.⁴ At the same time, temperatures are rising in SSA at twice the global average, and this trend is expected to continue, leading to more frequent and severe droughts and reducing the region's ability to produce food.^[4,5] Many governments have signed up to the Paris Agreement but there is yet to be a real commitment to implementing it and consequently climate change continues to disproportionately affect SSA.

Skiping Meals: Worldwide, extreme poverty has been declining over recent years.⁵ In SSA however, the number of extremely poor people continues to rise.^[2] Poverty leads to food insecurity, and so not surprisingly the number of chronically undernourished people in SSA has risen rapidly over the last 30

² Highlighted by VSF-Suisse country strategies.

³ For example, Ethiopia, Mali and Togo are all in the process of political transformation, while South Sudan and Somalia are starting to transition to more stable state structures.

⁴ See: VSF-Suisse (2017). *Stratégie VSF-Suisse Mali et Afrique de l'Ouest 2017-2020*; and VSF (2019). *Joint VSF Strategy for the Greater Horn of Africa*. VSF-International, VSF-Germany and VSF-Suisse. For example, 74 per cent of the world's poor are directly affected by land degradation (<https://www.un.org/sustainabledevelopment/biodiversity>)

⁵ However it is anticipated that Covid-19 may reverse this trend: <https://blogs.worldbank.org/opendata/impact-covid-19-coronavirus-global-poverty-why-sub-saharan-africa-might-be-region-hardest>

years.^[6] In spite of being food producers, rural smallholder farmers tend to be most affected by poverty and hunger, although food insecurity in urban and peri-urban areas of SSA is also significant.^[7] Improved communications do however offer the chance for smallholder farmers to be better informed and able to take advantage of new opportunities such as better adapted production systems and access to higher value markets for their products.

Those Left Behind: There are growing numbers of people ‘left behind’ across sub-Saharan Africa – people excluded from economic opportunities, social and political status, education, and employment, and those stigmatized due to ill-health. They include women, young people, older people, disabled people, and internally displaced people (IDPs), among others. In spite of some progress over the years, gender inequality persists and women’s access to education, resources such as land and credit, health services, and political voice continues to be more limited than men’s.^[7] Gender-based violence also remains a significant problem: worldwide one in five women and girls experienced physical and/or sexual violence in the last year, and similar levels are found in SSA.^[8] SSA also has the youngest population in the world, and young people across the continent face high levels of unemployment, particularly in peri-urban areas, as well as social exclusion and discrimination, all of which can exacerbate violence and instability and potentially increase opportunities for radicalisation.^[1,7] School enrolment in SSA is growing, but is still very low – particularly for girls, with only 34% attending secondary school.^[9] Mobile pastoralists continue to struggle to access basic services. The many inequalities faced by these ‘left behind’ people have been further intensified by the Covid-19 pandemic.^[10]

Health and Wealth: Epidemics of transboundary animal diseases such as PPR, CBPP, CCPP and RVF⁶ are widespread in many SSA countries, although there is growing collaboration between governments to try to combat them.^[7] Re-emerging and emerging endemic and epidemic livestock and zoonotic diseases are also increasing as a result of climate change and changing migration patterns. For example, when herders cannot migrate as usual, livestock from different areas are concentrated and this can increase the incidence of disease. Government and private animal health services are generally thin on the ground in remote rural areas with few staff and resources to support the livestock keepers whose livelihoods depend on their animals and livestock value chains in rural, peri-urban and urban settings. Similarly, human healthcare systems in rural SSA also lack the resources and infrastructure they need, particularly to deal with major epidemics and pandemics such as Ebola and Covid-19.^[7] As this Strategy was being finalized in 2021, the World Bank prediction that over the next few years the region will be hardest hit in terms of the impact on extreme poverty, and its statement that the first recession in the region in 25 years was triggered by the pandemic^[11] both remain valid. At the same time, private health and insurance providers are increasingly also present in rural areas and public-private partnerships have the potential to provide better coverage.

The Livestock Market: 1.3 billion people around the world depend on their animals for food, income, draught power and manure, as well as for transport, social status and value chain activities.^[12] In SSA, agriculture contributes 30% of GDP and employs around 60% of the population, and livestock play a key role for smallholder farmers and pastoralists, who are the majority of the rural poor.^[13] Inadequate animal-sourced product value chains and low productivity hamper their ability to feed their families, although recent trends focusing on local markets and the shortening of value chains offer potential for change. At the same time, urban populations are growing rapidly worldwide, and by 2035 more than half of the population of SSA is expected to live in cities.^[1] The increasing urban demand for local animal products provides an expanding market for livestock keepers in both rural and peri-urban areas and tightens the links between production and consumption also in terms of public health risks.^[14] For

⁶ Peste des petits ruminants; Contagious Bovine Pleuropneumonia; Contagious Caprine Pleuropneumonia; and Rift Valley Fever.

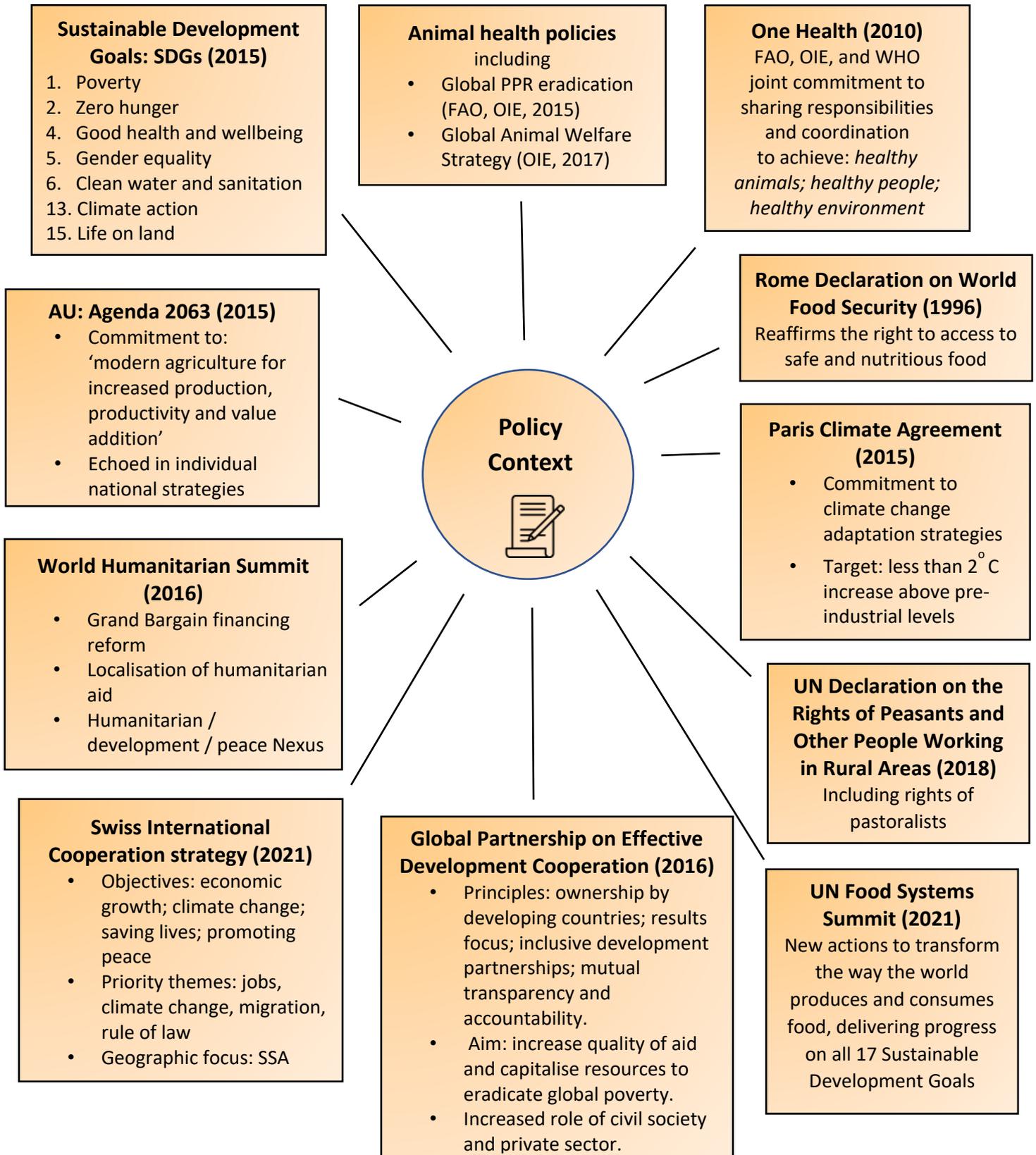
⁷ VSF-Suisse: Senior Managers Meeting, October 2020

example, peri-urban dairies have the potential to make a significant multifunctional contribution to food security.^[15]

New Ways of Working: Poor infrastructure and limited low-quality services – for human and animal health, water, sanitation and other basic needs – constrain people’s lives across SSA. However, there are opportunities for development and growth, for example: public-private partnerships, such as community animal health worker networks linked with public veterinary services; integrated service delivery using the One Health approach; the development of livestock and community insurance schemes; the promotion of producer co-operatives; agroecology, the expanding role of the private sector in rural areas; and the further development of local market opportunities and value chains. The growth of information technology and the digitalisation of services also offer increasing opportunities for livestock keepers across SSA to access services and information in new ways, which is especially beneficial for remote rural communities. These can be also more efficiently accessed because livestock owners have benefitted from better education systems in recent decades. However, these innovations may also present significant risks if protection for civil rights is not put in place, and the challenge of ensuring equal and affordable access for poorer and left-behind communities and individuals remains.

B. Global Policy Framework

Figure 1: Policy Context ^[16–18]



C. Regional contexts

Figures 2 and 3 present the regional context in East and West Africa, drawn from VSF-Suisse country and regional strategies. The dotted countries are VSF-Suisse’s countries of operations.

Figure 2: East Africa Regional Context

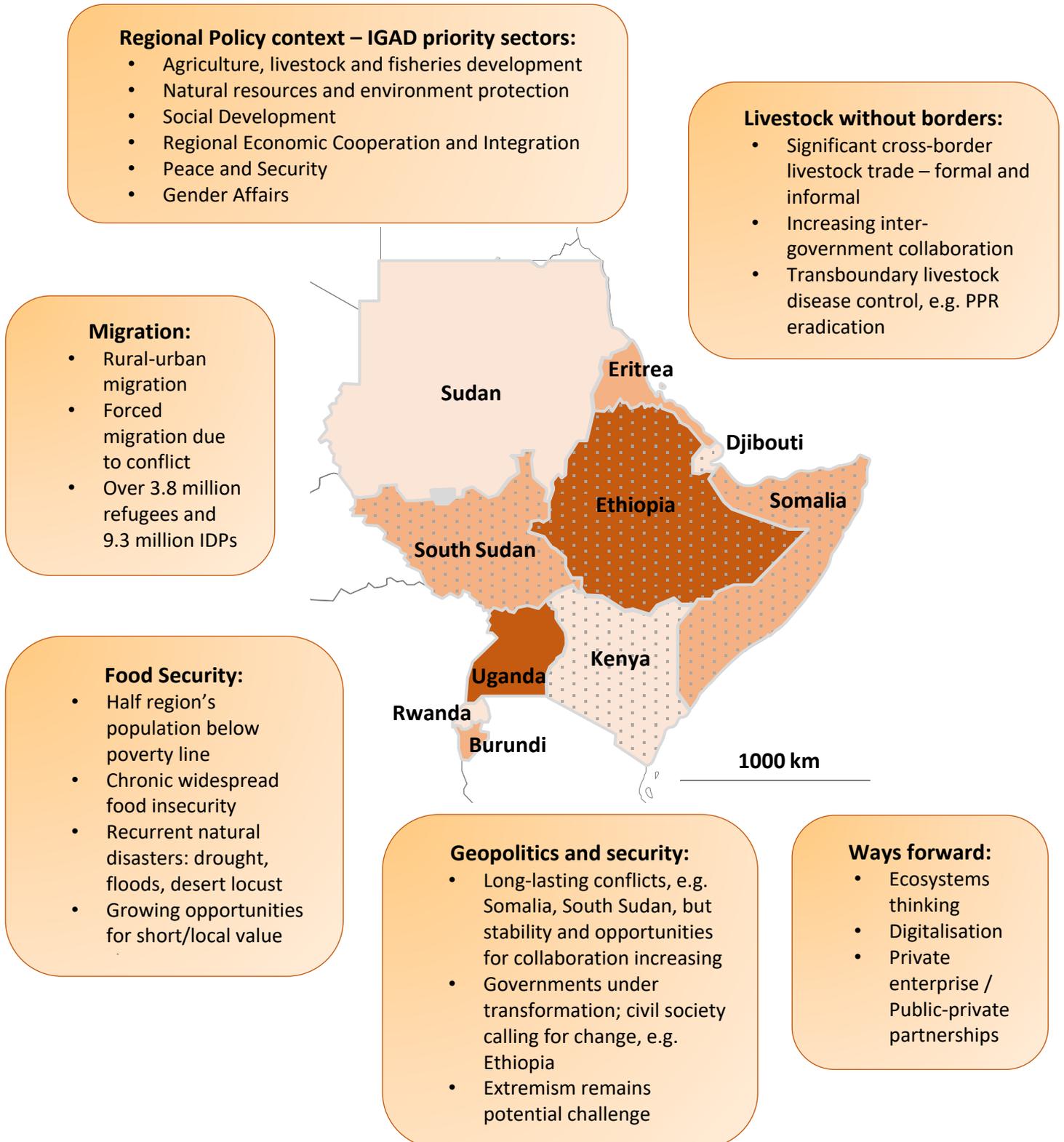


Figure 3: West Africa Regional Context

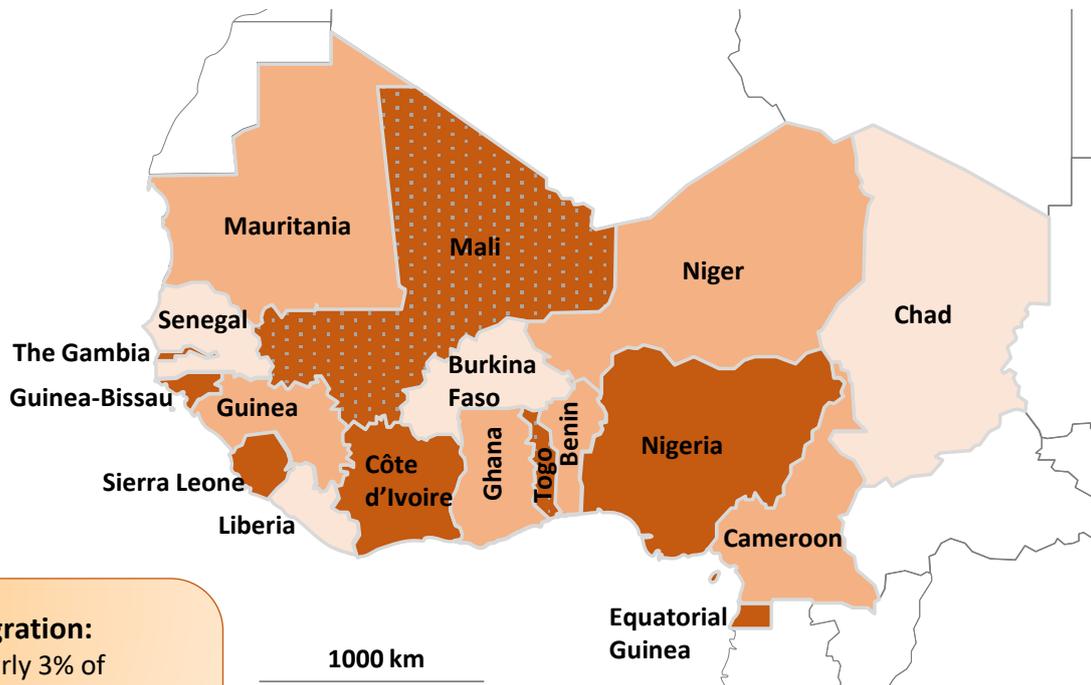
Regional Policy context – ECOWAS

Vision 2020:

- Natural resource development including agriculture
- Economic integration
- Peace and security
- Governance
- Private sector
- Inter-country agreements on pastoralism

Farmer-pastoralist conflict:

- Transhumance policies in place but not enforced
- In-country and cross-border conflict
- Increasing degradation leads to pressure on coastal countries
- Land grabbing in pastoral zones by extraction industries



Migration:

- Nearly 3% of region's population
- Migration within and across borders
- Fueled by conflict and insecurity

Food Security:

- High levels of poverty
- Frequent drought
- 70% workforce in subsistence agriculture
- Low livestock productivity
- Livestock keepers more informed

Insecurity:

- Internal political instability
- Extremism
- Threat to civil and political rights
- But governments under transformation
- Stronger civil society calling for change

Ways forward:

- Enhancing local community value chains
- Private enterprise
- Advocacy for pastoralism
- Importance of CSOs
- Implementing existing laws and policies

IV. Results achieved and lessons learned

The previous strategy led VSF-Suisse to be locally and regionally well-established and to move from being largely reactive to leading larger development programmes and increasingly pursuing proactively its goals. The consolidation of major achievements and fostering new venues in both programmes and organisational development is only possible due to the long-term commitment of VSF-Suisse staff. Major results achieved across all countries - while balancing strengths and weaknesses of the previous strategy – guide the way forward for the 2021 – 2024 strategy.

Strengths and results achieved

A review of the 2015-2020 Strategy using the **DAC evaluation criteria** reached the following conclusions:

- In terms of **relevance**, VSF-Suisse intervenes in very fragile contexts, where people suffer from extreme poverty and hunger. The objectives that VSF-Suisse pursued during the last strategic cycle were considered highly relevant, in line with national and global poverty reduction and livestock sector development plans and policies. In its partner countries VSF-Suisse is recognized and highly valued as a specialist livestock / veterinary organisation, while our other expertise (e.g. WASH) is less visible to partners and donors.
- The **effectiveness** of VSF's programme was evidenced by new funding and partnerships with UN agencies, (I)NGOs and research organisations, coupled with organisational leadership and staff commitment and expertise. Effectiveness was however also hampered by external factors such as conflict, recurrent droughts, pandemic, floods, and pests. It was also noted that target values and a monitoring guide were missing to measure indicators and that there were limited organisational funds to invest in the defined strategic objectives.
- **Efficiency** was greatly increased by following/aligning with international and national guidelines and good practices, and a steady cash flow. Efficiency on the other hand was also reduced due to the security context, heavy administrative burdens in some countries, and re-programming due to the Covid 19 pandemic.
- With regards to **impact**, first and foremost no negative impacts of our actions were seen (“do no harm”). Positive impact was perceived in i) strengthened governmental and private sector service delivery; ii) communities empowered in animal health diagnosis and reporting; iii) improved dietary diversity (livestock-nutrition linkage); iv) innovative livestock feed production and marketing schemes; v) income diversification; and vi) capacity development of local partners, including in LEGS.
- The **sustainability** of our actions is evidenced by the continued operation of CAHWs, income generating groups such as VICOBA or PFSs, and the creation of jobs for example in the milk sector. Also considered as sustainable achievements are the livestock sector policies and participatory community action plans that have been developed with the support of VSF-Suisse. However, a strong MEAL system to better capture these sustained actions was lacking, as well as post-project follow up by government line departments.

Regarding the achievement of objectives and indicators under the implementation framework (2015-2020), there is a heterogenous picture according to countries' strengths and priorities. As stated above, key indicator data are lacking for virtually all objectives, but some trends can be discerned:

- **Objectives and targets largely achieved** include improved production and value chains and more informed, aware and empowered communities on animal health issues.

- In many countries **achieved or partially achieved objectives** include diversified sources of income and business skills as well as resilience due to fostered NRM and disaster risk reduction activities. Veterinary services (public and private) are seen as only partially improved as more business- and private sector-orientation is still lacking in the service delivery. The private sector is fragile in emergency environments where free drugs and/or vaccinations are often distributed. New cooperation models between sectors, notably with the health and environmental sectors in view of One Health, are only now starting to shape into concrete joint actions. The capacity of communities and staff was strengthened, but difficult to follow given that this is more a means than an objective.
- **Objectives not achieved** include conflict prevention and resolution around NRM and land-use, despite these being highly relevant topics for VSF-Suisse. Finally, there were only a few concrete activities on the control of zoonoses, largely also due to the lack of availability of more specific diagnostics for endemic zoonoses. In contrast, more was invested in food safety and food-borne diseases.

On the other hand, with regard to the **organisational objectives**, progress was noted in virtually all objectives. Weaker areas included VSF-Suisse developing as a learning organisation and securing sufficient unrestricted funds to maintain operations during donor funding gaps.

Implications for moving forward

The greatest weakness of the previous strategy was the results management structure. Indicators were defined but lacked target values, for example changes in incomes of the target beneficiaries. In this strategy, a strong Results Framework is presented together with target values and assessment tools. Main approaches, guiding principles and monitoring of activities are further outlined. VSF-Suisse can move forward with a portfolio spanning humanitarian and long-term development. With better documentation and impact assessment, we aim to further increase the visibility of the role of healthy livestock in pastoral and mixed agricultural systems (agroecology), creation of job opportunities, safe water for people and animals, biodiversity, and the important contribution of livestock (product) value chains to families' incomes either from sustained livestock production or from bringing products to consumers. The set of tools will foster closer working across borders and between sectors, using innovations in new technologies and medicines like the thermostable PPR vaccine, and strengthening our specific niches such as camel value chains and feed solutions. We want to further strengthen sustainability through a more rigorous implementation of the triple NEXUS, as well as evaluations and impact studies in 2-3 key countries, independent of donor funding. The greatest endeavour, however, is to remain in close contact with our target communities and assist in the translation of their daily needs into actions while doing no harm. Mutual exchanges between all staff are key to the implementation of both the operational and organisational development goals.

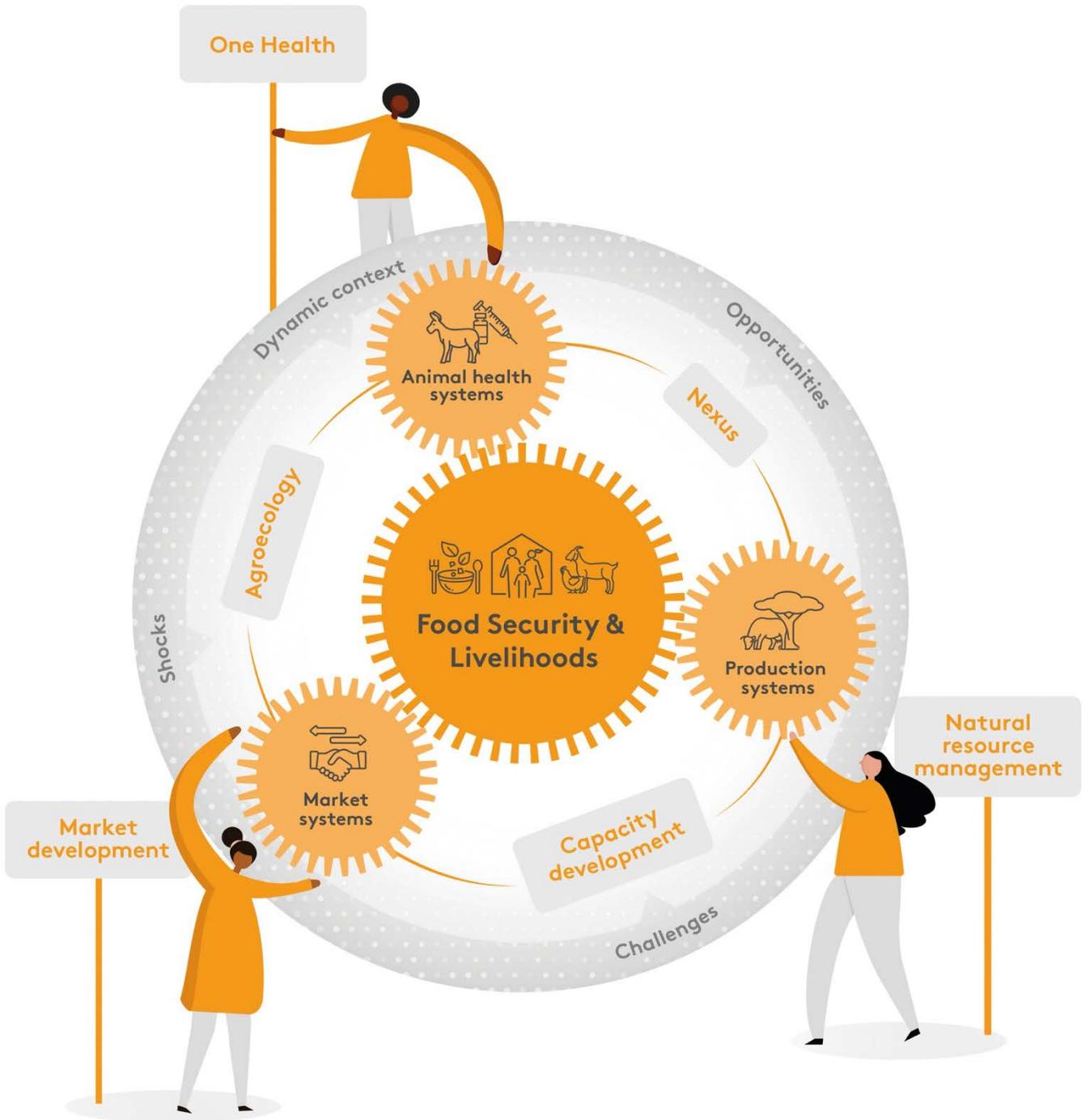
V. Theory of Change

The local contexts in which VSF-Suisse works are highly dynamic. Environment, economy, politics, and civil society are experiencing both positive and negative trends, which may become dramatic due to natural disasters, conflicts, or wars, and challenge people to adapt. At the same time, they may also create new opportunities. People's livelihoods within these contexts are embedded in policies, institutions, organisations and processes^[19], particularly when implemented or enforced on a daily basis.

VSF-Suisse seeks to improve livestock-based livelihoods by focusing on **food and nutrition security** based on three thematic areas: Health systems; Market systems; and Production / eco-systems. These themes are the gears connecting to our main goal, and are stabilized for optimal transmission power by our transversal approaches: Nexus, Agroecology and Capacity Development. The gears are driven by our thematic approaches: integrated health approaches (One Health); market and value chain development for livestock and animal-sourced food; and participatory approaches to natural resource management.

Recognizing the complexity and interconnectedness of the numerous challenges in achieving food and nutrition security, VSF-Suisse applies a **systems lens** and intervenes to improve **health, production, and market systems** (translated into local economic development). Starting from the needs of our target populations, we assume a facilitating (but temporary) role to support households, communities, private sector actors and public authorities to take on new roles and/or improve their performance through capacity development, strengthened linkages with other actors and sectors, and increased advocacy for conducive regulatory frameworks. Equally important is the promotion of locally embedded / bottom-up solutions to achieve sustainable outcomes beyond the lifetimes of our projects. Finally, people are the main driving force in our theory of change, primarily, the target populations themselves, in close collaboration with our staff, local authorities, donors and researchers.

Figure 4: Theory of Change



VI. Target populations

Our key stakeholders are families in SSA who make a living from livestock – either as livestock owners or involved in related value chains. These include urban and peri-urban livestock keepers, smallholders in mixed systems, pastoralists, and those making a living from trade in livestock or animal sourced-products. The targeted groups are diverse due to the nature of multifaceted aspects of livestock-keeping related to health, local economic development, and natural resource management / sustainable livestock production systems. Next to households they also include implementing partners / local NGOs, human and animal health agents and Farmer organisations, cooperatives, and unions (local to regional to national).

In our Results Framework, target groups are circumscribed according to their vulnerability: “those left behind, especially marginalized and vulnerable women, men, youth and children with insufficient access to or excluded from existing resources and opportunities”.

When it comes to target group identification and stakeholder involvement, VSF-Suisse uses standard methods of stakeholder analysis such as the Power-Interest Matrix to align with partners and final target groups:

- A. International and national strategic and operational partners endorsing VSF-Suisse’s mission as technical and niche organisation while acknowledging its approaches
- B. Those having the capacity (“power”) to move things towards reaching VSF-Suisse strategic outcomes and certainly do no harm. They are associated to positive change dynamics such as capacity development.

In this way VSF-Suisse aims to connect with the relevant stakeholders of an intervention area, be it official partners, health system stakeholders, civil society and farmers organisations, or the private sector. VSF-Suisse is convinced that attaining leverage is possible when working with organised actors (in contrast to individuals) and that local actors can be supported at many levels to voice their own needs and eventually become more organised themselves.

VII. Strategic goals (outcomes)

Three strategic outcomes (health, production and environment, and market systems) contribute to our overall goal: “increased food security due to access to diversified food all year round based on the promotion of sustainable food systems.” The full Results Framework, (see Annex B) outlines the outputs under each outcome and notes the flagship projects which highlight the implementation of each. Indicators are defined for each outcome, output and flagship project. There are also a number of general cross-cutting indicators applicable to all three outcomes. The indicators include some VSF-Suisse specific indicators as well as selected indicators from two major strategic partners: VSF-International and the Sufosec Alliance. The rationale for the three outcomes and related outputs is presented below.

A. Outcome 1: Improved performance of animal and human health systems for underserved communities

Providing animal health services is central to most VSF-Suisse projects and fosters visibility of the core competence for which we are best known. We do this during crisis and normal times to ensure maintenance of healthy livestock. Many of our preventive and curative animal health services relate to zoonotic diseases (milk-, water- and soil-borne zoonoses) and thus contribute to human health. Support to animal health services can also serve as an entry point for human and environmental health services in underserved areas. Communities’ and service providers’ needs are accounted for with targeted capacity development. The flagship activity is the training and continued support of Community Animal Health Workers (CAHWs) who importantly mitigate the shortage of animal health professionals in reaching communities in underserved areas. Health systems’ performances are improved by stable and growing coverage, by facilitating access by the target population to health services through capacity development, by supporting disease surveillance and quality control mechanisms, and by harmonising outreach and response between health sectors (One Health).

The outputs reflect our endeavour to strategically improve the performance of environmental, animal and human health systems by:

- i) Improved quality and access to animal health services: quality relates to animal health providers, communities gain better access with fostered outreach services and are the main target group of improved quality
- ii) Increased intersectoral health service synergies (One Health): we will spearhead the testing of new service provision models by integrating different health services that are more efficient
- iii) Increased access to community health services: longer-term access is better guaranteed by integrated services.

B. Outcome 2: Improved smallholder and livestock production systems and natural resource management

Livestock owners – smallholders and pastoralists in the highlands and lowlands of East and West Africa - have adapted different livestock production systems according to their available natural resources. We support them in offering capacity development on measures to mitigate prevailing negative factors such as conflicts and making use of opportunities such as promising approaches including agroecology and access to adapted improved productive assets. The communities will be more empowered to define their natural resource management needs, ensuring food security and income from livestock keeping for future generations, aligned with managing the pressures on the environment including water. Supporting families to secure food and generate income from livestock

requires healthy (i.e., well-fed and disease free) animals. Our flagship activity on sustainable fodder production supports healthy animals in an environment managed in the light of current and of future needs.

The outputs emphasise our support for initiatives that are largely implemented by our target populations:

- i) Improved, socially adapted production strategies with strengthened local organisations: this output reinforces our contribution to capacity development at local level, notably in supporting local organisations based on their expressed needs
- ii) Improved use of and access to appropriate technologies: based on the principle that the best technology should be prioritised for the most vulnerable who have limited access, we invest in identifying the most important technologies with communities and assist in rolling out
- iii) Improved capacities in and use of sustainable NRM for livestock and agriculture production: this output is based on expressed needs by both rural communities and those supporting them to pursue their sustainable livelihood goals.

C. Outcome 3: More inclusive and improved market systems with trained market stakeholders and responsive service providers

In our partner countries in East and West Africa, families generating a daily income from the transformation and distribution of animal products outnumber those with direct income from livestock keeping. Therefore, we invest in livestock product value chains from the producers to the consumers. Higher value chains are directed towards those able to pay for quality products produced within their region (and thus not imported). End users of high value livestock markets are in growing urban centres. Value chains can be long (such as from rural zones in Sahelian countries to capitals in coastal West African countries) or shorter – the latter were shown to be more robust when local economies adjusted to the COVID-19 pandemic. Provinces, countries and regions all benefit from reaching consumers efficiently with good quality products through short and long value chains. The shortcomings of equitable access to markets are in part the result of insufficient policies to promote more local products (production, transformation, and marketing). We want to clarify how regulatory frameworks can foster rather than hinder the distribution of good products. The identification of the targeted interventions and those actors who are best placed to strengthen value chains should also include those thus far neglected, such as camel milk marketers.

We can monitor our efforts with quantitative measures - see our flagship activity indicators on litres of locally produced milk sold - or numbers of cooperatives and women involved. More challenging to capture are the dynamics of strengthened actors and policies enabling more open exchanges on issues to improve at various levels. Our outputs reflect this stretch between those wanting to make a better living and those needing to formulate policies for the benefit of all including the end-consumers and exporting markets, with the latter often too stringent for the former:

- i) Increased market systems players' capacity to fulfil their role (including value addition processing): the potential for families to improve their daily income through the transformation of animal products is large; however, enhanced support services are required for improving production systems
- ii) Growing number of value chain actors
- iii) Increased advocacy on regulation frameworks: this requires VSF-Suisse to be an interlocutor between those directly concerned and those drafting and enforcing regulatory frameworks. Transparent exchanges can be facilitated to balance sometimes conflicting interests such as between private and public goods.

VIII. Guiding Principles

VSF-Suisse adheres to a set of guiding principles in the development and implementation of its projects and programs.

A. Humanitarian Principles

As an actor in the humanitarian sector, VSF-Suisse complies with key humanitarian principles and adopts them in its code of conduct during the implementation of projects. The four key humanitarian principles are:

Humanity means that human suffering must be addressed wherever it is found, with particular attention to the most vulnerable.

Neutrality means that humanitarian aid must not favour any side in an armed conflict or other dispute.

Impartiality means that humanitarian aid must be provided solely on the basis of need, without discrimination.

Independence means the autonomy of humanitarian objectives from political, economic, military, or other objectives.

B. Regional collaboration

In the Sahel and in the arid and semi-arid lands of the Greater Horn of Africa, livestock mobility is a key factor in herd management and production. Livestock migration often takes place across countries as do markets, livestock diseases and conflicts around pastoral resources. Therefore, VSF-Suisse emphasises the need for cross-border or regional initiatives, projects, and networks. By developing strong linkages between its different country programmes, VSF-Suisse aims to find solutions to the challenges of working within a regional dimension.

With the adoption of a regional approach, VSF-Suisse strives to reduce barriers to collaboration, to strengthen sharing of technical expertise and experts, and to facilitate access to relevant policies and research findings, thereby fostering innovation throughout the VSF-Suisse intervention areas. A regional approach may also open up new funding channels and enable economies of scale.

Several forms of collaboration across borders at different scales have been identified:

- *Cross-border collaboration* involves neighbouring countries with a geographic continuum (e.g., Mendera, or Karamoja triangle in the GHOA region; and the VSF-Suisse planned project to develop the milk sector between Mali, Burkina Faso and Ivory Coast);
- *Regional collaboration* involves a number of non-contiguous territories that may share certain common characteristics (e.g. in the GHOA region, the ongoing VSF-Suisse *One Health Units for Humans, Environment, Animals and Livelihoods* (HEAL) project in Ethiopia, Kenya and Somalia)
- *Inter-regional collaboration* involves collaboration between two or more distinct regions (e.g., East and West African pastoral areas; VSF-Suisse's ongoing HRBA project) to share generic lessons learnt between regions and to advocate at a continental or global level.

Cross-border, regional or inter-regional initiatives and projects may range from knowledge sharing, exchange of data, sharing information and human capital, engagement in key regional partnership platforms, or one-off collaborative projects to advocate at global level.

C. Local ownership and localization of aid

It is the intention of VSF-Suisse to increase the effectiveness of humanitarian and development cooperation and the sustainability of the results achieved. Solutions that are locally negotiated and

delivered generally lead to more effective development. When local stakeholders experience ownership, their commitment to and engagement in identifying sustainable solutions to community challenges increases. VSF-Suisse brings local ownership and localization of aid into practice.

In humanitarian crises and emergencies, rapid response is required. VSF-Suisse strikes a balance between quick interventions and taking time to engage local stakeholders in planning. VSF-Suisse commits to the principles of the Grand Bargain^[20] and transdisciplinary processes of engaging with local and national responders in a spirit of partnership and aims to reinforce rather than replace local and national capacities.

In international cooperation VSF-Suisse's PCM-Manual ensures the involvement of local stakeholders in every step of the project cycle. VSF-Suisse empowers local partners by building their capacities and giving them representation, voice, and recognition in international cooperation. VSF-Suisse aspires to be a facilitator of locally led development efforts.

D. Public-Private Partnerships

In Public-Private Partnerships (PPPs) the public and private sectors agree on responsibilities and share resources and risks to achieve common (sustainable) objectives. VSF-Suisse sees great potential for improved animal health and welfare policy development and the implementation of health and NRM services through PPP. Whilst Governments remain responsible for the policies that they adopt and for ensuring appropriate frameworks, involving relevant private sector stakeholders in their design can lead to better policies which take into account the nature of private and public goods.^[21]

Both public and private organisations deliver services in the veterinary domain, with varying involvement and coordination between the sectors. The establishment of PPPs should lead to a more efficient and effective use of resources, i.e., to use synergies through an active and structured collaboration. PPPs also help to improve access to services whilst balancing the development and geographical presence and influence of each sector across the zones. VSF-Suisse has, for example, supported the development of community-based animal healthcare systems to offer much-needed veterinary services for marginalised pastoral communities. In this case, the public sector defines the training needs and curriculum, oversees the training, and provides supervision to deliver quality services. The private sector, namely the veterinary suppliers (e.g., veterinary pharmacies) and service providers (e.g., CAHWs) provide inputs (e.g., veterinary pharmaceuticals and other medical commodities) and services (e.g., treatment of clinical cases) to the pastoralists at a fee. The private sector equally participates in disease surveillance and reporting in collaboration with the public sector. In some cases, the public sector mandates the private sector to offer certain specified services e.g., livestock vaccination.

VSF-Suisse identifies sustainable community-based services provision in the veterinary domain by fostering strong linkages between the public and private sectors as well as technical institutions to ensure more long-lasting impact for remote communities.^[22]

As facilitator and encouraging transparency and trust, VSF-Suisse works with the public and private sector service structures to facilitate collaboration, policy development, the implementation of robust dissemination, adoption and application/enforcement of existing policies and regulations, and further supports the formulation and development of new policies and regulations through policy dialogue processes. Private sector players are supported through training on private enterprise, supporting the provision of effective, affordable and reliable veterinary services.

E. Innovation and digitalization

Livestock keeping / production will increasingly be affected by competition for natural resources^[22]. To promote the development of sustainable and profitable smallholder livestock production and to meet the future demand for animal-based food for the growing human population, requires innovations in technology, regulations, and rights. The best **innovations** are needed for the most vulnerable in order not to increase the technology gap and inequalities.^[23] VSF-Suisse supports innovations in fields ranging from technologies for breeding of animals and feed plants; business, service delivery or carbon sequestration models; preventive health tools; and also in fund raising and advocacy. VSF-Suisse's vision involves sounding out innovations in cooperation between different sectors, while noting that adoption, implementation, sustaining, dissemination and scaling up are not straightforward. A pro-active and broad stakeholder consultation helps to ensure bottom-up and trickle-down innovations but also needs to be coupled with planned resources to accommodate ongoing adaptations for monitoring, reporting and policy dialogue.

Digitalization in the livestock sector can help maximize opportunities (such as increased food safety and security) and minimize risks (such as disease outbreaks). It ranges from telecommunications and mobile technology, foresight modelling, and household survey data to biotechnology and genomics and further to digital mapping and geographic information systems. VSF-Suisse aims to strengthen the use of mobile technology in early warning systems, real-time surveillance, surveys, modelling of disease outbreaks, tracking and tracing systems for animals and diseases across countries/regions, and interesting applications in supply chain traceability.^[24] The new generation of young farmers (men and women) using different digital channels to access and exchange information despite current challenges in internet speed and coverage represent a positive opportunity for the future. Furthermore, the aggregation and dissemination of analysed data is increasingly facilitated by a growing digitalization, including simple and robust mobile technologies and broader consideration of training needs.

IX. Approaches

VSF-Suisse works according to its ToC (see Figure 4) and strategic outcomes. In addition to the monitoring system in which regularly reviews progress on outcomes and outputs, we have defined a set of approaches that underpin our work. For example, capacity development can take different forms depending on the project type and the context: in a pastoralist setting the pastoral field school approach can help to organise pastoralists. However, in an institutional development project on herding techniques, the essentials of organisational development may be the appropriate way of translating capacity development. In mixed smallholder systems, on the other hand, agroecological approaches and principles may be important in capacity development.

A. Empowerment and capacity development

VSF-Suisse's approach aims to secure and develop the asset base of the communities we work with, including human, financial and social capital. Capacity development to empower beneficiaries is essential for VSF-Suisse to achieve its vision and mission. Efforts concentrate on two dimensions:

- A) **Strengthening interrelated capabilities** i.e. economic, human, political, socio-cultural and protective capabilities^[25]. Economic capabilities refer to communities' capacities to invest in income generating activities; human capabilities refer to literacy for achieving such changes; political capabilities are reflected in local political organisations such as unions and cooperatives which advocate for change; socio-cultural capabilities are the networks and traditions of communities to achieve change together; and protective capabilities are the community's ability to protect the most needy and vulnerable (e.g. pastoral dropouts).^[26]
- B) **Intervening systemically in capacity development** from personal, to organisational, to systems and to network development, according to the Capacity Development Butterfly.^[27] At individual level, VSF-Suisse will focus on training farmers and livestock keepers in agricultural techniques, in business administration and other areas affecting their livelihood outcomes; at organisational level the focus will be on strengthening agricultural organisations and cooperatives; at systems level VSF-Suisse will emphasise advocacy strengthening (e.g. in market systems by strengthening milk unions' advocacy capacity) and peasant rights; finally at networking level VSF-Suisse is engaged in the VSF-International network with a focus on strategic capacity development e.g., in security and safety, and in the Sufosec alliance with a focus on MEAL capacity.

Capacity development is reflected in the Results Framework as a general indicator and within specific outcomes, outputs and flagship activity indicators.

B. Triple NEXUS

Regions with protracted conflict or recurrent natural disasters, with significant Internally Displaced People (IDP) populations, insecure tenure or other situations marked by violence and discrimination define the contexts where a Triple NEXUS approach makes sense. This is true in large parts of the **Greater Horn of Africa** and the **Sahel countries in West Africa**. In these regions, it becomes increasingly important to foster synergies between humanitarian aid, development cooperation and peace-building initiatives. VSF-Suisse integrates humanitarian aid and development activities (Double NEXUS), and engages in conflict sensitive programme management and in promoting the peaceful use of natural resources such as rangelands. The Triple NEXUS approach will thus help VSF-Suisse's interventions become even more effective and efficient in fragile contexts.^[28] The OECD DAC-recommendations for "prevention always, development wherever possible and humanitarian action when necessary" will be an important reference in implementing the Triple Nexus approach. From 2021 to 2024, VSF-Suisse is leading a Learning Group on Triple Nexus within the Sufosec Alliance with

the aim to strengthen Nexus programming capacities both at Swiss level and in selected partner countries / regions, together with partner organisations.

C. Agroecology

VSF-Suisse adopts a livestock-focused agroecological approach to enhance sustainable production and food systems. A recent review on agroecological principles towards sustainable food systems complements FAO's 10 elements^[30] by refining the soil, animal health and diversification elements. The resulting agroecological principles are: recycling; input reduction; soil health; animal health; biodiversity; synergy; economic diversification; co-creation of knowledge; social values and diets; fairness; connectivity; land and natural resource governance; participation.^[31] VSF-Suisse subscribes to the solidarity dimensions of agroecology, which is also a main entry point of the Sufosec Learning Group on agroecology. The Learning Group seeks, among others, a common understanding of agroecology across members and countries and emphasises context-specific co-creation of knowledge and diverse pathways for transformational change towards more sustainable farming and food systems.

D. One Health

Linking human, animal and environmental health is one of VSF-Suisse's key principles and is reflected in its slogan "Healthy Animals - Healthy People - Healthy Environment". These three components cannot stand alone and need an integrated approach. Only a healthy environment can ensure healthy animals and people. Working at the interface between the three health sectors is an investment (after decades of working separately, facilitation to jointly define outcomes and approaches is needed) and should generate benefits that are not otherwise possible, including earlier detection of health events resulting from improved communication between sectors, providing cost-sharing schemes, and better adaptation to service needs of rural communities leading to increased access and use of services.^[29] Together with key stakeholders VSF-Suisse plans to define One Health approaches carried by multiple health sectors, and to implement, evaluate and propose policy reforms for proven successful new models for control of zoonoses and strengthening health services in underserved rural areas.

E. Integrated Natural Resource Management

In VSF-Suisse's pastoral and agro-pastoral zones millions of people face the effects of land degradation which threaten their livelihoods: declining crop yields and pasture resources, poor water quality, and worsening soil erosion. Natural resource management has a long history in the Sahelian dry grasslands. It primarily aims at improving livelihoods, agro-ecosystem resilience, agricultural productivity and environmental services.^[32] In its programmes in smallholder and livestock production systems VSF-Suisse adopts principles of integrated natural resource management: understanding access to natural resources and land regimes; participation in setting the objectives of NRM; an ecosystems approach, for example recognizing the interconnectedness of drylands and water resources; multisectoral inclusion at local, sub-national and national levels; and dialogue and consensus-building among actors enabling the formalization of agreements and enforcement mechanisms for existing laws and policies.^[33] Mutual learning and capacity development are overarching activities that support local organisations in adaptive management and enable technological and policy innovations in NRM.^[32]

F. Market Systems Development

Market Systems Development (MSD) approaches, also known as Markets for the Poor or Inclusive Market Development, are more systemic than classical value chain approaches. They consider market 'core functions' (e.g., organising supply and demand) while strengthening supporting services such as

providing inputs to producers and defining the regulatory framework. MSD approaches in the livestock sector are justified since producers often struggle with access to markets and hence economic potential (jobs, income) cannot be unlocked. VSF-Suisse takes stock of MSD approaches by working “through farmers organisations” and “with systemic partners” (such as Ministries for norm-setting, or unions for input provision to farmers). The MSD approach will be implemented in different sectors: from cattle and small ruminants to non-timber forest products (e.g. shea). VSF-Suisse combines the advantages of MSD approaches with the strengths of other approaches such as NRM and organisational development of Farmers’ Organisations to avoid neglecting social and environmental criteria.

X. Cross-cutting issues

A. Conflict Sensitive Programme Management (CSPM)

Working in conflict-affected and fragile contexts, we are aware that all our interventions have the potential to affect the peace and conflict environment positively or negatively, directly or indirectly, intentionally or unintentionally. While good risk management is necessary to minimize threats to our staff and the organisation, it is not sufficient to leave responsibility for the potential impacts of our actions to others. VSF-Suisse is thus committed to work towards institutionalizing conflict sensitivity at all levels (organisational, operational, and personal) and in all settings (development and humanitarian). This entails: 1) understanding the context in which we operate, 2) understanding the interaction between our operations and the context, and 3) acting upon the understanding of this interaction to avoid triggering or sustaining tensions (“do no harm”) at minimum, as well as to actively contribute to reducing tensions (“do good”) wherever possible.^[34]

For this purpose, VSF-Suisse endeavours to increase its institutional capacity and develop the competence of its staff in Conflict Sensitive Programme Management (CSPM) as well as to engage in strategic collaborations with relevant partner organisations. From 2021 to 2024, VSF-Suisse is leading a Learning Group on CSPM within the Sufosec Alliance, which will shape VSF-Suisse’s priorities and course of action in this area.

B. Inclusion

In its way of operating as an organisation and throughout its interventions, VSF-Suisse subscribes to the aspiration set out in the Agenda 2063 of the African Union, that “Africa shall be an inclusive continent where no child, woman or man will be left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors”. **Leaving no one behind** (LNOB) is also the central, transformative promise of the 2030 Agenda for Sustainable Development.

Striving to reduce social and economic inequalities, VSF-Suisse notably:

- works with and for traditionally marginalized **pastoral and agro-pastoral communities** to improve their access to animal and human health services, their livestock production systems, and their connections to markets;
- mainstreams a gender perspective in all its interventions and contributes to **gender equality** by promoting women’s access to and control over resources (e.g., land, water, and livestock), supporting women’s income generating activities (e.g., dairy marketing), and fostering women’s participation in decision-making processes (e.g. through VICOBA/VSLA)
- promotes **youth empowerment** by integrating young people in agricultural development (e.g., through new technologies such as hydroponic fodder production) and creating jobs in rural and peri-urban areas.

C. Human Rights Based Approach (HRBA)

HRBA is a programming tool intended to strengthen the quality and focus of interventions. It thus offers a clear process for the analysis and assessment stage of programming that identifies who is left behind and why (with causality analysis, role analysis, and capacity gap analysis). HRBA is based on human rights obligations that countries have committed to and have a legal obligation to fulfil. HRBA is intrinsically linked to the principle of Leave no one behind (LNOB). The Sufosec Alliance’s Learning Group on HRBA proposes to address the concept of LNOB.

VSF-Suisse is engaged in including Human Rights in Food Systems, such as the Right to Food, and, in pastoral areas, the right to free movement. VSF-Suisse represents pastoralists within the Alliance and

in a SDC-funded project on HRBA in Food Systems led by Fastenopfer where we will gain experience in mainstreaming the Human Rights Based Approach into our programmes.

D. Environmental protection

VSF-Suisse has an ecological footprint at different levels: at the level of its offices and via VSF-Suisse staff (e.g., flights for field visits), and when implementing programmes and projects. Environmental protection therefore evolves around three types of measures, guided by the VSF-Suisse environmental protection action plan:

1. Measure type 1 - technical measures: investments and technical measures to improve the environmental performance of our organisation.
2. Measure type 2 - behavioural change: recommendations on staff behaviour in relation to the environment as outlined in the VSF-Suisse Code of Conduct
3. Measure type 3 - green programming: recommendations relating to the environmental impact of project activities, through the project management cycle.

XI. Organisational development

The VSF-Suisse strategy 2021-2024 defines five organisational development goals, as summarized in the Eisenhower matrix below. The matrix shows the importance and urgency of the five organisational development goals as a snapshot at the beginning of this strategy but are subject – according to their changing importance and urgency - to move thanks to a dynamic planning tool.

For each organisational outcome, we have defined milestones. Milestones are further broken down into different tasks, which, when accomplished, lead to the achievement of the milestones. VSF-Suisse defines the strategy implementation as a dynamic process. The organisation continuously questions itself and adjusts tasks and milestones.

Eisenhower Principle

		Urgency	
		High	Low
Importance	High	Investing in and benefiting from strategic partnerships Steady funding and financial flows	Governance and quality control
	Low	Nurturing the staff resource	Communication and visibility for change

A. Investing in and benefiting from partnerships

With an annual turnover of 8-10 million CHF over the past years, VSF-Suisse is a small player in the NGOs community in Switzerland and in its partner countries. Nonetheless, VSF-Suisse occupies a unique niche based on its technical expertise and long-standing experience of working in fragile contexts which is highly valued by partners and communities. Thanks to this unique technical experience - filling an important gap – VSF-Suisse acquires and implements humanitarian aid and development projects from big institutional donors such as the EU, SDC and USAID.

Working in fragile contexts - in line with the international standards in humanitarian aid and development - and more importantly providing high quality services to the people we work with, is a challenge for an NGO of our size. To address this challenge, VSF-Suisse builds on fruitful and successful partnerships with two main strategic partners, while at the same time contributing its unique expertise:

- **VSF International and its member organisations:** VSF-International is an international network of non-profit organisations working all over the world in the field of agriculture and livestock production, animal health and welfare, to support small-scale farmers. VSF-Suisse is one of the 12 members of VSF-International. Its strength is to channel members' efforts into more advocacy, visibility and harmonization of approaches. With VSF-Germany, VSF-Suisse

went a step further, and developed and currently implements a joint strategy for the Greater Horn of Africa.

- **The Sufosec Alliance** represents six Swiss NGOs (Aqua Alimentaria, Fastenopfer, Skat Foundation, Swissaid, VSF-Suisse and Vivamos Mejor) with a main focus on sustainable food systems and empowered communities. The Alliance joined forces for its 2021-2024 programme, supported and co-funded by the Swiss Agency for Development and Cooperation (SDC).

Working with these two strategic partners, VSF-Suisse seeks to share resources (e.g., staff and/or office premises), build synergies (e.g., join forces in security crisis management and joint M&E software) and leverage the quality, monitoring and impact of its work (e.g., joint policy papers and learning processes on key topics).

A. **Investing in and benefitting from partnerships**

To invest in and benefit from the strategic partnerships with the VSF-Int network and the Sufosec alliance, by working in a more cost-efficient way, using synergies and joint learning (thematic expertise) to achieve greater impact and jointly access additional financial resources

Milestones

- Efficient and effective implementation of the VSF-Int strategic paper 'Horizon 2025'
- Efficient and effective implementation of the joint VSF strategy for the Greater Horn of Africa 2019-2023
- Sufosec narrative & financial report for 2021-2022 approved by SDC and funds for 2023-2024 released
- Successful submission of the Sufosec international programme 2025-2028

In addition, we continuously work with a wide range of partners such as Swiss Veterinary Society, UN agencies, NGOs and universities in the Global North and Global South. For further information please refer to Annex E. Partners and Institutional Donors.

B. Steady funding and financial flows

VSF-Suisse is a non-profit organisation working in international cooperation with a mission to improve the wellbeing and resilience of vulnerable populations by promoting the health and productivity of their livestock within a sustainable environment. To fulfil its mission, VSF-Suisse receives earmarked and unearmarked funds from a wide spectrum of institutional and private donors. VSF-Suisse is grateful for these funds and contributions and uses them in the most efficient and transparent manner to achieve its strategic outcomes.

Most of the earmarked funds are acquired through a competitive process, often in a consortium with other implementing partners. The fact that VSF-Suisse wins such competitive calls is proof of the pertinence and quality of work VSF-Suisse does on the ground, as well as of mutual trust between partners and donors in Switzerland and in the countries we work. In recent years, VSF-Suisse started to invest in public fundraising: it further strengthened its relationship with the Swiss Veterinary Society and private veterinary practices; built up a close circle of friends (big and regular donors); and engaged in direct mail activities. The strategies for earmarked and unearmarked funds are successful and will be maintained during the new strategic cycle aiming at an increase per year of 5-10% for earmarked funds and an 10-20% increase for unearmarked funds. The latter will be achieved through

further professionalization of public fundraising and in proactively engaging in bequest marketing. Finally, at the core of this strategic cycle is the goal to bring the fund- and organisational capital into a healthy ratio. We want to achieve this milestone by employing extraordinary measures to substantially increase the organisational capital of the organisation.

B. Steady funding and financial flows

To have strong financial management & control systems, to have steady funding for project implementation and to increase unrestricted funds to ensure the financial sustainability of the organisation in the middle to long term.

Milestones

- A yearly 10-20% increase in public FR
- Achieve a healthy ratio between fund- and organisational capital, by substantially increasing the organisational capital
- Strengthen reporting to the public on the impact of our work
- Financial mgmt & control systems further professionalized (>95% of institutional audits at country and HO level with no recommendations)
- A yearly 5-10% increase of funding for project implementation
- Sufosec narrative & financial report for 2021-2022 approved by SDC and funds for 2023-2024 released
- Successful submission of the Sufosec international programme 2025-2028

C. Nurturing the staff resource

The biggest asset VSF-Suisse has is its workforce, its most valuable resource. Staff at head, country and field offices demonstrate a high identification with and outstanding commitment to the values and goals of VSF-Suisse. Regular Face-to-Face Senior Management Meetings and regional meetings over the past years have allowed staff to connect across offices and regions and foster collaboration to work towards common goals. For many, VSF-Suisse is more than an employer, it is a family. The first milestone to contribute to the strategic goal of *Nurturing the staff resource* is to uphold the unique family spirit and the good collaborations within and across offices and to continue to highly value the contributions of staff members.

Currently, VSF-Suisse does not have the financial resources to have a proper Human Resource Department. Thus, human resource issues at HO and country level are managed by the ED/CDs and the financial and administration managers. Notwithstanding this limiting factor, VSF-Suisse is eager to achieve a high staff satisfaction and retention rate. This will be achieved through competitive salaries as well as giving due attention to and investment in staff safety and security. Furthermore, staff members will have opportunities to continuously improve their skills and competencies through internal and external training opportunities.

The four milestones of nourishing the staff treasure are:

C. Nurturing the staff resource

To have highly motivated, committed and competent staff at all levels.

Milestones

- VSF-Suisse family spirit and the good collaborations within and across offices are upheld and contributions from staff are highly valued
- Country staffing is in line with the project portfolio and staff salaries are competitive with the INGO sector in the country

- Staff safety and security are guaranteed
Staff receive continued internal and/or external possibilities for training. Career development within the organisation is encouraged.

D. Governance and quality assurance

VSF-Suisse has made an important step in updating existing and developing new organisational policies and manuals. While key manuals such as the HR Policy and the Finance Manual and related procedures are fully implemented by staff at the head and country offices, a proper roll out of some key HR policy annexes is not yet completed. Thus, a milestone of the current strategic cycle is to fully implement the following policies: gender; the prevention of sexual exploitation, abuse, and harassment (PSEAH); and anti-fraud and corruption. The implementation of the latter two will be fostered by the implementation of our whistleblowing policy.

A key milestone of the current strategic cycle is the strengthening of the security management system at VSF-Suisse, encompassing the update of and complementing existing policies and procedures, the training of staff, and the proper management and reporting of critical incidents, according to the duty of care principle.

With regard to the quality of its work and the measurement of impact VSF-Suisse, with the new project cycle management manual, the strong ToC, the Results Framework and M&E guide, measures and communicates results not only at project but also at programmatic level. Moreover, it can consistently analyse and learn from these results to constantly improve its performance. This requires, however, a better definition, harmonisation and implementation of the key approaches used by VSF-Suisse.

Finally, the last strategic cycle allowed the organisation to move to a leaner Board structure, with fewer but more engaged members. A milestone of the current strategic cycle is the building up and transition to new leadership of the Board and further tapping of professional expertise of Board members.

D. Governance and quality control

To finalize and to implement the main governance documents of VSF-Suisse in order to respond to the highest expectations of donors, partners and the communities we work for in terms of transparency, accountability and quality of our work.

Milestones

- The organisation's highest governance structure is further professionalized
- The organisation's policies on anti-fraud and anti-corruption are implemented
- The organisation will have set up a PSEAH case management system at institutional and/or at country level
- The organisation's gender policy is implemented
- The quality of the programme as well as the measurement of its impact and the reporting thereof are further strengthened
- Staff safety and security are guaranteed
- VSF-Strategy 2021-2024 is implemented, monitored and evaluated
- VSF-Suisse key documents are updated on a regular basis

E. Communication and visibility for change

Communication plays an important role in support of the organisation's operational goals. It fulfils the mission of the organisation to raise awareness of communities' plight and the challenges they face and further supports the organisation's fundraising and marketing activities.

At the start of this strategy cycle, VSF-Suisse does not yet have a full communications infrastructure. Key elements are missing such as established media relations, a complete text and audio-visual catalogue and a full set of updated general publications (e.g. flyers, posters, and policy briefs). With the hiring of a junior communications officer in 2020, many larger gaps have started to be closed and major aspects of communications should be touched upon early in the strategy cycle.

As the organisation expands and grows, communication becomes even more important:

- The new levels of professionalisation achieved in operations must also be reflected in an equivalent growth and improvement in the organisation's communications' work. If communication does not mirror the standing of the operational work, it slows down the success of the organisation and may diminish relations with partners and donors.
- Achieving new levels of professionalisation also means higher accountability to the communities that the organisation serves. Communication as part of accountability must be in line with the operations' commitments.
- With growing operations comes increased need for funding, which is generated through marketing and fundraising activities, which, in return, are highly dependent on communications, both for visibility and for providing the building blocks required for fundraising and marketing.

The four milestones of work on communication and visibility for change are:

E. **Communication and visibility for change**

To further the organisation's mission and strengthen and boost the organisation's funding through planned and strategic communication, making use of all the available earned and owned channels and investing in paid channels.

Milestones

- Institutional partners feel informed about the organisation's activities and are motivated or have an increased motivation to continue partnership.
- Within our operating constraints, the maximum number of the public is informed about the issues VSF-Suisse faces, about VSF-Suisse as an organisation, and how they can become involved and be part of the change.
- Strengthen reporting to the public on the impact of our work
- Private and public donors feel well informed about the organisation's activities and are motivated or have an increased motivation to continue giving.

XII. Monitoring, Reporting and Risk Assessment

VSF-Suisse has adopted a monitoring guide on how to measure its indicators as stated in the Results Framework. The monitoring guide, an integral part of the PCM, distinguishes between basket indicators, qualitative and quantitative indicators and each indicator is outlined with sufficient details. The underlying principles are: i) integrated monitoring and reporting; ii) results-based project cycle management; iii) being a learning organisation, and iv) gender disaggregation. Importantly, rolling out our Results Framework with monitoring of its indicators will a) serve as a reference base for the strategy 2021-2024, b) ensure that VSF-International and Sufosec indicators are retained (i.e. data collected at project level is also reported to Sufosec and VSF-International); and c) ensure monitoring and reporting is structured on four levels: projects, country programmes, VSF-Suisse Results Framework, linked to Sufosec's Results Framework. The risk assessment is in Annex D. Risks and mitigation measures are monitored on a regular basis.

ANNEXES

A. Key facts & figures per country

Key Indicators	Mali	Togo	South Sudan	Ethiopia	Kenya	Somalia
Population ⁸	19.7m	8.1m	11.1m	112.1m	52.6m	15.4m
Per capita GDP ⁹	890.7	675.5	1,119.7	857.5	1,816.5	126.9
Human Development Index rank	184	167	186	173	147	Not ranked
Number of people living in extreme poverty ¹⁰	7.5m	3.8m	11.1m	37.2m	37.2m	13m
Prevalence of stunting in children under 5 years ¹¹	30%	28%	n/a	38%	26%	n/a ¹²
Prevalence of wasting in children under 5 years ¹³	14%	7%	n/a	10%	4%	n/a
Number of people requiring food assistance ¹⁴	4.3m	~22%	5.5m	8m	n/a	2.7m
Young people as percentage of total population ¹⁵	47%	41%	42%	40%	39%	46%
Percentage of people living in rural areas ¹⁶	57%	58%	n/a	79%	73%	55%
Number of IDPs ¹⁷	208,000	2,000	1,352,000	1,414,000	162,000	2,648,000
Mobile phone subscriptions per 100 people ¹⁸	115	77	33	37	104	51
Percentage of population using the internet ¹⁹	13%	12%	8%	19%	23%	2%
Agriculture contribution to GDP ²⁰	37%	23%	n/a	34%	34%	n/a
Employment in agriculture ²¹	63%	38%	n/a	66%	54%	83%

⁸ <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=ZG>

⁹ <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=ZG>

¹⁰ <https://worldpoverty.io/map>

¹¹ FAO, IFAD, UNICEF, WFP and WHO. 2019. The State of Food Security and Nutrition in the World 2019. Safeguarding against economic slowdowns and downturns. Rome, FAO.

¹² Another source (<https://www.indexmundi.com/facts/indicators/SH.STA.STNT.ZS/rankings>) has a stunting rate of 25% for Somalia in 2009

¹³ FAO et al (2019).

¹⁴ <https://www.wfp.org/countries>

¹⁵ <https://data.worldbank.org/indicator/SP.POP.0014.TO.ZS>

¹⁶ https://www.theglobaleconomy.com/rankings/rural_population_percent/

¹⁷ <https://data.worldbank.org/indicator/VC.IDP.TOCV>

¹⁸ <https://data.worldbank.org/indicator/IT.CEL.SETS.P2>

¹⁹ <https://data.worldbank.org/indicator/IT.NET.USER.ZS>

²⁰ https://www.theglobaleconomy.com/rankings/Share_of_agriculture/

²¹ https://www.theglobaleconomy.com/rankings/Employment_in_agriculture/

B. Results Framework

VSF-Suisse's Result Framework defines three outcomes for the period to 2024. It further includes outputs and flagships (see Chapter VII). The general structure of the Results Framework is shown below: Three outcomes with outcome indicators; each outcome has three outputs with indicators; transversal approaches with transversal indicators relate to all outcomes and output; and a flagship activity per outcome with indicators. The indicators to measure the achievements of outcomes, outputs and flagship activities are shown in Annex C with more details on those indicators retained from strategic partners VSF International and Sufosec.

Overall Outcome			
Outcomes	Increased food security due to access to diversified food all year round based on the promotion of sustainable food systems		
	Outcome 1	Outcome 2	Outcome 3
	Improved performance of animal and human health systems in underserved communities	Improved smallholder and livestock production systems and natural resource management	More inclusive and improved market systems with trained market stakeholders and responsive service providers
Transversal Approaches	Capacity development		
	Nexus approach		
		Agroecology	
Transversal Indicators	[VSF Int (5)] Number of households direct beneficiaries		
	[VSF Int (10)] Number of people improving their professional and/or life skills thanks to empowerment, capacity building or income generation		
	[SuFoSEC (3.A.3)] Number of persons enrolled in new or better vocational training		
	[SuFoSEC (4.T.2)] Number of partner organisations having improved their organizational capacities.		
	[SuFoSEC (1.T.2)] Number of persons reached in emergency situations (assets/ basic services)		
	[SuFoSEC (3.T.1)] % of women in leadership positions at the level of partner organisations.		
	[SuFoSEC (2.T.1)] % of men and women with moderate or severe food insecurity in the targeted population based on the FAO Food Insecurity		
Outcome indicators	Outcome 1	Outcome 2	Outcome 3
	1. Proportion of target population (hhs) that is reached with at least 1 health contact (human/animal) per annum. (Numerator and denominator must be provided for aggregation purpose)	[SuFoSEC (2.T.1)] % of men and women <u>producers</u> with moderate or severe food insecurity in the targeted population based on the FAO Food Insecurity Experience Scale.	[SuFoSEC (1.B.2)] Number of women and men having significantly improved their access to economic resources.
	2. <u>Qualitative</u> relevant examples of improved performance of health systems due to One Health approach.	<u>Qualitative</u> relevant examples of improved production systems and independent copying in of good practices	[SuFoSEC (2.T.2)] <u>Estimation</u> of the number of women/men consuming food products from sustainable food systems (limited to VSF market intervention).
	3.		<u>Qualitative</u> relevant examples of cooperative or economic groups that have been created independently from VSF support following the same approaches

C. Results Framework Indicators

VSF-Suisse's Monitoring Guide first gives an overview on principles, structures and tools before listing all indicators that are further hyperlinked to additional information: Type of indicator (project level indicator or basket indicator), Unit of measure, Type of value (qualitative or quantitative such as number and proportion), Definitions inherent to the indicator, Data source/data collection method; Frequency of data collection, and Further remarks.

Transversal indicators		[Source] {Basket indicator with}
0.1	Number of households direct beneficiaries	[VSF Int (5)]
0.2	Number of people improving their professional and/or life skills thanks to empowerment, capacity building or income generation activities	[VSF Int (10)]
0.3	Number of persons enrolled in new or better vocational training	[SuFoSEC (3.A.3)]
0.4	Number of partner organisations having improved their organisational capacities.	[SuFoSEC (4.T.2)]
0.5	Number of persons reached in emergency situations (assets/ basic services).	[SuFoSEC (1.T.2)]
0.6	% of women in leadership positions at the level of partner organisations.	[SuFoSEC (3.T.1)]
0.7	% of men and women with moderate or severe food insecurity in the targeted population based on the FAO Food Insecurity Experience Scale.	[SuFoSEC (2.T.1)]
Outcome 1 – Improved performance of animal and human health systems in underserved communities		
1.1	Proportion of target population (hhs) that is reached with at least 1 health contact (human or animal) per annum. (Numerator and denominator must be provided for aggregation purpose)	
1.2 (QL)	Qualitative relevant examples of improved performance of health systems due to One Health approach.	
Output 1.A - Improved quality and access to animal health services		
1.A.1	Number of livestock keepers who gained access to animal health services	[VSF Int (8)] {SuFoSEC (1.A.1)} ¹
1.A.2	Number of animal health professionals supported	[VSF Int (7)]
1.A.3	Number of animals treated (humanit./dvt)	[VSF Int (6)]
Output 1.B - Increased intersectoral synergies of health services (One Health)		
1.B.1	Number of VSF-Suisse intersectoral projects* which show synergies with health services during the last year.	
1.B.2 (QL)	Qualitative examples and case studies published on use of synergies	
Output 1.C - Increased access to community health services		
1.C.1	Number of women and men with new access to integrated** health services (human, animal & environment).	[SuFoSEC (1.A.1)] ¹
Flagship 1 - Trained Community Animal Health Workers (CAHWs)		
1.FS.1	Number of newly trained/followed up CAHWs (m/w)	
Outcome 2 – Improved smallholder and livestock production systems and natural resource management.		
2.1	Percentage of men and women <u>producers</u> with moderate or severe food insecurity in the targeted population based on the FAO Food Insecurity Experience Scale.	[SuFoSEC (2.T.1)]
2.2 (QL)	Qualitative relevant examples of improved production systems and independent copying in of good practices	
Output 2.A – Improved socially adapted production strategy with strengthened local organisations		
2.A.1	Number of women and men newly implementing at least one agroecological farming practice (agricultural/livestock).	[SuFoSEC (2.A.1)]
2.A.2	Number of women and men having increased the number of income sources.	[SuFoSEC (1.B.1)]

Output 2.B – Improved use of and access to appropriate technologies		
2.B.1	Number of women and men having newly adopted appropriate added value technologies and tools	
Output 2.C – Improved capacities in and use of sustainable NRM for livestock and agriculture production [SuFoSEC 2.B]		
2.C.1	Number of women and men having improved their capacities in natural resource management (water – forest – land) or climate change issues.	[SuFoSEC (2.B.1)]
2.C.2	Number of women and men benefitting from sustainable natural resources management practices, including concrete climate change adaptation measures (including DRR strategies)	[SuFoSEC (2.B.2)]
Flagship 2: Increased sustainable fodder production		
2.FS.1	Number of Hectares of land under fodder production.	
2.FS.2	Number of Strategic fodder demonstration units established/supported.	
Outcome 3 – More inclusive and improved market systems with trained market stakeholders and responsive service providers.		
3.1	Number of women and men having significantly*** improved their access to economic resources.	[SuFoSEC (1.B.2)]
3.2 (ES)	Estimation of the number of women/men consuming food products from sustainable food systems (limited to VSF market intervention).	[SuFoSEC (2.T.2)]
3.3 (QL)	Qualitative relevant examples of cooperative or economic groups that have been created independently from VSF support following the same approaches.	
Output 3.A – Increased market systems actors' capacity to fulfil their role (including value addition processing)		
3.A.1	Number of women and men trained in improved practices of local food transformation	[SuFoSEC (2.C.1)]
3.A.2	Number of women and men trained in marketing / packaging / labelling of local food	[SuFoSEC (2.C.2)]
Output 3.B – Growing number of value chain actors		
3.B.1	Mean number of cooperative and economic group members (numerator and denominator must be provided: number of members / number of cooperatives and economic groups).	
3.B.2	Number of economic groups developing marketing/packaging activities.	
Output 3.C – Increased advocacy on regulation framework		
3.C.1	Number of stakeholder dialogue processes involving <u>government</u> and value chain/market actors about regulation issues.	[SuFoSEC (3.C.1)] ²
3.C.2 (QL)	Qualitative relevant examples of successful regulation changes in favour of small market actors.	
Flagship 3 - Increased local milk economy		
3.FS.1	Number of litres milk sold through the value chain in project region during the last 12 months.	
3.FS.2 (ES)	Estimation of # women/men who work on milk economy in project region.	

D. Risk Assessment

Contextual risks

Risk Description	Probability rating (1-3)	Mitigation measures
Resource based conflicts increase due to degradation of rangeland, climate change, intrusion into "traditional pastoral space" by industry, tourism, mining, etc.	3	Continuous assessment of the context and dialogue with main stakeholders. Training on and mainstreaming of Conflict-Sensitive Programme Management and respect of the "do no harm" principle.
Political change, fragility and civil unrest pose a risk to VSF-Suisse's operations in all countries. The impact can range from short term suspension of activities to withdrawal from an operational area or country	2	VSF-Suisse will constantly monitor and assess the political situation in all countries of operations together with the main stakeholders to determine if operations are still possible.
Impact of climate change on programme implementation, through extreme weather events such as droughts and floods leading to an increase in disease outbreaks and malnutrition. Climate impacts often combine with protracted crisis situations.	3	Project design directly minimises these risks for communities through crisis modifier, (triple) nexus & resilience building strategies and asset protection.

Programmatic risks

Risk Description	Probability rating (1-3)	Mitigation measures
Insecurity may force communities and project staff to move to different locations, with a negative impact on achieving project goals or, in serious cases, forcing the organisation to close down a project.	2	Close collaboration with communities and local authorities has created trust and allows VSF-Suisse to implement projects even in critical times. Furthermore, the organisation currently works on strengthening its staff safety and security management.
Corruption, fraud, and misuse of funds would seriously hamper VSF-Suisse's reputation, lead to mistrust of communities and donors and force project closure.	1	VSF-Suisse developed a new anti-corruption and anti-fraud policy in 2019. An action plan is available to ensure that the policy is known to and applied by all staff.

Institutional risks

Risk Description	Probability rating (1-3)	Mitigation measures
Transaction costs and organisational disagreements with the two main strategic partners outweighing the benefits of collaboration	2	Identify areas with high potential to add value at programmatic and thematic levels. Regular and transparent exchanges on joint objectives.
<p>High donor dependency, as all VSF-Suisse projects are funded by external donors. If a major donor were to withdraw this could lead to the closure of the associated projects.</p> <p>Exchange rate losses due to devaluations of local currencies.</p>	1	<p>VSF-Suisse follows a multi-donor and multi-sector approach and therefore does not depend entirely on one source of funding and allows for continuation when one donor withdraws.</p> <p>VSF-Suisse has a fund for extraordinary risks to absorb potential losses at the end of year.</p>
Insufficient human resources to manage a growing portfolio.	2	VSF-Suisse's major strength is its highly qualified and motivated staff who have experienced periods of high pressure before. VSF-Suisse is constantly investing in staff capacity and has budgeted for more human resources.

E. Partners and institutional donors

Partners

In the current development and humanitarian context, there is a tendency towards large scale projects covering multiple sectors (through calls for proposals or tenders), which cannot be answered by a single organisation alone, hence alliances, partnerships and the formation of consortia are required.

VSF-Suisse is a highly valued partner in project implementation due to its technical expertise and innovation. The professionalism and expertise of VSF-Suisse are well recognised. In order to expand its project portfolio, VSF-Suisse will continue to contribute to and actively look for opportunities to build strong coalitions and/or consortia that can apply for large scale multi-sector projects.

There are four main types of partners (adapted from the VSF joint strategy for the Greater Horn of Africa 2020-2024):

- **International NGOs** – complementing VSFs-Suisse’s professional livestock and livestock related livelihoods expertise in multi-sectoral projects and consortia; in the context of One Health, this includes organisations with human health, NRM, environmental protection and DRM/DRR expertise, for example Amref Health Africa/Italia (former CCM), and NRC.
- **Local NGOs, local government (e.g. County Government in Kenya), public veterinary services and line ministries** – for successful implementation and in line with VSF-Suisse’s crucial role in capacity enhancement;
- **Professional partners** – including members of veterinary and livestock associations, and livestock forums, for example the Swiss Veterinary Society; and
- **Research institutions** – especially in livestock research and the context of One Health, for example ILRI, KARI, ICRISAT, Swiss veterinary faculties, HAFL, and the Swiss Tropical Institute in Basel.

Institutional donors

VSF-Suisse follows a multi-donor and multi-sector approach. The main donor types include the following:

- **Institutional donors:** Swiss Development Corporation (SDC); United States Agency for International Development (USAID/BHA); European Union/ Commission (EU/EC); Global Affairs Canada (GAC)
- **UN agencies:** Food & Agriculture Organization (FAO); United Nations Children’s Fund (UNICEF); United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
- **Charities/ Foundations/ Trusts:** The Brooke; Biovision Foundation.

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Des animaux sains, des humains en bonne santé, un environnement durable.