

Joint VSF Strategy for the GREATER HORN OF AFRICA 2020-2024



VSF Germany
Member of VSF International



**VÉTÉRINAIRES
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THE VSFs IN THE GREATER HORN OF AFRICA

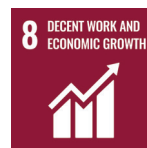
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- 1) Kenya
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The humanitarian and development organisations VSF Germany and VSF-Suisse have operated in the Greater Horn of Africa since the late 1990s, with a combined presence in Kenya, Somalia, Sudan, South Sudan, Ethiopia and seeking entry into Uganda, Eritrea and Djibouti.

The VSFs share the common vision to transform the lives of vulnerable populations whose lives depend on agriculture, especially livestock through enhanced access to services, resources and opportunities to attain sustainable development in a stable, peaceful and intact environment.



A JOINT STRATEGY

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

A working group (WG) of four senior program staff each of VSF Germany and VSF-Suisse, under the guidance and consultations with the senior management team of the VSFs, and supported by contracted consultants led the development of the strategy.



*Workshop to develop the joint VSF strategy for the Greater Horn of Africa.
Nairobi in November 2018.*

CONTEXT AND NEEDS IN THE GREATER HORN OF AFRICA

The region has a great variety of climates and is prone to recurrent hazards adversely affecting livelihoods and food security.

Address the needs of (agro-)pastoralists and contribute to the sustainability of pastoralism

- **Livestock production:** Ravages of climate change, especially droughts are increasing in frequency, duration and severity, negatively impacting on pastoral livelihoods, incomes, resilience and local, national and regional economies.
- **Agricultural production, food insecurity and malnutrition:** Low agricultural productivity is manifested in cyclic food deficits that cause food insecurity and malnutrition among children <5 years. Low production also leads to attrition of livelihood assets including livestock.
- **Livelihoods, incomes and women and youth empowerment:** Pastoral livelihoods face threats of productive assets loss associated with resource-based conflicts and climate change effects. Unemployment among the youth is very high and access to resources, opportunities and skills by women is constrained.
- **Environmental concerns:** Environmental hazards are manifested in over-exploitation of the natural resources and resource-based conflicts.





- **Public Health Concerns:** The region experiences high prevalence of endemic zoonotic diseases such as Rift valley Fever, Anthrax, Brucellosis, and Rabies. Antimicrobial resistance concerns are a threat to human and livestock populations.
- **Animal Welfare Concerns:** The predominant livestock production and marketing systems present critical challenges to the welfare of animals that require intervention measures in tandem with the drive to enhance production, productivity and marketing. Ravages of climate change, especially droughts are increasing in frequency, duration and severity, negatively impacting on pastoral livelihoods, incomes, resilience and local, national and regional economies.
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A photograph of a smiling man with dark skin, wearing a light-colored, long-sleeved button-down shirt and trousers, sitting on the ground. He is holding a rope attached to two goats. One goat is brown and the other is white. The background is a dry, dusty landscape under a bright sky. A red horizontal bar is overlaid on the top left of the image.

STRATEGIC AND PARTNERSHIP OBJECTIVES

Strategic objectives: What we want to achieve

1. Eradication of peste des petits ruminants (PPR) and control of other transboundary animal diseases (TADs);
2. Improved health and wellbeing outcomes through applying the One Health-approach with special focus on antimicrobial resistance (AMR), zoonotic neglected tropical diseases (NTDs), natural resource management (NRM) and poverty-related diseases (PRD);
3. Improved smallholder livestock value chains in the rain-fed high agricultural potential areas;
4. Effective emergency livestock response and humanitarian assistance.

Partnership objectives: How to improve our collaboration

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

Cross-Cutting Issues

- **Gender Sensitivity:** A strong engagement of women and the youth has proven to have a significantly positive influence on household nutrition which is important in many countries affected by malnutrition and food insecurity.
- **Protection:** Support the most vulnerable among the target population to reduce and/or cope with threats like sexual and gender-based violence among others. The VSFs will scale these up and enhance joined lobbying and advocacy.
- **Conflict Sensitivity:** Integrate conflict-sensitive approaches to mitigate conflicts and promote good governance. Upscaling of activities and more prominent advocacy on this area of intervention is highly prioritized in programming by the VSFs.
- **Animal Welfare:** The provision of emergency feed, water and shelter during droughts; and sustained awareness on safe and humane handling of animals in transit and at slaughter places all contribute to the five aspects (freedoms) of animal welfare.
- **Environmental sustainability:** Engage in advocacy on the relationship between pastoralist livestock, climate change and the environment. The contribution of pastoralist production systems towards providing valuable animal source foods in a low-carbon sustainable manner while also preserving dryland ecology must be adequately addressed in the current very complex policy discussions.



IMPLEMENTATION OF THE STRATEGY

Governance

Operational functions will be steered by management and governance structures that comprise the Regional Steering Committee (RSC), the Country level Steering Committee, the Executive Steering Committee and Ad hoc Working Groups that shall perform special tasks under the guidance of the RSC.

Communication

Reliable channels for information sharing and effective communication between staff members of the two organizations will be established and streamlined.

Reliable channels for information sharing and effective communication between staff members of the two organizations will be essential to the successful implementation and delivery of this partnership strategy.

Key staff members shall use their leadership role to constantly inform and communicate to their teams the objectives and status update of the joint strategy and live the spirit of collaboration.

Resources

Human and financial resources will be mobilized to leverage on the cost effectiveness of shared costs.

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

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

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

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



MONITORING AND EVALUATION OF THE STRATEGY

Monitoring and Evaluation: a robust and joint MEAL system

- Track progress and performance indicators that were assigned to the development and partnership objectives.
- Track the learning of lessons.
- Identify and tack risks in order to circumvent or mitigate them.
- Ensure effective interactions among the strategic thrusts so as to capture synergies among the VSFs and avoid duplication of effort.
- Partnerships and alliances to leverage on the expertise and other resources needed to deliver on its development and partnership objectives.
- The partnerships will enable the VSFs to “do more with less” and achieve recognition of expertise and excellence in their niche sectors of intervention.





PARTNERSHIPS FOR IMPLEMENTATION

The VSFs shall actively engage in key regional partnership platforms and networks that bring together key stakeholders such as IGAD and AU-IBAR to share perspectives and develop coordinated approaches and strategies.

The VSFs shall need to be innovative in building effective partnerships and alliances to leverage on the expertise and other resources needed to deliver on its development and partnership objectives.

The partnerships will enable the VSFs to “do more with less” and achieve recognition of expertise and excellence in their niche sectors of intervention.

Current Partners and Donors





THANK YOU



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