



One Health & Development Initiative

# **STRATEGIC PLAN**

**2021 – 2025**

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## ABBREVIATIONS AND ACRONYMS

AMR	Anti-Microbial Resistance
BOA	Board of Advisors
CAC	Corporate Affairs Commission
CDC	Center for Disease Control
CSR	Corporate Social Responsibility
FAO	Food and Agriculture Organization
FY	Fiscal Year
HR	Human Resource
IPs	Implementing Partners
KM	Knowledge Management
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MIS	Management Information Systems
NGO	Non-governmental Organization
NTDs	Neglected Tropical Diseases
NZDs	Neglected Zoonotic Diseases
OHDI	One Health and Development Initiative
OIE	Offices Internationales des Epizootes
SMT	Senior Management Team
SP	Strategic Plan
WHO	World Health Organization

## EXECUTIVE SUMMARY

One Health and Development Initiative (OHDl) is a registered nonprofit organization based in Nigeria that works to promote education, advocacy, and community-based solutions to correlated issues of human, animal, environmental, and ecosystem health through a One Health approach. Our mission is to inform the public, advocate in spaces, and implement solutions to human, animal, environmental, and ecosystem health through an integrated One Health approach. We believe that public health issues are intertwined across human, animal, environmental, and ecosystems thereby requiring a holistic approach to effective and sustainable solutions. Therefore, in implementing our various programs/projects the core values of “One Health” are integrated to achieve effective results in health promotion and sustainable development.

The organization has identified 7 key One Health outcomes and programmatic areas through which it will design and implement its projects. These include Zoonoses, Animal Welfare, Food Security, Environmental Health, Conservation and Biodiversity, and Antimicrobial Resistance (AMR). To effectively manage these programs, OHDl will implement relevant community-based projects and research, while utilizing media, advocacy, and technology tools for its intended impact.

OHDl started in February 2016 as a health blog – ‘MyAnimal, MyHealth’ – before its eventual scale-up and registration as a nonprofit in June 2019. Since then, the organization has been engaging in several impact activities and projects that addressed key public and One Health issues. In the fiscal year, 2020, the organization implemented two funded projects [Project PAWN](#) and [Project CED](#); the project activities [One Health Advocacy and Mentorship \(OHAM\) Program](#) and [One Health Photo Competition](#); and researched specified topics.

In this Strategic Plan, OHDl identified and clarified its strategic goal which is to establish a sustainable and integrated system for Humans, Animals, environmental and ecosystem Health through the One Health approach. To achieve this goal in the strategic period 2021 – 2025, a Results Framework was established which details relevant and corresponding strategic objectives, intermediate results, and outputs. The progress and achievements of the Results Framework will be measured through the detailed Indicator and Assumptions table.

This Strategic Plan also includes a SWOT Analysis, Risk Plan, and institutional priority actions for the strategic period. The plan further provides guidelines for fundraising and the expected human resource framework that would support and contribute to achieving the strategic goal.

This Strategic Plan will serve as the priority guide for managing OHDl's organizational system, programming, and stakeholders for sustainable impact. The Strategic Plan has been approved by the Board of Advisors and will be reviewed in line with the specified appraisal plan.

## BOARD AUTHORIZATION

The Strategic Plan (2021 – 2025) was developed by Dr. Kikiope Oluwarore-Isedowo and was approved in December 2020 by the following members of the Board of Advisors of One Health and Development Initiative (OHDl).

- Dr. Laura Kahn (Board Chair)
- Professor Folorunso Fasina
- Dr. Temitope Sogbanmu
- Dr. Olutayo Babalobi

## ORGANIZATION DESCRIPTION AND BACKGROUND

One Health and Development Initiative (OHDI) is a nonprofit organization registered in Nigeria by the Corporate Affairs Commission (CAC) with the number CAC/1T/130955. The organization works to promote education, advocacy, and solutions to correlated issues of human, animal, environmental, and ecosystem health using the integrated “One Health” approach. OHDI started initially in February 2016 as a blog called ‘MyAnimal, MyHealth’ by Dr. Kikiope Oluwarore-Istedowo, a veterinarian and public health professional. The blog promoted news and information on related topics of veterinary practice, animal health, and public health. As the blog gained traction and publicity, the work expanded to implementing major public health media projects that promoted investigated, reported, and promoted education and media advocacy on correlated issues of animal and human health. Notable examples of this work included the Project Abattoir Nigeria (2017) funded by Code4Africa’s [ImpactAFRICA program](#) which produced the published story series

1. [Something Dreadful is happening at Ibadan Abattoir](#),
2. [For the love of meat, You must read this](#), and
3. [Unhealthy Abattoirs in Nigeria, recommendations, and solutions](#);

It also included Project Fish and Oceans (2018) supported by [Internews’ Earth Journalism Network \(EJN\)](#) which produced the story – [Nigeria: Importing fish amidst abundant ocean resources; the paradox of a nation](#).

This build-up of impact projects led to an eventual scale-up to establishing the nonprofit organization that it is today. In June 2019, One Health and Development Initiative (OHDI) was institutionalized and officially registered as ‘Orore One Health and Development Initiative’ with the CAC. In addition to being institutionalized, OHDI’s vision has been encompassed to accommodate identified key outcomes of One Health that collaboratively promote human, animal, environmental, and ecosystem health. These include Public Health and Zoonoses; Animal Health and Welfare; Agriculture and Food Security; Environmental Health; and Wildlife Conservation and Biodiversity. In recognition of its work and presence, OHDI has been included as one of [One Health Commission’s resource centers/organizations](#) working to advance the tenets of One Health around the world

### **Vision Statement**

To be the foremost organization promoting education, advocacy, and collaborative solutions to public health and sustainable development through the One Health approach.

### **Mission Statement**

Our Mission is to inform the public, advocate in spaces and implement solutions to human, animal, environmental, and ecosystem health through an integrated One Health approach.

## Values Statement

Our values statement depicts the manner and conduct of our internal staff, volunteers, and stakeholders and how they should carry out activities with external stakeholders. These value statements should be regularly referenced by all members of the Board and SMT to guide others on the nature of how the organization should operate and, on the values, recognized and adhered to by OHDI.

The following are our 5 main values and the organizational culture we live by;

- ***Teamwork and Collaboration*** – which is a key feature of the One Health Approach, for good working relationships and optimum work outputs.
- ***Integrity*** – promoting and adhering to honesty and strong moral principles.
- ***Accountability*** – to our internal and external stakeholders including the Board and Executive, staff and volunteers, communities, funders, and other relevant stakeholders.
- ***Excellence*** – ensuring that our work outputs are of high quality and effective, with efficient use of resources and making the maximum impact to all stakeholders.
- ***Community*** - promoting a sense of belonging, movement building, and stakeholder ownership of our work and impact.

## OVERVIEW OF PROJECTS AND ACTIVITIES FISCAL YEAR 2020

The organization currently implements two funded projects which include the following;

1. [Project PAWN \(Promoting Animal Welfare in Nigeria\)](#) - funded by Animal Kind International (AKI), the project is working to promote humane education and access to animal health services, especially in remote agrarian communities.
2. [Project CED \(Conservation Education\)](#) funded by the British Ecological Society (BES), the project is building the knowledge and capacity of members of a Niger-Delta community on conservation science, environmental and ecosystem management practices for sustainable livelihood.

In 2020, the organization also implemented (unfunded) project activities that have now been established to take place periodically. These projects will support the ideals of the organization in promoting awareness, education, and garnering support for One Health on the local and global scale. These particularly include;

1. [One Health Advocacy and Mentorship \(OHAM\) Program](#) – which is an annual educational program that engages select students and young professionals who are in existing One Health professions in virtual One Health learning, media advocacy, mentorship, and implementation of community projects. The pioneer cohorts of the OHAM Program in 2020 were restricted to Nigerians only. However, it is expected that subsequent editions will be extended to a more global and diverse audience.
2. [One Health Photo Competition](#) – is a quarterly photo competition that is engaging photographers and artists to promote image work of arts with One Health messages or which showcase an interaction between human, animal, plant, or the environment.

In 2020, the organization is also partaking in and concluding Research work, and these include:

1. [COVID-19 information Research](#) is a research study designed and implemented to understand COVID-19 information and sources among the general public specifically in Nigeria and will inform designing better health communication strategies – especially during a pandemic.
2. Systematic Review of Zoonotic Infections in Nigeria (2000 to date) which is being conducted in coordination with some select fellows of the OHAM Program.



## OUR CONTEXT OF WORK

### **Problem Analysis**

In the last decade and more, there has been an increasing upsurge of novel, existing, and emerging infectious disease outbreaks in humans and animals, with several environmental disturbances globally and locally in our communities. These have sparked increased interest in the intricate relationships between human, animal, environmental, and ecosystem health.

Zoonotic diseases – which are diseases transmitted from humans to animals and vice versa – have increased in incidence and prevalence across the world. According to reports from the [WHO \(2020\)](#) and [CDC \(2017\)](#), zoonoses comprise 60% of all known infectious diseases and are now 75% of all new or emerging infectious diseases. Prominent examples include Ebola, Lassa fever, Tuberculosis, Rabies, Malaria, Influenza, Worm infections, COVID19, and even HIV which originated from animals.

Animal health diseases such as Rinderpest in Cattle, Swine flu in Pigs, Avian influenza in Poultry, and Parvovirus in Dogs persist and cause great economic losses. This particularly affects rural African communities and developing countries where livestock farming remains a major source of livelihood and food security.

As an added complication, our environmental sustainability is being negatively impacted by poor conservation, environmental pollution, and unsustainable agricultural practices. These have led to several issues that include diminishing wildlife, polluted marine and land ecosystems that cannot sustain life anymore, increased risk of occurrence and transmission of zoonoses, increasing climate changes, and incessant natural disasters such as droughts and flooding which threaten food security and sustainable livelihood.

Furthermore, antimicrobial resistance has been declared a major public health threat that is actively being transmitted across and impacts humans, animals, and the environment we live in.

It is apparent that this interconnected relationship between human, animal, environmental, and ecosystem health is a major contributor to public health and sustainability of life as we know it ([Rabinowitz and Conti, 2013](#)). Therefore, there is a need for widespread education, advocacy, and implementation of a practical integrated method of solving health and development issues through the One Health approach. In Nigeria and Africa as a whole, the One Health approach is even more pertinent because of our failing systems in health and development and the seeming segregation of allied health professions ([Zinsstag et al, 2005](#); [Spencer et al, 2018](#)) which limits collaboration among professionals. In addition, it seems the growing movement of One Health – though being touted globally is yet to receive adequate and necessary attention and momentum by all relevant stakeholders/sectors.

## **Our Proposed Solution**

With the fact that the achievement of sustainable health and development depends on the inter-connected triads of human, animal, environmental, and ecosystem health, there is an urgent need for a holistic, cohesive, and sustainable approach to implementing relevant solutions. The One Health approach has been presented as that which will ensure multi-sectoral and trans-disciplinary collaborations to achieving optimal and sustainable health outcomes between humans, animals, plants, and their shared environment. And over the last few years, One Health has garnered support as the verified approach to sustainable health and development by industry professionals and institutions including WHO, CDC, FAO, and OIE ([WHO, 2010](#); [Spencer et al, 2018](#), [CDC, 2020](#)).

Therefore, OHDI is dedicated to promoting and fostering this ideal among stakeholders and ensuring its practical implementation in communities and countries by promoting One Health education, collaboration, advocacy, and solutions across human, animal, environmental, and ecosystem health issues. In implementing our various activities, the core values of “One Health” will be consistently integrated to achieve sustainable results in health promotion and sustainable development.

## **Focus areas (One Health Outcomes)**

Based on the connected triads of human, animal, environmental, and ecosystem health and the integrated impact of the One Health approach, we have identified 7 major inter-connected areas and scope of work in which OHDI will focus its programming. In the context of our work, we also consider them the key One Health Outcomes.

- **Zoonoses** – This particularly includes programs and research in the control and prevention of zoonoses diseases of public health importance; including Neglected Zoonotic Diseases (NZDs) and emerging zoonoses.
- **Animal Welfare** – Promoting knowledge and building the capacity of pet and livestock owners on good animal welfare practices while improving their access to quality animal health services. This is particularly important for remote and marginalized agrarian communities who are often in close interaction with animals but often lack access to quality animal health services.
- **Agriculture and Food Security** – Advancing sustainable agricultural practices that will improve farm productivity, guarantee food security, and promote sustainable livelihood for farmers and communities.

- **Environmental Health** – Maintaining the health of land and aquatic environments through the promotion of sanitation, hygiene, and good waste management practices, and promoting the recovery of polluted environments.
- **Wildlife Conservation and Biodiversity** – Promoting knowledge and appreciation of Wildlife biodiversity and practical implementation of good conservation practices – particularly important for rural marginalized communities with highly biodiverse land and marine ecosystems.
- **Antimicrobial Resistance** – Promoting public awareness and education on the rising public health threats of AMR and ensuring best practices are implemented by stakeholders in its control and prevention.

### Implementation Strategies

We have identified key strategies that are deemed effective in achieving our goals in utilizing the One Health approach to promote integrated human, animal, environmental, and ecosystem health. These include the following;

- **Community-based Projects** – Implementation of community-based projects that fall under our respective programmatic focus areas. We would ensure that projects are relevant and directly meet the core needs of the target communities.
- **Media** – Utilization of online and traditional media tools to promote news, information, education, awareness and advocacy on relevant and contending One Health issues.
- **Advocacy and Policy Influencing** – Engaging policy-makers and influencers at local, state and national levels, and advocating for the establishment and implementation of relevant policy framework and laws that would achieve our respective programmatic goals and the overall goal of One Health.
- **Research** – Conducting and promoting scientific research to inform evidence-based solutions that would advance One Health outcomes and help us achieve our programmatic goals. This can be conducted internally within the organization or in collaboration with external stakeholders, institutions, and organizations.
- **Technology** – Utilization and integration of new and existing technology platforms that can facilitate the organization’s work in promoting relevant information and facilitating service delivery.

## STRATEGIC FRAMEWORK

### Strategic Goal

The strategic goal of the organization is to establish a sustainable and integrated system for Humans, Animals, environmental and ecosystem Health through the One Health approach. We are committed to achieving the key identified **One Health outcomes** within our scope of work which include control and prevention of zoonotic diseases, improved animal health, and welfare, sustainable livestock farming, improved environmental health, and conservation.

### Results Framework

GOAL	STRATEGIC OBJECTIVES	INTERMEDIATE RESULTS	OUTPUTS
Sustainable and integrated Human, Animal, environmental, and Ecosystem Health through the One Health approach is achieved	SO 1 – Individuals, communities, and stakeholders demonstrate and practically implement the One Health approach in their respective areas of work	IR 1.1 - Increased public knowledge and education on relevant issues and areas of One Health	OP 1.1.1 - Public engaged on One Health news and information via media platforms
			OP 1.1.2 – Individuals, communities, and stakeholders trained on correlated issues of One Health
		IR 1.2 - Increased utilization of knowledge, resources, and services that promote relevant One Health outcomes	OP 1.2.1 - Increased demand for relevant One Health information, services, and resources
			OP 1.2.2 - Improved access to relevant One Health services and resources
	SO 2 - Improved rights of individuals and communities on issues that affect their sustainable One Health outcomes	IR 2.1 Laws and policy environment supports the rights of individuals and communities to sustainable One Health outcomes	OP 2.1.1 - Policy and legal frameworks that promote One Health outcomes are established
			OP 2.1.2 - Policy and legal frameworks that promote One Health outcomes are implemented and strengthened
	SO 3 – Improved organizational capacity	IR 3.1 Increased resource base	OP 3.1.1 - Strengthened resource mobilization system
			IR 3.2 Effective organizational management system
		OP 3.2.2 - Established and implemented financial management systems and policies	
		OP 3.2.3 - Established and implemented HR management system and policies	
			OP 3.2.4 - Improved M&E and knowledge management system

## Performance Indicators Table

In this section, we specify clearly how we will measure the success and progress of our activities, including details of what to measure and how to measure the various achievements

<b>GOAL - Sustainable and integrated Human, Animal, environmental, and Ecosystem Health through the One Health approach is achieved</b>		
<b>Objectives Statements</b>	<b>Performance Indicators</b>	<b>Measurement Methods</b>
<b>STRATEGIC OBJECTIVES</b>		
SO 1 – Individuals, communities, and stakeholders demonstrate and practically implement the One Health approach in their respective areas of work	<p>The proportion of people reached who access relevant information, services, and resources.</p> <p>The proportion of people reached who demonstrate active participation and knowledge application in advancing One Health outcomes</p>	<p>Routine M&amp;E data collected on information platforms and projects with service delivery components</p> <p>Project evaluation surveys (baseline and end-line comparisons)</p> <p>Questionnaires</p>
SO 2 - Improved rights of individuals and communities on issues that affect their sustainable One Health outcomes	<p>Number of people who access law and justice systems to exercise their rights on identified One Health outcomes</p> <p>Number of cases filed on the rights of people on issues that affect their sustainable One Health outcomes</p> <p>The proportion of cases won on the rights of people on issues that affect their sustainable One Health outcomes</p>	<p>Routine M&amp;E data collected from relevant projects, programs, target communities, and news media</p>
SO 3 – Improved organizational capacity	<p>The total value of resources raised by type</p> <p>Evidence of a functional BOA with at least 75% meeting attendance and quarterly engagement</p> <p>Existence of at least 3 members of SMT</p> <p>Evidence of implemented financial, HR, MEAL system with at least 1 staff in each department</p> <p>Evidence of 1 implemented financial, HR, MEAL policies each</p>	<p>Direct observation and Department reports</p> <p>Meeting and communication records</p> <p>Routine M&amp;E data collection and M&amp;E reports</p>
<b>INTERMEDIATE RESULTS</b>		

IR 1.1 - Increased public awareness, knowledge and education on relevant issues and areas of One Health	Proportion of people reached with information who demonstrate improved knowledge on relevant issues and areas of One Health	Project evaluation surveys (baseline and end-line comparisons)  Routine M&E data collected on media and information platforms
IR 1.2 - Increased utilization of knowledge, resources, and services that promote relevant One Health outcomes	Proportion of people reached who access and utilize knowledge, resources, and services for One Health outcomes	Project evaluation surveys (baseline and end-line comparisons)  Routine M&E data collected on information platforms and projects with service delivery components
IR 2.1 Laws and policy environment supports the rights of individuals and communities to sustainable One Health outcomes	Contents of bills and policy documents with sections or clauses on rights on identified One Health outcomes  Rate of response to implementation of laws and policies upholding the rights of people with regards to One Health outcomes	Direct observation of relevant contents of bills and policy documents  Routine M&E data collected on projects with advocacy and policy-influencing components
IR 3.1 Increased resource base	% proportion increase in resource base compared to the previous year  Ratio of income and resources by type	Financial records of income and resources received  Direct observation of grant applications (successful or unsuccessful), donations, and partnerships  Routine M&E data collected
IR 3.2 Effective organizational management system	Proportion of staff and stakeholders who state satisfaction in financial system  Proportion of staff and stakeholders who state satisfaction in HR system  Proportion of staff and stakeholders who state satisfaction in HR system	Questionnaire application on staff and external stakeholders  External independent evaluation of systems e.g., Audit and other relevant consultancies  Routine M&E data collected
<b>OUTPUTS</b>		
OP 1.1.1 - Public engaged on One Health news and information via media platforms	Number of people reached with information via media channels by type	Data analytics on media channels  Routine M&E data collected

OP 1.1.2 – Individuals, communities and stakeholders trained on correlated issues of One Health	<p>Number of people trained on correlated issues and areas of One Health</p> <p>Number of communities/groups/institutions trained on correlated issues of One Health</p>	Routine M&E data collected on relevant projects with training components
OP 1.2.1 - Increased demand for relevant One Health information, services, and resources	<p>Number of mediums accessed for information, service delivery, and resources by type</p> <p>Number of people who access the organization’s information, services, and resources</p>	<p>Data analytics on media channels</p> <p>Routine M&amp;E data collected on information platforms and projects with service delivery components</p>
OP 1.2.2 - Improved access to relevant One Health services and resources	<p>Number of mediums accessed for information, service delivery, and resources by type</p> <p>Number of people who access the organization’s information, services, and resources</p>	<p>Data analytics on media channels</p> <p>Routine M&amp;E data collected on information platforms and projects with service delivery components</p>
OP 2.1.1 - Policy and legal frameworks that promote One Health outcomes are established	<p>Number of advocacy and policy-influencing processes engaged in</p> <p>Proportion of advocated policy and legal frameworks established</p>	Routine M&E data collected on projects with advocacy and policy-influencing components
OP 2.1.2 - Policy and legal frameworks that promote One Health outcomes are implemented	<p>Proportion of established policy and legal frameworks domesticated</p> <p>Proportion of established policy and legal frameworks implemented</p>	Routine M&E data collected on projects with advocacy and policy-influencing components
OP 3.1.1 - Strengthened resource mobilization system	<p>Number of successful grant applications, partnerships, sponsorship, individual donations by type</p> <p>Evidence of implemented resource mobilization strategy</p>	<p>Financial records</p> <p>Direct observation of grant applications (successful or unsuccessful), donations, and partnerships</p> <p>Routine M&amp;E data collected</p>
OP 3.2.1 - Effective organizational leadership	Evidence of organizational leadership system established	<p>Direct observation</p> <p>Questionnaire application on staff and external stakeholders</p>

	Proportion of staff and stakeholders who state satisfaction in organizational leadership system	
OP 3.2.2 - Established and implemented financial management systems and policies	Evidence of implemented financial system Evidence of implemented financial policy	Direct observation of department reports External independent evaluation of systems
OP 3.2.3 - Established and implemented HR management system and policies	Evidence of implemented HR system Evidence of implemented HR policy	Direct observation of department reports External independent evaluation of systems
OP 3.2.4 - Improved M&E and knowledge management system	Number of project M&E reports Number of Annual M&E reports	Direct observation of department reports External independent evaluation of systems



## Organizational SWOT Analysis

The following table provides information on the organization's SWOT Analysis which details Strengths, Weaknesses, Opportunities, and threats to the implementation of the Strategic plan

SWOT ANALYSIS	
<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>❖ A young organization with youth-led movement building</li> <li>❖ History and experience in successful implementation of One Health projects</li> <li>❖ Existing and growing stakeholder relationships with professionals in One Health sector</li> <li>❖ Location in a country/continent with core One Health needs</li> <li>❖ Experienced Board members with vested interests and passion for One Health</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>❖ Inadequate funding and resources to implement project</li> <li>❖ Inadequate competent staff</li> <li>❖ Poor organizational systems (Finance, Admin, HR)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>❖ Increasing global attention to One Health especially due to emerging and novel zoonoses, NTDs, food insecurity, AMR and increasing climate change.</li> <li>❖ Increased interest in One Health from the young population especially in Universities</li> <li>❖ Stakeholder support and willingness to collaborate</li> <li>❖ Availability of funding in identified One Health outcomes</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>❖ Poor stakeholder understanding and coordination of One Health approach</li> <li>❖ Poor awareness and support from other One Health stakeholders especially in conservation, environmental health, and agriculture</li> <li>❖ Poor government and political will on health issues in Nigeria and Africa as a whole</li> <li>❖ Inadequate external funding on the coordinated One Health approach</li> </ul>

## Risk Analysis

We are not oblivious of internal and external issues that may present themselves as risks and have the probability of affecting our work as an organization. Therefore, we are identifying possible risks that may arise while executing this strategic plan to achieve the goals. We have also included details on how these risks are going to be managed if they occur.

The following color codes have been implemented to indicate impact levels;

High

Medium

Low

Risk	Risk Probability of Occurrence	Risk Impact	Risk Management Strategies	Risk Impact after Management
Scope creep of Strategic Plan	Medium	High	<p>Systemize the use of the SP by staff and management</p> <p>Conduct an annual review of the Annual work plan and ensure it is in line with the SP.</p> <p>Conduct mid-year review of the SP</p>	Low
Poor organizational Leadership support	Medium	High	<p>Ensure constant engagement and relationship building of Board and SMT</p> <p>Review Board leadership every 2 years</p>	Low
Poor staff selection	Medium	High	<p>Establish a functional HR/Recruiting system and policy with Board's engagement</p>	Low
Poor operational support	Medium	High	<p>Establish and implement a functional finance/admin system and policy</p>	Low
Occurrence of Fraud or theft	Medium	High	<p>Establish and implement a functional finance system and policy</p>	Low

			Ensure compliance with audit and finance regulatory bodies	
Inadequate funding			Conduct internal reviews  Utilize alternative finance support through social enterprise	
Exchange rate fluctuations			Communicate fluctuations with donors  Establish and implement a functional finance system that can buffer this	
Lack of or poor performance by potential implementing partners			Develop and implement a system of a thorough evaluation of IPs before engaging in a contractual agreement  Ensure contractual agreements address handling cases of poor performance by IPs	
New or changed restrictive legislation or policies relevant to nonprofits and project operations			Seek alternative community-based means of achieving organizational goals.  Join advocacy in reversing unfavorable laws and policies	
Conflict and insecurity			Except for providing relief resources, avoid or cease project implementation in conflict areas  Engage the services of IPs (if available)	
Occurrence of Natural disasters			Adjust program/project focus on providing immediate relief resources and attending to	

			urgent needs relevant to One Health outcomes Engage the services of IPs (if available)	
Adverse or unsupportive public/media opinions			Public and community engagement with evidence-based information and education. Promote stakeholder ownership of the project	

### INSTITUTIONAL PRIORITY ACTIONS

Over this period (2021 to 2025), OHDI seeks to ensure that its internal structures and systems are properly formed and grounded by addressing its internal weaknesses and setting up a strong foundation for sustainable impact and functionality in the long term. Therefore, throughout the strategic period, we would be addressing the following strategic imperatives:

- Ensure that our programmatic interventions reach the most marginalized and vulnerable communities who have the greatest need for it.
- Increase collaboration and linkage with local and global strategic partners and institutions to expand our advocacy reach and access to our programs and services.
- Facilitate access of staff to relevant local and international professional training that is needed for them to be effective.
- Extend fundraising beyond traditional donor sources, including private entities, individuals as well as internally generated sources through derivation of social enterprises from programs and establish a comprehensive fundraising strategy.
- Develop and implement relevant organizational policies that would improve systems and conduct of service. This includes (but is not limited to) HR, Finance, and safeguarding policies.
- Standardize remuneration for staff and volunteers, including awards/commendations for outstanding performance and career progression.
- Secure a physical office with the availability of working tools.
- Implement a robust and integrated MEAL, KM, and MIS system in line with best national and international practices.

- Ensure that on an annual basis, the organization complies with all financial and organizational audits according to the policies and laws of its resident country, Nigeria.

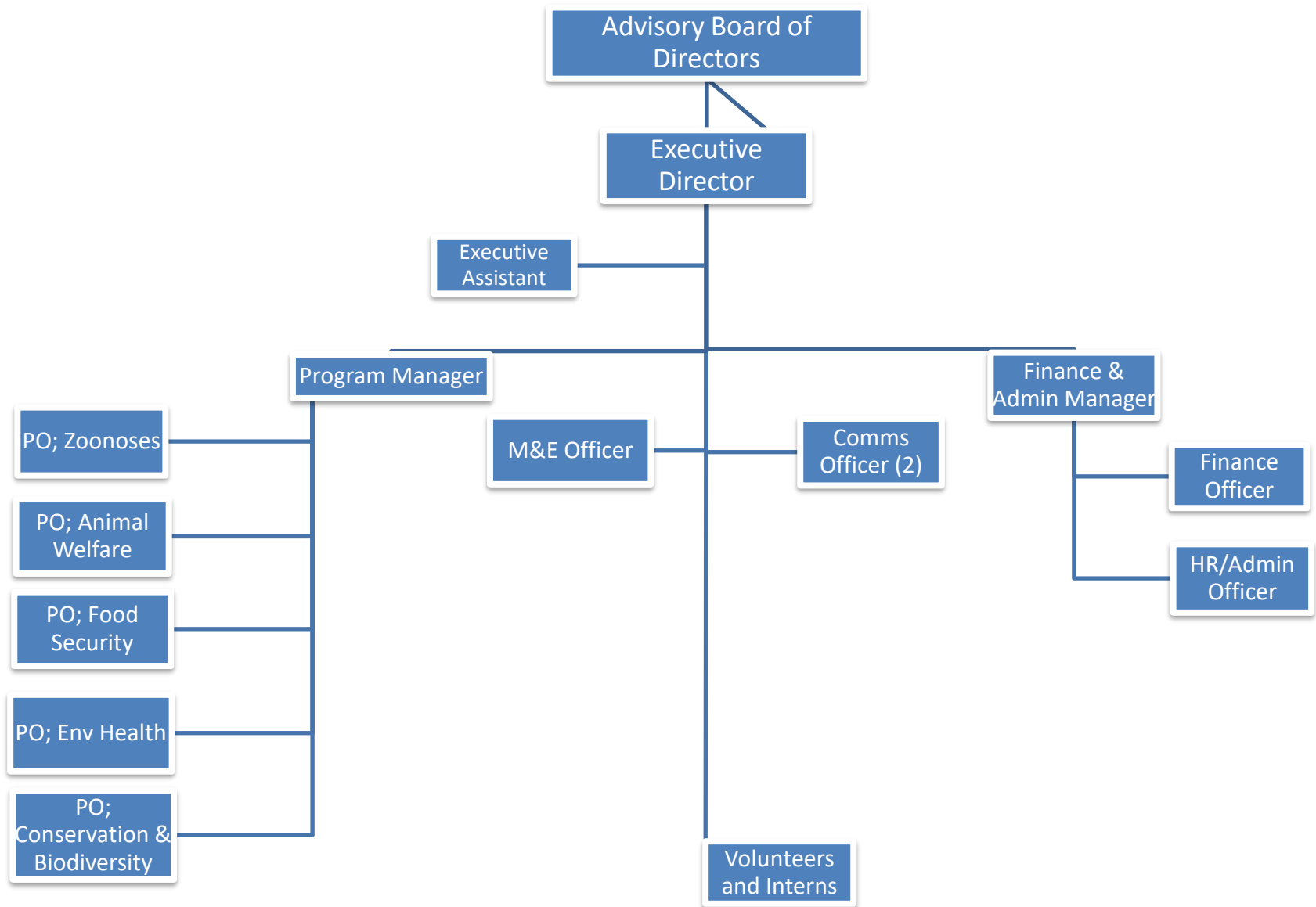
## FUNDRAISING

As a nonprofit organization, our goal is to sell our laudable cause and the progressive change we want to bring about to government parastatals, institutions, foundations, philanthropic entities, and individuals to obtain grants and raise funds needed for our program activities and further sustain the organization. Since the success of our operations and achievement of our goals will primarily depend on the funds we raise, we need to develop and implement a key list of mediums through which income would be raised for the organization. This is just a precursor to the future development of a comprehensive fundraising strategy.

- Traditional Donor funding – We would utilize traditional fund-raising methods through grant applications to local and international funding organizations (which fit into our strategic goals and focus areas). As a nonprofit organization, this would be considered our primary source of funding.
- Individual Donor funding – We would explore personal engagement and media campaigns to promote individual giving and sponsorship of relevant project and program activities.
- Consultancies – The organization (and relevant members of staff) will engage in paid consultancy opportunities that fit into our strategic goals and focus areas.
- Private-sector organizations – We would engage relevant private sector organizations and companies through their CSR commitments and/or relevant beneficial partnerships/sponsorships or projects and program activities.
- Program-relevant social enterprise – We would systemize and utilize our service-delivery projects for social entrepreneurship. Fees received for services rendered (which are already largely subsidized and supported by donor funding) would be plowed back to sustaining the service, promoting other organizational activities, and making our needed program impact

## OUR PROPOSED TEAM

Human resources development is a very important factor for the success of any organization. Therefore, the strategic plan details the following proposed organizational governance, management structure, and hierarchy that will drive the strategic plan, and ensure participative management, decision making, as well as optimum achievement of the organization's stated vision and mission. It is expected and projected that during the implementation of the strategic plan, a comprehensive HR strategy and policy will be developed and deployed.



## CONCLUSION AND PLAN APPRAISAL

The Strategic Plan for One Health and Development Initiative (OHDI) will be implemented and valid from the fiscal year 2021 to 2025 (with each fiscal year starting in January and ending in December of each year). The plan should be used by all the organization's internal stakeholders in achieving the stated targeted results and goals, and it should guide and monitor all project implementation, program activities, fundraising goals, and the organization's administration (including HR) in the right direction. Furthermore, the prospective Annual plans and budget for each fiscal year must be coordinated and be in tandem with the Strategic Plan.

While there will be a cursory discussion on the annual performance of the strategic plan by the Board of Advisors, in coordination with the Senior Management Team management, the BOA is chiefly responsible for a major mid-year review of the Strategic Plan which is scheduled for the FY 2023. This mid-year review will evaluate the actual performance of the organization in its implementation of the Strategic Plan, consider the impact of possibly changing work climates and take corrective steps wherever deviations are discovered and reported.