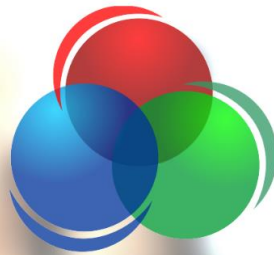


STRATEGIC PLAN

2021 - 2025



HDI

One Health & Development Initiative

Advancing Integrated Human, Animal and
Ecosystem Health

Revised March 2024 ©

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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
ED	Executive Director
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
NCDC	Nigeria Center for Disease Control
NCDs	Non-communicable diseases
NGO	Non-governmental Organization
NPO	Non-profit Organization
NTDs	Neglected Tropical Diseases
NZDs	Neglected Zoonotic Diseases
OHDI	One Health and Development Initiative
SMT	Senior Management Team
SP	Strategic Plan
WHO	World Health Organization
WOAH	World Organization for Animal Health

EXECUTIVE SUMMARY

One Health and Development Initiative (OHDI) is a registered nonprofit organization based in Nigeria that works to address interrelated issues of human, animal and environmental health using the One Health approach. Our mission is to inform the public, advocate in spaces, and implement solutions to human, animal, environmental, and ecosystem health through the integrated One Health approach. We believe that public health and development issues are intertwined across these ecosystems thereby requiring a holistic approach to effective and sustainable solutions. Therefore, in implementing our various programs and projects, the core values of “One Health” are integrated to achieve effective results in health promotion and sustainable development. Additionally, we are dedicated to facilitating awareness, education, policy advocacy, research and implementing evidence-based impact driven solutions to One Health issues within and outside Nigeria.

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, Environmental Health, Food Security, Food Safety, Conservation and Biodiversity, and Antimicrobial Resistance (AMR). To effectively manage these programs, OHDI will implement relevant evidenced-based, high-impact community-focused projects and research, and utilize a variety of effective implementation strategies including media, advocacy, and technology for its desired impact.

The visionary concept of OHDI started first in February 2016 as a health blog themed ‘MyAnimal, MyHealth’ before its eventual scale-up and registration as a nonprofit organization in June 2019. Since then, OHDI has been engaging in several impact activities and projects across One Health focus areas. In this revised Strategic Plan (2021 – 2025) (version 2), OHDI clarified its strategic goal, which is to establish a sustainable and integrated system for optimal human, animal, environmental, and ecosystem Health through the One Health approach. To achieve this goal in the strategic period 2021 – 2025, the Results Framework was improved, and the correspondingly relevant monitoring and evaluation framework was upgraded.

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.

Key revisions in this updated version include:

- Clarification of organizational goals, mission, and vision
- Focus areas reviewed and updated
- Value clarification
- Improved results framework and performance indicators table
- Revised institutional priority actions and updated Organizational Chart

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

BOARD AUTHORIZATION

The Strategic Plan (2021 – 2025) is subject to approval by members of the Board of Advisors at OHDI. These include the following One Health professionals who bring diverse skills and experience from human, animal, and environmental health sectors:

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

The first version of the Strategic Plan was established and approved by the Board in December 2020, while the revised version was reviewed and approved by the Board in December 2022.

ORGANIZATION DESCRIPTION AND BACKGROUND

One Health and Development Initiative (OHDI) is a nonprofit organization registered in Nigeria on the 21st of June 2019 by the Corporate Affairs Commission (CAC) with the number CAC/IT/130955. The organization works to address correlated issues of human, animal, and ecosystem health using the integrated “One Health” approach. OHDI was founded by Dr. Kikiope Oluwarore, a veterinarian with interrelated experience in One Health, Global Health Security and Animal Welfare. Prior to its establishment, the foundation for the organization began in February 2016 when she launched a blog called ‘MyAnimal, MyHealth’. The blog promoted news and information on related topics of veterinary practice, animal health, public health, and zoonotic diseases. As the blog gained traction and publicity, the work expanded to the implementation of media projects that investigated, reported, and promoted education and 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^[1] which produced the published story series:

1. *Something Dreadful is happening at Ibadan Abattoir*^[2],
2. *For the love of meat, you must read this*^[3], and
3. *Unhealthy Abattoirs in Nigeria: recommendations, and solutions*^[4];

It also included Project Fish and Oceans (2018) supported by Internews’ Earth Journalism Network (EJN)^[5] which produced the story – *Nigeria: Importing fish amidst abundant ocean resources; the paradox of a nation*^[6].

This build-up of impact projects led to an eventual scale-up and establishment of the nonprofit organization that OHDI is today. On 21st June 2019, One Health and Development Initiative (OHDI) was institutionalized and officially registered as *Orore One Health and Development Initiative*. In addition, OHDI’s vision now encompasses identified key outcomes of One Health that collaboratively promote human, animal, and ecosystem health. These include issues of zoonoses, health security, animal welfare, environmental health, food security, food safety, conservation and biodiversity, climate change and antimicrobial resistance (AMR). In recognition of its work and presence, OHDI has been listed as one of One Health Commission’s global resource centers and organizations^[7] working to advance the tenets of One Health.

Vision Statement

To be the foremost organization advancing effective One Health solutions to challenges in public health and sustainable development.

Mission Statement

Our Mission is to inform the public, advocate in spaces, provide evidence and implement effective solutions for improved human, animal, and ecosystem health through the 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 values should be regularly referenced and consistently demonstrated by all members of the Board and Senior Management Team (SMT) to guide staff 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:

- **Integrity** – promoting and adhering to honesty with strong moral and ethical principles, while promoting accountability to and among our internal and external stakeholders including the board, staff and volunteers, communities, funders, and other relevant stakeholders.
- **Teamwork and Collaboration** – a key feature of the One Health approach to enhance good working relationships, leverage on identified strengths and cross-cutting resources, and produce optimum work outputs.
- **Excellence** – ensuring that our work outputs are of high quality, value, and leading to sustainable impact to our target stakeholders.
- **Community** – promoting and sustaining a sense of belonging, movement building, and stakeholder ownership of our work and impact.
- **Impact-driven** – ensuring that proposed and implemented One Health interventions are rooted in evidence, driven by potential high impact and exhibit cost-effectiveness.

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 World Health Organization (WHO) and the Center for Disease Control (CDC), zoonoses comprise 60% of all known infectious diseases and are now at least 75% of all new or emerging infectious diseases^{[8][9]}. Prominent examples include Ebola, Lassa fever, Tuberculosis, Rabies, Malaria, Influenza, Worm infections, COVID19, and even HIV which originated from animals^[10] but now has sustained human-to-human transmission.

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. Meanwhile, welfare of animals has been heavily compromised through intensive livestock farming practices. These have led to gross pain and suffering of animals, transmission of zoonoses and antimicrobial resistance to humans, and dire climate change implications.

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 can hardly sustain life, 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 livelihoods.

Also, antimicrobial resistance has been declared a major global health threat that is being transmitted across and impacts humans, animals, and the environment we live in. And poor food safety practices of plants and animals remain a major

cause of infectious diseases and poor health conditions in humans and animals including non-communicable diseases (NCDs).

To cap it all, global health security and biosecurity have become even more relevant than ever with our currently highly interconnected world. Movement, trade, and communication is being facilitated at the fastest than it has ever been, and this comes with it an increased risk of transmission of infectious diseases, vectors and other health events that is now no longer limited to country borders. The COVID-19 pandemic is a sober reminder of the health and socio-economic impact of such global catastrophic risks and the need for resilient health systems and improved country capacities in prevention, early detection, preparedness, and response to health events in line with the established International Health Regulations. Due to the multi-factoral and multi-dimensional origin of these global health risks, they can only be effectively addressed through the multisectoral, One Health approach.

It is apparent that this interconnected relationship between human, animal, environmental, and ecosystem health is a major contributor to public and global health, and the sustainability of life as we know it^[11]. 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 Africa and other developing countries, the One Health approach is even more pertinent because of several gaps and inequalities in health and development – most of which are driven by several One Health issues.

OUR PROPOSED SOLUTION

With the fact that the achievement of sustainable health and development depends on the inter-connected sectors 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 promote multi-sectoral and trans-disciplinary collaborations to achieve 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 high-level institutions including WHO, CDC, FAO, and WOAH^[9,13,14]

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, research, advocacy, and solutions across human, animal, environmental, and ecosystem health. In implementing our various activities, the core values of “One Health” will be consistently integrated to achieve sustainable results in health and sustainable development. In this updated strategic plan, we express our enthusiasm at the growing One Health movement, and we are committed to leveraging this attention and momentum to achieve One Health impact in collaboration with all relevant stakeholders and sectors, at all levels.

FOCUS AREAS (ONE HEALTH OUTCOMES)

We have identified 4 major inter-connected areas within our scope of work where we will focus our programming. In the context of our work, we also consider them the key One Health Outcomes.

- **Public Health** - Implementing effective multi-sectoral interventions that prevent and control zoonotic diseases (neglected, emerging and re-emerging), mitigate AMR, improve food safety, biosecurity, and health security.
 - **Health Security** – Supporting communities and stakeholders in health systems strengthening for improved prevention, preparedness, and response to zoonotic and vector-borne diseases, issues of biosecurity and other global catastrophic risks.
 - **Food Safety** – Promoting public awareness of food safety practices, supporting relevant policy frameworks, and building the capacity of relevant stakeholders and professionals in maintaining food safety standards.
 - **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.
- **Animal Welfare** - Promoting stakeholders' knowledge, research, training, and policy advocacy on standard animal welfare frameworks, while improving access to quality animal health services.
- **Sustainable Food Systems** – Advancing sustainable climate-smart agricultural practices and innovative alternative protein approaches that will improve productivity, sustain the environment, and advance health, nutrition, food security and livelihoods.

- **Environment and Conservation** - Improving the knowledge, capacity, and participatory action of communities to implement sustainable environmental conservation practices and policies in biodiverse land and marine ecosystems.

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:

- **Research** – Designing and implementing applied 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.
- **Community-based Projects** – Implementing interventions within our programmatic areas of work; ensuring that projects are relevant, evidence-based, cost-effective, participatory, and directly meet the core needs of the target communities and stakeholders.
- **Media** – Utilization digital and traditional media tools to promote news, information, education, awareness, and advocacy on relevant One Health issues.
- **Advocacy and Policy Influencing** – Engaging policymakers and influencers at in advocacy for the establishment and/or implementation of relevant policy frameworks in line with our respective programmatic goals and to achieve sustainable One Health outcomes.
- **Technology** – Utilizing and integrating technology that can facilitate the organization’s work in achieving programmatic goals for sustainable One Health outcomes.

STRATEGIC FRAMEWORK

Strategic Goal

The strategic goal of the organization is to establish and maintain an optimized system for integrated human, animal, and ecosystem Health through the One Health approach. We are committed to achieving the key identified One Health outcomes within our scope of work, as detailed in the previous section.

RESULTS FRAMEWORK

Table 1 – OHDH Results Framework

GOAL	STRATEGIC OBJECTIVES	INTERMEDIATE RESULTS	OUTPUTS
Sustainable and optimal human, animal, and ecosystem Health through the multi-sectoral One Health approach is achieved	SO 1 – Individuals, communities, and stakeholders implement the One Health approach and benefit from its outcomes	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 optimal 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 research outcomes for optimal One Health benefits	IR 2.1 – Utilization and application of One Health research results	OP 2.1.1 – One Health research conducted and implemented
			OP 2.1.2 – One Health research results published and disseminated
	SO 3 – Individuals, communities and beneficiaries demonstrate and enjoy rights and access to optimal One Health outcomes	IR 3.1 Laws and policy environment supports optimal One Health outcomes for individuals, communities, and beneficiaries	OP 3.1.1 – Policy, legal and accountability frameworks that promote One Health outcomes are advocated for and established
			OP 3.1.2 – Policy, legal and accountability frameworks that promote One Health outcomes are implemented and strengthened
		IR 4.1 Increased resource base	OP 4.1.1 - Strengthened resource mobilization system

	SO 4 – Improved organizational capacity	IR 4.2 Effective organizational management system	OP 4.2.1 - Effective organizational leadership
			OP 4.2.2 - Established and implemented financial management systems and policies
			OP 4.2.3 - Established and implemented HR management system and policies
			OP 4.2.4 – Established and implemented MEAL 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.

Table 2 – OHDl Performance Indicators

GOAL - Sustainable and integrated Human, Animal, environmental, and Ecosystem Health through the One Health approach is achieved		
Objectives Statements	Performance Indicators	Measurement Methods
STRATEGIC OBJECTIVES		
SO 1 – Individuals, communities, and stakeholders implement the One Health approach and benefit from its outcomes	<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&E data collected on information and media platforms and projects</p> <p>Project evaluation surveys (baseline and end-line comparisons)</p> <p>Questionnaires</p>
SO 2 – Improved research outcomes for optimal One Health benefits	Evidence of research utilized for improved One Health outcomes or interventions	<p>Routine M&E data collected on research outputs</p> <p>Online search and reviews, media</p> <p>Project evaluation surveys</p>
SO 3 – Individuals, communities and beneficiaries demonstrate and enjoy rights and access to optimal One Health outcomes	<p>Number of beneficiaries of established policy framework justice systems on identified One Health outcomes</p> <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>	Routine M&E data collected from relevant projects, programs, target communities, and news media

	The proportion of cases won on the rights of people on issues that affect their sustainable One Health outcomes	
SO 4 – 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&E data collection and M&E reports</p>
INTERMEDIATE RESULTS		
IR 1.1 - Increased public 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	<p>Project evaluation surveys (baseline and end-line comparisons)</p> <p>Routine M&E data collected on media and information platforms</p>
IR 1.2 - Increased utilization of knowledge, resources, and services that promote optimal One Health outcomes	Proportion of people reached who access and utilize knowledge, resources, and services for One Health outcomes	<p>Project evaluation surveys (baseline and end-line comparisons)</p> <p>Routine M&E data collected on information platforms and projects with service delivery components</p>

<p>IR 2.1 – Utilization and application of One Health research results</p>	<p>Number of citations from research and technical reports</p> <p>Evidence of use of research results to design and implement interventions</p>	<p>Routine M&E data collected on research projects</p>
<p>IR 3.1 Laws and policy environment supports optimal One Health outcomes for individuals, communities, and beneficiaries</p>	<p>Contents of bills and policy documents with sections or clauses on rights on identified One Health outcomes</p> <p>Rate of response to implementation of laws and policies upholding the rights of people with regards to One Health outcomes</p>	<p>Direct observation of relevant contents of bills and policy documents</p> <p>Routine M&E data collected on projects with advocacy and policy-influencing components</p>
<p>IR 3.1 Increased resource base</p>	<p>% proportion increase in resource base compared to the previous year</p> <p>Ratio of income and resources by type</p>	<p>Financial records of income and resources received</p> <p>Direct observation of grant applications (successful or unsuccessful), donations, and partnerships</p> <p>Routine M&E data collected</p>
<p>IR 3.2 Effective organizational management system</p>	<p>Proportion of staff and stakeholders who state satisfaction in financial system</p> <p>Proportion of staff and stakeholders who state satisfaction in HR system</p> <p>Proportion of staff and stakeholders who state satisfaction in HR system</p>	<p>Questionnaire application on staff and external stakeholders</p> <p>External independent evaluation of systems e.g., Audit and other relevant consultancies</p> <p>Routine M&E data collected</p>

OUTPUTS		
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	Number of people informed and trained on correlated issues and areas of One Health Number of communities/groups/institutions trained on correlated issues of One Health	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	Number of mediums accessed for information, service delivery, and resources by type Number of people who access the organization's information, services, and resources	Data analytics on media channels Routine M&E data collected on information platforms and projects with service delivery components
OP 1.2.2 - Improved access to relevant One Health services and resources	Number of mediums accessed for information, service delivery, and resources by type Number of people who access the organization's information, services, and resources	Data analytics on media channels Routine M&E data collected on information platforms and projects with service delivery components
OP 2.1.1 – One Health research conducted and implemented	Number of research projects implemented	Routine M&E data collected on research projects

<p>OP 2.1.2 – One Health research results published and disseminated</p>	<p>Number of research project reports published</p> <p>Number of people reached and engaged on research report</p>	<p>Routine M&E data collected on research projects</p>
<p>OP 3.1.1 – Policy, legal and accountability frameworks that promote One Health outcomes are advocated for and established</p>	<p>Number of advocacy and policy-influencing processes engaged in</p> <p>Number of people reached through advocacy and policy influencing activities</p> <p>Number of advocated policy and legal frameworks established</p> <p>Proportion of advocated policy and legal frameworks established</p>	<p>Routine M&E data collected on projects with advocacy and policy-influencing components</p>
<p>OP 3.1.2 – Policy, legal and accountability frameworks that promote One Health outcomes are implemented and strengthened</p>	<p>Proportion of established policy and legal frameworks domesticated</p> <p>Proportion of established policy and legal frameworks implemented</p> <p>Number of established policy and legal frameworks domesticated and/or implemented</p>	<p>Routine M&E data collected on projects with advocacy and policy-influencing components</p>
<p>OP 4.1.1 - Strengthened resource mobilization system</p>	<p>Number of successful grant applications, partnerships, sponsorship, individual donations by type</p> <p>Total amount of grants received in USD</p>	<p>Financial records</p> <p>Direct observation of grant applications (successful or unsuccessful), donations, and partnerships</p> <p>Routine M&E data collected</p>

	Evidence of developed and implemented resource mobilization strategy	
OP 4.2.1 - Effective organizational leadership	Evidence of organizational leadership system established Proportion of staff and stakeholders who state satisfaction in organizational leadership system	Direct observation Questionnaire application on staff and external stakeholders
OP 4.2.2 - Established and implemented financial management systems and policies	Evidence of implemented financial policy Evidence of implemented financial system	Direct observation of department reports; External independent evaluation of policy and systems External independent evaluation of systems
OP 4.2.3 - Established and implemented HR management system and policies	Evidence of implemented HR policy Evidence of implemented HR system	Direct observation of department reports; External independent evaluation of policy and systems External independent evaluation of systems
OP 4.2.4 – Established and implemented MEAL 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 OHDI's SWOT Analysis which details Strengths, Weaknesses, Opportunities, and threats to the implementation of the Strategic plan.

Table 3: OHDI SWOT Analysis

SWOT ANALYSIS	
<p>Strength</p> <ul style="list-style-type: none"> ❖ A growing organization and largely youth-led ❖ History and experience in successful implementation of One Health projects ❖ Existing and growing stakeholder relationships with professionals, community groups and institutions in correlated One Health sectors. ❖ Location in a country/continent with core One Health needs ❖ Experienced Board members with vested interests and passion for One Health ❖ Improved organizational systems (in Finance, Admin and HR) 	<p>Weakness</p> <ul style="list-style-type: none"> ❖ Inadequate funding and resources to implement projects. ❖ Inadequate competent staff ❖ Inadequate competitive remuneration to recruit high-quality competent staff. ❖ Gaps in organizational systems (Finance, Admin, HR)
<p>Opportunities</p> <ul style="list-style-type: none"> ❖ Increasing global attention to One Health especially due to emerging and novel zoonoses, the 2030 goals to combat NTDs, food insecurity, AMR, increasing climate change and global health security. ❖ Increased interest in One Health from young people especially in universities ❖ Stakeholder support and willingness to collaborate. ❖ Increasing availability of funding for One Health-related programs and the identified outcomes 	<p>Threats</p> <ul style="list-style-type: none"> ❖ Poor stakeholder understanding and coordination of One Health approach. ❖ Inadequate awareness and support from other One Health stakeholders especially in conservation, environmental health, and agriculture ❖ Poor government and political will on health issues in Nigeria and Africa as a whole ❖ The current insecurity prevailing in Nigeria and some parts of Africa could inhibit or halt intervention programs

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.

As demonstrated in Table 4, the following color codes have been represented to indicate level of probability of risk occurrence and risk impact respectively:

High

Medium

Low

Table 4: Description of OHDI Risk Analysis

Risk	Risk Probability of Occurrence	Risk Impact	Risk Management Strategies	Risk Impact after Mgt
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	Yellow	Red	Establish a functional HR/Recruiting system, policy, and commensurate incentives with Board's engagement	Green
Poor operational support	Yellow	Red	Establish and implement a functional finance/admin system and policy	Green
Occurrence of Fraud or theft	Yellow	Red	Establish and implement a functional finance system and policy Ensure compliance with audit and finance regulatory bodies	Green
Inadequate funding	Yellow	Red	Conduct internal reviews Develop and establish an effective resource mobilization policy and system Utilize alternative finance support through social enterprise	Yellow
Exchange rate fluctuations	Red	Yellow	Communicate fluctuations with donors Establish and implement a functional finance system that can buffer this	Green

<p>Lack of or poor performance by potential implementing partners</p>			<p>Develop and implement a system of a thorough evaluation of IPs before engaging in a contractual agreement</p> <p>Ensure contractual agreements address handling cases of poor performance by IPs</p>	
<p>New or changed restrictive legislation or policies relevant to nonprofits and project operations</p>			<p>Seek alternative community-based means of achieving organizational goals.</p> <p>Join advocacy in reversing unfavorable laws and policies</p>	
<p>Conflict and insecurity</p>			<p>Except for providing relief resources, avoid or cease project implementation in conflict areas</p> <p>Engage the services of IPs (if available)</p>	
<p>Occurrence of Natural disasters</p>			<p>Adjust program/project focus on providing immediate relief resources and attending to urgent needs relevant to One Health outcomes</p>	

			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:

- Ensuring that our programmatic interventions reach the most marginalized and vulnerable communities who have the greatest need for it.
- Ensuring that interventions are evidence-based, potential for high-impact and are cost-effective
- Increase collaboration and linkage with local and global strategic partners, institutions and government buy-in, 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 and improve incentives 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.

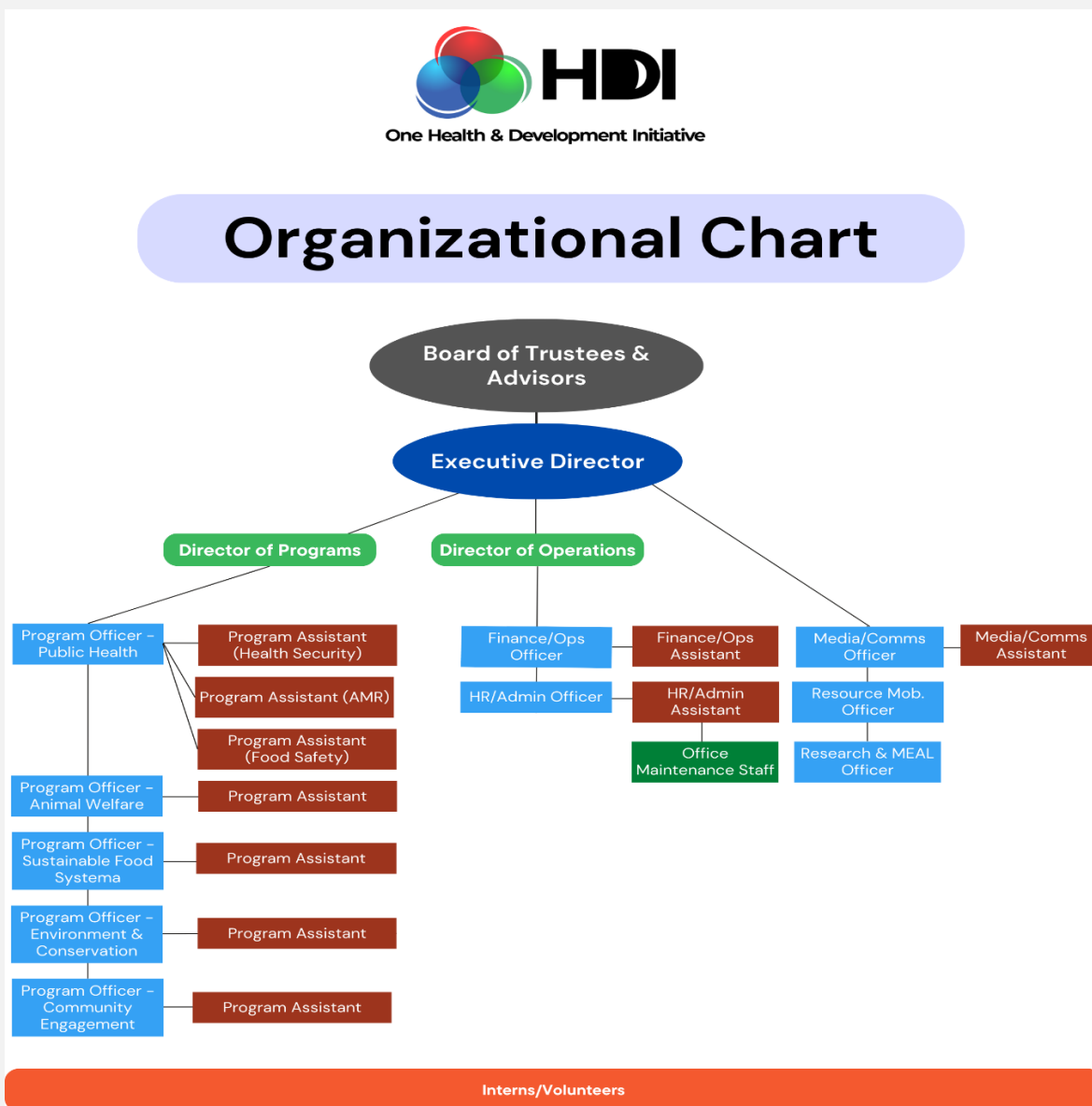
RESOURCE MOBILIZATION

As a nonprofit organization, we seek to garner support for our laudable cause and the progressive change we want to bring about to government parastatals, institutions, foundations, philanthropic entities, and individuals. We seek collaboration and partnerships through grants, technical support and other resources, as needed for our program activities and to 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

Effective staffing, organizational governance and human resources development is a key precursor to 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.



Picture 1 – OHDI Organogram

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 operations and administrations 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.

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