



Johanniter International Assistance Strategy

2021-2027



JOHANNITER

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Foreword

In the wider framework of the Johanniter-Unfall-Hilfe Objectives 2027, the Johanniter International Assistance Strategy 2027 defines its core objectives and ways of working in order to make a lasting positive difference to the communities we work with. We are a global team, firmly rooted in and cooperating closely with other entities of the Johanniter family. This strategy is our compass for the years to come.

Based on a mid-term review of the previous strategy and a thorough context analysis of current trends and opportunities and challenges in the sector, we developed our strategy using a participatory approach, involving staff in country offices and headquarters, our local partner organisations, and external stakeholders such as national and international partners.

As a medium-sized actor in the sector, Johanniter International Assistance strives to respond to the complexity of global challenges and trends such as the rising number of conflicts, flight and migration, the impact of climate change, and rising inequality with an integrated yet flexible approach in our core programme areas of health, livelihoods and emergencies, fully integrated disaster response and disaster preparedness. Climate change adaptation and the promotion of gender equality will be core topics in all our programmes.

In the future, Johanniter International Assistance will focus even more on the situation and needs of the people with whom it works on the ground. We aim to find answers together with the people that consider their interests. In addition, we will place an even greater emphasis on partnerships – both nationally and internationally. We will pursue our localisation agenda by forming and nurturing strong and viable local partnerships. In order to meet our objectives, we will work with a broad range of actors and networks, including local and international partners, individual and institutional donors, staff members and volunteers.

We know that in order to remain relevant in an increasingly competitive environment, we need to adapt as an organisation and strengthen our organisational capacities. If we aim to change global and local health and livelihood conditions, we also need to change our internal structures and working processes to become more effective. In order to do this, we have defined objectives for improved organisational quality and accountability, encompassing programme quality, risk management, safeguarding, operational systems and processes, and investing in people.

Our strategy resonates with the environment in which we operate, it encourages innovation and collaboration, and it aims to attract talent and forge alliances.

Susanne Wesemann,
Director





1 Vision and Mission Statement

Vision

Together with people all around the world, we are striving for a life in good health, with secure livelihoods and dignity; in times of crisis and for a better future.

Mission Statement

The aim of Johanniter International Assistance is to ensure the survival of people affected by disasters and to strengthen and secure the health, resilience and livelihoods of communities in the regions where we work. We develop our international programmes together with local communities in a culturally and gender-sensitive way, based on the community's needs. We recognise the importance of addressing climate change challenges and gender equality, and include them as core topics in all programmes.

We are committed to our localisation agenda. Our partnerships are based on mutual learning, respect and trust. We work with our local partner organisations as equals.

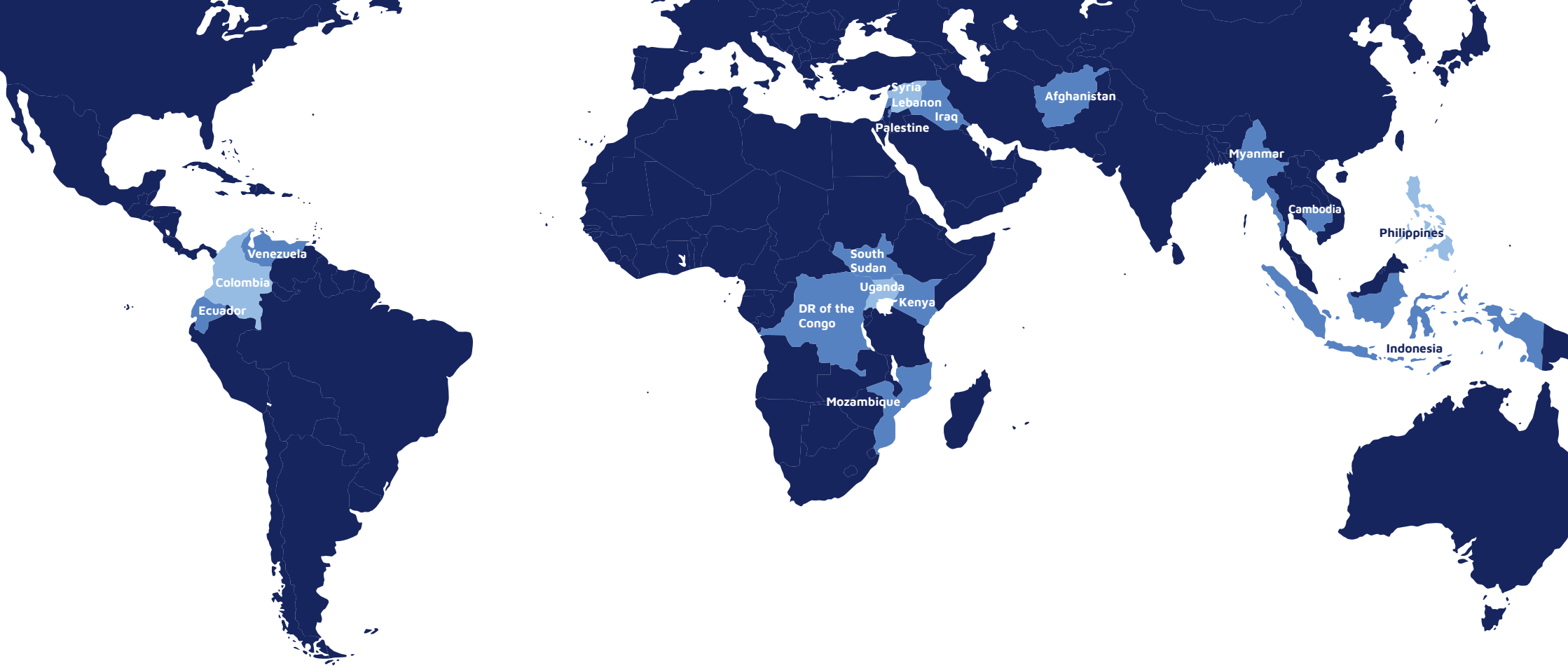
Accountability and transparency are key pillars of our approach to the local communities we work with and to our partners and donors. This is why we

regularly review and improve our decision-making processes and structures. We implement global quality standards to ensure our professionalism. Furthermore, one of our key goals for the next few years is to reduce our environmental footprint.

Our organisational culture of respect and trust allows us to jointly reflect on successes and failures, to learn from each other and address power imbalances.

Our international work is for all people regardless of religion, ethnicity, culture, gender, age or disability. It is shaped by multi-partiality.

We are a diverse and global organisation, firmly rooted in and cooperating closely with other entities of the Johanniter family. As employees of Johanniter International Assistance, we are committed to the principles of the Johanniter-Unfall-Hilfe.



2 People we work with and regions we work in

Johanniter International Assistance works in Latin America, Sub-Saharan Africa, the Middle East, South Asia and Southeast Asia. We work with home and host communities, IDPs and refugees in a number of countries, often in hard-to-reach places. We aim to leverage learning from different communities and cultures to create strong and impactful regional programmes to optimally

address issues that usually transcend physical boundaries. We work with communities that are most vulnerable to shocks, addressing immediate needs as well as advocating side by side with them for basic rights related to food, water, and health.



Johanniter International Assistance Programme Strategy focuses on three thematic areas: emergencies, health and livelihoods. For each programme area, there is a strategic objective that outlines the impact we would like to achieve by working together with our partners and with local communities.

Three interacting strategic programme objectives:

Health

Communities—especially children under 5 years old and pregnant and lactating women—attain better health and well-being through increased knowledge and improved conditions for healthy living as well as through receiving the most appropriate treatment for their illnesses.

Livelihoods

Communities are resilient and empowered to overcome livelihood challenges and are less dependent on external support.

Emergency response and preparedness

Communities affected by disaster and conflict survive and return to a safe and dignified life.



3 Johanniter integrated programme approach and crosscutting topics

The three strategic programme objectives are closely interlinked and they build on each other. The health and livelihood programme objectives include short-term humanitarian support as well as longer-term capacity development measures aimed at empowering local communities and enabling them to become in-dependent of external support.

We set up country programmes based on participatory context and conflict analyses. In future, we will implement more integrated programmes that combine health and livelihood in a comprehensive manner. We create synergies between emergency responses, development and peace-building projects wherever possible by working with a triple-nexus approach. Johanniter International Assistance country teams play a key role in linking actors from all three of these areas accordingly.

We firmly believe that working in an integrated way across all programme objectives enables us to move towards our vision of working alongside people around the world who are striving for a life of dignity and health. The prioritisation of the strategic programme objectives, however, might differ from context to context.

This integrated yet flexible approach allows us to address the complexity of existing challenges all over the world. As a mid-sized NGO, Johanniter International Assistance can adapt more rapidly to the quickly changing needs on the ground and shift from development work to humanitarian and emergency work and vice-versa. This allows flexibility in programming as well as a tailor-made approach that effectively addresses the needs of specific contexts.

Crosscutting topics to be addressed across all strategic objectives

Johanniter International Assistance has identified two core topics that should be addressed in all strategic programme objectives. These are:



Climate change

Climate change will be a core topic of Johanniter International Assistance programmes and projects in the coming years. Environmental challenges are threatening the livelihoods of the communities in which we are active. For this reason, measures to help people adapt to climate change will be systematically included in all our work in future.



Gender equality

Gender equality is promoted in all programme regions as well as in the head office and includes people of all genders and gender identities. In

the international programmes, special emphasis is put on empowering women and girls as their existing vulnerabilities and inequalities are increased as a result of crises and disasters. Together with our partner organisations, we support women to create their own projects aimed at protecting their rights, reducing gender-based violence and strengthening women's economic empowerment.

For every core topic an implementation plan is established to outline how climate change and gender equality are addressed in the implementation of the international strategy.



4 Johanniter core principles

To ensure that we are implementing high-quality programmes, the Johanniter International Assistance programme approach is based on six interacting core principles:

Johanniter Core Principles:

- We are committed to our partnership approach and the localisation agenda
- We include evidence-based advocacy work in our country and regional programmes to influence national and global policy structures
- We prioritise accountability, inclusivity and safeguarding in our work
- We are a learning organisation
- We base all our country and regional programmes on a Do-No-Harm approach
- We work according to international principles and standards

We are committed to our partnership approach and the localisation agenda

Local civil society organisations are the first to respond to emergencies and crises. They are the experts on social and economic development in their communities. In an emergency, local civil society organisations play a key role in supporting communities to prepare for, survive and recover from disaster.

Therefore, a key component of the Johanniter International Assistance Strategy 2027 is to create strong, sustainable and equitable partnerships with local NGOs and Community Based Organisations (CBO) to achieve our strategic programme objectives. We adhere to the Charter4Change and remain committed to implementing our localisation agenda.

Although the partnership approach is Johanniter International Assistance's primary focus, at times we do implement directly during a natural disaster or any other type of emergency or in the aftermath, depending on the circumstances. However, even when the circumstances require us to act directly, we still strive to build elements that increase the capacity of local partners and communities into our programming.

We include evidence-based advocacy work in our country and regional programmes to influence national and global policy structures

In order to address the structural causes of global emergencies, health and livelihood challenges, we include advocacy work in our programmes wherever possible. Our advocacy strategies link knowledge from the local to national and international level in order to influence policy debates and structures in the most effective way possible.

We prioritise accountability, inclusivity and safeguarding in our work

Accountability

Our programmes and processes are accountable to all stakeholders, and particularly to the communities we work with. We strive to maintain an environment built on integrity and respect, in which staff and volunteers are comfortable at work, and people of all genders, ethnicities, religions, ages and abilities feel safe participating in projects and programmes run by Johanniter International Assistance and its partners.

Inclusive approach

Inclusive programming provides opportunities for all people to participate on equal terms and realise their full potential. We recognise all people as rights-holders and we particularly focus on promoting the inclusion of persons with disabilities in our activities and structures. We firmly believe that an inclusive approach leads to better programme quality and safer and more accessible services, assistance and protection.

To this end, Johanniter International Assistance supports the consideration of the specific needs of vulnerable groups in every phase of the project cycle, from assessments through to planning, implementation and evaluation.

Safeguarding

The Johanniter International Assistance strategy 2027 aims to stamp out imbalances by creating a culture of respect and accountability that recognises that misuse of power and privilege is at the core of sexual exploitation, abuse and sexual harassment (SEAH). Various forms of systematic discrimination intersect with each other. People can hold power and privileges based on characteristics such as gender, ethnicity, sexuality, national identity, employment status, education and their role in the organisation. Often, these characteristics overlap and combine

in ways that increase privilege or oppression.

Therefore, we will apply an inter-sectional safeguarding approach that takes the intersection of multiple forms of systematic discrimination into account and enables us to meet the unique needs of our staff, partners and beneficiaries.

We are a learning organisation

Johanniter International Assistance is a learning organisation. We continuously reflect on our actions and strive to improve our internal and external performance accordingly. Planning, monitoring and evaluation processes provide a joint learning space for Johanniter teams and partners to develop culturally sensitive and innovative ways of supporting local communities.

Capacity development is one of our core competencies, internally for our own staff in the head office and the country offices, as well as externally for local partner organisations. We consider capacity development as a mutually beneficial learning process that is tailored to and is determined by the needs of our staff and partner organisations.



We base all our country and regional programmes on a Do-No-Harm approach

Johanniter International Assistance is committed to the Do-No-Harm approach. We and our partners are aware that every intervention has an impact on existing conflict dynamics within a particular context. Every Johanniter country and regional programme is accompanied by a comprehensive Do-No-Harm analysis and monitoring to prevent unintended negative side effects.

We work according to international principles and standards

Johanniter International Assistance implements international standards for humanitarian assistance and development cooperation—in particular the Code of Conduct of the Red Cross and Red Crescent Movement and the Sphere Standards, including the Core Humanitarian Standard.

We are committed to the Agenda 2030 and to achieving the Sustainable Development Goals.

Vision: Together with people all around the world, we are striving for a life in good health, with secure livelihoods and dignity; in times of crisis and for a better future.

Structure of the Global Strategy 2027

Strategic Programme Objectives and Sub Objectives



Health

Communities – especially children under 5 years old and pregnant and lactating women – attain better health and well-being through increased knowledge and improved conditions for healthy living as well as through receiving the most appropriate treatment for their illnesses.



Livelihoods

Communities are resilient and empowered to overcome challenges that could jeopardise their livelihoods and are less dependent on external support.



Emergency Response and Preparedness

Communities affected by disaster and conflict survive and return to a safe and dignified life.

Strategic Objectives

Sub Objectives

Prevention
Health-Care

Income Generation
Environmental and
climate change challenges
Food Security

Emergency
Response
Emergency
Preparedness

Structure of the Global Strategy 2027

Strategic Organisational Objectives and Sub Objectives



Networking & Positioning

As a well-known actor in the relief and development sector, Johanniter contributes to improvements in the international system via effective networks and partnerships at all levels.



Organisational Quality & Accountability

Johanniter has strong organisational capacities to effectively achieve its strategic objectives. Our cooperation with partner organisations and communities as well as with donors and other stakeholders is based on transparency and accountability.



Growth & Engagement

Johanniter International Assistance has strong, professional relationships with institutional and private donors, supporters and other relevant stakeholders and will have significantly increased its annual turnover by 2027 to improve the scale and impact of its programmes.

Strategic Objectives

Sub Objectives

Networking and Positioning
Advocacy for Localisation

Programme Quality
Partnership Approach
Accountability
Investing in People and Leadership
Operational Systems and Processes
Risk Management

Supporters and Donors
Growth

Part 2



5 Strategic programme objectives

An overview of the Johanniter strategic programme objectives, sub-objectives and strategies is provided below. The three programme objectives overlap: they strengthen and reinforce each other. This is emphasised by the use of shared strategies, for example on disaster risk reduction, nutrition and food security.

Strategic Objective



Emergency Response and Preparedness

Communities affected by disaster and conflict survive and return to a safe and dignified life.

As the number of people affected by natural disasters and conflict around the world continues to rise, Johanniter International Assistance is seeking to significantly enhance its emergency work by 2027. We are convinced that this goal can only be reached if the response to emergencies is centered on the needs of the affected people and driven by those closest to the affected communities.

Johanniter therefore focuses on strengthening the capacities of its staff and partners as well as supporting local communities to enhance their capacities as first-responders in disaster and crisis situations.

In an emergency, we decide on the basis of a risk analysis and specific criteria to determine if we respond (including number of affected people, access and our presence in the region). All emergency approaches take climate change and gender equality into account and all are implemented in ways that do not exacerbate any existing conflicts or cause new ones.

Sub Objective: Emergency Preparedness

Communities in high-risk areas are better prepared for and more resilient to disasters.

In order to minimise the effects of a disaster—or even prevent potential events from turning into disasters—communities in high-risk areas need to be better prepared and more resilient. To achieve this, together with

our partners we invest in gender-sensitive and inclusive programmes that strengthen the preparedness capacities of communities and their resilience in terms of adapting to and recovering from disasters and crises.

Main strategies:

- Adopting emergency preparedness plans at the local and national level
- Strengthening local partners' technical and organisational capacity of to respond to disasters
- Implementing community-based disaster risk reduction interventions

Sub Objective: Emergency Response

Communities affected by disaster and conflict have access to humanitarian assistance to meet their basic needs.

When an emergency occurs, no matter whether the onset is sudden or slow, the people affected by it need to have their basic needs met in order to return to a safe and dignified life. To this end, Johanniter International Assistance

and its partners focus on timely, needs-based healthcare and livelihood support in emergency situations, prioritising the most vulnerable people in the affected communities in an inclusive and gender-sensitive way.

Main strategies:

Health:

- Providing basic healthcare in health facilities, through mobile clinics and (where local capacities are overstretched) through Emergency Medical Teams of qualified Johanniter volunteers that are deployed via the relevant international mechanisms
- Johanniter International Assistance health programmes for emergencies include nutrition services for those most vulnerable to acute malnutrition—especially children under five years old and pregnant and lactating women.
- Johanniter and its partners ensure that vulnerable people in emergency situations have access to safe water, adequate hygiene and sufficient quantities of safe and nutritious food.

Livelihoods:

- Affected people are provided with the resources to restart their livelihoods, providing the dignity of choice and revitalising local markets.

Strategic Objective



Health

Communities—especially children under 5 years old and pregnant and lactating women—attain better health and well-being through increased knowledge and improved conditions for healthy living as well as through receiving the most appropriate treatment for their illnesses.

Johanniter International Assistance defines health in line with the World Health Organisation (WHO) definition as a state of complete physical, mental and social well-being and not merely as the absence of disease or infirmity¹. Based on the Universal Declaration of Human Rights, Johanniter's work is rooted in the conviction that "Everyone has the right to a standard of living adequate for the health and well-being of themselves and of their family, including food, clothing, housing and medical care and necessary social services [...]".

Our main objective is to meet health, WASH and nutrition needs in target communities in an integrated way by 2027. Mental health plays a key role in our programmes. Pregnant and lactating women and children under five years old are a key target group for Johanniter health projects because their health and nutrition status plays a foundational role in enabling children to grow, learn and thrive.

The main change Johanniter International Assistance wants to see is a strengthened sense of ownership and an increased acceptance of responsibilities among local authorities when it comes to health. As shown in the sub-objectives, a combination of preventative measures and health-care will continue to form the core of our work in the coming years.

1. Preamble to the Constitution of the WHO as adopted by the International Health Conference, New York, 19 June – 22 July 1946.

Sub Objective: Prevention

Targeted communities have increased knowledge about health promotion and disease prevention and have access to improved WASH and nutritious food.

Through the implementation of preventive health programmes, we contribute to increased knowledge about disease prevention and to improved access to water, sanitation and hygiene (WASH) as well as

nutritious food at community level. All our health programs are implemented in collaboration with the affected population and are therefore responsive to the needs of the local context.

Main strategies:

- Working at the community level and integrating preventative measures into all health projects
- Initiating improved hygiene practices and providing adequate access to drinking water and sanitation
- Fighting malnutrition and promoting positive nutrition habits in accordance with our food security strategy

Sub Objective: Health Care

Target communities have access to improved health systems, high-quality essential healthcare and emergency medical care.

Another focus of Johanniter International Assistance's health programmes is strengthening health systems and access to healthcare. This encom-

passes healthcare services aimed at curing disease as well as those aimed at promoting recovery from an illness, injury or impairment.

Main strategies:

- Contributing to strengthened health systems through improved health facilities and competent health care personnel primary, secondary and tertiary level
- Improving access and uptake of essential health services on the community, primary, secondary and tertiary level

Strategic Objective



Livelihoods

Communities are resilient and empowered to overcome challenges that could jeopardise their livelihoods and are less dependent on external support.

Empowering communities to overcome challenges that could put livelihoods in jeopardy will continue to be a core component of Johanniter International Assistance's work in the coming years. Our understanding of livelihoods is based on a holistic approach in which several factors interact: goods or capital that people need, the means by which people earn a living, the context, and any factors that strengthen resilience to moments of stress and crisis. Our livelihoods approach is based on the UNDP definition of sustainable livelihoods and the related Sustainable Livelihoods Framework². It encompasses skills, assets and approaches used by individuals and communities in order to survive. Sustainability implies that communities are resilient and empowered to overcome moments of stress and crisis, especially negative impacts arising from challenges associated with climate change.

Johanniter International Assistance's livelihood programmes mainly focus on three areas: income generation, environmental and climate change-related challenges, and food security. A comprehensive analysis of the context is the first step in each area. This analysis forms the basis for decisions about the strategy needed to further develop the community capacities that will allow communities to cope with challenges that jeopardise livelihoods. In all cases, Johanniter builds on existing local capacities in a gender-sensitive and culturally sensitive way.

2. UNDP Guidance Note 2017; DFID Sustainable Livelihoods Framework 1999

Sub Objective: Income Generation

Target groups in the communities improve their income sustainably resulting in greater self-reliance

Generating a sustainable income is a key step towards people in local communities leading an independent and autonomous life unaffected by external help. Johanniter International Assistance livelihood projects in South-

east Asia, the Middle East and Africa support local production and generate opportunities for local producers to sell their products or build their own businesses. Skill development plays a key role in our projects.

Main strategies:

- Supporting businesses with capital boosts and providing capacity strengthening in terms of business development and management skills
- Strengthening supply chains and local production and connecting producers to local and external markets
- Promoting savings groups and connecting them to formal financial services

Sub Objective: Environmental and climate-change-related challenges

Communities living in at-risk contexts adopt preventative and adaptive coping strategies to alleviate negative impacts of climate change. Target groups in the communities improve their income sustainably resulting in greater self-reliance

In the years to come, climate change will continue to have a huge impact—especially on small-scale producers in rural communities. Johanniter International Assistance is going to increase disaster risk reduction (DRR) programming at community level to strengthen their resilience and coping

capacities. In an emergency, local communities will be less vulnerable if they have livelihoods based on access to sustainably managed natural resources such as land and water.

Main strategies:

- Promoting good disaster risk reduction practices and coping strategies that do not deplete natural resources
- Ensuring that vulnerable communities and partners have access to early warning systems and innovative, adaptive strategies

Sub Objective: Food Security

Target groups in the communities have access to sufficient food that is safe and nutritious.

Johanniter International Assistance takes a two-pronged approach in its food security projects. In a humanitarian crisis, in the first instance, we aim to meet short-term needs of the affected population to prevent any potentially damaging coping strate-

gies being implemented. At the same time, once immediate needs are met, we work on restoring long-term food security: for example by enabling local communities to diversify their production and consumption of food.

Main strategies:

- Promoting technologies that enable sustainable agricultural practices that improve resistance to natural hazards, with a focus on protecting rural livelihoods
- Promoting diversification in the production and consumption of food in the communities where we work in accordance with our nutrition strategy



6 Organisational objectives

In order to improve its organisational performance, Johanniter International Assistance puts special emphasis on further developing the following working areas by 2027: networking and positioning, organisational quality

and accountability, and growth and engagement. The organisational objectives listed below enable Johanniter International Assistance to achieve its programme objectives and are all equally important.

Strategic Organisational Objective



Networking and Positioning

As a well-known actor in the relief and development sector, Johanniter International Assistance contributes to improvements in the international system via effective networks and partnerships at all levels.

By 2027, Johanniter International Assistance will expand its own position and that of its partners in strategically relevant national and international networks and alliances.

Sub Objective: Networking & Positioning

Johanniter International Assistance has expanded and consolidated its own position and that of its partners in strategically relevant national and international networks and alliances in order to influence global policies to improve the lives of the communities we work with.

Johanniter International Assistance will enhance its position as a well-known actor in relief and development and will contribute to improvements in the international system. We are convinced that we can only make a sustainable impact by working together with other actors in global as well as in local alliances.

Johanniter International Assistance is recognised within the wider Johanniter organisation, its networks and by the public as a competent player in its

core topics, which include health, livelihoods, emergency response and preparedness. We will strengthen our positioning on humanitarian issues and trends.

As part of the Johanniter network in Germany, in the years to come, we will expand the development and implementation of joint projects, e. g. with the Youth and Education Units to foster understanding of global trends in relief and development and their relevance for Germany.

Sub Objective: Advocacy for Localisation

Civil society is strengthened through advocating for localisation in Johanniter International Assistance's national and international networks based on local initiatives

As a signatory of the Charter4Change, we will continue to strengthen civil society by advocating for localisation nationally and internationally. We will promote better representation of our local partner organisations in UN coordination bodies, such as clusters and pooled funds. Empowered Johanniter country offices will support local part-

ners in developing their capacity for advocacy.

Our internal knowledge management system will allow us to link expertise and knowledge from the various country offices and partner organisations to the global level and use it in national and international advocacy work.



Organisational Quality and Accountability

Johanniter International Assistance has strong organisational capacities to effectively achieve its strategic objectives. Our cooperation with partner organisations and communities as well as with donors and other stakeholders is based on transparency and accountability.

If we aim to change global and local health and livelihood conditions, we also need to change our internal structures and working processes to become more effective.

Organisational quality and accountability encompasses six working areas: programme quality, the partnership approach, accountability, investing in people, operational systems and processes, and risk management.

Sub Objective: Programme Quality

Johanniter programmes are based on technical best practice, a comprehensive PM&E system and the active participation of the target population.

High-quality programmes enable Johanniter International Assistance to achieve impact in the areas of its programme objectives. Our programmes are based on solid evidence and a comprehensive, participatory plan-

ning, monitoring and evaluation system that allows to scale-up impacts from the local level to the global level. Local communities are in the driving seat in all of our programming.

Sub Objective: Partnership Approach

Johanniter International Assistance partner organisations have strong, sustainable institutional capacities. Our cooperation is based on equitable partnerships shaped by mutual respect, shared values, learning and self-reflection.

A main component of the Johanniter International Assistance Strategy 2027 is to create strong, sustainable and equitable partnerships with local NGOs and CBOs shaped by mutual learning, respect, transparency and trust.

As long as we view our cooperation with partner organisations as a process of mutual learning that is characterised by respect and self-reflection, Johanniter International Assistance will be

a learning organisation in which we critically reflect on implicit assumptions about how change and the transformation of power structures are going to happen. This approach guarantees that projects and programmes build on local knowledge and are rooted in the communities.

Sub Objective: Accountability

Johanniter International Assistance as an organisation, and its members as individuals, behave with integrity. Our programmes and processes are accountable towards all stakeholders, particularly to the communities we work with.

Accountability to affected communities is a basic requirement for improving the quality, sustainability and impact of humanitarian and development programming. In combination with participatory programming approaches, it ensures more appropriate projects.

In its 2027 strategy, Johanniter International Assistance commits to improving accountability towards all stakeholders, including the communities we work with, partner organisations, host governments, local authorities, and institutional and private donors.

Sub Objective: Investing in People & Leadership

Johanniter International Assistance attracts, develops, cares for and retains skilled and committed staff around the world. Our leadership culture motivates and empowers all employees at all levels to contribute to the achievement of our strategy.

All Johanniter International Assistance staff are part of a single, unified workforce no matter where they are based. We are a diverse and global organisation, firmly rooted in and closely cooperating with other entities of the Johanniter family. Mutual trust, equity, transparency and accountability build the basis of our cooperation.

Our staff development recognises the 'whole person paradigm' of heart,

body and soul; we recognise and use the full potential of all staff members. Everyone is clear about how they contribute to the achievement of the global strategy.

Our leadership approach defines our principles and values, outlined in a comprehensive leadership development scheme, equally nurturing leadership attitudes, skills and practices.

Sub Objective: Operational Systems and Processes

Johanniter International Assistance systems and processes are clearly defined and function across all levels. Organisational standards are streamlined and fully implemented across the organisation.

Empowered country offices provide efficient, integrated technical support for partner organisations in terms of logistics, finance, IT, programmes, communications and HR, supporting them in achieving full compliance.

We will create and implement operational systems, specifically HR, finance, logistics and IT systems that can manage an increased financial portfolio with multiple donors and large-scale contracts, plus an agile HR system suitable for the management of a mobile, diverse, matrix-oriented workforce. We will pay particular

attention to strengthening the country offices in this regard, not least through our Global Support Unit, whose mandate is to develop operational capacity and provide a second level of control.

Internal and external communication plays a crucial role in achieving all the objectives in the international strategy.

Sub Objective: Risk Management

Johanniter International Assistance has a comprehensive risk and opportunity management system in place to maintain organisational stability and reputation and to care for the integrity of staff, partners, and of the communities we work in.

We will continue to develop and implement a risk management system in line with JUH standards and processes.



Growth and Engagement

Johanniter International Assistance has strong, professional relationships with institutional and private donors, supporters and other relevant stakeholders and will have significantly increased its annual turnover by 2027 to improve the scale and impact of its programmes.

In order to increase the scale and impact of our programmes, we will continue to work with a broad range of supporters and donors to secure flexible and reliable income sources.

We will secure our financial sustainability by effectively managing and leveraging funding from institutional and private sources, aiming to focus our efforts on areas where Johanniter International Assistance can make a real difference as mid-sized organisation in the relief and development sector.

Sub Objective: Supporters and Donors

Strong relationships with diversified national and international, institutional and private donors and supporters are established and nurtured.

We recognise that we will only be able to achieve our ambitions by fostering and expanding our relationships with donors and supporters through effective networking and engagement with like-minded organisations and individuals.

Johanniter International Assistance is part of and strengthens the overall Johanniter-Unfall-Hilfe (JUH) brand with its unique mission and values.

We will work closely with other Johanniter entities and teams, especially the JUH fundraising and marketing/communication units at HQ and at the association level.

Johanniter International Assistance is accountable to its supporters and donors for the effective, appropriate and efficient use of the funds entrusted to it.

Sub Objective: Growth

Johanniter International Assistance has at least doubled its annual turnover to reach more vulnerable communities.

We will develop and pursue funding strategies at the global and country level that incorporate all possible funding streams. We will effectively leverage institutional and private

income sources to ensure that we have the necessary flexibility to implement programmes and pursue new opportunities and innovative approaches.

For the Love of Life.

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Lützowstr. 94, 10785 Berlin

info@johanniter.de

www.johanniterint.org

Facebook / Twitter: @JohanniterInt

Responsible for the content

Federal Board of Johanniter-Unfall-Hilfe e.V.:

Jörg Lüssem, Thomas Mähner,

Christian Meyer-Landrut

Editor: Sandra Lorenz, Daniela Körppen

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