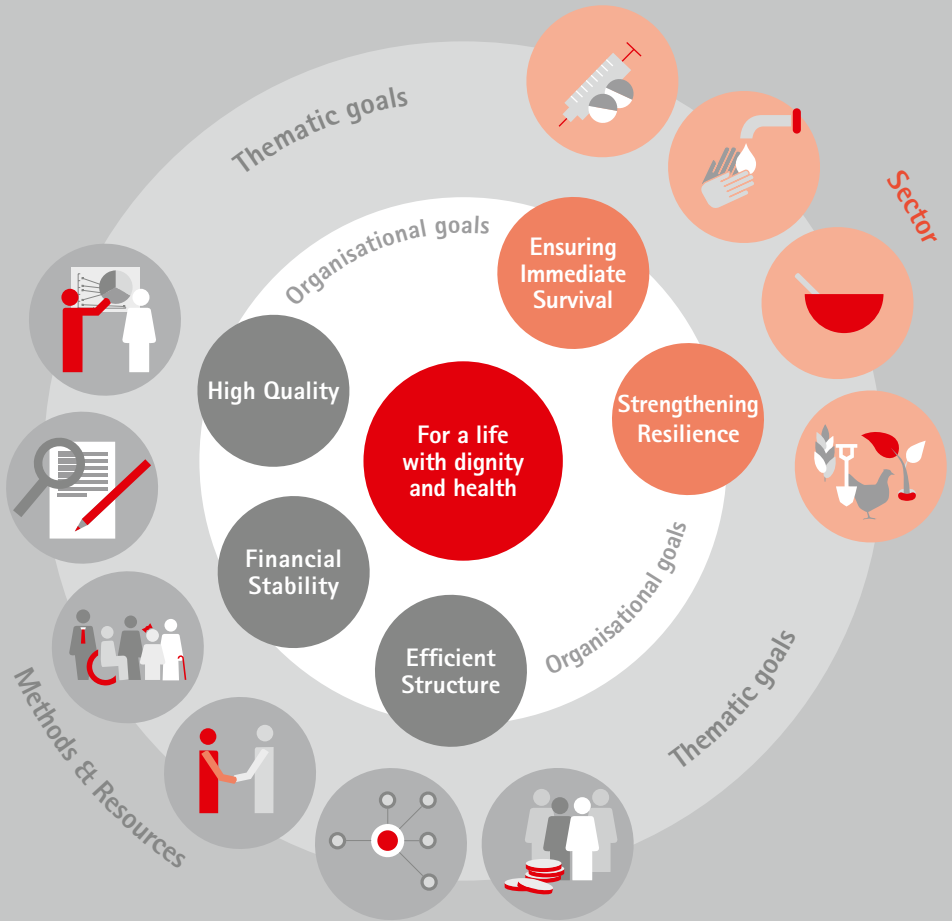


Strategy 2025 of Johanniter International Assistance



Preface



Guido Dost,
Director International
Assistance

Johanniter International Assistance Strategy 2025 – ready for the future

Development cooperation and humanitarian relief have always been constantly-changing fields of work, with their own special requirements and challenges – be they due to the increasing occurrence of complex, long term crises, the information and communications technology revolution, or the justified demands for greater participation by people affected by crises. Johanniter International Assistance has to adapt to these changes in order to ensure that its work continues to comply to highest standards in future. This will in turn ensure that Johanniter can offer the best possible support to people who are affected by crises and natural disasters all over the world.

In 2015 we began the process of revising the strategic direction of our work. The result of this process is the following document, the Strategy 2025, which clearly defines our core competences and describes the overall approach to our work. All our activities are geared towards achieving two main goals: Ensuring the survival of affected people in the direct aftermath of disasters, and strengthening the resilience of vulnerable people and communities struck by crises and disasters. Consequently, our primary focus is always on the people we support through our projects. We strive to learn about their needs, and to know the impact of our activities.

I am convinced that with its Strategy 2025, Johanniter International Assistance has set the right course to confront the challenges of the coming years. I look forward to working towards these goals together with Johanniter colleagues all over the world.

Sincerely,

A handwritten signature in black ink that reads "Guido Dost". The signature is written in a cursive style with a large, stylized 'D' at the end.

Guido Dost

Vision

Together with people all around the world we are striving for a life with dignity and health – in times of crisis and for a better future.

↑ Organisational goals 2025 ↑

Ensuring Immediate Survival: In humanitarian crises and the direct aftermath of disasters we ensure a life of dignity for the survivors.

Strengthening Resilience: We strengthen the resilience of vulnerable people and communities to enable them to cope with the effects of crises, violent conflicts, natural disasters and climate change. In doing so we link together disaster relief, rehabilitation and development.

High Quality: Our work meets high quality standards and is conformed to the needs and expectations of the people and organisations we work with.

Financial Stability: Johanniter International Assistance has adequate and diversified financial access at its disposal for the realisation of its projects and programmes.

Efficient Structure: The organisational structure of Johanniter International Assistance enables us to work efficiently and to achieve the highest possible impact. Our operational processes are clearly specified and continuously revised and updated.

↑ Thematic goals ↑

Sector

Health: We promote good health and treat illnesses.

Fighting Malnutrition: We fight malnutrition and promote positive nutrition habits.

WASH: We initiate improved hygiene practices among communities and provide adequate access to drinking water and sanitation facilities.

Food Security and Income Generation: We support that all people at all times have physical, social and economic access to a safe, secure and adequate diet which meets their dietary needs to be able to live a healthy life and have the ability to earn a necessary income.

Methods & Resources

Needs-based approach: Our projects are based on the needs of people in regions affected by crises and conflicts.

Working with partners: We work with local partners on an equal basis.

Inclusive Approach: By implementing an inclusive approach we are able to reach particularly vulnerable people.

Quality and Accountability: We work in accordance with consistent quality standards and assume full accountability towards affected people, our partners and our sponsors. We actively work towards improving general conditions for humanitarian assistance and development cooperation.

Resources: Efficient management of our financial, material, communications and personnel resources enables us to achieve the goals of the organisation.

Organisation goals 2025

Together with people all around the world we are striving for a life of dignity and health – in times of crisis and for a better future. To achieve this vision, Johanniter International Assistance has defined two main goals in its Strategy 2025: Ensuring immediate survival and strengthening resilience.

Ensuring immediate survival

The worldwide need for humanitarian relief has risen dramatically in recent years. Numerous long-running armed conflicts and the increasing occurrence of extreme weather events have led to a situation in which over 80 million people worldwide are frequently dependent on humanitarian assistance for their survival. Johanniter is active in regions affected by crises and conflicts giving special attention to supporting refugees and internally-displaced people. Another important field of work is the provision of assistance following sudden-onset natural disasters as well as disasters in which the effects only become evident over a longer period, such as droughts. The primary goal is always to

ensure the survival of affected people and to help them to live safely and in dignity after such events.

Particularly in the aftermath of sudden natural disasters, the first priority is often to secure the immediate survival of a great number of people. This is only possible if qualified and well-coordinated relief is on hand quickly. In order to meet this need, Johanniter has obtained the classification as emergency medical team (EMT) from the World Health Organisation. This allows us to provide qualified emergency relief within a global coordination mechanism, whenever and wherever it is needed, in situations where local capacities are overstretched to cope with a disaster.

„THE PRIMARY GOAL IS ALWAYS TO ENSURE THE SURVIVAL OF AFFECTED PEOPLE AND TO HELP THEM TO LIVE SAFELY AND IN DIGNITY.“

Strengthening resilience

Resilience refers to the ability of people to withstand challenging situations. Johanniter defines resilience as an individual's or a community's capacity to overcome the consequences of crises, violent conflict, natural disasters or climate change without jeopardising their livelihoods in the medium term while at the same time being better prepared for future crises.

Strengthening resilience requires a holistic approach in order to enhance and expand the capacities of individuals and communities. Where possible, Johanniter strives to implement integrated programmes that incorporate its core competences in the areas of health care, fighting malnutrition,

water, sanitation and hygiene, as well as food security and income generation. In this context, it is also important that considerations regarding resilience strengthening are made already during the emergency relief phase and later linked to reconstruction and longer-term development-oriented activities. In order to ensure that extreme events do not lead to disasters in the future – and consequently negate successes in strengthening the livelihoods of affected people – specific, targeted disaster preparedness and prevention measures are vital. These include community-based early warning systems or earthquake-proof construction techniques for houses and health centres.

**„THE STRENGTHENING OF
RESILIENCE IS ALREADY
CONSIDERED DURING THE
EMERGENCY RELIEF PHASE
AND LATER LINKED TO
RECONSTRUCTION AND
LONG-TERM MEASURES.“**

Efficient structures and working methods

To achieve the 2025 organisational goals, Johanniter International Assistance has also set out goals for the improvement and development of its internal organisational structures and working methods.

Johanniter International Assistance sets out to use the resources at its disposal so as to best support the achievement of its organisation goals and to secure the financial stability of the organisation. To make its working practices even more efficient, Johanniter International Assistance is aiming to establish an internal structure in which the responsibility and decision-making authority is assigned to the organisational level that possesses the best competences for the task at hand.

Johanniter International Assistance is committed to meeting the quality standards of humanitarian assistance and development cooperation expected by the people and organisations we work with – and also those of the public and our donors. In order to achieve this, the work carried out by Johanniter International Assistance is aligned to international quality standards with a special emphasis on a series of methods and approaches: Orientation to the needs of affected people, expanding

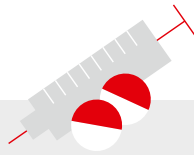
and intensifying the work with local partners, and an inclusive approach aimed at reaching especially vulnerable people. In this context, Johanniter International Assistance views itself as a learning organisation that pursues the goal of continuously improving its services and working procedures. At the same time, we want to actively contribute to improving the general conditions in the field of humanitarian assistance and development cooperation.

Impact orientation

In the coming years, we plan to place even more emphasis on the documentation and evaluation of our projects in terms of their impact on the people and communities in the project regions. To achieve this, capacities need to be built on diverse levels and resources made available. The findings of the impact evaluations will ensure accountability towards the affected people and also provide valuable insights that will benefit our project management and future planning. In addition, there will be an increased focus on greater transparency towards our donors and the public in terms of communicating the impact of our projects.

Health





Goal: We promote good health and treat illnesses.

Until 2025 Johanniter aims to continually increase the resilience of health-care systems in regions hit by crises in order to facilitate access to high quality healthcare based on the needs of the affected people. This includes strengthening the infrastructure of primary healthcare facilities and basic and advanced training for medical staff. Following disasters, Johanniter will help to ensure immediate survival by dispatching internationally certified emergency medical teams.

Preventive measures such as health and hygiene promotion as well as mother and child preventive healthcare form the core of our work, with the aim of reducing morbidity and mortality rates in the short, medium and long term. We integrate health supporting measures such as access to safe water, adequate sanitation facilities, and education awareness on the importance of nutrition.

Specific Objectives

Preventive measures are integrated into all health projects.

People have **access** to healthcare based on their needs.

Morbidity and mortality are reduced in our operating areas.

Fighting Malnutrition





Goal: We fight malnutrition and promote positive nutrition habits.

By 2025 Johanniter will have integrated activities for the prevention of malnutrition in all its health projects. In addition to initiating positive nutrition behaviour change, the goal is to prevent acute malnutrition. Of particular importance is the phase from early pregnancy until the child's fifth year of life. A comprehensive malnutrition prevention programme requires that activities affecting nutrition, health, long-term income and food security as well as water, sanitation and hygiene complement each other. In crisis situations, especially young children, pregnant and lactating women, and survivors of disasters benefit from programmes that are carried out in primary health care units and at the community level.

Specific Objectives

In all health projects, acute and chronic malnutrition will be **prevented**.

Specific projects are aimed at **combating acute malnutrition**.

WASH





Goal: We initiate improved hygiene practices among communities and provide adequate access to drinking water and sanitation facilities.

In order to maintain good health and prevent illnesses, Johanniter International Assistance facilitates access to safe drinking water, adequate sanitation facilities and hygiene promotion. By 2025 Johanniter will have integrated standardised preventive hygiene measures in all its health projects. When required, Johanniter supports the construction, maintenance and access to appropriate WASH infrastructure.

Specific Objectives

In all its projects, Johanniter promotes **regular hand-washing and other hygiene measures.**

When needed, Johanniter aims to ensure that the water requirements of local populations are met. Consequently, secure and equitable access to a sufficient supply of **safe drinking water** is provided for all.

In specific projects, the **hygienic disposal** of faeces, sewage and waste is secured on a sustainable basis.

Food Security and Income Generation





Goal: We support that all people at all times have access to food and the ability to earn a necessary income.

With the goal to enhance resilience of vulnerable people before, during and after disasters and crises, Johanniter will have established, by 2025, sustainable, integrated programmes to reach income and food security in the project areas. Johanniter will thus support the availability of sufficient and adequate food as well as improved access to markets and pastures/arable land for independent food production or alternative income opportunities. Projects also facilitate the healthy and appropriate use of food through adequate storage and hygiene practices, clean water, sanitation and health care activities. As sustainable food production and access to food is directly related to the protection of natural resources such as soil, water and forests Johanniter will address these topics with awareness raising campaigns, trainings and didactic materials. In the aftermath of disasters and during crises, vulnerable people will quickly be supported by cash transfer programmes and/or distributions of non-food items (NFI).

Specific Objectives

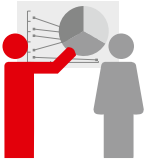
In accordance to the FAO definition (1996), Johanniter projects contribute to ensure for all people at all times the physical, social and economic **access to sufficient, safe, and nutritious food, that meets their dietary needs and food preferences** for an active and healthy life.

Johanniter supports vulnerable people to sustainably **improve their income** and organize their life in a self-reliant way.

Methods



Needs-Based Approach



In order to reach its organisational goals, Johanniter International Assistance works needs based in all its projects. To this end data is collected on the respective context, needs and existing capacities. By 2025, Johanniter International Assistance will have ensured that trained staff carry out assessments before establishing any project proposals or that assessments are carried out by partner organisations.

Specific Objectives

Johanniter International Assistance incorporates an evidence and needs based approach in all its projects. This includes, among other things, the assessment and analysis of information about context, needs, and capacities by trained Johanniter International Assistance staff or partner organisations.

Work with Partners

Depending on the general conditions in each project country, Johanniter either implements projects directly or together with local partner organisations. In the latter case, such cooperation occurs on an equal, cooperative basis. Johanniter International Assistance's aim for 2025 is to increase the participation of local actors in project countries in every phase of project planning and implementation, in particular in the field of humanitarian assistance, and to sustainably strengthen the capacities of local partner organisations. Johanniter has underlined its commitment to this goal by signing the Charter for Change.



Specific Objectives

Johanniter's cooperation with local partner organisations, especially in humanitarian assistance, is extended both **qualitatively and quantitatively**.

The **capacities of local partner organisations** working with Johanniter in development cooperation and humanitarian assistance are strengthened sustainably.

Inclusive Approach



Johanniter International Assistance has made a clear commitment to ensure its activities benefit people who – due to a range of factors (age, disability, gender etc.) – are particularly marginalised or vulnerable, and who are at risk of being excluded from essential assistance. In the context of this strategic goal,

Johanniter International Assistance has planned beyond the Inclusion Charter, signed at the World Humanitarian Summit, and is creating a framework for its implementation. We consider the implementation of an inclusive approach an ongoing (learning) process. In practice, this means that for every new project or programme, and for every new context in which Johanniter operates, we will reassess the causes and various forms of exclusion with respect to highly vulnerable groups and their needs in that specific context. This will allow us to find new ways to remove all forms of access barriers for these people.

Specific Objectives

Johanniter International Assistance ensures to reach those who due to various factors (age, disability, gender, etc) are marginalised and particularly vulnerable and therefore at risk to be excluded from assistance.

Quality & Accountability

By 2025 Johanniter International Assistance will have introduced a comprehensive quality management system, allowing the quality of its work in all fields to be evaluated against international standards of humanitarian assistance and development cooperation, in particular the Code of Conduct of the Red Cross and Red Crescent Movement, the Sphere Standards and the Core Humanitarian Standard. In this regard, Johanniter views itself as a learning organisation that is committed to continuous improvement. Its processes and responsibilities are reviewed regularly and adjusted to changing situations within Johanniter-Unfall-Hilfe and in the project countries. The quality of our work is evaluated by the people in the project countries, our partners, and institutional and private donors, to whom we are committed to accountability and transparency.



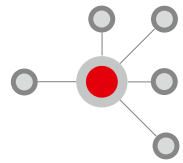
Specific Objectives

Johanniter International Assistance implements the Sphere Principles and Standards and the Core Humanitarian Standards in its work. These encompass accountability towards, and the inclusion of, affected people.

Johanniter's work in its German head office and in its regional and country offices is carried out in accordance with **consistent and specified regulations and processes**.

Improving the Humanitarian System

In the coming years, Johanniter International Assistance will strive to exercise consistent influence on national and international decision makers by collaborating in strategically relevant networks and initiatives. It is of particular importance that the commitments made by donors, the United Nations and civil society during the 2016 World Humanitarian Summit regarding improved funding terms and other general conditions of humanitarian assistance are followed-up on and implemented. This requires the internal exchange of experiences, competences and expectations, as well as sharing these experiences and taking on responsibilities in forums and working groups on a national and international level. Further aspects include support for selected lobbying initiatives and holding workshops and other events.



Specific Objectives

Through our networks we contribute to improvements in:

- **funding policies and guidelines of institutional donors and relief coalitions** to ensure that we and our local partners have access to donor funds on reasonable terms.
- **the general conditions** of relief activities, to facilitate efficient working practices in affected areas that conform to international quality standards and the principles of humanitarian assistance and development cooperation.
- **coordination and cooperation** with local, national and international actors both domestically and abroad to achieve the greatest possible impact and synergies.

Resources

Finances

For the years 2017–2018, Johanniter International Assistance is aiming to consolidate its financial resources in order to preserve the status quo in terms of personnel and projects. In the following years the goal is to achieve moderate growth, with a particular focus on increasing availability of own funds.



Specific Objectives

By end of 2018 Johanniter International Assistance has **consolidated its financial basis** on the current level.

The availability of **unrestricted own funds** of Johanniter shall be increased continuously in order to allow for moderate growth of the project volume being implemented.

In order to decrease any dependency on specific donors Johanniter International Assistance strives to further **diversify the range of its institutional donors**.

Logistics



By 2025 Johanniter will have strengthened its logistics system to support the project activities and to carry out disaster response missions. The organisation will be a recognised actor in the major humanitarian logistics networks, and logistical issues will be considered an integral part of all activities. The goal is to be able to offer high quality, timely and cost-efficient logistics support for all activities which is both transparent and accountable.

Specific Objectives

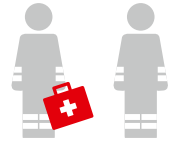
The **logistics processes** are defined and allow for standardised operations.

The quality and quantity of the **logistics staff** meet the requirements of the respective activities.

Johanniter is a **recognised actor in humanitarian logistics** in both national and international contexts.

Personnel

Our staff carry out the core work of Johanniter International Assistance. The HR management at Johanniter International Assistance is geared towards the key strategic areas of the organisation and constantly ensures that the right people are available at the right place and at the right time. To this end, by 2025 we will have established a proactive, flexible and fast-responding HR management that has a clear overview of our entire staff all around the world. The continuous development of our staff's competences will be a central aspect, while the guidance and development of our senior management is given special attention. At HQ level we develop policies and tools that are adapted and implemented in each project country. In this regard, all our activities conform to established international standards for HR management.



Specific Objectives

National and international **personnel processes** and policies are standardised and efficient.

Recruitment of our staff is based on **foresighted planning** (both quantitatively and qualitatively).

Johanniter will support and make use of the **competences and skills of its staff** (in particular of senior management).

Communication



By 2025, Johanniter International Assistance brand will be established as part of the overall Johanniter brand. A consistent image relating to the work and goals of Johanniter International Assistance will be firmly established among Johanniter staff, our partners and their networks as well as journalists. They will have a positive image of Johanniter International Assistance, which they will pass on to others. By means of innovative communication strategies, awareness of Johanniter International Assistance will be significantly increased and Johanniter International Assistance's work will capture the attention of new target groups. In terms of its communications, Johanniter International Assistance will uphold its commitment to open, truthful and self-critical reporting.

Specific Objectives

In all its communications, Johanniter International Assistance displays **transparency** and **generates trust** among all relevant target groups.

National and international staff are familiar with Johanniter International Assistance's values and goals and transport them to the outside world.

Johanniter contributes to **raising awareness about humanitarian assistance** in Germany.

MISSION STATEMENT OF JOHANNITER INTERNATIONAL ASSISTANCE

As employees of Johanniter International Assistance we are committed to the principles of Johanniter-Unfall-Hilfe. Our assistance is aimed at all people regardless of their religion, nationality and culture and is not governed by any political interests.

In the course of our international humanitarian work, we pledge ourselves to **responsible and cooperative action**. We stand up for our decisions and endeavour to fulfil our duties to the best of our abilities. **Respect and integrity** define the cooperative relationship with our public and private donors, employees, and project partners.

We hold different cultures and people in high regard and strive to act primarily in accordance with the needs of those receiving our aid.

It is our goal to enable people to survive in dignity and reduce their vulnerability and that of their communities – throughout humanitarian crises and immediately after a disaster. To strengthen people's resilience, we place an emphasis on providing healthcare, improving water, sanitation and hygiene, combating malnutrition and securing livelihoods.

We set ourselves realistic objectives against which our activities can be measured and we use our resources with foresight. We pay equal attention to the social, economic and environmental consequences of our work.

We are committed to accountability and **transparency** towards our donors and partners. Decision-making processes and structures are being constantly reviewed and improved. Uniform **quality standards** and regular audits ensure our professionalism.



  @JohanniterInt

www.thejohanniter.de

Imprint

Published and produced by:

Johanniter-Unfall-Hilfe e. V.
Lützowstraße 94, 10785 Berlin
Tel. 030 26997-0, Fax 030 26997-444
info@johanniter-auslandshilfe.de
www.thejohanniter.de

Responsible for the contents:

Bundesvorstand: Wolf-Ingo Kunze, Jörg Lüssem,
Thomas Männert

Editor: Sandra Lorenz, Magdalena Kilwing

Graphic Design: COXORANGE Kreative Gesellschaft

Printed by: LASERLINE Druckzentrum Berlin KG

Photo credits: Hoffotografen (S.3), Axel Fassio (S.6),
Paul Hahn (S.8), Minzayar Oo (S.10 /14 /16 /back),
Fernando Guterrez (S.12)

Publication date: October 2017

**THE
JOHANNITER**
International Assistance

