

STRATEGIC PLAN 2025-2030



VETERINARIANS WITHOUT BORDERS
NORTH AMERICA
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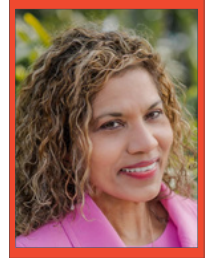
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From the Chairs of our North American Board

Message from

Jenn Ogeer, Chair VWB USA



Over the next five years, we aim to significantly expand the One Health approach globally, integrating animal health into humanitarian and disaster response frameworks while addressing climate resilience in vulnerable communities. We will have established sustainable, gender-responsive programs that improve animal health, food security, and zoonotic disease prevention in underserved areas. Strong, long-term partnerships with local organizations will be in place, empowering them to lead initiatives and ensuring that our interventions are culturally relevant, scalable, and impactful. Our efforts will result in enhanced capacity, greater resilience, and a lasting positive impact on the health of people, animals, and ecosystems.

Message from

Pete Mosney, Chair VWB Canada



We are committed to make a difference. We will build on the foundation of the organization responsibly and with care and attention to our dedicated volunteers and staff, and within the communities we work. Veterinary professionals are kind, pragmatic and possess knowledge and skills to create meaningful impact in our world, and through our strategy will help us realize our Vision where animals, communities and ecosystems can thrive together.



Our Mission:



Strengthening animal health and welfare to build more resilient communities.

We do this by enhancing veterinary care, bolstering community disaster response and recovery, championing sustainable livelihoods, and improving the well-being of animals, humans, and ecosystems worldwide.

Our Vision:



A future where animals, communities, and ecosystems thrive sustainably through the One Health model, promoting the well-being of all life and environments through education, accessible veterinary care, local wisdom, and global collaboration.

Our Principles:

1. One Health Integration: We champion a unified One Health approach that acknowledges the deep connections between animal, human, and environmental health. Our actions are driven by the conviction that animal health care enhances overall health outcomes and promotes a balanced ecosystem.

2. Environmental Sustainability and Climate Action: We commit to actively combating climate change by integrating environmental sustainability into all aspects of our work and promoting practices that reduce environmental impact, enhance ecosystem resilience, and support the health of all species.

3. Responsive & Equitable Aid: We commit to employing a One Health approach in our emergency and humanitarian responses to animal health crises, seamlessly integrating preparedness, response, and recovery models that address both animal health and the climate crisis nexus while partnering with governments and local organizations, and communities to enhance risk understanding and ensure neutrality, impartiality, and comprehensive support. We aim for immediate relief as well as sustained resilience and recovery of communities and ecosystems, with equitable assistance for those most in need.



4. Localized Community-Driven One Health Empowerment:

We commit to empowering communities by enhancing collaboration with local organizations and elevating local leaders in decision-making processes. Our focus is on delivering comprehensive One Health services tailored to all animals' specific needs, ensuring sustainable, community-driven solutions.

5. Ethical Integrity and Global Solidarity:

We commit to upholding the highest ethical standards in all aspects of our work, ensuring that every animal health engagement, community interaction, and environmental impact is conducted with integrity, compassion, and respect for the interconnected well-being of animals, humans, and ecosystems, balancing local practices with global ethical standards, and fostering global solidarity to address shared challenges cooperatively.

6. Inclusive Equity:

We commit to fostering inclusivity and equity by championing diversity and ensuring equitable access to animal health inputs, resources, and services for both companion animals and livestock. Specifically, we address key barriers such as remote geographies, colonial legacies, and gender inequalities while actively working to respond to the needs of the most vulnerable, including women. We work to enhance opportunities and skills development among local veterinary professionals and community members.

7. Innovation & Knowledge Exchange:

We are committed to continuously sharing knowledge and fostering innovation in animal health practices through modern technologies and sustainable approaches, aligned with the One Health framework. We actively promote knowledge exchange within communities and across the veterinary and animal health sector. We aim to improve access to animal health services and enhance the health and welfare of animals and people for a significant and lasting impact.





Our Theory of Change

Our Theory of Change revolves around the intrinsic value of animals and the interconnectedness of healthy animals, people, and environments. We invest in sustainable, community-centered animal health systems, employing a One Health approach that acknowledges the positive impacts of healthy animals on human health, livelihoods, and wellbeing. To achieve our goals, we focus on key elements:



Disease Prevention: Through local surveillance, community education, and disease control measures, including vaccination and treatment, we strive to keep animals and communities healthy, reducing the risks of zoonotic diseases like rabies.

Integrated Livelihoods: Collaborating with communities, we invest in integrated livestock and agricultural livelihoods that enhance food security, improve quality of life, and are resilient to climate change impacts.

Equitable Access: We ensure equitable access to animal health resources and services, addressing barriers like remote geographies, colonialism, and gender inequality, with a focus on responding to the needs of the most vulnerable, particularly women.

Emergency Management: We partner with government, local organizations, and communities to understand, prepare for, respond to, and strengthen recovery capacity for animals, humans, and local environments.

Capacity Strengthening: Facilitating knowledge sharing and exchange, we empower communities to harness existing assets and strengthen capacity for animal, human, and environmental health.

One Health Systems: We invest in leadership, governance, financing, and coordination of local systems, recognizing and responding to the intersections of animal, human, and environmental health.



History, Network and Countries of Operation

Our History: Since our humble beginnings in Canada in 2005, Veterinarians Without Borders/Vétérinaires Sans Frontières (VWB/VSF) has strived to enhance the well-being of animals, individuals, and the environment globally. In 2023 we expanded into the United States, rebranding to Veterinarians Without Borders North America (VWB NA). We now work in more than a dozen countries and serve more than 1 million people and animals annually through diverse programming including emergency response efforts, establishing animal health systems, and empowering marginalized populations.

Our Network: We are a member of Vétérinaires Sans Frontières International, a network of 12 non-profit organizations working all over the world to support small-scale farmers and livestock keepers.

Our Countries of Operation: Currently, we operate in 11 countries and are connected with local partners in each location to ensure solutions are being designed and implemented locally. Through mobile veterinary clinics, educational initiatives, and critical emergency aid – including vaccinations, animal evacuations, access to nourishment, and more – we are actively ensuring that people and the animals they rely on can pave the way towards healthier and more secure futures. We have strategically selected 5 core countries to dive deeper into over the coming five years, namely: South Sudan, Ghana, Bangladesh, Canada & United States of America.



Our Ambition for 2030



PEOPLE

Over the next five years, our strategic approach to expanding One Health programs globally will foster transformative partnerships that prioritize gender-responsive and culturally relevant solutions. By establishing collaborations with both non-profit and government entities, we aim to build resilient systems that integrate environmental, animal, and human health. Through our focus on Indigenous knowledge and targeted interventions, we'll ensure culturally tailored outcomes in Canada, the US, and beyond. Additionally, our ongoing contribution to global One Health networks and research will position us as a thought leader, driving impactful change across the communities we serve.



ANIMALS

This strategic framework sets our commitment over the next five years to achieve ambitious goals that align with our mission to enhance global One Health outcomes. We will focus on integrated approaches to animal, human, and environmental health. Our programs will improve animal health and food security by delivering critical veterinary services to underserved communities worldwide, ensuring that the most vulnerable populations have access to sustainable livelihoods.



ENVIRONMENT

In response to escalating global challenges, we will prioritize disaster preparedness and mitigation by embedding robust risk management and anticipatory capacities across all our programs, offices, and partnerships. By proactively addressing risks, we aim to minimize the impacts of disasters and enhance the resilience of the communities we serve.

Finally, we will scale our impact and ensure the sustainability of our programming by deepening long-term partnerships with local and global stakeholders. Through targeted capacity-building efforts, we will empower local partners to lead initiatives, creating lasting change that endures well beyond our direct involvement. This framework represents our unwavering commitment to advancing holistic and sustainable health solutions worldwide.



2030 Targets for our Strategic Goals

Expand One Health

- Expansion of One Health programs in 2 core countries.
- Gender-responsive One Health strategies developed and implemented in core countries.
- One Health programming fully implemented in 6 Indigenous communities.
- Established partnerships with one government or regulatory body in each core country by 2030.

Improve Animal Health and Food Security

- Climate change adaptation integrated into food security programs in 5 core countries.
- One health initiatives launched within 5 Indigenous communities that support food security programming.
- Three new technologies are piloted in core countries.
- Digital tools and platforms used to enhance livestock production and strengthen access to veterinary care.
- Access to veterinary care in underserved areas increased through strategic public-private partnerships, expanding the veterinary volunteer network, building community capacity, and using mobile clinics for remote regions.
- Expansion of Telehealth into at least 3 new communities. Community Animal Health Worker (CAHW) model implemented or co-supported in at least 5 communities across all core countries and at least 50 scholarships awarded to women to receive training.
- Community veterinary outreach programs expanded in each core country, focusing on reaching underserved and remote areas in partnership with strategic organizations or government.
- Advocacy campaigns launched in 2 core countries for formally recognizing alternative animal health delivery models such as the CAHW model.

Respond to and Mitigate the Impacts of Disasters

- Community disease surveillance systems established in 12 communities across core countries.
- Targeted disease surveillance in core countries, vaccinating at least 10,000 animals.
- Established platform for key emergency responders in Canada to gather, learn and share.
- Mitigate the impacts of disasters by integrating disaster preparedness plans in at least 3 Canadian territories/provinces.
- Livestock Emergency Guidelines (LEGS) is utilized in all VWB NA-supported humanitarian interventions.

Embody Localization for Sustainability

- 10 local organizations are active VWB NA association members.
- Local capacity of organizations is tracked and improved.



GOAL: Elevate and expand One Health globally

by providing access to veterinary services in underserved communities worldwide

Why it matters:

Integrated approaches that consider the interconnected health of people, animals, and ecosystems are essential for tackling global health challenges, as noted by the FAO, WOA, and WHO.

In VWB NA core countries, One Health models remain underutilized due to fragmented efforts among environmental and medical organizations, underuse of innovative research and technology, and limited data on the impact of VWB NA interventions.

Women and indigenous communities play critical roles in all aspects of One Health, yet, gender disparities and lack of diversity in access to resources, decision-making, and health services hinder achieving One Health goals.

How will we do it?

➤ Establish lasting partnerships with non-profits and governments to expand global One Health programs.

We will develop women-focused strategic partnerships with one environmental and one medical organization in global south core countries (South Sudan, Ghana, USA & Canada) to build One Health programs by 2030. We will enhance the integration of One Health into animal health programs in Canada and the US by emphasizing the environmental and human health needs of communities and incorporating Indigenous knowledge to achieve culturally relevant outcomes. We will strengthen collaborations with government entities and regulatory bodies for sustainable, long-term programming.

➤ Advance knowledge and thought leadership globally in One Health.

We will actively contribute to One Health networks like SEOHUN, AFROHUN, AHRN-NU, and the Global One Health Community by sharing data and insights on the impact of VWB NA interventions. We will produce up to two research publications annually in collaboration with universities to showcase innovative approaches and effective gender integration in One Health driven by research and technology.

Expected outcomes:

- Strengthened global partnerships & participation
- Increased visibility of our impact
- Expanded research and thought leadership





GOAL: Improve animal health and food security

by providing access to veterinary services in underserved communities worldwide

Why it matters:

Underserved communities worldwide face significant barriers to accessing animal health services that are essential for livestock health and food security. Limited infrastructure, an insufficient veterinary workforce, and the lack of recognition for community animal health workers exacerbate these challenges, especially in remote areas. These limitations hinder sustainable outcomes, while gender and other social disparities add another layer of complexity.

Extreme weather events, shifting climatic patterns (drought, rising temperatures, erratic rainfall), and the increased prevalence of diseases further threatens livestock production and food security in VWB NA's core countries, where veterinary support remains inadequate.

How will we do it?

➤ **Expand access to veterinary care and animal health services in VWB NA core countries through community-tailored programs and innovative delivery models.**

We will develop and implement national programs to expand community veterinary outreach in core countries, prioritizing access to care in underserved areas, using strategic public-private partnerships, expanding our veterinary volunteer network, building community capacity, and deploying mobile clinics in remote regions. We will advocate with government, regulatory bodies, and key stakeholders in underserved areas for formal recognition of alternative animal health delivery models, such as lay vaccinators and Community Animal Health Workers (CAHWs). We will support implementation of these models in collaboration with local organizations and expand telehealth services to reach new communities.

➤ **Improve animal health and food security in underserved communities worldwide by providing access to veterinary services through targeted training and knowledge sharing.**

We will develop veterinary educational materials and campaigns focused on climate change adaptation, sustainable practices, emphasizing gender inclusivity. We will conduct workshops and seminars for farmers, CAHWs, community leaders, and stakeholders, create platforms for knowledge exchange and community-driven solutions, and provide educational and financial support to help women receive CAHW training and certification.

Expected outcomes:

- Improved livestock resilience and food security
- Expanded access to veterinary care
- Empowerment of women in animal health





GOAL: Respond to and mitigate the impacts of disasters

by strengthening risk management and participatory capacities in all programs, offices and partnerships

Why it matters:

The escalating risks of zoonotic diseases, humanitarian crises, and climate shocks in our interconnected world demand stronger risk management and anticipatory capacities for timely, effective responses. Current humanitarian and anticipatory action frameworks are weaker on animal health, a key component of global One Health efforts.

Many VWB NA communities lack gender-focused disease surveillance systems, while local animal health workers, partners, and communities often lack adequate training in disease recognition and reporting, leading to delayed responses and worsened impacts on human and animal populations. These communities also face high vulnerability to climate shocks, which undermines their resilience and sustainable development.

Currently, uneven capacities across VWB NA country programs, offices, and partnerships create significant gaps in our ability to respond effectively and support preparedness measures, and women are still not effectively integrated into response mechanisms.

How will we do it?

▶ **Establish community-based zoonotic disease surveillance in core countries to enhance prevention and response.**

We will develop community-based disease surveillance systems in VWB NA core countries in partnership with local veterinary services. We will train community animal health workers, partners, and residents in disease awareness, recognition, and reporting. We will implement targeted disease control programs, including vaccination campaigns, to manage and reduce the incidence of zoonotic diseases within VWB NA communities.

Expected outcomes:


- Strengthened climate resilience
- Improved emergency response
- Enhanced zoonotic disease detection





Establish animal health a key component of humanitarian response and anticipatory action within the US, Canada, and globally.

We will raise awareness and establish a stronger presence for animal health within the US and Canadian humanitarian INGO landscape. Globally, we will promote and advocate for the use of the Livestock Emergency Guidelines & Standards (LEGS) toolkit to integrate animal health into humanitarian response plans. We will conduct research and publish case studies highlighting the impact and effectiveness of animal health interventions in past humanitarian responses.



In North America, establish and implement a response mechanism for humanitarian and companion animal crises, emphasizing sustainable development and resilience.

We will enhance the efficiency and effectiveness of Canadian animal welfare organizations in emergencies by establishing a platform for key stakeholders to collaborate, prepare, share knowledge, and learn from responses. We will advocate for the inclusion of animal disaster response within government disaster preparedness efforts across Canada.

Mitigate climate risk by developing and implementing programs with a climate adaptation lens.

We will develop a gender-responsive climate change adaptation framework for all programs starting in 2025, supporting local partners and country offices in building their capacity for climate adaptation. We will pilot innovative solutions to reduce climate vulnerability in high-risk communities and address gender-specific impacts by providing targeted resources and knowledge. We will develop and integrate animal health and climate change initiatives into North American programming.



GOAL: Scale impact and sustainable programming

by deepening long-term partnerships and enhancing local partner capacity

Why it matters:

In the humanitarian and development sectors, achieving sustainable, scalable impact is often hindered by a lack of strong, enduring local partnerships that build capacity for local responses to animal health issues. Without localization, efforts result in short-term solutions rather than lasting change, neglecting to empower local actors who are best equipped to address the specific needs of their communities.

Traditional approaches have often overlooked localization, leading to fragmented efforts in which local organizations are forced to compete with international entities rather than being equipped with the resources and capacity to thrive independently. To ensure long-term sustainability, local organizations need tailored technical assistance, tools, and genuine partnerships that prioritize collaborative growth and capacity building.

How will we do it?

- **Build sustainable programs by forming strategic, long-term partnerships with up to 10 local partners using an association model focused on capacity building, shared resources, and long-term commitment.**

We will develop comprehensive guidelines for the association model, outlining partner selection criteria, types of technical assistance, capacity-building strategies, and network benefits, while also exploring the integration of an accelerator model. We will implement a sustainable association model with up to 10 local partners. To ensure success, we will build and monitor local partners' capacity for learning, adaptation, and continuous improvement throughout the implementation of the association model.

- **Support local partners to lead One Health efforts locally and regionally.** We will provide comprehensive support to up to 10 local organizations through strategic organizational development, tailored technical assistance, and access to a robust library of toolkits.

Expected outcomes:

- Developed sustainable partnerships
- Enhanced partner capacity
- Strengthened leadership in One Health



SDGs and Cross-Cutting Themes



We are dedicated to advancing the United Nations Sustainable Development Goals (SDGs) by promoting animal health, food security, and community resilience through sustainable, gender-responsive practices and strong partnerships.



VWB NA will reduce poverty by enhancing sustainable livestock production and food security in underserved communities, with a focus on gender-responsive approaches and innovative technologies to create stable income sources and improve community resilience.



VWB NA addresses hunger and promotes food security by improving animal health, training communities in sustainable farming practices, and enhancing livestock productivity, thereby increasing food availability and resilience to food insecurity.



VWB NA will advance health and well-being by expanding access to veterinary services and strengthening disease surveillance, particularly in underserved regions, to enhance both animal and human health.



VWB NA will advance gender equality by empowering women through equal access to resources, gender-inclusive training, and leadership opportunities in agriculture and animal husbandry, directly supporting SDG 5 and fostering more inclusive communities.



VWB NA will enhance water quality and sanitation through improved livestock health, sustainable agricultural practices, and community education on water management and hygiene, ensuring safer water access in underserved regions.



VWB NA will foster inclusive economic growth by enhancing livestock health, sustainable agriculture, and income diversification, empowering communities to secure stable incomes and reduce poverty in resource-constrained regions.



VWB NA will promote responsible consumption and production by encouraging eco-friendly farming practices and sustainable livestock management, contributing to efficient and environmentally sustainable food systems.



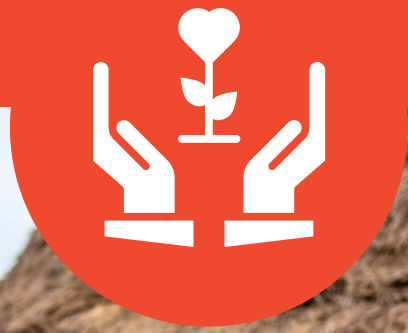
VWB NA will advance climate action by training communities in sustainable agricultural practices that reduce emissions, enhance resilience, and help mitigate the environmental impact of agriculture.



VWB NA will support life on land by promoting sustainable livestock management and environmental stewardship through its One Health approach, helping to protect ecosystems and prevent land degradation.



VWB NA will strengthen global partnerships by collaborating with diverse stakeholders to address complex health challenges, enhancing the impact of its programs and supporting the achievement of the broader SDGs.



A heartfelt thank YOU and call to action...

To our incredible teams, dedicated volunteers, and generous donors...

Thank you for your unwavering commitment and support in helping us achieve so much for animals, people, and the environment. Your passion and dedication have been instrumental in realizing our goals and driving forward our mission.

As we look to the future, we invite new donors, volunteers, and partners to join us on this journey. Together, we can continue to make a meaningful impact and realize our vision of a world where communities, animals, and ecosystems thrive sustainably.

Reach out, get involved, and help us achieve these ambitious goals, side by side.

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