



AFRICAN UNION  
**INTERAFRICAN BUREAU FOR  
ANIMAL RESOURCES**

**STRATEGIC PLAN  
2010-2014**

December 2009  
Nairobi, Kenya



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# FOREWORD

I am privileged to introduce to you the African Union's Interafrican Bureau for Animal Resources (AU-IBAR) Strategic Plan for 2010-2014.

Despite sustained efforts and commitment for many decades by AU-IBAR, together with regional economic communities (RECs), national veterinary authorities, the private sector and development and technical partners, the potential of animal resources in contributing to the fight against poverty and the development of Africa is still underexploited.

Following success in the fight against rinderpest, AU-IBAR has gained considerable experience and insights to operate successfully at continental level. The Bureau is building further on that strength, while taking cognizance of major challenges ranging from the shortage of veterinary professionals on the continent, insufficient national budgets to allow the development of the sector, the complexity of international trade, climate change, rapidly emerging and re-emerging diseases and increasing food insecurity, which all demand innovative and collaborative efforts by our institutions. This Strategic Plan aims to identify the opportunities to overcome these challenges.

The challenges and the changing global environment in which we operate demand new ways of management, organisation and stronger partnerships. This Strategic Plan marks a paradigm shift and a commitment that an energetic, innovative and collaborative AU-IBAR will emerge from this endeavour.

Prof Ahmed El-Sawalhy  
Director, AU-IBAR  
December 16, 2009

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The AU-IBAR Strategic Plan has been developed in close consultation with the national veterinary authorities, the regional economic communities (RECs) and our development and technical partners, with financial support from the European Commission (EC) through the SERECU II Project.

The Director of AU-IBAR would like to wholeheartedly thank these organizations and the individuals who were involved in this process for sharing their insights and experiences; they have contributed considerably to the quality of our Strategic Plan. The Director is confident that this plan will be an inspiring source of guidance in our engagements in the next 5 years.

The Director wishes also to thank AU-IBAR staff members who created time to participate in the preparation of this document. Their energies, insights, beliefs and enthusiasm have been very encouraging and inspiring, and the Director is proud to have such a talented team at his disposal. The development of this Strategic Plan has been guided by the PICOTEAM, who facilitated the process, and AU-IBAR is highly indebted to them.

# ABBREVIATIONS

AI	Avian Influenza
ALive	Platform for Partnership for Africa Livestock Development
ARIS	Animal Resource Information System
AU	African Union
AUC	African Union Commission
AU-IBAR	African Union – Interafrican Bureau for Animal Resources
AWVP	African Wildlife Veterinary Project
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i>
CAADP	Comprehensive Africa Agriculture Development Programme
CAH	Community-based Animal Health
CAHW	Community-based Animal Health Worker
CAPE	Community Animal Health and Participatory Epidemiology
CBD	Convention on Biological Diversity
CIRAD	<i>Centre internationale de la recherche agronomique pour le développement</i>
COMESA	Common Market of Eastern and Southern Africa
CVOs	Chief Veterinary Officers
DFID	United Kingdom Department for International Development
DREA	Department of Rural Economy and Agriculture of the African Union Commission
EC	European Commission
ECOWAS	Economic Community of the Western African States
ECTAD	Emergency Centre for Transboundary Animal Diseases
EPA	Economic Partnership Agreements
EU	European Union
FAO	Food and Agricultural Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FITCA	Farming in Tsetse-Controlled Areas
GDP	Gross Domestic Product

GF-TADs.....	Global Framework for Transboundary Animal Diseases
GTZ .....	<i>Deutsche Gesellschaft für Technische Zusammenarbeit GmbH</i>
IBAR .....	Interafrican Bureau for Animal Resources
IBED .....	Interafrican Bureau for Epizootic Diseases
ICT .....	Information and Communication Technology
IFPRI .....	International Food Policy Research Institute
IGAD.....	Inter Governmental Authority on Development
ILRI .....	International Livestock Research Institute
IMT .....	IBAR Management Team
IPPC.....	International Plant Protection Convention
ISCTRC .....	International Scientific Council for Trypanosomiasis Research and Control
ISSO .....	International Standards Setting Organizations
KM.....	Knowledge Management
M&E.....	Monitoring and Evaluation
MDG .....	Millennium Development Goals
MRRF .....	Management Results and Resources framework
MTR .....	Mid-Term Review
NARI.....	National Agricultural Research Institute
NEPAD.....	New Partnership for Africa's Development
NGO.....	Non-governmental Organisation
NRM.....	Natural Resource Management
OIE .....	World Animal Health Organisation
OMP.....	Office Management Plan
OWOH.....	One World One Health
PACE.....	Pan-African Programme for the Control of Epizootics
PANVAC.....	Pan-African Veterinarian Vaccine Centre
PARC .....	Pan-African Rinderpest Campaign
PLP.....	Pastoral Livelihoods Programme
PLP HIV/AIDS .....	Pastoral Livelihoods and HIV/AIDS Programme
PPLPI .....	Pro-Poor Livestock Policy Initiative

PVS .....	Performance, Vision and Strategy (Evaluation Tool for Veterinary services)
R&D.....	Research and Development
REC .....	Regional Economic Community
RFB.....	Regional Fisheries Bodies
RFMO .....	Regional Fisheries Management Organisation
RTTDC.....	Regional Programme on Ticks and Tick-borne Disease
RVF.....	Rift Valley Fever
SADC.....	Southern African Development Community
SAP .....	Structural Adjustment Programs
SC .....	Steering Committee
SERECU.....	Somalia Ecosystem Rinderpest Eradication Coordination Unit
SP .....	Strategic Plan
SPS.....	Sanitary and Phytosanitary Standards
SPTT.....	Strategic Planning Task Team
SRO .....	Sub-Regional Organization
SSA .....	Sub-Saharan Africa
TAD .....	Transboundary Animal Disease
UNCCD-TPNs.....	United Nations Convention to Combat Desertification – Thematic Programme Network
USAID.....	United States Agency for International Development
WHO.....	World Health Organization of the United Nations
WTO .....	World Trade Organization

# **EXECUTIVE SUMMARY**

## Introduction

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The Interafrican Bureau for Animal Resources (IBAR) is a specialized technical office of the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC). AU-IBAR's mandate is to support and coordinate the utilization of livestock, fisheries and wildlife as resources for both human wellbeing and economic development in the Member States of the African Union (AU).

Despite sustained efforts and commitment over many decades by AU-IBAR and others, the potential of animal resources in contributing to the fight against poverty and the development of Africa is still under-exploited. In developing this strategic plan, AU-IBAR aimed to build on past successes, take cognizance of the many and complex challenges now facing the development of the animal resources sector, and transform these into opportunities that take into account its strategic niche and comparative advantage. The AU-IBAR Strategic Plan for 2010 to 2014 marks a paradigm shift for the Bureau and brings with it a commitment that an energetic, innovative and collaborative AU-IBAR will emerge from this endeavour.

## The strategic planning process

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The Strategic Plan was developed through a process that spanned most of 2009. Although the strategic planning process was facilitated by external consultants, its content is entirely based upon the ideas and material generated during the highly participatory and broadly-based strategic planning process. AU-IBAR's Strategic Plan 2010-2014, therefore, both belongs to and was co-created by its

managers, staff, key clients and stakeholders.

## Trends, drivers, challenges and opportunities for the African animal resources sector

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AU-IBAR's Strategic Plan must be responsive to changes both in the African landscape and on the international scene. Key trends and drivers were therefore identified that are relevant to the African animal resources sector and provide the background and rationale for the identification of AU-IBAR's strategic programmes.

The key trends and drivers identified included: the threats and opportunities represented by globalization; the latent potential of the Livestock Revolution for African livestock producers; hurdles to greater market access; the potential role of livestock in a generally hotter, drier continent balanced against their contribution to climate change through greenhouse gas production; the changing dynamics of animal diseases and the emergence and re-emergence of diseases, especially zoonoses; renewed interest in agriculture as a tool for poverty reduction and economic development; the emergence of new players and institutional arrangements relevant to the sector; a shift in policy making to increasingly place poverty reduction at the centre of the development agenda; recognition of the constraints women face in livestock production; rapid developments in the fields of information and communication technologies, especially massively increased access to mobile phones, and the potential of biotechnology; and the vulnerability of the poor to instability, natural disasters, diseases, conflicts and uncertainty about access to

both resources and markets, often without recourse to adequate means to manage these risks.

## Vision, mission, mandate, core values and strategic niche

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As part of the strategic planning process, AU-IBAR revisited its vision, mission and mandate. From this process emerged a new set of statements that better frame and serve the new paradigm:

**Vision:** An Africa in which animal resources contribute significantly to the reduction of poverty and hunger.

**Mission:** To provide leadership in the development of animal resources for Africa through supporting and empowering AU Member States and Regional Economic Communities.

**Mandate:** To support and coordinate the utilization of animals (livestock, fisheries and wildlife) as a resource for human wellbeing in the Member States of the African Union and to contribute to economic development. The specific areas of the mandate are to:

1. Improve public and animal health through the control and possible eradication of transboundary animal diseases and zoonoses;
2. Improve the management of animal resources and the natural resource bases on which they depend;
3. Explore investment options and enhance competitiveness of African animal products;

4. Contribute to the development of relevant standards and regulations and enhance compliance by Member States;
5. Strengthen institutional capacity and support policy development and harmonization;
6. Disseminate information and knowledge on animal resources to Member States, Regional Economic Communities and other relevant institutions; and
7. Provide essential support to Member States with special needs or in emergency situations.

In addition, a set of *core values* also emerged: AU-IBAR aspires to embrace teamwork and respect for diversity, to be transformational, and operate in way that is transparent, accountable and has integrity.

AU-IBAR's *strategic niche* is to work at continental and regional levels, through the RECs and with other regional bodies as key partners. An important guiding principle is that of subsidiarity; meaning that animal resource-related activities should be undertaken at the most local level possible, with AU-IBAR assuming responsibility for those activities that national and regional bodies are unable to undertake, or for which AU-IBAR enjoys a clear comparative and strategic advantage.

An important area of focus for this Strategic Plan is the development and promotion of common African positions within the global animal resources arena. Being a specialized technical office of the AUC, IBAR enjoys unique convening power and is a critical instrument for advocacy; it is able to bring together animal resource policy and decision-makers from Member States, including at ministerial levels

or higher. AU-IBAR is therefore well placed to translate technical recommendations into national, regional and continent-wide policies and practices.

## Strategic Programmes

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Six interconnected and complementary strategic areas, referred to as 'programmes', have been identified that form the core of this Strategic Plan. These are:

### Programme 1: Reducing the impact of transboundary animal diseases and zoonoses on livelihoods and public health in Africa

**Objective:** To catalyse the management of TADs and zoonoses in Africa by facilitating the development and implementation of a continental agenda for improved governance of veterinary services.

**Outcomes and impacts:** Improvement in overall veterinary governance underpinned by capacity building in epidemiological surveillance, risk and socio-economic analysis and laboratory diagnosis; enhanced information gathering, management, sharing and networking; and better understanding of the changing patterns of animal diseases would guarantee holistic approaches in the design of disease prevention and control strategies. Such all-inclusive strategies, when implemented in a well coordinated manner, would effectively reduce the occurrence of TADs and zoonoses and concurrently assure rapid responses. In the long run, these efforts would improve national and regional economies and food security,

protect livelihoods, ensure food safety and minimize the risk to human health.

### Programme 2: Enhancing Africa's capacity to conserve and sustainably use its animal resources and their natural resource base

**Objective:** To catalyse the development of policies and actions that will lead to the sustainable use and management of animal resources and the natural resource base on which they depend.

**Outcomes and impacts:** Activities under this programme will contribute to the reduction in loss of genetic diversity of livestock, wildlife and fish resources, reduction of conflicts over natural resource use, improved governance and sustainable management of natural resources, coordination mechanism for pooling resources of multiple Member States in the conservation of animal genetic resources, improved awareness by policy makers and the general public on the balance between the role of livestock in livelihoods, the perceived contribution of livestock to climate change, and the likely impact of climate change on livestock production, especially in smallholder systems, improved rangeland management and health, improved policy environment and management practices that lead to enhanced natural resources management in systems where livestock and fisheries are important, including the exploitation of opportunities availed by markets (payments) for ecosystem services.

### **Programme 3: Improving investment opportunities and competitiveness of animal resources in Africa**

**Objective:** To improve public and private sector investments in animal resources in Africa and enhance the competitiveness of African animal products at the national, regional and global levels.

**Outcomes and impacts:** By providing data, information and knowledge critical for producers and actors along the animal resources market chains, this programme has significant potential to provide essential access to investment performance data and hence to increase competitiveness of Africa's livestock keepers, allowing them to make objective assessments of different options (species, breeds and systems, e.g. smallholder versus large-scale producers). A major expected outcome is increased private and public investment in animal resources based on hard evidence, e.g. on the contribution to Gross Domestic Product (GDP).

### **Programme 4: Promoting development of, and compliance with, standards and regulations**

**Objective:** To strengthen Africa's ability to set and comply with essential production and trade standards relevant for animals and animal products (Sanitary and Phytosanitary Standards (SPS), food safety and quality standards, and certification systems) that facilitate competitiveness of African animal producers to enter high value markets – within and beyond the continent.

**Outcomes and impacts:** Strengthening the capacities of Member States and RECs in the field of standards and regulations will

enhance the ability to influence the standards development process, facilitate trade in livestock commodities and access to markets, and improve compliance to the standards for producers' and consumers' protection.

### **Programme 5: Improving knowledge management in animal resources to facilitate informed and timely decision-making**

**Objective:** To collate, analyse and make available in a timely manner, reliable and up-to-date data, information and knowledge on animal resources to support planning and decision-making.

**Outcomes and impacts:** The outcomes of activities in this programme will include: evidence-based policy formulation at country, regional and continental levels; more effective and timely response to disease outbreaks; increased awareness of the contribution of animal resources to livelihoods and GDP resulting in increased investments in the sector; and increased competitiveness of African animal products on domestic, regional and international markets.

### **Programme 6: Facilitating development of policies and institutional capacities for improved utilization of animal resources in Africa**

**Objective:** To facilitate the formulation and harmonization of evidence-based and coherent policies and to strengthen the capacities of public and private institutions to effectively perform their core roles in order to transform the animal resources sector

for greater impact on poverty alleviation.

**Outcomes and impacts:** The formulation and implementation of harmonized policies and institutional reforms will improve livestock health and production, enhance market access and food safety, improve public and private sector investments to enhance the competitiveness of African animal products at the national, regional and global levels, and enhance application of trade and market standards. The overall effect will be improved animal resources management, with a positive impact on human wellbeing.

## Operationalising the plan

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To enable AU-IBAR to deliver effectively on the new programmes, a number of key functions and desirable practices were identified relating to internal and external communication, partnering with other organizations, financing the plan, tracking progress and learning lessons, identifying and mitigating risks and ensuring effective interactions among the programmes as to capture synergies and avoid duplication of effort.

**Communication:** During the strategic planning process, information and communication emerged as areas where AU-IBAR needs to make significant improvements. Effective external communication with AU-IBAR's key clients, the RECs and Member States, is especially important and will be achieved via the most appropriate media, formats and languages.

The web site will be a key communication tool and resources will be allocated to ensure that it is kept up to date with relevant and

well-presented content.

In keeping with its vision of providing leadership in the animal resource sector in Africa, AU-IBAR needs to develop and deliver clear, appropriate, timely and authoritative information, targeted at all levels – from citizens to top-level decision-makers – to provide advice, guidance and reassurance in times of uncertainty and danger.

As it moves to a more proactive organization seeking resources to deliver on its strategy, AU-IBAR will pay special attention to relationship management, including proactive communication with its donors and partners.

**Partnerships and strategic alliances:** To deliver on its mandate AU-IBAR will need to be innovative in striking effective partnerships and alliances to leverage the expertise and other resources needed to deliver its objectives.

AU-IBAR will also actively engage in, or facilitate the development and full exploitation of the benefits of, innovative 'partnership platforms' that bring together a range of stakeholders to share perspectives and develop coordinated approaches to address common problems.

AU-IBAR fully recognizes that its success in delivering on its strategic objectives will depend on the extent and quality of engagement with its key clients – the RECs and the Member States.

## Executive Summary

To be an effective organization that ‘does more with less, through innovative partnerships’, AU-IBAR will be more proactive in its partnerships than ever before. Accordingly, AU-IBAR’s partnership strategy will be guided by five key principles: relationship management, clarity of mission and strategy, resources, open and honest communications, and willingness to admit shortcomings and to give due credit.

**Financing plan:** AU-IBAR’s agenda for this planning period is more ambitious and differs in content, scope and approach from its previous strategy. A significant increase in resources is needed to deliver on this plan. Currently, the AU-IBAR resource portfolio is dominated by special projects, most of which are short term. In developing new activities in each of the six new programmes, AU-IBAR will be aiming to secure a budget of around US\$ 40 million on average per year for the next five years.

**Monitoring, evaluation and reporting:** Monitoring and evaluation (M&E) is playing an increasingly central role in AU institutions since the launch of the AUC M&E strategy and manual in October 2007. The principles and guidelines of this manual will be the basis to develop an M&E system for supporting progress towards the successful implementation of the AU-IBAR Strategic Plan 2010-2014.

**Management and governance:** AU-IBAR is headed by the Director who reports directly to the AUC through the DREA. The Director provides strategic leadership and has day-to-day programme and management responsibility. The Director also has direct communications with technical and funding partners for

programming purposes. The activities of AU-IBAR are implemented through programmes and projects, the coordinators of which report to chiefs of units who in turn report to the Director. Administration and finance are headed by officers who also report to the Director. Each of the six programmes will be coordinated by Programme Managers appointed by the Director. Active projects will be managed within these programmes, based on the principle of ‘centre of gravity’; that is the programme which provides the best synergy or the most relevance for the activities of the project in question will provide it with a home. The Director, the programme managers, the head of finance, the head of administration, the M&E expert and other members appointed by the Director will form the AU-IBAR Management Team (IMT).

The scientific, technical and management guidance as well as the overall policy direction of AU-IBAR is validated by a Steering Committee (SC). The SC is composed of the Commissioner of DREA, who chairs it, the Head of Strategic Planning, Resource Mobilization, Monitoring and Evaluation Division of the AUC, the Director of AU-IBAR, a Minister of livestock from Member States on rotational basis, three representatives of RECs, also on rotational basis, and representatives of FAO, WHO, OIE, development partners, research and academic institutions and the private sector. The SC meets once a year or more often as the need arises.

# THE PLAN

## I. BACKGROUND AND CONTEXT

The Interafrican Bureau for Epizootic Diseases (IBED) was established in 1951 to study the epidemiological situation and control of rinderpest in Africa. Today, the organization bears the name Interafrican Bureau for Animal Resources (IBAR) and is a technical office of the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC).

The vision of the AUC, as stated in its 2009-2012 Strategic Plan, is for an Africa which is *'integrated, prosperous, and peaceful, an Africa driven by its own citizens, a dynamic force in the global arena, reconciled with itself and with its Diaspora; an Africa using its own resources to play the major role that it can legitimately claim in a polycentric, inter-related and more equitable world in which there will be no place for the skeletons of the economic, political and ideological hegemonies which characterised the previous century'*. In tandem with this is the vision of DREA's Strategic Plan (2009-2012) of *'transforming African agriculture to provide the basis for sustainable growth and prosperity, leading to food security and reducing poverty...'* and its mission which seeks *'to strengthen the agriculture sector, rural economies and the environment in*

*order to improve the livelihoods of the people and ensure food security'*.

Policy coordination and harmonization, information management and advocacy, and capacity building are major strategic areas in the DREA Strategic Plan (SP), with animal and fisheries resources (AU-IBAR's mandated areas) specifically identified as critical agricultural sub-sectors in DREA programmes. The DREA SP also explicitly identifies convergence and synergies with the Comprehensive Africa Agriculture Development Programme (CAADP) and articulates functional relations between the New Partnership for Africa's Development (NEPAD) agriculture initiatives, specifically CAADP. These new relations represent a major change in the institutional landscape of Africa over the last five years, with significant implications for both AU-IBAR's and DREA's strategic directions and operational modalities.

CAADP has been developed by the NEPAD and the African Union (AU) as a roadmap for achieving their vision for Africa's agriculture by 2015. CAADP contains a set of key principles and targets in order to: a) guide country strategies and investments; b) enable regional peer-learning and review; and c) facilitate greater alignment and harmonization of development efforts. The four thematic pillars of CAADP focus on: a) land and water management; b) infrastructure and trade capacities for market access; c) increasing food supply, reducing hunger and improving responses to food emergency crises; and d) improving agricultural research, technology dissemination and adoption. AU-IBAR has been designated as the lead African institution for the livestock component by virtue of its mandate which is *'to support and coordinate the utilization of animals (livestock, fisheries and wildlife) as a resource for human wellbeing in the Member*



*States of the AU, and to contribute to economic development, particularly in rural areas*'. Without compromising its strategic advantage, AU-IBAR is committed to aligning its programming with the principles and strategic focus of CAADP.

The livestock sector alone accounts for over half of the agricultural capital stock in Africa and is a significant contributor to agricultural GDP: on average the sector accounts for 30%; with other animal resources (fisheries and wildlife) included, this contribution may exceed 50%. Animal resources are an important source of food, particularly of high-quality protein, minerals, vitamins and other micronutrients, for the majority of people in Africa. Meat, fish, milk and eggs provide an estimated one-fifth of the protein in African diets. Fishing, for example, is a major economic activity in Africa. The Food and Agriculture Organization of the United Nations (FAO) estimates that about 2.7 million people in sub-Saharan Africa (SSA) are engaged in coastal and inland fishing activities. The net value of exports of fish products for the African continent in 2001 was approximately US\$ 1.7 billion, exceeding net foreign exchange income for any other agricultural commodity. In addition, access to livestock has been shown to correlate positively with crop production through provision of manure and draught power.

Over the past four decades, growth in SSA's livestock sector has been relatively poor. For example, while average annual production has increased by only 2% in SSA, increases of 7% were achieved in China, 4.7% in South-East Asia, 3.2% in the Middle East and North Africa, and 3% in Latin America. This dismal performance could be a reflection of Africa's pursuit of trade development policies and subsidies that have not been conducive to livestock. However,

the 'Livestock Revolution' (the rapidly growing demand for meat, milk and eggs in developing countries) presents an opportunity for profitable market outlets for livestock products. However, there are also significant challenges such as food safety and standards, and complex supply chains (including the emergence of supermarkets) which need to be addressed to facilitate poor livestock producers to benefit from these new opportunities.

Over the past five decades, AU-IBAR has coordinated major continental projects and programmes, particularly those aimed at the eradication of rinderpest. Notable among these are the Joint Project Number 15 on Rinderpest (JP-15; 1962-1975), the Pan-African Rinderpest Campaign (PARC; 1986-1998), the African Wildlife Veterinary Project (AWVP; 1998-2000), the Pan-African Programme for the Control of Epizootics (PACE; 1999-2007) and Community Animal Health and Participatory Epidemiology (CAPE; 2000-2004). In 1970, the mandate of AU-IBAR was broadened to cover animal production issues. Since then, the organization has implemented a diverse set of projects with significant 'production' content, including the Pastoral Livelihoods Programme (PLP; 2000-2005), the Pastoral Livelihoods and HIV/AIDS Programme (PLP HIV/AIDS; 2003-2006), Regional Project for Poultry and Milk Production in East Africa (1999-2005), Farming in Tsetse-Controlled Areas (FITCA; 1999-2004), and the Regional Programme on Ticks and Tick-borne Disease (RTTDC) among others. Through these interventions, AU-IBAR has gained significant experience as a continental body providing leadership on animal resources issues.

AU-IBAR has strong partnership agreements or other arrangements with relevant international, e.g. the World Organization for Animal Health – OIE, The World Health Organization – WHO, FAO and regional organizations. AU-IBAR also integrates and hosts the secretariat for an innovative platform, the Partnership for Africa Livestock Development (ALive). The ALive platform includes regional and international organisations, civil society, donors, research and training institutes, and other actors involved in livestock development in SSA with shared objectives of improving the livestock sector's contribution to poverty alleviation and sustainable economic growth in Africa.



In its previous Strategic Plan, AU-IBAR organized its programmes under three thematic areas: animal health; animal production; and trade and marketing of animal products. Livestock information, communication, knowledge management, quality assurance of products of animal origin, policies and capacity building were crosscutting programmes with variable emphasis.

This Strategic Plan builds on AU-IBAR's past achievements. In view of the unprecedented and highly dynamic changes in the food and agriculture landscape, this plan introduces new approaches for AU-IBAR's engagement in fulfilling its mandate over the next five years.

## 2. TRENDS, DRIVERS, CHALLENGES AND OPPORTUNITIES FOR THE AFRICAN ANIMAL RESOURCES SECTOR

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**A**U-IBAR's Strategic Plan must be responsive to changes both on the African landscape and on the international scene. This chapter identifies the key trends and drivers relevant to the African animal resources sector and provides the background and rationale for the identification of AU-IBAR's main strategic focal areas.

**Globalization:** Globalization presents both an opportunity and a threat in the African agricultural sector. It offers the potential to serve markets beyond local and domestic ones, but at the same time exposes producers to the full force of international competition, including highly efficient low-cost producers from other developing regions and those nations that enjoy subsidies. There is thus a real risk that poor, small-scale producers (including livestock keepers and fishers) will miss out as they fail to compete in the 'global free market'.

Key globalization issues that are relevant for AU-IBAR include: expansion of commercial agricultural inputs and trans-border investments; increasing commercialization of science, knowledge and information; processes to set and enforce SPS; and competitiveness of animal commodities. The policies and institutional capacities needed to address some of these issues are well beyond the capacity of many African countries and therefore regional approaches are needed.

**The Livestock Revolution:** Increasing human population, growth in per capita incomes, urbanization and associated changes in dietary patterns of urban dwellers are boosting the demand for food of animal origin in developing countries – a phenomenon labelled the *Livestock Revolution* (Delgado et al. 1999)<sup>1</sup>. With around 42% of the global poor dependent on livestock for their livelihood (Thornton et al. 2002)<sup>2</sup>, this provides a big opportunity. Between 1980 and 2002, annual per capita meat consumption doubled and fish consumption increasingly became part of middle-class diets in developing countries. This trend is projected to continue. There is also growing demand for increased product quality, primarily from the emerging African urban middle class.

The demand-driven *Livestock Revolution* appears not to have translated into incentives and benefits for African livestock producers: decision makers have not yet designed or implemented successful policies to stimulate and enhance animal production and commercialization.

**Market access:** Producers of animal resources in Africa face many hurdles in accessing internal and external markets to realize good profit margins for their products. Among these challenges are: poor transport infrastructure; high transaction costs; poor storage facilities; insufficient market information and bargaining power; intra-regional trade barriers; and trade-distorting subsidies and market

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1 Delgado, C., Rosegrant, M., Steinfeld, H., Ehui, S., and Courbois C. 1999. Livestock to 2020: The Next Food Revolution. Food, Agriculture, and the Environment Discussion Paper 28. International Food Policy Research Institute, Washington, D.C., Food and Agriculture Organization, Rome, Italy, and International Livestock Research Institute, Nairobi, Kenya.

2 Thornton P K, Kruska R L, Henninger N, Kristjanson P M, Reid R S, Atieno F, Odera A and Ndegwa T, 2002. Mapping poverty and livestock in the developing world. International Livestock Research Institute, Nairobi, Kenya. 124 pp.

protection by most developed countries.

Markets are also increasingly consumer-driven, differentiated and demanding in terms of sanitary and quality requirements. This places high demands on producers with little innovative capacity to respond rapidly to changing demands and conditions. With trade liberalization (in the framework of World Trade Organization (WTO) and Regional Trade Agreements), competition is becoming ever more fierce both in domestic and international markets, particularly in view of the emergence of highly competitive, livestock-product exporting developing countries such as Brazil.

Moreover, the weak business service sector in many developing countries does not facilitate access to lucrative markets by small-scale producers. Barriers to enter formal markets reinforce the inefficiencies and limitations inherent to the informal sector. Consequently, the benefits of informality are outweighed by the reduced competitiveness and increased vulnerability.

Some of the recent changes like ‘*supermarketization*’ have brought additional challenges and opportunities for African animal producers, though they may exclude the smaller producers. The supermarket chains impose safety and quality conditions which are often difficult to fulfil for smaller producers, although this enhances private sector involvement in food safety with positive outcomes for consumer protection.

**Climate change:** It is no longer disputed that global warming is a reality. It is predicted that by 2050, hotter conditions, coupled with shifting rainfall patterns, could render up to one million square

kilometres of marginal African farmland unable to support even subsistence crop farming. However, the land on which some 20 to 35 million people currently live could still support livestock (Jones & Thornton 2003)<sup>3</sup>; boosting livestock production could thus be an attractive alternative for millions of poor farmers. Various models predict that precipitation increases are very likely in high latitudes, while the tropics and subtropical regions are likely to see decreases in most areas (IPCC 2007)<sup>4</sup>. Differential climate change impacts across the continent present a new challenge requiring innovation: in some cases new varieties of crops and breeds of livestock (or even new species of crops and animals) may be needed, especially those that are more tolerant of drier conditions; in others the increasingly harsh agro-ecological conditions may demand alternative economic activities. Therefore, over the next few decades, climate vulnerability coupled with growing market demand for animal products will most likely prompt many farming communities to add more livestock to their agriculture systems.

The livestock sector is also perceived as an important source of greenhouse gases and a leading causal factor in loss of biodiversity and water pollution (Steinfeld *et al.* 2006)<sup>5</sup>. Holding a balanced analysis on this issue is a challenge that AU-IBAR will need to address.

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3 Jones, P.G., Thornton, P.K. 2003. The potential impacts of climate change in tropical agriculture: the case of maize in Africa and Latin America in 2055. *Global Environmental Change* 13, 51-59

4 IPCC (Intergovernmental Panel on Climate Change), 2007. *Climate Change 2007: Impacts, Adaptation and Vulnerability. Summary for policy makers.* Online at <http://www.ipcc.cg/SPM13apr07.pdf>

5 Steinfeld H., Gerber P., Wassenaar T., Castel V., Rosales M. & de Haan C. 2006. *Livestock's Long Shadow – environmental issues and options.* LEAD-FAO, FAO, Rome, Italy. 390p

**Emerging and re-emerging diseases:** Many infectious diseases are sensitive to climate, particularly water- and vector-borne diseases. The dynamics of livestock (and human) disease pathogens and vectors could be substantially altered as a result of climatic changes, leading to outbreaks of new or previously controlled or eradicated diseases. The OIE estimates that about 75% of recent emerging diseases are zoonotic, while the WHO estimates that climate change may already be causing over 150,000 additional human deaths and millions of cases of diseases per year with projected risks expected to double by 2030.

Increased international travel and movement of agricultural products, and the sheer speed at which these are happening between and within countries, has dramatically changed the dynamics of disease spread.

**The changing socio-political and institutional landscape:**

Following the introduction of structural adjustment programs (SAPs), many institutions and processes that previously depended on public sector financing ceased or were down-sized, with serious consequences on technical and institutional capacities. Currently, most African countries have inadequate educational institutions with major gaps in numbers and in skill levels in agriculture (e.g. field technicians in animal disease surveillance and control programmes, policy development etc). There is also increasing concern about the relevance of current curricula in animal science training at all levels. In recent years, several institutions and institutional arrangements for agricultural research and development have emerged in Africa and some of them are being seen as promising avenues for transformation – presenting AU-IBAR with new partners as well as

alternative suppliers for traditional AU-IBAR mandated functions.

In the past few years, agricultural development has regained prominence in discussions on policies for economic development and poverty alleviation in Africa. African leaders have repeatedly underlined agriculture's economic and social importance, and made specific policy proposals on targets for agricultural growth and for a significant increase in the share of national budgets devoted to agriculture, through the CAADP. Moreover, principles have been adopted on the sustainable use of natural resources in the development of various forms of agriculture, forestry, fisheries and aquaculture. These proposals inform the creation of new institutions and institutional arrangements.

The emergence of new organizations on the scene will present both opportunities and challenges. Opportunities will derive from increased avenues for advocacy and mobilization of investments. Despite being at different stages of development, the RECs are progressively assuming roles previously played by continental bodies, including AU-IBAR. AU-IBAR will therefore increasingly work with Member States through the RECs. The relative roles of AU-IBAR and RECs will, however, vary considerably as the capacities and strategic focuses differ among RECs.

AU-IBAR has a critical role of advocacy with international and regional organisations. AU-IBAR also has a role in agenda-setting processes by world bodies such as the WTO, OIE, WHO and FAO. One of the most compelling remits of AU-IBAR will remain the facilitation and coordination of platforms through which Member States can develop common positions on animal resources in the

context of global programmes, initiatives and instruments. A recent model of a coordinating approach in Africa, which involves AU-IBAR in partnership with several of these key institutions, is the ALive Platform and its animal health component, the Global Framework for Transboundary Animal Diseases (GF-TADs) Regional Steering Committee for Africa.

Another set of institutions that play increasingly critical roles, previously the domain of the public sector, are NGOs and private sector entities, including farmer organizations, consumer protection and animal welfare organizations. AU-IBAR already works with a number of international NGOs and will need to continue to engage these and others as appropriate. Private sector investments in the animal resources industry and strengthened capacity of farmer organizations must receive high priority in AU-IBAR programming. The emerging trend of privatization of some services and the need for their regulation provides opportunities for AU-IBAR to work with Member States and RECs in facilitating the development or harmonization of the related policies and processes.

In navigating this complex institutional network, AU-IBAR will continue to apply the principles of subsidiarity and comparative advantage, leveraging synergies among the various projects, programmes and organizations.

**Pro-poor policy environment:** There has been a recent positive shift in policy making to increasingly place poverty reduction at the centre of the development agenda. However, there is considerable need for improvement; for example most national policies do not fully recognize the role of livestock in poverty reduction. Policies



designed to increase production do not necessarily benefit the poorest livestock keepers who have no option but to prioritise survival rather than production.

**Gender and vulnerable groups:** It is estimated that 70% of the world's rural poor are women, for whom livestock represents one of the most important assets and sources of income (DFID 2000). Women in rural areas invest a large part of their time, labour and expertise in agricultural and livestock production. Sheep, goats and poultry are particularly closely associated with women and the day-to-day labour of caring for such small stock is predominantly done by women (and to some extent children). Women are more often the owners of small stock than larger livestock, such as cattle, and have a say in their use, including disposal of these animals and the resulting

income. However, women also suffer from many broader constraints compared to men in their decision-making powers and their access to land, capital and information and marketing opportunities, which can adversely affect small stock production and the benefits gained from it. Increases in women's workloads frequently occur as a result of technical innovations in livestock development, especially when these measures intensify livestock production at the household level. Men often decide on intensification, but it is the women who end up doing the extra work – usually without access to extension services or other sources of needed information.

**The changing technology landscape:** Two categories of technologies that are of direct and immediate relevance for AU-IBAR's work are information and communication technology (ICT) and biotechnology. Mobile telephony is beginning to transform agricultural marketing in rural Africa by allowing small-scale producers, processors and traders increased access to market information. The emergence of handheld devices of different kinds present an opportunity for data collation and transmission from remote areas, with potential to facilitate speedy compilation and dissemination of critical information, for example for disease surveillance purposes. Meanwhile, molecular biology is facilitating the emergence of more reliable point-of-care or point-of-transaction diagnostic tools, which will improve veterinary clinical practice and facilitate the certification of traded animals and animal products. The applications of genomic tools offers potential advances in the genetic characterization and improvement of animal breeds and in developing improved animal feeds and more effective vaccines.

**Disasters, emergencies and associated risks:** Livestock keepers in Africa are exposed to price instability, natural disasters, diseases, conflicts and uncertainty about access to both resources and markets, often without recourse to adequate means to manage these risks. As a result, production decisions made by producers are frequently geared towards spreading risks and hence are generally suboptimal in respect of income maximization. People dependent on fishing have a specific form of vulnerability, often relying on a narrow natural resource base, whose quality and quantity is largely affected by outside forces (e.g. overexploitation and environmental changes affecting water bodies).



### 3. VISION, MISSION, MANDATE, CORE VALUES AND STRATEGIC NICHE

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Outcomes of the analysis undertaken during the AU-IBAR strategic planning process were a re-examination of its vision, mission and mandate, a definition of its strategic niche and the development of the organization's core values.

**Vision:** An Africa in which animal resources contribute significantly to the reduction of poverty and hunger.

**Mission:** To provide leadership in the development of animal resources for Africa through supporting and empowering AU Member States and Regional Economic Communities.

**Mandate:** To support and coordinate the utilization of animals (livestock, fisheries and wildlife) as a resource for human wellbeing in the Member States of the African Union and to contribute to economic development. The specific areas of the mandate are to:

1. Improve public and animal health through the control and possible eradication of transboundary animal diseases and zoonoses.
2. Improve the management of animal resources and the natural resource bases on which they depend.
3. Explore investment options and enhance competitiveness of African animal products.



4. Contribute to the development of relevant standards and regulations and enhance compliance by Member States.
5. Strengthen institutional capacity and support policy development and harmonization.
6. Disseminate information and knowledge on animal resources to Member States, Regional Economic Communities and other relevant institutions.
7. Provide essential support to Member States with special needs or in emergency situations.

## Core values:

- Teamwork
- Respect for diversity
- Transformational
- Transparency and accountability
- Integrity

## Core functions:

- Facilitation of development and harmonization of policies, guidelines and other decision-support tools for animal resources development.
- Facilitation of processes for the articulation of common African positions on aspects of animal resources in global processes.
- Provision of technical leadership and advisory services to RECs and Member States.
- Playing advocacy role on issues relevant for Africa, including the mobilization of public and private sector investments in animal resources development, trade and marketing.
- Collation, analysis and dissemination of data and information on animal resources.
- Provision of strategic support to countries in emergency situations, and facilitation of countries with special needs to maintain core animal resources functions.

## Strategic niche

AU-IBAR's mandate covers all aspects of animal resources, including livestock, fisheries and wildlife, across the entire African

continent. Its strategic niche, however, is to work at continental and regional levels, with the RECs and Regional Fisheries Management Organizations (RFMOs) being key partners. An important guiding principle is that of subsidiarity; meaning that animal resource-related activities should be undertaken at the most local level possible, with AU-IBAR assuming responsibility for those activities that national and regional bodies are unable to undertake, or for which AU-IBAR enjoys a clear comparative and strategic advantage.

An important area of focus for this Strategic Plan is the development and promotion of common African positions within the global animal resources arena. Being a specialised technical office of the AUC, IBAR enjoys unique convening power and is a critical instrument for advocacy; it is able to bring together animal resource policy and decision-makers from Member States, including at ministerial levels or higher. Thus, AU-IBAR is well placed to translate technical recommendations into national, regional and continent-wide policies and practices.



## 4. STRATEGIC PROGRAMMES

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Strategic analysis informed, *inter alia*, by the above trends and AU-IBAR's strategic niche, led to the identification of the following six opportunity areas for AU-IBAR intervention:

1. Emerging and re-emerging diseases, including zoonoses. These have potential to have serious impacts on the production and productivity of livestock of the poor, and in constraining entry into export markets. Specific intervention candidates include the development of policies and capacities of African countries to control and prevent the transboundary spread of these diseases.
2. The increasing demand for animal-sourced foods, the diminishing agricultural land in relation to the human population and the impact of climatic variability are, acting together, placing increased pressure on the natural resource base on which agricultural production depends. If not managed, the inevitable intensification of livestock production, over-harvesting of fish resources and consequential impacts on the resource base will increasingly lead to natural resource degradation, including loss of critical genetic diversity.
3. The disproportionately low share of livestock and fish in overall agricultural research and development budget, especially considering the serious underinvestment in agriculture in Africa, and the relative lack of competitiveness of smallholder livestock producers and fisher-folk in domestic, regional and international markets represent major constraints to the development of a thriving, market-oriented animal sector in Africa.
4. The emerging importance of standards and regulations as key considerations underpinning market access for food products in a world increasingly aware of and concerned about food safety and quality – and a market in which a well informed middle class represents an important and growing segment.
5. Developments in ICT and increasing local availability and affordability of these technologies as well as increasing human capacity in the ICT field, present an unprecedented opportunity to address the significant historical challenge of access to information and knowledge products required to support animal resources development in Africa.
6. The continuing gap in capacities of African agricultural institutions generally and livestock sector institutions in particular represents a major constraint to the design and implementation of effective programmes. In addition to gaps in technical capacities in animal health, breeding and production, the policy analysis capacity gap is significant.

These opportunities formed the basis for the formulation of corresponding six interconnected and complementary strategic programmes which form the core of AU-IBAR's 2010-2014 Strategy. These are listed below and described in some detail later in this chapter.

1. Reducing impact of transboundary animal diseases (TADs) and zoonoses on livelihoods and public health in Africa (*TADs and Zoonoses*);
2. Enhancing Africa's capacity to conserve and sustainably use its animal resources and their natural resource base (*Natural Resources Management*);

3. Improving investment opportunities and competitiveness of animal resources in Africa (*Investment and Competitiveness*);
4. Promoting development of, and compliance with, standards and regulations (*Standards and Regulations*);
5. Improving knowledge management in animal resources to facilitate informed and timely decision-making (*Knowledge Management*); and
6. Facilitating development of policies and institutional capacities for improved utilization of animal resources in Africa (*Policies and Capacity Building*).



#### 4.1 Programme I: Reducing the impact of transboundary animal diseases and zoonoses on livelihoods and public health in Africa

**Objective:** To catalyse the management of TADs and zoonoses in Africa by facilitating the development and implementation of a continental agenda for improved governance of veterinary services.

##### 4.1.1 The context

Africa suffers a huge burden of endemic TADs and zoonoses which represent a constant threat, both for the continent and for the rest of the world. TADs are of significant economic, trade and/ or food security importance for a considerable number of countries and can spread easily to reach epidemic or even pandemic proportions. Effective management of TADs and zoonoses requires cooperation among countries: veterinary services for these purposes are therefore an international public good. The economic, trade and food security importance of TADs and zoonoses relate to mortality and morbidity of livestock, costs of treatment and implementation of disease control measures, loss of market access, reduced product quality and shortage of valuable animal products. Furthermore, some TADs and zoonoses directly impact on public health through infection of humans, and indirectly through the food supply chain.

The intensification of food production and the increased volume and speed of international travel and transportation of people, animals and animal products favour transmission of TADs. Changing land-use systems and climate change have produced conditions favourable to the emergence and transmission of infectious animal diseases, of

which zoonoses represent a dominant part. Holistic approaches are therefore needed for effective prevention and progressive control of these diseases.

#### 4.1.2 Main challenges

A majority of national veterinary and public health services in Africa are grossly underfunded and weak. In particular, epidemiological surveillance and laboratory diagnostic capacities are wanting and therefore unable to generate reliable and timely information needed for evidence-based advocacy, development of control strategies and decision making on investment options for effective functioning of veterinary services. Furthermore, many of the veterinary services lack early warning and response mechanisms for disease epidemics and other animal health-related emergencies. Even where these are available, mechanisms for transboundary (regional) collaboration necessary for underpinning TADs control are lacking. The public good nature of prevention and control of TADs calls for collectively agreed, adequately funded, well managed and regionally coordinated approaches. The national systems are also critically isolated from functional networks through which they could access external support and expertise. For a vast majority of the national services, the workforce is aging and/or has insufficient or outmoded skills.

While advances in science and technology have provided some of the needed tools, increased movement of people and goods have facilitated the spread and re-emergence of diseases. These developments strengthen the case for continued engagement by AU-IBAR in TADs, although the changing diseases as well as institutional environments call for a different approach. Specifically,

the challenges are how to:

- Design cost-effective and technically sound animal disease control measures.
- Strengthen intra- and inter-regional cooperation.
- Enhance the capacity of RECs and Member States for both national action and for participation in collective efforts. Special attention is needed for countries with special needs or during emergencies, e.g. civil conflicts and disease epidemics.
- Create partnerships that ensure effective synergies, especially with international organizations with key normative roles in developing standards and policies for the prevention, control and eradication of TADs and zoonoses.
- Use the existing scientific knowledge and generate new data to develop systems for anticipating, preventing and controlling changes in the distribution and/or intensity of certain climate change-associated TADs and zoonoses, such as Rift Valley fever (RVF) and other potential disease outbreaks.
- Spearhead and coordinate a continental platform in the context of 'One World One Health' (OWOH)<sup>6</sup> in order to address effectively the issue of zoonotic diseases.
- Improve vertical and horizontal coordination of the control of TADs and zoonoses based on mutual reinforcement and the principle of subsidiarity.
- Mobilize domestic and international resources for the control of TADs and zoonoses, including devising acceptable cost-sharing arrangements among the various stakeholders.

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<sup>6</sup> OWOH is defined as 'The collaborative efforts of multiple disciplines working locally, nationally and globally to attain optimal health for people, animals and our environment' – American Veterinary Medical Association, 2008 p 13. Full report available at <http://www.avma.org/onehealth>

### 4.1.3 Opportunities

The liberalization of international trade, with the formalization of sanitary rules under the WTO Agreement on the Application of SPS Measures, has created additional pressure for countries to be able to demonstrate that they have an effective veterinary service capable of monitoring and reporting livestock disease status. There is, therefore, an increasing global interest in improving veterinary services in developing countries in order to improve the control of TADs at par with the developed world. The trend in recent years for governments to decentralize and privatize many services has had particular implications for the control of TADs, for which a solid line of command needs to be maintained between the central veterinary authorities and operational field staff. In addition, while quality veterinary services are essential for TADs control and eradication, it is increasingly recognized that, with appropriate levels of backstopping, community-based animal health (CAH) delivery systems in remote, under-serviced areas can be key means of strengthening the veterinary services in most of Africa.

### 4.1.4 Key results areas

Animal diseases pose the greatest immediate threat when they occur as epidemics or when they are emerging in ecologically favourable environments, with few natural factors to limit their spread and no local skills and experience to manage them. In these instances economic losses can be considerable and marginalised communities can be most severely affected. The control of TADs is an international public good that calls for regional and international cooperation as efforts by Member States acting alone cannot be effective. Moreover,

ensuring multi-stakeholder and multi-country collective action is a challenge as often the parties involved have different perspectives, incentives and operational capacities for participation. In order to reduce the impact of TADs and zoonoses on livelihoods and public health, AU-IBAR will spearhead the development, coordination and implementation of measures to improve veterinary services in Africa under the following key result areas:

- Improved veterinary governance (policy and legislative frameworks, human and financial resources, physical infrastructure).
- Improved prevention, control and eradication of major TADs and zoonoses.
- Enhanced cooperation between veterinary and public health services.
- Improved knowledge on the epidemiology and control of TADs and zoonoses.
- Enhanced capacity for animal disease control feasibility studies.

### *Outcomes and impacts*

Improvement in overall veterinary governance underpinned by capacity building in epidemiological surveillance, risk and socio-economic analysis and laboratory diagnosis; enhanced information gathering, management, sharing and networking; and better understanding of the changing patterns of animal diseases would guarantee holistic approaches in the design of disease prevention and control strategies. Such all-inclusive strategies, when implemented in a well coordinated manner, would effectively reduce the occurrence of TADs and zoonoses and concurrently assure rapid responses.

In the long run, these efforts would improve national and regional economies and food security, protect livelihoods, ensure food safety and minimize the risk to human health.

#### **4.1.5 AU-IBAR's roles and strategies to achieve desired goals**

AU-IBAR is mandated with the coordination of animal resources functions at continental level. This entails liaison with international organizations in all aspects of its mandate and coordination and harmonization of strategies through and between RECs. AU-IBAR also plays a key role in capacity building and provision of technical support, knowledge and expert analyses to Member States. In addition, the role played by AU-IBAR in resource mobilization and advocacy to support the control of TADs and zoonoses have demonstrated the value of AU-IBAR in continental control and eradication programmes. In order to consolidate and further strengthen these roles, AU-IBAR will pursue the following strategies:

- Develop modalities for more effective partnership with Member States and RECs, e.g. through identification of focal points at REC and national levels.
- Spearhead the coordination of zoonoses prevention and control through advocacy and strategic investments in capacity building and integrated (joint) programming.
- Build its own capacity to be able to better support Member States and RECs in their efforts to build institutional, technical and human resource capacities.
- Create effective partnerships with international organizations with normative roles and functions in animal and public health.

- Prioritise and categorize diseases and disease control interventions, using internationally recognized scientific tools to embrace an integrated multiple-disease approach.
- Establish effective institutional mechanisms for the collection of animal health information (from countries using standard protocols on a regular basis and also during emergency situations) and subsequent collation, synthesis and dissemination for use by key stakeholders.
- Establish a continental mechanism for disease early warning and emergency response for diseases with epidemic/pandemic potential, such as RVF and avian influenza (AI).
- Spearhead a coordinated approach to the training of veterinarians, including continuing education, minimum standards setting and re-tooling, for effective delivery of related animal and public health services, and strengthening institutional mechanisms for better coordinated execution of animal health mandates at national and REC levels.
- Facilitate the engagement of private sector actors in TADs prevention and control through private-public partnership strategies that are appropriate for specific local contexts.

## 4.2 Programme 2: Enhancing Africa's capacity to conserve and sustainably use its animal resources and their resource base

**Objective:** *To catalyse the development of policies and actions that will lead to the sustainable use and management of animal resources and the resource base on which they depend.*

### 4.2.1 The context

Increasing population pressure, urbanization and rising incomes call for increased food production, both from the crop and animal sectors. These pressures are forcing the integration of crop and livestock systems, and intensification of existing mixed farming systems. All land on the continent classified as very suitable for crop agriculture is, however, already under cultivation. Consequently, there is increased use of fragile, marginal lands, including the conversion of traditional communal grazing lands into arable lands, restricting access to grazing resources and traditional transhumance routes. The increasingly sedentary lifestyle of traditional pastoralist communities accelerates soil degradation and threatens the natural resource base for continued crop (including forest) and animal production. At the same time, inappropriate application of technologies, bad management, recurring droughts and insecurity of access to resources all contribute to poor management of the natural resource bases for both crop and animal production, including fisheries, aquaculture and wildlife. This is often the cause of conflicts among communities within countries and across borders. Competition for resource access takes on strong political and governance dimensions where land tenure and access arrangements

are severely inequitable and where agrarian and/or land reforms are a prerequisite for more sustainable arrangements.

Climate change presents an additional pressure on natural resources and will likely worsen conflict among communities. These changes are also causing genetic erosion and loss of biodiversity in both plants and animals. Overall, Africa is considered to be losing its natural resource base at rates higher than any other continent. In addition, in the wake of the climate change debate, intense discussions have started around the contribution of livestock to greenhouse gas emissions. The converse, the possible impact of climate change on future livestock production, is also an issue. In addition to development and application of appropriate technologies there is need for policies to support natural resources management under this complex and rapidly changing scenario. Given the transboundary nature of many of these issues, AU-IBAR is in a position to use its intergovernmental convening and advocacy roles to catalyse actions with Member States and RECs.

### 4.2.2 Main challenges

The main challenges that are of relevance to AU-IBAR include:

- How to improve understanding of the complex issues of natural resources management in livestock systems, as well as in marine and inland fishing, to provide critical information to stakeholders and guide programming.
- How to reduce pressures on and facilitate programs to support sustainable use (including economic valuation and conservation) of Africa's livestock, fish (marine and inland) and wildlife

resources and the resource base they depend on.

- How to analyse and catalyse the development of coherent and compatible policies across sectors and countries on animal resources and their resource base.
- How to identify, analyse and avail best practices to strengthen the capacities of Member States, RECs and other stakeholders to improve their ability to cope with and mitigate the adverse effects of environmental variability (including climate change) and associated conflicts, especially on vulnerable groups.

### 4.2.3 Opportunities

For transboundary resources (nomadic livestock, fish and wildlife), a specific supranational governance dimension is required, with additional complications in determining sustainable resource use levels and enforcement instruments. Moreover, maintenance of biodiversity is in the long-term best interest of global agricultural production, providing the genetic diversity which is critical for



productivity improvements and diversification in a range of environments. Good management of natural resources is therefore important for economic, socio-political and environmental reasons. Global environmental developments, including the call for a worldwide reduction in greenhouse gas emissions and the conservation of biodiversity, underline the importance of environmental functions of African agriculture (biodiversity conservation, watershed management, carbon sequestration, landscape management), and provide opportunities and options for additional positive economic valuations. Premiums in international markets for sustainably produced materials (natural foods and other products) and the worldwide increase in agro-ecotourism (and opportunities at the livestock-wildlife interfaces) provide international opportunities and incentives to change resource use patterns towards more sustainable ways. In addition, to meet the targets of the Millennium Development Goals (MDGs), Africa will have to achieve drastic increases in productivity. Much of the past animal production growth on the continent has been achieved through increased herd and flock sizes, particularly through the extension of pasture land. Expansion of fishing grounds has also been the main contributor to increased fish production. An acceleration of total factor productivity growth, implying increasing animal and labour productivity levels, will be required in the next decade to intensify production. While ruminant livestock provides perhaps the only means of using the vast marginal lands of Africa, there are potential negative impacts on natural resources (land, water and wildlife) and consequential reductions in overall system productivity. For a positive impact on food security and rural poverty alleviation, this productivity growth will be especially important among smallholder producers.

Creating awareness about these challenges and opportunities and facilitating access to appropriate interventions – technological as well as policy options – is a major opportunity for AU-IBAR. Fortunately, there is increasing awareness by Member States, RECs, the international community and key stakeholders of the vast natural resources of Africa (as assets for both Africa and the rest of the world) and also the complex interaction between animal production and the environment and the need for actions to support sustainable use of agricultural diversity and the natural resource base on which future agricultural production depends. There has also been



increased interest by development partners in the development of tools and approaches that will increase resilience against drought and enhance food security for pastoral communities.

#### 4.2.4 Key results areas

Natural resources issues present a challenge for the whole of Africa; Member States and RECs look to the AUC and its technical offices such as IBAR to provide informed advice and support, especially in relation to capacity development and policy coherence. In order to respond to these expectations and needs, AU-IBAR should focus on the following key results areas:

- Continental strategy and implementation framework for conservation and use of Africa's farm animal genetic resources. This will include the analysis of the current situation across the continent as a basis for identifying interventions that can be best made through coordinated, multi-country actions. This will build on the on-going project on the development of regional frameworks for the conservation and utilisation of endemic ruminant livestock genetic resources in West and Central Africa.
- Continental framework for sustainable management of fisheries. This will involve provision of support to RFMOs, Regional Fisheries Bodies (RFBs) and Member States to develop and implement ecosystem approaches for sustainable management of marine and inland capture fisheries based on international best practices.

- Sustainable management of natural resources at the wildlife-livestock-human interface, including issues of access to grazing land and water resources.
- Collection, analysis, archiving and sharing of information on Africa's livestock and fish genetic resources including data/information on livestock's contribution to climate change, as well as its impact on animal production, to inform policy making and public education.
- Development or identification and sharing of best practices for, and enhancement of, capacities in early warning and emergency preparedness and response to climate change, especially in pastoral areas.
- Identification and facilitation of avenues for exploitation of opportunities for African livestock keepers to benefit from payments for ecological services; e.g. through ecotourism, rehabilitation of degraded lands, controlled grazing, biodiversity and landscape conservation as these instruments become available.
- Coordination mechanism for pooling resources of multiple Member States in the conservation of animal genetic resources.
- Improved awareness by policy makers and the general public on the balance between the role of livestock in livelihoods, the perceived contribution of livestock to climate change, and the likely impact of climate change on livestock production, especially in smallholder systems.
- Improved rangeland management and health.
- Improved policy environment and management practices that lead to enhanced natural resources management in systems where livestock and fisheries are important, including the exploitation of opportunities availed by markets (payments) for ecosystem services.

### **Outcomes and impacts**

The successful delivery of this programme will realize the following:

- Reduction in loss of genetic diversity of livestock, wildlife and fish resources.
- Reduction of conflicts over natural resource use.
- Improved governance and sustainable management of natural resources.
- Coordinate transboundary natural resources interventions and policies.
- Build on ongoing or past work of FAO, the International Livestock Research Institute (ILRI), WorldFish and the RECs on livestock and fish genetic resources, to develop the continental framework on conservation.
- Collate, make available to and/or facilitate the testing by Member States and RECs of available best practices from public domain sources.
- Collate technical evidence for policies and catalyse the policy development process using its convening and advocacy roles.

### **4.2.5 AU-IBAR's roles and strategies to achieve desired goals**

- Build on experiences and lessons learnt from plant genetic resources on facilities, agreements and continental frameworks to facilitate faster progress in this regard on animal resources.
- Build on the experiences and existing policy guidelines from the ALive platform and other networks (e.g. United Nations Convention to Combat Desertification Thematic Programme Network – UNCCD-TPNs – Platform).

### 4.3 Programme 3: Improving investment opportunities and competitiveness of animal resources in Africa

**Objective:** *To improve public and private sector investments in animal resources in Africa and enhance the competitiveness of African animal products at the national, regional and global levels.*

#### 4.3.1 The context

The livestock sector receives a disproportionately low share of the agricultural budget compared to its contribution to GDP. At the AU summit in Sirte in 2009, African leaders reiterated the need to allocate at least 3% of their national budgets to livestock. There is, however, inadequate data to demonstrate quantitatively the role of animal resources in African economies, and to use such data to create broad awareness among policy-makers and investors.

Rapidly growing and changing product markets in the developing world provide real opportunities as well as significant challenges for participation in growing markets. Threats to smallholder farmers arise from the increasing integration and complexity of markets for animal products, including an increasing demand for food quality, safety and convenience. At the producer level, constraints to smallholder production include inability to produce consistent quality products due to lack of access to appropriate technology, lack of inputs and resources, poor access to information and the variability of production conditions.



### 4.3.2 Main challenges

In order to improve investments in animal resources and capture market opportunities open to African animal producers a range of issues and challenges must be addressed. These include:

- How to choose the best investments in key animal resources based on economic growth, poverty alleviation, food security and gender.
- How to put together effective, evidence-based advocacy using available data and information to create awareness among policy-makers at national and regional levels, and to get national governments to commit and honour increasing budgetary allocations to animal resources development.
- How to improve performance of public animal resources investment at regional and national levels and promote private sector investments.



- How to improve product quality, consistency and quality assurance arrangements (including standardization, classification and attention to SPS issues) at the producer, national and regional levels.
- How to link actors along the value chain, so that demand for specific products of animal origin is efficiently and effectively met by producers and value-addition operators.
- How to level 'the playing field' in international markets to create new openings for African exports, but recognizing that the priority has to be the massive African market.

### 4.3.3 Opportunities

With regard to investments in animal resources, there is growing awareness by African governments that the Livestock Revolution is real and provides opportunities to use animal resources as a pathway to poverty reduction, while generating additional foreign revenue and facilitating the substitution of the current significant imports of animal products by many African countries.

The specific opportunities include:

- Increased and diversified consumer demand for animal resources products in local and regional markets.
- Evidence for successful and sustainable commercialization of certain livestock enterprises and poverty alleviation benefits from such investments.
- Evidence that some countries and the AUC are committed to investments in animal resources as a wealth creation tool.

- Acceptance by African governments of initiatives to lower barriers to intra- and inter-regional trade in animal resources and animal products.
- Growing recognition by Member States of the potential role of animal products in foreign revenue generation and import substitution.
- Emergence of private sector interests in investments in livestock and fish farming, including provision of services and credit facilities.
- Access to EU markets through the Economic Partnership Agreements (EPA).



#### 4.3.4 Key results areas

The key results cover efforts to increase investments in animal agriculture (including aquaculture and fisheries) and to enhance commercialization and competitiveness, especially of smallholder animal agriculture. They include:

- Strategic communication of evidence of animal resources development benefits for economic growth, poverty alleviation and food security.
- Gathering information/evidence and developing tools, case studies or templates and providing expert support to RECs and Member States in revising country animal resource investment plans and increasing public and private animal resources investments.
- Providing support and capacity development for strategic analysis and monitoring, and evaluation of animal resource investment performance and opportunities.
- Improving pastoral areas development/investments agendas.
- Facilitating research to support animal resource investments.
- Enhancing smallholder market orientation and competitiveness.

#### Outcomes and impacts

By providing data, information and knowledge critical for producers and actors along the animal resources market chains, this programme has significant potential to provide essential access to investment performance data and hence to increase competitiveness of Africa's livestock keepers, allowing them to make objective assessment of different options (species, breeds and systems, e.g. smallholder

versus industrial). A major expected outcome is increased private and public investment in animal resources based on hard evidence, e.g. on the contribution to GDP.

#### 4.3.5 AU-IBAR's roles and strategies to achieve desired goals

- Develop communication, public relations and convening approaches of different types (electronic media, policy briefs and ways of convening policy makers). Proactive communication and convening of strategic stakeholder groups has not been effectively done in the past by lead organizations working in animal agriculture.
- Create regional coordination through links between AU-IBAR, RECs, responsible government departments and research and development institutions with private sector organizations. RECs are becoming stronger and have increased profiles and clout that can be used to facilitate advocacy and coordination.
- Implement modern knowledge management strategies to combine tools, approaches, evidence and demands that go beyond conventional databases. Include mechanisms/ platforms and forums for sharing market information (building on existing databases) and providing networks for traders and key service providers, creating organisational frameworks to support them, across countries (see *Knowledge Management* programme).

- Identify development opportunities and how innovative input services and approaches can contribute to promotion of pastoral investments and empowerment. This has to go beyond single technical solutions to consider broader systems-based context in which pastoralists operate. Explore opportunities for characterization and branding of animal resources originating from pastoral areas, so as to access niche domestic and regional markets, e.g. organic or ethical markets.
- Provide advocacy and capacity building to enhance smallholder commercialization and competitiveness (see *Key results areas* above).
- Conduct a continent-wide analysis of market behaviour and trends for animal resources and products, including data available from already completed studies, and make these available to RECs and Member States.
- Provide literature with policy guidelines and the knowledge necessary to Member States and RECs for enhancing trade-related business environments.

Some of the specific strategic roles for AU-IBAR in this programme are:

- Development of an animal resources knowledge portal at the continental level and acting as the key knowledge broker for certain animal resource domains (disease control, standards and regulations, and other data related to trade and marketing of animal products) (see *Knowledge Management* programme).

- Convener of intergovernmental processes around disease control and prevention, standards and regulations and champion for animal resource development in Africa, providing platforms for setting animal resources agendas at continental level and mobilizing development partners and investors around those agendas; with compelling data and information availed through an effective knowledge management programme, AU-IBAR could transform these occasions into major advocacy events.
- Promotion of environments conducive to partnership with Member States and RECS through supporting the development of regulatory frameworks for increased investments in animal resources.



#### 4.4 Programme 4: Promoting development of, and compliance with, standards and regulations

**Objective:** *To strengthen Africa's ability to set and comply with essential production and trade standards relevant for animals and animal products (SPS, food safety and quality standards, and certification systems) that facilitate competitiveness of African animal producers to enter high value markets – within and beyond the continent.*

##### 4.4.1 The context

Safety of products of animal origin, trade and export of animal commodities and control of animal diseases are increasingly governed by international and domestic sanitary standards and regulations. African countries are increasingly under pressure to improve their veterinary services for the control and prevention of animal diseases, including zoonoses, as a prerequisite for entering the competitive arena of international trade in animals and animal products, but also to safeguard global public health. The need for compliance with domestic and international sanitary standards places increasing demands on the financial, human and technological resources of countries seeking to work towards or to maintain compliance with standards and to trade in animal commodities.

While the aspiration to enter the high-value export markets is a worthwhile target, it is clear that, in the short to medium term, the greatest gains for Africa, especially by producers of animal resources, will be the exploitation of regional and domestic markets within the continent. The greatest opportunity for this lies in the fast growing demand for animal products by urban consumers,

whose expectation and level of awareness about requirements for food safety standards are consistently comparable to international levels. Consequently, despite the need to have an initial emphasis on markets within Africa, standard setting has to be guided by international parameters. However, national standards and regulations can also represent major barriers to potentially lucrative markets for many African animal keepers who are often unable to comply. Furthermore, private standards, such as those imposed by food processors and supermarkets, can also restrict access by animal producers to domestic markets and opportunities in agribusiness. Improved traceability and alert systems are key elements to ensuring consumer confidence in quality and safety characteristics of locally produced and processed food items.

Improved participation of African institutions in international standards-setting processes is important for Africa: currently, standard setting bodies are dominated by the developed world. Increasing participation of stakeholders along the value chain would not only enhance their capacity to influence standards but also increase their understanding of the benefits of compliance at national, regional and continental levels, thus fostering better adoption. Harmonization of sanitary standards across RECs will facilitate increased inter-regional trade on the continent and enhance the capacity for engagement within the international standard-setting process.

#### 4.4.2 Main challenges

How can Africa benefit from the Livestock Revolution? What options exist for trade, given entry requirements and trade preferences? What veterinary and food safety standards are required for different

trade options? What does this imply for the control and management of TADs? Do the new conditions of trade and market access, and disease dynamics, particularly in light of emerging diseases, suggest that new options be sought? What are these options? Who are the likely winners and losers of different scenarios for the future, and how does this affect the poor?

These are some of the questions at the core of AU-IBAR's mandate that policymakers in Africa need to address. The challenges include:

- How to ensure effective participation by stakeholders along the supply chain in the development of standards and promotion of compliance at different levels.
- How to ensure that Member States adopt international standards and regulations and invest in monitoring their application.
- How to increase returns for compliance with international



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- standards and regulations at both national and regional levels.
- How to mobilize, use effectively and further develop the available competencies and skills on the continent to ensure further development of the expertise base needed to support standard setting and compliance.
  - How to increase coordination mechanisms among different institutions involved in sanitary issues (animal health and food safety) at national and regional levels.
  - How to ensure that common or coordinated African positions on standards issues are promoted and that African perspectives are heard in the global arena.
  - How to ensure that private standards do not create insurmountable barriers for poor animal producers.
  - How to harmonize standards, regulations and procedures (surveillance, control and inspections).

#### 4.4.3 Opportunities

The WTO's SPS Agreement allows countries to set their own standards, but emphasizes that the regulations must be based on science and should be applied only to the extent necessary to protect human, animal or plant life or health. Moreover, they should not arbitrarily or unjustifiably discriminate between countries where identical or similar conditions prevail. The SPS Agreement encourages governments to establish national SPS measures consistent with international standards, guidelines and recommendations as established by reference International Standards Setting Organizations (ISSOs) recognized by WTO, namely Codex Alimentarius for food safety, OIE for animal health and IPPC for plant health. This process is often referred to as

'harmonization'. International standards are often higher than the national requirements of many countries, including developed countries, but the SPS Agreement explicitly permits governments to choose alternative ways of achieving acceptable levels of risk (termed 'equivalence'). Among the alternatives, governments should select those which are not more trade restrictive than required to meet their health objectives. Moreover, if another country can show that the measures it applies provide the same level of health protection then these should be accepted as equivalent.

Some of the opportunities that will guide the development of specific interventions in this programme include:

- Expansion of intra- and inter-regional markets, and increased demand, including within Africa, for food safety and quality standards for products of animal origin among consumers and retailers; this includes opportunities provided by the rapid growth of supermarkets in Africa.
- Increased appreciation of the importance of establishing sanitary measures at national, regional and continental levels to improve animal health, welfare and production, and protect human health.
- Increased quality and science-based participation of Member States in international and regional processes involving standard setting bodies.
- Desire by Member States and RECs to improve their ability to participate in and influence standard setting and compliance enhancement/facilitation processes.
- Increased awareness by African countries of the OIE Mediation Process for settling SPS disputes.

- Increased awareness that the enforcement of sanitary standards contributes to the protection of local consumers and animal producers from poor-quality imported food items or from dumping.
- Building capacity among Member States to implement sanitary measures and monitor compliance with regional and international standards; and support to national SPS coordinating mechanisms for this purpose.

#### 4.4.4 Key results areas

To enhance the provision of safe food of animal origin to its population and to take part actively in the regional, inter-regional and global trade, African nations should strengthen their national SPS institutions in order to participate effectively in the development and application of international standards and regulations required for food safety, export of animal and animal products, and control of animal diseases.

The key results areas are:

- Strengthening the capacity of Member States and RECs to contribute effectively in the formulation of international standards and regulations.
- Improving coordination for common/coordinated positions by African countries.
- Broadening participation of stakeholders in the animal industry in standards development processes.
- Harmonization of cross-border sanitary measures.
- Harmonization of policies, guidelines and modalities for implementing sanitary measures.

- Developing national and regional traceability and alert systems.
- Facilitation of RECs to establish formal agreement with the OIE.
- Development of sanitary certification schemes.
- Development of identification and traceability systems in pastoral areas.
- Establishment of a secretariat to support coordination of animal health and safety standards.
- Establishing regional food safety and veterinary offices in the RECs to ensure harmonized tracking of and support for compliance.

#### Outcomes and impacts

Strengthening the capacities of Member States and RECs in the field of standards and regulations will raise the ability to influence standard development process, facilitate trade and access to market, and enforce the standards for producers and consumers' protection.

#### 4.4.5 AU-IBAR's roles and strategies to achieve desired goals

There is an increasing realization that trade in livestock and livestock products are vital for development in Africa. All issues that impede trade, including TADs and food safety, need to be addressed to access higher value markets – in and out of Africa. This task includes

consideration of the need for regional guidelines for trade, not as standards inferior to international ones but as a means of achieving progressive improvements in sanitary standards for trade in livestock and livestock products. Efforts need to be made to define more clearly the technical, marketing, financial and sociological constraints to such trade and to identify strategies and mechanisms for overcoming them. Strategies that will underpin delivery of the objectives of this programme include:

- Building expertise within AU-IBAR in order to have the capacity to support Member States and RECs.
- Developing strategic partnerships with standard setting bodies and other relevant entities to deliver effective capacity development and support for Member States and RECs.
- Analyses and understanding of the processes and requirements of the global standards and regulations environment to keep African stakeholders abreast of emerging issues, likely implications and needed actions at various levels.
- Establishing effective mechanisms for implementing standards with peer-review mechanisms for compliance.
- Establishing a forum for stakeholder networking and mobilization on standards and regulations.
- Establishing a standing committee of AU Member State experts on animal health and food safety.

To reach these objectives AU-IBAR roles will be focused on:

- Technical support and capacity building.
- Coordination of actions that require involvement of multiple countries/RECs.

- Partnership promotion.
- Resource mobilization.
- Facilitation of common platforms to enhance effectiveness in delivery of interventions at the continental level.
- Advice and advocacy.
- Facilitation of participation of African countries in standard setting bodies, e.g. Codex Alimentarius Commission, OIE, International Organization for Standardization (ISO) and the Convention on Biological Diversity (CBD).
- Better coordination of common position for Africa (Africa speaking with one voice) and facilitation of participation in ISSOs activities.



## 4.5 Programme 5: Improving knowledge management in animal resources to facilitate informed and timely decision-making

**Objective:** *To collate, analyse and make available in a timely manner, reliable and up-to-date data, information and knowledge on animal resources to support planning and decision-making.*

### 4.5.1 The context

African agricultural innovation systems are constrained by poor access to knowledge and technologies. In many instances data, information and knowledge from elsewhere have had to be used as proxies in making decisions on Africa. Ironically, a significant amount of data and information on Africa is available from sources located outside the continent. End-users, such as rural smallholders, have even greater difficulty accessing the information and knowledge they require to address their many challenges – from production to markets. Information is required in the right format, at the right time and in the right place. End-users also need support in learning how to adapt new information to their own unique contexts. Information and knowledge of animal production, health, marketing and trade are needed for: influencing policy-making at continental, regional and national levels; making investment decisions; monitoring impact of interventions; capacity building; and day-to-day management by producers and operators along the production to market chain.

A lot of data and information have been generated in AU-IBAR through various projects. These need to be transformed into knowledge and made accessible to clients. The overall aim of this programme is

to empower technical personnel in AU-IBAR and African partner institutions, and other end-users seeking to design and facilitate interventions, by ensuring access to information, decision-support tools and by learning about new approaches and technologies. This will be achieved by developing formal mechanisms for collecting and collating information and facilitating their transformation into knowledge products for innovation. Activities in this programme will also seek to strengthen the capacity of stakeholders with regard to learning skills and acquiring experiences needed to up-scale localized successful technologies derived from formal research and livestock-producer innovation across the continent. While the primary focus of this programme will be to enhance access to knowledge by AU-IBAR's clients, deliberate efforts will be made to use the knowledge management platform to inculcate internal learning practices, thus helping transform AU-IBAR into a true learning organization. The aim of this will be to improve performance, comparative advantage, innovation and the sharing of lessons learned, and ensure continuous improvement of AU-IBAR's overall functioning as a provider of knowledge.

### 4.5.2 Main challenges

Lack of reliable information on animal resources remains a major challenge for planning large-scale interventions or formulation of policies and strategies for the sector at all levels. Decision making and monitoring of on-going activities require timely, complete and reliable information. With the growing trend of competitiveness, timely provision of science-based evidence for complying with global standards is mandatory for African animal products to penetrate and retain access to markets. Although the situation is gradually

improving, awareness of the importance of information and knowledge management as a cross-cutting tool and the need for investment is often neglected. Some the specific challenges include:

- How to facilitate the gathering of useful data and improve quality of data coming from ongoing and planned projects and programmes, as well as from clients and partners.
- How to improve relevance of data and coherence between sources.
- How to determine Africa's ongoing knowledge needs.
- How to select the relevant and reliable data and information to collect (that meet Africa's needs).
- How to gather, analyse (including disaggregation) and disseminate the existing data, information and knowledge.
- How to interconnect different international and regional animal resources information systems to enable efficient ways of data sharing.

### 4.5.3 Opportunities

Authorities at national, regional and international levels now increasingly recognize the pivotal role of information in prioritising, planning and decision making. It is hoped that the level of recognition will be accompanied by similar level of investment in information and knowledge management. Important steps in this regard were taken by the AUC through its Africa Statistics Project to provide information to its Member States. In the animal resources sector, AU-IBAR started modernizing its information management capacity through one of its earlier projects (PACE) by introducing ICT infrastructure, systems and, more importantly, the Animal Resources

Information System (ARIS). The wealth of data and information AU-IBAR has collected over the years through its programmes and projects are available for further analysis and knowledge creation. With additional investment, AU-IBAR can up-scale its information and knowledge management and achieve the status of a centre of excellence for African animal resources. The existence of various international and regional information systems is an opportunity for sharing data, provided that the interconnectivity challenge is resolved.

### 4.5.4 Key results areas

The key results areas include:

- **Increased competitiveness of African animal products on domestic and international markets through improved production and productivity as well as compliance with global standards.**  
The availability of information on best practices (i.e. management, production, health, feed, processing etc) packaged in the right format for the right target groups will assist producers in making production decisions. Likewise, the efficient management of information on markets (local or international), knowledge of consumer preferences and market requirements, and compliance with these, will improve market access (national, regional and international) for African animal products.
- **Effective and timely response to disease outbreaks; transparency and adherence to international standards.**

The collection, swift transfer, collation and analysis of disease surveillance data supported by laboratory evidence are the basis for early warning and early reaction. Efficient management of this component enables veterinary authorities to take appropriate measures in a timely manner in the face of emerging or re-emerging TADs and zoonoses. Furthermore, the sharing of surveillance information with international organizations and trading partners enhances transparency and builds confidence, opening up markets for African animal products.

- **Increased awareness of the contribution of animal resources to livelihoods and GDP resulting in improving investments in the sector.**

Although the contribution of the animal resources sector to food security, employment, wealth-creation and foreign currency earning is well understood in many African countries, the quantification and packaging of the information for the right audience at the right time has always been a challenge. Availability and use of credible and quality information has the potential to influence policy makers and to increase investment in the sector. Compelling data on the contribution of animal resources to GDPs, as well as current investments in the sector by Member States, are major gaps.

- **Evidence-based policy formulation at all levels.**  
Formulation of policies and strategies in the African animal resources sector often lack the necessary scientific evidence. The availability of reliable, complete and timely information will guide the development of policies and strategies at national, regional and continental levels.
- **Capacity building of African experts involved in the sector.**  
AU-IBAR has the responsibility of educating and creating awareness among the general public and providing information to other users. In order to provide adequate service to its main clients, i.e. animal resources professionals in Member States, AU-IBAR will, through this programme, provide data, information and knowledge which will form a basis for critical analyses, feeding into professional development and training programmes.



## Outcomes and impacts

When delivered, the outcomes of activities in this programme will include: evidence-based policy formulation at country, regional and continental levels; more effective and timely response to disease outbreaks; increased awareness of the contribution of animal resources to livelihoods and GDP resulting in increased investments in the sector; and increased competitiveness of African animal products on domestic, regional and international markets.

### 4.5.5 AU-IBAR's roles and strategies to achieve desired goals

The unique institutional position of AU-IBAR, as a technical arm of the AUC with a mandate for animal resources and responsibility as knowledge broker, gives it a significant comparative advantage. AU-IBAR will use this strategic advantage to mobilize resources needed to facilitate the collation of information from various sources. It will further use its extensive networks with organizations and entities hosting repositories of relevant information within and outside the continent to gather information. AU-IBAR will use its technical capacity and access to expertise within and outside the continent to analyse, synthesize and optimise the value of data in order to enhance their relevance and utility as knowledge products. Through RECs and Member States, AU-IBAR has the necessary channels to obtain data and to disseminate information and knowledge to end-users. The strategies AU-IBAR will use to achieve desired goals are:

- Upgrade ARIS and re-introduce it at AU-IBAR and to Member

States.

- Collaborate with regional and international organisations (i.e. OIE, FAO, ILRI and RECs) to establish interconnectivity between databases to encourage sharing of data and easing Member States' burden of regular reporting.
- Stimulate existing and identify new reporting networks, tools (e.g. hand-held devices) and other means of collecting animal resources data, including from non-traditional but critical sources of important information (such as customs authorities, ministries of trade, chambers of commerce, commodity associations etc).
- Build clients' (Member States, RECs, field staff) capacity and awareness to improve the quality and timeliness of data gathering and reporting.
- Develop analytical tools to generate quality information on disease situation, animal production, marketing and trade, contribution of animal resources to livelihoods and GDP, as well as to track the level of investments by Member States and the private sector.



- Develop a framework and system capable of packaging animal resources information for different audience in order to create awareness, influence policy and conduct advocacy work.
- Establish the AU-IBAR Portal, revamping the *Animal Health Yearbook* and the *Bulletin of Animal Health and Production in Africa*, as well as modernizing the AU-IBAR library.
- Create a platform for African experts and volunteers from elsewhere to discuss and suggest solutions to animal resources challenges in Africa (discussion groups).
- Enhance the capacity of AU-IBAR (e.g. upgrading information management and communication tools and methods) for efficient and effective knowledge management.
- Collect best practices from relevant partners through information sharing platforms, forums and networks (e.g. ALive, UNCCD-TPN3, etc).



## 4.6 Programme 6: Facilitating development of policies and institutional capacities for improved utilization of animal resources in Africa

**Objective:** *To facilitate the formulation and harmonization of evidence-based and coherent policies and to strengthen the capacities of public and private institutions to effectively perform their core roles in order to transform the animal resources sector for greater impact on poverty alleviation.*

### 4.6.1 The context

The need to develop policy analysis and formulation capacities is recognised as an urgent priority for animal resources development in Africa and the RECs and Member States are looking to AU-IBAR for support in this area. In addition, there is a recognized gap (by Member States and RECs) in the capacities of public and private sector actors, including producer organizations and civil society, to perform better their respective tasks and functions.

Particular emphasis on capacity development needs to be placed on the production and marketing roles of local and regional producer organizations, which often form the only solution for small-scale producers to deal with challenges that are associated with economies of scale (e.g. concentrated marketing chains, access to input and output markets). Public-private sector cooperation can be used to create institutional innovations, e.g. for quality enhancement and assurance, financial service provision, insurance, contracting and access to information. Moreover, with effective capacity development and empowerment, continental and regional-level

producer associations have increasingly potential to play a prominent role in joint strategy development on production, processing, quality enhancement and marketing.

In addition, most African countries have inadequate educational institutions; major gaps in number and in skill levels in agriculture (e.g. field technicians in animal disease surveillance and control programmes, and policy development); and there is increasing concern about the relevance of current curricula in animal science and animal health training at all levels.

#### 4.6.2 Main challenges

- How to develop and sustain capacity for policy analysis and harmonization in AU-IBAR and RECs.
- How to develop new relationships and networks needed to deliver on policy work.
- How to prioritise the many and diverse needs for capacity development by Member States and RECs to deliver the most impact from capacity development investments.

#### 4.6.3 Opportunities

- Strong and clear demand for policy support, including capacity building in policy development and implementation by RECs and Member States.
- Development partners (public and private) recognise the large gaps in animal resources policy and capacity in Africa.
- AU-IBAR's current network involving many international organisations with relevant experience and skills in policy

development (e.g. FAO's Pro-Poor Livestock Policy Initiative – PPLPI).

- AU-IBAR's access to academic institutions in and out of Africa with which it can develop partnerships for capacity development in policy and technical areas.

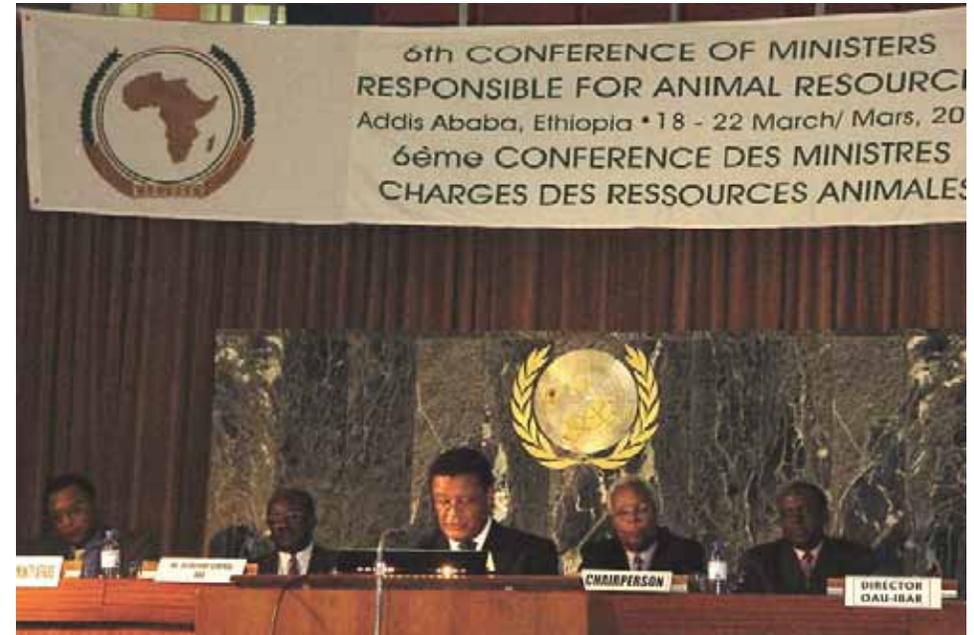
#### 4.6.4 Key results areas

As the AU technical agency charged with animal resources, AU-IBAR has the responsibility for identifying policy gaps in the area and working with RECs and Member States to catalyse policy development processes: providing evidence as needed, supporting institutions and policy formulation processes, ensuring coherence across countries and regions (as well as with National Poverty Reduction Strategies) and putting in place modalities, including capacity development, to facilitate their implementation. Thus, AU-IBAR's role in the policy arena will include provision of evidence to inform policy formulation, and capacity building and advocacy to ensure effective implementation.

AU-IBAR's role in this area will include analysis of the policy landscape to identify gaps that relate to animal resources development and to provide required support to address existing gaps, as well as being fully informed of new major regional and continental agricultural policy initiatives so as to contribute on aspects that have a bearing on animal resources development. AU-IBAR will also support RECs and Member States in translating the international policy agenda relevant for animal resources development into effective national strategies and programmes. AU-IBAR's policy work will be underpinned by strong capacity building and advocacy activities,

working with other AU-IBAR strategic programmes, with special attention to the following focal areas:

- Provision of support to RECs and Member States in the mapping and analysis of policies on animal resources development and in formulation, harmonization and advocacy. This will include policies related to promotion of intra-regional trade (adoption of common/international SPS standards; reduction or elimination of tariffs on cross-border trade) and those aimed at facilitating joint management of cross-border inter- and intra-regional resources (fish stocks, pasture lands and wildlife).
- Support RECs and Member States in translating international policy agendas relevant for animal resources development into effective national strategies and programmes.
- Coordination and standardization of regional information and early warning systems and – in collaboration with the *Knowledge Management* programme – mechanisms for exchange of information/peer-learning on agricultural practices, technologies and policies.
- Support to African veterinary and animal sciences tertiary education institutions to facilitate revision of their curricula in order to enhance their context relevance in technical and policy areas.
- Institutional development to enhance strategic capacity along the value chain so as to enhance the contribution of animal resources to human livelihoods especially for poor producers. This will include capacity building of producer and sector organizations involved in animal produce.



### Outcomes and impact

The formulation and implementation of harmonized policies and institutional reforms will improve livestock health and production, enhance market access and food safety, improve public and private sector investments to enhance the competitiveness of African animal products at the national, regional and global levels, and enhance application of trade and market standards. The overall effect will be improved animal resources management, with a positive impact on human wellbeing.

### 4.6.5 AU-IBAR's roles and strategies to achieve desired goals

AU-IBAR will apply the following strategies to achieve the desired result areas:

- Initial investment in understanding the current policy landscape (current policies, stages of implementation and implementation constraints, policy gaps and potential partners in policy work) relevant for animal resources development. This will involve all strategic programmes. Work already done by others, for example FAO's PPLPI, and priorities designated by RECs and Member States, will form an important basis for defining AU-IBAR's niche in this programme.
- Investment in veterinary services by encouraging countries to complete all steps of OIE PVS Process (initial OIE PVS Evaluation; OIE PVS Gap Analysis; and PVS Follow Up Evaluation missions), as well as its complementary projects, such as legislation and twinning of laboratories.
- In all policy-related work, AU-IBAR's role will be facilitative – from identification of the constraints to developing specific interventions.
- A key approach will be the development of evidence that is needed to make a case for new or revised policies.
- AU-IBAR will proactively use available evidence to develop policy papers and briefs targeting specific audiences, such as policy-makers in Member States, RECs and donor organizations.
- AU-IBAR's main instrument for influencing the policy landscape will be through convening processes and advocacy, taking advantage of the many forums that it can access as an organ of the AU.
- AU-IBAR will work closely with Member States to identify critical capacity gaps that constrain animal resources development and will engage development partners to secure the resources for capacity development for Member States and RECs.
- Capacity landscape mapping will include areas other than policy.

This programme will work with others in the mapping exercise and in developing intervention strategies that exploit synergies and avoid repetitive, overlapping and resource-inefficient interventions.

- Potential partnerships for policy and capacity development include: ALive platform (5-6 policy papers); International Scientific Council for Trypanosomiasis Research and Control (ISCTRC); research institutions such as ILRI, IFPRI and CIRAD; policy department of DREA; OIE, FAO and WHO; PANVAC; RECs; and Member States.
- New partnerships with universities as sources of expertise, knowledge and innovation; civil society organisations; national and international institutes of policy research.



## 5. OPERATIONALISING THE STRATEGY

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This chapter describes strategies for delivering on key functions and establishing operational practices that are needed for AU-IBAR to deliver effectively on the proposed programmatic strategies. The key functional areas include how AU-IBAR will: a) communicate internally and externally; b) partner with other organizations; c) finance the plan; d) track progress and learn lessons; e) identify and mitigate risks; and f) manage the programme in ways that ensure effective interactions among the strategic programmes, capturing synergies and avoiding duplication of effort.

### 5.1 Information and communication strategy

During the strategic planning process, information and communication emerged as areas where AU-IBAR needs to make significant improvements. This includes the collection, collation and analysis of animal resources data and dissemination of information, as well as internal communication within and between management and staff, and external communication with clients, partners and other stakeholders. Provision of reliable information and effective communication will be essential to the successful implementation and delivery of this strategic plan, and will be crucial to the inculcation of the organization's core values, which include being transformational, transparent, trusted and embracing teamwork and diversity.

Effective external communication with AU-IBAR's key clients – the RECs and Member States – is especially important and will be achieved via the most appropriate media, formats and languages.

The web site will be a key communication tool and resources will be allocated to ensure that it is kept up to date with relevant and well presented content. There are four official AU languages: English, French, Arabic and Portuguese. Resource constraints have, to date, not allowed AU-IBAR to have all its documents and meetings in all four languages. AU-IBAR will strive to improve this situation, with an initial target being at least English and French for key messages and documents.

Provision of information on animal resources is one of AU-IBAR's key roles; investment in ARIS II and the AU-IBAR Portal will provide a responsive platform in this respect. Although the Portal will play an important role, other information sharing methods targeting different clients will be used. Effective communication channels are also essential, including well designed and run meetings, both internal and external. While face-to-face meetings are invaluable, new and emerging information and communication technologies, such as video-conferencing and VOIP conference calls, will be used to ensure efficient use of staff time and resources.

In keeping with its vision of providing leadership in the animal resource sector in Africa, AU-IBAR needs to develop and deliver clear, appropriate, timely and authoritative information, targeted at all levels – from citizens to top-level decision-makers – to provide advice, guidance and reassurance in times of uncertainty and danger; for example in the event of a major disease outbreak or threat. AU-IBAR will launch a quarterly e-newsletter highlighting progress on its programmes, new developments on animal resources issues and new features on its web site, amongst other content, which will be distributed by e-mail and target AU-IBAR's key stakeholders.

Through the creation of thematic discussion groups (d-Groups), AU-IBAR will introduce a platform where experts in different aspects of animal resources in Africa and beyond can exchange views and opinions.

As it moves to a more proactive organization seeking resources to deliver on its strategy, AU-IBAR will pay special attention to relationship management, including proactive communication with its donors and partners. In its information broker and advocacy roles, AU-IBAR will, through the knowledge management programme activities, collate, synthesize and disseminate information, knowledge and public awareness materials to its key clients and other stakeholders. One avenue for this will be through the production of policy briefs and papers. In addition, AU-IBAR will seek to engage the media as a strategy for ensuring that information going out to the public, especially on diseases, is accurate and that, over time, the media and the general public will come to consider AU-IBAR as an authoritative source of reliable information on animal resources issues in Africa.

While AU-IBAR has a very good animal resources library at its Nairobi offices, the resources are not widely known and used. AU-IBAR will invest in transforming this library into a more relevant facility, providing more up-to-date information through both on-line and in-print access. In this regard, resources will be sought to procure computers and good Internet access, to transform the library into a modern information centre as part of the development of the new programme area on knowledge management. AU-IBAR will also explore the possibility of a corporate agreement with AU headquarters in Addis Ababa in order to benefit from some of the

on-line and print resources that the AUC library already receives on a regular basis.

## 5.2 Partnerships and strategic alliances

To deliver on its mandate, AU-IBAR will need to be innovative in striking effective partnerships and alliances to leverage the expertise and other resources needed to deliver its objectives. AU-IBAR's mandate, and the fact that it needs to work intra- and inter-regionally, requires that it partners with a large number of stakeholder organizations at different levels – national, regional and international – and of different types – technical and political. Furthermore, the engagement with these organizations will vary depending on the type of activity in question.

Table 5.1 presents a summary of key AU-IBAR functions and an indicative list of organizations it is likely to partner with for each. AU-IBAR has a long history of engagement in and management of different types of partnerships; however, the landscape is changing rapidly. In addition to the global trend of increased collaborative approaches in businesses of all types, AU-IBAR's key clients at national (i.e. departments in charge of veterinary services) and regional (i.e. RECs) levels are changing in capacity and in their expectations of AU-IBAR – the developmental nature of these relationships demand that AU-IBAR works *with* them rather than *for* them.

These dynamics also have implications for AU-IBAR's relationships with the donor community, many of whom will continue to work directly with the RECs and Member States. Moreover, the current trend and donor approaches since the Paris declaration on aid effectiveness in 2005 suggest that many future projects will likely be funded by consortia rather than single donors. But even more importantly, AU-IBAR has understood the need for longer-term support and made the strategic decision to move towards programmes funded for longer periods of time. These are likely to involve many partners of different types.

In this era of virtual integration, AU-IBAR recognizes the reality that it is an integral entity in a larger system; it will be looking out for the most efficient and effective arrangements to get things done, and not necessarily to do things itself. AU-IBAR will focus its efforts on what it does best, identifying appropriate partners to leverage the complementary skills and resources necessary to deliver on its strategic objectives. AU-IBAR has had excellent longstanding partnerships with a range of organizations, notably OIE, FAO, ILRI, WHO, CIRAD, FARA and NEPAD among others, and traditional investors such as the EC and bilateral cooperation agencies (USAID, DFID, GTZ, French Cooperation, Danish Government and others). AU-IBAR will build on these partnerships, while also diversifying its partnership range to bring in new partners relevant for its redefined agenda. AU-IBAR's historical partnerships cover a wide range, from loose collaborations on specific short-term deliverables to stronger, longer-term collaborations such as the eradication of rinderpest. AU-IBAR will use these experiences to diversify its partnerships. The partnership spectrum already includes strategic 'project outsourcing' where this arrangement is deemed to be the

most appropriate; those will be further expanded where deemed necessary. This will, for example, involve contracting appropriate organizations to generate specific outputs, based on well-defined deliverables and milestones. In addition, given the complexity and dynamic landscape of the animal resources sector, including the large number of players involved, AU-IBAR will actively engage in, or facilitate the development and exploitation of the benefits of, innovative 'partnership platforms' that bring together a range of stakeholders to share perspectives and develop coordinated approaches to address common problems. A typical example of such a platform is ALive (see box below). The ISCTRC, a statutory body of the AU that addresses human, animal and land-use aspects of the African trypanosomiasis, which is hosted by AU-IBAR, is another such example.

AU-IBAR fully recognizes that its success in delivering on its strategic objectives will depend on the extent and quality of engagement with its key clients – the RECs and the Member States. This derives from the fact that AU-IBAR's relevance and impact is defined by its delivery on the core needs of these clients. In this connection AU-IBAR will proactively invest effort on 'client partnership management' to ensure that it maintains focus on client needs, to harness their capacity and commitment and to effectively utilize synergies.

While AU-IBAR has recognized the need to have a critical mass of experienced staff whose contracts are not wholly dependent on project funding, and will develop a financing plan to achieve this, AU-IBAR is fully cognizant of the need to develop innovative staffing arrangements. In this connection, partnerships involving visiting personnel and joint appointments with other organizations will be

increasingly used as means of getting strategic skills into AU-IBAR. In addition, AU-IBAR will provide opportunities through its projects to bring in early-career professionals through volunteer arrangements and a 'young professional development' programme, similar to what is already in practice at the AUC. These arrangements will help connect AU-IBAR with the host (partner) institutions from which these persons are recruited, while also providing critical human resources and a pipeline for future recruitment of high-calibre staff.

To be an effective organization that 'does more with less, through innovative partnerships', AU-IBAR will be more proactive in its partnerships than ever before. Accordingly, AU-IBAR's partnership strategy will be guided by five key principles:

**a. Relationship management**

For each major strategic partnership (organization and/or collaborative programme/project), AU-IBAR will assign a relationship manager who will also be a champion for the content and processes involved in the partnership. The relationship manager will have direct responsibility for facilitating the achievement of the partnership goals, and will be fully supported by AU-IBAR management in this role. The relationship manager will be a project leader or a member of the project team assigned to that function.

**b. Clarity of mission and strategy**

Attention will be given to the articulation of compelling partnership missions and setting realistic objectives and a clear strategy for achieving them. The design of partnerships will proactively identify and clearly spell out the win-win opportunities for the organizations involved in the partnership.

**c. Resources**

Resource-sharing arrangements will be clearly defined and AU-IBAR will work towards transparency, honesty and realism about the time and financial commitments each organization in the partnership makes. AU-IBAR will advocate for mutually agreed financial reporting on activities delivered through partnerships to be tailored to the needs of the partnership and not to necessarily follow the standard reporting formats of the participating organizations.

**d. Open and honest communications**

AU-IBAR will pay close attention to its communication with partners. Relationship managers will be required to develop clear plans that encompass quality and regular communication.

**e. Willingness to admit shortcomings and to give due credit**

While AU-IBAR will apply the best practices to succeed, reality dictates that there will be projects that under-deliver for various reasons. AU-IBAR will be transparent with its partners in indicating shortcomings and will also strive to give due credit to its partners and project staff for successes.

**Table 5.1: Indicative strategic partners by key functions**

Function	Key elements	Examples of partners
1. Technology generation	Creation, collection and collation of research data; synthesis and value addition	ILRI, IFPRI, FARA, CIRAD, Member States (NARIs, Departments of Veterinary Services, Universities), SROs, RECs, Regional Fisheries Bodies
2. Knowledge management	Data, information and knowledge gathering, organization, analysis and dissemination	FAO, OIE, WHO, World Bank, RECs, Regional Fisheries Bodies, Member States, AUC, ILRI, CILSS, CTA
3. Convening and advocacy	Bringing stakeholders together; using available evidence to enhance awareness and to draw attention to important issues	AUC, NEPAD, RECs, Regional Fisheries Bodies, Member States, ALive and ISCTRC
4. Policy development	Facilitating policy development processes, ensuring coherence	OIE, FAO, WHO, AUC (policy department of DREA), RECs, Regional Fisheries Bodies, Member States (Departments of Veterinary Services, Departments of Livestock Production), ALive members
5. Capacity building	Training courses on topical issues; re-tooling of clients on a range of special topics/areas	Member States (DVSs, livestock production/ agricultural extension services, NARIs, universities), RECs, Regional Fisheries Bodies, OIE, FAO, WHO, PANVAC, International NGOs
6. Emergency intervention in crises situations	Facilitating country-level actions to respond to specific emergencies, e.g. disease control	Member States (DVSs, NARIs), RECs, OIE, FAO, WHO, multilateral and bilateral cooperation agencies, NGOs

## BOX I Partnership for Africa Livestock Development (ALive)

ALive is a partnership among organizations, regional and international institutions, civil society, donors, research and training institutes and other actors involved in livestock development in sub-Saharan Africa. The objective shared by these stakeholders is to improve the livestock sector's contribution to poverty alleviation and sustainable economic growth in the region.

ALive is ideally positioned to support livestock initiatives taken in the framework of NEPAD/AU, notably the implementation of the CAADP2. It also contributes to reaching the MDGs. More specifically, the partnership intends to improve livestock sector contribution by:

- increasing participation of beneficiaries, collaboration between donors and partners, and also ensuring the durability of regional and local institutions
- improving knowledge of the sector and strategies and action plans formulation, both at the national and regional level
- promoting collaboration and regional integration, knowledge sharing, sub-regional training and strengthening of capacity building
- facilitating the use of these results in current or future operational programmes, initiated by ALive partners.

## 5.3 Financing plan

AU-IBAR's agenda for this planning period is more ambitious and different in content, scope and approach from its previous strategy. A significant increase in resources is needed to deliver on this plan. Currently, the AU-IBAR resource portfolio is dominated by special projects, most of which are short term and by their nature not marketable. In developing new activities in each of the six programmes, AU-IBAR will be aiming to secure a budget of around US\$ 40million on average per year for the next five years. In addition AU-IBAR will seek to improve its flexibility by investing in the mobilization of 'unrestricted' or core resources which will allow the initiation of high priority activities.

Table 5.2 summarizes the proposed targets by programme over the five-year planning period, 2010-2014.

**Table 5.2: Resource requirements (US\$'000) for the strategic planning period (2010-2014)**

<b>Programme</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
1. <i>Transboundary Animal Diseases and Zoonoses</i>	29,438	23,369	16,015	15,570	15,570
2. <i>Conservation and use of AR &amp; resource base (NRM)</i>	1,497	9,128	9,078	9,250	9,250
3. <i>Investments and Competitiveness</i>	150	500	2,200	2,000	2,000
4. <i>Standards and Regulations</i>	3,557	230	2,580	2,580	2,580
5. <i>Knowledge Management</i>	1,283	4,108	3,772	3,725	3,725
6. <i>Policy and Capacity Building</i>	103	3,323	2,987	2,940	2,940
<i>Programme Support</i>	3,603	4,066	3,663	3,607	3,607
<b>Total</b>	<b>39,632</b>	<b>44,723</b>	<b>40,296</b>	<b>39,672</b>	<b>39,672</b>

AU-IBAR is fully aware of the global trend towards donor focus on funding specific projects that meet their interests; however, the organization has not previously paid adequate attention to the need for a critical mass of 'core' resources, including human resources, to form the basis of the institutional capacity on which it can build as it transitions into a strong, credible and sustainable African organization able to tackle the major animal resources issues facing the continent. Citing the critical role AU-IBAR has played to address major continental animal resource challenges, such as rinderpest

eradication and facilitating the management of recent epidemics (e.g. avian influenza), AU-IBAR will make this point to Member States through the AUC. However, aware of the slow response from governments, AU-IBAR will engage traditional as well as non-traditional international development partners to help secure the required core, fungible resources to enable the development of the proposed programmes. As part of the launch of this strategy, AU-IBAR will embark on donor engagement to ensure that early progress can be made in securing the essential resources.

As part of its resource mobilization strategy, AU-IBAR will seek to continue the engagement of its traditional donors – the ‘friends of AU-IBAR’ – making the case for different, more flexible funding. At the same time AU-IBAR will diversify its funding sources by approaching new, non-traditional investors. For both donor categories, AU-IBAR will put emphasis on more proactive investor relations, keeping donors informed of changing priorities and challenges and opportunities as they arise – and not just through reporting. This approach will require the engagement of senior AU-IBAR staff in resource mobilization in different ways, including as main contacts and relationship managers for specific donors. At an early stage in the operationalisation of the plan, AU-IBAR will undertake a comprehensive donor analysis to identify resource opportunities for the activities of the various programmes. This will feed into a resource mobilization strategy.

Key elements of the resource mobilization strategy will include to:

- Pursue a broader international donor base (attract new donors).
- Develop cooperation with non-traditional development partners (foundations).
- Make efforts aimed at increasing the core funds made available from the AUC budget and development fund.
- Counterpart funding from RECs and Member States in order to expand options and strengthen impact of the available development funds.
- Partnerships with research and/or academic institutions to attract funds from non-traditional development sources for knowledge generation and capacity development activities.

## 5.4 Monitoring, evaluation and reporting

Monitoring and evaluation (M&E) is playing an increasingly central role in AU institutions since the launch of the AUC M&E strategy and manual in October 2007. The principles<sup>7</sup> and guidelines of this manual will be the basis to develop an M&E system for supporting progress towards the successful implementation of the AU-IBAR Strategic Plan.

The M&E system will detail the set of process and performance indicators, and the array of monitoring and evaluation tools, which will enhance and facilitate progress assessment, planning and decision making, accountability and transparency, learning, partnership arrangements, and information collection and sharing.

**Monitoring:** Monitoring tools will be developed and integrated in a systematic manner in all the six strategic programmes. Key monitoring tools will include:

- Tracking progress made towards the attainment of the Goal and outcomes of the strategic plan using the Office Management Plan (OMP).
- Tracking selected indicators that can be utilized to establish understanding of progress made towards the achievements of outcomes stipulated in each programme over the five-year period.

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<sup>7</sup> The AUC applies Results Based Monitoring and Evaluation approaches for the execution of its policies, programmes and projects. (See manual).

- Tracking through the Management Results and Resources Framework (MRRF). This is designed to strengthen AU-IBAR's ability to manage the financial and human resources needed for the Strategic Plan implementation. The tool will be effectively used for planning, monitoring, reporting and sharing of knowledge to deliver the programmes in the plan.
- Convening of regular meetings of senior programme staff to determine the effectiveness and efficiency of coordination and management mechanisms and inform decisions on corrective matters.
- Joint monitoring visits to project sites.
- A Final Review will facilitate impact assessment, review of the design of the Strategic Plan, and synthesis of findings and lessons which will inform the formulation of the next Strategic Plan. This will be in year 5.

In line with current requirements, AU-IBAR will submit comprehensive reports to the AUC on the implementation of the Strategic Plan. This will emanate from syntheses of monthly and quarterly progress reporting from the key programme areas; specifically, AU-IBAR will periodically report to AUC on its capacity development, partnership arrangements and financial resource flows and requirements.

**Evaluation:** Evaluation will be carried out at the various stages of Strategic Plan implementation as detailed below:

- An inception phase assessment will determine the relevance and realism of the set of indicators identified. Further, the efficiency of the coordination and implementation modalities will be determined (year 1).
- Annual reviews will be conducted to determine progress towards implementation of planned activities for each programme. This will include reviews of the MRRF with focus on the outcome indicators, the Office Management Plan, the Resource Mobilization Strategy and the Risk/Assumption Matrix.
- A Mid-Term Review (MTR) of the Strategic Plan implementation will be carried out, using standard methodologies for assessing the relevance, effectiveness, efficiency, potential impact and sustainability in the AU-IBAR mandate areas as well as the goals in the Strategic Plan. This will be done in years 2-3.
- The underlying logic of the Strategic Plan Monitoring and Evaluation System is to credibly determine:
  - How internal investments and capacity strengthening across the different strategic areas subscribe to the attainment of the goals and outcomes of the strategic plan.
  - How each programme is affected by investments in, and results of, other strategic areas.
  - How certain conditions and factors (risk/assumptions external to AU-IBAR) are likely to influence goals and outcomes in each programme.
  - How implementation is actually kept on track; where implementation is off-track, determine what measures are required to put the programme back on track.

Detailed processes, procedures and tools for the M&E system will be developed as part of the operationalisation of the plan.

## 5.5 Risk Management Plan

A risk is any future event that may prevent the organization from meeting its stated goals. A risk management process describes the steps which will be taken to identify, monitor and control risks. AU-IBAR has identified several risks to which it is or could potentially be exposed during the implementation of this Strategy. These risks fall within the following five major risk categories:

- a. **Organisational effectiveness** – which includes areas related to impact focus, organisational capacity, partnerships, etc.
- b. **Organisational efficiency** – e.g. duplication of effort, costs of goods and services ('value for money'), adequacy of resources for the job at hand, and adequacy as well as functionality of implementation procedures and systems.
- c. **Financial integrity**



- d. **Legal compliance and reputation** – including stakeholder ownership and political support by the AUC, RECs and Member States, intellectual property management issues, and relationships and formal agreements with partners.
- e. **Safety and security**

As part of the operationalisation of the Strategy, AU-IBAR will complete a detailed risk register and develop a risk management plan. The major steps in the plan will be to:

- i. Identify critical and non-critical risks.
- ii. Document each risk in depth through a standard risk analysis form.
- iii. Log all risks and identify their severity.
- iv. Take action to reduce the likelihood of risks occurring.
- v. Propose action to reduce the likely impact should the risks occur.

## 6. MANAGEMENT AND GOVERNANCE

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### 6.1 Management

AU-IBAR is a specialized technical office of the AUC. It is headed by the Director who reports directly to the AUC through the DREA. The Director provides strategic leadership and has day-to-day programme and management responsibility. The Director also has direct communications with technical and funding partners for programming purposes. The activities of AU-IBAR are implemented through programmes and projects, the coordinators of which report to chiefs of units who in turn report to the Director. Administration and finance are headed by officers who also report to the Director.

In the original structure endorsed by the Heads of State Summit in Maputo (2003), projects were implemented under two strategic programme areas (animal health and animal resources) headed by Chief Animal Health and Chief Animal Resources officers, respectively. In addition, there was a position of Programme and Projects Coordination Officer. Given the critical need to address trade and markets issues, the previous AU-IBAR strategic plan had also proposed a position of Trade and Marketing officer.

The present Strategic Plan (Chapter 4) has defined six programmes: TADs and zoonoses; natural resources management; investments and competitiveness; standards and regulations; knowledge management; and policy and capacity building. A programme is the management unit responsible for the delivery of AU-IBAR's

outputs. A programme addresses an animal resources development opportunity or problem which, when resolved, will contribute to the alleviation of poverty. The title of each programme captures the essence of the development opportunity or problem. A programme is programmatically designed to integrate related activities to deliver specific set of outputs within a defined time frame. For each programme the outputs have defined linkages to development outcomes that will impact on poverty alleviation. The goal, purpose, outputs, activities and budget summary of each programme will be presented in a logical framework. Generally a programme will be funded through more than one grant. Thus, it is expected that programmes will attract both core and project-specific funding. A programme is defined by the problem and not geographical boundary. Each programme will have an annual work plan and budget (subject to review and approval by AU-IBAR Management Team) and an annual progress report. The annual progress report will include a synthesis of the technical reports for each of the programme's grant and programme *cost centres*. Each strategic programme will be coordinated by a *Programme Manager* appointed by the Director.

Active programmes/projects will be managed within these programmes, based on the principle of 'centre of gravity'; that is the programme which provides the best synergy or the most relevance for the activities of the programme/project in question will provide it with a home.

The administration and finance officers, internal auditor and monitoring and evaluation expert will report directly to the Director, providing support services to all programme activities. A grants management function, responsible for project support,

will be provided for within the finance unit to support programmes in developing budgets and contracts for grants, and in financial reporting to donors. The Director, the Programme Managers, the head of finance, the head of administration and other members appointed by the Director (as defined in the box below) form the AU-IBAR Management Team (IMT). The organisational structure is presented in Annex 1 while the terms of reference of the IMT is summarized in Annex 2.

## 6.2 Governance

The Heads of State Summit held in Maputo (2003) suggested a steering committee to provide technical and governance oversight to AU-IBAR. This recognizes the fact that the ultimate governance responsibility rests with the AUC, through DREA.

There has been a significant shift in organisational governance strategies in recent years and AU-IBAR will strive to apply the following current best practices:

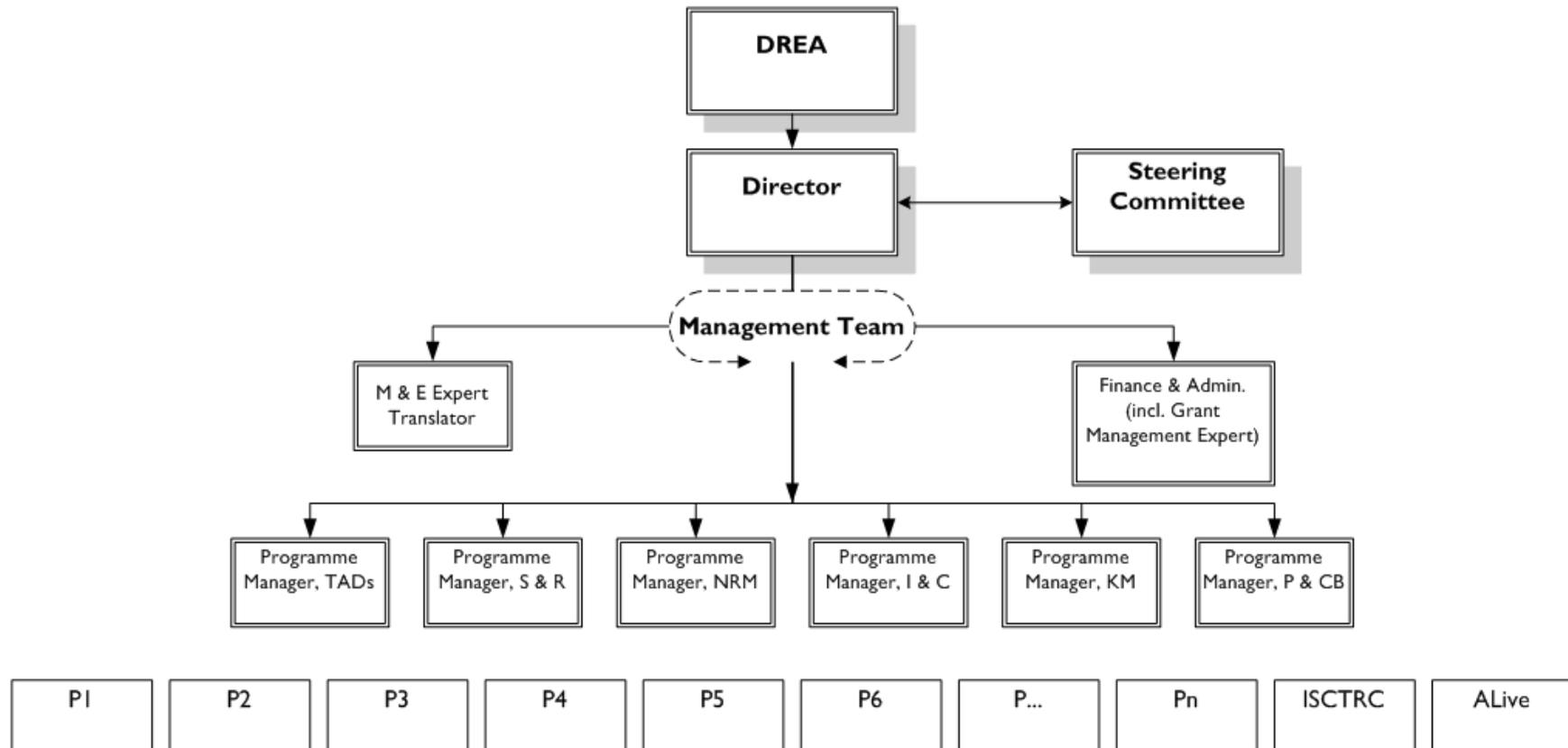
- Clearer distinction between the roles of AU-IBAR management and the steering committee.
- Clear accountability by the steering committee for the work of AU-IBAR.
- Commitment to a good working relationship between the steering committee and AU-IBAR management.
- Focused and proactive recruitment of steering committee members to ensure that it meets the specific skills and experiences required for its functions.

- Ensure that the committee focuses on distinct governance issues, rather than mirroring the AU-IBAR management structure.
- Provision of induction training and support for new committee members.

In addition to the steering committee, the mandate and terms of references of which are presented in Annex 3, a 'client group' consisting of the directors responsible for animal resources/veterinary services in Member States meets every two years. This meeting has been used in the past as a mechanism for assisting AU-IBAR in programme formulation, providing input on relevance of programmes to needs of Member States. It is proposed that the use of this forum as a mechanism for strategic programme review and planning be formalized. The agenda will include structured, systematically documented sessions focusing on strategic issues for AU-IBAR.

# ANNEXES

# ANNEX I: MANAGEMENT STRUCTURE



## ANNEX 2: Terms of reference and composition of the AU-IBAR Management Team

### Terms of reference

The AU-IBAR Management Team will assist the Director in the following tasks:

- Review and endorse annual and quarterly plans of actions and reports.
- Assess progress of all Programmes.
- Review and endorse staff performance in accordance with project work-plans and individual performance plans.
- Review staff terms of service, development and deployment.
- Review and endorse internal management procedures.
- Ensure efficient and effective use of human and financial resources in project/programme implementation.
- Ensure that programme design and implementation are aligned to the strategic plan and that there is synergy and coherence among programs.
- Review and endorse new initiatives.
- Maintain contacts and relationships with AUC and main partners/stakeholders.
- Elaborate specific arrangements or other collaboration modalities to strengthen partnership with all AUC recognized RECs (Director).
- Elaborate specific working modalities to strengthen the partnership with FAO and OIE in the RECs.
- Review and collate progress reports for presentation to the AU-IBAR Steering Committee.
- Any other responsibilities the Director may wish to assign.

### Composition

The management team is composed of the following AU-IBAR staff:

1. AU-IBAR Director (Chair)
2. Finance officer
3. Administration officer
4. Programme managers (6)
5. One other co-opted professional staff member, to be invited by the director based on the agenda
6. One representative from the General Staff (to be designated by the director on a rotating basis)
7. One observer (external from AUC or development partners) to be invited by Director
8. The Director shall co-opt any officer deemed necessary for a particular meeting

### Operational modalities

The IMT will meet once every month (more often if needed). Other staff can be invited to attend the IMT, depending on the agenda, to make specific contributions. The secretary shall circulate to members of the management team the agenda and all relevant documentation one week prior to the meeting.

## ANNEX 3: Mandate and functions of AU-IBAR's Steering Committee (SC)

The mandate of SC will be to provide the appropriate scientific, technical and management guidance as well as oversee and validate the overall policy direction of AU-IBAR.

The specific functions of the SC shall be:

- a) To provide guidance on corporate governance towards the achievement of the mandate of AU-IBAR.
- b) To review and endorse progress reports and annual plans for AU-IBAR.
- c) To advise and provide strategic direction on resource mobilization.
- d) To play an advocacy role for AU-IBAR.
- e) To assure coherence synergies with global strategies and policies on animal resources.
- f) Ensure coherence with the Department of Rural Economy and Agriculture (DREA) and other AUC-relevant policies and procedures.

### Composition and membership

The suggested composition of the SC shall be as follows:

- a) Commissioner DREA in the AUC.
- b) Head of Strategic Planning, Resource Mobilization, Monitoring and Evaluation Division in AUC.
- c) One (1) Minister of livestock (rotational country representation).
- d) Three (3) Representatives of RECs (rotational basis).
- e) Relevant representatives of the United Nations Food Agriculture Organization (FAO), World Health Organization (WHO) and the World Organization for Animal Health (OIE).
- f) Two (2) Representatives of Development Partners (provision for co-option of others as and when necessary).
- g) One (1) Representative from a research institution
- h) One (1) Representative from an academic institution
- i) One (1) Private Sector representation.
- j) The Director of AU-IBAR.

### Functioning modalities: Meeting frequency, convening and chairing

- a) The SC shall meet annually (or more as need may arise).
- b) Commissioner for Rural Economy and Agriculture or his/her designated representative shall chair the SC meetings; while the first SC meeting shall elect the Vice Chair.
- c) The Director of AU-IBAR shall be the secretary to the Steering Committee.
- d) The date, time and venue for each SC meeting shall be determined during the previous meeting and included in the minutes of that meeting. For the first meeting of the SC, details will be communicated in a written invitation by the Director of AU-IBAR to SC members.

## ANNEX 4: THE STRATEGIC PLANNING PROCESS

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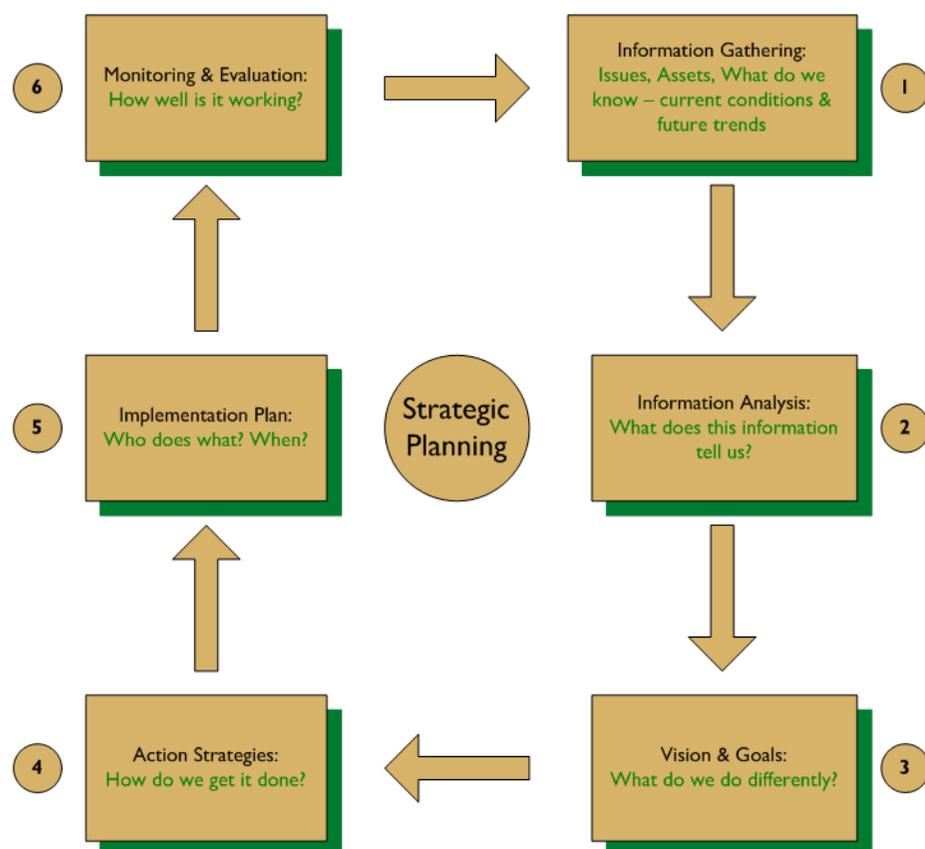
This strategic plan has been developed through a process which spanned the first seven months of 2009. The process has been facilitated by a small team of consultants from PICOTEAM, who specialize in institutional development in Africa, but the ideas and content have been developed by AU-IBAR management and staff, and other key stakeholders.

The process involved screening the available data and background documentation, examining key livestock development dimensions (health, production, markets, policy and related areas), change drivers and trends. Gap analysis (institutional, technical and policy aspects) was undertaken and expertise identified to fill gaps in data/information. The key approaches used in identifying priorities were: a) *Deductive approaches* (based on analysis of trends); b) *Historical approaches* (based on AU-IBAR's current and evolving portfolio as well as priorities of key stakeholders); and c) *Inductive approaches* (based on AU-IBAR staff supply-side priorities, and opinion's of strategically selected 'eminent experts').

Following preliminary discussions between AU-IBAR management and PICOTEAM, the first key activity was the formation of the Strategic Planning Task Team (SPTT). This was made up of senior AU-IBAR managers and staff and its key function was to ensure the process progressed smoothly. All the meetings held as part of the strategic planning process have been fully documented and meeting reports have been circulated promptly to all AU-IBAR staff members in a spirit of transparency and teamwork, and to ensure that everyone is kept fully informed of developments and progress.

The first phase of the process involved several consultations between PICOTEAM and AU-IBAR management, as well as the SPTT, to achieve a common understanding of AU-IBAR's expectations, key stakeholders, current programme content and organisational structure. This was followed by a one-day introductory workshop held in April, to which all AU-IBAR staff was invited. The approach to be applied was described and AU-IBAR staff members' expectations and fears documented. The six-step process is summarized in the diagram below.

## Steps in Strategic Planning



In May 2009, AU-IBAR hosted a meeting of chief veterinary officers (CVOs) from 34 African countries together with other key clients. The opportunity this presented for the strategic planning process was seized and a one-day workshop was held designed to enable this important group of clients to make an input into the planning process. The focus of the workshop was specifically designed to enable the CVOs to articulate what they considered was changing and hence the services they would like AU-IBAR to provide to them.

In early June, the SPTT met with the consultants to undertake an institutional landscape analysis of AU-IBAR, with a focus on the internal environment, i.e. human, financial and physical resources, as well as communications and partnerships. This meeting also dealt with the final planning of the stakeholders' workshop.

In mid-June, a stakeholders' workshop was held at Naivasha, Kenya. The workshop brought together 11 representatives of AU-IBAR's key stakeholders (CVOs, COMESA, ECOWAS, AUC, ILRI, OIE, FAO/ECTAD and IGAD), with 17 senior managers and staff from AU-IBAR. Over the three-day workshop, participants were led through a process which culminated in the identification of six key challenge areas, or 'strategic programmes', which now form the programmatic core of this strategic plan. The workshop also began to consider the implications of this new focus for the way AU-IBAR should be organized and managed.

## Annexes

Immediately after the Naivasha workshop, a small group of AU-IBAR staff members began the task of writing up the six strategic programmes, based on the ideas and drafts generated during the previous three days. This group also reviewed AU-IBAR's vision, mission, mandate and core functions in the light of the emerging strategic programmes.

In early July, a half-day meeting of all AU-IBAR staff members considered the core values with which they wished to shape 'new AU-IBAR'. Later in the month senior AU-IBAR staff members met with PICOTEAM to brainstorm on aspects of the implementation plan, especially communications, partnerships and financing, and to review a draft risk analysis framework.





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