AFRICAN UNION
INTERAFRICA BUREAU FOR
ANIMAL RESOURCES

STRATEGIC PLAN
2014 – 2017

December 2013
Nairobi. Kenya
FOREWORD

Africa’s unique animal resources base significantly contributes to the vision of the African Union Commission (AUC) of an integrated, prosperous and peaceful Africa and to the attainment of the Global Millennium Development Goals. The realization of this potential has, however, been stifled by constraints resulting from weak service delivery, poor sector governance, low productivity of animal and animal products, poor access to markets, and inadequate management of the natural and other resources.

The AUC and its technical entities consider the above challenges pivotal in developing a new strategy focused on improved food and nutritional security. The Strategy aims to expand the economic opportunities of the sector and contributes to the human development of the African continent.

The AU-IBAR Strategic Plan (SP) 2014-2017 is anchored to the Bureau’s expanded mandate, which includes livestock, wildlife and fisheries, and is developed to provide leadership to the animal resources sector. The SP provides an integrated multi-level road map to enhance and strengthen sector-wide performance and focuses on wealth generation, institutional strengthening, stakeholder participation, support to socio-economic integration and environmental sustainability.

The SP was formulated based on best practices and lessons learned from the eradication of Rinderpest, the control of Highly Pathogenic Avian Influenza (HPAI), experiences from wildlife-livestock interface and veterinary governance. The SP provides broad opportunities for partnerships with producers, governments, developmental and technical organizations and the private sector at the national, regional and continental levels.

Implementation of the SP is open to the participation of a wide range of stakeholders in order to ensure a streamlined and inclusive approach in addressing the multiple challenges. A wide range of instruments and modalities such as programming, monitoring and evaluation, communication, risk management and mainstreaming disaster risk reduction is outlined in the SP in order to ensure effective and efficient implementation.

Prof Ahmed El-Sawalhy
Director AU-IBAR
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ACKNOWLEDGEMENT

The Strategic Plan 2014-2017 has been developed following a comprehensive review and evaluation of the Strategic Plan 2010-2014 by a large number of individuals and institutions, whose contributions have enriched both the process and the outcome.

The active participation of AU-IBAR and AUC staff in the entire process has been particularly inspiring as it embodies both ownership and commitment to successful execution.

Finally, we thank our development partners who have invested in the implementation of the previous strategic plans and invite them to continue their investment in Africa’s animal resources.
# Abbreviations and Acronyms

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<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tr>
<td>AI</td>
<td>Avian Influenza</td>
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<td>ALive</td>
<td>Platform for Partnership for Africa Livestock Development</td>
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<td>AMP</td>
<td>Annual Management Plan</td>
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<td>AR</td>
<td>Animal Resources</td>
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<td>ARIS</td>
<td>Animal Resources Information System</td>
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<td>ASF</td>
<td>Animal Sourced Food</td>
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<td>AU</td>
<td>African Union</td>
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<td>AUC</td>
<td>African Union Commission</td>
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<td>AU-IBAR</td>
<td>African Union - Interafrican Bureau for Animal Resources</td>
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<td>AWVP</td>
<td>African Wildlife Veterinary Project</td>
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<td>BMZ</td>
<td>German Federal Ministry for Economic Cooperation and Development</td>
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<td>CAADP</td>
<td>Comprehensive Africa Agriculture Development Programme</td>
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<td>CACIS</td>
<td>Continental Animal commodity information System</td>
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<td>CAH</td>
<td>Community-based Animal Health</td>
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<td>CAHW</td>
<td>Community-based Animal Health Worker</td>
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<td>CAPE</td>
<td>Community Animal Health and Participatory Epidemiology</td>
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<td>CBD</td>
<td>Convention on Biological Diversity</td>
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<td>CIRAD</td>
<td>Centre de Coopération Internationale en Recherche Agronomique pour le Développement</td>
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<td>COMESA</td>
<td>Common Market of Eastern and Southern Africa</td>
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<td>CVO</td>
<td>Chief Veterinary Officer</td>
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<td>DFID</td>
<td>United Kingdom Department for International Development</td>
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<td>DREA</td>
<td>Department of Rural Economy and Agriculture of the African Union Commission.</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<td>EC</td>
<td>European Commission</td>
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<td>Acronym</td>
<td>Full Form</td>
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<td>ECOVNAS</td>
<td>Economic Community of the Western African States</td>
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<td>ECTAD</td>
<td>Emergency Centre for Trans-boundary Animal Diseases</td>
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<td>EPA</td>
<td>Economic Partnership Agreements</td>
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<td>EU</td>
<td>European Union</td>
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<td>FAO</td>
<td>Food and Agriculture Organization of the United Nations</td>
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<td>FARA</td>
<td>Forum for Agricultural Research in Africa</td>
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<td>FITCA</td>
<td>Farming in Tsetse-Controlled Areas</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GF-TADs</td>
<td>Global Framework for Transboundary Animal Diseases</td>
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<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit</td>
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<td>GZ</td>
<td>Deutsche Gezellschaft für Technische Zusammenarbeit GmbH – Private Development Cooperation Agency owned by the German Government, (now GIZ)</td>
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<td>IBED</td>
<td>Inter-African Bureau for Epizootic Diseases</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IFPRI</td>
<td>International Food Policy Research Institute</td>
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<td>IGAD</td>
<td>Inter-Governmental Authority on Development</td>
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<td>ILRI</td>
<td>International Livestock Research Institute</td>
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<td>IMT</td>
<td>AU-IBAR Management Team</td>
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<td>IPPC</td>
<td>International Plant Protection Convention</td>
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<td>ISCTRC</td>
<td>International Scientific Council for Trypanosomiasis Research and Control</td>
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<td>ISSO</td>
<td>International Standard Setting Organizations</td>
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<td>KM</td>
<td>Knowledge Management</td>
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<td>KRAs</td>
<td>Key Result Areas</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>Acronym</td>
<td>Full Form</td>
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<td>MRRF</td>
<td>Management Results and Resources Framework</td>
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<td>MTR</td>
<td>Mid-Term Review</td>
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<td>NARI</td>
<td>National Agricultural Research Institute</td>
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<td>NEPAD</td>
<td>New Partnership for Africa’s Development</td>
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<td>NGO</td>
<td>Non-governmental Organization</td>
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<td>NRM</td>
<td>Natural Resource Management</td>
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<td>OIE</td>
<td>World Organisation for Animal Health</td>
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<td>OMP</td>
<td>Office Management Plan</td>
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<td>OH</td>
<td>One Health</td>
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<td>PACE</td>
<td>Pan-African Programme for the Control of Epizootics</td>
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<tr>
<td>PANSPSO</td>
<td>Participation of African nations in Sanitary and Phytosanitary Standard Setting Organizations</td>
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<td>PANVAC</td>
<td>Pan-African Veterinarian Vaccine Centre</td>
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<td>PARC</td>
<td>Pan-African Rinderpest Campaign</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<td>PLP</td>
<td>Pastoral Livelihoods Programme</td>
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<td>PLP HIV/AIDS</td>
<td>Pastoral Livelihoods and HIV/AIDS Programme</td>
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<td>PPLPI</td>
<td>Pro-Poor Livestock Policy Initiative</td>
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<td>PVS</td>
<td>Performance, Vision and Strategy (Evaluation Tool for Veterinary Services)</td>
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<td>R&amp;D</td>
<td>Research and Development</td>
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<td>REC</td>
<td>Regional Economic Community</td>
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<td>RFB</td>
<td>Regional Fisheries Bodies</td>
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<td>RFMO</td>
<td>Regional Fisheries Management Organisation</td>
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<tr>
<td>PM&amp;EP</td>
<td>Performance Monitoring and Evaluation Plan</td>
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<td>RMIS</td>
<td>Regional market information systems</td>
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<td>RTTDC</td>
<td>Regional Programme on Ticks and Tick-borne Disease</td>
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<td>Acronym</td>
<td>Full Form</td>
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<td>RVF</td>
<td>Rift Valley Fever</td>
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<td>SADC</td>
<td>Southern African Development Community</td>
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<td>SAP</td>
<td>Structural Adjustment Programs</td>
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<td>SC</td>
<td>Steering Committee</td>
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<td>SERECU</td>
<td>Somalia Ecosystem Rinderpest Eradication Coordination Unit</td>
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<td>SP</td>
<td>Strategic Plan</td>
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<td>SPS</td>
<td>Sanitary and Phytosanitary Standards</td>
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<td>SPTT</td>
<td>Strategic Planning Task Team</td>
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<td>SRO</td>
<td>Sub-Regional Organization</td>
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<td>SSA</td>
<td>Sub-Saharan Africa</td>
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<td>TAD</td>
<td>Transboundary Animal Disease</td>
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<td>UNCCD-TPNs</td>
<td>United Nations Convention to Combat Desertification Thematic Programme Network</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>WHO</td>
<td>World Health Organization of the United Nations</td>
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<td>WTO</td>
<td>World Trade Organization</td>
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EXECUTIVE SUMMARY
Introduction
The Interafrican Bureau for Animal Resources (AU-IBAR) is a specialised 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 the fight against poverty and the development of Africa is still under-exploited.

The AU-IBAR Strategic Plan (SP) 2014-2017 is anchored to the Bureau’s expanded mandate that includes livestock, wildlife and fisheries. The SP seeks to consolidate support to the animal resources sector by providing an integrated multi-level road map. The SP is designed to enhance, sector-wide performance, wealth generation, institutional strengthening, stakeholder participation and support to socio-economic integration and environmental sustainability.

The strategic planning process
The SP was developed through a process that spanned most of 2013. Although the strategic planning process was partly supported by external experts, its content is entirely based upon the ideas and material generated during the highly participatory planning process with full involvement of AU-IBAR managers, AU-IBAR staff, key clients and stakeholders.

Trends, drivers, challenges and opportunities for the African animal resources sector
The SP is responsive to changes in the African landscape and the international scene. It is built on key trends and drivers that are relevant to the African animal resources sector. They include: i) the threat and opportunity represented by globalization, ii) the impact of the Livestock Revolution concept on the African livestock producers, iii) hurdles to greater market access, iv) the potential role of livestock in a generally hotter, drier continent, balanced against their contribution to climate change through greenhouse gas production, v) the changing dynamics of animal diseases and the emergence and re-emergence of diseases, especially zoonoses, vi) renewed interest in agriculture as a tool for poverty reduction and economic development, vii) the growing focus on nutritional security for which animal source foods (ASF) play an important role, viii) the emergence of new players and institutional arrangements relevant to the sector, ix) recognition of the role of women and other vulnerable groups in animal resource production, x) rapid developments in the fields of information and communication technologies, especially the rapidly growing access to mobile and smart phones, xi) the potential of biotechnology, and xii) the vulnerability of the poor to instability, natural disasters, diseases, conflicts, uncertain access to resources and markets and inadequate capacity for risk management.
Achievements and Lessons Learnt from the Implementation of the Strategic Plan 2010-2014

The following were achieved as a result of the implementation of the six strategic programmes of the SP 2010-2014:

Transboundary diseases and zoonoses (Programme Area 1)
Activities under this programme contributed to the following:

i. Enhanced veterinary governance through (i) capacity building in policy, strategy and legal framework review and formulation, epidemiological surveillance, risk and socio-economic analysis and laboratory diagnosis; (ii) disease prioritization; (iii) enhanced information gathering, management, sharing and networking;

ii. Vaccination campaigns against CBPP, ND, CCPP and PPR in 32 Member States (MSs) organised and capacity for vaccine production enhanced in selected countries;

iii. Support to the Ms and Regional Economic Communities (RECs) in developing emergency and contingency plans;

iv. Training and equipping Community Animal Health Workers (CAHWs) trained with basic veterinary drugs and materials to use on a cost recovery basis;

v. Formulation of an integrated Regional Coordination Mechanism (IRCM) for the control and prevention of Transboundary Animal Diseases (TADs) finalized and rolled out in the RECs through implementation planning and specific capacity building initiatives on the One Health approach;

vi. Formulation of standards, methods and procedures in animal health initiated. The disease reporting module of ARIS2 has been developed and rolling out in MS is well advanced.

Natural resource management (SP Programme Area 2)
Activities under this programme contributed to:

i. The implementation of the Global Plan of Action for the conservation and utilization of animal genetic resources in Africa;

ii. The establishment of a coordination mechanism for pooling resources of multiple MSs in the conservation of animal genetic resources;

iii. The rehabilitation of degraded land in selected MSs;

iv. The reduction of conflicts over natural resource use;

v. Improved governance and sustainable management of natural resources through improved awareness of policy makers and the general public about the balance between the role of livestock in livelihoods, the perceived contribution of livestock to climate change, as well as the likely impact of climate change on livestock production, especially in smallholder systems;

vi. Improved pastoral livelihoods;

vii. Improved rangeland management and health;

viii. 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;

ix. Improved management of fisheries resources in large marine ecosystems;

x. Enhanced governance, policy coherence and coordination in the fisheries sector in Africa, and;

xi. Enhanced capacities of the AU Member States for sustainable aquaculture development.
**Investment and competitiveness (SP Programme Area 3)**

Activities under this programme contributed to:

i. The competitiveness of the of Africa’s livestock keepers, producers and actors along the value chain through access to essential data, information and knowledge needed for making objective assessments of different investment options (species, breeds and systems, e.g. smallholder versus large-scale producers).

ii. Mainstreaming livestock in the CAADP COMPACT and in the national agricultural investment plans (NAIP). This was achieved through the development of a framework for mainstreaming livestock in the CAADP COMPACT, and through providing the relevant tools and training programmes needed to assist country CAADP. This programme also initiated the formulation of a framework to monitor investments in the livestock, enhanced building the negotiation capacities of the fish-folks to access resource and

iii. Promotion of the public private partnership.

**Standards and regulations (SP Programme Area 4)**

Activities under this programme contributed to:

i. Strengthening the capacities of MSs and RECs in the formulation and implementation of standards and regulations;

ii. Developing a continental common position in standard settings organizations;

iii. Establishing or strengthening the national inter-sectoral coordination mechanisms (national Sanitary and Phytosanitary Standards (SPS) committees) needed to sustain the effective participation of countries in international standard setting activities.

iv. Formulating traceability and certification systems that will facilitate trade in livestock commodities and access to markets; and

v. Formulating standard methods and procedures in animal health adapted to the specificity of the continent.

**Knowledge management (SP Programme Area 5)**

Activities under this programme contributed to:

i. Enhancing the capacity of MSs and RECs to collect, collate and disseminate data and information on animal resources,

ii. Timely publishing of the quarterly scientific journal ‘The bulletin of Animal Health and Production in Africa’; the yearly “Panafrican Animal Health Year Book’;

iii. Developing and disseminating the compendium on Transboundary Animal Diseases and Zoonoses, and best practices and lessons learnt on fodder production and range management in the framework of the TPN3 of the UNCCD.

**Policy and institutional capacities (SP Programme Area 6)**

Activities under this programme contributed to:

i. Collection of baseline data on livestock and related policy in all MSs;

ii. Completion of identification of gaps and engagement entry points;

iii. Establishing livestock consultative platforms at national level;

iv. Developing the capacity for animal resources policy formulation, analysis and review in MSs, RECs and AU-IBAR;

v. Conducting the assessment of animal resources training institutions in view of initiating the process of harmonization of training curricula to facilitate mobility of professional on the continent;
vi. Assessment of fisheries and aquaculture policy issues, trends and challenges. The assessment was needed to identify evidence-based priority areas for the transition to better outcomes in each of the five regions of the continent.

The review of the strategic plan 2010-2014 concluded that AU-IBAR was generating high quality and relevant projects that addressed the outcomes of the SP. Most of the projects contributed to cross-cutting issues, such as capacity strengthening, policy development and knowledge creation and management. It also noted that the efficiency of project implementation was satisfactory and most projects were completed within schedule with the monitoring and evaluation reports of some selected projects indicating that the projects had achieved the intended results. The financial reports also showed that expenditures for the projects were within budget. The main challenge identified was the inadequate resource mobilization for critical activities in the impact pathways. In addition, donor dependency and reliance on a limited number of development partners for resource mobilization was highlighted as a key constraint that needed attention.

The review also observed that AU-IBAR has mobilised a large number of technical and implementing partners for the implementation of the SP. The AU MSs and RECs welcomed AU-IBAR’s intervention strategy of providing support and coordination under the subsidiarity principle, and the devolution of programme management to regional levels.

The implementation of the 2010-2014 SP necessitated the development and adoption of the results-based management approach to ensure effective implementation. However, the structure and content of the Annual Management Plan (AMP) adopted by AU-IBAR as a key planning tool was revised during the course of implementation of the SP to allow for an accurate assessment of the project’s contributions to the key result areas highlighted in the SP. Also, the monitoring and evaluation framework was revised to include baseline data and to capture performance targets.

More attention was given to the livestock sector compared to wildlife and fisheries sectors. Greater attention was given to animal health problems, while market access, fisheries, wildlife and animal production received less attention.
Formulation of the Strategic Plan 2014 - 2017

Formulation of the new SP builds on the achievements and lessons learnt from implementation of the previous SP, while introducing new approaches for AU-IBAR’s engagement in fulfilling its mandate over the next four years.

Vision, Mission, Mandate, Functions, Core Values And Strategic Niche

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

Mission: To be the vehicle of the AU for providing leadership and integrated support services for the development of animal resources in Africa.

Mandate: To support and coordinate the sustainable development and utilization of animal resources to enhance nutrition and food security and contribute to the wellbeing and prosperity of the people in the MSs of the AU.

Core functions:
The following functions are within the field of animal resources development in Africa:
  i. Coordinate activities and harmonize policies, guidelines and legislation;
  ii. Facilitate and support the formulation, harmonization and implementation of coherent policies, strategies, guidelines, legislation and investment plans;
  iii. Assist AU MSs and RECs in mainstreaming livestock in the CAADP;
  iv. Initiate and coordinate the implementation of relevant projects and activities in collaboration and cooperation with MSs, RECs and development partners;
  v. Facilitate the formulation and adoption of common positions among MSs and RECs, RFMOs/RFBs, for Africa’s leverage in negotiations and other global processes related to ARs;
  vi. Collect, collate, analyse, share and disseminate data, information and knowledge among relevant stakeholders;
  vii. Play an advocacy role on matters relevant to ARs, including for increased engagement of public and private sector as well civil society organizations;
  viii. Provide technical leadership, advisory services and build expertise in RECs and MSs;
  ix. Collaborate with research and academic institutions to identify priority needs for research and training;
  x. Convene, coordinate and host relevant multi-stakeholder initiatives, platforms and secretariats for the development of the ARs in Africa;
  xi. Provide timely and strategic support to countries experiencing emergencies and those with special needs.

Core values
- Teamwork
- Respect for diversity
- Transformational development
- Transparency and accountability
- Integrity
Introduction

AU-IBAR Strategic Plan 2014-2017

Strategic niche

• AU-IBAR is a specialised technical office of the AUC with the legitimacy and mandate to lead the development of this sector in Africa, as defined by the Heads of State and Governments of the African Union;
• AU-IBAR’s mandate covers all aspects of animal resources, including livestock, fisheries and wildlife, across the entire African continent;
• AU-IBAR works at continental level, with the NEPAD Agency, RECs, regional fisheries bodies (RFBs), regional livestock, wildlife and fisheries bodies (RFBs) as well RFMOs, and with all 54 MSs based on the principle of subsidiarity;
• Based on proven record and long experience in coordination and leadership, AU-IBAR enjoys unique convening power, and is a critical instrument for advocacy and knowledge management. It is very well placed to translate technical recommendations into advice on national, regional and continent-wide policy and practices.

Institutional Business Processes

AU-IBAR carries out its core functions through various and complementary business processes. These consist of:

• Developing policy frameworks and strategies in consultation with partners, RECs and MSs;
• In consultation with the MSs, RECs and other stakeholders, developing programs and projects to address issues of continental importance and mobilize resources to support implementation;
• Convening multi-stakeholders to build consensus on issues related to AR and improve harmonization of interventions;
• Assembling high level decisions makers and private sectors to raise awareness and build consensus on challenges related to AR;
• Commissioning and guiding research agenda to generate evidence to guide decision making processes;
• Documenting and sharing success stories and lessons learnt to guide decisions making processes;
• Developing modalities for effective partnership and cooperation with DPs and TPs and establish institutional mechanisms for coordination;
• Developing and facilitating development frameworks and decision making tools and guidelines;
• Creating synergy and complementarity with past and on-going initiatives;
• Facilitating the establishment of systems and capacity for data, information and knowledge management;
• Organizing and participating in seminars, trainings, workshops and retreats to enhance in-house and clients’ capacity, operations and governance.

Strategic Thematic Areas

Strategic analysis informed, inter alia, by the above trends, AU-IBAR’s strategic niche, and the review of the previous SP 2010-2014, led to the identification of the following five opportunity areas for AU-IBAR intervention:
Programme 1: Animal Health, Disease Prevention and Control Systems

Objective: To strengthen veterinary governance and animal health systems for increased productivity, improved food and nutritional security, enhanced food safety and trade and public health protection.

Key result areas

Veterinary governance and animal health systems strengthened
Under this result area, AU-IBAR will support MSs to reinforce good governance of veterinary services and strengthen core competencies in accordance with the findings and recommendations of the OIE PVS evaluations.

Prevention, control and emergency response to priority TADs and zoonoses enhanced
AU-IBAR will coordinate and facilitate the formulation and implementation of strategies and programmes for the prevention and control of major TADs and zoonoses in livestock, wildlife, bees and fish.

Veterinary Public Health (VPH) and One Health approach strengthened
AU-IBAR will strengthen VPH capacities in Ms in the areas of food inspection, prevention and control of zoonotic disease, early detection of toxins and anti-microbial residues, rapid alert and response, and management of other public health threats.

Compliance with animal health and animal welfare standards enhanced
This will involve providing technical and institutional support to RECs and AU MSs in understanding, reviewing and contributing to sanitary, welfare and veterinary education standards setting process.

Outcomes and impacts
The main outcomes will be the following:
• Enhanced animal health and sustainable animal disease surveillance and control systems;
• Improved knowledge on the epidemiology and control of TADs and zoonoses;
• Improved understanding of socio-economic impact of animal diseases and feasibility of control measures/interventions;
• Improved prevention, control and eradication of major TADs and zoonoses;
• Enhanced disease emergency support;
• Coordinated and harmonized animal health policies, strategies, standards, methods and regulations;
• Improved standards of animal welfare and compliance;
• Increased market access and competitiveness and
• Public health safeguarded.
THE LAST OUTBREAK OF RINDERPEST VIRUS REPORTED IN KENYA

The former President of the Republic of Kenya, HE Mwai Kibaki celebrating Kenya’s freedom from Rinderpest by unveiling, in November 2010, the commemorative statue in Meru National Park where the last case of Rinderpest was reported in 2001. On his right is Prof. Ahmed El-Sawalhy, Director AU-IBAR and on his left Mr. Eric Van Linden, Head of the EU Delegation to Kenya and the Hon. Mohammed Kuti, Minister of Livestock Development, Kenya. On the front right looking on is Dr. Peter Ithondeka, Director of Veterinary Services Kenya and Dr. Julius Kipng’etich, Director of the Kenya Wildlife Service. Also looking on are (on the EU Head of Delegation’s left back) Dr. W.N. Masiga, the OIE Regional Representative and Mr. C. Camarada, the FAO Kenya Country Representative (far right back)
Programme 2: Animal Resource Production Systems and Ecosystem Management

Objective: To strengthen animal resource production systems, improve management of animal resources and promote sustainable ecosystem management.

Key result areas

Sustainable utilization, management and conservation of animal resources and their ecosystems enhanced.
This result will contribute to the formulation and establishment of regional and continent-wide strategic frameworks and cooperation arrangements that will ensure judicious utilization, management and conservation of Africa’s animal resources and their ecosystems.

Animal resources production systems and ecosystem management strengthened.
This will aim at the establishment of relevant strategies for the development of animal resources (livestock, non-conventional livestock, wildlife, apiculture, fisheries & aquaculture) and facilitate/support integration in the national agricultural investment plans.

Sustainable natural resources management practices promoted
This will include coordinating and facilitating the formulation and implementation of initiatives that promote sustainable management and conservation of resources on which animals depend with particular attention to transboundary shared resources, restoration of degraded ecosystem and recovering of depleting stocks.

Outcomes and impacts
The successful delivery of this programme will realize the following:
• Continental strategies and frameworks for sustainable utilization, management, and conservation improvement of animal resources implemented;
• Developed strategies to promote sustainable production systems for animal resources, including livestock, fisheries and aquaculture and wildlife;
• Effectively exploited opportunities for animal resources to bring livelihood benefits through payments for ecological services, including coral reefs in coastal habitats;

Protecting animal health – a key strategy for food security
• Strengthened capacity for management and conservation for sustainable fisheries and aquaculture in AU MSs and regional bodies;
• Formulated strategies for combating IUU fishing and fostering responsible fisheries and sustainable management practices for natural resources exploitation and utilization;
• Encouraged adoption of the AU Policy framework on pastoralism;
• Facilitated the adoption and implementation of Pan African Fisheries Policy Framework and reform strategy and
• Built resilience for coping with and adaptation to climate change and other disasters amongst communities dependent on animal resources.

Programme 3: Access to inputs, Services and Markets for Animal and Animal Products

Objective: To facilitate increased access to inputs, services and markets for animals and animal products.

Key result areas

Regional livestock and fisheries value chains analysed and developed
Under this result area, AU-IBAR will focus on understanding value chains for the purpose of enhancing competitiveness, facilitating economic growth and improving the wellbeing of the producers.

Trade and market information systems established/strengthened
This will include the development of a continental animal commodity information system (CACIS), linked to the regional market information systems (RMIS) and will entail close collaboration and institutional capacity building within the RECs in order to ensure the timely flow of information to stakeholders.

Value addition along the commodity chains supported and post-harvest losses reduced
Under this result area AU-IBAR will support and facilitate the development and adoption of technologies aiming at improving value addition and reducing post-harvest losses and the formulation of policy frameworks or advocating for policy options that promote and encourage value addition.
Outcomes and impacts
Programme 3, if successfully implemented, will achieve the following:
- Established regional and continental platforms that provide information on the availability of and demand for animal commodities and support decisions and stimulate trade initiatives;
- Analysed, understood and developed value chains for the promotion of intra-African trade in animal commodities;
- Post-harvest losses reduced, competitiveness improved and incomes of value chain actors increased;
- Encouraged and facilitated private sector investment in animal resources;
- Improved stakeholder organizations and private sector involvement in service delivery.

Programme 4: Animal Resources Information and Knowledge Management

Objective: To improve creation, dissemination and utilization of knowledge for effective animal resource development.

Key Result Areas

Data and information management systems, tools and technologies strengthened
AU-IBAR will mobilize the adoption and use of ARIS at the national and regional levels and develop/strengthen open source tools for sharing information and knowledge including the modernization of its library.

Capacities for data and information collection analysis and sharing enhanced
Under this result area, AU-IBAR will support and strengthen the capacity of MSs and RECs for data collection, compilation, and analysis. AU-IBAR will also strengthen capacity and mechanisms for dissemination of information and sharing of lessons learned with decision and policy makers.

Animal Resource Information System (ARIS2)
Enhancing data collection and knowledge sharing on Animal Resources in Africa

Information and knowledge on African animal resources enhanced and shared
This result will facilitate the decision-making capabilities of RECs and AU MSs by supporting access to and exchange of information, technologies and innovations on issues that will enhance resilience, control of animal diseases, promote livestock production, wildlife management, fisheries development and trade and marketing.
African veterinary and animal sciences educational institutions supported
This result area will foster partnerships and collaboration among learning and research institutions and facilitate the convening of a periodic forum for heads of the relevant institutions of learning, with a view to exchanging information and knowledge on current developments, innovations and issues in the animal resource sector, and consequently using these to arrive at common approaches on updating their curricula.

Outcomes and impacts
The successful delivery of this programme will result in the following:
• Enhanced quality of decisions and policies in the animal resource sector, resulting from improved delivery of quality data, information and knowledge;
• Increased understanding of the status of animal resources on the African continent with the resulting enhancement of the perception of the state of animal resources on the continent;
• Well-qualified and focused veterinary and animal science graduates, capable of efficiently delivering appropriate services to the animal resource value chains;
• Expanded sharing and learning of knowledge at the continent level and beyond.

Operationalizing the Plan
The following key functions and practices were identified to enable AU-IBAR to deliver effectively on the new programmatic strategies:

Communication: Provision of reliable information and effective communication will be essential to the successful implementation and delivery of this SP, and will be key 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 MSs, is very important and will be achieved via the most appropriate media, tools and formats and, where possible (within budgetary constraints) in all four official AU languages.

The website 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 resources sector in Africa, AU-IBAR needs to develop and deliver clear, appropriate, timely and authoritative information, targeted at all levels - from citizens to high-level decision-makers - to provide advice, guidance and, equally importantly, reassurance in times of uncertainty.

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: Relative to the size of its mandate, AU-IBAR is a small organization. To deliver on its mandate it 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 MSs.

To be an effective organization that ‘does more with less, through innovative partnerships’, AU-IBAR will be more strategic and 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. For the implementation of this SP, AU-IBAR will gradually shift from the current project-based approach to a program-based approach, in which partners will be encouraged to support the implementation of the SP as a whole.

**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 SP 2014-2017.

**Management and governance:** A Director, who reports directly to the AUC through the DREA, heads AU-IBAR. 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. Activities of AU-IBAR are implemented through programs and projects, the coordinators of which report to heads of units who, in turn, report to the Director. The head of Administration and Finance reports directly to the Director. Each of the four programs will be coordinated by AU-IBAR’s Head of Units. Interventions will be managed within these broader programs, 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 and which will take the lead in its coordination.

**Other important approaches include:** tracking progress and learning lessons, identifying and mitigating risks, and ensuring effective interactions among the strategic thrusts so as to capture synergies and avoid duplication of effort.
AU-IBAR ADOPTING A STRATEGIC APPROACH TO BUILDING PARTNERSHIPS AND ALLIANCES

AU-IBAR ADVISORY COMMITTEE, Inaugural Meeting, 14th MAY 2010, ENTEBBE, UGANDA
Standing: Samuel Zziwa (IGAD), Tim Leyland (DFID), Faouzi Kechrid (AVA), Mirzet Saboravic (DFID), Carlos Sere (ILRI), Timothy Wesonga (EAC), Yemi Akinbamiyo (AUC), Karim Tounkara (AU-PANVAC), Cheikh Ly (FAO), John David Kabasa (Makerere University)
Seated Vivian Iwar (ECOWAS), Bernard Vallat (OIE), Ernest Njoroge (EU), Hon. Bright Rwamirama (Uganda), H.E. Rhoda P. Tumusiime (AUC), Walter Masiga (OIE), Modibo Traoré (FAO), Ahmed El-Sawalhy (AU-IBAR)
I. CONTEXT

Sector Context
The animal resources sector contributes significantly to African agriculture. The sector plays an important role in food and economic security on the continent through the provision of a variety of products and services like milk, meat, hides and skins, draught power, manure, fertilizer, traction and capital accumulation. Animal source foods (ASF) such as meat, fish, milk, yoghurt and eggs contribute an estimated one-fifth of the protein in African diets. These foods provide the majority of the African population with high quality protein, minerals and vitamins, particularly vitamin A and B, and play a major role in child nutrition, cognitive development and health.

Over 350 million people in Africa, about a third of the continent’s population, are directly dependent on livestock for their incomes and livelihoods. Livestock plays a significant role in the economies of African countries and accounts for 30-50% of agricultural GDP. This estimate does not include non-food livestock products such as draught power, manure and transport.

Fisheries are a leading export commodity for Africa, contributing some 19% of total agricultural exports by volume but, interestingly, only 5% of the total value. Total fisheries production in Africa in 2010 was estimated at 9.4 million tonnes. This comprised of 5.7 million tonnes from marine capture, 2.5 million tonnes from inland water fisheries and about 1.2 million tonnes from aquaculture. Fish is a major source of animal protein and an important source of vital micronutrients for about 350 million people in Africa. The contribution of Africa to the value of total global trade in fish imports (US$ 111.31 billion) and exports (US$ 8.54 billion) is estimated at 2.83 % and 7.25 % respectively in 2010 (SOFIA, 2010).

Wildlife is a natural asset that shares resources and interacts freely with pastoral and transhumance livestock. Also, wildlife is an important cultural heritage, source of manure, livelihood and economic asset for the continent. In addition, wildlife contributes significantly to the tourism industry in sub-Saharan Africa and is ranked among the top foreign exchange earnings for some countries of the SADC and EAC regions. For example, eco-tourism is one the fastest growing industries in Africa (up to 15% recorded in Kenya and 13% in South Africa). The industry contributes up to 3% to national GDP and 4% of total national employment in some countries in Africa. Wildlife also contributes to ecosystem goods and services that are of continental and global significance.

Despite its vast potential to significantly contribute to poverty reduction, economic growth and social well-being and food security and nutrition, the animal resources sector was traditionally neglected by policy makers and investors alike. This has led to chronic underperformance, high costs of production and subdued productivity. Technical, technological, policy and institutional constraints are some of the reasons attributed to the poor performance of the sector.

Institutional Context
The AU-IBAR SP 2014-2017 will contribute to the objectives...
of the AU-DREA SP 2014-2017 and is inspired by the AUC Vision “to build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizens and representing a dynamic force in the international arena”. The SP is directly anchored to one of the eight priority areas of AUC SP, namely: “to expand agricultural production, developing the agro-processing and business sectors, increase market access and attain Africa’s collective food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment, climate change and natural resource management”, and indirectly to the other below outlined priority areas.

**Box 1: AUC Priority Areas**

1. Promote peace and stability, including regional initiatives, good governance, democracy and human right as a foundation for inclusion, security and the development of the continent and its people.
2. Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa’s collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and climate change and natural resource management.
3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent’s mineral and other natural resources.
4. Build Africa’s human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups.
5. Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent.
6. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development.
7. Strengthen a people centred Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda.
8. Strengthen the institutional capacity of the AUC, the RECs and other organs, and its relations with strategic and other partners.

In tandem with this is the vision of DREA’s Strategic and Operational Plan (2014-2017): “A transformed African agriculture with diverse and sound environment that provides the basis for continental sustainable growth and prosperity, food security and poverty reduction, reinforced by prudent management of the natural resources including proactive responses to climate change”. The DREA Strategic and Operational Plan aims to achieve 4 Key Result Areas (KRA) (see Box 2), with animal resources development priorities being part of the first KRA. This SP also identifies the following key stimulants to agricultural development in Africa:
• Improved and inclusive policy design and implementation capacity
• More efficient and stronger institutions;
• More inclusive and evidence based agriculture planning and implementation processes;
• Improved partnership between private and public sector;
• Increased public investment in agriculture achieving better value for money and
• Increased access to quality data, information and an informed public.

The current SP is formulated to ensure sustenance of CAADP momentum.

**Box 2. The four DREA Key Result Areas**

1. Sustaining the implementation of CAADP priority programmes as an instrument to boost agricultural production and productivity, food and nutrition security, and eliminating hunger and reducing poverty.
2. Design and implementation of programmes on agribusiness, including on improved access to productive resources and capacity of women and youth and other disadvantaged social groups.
3. Design of and implementation of programmes for harnessing rural infrastructure for market access and trade in agricultural products.
4. Enhanced implementation of priority programmes on environment and natural resources and climate change.
2. TRENDS, DRIVERS, CHALLENGES AND OPPORTUNITIES FOR THE AFRICAN ANIMAL RESOURCES SECTOR

Africa as a whole is experiencing enormous challenges in maintaining adequate food security and improving livelihoods under rapid population growth and shrinking per capita land area. More specifically, the pastoral communities are becoming increasingly less resilient, poorer and more vulnerable to food insecurity and environmental degradation. The full production and market potential of African animal resources has remained largely under-exploited and as a result, its contribution to economic growth remains below potential.

On the other hand, the continent is endowed with diverse animal resources (livestock, fisheries and wildlife), which, if optimally utilized, could contribute significantly to long-term food security. The animal resources, if properly exploited, have potential for earning substantial foreign exchange and transforming the living standards of communities dependent on the sector.

**Trends and Drivers**

**Globalization:** Globalization presents both opportunities and threats to the African animal resources sector. It offers the opportunity to supply the domestic and export markets with safe biologically sound products, mostly based on the conversion of natural primary products into animal source foods. On the other hand, globalization exposes the African producers to the full force of international competition, including highly efficient low-cost producers from other developing regions and nations that enjoy subsidies. Globalization also poses major threats to the ecosystems including increased pressure on the resources, which may lead to loss of biodiversity, emergence of alien invasive species and decrease of ecosystem services. As a consequence, there is a real risk that poor, small-scale producers (including livestock keepers and fishers) could be left out if they fail to compete in the ‘global free market’.

**Key globalization issues that may impact on the animal resources sector include:** expansion of commercial agriculture and trans-border investments, increasing cost of accessing the results of science and of sharing knowledge, property rights legislations needed to safeguard indigenous knowledge and
biological/genetic resources, and developing, disseminating and enforcing sanitary and phyto-sanitary standards (SPS).

**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 foods of animal origin in developing countries (Delgado et al. 1999). This trend is expected to continue. The increase in demand for animal source foods-ASF (from livestock, fisheries and wildlife resources) at the global and continental levels is yet to be translated to incentives and benefits to the African producers.

There is great potential for regional and international trade-driven benefits to the African producers. However, such benefits cannot be realised under the prevailing constraints of limited production technology, inadequate sanitation, safety and quality and export restrictions resulting from strict SPS measures. Other limitations include weak integration and organization of the value chain actors and constraints delaying entry to formal markets. These weaknesses further reinforce the inefficiencies and limitations inherent to the informal sector.

The evolution from local meat stalls to supermarket chains was associated with safety and quality measures, which the smaller producers often find difficult to meet. On the other side, these changes have also provided opportunities to the involvement of the private sector in food safety with positive outcomes for consumer protection. In the case of fish products, international supermarket chains are imposing requirements for eco-labelling certification while the demand in the continent is still not met.

**CHALLENGES AND OPPORTUNITIES**

**Climate change, vulnerability and resilience**

**Livestock:** By the year 2050, increased temperature, coupled with shifting rainfall patterns could reduce the subsistent cropping land area by about one million square kilometres. However, the land on which some 20 to 35 million people currently live could still support livestock. Increased livestock production could be an attractive alternative for millions of poor farmers. 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.

Wildlife or integrated livestock-wildlife systems have the potential to promote resilience to climate change by diversifying incomes to the local communities (from nature-based activities), while promoting sustainable management of natural resources and improving ecosystem services.

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Fisheries sector: There is ample evidence that climate change will pose considerable threats to the fisheries sector, mainly because of the rising sea levels and increasing water temperatures that affect both the habitat of the fishing communities and the ecosystem resources. Communities that are dependent on fisheries as their main sources of livelihoods are more likely to be affected by the effects of climate change.

Emerging and re-emerging diseases
According to the disease status reports received from MSs, 12 (80%) out of the 15 globally known TADs are endemic in Africa (Box 3)

Box 3. Reported TADs in Africa

The TADs that are reported in Africa include ASF, AHS, BT, CBPP, CCPP, HPAI, FMD, LSD, ND, PPR, RVF, and SGP. Apart from the TADs, Africa is home to many important animal diseases, some of which are relatively localized in distribution, but which nevertheless impact negatively on the livelihoods of the rural poor. According to the 2011 edition of the PAHYB published by AU-IBAR, a total of 91 animal diseases were reported by MSs of the AU

Furthermore, the frequency of emergence and re-emergence of new diseases with significant impacts on human health and wellbeing has increased over the recent years. Most of the major zoonotic diseases such as anthrax, rabies, bovine tuberculosis (BTB), brucellosis, trypanosomiasis, echinococcosis, cysticercosis and leishmaniasis, are largely neglected. Many of these threats originate from interfaces among humans and animals (including wildlife), the increasing international trade and travel, changes in the agri-food production and value chain, and the ecosystem. These diseases have major impacts on animal and human health, food supply and safety, trade and global economic development,
biodiversity and global public health security. Pandemic threats caused by avian influenza, SARS, H1N1, H7N9, food safety concerns associated with antibiotic resistance, vero-toxic bacteria, among others, have strong links to animal agriculture. Other more localized but globally terrifying agents such as Ebola, Marburg, West Nile and Lassa fever viruses have their origins in Africa where they continue to exact serious public health impacts, and pose global public health threats.

Many infectious diseases are sensitive to changes in the ecosystem. The dynamics of disease pathogens and vectors, and their interaction with hosts, are substantially being altered as a result of changes in climate, population density, living conditions/production system changes and encroachment into new ecosystems among other factors etc., leading to outbreaks of new or previously controlled outbreaks.

The frequency of emerging and re-emerging diseases and their impact on human health have increased over recent decades. Many of these threats originate at the human-animal interface and are aggravated by increasing cross border movement, agri-food production and distribution, international trade and travel. For example, pandemic threats (such as avian influenza), global food safety emergencies (such as chemical or biologic hazards) and other biological threats (such as antibiotic-resistant bacteria), have considerable impacts on social stability and security at the global level.

In addition, many infectious diseases, particularly the water-and-vector-borne diseases, are sensitive to climate. The dynamics of animal (and human) disease pathogens and vectors could be substantially altered as a result of climatic changes, and may lead to outbreaks of new or previously controlled or eradicated diseases.

Increased international travel and movement of agricultural products, and the sheer speed at which these are happening between and within countries, have dramatically changed the dynamics of disease spread. The emergence of harmful algal blooms, as a result of both natural and anthropogenic activities in marine environments, is a serious threat to both human and marine life. Commercial mining activities (e.g. gas, oil, gold, with the resultant mining effluents, are posing a serious threat to terrestrial and aquatic animal life in Africa.

The changing socio-political and institutional landscape
Over the last decade the instrumentality of CAADP has brought African agriculture and food security concerns to the top of the policy agenda at the national, regional, continental and global levels. The CAADP Compact process encouraged and facilitated evidence-based planning and commitment to institutional and policy reforms with a sense of mutual accountability for actions and results, as well as for demonstrated African ownership, and for active engagement of partnerships of multi-stakeholders.

Coordination role of AU-IBAR: AU-IBAR provides technical and strategic leadership, coordination, capacity building and policy guidance to the MSs and the RECs. AU-IBAR’s role is focused on accelerating the contribution of animal resources to economic growth, trade, food and nutrition security and to wealth creation.
The role of AU-IBAR in promoting the integration of animal resources in the CAADP process, is part of its coordination and leadership role in the development of animal resources on the continent, which is widely acknowledged and supported by the development and technical partners. Some models of coordination approach include the ALive Platform and the African Fisheries Reform Mechanism. AU-IBAR also plays a critical advocacy role and influences agenda-setting in regional and global processes driven by its partners such as FAO, OIE, and ILRI WHO. The increasing role of RECs (e.g. supporting the CAADP process and other economic growth initiatives) presents opportunities and challenges. The opportunities will derive from increased avenues for advocacy and mobilization of investments and performance. For example, and despite being at different stages of development, the RECs are progressively creating or strengthening specialized animal resources/livestock offices at the secretariat levels. This calls for a review of the relationship between AU-IBAR and the RECs, which could be substantially enhanced within the implementation framework of the new SP. Partnerships with training and capacity development institutions 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. These institutions are presenting AU-IBAR with new partners as well as alternative suppliers of traditional functions for which AU-IBAR has the mandate.

**Non State Actors (NSAs)**

NGOs, CBOs, Small and Medium Enterprises (SMEs), such as the farmer organizations, commodity organizations, consumer protection and animal welfare organizations, have increasingly assumed roles and functions that were in the past the responsibility of the public sector. AU-IBAR is already collaborating with a number of these entities and will continue being engaged as appropriate. Private sector investments in the animal resources industry and capacity of producers’ organizations will receive high priority in AU-IBAR programming.

**The changing technology landscape**

Information and Communication Technology (ICT): The ICT network, especially mobile and smart telephony, is transforming agricultural marketing in rural Africa by allowing small-scale producers, processors and traders increased access to market information and financial transaction. The increasing use of smart phones and other mobile devices are creating opportunities for data collation and transmission from remote areas. This will facilitate speedy compilation and dissemination of information on threats of transboundary diseases and illegal fishing activities. Modern remote sensing and telemetric tools are becoming more and more effective for ecological monitoring and their use in managing fisheries; wildlife and integrated wildlife-livestock production systems will increase.

**Advances in science**

Advances in molecular biology are facilitating the emergence of more reliable point-of-care or point-of-transaction diagnostic tools, which will improve veterinary clinical practices and facilitate the certification of mobile and traded animals and animal products.
The application 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.

Trade deficit
In terms of value, the African market for animal-source foods (ASFs) was estimated at US$ 51 billion annually in the years 2005/07 using FAOSTAT farm-gate prices. This value is expected to almost triple by 2050 as it is projected that people living in Africa will consume animal-sourced foods valued at more than US$ 151 billion annually. The global population is expected to increase by more than 2 billion people from around 7 billion today to 9.2 billion by the year 2050, of which one billion will be in Africa. Rapid urbanization is expected to continue in Africa and demand for animal source products will continue to increase significantly in the coming decades.

However, projections also show that African producers will not be able to satisfy Africa’s growing demand for livestock and fisheries products. Consequently imports of livestock and fisheries products are expected to grow much faster than exports, with the net trade balance for all livestock and fisheries products becoming increasingly negative. For instance, between the years 2030 and 2050, 16% to 20% of the beef, pig meat, poultry and milk consumed in the continent will be imported from outside Africa.

On the other hand, the growing demand for these products presents new domestic and regional marketing opportunities for African producers. The stimulation of the marketing and trade of livestock and fisheries products within and between African countries will enhance incomes for African producers and exporters while reducing the trade deficits with external trading partners.

Competitiveness
The African animal resources industry suffers from a lack of competitiveness, at the domestic, regional and international levels. Very few studies exist on this topic in Africa where production costs are generally unknown, especially in the extensive and traditional pastoral production systems.

The beef report released in 2010 by the International Farm
Comparison Network (IFCN)\textsuperscript{3} shows that the average production costs for beef in South Africa and Namibia ranged from 80 to 150 USD per 100 kg live weight depending on the production systems. These figures are very high compared to the production cost of some major beef producing countries in South America such as Argentina (50 to 75 USD), Brazil (60 to 80 USD) and Australia (from 60 to 120 USD). These countries enjoy advanced and competitive industries characterised by vertically integrated value chains.

AU-IBAR, through the implementation of the SP, could support measures to increase the competitiveness of the animal resources sector through efficient and effective organization of the stakeholders along the value chains. Abundance of livestock and the continent’s advantage as a habitat of rich and diverse natural resources (wildlife, natural habitats, ecotourism) offers the continent valuable opportunities for livelihood diversification and economic development of the rural communities if exploited optimally.

**Nutrition**

By increasing the production and productivity of animal resources, communities will increase the availability of animal products as well as cash incomes to enable them purchase other essential food items to diversify their nutrition.

Improving the production of animal products will ensure availability of essential nutrients (energy, proteins, vitamins and minerals) to household diets, especially those of the most vulnerable segment of society, i.e. women, children and the infirm, and enhance the cognitive growth of the children. Increased productivity and production of safe and hygienic animal source foods (ASFs) impact positively on the food and nutritional security of the rural and urban populations including those infected with HIV and suffering from AIDS.

**Roles of women and other vulnerable groups**

Two-thirds of the world’s more than 600 million poor livestock keepers are rural women (Thornton et al. 2003, IFAD 2009) for whom livestock represents one of the most important assets and sources of income (DFID 2000, IFAD 2004). Women play a major role in generating family income (IDRC and ILRI 2013: Http://Web.Idrc.Ca/Openbooks/928-6/#Ch01- Women, Livestock Ownership and Markets Bridging the Gender Gap in Eastern and Southern Africa). Women, children and the elderly in rural areas invest a large part of their time, labour and expertise in agricultural and livestock production. They are mostly owners of small livestock i.e. sheep, goats and poultry. However, women also suffer from many broader constraints compared to men in their decision-making powers and their access to land, capital, training information and marketing opportunities. These constraints can adversely affect production of small stock and the benefits gained from it. Despite their role in livestock production, women’s control has traditionally declined when productivity has increased and products are marketed through organized groups such as cooperatives, whose membership predominantly consists of men (Kergna et al. 2010).

\textsuperscript{3}IFCN beef report 2010: Status and prospects of typical beef farms worldwide. Braunschweig : Bundesforschungsanst. für Landwirtschaft.
Within the fisheries communities, women remain marginalised when performing fishing related activities and engaging in decision-making. The low prioritization of gender mainstreaming is partly due to the patriarchal systems that prevail in most countries, even within government and donor institutions. The critical role played by women within fisheries in particular must be recognized and mechanisms to promote and protect women’s rights to participate in all aspects of resource use, governance and management should be put in place.

In the wildlife sector gender roles put women in direct contact with natural resources including wildlife, land, forests and water. They conserve and utilize these resources to supply basic needs to their families. Therefore, women need to be trained and involved in the management and conservation of wildlife and other natural resources in rural areas.

**Disasters, emergencies and associated risks**

Livestock keepers in Africa are vulnerable to price instability, natural disasters, diseases, conflicts and uncertain and poor access to resources and markets. As a result, decisions made by producers are frequently aimed to spread or minimize risks, and are generally sub-optimal with respect to income maximization.

The recent droughts in the Sahel and the Horn of Africa have created political momentum and raised awareness on the need for long-term development actions addressing resilience. The strategies will focus on measures to operationalize early warning systems, enhanced climate predictions and promote alternative livelihoods.

Fish-folks often rely on a very limited natural resource base vulnerable to externalities (e.g. over-exploitation and environmental changes affecting water bodies). For example, rising sea level and coastal erosion have devastating effects on settlements of fishing communities and their livelihoods. Although seasonal migrations to less vulnerable areas are adopted as mitigating strategy, conflicts between migrants and resident populations present a major challenge.

People depending on wildlife are exposed to income fluctuations due to factors (such as civil conflicts) that impact on the number of tourists visiting their countries and localities.
3. ACHIEVEMENTS AND LESSONS LEARNT FROM THE IMPLEMENTATION OF THE STRATEGIC PLAN 2010 - 2014

The interventions associated with AU-IBAR’s SP 2010 – 2014 were organized under the following six strategic programme areas:

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

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

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

Objective:
• To catalyze 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.

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.

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)).

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

Objective:
• To collate, analyze 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.

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.

**Key Achievements**
The following were achieved as a result of the implementation of the six strategic programmes of the last SP:

**Transboundary diseases and zoonoses (Programme Area 1)**
Activities under this programme contributed to the following:

i. Enhanced veterinary governance through (i) capacity building in policy, strategy and legal framework review and formulation, epidemiological surveillance, risk and socio-economic analysis and laboratory diagnosis; (ii) disease prioritization; (iii) enhanced information gathering, management, sharing and networking.

ii. Vaccination campaigns against CBPP, ND, CCPP and PPR in 32 MSs organised and capacity for vaccine production enhanced in selected countries;

iii. Support to the MSs and RECs in developing emergency and contingency plans;

iv. Training and equipping CAHWs trained with basic veterinary drugs and materials to use on a cost recovery basis;

v. Formulation of an Integrated Regional Coordination Mechanism (IRCM) for the control and prevention of TADs finalized and rolled out in the RECs through implementation planning and specific capacity building initiatives on the one health approach;

vi. Formulation of standards methods and procedures in animal health initiated. The disease reporting module of ARIS2 has been developed and rolling out in MSs is well advanced.

**Natural resource management (SP Programme Area 2)**
Activities under this programme contributed to:

i. The implementation of the Global Plan of Action for the conservation and utilization of animal genetic resources in Africa;

ii. The establishment of coordination mechanism for pooling resources of multiple MSs in the conservation of animal genetic resources;

iii. Rehabilitation of degraded land in selected MSs;

iv. Reduction of conflicts over natural resource use;

v. improved governance and sustainable management of natural resources through improved awareness of policy makers and the general public about 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;

vi. Identified options for improved pastoral livelihoods;

vii. Improved rangeland management and health;

viii. 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;

ix. Improved management of fisheries resources in large marine ecosystems;

x. Enhanced governance, policy coherence and coordination in the fisheries sector in Africa, and

xi. Enhanced capacities of the AU MSs for sustainable aquaculture development.
Investment and competitiveness (SP Programme Area 3)
Activities under this programme contributed to:

i. The competitiveness of Africa’s livestock keepers, producers and actors along the value chain through access to essential data, information and knowledge needed for making objective assessments of different investment options (species, breeds and systems, e.g. smallholder versus large-scale producers);

ii. Mainstreaming livestock in the CAADP COMPACT and in the national agricultural investment plans (NAIP). This was achieved through the development of a framework for mainstreaming livestock in the CAADP COMPACT, and through providing the relevant tools and training programmes needed to assist country CAADP. This programme also initiated the formulation of a framework to monitor investments in livestock; and enhanced building the negotiation capacities of the fish-folks to access resource, and

iii. The promotion of the public private partnership.

Standards and regulations (SP Programme Area 4)
Activities under this programme contributed to:

i. Strengthening the capacities of MSs and RECs in the formulation and implementation of standards and regulations;

ii. Developing a continental common position in standard settings organizations;

iii. Establishing or strengthening the national inter-sectoral coordination mechanisms (national Sanitary and Phytosanitary Standards (SPS) committees) needed to sustain the effective participation of countries in international standard setting activities;

iv. Formulating traceability and certification systems that will facilitate trade in livestock commodities and access to markets, and

v. Formulating standard methods and procedures in animal health adapted to the specificity of the continent.

Knowledge management (SP Programme Area 5)
Activities under this programme contributed to:

i. Enhancing the capacity of MSs and RECs to collect, collate and disseminate data and information on animal resources;

ii. Timely publishing of the quarterly scientific journal ‘The bulletin of Animal Health and Production in Africa”; the yearly “Panafrican Animal Health Year Book’;

iii. Developing and disseminating the compendium on Transboundary Animal Diseases and Zoonoses, and

iv. Best practices and lessons learnt on fodder production and range management in the framework of the TPN3 of the UNCCD.

Policy and institutional capacities (SP Programme Area 6)
Activities under this programme contributed to:

i. Collection of baseline data on livestock and related policy in all MSs;

ii. Completion of identification of gaps and engagement entry points;

iii. Establishing livestock consultative platforms at national level;

iv. Developing the capacity for animal resources policy formulation, analysis and review in MSs, RECs and AU-IBAR;

v. Conducting the assessment of animal resources training institution in view of initiating the process of harmonization of training curricula to facilitate mobility of professional on
the continent;
vi. The assessment of fisheries and aquaculture policy issues, trends and challenges. The assessment was needed to identify evidence-based priority areas for the transition to better outcomes in each of the five regions of the continent.

REVIEW OF THE STRATEGIC PLAN 2010-2014
The review of the implementation of the SP 2010-2014 concluded that AU-IBAR was generating high quality and relevant projects that addressed the outcomes of the SP. Most of the projects contributed to cross-cutting issues, such as capacity strengthening, policy development and knowledge creation and management. The efficiency of project implementation was satisfactory and most projects were completed within schedule with the monitoring and evaluation reports of some selected projects indicating that the projects had achieved the intended results. The financial reports also showed that expenditures for the projects were within budget. The main challenge identified was the inadequate resource mobilization for critical activities in the impact pathways. In addition, donor dependency and reliance on a limited number of development partners for resource mobilization was highlighted as a key constraint that needed attention.

The review also observed that AU-IBAR has mobilised a large number of technical and implementing partners. The AU MSs and RECs welcomed AU-IBAR’s intervention strategy of providing support and coordination under the subsidiarity principle, and the devolution of programme management to regional levels.

The implementation of the SP 2010-2014 necessitated the development and adoption of the results-based management approach to ensure effective implementation. However, the structure and content of the Annual Management Plan (AMP) adopted by AU-IBAR as a key planning tool required to be reviewed in order to accurately capture project contributions to the key result areas of the SP. The monitoring and evaluation framework also needed improvement to include baseline data and capture performance targets to improve periodic monitoring of implementation of the strategic plan.

The review also observed that the leadership of AU-IBAR was more visible in some sectors outlined in the SP than in others. The MSs and RECs particularly felt the leadership of AU-IBAR in livestock and, to a lesser extent, in fisheries and the wildlife subsectors. Greater emphasis was placed on animal health, while other subsectors and themes such as market access, fisheries, wildlife and animal production received less attention.

The formulation of this SP 2014-2017 therefore builds on the achievements and lessons learnt from implementation of the previous SP and introduces new approaches for AU-IBAR’s engagement in fulfilling its mandate over the next four years.
4. VISION, MISSION, MANDATE, CORE VALUES AND STRATEGIC NICHE

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

**Mission:** AU-IBAR to be the vehicle of the AU for providing leadership and integrated support services for the development of animal resources in Africa.

**Mandate:** To support and coordinate the sustainable development and utilization of animal resources to enhance nutrition and food security and contribute to the wellbeing and prosperity of the people in the MSs of the AU.

**Core functions:**
The following functions are within the field of animal resources development in Africa:

i. Coordinate activities and harmonize policies, guidelines and legislation.

ii. Facilitate and support the formulation, harmonization and implementation of coherent policies, strategies, guidelines, legislation and investment plans.

iii. Assist AU MSs and RECs in mainstreaming livestock in the CAADP.

iv. Initiate and coordinate the implementation of relevant projects and activities in collaboration and cooperation with MSs, RECs and development partners.

v. Facilitate the formulation and adoption of common positions among MSs and RECs, RFMOs/RFBs, for Africa’s leverage in negotiations and other global processes related to ARs.

vi. Collect, collate, analyse, share and disseminate data, information and knowledge among relevant stakeholders.

vii. Play an advocacy role on matters relevant to ARs including for increased engagement of the public and private sectors, as well civil society organizations.

viii. Provide technical leadership, advisory services and build expertise in RECs and MSs.

ix. Collaborate with research and academic institutions to identify priority needs for research and training.

x. Convene, coordinate and host relevant multi-stakeholder initiatives, platforms and secretariats for the development of the ARs in Africa.

xi. Provide timely and strategic support to countries experiencing emergencies and those with special needs.

**Core values**
- Teamwork
- Respect for diversity
- Transformational development
- Transparency and accountability
- Integrity

**Strategic niche**
- AU-IBAR is a specialised technical office of the AUC with the legitimacy and mandate given to it by the Heads of State and Governments of the African Union to lead the development of this sector in Africa.
- AU-IBAR’s mandate covers all aspects of animal resources,
including livestock, fisheries and wildlife, across the entire African continent.

- AU-IBAR works at continental level, with the NEPAD Agency, RECs, regional fisheries bodies (RFBs), regional livestock, wildlife and fisheries bodies (RFBs) as well RFMOs, and with all 54 MSs based on the principle of subsidiarity.
- Based on proven record and long experience in coordination and leadership, AU-IBAR enjoys unique convening power, and is a critical instrument for advocacy and knowledge management. It is very well placed to translate technical recommendations into national, regional and continent-wide policy and practices.

**Institutional business process**

AU-IBAR carries out its core functions through various and complementary business processes. These consist of:

- Developing policy frameworks and strategies in consultation with partners, RECs and MSs;
- In consultation with the MSs, RECs and other stakeholders, developing programs and projects to address issues of continental importance and mobilize resources to support implementation;
- Convening multi-stakeholders meetings to build consensus on issues related to AR and improve harmonization of interventions;
- Assembling high level decisions makers and private sector actors to raise awareness and build consensus on challenges related to AR;
- Commissioning and guiding research agenda to generate evidence to inform decision making processes;
- Documenting and sharing success stories and lessons learnt to inspire and guide decisions making processes;
- Developing modalities for effective partnership and cooperation with DPs and TPs and establish institutional mechanism for coordination;
- Developing and facilitating development frameworks and decision making tools and guidelines;
- Creating synergy and complementarity with past and on-going initiatives;
- Facilitating the establishment of systems and capacity for data, information and knowledge management;
- Organizing/participating in seminars, trainings, workshops, retreat to enhance in-house and clients’ capacity, operations and governance.

*AU-IBAR projects support stakeholders communication and dialogue at every level of the livestock value chain*
5. STRATEGIC THEMATIC AREAS

The strategic analysis informed, inter alia, by the above trends, AU-IBAR’s strategic niche, and the review of the previous SP 2010-2014 led to the identification of the following five opportunity areas for AU-AU-IBAR intervention:

Programme 1: Animal Health, Disease Prevention and Control Systems

Objective: To strengthen veterinary governance and animal health systems for increased productivity, improved food and nutritional security, enhanced food safety and trade and public health protection.

The context
The intensification of food production, increased volume and speed of travel and transportation of people, animals and their products across continental, regional and national borders are complex and interrelated factors that contribute to the transmission of TADs. The continued endemic status of TADs and zoonoses in Africa, the increased public awareness and concerns about food safety and quality, coupled with weak veterinary and public health services pose great challenges to market access, threaten public health and optimal development of animal resources in Africa.

Enhancement of animal health and disease-control systems remain vital for Africa. Improvement in the overall veterinary governance, strengthened by capacity building in disease prevention and control, improved surveillance systems and laboratory diagnosis, are critical ingredients in developing functional and integrated disease control systems. This approach aims to promote the livelihoods of animal resource dependent communities. Creation of knowledge and disease control tools through cost benefit and socio-economic analysis, development and improvement of vaccines and diagnostic tools, enhanced data gathering, information generation, knowledge 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.

Key result areas

5.1 Veterinary governance and animal health systems strengthened

The institutional environment in most of the veterinary services in AU MSs is not favorable to the provision of affordable, accessible and sustainable quality veterinary services. This is mainly a result of weak policy environment and inadequate investment in the sector.

Under this result area, AU-IBAR will support MSs to reinforce good governance of veterinary services and strengthen core competencies in accordance with the findings and recommendations of the OIE PVS evaluations. This will include:
- Support to RECs, regional organizations and MSs in mapping,
analysing, formulating and harmonizing animal health policies, legislation and strategies;
• Facilitate the establishment and operationalization of national and regional livestock policy dialogue platforms (hubs) for sustainable stakeholder-wide review, formulation of policies and legislation;
• Improve and expand accessibility of animal health services to livestock producers through broader participation of private sector and outreach services;
• Improve skills and knowledge of both private and public animal health professionals through training and capacity development. Interventions will build on previous achievements and established institutional structures to ensure sustainability;
• Promote good veterinary governance including appropriate policy and legislative frameworks, human and financial resources and physical infrastructure;
• Strengthen core competences of the national and regional animal health institutions mostly in the fields of disease surveillance, reporting, diagnostic, emergency preparedness and response;
• Facilitate the engagement of private sector in the delivery of animal health services through enhancing public-private-partnerships;
• Strengthen capacities of RECs and MSs for disease information management and reporting, and for the utilisation of ARIS as well its inter-operability with global and regional information systems;
• Support MSs and RECs to identify knowledge gaps, develop/customize tools and access new technology to enhance disease surveillance, diagnosis and control;
• Collaborate with relevant partners and academic institutions in developing and implementing training programs and continuous learning curricula for animal health personnel, in order to improve the technical and managerial capacity of animal health systems.

5.2 Prevention and control of, and emergency response to priority TADs, emergencies and zoonoses enhanced

“Passive surveillance” has been the only means affordable to Directors of Veterinary Services (DVS) to monitor animal disease outbreaks. The approach remains a great source of disease information used for developing the national control/eradication programmes. Many countries are not able to carry out active surveillance activities when required because of the high cost involved. As a result, veterinary services are unable
to detect and respond on time to disease outbreaks and other health threats, and to successfully control TADs, many of which become endemic in various parts of the continent.

In addition, most national veterinary services lack early warning and rapid response systems as well as horizon scanning for disease epidemics and other animal health-related emergencies, and public health emergencies.

Under this result area, the aim for the priority TADs of livestock, wildlife, bees and fish is to:

- Coordinate and facilitate formulation of the continental and regional /REC strategies and frameworks for the prevention and control of major TADs in livestock, wildlife, bees and fish.
- Initiate, coordinate and provide technical support for the development, implementation and evaluation of the continental and regional strategies and programmes for the control of selected priority diseases. Priority focus will be given to PPR, ASF, ND CBPP and high-impact emerging TADs and zoonoses.
- Mobilize resources, execute and evaluate surveillance, diagnostic, early warning and emergency response activities for the control and progressive eradication of the selected diseases.
- Support development of emergency preparedness and contingency plans, mobilize resources and provide timely response to disease emergencies.
- Strengthen bio-security, and promote good and safe practices in particular in poultry, bees and fish farming for effective disease control.

- Enhance disease reporting and sanitary information management and sharing to support timely disease prevention and control.
- Collect, collate, analyse and share disease information to facilitate coordination and harmonisation of disease management procedures.
- Promote coordinated and harmonized approaches at the national and regional levels to enhance effectiveness and sustainability of interventions.
- Facilitate the adoption and utilisation of disease prioritization tools and selection of major TADs and zoonoses in livestock, wildlife, bees and fish farming.
- Cooperate with relevant academic and research institutions to identify research needs to support successful formulation and implementation of disease prevention and control strategies and programmes.
- Coordinate and support studies to generate knowledge on socio-economic impact of priority TADs to increase support and improve control.

5.3 Veterinary public health (VPH) and One Health approach strengthened

There is increasing awareness and concerns among the general public and consumers over food safety and zoonotic threats, hence the growing demand for stronger veterinary public health services that effectively contribute to the protection of human health. In order to ensure safety of food of animal origin and safeguard public health, AU-IBAR will support MSs in strengthening VPH capacities in the areas of food inspection, prevention and control of zoonotic diseases, early detection of
toxins and anti-microbial residues, rapid alert and response, and management of other public health threats. This will be achieved through:

- Strengthening surveillance, prevention and control of zoonotic diseases and emerging pathogens with pandemic potential.
- Monitoring anti-microbial and other drug and pesticide residues. Bio-security and animal production good practices and safety standards will be promoted to minimize risk of transmission of pathogens to humans.
- Promoting and supporting the establishment of collaborative coordination mechanisms at the national, regional and continental levels between animal and public health sectors for efficient, timely response and effective management of zoonoses.
- Facilitating and coordinating the development and implementation of programmes and projects for the prevention and mitigation of selected zoonotic diseases, food safety challenges, and epidemiological surveillance of foodborne diseases.
- Promoting One Health initiatives in Africa, spearheading networking and consensus building among stakeholders for effective inter-sectoral collaboration.

5.4 Compliance with animal health and animal welfare standards enhanced

The improvement of the sanitary certification systems and the need for compliance with domestic and international sanitary standards places high demands on the financial, human and technological resources of countries engaging in trade in animal commodities. This will involve providing technical and institutional support to RECs and AU MSs in understanding, reviewing and contributing to sanitary, welfare and veterinary education standards setting process. This result will be achieved through:

- Supporting capacities of MSs to implement sanitary measures and monitoring compliance with regional and international standards. More specifically, support will be provided to MSs to enhance compliance with standards in such areas as disease control, surveillance, laboratory diagnosis, trade, vaccine production, animal feed standards, safety of food of animal origin, registration of drugs, certification and traceability. This will be achieved through strengthened national and regional regulatory frameworks and using standardized methods and
procedures (SMPs) as frameworks for regional harmonisation of disease surveillance and control.

- Supporting the RECs to ensure the harmonization of the SPS frameworks and capacity building, of the regional SPS common positions and the implementation of regional SPS regulations as well as the storage of critical scientific data. The AU will collaborate with the RECs in developing SPS policies frameworks that harmonize and integrate SPS issues while being consistent with the SPS Agreement of the World Trade Organization.

- Raising awareness of stakeholders over animal welfare guidelines and standards and also championing and coordinating capacity building for compliance with these standards at all level of the value chain.

- Enhancing the institutional capacity of MSs and RECs to apply and regulate the implementation of animal health, welfare and VPH standards.

- Collaborating with the OIE and supporting MSs to create awareness and establish systems to monitor the application of animal welfare guidelines and standards.

- Supporting RECs and MSs to develop and implement adaptive animal health certification and traceability approaches.

- Strengthening capacities of MSs to sustain their effective participation in international standard setting process and to support their national SPS committees as decided by the Heads of State of the AU.

- Facilitating meetings and providing technical support to African experts and officials in animal health and food safety areas to develop coordinated and common positions for participation in standard setting processes.

- Promoting the use of available standards and principles such as compartmentalization, principle of equivalence, commodity-based trade, certification and concepts such as traceability to boost regional trade.

Outcomes and impacts

The main outcomes will be the following:

- Enhanced animal health and sustainable animal disease surveillance and control systems;
- Improved knowledge on the epidemiology and control of TADs and zoonoses;
- Improved understanding of socio-economic impact of animal diseases and feasibility of control measures/interventions;
- Improved prevention, control and eradication of major TADs and zoonoses;
- Enhanced disease emergency support;
- Established coordinated and harmonized animal health policies, strategies, standard, methods and regulations;
- Improved standards of animal welfare and compliance;
- Increased market access, competitiveness in food trade and higher production levels and
- Safeguarded public health.

Programme 2: Animal Resource Production Systems and Ecosystem Management

Objective: To strengthen animal resource production systems, improve management of animal resources and promote sustainable ecosystem management.
**The context**

Increasing demand for animal-source foods (ASFs), the diminishing agricultural land in relation to the growing 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 well managed, the inevitable intensification of livestock production, over-harvesting of fisheries resources, over-exploitation of wildlife biodiversity and consequential impacts on the resource base will increasingly lead to degradation of natural resource and ecosystem, including loss of critical genetic diversity and social equity.

Realization of the potential of animal resources is, however, heavily contingent upon realistic policies and legislation governing the management, exploitation and utilization of these renewable resources. The need to strengthen capacities in policy analysis, design, implementation, monitoring and evaluation is therefore recognized as a key priority area for sustainable animal resources and socio-economic development in Africa. Sound and coherent policies as well as strengthened institutions with clearly defined functional partnerships are pre-requisites to sustainable production, exploitation and management of animal resources.

Open access or unregulated exploitation of animal resources, especially in case of small-scale fisheries, harvesting of bush meat and opportunistic use of communal land, create a recipe for over-fishing, over-hunting and over-grazing; and eventually will lead to a commonly quoted phenomenon labelled the ‘tragedy of the commons’.

**Key results areas**

5.2.1 **Sustainable utilization, management and conservation of animal resources and their ecosystems enhanced**

This result will contribute to the formulation and establishment of regional and continent-wide strategic frameworks and cooperation arrangements that will ensure judicious utilization, management and conservation of Africa’s animal resources and their ecosystems. This result will be achieved through:

- 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;
- Formulating continental policy frameworks and strategies for livestock, fisheries and aquaculture and wildlife management and supporting MSs and RECs to align national policies and
strategies with continental frameworks;

• Strengthening the capacity of MSs to domesticate and implement continental and international policy instruments, and other best practices relevant to animal resources development, into effective national policies, strategies and programmes. This will include the AU Pastoral Policy Framework and other frameworks for animal resources management, including the Africa-wide Fisheries Policy Framework and Reform Strategy.

• Formulating frameworks to guide the utilisation of feed additives and genetic manipulation in animal feed, as well as movement of genetic materials and control of diseases in terrestrial and aquatic systems.

• Strengthening and supporting the establishment of relevant networks for generation and utilization of evidence for policy formulation.

• Developing and supporting implementation of the regional and continental strategies, action plans and legislative frameworks on conservation and utilization, in the framework of the Global Plan of Action.

• Developing guidelines and building capacity, for implementing conservation/management measures as contained in the prospective Pan-African Fisheries Policy Framework and Reform Strategy, such as the establishment of Marine Protected Areas (MPA), the application of Territorial Use Right Fisheries (TURF)/Rights-based Fisheries Management (RBM, the Code of Conduct for Responsible Fisheries (CCRF), the Ecosystem Approach to Fisheries and Aquaculture (EAF and EAA) as well as eco-labelling.

• Promoting mainstreaming diversification of livestock resources at the interface between mixed production ecosystems and protected areas through supporting sustainable land management systems for livestock and wildlife at the interface.

• Promoting regional collaboration and cooperation in the management of shared and transboundary terrestrial and aquatic resources.

5.2.2 Animal resources production systems and ecosystem management strengthened

This will aim at the establishment of relevant strategies for the development of animal resources (livestock, non-conventional livestock, wildlife, apiculture, fisheries & aquaculture) and facilitate/support integration in the national agricultural investment plans. This will be achieved through:

• Strengthening capacity for best technological and environmental practices for sustainable animal resources development, including environmental impact assessment, identification of hotspots and effects of climate change on species.

• Formulating strategies and building capacity to unlock the potential of major and emerging animal resources production systems.

• Strengthening forecasting/horizon scanning abilities in the livestock sector, through increased understanding of the impact of climate fluctuations on provision of productive inputs (fodder and water), greater predictions of extreme weather events, and increased information exchange and overall awareness at all levels of the implications of these forecasts.
• Strengthening capacities in forecasting methodologies/predictive analyses for sustainable fisheries and exploitation of aquatic resources. This would also include incorporating environmental randomness in particular for coastal, inland fisheries and aquaculture production systems and management plans.

• Strengthening governance of natural resources, particularly the communal use areas, to create a more stable foundation for livestock sector resilience and biodiversity conservation.

• Facilitating the scaling-up of the livestock index-based insurance initiatives.

• Facilitating the implementation of the Livestock Emergency Guidelines (LEGs).

• Formulating and facilitating the implementation of traceability and livestock identification systems adapted to different productions systems and regions of the continent.

• Developing and facilitating implementation of animal recording systems to monitor productivity indexes of African animal resources.

• Identifying and facilitating avenues for exploitation of opportunities for African livestock keepers to benefit from payments for ecological services.

5.2.3 **Sustainable natural resources management practices promoted**

Ecosystem degradation, caused by unsustainable management practices, is often a consequence of complex and unbalanced interactions between climate change, inappropriate resource management practices, policies and regulations, lack of enforcement and political dominance of groups or individuals.

Adoption of sustainable alternatives may ideally involve giving more control to local people or to those with traditional rights.

This result area will include:

• Promoting/facilitating rangeland rehabilitation, water harvesting, recovering of depleted fish stocks, restoration of ecosystems including degraded terrestrial and aquatic habitats, biodiversity and landscape conservation, sustainable management of wildlife-livestock-human interface, conflict management, etc.

• Supporting the development of national and regional action plans for combating IUU fishing in marine and inland fisheries consistent with FAO IPOA-IUU. This would also include support to the management of high seas fisheries (areas beyond national jurisdiction- ABNJ) for increased benefits to AU MSs.

• Strengthening the capacity of AU MSs and regional fisheries bodies/RFMOs for the implementation of EAF in fisheries and an integrated approach in fisheries management, and aquatic agricultural systems.

• Collating, packaging, disseminating and/or facilitating the testing and uptake of available best practices.

• Coordinating trans-boundary natural resources management, for animal resources in particular, interventions and policies as well as supporting regional arrangements for exploitation of shared wildlife resources and fish stocks and highly migratory species.

• Collating technical evidence for policies and catalysing the policy development process using AU-IBAR’s convening and advocacy roles.
• Building on the experiences and existing policy guidelines from the ALive platform and other networks and fast tracking the operationalization of the UNCCD Regional programme on Fodder and Range Management (TPN3).

Outcomes and impacts
The successful delivery of this programme will realize the following:
• Continental strategies and frameworks for sustainable utilization, management, and conservation improvement of animal resources implemented;
• Developed strategies to promote sustainable production systems for animal resources, including livestock, fisheries and aquaculture and wildlife developed;
• Effectively exploited opportunities for animal resources to bring livelihood benefits through payments for ecological services, including coral reefs in coastal habitats;
• Strengthened capacity for the management and conservation for sustainable fisheries and aquaculture in AU MSs and regional bodies;
• Formulated strategies for combating IUU fishing and fostering responsible fisheries and sustainable management practices for natural resources exploitation and utilization;
• Encouraged adoption of the AU Policy Framework on Pastoralism;
• Facilitated adoption and implementation of the Pan African Fisheries Policy Framework and Reform Strategy and
• Built resilience for coping with and adaptation to climate change and other disasters amongst communities dependent on animal resources.

Programme 3: Access To Inputs, Services and Markets for Animal and Animal Products

Objective: To facilitate increased access to inputs, services and markets for animals and animal products.

The context
Producers of animal resources in Africa face many challenges to accessing internal and external markets. Among the challenges are poor transport and market infrastructure, high transaction costs, weak value addition and high post-harvest losses especially in the dairy sector, weak capacity to comply with requirements of importing countries and international standards, poor storage facilities and landing infrastructure, insufficient market information, intra-regional trade barriers and trade-distorting subsidies and market protection by most developed countries.

“Animals ready for export from the Greater Horn of Africa - AU-IBAR supports export of live animals through the development of facilities and infrastructure”.
Markets are increasingly becoming consumer-driven and influenced by sanitary and quality requirements. This places high demands on producers with little innovative capacity to access lucrative markets. Moreover, the business service sector in many developing countries does not facilitate access to lucrative markets by small-scale producers. The growing vertical integration of the animal resources value chains with the supermarkets has brought additional challenges and opportunities for African animal producers, though they may exclude the smaller producers.

The disproportionately low share of livestock and fish in the overall agricultural development and investment budgets, and the relative lack of competitiveness of smallholder livestock producers and fisher-folk in domestic, regional and international markets are major constraints to the development of a thriving, market-oriented animal sector in Africa.

Understanding value chains, building the capacities of the actors through specialization and linking them through communication tools to exchange information on potentialities for trade in animal and animal products are key elements in the development and promotion of intra-African trade in animal commodities.

**Key result areas**

5.3.1 Regional livestock and fisheries value chains analysed and developed

The majority of African animal resources value chains are poorly understood, and developed. Most value chains are traditional and fragmented. Once understood, through well-organised VCA, the animal resources industries need innovative solutions backed by a strong partnership and collaboration of the private and public sectors. An important element in value chain development is the optimal involvement of the stakeholders along the chains and sub-chains and perusal of practical and economically feasible linkages (vertical and horizontal) from production to consumption. This would facilitate access to inputs, services and markets for the value chain actors.

Under this result area, the strategy will focus on understanding and developing the value chains for the purpose of enhancing competitiveness, facilitating economic growth and improving the wellbeing of the producers. This will be achieved through the following:

- Analysing the existing value chains and identifying opportunities for their enhancement.
- Providing support to MSs and RECs for the development of value chains.
- Documenting the existing animal value chains on the continent.
- Facilitating the development and dissemination of a harmonized value chain analysis framework.
- Identifying and promoting the prioritization of value chains for which MSs and regions have comparative advantages.
- Providing policy guidance for interventions to support national and regional value chains.
- Providing direct institutional support to the regional and continental stakeholder organizations, in particular by strengthening their policy advocacy skills, and supporting their participation in policy dialogue mechanisms for supporting trade in animal commodities.
• Compiling and sharing of good practices of improved access to services and market through stakeholder organizations and PPP.
• Mobilizing resources for piloting models of successful PPP mechanisms, involving animal commodities stakeholder organizations, and facilitating access to markets and services.
• Facilitating and supporting the development of financial products that are adapted to the production cycle of rural livestock enterprises, addressing appropriate repayment terms and collateral for loans, appropriate insurance products, and relevant banking services that use new ICT platforms that allow financial transactions via mobile telephones.
• Promoting continental consultation and coordination of stakeholders and assisting animal commodity trade stakeholders to develop trade partnerships and synergies within Africa.
• Facilitating consultations and linkages between stakeholders from African exporting countries and counterparts in key importing countries.
• Improving availability and exchange of information on market opportunities and business environment.
• Creating awareness on animal and animal products trade issues.

5.3.2 Trade and market information systems established/strengthened

Insufficient market information is a major constraint to competitiveness of the animal resources sector in Africa. The current systems vary between countries and regions, in purpose, utility and effectiveness. Development of a continental animal commodity information system (CACIS) that links to the regional market information systems (RMIS) would play a key role in linking producers, marketers and other interested stakeholders in the different regions of Africa through a common market information exchange platform. This will entail close collaboration and institutional capacity building within the RECs in order to ensure the timely flow of information to stakeholders. This will be achieved through:

• The documentation and mapping of trade flows of animal and animal products across countries and regions to guide decision-making and strategy-formulation in the animal health and trade areas.
• Compilation of an inventory of existing market information systems for livestock and fisheries commodities at the national and regional levels.
• Linkages between existing MIS for possible synergies and complementary actions.
• The development of MIS models and frameworks to support MSs and RECs in setting up cost effective MIS.
• Consolidating market information at continental level and availing it to MSs, RECs and private sector actors, through the ARIS system.

5.3.3 Value addition along the commodity chains supported and post-harvest losses reduced

Value addition is necessary for market diversification, improved commodity shelf life and food safety, as well as for generating additional incomes and creation of jobs in the value chain. Poor availability and access to appropriate technologies and knowledge, as well as low investments in value addition and processing and
marketing infrastructures, are the main challenges that could be addressed through the following activities:

• Supporting and facilitating the development and adoption of technologies aimed at improving value addition and reducing post-harvest losses, by commissioning research on specific aspects or facilitating access to information and knowledge related to these technologies.

• Improving capacities of stakeholders in value addition and reduction of post-harvest losses (e.g. training of trainers, production and dissemination of training materials).

• Facilitating the formulation of policy frameworks and advocating for policy options that promote and encourage value addition and reduction of post-harvest losses.

Outcomes and impacts
Programme 3 will achieve the following:

• Established regional and continental platforms that provide information on the availability of and demand for animal commodities and support decisions and stimulate trade initiatives established.

• Analysed, understood and developed value chains for the promotion of intra-African trade in animal commodities analysed and understood.

• Post-harvest losses reduced, competitiveness improved and incomes of value chain actors increased.

• Encouraged and facilitated private sector investment in animal resources.

• Improved stakeholder’s organizations and private sector involvement in service delivery improved.

Programme 4: Animal Resources Information and Knowledge Management

Knowledge Management

Objective: To improve creation, dissemination and utilization of knowledge for effective animal resource development.

Context

Information and knowledge management are important features of AU-IBAR’s strategic niche. They constitute a critical basis for evidence-based policy and decisions making processes. The major challenges to knowledge management are cultural, technological as well as process and architectural.

Cultural: Knowledge and learning come from people and their relationships with each other and their experiences. The real challenge, therefore, comes in the form of developing a culture that embraces record keeping, learning, sharing, changing, and improving. Other challenges include poor access to/use of technological advances and innovations, and the transboundary nature of some resources coupled with the restriction in the movement of people across national borders.

Technological challenges to knowledge management include inadequate integration of existing databases, limited inter-operability and limited adoption/utilization of knowledge management tools. Process and structure challenges to knowledge management include inadequate documentation exacerbated by lack of management guidelines, inadequate integration of knowledge into planning systems, inadequate application of innovations and research findings and inadequate standard methods of measuring knowledge and impact.
5.4.1 Data and information management systems, tools and technologies strengthened

The existence of different sources of animal resources data at the national level and outside the ministry responsible for animal resources, which could be used by the latter for enhanced planning, constitutes an opportunity if functional linkages are established between the different sources of data. AU-IBAR started modernizing its information management capacity through one of its earlier projects (PACE) by introducing ICT infrastructure, systems and, more recently, the Animal Resources Information System (ARIS). With the RECs and MSs, AU-IBAR has the necessary channels to obtain data and to disseminate information and knowledge to end-users. This results area, therefore, will include:

- Strengthening data and information management technologies (e.g., ARIS) and tools, and deploying for effective use at continental and regional levels. This could include mechanisms for continued adoption and use of innovations in ICT, particularly the widespread adoption and use of ARIS at the national and regional levels.
- Develop and establish open source tools and platforms for sharing of data and exchange of information with national and regional organizations/research institutions on animal resources in the continent.
- Encouraging more investment for establishing or strengthening national databases. Producing relevant, timely, reliable, independent, data on animal resources by MSs.
- Strengthening ARIS at AU-IBAR level, including making the system inter-operable with other information systems at the national, regional, continental and global levels.
- Strengthen AU-IBAR’s knowledge management capability through upgrading and strengthening of the intranet and continuous modernisation of the AU-IBAR library system.
- Developing analytical tools and methodologies to generate quality information on disease situations, animal production, fisheries, marketing and trade, the contribution of animal resources to livelihoods and GDP, as well as tracking the level of investments by MSs and the private sector.
5.4.2 Capacities for data and information collection, analysis and sharing enhanced

Under this result area, AU-IBAR will support and strengthen the capacity of MSs and RECs for data collection, compilation, and analysis. AU-IBAR will also strengthen the capacity and mechanisms for dissemination of information and sharing of lessons learned with decision and policy makers. Specifically, AU-IBAR will:

- Provide technical assistance and training to MSs and RECs on quality data collection, collation and analysis;
- Build clients’ (MSs, RECs, field staff) capacity and awareness to improve the quality and timeliness of data gathering and reporting;
- Build capacity to document success stories, lessons learnt, including information from M&E to improve knowledge management;
- Build capacity for the use of novel information sharing mechanisms including community of practice.

5.4.3 Information and knowledge on African animal resources enhanced and shared

Knowledge management, connected to clearly defined approaches for data generation, information and communication sharing, aims to provide reliable support to planners and policy and decision makers. Therefore, the basis for this KRA is to facilitate the decision-making capabilities of RECs and AU MSs by supporting access to and exchange of information, technologies and innovations on issues that will enhance resilience, control of animal diseases, promote livestock production, wildlife management, fisheries development and trade and marketing. The following actions will be undertaken:

- Support or conduct regular data collection, collation and analysis;
- Support or conduct analysis of trends to inform policy, interventions and investment in animal resources;
- Regular and timely production and dissemination of AU-IBAR animal resources publications;
- Strengthen the collaboration/partnerships with national, regional and international technical, research and academic institutions to catalyse generation and sharing of data, information and knowledge on animal resources;
- Collect and share best practices with relevant partners through information sharing platforms, forums and networks (e.g. ALive, UNCCD-TPN3, LDIP, etc.).

5.4.4 African veterinary and animal sciences educational institutions supported

The African veterinary and animal sciences institutions of learning need to revisit and update and expand their curricula regularly with advances in technology and innovations. This will include expanding curricula to incorporate wildlife health, aquatic animal health and fish diseases, bee management and diseases, sanitary and phytosanitary measures, animal welfare and other such specialised subjects for which needs may arise from time to time.

The objective of this results area is to ensure that veterinary and animal science institutions generate technicians and professionals informed with current issues, perspectives and technological developments, and that they are sufficiently prepared to deal with them. To achieve this, AU-IBAR will carry out the following:
• Foster partnerships with the relevant institutions of learning and research as sources of expertise, knowledge and innovation, civil society organizations and producer organizations, and national and international institutes of policy research.

• Distribute the animal resources yearbook and the animal resources bulletin to institutions of learning.

• Facilitate the convening of a periodic forum for heads of the relevant institutions of learning, with a view to exchanging information and knowledge on current developments, innovations and issues in the animal resources sector, and consequently using these to arrive at common approaches on updating their curricula.

• Facilitate exchange visits by academic staff and students among the institutions of learning.

Outcomes and impacts

The successful delivery of this programme will result in the following:

• Enhanced quality of decisions and policies in the animal resource sector, resulting from improved delivery of quality data, information and knowledge.

• Increased understanding of the status of animal resources on the African continent, with the resulting enhancement of the perception of the state of animal resources on the continent.

• Well-qualified and focused veterinary and animal science graduates, capable of efficiently delivering appropriate services to the animal resource value chains.

• Expanded sharing and learning of knowledge at the continent level and beyond.
6. OPERATIONALIZING THE STRATEGY

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: implementation modalities, partnerships with other organizations, critical success factors, monitoring and evaluation, risk management, information & communication, learning and sharing, and partnerships and strategic alliances, focus and time management.

The above mentioned functional areas are necessary conditions for the AU-IBAR SP to be effective in enabling the institution to realize its objectives and desired outcomes over the next five years. They enable progress-tracking of learning and sharing, identifying and mitigating risks, and managing the programme in ways that ensure effective interactions among the strategic programmes, as well as capturing synergies and avoiding duplication of effort.

Implementation modalities

The development of the animal resources sector is the responsibility of all stakeholders in the sector, including AU-IBAR, RECs, MSs (including community levels) and other partners. Each one of these stakeholders has a specific role to play. This SP outlines the strategies and expected results related to the role that AU-IBAR would play in the animal resources sector in the next five years. While AU-IBAR’s strategic niche mainly focuses on actions at the continental level, it will also implement certain actions at the regional and national levels in collaboration with RECs and MSs, strategic partners and other key stakeholders including NGOs, the private sector and CSOs.

Realization of the goals and objectives of AU-IBAR’s strategic programmes is the responsibility of all stakeholders. The participation of all stakeholders will be promoted and facilitated at all levels of implementation.

Partnerships with other stakeholders

Creating strategic partnerships and broadening the political support will be key goals to leverage actions at the optimal level and to garner the ownership necessary across sectors of government, non-state actors, private sector and to promote synergies with multilateral partners. AU-IBAR’s role is to catalyse the latent energies within those communities, to help them find innovative solutions to their challenges, and to share their successes and stories with others.

Therefore, partnerships will be a key driver for the AU-IBAR approach in order to achieve lasting transformational change. AU-IBAR will learn from, influence and partner with:
- Local and national governments – initiatives will be aligned with, shaped by and embedded into local and national policies in order to survive the long term;
- RECs – as a platform for sharing and learning to support regional policy development based on evidence gathered in countries;
- International technical partners – to optimise the use of available expertise, align interventions and undertake shared actions to promote the importance of the sector;
- National and international non state actors – to ensure that
solutions are holistic and address the breadth of communities’ needs, to facilitate the scaling-up of successful approaches and to join efforts with others in advocating policy and practice change;
• Research and academic institutions – to increase research capacity and volume and
• Bilateral and multilateral donors – for financial partnerships and to build long term relationships.

Critical success factors
The matrix below outlines the conditions necessary for the AU-AU-IBAR SP to be effective in enabling the institution to realize its objectives over the next four years.

<table>
<thead>
<tr>
<th>Key Functions</th>
<th>Critical Success Factors</th>
<th>What it means for AU-IBAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Excellence</td>
<td>Ability to attract and retain highly qualified and high-performing staff.</td>
<td>• New and innovative approaches and quality programs continuously developed, implemented, researched and documented.</td>
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<td></td>
<td></td>
<td>• Introduce HRM methods to strengthen recruitment and personnel management.</td>
</tr>
<tr>
<td>Financial Stability</td>
<td>Secure and diverse funding sources to enable growth of quality programs while addressing efficiency of all operations.</td>
<td>• More efficient and effective centralized resource mobilization and allocation policies and procedures;</td>
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<tr>
<td></td>
<td></td>
<td>• Ability to adequately and consistently meet funding requirements.</td>
</tr>
<tr>
<td>Capacity to implement the SP</td>
<td>Necessary capacity to implement the SP</td>
<td>• Capacity in all areas including technical guidance, M&amp;E, quality assurance, proposal development, communications, research, advocacy, resource mobilization</td>
</tr>
<tr>
<td>Key Functions</td>
<td>Critical Success Factors</td>
<td>What it means for AU-IBAR</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Effective management structures and M&amp;E mechanisms</td>
<td>Robust management of the SP to monitor and track progress of strategic objectives.</td>
<td>• Support from HQ to realize efficient and effective operations</td>
</tr>
<tr>
<td>Learning, sharing and knowledge management</td>
<td>Creation of a culture that thrives on knowledge generation (based on verified and qualified data and information), learning, sharing, and demonstration/use of best practices to drive continuous improvement in programming, advocating change, support and management.</td>
<td>• A common RBM framework across the organization;</td>
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<td></td>
<td></td>
<td>• Assigned accountabilities for delivery of strategic objectives;</td>
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<td></td>
<td></td>
<td>• Evidence of effective programming models;</td>
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<tr>
<td></td>
<td></td>
<td>• Documented outcomes and impacts from AU-IBAR programmes;</td>
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<tr>
<td></td>
<td></td>
<td>• Dissemination and use of quality evidence from field implementation;</td>
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<tr>
<td></td>
<td></td>
<td>• Integration of different AU-IBAR management systems</td>
</tr>
<tr>
<td>Conductive external environment</td>
<td>Support from HQ, MSs, REC s and technical and development partners to AU-IBAR’s operations and programs.</td>
<td>• Ability to continuously develop, expand and implement our programs.</td>
</tr>
</tbody>
</table>
A project development team will be constituted by the Director of AU-IBAR to routinely spearhead the development of projects based on the needs of the MSs and RECs.

Projects developed should be within the scope of the SP.

The development of all projects must, as much as possible, involve the participation of all stakeholders at every stage of the process, and ensure maximum possible ownership by all stakeholders.

All stages of project development, execution and closeout will be comprehensively documented.

**Monitoring, evaluation and learning**

M&E of key priority outcomes outlined in this SP aims at supporting AU-IBAR in the implementation of its mandate in a result-based approach, where the focus will be on monitoring the results rather than the activities.

The result-based M&E approach brings a culture-change that underscores the use of evidence in policy-making, planning and implementation. The approach entails data-collection and analysis to monitor progress, as well as to check whether the assumptions made at the design stage are still valid. The result-based M&E approach will also facilitate continuous improvement based on regular review of the generated information. The new M&E system will ensure accountability internally and to external stakeholders and development partners and provide a transparent assessment of the value for money and the likely and actual returns to the investments.

A detailed Performance Monitoring and Evaluation Plan (PM&EP) supported by Key Performance Indicators (KPIs), derived from globally accepted standards as well as any other indicators specific in AU-IBAR’s results based management approach, will be used to monitor progress of the SP. The PM&EP will be reviewed annually and form the basis for developing the Annual Management Plan (AMP) and budgets.

The M&E system will incorporate international standards for performance assessment, such as globally accepted indicators for agricultural development.

**Risk Management**

The SP is designed to address the major challenges and opportunities facing the animal resources sector, build on the institution’s strengths and reduce the potential impact of risks associated with projects and programmes.

For example, the major risks AU-IBAR aims to mitigate through the implementation of the SP are summarised in the table below:
<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
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</thead>
<tbody>
<tr>
<td>Insufficient human capital and technical expertise</td>
<td>• Analyse the requirements and impact of activities on staff;</td>
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<td></td>
<td>• Ensure that recruitment of technical staff of adequate ability and numbers is</td>
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<td></td>
<td>provided for in budgets;</td>
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<tr>
<td></td>
<td>• Invest in key technical positions;</td>
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<td></td>
<td>• Invest in adequate HRM methods to attract and maintain staff</td>
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<tr>
<td>Over-reliance on a few streams of income</td>
<td>• Develop a more diversified product mix;</td>
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<td></td>
<td>• Plan for growth and diversification of funding sources and markets.</td>
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<tr>
<td>Poor management of change process</td>
<td>• Develop plans for the various changes with identified responsible leads and</td>
</tr>
<tr>
<td></td>
<td>integrate the change process into the annual work plans.</td>
</tr>
<tr>
<td>Poor scanning of the external environment</td>
<td>• Undertake regular environmental scanning and gathering of information to assess</td>
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<td></td>
<td>risks and inform continuous decision-making.</td>
</tr>
<tr>
<td>Taking on too much at the same time.</td>
<td>• Reinforce the AMP to prioritize activities that most strongly deliver on AU-IBAR’s</td>
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<tr>
<td></td>
<td>SP;</td>
</tr>
<tr>
<td></td>
<td>• Strengthen the capacity within the organization to match the rate of growth;</td>
</tr>
<tr>
<td></td>
<td>• Manage expectations arising from the SP.</td>
</tr>
</tbody>
</table>

**Mainstreaming DRR in AU-IBAR’s programmes**

The various interventions that are carried out in the animal resources sector may contribute to increasing or reducing the chances of disaster occurrence. Therefore, it is important to mainstream Disaster Risk Reduction (DRR) in the design and formulation of policies and interventions in the sector. The objective of mainstreaming DRR in AU-IBAR’s programmes and projects aims at minimising the risks associated with the implementation of interventions by reducing the degree of vulnerability and increasing resilience capacity.

The following approach is suggested for mainstreaming DRR in AU-IBAR projects and programmes:

Hazard and risk identification: Institute a mechanism for identifying the hazards and disaster risks associated with each programme or project;

**The policy process:** Include the need to reduce vulnerability and exposure to the disaster risks identified, in the objectives, outcomes, outputs and budget of the programme or project;
**Organisation:** Design a methodology (procedure) for checking the inclusion of DRR in projects and ensure clear understanding of DRR and the identified risks by the project team;

**Advocacy and knowledge:** Include activities for appropriately and timely raising awareness and enhancing knowledge on the identified risks and DRR among all project collaborators and stakeholders;

**Implementation:** Carry out hazards and risk analysis before implementing the project. Implement risk mitigation (measures) activities for the hazards and risks identified;

**Citizen sphere:** Ensure participation of all implementers and beneficiaries in the planning and implementation of mitigation measures and define clear roles for each player.

**Knowledge Management and Communication Strategy**

During the strategic planning process, management of information and communication emerged as an area where AU-IBAR needs to make significant improvements. This includes the collection, collation, processing and analysis of data and the dissemination of information both internally (between management and staff) and externally (with clients, partners and other stakeholders).

Effective communication with AU-IBAR’s key clients - the RECs and MSs - is especially important and will be achieved via the most appropriate media, formats and languages.

AU-IBAR will formulate and adopt an operational strategy for knowledge management and communication, in line with the AUC Communication Strategy. The following will be the cornerstone of the Information, Communication and Knowledge Management (ICKM) Strategy:

- The AU-IBAR website, as a key communication tool, will be allocated resources to ensure that it is kept up-to-date with relevant and well-presented content. Other information-sharing methods targeting different clients will be used;
- Investment in AU-IBAR website and ARIS Portal will provide a more interactive information-sharing platform;
- Other communication channels such as meetings and workshops, both internal and external, will be adopted;
- New information and communication technologies, such as video-conferencing and VOIP conference calls, will be used to ensure efficient use of staff time and resources;

Home page of the AU-IBAR website – promoting information dissemination
• A quarterly e-newsletter highlighting progress on AU-IBAR’s programmes, new developments on animal resources issues and new features added to its website, amongst other content, will be distributed by e-mail and target AU-IBAR’s key stakeholders. This will provide advice, guidance and reassurance in times of major disease crises and increased risk to animal and human populations. Thematic discussion groups (d-Groups), serving as platforms where experts in different aspects of animal resources in Africa and beyond can exchange views and opinions will be strengthened;

• Special attention will be paid to management of relationships, including proactive communication with AU-IBAR’s donors and partners;

• Policy briefs and papers will continue to be produced;

• Media and public information campaigns, capable of reaching out to the public, especially on diseases related matters, will be developed;

• Over time, the media and the general public should come to consider AU-IBAR as a source of reliable information on animal resources issues in Africa;

• Investment in transforming the library into a more accessible and interactive facility, providing more up-to-date information through both on-line and in-print access will be made. 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 online and print resources that the AUC library already receives on a regular basis;

• Communication skills of specialized staff in charge of communication and knowledge management, but also of technical staff, who are frequently communicating on behalf of the organization, will be strengthened through continuous specialized education modules.

Partnerships and strategic alliances
To deliver its mandate, AU-IBAR will need to be innovative in developing 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, financial and political). The engagement with these organizations will vary depending on the type of activity in question but will always be based on a strategic analysis of the benefits of such cooperation for the AR sector and the organizations involved.

AU-IBAR, through partnerships and multi-stakeholders platforms, is engaged in the following:

• Information and knowledge-sharing platform such as:
  » the ISCTRC (International Scientific Council for Trypanosomosis Research and Control) for which AU-IBAR hosts and manages the Secretariat.

• Coordination of interventions:
  » Africa Livestock platform (ALive) coordination of partner’s interventions has proven to yield more impacts. especially with the outbreak of the HPAI in 2006 on the continent. This was achieved through the establishment of the Africa Livestock (ALive) platform for which AU-IBAR is the host and the manager of the Secretariat.
African Fisheries Mechanisms has been established to foster coordination and coherence in the policy fisheries sector. This coordination mechanism is managed by the CAMFA Secretariat, hosted by AU-IBAR.

- Lobbying and advocacy:
  - AU-IBAR also uses its convening power and the political cloud it possesses for lobbying and advocacy for increased public and private investment in the animal resources sector, the African voice in global animal resources fora, and for the adoption of new approaches and frameworks. This is done through its participation in multi-donor platforms, the IADG (Inter Agency donor Group), the Multi-stakeholders platform in support of sustainable livestock (Global Agenda for Sustainable Livestock) for which AU-IBAR is a member of the Guiding Group.

- Partnerships:
  - With Donor community: In spite of its long history of engagement in different types of partnerships, AU-IBAR realises the implication of the rapidly changing landscape that requires rethinking its approaches and strategies, AU-IBAR’s key clients at the national and regional levels are changing in capacity and in their expectations of AU-IBAR. 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 MSs. Moreover, the current trend and donor approaches, since the Paris Declaration on aid effectiveness in 2005, suggest that consortia rather than single donors will likely fund many future projects. 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.

  - With technical and development organisations and initiatives: AU-IBAR will maintain its excellent partnerships with a range of organizations, notably the OIE, FAO, ILRI, WHO, CIRAD, IUCN, WWF, FARA and NEPAD among others, and traditional investors such as the EC and bilateral cooperation agencies (USAID, DFID, GIZ, the French Cooperation, the 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 re-defined agenda. 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.

  - With the RECs and the MSs: AU-IBAR’s success in delivering on its strategic objectives will depend on the extent and quality of engagement with its key clients – the RECs and the MSs. In this connection, AU-IBAR will proactively invest efforts on ‘client partnership management’ to ensure that it maintains focus on clients’ needs, to harness their capacity and commitment and to effectively utilize synergies.
With professionals and joint appointments. Partnerships involving visiting professionals 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.
7. MANAGEMENT AND GOVERNANCE

Internal Management
AU-IBAR is a specialized technical office of the AUC, headed by the Director who reports directly to the AUC through 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. Activities of AU-IBAR are implemented through programmes, projects, and platforms coordinated by Heads who report to the Director. The Head of Administration and Finance also reports to the Director. The Heads of Units may delegate the responsibility of the day-to-day coordination and implementation of activities to technical officers.

In the original structure endorsed by the Heads of State Summit in Maputo (2003), projects were implemented under two technical units (Animal Health and Animal Resources) headed by the Chief Animal Health and Chief Animal Resources officers respectively. Given the critical need to address trade and markets issues, the previous AU-IBAR SP had also proposed the creation of a trade and marketing unit. Later on, in 2011, three support units were created: the Programme and Projects Unit, the Finance Unit and the Human Resources Unit.

Another element in the organizational structure of AU-IBAR is the secretariats of the partnership platforms hosted by AU-IBAR. These secretariats are under the direct supervision of the Director of AU-IBAR and the day-to-day management under the responsibility of a coordinator. The Director of AU-IBAR can delegate part of this responsibility to a Head of Unit at his discretion.

The current internal management structure is described in Annex 1.

Since 2011, AU-IBAR is guided by a comprehensive operational manual that describes in detail the internal institutional setup and the operational procedures in force.

Governance
The Heads of State Summit, held in Maputo (2003), suggested a steering committee to provide technical and governance oversight to AU-IBAR. This Committee meets once a year and is composed of representatives of RECs, MSs, and international technical or financial partners. The Steering Committee is chaired by the AUC's Commissioner for Rural Economy and Agriculture.

The mandate and terms of references of the steering committee are presented in Annex 3.

A Projects Management Committee (PMC) composed of the main implementing organisations, and implementing RECs, will ensure that activities implemented under the different agreements are synchronised, sequenced and inter-related for the achievement of the programme objectives.

Regional Advisory Committees (RAC) will be organized at the level of each implementing REC. The objective of these governance organs is mainly to ensure consultation and coordination with and among MSs; The RACs will be chaired by representatives of
AU-IBAR also organizes the Biannual Conference of Ministers responsible for animal resources. This conference is mainly in charge of setting the agenda for the development of the sector, but it is also used by AU-IBAR for validating major strategic choices and approving strategic documents such as the strategic plans. The Conference of Ministers makes recommendations and resolutions addressed to various stakeholders, including AU-IBAR. AU-IBAR is in charge of following the implementation of these recommendations and of reporting to the Conference on the implementation status.
AU-IBAR Organizational chart / Organogram