

**AFRICAN UNION  
INTERAFRICA BUREAU FOR  
ANIMAL RESOURCES**

**STRATEGIC PLAN**  
**- executive summary**  
**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



## 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.



## 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.
- 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 institution 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.

### **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 "Panafrikan Animal Health Year Book";

## **Review of the Strategic Plan 2010 - 2014**

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

### **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.
- 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

### **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,

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.

## **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;
- 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.

##### **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.