

AFRICAN UNION
**INTERAFRICAN BUREAU FOR
ANIMAL RESOURCES**



STRATEGIC PLAN
– *executive summary*
2010-2014

December 2009
Nairobi, Kenya

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Applications for such permission should be addressed to:

The Director
African Union – Interafrican Bureau for Animal Resources (AU-IBAR)
Kenindia Business Park
Museum Hill, Westlands Road
P.O. Box 30786
00100, Nairobi, KENYA
or by e-mail to: ibar.office@au-ibar.org

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FOREWORD

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

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

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

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

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

ACKNOWLEDGEMENT

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

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

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

EXECUTIVE SUMMARY

Introduction

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

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

The strategic planning process

The Strategic Plan was developed through a process that spanned

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

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

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

The key trends and drivers identified included: the threats and opportunities represented by globalization; the latent potential of the Livestock Revolution for African livestock producers; hurdles to greater market access; the potential role of livestock in a generally hotter, drier continent balanced against their contribution to climate change through greenhouse gas production; the changing dynamics of animal diseases and the emergence and re-emergence of diseases,

Executive Summary

especially zoonoses; renewed interest in agriculture as a tool for poverty reduction and economic development; the emergence of new players and institutional arrangements relevant to the sector; a shift in policy making to increasingly place poverty reduction at the centre of the development agenda; recognition of the constraints women face in livestock production; rapid developments in the fields of information and communication technologies, especially massively increased access to mobile phones, and the potential of biotechnology; and the vulnerability of the poor to instability, natural disasters, diseases, conflicts and uncertainty about access to both resources and markets, often without recourse to adequate means to manage these risks.

Vision, mission, mandate, core values and strategic niche

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

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

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

Regional Economic Communities.

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

1. Improve public and animal health through the control and possible eradication of transboundary animal diseases and zoonoses;
2. Improve the management of animal resources and the natural resource bases on which they depend;
3. Explore investment options and enhance competitiveness of African animal products;
4. Contribute to the development of relevant standards and regulations and enhance compliance by Member States;
5. Strengthen institutional capacity and support policy development and harmonization;
6. Disseminate information and knowledge on animal resources to Member States, Regional Economic Communities and other relevant institutions; and
7. Provide essential support to Member States with special needs or in emergency situations.

In addition, a set of *core values* also emerged: AU-IBAR aspires to embrace teamwork and respect for diversity,

to be transformational, and operate in way that is transparent, accountable and has integrity.

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

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

Strategic Programmes

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

Plan. These are:

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

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

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

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

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

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

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

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

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

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

Objective: To strengthen Africa's ability to set and comply with essential production and trade standards relevant for animals and animal products (Sanitary and Phytosanitary Standards (SPS), food safety and quality

standards, and certification systems) that facilitate competitiveness of African animal producers to enter high value markets – within and beyond the continent.

Outcomes and impacts:

Strengthening the capacities of Member States and RECs in the field of standards and regulations will enhance the ability to influence the standards development process, facilitate trade in livestock commodities and access to markets, and improve compliance to the standards for producers' and consumers' protection.

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

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

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

African animal products on domestic, regional and international markets.

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

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

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

Operationalising the plan

To enable AU-IBAR to deliver effectively on the new programmes, a number of key functions and desirable practices were identified relating to internal and external communication,

Executive Summary

partnering with other organizations, financing the plan, tracking progress and learning lessons, identifying and mitigating risks and ensuring effective interactions among the programmes as to capture synergies and avoid duplication of effort.

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

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

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

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

communication with its donors and partners.

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

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

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

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

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

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

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

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

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



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Kenindia Business Park
Museum Hill, Westlands Road
P.O. Box 30786
00100, Nairobi
KENYA

Telephone: +254 (20) 3674 000
Fax: +254 (20) 3674 341 / 3674 342
email: ibar.office@au-ibar.org
website: www.au-ibar.org