



AFRICAN UNION
**INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES**



STRATEGIC PLAN 2018 - 2023

**THE AU-IBAR STRATEGIC PLAN
2018 - 2023**

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FOREWORD



Animal resources are key assets that support the livelihoods of rural communities in Africa. However, the full potential of the animal resources is yet to be realised against a backdrop of growing demand for animals and animal products leading to a situation where the consumption of animal products outstrips supply, making Africa a net importer of animal products. Africa Union Commission (AUC) technical Institutions responsible for animal resources development are taking urgent actions to transform the animal resources sector (livestock, fisheries and wildlife) to redress this situation.

The AU-IBAR strategic plan, 2018-2023 draws experiences and lessons from the implementation of previous strategic plans and will consolidate achievements in the areas of livestock and fisheries and strengthen work on apiculture, wildlife, natural resources management and climate change.

The AU-IBAR strategic plan (2018-2023) is aligned to the Agenda 2063 especially aspiration number one on a prosperous Africa based on inclusive growth and sustainable development. It also mirrors the Sustainable Development Goals (SDGs) and the Comprehensive Africa Agriculture Development Programme (CAADP) which was recently reaffirmed through the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. More specifically, the plan speaks to the Livestock Development Strategy for Africa (LiDeSA), the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS) and the Policy Framework on Pastoralism in Africa that provide guidelines on needed transformative changes for the animal resources sector at all levels in the continent.

In line with the Mandate and Mission of AU-IBAR the Plan addresses AU-IBAR's priority themes of animal health, animal production, trade and marketing through a programmatic approach involving five strategic objectives that cut across the three thematic areas. They are human and institutional capacity

utilization and strengthening; promoting policy development and coherence for the development of animal resources in Africa; coordination, participation and the African voice; active private sector engagement and knowledge management, information, communication & advocacy.

In implementing this strategic plan AU-IBAR will work in partnership with all stakeholders in particular the private sector and will use a robust system of monitoring and reporting to ensure the attainment of results.

I call upon AU Member States, Regional Economic Communities, technical and development partners to support AU-IBAR in implementing the Strategic Plan to transform the animal resources sector for a prosperous Africa based on inclusive growth and sustainable development.

Her Excellency Josefa Leonel Correia Sacko

Commissioner of Rural Economy and Agriculture

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The AU-IBAR 2018-2023 strategic plan has been developed through a participatory and consultative process that has involved key stakeholders in animal resources development in Africa. I acknowledge and thank Senior Staff of the Department of Rural Economy and Agriculture of the Africa Union Commission (AUC) and AU-IBAR staff who supported the development of the Framework that formed the basis for the development of the 2018-2023 Strategic Plan.

I also thank the AU-IBAR Advisory Committee chaired by the AUC Commissioner for Rural Economy and Agriculture for the valuable inputs that shaped and enriched the Strategic plan.

I acknowledge the Chief Veterinary Officers (CVOs) from the African Union Members States for their valuable contributions to the strategic plan during their 10th Annual CVO's meeting.

The development of the Plan was supported by a consultant, Prof. Ahmed Eltigani Sidahmed, who worked closely with AU-IBAR staff. I take this opportunity to thank him for supporting the evaluation and review of the AU-IBAR Strategic plan 2014-2017 and for supporting the development of the current Strategic Plan (2018-2023).

Finally, I express my heartfelt appreciation to AU-IBAR staff for the tireless efforts throughout the process and for their dedication, diligence and commitment.

The financial support of the European Union for the development of the Strategic Plan is acknowledged.

Professor Ahmed El-Sawalhy

Director, AU-IBAR

ABBREVIATIONS AND ACRONYMS

ACBF	African Capacity Building Foundation
AMERT	African Union Monitoring Evaluation Reporting Tool
ARIS I / 2	Animal Resources Information System I or 2
AU	African Union
AUC	African Union Commission
AU-IBAR	African Union - Interafrican Bureau for Animal Resources
AU Agenda 2063	AGENDA 2063 The Africa We Want A Shared Strategic Framework for Inclusive Growth and Sustainable Development FIRST TEN-YEAR IMPLEMENTATION PLAN 2014- 2023
BMGF	Bill and Malinda Gates Foundation
CAADP	Comprehensive Africa Agriculture Development Programme
CAHWs	Community Animal Health Workers
CBPP	Contagious Bovine Pleuropneumonia
CCPP	Contagious Caprine Pleuropneumonia
CEN-SAD	Community of Sahel-Saharan States
CFTA	Codex African Continental Free Trade Area Codex Alimentarius Commission
COMESA	Common Market for Eastern and Southern Africa
CVO	Chief Veterinary Officer
DFID	Department for International Development, UK
EAC	East African Community
EU/EC	European Union / European Commission
ECCAS/CEEAC	Economic Community of Central African States/Communauté Économique des États d'Afrique Centrale
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations

IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
IRCM	Integrated Regional Coordination Mechanisms
IsDB	Islamic Development Bank
KRA	Key Results Area
KRFs	Key Result Frameworks
LiDeSA	Livestock Development Strategy for Africa
LSIPT	Livestock sector investment policy tool kit
Malabo Commitments	Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (June 2014 Doc:Assembly /AU/2 (XXIII),
M&E	Monitoring and Evaluation
MSs	Member States
MTR	Mid-term Review
NRM	Natural Resources Management
OIE	World Organization for Animal Health
OVI	Objectively Verifiable Indicators
PAN-SPSO	Participation of African Nations in Sanitary and Phytosanitary Standards-setting Organizations Project
PFRS	Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa
PPF	Pastoral Policy Framework
PPR	Peste des Petits Ruminants
RAHS	Reinforcing Animal Health Services in Somalia
RBM	Results-Based Management
RECs	Regional Economic Communities
SADC	Southern African Development Community

SDGs	Sustainable Development Goals
SMP-AH	Standard Methods and Procedures in Animal Health Project
SOs	Strategic Objectives
SP	Strategic Plan
SPAs	Strategic Programmes Areas
SPS	Sanitary and Phyto-sanitary Standards
STSD	Surveillance of Trade Sensitive Diseases
TADs	Transboundary Animal Diseases
UMA	Arab Maghreb Union / Union du Maghreb Arabe
UNDP	United Nations Development Programmes
USAID	United States Agency for International Development
VETGOV	Veterinary Governance Project
WTO-SPSC	Sanitary and Phytosanitary Committee of the World Trade Organization

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Background information

The AU-IBAR Strategic Plan 2018-2023 builds on lessons learnt from the review of the implementation of its predecessor Strategic Plan 2014-2017. The review was conducted in close consultation with African Union Member States (MSs), Regional Economic Communities (RECs), and AU-IBAR's key Development Partners (DPs); and its findings were discussed with key officials at the AU-Department of Rural Economy and Agriculture (DREA), and presented to the AU-IBAR Advisory Committee chaired by the African Union Commission (AUC) Commissioner for Rural Economy and Agriculture (REA) and also attended by the Director of DREA as well as representatives of RECs and Development Partners.

This Strategic Plan is aligned to the major goals, objectives and key priority areas of the First Ten-Year Implementation Plan of Agenda 2063's Mid Term Plan 2018-2023 and the DREA Strategic Plan 2018-2023. Indeed, the plan specifically responds to two Agenda 2063 aspirations that are of direct relevance to the Animal Resources Sector. These are:

- **Aspiration 1:** A prosperous Africa based on inclusive growth and sustainable development
- **Aspiration 6:** An Africa whose development is people-driven, relying on the potential of African People, especially its women and youth, and caring for children.

The plan also focuses on the targets for implementing the AU reform agenda and is guided by the Malabo Declaration commitments with direct impact on the Animal Resources Sector aimed at attaining food and nutrition security; reducing poverty; boosting intra-African trade; enhancing resilience to climate change, related shocks and disasters in Africa. Furthermore, the plan draws from three existing livestock policy frameworks, namely: the Livestock Development Strategy for Africa (LiDeSA), the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa and the Policy Framework for Pastoralism in Africa.

Animal Resources in Africa: opportunities and challenges

Animal resources are important strategic livelihood and commercial assets for the mostly rural population (who make up to 70% of the African population), and for marketing and trade. Africa's population currently stands at 1.3 billion, and with a high population growth rate of 2.5%, there is an urgent need to enhance the capabilities necessary for transforming Africa's mostly subsistent agriculture into commercial enterprise. This will address the increasing demand for food and promote economic and social growth for the mostly rural and poor populations living predominantly as smallholder farmers, herders and fisher-folks.

As in the crops sub-sector, the livestock and fisheries sub-sectors are challenged by three major productivity-limiting obstacles, viz.: a lack of access to formal financial services, poor infrastructure, and lack of sufficient public and private sector investments. Similarly, the wildlife sub-sector is characterized with rudimentary harvesting and management systems that in most situations are based on illegal practices. As a result, the full production and market potential of the African animal resources sector remains largely under-exploited.

Achievements and lessons learnt from the implementation of the SP 2014-2017

An assessment of the overall performance of the SP 2014-2017 showed that its objectives were largely met and positively contributed to sustainability, partnership, capacity building, learning, sharing and knowledge management. Likewise, its implementation enhanced AU-IBAR's institutional capacity, and visibility, as well as progress towards achieving its mandate with respect to the sustainable development of livestock and fisheries.

However, there were several areas where the magnitude of change was negligible or slow, these included: (i) lack of significant attention and support to wildlife issues; (ii) the lack of a functional

One Health Platform at the continental, regional and the MSs levels; (iii) the need for AU-IBAR to document and communicate its achievements in a very well-articulated format; and, (iv) the need to enhance its advocacy capacity by building on its success in achieving important targets such as animal disease prevention, control and eradication. In addition, some performance attributes were either non-effective or created a negative impact such as: (i) shortage of core staff and supporting funds, especially those dedicated to handling communication, partnership and advocacy; (ii) absence of platforms addressing the issues of fragile natural resources and pastoralism, animal feeds during drought emergencies, climate change, vulnerability and resilience as well as emerging and re-emerging diseases; (iii) limited participation of youth, women, small-holder farmers and traders; and, (iv) Absence of a Results Based Framework in a format suited for monitoring high level outcomes

AU-IBAR vision, mission, mandate, core values, strategic niche and functions

Over the years, AU-IBAR's strategic niche has been strengthened by the demands of the animal resources sector. The progress in its comparative advantage is reflected in its evolving vision, mission, mandate, niche and core functions, stated hereinafter:

Vision: *An Africa in which animal resources contribute significantly to integration, prosperity and peace.*

Mission: *To provide 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.*

Strategic niche:

1. Formulation, validation and dissemination of animal resources continental strategic frameworks
2. Coordinate Africa's contribution to the development of relevant standards and regulations and enhance compliance by Member States
3. Strengthen institutional capacity and support policy coherence and harmonization at national, regional and continental levels
4. Package and disseminate information and knowledge on animal resources to Member States, Regional Economic Communities and other continental and regional institutions
5. Coordinate the African Voice (common positions) in Animal resources development
6. Enhance the pan-African coordination, networking and partnerships in Animal resources
7. Provide support to Member States (technical, tools) for effective implementation of their policies and strategies

AU-IBAR's Core Functions

The specific areas of the mandate are summarized under the following core functions:

- i. Improve animal health, disease prevention and control systems
- ii. Enhance animal resource production systems and ecosystem management
- iii. Improve access to inputs, services and markets for animals and animal products

These functions are further detailed into the following specific functions:

1. Facilitate, coordinate and support the formulation, harmonization and implementation of coherent policies, strategies, guidelines, legislation and investment plans
2. Assist AU MSs and RECs in mainstreaming animal resources in the CAADP
3. Initiate and coordinate the implementation of relevant programmes, projects and activities in collaboration and cooperation with MSs, RECs and development partners
4. 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 Animal Resources

5. Collect, collate, analyse, store, share and disseminate data, information and knowledge among relevant stakeholders
6. Play an advocacy role on matters relevant to animal resources, including for increased engagement of the public and private sectors as well as civil society organizations
7. Provide technical support to MSs, RECs and other regional organisations and mechanisms or continental institutions
8. Collaborate with research and academic institutions to identify priority needs for research and training
9. Convene, coordinate and host relevant multi-stakeholder initiatives, platforms and secretariats for the development of Animal Resources in Africa
10. Provide timely and strategic support to countries experiencing emergencies and those with special needs

Strategic Objective of the Strategic Plan 2018-2023

This strategic plan is developed based on the foregoing background information, opportunities and challenges in the Animal Resource (AR) Sector (consisting of livestock, fisheries and wildlife sub-sectors); lessons learnt from the implementation of the SP 2014-2017; and the AU-IBAR vision, mission, mandate, core values, strategic niche and functions. Consequently, the following five Strategic Objectives have been identified to guide the work of AU-IBAR for the 2018 – 2023 period:

1. To Support Capacity Development for Improved Human Resources and Institutional Efficiency and Effectiveness in the Delivery of Services;
2. To facilitate the formulation and harmonization of evidence-based and coherent policies for increased public investment and private sector productivity and competitiveness in order to transform the animal resources sector;
3. To enhance coordination, partnership and the African Voice at national, regional and continental levels;

4. To Support Active Private Sector Engagement for Increased Investment from public and private sources for the transformation of the animal resources sector to enhance its contribution to socio-economic development and equitable growth;
5. To improve generation, dissemination and utilization of knowledge for sustainable animal resources development.

Consequently, it is intended that proper implementation of this strategic plan would yield the following outcomes:

1. Strengthened capacities to implement AR initiatives at national, regional and continental levels through revitalization of AR institutions; enhanced capacities of RECs to develop and implement AR movement and trade facilitation mechanisms; improved deployment and utilization of human resources and value-adding mobility of AR professionals between Member States; and enhanced capacities for pan-African coordination of animal resources initiatives as would be evidenced through increased intra-African trade in animals and animal products under the Continental Free Trade Agreement (CFTA);
2. Enhanced private sector productivity and competitiveness, linked to increased public investment in ARs and the empowerment and promotion of women and youth participation in national, regional, continental and global ARs value chains. This will be stimulated through the formulation and harmonization of appropriate evidence-based and coherent policies aimed at transforming the ARs sector;
3. The African Voice on ARs and Natural Resources Management (NRM) at national, regional and continental levels strengthened by putting in place institutional arrangements to support Member States' coordination, partnerships and inclusive participation in articulating common positions on ARs and NRM; facilitating and influencing the formulation of national, regional, continental and global agreements and standards that are responsive to Africa's stakeholders' needs and aspirations; and promoting better institutional arrangements for efficient, effective and sustainable development of animal resources along the value chains in Africa as well as the management of natural resources;

4. Increased private sector engagement and investment in animal resources management and utilization for improved livelihoods through enhancement of institutional capacities and regulatory frameworks for entrepreneurship and creation of a conducive environment for Small and Medium Enterprises (SMEs) involvement in sustainable development and utilization of ARs; and strengthening of innovative partnerships to mobilize resources for an all-inclusive market-oriented ARs sector, within the framework of the CFTA;
5. Enhanced knowledge generation, storage and dissemination for sustainable development and utilization of ARs through enhancement of capacities for knowledge and data generation and management to strengthen evidence-based planning and implementation of initiatives in the ARs sector; review and development of policies/resolutions by MSs and RECs based on research knowledge and analyses provided by established information sharing and communication systems; strengthening of information and reporting systems (e.g. ARIS) at national, regional and global levels and networking/information sharing, and community of practice (e.g. forums, networks and portals); and, enhancing the level of education and skills of African citizenry in generation of knowledge and adoption of technology and innovation in ARs at Member States and REC levels.

Implementation, monitoring, evaluation and reporting

This strategic plan also expounds an elaborate framework for implementation; a system for monitoring progress on plan execution and contribution to sustainable and accelerated development of the ARs in Africa, and for evaluating the extent of outcome realization at MSs, RECs and AU- IBAR levels between 2018 and 2023. It also provides for reporting results to stakeholders and development partners at all levels.



THE PLAN



CHAPTER I: BACKGROUND AND CONTEXT

1.1 Background

1.1.1. Background

Animal resources are important and strategic livelihoods and commercial assets for the mostly impoverished rural African populations as well as for marketing and trade. The animal resources sectoral context and the institutional context of AU-IBAR are very well documented (AU-IBAR website <http://www.au-ibar.org/>; specifically, the AU-IBAR Strategic Plans and The Livestock Development Strategy for Africa (LiDeSA) 2015-2025).

AU-IBAR is a specialized technical office of the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC). The roles and the institutional set-ups of AU-IBAR, which originated to combat Rinderpest, evolved progressively since its creation in 1951. At present AU-IBAR is a continental institution mandated to play a pivotal role in coordinating and supporting the development of Animal Resources (livestock, fisheries and wildlife) as sources of nutrition and food security and to contribute to the wellbeing, economic development and prosperity of the people in the Member States (MSs) of the African Union directly and through the relevant functions of the Regional Economic Communities (RECs).

1.1.2 The Purpose of the document

The review of the implementation of the AU-IBAR Strategic Plan (SP) 2014-2017 offered two important conclusions: that the overall performance of AU-IBAR was positive, and that the implementation of the Strategic Plan enhanced AU-IBAR's institutional capacity and visibility and its progress in achieving its mandate of the sustainable development of animal resources in Africa. On the other hand, the evaluation identified gaps in achieving fully the anticipated impact by not addressing a number of policy and thematic issues related to: animal feeding; One Health policy frameworks and policy hubs; weak mechanisms for rapid response to emergencies and weak cross border trade and marketing

strategies especially within the livestock-wildlife-ecosystems interfaces. Although the Plan attracted significant financial resources compared to other Plans, the overdependence on only one donor, the European Union (EU) was an obvious weakness.

The Strategic Plan 2018-2023¹ is built on the relevant aspirations stated in the African Union Agenda 2063 and the targets for implementing the AU reform agenda. The Strategic Objectives of the Strategic Plan will form the basis for developing projects supporting wealth generation, institutional strengthening, stakeholder empowerment and participation, socio-economic integration and environmental sustainability. The Strategic Plan will also focus on enhancing performance of the animal resources sector. A major focus of the Strategic Plan will be the strategic support to the wildlife sub-sector and the wildlife-ecosystem interface as well as consolidation of the support already given to livestock and fisheries sub-sectors. Special attention will be given to the risk-prone environments especially the areas most affected by climate change such as the mobile pastoral communities and the disease intensive floodplains.

1.1.3. The overall strategic planning considerations

AU-IBAR will coordinate the design and support implementation of projects and programmes initiated to serve the MSs. Therefore, the role played by AU-IBAR since inception (as a coordinator and facilitator), will be maintained. It is more likely that, during the new Strategic Plan cycle, AU-IBAR will endeavor to proceed swiftly towards the full implementation of the Declarations of the African Heads of State and Government in Maputo in 2003 and further elaborated in 2009 outlining the global organizational chart and governance organs that require AU-IBAR to communicate with MSs through the RECs. However, considering the importance of livestock and fisheries in the African Economy there will always be need for AU-IBAR to organize continent level emergency interventions and development activities. This will necessitate the development of sustainable response and coordination structures that require direct communication between AU-IBAR and the MSs, albeit very much facilitated by strengthened RECs level structures that support animal resources

¹ The duration of the SP is aligned with the implementation of the first 10 years of the Implementation plan 2013-2023 of the Agenda 2063 and therefore it is proposed to extend the period from 2018-2021 to 2018-2023

1.1.4. The Strategic Planning Process

The AU-IBAR Strategic Plan 2018-2023 is based on the findings and recommendations of an elaborate evaluation of the past Strategic Plan 2014-2017, which was conducted in close consultation with the Member States (MSs), the Regional Economic Communities (RECs) and the key Development Partners (DPs). Furthermore, the results of the evaluation as well as the framework for the new SP (2018-2023) were discussed with key officials at the AU-Department of Rural Economy and Agriculture (AU-DREA) and were presented to the AU-IBAR Advisory Committee chaired by the AUC Commissioner DREA and was attended by the Director of DREA as well as key RECs and representatives from the Development Partners (DP). The SP 2018-2023 was built on the experiences and lessons learnt from the implementation of the SP 2014-2017 and from the coordination of projects/ programmes developed and initiated during the implementation of SP 2010-2014 and SP 2014 -2017. The SP Strategic Objectives are aligned and responsive to the major goals, objectives and key priority areas of the AUC Mid Term Plan 2018-2023 and the AU-DREA Strategic Plan 2018-2023. The objectives, therefore, respond directly to achieving the aspirations of the African Union Agenda 2063, specifically during the first 10 years of the Implementation Plan (2013-2023) of the Agenda.

1.2 Context

1.2.1. The African Animal Resources Sector:

» Challenges and opportunities

1.2.1.1 Global Context

At present 1.3 billion people or 16.64% of the world's population live in Africa (Worldmeters April 4, 2018). Also, Africa's population growth rate (2.5%) is amongst the highest in the world. Unless carefully managed this rapid growth is expected to threaten any gains in the production of food and other resources as its import bill will continue to increase. Under the circumstances, sustainable resource management is central for Africa's social and economic well-being and security.

Agriculture employs two-thirds of the continent's active workforce. More than half of Africa's population relies on forests for their livelihoods. Africa lost 3.4 million hectares of forest between 2000 and 2010. As a consequence, about 250 million Africans are expected to live in areas of high water stress by 2030. At the same time climate change is altering temperature and rainfall patterns, creating droughts and floods that threaten communities throughout Africa. The burden on women and vulnerable communities like smallholder farmers is disproportionately high. This puts focus on the value of animal resources (livestock, fisheries and wildlife) as means of filling the gap and securing nutrition because animal resources are best adapted to produce sustainably in areas where water is not sufficient for agricultural cropping. For example, marine fisheries, which contribute to 56% of Africa's total fish production, are not directly influenced by fresh water scarcity

There is an urgent need to enhance the capabilities of the African continent to meet the rapidly increasing demand for animal source foods. The African Agriculture must be transformed to achieve economic and social growth to the mostly rural and poor populations living principally as smallholder farmers, herders and fisher folks. Unless the agricultural sector is transformed, the majority of Africans will be excluded from continental and global prosperity. As in the crops sub-sector, the livestock and fisheries sub-sectors are challenged by three major obstacles: a lack of access to formal financial services, the weakness of the continent's infrastructure and the lack of funds for public investments. Productivity is low and cannot meet the increasing demand of the growing human population. In 2011 the African countries imported USD 35 billion worth of food imports excluding fish. Further to forcing the continent to import food, the rapid population growth has led to a shrinking per capita land area and eroded the resilience of the pastoral communities. Wildlife harvesting, and management systems are rudimentary and, in most situations, are based on illegal practices.

The African continent is endowed with diverse animal resources (livestock, fisheries and wildlife), which, if optimally utilized, could contribute significantly to long-term food security. It has also been increasingly recognized that the animal resources sector has the potential for earning substantial foreign exchange and transforming the living standards of communities dependent on the sector.

However, due to several reasons, the full production and market potential of the African animal resources sector have remained largely under-exploited and as a result, its contribution to economic growth remains below its potential.

1.2.1.2 Sub-sectoral Contexts and drivers

Livestock: Livestock is central to the Livelihoods of rural Africa² where 70% of the African population lives. The need for animal source foods is increasing with changes in demand and eating habits of the urban communities. According to FAO's PPLPI, Africa's rural population will continue to outnumber the urban population for nearly three decades (e.g. to 2040). The number of the continent's population that directly depend on livestock for their livelihoods is estimated at 350 million. In many societies, livestock is the basis for traditional social support systems and is an integral part of the African way of life. This number is expected to grow with the increasing population. Livestock also serve as a bank from where livestock keepers draw in times of difficulties and provide inputs into other productive activities such as crop production, manufacturing, tourism and sports.

The livestock sector contributes between 30 and 50% of the agricultural GDP and has the potential to contribute to the economic growth, and the socio-economic transformation envisioned in the Malabo Declaration. Africa's domestic animal resources are very diverse including but not limited to cattle, sheep, goats, pigs, poultry (chickens, ducks, turkeys and ostriches), camels and equines (horses, mules and donkeys). The economic importance of livestock varies from one country to another and from one REC to another. However, in general the current livestock population and productivity are below potential in most countries. Most livestock are produced either by smallholder settled farmers or by mobile pastoralists in extensive systems.

The common feature of the livestock value chains in most regions is the progressive, though slow, evolution from low input low output traditional and informal systems to commercial and formal systems. Poor animal health remains a major obstacle to the competitiveness of the various types

² According to FAO's PPLPI Africa rural population will continue outnumber the urban population for nearly three decades (e.g. to 2040)

of livestock industries, especially considering the risks of transmitting transboundary animal diseases (TADs) and zoonotic diseases through imported live animals. Other constraints include poor hygiene and food safety measures, poor compliance with SPS measures, poor market access and poor processing, packaging and distribution systems

Livestock is a safety net for the poor and is an important contributor to livelihoods, income generation and food security in all of the African countries. Based on SDG reports, investment in livestock production contributed significantly to meeting the hunger component of MDGI in a number of African countries. Also, there are widely documented proofs that livestock rearing is key to graduation from poverty e.g. by offering gender mainstreamed employment opportunities especially to the youth, leveraging and promoting the traditional skills, and generating income from marketing and trade.

Fisheries: The fisheries and aquaculture sectors are a massive source of readily available animal protein, employment and income in African communities thereby contributing significantly to food and nutrition security, social welfare, livelihoods and economic growth of the continent. The total contribution of the sector to GDP is estimated at 1.26 % for all African countries. The sector provides employment to about 12.3 million people; about 27.3 % of these are women, with dominating roles in the processing sector (58 %). These benefits are however being threatened due to poor governance frameworks, lack of coordination, external threats like climate change, Illegal fishing and generally weak capacity to foster evidence-based reform.

Wildlife: Wildlife represents opportunities for sustainable livelihoods and economic growth across Africa. The importance of wildlife and the extent of efforts being made to conserve it on the continent are demonstrated by the large proportion of land that is managed under the protected areas systems and the ratification by most African countries of conservation instruments such as the Convention for Biological Diversity (CBD). In many countries, the proportion of land under protected area management is expanding through conservancies and community based natural

resource management schemes. Many of the areas set aside for wildlife conservation stretch across national boundaries, sometimes over several countries. In some parts of the continent, especially in southern Africa, the establishment of trans-frontier conservation areas (TFCAs) has recently seen the removal of long-standing game-proof fences to allow for freer movement of wildlife across nations. This has necessitated a new level of trans-boundary co-operation, community participation and inter-sectoral collaboration in the management of wildlife and their natural resource base

Wildlife is potentially an important source of food security. The modern wildlife meat production sector is not expanding significantly as the largest national wildlife meat sector (South Africa, with over 10 000 game farms and ranches) is contributing only 0.5% of the national wildlife industry's earnings. The informal sector referred to as "bushmeat" is however very large in the equatorial rain forest countries although there isn't adequate data to quantify it. Farming of wildlife is developing in many countries in Africa and could be an alternative means of alleviating the unsustainable exploitation of "bushmeat".

1.2.1.3. Challenges and opportunities

The challenges confronting the animal resources sector in Africa are multifold. Threats of degradation and depletion of the animal resources to satisfy a rapidly increasing human population, are further confounded by the negative impacts of climate change on the natural resources which are increasingly becoming a serious cause of conflict and wars. For example, competition for resources and conflict are heightening in areas of shared ecosystems where wildlife, livestock and humans interact. These interfaces are also the areas where environmental degradation is most widespread and unsustainable land and water use practices prevail leading to losses in biodiversity and intensifying poverty of the resources and of the people. Below is a brief of the major challenges facing the animal resources sector in Africa:

The livestock industry is challenged by climate change, droughts, spread of diseases, conflicts, unfavorable price policies and lack of legislation needed to assure food safety and hygiene (e.g. the pre-dominance of rudimentary unhygienic slaughtering facilities). Other major constraints are poor marketing infrastructure (access roads, information and secure gathering areas), inadequate technical knowledge and poor skills in production and marketing. Traditional, un-integrated market systems also do not provide incentives for farmers to optimize market opportunities leading to low prices and further disinvestment in the sector as well as encouraging cattle rustling leading to insecurity. In addition, despite the benefits from livestock, a majority of the African population especially children and pregnant women suffer from low consumption of Animal Source Foods (ASF) with negative impacts on their survival and cognitive growth.

The volume of intra-regional and inter-regional trade in live animals is massive and far exceeds the out of the continent export trade. In spite of this several African countries meet their demand for Animal Source Foods through imports from other continents. This gap is expected to increase unless there is a significant transformation of production, productivity and value addition in the livestock industry.

The assessment conducted as part of the preparation of the Livestock Development Strategy for Africa in 2016 underscored a number of issues at the levels of the livestock and the resources needed for livestock production and maintenance. The issues, summarized in the table below, highlight deficiencies in animal performance (breeds, production capacities, productivity, and deterioration or lack natural resources and infrastructure. Furthermore, and in the absence of mitigation policies and strategies, the sustainability and health of the subsector was compromised by recurrent conflict between herders and livestock owners for land and water, shifts in land use patterns caused by urbanization and encroachment of cropping on pastoral lands, competition between wildlife and livestock, the spread of transboundary animal diseases and zoonoses, poor technology, a deterioration of the value chains and poorly managed market information and market infrastructure .

Table 1.1: A breakdown of the issues affecting livestock production in Africa

Livestock Resource Issues	Animal Health Issues
<ul style="list-style-type: none"> • Inadequate use /recognition of indigenous genetic potential* • The failure to consistently utilise available technologies • The failure to attract meaningful investments that match the potential of the sector* • The inappropriate use of land and water resources 	<ul style="list-style-type: none"> • Ineffective policies and lack of enabling frameworks • Limited technical capabilities, outdated knowledge / skill sets* • Inadequate human, financial and physical resources • Inadequate early warning and early response mechanisms to animal diseases and animal disaster emergencies • Limited availability/use of applied research, technology and ICT • Weak coordination, harmonization, collaboration and partnerships among actors with too many gaps and overlaps* • Low investment in 21st century animal health systems
Production System Issues	Markets, Trade and Value Chains Issues
<ul style="list-style-type: none"> • Insufficient targeting and balancing of domestic, regional and niche markets • Under-developed value chains – poorly organized small scale producers, entrepreneurs, service providers and cottage industry* • Lack of guidance on intensification resulting in dumping of obsolete or banned technologies into Africa e.g. caged bird systems, GMOs • Weak and unsustainable intensification systems • Weak, fragmented and disconnected institutional efforts, partnerships and collaboration arrangements complex bureaucracy • Inadequate early warning and early response mechanisms to climatic emergencies • Weak financial and Insurance Services • High energy use particularly in intensive production systems 	<ul style="list-style-type: none"> • Disconnect between decisions for regional/continental integration and implementation at the national level • Failure to address SPS issues in informal livestock trade. • Low capacities of Member States to address Non-Tariff Barriers to Trade • Uneven access to market information • Low competitiveness of Africa's livestock commodities in local and international markets* • Transport /Infrastructure • Inadequate organization and integration of Livestock Value Chains • Emerging role of Animal Welfare Standards in Livestock trade and marketing • Inadequate value addition and preservation of livestock commodities*

Production System Issues	Markets, Trade and Value Chains Issues
<ul style="list-style-type: none"> • Inadequate alignment and effectiveness of tertiary and higher education and training to livestock production and development* • Inadequate knowledge management and research • Aging livestock farming communities with a growing disinterest of the youth population in livestock production and business • Inadequate use of mechanization, technology and ICT in livestock production and development among the old and young. Lack of technology transfer strategy to farmers leading to too much research results ending up on the shelves • Modernization of pastoral and agro-pastoral systems 	<ul style="list-style-type: none"> • Inadequate Public Private Partnerships in marketing and provision of inputs and services. • Inadequate access to credit • Unattractive policies for trade in Livestock • Inadequate integration of gender in Livestock trade and marketing • Poor linkages between institutions involved in Livestock trade and marketing* • Poor /weak involvement of farmers and farmers' organisations in Marketing and trade

*All the above are key issues [bottlenecks] that need to be addressed, with particular attention given for those asterixed

Fisheries: The current annual total fish production is estimated at 10.5 million metric tons which constitutes 6 % of the global fisheries production (170 million metric tons) from all sub-sectors (marine, inland and aquaculture). Among the sub-sectors, marine fisheries are the largest contributor to fish production, estimated at 5.9 million metric tons, contributing 56 % of Africa's total fish production, followed by inland fisheries (2.9 million metric tons) and aquaculture (1.8 million metric tons). Morocco, Namibia, South Africa, Mauritania and Senegal are some of the major marine fish producers. Uganda, Nigeria, Tanzania, Egypt, DR. Congo and Kenya are the major inland fish producers. Egypt, Nigeria, Ghana, Uganda etc. are the major aquaculture producers.

The fisheries sub-sector has immense potential for increased contribution to food security and socio-economic growth towards the attainment of the Malabo goals. Due to the highly diverse and valuable fish resources in its coastal waters and the adjacent high seas, Africa plays a crucial role in international fish trade in terms of export and import. The continent contributes about 4 % (5.2 billion US Dollars) to the total value of global fish imports (133.3 billion US Dollars). Africa is also a major player in the export market contributing about 4.2 % (5.8 billion US Dollars) to the global fish export trade (144.0 Billion US Dollars).

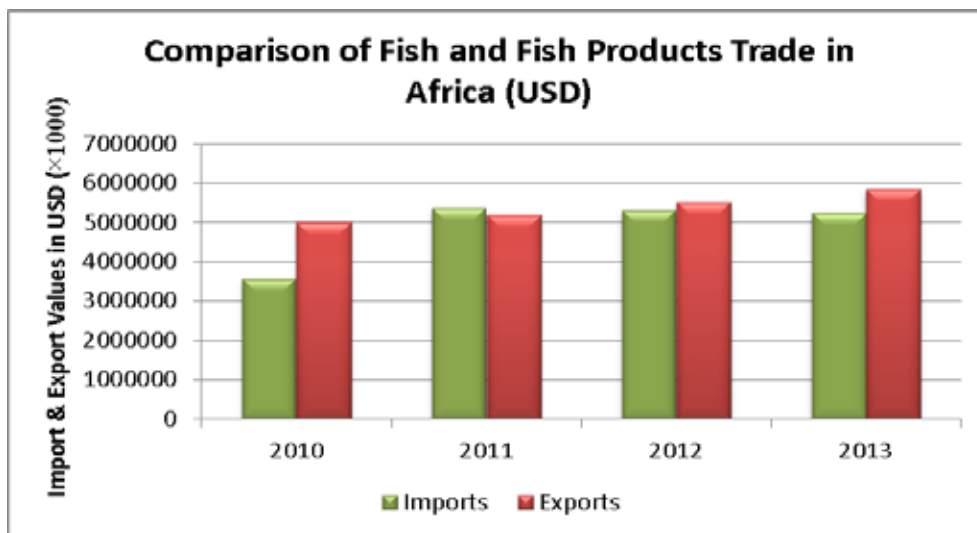


Figure 1.1: Fish and fish product trade in Africa

Furthermore, the subsector has a number of geopolitical and infrastructural based opportunities that need to be utilised in order to benefit the continent's food security and trade.

- Existence of a Pan-African policy framework and reform strategy for fisheries and aquaculture (PFRS) which provides avenues for coherence and harmonization in the governance of the sector
- The highly productive marine ecosystems and the vast networks of rivers, lakes for development and growth of the blue economy
- The RECs and RFBs act as regional forces for regional cooperation and integration on critical issues e.g. joint efforts in combating IUU fishing, collaborative management frameworks for shared ecosystems, aquaculture development, environmental issues etc.
- Existence of national institutions for fisheries management and aquaculture development
- Existence of markets and health benefits - fish being a highly traded commodity in international markets and referential high local consumption rates partly engendered by health considerations as fish is rich in micro-nutrients
- On the agenda of the High-level policy organ of AU at STC level – dedicated AU agency (AU-IBAR)
- Partnerships with and support from development partners

- Availability of global instruments for fisheries management and aquaculture governance

In response the importance of the subsector received due recognition from the African Union as expressed in the following resolutions and declarations:

- The 2003 Maputo Declaration on enhancing the contribution of the agriculture sector (fisheries and aquaculture inclusive) to 6 % growth and urging member states to increase national budget allocations to at least 10 %
- The 2015 Fish for all summit) in Abuja, resulting in the NEPAD Plan of Action for the development of the sector.
- The First Conference of African Ministers of fisheries and aquaculture (CAMFA I) held in 2010, in Banjul, The Gambia. Amongst the significant outcomes were the need to establish a mechanism for coordination in the sector; formulate a pan African fisheries and aquaculture policy framework (PFRS)
- A dedicated Conference of African Ministers of Fisheries and aquaculture during the STC on agriculture and rural development in 2014, Addis Ababa. The Conference adopted the PFRS which was later endorsed by the June 2014 Summit at Malabo

However, the high potential and the supportive institutional and political mechanisms are threatened by a combination of factors that have tended to deny the continent from realizing them:

- Increasing incidences of IUU fishing due to weak monitoring, control and surveillance systems in the majority of member states. Recent estimates revealed that Africa is losing an estimated 4.7 million tons of fish annually due to IUU fishing, valued at \$10 billion.
- General lack of coordination and coherence in interventions in the governance of the sector
- Weak institutional linkages and cooperation at regional levels (e.g. RECs and specialized fisheries institutions (RFBs))
- Threats of climate change, other natural disasters, pollution and habitat degradation;
- Underdeveloped artisanal fishing, characterized by excessive fishing effort
- Underdeveloped aquaculture with reliance on poor production technologies

- Incessant increase in the human population growth
- Weak capacity to foster reforms, formulate evidence-based policies and attract investments

Wildlife: According to a 2015 report of the African Wildlife Foundation (<http://www.awf.org/>), illegal trade in wildlife and wildlife derivatives is worth between \$7 billion and \$23 billion annually and is driving many species to the brink of extinction. In conjunction with resource depletion caused by illegal trade, conflict between people and wildlife ranks amongst the main threats to resource conservation. Most of the destruction to the wildlife resources in Sub-Saharan Africa is a result of conflict between people and wildlife. These are featured in the competition on natural resources leading to habitat destruction and illegal and commercially motivated hunting. An example of the major threat to the wildlife populations is the widely spreading “hunting tourism” in southern and eastern Africa. Hunting tourism is regarded as being highly profitable yet is often accused of contributing little to national economies. In addition, indiscriminate hunting without plans by the wildlife environmentalists leads to destruction of the ecosystem balance that was maintained by different wildlife species (Box I)

Box: *Disappearance of Megafauna. The disappearance of Africa’s megafauna has serious repercussions for ecosystems. Africa’s elephants are often referred to as mega-gardeners as they frequently shape and change their respective landscapes. Savannah elephants help maintain vast, open grasslands by pushing over trees and clearing away brush. Forest elephants consume and defecate tree seeds over long distances, helping to maintain both the size and diversity of Central and West Africa’s forests. As top predators, lions prey on many species, including ungulates, which, if left unchecked, would proliferate, leading to habitat degradation through overgrazing.*

However, there is another reason for concern about the disappearance of the continent’s wildlife (and wild lands), and it is a financial one. The loss of wildlife and wild habitat threatens important sectors of the economy and handicaps future development opportunities. For example, the tourism industry (while significantly underdeveloped compared with other continents) contributes significantly to the economy of some African counties such as Kenya and South Africa. Overall Tourism increased in

Africa steadily between 2005 and 2013, with an average annual growth rate of about 6.1%. Number of international tourists was 35 million in 2005, in 2013 grew to 56 million and, by 2030, expected to reach 134 million people.

1.2.2. AU-IBAR

» ***Institutional structure of AU-IBAR in the context of Africa and Global environment***

Based on its proven records of coordination and leadership, AU-IBAR enjoys a unique continental convening/coordination mandate and is a critical instrument for advocacy and knowledge management. AU-IBAR is very well placed to translate technical recommendations into national, regional and continent-wide policies and practices.

Although, AU-IBAR has a specific mandate and core functions, its performance is influenced by the financial resources it receives and the activities it undertakes in the execution of limited time (1- 5 years) projects funded by grants from its Development Partners. Therefore, the institutional structure of AU-IBAR in the context of the AU and the Global Environment is influenced by the nature of funds it receives under the following categories:

- **Core Funding:** A limited core funding allows AU-IBAR to maintain a core staff responsible for undertaking limited continental level coordination functions. However, the core staff is not strengthened with secure financial resources that allow them to execute certain necessary functions (e.g. technical support to MSs, participation in conferences and workshops) that may be needed. A major issue with this structure is the inadequacy of the resources beyond paying salaries and maintaining limited HQ functions.
- **Non-core Reactive Funding:** This has been traditional, since its creation AU-IBAR has been responsive to animal disease emergencies such as Rinderpest in the 1980s, Highly Pathogenic Avian Influenza during the 2000s and PPR at present.
- **Periodic Funding:** This is mostly a result of AU-IBAR's resource **mobilization** efforts in connection with the implementation of the periodic strategic plans where support is solicited from donors for specific projects and programmes aiming to achieve the strategic objectives of

the strategic plans. For example, the cost and budget from AU-IBAR projects and programmes that contributed to the implementation of the SP 2014-2017 was Euro 133 million. A major issue related to this is the over-reliance on one donor, the EU which provides more than 90% of the resources for projects such as the currently operating or recently closed projects such as Live-2-Africa, AnGR, VetGov, FishGov, STSD and the Bee Project.

» ***AU-IBAR vision, mission, mandate, core values, strategic niche and functions***

AU-IBAR's strategic niche was strengthened over the years by the demands of the animal resources sector. The progress in its comparative advantage was reflected in the evolving vision, mission and mandate as stated in the Strategic Plan 2014-2017:

Vision:

- An Africa in which animal resources contribute significantly to integration, prosperity and peace.

Mission:

- To provide 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.

Strategic niche:

1. Formulation, validation and dissemination of animal resources continental strategic frameworks
2. Coordinate Africa's contribution to the development of relevant standards and regulations and enhance compliance by Member States

3. Strengthen institutional capacity and support policy coherence and harmonization at national, regional and continental levels
4. Package and disseminate information and knowledge on animal resources to Member States, Regional Economic Communities and other continental and regional institutions
5. Coordinate the African Voice (common positions) in Animal resources development
6. Enhance the pan-African coordination, networking and partnerships in Animal resources
7. Provide support to Member States (technical, tools) for effective implementation of their policies and strategies

AU-IBAR's Core Functions

The specific areas of the mandate are summarized under the following core functions:

- i. Improve animal health, disease prevention and control systems
- ii. Enhance animal resource production systems and ecosystem management
- iii. Improve access to inputs, services and markets for animal and animal products

The core functions are further detailed according to the following specific functions:

1. Facilitate, coordinate and support the formulation, harmonization and implementation of coherent policies, strategies, guidelines, legislation and investment plans
2. Assist AU MSs and RECs in mainstreaming animal resources in the CAADP
3. Initiate and coordinate the implementation of relevant programmes, projects and activities in collaboration and cooperation with MSs, RECs and development partners
4. 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 Animal Resources
5. Collect, collate, analyse, store, share and disseminate data, information and knowledge among relevant stakeholders
6. Play an advocacy role on matters relevant to animal resources , including for increased engagement of the public and private sectors as well as civil society organizations

7. Provide technical support to MSs, RECs and other regional organisations and mechanisms or continental institutions
8. Collaborate with research and academic institutions to identify priority needs for research and training
9. Convene, coordinate and host relevant multi-stakeholder initiatives, platforms and secretariats for the development of Animal Resources in Africa
10. Provide timely and strategic support to countries experiencing emergencies and those with special needs

» **SWOT analysis**

The key strengths, weaknesses, opportunities and threats were identified for the purpose of developing the Strategic Plan 2018-2023 through a SWOT analysis. The analysis was undertaken by the AU-IBAR Taskforce involved in the development of the Strategic Plan. The major conclusions are in the matrix below which point to the urgency and importance of developing smart and creative approaches to avail adequate and timely resources in order to leverage the strengths of AU-IBAR to maximize the opportunities through actions that minimize the impact of the weaknesses and threats

Table I.2: Summary Matrix of the SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Experience gained in supporting and coordinating animal resources development. 2. Availability of coordination mechanisms and policy frameworks such as International Scientific Council for Trypanosomosis Research and control (ISCTRC), African Platform on Animal Welfare (APAW); CAHP-Africa, African Bees Platform, Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS), Policy Framework for Pastoralism in Africa etc. 	<ol style="list-style-type: none"> 1. Inadequate and inconsistent funding for activities 2. Difficulties in recruiting and retaining qualified staff 3. Internally fragmented discipline approach to animal resources development 4. Inadequate external visibility of interventions 5. Inadequate Knowledge generation and sharing 6. Limited physical space 7. Narrow spectrum and insufficient diversification to provide the services to more partners (e.g. wildlife and others)

Strengths	Weaknesses
<ol style="list-style-type: none"> 3. Availability of Animal Resources data and Information generated through ARIS, IBARs activities and linkages with other data bases and information systems. 4. Recognition and engagement by AU-IBAR of the role of SMEs, women and youth in AR development 5. Experience in implementation of AR interventions in countries in conflict and crisis and those with low capacity for implementation of animal resources development programmes. 6. Convening power within the African continent to advocate for needed policy changes, including harmonization to ensure intra- and inter-regional coherence; 7. Experience in supporting MS in the development of coordination, harmonisation and capacity development tools and frameworks 8. Proven capacity to rally African countries to develop and support Common positions in areas related to AR and NR (African voice) 9. Internalization of globally acceptable and recognised processes, standard operating procedures on financial, technical and administrative aspects. 10. Strong partnership with both technical and financial development partners 11. Capacity to promote coordinated actions, synergy and multi-level partnerships in addressing critical investment issues in the animal resources sector. 	<ol style="list-style-type: none"> 7. Narrow spectrum and insufficient diversification to provide the services to more partners (e.g. wildlife and others) 8. Weak systems for monitoring and protecting of intellectual property rights 9. Challenges in ensuring sustainability of interventions and actions
Opportunities	Threats
<ol style="list-style-type: none"> 1. Political will to engage in reforms and develop sustainable animal resources demonstrated by AUC, RECs and MSs 2. Increasing human population and growing importance of animal source foods in Africa. 	<ol style="list-style-type: none"> 1. Conflict and insecurity 2. Climate change 3. Poor funding of the ARs sector at national level 4. Inadequate internal resource mobilization

Opportunities	Threats
<ol style="list-style-type: none"> 3. Potential and strong political support for enhancement of intra-regional and international trade in animals and animal products. 4. Increasing involvement of non-state actors (including private sector, civil society and especially women-based and youth-led organizations) in AR matters. 5. Mutually beneficial collaborative partnerships between AU-IBAR, technical and development partners. 6. Potential for Leveraging on technological advances in the animal resources sector. 7. Increasing commitment of financing organizations and development partners to support agriculture as a tool for economic development. 8. Unexploited resources and untapped animal Resources potential. 9. Inclusion of women, youth and marginalized groups in animal resources development. 10. Growing momentum of the private sector for active engagement and investment in the animal resource sector 11. Possibilities of enhancing public private partnerships in animal resources development 12. Partnership with research Institutions, Universities and vocational training Institutions. 13. Existence of technical, communication and information networks and support tools at regional and MSs levels. 14. Regional and National Comparative advantages on Natural Resources; 15. The ownership of and loyalty to AU-IBAR by MS and RECs 	

1.2.3 Strategic and Technical Context of the Strategic Plan 2018 -2023

» *The African Union (AU) and the need for progressive reform*

The evolution of the African Union (AU) since its inception in 1963 in the form of the OAU to its present form in 2001^{3,4} tells volumes about the efforts of a continent faced with challenges of magnitudes beyond the grasp of its forefathers. Both the OAU and AU were built on the ideals of African unity and anchored in the values of respect, tolerance and solidarity that all Africans share and strive to maintain. However, the lessons learned point to the need for pragmatism rather than well wishes and solidarity rather than rhetoric.

The most recent report by H.E. Paul Kagame on the *Proposed Recommendations for the Institutional Reform of the African Union*⁵ is an important pathfinder that offers the African governments, politicians, policy makers, strategists, scientists, educators, academicians and development experts a rare opportunity to reform the AU and its complicated and complex organisations and institutions. This report followed two major AU commissioned reviews by international firms. The Key findings of H.E. Paul Kagame's Report that shaped the recommendations are:

- The chronic failure to see through African Union decisions has resulted in a crisis of implementation
- A perception of limited relevance to African citizens
- A fragmented organisation with a multitude of focus areas
- Overdependence on partner funding
- Underperformance of some organs and institutions due to unclear mandates or chronic underfunding

³ A major report on the AU Institutions and governing bodies is the *African Union Handbook 2017: A guide for those working with and within the African Union*:

https://d3japsmkk00rot.cloudfront.net/wp-content/uploads/2017/02/AU-Handbook-2017_EN.pdf

The book has at its heart information about the principal organs established by the AU Constitutive Act and subsequent protocols: The Assembly; Executive Council; Permanent Representatives Committee; Specialised Technical Committees; Peace and Security Council; AUC and its technical; Pan-African Parliament; Economic, Social and Cultural Council; and judicial, human rights, legal and financial institutions. It also contains information about the specialised agencies and structures, as well as regional and other arrangements, including the Regional Economic Communities, which are the pillars of the AU and work closely with its institutions. Non-governmental organisations, inter-governmental organisations and political groups are not included, except where they have a formal agreement with the AU.

⁴ A Summary of the structures of the AUC, NEPAD Agency and the RECs is in Annex 1.

⁵ *Final AU Reform Combined report_28012017 (1).pdf*

- Limited managerial capacity
- Lack of accountability for performance, at all levels
- Unclear division of labour between the African Union Commission (AUC), the regional economic communities (RECs), other regional mechanisms (RMs), and member states
- Inefficient working methods in both the Commission and the Assembly

The process of developing the Strategic Framework for AU-IBAR's new Strategic Plan included consultations with AUC HQ. This served to present the recommendations of the evaluation of AU-IBAR's SP 2014-2017 and to share the issues raised in the draft framework with AUC/ DREA senior staff. The visit was also a learning opportunity of the following reform elements:

- Ensuring functioning and leaner's AUC, DREA and AU-IBAR bodies
- Aligning goals, options and practices of all AU agencies (AUC) to reflect the reforms recommended by H.E. Paul Kagame
- Empowering the NEPAD Unit to implement all of AU strategic plans
- Redefining the focus of each of DREA and NEPAD where DREA focuses on policy while NEPAD maintains the technical implementation arms

» ***Specific relevance of Agenda 2063 aspirations and goals to the Animal Resources Sector***

The Agenda 2063 is a shared strategic framework for inclusive growth and sustainable development. It was developed in a widely consultative and people driven process and was adopted in January 2016 by the 24th AU Assembly of Heads of State and Government. The Agenda aims to achieve socio-economic transformation of the continent over a period of 50 years. The Agenda builds and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The Agenda is based on past and current initiatives such as: the Lagos Plan of Action, The Abuja Treaty, The Minimum Integration Programme, the Programme for Infrastructural Development in Africa (PIDA), The New partnership for Africa's Development (NEPAD) and the Comprehensive Africa Agriculture Development Programme (CAADP).

From the seven aspirations of Agenda 2063 and considering the timeframe for the first phase (2013-2023) the following are of direct relevance to AU-IBAR's SP 2018-2023:

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development

Aspiration 6: An Africa whose development is people-driven, relying on the potential of African People, especially its women and youth, and caring for children

» ***Malabo Declaration commitments with specific and direct impact on the Animal Resources Sector***

Following the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (June 2014) , the African Heads of State and Government directed the AUC and the NEPAD Agency to develop an Implementation Strategy and roadmap (IS&R) to guide CAADP and African Agriculture from 2015 to 2025. The Malabo Declaration aims at attaining food and nutrition security; reducing poverty; boosting intra-African trade and enhancing resilience to climate change and related shocks and disasters in Africa. Implementation of the IS&R will mostly be undertaken within the first phase of Agenda 2063 (2013-2023) and will thus impact on the Strategic Plans of AUC, DREA and AU-IBAR for this period. The AU-IBAR Strategic Plan 2018-2023 is aligned to all the Malabo Declaration Commitments (detailed in **Annex I**)

» ***LiDeSA, PFRS and the Policy Framework for Pastoralism in Africa***

The performance of AU-IBAR is guided by a sub-sectoral strategy, a sub-sectoral policy framework and a cross cutting policy framework. AU-IBAR initiated and coordinated the formulation of the Livestock Development Strategy for Africa (LiDeSA) and the Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS) and played a pivotal role in supporting DREA to develop a Policy Framework for Pastoralism in Africa

The Livestock Development Strategy for Africa (LiDeSA) positions the livestock sector as a key

driver for delivering the target of 6% annual growth in agriculture in the Member States. It also guides stakeholders' efforts in addressing major development barriers facing the livestock sector ensuring the coordination of efforts at national, regional and continental levels, promoting synergy and complementarity between partners in addressing critical issues facing livestock development and bringing about results oriented actions that will lead to the realization of the livestock sector's full potential.

The Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS) provides opportunities for member states to optimize benefits from their natural resources by implementing the strategic reforms. It also provides guidance on good governance principles considered as best practices in fisheries management and outlines strategic actions for key pillars for the reform of African fisheries. There are no policy frameworks or strategies guiding the wildlife -ecosystem interface and accordingly the situation remains a threat to ecosystems, livestock and public health

The commitment to the Policy Framework for Pastoralism in Africa arises from the need for a continent-wide platform to effectively address, in a holistic manner, the many challenges confronting pastoral communities. This policy framework defines the guidelines, principles and modalities for combining all the essential elements needed for a better understanding of pastoral issues, and for the development and implementation of interventions to address these issues.

LiDeSA, although a very important milestone for livestock development in Africa, remains a work-in-progress. In spite of the fact that support from AU-IBAR through the implementation of the SP 2014-2017 put animal resources, particularly livestock, on the agenda of several RECs, only two RECs (ECOWAS and COMESA) have developed livestock policies and/or strategies. Consequently, most of the existing national livestock policies and strategies (some fully developed, some at the initiation stage) are not streamlined and require harmonization. Several countries also remain without policies or strategies. A major handicap for the development or the implementation of these policies at the regional and national levels is the lack of appropriate institutions and human resources.

The years of implementation of the SP 2018-2023 are crucial for AU-IBAR's role in supporting animal resources policy formulation and policy analysis at the continental, RECs and national levels. AU-IBAR will need to strengthen its advocacy and resource mobilization capacities in several strategic areas particularly the harmonization of policies; development of common positions; facilitation of joint management of cross-border inter- and intra-regional resources (fish stocks, pasture lands and wildlife); promotion of intra-regional trade (adoption of common/international SPS standards; reduction or elimination of tariffs on cross-border trade); guidance on, and implementation of, (sub) regional research and development (R&D) programmes on animal resources; coordination and standardization of regional information and early warning systems; regional strategies for emergencies/ disasters; exchange of information/peer learning on agricultural practices, technology and policies; strengthening of regional producer and sector organizations; assistance in capacity building of animal producers' and sector organizations involved in animal production and trade.

CHAPTER 2: CONCLUSIONS AND RECOMMENDATIONS OF THE EVALUATION OF SP 2014-2017

2.1 Conclusions of the evaluation of Strategic Plan 2014-2017

Conclusion 1: The overall performance of the SP 2014-2017 (relevance; effectiveness and its attributes - sustainability, partnership, capacity building, learning, sharing and knowledge management; and efficiency) was positive and contributed to realizing its objectives.

The implementation of the SP 2014-2017 influenced mostly positive changes in the animal resources sector in Africa.

The strategic relevance of the SP2014-2017 and its impact on change: The relevance of the SP2014-2017 was demonstrated by the fact that more successful projects and programmes were designed and coordinated during the implementation of the AU-IBAR Strategic Plan for 2014-2017 compared to the previous Strategic Plan period (2010-2014). This progress: (i) attracted more support from AU-IBAR's major donor (EU); (ii) provided resources to the MSs to review/improve their livestock policies and legislation; (iii) stimulated measures to address fisheries hand in hand with the attention, traditionally, given to livestock development; (iv) introduced apiculture into AU-IBAR's portfolio.

However, there were several areas where the magnitude of change was negligible or slow, for example: (i) the significant lack of attention and support to wildlife issues; (ii) the lack of a functional One Health Platform at the continental, regional and the MSs levels, and; (iii) the need for AU-IBAR to document and communicate its achievements in a very well-articulated format, and; (iv) the need to enhance its advocacy capacity by building on its success on important targets such as disease prevention, control and eradication.

The Effectiveness of the Strategic Plan 2014-2017 and its impact on change: The implementation of AU-IBAR's Strategic Plan 2014- 2017 contributed to its effectiveness specifically as follows:

- *Strategically:* in areas where the Strategic Programme Areas (SPAs) and Key Result Areas (KRAs) were aligned with the relevant global and African strategies and initiatives;
- *Governance:* by (i) developing demand driven national livestock policies; (ii) reviewing and updating relevant legislations;(iii) initiating piloting delivery mechanisms; (iv) working with the private sector, and; (v) supporting SPS initiatives.
- *Learning & Sharing, Knowledge Management, Communication and Advocacy:* by enhancing (i) AU-IBAR's continental coordination and convening role, and; (ii) AU-IBAR capacity to solicit financial resources from the donor community.
- *Partnership and Coordination.* The grounds for partnership were established (i) through the decentralization of projects' support mechanisms to the RECs (e.g. the administration of VETGOV funding); (ii) through collaboration in convening workshops, and (iii) by supporting policy directions that have put the development of animal resources (starting with livestock and fisheries) on the agenda of the RECs.
- *Sustainability:* SP-2014-2017 enhanced AU-IBAR's: (i) methods and approaches for development and domestication of policies in Member States; (ii) capacity to mobilize resources, and (iii) AU-IBAR's capacity to align its activities with global, pan-African and regional initiatives (e.g. CAADP, Agenda 2063, SDGs, PPR strategy development) aiming to achieve sustainable food security and nutrition

However, some performance attributes were either non-effective or created a negative impact such as: (i) shortage of core staff and supporting funds, specially dedicated to handling communication, partnership and advocacy; (ii) absence of platforms addressing the issues of fragile natural resources and pastoralism, animal feed during drought emergencies, climate change, vulnerability and resilience as well as emerging and re-emerging diseases; (iii) limited participation of youth, women, small-holder farmers and traders; (iv) Absence of a Results Based Framework in a format suited for monitoring

high level outcomes

Implementation efficiency of the SP2014-2017 and its impact on change. AU-IBAR influenced the design, preparation and coordination of a significant number of projects in the livestock and fisheries sub-sectors during the implementation of the SP. This was evident in: (i) the enhanced decentralization of project implementation through the assignment of MS level VETGOV Focal Points and RECs level Finance Assistants, improvement of procurements and funds disbursements at the RECs supported by guidelines and closer consultation with the AU-IBAR Finance Unit leading to higher fund utilization rates; (ii) development of LiDeSA, design and implementation of fisheries projects and the design and funding of Live 2 Africa in a record time with the least cost; (iii) timely achievements in communication and information sharing (SPA4) specially through the implementation of ARIS2, which maintained cost-effective and good resource allocation. However, implementation of SPA3 lagged behind because of delays in the hiring of the Unit head (Senior Policy Officer, Economics, Trade and Marketing) and a shortage of resources to support the design and implement appropriate projects to explore market led investment opportunities.

Moreover, the implementation of the Strategic Plan 2014-2017 improved AU-IBAR's (i) methods and approaches for the development and domestication of sectoral policies; (ii) capacity to mobilize resources; (iii) ability to align its activities with continental and regional initiatives aiming to achieve sustainable food and nutrition security. The implementation of the SP also widened the scope and outreach of AU-IBAR's capacity building, training and institutional support components.

Conclusion 2: implementation of the Strategic Plan 2014-2017 enhanced AU-IBAR's institutional capacity and visibility, and its progress in achieving its mandate of sustainable development of livestock and fisheries

Enhanced AU-IBAR's visibility and capacity: Overall the Strategic Plan SP was credited for being a vital instrument for: (i) supporting MSs directly or through the RECs within the framework of the regional, continental and global initiatives; (ii) securing continued support from the Development

Partners (DPs), especially the EU (more resources were allocated between 2014 and 2017 supporting the implementation of 33 projects; and (iii) Sustained capacity to achieve livelihoods resilience, poverty reduction and food and nutrition security.

Placed livestock sector on the agenda of most RECs: AU-IBAR is very well regarded by the “stakeholders” as an important continental organization playing an effective role as convener and coordinators of initiatives important for the growth of the animal resources sector. The impact of this is evident from the fact that four RECs (COMESA, EAC, ECAAS and IGAD) have already progressed in regularizing livestock positions at their respective secretariat levels. For example, already IGAD has a Livestock Director at IGAD Centre for Pastoral Areas and livestock Development (ICPALD) whose position was strengthened because of resources provided by three joint AU-IBAR/IGAD projects.

Addressed fisheries and aquaculture hand in hand with livestock development. The implementation of the Strategic Plan 2014-2017 enhanced the focus of AU-IBAR and its partners on the fisheries sub-sector. Though only a novel item on the agenda, the projects supporting fisheries were focused, responsive to the needs of the MSs and innovative in the sense that they were supported by well-grounded policy platforms (Regional Biosecurity Frameworks for Fisheries and Aquaculture; Policy Framework and Reforms Strategy for Fisheries and Aquaculture Sector in Africa (PFRS) and progress in fisheries health governance and disease protection.

Introduced Apiculture into AU-IBAR’s portfolio. Though nascent, the Apiculture Programmes responded to many KRAs in almost all of the four SPAs. Good progress was made in capacity building in the detection, reporting, prevention and control of bee diseases and pests; a references database with three modules (Bee Health; Bee Production and Marketing Technologies and Bee Pollination Services and biodiversity conservation) was developed and made accessible on ARIS2. A continental guideline to reduce the impact of pesticides on bees and other pollinators was also developed and validated. Although this notable progress was made in one area within the ecosystem interface

between livestock and wildlife, many important issues such as transboundary animal diseases, natural resources management and climate change were not addressed to any significant level.

Reinforced AU-IBAR relationships with the RECs, MSs and DPs. Overall the implementation of the Strategic Plan 2014-2017 offered AU-IBAR an appropriate platform for supporting the livestock and fisheries sub-sectors at the country, regional and pan-African levels, leading to further reinforcement of its relationship with the RECs, MSs and DPs (particularly FAO, OIE, EU, ILRI, ICIPE and USAID). Overall the timely delivery of mostly quality projects and programmes benefited from AU-IBAR's improved coordination with the RECs and its ability through some projects to establish institutions to support animal resources development. However, this progress needs to be sustained through secured funds and by increasing the number of relevant and trained professionals. For example, AU-IBAR needs funding that allows it to continue supporting operational national SPS committees in MSs, as well as countries with special needs (e.g. those that face political problems and conflict preventing effective operation of animal health institutions, or those that encounter major public health emergencies resulting from outbreaks of zoonotic diseases).

2.2 Recommendations of the Evaluation of the AU-IBAR SP 2014-2017

In line with its mandate, AU-IBAR initiates and coordinates the implementation of programmes and projects serving the African Union Member States. The Strategic Plans (SP) developed and implemented every four years provide governance and technical guidance to the preparation and coordination of the programmes and projects. An evaluation of the implementation of the AU-IBAR Strategic Plan 2014-2017 generated several findings and recommendations. The recommendations were based on the major achievements as well as the main challenges encountered during the implementation of the SP 2014-2017 and the associated 33 Projects and Programmes. The following recommendations reflect: (i) the stakeholders' perspective and (ii) the assessment of the contribution of the projects and programmes to the KRAs and outcomes of the Strategic Plan 2014-2017.

1. To establish measures for sustainable national policy hubs

AU-IBAR achieved good progress in the establishment and operation of policy hubs for the livestock, fisheries and bees' sub-sectors. The following are the most urgent relevant needs:

- Sustaining the existing policy hubs by securing practical projects' exit strategies that support the hubs and provide sustainability measures for the hubs
- To strengthen/establish stakeholder platforms on animal resources (livestock policy hubs, national apiculture platforms, fisheries and aquaculture and wildlife platforms) and enhance the following policy issues in their agenda:
 - Pastoralism, Feed Resources
 - Wildlife-Livestock Ecosystems Interface and One Health
 - Fisheries health governance and disease protection; livelihoods of fisher folks; illegal fishing

2. To establish mechanisms for rapid response to emergencies

- To reinforce AU-IBAR with capacities for rapid response to emergencies resulting from natural or man-made disasters that impact on animal resources (droughts, floods, civil strife and conflict); and
- To organize and secure resources for readily deployable teams with the most relevant partners (RECs, DPs). This requires restoring or enforcing inter-regional and intra-regional strategic and legal measures that facilitate response to emergencies. AU-IBAR needs to establish arrangements for collaboration with FAO's Crisis Management Centre - Animal Health (CMC-AH); and other institutions with a proven track record on swift emergency response.

3. To improve procurement and disbursement systems

- To develop annual procurement plans with prompt dissemination to the target Member States and RECs to facilitate the smooth and timely clearance of imported equipment and supplies.
- More engagement of Project implementation teams with communication divisions at national

levels to ensure smooth implementation of related activities,

- More engagement with stakeholders and creation of awareness before project implementation to ensure buy-in and ownership.

4. To maintain functional & effective communication, documentation and reporting systems

- To align the Thematic Units' reports with modules translating the outputs/outcomes as achievements from the implementation of SP2014-2017 and future strategic plans:
- The reports should feed smoothly into the AMERT;
- To make full use of ARIS as an AU-IBAR reporting tool, and as an outlet for documentation and sharing of experiences;
- To update and operationalize the communication strategies to effectively share experiences, outcomes and impacts;
- To diversify the AU-IBAR website and communication outlets and enhance the ability to harness developments in social media communication.

5. To Consolidate the AMERT Reporting System: At present, each Thematic Unit reports directly progress and achievements at each individual project level. This does not reflect the progress made or the weaknesses and constraints encountered at the AU-IBAR level. Therefore, a mechanism whereby the consolidated reports are discussed and validated before uploading to the system is needed.

6. To strengthen support for trade and marketing

- To strengthen or initiate cross-border (e.g. Intra-African Cross-Border Trade) marketing and trade policies, regulations and safeguards
- To provide the Marketing and Trade Thematic Unit with the needed resources through developing new projects.
- To provide financial support needed to support operations of the national SPS committees

- To strengthen linkage between the AU-BAR Trade and Marketing Unit, and the AUC Trade Department and the RECs' Trade Departments so as to mainstream animal resources issues in the trade discussions at the continental and regional levels

7. To develop a smart and creative resource mobilization strategy

The progress made in attracting support to new livestock development projects needs to be enhanced by:

- **Developing a smart, creative and robust resource mobilization strategy** capable of attracting new donors and diverse funding sources to cater for **neglected animal resources sector issues such as**:
 - climate change, pastoralism and drought resilience,
 - rapid response to emergencies,
 - marketing and trade,
 - wildlife, especially at the livestock-wildlife interface, ecosystems management
 - supporting value chain development and investment opportunities.

8. To enhance and sustain greater collaboration and synergies with RECs and the relevant technical institutions

Improved coordination with the RECs ensures timely delivery of quality projects' and programmes' outcomes at regional and MSs levels in a cost-effective manner and enhances sustainability. AU-IBAR has expanded its institutional collaboration and cooperation with RECs resulting in better outcomes at RECs and MSs levels. However, this progress needs to be sustained and enhanced through:

- securing funds; and
- increasing the numbers of relevant and trained professionals

9. To strengthen AUIBAR's M&E system to support the development of new Strategic plans: The AU-IBAR M&E system provides support for monitoring progress of the ongoing

projects and programmes at the intervention and result levels. However, the system is not in a position to assist in tracking progress in achieving the outcomes of the Strategic Plan 2014-2017

AU-IBAR thus needs to:

- Enhance the capacity of the M&E system to developing outcome level Results Based Frameworks and implementation road maps as part of the process of developing and validating the new strategic plan and enhancing stakeholders' needs.

10. Status of Animal Resources

- To coordinate the compilation of the biannual report on the status of animal resources in Africa as a contribution to the Malabo commitment on mutual accountability.

11. The AU IBAR Strategic Plans (SP)

- Should be maintained to continue providing governance and technical guidance to the preparation and coordination of new AU-IBAR programmes and projects, and to serve as a clear guideline for the scope of the projects to be developed;
- However, the Strategic Plans must faithfully reflect the relevant aspirations of Agenda 2063 and the Strategic Objectives of other continental and global frameworks.



CHAPTER 3: THE STRATEGIC PLAN 2018-2023

3.1 Strategic Objective 1: Human and Institutional Capacity Utilization and Strengthening



3.1.1 Objective:

To Support Capacity Development for Improved Human Resources and Institutional Efficiency and Effectiveness in the Delivery of Services

3.1.2 Context:

Since inception, strengthening of the human and institutional capacities at national, regional and continental levels was considered by AU-IBAR an essential objective for realizing its mandate of supporting the Animal Resources sector. However, this has always been challenged by inadequately

trained human resources in key skills and competencies (e.g. the institutional and human resource capacities of RECs for implementing animal resource development initiatives; capacities for better utilization of existing and emerging technologies to support the growth of the sector; capacities for animal resources data collection, analysis, archiving and reporting). In addition, some of the available human resources are not effectively utilized (e.g. idle field offices, diagnostic/analytical laboratories, research laboratories, other animal resources infrastructural facilities; highly qualified/trained but “idle” personnel in some Member States; dysfunctional animal resource value chain actors’ organizations). Similar observations have been articulated in the African Capacity Building Foundation Strategy for 2017 -2021 (ACBF, 2017).

The transformation of the agricultural sector (including animal resources) is envisaged in the AU Agenda 2063. Specifically, the related commitments of the Malabo declaration require the availability of sufficiently and relevantly trained human resources. Achieving this target requires a critical assessment of the potential of the existing human and institutional resources, as well as the formulation and implementation of new strategies needed to ensure resilience and sustainability of the sector.

3.1.3 Challenges:

- Inadequate allocation of resources at the national, regional and continental levels for the provision of necessary infrastructure, equipment and operational costs to enable optimal performance of the existing personnel and institutions.
- lack of appropriate deployment of existing human resources at the national, regional and continental levels leading to ineffective utilization of highly trained human resources.
- Inadequately trained human resources in some key skills and competencies
- • Poor conditions of service leading to the exit of qualified personnel in search of better livelihood opportunities. This in turn impacts negatively on institutional performance.

3.1.4 Opportunities:

- Large untapped and underutilized human resource and institutional potential in the animal resources sector in Africa.
- Existing human resource capacities in Africa that could be better engaged to accelerate the transformation of the animal resources sector particularly the non-state actors (including civil society and especially women-based and youth-led organizations).
- Mutually beneficial collaboration between African institutions and where appropriate, external institutions in the animal resources sector to enhance sectoral transformation.
- Leveraging on technological advances in the animal resources sector to enhance the performance of the human resources and harnessing institutional capacities for development of the sector.

3.1.5 Value proposition of AU-IBAR

Considering its experience in incorporating human resource and institutional capacity development as key objectives and activities in the animal resources sector, AU-IBAR's approach to addressing some of the challenges and opportunities include:

- Harnessing available human and institutional capacities, while leveraging technological advances to optimize the efficiency and effectiveness of their utilization in achieving the transformation of the animal resources sector.
- Addressing gaps in capacities and resources through projects and programmes targeting empowerment of women and youth.
- Paying attention to countries in conflict and crisis and those with low capacity for implementation of animal resources development programmes.

3.1.6 Outcomes

- Revitalized and strengthened animal resource institutions (public, private sector and other stakeholders' organizations) at national, regional and continental levels
- Improved human resource deployment and utilization at regional and continental levels
- Promoted mobility of professionals in animal resources between Member States.

- Enhanced capacities of RECs to develop and implement mechanisms to facilitate animal resource movement and trade
- Enhanced intra-African trade in animals and animal products under the CFTA agreement.

3.1.7 Key Results Areas, Strategies and Activities

KRAI.1: Capacities of national animal resource institutions (public, private, stakeholders') revitalized and strengthened

- Support strategies to enhance human resource recruitment, deployment and utilization for animal resources development in MS.
- Support institutional strengthening to implement appropriate policies.
- Enhance collaboration with non-state actors including civil society and especially women-based and youth-led organizations in the implementation of animal resources projects and programmes.
- Mainstream the empowerment of women and youth in AU-IBAR animal resources value chain initiatives in MS.
- Support mainstreaming of animal resources sector issues in NAIPs
- Support the development and piloting of strategies for revitalization of key national animal resource institutions

KRAI.2: Animal resource capacities of RECs and other regional institutions/bodies strengthened

- Evaluation of capacities and comparative advantages of RECs in animal resources development
- Support development of frameworks for enhancing mobility of HR and technical support between MS in different regions
- Support the strengthening of animal resources institutions in RECs including initiatives that support and facilitate animal resource movements and trade.
- Support mainstreaming of animal resources sector issues in RAIPs

KRAI.3: Capacity for pan-African coordination of animal resources initiatives enhanced

- Build and maintain critical mass of human resources at pan-African level with core competencies in all relevant animal resource fields to support MS, RECs and other animal resource institutions
- Support strategies to improve human resource recruitment, deployment, utilization and retention at continental level.
- Promote development, adoption and application of enabling policy, legal and regulatory animal resource frameworks
- Support adoption of best practices and technological innovations to enhance performance of pan-African animal resources institutions.
- Support capacity development/training tools

3.2 Strategic Objective 2: Promoting policy development and coherence for the development of Animal Resources in Africa



3.2.1 Objective

To promote and facilitate the formulation and harmonization of evidence-based and coherent policies for increased public investment and private sector productivity and competitiveness in order to transform the animal resources sector.

3.2.2 The Context

Despite concerted efforts and strategic interventions over the years, the development of the African Animal Resources is below the potential of effectively contributing to economic growth and poverty alleviation targets. A major concern is the poor policy environment as reflected in the lack of appropriate policies, poor implementation of existing policies and weak alignment of the existing policies with relevant continental policies. This is further challenged by the absence of cohesion among MS and a structured regional approach to policy formulation. For example, although AU-IBAR coordinated the formulation of the livestock development strategy for Africa (LiDeSA) and the policy framework and reform strategy for fisheries and aquaculture (PFRS), and played a pivotal role in supporting DREA in developing the policy framework for pastoralism in Africa, implementation of these strategies and policy frameworks are handicapped by weak policy analysis and formulation capacities at RECs and MSs levels. In addition, there is a lack of coordination or harmony among the RECs in developing and implementing animal resources policies or programmes.

As the AU technical agency responsible for coordinating initiatives supporting the development of the African animal resources, AU-IBAR is responsible for identifying relevant policy gaps and for working with the RECs and MSs in catalyzing the policy development processes. This is achievable through providing evidence, supporting institutions and processes involved in the formulation of the policies, ensuring coherence across countries and regions (as well as with Poverty Reduction and Reform Strategies) and supporting modalities and capacities needed to facilitate implementation. Specifically, AU-IBAR's role in the policy arena will include the provision of evidence to inform policy formulation, capacity building, advocacy to ensure effective implementation as well as to monitor the progress of each Member State and RECs in the implementation of relevant continental (or apex)

policy initiatives.

Therefore, the expected role of AU-IBAR during the implementation of the SP 2018-2023 should include analysis of the policy landscape to identify gaps that relate to animal resources development and to provide the required support to address existing gaps. This should be strengthened by measures that allow AU-IBAR to be fully informed of new regional and continental agricultural policy initiatives. Also, AU-IBAR should support RECs and member states in translating the international policy agenda relevant for animal resources development into effective national strategies and programmes.

3.2.3 Challenges

- Lack of capacity and credibility to bridge the animal resources policy gaps and divergences;
- Poor or non-existence of mechanisms to enhance relationships and networks needed to deliver on policy work including capacity at all levels to implement and monitor for the intended outcomes, striking a balance on national sovereignty and regional coherence
- Weak capacities to raise public awareness and create ownership of policies, reform initiatives and frameworks;
- Low competitiveness of the African Animal Resources sector in the global market initiatives/policies e.g. impact of WTO agreement on animal resources development at national and regional levels;

3.2.4 Opportunities

- Strong and clear demand for policy support, including capacity building in policy development and implementation by RECs and member states in the identified areas;
- Development partners recognize the large gaps in animal resources policies and capacity in Africa;
- IBAR's current network involving many international organisations with relevant experience and skills in policy development (e.g. FAO's Pro-Poor Livestock Policy Initiative);
- Political Will: Political will is evident in many countries to engage in, reform and develop sustainable animal resource sectors. The African Union has put in place a number of instruments to support

animal resources development and management. These include CAADP, NEPAD Action Plan, LiDeSA and PFRS. In recent years, Member States have engaged themselves to strengthen the “African Voice” in international platforms;

- **Public Private Partnerships (PPPs):**The important role of PPPs in animal resources development is recognized by several countries. Some countries have made the development of such partnerships a central feature of their development policies and strategies in the sector;
- **High Demands for Fish Globally and Continent-wide:**While the shortfalls are filled by imports, this deficit provides an opportunity for improved management of fisheries as well as increased production from aquaculture
- **Unexploited Resources and Untapped Possibilities:**There are opportunities to create jobs and to enhance sectoral activities through effective management, improved product processing, utilization and technology transfer and the dissemination of best practices;
- **Empowerment of stakeholders:**including marginalized groups like women and youth, for effective participation in animal resources development and management processes;

3.2.5 Value proposition of AU-IBAR

Considering its niche and experience in coordinating initiatives dealing with supporting animal resources related policy making in Africa, AU-IBAR will address the identified challenges and opportunities through:

- Working with member states and RECs to map policy and core capacity landscapes including gaps;
- Developing and hosting a policy database, including available policy expertise, and making this accessible to stakeholders;
- Facilitating the development of an evidence-base to inform policy, based on available and new information from AU-IBAR’s work and work by other organizations; preparing policy briefs and papers;
- Convening processes to advocate needed policy changes, including harmonization to ensure intra- and inter-regional coherence;

- Mobilizing resources to support capacity development, and formulation processes;
- Facilitating international networking and collaborative arrangements with relevant groups/projects, to support RECs and member states in their efforts in policy formulation and capacity development;
- Stimulate active and all-inclusive stakeholder's participation in the formulation, implementation and monitoring of national plans and strategies as an inherent feature of national and regional processes;
- Develop and safeguard appropriate and sustainable mechanisms to ensure that policies are implemented in a consistent, coherent and integrated manner;

3.2.6 Outcomes

- Increased public investment in ARs and enhanced private sector productivity and competitiveness
- Enabling legal and regulatory frameworks to empower and enhance women and youth participation in animal resources value chains development promoted

3.2.7 Key Results Areas, Strategies and Activities

KRA2.1: Policy development at national and regional levels supported

- Support RECs and MSs to identify critical capacity gaps that constrain development and implementation of policies and engage development partners to secure needed resources for capacity development for member states and RECs;
- Support RECs and MSs to review, improve and promote the application of enabling policy, legal and regulatory frameworks
- Support generation of evidence to inform animal resources (AR) policy development
- Strengthen AR policy platforms at national and regional levels
- Strengthen collaboration with partners and other relevant global actors on legislations and resolutions affecting animal resources
- Review and apply policy decision making tools and build capacities of national and regional

stakeholders

- Facilitate the establishment of policy and research networks for generation of evidence and its utilization for sustainable animal resources development

KRA 2.2: Legislation review and update at national level supported

- Support legislation gaps identification at national level
- Support establishment and operationalisation of national task forces to update national legislation
- Support regional harmonisation of animal resources-related legislation

KRA 2.3: Policy coherence promoted

- Seek funding for the establishment of an investment fund for animal resources development in Africa;
- Assist Member States in developing national plans of action to support implementation of, and report on progress against relevant continental policy initiatives on animal resources development in Africa;
- Develop a communications strategy to keep all national, regional and international partners up-to-date with progress;
- Update the priorities in the relevant continental policy initiatives periodically to ensure continuing relevance;
- Identify and promote opportunities and mechanisms through which regional organizations and Member States can exchange their experiences and know-how;
- Facilitate new initiatives to improve understanding of the importance and roles of animal resources in Member States;

3.3 Strategic Objective 3: Coordination, Participation and the African Voice



3.3.1 Objective

To enhance coordination, partnership and the African Voice at national, regional and continental levels.

3.3.2 Context

Africa's animal resource sector is yet to realize its full potential in enhancing food and nutritional security, income generation and socio-economic development. A major reason is the inability to adequately harness the benefits associated with coordination of efforts at all levels among the stakeholders. Furthermore, the current interventions and investments in Africa are fragmented leading to duplication with lack of synergy, effectiveness and efficiency.

The transboundary nature of the animal resources and the diversity of stakeholders require inclusive partnerships (coordination, collaboration, cooperation) between the public and private sectors. Achieving such integration requires synergy, complementarity, concerted efforts, leveraging of scarce resources, exchange of good practices, peer-learning and the promotion of accountability mechanisms.

The key enablers of effective coordination of animal resources development entail inclusive planning for proposed interventions, resource mobilization and investments by stakeholders at continental, regional and national levels. Also required are, institutional arrangements to support coordinated actions (resource mobilization, technical interventions and partnerships) that are critical for the effective implementation of Animal Resources interventions. For example, there is need for harmonized interventions to ensure coherence of actions, the application of advances in technology and modern media tools and awareness among the general public and policy makers. Such actions within the spirit of the African Voice will ensure effective and efficient development of the animal resources sector across the continent.

3.3.3. Challenges

- Inadequate coordination at the continental, regional and national levels leading to fragmented efforts, duplication, lack of synergy, complementarity, effectiveness and efficiency of interventions;
- Poor harmonization of interventions, programs, strategies, policies and legislation;
- Inadequate participation of women and youth in animal resources development;
- Inadequate participation of stakeholders in relevant policy and standards making processes at all levels;
- Absence of a common position on AR development as a result of: (i) inadequate partnerships (among public and private sector actors, RECs, OIE, FAO and other global, regional and sub-regional institutions); (ii) inadequate sharing of information, knowledge and good practices; (iii) inadequate inter-REC coordination; and (iv) inadequate institutional arrangements to undertake and coordinate animal resources (AR) and natural resources management (NRM) matters in the RECs. For example, some RECs have specialized technical institutions in charge of AR and NRM

such as ICPALD in IGAD, the Livestock Technical Committee (LTC) in SADC and the Regional Animal Health Center (RAHC) in ECOWAS and the future RAHC for ECCAS region;

- Poor Implementation/compliance with the principle of subsidiarity;
- Incoherence of interventions, tools, actions, practices, resource mobilization and budget allocations.

3.3.4. Opportunities

- The transboundary nature of ecosystems (water, forests, grazing areas);
- Comparative advantage of AU-IBAR (Unique continental institution in charge of AR coordination) compared to other continents;
- Regional and National Comparative advantages on Natural Resources;
- The youth bulge;
- The increasing role of women in animal resources value chain activities;
- Private sector investment opportunities in the various AR value chain

3.3.5. Value proposition of AU-IBAR

By creating a conducive environment for coordination and harmonization (policy frameworks, guidelines, strategies, programs, projects and interventions in animal resources and natural resources development); promoting the African Voice; participation, partnerships; and alignment of investments; AU-IBAR will work with RECs, MSs and other partners to:

- Contribute to enhanced intra and inter African collaboration and cooperation in various areas related to animal resources development and natural resources management;
- Promote South- South cooperation and collaboration (e.g. human resources mobility across the continent; mutual use of pools of experts).
- Enable Africa to take advantage of the comparative advantages of animal resources across the different geographical regions;
- Rally African countries to articulate Common positions in areas related to animal resources and natural resources management (The African Voice) which will lead to formulation of national,

regional, continental and global agreements and standards that are responsive to Africa's stakeholders' needs and aspirations;

- Contribute to improved policies on inclusive participation and partnerships in animal resources development;
- Promote better institutional arrangements for enhancing the development of animal resources
- Effective and sustainable development of AR along the value chains in Africa as well as the management of NR.

3.3.6 Outcomes

- Enhanced coordination of animal resources and NR development initiatives among MSs, RECs and partners.
- Agreements and standards that are responsive to Africa's Stakeholders needs and aspiration in place;
- Enhanced partnerships between the public and private sectors;
- Enhanced participation of Women and youth in animal resources development;
- Improved policies on inclusive participation and partnerships in animal resources development;
- Enhanced institutional mechanisms for coordination, participation and partnerships;

3.3.7 Key results areas, Strategies and Activities

KRA 3.1: Institutional arrangements to support coordination, partnerships, participation and the African Voice on animal resources and natural resources at MS, RECs and AU-IBAR strengthened

- Undertake an assessment of the institutional arrangements;
- Strengthen continental, regional and national commodity associations and platforms along the animal resources value chains;
- Strengthen technical networks at all levels;
- Establish/strengthen Regional Animal Health Centers (RAHCs) or other appropriate mechanisms in RECs

KRA 3.2: African Voice on AR and NRs issues at all levels (Continental, Regional, and National) enhanced;

- Enhance capacity of Animal Health and welfare and the Standards and trade secretariats in MS, RECs and AU-IBAR
- Conduct an assessment of initiatives focusing on Common positions/The African Voice;
- Develop and promote guidelines on Common positions/The African Voice;
- Develop capacity of key AR and NR stakeholders on common African positions/The African Voice.

KRA 3.3: Partnerships and inclusive participation arrangements promoted and enhanced

- Undertake an assessment of the private public partnerships in animal resources development;
- Formulate and disseminate guidelines for PPP in AR development;
- Promote and support PPPs through various mechanisms including training, incubation and financing;
- Facilitate the formation and functioning of specialized technical working groups on emerging and re-emerging issues related to ARs and NRs;
- Strengthen youth and women networks at all levels (Continental, Regional and national);
- Strengthened cooperation among stakeholders along AR value chains;
- Support animal resources networks (e.g. animal welfare platform for aquatic animals) at national, regional and continental levels

KRA 3.4: Innovative investment mechanisms in ARs and NRs promoted and enhanced.

- Conduct an assessment of investments by public and private sectors along the AR value chains;
- Promote enabling environment to attract private sector investments in AR and NR;
- Facilitate the establishment of frameworks for innovative funding mechanisms (e.g. Guarantee funds) to catalyze the participation of youth in animal resources value chains.

3.4 Strategic Objective 4: Active Private Sector Engagement



3.4.1 Objective:

To Support active private sector engagement for increased investment from both public and private sources for the transformation of the animal resources sector to enhance its contribution to socio-economic development and equitable growth.

3.4.2 Context

Sustainable animal resources management and utilization is one of the means of improving the welfare of Africa's citizens. The approach should be based on a thorough understanding of the diverse environments of the animal resource's value chains: biophysical e.g. Land, water; legal: ownership or

access; commercial (inputs, stock, feeds, and technical services), post-harvest handling and processing, access to markets, distribution of inputs, produce and products etc.

Combined, the African animal resources (livestock, wildlife and aquatic animals) provide the African continent with food and nutrition security, social security and wealth. The sector, however, has not expanded proportionately to the demand for animal source foods and other products. Limited investments, inadequate policies and governance mechanisms, vulnerability to natural shocks, among others have all contributed to the low viability of animal production practices and enterprises.

Promotion of commercialization of traditional high nutrition crops and facilitation of transboundary foods by reducing non-tariff barriers are key priorities of Agenda 2063. Consequently, the Comprehensive African Agricultural Development Programme (CAADP) recognizes commercialization as the most sustainable approach for mobilizing resources to invest and expand the animal resources sector rather than depending solely on donor and public funds and resources. The transformation of subsistence animal resources value chains into commercial enterprises, however, requires investment to increase production and productivity. A direct and practical approach would be the involvement of the private sector in adding value to the value chains through investment in key areas of social and economic importance. Lessons from private sector participation in some selected value chains must be considered when planning such engagements. Such endeavor requires policy support that enables strong public private sector partnerships and commitments.

3.4.3 Challenges:

- Lack of investment in technologies for the production and processing of high value animal source foods;
- Incoherent and inconsistent animal resource policies and weak institutional and regulatory frameworks that do not encourage private sector investment
- Poor investment in the establishment of active public and private partnerships.
- Low production and productivity of the value chains

- Fragmented national, regional and continental markets
- Vulnerability of poor livestock dependent households

3.4.4 Opportunities:

- A growing momentum of the private sector for active engagement in the animal resources sector
- Increasing commitment of financing organizations and development partners to support animal resources as a tool for economic development
- The animal resources sector has many value chains (food and non-food) that can be utilized to create jobs and improve livelihoods
- Increasing human population and growing importance of animal source foods present opportunities for increased production for meeting food and nutrition security goals.
- Leveraging on available technologies and innovations to improve the quality and market access of animal commodities

3.4.5 Value proposition of AU-IBAR

Considering its niche and past efforts in supporting the private sector engagement in Animal resources, AU-IBAR will address the above challenges and opportunities through:

- Supporting coordinated actions and promoting synergy and multi-level partnerships in addressing critical investment issues in the animal resources sector.
- Promoting an inclusive participation of SMEs, women and youth in the sector through multi-level networks or forums aimed at promoting entrepreneurships, resilience, resource mobilization, advocating improved institutional and regulatory frameworks for sustainable development of the animal resources sector.

3.4.6 Outcomes

- Increased investment in animal resources management, utilization and trade for improved livelihoods and economic development.
- Private sector engagement and support for enhanced intra-African trade in animals and animal

products under the CFTA agreement

3.4.7 Key Results Areas, Strategies and Activities

KRA4.1: Entrepreneurship and SMEs in the animal resources sector supported

- Identify and support strategic partnerships aimed at promoting entrepreneurship, trade, marketing of animals and animal products and SMEs to promote regional and continental animal commodity value chains
- Strengthen institutional capacity and systems for risk mitigation to improve robustness and sustainability of the private sector, particularly the SMEs in the AR value chains
- Enhance capacities to establish regional and continental market-oriented animal resource production, services and inputs
- Promote regional and continental harmonisation and coherence in animal resource sector business standards.

KRA4.2: Innovative partnerships to mobilize resources for the sustainable development of an all-inclusive market-oriented animal resources sector established and strengthened.

- Develop innovative PPP models to promote sustainable management and SMEs for equitable benefit sharing.
- Develop continental and regional frameworks to enhance PPPs for the delivery of services within the animal resources sector.

KRA4.3: Institutional capacity and regulatory frameworks to create a conducive environment for sustainable development of animal resources improved.

- Support the development/ strengthening of regulatory frameworks and strategies to support private sector engagement for the development of animal resources
- Support the development of continental and regional strategies to support private sector engagement for the sustainable AR development and resilient and climate-smart AR systems.

3.5 Strategic Objective 5: Knowledge Management, Information, communication and Advocacy



3.5.1 Objective: *To improve the generation, dissemination and utilization of knowledge for sustainable animal resources development.*

3.5.2 Context

Many African countries lack research programs that aim to understand the challenges facing the animal resources sector or programs to develop innovative technologies to enhance its performance. Most countries also lack the infrastructure needed to adopt new technologies. In addition, there is lack of adequate data as well as weak capacity to generate data to support decision making. The data, where generated are often inconsistent and from diverse sources. Effective use of the data is hampered

by inconsistent or weak approaches for dissemination of information inadequate communication between different stakeholders, and poor capacity to interpret and use the data and information for sector management and development. Furthermore, there is a disconnect between data and policy formulation that often leads to disproportionate or inappropriate decisions and policies in addition to the lack of coherence between policies at different government levels.

The main focus of this strategic objective is to improve the capacity for adaptive research in animal resources; acquisition, interpretation, documentation, sharing and utilization of scientific knowledge and innovation to enable informed decision making. The KRAs aim to support initiatives for improved data generation and information sharing in all MSs and RECs. They also aim to enhance the involvement of all relevant stakeholders in effective and results oriented decision making and coherent policy formulation in order to enhance the sustainable animal resource development and utilization for the wellbeing of African citizens.

3.5.3 Challenges

- Lack of or inadequate adaptive research aimed at ameliorating challenges and improving productivity of the AR sector
- Lack of adoption and/or implementation of relevant research findings (technologies and innovations)
- Inadequate capacity to generate appropriate information that can support rational (evidence-based) decision making
- Weak information and communication networking
- Disconnect between information and policy and regulations
- Lack of policy coherence as a result of information and communication gaps

3.5.4 Opportunities:

- Political mandate for AU-IBAR to strengthen information and knowledge management across the continent and convene high level policy fora

- Existence of a wide range of research Institutions, Universities and vocational training Institutions – with near adequate manpower/human resource capacities
- Existence of technical, communication and information networks at regional and MSs levels
- Existence of ARIS as a continental and interoperable information system that is cascaded to the regional, MSs and sub-national level
- Existence of functional electronic and web-based system(s) and tools for information dissemination and publications at AU-IBAR and some regional bodies
- Existence of mandated Regional and national policy organs and Institutional structures

3.5.5 Value proposition of AU-IBAR

Considering its niche and experience in coordinating initiatives dealing with knowledge management as a tool for supporting animal resources' policy making in Africa, AU-IBAR's approach to ameliorating some of the challenges and harnessing the opportunities includes:

- Strengthening the continental capacity for appropriate and adaptive research.
- Promoting and facilitating strong linkages between science, sound decision making, coherent policies and regulations.
- Improving data generation and information sharing to enhance communication and networking between different categories of stakeholders.

3.5.6 Outcome:

- Enhanced knowledge generation and utilization for animal resource development

3.5.7 Key Result Areas, Strategies and activities

KRA 5.1 Level of education and skills of African citizens in generation of knowledge, and adoption of technology and innovation (in Animal Resource) at the RECs and Member States enhanced

- Support Universities and research institutions, research-based NGOs and other organizations to

- generate new technologies or scientific innovations for animal resources development
- Support training of relevant stakeholders at MSs on new technologies and skills
- Develop strategies for Advocacy and conduct awareness campaigns to facilitate adoption of new technologies by MSs

KRA 5.2. Information and reporting systems (e.g. ARIS) at national, regional and global level and networking/information sharing (e.g. interoperability), community of practice (e.g. forums, networks and portals) strengthened

- Maintain a continental Information system and support other regional information systems (IS), forums, platforms and Networks to enhance communication and information sharing for AR development
- Support the development, maintenance and utilization of a functioning information and reporting system at continental, regional, national and sub-national levels
- Facilitate the establishment of Communities of practice (forums, platforms, networks and portals) to enhance information sharing
- Support linkages and data sharing between existing information systems (interoperability) in Africa

KRA 5.3. Effective and functional documentation, communication and outreach systems enhanced

- Establish and maintain an e-library that will be accessible on-line and shall promote the publication of various categories of information dissemination tools and mechanisms to support knowledge sharing.
- Create a functional e-library at AU-IBAR that can be accessed and used by relevant stakeholders across the continent
- Strengthen publications and outreach initiatives at AU-IBAR (Newsletter, PARYB, Bulletin, Policy briefs, advocacy papers etc.) as tools for knowledge sharing, information dissemination and general support to policy making and advocacy for investment in the sector

- Support the strengthening and development of websites and portals for information sharing at continental, regional and national levels
- Facilitate and/or support relevant publications on animal resources at regional and national levels

KRA 5.4. Policies/resolutions developed and legislation reviewed by MS and RECs based on research knowledge and analyses provided by established information sharing and communication systems

- Establish information sharing and communication systems to support the formulation of appropriate policies and resolutions by MS and RECs
- Support established information sharing and communication systems to provide research knowledge and analyses for Legislation review by MS and RECs based
- Support review of relevant legislation and formulation of policies and legislation
- Promote policy coherence and rational decision making for animal resources development in Africa

KRA 5.5 Mechanisms that enhance capacity for knowledge and data generation and management to strengthen evidence-based planning of the animal resources sector.

- Support the creation of knowledge base systems and sharing platforms and networks for data generation, analysis and interpretation
- Support data generation networks at RECs, MSs and other organizations or groups of stakeholders
- Support the creation of knowledge base systems at regional and national levels capable of training of RECs, MSs and other organizations on learning, sharing, knowledge management & dissemination

3.6 Key Results Framework (KRF)

3.6.1 Milestone Indicators

Table 3.1: Outcomes and Milestone indicators

Strategic Objectives	Outcomes	The Mile stone indicators showing Progress towards the strategic objectives
SO1: human and institutional capacity utilization and strengthening	<ul style="list-style-type: none"> • Revitalized and strengthened animal resource institutions (public, private sector and other stakeholders' organizations) at national, regional and continental levels • Improved human resource deployment and utilization at regional and continental levels • Promoted mobility of professionals in animal resources between Member States. • Enhanced capacities of RECs to develop and implement mechanisms to facilitate animal resource movement and trade • Enhanced support for implementation of the CFTA agreement 	<ul style="list-style-type: none"> • Availability of skilled staff to plan and implement evidence-based AR interventions at national level • National animal resource institutions (public, private, stakeholders') with capacities to plan and implement evidence-based AR interventions • RECs and other regional Institutions/ bodies with capacity to plan and support implementation of AR policies/ strategies at regional level • Pan-African Institutions with capacity to plan and support implementation and coordination of AR policies/strategies • RECs and MSs capable of benefiting from the CFTA dimension in developing, coordinating, harmonizing and enforcing SPS and other standards governing trade of animal commodities to facilitate inter-African trade.
SO 2: promoting policy development and coherence for the development of ARs in Africa	<ul style="list-style-type: none"> • Increased public investment in ARs and enhanced private sector productivity and competitiveness 	<ul style="list-style-type: none"> • New policy platforms (pastoralism, feed resources and wildlife-livestock ecosystems),

Strategic Objectives	Outcomes	The Mile stone indicators showing Progress towards the strategic objectives
	<ul style="list-style-type: none"> • Enabling legal and regulatory frameworks to empower and enhance women and youth participation in animal resources value chains development promoted 	<ul style="list-style-type: none"> • Improved governance of natural resources use and conservation especially in the pastoral and border conflict areas • improved policy, legal and regulatory environment for AR development • Peer review mechanism on AR policies • Capacity at continental, regional and National levels to undertake Legislation gap identification and legislation review and harmonisation • MSs institutions with capacity to formulate and implement evidence-based AR policies, strategies and legislations
SO3: coordination, participation and Africa Voice	<ul style="list-style-type: none"> • Enhanced coordination of animal resources and NRs and development initiatives among MSs, RECs and partners. 	<ul style="list-style-type: none"> • Extent of institutional arrangements supporting coordination, partnership, participation and Africa Voice initiatives at RECS and MSs levels
	<ul style="list-style-type: none"> • Agreements and standards that are responsive to Africa's Stakeholders' needs and aspirations in place; • Enhanced partnership between public and private sectors; • Enhanced participation of Women and youth in AR development; • Improved policies on inclusive participation and partnerships in AR development; 	<ul style="list-style-type: none"> • Quality and usefulness of youth and women networks at all levels • Extent of cooperation among stakeholders along AR value chains; • Standard, usefulness and extent of inclusion of Africa Voice and common positions at all levels • Level of investment investments by public and private sectors along the AR value chains;

Strategic Objectives	Outcomes	The Mile stone indicators showing Progress towards the strategic objectives
		<ul style="list-style-type: none"> Enhanced institutional mechanisms for coordination, participation and partnership;
SO4: Active private sector engagements	<ul style="list-style-type: none"> Increased investment in animal resource management and utilization for improved livelihoods Enhanced support for implementation of the CFTA agreement 	<ul style="list-style-type: none"> Progress in regional market for vital animal resources inputs Percentage of national /regional food (livestock, fisheries) requirement supplied from locally/ regionally produced and processed food products and commodities Measure of national services (e.g. vaccination, artificial insemination, census) provided by the private sector Harmonization of competition rules Level of private sector investment in Animal Resources Value Chains Institutional capacity to promote AR entrepreneurship and SME Policies and strategies and regulatory frameworks to support Regional and continental ARVC Level of support to traders within the framework of CFTA for protection of spread of Animal diseases and support to the development and improvement of animal commodity value chains
SO5: knowledge management, information, communication & advocacy	<ul style="list-style-type: none"> Enhanced knowledge generation and utilization for animal resources development 	<ul style="list-style-type: none"> Effective and functional communication, documentation and reporting systems

Strategic Objectives	Outcomes	The Mile stone indicators showing Progress towards the strategic objectives
		<ul style="list-style-type: none"> • Smart technologies adapted to climate variability and change/ reflected in decrease in disease and feed emergencies • Outreach of the AU-IBAR ICT networks (e.g. ARIS) and degree of information sharing among MS and RECs institutions • policies/resolutions developed/ reviewed by MS and RECs based on research knowledge/analyses provided by established information sharing systems • Smart and creative resource mobilization strategies implemented

3.6.2 Alignment of the strategic objectives with the global and continental initiatives

Table 3.2: Alignment of the strategic objectives with the global and continental initiatives

SO1: HUMAN AND INSTITUTIONAL CAPACITY UTILIZATION AND STRENGTHENING

SDG	Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Statistical capacity building for SDGs Goal 5: Achieve gender equality and empower all women and girls
AU Agenda 2063	Goal 02: Well educated citizens and a skills revolution underpinned by science, technology and innovation Goal 12: Capable institutions and transformative leadership in place Goal 18: Engage and Empower Youth and Children
Malabo Declaration	Commitment 1: Recommitment to the principles and Values of the CAADP process Commitment 7: Mutual Accountability to Actions and Results

AUC Strategic Pillars 2014-2017	1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation & Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication
DREA Priorities 2014- 2017	1. Expand Agricultural production, 2. enhance agribusiness 3. Strengthen policies, processes and infrastructure for market access and trade in agricultural products promoted. 4. Implementation of Priority programmes on Environment and Natural Resources
PFRSFAA Policy Pillars	<ul style="list-style-type: none"> • Policy Area 6: Awareness enhancing and human-capacity development • Cross-cutting Policy Pillar on gender and youth development • Policy pillar 2 on promoting sustainable small-scale fisheries development
LiDeSA Sos	SO3: Enhance innovation, generation and utilization of technologies, capacities and entrepreneurship skills of value chain actors

STRATEGIC OBJECTIVE 2: PROMOTING POLICY DEVELOPMENT AND COHERENCE FOR THE DEVELOPMENT OF ARS IN AFRICA

SDG	<p>Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <p>Goal 17: Enhance policy coherence for sustainable development</p>
AU Agenda 2063	Goal 7: Environmentally sustainable and climate resilient economies and communities
Malabo Declaration	<p>Commitment 3: Commitment to zero hunger through doubled production and improved nutrition</p> <p>Commitment 6: Enhancing Resilience of livelihoods and production systems to climate variability and other risks</p>
AUC Strategic Pillars 2014-2017	1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation & Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication
DREA Priorities 2014- 2017	1. Expand Agricultural production, 2. enhance agribusiness 3. Strengthen policies, processes and infrastructure for market access and trade in agricultural products promoted. 4. Implementation of Priority programmes on Environment and Natural Resources

PFRSFAA Policy Pillars	<ul style="list-style-type: none"> • Policy Area 1: Conservation and sustainable fisheries and aquaculture resource use; • Policy Pillar 7 on high seas fisheries
LiDeSA Sos	SO3: Enhance innovation, generation and utilization of technologies, capacities and entrepreneurship skills of value chain actors

STRATEGIC OBJECTIVE 2: PROMOTING POLICY DEVELOPMENT AND COHERENCE FOR THE DEVELOPMENT OF ARS IN AFRICA

SDG	<p>Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <p>Goal 17: Enhance policy coherence for sustainable development</p>
AU Agenda 2063	Goal 7: Environmentally sustainable and climate resilient economies and communities
Malabo Declaration	<p>Commitment 3: Commitment to zero hunger through doubled production and improved nutrition</p> <p>Commitment 6: Enhancing Resilience of livelihoods and production systems to climate variability and other risks</p>
AUC Strategic Pillars 2014-2017	1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation & Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication
DREA Priorities 2014- 2017	1. Expand Agricultural production, 2. enhance agribusiness 3. Strengthen policies, processes and infrastructure for market access and trade in agricultural products promoted. 4. Implementation of Priority programmes on Environment and Natural Resources
PFRSFAA Policy Pillars	<ul style="list-style-type: none"> • Policy Area 1: Conservation and sustainable fisheries and aquaculture resource use; • Policy Pillar 7 on high seas fisheries

LiDeSA Sos	<p>SO1: Attract public and private sector investments along the different livestock value chains</p> <ul style="list-style-type: none"> develop and implement policies that safeguard public goods against negative externalities <p>SO2.3.4. revitalization of policies and systems for research and development of feeds</p>
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STRATEGIC OBJECTIVE 2: PROMOTING POLICY DEVELOPMENT AND COHERENCE FOR THE DEVELOPMENT OF ARS IN AFRICA

SDG	<p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>
AU Agenda 2063	<p>Goal 12: Capable institutions and transformative leadership in place</p> <p>Goal 18: Engaged and Empowered Youth and Children</p>
Malabo Declaration	<p>Commitment 5: Boosting Intra-African Trade in Agricultural Commodities and services</p> <p>Commitment 6: Enhancing Resilience of livelihoods and production systems to climate variability and other risks</p>
AUC Strategic Pillars 2014-2017	<p>1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation & Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication</p>
DREA Priorities 2014- 2017	<p>Commitment 5: Boosting Intra-African Trade in Agricultural Commodities and services</p> <p>Commitment 7: Mutual Accountability to Actions and Results</p>
PFRSFAA Policy Pillars	<p>Policy Area 6: Awareness enhancing and human-capacity development</p>
LiDeSA Sos	<p>SO 2.2.5 Develop and support inclusive community-public-private partnerships and business models for generation, implementation and delivery of appropriate genetic resources</p>

STRATEGIC OBJECTIVE 4: ACTIVE PRIVATE SECTOR ENGAGEMENTS

SDG	SDG 12: Ensure sustainable consumption and production patterns
AU Agenda 2063	Goal 5: Modern Agriculture for increased productivity and production and value addition
Malabo Declaration	<p>Commitment 2: Enhancing Investment Finance in Agriculture</p> <p>Commitment 3: Ending Hunger by 2025</p> <p>Commitment 4: Reducing poverty by half by the year 2025 through inclusive Agricultural Growth and Transformation</p> <p>Commitment 5: Boosting Intra-African Trade in Agricultural Commodities and services</p> <p>Commitment 6: Enhancing Resilience of livelihoods and production systems to climate variability and other risks</p>
AUC Strategic Pillars 2014-2017	I. Social, Economic & Human Development
DREA Priorities 2014- 2017	1. Expand Agricultural production, 2. Enhance agribusiness 3. Strengthen policies, processes and infrastructure for market access and trade in agricultural products promoted. 4. Implementation of Priority programmes on Environment and Natural Resources
PFRSFAA Policy Pillars	<ul style="list-style-type: none"> • Policy Pillar 4. on enhancing trade and marketing • Cross-cutting Policy Arena: Private Sector Investments & Financing Mechanisms for Fisheries and Aquaculture in Africa • Policy pillar 3. Promote market-led aquaculture production
LiDeSA Sos	<p>SO 2.2.5 Develop and support inclusive community-public-private partnerships and business models for generation, implementation and delivery of appropriate genetic resources</p> <p>SO4: enhance access to market, services and value addition</p>

STRATEGIC OBJECTIVE 5: KNOWLEDGE MANAGEMENT, INFORMATION, COMMUNICATION & ADVOCACY

SDG	SDG 5 Focus on Gender Equality and Empowerment of Women and Girls
AU Agenda 2063	Goal 2: Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation
Malabo Declaration	Commitment 7: Mutual Accountability to Actions and Results Develop mechanisms that enhance Africa’s capacity for knowledge and data generation and management to strengthen evidence-based planning and accountability for results
AUC Strategic Pillars 2014-2017	1. Peace & Security 2. Social, Economic & Human Development 3. Integration, Cooperation & Partnerships 4. Shared Values 5. Institutions, Capacity Building and Communication
DREA Priorities 2014- 2017	Expand Agricultural production, 2. enhance agribusiness 3. Strengthen policies, processes and infrastructure for market access and trade in agricultural products promoted. 4. Implementation of Priority programmes on Environment and Natural Resources
PFRSFAA Policy Pillars	<ul style="list-style-type: none"> • Policy Area 6: Awareness enhancing and human-capacity development; • Cross-cutting policy arena: Gender and Youth development • Policy Pillar 2 on promoting sustainable small-scale fisheries development
LiDeSA Sos	<p>SO2.1. Strengthen Animal Health data and information systems</p> <p>SO3: Enhance innovation, generation and utilization of technologies, capacities and entrepreneurship skills of value chain actors</p> <p>SO3.1 Disseminate and promote appropriate technologies through extension services</p>

CHAPTER 4: IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING OF AU-IBAR SP 2018-2023

4.1 Implementation Framework for Strategic Plan 2018-2023 M&E System

The development of the animal resources sector in Africa is the responsibility of all stakeholders, including AU-IBAR, RECs, MSs and others. Although AU-IBAR mainly focuses on actions at continental level, it also implements specific actions at regional and national levels in collaboration with RECs and MSs, strategic partners and other key stakeholders including NGOs, the private sector and CSOs. As in the past, the day to day implementation of the Strategic Plan will be coordinated by AU-IBAR with inputs from the stakeholders. The input from the various stakeholder levels will depend on where each is during the processes of development and implementation of the projects/programmes that address the Strategic Objectives of this Strategic Plan.

The implementation framework for monitoring the Strategic plan describes how AU-IBAR, with support from its stakeholders and partners, will execute activities in order to achieve the Objectives of this Strategic Plan, the envisaged outcomes and KRAs (Outputs) and the milestone indicators and targets that guide the tracking of results. This framework will fit within AU-IBAR's mandate, vision, mission, and institutional values.

In line with its mandate, AU-IBAR will play a pivotal role in the conception and development of Strategic programmes and projects through advocacy, provision of technical assistance, and the use of its convening power to support policy dialogue and engagement at continental level. AU-IBAR will also be responsible for providing regular progress reports on the implementation to key stakeholders. The main contribution of the Regional Economic Communities (RECs) to the Strategic Plan will be the identification of regional priorities in close consultation with Member States. The

RECs will also play a key role in coordinating and providing technical backstopping to implementation at Member States level and will support regular reporting during the implementation of regional programmes. On the other hand, the Member States will work closely with AU-IBAR and RECs to integrate continental and regional policy and strategy frameworks into national development plans. The MSs will also be responsible for providing regular progress reports on the implementation of National Programmes

Given that the Strategic Plan is a six-year plan and that the institution has limited resources, elements of the plan will be prioritized over the life of the Strategic Plan. The Strategic Plan's management team will identify, agree and communicate the specific objectives within the Strategic Plan that will be targeted as priorities for the coming year. These "annual priorities" will guide in the formulation and implementation of projects for the year.

4.2 Key factors for effective SP 2018-2023 M & E systems

In order to operationalize and manage the M&E System in an effective manner, the following need to be established

4.2.1 Adequate human and financial resources allocated for the M&E Systems

4.2.2 Comprehensive Capacity Building Plans (CBPs) in the following areas:

- Individual skills development: Establish and train an M & E resource pool at AU-IBAR Level (a team of M&E focal points)
- Organizational development: Train M & E resource pools to identify skilled staff who can train and coach their colleagues on a regular basis
- Institutional learning: Develop and support regular peer review processes/mechanisms between AU-IBAR and the Strategic Policy, Planning, Monitoring & Evaluation, and Resource Mobilization (SPPMERM) Directorate of the AUC

4.2.3 Developing a risk management system

This will entail the analysis and monitoring of the following risk factors that have the potential of preventing SP 2018-2018 projects/programmes from reaching their objectives:

- Internal factors: poor planning (lack of staff, lack of funding, bad problem analysis, insufficient stakeholder analysis, lack of adequate stakeholder awareness and ownership) and/or organizational issues (lack of commitment, poor management, lack of a robust M & E system, etc.)
- External factors: everything in the Political, Economic, Social, Technological and Ecological environment that might affect AU-IBAR projects/programmes.

4.3 Monitoring, Evaluation and reporting

4.3.1 Monitoring and Evaluation

The M&E Framework for the SP 2018-2023 will play two critical roles as a tool for quality assurance and a tool for learning and knowledge management. The Framework will (i) ensure timely/result based quantitative and qualitative reporting and tracking mechanisms for disbursement, use of programme/project funds, and measurement of intended outcomes and impacts for beneficiaries and results tracking; and (ii) improve decision making, knowledge management and for learning and sharing experiences and lessons.

4.3.2 Key actors/respective responsibilities

The M&E Framework for the Strategic Plan 2018-2023 will be supported by the overall AU-IBAR M&E Team. An AU-IBAR M&E working group will be established from representatives of the key-actors detailed in the table below. The objectives of the AU-IBAR M&E working group will be to have a unified standardized AU-IBAR M&E system. The M&E Team will be assisted by programme unit heads and programmes/projects' Coordinators and other key actors in coordinating periodic data collection, processing and reporting on all projects and programmes against their associated performance indicators and targets. The AU-IBAR Knowledge Management team will manage and

communicate information critical to the functioning of the system

M&E Focal Points (FPs) will be established at Member States level, to: (i) assist in the collection of data in the appropriate format; (ii) oversee the generation of relevant M&E information at the Member States level, and; (iii) undertake data quality control prior to submission to the AU-IBAR M&E team. The M&E team at the Regional Economic Communities (RECs) level will oversee the M&E activities and augment data quality control through scheduled field visits to programmes and projects implementation locations.

Table 4.1: Summary of Key Actors of the M&E Framework and their respective responsibilities

Level	Key Actor(s)	Responsibilities
Continental	<ul style="list-style-type: none"> AUC-SPPMERM, DREA AU-IBAR headquarters Donor partners 	<ul style="list-style-type: none"> Overall management of M&E System Elaboration /monitoring of Strategic Plan, PPM and AWPB Review and approval of annual M&E plan and budget Management of data collection Data quality assurance Data processing and analysis Communication, reporting and dissemination
Regional Economic groupings e.g. CAADP,	<ul style="list-style-type: none"> RECs AU-IBAR regional offices Donor partners 	<ul style="list-style-type: none"> Data quality assurance Oversee regional level data collection and management Facilitation of participatory M&E
National	<ul style="list-style-type: none"> Member states AU-IBAR line ministries M & E Focal Points 	<ul style="list-style-type: none"> Data quality assurance Oversee national district levels data collection and management Facilitation of participatory M&E

4.3.3 Results based Reporting

A unified results-based monitoring and evaluation framework (RBMEF) will be established to facilitate assessment of the progress in implementing the programmes and projects developed to realize the Strategic Objectives of the Strategic Plan 2018-2023. This framework will serve as a foundation of

knowledge enriched by a flow of the quarterly and annual progress reports to be submitted from MSs, RECs and other key implementing partners of AU-IBAR programmes and projects, specifically analyzing the extent of achievement of the targeted Outcomes and KRAs and the extent of meeting the anticipated milestone indicators. In addition, the Framework will promote greater transparency and accountability within AU-IBAR and with stakeholders and partners; and also serve as a tool for prioritization, planning and budgeting for allocation of further resources.

The performance indicators and targets of the AU-IBAR Strategic Plan 2018-2023 are designed to link to those of the AUC planning frameworks. The information and knowledge from the implementation of the Strategic Plan 2018-2023 projects and programmes will strategically and institutionally contribute to the 2018 – 2023 DREA Strategic Plan which operationalizes the AUC's 2018 – 2023 Medium Term Plan (MTP) of Agenda 2063's first ten year Implementation Plan 2014 - 2023. Consequently, the flow of knowledge and information will be managed and streamlined through the AU-IBAR Knowledge Management System and its operational tool, ARIS. This will feed (after a periodic consolidation and assessment of the progress reports by an AU-IBAR cross-thematic units reporting taskforce) into the African Monitoring, Evaluation and Reporting Tool (AMERT) that the AUC uses to track implementation of its MTP.

4.3.4 Periodic Monitoring, evaluation and reporting

Periodic monitoring and assessment will be conducted in order to examine the performance of the Strategic Plan 2018-2023. Mid-Term and End-Term Evaluations will be carried out to measure progress made towards attainment of the expected outputs and outcomes through the defined milestone indicators spelt out in the M & E Framework. A combination of **Qualitative** (to measure change from the stakeholder's perception) and **Quantitative** (evaluation of the performance, benefits, efficiency and cost of the projects/programmes developed during Strategic Plan 2018-2023) approaches for evaluation will be followed. The evaluations will assess performance (relevance, effectiveness, efficiency, impact) of the Strategic Plan 2018-2023 towards the Sustainable Development of the African animal resources.

The evaluations will focus on the stakeholder perceptions, observations as well as how the stakeholders interpret progress in achieving the objectives of the Strategic Plan 2018-2023 through projects and programmes developed and implemented between 2018 and 2023. Such qualitative and quantitative results will be obtained from questionnaires, panel-type discussion sessions with the stakeholders and surveys that measure the progress from the baseline information that defined the initial conditions prior to programme implementation.

The Mid-term evaluation will aim to assessing the progress realized mid-way through the development and implementation of the 2018-2023 Strategic Plan, and sharing the findings with management, partners and stakeholders for remedial actions, especially in relation to gaps needed to be filled by newly funded projects and programmes. This will be carried out between the 2nd and 3rd quarters of 2020

The Final-Evaluation will be carried out in the 3rd and 4th quarters of 2023. The focus of the evaluation will be to identify “changes” that are expected to have taken place because of the implementation of the Strategic Plan 2018-2023, thus giving emphasis to “effectiveness” of the Strategic Plan by focusing on the priority and important outcomes. The final evaluation will be structured around two broad questions: What difference has the Strategic Plan 2018-2023 made to sustainable and accelerated development of the Animal Resources in Africa? What are the contributions of the projects and programmes coordinated/ convened by AUIBAR during the implementation of the Strategic Plan 2018 -2023?

4.4 Evaluation Criteria

Developing the evaluation criteria for the Strategic Plan 2018-2023 will be informed by the criteria used by AUC, FAO, IFAD, OECD/DC, AfDB and other accredited institutions as relevant to the AU-IBAR mission and mandate. These combined criteria will allow the systematic and objective

assessment of the AU-IBAR Strategic Plan 2018-2023 design, implementation and results.

The evaluation will be structured around two broad questions:

- *What difference has the SP 2018-2023 made to sustainable and accelerated development of the Animal Resources in Africa?*
- *What are the specific contributions of the SP to the changes (outcomes) that took place at MSs, RECs and AU- IBAR levels between 2018 and 2023?*

The evaluation criteria are defined below:

» **Relevance:**

The aim is to assess the extent to which the objectives of the AU-IBAR Strategic Plan 2018-2023 are consistent with the beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. The following questions will guide this criterion:

- To what extent is the Strategic Plan 2018-2023 a vital instrument capable of enhancing AU-IBAR's capacity to support the MSs to achieve resilience of livelihoods, poverty reduction food and nutrition security within the framework of the Malabo commitments, DREA Strategic Plan which operationalizes the AUC's 2018 – 2023 Medium Term Plan (MTP) of Agenda 2063's first ten year Implementation Plan 2014 – 2023.
- To what extent does the Strategic Plan 2018-2023, through its four SOs, address the needs of the animal resources' sector development in the MSs?
- Is the Strategic Plan 2018-2023 focusing on the most appropriate activities?
- To what extent, of visibility and perseverance, is AU-IBAR delivering Strategic Plan 2018-2023 outcomes at RECs and MS levels?

» **Effectiveness:**

The aim is to assess the extent to which the SOs of the AU-IBAR Strategic Plan 2018-2023 were achieved (or are expected to be achieved) taking into account their relative importance. The assessment will be based on the following major effectiveness categories (strategic; governance; Learning & Sharing, Knowledge Management, Communication and Advocacy; partnership sustainability). The following

(sample) questions will guide this criterion:

Strategy:

- Has AU-IBAR been strategically effective in addressing the most acute and structurally important challenges and opportunities in the areas of its mandates through the implementation of the SP 2018-2023?
- Has AU-IBAR become strategically effective in addressing the major challenges and opportunities identified in the SP 2018-2023?
- Are AU-IBAR's Strategic Plan 2018-2023 SOs aligned with relevant continental, regional and national strategies, policies, and initiatives?
- Are the proposed Outcomes and Impacts (solutions) of the Key Result Areas (KRAs) achievable and likely to be effective?

Governance:

- To what extent did the governance structure facilitate the strategic implementation of the Strategic Plan 2018-2023 in an effective manner?
- To what extent are the AU-IBAR Advisory Committee, Regional Advisory Committees (RAC) and the various Projects Management Committees (PMC) involved in the decision-making, coordination and implementation processes?

Learning and Sharing, Knowledge Management, Communication and Advocacy:

- Was the communication strategy functional, linked to learning, knowledge sharing and well organized and did it promote AU-IBAR's visibility?
- To what extent is the communication with the participating partners effective? Are there clear lines of communication among participating partners?
- To what extent did the Strategic Plan 2018-2023 contribute to the expansion of sharing and learning of knowledge at the national, regional and continental levels?
- What are the lessons learned during the implementation of the Strategic Plan, especially at the policy level?

Partnerships and Coordination:

Geographically, AU-IBAR operates from a head office in Nairobi and it has representation in all RECs, through which AU-IBAR services reach MSs.

- To what extent were the institutional/operational arrangement of working with the MSs through the RECs expected to enhance the effectiveness of coordination among the stakeholders?
- To what extent did Strategic Plan 2018 -2023 contribute to AU-IBAR's capacity to influence the positions and decisions of partners (RECs, MSs, DPs, etc.) in issues of poverty reduction, food security and nutrition, trade, gender balance, resilience, and youth employment?

Sustainability:

Evaluating sustainability consists in assessing whether it is possible to highlight the continuation of benefits from the implementation of the AU-IBAR Strategic Plan 2018-2023 and in assessing the probability of continued long-term benefits and resilience to risk.

- To what extent would the benefits of the Strategic Plan 2018-2023 continue to impact on AU-IBAR's targeted beneficiaries? Is there an exit strategy for some of the functions supported by current projects?
- The extent to which implementation of the Strategic Plan contributed to capacity development and poverty reduction

» Efficiency:

Evaluating efficiency consists in assessing how resources/inputs (funds, expertise, time, etc.) are converted to results.

- To what extent have the Strategic Plan 2018-2023 results been achieved at RECs and MSs levels in the most cost-effective way?
- To what extent were the funds optimally used at AU-IBAR and MSs levels because of implementation of Strategic Plan 2018-2023?
- What were AU-IBAR Programmes/project design constraints that reduced the benefit to the

MSs and the RECs?

- To what extent did the implementation of Strategic Plan 2018-2023 lead to enhanced professional and leadership capacities of the AU-IBAR human resources?

» Impact:

Evaluating impact means assessing the level of positive and negative, primary and secondary long-term effects produced by the implementation of the AU-IBAR Strategic Plan 2018-2023, directly or indirectly, intended or unintended.

- What key tangible results (outputs and outcomes) has the SP 2018-2023 achieved?
- What is the impact of the SP 2018-2023 on the performance of AU-IBAR?



LIMA

ANNEXES

ANNEXES

Annex I: Indicator Tracking Table

SOI: HUMAN AND INSTITUTIONAL CAPACITY UTILISATION AND STRENGTHENING

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA 1.1 Capacities of national animal resource institutions (public, private, stakeholders') revitalized and strengthened	# of MS that have attained level 3 on the PVS tool (improved and enabling policy, legal and regulatory frameworks)	3	6	10	PVS assessments reports / AU-IBAR reports
	# of MS with animal resources mainstreamed in NAIPs		45	55	CAADP annual Implementation reports/ NAIPs/ National line Ministry reports/AU-IBAR reports.
	# of MS supported to improve core critical competencies in animal resources development	41	47	55	AU-IBAR Animal Resources Yearbook/AU-IBAR reports.
KRA 1.2 Animal resource capacities of RECs and other regional institutions/bodies strengthened	# of RECs supported to improve animal resources policy, legal and regulatory frameworks	4	6	8	Revised regional policies and legal frameworks/ RECs reports/AU-IBAR reports
	# of RECs with animal resources mainstreamed in RAIPs	4	6	8	RAIPs including animal resources / RECs /reports/AU-IBAR reports/CAADP annual implementation reports
	# of Regions with functional and improved animal resource institutions (e.g. Ondesterpoort, Morocco, BeCA-Hub etc.)	1	3	5	Functional animal resource institution serving regions/ RECs reports/AU-IBAR reports/Regional support institutional reports.

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA 1.3 Capacity for pan-African coordination of animal resources initiatives enhanced	# of youth and women networks trained/ supported to participate in animal resource value chains	0	3	5	IBAR reports
	Percentage increase of youth and women engaged in new job opportunities in generated in AU-IBAR supported animal resources value chains	3	10	20	Animal resources projects implemented in MS/ Project Reports/Line Ministries reports /AU-IBAR reports
	# of RECs and Member States developing and implementing AfCTA related mechanisms for facilitating free trade and movement of animal resources within Africa	20 MS 2 RECs	30 MS 4 RECs	55 MS 8 RECs	Agreements on trade and movement of animal resources within regions of Africa/ AU-IBAR reports/ RECs reports/MS Line Ministry reports

SO 2: PROMOTING POLICY DEVELOPMENT AND COHERENCE FOR THE DEVELOPMENT OF ANIMAL RESOURCES IN AFRICA

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA2.1: Policy development at national and regional levels supported	# of policy platforms established and operational	20	50	75	AU-IBAR annual reports
	# of MS and RECs with policy/strategy assessed	0	35	60	AU-IBAR annual reports
	# of MS and RECs supported revise/ update animal resources policies	10	20	30	AU-IBAR annual reports
	# of national task forces supported to review and update legislation	0	15	30	AU-IBAR annual reports
	# of continental policy frameworks developed / updated	0	1	3	AU-IBAR annual reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
	# of regional policy frameworks developed / updated	0	2	5	AU-IBAR annual reports

SO3. COORDINATION, PARTICIPATION AND THE AFRICAN VOICE

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA 3.1: Institutional arrangements to support coordination, partnership, participation and the African Voice on Animal and Natural Resources at MSs, RECs and IBAR strengthened	# of institutional arrangements to support coordination, partnership, participation and the African Voice on Animal and Natural Resources with MS, RECs and Partners assessed	0	20	50	Support/Record of support, Agreement documents / Sub-delegation documents / AU-IBAR Reports
	# of new institutional arrangements to support coordination, partnership, participation and the African Voice on Animal and Natural Resources signed with MS, RECs and Partners	0	10	25	Record of support / Agreement documents / Sub-delegation documents / AU-IBAR Reports
	# of coordination mechanisms to support coordination, partnership, participation and the African Voice on Animal and Natural Resources established and supported at regional and continental levels	4	6	8	Documents of the established platform/ mechanisms/ AU-IBAR Reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
	# of technical networks to support coordination, partnership, participation and the African Voice on Animal and Natural Resources strengthened and supported at regional and continental levels	4	7	10	Meeting reports/ AU-IBAR Reports
	# of Regional Animal Health Centres to support coordination, partnership, participation and the African Voice on Animal and Natural Resources established and supported	0	2	3	Host agreement documents AU-IBAR Reports
KRA3.2: Partnerships and inclusive participation arrangements promoted and enhanced	# of new partners engaged at regional and continental levels	2	5	5	MoUs, Agreement letters/ AU-IBAR Reports
	# of PPPs in Animal and Natural Resources development assessed	0	1	2	Assessment report AU-IBAR Reports
	Guidelines of PPP published and disseminated	0	1	1	PPPs guideline document AU-IBAR Reports
	# of PPPs initiatives promoted and supported through various mechanisms including training, incubation and financing.	0	5	10	AU-IBAR Reports
	# of specialized technical working groups on any emerging and re-emerging issues related to Animal and Natural Resources facilitated	0	1	3	AU-IBAR Reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA3.3: The African Voice on Animal and Natural Resources issues at all levels (Continental, Regional, and National) enhanced;	Capacity of Standards and Trade secretariat strengthened	1	2	4	Recruited staff contract Consultancy report AU-IBAR Reports
	# Policy, strategies formulation and decision-making processes on the African common voice on Animal and Natural Resources issues by RECs supported	0	4	7	Policy documents/meeting Reports AU-IBAR Reports
	# Policy, strategies formulation and decision-making processes on the African common voice on Animal and Natural Resources issues by MSs supported	0	20	40	Policy documents/meeting Reports AU-IBAR Reports
	# of guidelines on common position /African voice developed and promoted	2	7	10	Meetings report Guideline published and disseminated AU-IBAR Reports
	# of initiatives focusing on Common position/African Voice	3	10	25	Meeting reports and other related documents AU-IBAR Reports
	# of MSs supported on AR and NR key stakeholders on common position/African Voice	5	25	50	Training/meeting reports AU-IBAR Reports
	# of RECs supported on AR and NR key stakeholders on common position/African Voice	1	5	7	Meeting reports AU-IBAR Reports
KRA3.4 Innovative investment mechanisms in ARs and NRs promoted and enhanced.	# of assessments of investments by PPPs on AR along the value chain	0	5	7	Consultancies reports/ meeting reports/ assessment document AU-IBAR Reports
	# of assessments of investments by PPPs on NR along the value chain	0	5	10	Consultancies reports/ meeting reports/ assessment document / AU-IBAR Reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
	# of policies, strategies and frameworks developed to promote enabling environment to attract private sector investment in AR and NR.	0	3	5	Policies and strategies/ framework documents/ meeting reports / AU-IBAR Reports
	# of innovative funding mechanisms (e.g. Guarantee funds) to promote youth and women entrepreneurship in AR and NR established	0	3	5	Meeting reports/ agreements / AU-IBAR Reports

SO4: ACTIVE PRIVATE SECTOR ENGAGEMENT

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA 4.1. Entrepreneurship and SMEs in the animal resource sector supported	# of regional guidelines and business standards adopted	0	2	5	Regional guidelines and standards / AU-IBAR Reports
	# of incubation centers and initiatives established / strengthened	0	5	10	Incubation centers and initiatives / AU-IBAR Reports
	# of training of trainers programs and curricula harmonized	0	2	3	Training modules / Training reports / AU-IBAR Reports
	# of business development services trainings to animal resource SMEs supported by AU-IBAR	0	2	5	AU-IBAR Reports
KRA 4.2. Innovative partnerships to mobilize resources for the sustainable development of an all-inclusive market-oriented animal resource sector established and strengthened.	# of success stories and best practices on existing and new businesses with access to financial, technical and marketing services documented and disseminated	0	5	8	Documented success stories / AU-IBAR Reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
	# of SME PPPs schemes established/ supported at MS level	0	20	40	PPP Schemes / AU-IBAR Reports
KRA 4.3. Institutional capacity and regulatory frameworks to create a conducive environment for sustainable development of animal resources improved.	# of regional and continental policy frameworks and guidelines developed and disseminated	0	2	4	AU-IBAR Reports
	# of capacity enhancement initiatives/ trainings developed/ facilitated	0	4	8	AU-IBAR Reports
	# of transboundary initiatives to guide and support the private sector investment developed	0	3	6	Transboundary initiatives / AU-IBAR Reports

SO5: KNOWLEDGE MANAGEMENT, INFORMATION, COMMUNICATION AND ADVOCACY

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
KRA 5.1. Level of education and skills of citizens in generation of science and adoption of technology and innovation at the RECs and Member States (in Animal Resource) supported and enhanced	# of Universities and research institutions supported	0	2	5	Support/Record of support (e.g. finance, service provided etc)/ AU-IBAR Reports
	# New technologies developed, or scientific innovations made	0	2	5	Technology/Evidence of the developed technology or scientific innovation made AU-IBAR Reports
	# of MSs trained on new technologies/skills	0	20	55	Training/Report of the training activity and the list of people trained AU-IBAR Reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
	# MS adopting new technologies	0	10	25	Use of the technology / Evidence of use or report of the use of the technology or innovation by the targeted stakeholders AU-IBAR Reports
KRA 5.2 Information and reporting systems (e.g. ARIS) at national, regional and global level and networking/ information sharing (e.g. interoperability), community of practice (e.g. forums, networks and portals) strengthened/operationalised	# of functioning information and reporting system	1 (ARIS3)	3	5	ISS/Data and information generated from the ISS/ AU-IBAR Reports
	#of MSs using Information Systems	48	50	55	
	#of RECs using the Information System	2	3	5	
	# of Community of practice (forums, platforms, networks and portals)	14	29	45	Functioning CoP networks/ ARDMP and Portals/Reports and publications/ AU-IBAR Reports
KRA 5.3. Effective and functional documentation, communication and outreach systems enhanced	# e-library created	0	1	1	e-library accessible on-line/ on-line access / AU-IBAR Reports
	# categories of publications produced (Newsletter, PARYB, Bulletin, Policy briefs, advocacy papers etc)	10	12	15	Publications/Copies of the publications AU-IBAR Reports
	# websites/portals created and/or supported	1	30	69	Websites and Portals/ Accessibility to the websites and portals AU-IBAR Reports
KRA 5.4. Policies/ resolutions developed/ legislation reviewed by MS and RECs based on research knowledge/analyses provided by established information sharing and communication systems	# Policy formulation and decision-making processes by RECs and MSs supported	0	30	63	Policy documents/ meeting Reports / AU-IBAR Reports

KEY RESULT AREAS (KRAs)	INDICATORS	MILESTONES			MEANS OF VERIFICATION
		Baseline (2018)	Midterm (2021)	Final (2023)	
	# of MSs reviewing their policies/ legislation based on information provided by established communication system	0	10	20	AU-IBAR Reports/
KRA 5.5. Mechanisms that improve capacities for knowledge and data generation and management to strengthen evidence-based planning of the animal resources sector enhanced	# data generation networks by RECs, MSs and other organizations or groups of stakeholders supported	0	20	40	Data generated by networks/ Reports, policies and other documents produced by the networks / AU-IBAR Reports
	# RECs, MSs and other organizations trained on KM	0	20	55	Report of the training activity/ Training attendance registers AU-IBAR Reports
	# of MSs and RECs supported to create knowledge base systems	0	13	33	KM system established/ Reports and knowledge content / AU-IBAR Reports

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