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FOR ANIMAL RESOURCES**

**REINFORCING VETERINARY GOVERNANCE IN AFRICA**

**VET-GOV**

**Analysis of Livestock Related  
Capacity and institutional Assessment of  
Regional Farmers Organizations for  
EAC, COMESA and IGAD**





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Assessment of Regional Farmers Organizations for  
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## PREFACE

Livestock is vital to the economies of sub-Saharan African countries and the livelihoods of more than 250 million people therein. The sector represents on average 30% of the Agricultural Gross Domestic Product (GDP) and about 10% of the national GDP. However the sector is seriously constrained a number of factors including: high prevalence of animal diseases and inadequate investments to enhance its contribution to the development of the African Continent. This is, despite its great leverage potential. Since the 1980's the livestock sub sector in Africa has been subjected to unfavorable government policies resulting from structural adjustment programmes with consequent under-funding from both public and private sectors, as well as poorly functioning institutional settings and weak implementation capacity of policies, regulations and standards. In order to reverse the negative trends of livestock development in SSA, major institutional and policy reforms are required at national, regional and pan-African levels. Furthermore, the role of the private sector players including farmers and farmers' organizations with respect to advocating and lobbying for the sector is vital. However, there is a need to build the capacity of the latter so that they effectively perform this function. This report therefore presents the findings of a study carried out on the Analysis of Livestock Related Capacity and institutional Assessment of Regional Farmers Organizations for EAC, COMESA and IGAD. The objective of the study was to map the regional producer organizations and describe how they have evolved in the last 10 years in form and functions/services provided with special focus on livestock; to understand the current scope of work /issues being undertaken/addressed by the regional farmers organizations; to understand current institutional and governance arrangements in place in the regional farmers' organizations with regard to the support given to livestock related activities, including horizontal and vertical linkages to national and international organizations; to understand the current livestock related work being undertaken by the regional farmers organizations and strategies used; to propose strategies to increase national and regional livestock keeper organizations role in the internal governance and functions of the regional farmers organizations; and to identify capacity building requirements needed to support the regional farmers' organizations to strengthen their lobbying and advocacy capacity. The study identifies gaps and makes important recommendations towards the improvement of Farmer organizations in general and livestock keepers' organizations in particular, as regards the development of the livestock sector in the region and the role they should play in advocating and lobbying for the sector.

***Prof. Ahmed El Sawalhy,***  
**Director, AU-IBAR**

## ABBREVIATIONS AND ACRONYMS

ACT	Agricultural Council of Tanzania
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
AU-IBAR	African Union-Inter-African Bureau for Animal Resources
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CAADP	Comprehensive Africa Agricultural Development Programme
CAK	Co-operative Alliance of Kenya
CAPAD	Confédération des Associations des Producteurs Agricoles pour le Développement
COOCENKI	Cooperative Centrale du Nord-Kivu
COMESA	Common Market for Eastern and Southern Africa
DRC	Democratic Republic of Congo
EAC	East African Community
EAFF	Eastern Africa Farmers Federation
ESADA	Eastern Africa Dairy Association
FAO	Food and Agriculture Organisation of the United Nations
FOPAC	Fédération des Organisations Producteurs du Congo au Nord-Kivu
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
IMBARAGA	Rwanda Farmers' Federation
INGABO	Syndicat Rwandais des Agriculteurs et Eleveurs
KENAFF	Kenya National Farmers Federation
KENFAP	Kenya National Federation of Agricultural Producers
KLPA	Kenya Livestock Producers' Association
LOFEPACO	Ligue des Organisations des Femmes Paysannes Du Congo
MVIWATA	Mtandao wa Vikundi Vya Wakulima wa Tanzania
NCEW	National Confederation of Eritrean Workers
NCCR	National Co-operative Confederation of Rwanda
NUCAFE	National Union for Coffee Agribusinesses and Farm Enterprise
OCFU	Oromia Coffee Farmers Co-operative Union
PAFLEC	Pan African Forum and Network of Livestock Exporting Countries
RECs	Regional Economic Communities
ROPPA	Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest
SSAPU	South Sudan Agricultural Producers Union
SYDIP	Syndicat de Défense des Interets Paysans
TFC	Tanzania Federation of Co-operatives
UCA	Uganda Co-operative Alliance
UNFFE	Uganda National Farmers Federation
VET-GOV	Veterinary Governance Programme of AU-IBAR
WTO	World Trade Organization



## ACKNOWLEDGEMENT

This study was undertaken in close consultation with the National Veterinary Authorities, and the three Regional Economic Communities, namely: COMESA, EAC and IGAD; Key Farmers and Livestock Organisations from the region represented by the Eastern Africa Farmers Forum (EAFF) and our Development and Technical Partners, with financial support from the European Commission (EC) through the VETGOV project. The Director AU-IBAR would like to thank these organizations, the consultant and the individuals for their input in the preparation of this report.

## EXECUTIVE SUMMARY

In sub-Saharan Africa (SSA) livestock represents on average 30% of the Agricultural Gross Domestic Product (GDP) and about 10% of the national GDP. Up to 250 million poor people depend on livestock for their income and livelihoods. However, the sector is seriously constrained by high prevalence of animal diseases and inadequate investments to enhance its contribution to the development of the African Continent, despite its great leverage potential. In order to reverse the negative trends of livestock development in SSA, major institutional and policy reforms are required at national, regional and pan-African levels. The strategic goal of the VET-GOV project is therefore, to bring about institution strengthening of veterinary services towards (i) the establishment of adequate veterinary services at the national level (ii) strengthen regional institutions to play their roles of coordination, harmonization, integration and support to countries with the aim to stimulate a more conducive environment for public and private investments in the livestock sector. For this strategic goal to be realized, it is recognized that farmers' organizations have to play an active role, particularly in advocating for favorable policies in support of the livestock sector. It is also understood that in order for these farmers organizations to be effectively influence policy, they need to have the right capacity to do so and must work closely with livestock keepers through their organizations.

Therefore a study was undertaken to analyse livestock-related capacity and institutional assessment of regional Farmers Organizations for EAC, COMESA and IGAD.

The overall objective of the study was to create a better understanding of the place of livestock in regional farmers' organizations within the EAC, IGAD and COMESA so as to facilitate engagement with livestock issues for future VET-GOV programme support. For the EAC, COMESA and IGAD regions, the study focused on the Eastern Africa Farmers Federation, EAFF and its membership, being the only recognized regional farmers' organization in the region. Six countries were visited during the study, namely: Kenya, Uganda, Tanzania, Rwanda, Burundi, and Zambia. The study report was presented at a validation workshop that was held in Arusha, Tanzania from 23rd to 25th April 2014 for regional farmers' organizations and other stakeholders during which participants provided their inputs into the report.

### **Main Findings:**

#### ***Development of EAFF in the last decade***

The Eastern Africa Farmers Federation (EAFF) has seen tremendous changes since its inception more than ten years ago. The organization has grown in membership and geographical coverage, human and financial resource base as well as in the range issues that it addresses. It has changed focus from organizational development during its formative stages to better provision of services to members laying emphasis on economic empowerment of smallholder farmers. EAFF is now more recognized as regional farmers' organization and has many working relationships with all the regional economic communities in Eastern Africa (COMESA, EAC and IGAD) and leading local and international research and development organizations.

#### ***EAFF's programmes (general and livestock related)***

EAFF deals with a wide range of issues facing smallholder farmers in the region. Specifically, EAFF represents the interests of farmers on issues such as markets, productivity, capacity building, information, and fostering regional integration through trade and good neighborliness. In addition, EAFF is also dealing with emerging issues such as climate change, biofuels and land policy. Although the livestock agenda in EAFF has been relatively weak in the past, the organization has developed a livestock development

strategy that details its proposed investment priorities in the sector, with special attention on extensive beef value chains. The focus on livestock is therefore recent with EAFF having set up a core group of experts on livestock, developed some project ideas and started implementing some livestock activities in selected member organizations.

### ***Institutional and governance arrangements in support of livestock work***

EAFF's institutional and governance arrangements for the support livestock related work is also weak. EAFF Secretariat and member organizations have limited technical capacity to deal with livestock issues, especially those related to policy. Although livestock has been identified as a key sector by EAFF, the representation of livestock keepers' organizations in EAFF management and governance is limited. At the national level, livestock keepers' associations are poorly organized or completely lacking. Where they exist, they are little known by other stakeholders, including government policy makers. Therefore, the starting point for strengthening EAFF's influencing role in the livestock sector is the strengthening the EAFF membership dealing directly with livestock (livestock producers associations) to be strong and credible organizations.

### ***Enhanced participation of livestock associations in internal governance and functions of EAFF***

In order to enhance the participation of livestock keepers' organizations in the internal governance and functions of EAFF, the following strategies are proposed:

- Support holding of consultative meetings at national level to bring together livestock producer organizations and networks to discuss issues of common concern. This mobilization of livestock producers can best be undertaken by existing National Farmers' Organizations as part of their agenda to strengthen their support for the livestock sector. Livestock keepers need to join the National Farmers organizations and strengthen their participation and setting of the agenda of National Farmers Organizations. This will indirectly increase their role in the regional farmers' organization to which they are members;
- Support detailed/empirical studies to demonstrate the role of the livestock sector in economies of the region for evidence-based policy advocacy. The role of the livestock sector is well documented by organizations such as AU-IBAR and ILRI. Such studies need to be re-packaged in a language that farmers and livestock keepers easily understand.;
- Provide technical support to national and regional producer organizations to enhance their capacity to deal with livestock issues. The EU is already providing such support through placement of a National Policy Officer at KENAFF, DAPA, CAPAD and MVIWATA. This support should be extended to cover all EAFF member organizations so that they can have the required analytical capacity to work on livestock policy issues;
- Training farmers' organizations in advocacy, policy analysis and formulation through development of a training module for the livestock sector. There is need to conduct training needs analysis and to have a comprehensive training programme on livestock value chains rather than on policy alone, particularly in EAFF member countries where public extension services are relatively weak;
- Support/restructure national and regional farmers' organizations to set up livestock desks through hiring of livestock experts. The technical capacity within EAFF and its membership to deal with livestock issues is currently limited;
- VET-GOV facilitates national associations to bring them together to form a regional association. Since there are currently very few national livestock associations, there is need to establish or strengthen national livestock associations and establish networking among them as the start of formation of a regional livestock keepers' body. This should also build on the work so far undertaken through PAFLEC

and NEALCO to explore the possibility of working together to strengthen the livestock agenda in the region;

- There is need to mobilize resources and implement livestock programmes on the ground. Implementation of pilot projects that demonstrate the viability of livestock value chains could be an important entry point, in addition to policy influencing, for national and regional livestock associations to show real opportunities in the livestock sector. Pilot projects could also serve as practical examples of the potential the livestock sector holds and help catalyse greater interest in and investment in the livestock sector by all actors, including the government and private sector.;
- Establish Livestock Sub –Committee at the COMESA level. COMESA through the Regional Compact for the Comprehensive Africa Agricultural Development Programme, CAADP, has identified four priority programmes that provide a good opportunity for collaboration with EAFF and other players. Inclusion of livestock keepers associations in the Sub-Committee on Livestock will be critical in ensuring that the voice of livestock keepers is heard. However, for wider inclusion of such a committee beyond COMESA, tripartite arrangements, for example, between COMESA and EAC would have to be considered;
- Restructure national level farmers’ organizations to include livestock value-chain associations in their structure. The regional farmers’ organizations such as EAFF cannot advocate livestock issues if members do not have significant numbers livestock value-chain associations in their structures. It will be difficult for EAFF to articulate livestock issues that are not member driven. The current structure of EAFF is broad enough to include bigger representation of livestock value-chain associations;
- Support restructuring of EAFF to have livestock organ in its structure. This proposal calls for formation of Livestock Committee similar to that of Women and Youth within EAFF. It could start with introduction of livestock committees in National farmers’ organizations; these committees should have representation in EAFF Board/Management or a Committee on livestock; and
- Assist EAFF members to develop livestock policies and strengthen/review/update those already in place. Members of EAFF cannot articulate livestock issues if they have no policy to guide their interventions. There is need to translate the EAFF livestock strategy at member level to have a harmonized policy approach towards livestock development.

### ***Capacity Building Requirements to support EAFF and strengthen its lobbying activities towards livestock related issues***

- Support implementation and domestication of EAFF livestock strategy at membership level through funding of proposed programmes. The EAFF strategy identifies key constraints and investment areas in the livestock sector;
- Provide technical assistance through establishment of Livestock desk in EAFF with necessary technical staff. The EAFF secretariat and members do not have dedicated staff to deal with livestock issues. EU is providing a National Policy Officer in each of the member organizations in Kenya, Burundi, Djibouti and Tanzania. There is need for additional support to cover remaining members;
- Support awareness creation on livestock issues through support for operationalization of EAFF knowledge management platform to include more information on livestock;
- Train EAFF members in policy analysis and advocacy. This will also help identify the needs of livestock keepers;
- Support EAFF in development and implementation of project proposals on livestock. EAFF has already developed draft project proposals, namely ‘Exploring the Strengthening of the East African Extensive Beef Value Chain towards Improved Productivity and Market Access’ and ‘Enhancing Livelihoods Resilience of Pastoral Farming Systems in Eastern Africa’ whose implementation could serve as pilots to provide learning and demonstrate potential of the sector; and

- Support EAFF to mobilize livestock producers to form associations and strengthen the existing ones to network as the basis for eventual establishment of a regional livestock association.

### **Overall Recommendations**

During the validation workshop participants observed that the study had put undue emphasis on EAFF and adopted the following broad recommendations at national and regional levels:

#### **At National Level**

- Support for the establishment of a livestock council or a livestock apex association at national level;
- Support formation of apex cooperatives/pastoralists associations at national level;
- Provide technical Support to livestock farmers' associations and dairy cooperatives in their structuring and consolidation;
- Support for information and communication sharing and networking;
- Support for internal capacity for policy engagement, advocacy and policy dissemination;
- Support for evidence-based livestock and related policy development;
- Support for strengthening national associations (develop national action plans/strategic plans);
- Organizational and institutional development training;
- Capacity building on leadership and governance;
- Support investment opportunities in the livestock sector for private actors as well as public private partnerships opportunities;
- Support value chain development through investment promotion in the various sectors;;
- Capacity building emphasis for livestock associations to be able to conduct research within the industry;
- Support the formation and strengthening of livestock commodity cooperatives/associations;
- Harmonize and build synergy with ongoing policy and capacity building initiatives;
- Deliberate effort should be made by AU-IBAR to support South Sudan and Djibouti on the establishment and operationalization of livestock farmers organizations and Public private initiative;
- Mobilization and organization of livestock keepers into functioning associations needs to be given top priority; and
- There is need for identification of policies and priority setting in terms of what policy areas need to be supported through holding of policy workshops for associations. EAFF should be supported to work with their members to identify at least one key policy issue that can be handled by National Federations which should roll out a programme for policy research and advocacy for the livestock sector. This policy work should be backed by development of relevant legal frameworks to address implications of policy change.

#### **At regional level**

- Organizational and institutional development and strengthening for umbrella regional livestock sector associations;
- Elimination of commodity tariffs and non tariffs barriers;
- Support and backup to the national associations (in all aspects);
- Regional institutions to share the action plans with Member States;
- Facilitate recognition of the national apex associations and active participation in setting agenda for regional federations;
- At COMESA level, there is need to establish a livestock platform or forum to discuss and address regional livestock issues.
- Harmonize and build synergy with ongoing policy and capacity building initiatives; and

- AU-IBAR, EAFF and other partners should convene a consultative forum to prepare a capacity building programme based on the proposed strategies.

## 1.0 BACKGROUND TO THE STUDY

### 1.1 The VET-GOV Programme and Regional Farmers Organizations

In sub-Saharan Africa (SSA) livestock represents on average 30% of the Agricultural Gross Domestic Product (GDP) and about 10% of the national GDP. Up to 250 million poor people depend on livestock for their income and livelihoods. However the sector is seriously constrained by high prevalence of animal diseases and inadequate investments to enhance its contribution to the development of the African Continent, despite its great leverage potential. Since the 1980's the livestock sub sector in Africa has been subjected to unfavorable government policies resulting from structural adjustment programmes with consequent under-funding from both public and private sectors, as well as poorly functioning institutional settings and weak implementation capacity of policies, regulations and standards. In order to reverse the negative trends of livestock development in SSA, major institutional and policy reforms are required at national, regional and pan-African levels.

Thus the strategic goal of the VET-GOV project is to bring about institution strengthening of veterinary services towards (i) the establishment of adequate veterinary services at the national level (ii) strengthen regional institutions to play their roles of coordination, harmonization, integration and support to countries with the aim to stimulate a more conducive environment for public and private investments in the livestock sector. It will therefore focus on three main areas:

- Creating a conducive and participatory change environment through evidence-based advocacy and knowledge creation
- Build institutional and individual capacity in policy analysis, formulation and implementation to undertake institutional strengthening of veterinary services
- Encouraging change through supporting initiatives with high leverage effects.

Livestock stakeholders' organizations, and in particular livestock producer organizations, must play a crucial role in lobbying and convincing decision makers to: raise the profile of the livestock issues; adopt favourable policies; and allocate more funding to the sector. As agents of change to improve the prevailing institutional environment, the VET-GOV Programme seeks to engage livestock stakeholder organizations to achieve its objective. For purposes of efficiency and to maximize the leverage effect, the Programme is targeting mainly regional stakeholders' organizations, among which are regional farmers' organizations (ROPPA<sup>1</sup>, SACAU<sup>2</sup>, EAFF<sup>3</sup>, PROPAC<sup>4</sup>, UMAGRI), which are now well recognized on the Continent and beyond, in particular through their continental platform<sup>5</sup>. They have efficiently demonstrated their lobbying and advocacy capacities in regional, international and continental fora (G20, WTO, African Union, COMESA, EAC summits).

Therefore a study was undertaken to analyse livestock-related capacity and institutional assessment of regional Farmers Organizations for EAC, COMESA and IGAD.

The study focused on the Eastern Africa Farmers Federation, EAFF and its membership. The organization initially targeted membership from the EAC region, but has since grown to include membership from many other countries beyond the boundaries of the EAC. Members of EAFF consist of the following organizations from ten countries, namely, Burundi, Djibouti, DRC, Ethiopia, Eritrea, Kenya, Rwanda, South

<sup>1</sup>Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest

<sup>2</sup>Southern African Confederation of Agricultural Unions

<sup>3</sup>Eastern Africa Farmers Federation

<sup>4</sup>Plateforme Sous-Régionale des Organisations Paysannes d'Afrique Centrale

<sup>5</sup>PanAfrican Farmers Organization

Sudan, Uganda and Tanzania (IFAD, undated): Support to Farmers' Organizations in Africa Programme (SFOAP), Pilot phase 2009-2012.

- a. Confédération des Associations des Producteurs Agricoles pour le Développement (CAPAD), Burundi ;
- b. Djibouti Agro-Pastoralist Association, Djibouti (new member);
- c. Cooperative Centrale du Nord-Kivu (COOCENKI), DRC ;
- d. Fédération des Organisations Producteurs du Congo au Nord-Kivu (FOPAC), DRC ;
- e. Ligue des Organisations des Femmes Paysannes Du Congo (LOFEPACO), DRC ;;
- f. Syndicat de Défense des Interets Paysans (SYDIP), DRC ;
- g. Oromia Coffee Farmers Co-operative Union (OCFCU), Ethiopia;
- h. Oromia Pastoralists Association, Ethiopia (new member);
- i. National Confederation of Eritrean Workers (NCEW), Eritrea;
- j. Kenya National Federation of Agricultural Producers (KENFAP), Kenya;
- k. Kenya Livestock Producers Association (KLPA), Kenya (new member);
- l. Co-operative Alliance of Kenya (CAK), Kenya;
- m. Rwanda Farmers' Federation (IMBARAGA), Rwanda;
- n. Syndicat Rwandais des Agriculteurs et Eleveurs (INGABO), Rwanda ;
- o. National Co-operative Confederation of Rwanda (NCCR), Rwanda;
- p. South Sudan Agricultural Producers Union (SSAPU), South Sudan (new member);
- q. Uganda National Farmers' Federation (UNFFE), Uganda;
- r. Uganda Co-operative Alliance (UCA), Uganda;
- s. National Union for Coffee Agribusinesses and Farm Enterprise (NUCAFE), Uganda;
- t. Mtandao wa Vikundi Vya Wakulima wa Tanzania (MVIWATA), United Republic of Tanzania;
- u. Tanzania Federation of Co-operatives (TFC), United Republic of Tanzania; and
- v. Agricultural Council of Tanzania (ACT), United Republic of Tanzania.

Among the members of EAFF, Cooperative Centrale du Nord-Kivu (COOCENKI), Fédération des Organisations Producteurs du Congo au Nord-Kivu (FOPAC) and Ligue des Organisations des Femmes Paysannes Du Congo (LOFEPACO) and Syndicat de Défense des Interets Paysans (SYDIP), are based in the Democratic Republic of Congo and belong to the Central Africa Region which is being covered under a different study.

## **1.2 Justification and Objectives Assessment**

The regional farmers organizations mentioned above are mostly crop-oriented, both in their membership and in the topics/thematic areas they address. For example, ROPPA has had a vital role in the WTO negotiations with the US regarding its subsidy to its cotton industry. There is therefore a need to promote livestock-based farmers' organizations to enable better targeting of VET-GOV Programme interventions.

The overall objective of the study is to create a better understanding of the place of livestock in regional farmers' organizations within the EAC, IGAD and COMESA so as to facilitate engagement with livestock issues for future VET-GOV programme support.

The specific objectives of the assessment are:

- a. To map the regional producer organizations and describe how they have evolved in the last 10 years in form and functions/services provided. This examined reasons for organization's establishment, membership, geographical coverage, role of organization with special focus on livestock;



- b. To understand the current scope of work /issues being undertaken/addressed by the regional farmers organizations;
- c. To understand current institutional and governance arrangements in place in the regional farmers' organizations to support livestock related work including horizontal and vertical linkages to national and international organizations. Among others this will examine human resource capacity for dealing with livestock issues, organization structure/set up specifically addressing livestock (e.g presence of specialized/technical committees on livestock, relationships with livestock keepers organizations and their role and leadership status and in decision making within the EAFF governance structures;
- d. To understand the current livestock (by species/value chains and themes) related work (social, economic and political) being undertaken by the regional farmers organizations and strategies used;
- e. To propose strategies to increase national and regional livestock keeper organizations role in the internal governance and functions of the regional farmers organizations; and
- f. To identify capacity building requirements needed to support the regional farmers' organizations to strengthen their lobbying activities towards livestock related issues e.g ensuring that livestock objectives are included in economic growth, food security and poverty reduction agendas.

### **1.3 Study Terms of Reference**

The specific tasks of the assessment were as follows:

- Carry out a literature review of the regional farmers' organizations for EAC, COMESA and IGAD and hold discussions with AU -IBAR and FAO-VET-GOV Programme staff. The relevant regional farmers' organization for EAC, COMESA and IGAD is the Eastern Africa Farmers Federation. The study was therefore to put emphasis not only on EAFF as an institution but also its membership and other stakeholders including development partners that work with EAFF to help it fulfil its mandate;
- Prepare an inception report on how the assignment will be carried out including methodology, work plan and proposed budget for the assignment;
- Hold a joint meeting with AU-IBAR, OIE and FAO VET-GOV Programme staff to discuss the inception report. In addition, hold a meeting with senior staff at AU-IBAR to discuss the inception report, including discussion on the methodology and key stakeholders/countries to be visited;
- Contact relevant VET-GOV Regional Coordinators to arrange appointments for field visits to the Regional farmers' organizations. The VET-GOV coordinators for IGAD, EAC and COMESA greatly supported the consultant in finalization of the field programme and in contacting national VET-GOV Focal points and other stakeholders in their respective regions.
- Carry out field work/field visits to the regional farmers' organizations. These being member-based organizations, it was necessary that members of these organizations are consulted. Other key stakeholders that are not necessarily members of the regional farmers organizations were also consulted to solicit their views, including policy makers in government ministries and departments in charge of livestock development, national/regional level livestock keepers/traders organizations, networks, and commodity-based associations.;
- Prepare Draft Report for the assignment;
- Discuss the draft report with AU-IBAR, OIE and FAO VET-GOV Programme staff for EAC, COMESA and IGAD. The draft report was presented during the workshop for regional farmers' organizations held from 23rd -25th April 2014 in Arusha, Tanzania.

### **1.4 Methodology and scope of the study**

The empirical approach used while carrying out the tasks included the following:

- Literature review of regional farmers' organizations for EAC, COMESA and IGAD: reviewing and summarizing the available information on the how the regional farmers' organization (EAFF) has evolved over the last 10 years. This examined how the organization was formed, membership, main reasons for its establishment, geographical coverage, programmes, strategic areas of interest, growth and expansion over the last ten years and other relevant information. The current scope of work or issues being addressed by EAFF was also analysed in terms of those related to livestock according to thematic areas, value chains (e.g poultry, dairy, general policy development/influencing, livestock research, etc. The literature survey also included review of the institutional arrangements in place to support livestock related work within EAFF. According to UNDP ([www.undp.org](http://www.undp.org)), institutional arrangements are the 'policies, systems, and processes that organizations use to legislate, plan and manage their activities efficiently and to effectively coordinate with others in order to fulfil their mandate. These cover broadly, issues such as human resource /technical capacity, e.g staffing levels, quality and experience of staff in livestock issues, existence of specialized livestock technical committees, physical facilities, financing, planning/programming, administrative policies and procedures, management information systems, staff recruitment, incentive schemes, skill development, performance criteria, etc). On the other hand, issues of governance include leadership, buy-in and support by other stakeholders (stakeholder participation in decision making, accountability, net-working, collaboration/linkages with other actors in the livestock sector, addressing member's felt needs and empowering members. The review also included linkages of EAFF with relevant livestock research/development institutions, policy makers in government, donor community, private sector, national livestock producer/processor/trade associations) to support livestock related work and other relevant actors in the livestock sector;
- Conduct field visits and hold consultations with the actors in selected countries in the region. This activity aimed at collecting independent views on the current and potential role of EAFF from both insiders (members of EAFF, staff and leadership) and more importantly, from 'outsider stakeholders', who are expected to objectively to put their insight into the capacity of EAFF, in terms of how they are addressing livestock issues and how EAFF could be strengthened and supported to play a more effective role. Information from members of EAFF not visited was solicited via email/phone communication. A questionnaire for members and non members was developed and emailed to all members in the eastern Africa region and selected stakeholders and their inputs captured;
- Analyse the collected data, complimenting this with secondary data sources;
- Develop study recommendations;
- Submit study report to AU-IBAR and integrate comments from the study review;
- Validate study report and findings during workshop for regional farmers' organization' held in April 2014; and
- Prepare and submit final report to AU-IBAR.

#### **1.4.1 Countries/RECs visited and selection Criteria**

The selection of countries visited during the study was based on the following criteria:

- Country is host to REC (Tanzania for EAC, Djibouti for IGAD and Zambia for COMESA). Since the livestock office for Djibouti is based in Nairobi, Djibouti was left out of the field visit;
- Hosts the regional farmers' organization, EAFF (Kenya); and
- Has a member of the regional farmers' organization. EAFF has members in the following 10 countries: Kenya (Hq of EAFF), Uganda, Tanzania, Rwanda, Burundi, Ethiopia, Eritrea (new member), South Sudan (new member), Democratic Republic of Congo (DRC) and Djibouti. Ideally at least one member of EAFF in each of the 10 countries should have been visited. However, due to logistical, time constraints, and Central Africa region to covered under a different study, Congo DR, Eritrea and Ethiopia were not be

visited. Some of the members of EAFF are also relatively new and not yet fully developed and were therefore not visited. However, the draft report was shared with them for their inputs. The members of EAFF also participated in the workshop for regional farmers' organization and therefore had an opportunity to provide inputs into the study. A broad range of other stakeholders were selected with the assistance and advice of the VET-GOV Programme Coordinators and National Focal Points for EAC, COMESA and IGAD.

Based on the above criteria, the following 6 countries were visited during the study: Kenya (consultant is based in Kenya, host of EAFF), Uganda, Tanzania, Rwanda, Burundi, and Zambia (COMESA/ACTESA). Information on the study was shared through email using questionnaires and a brief introduction to the study.



## **2.0. MAPPING OF REGIONAL FARMERS ORGANIZATIONS AND THEIR EVOLUTION IN LAST TEN YEARS-THE CASE OF THE EASTERN AFRICA FARMERS FEDERATION (EAFF)**

### **2.1 The development of EAFF in the last decade**

The Eastern Africa Farmers Federation is a non-profit, non-political and a democratic farmers' organization of farmers of Eastern Africa region. The formation of the organization was out of the conviction and foresighted by the founding leaders to address issues of interest to farmers at all levels i.e. national, regional, continental and at global level. Discussions to form a regional farmers' organization started as early as 1995 led by two founding national farmers' organizations, namely Uganda National Farmers Association (UNFA) and Kenya National Farmers Union. The East Africa Farmers' Union was eventually established in 2001 by Apex farmer's organizations from Kenya, Tanzania, Uganda, Rwanda and Democratic Republic of Congo (DRC). The name was later changed to Eastern Africa Farmers Federation to capture more countries of Eastern Africa ([www.eaffu.org](http://www.eaffu.org)).

According to the report of the Third EAFF Farmers Congress (EAFF 2013), The Eastern African Farmers' Federation (EAFF), was established due to the need to organise farmers at the regional level following the revival of the East African Community whose trade and integration agenda would need the close involvement of farmers' organizations. EAFF has realized tremendous growth in institutional membership from three founding members at inception to the current 22 that represent wider membership beyond the EAC region. Current membership includes countries such as DRC, Eritrea and Djibouti. EAFF has also seen its human and financial resources greatly improve. During this period membership from the co-operatives increased to bring their membership to about 40% of the total organizations in EAFF. The secretariat also grew from initially 5 staff to now 13 regular staff with a technical team of experts to back stop its work; EAFF developed and signed MoUs with all the Regional Economic Communities (REC) in the countries EAFF operates in and developed binding relationships with the regional research; private sector and civil society organizations making EAFF better known regionally, at the continental level and globally. However, most funding of EAFF activities from donors with little funding being generated from membership or income generating activities. This makes EAFF highly donor dependent, like most other civil society organizations and networks.

EAFF developed a new strategic framework that is inclined towards delivery of economic services and is thus aimed at promoting entrepreneurship of farmers through commercialization. EAFF has undergone many changes as an institution since its establishment in 2001. The changes are reflected in geographical scope of coverage from five member countries within the East African Community to the current 10 member countries from a wider region including countries such as Sudan, South Sudan, Eritrea, Ethiopia, Congo DR and Djibouti. The complete list of EAFF members is provided in the annexes. The range and quality of programs and issues being addressed have also changed in line with changing national, regional and global political and social-economic environments facing EAFF's members. The resource mobilization has also improved greatly.

Linkages and partnerships with regional and international organizations has widened and EAFF is now more recognized as a regional framers' organization by leading organizations in Africa, such as the East African Community, the Common Market for Eastern and Southern Africa (COMESA), the Intergovernmental Authority on Development (IGAD), the Association for Strengthening Agricultural Research in Eastern and Central Africa, ASARECA and the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA), East Africa Business Council (EABC) all of which have signed Memoranda of understanding (MOUs) with EAFF.

EAFF was at the forefront of the establishment of the Pan African Farmers Organization, PAFO and currently acts as the interim secretariat to PAFO. Due to greater recognition, EAFF is regularly invited to and participates in many regional and international meetings addressing issues affecting farmers.

The broad range of issues being addressed by the organization can be seen from resolutions passed during the Farmers Congress, a major event held every four years. For example, in its most recent congress held in Bujumbura, Burundi, the theme of the meeting, 'Towards the economic sovereignty of the Eastern African farmer' emphasized the economic independence of the African farmer. Thus EAFF is moving away from narrower themes such as food security to more empowerment concerns of the African producer. This is further elaborated through the new EAFF strategic plan which stresses providing a conducive environment for farmers to do business. The EAFF new strategic framework has the orientation for commercialization through farmer enterprises. The emphasis of EAFF' new direction can therefore be interpreted as 'farming as a business'

With the support of development partners, EAFF has made efforts aimed at turning it into an effective, viable, well governed and managed organization. For example in 2008, with the support of Agritera through a one year grant that sort to strengthen farmers organizations by enhancing the internal organizational capacity strengthening of EAFF saw several changes in EAFF. The support by AGRITERA aimed largely at strengthening EAFF as an organization, a number of which were realized (<http://agricord.peasantsworldwide.net>)

- EAFF is a well recognized and pro-active partner in policy formulation and implementation in agriculture and trade related issues in relevant forums;
- Member organizations have the capacity to fully understand and influence EAFF affairs;
- EAFF leadership and secretariat have developed the necessary managerial capacities to fulfill the responsibilities given by its members;
- EAFF progressively covers basic institutional running costs out of gradual increase of members' contribution and other incomes;
- Key stakeholders have access to relevant and updated information in the appropriate language;
- EAFF is well known and appreciated by all relevant stakeholders;
- EAFF has diversified and mainstreamed membership; and
- EAFF and member organizations have close, satisfactory and mutually supporting relations.

With the above support, EAFF as an institution saw many institutional changes take place and the positive results achieved, including a review of EAFF Organs: EAFF now has specific EAFF women Farmers and Youth Committees. The organization has undergone several changes since its inception (personal communication with CEO, EAFF, 2014):

- Increase in membership from 10-22;
- Improved partnership and recognition as a regional farmers' organization: has signed 30 MoU with diverse regional and international research and development partners such as EAC, FARA, ASARECA, ACTESA, EU, World Bank, IFAD and others;
- Wider representation: EAFF is represented in many boards and committees of important institutions such as ACTESA and ASARECA;
- Observer status at the East African Community
- Improved resource mobilization: EAFF has realized 15-25% growth in resources which stood at Ksh 160 million in 2013;

- 90% staff retention due putting in place a human resource system;
- Human resource development: from 4 staff to current 15;
- Recruitment of Associate consultants and establishment of core team on livestock; and
- Establishment of the Office of Pan African Farmers Organization (PAFO) with the help of EU.

According to a member of EAFF, the organization has changed ‘for the better’ in several ways:

- EAFF has changed direction with current strategic plan. The first strategic plan focused on strengthening the organization; the second strategic plan focuses on how to provide more services to members;
- EAFF is much more organized;
- EAFF is engaging members more actively;
- EAFF is focusing on provision of economic services to members;
- Thinking at EAFF has changed, the strategic plan is much more focused, sharing and information management have changed; and
- EAFF has increased in its business orientation; it has placed greater emphasis on value chains and cooperatives. However, EAFF can only be strong if members are organized.

## **2.2 Role and Functions of the Eastern Farmers Federation**

The role of EAFF is to voice legitimate concerns and interests of farmers of the region with the aim of enhancing regional cohesiveness and social-economic status of the farmers. The Federation voices the views and demands of farmers on wide ranging issues. Specifically, EAFF nurtures the interests of farmers on issues such as: (i) markets, (ii) productivity, (iii) capacity building, (iv) information and (v) fostering regional integration through trade and good neighborliness.

### **2.2.1 Services to members**

EAFF provides the following services to members:

- Provision of capacity to the member platforms through training and provide linkages with the development partners;
- Representation in the meetings or consultations at regional, continental and international levels on issues of interest to farmers of the region;
- Lobby and advocate for farmers participation in policy formulation and participation in the implementation of rural development protocol whose aims are to eradicate poverty and ensure food security i.e. NEPAD- CAADP, FAO Special Programmes for Food Security (SPFS), IGAD projects;
- Commodity marketing within the region and international. EAFF has been lobbying for changes in the cooperative law at the regional level;
- Participation in discussion on trade rules and regulations that might lead to agreements in agriculture trade e.g. WTO, Economic Partnership Agreements (EPA under EU); and
- Communication and information management.

### **2.2.2 EAFF Past and current Programmes**

A review of EAFF’s programmes and projects ([www.eaffu.org](http://www.eaffu.org)) shows a near 100% concentration on crop related and general agricultural projects with very limited interventions in the livestock sector. This could be attributed to the weak participation of livestock producers’ associations/members of EAFF in internal decision making process, the weak capacity of EAFF in dealing with livestock issues or the lack of demand driven-projects in terms of members developing projects and programs that address their felt needs. It could also be attributed to the fact that in the early years of EAFF establishment, the regional farmers’ organization did not have a clear strategic plan that guided the organization’s work and neither did it

have a livestock development strategy. With the development of the latter, it is expected that the role of livestock in EAFF's programming will greatly improve. However, the scope of projects implemented by EAFF does not fully indicate the range of issues, political and economic that EAFF has dealt with and which have been the main concern of its members. This will be dealt with more substantially in the next section of the report that examines the scope of work the EAFF undertake.



### 3.0. CURRENT SCOPE OF WORK BEING UNDERTAKEN BY THE EASTERN FARMERS FEDERATION

#### 3.1. Review of selected EAFF Membership Programmes

Ideally EAFF scope of work issues should be member driven. The scope of issues that EAFF deals with is also reflected in the range of activities and services provided by members. The activities mainly focus on crops although this is changing with the recent joining of members that are specialized in the livestock sector such as the Oromia Pastoral Association, Kenya Livestock Producers Association and Djibouti Agro Pastoral Association (DAPA). But their presence is still not too significant (3 out of 22 members) or only about 13% of members are livestock based. However, it is important to note that some of the crop farmers also deal with livestock, for example: Imbaraga in Rwanda, KENAFF in Kenya, TFC Ltd, MVIWATA and ACT in Tanzania and CAPAD in Burundi although livestock programming is only small compared to crop-based activities.

#### 3.2. Work Issues addressed by Eastern Africa Farmers Federation

In addition to specific issues that EAFF mentioned in section 2.2 of this report, namely: markets, productivity, capacity building, information, and fostering regional integration through trade and good neighborliness, the broader range of issues that EAFF deals with is reflected in the Farmers Congress resolutions which provide major policy guidelines for the organization. For example, during the Farmers Congress, held in Tanzania in 2009, members of EAFF made several resolutions (Congress Report, EAFF 2009): ‘A Strengthened Farmers’ Federation towards Ensuring Sustainable Food Security and Regional Integration’. However, most of the resolutions were weak as far as the livestock sector is concerned. A review of some of the resolutions and how they relate with livestock development is provided below:

**3.2.1. Regional Integration:** farmers resolved to promote regional integration by the removal of tariff and nontariff barriers to trade such as export bans and that national government should work towards achieving food security so as to eliminate the need for trade-distorting controls. In this resolution, reference to cross border trade in livestock and livestock products could have enriched the resolution and included the livestock sector.

**3.2.2. Market Access:** Congress resolved to ‘facilitate farmers’ access to market through utilizing warehouse receipt systems, promoting the development and use of market information systems, and promoting contractual partnerships with processors, agribusinesses and traders’. The warehouse receipt system applies mainly to trading in grains. Whereas this is important, systems that have potential to promote regional trade in livestock and livestock products through development of a structured trade in livestock and livestock products also need to be explored.

**3.2.3. Observer status on the East African Community:** Resolution was ‘to fast-track the attainment of observer status with the East African Community to ensure that EAFF has a stronger voice within the EAC’. As an observer without any voting rights, EAFF cannot effectively interact with and influence decision-making within the EAC. EAFF should be seeking changes within the EAC governance structure to include full recognition and participation of regional farmers’ organizations in decision making processes of the EAC, even if this requires making changes in the protocol establishing the EAC.

**3.2.4. Lobbying and Policy Advocacy:** Resolution was ‘to be more proactive in policy lobbying and advocacy at national, regional and continental level and to build capacity of members to lobby their respective

national policy makers for favourable policy positions'. This resolution would have been stronger with mention of key policies in the agriculture and livestock sectors that negatively impact on farmers.

**3.2.5. Strengthening partnerships:** 'Resolution was 'to continue to strengthen the existing partnerships with regional and continental agricultural organizations that have competitive advantages in the areas of agricultural research, analysis, and policy formulation, for the benefit of EAFF members'. This resolution should have captured livestock keeper's organizations.

**3.2.6. Capacity Building:** 'To build capacity of EAFF member organizations in the areas of policy and advocacy, communication, contract development and negotiations so as to better equip them to address various production and marketing challenges'. Livestock keepers' organizations are currently poorly organized. There is need to focus on them if they have to effectively address problem issues and policies in the livestock sector.

**3.2.7. The Pan African Farmers Forum (PAFFO):** 'EAFF members approve the launching of PAFFO. EAFF resolves to continue to be a major player in the formulation and design of the activities of the Pan African Farmers Forum (PAFFO). EAFF will ensure that farmers of Eastern Africa are fully represented at the continental forum.

**3.2.8. Land Reform:** The Farmers Congress resolved 'to call upon National governments to halt "land-grabbing" activities by large external investment concerns until there is a comprehensive land policy in place that offers sufficient safeguards for farmers in the context of national food security'. Encroachment on land occupied by pastoralists for alternative uses (irrigation, oil and mineral exploration, etc) is an emerging factor that might limit the productivity of livestock due to diminishing land availability. This is a matter that EAFF needs to give some greater attention.

The EAFF latest strategic plan therefore reflects in many ways, efforts geared towards addressing some of the resolutions passed by the leaders. It also shows the changing nature of issues being addressed by the regional farmers' organization, such as climate change, an issue that only became of concern in recent years, even at the global level. This, to some extent, reflects the dynamism in EAFF in keeping track of emerging issues that affect their members. In the same way, the CAADP agenda also became more important at the regional level with the facilitation of the CAADP process, led by COMESA which saw the development of CAADP compacts and investment plans at national and regional levels. At the establishment of EAFF in early 2000, the CAADP agenda was not an issue. The same applies to bio-fuels, an issue that is emerging due to recent food crises that saw prices of basic food commodities steeply rise leading to huge import bills for countries that are not self sufficient, a few of which are on the African continent.

A review of EAFF resolutions during the most recent congress will also highlight the changing nature of issues being addressed by EAFF. During the 2013 Farmers Congress, EAFF leaders made the following resolutions touching on a broad range of issues seeking not only greater recognition of EAFF as a regional farmer's organization but also seeking economic empowerment and prosperity for farmers across the entire membership (EAFF 2013). However, the resolutions do not refer to the livestock sector per se and the sector is subsumed under agriculture, despite EAFF Having developed a livestock development strategy, reflecting the weak focus of EAFF on the livestock sector. Below are some of the key resolutions, together with a brief analysis of each in relation to the livestock sector showing the rather weak position

of these resolutions as far as the livestock sector is concerned.

### **3.2.9. Engagement of farmer organizations in agricultural policy processes:**

#### **3.2.9.1. Policy processes**

Engagement in the formulation and implementation processes at the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Inter-Governmental Authority for Development (IGAD) and the African Union, and governments at the national level. At the IGAD level there has been a lot of emphasis on the livestock sector, especially with the development of the IGAD Regional Strategy on Drought and Resilience which places a lot of emphasis on regional issues including control of transboundary animal diseases (TADS), natural resource management of shared resources such as water and grazing land, livestock marketing, etc. At the national level IGAD has worked with member States to develop national strategies. An important institutional coordination mechanism, the IGAD Platform has also been established. It is important that EAFF participates in this process that has great potential to improve the livestock sector.

#### **3.2.9.2. Land protection for farmers**

EAFF resolves 'to pursue solutions to the land challenges in the region by (a) advancing and supporting policies, legislation and regulation that access to land for women and men farmers in the region, and (b) pursuing a legally-binding solution to protect agricultural land in the best interests of the farming communities'. This resolution was silent on the livestock sector. Many conflicts in the region have been the result of conflicts between livestock keepers, especially pastoralists and farmers. The AU Policy on pastoralism provides an important guide for protection of land belonging to pastoralists and therefore provides the overall framework within which EAFF could engage others in support of extensive livestock keepers. EAFF however, in its livestock strategy supports extensive beef production as a sector of interest. The extensive beef sector requires large amounts of land as it is practiced in areas with low livestock carrying capacities.

#### **3.2.9.3. Institutional development of farmer organizations**

EAFF resolved to 'progressively transforming into a financially independent organization by engaging in economically viable enterprises and engaging at strategic points in the agricultural livestock value chains'. Although livestock may be generally grouped under agriculture, the future work of EAFF could have been more focused on livestock if this sector was specifically mentioned and acknowledged in this resolution.

#### **3.2.9.4. Provision of economic services by farmer organizations**

Among others, EAFF resolved to 'pursue strategies to ensure that farmers access quality agricultural inputs (especially fertilizers) in the appropriate quantities and at the correct time'. Again this shows some bias towards crops. The livestock sector is equally in need of high quality inputs and services such as animal health services, drugs, artificial insemination services, improved breeds, more affordable and high quality animal feeds, etc. The other resolution was 'promoting the use of structured trading systems in the region'. This also applies mainly geared towards crops, particularly cereals in the form of establishing commodity exchanges and other instruments fronted for example by the Eastern Africa Grain Council. The issue of livestock marketing, particularly intra African trade in livestock and livestock products appears to have taken a back seat. The final resolution on 'addressing constraints pertaining to access to finance for farmers' should also have mentioned livestock producers per se in order to strengthen the livestock agenda.

#### 4.0. CURRENT LIVESTOCK RELATED WORK BEING UNDERTAKEN BY EAFF

A review of past and present programmes of EAFF indicated little programming in the livestock sub-sector. This is largely because EAFF did not have a livestock development strategy. Combined with weak representation of livestock keepers' organizations in EAFF, the livestock agenda remained weak. The preparation of the EAFF livestock strategy is a major positive development in terms of increasing focus on and recognition of the importance of the livestock sector which should improve the visibility of the livestock sector if well implemented. However, most issues in the strategy are of a national nature and are best addressed by members (National Federations) which are best placed to influence policies at the national level. There is limited focus on regional issues such as cross border trade in livestock and livestock products, harmonization of policies and laws in support of livestock subsector, control of transboundary disease, management of transboundary natural resources and development and harmonization of regional livestock and livestock products standards such as for dairy products, beef, poultry products, fish, honey and fishery products, etc.

The focus of EAFF both on policy and resources with special attention to extensive beef production, especially among pastoral communities that are less covered is welcome. As regards dairy, EAFF is working with the East and Southern Africa Dairy Association, ESADA. EAFF is working closely with the Kenya Livestock Producers Association on pigs, and on poultry with the Kenya Poultry Association on poultry issues. EAFF is exploring the possibility of merging the two livestock based associations into one more effective one. EAFF is yet to work on fisheries and has limited interventions in the pork subsector. EAFF recently engaged with quail producers who were looking for a market for their birds (EAFF CEO, Personal communication).

The EAFF Livestock strategy is a big leap in the right direction towards increasing the visibility of the livestock subsector. The strategy (EAFF, 2012) identifies constraints facing the livestock sector as being the following: poor infrastructures (roads, holding grounds, water, dipping facilities, veterinary services), limited access to market information, high cost of inputs, multiple taxes, inappropriate tax incentives, poor handling and post harvest facilities, failure to comply with standards and sanitary regulations, loss of market value during droughts, inefficient institutions to enforce regulations. Other constraints include inappropriate land tenure systems to facilitate livestock movement during crisis situations and conflict resolution over resource use. Based on the prevailing constraints and opportunities, the EAFF livestock strategy focuses on four thematic areas, each with several sub-themes (EAFF 2012):

- Improving livestock productivity in agro-pastoral and pastoral systems through (i) improving feed resources and feeding packages to increase feed and water availability for year round feeding; (ii) Preventing and controlling epidemic diseases; (iii) improving adoption of technologies and innovations for improved livestock production; (iv) Improving utilization of indigenous breeds.
- Enhancing adaptation and coping with climate variability and change through (i) resources monitoring, establishment of a community based early warning system and migration management; (ii) improving herd management to minimize losses during drought crises; (iii) promoting crop-livestock integration through irrigation to build the capacity for quick recovery.
- Facilitating market access and exploiting market opportunities through (i) strengthening policies and regulations to improve market access; (ii) developing strategies to enhance access to market information; (iii) strengthening organizational capacity of agro-pastoralists and pastoralists to enhance their bargaining power in input/output markets; (iv) market analysis to inform policy and investment options and (v) support development and harmonization of standards and regulations that affect

market access.

- Improving value addition of livestock products through (i) promoting innovative value addition technologies; (ii) improving efficiency and value addition in input and output market through policy and institutional arrangements; (iii) improving utilization of value addition innovations to enhance market opportunities.

The EAFF livestock strategy which was developed with active participation of EAFF members is quite comprehensive and apt for improving the livestock sector at national level. However, it has limited focus on regional issues such as cross border trade in livestock and livestock products, harmonization of regional trade policies and regulations and issues such as management of transboundary diseases and resources. It appears therefore that EAFF, given its current technical capacity, can only play a coordinating and monitoring role in the implementation of the livestock strategy as most of the proposed interventions would be implemented by members. EAFF should therefore identify policy issues that are of a regional nature and which if addressed would enhance the impact of implementing the strategy at national level.

A discussion with EAFF CEO revealed that the organization is working on the livestock components in EAC, COMESA and IGAD with the IGAD one focusing on early warning systems, drought management, educating farmers on pasture management, infrastructure, water harvesting and processing of livestock products. EAFF has held face to face meetings/discussions and participates in the Forum for Agricultural research in Africa (FARA) Platform on Livestock. On resource mobilization, EAFF is considering forming a consortium with other actors to develop livestock-related proposals that respond to farmers' demands. Unfortunately, EAFF has limited technical capacity to implement these project ideas. There is need for funding to help EAFF and partners develop full proposals, M& E systems and establish a focal point for livestock within EAFF (EAFF CEO, personal communication).

EAFF is also working on peace and conflict and how to empower farmer leaders to better resolve the conflicts. This is particularly important in the agro-pastoral communities where conflicts over natural resources such as water and grazing land abound are major sources of underdevelopment of the livestock sector.

EAFF has embarked on general advocacy work in support of the livestock sector. For example, the main objective of jointly holding ALICE with ESADA was to put livestock agenda within EAFF. But more support is needed to expand ALICE. ALICE in 2013 dealt with many livestock issues beyond the dairy subsector.

With support from the European Commission, EC, EAFF is undertaking a livestock programme among its three members in Kenya (CAK), Djibouti and Tanzania, under the Strengthening of Farmers Organizations in Africa Project (SFOAP):

- The three EAFF members implementing the project on livestock are: Djibouti AgroPastoral Association (DAPA), Cooperative Alliance of Kenya (CAK) and Tanzania Federation of Cooperatives (TFC);
- Implementation is at sub-national level, (district/county level) through co-operatives in Kenya and Tanzania, and at the national level in Djibouti;
- Focus of project is development of value chain action plans through;
  - » Analysis of the livestock value chain in the three countries, identifying the main issues affecting the sector,
  - » Profiling the farmer organizations, with respect to their capacity to do business, and respond to the identified challenges in the sector,

- » Membership assessment: inquiring from the members of the farmer organizations about the services that they require from their organization, and their level of satisfaction with those that are currently being provided.

The plans include the following activities:

- Improving productivity;
- Training on dairy farm management;
- Strengthening extension services within the co-operatives/ farmer organizations;
- Business to business linkages with other service providers and buyers;
- Introducing new forages and setting up demonstration farms to showcase the different forage types;
- Training on improved breeds of dairy and beef animals; and
- Knowledge Management and learning through arranging learning visits within the country or within the region, on a specific priority for learning.

The European Union, which is responsible for the Africa-wide VET-GOV Programme is currently supporting various livestock related programmes, including fish governance. It is supporting EAFF through the project 'Enhancing Farmers Empowerment in Food Security Governance' with a grant of 1.4 million Euro over a two year period. Among other support, the programme is financing National Policy Officers at KENAFF (Kenya), MVIWATA (Tanzania), CAPAD (Burundi) and UNFFE (Uganda). These policy officers are expected to enhance the respective EAFF members' capacity in policy research and advocacy. During consultations with the EU, the need to invest heavily in commodity associations was stressed. Such associations include dairy producers, poultry association, dairy goat, breeders, etc. Some of the key issues in the livestock sector in Kenya were also highlighted, for example, pending dairy policy, feed policy, food safety within the livestock sector, promotion of value chains, livestock insurance policy and risk mitigation in livestock, management of transboundary resources such as fish, policy on vaccination across borders, standards setting and policies in support of local chicken whose production exceeds that of broilers and yet most attention goes to the latter. A common planning workshop could also be held to identify areas for support in the four countries above. There is also need for identification of policies and priority setting in terms of what policy areas need to be supported and holding of policy workshops for associations were strongly recommended. However, some legal expertise should be included to bring out the legal implication of policy proposals being made, for example in Agriculture and Fisheries Act, AFA in Kenya. Policies become effective only when supported by legal framework. It was also proposed that in cases where a country is having a policy process, this could be an entry point. Such a policy could be completed and another one brought on board. The VET-GOV Programme needs to build on this funding by EU so that all the EAFF members have policy officers at the National level

In addition to the above, EAFF has developed two project proposals on the livestock sector based on its livestock strategy and is currently looking for resources for their implementation to which the VET-GOV Programme could contribute. The two projects are highlighted below:

#### **a. Enhancing Livelihoods Resilience of Pastoral Farming Systems in Eastern Africa**

The project goal is to contribute to food security and increased income in pastoral systems in Eastern Africa. It will be implemented in the semi-arid and arid lands of Kenya, Ethiopia, Uganda and Tanzania and aims at promoting the adoption of proven technologies and innovations by livestock farmers in the pastoral and agro-pastoral systems of the region to enhance the resilience of their livelihoods to the effects of climate change and climate variability while building a vibrant and profitable beef industry through

sustainable value addition and enhanced market access of livestock and livestock products. The expected outputs from the project include:

- Technologies/ innovations that build resilience of livelihoods in pastoral systems promoted;
- Capacity of actors along the beef value chain to use the promoted technologies/ innovations strengthened;
- Policies to facilitate adoption of resilience mechanisms along the beef value chain in pastoral systems recommended; and
- Availability and access to information on resilience mechanisms along the beef value chain enhanced.

#### **b. Exploring the Strengthening of the East African Extensive Beef Value Chain towards Improved Productivity and Market Access**

The objective of this research project is to improve productivity and market access of the highly vulnerable pastoralists of the Extensive beef value chain (EBVC) for improved income and food security. The specific objectives of the project are:

- To explore various actors and quantify their roles and impact (with gender analysis) on productivity and marketing of beef animals and beef products and on nutrition of poor pastoralists/farmers of EBVC;
- To identify and quantify factors that impact the productivity/market access and nutrition of the poor pastoralists/farmers of EBVC: Factors and impacts of: policies/institutions, diseases, feeds and feeds-management; water access and use, processing and standards, indigenous knowledge (IK) and technologies adoption, capacity needs/information gaps;
- To identify adoptive pathways and make protocols for testing innovative interventions to enhance productivity/market access and nutrition of poor EBVC pastoralists/farmers; Interventions with respect to: disease prevention and control, feeds/feeds management, access to and use of water, standards, processing, packaging and marketing, organizing market actors, capacity building/information sharing; and
- To test best innovative interventions utilising identified pathways and protocols.

EAFF has produced a policy brief that summarizes key policy issues and investment opportunities in the livestock sector. Through 'Policy Brief: Policy Issues and Investment Priorities' (EAFF 2012) identifies policy issues in production, processing, marketing. The investment priorities were identified as being the following: enhancing adaptation and coping with climate variability and change, improving livestock productivity in agro-pastoral and pastoral systems, improving value addition of livestock products and facilitating market access and exploiting market opportunities. In order to address the human resource gap in support of the livestock sector, EAFF established the livestock core group in 2012 whose participation includes stakeholders in research, NGOs, Farmer organizations, Universities, Academia, RECs & Private sector. The main role of the core group is to guide and develop fundable concepts notes revolving around the livestock value chain. However, this being an entirely voluntary team, it cannot be expected to meet the full needs of EAFF.

In terms of programming and awareness about policy issues in the livestock sector, the livestock agenda of EAFF is clear. However, the challenge remains moving this elaborate agenda from paper to field so that members can derive tangible social and economic benefits from increased engagement in the livestock sector.

## 5.0. INSTITUTIONAL AND GOVERNANCE ARRANGEMENTS TO SUPPORT LIVESTOCK-RELATED WORK

EAFF has selected livestock as an important sector. EAFF has members in Djibouti, Ethiopia and Kenya with specific associations dealing with livestock. It is also considering bringing on board the Uganda Beef Producers Association. EAFF supported the dairy policy work in Ethiopia. However, EAFF acknowledges that the associations are weak and require strengthening. Djibouti association is in the EAFF board while the president and some of EAFF is a livestock expert. The KLPA is in the EAFF Council that meets once every year.

From the review of missions, objectives and services to members in the selected EAFF membership from the Eastern Africa region, it is quite clear that apart from very few members of EAFF, there is limited focus on livestock related interventions. It is therefore expected that as a membership organization whose agenda should be set by members' interests, EAFF may not have a strong focus on the livestock sector. This is also confirmed by an examination of past and current projects and programmes of EAFF. However, with the recent development of the EAFF livestock strategy, this marks a major shift in the thematic focus of EAFF, with livestock development expected to have greater attention by the organization. This means therefore, that the starting point for strengthening EAFF's influencing role in the livestock sector needs to start by strengthening the EAFF membership dealing directly with livestock, that is, livestock producers associations to be strong and credible organizations. There is also need to identify and support other national level livestock oriented organizations that may not be necessarily members of EAFF to join the network which can become affiliated to EAFF in the beginning with the long term objective of becoming an independent, regional livestock producers association. AU-IBAR can facilitate this process by supporting the coming together of livestock producer associations to deliberate on livestock issues affecting them and initiating the formation of a loose network of these organizations at a regional level.

In terms of technical capacity, EAFF has no staff working specifically on or specialized in livestock. There is need for someone dedicated to livestock. To address this shortcoming, EAFF depends on experts from livestock-based members to deal with livestock issues and has also established a core group of experts from various institutions, including local universities to work on livestock issues.

The increasing focus on livestock by EAFF is not only indicated by the development of a livestock strategy. There are plans to embed livestock producers in the governance structure of EAFF through the formation of a livestock council similar to the Youth and Women Council within EAFF. The organization recognizes the need to do more work in the livestock sector. The knowledge management platform being developed by EAFF will include livestock. AU-IBAR VET-GOV programme could support establishment and operationalization of the EAFF livestock platform.

EAFF, unlike its members does not in its current organizational structure, have a specific place for livestock keepers organizations. Unlike national apex farmers organizations such as ZNFU and KENAFF who's strategy is to support formation and strengthening of commodity-specific associations, EAFF does not have such commodity specific representation on its board or within its structure. It has no specialized committee on livestock.

The constitution and mandate of EAFF are broad and inclusive enough to accommodate livestock keepers' organizations in the internal management of EAFF. This has already started with the inclusion of KLPA in



the EAFF Council and representation of another livestock keepers organization on the EAFF Management Board. However, there is perhaps need to modify the EAFF organizational structure to include a deliberate slot for livestock keepers organization. Unless this is done the membership and participation of livestock keepers organization in EAFF will remain rather insignificant and adhoc.

During the field consultations, various views were expressed by policy makers in government, national farmers' organizations, RECS, members of EAFF and livestock associations on how livestock producers could be better represented. These views are summarized below.

The formation of a regional network for livestock producers would be in line with the Government of Uganda's current policy of establishing commodity based platforms that bring together all stakeholders in the commodity value chain. The weak livestock agenda among EAFF members is partly because most members don't have livestock experts. For example, UNFFE used to have a livestock expert but at the moment there is none. Due to lack of funding most farmers' organizations tend to hire agriculturalists hoping that they would multitask and cover livestock but they end up focusing more on crops where they are better trained. Another contributing factor to the low profile of livestock in farmers' organizations is the misconception of the role of livestock in terms of contribution to the economy. Exposure of apex farmers' organizations to the role livestock plays in the economy and enhance their understanding of the sector could help in bringing up the profile of livestock sector in these institutions.

Although strengthening of regional livestock producers is an important strategy, it was argued by other stakeholders that this in itself is not sufficient since these organizations do not operate in a vacuum. There is need to strengthen extension services, and where possible facilitate the livestock keepers' organizations and networks to provide some of the extension services. Policy makers in government tend to concentrate on livestock diseases because they have implications for international trade.

Livestock programmes in COMESA are just beginning with the development of a livestock programme under the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA), a COMESA specialized agency. ACTESA has carried out some studies on livestock value chains which will form the basis of the livestock programme. Through the VET-GOV Programme, COMESA is working on a harmonized livestock policy for the COMESA region. A study on policies has been carried out, gaps identified and policy hubs established in each country, with livestock related associations being members of these policy hubs. However, most of these livestock associations are not members of the Farmers' Associations. The entry point for raising the profile of livestock might therefore be linking of the livestock associations to the regional farmers' organizations such as EAFF or SACAU.

It was proposed that two regional livestock associations could be established, one covering the south, linked to SACAU and the other for Eastern Africa, linked to EAFF. However, one livestock association under COMESA would be preferred and supported by COMESA. There was an apparent disconnect between regional and national, lower level organizations and hence strengthening the regional farmers' organizations might not necessarily translate into strengthening the national level organizations, therefore direct support to the lower level organizations was seen as more feasible. If resources allow, however, a twin approach is required where support is provided to both regional and national level organizations. A regional level livestock producer organization is required for policy, advocacy, resource mobilization and information collection and dissemination. COMESA (through CAADP) was ready to support the process and establishment of a programme as it recognizes the gap in livestock development.

COMESA is also undergoing restructuring and will soon have a Division of Agriculture consisting of Crops and Natural Resources and a Division of Livestock and Fisheries. This restructuring will be further discussed during the meeting of Joint Ministers of Agriculture, Environment and Natural Resources to be held later in 2014 during which it is expected that the proposal for a Regional Livestock Association could be endorsed if presented. The proposal to have a strong livestock committee in regional farmers' organizations was seen as not feasible and COMESA secretariat was of the opinion that there is need to have a separate regional livestock association since livestock is a specialized sector that requires its own specialized body. A strong livestock association is therefore needed. It was also pointed out that there is no subcommittee on livestock at the COMESA level and hence there is need to establish one that would bring together all Directors of Livestock in COMESA. AU-IBAR was requested to support establishment of the COMESA Regional Sub-Committee on Livestock.

Consultations with stakeholders and the Ministry of Agriculture and Livestock in Zambia revealed that although the umbrella farmers' organization, the Zambia National Farmers Union, ZNFU, has livestock associations as members, the ZNFU is benefitting commercial farmers mainly. Yet livestock keeping is largely by smallholder farmers affair. Although ZNFU is a large organization, the smallholder livestock keepers at the grassroots are not organized and are therefore underrepresented within ZNFU. It was also noted that whereas the poultry and dairy associations were better organized and doing relatively well, other associations, like for pigs, beef, and leather were not well organized. In general, the Ministry noted that the livestock producers' associations were fragmented and weak. It was also pointed out that these livestock associations have a limited role in South African Confederation of Agricultural Union, SACAU and therefore recognized the need for a serious regional body for livestock, e.g for pork and dairy. The Ministry also called for COMESA to assist in forming a regional commodity-based body for livestock and pointed out the need to work on awareness in the control of livestock diseases such as swine fever.

The need for a regional association for livestock as part of SACAU (e.g SACAU Sub-Committee) was proposed. Some of the issues that such an association could deal with were identified as harmonization of standards, e.g. for milk. Currently, each country has its own standards; regional livestock policy that would facilitate intra-regional trade negotiation and open up livestock trade within the region. For example, the region is targeting the EU market when DRC has a huge demand for goats that remains unmet. The other advantage is that diseases such as FMD are widespread in the region so deboning meat could allow intra regional trade. It was also suggested that if resources were available, the organization and leadership structure of national farmers associations could be changed to include smallholder livestock associations and have them represented at national and through to the regional association.

In terms of capacity building needs, the following suggestions were made:

- Carry out short course for small-scale farmers, e.g in dairy and longer term training for young farmers, training in management for farmers organizations
- Training in policy
- Strengthen the policy hubs
- Introduce some levy to support membership associations to sustain themselves
- Revive livestock working group (in ZNFU) that used to discuss livestock issues but is no longer active.

The Dairy Association of Zambia (DAZ) stressed the need for commodity-based associations, noting that as members of the Council of ZNFU, they are better placed to provide services to members, including credit. DAZ is planning to help farmers access veterinary services through milk collection centres. It's

also carrying out a study on competitiveness of the dairy sector in Zambia. According to DAZ, the main challenge facing the country is productivity. The association supported formation of a regional association for livestock since such an association would help mobilize resources, deal with cross border diseases and programmes, amplify aspirations of livestock producers and get governments to allocate enough resources to the livestock sector. DAZ proposed the following options:

- Strengthen SACAU. This requires determination of the new form/structure of the organization and mobilization of resources and dedicated staff to deal with livestock issues;
- Establish two associations: one under EAFF and the other under SACAU but the two should have a common ground where they can meet;
- SACAU and EAFF have a membership and this experience should be used to establish the regional livestock;
- SACAU and EAFF should start a Livestock association amongst their members, that is build on current membership from EAFF/SACAU to form the regional livestock association;
- Harmonise/merge the EAFF/SACAU livestock associations to form one for the whole region; and
- Put in place a deliberate policy to support livestock sector oriented organizations.
- DAZ however felt that the regional associations should be under the regional farmers' organizations.

In terms of capacity needs of regional organizations, DAZ made the following proposals:

- Dedicated staff to work with the existing livestock associations, while the emerging ones to get issues that require attention. At the moment, the link is weak. DAZ can't be a member of SACAU, they are members of ZNFU. By constitution, DAZ cannot be a member of SACAU because they deal with apex organizations. At the moment, SACAU has no department dealing with livestock or specialized commodity association. There is need to create a department within SACAU;
- For SACAU to be more focused on livestock, they would need to change the structure to allow participation of livestock associations. There is need to restructure the organization;
- Assist with resources to recruit members through a membership drive and resource mobilization from donors and government to support operation of a livestock association;
- Amend the structure /organization to have the leaders of livestock associations sit on the ZNFU Council with the Chairperson of the livestock association on the SACAU Council; and
- Have a subcommittee within SACAU/EAFF on livestock whose composition is made of livestock association leaders. This subcommittee should sit on the SACAU/EAFF board.

The Zambia National Farmers Union saw the major role of regional farmers' organizations as influencing policies at regional level. However, ZNFU noted that the link between regional farmers' organizations and regional economic communities is weak and regional farmers' organizations have little space in influencing policies being developed by RECS particularly with regards to agriculture. The livestock sector issues particularly received even less attention. Regional organizations such as SACAU were not effective in influencing policy and were instead attempting to implement projects on the ground due to the need to survive, lacked sustainability, focused on attending international meetings and had no expertise in the livestock sector. Their agenda is not member driven and rarely meets the immediate and medium term needs of their members.

ZNFU was therefore cautious about formation of a regional livestock association as it may 'suffer the same fate as regional farmers' organizations'. ZNFU proposed that national associations be assisted to build in-house capacity to influence livestock policies. There is need to build the capacity of national commodity associations. These can then form a committee that can establish a regional livestock organization which

should be an appendix to the REC, highly technical with policy, trade and production expertise to service national organizations. It should be a centre of excellence on livestock issues. It was noted that ZNFU has now made some changes in its leadership to include expansion of Directors to have grains and livestock. Previously, they only had Director- Commodities. The staffing of ZNFU relating to livestock is still weak. The existing staff currently seconded to dairy, poultry and beef associations.

The Zambia Poultry Association, one of the most vibrant associations in Zambia strongly supported the emergence of a regional livestock body that harnesses the livestock sector. In fact the Poultry Association had a regional Forum- the SADC Poultry Liaison Forum that dealt with issues such as trade, poultry health, etc. The body existed even before formation of SACAU. SACAU has initiated the SACAU Livestock Technical Working group to examine issues that can be dealt with and intend to develop a strategic plan. The poultry Forum could be transformed into a regional Poultry Body. The ZPA felt that generalizing livestock is not good; fair play and recognition of the subsector is key. ZPA also faces a technicality in terms of participating in the governance of SACAU as it cannot be a member of SACAU; it has no direct links with SACAU. A regional livestock body specific to livestock was therefore most welcome, according to ZPA. ZPA noted that Zambians were advocating for creation of a livestock council at the national level under the new Livestock Development Act. This body would bring together all livestock actors in the country. ZPA also pointed out that they have started the process of forming a regional poultry association.

Imbaraga, one of EAFF members in Rwanda with a membership of 25,000 smallholder farmers is helping poor households keep goats, pigs and hens, including provision of animal health services to members. Imbaraga sees the role of EAFF as that of building the capacity of its members to implement programmes on the ground. As a regional network, EAFF can have more influence on lobbying compared to national organizations. Imbaraga proposed that EAFF mobilizes resources for members to implement livestock programmes. There is no national livestock association in Rwanda.

The member of EAFF in Burundi, CAPAD is working on a programme to get improved goats to farmers under the 'one family, one goat' programme that also includes provision of animal health services, among other activities. It is also working with IFAD on dairy production in Burundi. CAPAD had the following suggestions on building the capacity of EAFF to deal with livestock issues:

- Develop a livestock programme in EAFF members through capacity building on livestock can be promoted;
- Develop a livestock policy in each member of EAFF;
- Develop a livestock value chain in the EAFF programme above;
- Organise livestock peasants into cooperatives;
- Enhance the technical capacity of members; and
- Establish a Committee on Livestock to focus on livestock programmes in EAFF.

Although members and other stakeholders proposed several actions that need to be taken by EAFF to improve the livestock sector as seen in some of the observations gathered during the field work, EAFF has limited capacity to deal with livestock issues as it lacks the necessary specialized staffing that can deal with livestock policy issues. Although the top leadership of EAFF is well experienced in livestock matters, the representation of livestock producer organizations in the EAFF governance structure is weak. Unlike some members (National Federations) who have many commodity-based associations, EAFF Committees are not commodity-focused. EAFF has no livestock committee that can effectively deal with livestock issues. The livestock producers' organizations that are members of EAFF and participate in EAFF governance structures

such as the Kenya Livestock Producers Association and the Oromia Pastoralist Association appear to be lacking in capacity to deal with policy issues and raise the livestock policy agenda. For example, the KLPA currently concentrates on livestock exhibitions and does little in the field of policy advocacy. However, with support from the EU, the capacity for policy analysis is being built through funding for a policy officer in four EAFF members in Kenya (KENAFF), Burundi (CAPAD), Uganda (UNFFE) and Tanzania (MVIWATA). This support needs to be extended to cover all EAFF members and Secretariat.

Tanzanian policy hub stakeholders with the support of VET-Gov Programme has identified entry points at regional (EAC) level and which provide opportunities for EAFF to increase their participation in development of the livestock sector. These include:

- Support harmonization and coordination of progressive control of FMD pathways and other transboundary diseases;
- Support the establishment of a mechanism to monitor livestock and livestock products movement (cross border trade in livestock and livestock products);
- Support the establishment of animal resource information unit and data base. EAFF intends to establish an information portal and could consider working with EAC in this project;
- Support the validation of the draft regional livestock policy and development of an implementation framework; and
- Main stream livestock issues in the EAC CAADP Compact;
- Support the 'rollout' of the EAC strategy on prevention and control of TADS;
- Support the implementation of vector and vector borne disease control strategies;
- Support capacity of testing and monitoring of veterinary drug residues in livestock products;
- Support harmonization of livestock product standards in the EAC region (e.g dairy product' standards, meat and meat products, etc); and
- Review and harmonization of the legal framework for development of the livestock sector at the regional level.

Similarly, issues of as a regional nature have been identified by IGAD through the Regional Programming Framework to End Drought Emergencies in the Horn of Africa (RPF). The RPF was developed by IGAD in early 2012 as a response to the 2011 drought and has proposed six components as a common architecture when developing programmes to end drought emergencies at both national and regional level. These include natural resource management, market access and trade, livelihood basic services support, disaster risk management, research and knowledge management and conflict resolution and peace building. EAFF needs to work more closely with IGAD especially on regional aspects that affect development of the livestock sector.

## 6.0. PROPOSED STRATEGIES TO ENHANCE NATIONAL AND REGIONAL LIVESTOCK KEEPER ORGANIZATIONS' ROLE IN THE INTERNAL GOVERNANCE AND FUNCTIONS OF THE EAFF

A number of proposals were made by diverse stakeholders consulted in the six study countries visited. These are analyzed below:

- Support the holding of consultative meetings at national level to bring together livestock producer organizations and networks to discuss issues of common concern. This mobilization of livestock producers can best be undertaken by existing National Farmers' Organizations as part of their agenda to strengthen their support for the livestock sector. Livestock keepers need to join the National Farmers organizations and strengthen their participation and setting of the agenda of National Farmers Organizations. This will indirectly increase their role in the regional farmers' organization to which they are members. The need to mobilize and organize livestock keepers was strongly expressed by several stakeholders and members of EAFF and needs urgent attention;
- Carry out a detailed mapping of livestock producers and professional networks in Eastern Africa and produce a directory for ease of networking among the livestock producer organizations. The livestock keepers' organizations are currently in existent or very weak. Therefore such a mapping will not be of much value on its own. What is required most urgently is the mobilization and organization of livestock keepers into functioning organizations that can participate in policy making at national level. Only at such a time will they need to network with other professional networks in the region;
- Support detailed/empirical studies to demonstrate the role of the livestock sector in economies of the region for evidence-based policy advocacy. The role of the livestock sector is well documented by organizations such as AU-IBAR and ILRI. What is perhaps more relevant is the wider sharing of existing studies among national farmers organizations for information to their members. Such studies need to be rep-packaged in a language that farmers and livestock keepers easily understand and published in magazines such as the "Farmers Voice" produced by the Kenya National Farmers Federation, KENAFF;
- Provide technical support to national and regional producer organizations to enhance their capacity to deal with livestock issues. This is quite relevant and needs urgent attention. Both EAFF and members in countries visited felt this is an important gap that requires filling. The EU is already providing such support through placement of a National Policy Officer at KENAFF, CAPAD and MVIWATA. This support should be extended to cover all EAFF member organizations so that they can have the required analytical capacity to work on livestock policy issues. The policy officer at EAFF would be expected to focus more on regional livestock policy issues or issues of policy harmonization while the National Policy Officers deal with livestock policy issues at national level;
- Training farmers organizations in advocacy and policy analysis and formulation-develop a training module for the livestock sector. There is need to conduct training needs analysis and to have a comprehensive training programme on livestock value chains rather than on policy alone, particularly in EAFF member countries where public extension services are relatively weak;
- Support professional livestock associations to provide technical support to livestock keepers organizations. Professional livestock associations are private sector driven organizations which should charge fees for their services. What is more useful would be to strengthen linkages between professional livestock associations and national/regional farmers' organizations. This interaction will identify 'services gaps' that can be filled by the professional livestock associations on a business to business relationship;
- Support/restructure national and regional farmers' organizations to set up livestock desks through hiring of livestock experts. This is a very valid proposal. The technical capacity within EAFF and its

membership to deal with livestock issues is currently limited. VET-GOV facilitates national associations to bring them together to form a regional association which is affiliated to EAFF;

- VET-GOV facilitates national associations to bring them together to form a regional association which is affiliated to EAFF. Since there are currently very few national livestock associations, there is need to establish or strengthen national livestock associations and establish working linkages among them as the start of formation of a regional livestock keepers' body;
- Establish an independent regional livestock association at COMESA level. This proposal though feasible in the long term might not be appropriate currently as it might be seen as divisive. EAFF as a regional farmers' organization has the potential to represent all farmers whether crop or livestock keepers on a united front as a single representative organization. Most production systems in the region are mixed involving both crop and livestock production. The constitution of EAFF does not need to be changed to allow a bigger role of livestock keepers' organizations. What is required is having more livestock keepers' organizations as members of EAFF so that they can have more influence in driving the policy focus of EAFF to be more inclusive as far as the livestock sector is concerned. Having a separate regional livestock keepers' organization may not be feasible even though some livestock issues are very different compared to those in the crops sub-sector. A proliferation of regional producers organizations might not be the correct strategy as it will not necessarily strengthen the capacity of these organizations to deal with livestock issues. Experience from countries such as Zambia where there is a proliferation of livestock keepers organizations at national level shows that most of them are weak, except the dairy and poultry association that are currently very active. However, in the long run, livestock keepers organizations once better organized at national level could form a regional federation that becomes an affiliate of EAFF first and then mature to a fully fledged, independent regional livestock body. There is also need to take into consideration the efforts being made through the formation of NEALCO in order to avoid duplication of efforts;
- EAFF should help members to mobilize resources and implement livestock programmes on the ground. Implementation of pilot projects that demonstrate the viability of livestock value chains could be an important entry point, in addition to policy influencing, for EAFF member organizations to show real opportunities in the livestock sector. They could also serve as practical examples of the potential the livestock sector holds and help catalyse greater interest in and investment in the livestock sector by all actors, including the government and private sector. EAFF has already developed a livestock strategy. What is needed is mobilization of resources to implement this strategy at the community level;
- Establish Livestock Sub-Committee at the COMESA level. COMESA through the Regional Compact for the Comprehensive Africa Agricultural Development Programme, CAADP, has identified four priority programmes that provide a good opportunity for collaboration with EAFF and other players. The four priority areas are (i) Agricultural production and productivity with a focus on staple food crops, livestock produce, fisheries and forest produce. A priority Regional Investment Programme is to 'promote plant and animal Health including pest control in pre and post harvest management (ii) Removing barriers to agricultural trade and linking farmers to markets with a focus on corridors (iii) Reducing social and economic vulnerability and enhancing resilience and food and nutrition security. The proposed Regional Investment Programme (RIPA) is 'promotion of regional policies, programmes and projects aimed at diversification of livelihoods in marginal areas and conflict/post conflict areas (iv) Support capacity building of COMESA Secretariat and CAADP implementers at national level with a focus on financial mobilization around national investment plans; farmer organizations and private sector participation in CAADP Process. As can be seen from the proposed priority areas for COMESA, the livestock sector has been included. Establishment of a Sub-Committee on livestock is therefore a useful strategy as it will contribute to more attention to livestock issues within COMESA. Since EAFF

already has signed a memorandum of Understanding with COMESA, its inclusion in the Sub-Committee on Livestock will be critical in ensuring that the voice of livestock keepers is heard;

- Restructure national level farmers' organizations to include livestock producer associations in their structure. The regional farmers' organizations such as EAFF cannot advocate livestock issues if members do not include livestock producers associations in their structure. It will be difficult for EAFF to articulate livestock issues that are not member driven. The current structure of EAFF is broad enough to include livestock producers and a few are already members of the organization;
- Support restructuring of EAFF to have livestock organ in its structure. This proposal calls for formation of Livestock Committee similar to that of Women and Youth within EAFF. It could start with introduce livestock committees in National farmers' organizations-UNFFE is already adopting this strategy, this committees could have representation in EAFF board/management or Committee on Livestock. EAFF Board should consider this proposal which will improve the position of livestock within the EAFF governance structure. Through regular meetings of this committee consisting of representatives of livestock keepers organizations to review livestock development in the region, and during the EAFF Congress, the livestock sector is likely to attract more attention and become more prominent within EAFF as a regional farmers organization; and
- Help EAFF members develop livestock policies and strengthen/review/update those already in place. Members of EAFF cannot articulate livestock issues if they have no policy to guide their interventions. There is need to translate the EAFF livestock strategy at member level to have a harmonized policy approach towards livestock development. EAFF is focusing on 'extensive beef production' but livestock production in the region is quite diverse with subsectors such as dairy, beekeeping, poultry, piggery, shoats, and latest, quails. EAFF should focus on subsectors that majority members want. Incorporate livestock keepers organizations within an expanded NEALCO which is trade related. This should also build on the work so far undertaken through PAFLEC which has stagnated due to lack of funding. The associations join NEALCO to form a wider grouping.



## **7.0. CAPACITY BUILDING REQUIREMENTS TO SUPPORT EAFF AND STRENGTHEN ITS LOBBYING ACTIVITIES TOWARDS LIVESTOCK RELATED ISSUES**

- Support implementation and domestication of EAFF livestock strategy at membership level through funding of proposed programmes. The EAFF strategy identifies key constraints and investment areas in the livestock sector;
- Provide technical assistance through establishment of Livestock desk in EAFF with necessary technical staff. The EAFF secretariat and members do not have dedicated staff to deal with livestock issues. EU is providing a National Policy Officer in each of the member organizations in Kenya, Burundi, Djibouti and Tanzania. There is need for additional support to cover remaining members;
- Support awareness creation on livestock issues through support for operationalization of EAFF knowledge management platform to include livestock;
- Train EAFF members in policy analysis and advocacy. This will also help identify the needs of livestock keepers;
- Support EAFF in development and implementation of project proposals on livestock. EAFF has already developed draft project proposals, namely 'Exploring the Strengthening of the East African Extensive Beef Value Chain towards Improved Productivity and Market Access' and 'Enhancing Livelihoods Resilience of Pastoral Farming Systems in Eastern Africa' whose implementation could serve as pilots to provide learning and demonstrate potential of the sector; and
- Support EAFF to mobilize livestock producers to form associations and strengthen the existing ones. These can then be linked and eventually form a regional livestock association.

## 8.0. GROUP DISCUSSIONS AND RECOMMENDATIONS

After presentation of the study report and others by invited stakeholders, the participants' major concern was that the study had placed undue emphasis on EAFF. Participants were divided into three groups based on the RECS in the region, namely COMESA (represented by Zambia), EAC and IGAD. The group work was to review the Matrix prepared by the from the study findings and discuss the following issues:

- a. What are the issues that are missing at national level including the scope of work being addressed?
- b. What are the capacity building requirements needed to support the national livestock producers/processors organizations?
- c. Propose action plans to increase national livestock producers/processors organizations role in the national livestock development and internal governance and functions of the regional farmers organizations
- d. What are the issues that are missing at Regional Farmers/Livestock producers association including the scope of work being addressed?
- e. Identify capacity building requirements needed to support the Regional farmers/LP organizations
- f. Propose action plans to increase Regional Farmers / livestock producers' organizations role at regional level.

The revised matrix of farmers' and related organizations is provided as Annexes 1 and 2 while the detailed presentations are provided in Annex 3 of the report. The matrix contains a lot more information after enrichment by participants, especially from countries that were not visited by the consultant. The groups' consolidated recommendations at national and regional level were adopted at the end of the workshop as the final recommendations for the study.

### 8.1. Recommendations

The workshop participants adopted the following broad-based recommendations on capacity building requirements at national and regional levels:

#### 8.1.2. At National Level

- Support for the establishment of livestock council/ one livestock apex association at national level;
- Support formation of apex cooperatives/pastoralists associations at national level;
- Provide technical Support to farmers' associations and dairy cooperatives in their structuring and consolidation;
- Support for information and communication sharing and networking;
- Support for internal capacity for policy engagement, advocacy and policy dissemination;
- Support for evidence-based livestock and related policy development;
- Support for strengthening national associations (develop national action plans/strategic plans);
- Organizational and institutional development training;
- Capacity building on leadership and governance;
- Support investment opportunities in the sector for private sector as well as public private partnerships opportunities;
- Support value chain development through investment promotion in the various sectors ;
- Capacity building emphasis for livestock associations to be able to conduct research within the industry;
- Support the formation and strengthening of livestock commodity cooperatives/associations;
- Harmonize and build synergy with ongoing policy and capacity building initiatives
- Deliberate effort should be made by AU-IBAR to support South Sudan and Djibouti on the establishment

- and operationalization of livestock farmers organizations and Public private initiative;
- Mobilization and organization of livestock keepers into functioning associations needs to be given top priority; and
  - There is need for identification of policies and priority setting in terms of what policy areas need to be supported through holding of policy workshops for associations. There is need to support identification of at least one key policy issue that can be handled by National Federations which should roll out a programme for policy research and advocacy. This policy work should be backed by development of relevant legal frameworks to address implications of policy change.

### **8.1.3. At regional level**

- Organizational and institutional development and strengthening for umbrella regional livestock sector associations;
- Elimination of commodity tariffs and non tariffs barriers;
- Support and backup to the national associations (in all aspects)
- Regional institutions to share the action plans with Member States
- Facilitate recognition of the national apex associations and active participation in setting agenda for regional federations
- At COMESA level, there is need to establish a livestock platform or forum to discuss and address regional livestock issues;
- Harmonize and build synergy with ongoing policy and capacity building initiatives
- AU-IBAR, EAFF and other partners should convene a consultative forum to prepare a capacity building programme based on the proposed strategies.

## 9.0. REFERENCES

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## 10.0. LIST OF ANNEXES

### 10.1 Annex 1 : Matrix of Farmers' and related Associations in the COMESA, EAC and IGAD Region (as expanded by participants during validation workshop)

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
Cooperative Alliance of Kenya	To be a leading Co-operative Organization providing quality Leadership to the Co-operative Movement in Kenya as a custodian and exponent of the Co-operative Values and Principles.	Lobbying and advocacy for a favorable and enabling policy and legal environment for Co-operative Development in Kenya.	Lobbying and Advocacy: Awareness Campaign and Innovation: Dissemination of information on emerging issues such as Good Corporate Governance, Value Addition and Supply Chain, the One Village One Product concept (OVOP) among others, Promotion of new forms of Co-operatives, Strengthen the weak and newly registered Co-operatives, facilitate agricultural extension Service and revival of agricultural production such as Cotton, Fish & Aquaculture, Apiculture, Dairy/Livestock, Coffee, Horticulture, Cashew Nut, Macadamia Nuts among others.	Strong cooperative movement has been key in development of dairy sector in Kenya. Dissemination of information on value addition and access to farm inputs, agricultural extension. Activities include apiculture, and dairy/livestock.
Kenya National Farmers Federation (KENAFF)	The mission of KENAFF is to progressively influence change in the agricultural sector environments and promote agri-business through targeted interventions.	To promote unity, co-operation and dialogue among its members and between its members and other actors in the agricultural sector; ensure timely intervention in the resolution of issues affecting the agricultural sector; ensure effective representation of the farming community; encourage effective networking and collaboration, research, into problems affecting sector.	Institutional development and organizational strengthening through recruitment and capacity building of new members. Members include commodity associations such as Kenya Poultry Farmers Association (KEPOFA), Kenya National Fisherfolk Association (KENAFA), Kenya Livestock Marketing Council (KLMC), Aquaculture Association of Kenya (AAK), Dairy Farmers and Marketing Association (DEMA) and National Biogas Users Association (NABUA). Policy research and partnerships, information, communication and knowledge management, renewable energy and environmental management and agribusiness and value chains development.	KENAFF carries out general representation and advocacy on all issues affecting smallholder farmers in Kenya. However, livestock associations, e.g Kenya Poultry Producers Association, Kenya Livestock Marketing Council originate specific issues affecting them.
Kenya Livestock Producers Association, KLPA	To ensure improved livelihood of livestock producers by wide association through formulation of appropriate policy, stimulating reforms, promoting good livestock husbandry and production, collecting and disseminating useful information and promoting the general interest of members.	Include, among others: to promote a prosperous and cohesive farming community in Kenya by representing, lobbying and advocating for farmers' interests and building their capacities towards improved rural livelihoods and alleviation of poverty in Kenya, bring together all livestock Producers from within the Republic of Kenya, lobby and advocacy in policy formulation, implementation and review in agriculture and trade related issues in relevant forums	Promotion of information and communication among livestock producers and other stakeholders in the livestock sector, lobbying and Advocacy on all livestock policies and provisions, assisting livestock producers in the promotion and production of livestock and their products, establishment of linkages between individual livestock producer and livestock producer groups with strategic partners and donors, assisting livestock producers to register and upgrade their breeds, training livestock producers on good practices and capacity building livestock producer groups.	Focused on livestock but weak on policy advocacy. Has potential to grow into regional association according to mandate, 'The Association is and shall be an international, facilitative, Association with regional/ County/ grassroots representation or presence'. However, current focus is on livestock shows and exhibitions. Does very little on livestock policy.

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA)	To strengthen farmers' groups and networks, facilitate communication and learning through exchange visits among farmers for the purpose of defending the interests of small scale farmers.	To facilitate communication among small scale farmers in order to build collective strategies for defending farmers interests; facilitate exchange of knowledge, experiences and ideas on farming and activities which aim at improving the livelihood of farmers and represent small holder farmers in matters and decision making bodies of interest to small-holder farmers.	Not known to have any livestock activity	
Tanzania Federation of Cooperatives (TFC) Ltd	Create, empower and sustain cooperative movement, through innovative transfer of knowledge, research and networking, for improved cooperative productivity, value addition and market access of the cooperative products while adhering to cooperative principles, values and members satisfaction.	To promote the prosperity of societies affiliated to it in accordance with Co-operative Principles; unite all registered co-operative organizations; collect, analyze and disseminate information and statistics relating to or of particular relevance to co-operative societies operations; initiate participatory education and training programs amongst its members and arrange for courses and seminars; represent the member societies in national and international fora; among others.	Promote formation of SACCOS for livestock cooperative societies. Linkage with Veterinary Services and Livestock experts. Capacity building on livestock related issues. Backup services to coop societies in developing and assessing strategic plans. Link milk producing cooperatives with processors and input suppliers. Participate in policy and legislation formation and reviews. Provision of legal services to conflict areas involving livestock keepers and crop farmers. Networking and identification of viable livestock projects.  Promotion and assisting participation in internal Exhibitions especially Sabasaba and Nanenane and even in international ones.	TFC by nature of its mandates deals mainly with livestock and livestock products and has a big potential of promoting trade within and outside the country. Currently, the focus is on the dairy sub-sector where it promotes the value chain for milk. However, there is an indication of expanding to local chicken production.
Agricultural Council of Tanzania (ACT)	To advocate for a conducive environment for agribusiness and provide appropriate services to enhance productivity and profitability of the agricultural sector.	Strengthen ACT's evidence-based lobbying and advocacy work on key policy issues impacting the agricultural sector; Strengthen ACT's ability to develop and deliver organizational, technical and management capacity programmes and services to ACT members; Diversify financial resources enabling ACT to attain 20 percent budgetary sustainability by 2018.	Policy and advocacy: Lobby the Government for conducive business environment for the livestock sector; Capacity building of its members through provision of practical solutions to identified members' problems and training through seminar and workshops, meetings on relevant issues; Private Public Partnership through facilitating and coordination of Private Public Partnerships and information provision to members.	ACT is an apex organisation for the agricultural private sector in Tanzania and covers all the activities related to agriculture, namely, farming, <b>livestock keeping, Fisheries, Bbeekkeeping</b> and other value chain actors such as traders, researchers, processors and transporters. At formation in 2000, the organization was known as the <b>Tanzania Chamber of Agriculture and Livestock</b> and hence strongly reflected the livestock sector. Role of ACT is to organize producers into associations and ensure that their voice is heard. Technical matters are done by members/others. ACT therefore has a strong advocacy focus.
Tanzania Milk Processors Association (TAMPA)	To coordinate and promote milk processing activities, advocate and lobby to create conducive milk processing business environment in order to improve milk processing capacity and increase milk and milk products consumption in the country.	To build up processing capabilities in the country in order to facilitate and promote sustainable socio-economic development of its members and Tanzania at large.  Encourage close relationship in/ among all companies processing milk and individual milk processors; initiate, discuss and present proposals to the government, local government authorities, government and no-governmental organs aimed at enhancing and or promoting the Dairy Sub-	Co-operate with national and international associations, institutions and bodies whose aims and objectives are similar with those of the Association and seek opportunities of represent members and present their views in such forums  Encourage and support activities of its members, which are meant to enhance Dairy Production, Processing and Marketing development of the entire sub-sector.	Promote milk processing business as well as milk processors in ensuring development of members' welfare and dairy sector as well. In collaboration with other associations/organization or institution, TAMPA is responsible to prepare promotion mechanisms and programmes for milk and milk products in the country as well as in the region.

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
		sector ; initiate, promote, encourage and advance activities relating to protection of environment within the Dairy sub-sector.	To engage in any other activity or activities aimed at furthering objectives of the Association and ensure full utilization of processing capacity for sector development.	
Tanzania milk producers Association (TAMPRODA)	Assist the development of a stakeholder driven modern milk production sector in Tanzania that will contribute to the Socio-economic well being of its members and to the country's economy and food security.	Mobilize individuals, group and/or associations involved in the business of milk production into commercial dairy farm units for improved life standard; Create a forum for exchange of information among milk producers; Seek assistance from different stakeholder organizations and institutions for the benefit of Association members; advocate and protect members interests in the dairy industry; undertake dairy management and extension programs for cattle and other potential dairy livestock aimed to improve milk production; improve means and ways of environmental conservation within and beyond the milk producers localities; sensitize members on gender issues in relation to milk production.	senSensitize women milk producers to participate and benefit from Association programs; recruit more members across the country; assist in the formation of district level milk producers Association/networks and link them with inputs suppliers and other service providers including financial institutions; coordinate the training of milk producers in practical aspects of quality milk production, processing and marketing including establishment of milk collection centers; improve the genetic potential of animals for increased milk production through the use of improved bulls breeds and artificial insemination; conduct trainings on animal feed production and preservation, during dry seasons.	Dissemination of knowledge for improved livestock management and production of good quality milk; Training in pasture management. Establishment and operation of milk collection centers and outlets for milk and its products. Development of manageable breeding programme. Involvement and influence in Government decisions affecting dairy industry
Uganda National Farmers Federation (UNFFE)	Promote favorable policies for farmer empowerment and strengthen farmer organizations.	Provision of extension and advisory services, promoter access to financial services and farm inputs. Promote adoption of technologies through agricultural trade shows. Increasing agric productionn and natural resource management. Economic servives provision, mainly agrobusiness. Policy lobbying and advocacy.	Most members mixed farmers. Working with vet services on general animal husbandry, disease control, market linkages.	Uganda local poultry Farmers Association, The Uganda Poultry Association, The Uganda National Apicultural Development Organization (TUNADO), Uganda National Dairy Farmers Association. UNFFE to be supported to mobilize these associations. Create a platform that puts altogether these organizations at national and regional level. Create platforms at national level.
Uganda Cooperative Alliance (UCA)	To provide high quality support services to cooperatives and their members on a sustainable basis	To encourage the application of cooperative principles and methods to economic and social needs by the formation and development	Capacity building in primary societies and Area Cooperative Enterprises; development of a strong Cooperative; financial system based on members own savings; technology transfer	Regulate the livestock cooperatives (Dairy and Meat Cooperatives).
		of cooperative organizations and associations; protect and defend the interests of cooperatives in Uganda; print, publish and circulate any material or any other publication in the interest of cooperatives; study members needs and develop programmes to meet those needs and mobilize resources for cooperative development.	to raise productivity and income by small-scale producers; women empowerment in development, among others.	
Uganda Meat Producers Cooperative Union	To promote animal production and livestock marketing, promote enterprise or business development along the meat value chain, and to increase financial access by members, lobbying and advocacy for meat sector development.	Value addition through establishment of abattoir, livestock extension services, training of members, inclusion of members in national for a.	All activities are geared towards livestock development	No one specific for policy advocacy. Need for training in policy advocacy of staff and producers.

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Syndicat des Travailleurs de l'agriculture et de l'élevage (ING-ABO)	To promote the interests of small farmers in agriculture and livestock.	Increased agricultural production & marketing of agricultural production at remunerative prices which allow the producers to meet their needs (basic needs, savings, etc.); providing services that enhance those members a self confidence and help them to increase the economic resources.	Trainings on farming techniques for agricultural producers; support basic infrastructures facilities for the promotion of agriculture processing; capacity building in various topics; training and awareness of the Land Law. And support and advice to members, Support the development of dairy cattle through the piloting of an artificial insemination program among others.	Has some direct activities in the livestock sector.
Fédération des Agriculteurs et Eleveurs du Rwanda (IMBARAGA)	The mission of the Imbaraga Farmer Federation is the professionalization of the farming profession to improve the welfare of farmers in rural areas and to change perceptions of the perception.	To bring together farmers to share best practices and resources.	Training farmers in the latest agronomic practices, linking farmers with viable markets (either through identification of markets or assistance with physical transportation), and assisting farmers as they adapt to new agricultural technologies to lighten their workload	IMBARAGA is promoting dairy farming among members. Imbaraga is partnering with the VET Department to help poor families keep goats, pigs and poultry and cows through the Government's 'one Cow one Family' programme. Other services include training of members in animal health
National Dairy Farmers Federation of Rwanda: NDDFR	To advocate and lead for Rwanda dairy farmers in development and promote dairy associations/cooperatives	Carry out economic and service activities to support the dairy farmers organization activities towards the production of quality and competitive dairy products	Providing professional and technical assistance to dairy farmers associations/cooperatives Providing assistance to dairy administration and management of associations/cooperatives Providing information and training to dairy farmers likely to improve the production of better quality milk and dairy products Promoting networking dairy associations/cooperatives in accordance with the provision of law and by laws as well as associations/cooperative principles Participate	NDDFR carries out general representation and advocacy on all issues affecting smallholder dairy farmers in Rwanda. However civil society organizations such as NGOs ( Imbaraga, Ingabo, HPI, SAC,PSF are fully involved in organization of the dairy sector in particular but also in the livestock sector in general which originate specific issues affecting them.  NDDFR therefore has a strong advocacy focus and key player in annual organization of livestock shows and exhibitions.  Create a platform that puts altogether producers, processors, service providers, milk sellers and consumers at national level.
Rwanda National Meat Producers association: RNMPA	To promote meat production and marketing through good and appropriate animal husbandry, collecting and disseminating useful information and promoting the general interest of members. organize producers into associations and ensure that their voice is heard	Include, among others: to promote a prosperous and cohesive progressive farming in Rwanda by representing, lobbying and advocating for farmers' interests and building their capacities towards improved rural livelihoods and alleviation of poverty in Rwanda, bring together all livestock Producers, lobby and advocacy in policy formulation, implementation and review in agriculture and trade related issues in relevant forums	Providing information and communication among livestock producers and other stakeholders in the livestock sector, lobbying and Advocacy on all livestock policies and provisions, assisting livestock producers in the promotion and production of livestock and their products, establishment of linkages between individual livestock producer and livestock producer groups with strategic partners and donors, assisting livestock producers to register and upgrade their breeds, training livestock producers on good practices and capacity building livestock producer groups.	Focused on livestock but need a full support for capacity building in management, post-harvest handling and marketing. Has potential to grow into regional association according to mandate. 'The Association shall be facilitated.  RNMPA is an apex organization for the private meat producers in Rwanda and covers all the activities related to Beef farming, pig development, poultry industry and other value chain actors such as traders, researchers, processors and transporters.  RNMPA is fully involved in annual livestock shows and exhibitions.



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Rwanda Federation of Beekeepers : FERWACAPI	To promote and strengthen beekeeping associations/ cooperatives, provide professional assistance in business development, marketing and the welfare of beekeepers in the all value chain	Lobbying and advocacy on policy issues, coordination, post-harvest handling and marketing	Providing technical assistance to beekeepers/ cooperatives or associations, trainings on apicultural best practices for better quality honey products, developing marketing strategies and promoting networking.	All the farmers' federations (dairy, fisheries and apiculture) are members of NCCR. Civil society including NGOs, trade union are involved in supporting capacity building of beekeepers
Federation of Fisheries Cooperatives in Rwanda : FEFICORWA	Promote and strengthen Fisheries and fish farming associations/ cooperatives, provide professional assistance in business development, marketing and the welfare of fish and fish farming producers in the all value chain Supervising, inspecting the functioning of affiliated fisheries cooperatives/associations	Lobbying and advocacy on policy issues, coordination, post-harvest handling and marketing	Providing technical assistance to beekeepers/ cooperatives or associations, trainings on fish and fish farming best practices for better quality of fish and fish products, developing marketing strategies and promoting networking	FEFICORWA is an apex organization for the fish and fish farming producers in Rwanda and covers all the activities related to fish production industry and other value chain actors such as traders, researchers, processors and transporters. FEFICORWA is fully involved in annual livestock shows and exhibitions.
Confederation of Agricultural Producer Associations for Development in Burundi. CAPAD- Burundi	Ease the transformation of Agriculture and Livestock in Burundi by developing of paths porters and innovations.	Aims at helping increasing productivity and profitability of smallholder farmers through the development of competitive and sustainable agricultural value chains.	<p>1. Appui technique dans la professionnalisation des organisations de base/associations coopératives:</p> <ul style="list-style-type: none"> <li>• Capacity building on leadership, management, conflict management, adult literacy and governance in Farmer Based Organizations</li> <li>• Structuring and consolidation of cooperative associations / created cooperatives</li> <li>• Support for cooperatives in the identification of services to their members</li> <li>• Assistance in the choice of courses / economic activities</li> <li>• Support in the setting up of financial management tools and compliance with statutes and procedures, etc.</li> </ul> <p>Facilitation of access to inputs and financing:</p> <p>Collaboration with research institutions ( ISABU FACAGRO, IRRI, etc. . ) : Research, availing quality seeds, disease treatment, valuing farmers knowledge etc.</p> <ul style="list-style-type: none"> <li>• Facilitating access to fertilizers</li> <li>• Connecting cooperatives to other actors / stakeholders (extension, support organizations / NGOs, traders, financial institutions, etc.).</li> <li>• Assistance in negotiating and granting agricultural loans and during their repaymentL</li> </ul>	CAPAD is promoting goat rearing for production of manure and income generation.

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
			<ul style="list-style-type: none"> <li>Assistance in the establishment of a system of funding: Solidarity Mutual</li> </ul> <p>Capacity Building:</p> <ul style="list-style-type: none"> <li>Business plan</li> <li>Development of value chains</li> <li>Management of credit</li> <li>Creation and management of solidarity mutual</li> <li>Farming techniques, etc.</li> <li>Development of tools for the planning, monitoring, and the follow-up of seasons / campaigns, management, warehouses and stocks and monitoring tools of family farms, etc.</li> </ul> <p>Assistance in post harvest and sales management:</p> <ul style="list-style-type: none"> <li>Capacity building on storage and stock management</li> <li>Connecting to the markets</li> <li>Training on calculation of production costs, the profitability analysis and support in pricing</li> </ul>	
			<ul style="list-style-type: none"> <li>Support for activities to add value and quality improvement: storage, preservation, processing, product processing, product presentation, etc. .</li> </ul> <p>Dialogue with policy makers, technical and financial partners :</p> <ul style="list-style-type: none"> <li>Debates on agricultural issues</li> <li>Exchange on policies and agricultural programs</li> <li>Awareness of farmers' concerns</li> </ul>	
Cooperation Initiative for Rural Development "ICODR "	Cooperation Initiative for Rural Development "ICODR " is a non-profit association. Its primary mission is to promote and guide its established branches throughout the country	Its main objective is to contribute to food security and fight against poverty among members of partner associations.	<p>In the area of livestock:</p> <ul style="list-style-type: none"> <li>It leads in the promotion intensive farming and the rearing of pigs and cows across the country.</li> <li>It promotes of collection and processing centers for dairy products</li> </ul> <p>In the field of agriculture:</p> <ul style="list-style-type: none"> <li>It showed its worth in promoting the cultivation of edible banana and pineapple.</li> <li>A unit of processing pineapple juice has emerged and is supplied by production from different associations ICODR.</li> <li>Besides the fields of crops, it is associated to bee-keeping</li> </ul>	<p>- The ICODR was approved by the Ministry of Interior in October 2002.</p> <p>- It has already established collaborative relationships with FAO - Burundi, Helpchannel/USA, Floresta/USA, PRODEMA/WB, PPCDR/EU etc. . .</p> <p>- Contact: NAHIMANA (+257) 79 588 274 (+257) 77 018 596 (+257) 22 22 25 80</p>

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
			<ul style="list-style-type: none"> <li>It has also undertaken the part of rural microcredit to develop the entrepreneurial spirit of the various associations.</li> </ul>	
ADAP-Asbl; Association pour le développement agro pastoral	Fight for availing acceptable rearing conditions in suburban areas	Grouping farmers into groups for advocacy with governments and other partners to animal welfare	<ul style="list-style-type: none"> <li>They formed groups of farmers improved breeds,</li> <li>They carry out capacity building activities for their organizations on leadership and governance,</li> <li>They collect and sell milk.</li> </ul>	
AVB Association des Vétérinaires du Burundi,	Organization of veterinarian professionals in Burundi	Work for a good organization and coordination of Veterinary Doctors in Burundi	<ul style="list-style-type: none"> <li>They hold meetings and capacity building workshops to update veterinary professionals in Burundi</li> </ul>	Dr.NIYONGABO Joseph
Conseil de l'ordre des Médecins vétérinaires du Burundi	Regulation of expertise and veterinary services	Work for a good organization and coordination of Veterinary services in Burundi	<ul style="list-style-type: none"> <li>Provide advice and taking appropriate measures for the proper functioning of Veterinary Services</li> <li>Follow up the implementation of the regulations in the veterinary field</li> </ul>	Dr.NGENDAHAYO Liboire
ABPZ : Association burundaise des professionnels de zootechnie	Organization of professional of animal husbandry in Burundi	Work for a good organization and coordination of zoo technicians in Burundi	<ul style="list-style-type: none"> <li>Hold meetings and capacity building workshops and update technical professionals in Burundi</li> </ul>	Ir.BAGORIKUNDA Séverin 530/1405.du 13 Août 2012
Oromia Pastoralists Association (OPA)	To enable pastoralists to play an active role in the debate and policy processes affecting pastoralist livelihoods.	Raising awareness about pastoralists and increase understanding on the visibility of pastoral livelihoods as way of life, and create the will to change unfavorable policies and strategies regarding pastoral development issues, take part in conflict management and peace building efforts and ensure peaceful coexistence of pastoralist communities in the region and beyond, among others.	<ul style="list-style-type: none"> <li>Advocacy and Advise</li> <li>Awareness raising, capacity building and empowerment</li> <li>Community Mobilization and Support</li> <li>Study and Action Research</li> <li>Networking, partnership and collaboration</li> </ul>	Focused on livestock
South Sudan Agricultural Producers Union (SSAPU)	To be a voice, lobby, dialogue, and advocate for SSAPU farmers and build their capacities.	To fight poverty through commercial farming and enable people to become self reliant; provide agricultural seeds, tools and agricultural equipments; produce crops and livestock; establish a training centre of extension workers, farmers on vegetable, fruit trees, root crops, livestock, and agro-forestry production; provide irrigation systems and water management; carry out the business of agricultural farming produce and business of buying, selling any kind such as ;tea, coffee, maize, sorghum,, etc; acquire land for agriculture and real estates; carry on business in the field of agriculture and animal production; engage in transportation of agricultural products; import and install equipment used in the preservation and canning of vegetables, fruits, meat, fish and dairy products; and to promote and engage in research in floriculture and crop science with a view to the development of more productive varieties.	The organization is relatively new (established in 2011) and is currently focusing on mobilization of farmers from all the 10 States of South Sudan. SSAPU enables farmers to speak with one voice on matters concerning them in crop and livestock production and marketing, capacity building and access to working capital. Several challenges currently constrain the effectiveness of the organization, including lack of credit and poor communication, among others.	Mandate includes both livestock and crops. This is a new organization that requires capacity building in many areas.

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
Zambia National Farmers Union (ZNFU)	<p>Promoting and safeguarding the interest of members as individual's farmers, corporations / companies purveyors and other organization involved in the business of agriculture in order to achieve sustainable agriculture, economic and social development. This mission statement sets out: (1)Ground rules for ZNFU activities</p> <p>(2) Identifies not only what activities the ZNFU is in ,but also the core beliefs or guiding principles that underpin its activities and where it is heading</p> <p>(3) All objectives and strategies of the ZNFU are derived from the mission statement .</p>	<p>To: promote and safeguard the interest of members; support the conduct and the development of the agriculture industry in Zambia; collect and distribute to members and others, information concerning agriculture and the marketing of agriculture produce or otherwise considered to be of interest to members; print and publish magazines, periodicals, books, leaflets and other similar material thought desirable for the promotion of the other objectives of the union or of interest to the members or intended to inform the public of matters concerning agriculture; make representations to the government or to any competent authority with regard to matters directly or indirectly affecting agriculture (in its broadest sense); subscribe to the funds of any association or body having objectives or interest similar or complementary to those of the union for purposes, which in the opinion of the union governing body ,would or might be beneficial to the agriculture industry; generally and without any restriction which otherwise be implies from the foregoing objects, promote and safeguard the interest of members and the development and progress of agriculture of agriculture industry in Zambia.</p>	<p>Zambia National Farmers Union (ZNFU) is a national membership based organization, with countrywide coverage, representing the agriculture industry. Specifically ZNFU represent small and large scale farmers; and agribusinesses. The member are currently categorized into: District Famers' Association, Commodity specialized associations, Corporate Farming businesses, The Agribusiness chamber and Association members. ZNFU core functions include; lobbying and advocacy; members services provision and support; information dissemination and communication with members. Through these core functions ,ZNFU promotes and safeguards the members' interests ;and the development of the agricultural industry .In support of the above core functions, ZNFU also performs the following functions: Supports development of agriculture by organizing members into association to create an effective voice on concerns in the agriculture industry; Makes representations on behalf of members to government or to any competent authority with regard to matters affecting agriculture whether directly or indirectly; Collects and distributes to members, in print and electronic form, information on agriculture and agricultural marketing. It's also prints and distributes information of material interest to members and other stakeholders in form of periodical, magazine, position and research papers; Facilitates and creates institutional linkages by subscribing to any association or body having objects or interests similar to or complementary to those of the union; Currently ZNFU is hosting the platform that coordinates the issues affecting the livestock sector in Zambia. Currently there is a committee on pigs, whilst poultry, dairy and beef have been converted into the associations.</p>	

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
The Poultry Association of Zambia (PAZ)	To enhance the capacity of poultry farmers and member through measured production, improved marketing access and access to technical information, lowering input costs and lobbying government for pro-growth policies.	To develop and maintain a disease free status in Zambia in line with the international trading; Disease control practice for the betterment of a sustainable poultry industry; to promote and protect the interest of members in their capacity as poultry farmers, producers and purveyors of poultry related commodities in Zambia; to support the conduct and the development of poultry producers and industries allied to poultry Production in Zambia; to collect and distribute to members and others information concerning the poultry industry or otherwise considered to be of interest to poultry farmers; To print and publish any magazines periodicals, books, leaflets and other similar materials thought desirable for the promotion of the objects of the association or of interests to the poultry industry or intended to inform the public of matters concerning the poultry industry; to make representation to the government or to any competent authority with regard to matters affecting the poultry industry and to coordinate the views aims and efforts of the sector in the sectors in the poultry Association of Zambia in the interest of the Zambian poultry industry and; Generally without any restriction which might otherwise be implied from the foregoing objects,	PAZ aim to tackle head on the difficulties faced by the industry by doubling its lobbying efforts with government in an effort to lower the input costs and drive demand to enhance growth diversity in the poultry industry. PAZ endeavors to empower its members through appropriate capacity building programs in order to support and develop the industry which has a large potential for employment creation and greater export earnings. Members enjoy free training through workshops and seminars, extension and consultation services poultry information through newsletters, lobbying and marketing strategies. The association is also working with the industry members to develop self-regulatory measures with regard to imports and exports, production and marketing of poultry and poultry products.	
		to establish a National organisation Zambia embracing all sectors of the poultry so that they can cooperate efficiently for the development of the poultry industry in Zambia.		
Veterinary Association of Zambia	The Veterinary Association of Zambia seeks, through the statutes of the Veterinary and Veterinary Para Professions Act to: serve the interests of the people of Zambia by promoting competent, efficient, accessible and needs-driven service delivery in the animal health care sector; <ul style="list-style-type: none"> <li>To protect the health and well-being of animals and animal populations;</li> <li>To protect and represent the interests of the veterinary and para-veterinary professions;</li> </ul>	Register students of veterinary studies and veterinary para professionals Develop, promote, maintain and improve appropriate standards of qualification in the veterinary profession. Investigate allegations of professional misconduct and impose sanctions as necessary Advise the Government on matters relating to the veterinary profession.	The veterinary and veterinary para professionals in Zambia provide animal health services based on their scope of practice as provided for in ACTS 45 of 2010. These services include: <ul style="list-style-type: none"> <li>Control and prevention of animal diseases,</li> <li>Diagnostic tests and treatment of animal diseases</li> <li>Diagnosis and treatment of small and large animals including wild- life at competitive rates</li> <li>Veterinary assessment in prophylactic disease control programmes for small &amp; large animals</li> <li>Vaccinations for disease prevention (e.g. rabies vaccinations)</li> <li>Ambulatory services</li> <li>Pregnancy diagnosis for beef and dairy cattle</li> </ul>	

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
			<ul style="list-style-type: none"> <li>• Diagnostic imaging (e.g. Radiography and ultrasonography)</li> <li>• Artificial insemination</li> <li>• Herd examination for health certificate and Hospitalization etc.</li> </ul>	
The Beef Association of Zambia	The Association shall strive to represent all members' interests equitably in a transparent manner where national interests will take precedence over individual interests. A process of arbitration will be the method of preference in settling any disputes between members	<p>The principal objective of the Association is to promote and protect the interests of members in their capacity as beef producers, beef processors, purveyors and others involved in the business of the beef industry; and to help develop the Zambian beef industry for both domestic and export demand.</p> <p>SPECIFIC OBJECTIVES</p> <p>In pursuance of the principal objective of the Association as provided at clause 3.2.1, the Association shall pursue the following specific objectives: To support the conduct and development of the beef industry; Improve consumer awareness and education of communities on the benefits of beef products to their health and nutritional status; Collect, analyse and distribute to all members of the Association and other industry stakeholders, information about the beef industry or otherwise considered to be of interest to beef producers, processors, purveyors and allied industries; Facilitate the generation, communication and exchange of knowledge and information thought desirable for the promotion of the objects of the Association or of interest to the sustainable development of the Beef Industry or intended to inform the public of matters concerning the Beef Industry; To provide a private sector led platform from where government can interact with in the development of the Private Public Partnership commonly referred to as the "PPP"; Advise and make representations to the Government of the Republic of Zambia and other competent and relevant authorities on management and policy matters directly or indirectly affecting the development of the Beef Industry in Zambia; Affiliate and subscribe to the funds of the Zambia National Farmers' Union and any other Association</p>	Assist members of the Association with extension support services, advice, assessment and research essential for improved and sustainable beef production, processing and marketing; Support members of the Association in production, marketing and promoting their beef business and products locally, regionally and internationally; To support within country value addition of beef products so as to be regionally competitive in both quality and price under the principle of "Fair Trade"; The following are some of the services being provided under BAZ besides lobby and advocacy: dipping services; community dip tanks; input supply service; Information services; breeding services; extension services.	

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
		or body having objects, values or interest similar or complementary to those of the Association for purposes which, in the opinion of the Executive Committee, would or might be beneficial to the development of the Beef Industry in Zambia; Design and undertake research, participatory appraisals and assessments, reviews and other investigations as required to fully support the implementation, monitoring and evaluation of the overall objectives outlined above; and to perform other actions as may be conducive or incidental to the attainment of the aforesaid objectives.		
Dairy Association of Zambia	The overall mission of DAZ is to promote and protect the interests of its members in their capacity as dairy farmers, processors, purveyors and others involved in the dairy industry; and to help grow the Zambian dairy industry towards satisfying national socio-economic development objectives.	<ol style="list-style-type: none"> <li>1. Lobbying and advocacy (changing mind sets of government, producers, processors, and consumers).</li> <li>2. Information dissemination and communication.</li> <li>3. Facilitating and creating linkages/partnerships that address the needs of members (e.g. organizing members into dairy cooperatives and/or milk collection centres, facilitating effective marketing arrangements, access to finance, inputs, and extension services, and organizing training and research)</li> <li>4. (Self-)Regulating the conduct of industry players with respect to the development of the industry</li> <li>5. Encouraging compliance of minimum standards within the industry</li> <li>6. Improving consumer awareness of the benefits of dairy products</li> </ol>	<ol style="list-style-type: none"> <li>1. To actively involve MAL in jointly developing the dairy sub-sector</li> <li>2. To increase participation of smallholders in dairy production</li> <li>3. To increase smallholder production and productivity for the formal market</li> <li>4. To stimulate increased domestic consumption of milk and other dairy products</li> </ol>	
North Eastern Africa Livestock Council (NEALCO)	Spearhead all livestock and meat trade from the region	Promote, coordinate, share information and advocate for enhanced livestock and meat trade in the livestock sector within North and Eastern Africa and outside the region and to undertake other responsibilities on behalf of member livestock trader and meat processor organizations by all lawful means.	<ul style="list-style-type: none"> <li>• NEALCO is a new private sector organization whose development is being supported by IGAD through preparation of strategic plan to provide roadmap for the organization. There is need to examine how NEALCO and national/regional livestock/farmers associations can work together to enhance the livestock agenda in the region. Being new and at formative stage, NEALCO is little known in the region.</li> </ul>	13 Members: Eritrea, Ethiopia, Sudan, South Sudan, Somalia, Kenya, Rwanda, Burundi, Uganda, Tanzania, DR Congo, Djibouti and Egypt. NEALCO is a regional traders' association.

Organization	Mission	Mandate/Objectives/Functions	Services/Activities relevant to livestock sector	Observations
Eastern Africa Dairy Association (ESADA)	ESADA was formed in 2004 with the overall mission of increasing the trade in African dairy products.	ESADA promotes and advocates for the efficient and effective means of achieving quality standards in Africa's dairy sector through innovative technologies and knowledge sharing, focused on market developments, capacity building while caring for customers' social and environmental responsiveness.	<ul style="list-style-type: none"> <li>African Dairy Conference and Exhibition</li> <li>The ESADA flagship event held annually. Brings together stakeholders in the entire livestock sector to advocate for favorable policies.</li> <li>The Eastern Cheese Festival - The biggest milk carnival in Eastern Africa and beyond</li> <li>Dairy Mail Africa - The publication aimed at reaching over 100,000 dairy players in Africa.</li> </ul>	ESADA is an industry association bringing together all players in the dairy sector and is not a producers' association.

## 10.2. Annex2 : List of Additional Industry Associations in the IGAD region

- Union of Sudanese businessmen and employers Federation (composed of five unions of chambers)
- Sudanese Union Chambers of Agriculture and Animal Production (consist of ten chambers)
- Chamber of livestock and meat
- Chamber of dairy
- Chamber of poultry
- Chamber of honey producers
- Chamber of fisheries
- Sudan Union Chambers of Commerce
- Meat exporters
- Livestock exporters
- Hides and skins exporters
- Chamber of agriculture investment
- Chamber of agricultural services
- Chamber of forestry and gum Arabic
- Chamber of horticulture crops.
- Chamber of production inputs
- Sudan union chambers of industry (Hides & skins manufacturers)
- Sudan Veterinary association
- Sudan Animal Resources Bank
- Union of pastoralists
- Union of farmers association
- National agency for finance and insurance of exports
- Discipline specific syndicates - Farmers Syndicate (Higher institutions technocrats lobby groups)
- Dairy Association, Meat Association,
- poultry Association,
- Animal Feed Processors Association,
- Beekeepers Association,
- Eritrean Women in Agribusiness Association and
- Eritrean Fisheries Association

## 10.3. Annex 3: Group Presentations

The group work was to review the Matrix prepared by the consultant and respond to the following issues:



- a. What are the issues that are missing at national level including the scope of work being addressed?
- b. What are the capacity building requirements needed to support the national livestock producers/processors organizations?
- c. Propose action plans to increase national livestock producers/processors organizations role in the national livestock development and internal governance and functions of the regional farmers organizations
- d. What are the issues that are missing at Regional Farmers/Livestock producers association including the scope of work being addressed?
- e. Identify capacity building requirements needed to support the Regional farmers/LP organizations
- f. Propose action plans to increase Regional Farmers / livestock producers' organizations' role at regional level.

### **Presentation from IGAD**

#### **Issues that are missing at national level including the scope of work being addressed**

- Scope of the unions
- Pastoralist unions need be strengthened (State and National level)
- Reorganization of livestock dependent societies at national level
- Formation of apex cooperatives pastoralists associations at national level
- Need for organized livestock specialized associations (Most of the associations cover both livestock and agriculture)
- Livestock sector to be represented in the agricultural associations
- Extension services –to increase production and productivity
- Animal welfare
- Identification and Traceability
- Centers of excellence to improve the animal breeds (genetics), feeds, etc.
- National Association of Fisheries to be strengthened
- Union of Sudanese businessmen and employers Federation (composed of five unions of chambers)
- Sudanese Union Chambers of Agriculture and Animal Production (consist of ten chambers)
- Chamber of livestock and meat
- Chamber of dairy
- Chamber of poultry
- Chamber of honey producers
- Chamber of fisheries
- Sudan Union Chambers of Commerce
- Meat exporters
- Livestock exporters
- Hides and skins exporters
- Chamber of agriculture investment
- Chamber of agricultural services
- Chamber of forestry and gum Arabic
- Chamber of horticulture crops
- Chamber of production inputs
- Sudan union chambers of industry (Hides & skins manufacturers)
- Sudan Veterinary association
- Sudan Animal Resources Bank

- Union of pastoralists
- Union of farmers association
- National agency for finance and insurance of exports
- Discipline specific syndicates - Farmers Syndicate (Higher institutions technocrats lobby groups)
- Many associations missing namely
- Dairy Association, Meat Association,
- Poultry Association,
- Animal Feed Processors Association,
- Beekeepers Association,
- Eritrean Women in Agribusiness Association and
- Fisheries Association

**Identified capacity building requirements needed to support the national livestock producers/ Exporters/ processors organizations:**

- Extension services (FFS, PFS, etc.)
- Farmer training centers
- Information and Communications (Sharing)
- Policy analysis and advocacy
- Negotiation skills
- Business development services (BDS) skills
- Leadership and governance
- Sanitary and phytosanitary standards
- Livestock diseases and animal production system
- Fundraising (including proposal writing)

**Proposed actions /Activities to increase national livestock producers/ processors organizations role in the national livestock development and internal governance and functions of the regional farmers' organizations**

- Establish/strengthen National and Regional Networks
- Strengthen national associations (develop national action plans/strategic plans)
- Use of data from research organizations
- Technical and financial support from development partners
- Participation on policy formulation and implementation
- Capacity Building (in the above slide on CB)

**What are the issues that are missing at Regional Farmers/ Livestock producers association including the scope of work being addressed**

- Some regional associations missing on the list
- NAELCO
- ESADA
- Coordination, collaboration, networking and information sharing
- Different livestock managements systems to be considered
- More studies on trans boundary animal movements

**Identified capacity building requirements needed to support the Regional farmers/LP organizations**

- Organizational and institutional development training
- Fundraising (including proposal writing)
- Information and Communications (Sharing)
- Policy analysis and advocacy
- Negotiation skills
- Leadership and governance
- Sanitary and phytosanitary standards
- Livestock diseases (TADs) and animal production system

### **Propose action plans to increase Regional Farmers / livestock producers organizations role at regional level**

- Prevention and control of TADs
- Capacity assessment for regional associations
- Organizational and institutional development and strengthen for umbrella regional livestock sector associations
- Regional farmer trainings centers
- Elimination of commodity tariff and non tariff barriers
- Conducting coordination forums
- Support and backup to the national associations (in all aspects)
- Regional institutions to share the action plans with MS

### **Presentation from EAC**

#### **Kenya: Issues missing in scope of work - SWOT**

##### **Strengths:**

- KLPA has clear vision as a true representative of livestock producers
- Has excelled in mobilising livestock producers as well as private sector players in the industry through the agribusiness fairs
- Has a business focus to the agribusiness fairs and has proven to provide a platform for market linkages in the sector and a sustainable model
- Has an ear with the county governments in Kenya – and since agriculture has been devolved it's a good entry point for engaging government
- Strong partnerships including regional FF, PS, County Government, and DS
- KLPA has been present at stakeholder forums organised by government and other key stakeholders in the sector especially on policy– and as a result the organisation has being recognised and perceived as a natural representative association of the industry

##### **Weaknesses:**

- Lacks internal capacity to fully promote its mandate as the apex association for the sector – human resource, operational as well as financial
- Policy component in the scope of work is relatively weak
- Lack internal capacity for policy engagement advocacy and policy dissemination
- Lacks internal capacity for research

##### **Opportunities:**

- Gap in presence of a livestock focussed national apex association
- Livestock now an agenda for development and food security

- Opportunities in value addition for the sector - not extensively explored
- Clear investment opportunities in the sector for private sector as well as PPP opportunities

#### **Threats:**

- Fragmented industry with many small subsector associations
- Low investment and prioritisation by Government on the sector

#### **Intervention points : Capacity building requirements**

- Support KLPA to mobilise the many small subsector to join as one livestock apex association – KLPA should take lead since it has always run as a multi-sector association within the industry
- Support to develop governance structures that work – can use case studies of what has worked elsewhere in the region instead of reinventing the wheel
- Support KLPA to build internal capacity to operate as the voice of livestock producers in the sector - Organisational strengthening of KLPA leadership and secretariat to develop the necessary managerial capacities to fulfill its mandate
- Capacity building emphasis for the association to be able to conduct research within the industry and engage on policy issues from an evidence based perspective. Industry research will also help KLPA to support its member organisations in achieving their mandate as well as taking a business perspective and value chain approach to promoting various livestock subsectors \*quail craze that never lived to its expectation
- As an association KLPA should be able to guide its members in value chain development through investment promotion in the various sectors

#### **Kenya: Action plans**

##### **Internal capacity and governance issues**

- Constitute governance structure based on membership and define how the structure will work. Organise a stakeholder workshop for all small subsector associations to a roundtable to discuss formation of national apex livestock association, constitute membership and board and governance structures.
- Define strategic direction of the national apex association by members – policy and advocacy, Research, Investment and partnership promotion for the sector. Develop strategy document and action plan
- Increase staffing to include specialised skills in policy [development, review and analysis] & research, membership management, trade and investment promotion
- Develop training schedules for staff and cross learning activities

##### **Policy and advocacy**

- Membership /active participation of the national apex association at the national policy hub
- Capacity building on policy [development, review and analysis]
- Capacity to translate policies to national action plans
- Identify working groups from membership [subsector] and form policy working groups

#### **Tanzania**

##### **Capacity Building Requirements at National Level**

- Formation of Peer Groups to facilitate accessible and affordable Vet- Services.
- Lobbying the government for affordable input supplies for the livestock farmers
- Promote Fodder preservation Campaigns in drought prone areas
- Support the formation and strengthening of meat, poultry, fish and dairy cooperative societies/

associations.

- Support Capacity Building on postharvest losses reduction.

#### **Regional Level:**

- To support the formation and strengthen livestock commodity cooperatives/association.
- Capacity building of national apex cooperatives/associations
- To harmonize regional livestock commodity trade
- Participate in the harmonization of regional livestock policies
- Networking with national, other regional and international livestock actors.

#### **Uganda**

##### **Capacity Building Requirements**

- Communication strategies to stakeholders.
- Empowerment, participation and organisational governance and structuring
- Cross sector linkages between subsector
- Advocacy and lobbying
- Resource mobilization
- Standards development
- Public discourse (public involvement)

##### **Action Plans**

- Form a national platform where all enterprise/ commodity specific value chain actors meet on quarterly level. This platform could be hosted and coordinated by UNFFE.
- Constitute working groups within platform for specific output areas. This will come up specific policy recommendations and advocacy actions.
- Establish a livestock office to handle and promote livestock related issues.
- Platform should work to strengthening the individual member association

#### **Rwanda**

##### **Action plan**

- To enhance the organizational and management of Cooperatives : Livestock sector with focus on dairy - MCC, meat
- To promote dairy service extension as well as veterinary services to farmers;
- To link milk value chain stakeholders through a national platform;
- To promote the adoption and use of appropriate improved feeding technologies and judicious exploitation of the complementarities between crops and livestock;
- To promote data management within the farmers organizations.
- These requirements are also applicable to fisheries, apiculture and meat production (Activ. 1, 3, 4, 5).

#### **Burundi**

##### **Action plan**

- To strengthen the capacities of members on professionalism, leadership, management and governance
- To provide technical Support to farmers associations and dairy cooperatives in their structuring and consolidation
- To support associations in the implementation of financial management tools and compliance to the statutes, rules and procedures,

- To develop all the stages of the value chain
- To support farmers' associations in the establishment of platforms
- To provide small-scale dairy processing units
- Train associations on the calculation of production costs, profit analysis and support them in pricing process

### **Regional Federation (EAFF)**

#### **Gaps:**

- Human resource-livestock , financial , information gaps
- Support to livestock core team

#### **Action plans:**

- • Capacity to build up a regional resource centre livestock across the region – focus on marketing – satellite centres
- Develop database for livestock actors in the region – Directory -Standards & Trade Requirements
- Building capacity of National apex associations to train members on structured marketing
- Market intelligence and price trend analysis
- Financial support to ALICE
- Establish a livestock council at regional level representing each National apex association
- At regional level recognition of the national apex associations and active participation in setting agenda for regional

#### **Federations**

- Knowledge sharing and cross learning across member states
- Pursue opportunities for investment and innovative financing
- Partnerships and networking

### **Regional Federation Proposal**

- Exploring strengthening of the extensive beef value chain towards improved productivity – 2M USD
- Enhancing livelihoods resilience of pastoral farming systems in Eastern Africa – 2M USD

### ***Presentation from Zambia***

#### **Issues that needs to be considered**

- • Adequate legislation and regulations
- • National livestock coordinating platform
- • National Livestock Development Policy (Ministerial under draft)
  - » National Breeding Policy;
  - » Animal Health Policy;
  - » Food Safety and Standards Policy;
  - » Livestock Marketing Policy;
  - » Livestock Production Policy; and
  - » Livestock Infrastructure Policy.
- National Livestock Strategic Plan (Ministerial Strategic Plan at Draft Level)
- National Animal Health Strategic Plan (Ministerial at draft level)

### **Identified National Capacity building requirements**

- Strengthening institutional capacities (livestock institutions);
- Industry players' mobilization;
- Communication (development of effective communication strategies and networks);
- Lobby and advocacy skills;
- Training and extension services; and

### **Regional Level Issues**

- Regional Livestock Platform is required to be established;
  - » Activities in 2 above will lead to addressing the action plans for producers and processors organisations role in the national livestock development and internal governance and functions of the regional farmers' organisations).
  - » The Southern Africa Regional Livestock Council (Body) will be initially anchored on SACAU, for establishment purposes only, but the focus is to ensure that the council in future stands alone.

#### 10.4. Annex 4: List and Contacts of Stakeholders consulted during Field Mission

Country/ Organization	Name/position	Address	Telephone no	Email address
<b>KENYA</b>				
EAFF	Mr. Steve Muchiri, CEO	Nelion Place, Westlands, Nairobi	+254 722809320	<a href="mailto:nfo@eaffu.org">nfo@eaffu.org</a> <a href="mailto:smuchiri@eaffu.org">smuchiri@eaffu.org</a>
Kenya Livestock Producers Association (KPLA)	Patrick N. Kimani, CEO	P.O. Box 7816-00300, Nairobi.	+254-722310996	<a href="mailto:klpakenya@gmail.com">klpakenya@gmail.com</a>
IGAD	Dr. Samuel Wakhusama, VET-GOV Coordinator.			
<b>ZAMBIA</b>				
COMESA Secretariat	Dr. Yoseph Mamo, VET-GOV Project Coordinator	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260211 229725/32 +260979051919	<a href="mailto:ymamo@comesa.int">ymamo@comesa.int</a> <a href="mailto:yosephshiferaw@yahoo.com">yosephshiferaw@yahoo.com</a>
	Mr. William Dothi, Monitoring and Evaluation Expert IPPSD/CAADP	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260 211229725/32	<a href="mailto:wdothi@comesa.int">wdothi@comesa.int</a>
	Mr. Stanley Mbagathi, Regional Process Facilitator, CAADP	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260 211229725/32 +260 973 246 794	<a href="mailto:smbagathi@comesa.int">smbagathi@comesa.int</a>
	Shamseldin Mohammed Salim, Agricultural Economist	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260 211229725/32 +260 977456208	<a href="mailto:smsalim@comesa.int">smsalim@comesa.int</a>
	Mr. Brian Nzofu, Assistant Programme Coordinator, PAN-SPSO	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260 211229725/32 +260966039504	<a href="mailto:bnzofu@comesa.int">bnzofu@comesa.int</a>
	Dr. Sam Kanyarukiga, Coordinator, CAADP	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260 211229725/32	<a href="mailto:skanyarukiga@comesa.int">skanyarukiga@comesa.int</a>
ACTESA	Argent Chuula, Chief Executive Officer	Ben Bella Rd, P.O. Box 30051, Lusaka, Zambia	+260 211229725/32 +260 977788853	<a href="mailto:achuula@comesa.int">achuula@comesa.int</a>
Zambia National Farmers Union, ZNFU	Mr. Coillard Hamusimbi, Head, Outreach and membership	Lusaka Show Grounds, P.O. Box 30395, Lusaka, Zambia	+260 211 252649/254 431	<a href="mailto:hamusimbi@znfu.org.zm">hamusimbi@znfu.org.zm</a>
Ministry of Agriculture and Livestock	Mr. Happyday Nzila, Principal Livestock Product Officer	Mulungushi house, Independence Ave., P.O. Box 50060, Lusaka.	+260 978448081	<a href="mailto:happydaynzila@rocketmail.com">happydaynzila@rocketmail.com</a>
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Country/ Organization	Name/position	Address	Telephone no	Email address
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Dairy Association of Zambia	Mr. Jeremiah Kasalo, Executive Manager	Show Ground, Lusaka, P.O. Box 30395, Lusaka	+260 211 258030 +260977445002	<a href="mailto:jakasalo@znfu.org.zm">jakasalo@znfu.org.zm</a>
Poultry Association of Zambia	Mr. Mathews Ngosa, Executive Manager	Show Ground, Lusaka, P.O. Box 30395, Lusaka	+260 211 256354 +260966 623008 +260 975466007	<a href="mailto:paz@zamnet.zm">paz@zamnet.zm</a> <a href="mailto:mngosa@gmail.com">mngosa@gmail.com</a>
<b>UGANDA</b>				
Uganda National Farmers Federation, UNFFE	Mr. Augustine Mwendya, Chief Executive Secretary	Plot 27, Nakasero Road, P.O. Box 6213 Kampala-Uganda	+256 772616926	<a href="mailto:unfa@starcom.co.ug">unfa@starcom.co.ug</a> <a href="mailto:amwendya@yahoo.co.uk">amwendya@yahoo.co.uk</a>
	Ms. Harriet Ssali	Plot 27, Nakasero Road, P.O. Box 6213 Kampala-Uganda	+256 772450464/+256 792450463	<a href="mailto:Harrietssali2013@gmail.com">Harrietssali2013@gmail.com</a>
Uganda Co-operative Alliance	Mr. Samuel Sentumbwe, Programmes Officer (L &A)	Plot 47/49 Nkurumah Rd P.O. Box 2215 Kampala-Uganda	+256 712191241/+256 778577005	<a href="mailto:ssentumbwe@uca.co.ug">ssentumbwe@uca.co.ug</a>
	Mr. Okello Patrick Onguti, Agri-business Dept/ Enterprise Development	Plot 47/49 Nkurumah Rd P.O. Box 2215 Kampala-Uganda	+256 7775012697	<a href="mailto:pockello@uca.co.ug">pockello@uca.co.ug</a>
FAO -Uganda	Mr Okoth James Robert, National Programme Manager	Plot 88 Buganda Road Wandegeya P.O. Box 521 Kampala-Uganda	+256 414 340324/5 +256 755 442773	<a href="mailto:James.okoth@fao.org">James.okoth@fao.org</a>
Ministry of Agriculture Animal Industry and Fisheries	Dr. Martin Kasirye, VET-GOV Focal Point	Ministry of Agriculture and Animal Industry and Fisheries, Buganda road, P.O. Box 7752, Kampala		<a href="mailto:kasimar04@gmail.com">kasimar04@gmail.com</a>
Uganda Meat Producers Cooperative Union	Dr. Joshua Waiswa, Ag. Chief Executive	Ministry of Agriculture and Animal Industry and Fisheries, Buganda road, P.O. Box 7752, Kampala	+256 773806597 +256704883074 +256 779342175	<a href="mailto:nabangijoshua@gmail.com">nabangijoshua@gmail.com</a>
<b>RWANDA</b>				
Rwanda Agricultural Board, RAB	Dr. isidore Gafarasai Mapendo, Director of Veterinary Services	P.O. Box 5016, Kigali-Rwanda	+250 788503589	<a href="mailto:igafarasi@gmail.com">igafarasi@gmail.com</a>
	Dr. Christine Kanyandekwe, Deputy Director General for Animal Resources Extension	P.O. Box 5016, Kigali-Rwanda	+ 250788590435	<a href="mailto:K_chris2005@yahoo.fr">K_chris2005@yahoo.fr</a>
	Dr. Rutangwena Theogen, Director Livestock Production, National VET-GOV Focal Point			<a href="mailto:Rutangendat2006@yahoo.com">Rutangendat2006@yahoo.com</a>
RWANDA Veterinary Board	Dr Rusanganwa Francis, Chairman	c/o MinAgri- Kigali, Rwanda	+250788624648	<a href="mailto:frusangwa@yahoo.fr">frusangwa@yahoo.fr</a>

Country/ Organization	Name/position	Address	Telephone no	Email address
National Dairy Farmers Federation of Rwanda	Mr. Gahiga Gashumba, Chairman		+250788831591	<a href="mailto:ggahiga@gmail.com">ggahiga@gmail.com</a>
Fédération des Agriculteurs et Eleveurs du Rwanda (IMBARAGA)	Mr Musine Juvenal Coordinator/ CEO	P.O.Box 1462 Kigali, Rwanda	+250 540130/ +250788574644	<a href="mailto:abahinzi2013@yahoo.fr">abahinzi2013@yahoo.fr</a> <a href="mailto:jouve2010@yahoo.fr">jouve2010@yahoo.fr</a>
<b>BURUNDI</b>				
Collectif des association Paysannes pour l'auto développement (CAPAD) – Burundi	Mr. Jean Marie Ndayishimiye, Coordinateur Technique	P.O.Box 24, Bujumbura, Burundi	+257 22217902  Cell+ 25779970470	<a href="mailto:capad_shirukubute@yahoo.fr">capad_shirukubute@yahoo.fr</a>  <a href="mailto:jmndayi@yahoo.fr">jmndayi@yahoo.fr</a>
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<b>TANZANIA</b>				
Agricultural Council of Tanzania (ACT)	Janet Bitegeko Executive Director	2nd Flr, ASG Building, Junction Nyerer & Kilwa Rds, P.O. Box 14130, Dar Es Salaam	+255-22 2124851 + 255 754 305985	<a href="mailto:jbitegeko@hotmail.com">jbitegeko@hotmail.com</a> <a href="mailto:act@actanzania.or.tz">act@actanzania.or.tz</a>
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