



C O N S T R U I S O N S   E N S E M B L E   V O T R E   F U T U R

**Evaluation of  
ALive first triennial action plan  
(2004-2007)**

**- Summary of the final report -**

March 10th, 2009



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## 1 - Introduction

### 1.1 - Presentation of the Alive platform

ALive is a local partnership in Sub-Saharan Africa created in 2004. It was born further to the observation that livestock farmers in Sub-Saharan Africa (SSA) represent an important part of the population affected by poverty. They also suffer from the fact that livestock is hardly taken into account in the SSA countries development strategies.

This platform groups the main actors of livestock development and has several objectives:

- To define development strategies adapted to the SSA livestock context;
- To place livestock activities in poverty reduction strategies.

An action plan has been defined with activities allowing to exchange and share information and analyses and to build up tools to implement the strategies thus defined.

The operational guidelines (version 2004) present three bodies inside the ALive organization:

- A general meeting including the different participants in ALive which sets the orientations. The general meeting is organized into three colleges: the African institutions college, the financial backers' college, and the research and training institute's college. It is a political orientation consultative body.
- An Executive Committee (EC) is made of the members appointed by each college with in addition a member representing the FAO, a member representing the OIE and a member of the institution housing the MTDF (Multi Donor Trust Fund) (the World Bank during the evaluated period). The Executive Committee determines the orientations of the platform and approves the action plan: it is a technical decision making body; it is the platform pilot body. The EC is led by a president appointed by the EC members.
- The Secretariat coordinates the actions and ensures the implantation of the action plan. A Program Manager daily pilots the program and the activities of the Secretariat.

### 1.2 - The goals of the evaluation of the triennial action plan (PAT1)

The objectives of the evaluation are:

- Evaluation of the products of TAP1;
- The evaluation of the way ALive products are used by the different partners;
- The evaluation of the plan's institutional and management leading.

### 1.3 - Context and specific position of the Alive platform

The first discussion around the idea of the platform started around 2002 and 2003. Then, the development of livestock in Sub-Saharan Africa (SSA) was in a difficult situation. The



financial backers limit their investments in this sector which supports are not up to the stakes related to livestock:

- The return on investment is thought to be unpredictable: climate vagaries (dry period), economical vagaries (markets depression, long cycle production...) and sanitary hazards;
- The sector branches structure is too complicated with too many actors ...

However, livestock represents more than a quarter of the agricultural production in Africa. It is present in more than 67% of poor rural families. Livestock plays a multiple role: nutritional, economical, saving, social... Mainly relying on private investment, this sector has known a low average growth (2% a year from 1961 to 2000). Nevertheless, real growth possibilities exist with the increasing consumption of animal origin products in urban centres.

This analysis has been the basis for the idea of a platform that groups the main key actors around three main technical themes:

- Vision, strategy and collaboration;
- Knowledge management and capacities reinforcement;
- Analytical support and operational assistance.

**To synthesize, the ALive platform first managed to group the different opinions and most of the organizations concerned. Certain important organizations are absent or do not enough participate, in particular among the financial backers. In front of the need to make this initiative credible, it would be difficult to enlarge the platform and develop the actions.**



## 2 - The lever effects of ALive platform

### 2.1 - Reinforcement of livestock position in the development strategies

The different discussion, debates and publication permitted to reconstitute livestock inside the poverty reduction policies:

- The policy notes allowed drawing the attention of the actors on the real place held by livestock
- ALive contribution favoured a better integration of the recommendations for livestock inside the mainstays of the CADDP/NEPAD, even if the relation still has to be reinforced.

At last, ALive initiative made strong proposals to organize the mobilization against Avian flu in Africa and offered a coordinated framework to use the collected funds. It is one of the major achievements of ALive platform.

### 2.2 - The donors coming back in the livestock farming sector and support policies better targeted

Notwithstanding the funds brought out by the avian flu, the work of ALive allowed to increase the donors mobilization on livestock themes. For example, the World Bank, which increase the amount of their involvement in the agricultural sector from 400 millions to .3 billions USD in 2007-2008, now take care that an important part of those new investments in the agricultural sector (estimated around 15% depending of the country) is used for livestock. The European Union develops projects on livestock with the IBAR (eg. SPINAP, PAN SPSO, SOLICEP<sup>1</sup> ...) on problematic directly related to ALive reflections. Those examples are only illustrations. Others could be quoted. Nowadays, it becomes easier to plan project or projects components in the livestock farming sector with new financial backers.

**Only in the future will it be possible to measure the real impact of the platform, when strategy definition tools specific to livestock farming (eg: PRSP guide)<sup>2</sup> will help proposing pertinent projects to the donors.**

**Grouping the major livestock actors, ALive offers a unique platform of discussion and concerts to develop animal fields in Africa.**

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<sup>1</sup> SPINAP: program to support integrated national action plan to fight avian and human flu

PAN-SPSO: Participation of African Nations in Sanitary and Phytosanitary Standard-setting Organisations

SOLICEP : Somali Livestock Certification Project

<sup>2</sup> PRSP : Poverty Reduction Strategy Papers



## 3 - Evaluation of ALive activities

### 3.1 - Theme 1: vision, strategy and collaboration

It is the heart of work for a platform which main goal is to help defining a common strategy in a given sector in order to have a stronger lever effect on the defined policies and the investments made.

It includes the following actions:

- **The Project portfolio:** The main objective is to count the main projects concerning livestock in SSA. Necessary to make this information available for all the actors and know who does what in the domain.
- **Policy Notes or strategic orientation notes.** 6 strategic orientation notes have been elaborated creating a useful consensus for African decision makers and also for financial bakers. The work must therefore be continued. On one hand, certain notes deserve to be actualized. On the other hand, other subjects (climatic warming and livestock...) deserve a strategical reflexion.
- **Elaboration of a general strategy.** A document was drafted on the investment priorities and the integration of an investment strategy with the CAADP pillars.
- **Animal health research.** This module did not reach the result expected. ALive must be to draw out research domains and working themes so that they can be included into the terms of reference of the calls for tender from the agencies financing research. Facing the difficulties to create the consensus on such priorities, a reflexion on research strategy on animal health would have been useful.

**This first theme must be continued. New strategy orientation notes deserve to be discussed. The platform could have been a better reactivity in front of the major subjects (climatic warming, financial crisis...). At last, strategy in the research domain remains a major stake deserving a strategical reflection.**

### 3.2 - Theme 2 : “ knowledge management and capacities reinforcement ”

Inside this theme, we have found activities led by members' institution of the platform and other led by the platform directly.

The interest of the first one was to feed the reflexions and the exchanges in the platform and the capitalization of experiences developed.

- T2A1 action on veterinary services reinforcement: evaluation of Veterinary Services Performances (PVS) has known a success in Africa. The note evolves thanks to the PVS experience on animal health services.
- T2A2 action on international trade study has been carried out by the FAO but the results have not yet been given to the platform.
- T2A3 action allows setting up the Africa GF-TAD (Global Forum for Transboundary Animal Diseases) coordinating with Alive which studies the conclusions of the coordination institution.



ALive has to remain a space to exchange and capitalize experiences and results acquired from all panafrican projects on livestock and all pilot studies in this domain. This supposes to develop a real watch on information access strategy

The actions piloted by the platform meant to favour orientation policy notes through the creation of training tools to the notes' decision trees or a PRSP guide (actions T2A5 and T2A6). The results are rather mixed because of the delay of the PRSP guide.

### **3.3 - Theme 3 : analytical documents and operational support**

This theme is centred on the conception of PRSP guide. It includes 3 consecutive and interrelated activities:

- T3A1: Balance of IEPCs (Livestock initiative, poverty, and increase) in Mauritania and in Burkina Faso.
- T3A2 : Elaboration of a guide to integrate livestock in PRSPs ;
- T3A3: Tests in two voluntary countries to validate the guide.

A very important work was done. It must be led to its term to realize the acquired results. Its operability will have to be checked. For that reason, the tests are absolutely necessary in different sectors. This tool must constitute one of the leading products at the platform's disposal and offer a development and operationalisation of the other products already developed.

### **3.4 - Avian flu activities**

The increase of the Avian Flu allows ALive to play a key role through two kinds of actions:

- The one with regional aim to define common strategies in terms of risk analysis on the Avian Flu in the Continent associating the different sensibilities (livestock, animal health, human health...);
- The others (INAP) to help countries to evaluate their ability to prevent and manage such a crisis and to conceive rapid intervention plans in case of epizootic.

In spite of the management difficulties encountered, the advantages are superior to the inconvenients. It is certain that the conception and leading of the INAPS could have been more efficient. It is probably the price to pay to set confidence between the different international institutions.

The evaluation of the avian flu activity of ALive will have to proceed to include a comparative analysis of the unique approach elaborated in Africa with those implemented on the other continents. It will have to be evaluated on medium term.

### **3.5 - General synthesis**

**The platform must remain a place and tool to discuss, exchange and define common strategies.** This includes:

- The "project portfolio" type activities that is the basis of information exchange;
- Definition and development of strategy orientation notes;



- Key information sharing (reports, progress state, exchanges on the strategies) on panaffrican sized projects;
- Mutualisation of the common tool creation effort when necessary.

**This do not include leading activities in direct support to the countries**, further than information and development of the platform products

**The analysis of the activities underlines the ambitious character of TAPI** that was willing to simultaneously define strategies, elaborate tools and carry out concrete actions. The weakness is due to diverse activities and the necessity of a perfect ending for some actions to evaluate them correctly.



## 4 - Management and governance of the platform

### 4.1 - A governance adapted to the platform conceptors

#### Governance synthesis

During the 4 years of the plan, the platform's governance has generally been well ensured: 11 EC were organized (10 without the first one that was held before the constitutive General Meeting) and three GM (General Meetings); The African presidencies of the GM is ensured by the Agriculture Commissioner of the African Union since may 2006.

The choice of the informal legal status of a platform remains adapted to the flexibility necessary for this kind of tools and to avoid creating a new structure. The remarks above show the need to make the most of the acquired experience to consolidate the functioning mode. The platform members are aware of most necessary evolution and a reflection on the "operational guidelines" has been started.

#### Evolutions to study

**The General Meeting is not yet positioned because it is neither an institution of debate nor an orientation political institution.** Three evolutions are possible:

- **An open assembly**, closer to a debate body than a decision and vote Assembly;
- It becomes a **more restrained political Assembly** with more power on ALive general policy and including overall political decision makers;
- The third solution is to combine both schemes.

**The Caucuses** must play a more important role of an exchange place and to define a common position for the representatives. The segmentation of caucuses is a discussion point but there should be a balance between the North and the South. The representation of different categories of actors (financial bakers, African regional institutions...) is favourable.

The **Executive Comity** (EC) has to be the main political decision body. Political decision means discussions and approval on the action plan, the budget, the strategic choices, the validation of the products of the platform, the significative changes in the action plan or the budget. Its functioning could rely on conference calls or video-conferences and with annual physical meeting.

To remain pragmatic, the **Secretariat and the funds management** (program manager) must be housed by the same body. It would be good that the EC president does not come from the same institution that the one housing the Secretariat and the Program Manager. The President has to fully play his role between the members of the EC, political body, and the Secretariat. The Program Manager is in charge of the coordination and implementation of the action plan. He takes care that the resolutions taken by the EC are well applied

**The organization of ALive in TAP2 will first be the result of a compromise depending on the involvement of each member institution. The new version of the "operational guidelines" will therefore have to set rules allowing avoiding the risk of drift due to the chosen scenario.**



#### 4.2 - The Secretariat: the difficulties in its task

**The Secretariat had to face several difficulties.** Part of these difficulties result from the political constraints imposed for the implementation of the action plan by the EC or the ALive partners and for other part from the difficulties that had not been forecasted as it happens in many projects.

The work of the Secretariat is often judged through the products and messages sent to the members which is only the visible part of the amount of work carried out. This must alert on the vigilance the Secretariat must have on the quality of their communication.

The Secretariat has also often been considered as an action plan executer whereas the words “coordination unit” would better illustrate the role expected from the Secretariat of ALive that must be the one to facilitate the activities and organize data and information exchanges.

**To conclude, the following recommendation can be made:**

- **A better estimation of the time** affected to each activity must be done at first in order to have a stronger agreement with the EC on the definition of the priority actions and the consequences of the choices made in the organization of their activities,
- The Secretariat must be watchful on the **quality and frequency of the communication** with the EC members, in particular on all that make their work concrete.

#### 4.3 - The budget aspects : charges hardly reducibles

The platform has lived thanks to the contribution of two donors:

- **The European Commission**
- **The French Ministry of Foreign and European Affairs**

The average cost of the program is **between 700 and 800 KUSD a year**. The budget has globally been respected. However, the cost of such a platform must take into account some costs hardly compressible:

- The organization of an EC costs at least between 50KUSD and 60KUSD;
- The Secretariat needs at least 150 to 200 working days per man and per year.

#### 4.4 - The target to increase the platform's added value

The platform's added value must be increased working on 3 levers:

- If the platform allows a consensus on livestock support policies, **its efficiency should be measured through the results of a better coordinated support policy.**
- **The second lever is funds' raising for livestock farming in SSA.** The increase of funds for livestock allows having some investment.
- **The third lever effect if scale economy allowed by the mutualisation of the conception of project elaboration tools.** It is the case of PRSP guide.



## 5 - The possible scenarios

### 5.1 - Scenario 1: Alive stopping; how to get back the acquisitions?

The scenario probability is not null. Some donors will no longer contribute in 2009 and some other are wondering about the pertinence of their support to ALive in its present configuration. The World Bank is also willing to have another position inside ALive and does not want to bear the weight of the Secretariat any longer

If this scenario has to happen, a disengagement strategy must be done to continue to favour the platform's acquired.

### 5.2 - Scenario 2: Alive centered and transferred to an African Institution

It deals with the transfer of the Alive Secretariat to an African institution. Among them, the UA/IBAR is certainly the best one.

- Theme 1 of the TAP1 seems interesting to follow with the following priorities : The update of the project portfolio, the activity of drafting or updating the policy notes must remain, the relationship between the CAADP / NEPAD and Alive must be reinforced
- Theme 3 with the PRSP guide also deserves one more effort. Its use for countries will deserve a collective support and certainly the updating of the tool.

There is also the Pan African activities and projects which come within the management of one of the institutions member of the platform where Alive is the place to development and capitalization

On the institutional plan:

- The General Meeting must be opened as an instance of debate and proposal. Among the General Meeting, the structuring of caucuses is better in order to vote for EC members. Moreover, a work inside each cocus must be encouraged
- The EC must represent the different kind of actors. Phone meetings or current visioconferences every 3 months is necessary
- The Presidency of the EC is a key role. The choice if EC president allows keeping its political role and an independence from the secretariat to play its role between the EC and the Secretariat.
- The Secretariat is ensured and led by the IBAR
- The funds for ALive activities must be led by IBAR.

Even if the process is in course, it is necessary to work much faster so that the BIRA could ensure the Alive Secretariat at the EC12/13.

Once a year, a meeting should be organized:

- The general Meeting;
- The Executive Committee;
- Other platforms' meeting about livestock (GF-TADs...);
- One scientific day;



- One day to promote this week on political view.

The overall budget for such a structure is 500 KUSD a year. In case of budget restriction, it would be possible to reduce the ambitions on The African Meeting on Livestock or on the maintenance financed by the EC president. **But it is necessary to be aware that this scenario cannot work under 300 KUSD.**

**It also corresponds to a new phase of Alive where work cannot be limited to reflexion and conception, but also to the promotion of livestock development on policy orientations defined in common.**

### 5.3 - Scenario 3: A platform with a political position

On one hand, this scenario keeps an ambitious platform with the following technical missions:

- The definition of a strategy (theme 1)
- The creation of common tools for all countries(eg : theme 3) ;
- The coordination of the activity managed indirectly by members of the platform (eg: theme 2).

On the other hand, the governance will be reinforced to increase the political dimension.

On the institutional plan, the political dimension is reinforced:

- The setting of a Policy Council. This authority should count real political decision makers, major economical actors which have an influence in the decision taken in the African Continent with a majority of African personalities.
- The General Meeting remains an open authority proposals and debates;
- The EC also remains the main decision authority of the platform.
- The Secretariat or the coordination Unit remains the coordination authority and the following of the setting of the action plan.

The issue of this new organization is:

- On one hand, extend the participation basis in the general meeting giving the sense of belonging to the same community of interest ;
- On the other hand, increase the added value (and so its attractive ability) reinforcing its dimension of political lever.

The PAT2 activities will be reinforced from the scenario 2: production of policy notes more important, communication on livestock, the update of the PRSP guide, pursue of the effort on veterinary services abilities .... Themes which are not enough treated during the PAT1 must be added:

- The analysis and the definition of reinforcement strategy in animal or animal origin products trade inside the African continent and with other continents
- The structuration of transformation's field of animal products to satisfy the African market.
- The improvement of African animal fields' competitiveness by productivity benefits.

To last, the livestock's development of Sub-Saharan Africa acronym must be taken from the market. The Alive platform must worry about these issues.



The budget of this scenario is 900 KUSD per year.

The stake is to transfer the platform in a more political dimension. There should anyway have a role between technical action and political action being sure a straight intermediary is done with the political decision-makers.

#### **5.4 - Conclusion on scenarios**

To conclude, the two last scenarios are not exclusives: efforts can be done and we can mix both options

- Minimum:
  - Being able to follow the watch work and the conception of policy notes ;
  - Being able to follow the mutualisation of information on projects about livestock;
  - Follow the setting of the PRSP guide
- Beyond:
  - Detail the questions on the structuration of livestock fields and on the market access which is a key stake to develop livestock in Africa.

Further, iteration with funds bakers to ensure coherence between accessible budget and the ambition sin terms of activities should be done.



## 6 - General Conclusion

### Results reached

**The first result is the meeting of people** from different institutions to get a clear consensus on strategies to lead in order to develop the livestock in Sub Saharan countries. The results are:

- Orientations strategy notes recognized ;
- A PRSP guide to make the strategy definition adapted to livestock ;
- Other projects led by other institutions have benefited from the platform and have found a place of valorisation ;
- The Avian Flue action has allowed several international institutions to work together (FAO, OIE, WHO, IBAR), to formalize a common position of Africa in international conferences, to help countries to define plans to level the prevention and the management crisis (INAPs).

**Sometimes, it is a pity that results are not always enough emphasized to show the fame of Alive.** We can also regret that some important cooperation agencies are not enough invested in Alive platform

### Perceptible effects, but hardly measurable

The first effects of the work can be identified but not quantified. The impact will be measured in the future years if the lever effect is efficient:

- By the consensus created on strategy orientations for livestock making the dialogue much easier between states and funds backers ;
- By the number of projects and the volume of invests done in the livestock field in SSA;

The setting of the Alive platform allows evolving the context of livestock in SSA which has improved its position on investment policies. The platform has also given a setting which allows technical institutions taking care of livestock, to better enjoy investments opportunities (Eg: the Avian flu) and to develop collaborations (joint work with the FAO, the OIE, the WHO and the IBAR on the INAPs). These first experiences of synergic collaborations continue and get better on other opportunity subjects (food crisis, financial crisis...),

### A platform at a transitional period

- However, ALive is at a transitional period: the financial future is not sure; TAP2 still needs more legibility in its objectives and the organization structure of the platform needs to be actualised. **Alive members must specify the orientations to give :**
- A scenario of disengagement;
- A scenario of transfer to an African institution (UA/IBAR) refocusing the platform on strategy reflexions and on experience capitalization;

Ambitious scenario refocusing the political dimension of Alive to refocus the interface between technical and political actions.



In all cases, the pursuing of the platform for SSA for a much bigger minimum fare for this initiative by African actors and their ability to make different actors working together.