



**Partnership for Livestock Development, Poverty Alleviation and
Sustainable Growth in Africa**

Resource Mobilisation Strategy

1. Background:

Livestock production is the traditional and one of the important sources of livelihood for rural people in Sub-Saharan Africa. The sector serves as a key source of overall economic growth and welfare, food security and poverty reduction. About 25% of the continent's population relies directly on livestock for their livelihood. Various estimates put the contribution rate of livestock resources to Africa's agricultural GDP between 20 and 30%. Also, livestock resources provide food high in protein, minerals, vitamins and other micronutrients.

Despite its importance for food security and its huge economic development and poverty reduction potential, the central role played by livestock in the livelihoods of rural households and economies in Africa was seldom fully appreciated by policy makers, development agencies and donors. The Livestock sector is traditionally allocated disproportional low levels of national spending and often inadvertently excluded from development programmes for Africa by both African governments and donors. In their Poverty Reduction Strategy Papers, most African governments either treat livestock as peripheral in reducing poverty or left it out altogether.

However, the rapidly growing global demand for livestock and livestock products, driven mainly by economic growth, urbanization, increase in income and subsequent changes in consumption habits, has created a new momentum for the African livestock sector. After decades of neglect, the sector is now clearly back on the international development agenda. In Maputo (2003) African governments committed to investing 10% of their national budgets in agriculture¹ and at L'Aquila (2009) leaders of Africa's development partners committed to investing US\$ 20 billion to achieve food security and economic development in Africa. African Heads of State and Governments have adopted AU-NEPAD's² Comprehensive Africa Agriculture Development Program (CAADP) as a framework for achieving 6% per annum growth in agricultural production, which is the minimum required to make up the present food deficits, as well as meeting the increasing needs of fast growing populations. Although recently there have been encouraging improvements in agricultural factor productivity, much more must be done to achieve the 6% target. Improved productivity is also urgently needed to provide an alternative to farmers encroaching on irreplaceable water catchments and biodiversity habitats to produce food for increasing numbers of people. And this must be achieved despite the constraints imposed by HIV/AIDS, climate change, environmental and other adverse factors.

Livestock comprises the largest sub-sector of agriculture, as stated above, accounting for about 25% of agricultural GDP and it has unrivalled prospects for growth because it has the fastest growing market which is driven by the preferences of urban and higher income consumers, within Africa and globally. Pastoralism occupies the greatest surface area of the continent and livestock is essential in almost all agricultural production systems because it adds value by converting inedible plant products, including crop by-products, grass, shrubs, industrial, household waste into high quality human food, and other products such as leather, manure, fibres and draft power. As a result animal agriculture invariably intensifies as other sectors and the industry as a whole intensifies.

¹ Of which 30% will be reserved for Livestock development

² In February 2010 NEPAD became the NEPAD Planning and Coordination Agency (NPCA)

In addition to producing food and employment, livestock has many important social functions, especially, but not only, in pastoral societies. Furthermore, hundreds of thousands of households that have no access to farm land are only able to produce food and agricultural products by keeping animals and urban and peri-urban animal agriculture is rapidly expanding in Africa's burgeoning cities.

However, to fully exploit these new opportunities, improved production methods are required because uncontrolled and poor management of livestock not only prevents the sector from contributing fully to national development but also has negative environmental effects, particularly on soil and water resources and the quantity of Greenhouse Gasses produced relative to the amount of food produced (MDG7). The ever present threat of emerging and re emerging zoonotic diseases such as Highly Pathogenic Avian Influenza (HPAI) requires vigilance and well maintained surveillance and disease control systems.

However, properly and rationally managed livestock and wildlife can mitigate the negative health and environmental consequences and contribute directly to achieving MDGs 1 (reducing poverty and improving food security) and 7 (conservation of natural resources) and indirectly to the all the other MDGs, through improved incomes from which to meet health and school costs.

In view of the above characteristics it is unacceptable that the livestock sub-sector has persistently been under represented in development and research budgets. Well planned consultations on emerging issues, advocacy and resource mobilization, enabling policies and sharing of global knowledge is required to underpin livestock development at national and regional levels.

It was perceived by the stakeholders that Livestock development can be best achieved through a platform that facilitates collaborative interactions (MDG8) between the stakeholders in the global livestock community and related environmental and human health communities, and authorities.

2. The ALive Partnership:

For effective harmonisation and coordination of the efforts on raising awareness of national and international development decision makers on the vital role of livestock on poverty reduction in Africa and to support the formulation and adoption of regional and national livestock strategies geared toward promotion of poverty reduction and economic growth, the proponents of Africa livestock development formed the ALive partnership in 2004.

This platform operates as a network of national, regional, continental and global organisations which play a significant role in the livestock development and management in Africa. The platform brings the authority of national governments, regional authorities and the international donors, the lobbying and convening powers of civil society and the fact ascertaining abilities of research institutions together to convince African decision makers and international donors to recognise the livestock sector as a key sector in poverty reduction and economic development.

2.1 ALive Governance

ALive recognises three categories of partners: Members, Executive members and Observers, all playing a complementary role at various levels in livestock development in Africa. Members of the Partnership are representatives of international, continental, regional and national institutions or organizations. Executive members are representatives of the four caucuses of ALive. Observers that are invited experts and future possible candidate members invited by the General Assembly or the Executive to join the debates without participating in deliberations.

The governance structure is comprised of two bodies:

A) General Assembly

Chaired by the African Union's Commissioner for Rural Economy and Agriculture, the General Assembly provides a forum for livestock management and development in Africa for all members of the ALive platform. It is organized in four specialized caucuses:

- (i) **The African Caucus**; includes Members from national, regional and continental organizations
- (ii) **The Donors and International Organizations Caucus**; includes institutions that contribute to livestock development in Africa, which finances the proposals selected.
- (iii) **The Research, Technical and Training Organizations Caucus** include research and academic institutions involved in livestock development in Africa; Lastly,
- (iv) **The Civil Society Caucus** includes organizations and institutions of the civil society involved in Livestock development in Africa. They comprise among others: Community Based Organizations (CBO)s, NGOs, veterinary associations and boards, livestock owners, livestock traders, consumers, animal welfare and agro-processing industry associations as well as microfinance institutions

B) Executive Committee

The role of the Executive Committee is to implement recommendations of the General Assembly on **ALive's** strategic issues and provide guidance to the Partnership Champions (including the Secretariat) on the execution of the annual Program of Activities derived from the Three-Year Action Plan.

The Executive Committee is composed of:

- (i) **Three Permanent Executive Members**: In recognition of the leading roles they play in the Partnership at global, regional and national levels, and as co-founders, the World Organization for Animal Health (OIE), the Food and Agriculture Organization of the United Nations (FAO) and the African Union Inter African Bureau for Animal Resources (AU-IBAR), are permanent members of the Executive Committee.
- (ii) **Six Executive Members** from the African Caucus
- (iii) **Four Executive Members** from the Donor and International organizations Caucus
- (iv) **Three Executive members** from the Research, Technical and Training Organizations Caucus,
- (v) **Two Executive Members** from the Civil Society Caucus.

The two bodies are supported administratively by a **Secretariat** hosted at AU-IBAR. The **Secretariat's** main responsibility is to support the **ALive** platform and its governance structure. The Secretariat is composed of: A **Partnership Manager**, who manages the Secretariat and a **Coordinator**, assists the Partnership Manager on administrative and other activities.

The coordinator is seconded to the Secretariat by the hosting organization and if required for special needs,

2.2 Strategy and Core Functions

ALive's revised vision for livestock development is presented in its new strategy, developed after the relocation of its secretariat from the World Bank to the African Union's Inter-African Bureau of Animal Resources (AU-IBAR), which is mandated to advance the CAADP livestock sub-sector agenda and has developed its 2010-2014 strategic plan to achieve this duty.

The new ALive strategy, adopted by the 15th Executive Committee (Ex-Co) for endorsement by the 5th General Assembly in Addis Ababa in May 2010, identifies four core functions

- (i) Improving decision-making
- (ii) Supporting evidence-based advocacy for increased investment in Livestock development
- (iii) Improving Livestock sector pro-poor enabling policies and
- (iv) Improving access to global knowledge on animal agriculture and environment.

1.2.2 Result areas and Outcomes

For each of these core functions the strategy sets out specific result areas and achievable and measurable outcomes.

The **Results Areas** (RA) for the four core functions are respectively:

- RA 1. African and non-African decision makers positioned to prepare for emerging issues and to take advantage of new opportunities in African animal agriculture
- RA 2. Well informed public and private opinions supporting rational and equitable investment in animal agriculture
- RA 3. Improved enabling pro-poor livestock policies
- RA 4. Improved access to information and knowledge on demand by end users

The **Expected outcomes** of these Results areas are summarized as follows,

Results Area 1:

- 1.1 Increased participation and contribution of stakeholders in identifying main trends and drivers.
- 1.2 Shared understanding of emerging issues and trends
- 1.3 Common visions and positions on emerging opportunities agreed and collective pre-emptive strategic approaches designed and disseminated.

Results Area 2:

- 2.1 Greater understanding and awareness of livestock contribution to economic growth, poverty reduction, natural resource management and human nutrition
- 2.2 Greater awareness of the high returns to livestock investment
- 2.3 Greater awareness of the need and direction for sector policy reforms
- 2.4 Increased and better quality investment in livestock sector and associated environment and biodiversity conservation

Results Area 3

- 3.1 *Tools to assist policy analysis and formulation available*
- 3.2 *Capacities for policy analysis and formulation strengthened*

Results Area 4 (RA 4)

- 4.1 *Global data and information collected and collated for diverse African livestock stakeholders*
- 4.2 *Demanded data and information available when and how required by end users.*

2.3 Implementation of ALive's Strategy

In order to achieve its envisaged results, the strategy puts in place a three year rolling action plan (TAP)³ with the overarching objective to add value to the CAADP and AU-IBAR's strategy. *"The TAP 2010 – 2012 has been developed with the benefit of the lessons learnt in the previous TAP1 and is purposefully designed to address the identified objectives of ALive and make it a much more credible platform which has better prospects of achieving impact through adding value to CAADP and AUC's (through AU-IBAR) strategy. It has a trimmed down and much better focused portfolio of activities which are consistent with ALive's comparative advantages and core functions⁴"*

In order to assure that the activities reflect the Platform's unique attributes and will, if adhered to, keep ALive activities focused where the Platform can add most value to CAADP's livestock agenda. The proposals submitted to ALive for support are, therefore, required to comply with a set of guiding principles has been determined for ALive

The Guiding principles are defined in the strategy as follows:

- For any activity to be added to ALive's Action Plan (AP), it is essential that implementing it will add value to CAADP through international collaboration consistent with ALive's Value Proposition that is "to provide a platform for facilitating discussion, advocacy for resource mobilization, advancing policy advice, accessing global knowledge for stakeholders in African animal agriculture and environment to add value to national and regional actions, and programs in advancing the CAADP Livestock sub-sector agenda
- It is also essential for the inclusion of particular activities in the ALive TAP that they are actions that ALive is best placed to implement, by virtue of its particular comparative advantages.
- Regardless of their merit in promoting African livestock development, activities which belong on the list of "**what ALive is not**⁵" cannot be supported by the Platform. This will exclude activities that should be undertaken by implementing agencies that would require the Platform to manage funds for third parties, that are aimed at getting endorsement for project funding, and which would involve the Platform in coordinating programs and projects implemented by other parties.
- All ALive activities must be pro-poor and promote gender and generational equity, human and livestock health, sustainable natural resource management and conservation of biodiversity. The empowerment of women is of particular importance because of the vital roles that they traditionally play in African livestock production systems but which have often been marginalised, or even impaired, by unintended consequence of inadequately analysed and misapplied development actions and policies. This applies also to pastoral communities that are often marginalised in policies and development planning. Unfinished, but promising activities started under TAP1 will be continued because dropping them would negate the already incurred expenditures.

³ Rolling in this case means that after the first year is completed the TAP should be revised principally by taking the two remaining years of the ongoing TAP and adding a new third year.

⁴ Quote from the Concept note for ALive TAP activities

⁵ The ALive strategic paper has invited for an unambiguous understanding of what the platform wants to engage in and has defined that ALive is not (i) an implementing agency, (ii) a mechanism for funding third party activities and (iii) a clearing house or branding mechanism.

In terms of practical implementation,, the Concept Note (CN) of the TAPs, which forms an integral part of ALive's strategy paper it is suggested that the components of the TAP are based on annual calls for proposals, which are sent to the Platform members by the Secretariat. The proposals received by the Secretariat following each call are ranked following the principles described below. The Secretariat may also propose activities that are considered to be important to the Platform for implementation by the Secretariat itself or by champions. The Platform will be involved in two distinct types of activities:

- i. Activities implemented or commissioned by Secretariat: these include activities concerned with coordination of the Platform (communication, organisation of meetings), regular information sharing responsibilities (maintenance of the web site, collation and dissemination of information, maintenance of Livestock portfolio), and some studies and publications of policy notes. These will mostly be the products of studies commissioned by the Secretariat to service providers and consultants.
- ii. Activities implemented by members of Alive who will be designated as champions for the particular activities as provided for in the operational guidelines.

The TAP Concept Note also foresees a two-step selection and a prioritisation process for approval of TAP activities

2.4 Estimated cost for implementing the ALive triennial action plan 2010-2012.

An estimated total amount of 16.535.000 USD is required to cover the financing of the actions of the 2010-2012 rolling triennial plan, the secretariat and the governance meetings. The estimate has been prepared as follows:

➤ **TAP**

RA1: African and non-African decision makers positioned to prepare for emerging issues and take advantage of new opportunities in African animal agriculture: **USD 2.495.000,**

RA2: Well informed public and private opinions supporting rational and equitable investment in animal agriculture: **USD 900.000,**

RA3: Improved enabling livestock policies for sustainable poverty reduction and economic growth (Pro-poor): **USD 1.950.000,**

RA4: Improved access to information and knowledge on demand by end users: **USD 10. 290.000**

➤ **Secretariat and Governance Meetings: USD 900.000 (USD 300,000/year),**

3. Resource Mobilisation Strategy:

3.1 Introduction

As per the ALive Operational Guidelines, encouraging donors to support ALive activities and projects is the responsibility of the Executive Committee, while the members of the donor and International Organisations' caucus are also assumed to support the platform through contributing resources and expertise to the Partnership. During the last Ex-Co Meeting in April 2010, it was recommended that the Secretariat puts in place a Resource Mobilisation Strategy as

the Partnership Manager has the responsibility to maintain relations with Donors and mobilising new ones.

This Resource Mobilization Strategy (RMS), prepared by the Secretariat, aims at mobilising the necessary resources for ALive's rolling Triennial Action Plan (TAP), the ALive Secretariat's core functions and the Governance meetings.

Therefore this resource mobilization strategy does not tackle resources necessary for the development of the livestock sector in Africa.

3.2: Financial Arrangements and specific challenges

ALive's Operational Guidelines define the funding arrangements as follows:

- Financial and other resources that support activities recognized as part of the ALive Partnership are provided by ALive members, including bilateral and multilateral donors, governments, research and knowledge dissemination organizations and international, continental, regional and national institutions.
- To support ALive activities, financial contributions should be preferably channelled through a dedicated Multi-Donor Trust Fund (MTDF). The ALive MDTF (AMDTF) should be hosted in any renowned financial institution.
- Although the AMDTF is the preferred funding channel, other funding mechanisms might be considered as possible alternatives.
- Contributions to the platform are used to cover activities identified in the ALive rolling Three-Year Action Plan and Core functions of the Secretariat and expenditures incurred by the governance of the Partnership.

Resource mobilisation for the ALive Platform faces specific realities, the main one being that the platform itself does not have a legal status, and therefore signing of agreements by the Executive Committee or the Secretariat with donors is not a feasible option. However, the hosting organisation could consider taking legal responsibility for possible financial support to ALive, which would, of course, have an impact on the responsibilities for the management of such resources.

The strategy outlined below is based on the assumption that the legal status of the platform will remain as is but highlight a few of the consequences of this situation. The RMS will require a revision to examine new opportunities in case the situation changes.

3.3 The strategic focus

The resources that are required for ALive are to finance the Triennial Action plan (TAP) and to cover the secretariat and governance costs of the platform.

As members of the Partnership, a donor institution, apart from aligning its assistance with the continental, regional and national livestock development strategies, is expected to support ALive by contributing resources and/or expertise to the implementation of its activities and Governance. So, in principle, financial and other resources that support the ALive partnership should mainly be provided by its members. With this reality in mind, it is essential for resource mobilisation reasons to increase the members of the donor and international organisations caucus.

Secondly, given the platform's mission to support CAADP and AU-IBAR strategic objectives, it is as important for the platform to concentrate on alternative opportunities to finance TAP activities, than to concentrate on the fact that these activities are specifically implemented within the scope of the platform. This could open a new perspective and new focus, whereby the secretariat could increase its role of assuring that Livestock development projects align to the strategic objectives of CAADP and AU-IBAR and make sure that the recommended pilot or research activities are part of such projects.

3.3.1 Broadening ALive membership

Given the strategic objectives of the platform and to generate more support for the development of the Livestock sector and align strategies and interventions of all major and influential donors, committed to supporting the sector, it is crucial to broaden its membership base to increase the chances of generating funds for the platform. Until now, the platform has been developed by a very relevant but limited stakeholder group. The platform has successfully attracted the most important institutions but, still lacks, at this point, important partners that play crucial roles in the Livestock sector in Africa. These potential members would add considerable value to the partnership. International donor organisations such as the UK's Department For International Development (DFID), the Nordic donor group (Norway, Sweden, Denmark and Finland), The Netherlands, Belgium etc come to mind. Others, such as private foundations, which become increasingly important as providers of development funds in Africa such as the Bill and Melinda Gates, Ford and Rockefeller Foundations all represent crucial potential additions to the platform. In general, a good starting point to shortlist potential new members from the donor community would be to look at the 34 members of the Global Donor Platform for Rural Development⁶.

Given the recent international focus on the Agricultural sector as driver of Africa's Development and with the globally approved CAADP strategy in place and supported, extending the ALive membership is a feasible and realistic strategic option.

The process of broadening the platform membership base can largely be achieved through three successive stages:

➤ Donor Analysis

Analysis of potential donors' strategies and priorities, and their relevance to the ALive and CAADP vision is essential in selecting which donors to short list for the promotion and recruitment messages. The Secretariat, with the support of AU-IBAR's resource mobilization expert could take the lead role in analysing and short-listing donors for membership. This information, is also crucial to guide the alignment of strategies could be stored as a data base and made available to all relevant institutions and platform members. However, since donors' strategies and priorities change overtime, this process needs to be repeated on a regular basis,

➤ Livestock and ALive Promotion

Bringing on board more members requires intensive promotion of the development and poverty reduction potential of the livestock sector and the added-value that the ALive platform brings.

⁶ Information on the platform, its members, their focal contacts and their support to CAADP can be found on www.donorplatform.org

Therefore, developing convincing, evidence-based, promotion material to serve as the ALive's primary vehicle for engaging in dialogue with potential members is the first step towards a successful promotion process. It is essential to document the potential of the sector and the achievements of the Partnership, and use those to attract potential members as well as maintain members' commitment to the partnership. The secretariat could, jointly with AU-IBAR's communication unit, take the lead in developing the promotion material but, given the means available for the communication experts in other permanent-member organisations, it would be necessary to assure cooperation between all permanent members to prepare such materials.

Secondly, the Platform should also promote the relevance of its strategic objectives and its potential for creating a global partnership for the Livestock sector development in Africa and as such contribute to the realisation of MDG8 and the aid effectiveness agenda. In that respect it is important that closer dialogue with the Global Donor Platform for Rural development is pursued as it offers one of the best options to promote Livestock Development as a strategic priority for rural development and examine in how far cooperation between the two platforms could advance the Livestock agenda.

Thirdly the platform should, as recommended by the latest Ministerial meeting on Livestock in Entebbe, Uganda in May 2010, consider supporting AU-IBAR organising a Livestock Conference with the aim, among others, at convincing potential members to join the platform. The ALive secretariat could lead the effort to mobilise the necessary funds for such a crucial event among its members.

While the Secretariat takes the lead in promoting the ALive approach, members, especially founding members, can also play a useful role in raising the platform profile wherever possible.

➤ *Donor Dialogue*

Broadening ALive membership hinges on persuading potential donors of the advantages of becoming member of platform for the Africa livestock development. The extent to which potential members are satisfied with the advantages of being a member of the partnership has a decisive effect on their willingness to join it. Therefore, effective dialogue with potential donors and providing them with the option to play important roles in the working of the platform to establish their interest in joining the platform is essential. It is necessary that this type of focussed dialogue with short-listed donors, which requires a comprehensive, gradual and continued approach, should be entrusted to the Secretariat's partnership manager.

3.3.2 Increasing support from present members

According to previous reports, the funding from the members has been scant and has hampered the full execution of the TAPs and the planned governance meetings, leading for instance to the cancellation of the 12th Executive Committee meeting. As indicated above, this is partly due to the legal status of the platform, the limited funding possibilities of the hosting institutions until now.

It is however important to explore why some donor members are not yet supporting the partnership operations as foreseen, despite their initial commitment to its vision. Once the reasons and obstacles for the limited support are better understood, appropriate remedies can be devised.

Joint effort of the Executive Committee Members, especially the donor Members with the support of the Secretariat is key to building consensus among donors that collective funding is needed to support ALive operations. In particular, since support of the major donors could be catalytic in encouraging other members to follow suit, active collaboration among executive committee donor members is critical.

Generally, building consensus for effective collective support involving multiple partners requires commitment, sustained involvement and innovative approaches. The founders of the Partnership are influential organizations and must be the drivers in moving forward the agenda on promoting partnerships. They are well positioned to lead the facilitation of collaboration of members for supporting the platform. In particular, the four co-founders of the platform, which have been privileged to a permanent executive committee membership; OIE, FAO, AU-IBAR and the World Bank (not permanent Member) are well placed to offer the continued effort needed for enhancing collaboration among members and influencing members to collective supportive approaches.

3.4. Funding options

Because of the legal status of the platform, which limits certain funding options and the specific nature of the funding requirements, it is important to separate funding of TAP actions and funding of the Secretariat and Governance structure of the platform. However, in case a basket fund (AMDTF) for the platform was to be realised, it would certainly offer the best mechanism for financing both the activities and its governance structure.

3.4.1 Basket funding

Basket funding has rightfully been promoted by the platform as the most efficient mechanism for support. However, because of restrictions in the regulations of potential contributors, it has proven difficult to mobilise this type of support to date. A major advantage of pooled funds is the predictability of the funding flow and flexibility of its use. This would allow much more accurate planning and execution of activities and meeting of operating cost of the Secretariat and the funding of the Governance meetings. Pooling of resources and the application of common procedures also reduces coordination, reporting, monitoring and management costs in general. It allows to work according to the principles of the aid effectiveness agenda and, by its nature, contributes greatly to the alignment of the actions.

The provision to host the AMDTF within a recognised financial institution such as the WB or the African Development Bank (AfDB) is a feasible option but would present a certain level of management challenges. However the advantages for the efficient working of the platform would still outweigh such disadvantages.

It is therefore recommended that the platform members undertake additional efforts towards the realisation of the AMDTF and also re-examines all options for its management. An alternative option, which is worth pursuing, would be to utilise the existing CAADP MDTF to fund ALive activities, especially if feasible management arrangements can be negotiated. This fund is managed by the World Bank and a number of sub-MDTFs (baby MDTFs) have been established. However, until now, only institutions with a legal statute and public mandate have been supported this way. A feasible option for this funding model could be to operate via AU-IBAR as signatory of funding agreements in name of the platform.

Since the AMDTF is not yet a reality or might not prove to be a feasible option in the foreseeable future, a few alternative funding options are proposed hereunder.

3.4.2. TAP activities

3.4.2.1 Direct Funding of the TAP action through Champions

Activity funding whereby support is made directly available to the activity champions on a unilateral basis, with guidance on how to implement them within the framework of the partnership is another feasible funding mechanism. It is also likely to be an easier option for most of the donors from a regulatory point of view as compared to participation in a basket funding mechanism. However, effective coordination and monitoring by the secretariat will be required to make sure, (i) that the activities are aligned to the ALive strategy, (ii) that the activities are part of the ongoing TAP, (iii) assure complementarity and (iv) avoid duplication of efforts and investment.. The platform members need to realise that the secretariat will require the necessary means, both in terms of Human Resources and financial means to undertake such challenging follow-up and guidance.

While this approach prove to be the most feasible model for funding Alive TAP activities, it will prove challenging to assure the visibility of the ALive platform that it requires for i.e. Resource Mobilisation purposes and increasing its memberships. This issue has been investigated earlier in a study to define a branding mechanism for research proposals. This study already revealed a rather cautious support for an ALive research brand. The primary concern raised by the stakeholders was the potential for an increased administrative burden on researchers with unclear added benefits. It is very likely that such reservations would be expressed for branding or identifying activities of Champions as ALive actions. While the scope of the RMS does not allow entering into more details on branding options for TAP activities, it is strongly recommended that during the next GA and ExCo meetings, the branding issue is debated again with special focus on the consequences for resource mobilisation.

The latest ALive strategy paper also defines that the platform is not (i) an implementing agency, (ii) a mechanism for funding third party activities and (iii) a clearing house or branding mechanism (see Chapter 2.3 above; Implementation of the Alive strategy). This statement could cause the ALive platform to limit considerably its RM options and therefore a review of its strategic choices might be required.

3.4.2.2 Direct Funding of the TAP action through service providers

Another option to explore is the possibility for a donor to directly contract a service provider (consultant or consultancy company, workshop's and or event's organizer ...) to implement an activity identified the TAP without necessary channelling the fund/contribution through the champion of the activity or the ALive Secretariat.

The Champion (if different from donor) will however remain in charge of supervising the activity implementation and reporting to the ALive Executive Committee.

3.4.2.3 Incorporating TAP activities into Livestock Development programmes/projects

AU-IBAR, as the Secretariat's hosting institution, has been pro-active in seeking support by incorporating TAP activities and the cost of ALive's Governance structure in their most recent programme designs and via other support options that the institution is exploring⁷.

In line with AU-IBAR's initiative to include TAP activities in its Livestock related programmes, other members and especially the permanent ones should follow this example. OIE and FAO have already expressed their support for this approach. The donor organisations could play a crucial role in assuring that TAP activities are systematically incorporated in Livestock development programmes on CAADP, Regional and Country levels whenever that is realistic. It is important that the platform members realise that assuring the execution of TAP activities, which are endorsed by them as vital for the development of the African Livestock sector is an essential contribution to the realisation of ALive's agenda. Therefore, it is important that all funding options, also those that are not directly undertaken through the platform, are explored and encourage champions to incorporate ALive activities in their normal project funding plan and implement them within the relevant project budgets. This will ease, to a large extent, the burden for mobilising additional funds for the platform, while assuring that the envisaged activities are undertaken.

Even more than for the direct funding of champions, this financing modality requires additional coordination efforts for the secretariat as the implementers will execute these activities according to the procedures and visibility requirements of the implementing institutions and those of the respective project financiers. This will challenge the Executive Committee and Secretariat coordination roles, especially related to (i) assuring visibility of the platform, (ii) assuring that activities are consistent with TAP defined activities, (iii) monitoring of individual performances and (iv) overseeing the implementation of the overall Action Plan in general, (v) collecting, recording, organising and disseminating information on activities undertaken as part of the ALive program and finally (vi) reviewing the impact of ALive activities through ex-post assessment of selected activities.

As for direct funding of the Champions, this funding option faces the same, if not more, the challenge of assuring the Platform's visibility.

3.4.3 Funding the ALive Secretariat and Governance meetings.

The Secretariat plays multiple roles in the platform; it provides the day to day management to the platform, it champions the implementation of some activities, it organises the GA and Ex-Co meetings and, as indicated above, depending on funding models for TAP actions, it will have to take up additional responsibilities in terms of coordinating, monitoring and sharing outcomes of activities. The platform members must recognise the crucial role of the secretariat towards the realisation of the platform's strategy and make sure that the necessary Human resources and financial means are being made available.

The ALive Operational Guidelines indicate that the operating expenses of the Secretariat and the Governance meetings shall be borne by the members. At this stage only limited, and at some stage insufficient, funds were made available. As indicated above, a predictable fund flow, that

⁷ The upcoming Veterinary Governance programme, the EC Capacity Building programme to the AUC, AU-IBAR's regular budget (support staff) and the AUC's programme budget are all being used to mobilise ALive support.

can be used in a flexible manner would allow the secretariat to operate in the most efficient and effective way, which, in turn, would go a long way towards achieving the platform's objectives. The importance of the secretariat in that respect needs to be fully understood as it is the only body that will assure the necessary services for a successful platform, which underscores the need for the Partnership to explore the most efficient funding.

I will also suggest we have subheadings for each funding option:

3.4.3.1 Funding through projects implemented by IBAR, OIE and FAO

Funding the Secretariat and the Governance meetings as activities of the host institution's projects has proven useful in the recent past, even if that type of funding entails a number of limitations. However, this could possibly be improved if funding for TAP activities provides also administrative costs for the ALive secretariat and the Governance meetings. Especially, if these funds, which would allow some form of flexibility, could be managed directly by the secretariat. This would necessitate that the host institution takes the responsibility of these funds on the basis of a set of rules that are developed together with the original beneficiaries of the funds. For example the cost of ALive governance meetings, studies and development of tools for policy advocacy have been incorporated in the "reinforcing veterinary governance in Africa" project, the new five years programme to be jointly implemented by the three partners AU-IBAR, FAO and OIE.

3.4.3.2 Funding through partners activities included in the TAP

In case of a successful leverage of fund for a proposal, the champion of the proposal may include a percentage of the funding (10%) to be allocated to secretariat by the partners or for the forthcoming proposals this arrangement should be included.

3.4.3.3 Direct funding (budget support from donors to IBAR to basal metabolism of the secretariat)

Another option for funding, which would allow an even more predictable funding flow, could be examined whereby donors, separately or jointly, provide support to the platform through an agreement with the hosting organisation. This could be done through a multi-year project which provides the funds for the ALive secretariat and the Governance meetings and include an administrative provision for the host institution for the additional work involved and the responsibilities it needs to assume. This support should take into consideration the additional tasks that the secretariat will face as long as no AMDTF can be established.

4. Conclusions and Recommendations

Agriculture is back on the development agenda and the Livestock sub-sector enjoys unprecedented opportunities for economic growth and poverty reduction. The ALive platform, which aims at uniting all main actors in Livestock development in Africa, is a timely and necessary initiative. It aims at providing a global partnership for Livestock Development as foreseen in the Millennium Development Goals (MDG 8) and supports the international development aid effectiveness principles of harmonisation and alignment. It is recommended that, to further strengthen its role, the ALive platform should seek cooperation with the Global Donor Platform for Rural development. This organisation presents the ideal platform to promote the potential of the Livestock to a large number of donors and secondly, important lessons can be learned from its experience as a wide partnership for development.

ALive is well placed, through its strategic focus and its members, to inform the African Livestock development strategies and the decision-making processes. Its recent integration in the African Union's Inter-African Bureau for Animal Resources (AU-IBAR) and its focus on supporting the CAADP and AU-IBAR strategies further enhances its relevance and potential impact.

However, to fully exploit its potential ALive must mobilise more funds if it wants to achieve the objectives it has set itself. It needs to find the financial means to finance the activities it has developed in its rolling triennial activity programme and to assure the smooth operating of its Governance Structure and the platform's secretariat, which forms a vital entity for the achievement of ALive's objectives.

The above strategy indicates different options and modalities that the platform should consider to increase its resources. This can happen largely through (i) Extending its membership through the promotion of the potential of the Livestock sector and ALive's crucial role (ii) to find ways to further enhance the contributions of its present members and (iii) to make sure that its activities can be implemented through other players on Continental, regional and National levels. This requires innovative, inspired and sustained efforts for which the platform will rely in the first place on its secretariat and its permanent members. The ALive members should also carefully consider the consequences for mobilising resources because of its strategic choices and the limitations of what the platform can be involved in.

The RMS also suggests to find funding flows that are predictable and flexible, especially to support the working of its secretariat and its Governance structure.