



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

O p e r a t i o n a l G u i d e l i n e s

(Revised Draft)

*This document spells out the operational and administrative procedures of the Partnership for Livestock Development, Poverty Alleviation, and Sustainable Growth in Africa (the **ALive** Program). It is intended for the use of individuals or organizations that take part in **ALive** activities, and of **ALive** donors. It specifies the Program's objectives, mandate and activities; its governance and organizational structure; its program development, funding, budget, audit and evaluation practices, and its policy on use of consultants and intellectual property rights. This version has been updated to take into consideration lessons learned during the implementation of the first phase of **ALive**. Following the **ALive** virtual EC12 meeting, it has been suggested to make reference to the **ALive** Pillars and to consider taking away theme 4 as suggested in the revised document. The current Operational Guidelines have been revised to take into account the transfer of the Secretariat from the International Bank for Reconstruction and Development (IBRD) in Washington D.C. USA to the African Union – Inter African Bureau for Animal Resources (AU-IBAR) in Kenya made effective during the EC13 and GA4 meetings in Nairobi on March 2009.*

I Introduction

The demand for animal-source foods is growing fast due to rapidly expanding urban populations and improving incomes. The lack of sufficient readily absorbed micronutrients is a matter of concern for the majority of children who are born to poor families because it constrains their health and cognitive development. This makes it even more difficult for them to break out of poverty. The world, not just Africa, needs more food and as agriculture intensifies to produce more so too does animal agriculture¹ because livestock provide the most effective means of adding to and diversifying farm incomes and making arable systems more sustainable. These assets notwithstanding, the proponents of livestock development still need to convince decision makers that livestock development along

¹ Animal agriculture encompasses all agricultural systems involving livestock whether or not they are the primary enterprise such as in smallholder mixed farming systems and including livestock providing agricultural inputs such as organic fertiliser, draft power and transportation.

appropriate paths ameliorates the well publicized negative impacts of inappropriate livestock production on environment and human well being.

With the move of the ALive Secretariat to AU-IBAR, it is an opportune time to take stock of the lessons learnt in the previous Platform's institutional setting and implementation, and to revise its strategy to provide a greater sense of purpose, more focus and increase its value adding contributions to African national, regional and continental programs within the framework of the Comprehensive Africa Agriculture Development Program (AU-CAADP) and ensure that it is fully complementary to the strategy and programs of AU-IBAR.

The unique feature of ALive is that it is a platform bringing together the international community of stakeholders in African livestock, wildlife and environment. This Strategy Paper sets out how this unique and powerful collaboration of institutions and individuals can best add value to African livestock development. It provides the setting for ALive planning and action from 2010 onwards.

ALive is now moving into a new phase in which it can take advantage of the synergies and value-adding made possible by the move of the ALive Secretariat to AU-IBAR and closer integration with CAADP. This will be assured by the ALive General Assembly being chaired by the African Union Commissioner for Rural Economy and Agriculture.

The unity with CAADP and AU-IBAR is expressed in having a common **Vision** of: *An Africa in which animal resources contribute significantly to sustainable economic growth, reduction of poverty and hunger for the present and future generations.*

The unique position and composition of the ALive platform, which brings together a wide range of actors, enables it to play a specific and critical role in African livestock development that no other institution can fulfill. This unique role and the value that adds is articulated its **Value Proposition** which is: *“to provide a platform for facilitating discussion, advocacy for resource mobilization, advancing policy advice and 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”.*

II ALive's Core Functions

The ALive Platform's core functions exploit the Platform's comparative advantages as indicated in its Value Proposition. They add value to the work of other actors in African livestock policy making, research development by exploiting the Platform's comparative advantages. The functions complement each other in promoting gender and generation equity, human and livestock health, and conservation of the environment and biodiversity. The approach being taken in planning and implementing the actions that will implement the functions is designed to promote and preserve ownership of the actions and outcomes by the livestock keepers and other end-users. The functions will i. improve decision making, ii. raise awareness and access to knowledge, iii. facilitate better policy making and iv. support evidence-based advocacy for more investment in livestock development.

II.1. Improving decision making

The purpose of this core function is to position African and non-African decision makers to be able to look ahead and preempt emerging issues and take advantage of new opportunities in African animal agriculture by identifying trends and emerging issues affecting livestock development and design collective pre-emptive strategies. A new approach is required because issues affecting livestock development in Africa are subject to fragmented debates. Important stakeholders, such as consumers of livestock commodities and operators in the private sector, are seldom consulted in a systematic manner and development agencies tend to address livestock development issues according to their own strategies and approaches.

ALive offers a common platform for debating issues affecting livestock development, enriching the exchange of views and promoting common understanding of trends and issues. This will improve the design of policies, research, development initiatives and thereby raise the collective impact of the diverse actors in African livestock development.

The Platform will foster debate and interaction among stakeholders at a global level for identifying trends and emerging issues in animal agriculture, human and livestock health, wildlife and the environment

The object of the interactions will be to improve the harmonization and coordination of actions by diverse actors through joint identification of emerging issues, analyses of trends, forging common understanding and joint ownership of agreed priorities. The structure of the ALive platform creates the most conducive institutional setting for conducting these activities.

Emerging zoonotics are an example of the type of issues in which ALive could add value to the actions of other agencies such as AU-IBAR. Recent outbreaks of Rift Valley Fever in new areas illustrate the need for all sources of knowledge and experience to work together to be sure that the executing agencies in Africa have access to the best available knowledge and support for timely and effective control of such zoonotics.

As noted above, livestock are essential to global food production, not only in dryland areas where there are few alternative options for arable agriculture. However, it is important that decision makers have access to well balanced evidence not only of the importance of animal agriculture but also of the ways in which appropriate development will ameliorate the negative impacts of inappropriate livestock production practices on critical environmental issues such as soil, water and biodiversity conservation and global warming.

II.2. Supporting evidence-based advocacy for increased investment in livestock development

As indicated above, an exceptional case can be made for increasing investment in livestock but this has to be constantly reinforced in the many fora in which development investment decisions are made. It is also necessary to have messages tailored to the varied needs of decision makers who have different responsibilities, especially in respect of development investments. The ALive Platform with its diverse membership and international inter

linkages is well placed to catalyze and support the production of evidence-based advocacy, including resource mobilisation materials for priority investment areas.

The Platform will inform public and private opinion and investment in animal agriculture

Many programs and policies have been developed to support livestock development. As must be expected, they have had variable success but the lessons derived from them have been poorly utilized in the design of new interventions. And little advantage has been taken of them in guiding public and private sector investment in animal agriculture. This is symptomatic of the fact that the contribution of the livestock sub-sector to poverty alleviation, economic growth, human health and sustainable management of natural resources is poorly documented and under appreciated by decision makers. The consequence of this is limited public investment and lack of concern for creating favorable policy environments for the private sector. The ALive Platform has unique strengths through its diverse, African and non African membership, to take the lessons on board and facilitate effective advocacy in a wide range of forums.

II.3. Improving livestock sector pro-poor enabling policies

The limited support for the livestock sector by national and regional decision makers is a consequence of the dearth of evidence-based information on the contributions of livestock sector development to the livelihoods of resource-poor rural communities and low-income urban consumers and the high rates of return to investment that have been attained. In this regard, it is noted that the failure of livestock projects to meet their financial targets did not necessarily result in poor economic returns in national development. Frequently, apparent project failures were attributable to government and development agency policy failures. ALive should, therefore, support the development of analytical tools to improve the formulation of evidence-based policies that enable and facilitate poverty alleviation, empowerment of women and gender equity, improve and protect human and livestock health and promote environment and biodiversity conservation. The Livestock Policy and Investment Toolkit is an excellent example.

The Platform will catalyze and provide support for policy analysis and provide policy guidance

The quality of decision making is an outcome of the quality of methods, data and information available to the decision makers. Without good analyses of the likely outcomes of alternative proposed actions it is improbable that the policies will best promote the desired outcomes. The ALive platform, with its diverse membership, is uniquely placed to appreciate the impact of enabling policies and to identify where better information, advice and tools are needed. With that insight, ALive can direct the interest of policy analyses institutions towards high priority topics. Immediate priorities include the need to achieve ecologically sustainable intensification and for guidance on policies that will promote intra-African trade in livestock and livestock products.

II.4. Improving access to global knowledge on animal agriculture and environment

The rate at which African agriculture is required to grow to meet the needs of present and expanding populations cannot be achieved if all the required new knowledge has to be generated endogenously. To speed up development African need access to global knowledge, for example, on tropical forages held in Australia and Brazil or improved breeding methods and advanced vaccines production techniques held in Europe or North America.

ALive provides a platform for African actors in livestock research and development to engage with colleagues internationally in identifying knowledge needs and gaps and the best means of accessing the global information and technical resources they require for accelerated sustainable livestock development. This complements AU-IBAR's responsibility for intra-African information sharing since ALive will provide AU-IBAR's constituents with access to knowledge sources that IBAR cannot reach as easily.

The Platform will enable end-users to access knowledge when and in the form they need it.

At the present time, it is difficult for stakeholders in African livestock development to acquire the information they are demanding. And for them to get it at the time they need it and in forms suited to their circumstances. The ALive platform is well placed to establish a system for accessing global sources of livestock knowledge that will provide access to African stakeholders efficiently and on a demand-led, rather than supply-led, basis. This will enable ALive to add value to present information systems by identifying relevant sources of Livestock information, gathering it, collating it and making it available in appropriate formats to different stakeholders. It will enable African Livestock producers and other stakeholders to take advantage of links to ALive's unique international constituency for accessing global knowledge sources.

Priority should be given to knowledge and information required for policy making (research-based evidence, results of thorough analyses, success stories, etc.).

III. Governance

1. **ALive** recognizes three categories of partners: **Members, Executive members, and Observers.**

- (i) **Members** of the Partnership are representatives of international, continental, regional and national institutions or organizations that play an active role in livestock development or management in Africa, either on policy, financial or technical aspects. Members attend the General Assembly and are organized in four caucuses.
- (ii) **Executive members** are representatives of the four caucuses as well as permanent members sitting on the Executive Committee

- (iii) **Observers.** The General Assembly and Executive Committee may invite experts as Observers to join its discussions without participating in deliberations

2. The governance structure of ALive includes:

- (i) a General Assembly;
- (ii) an Executive Committee

General Assembly

3. The General Assembly provides a forum for livestock management and development in Africa for all members of the ALive platform. It meets once a year to discuss the broad orientations and priorities of the partnership. The General Assembly is an important tool to share knowledge and experience and to provide recommendations to Executive Committee. It brings together donors, governments, international institutions, professional organizations, Civil Society organizations, learning and research institutions that share ALive's vision and participate in its actions, as well as outside experts, to discuss issues related to the sustainable development and management of livestock in Africa. More specifically it:

- (i) Reviews ALive's progress since the previous General Assembly meeting, and in this connection receives a report from the chair of the Executive Committee on achievements, financial situation and possible new directions for the Partnership;
- (ii) Reviews progress made globally in livestock development and management, with a special concern for the situation in Africa;
- (iii) Considers the impact of livestock development on poverty reduction, public and animal health and a sustainable use of natural resources;
- (iv) Passes recommendations for implementation by the Executive Committee
- (v) Assesses the progress achieved in livestock development and management in Africa with reference to global trends;
- (vi) Assesses the potential impact of global trends on African countries , and
- (vii) Identifies new paths to reach ALive's objectives.

4. In addition to Permanent Members, the General Assembly is organized in four specialized caucuses:

- (i) the African Caucus;
- (ii) the Donors and International Organisations Caucus;
- (iii) the Research, Technical and Training Organizations Caucus;
- (iv) the Civil Society Caucus.

5. The **African Caucus** includes Members from national, regional and continental organizations. National members of the African Caucus are African livestock experts and other related disciplines selected by their line Ministries in their country. They should be in a position to organize national roundtables on livestock development and management with representatives from all stakeholders - including donors - in order to ensure that livestock issues are properly addressed in countries investment priorities. They should provide information on livestock development in their country to be compiled and consolidated for report to the General Assembly by the representative of the caucus.

6. The **Donors and International Organisations Caucus** includes institutions that contribute to livestock development in Africa. To be a member of the platform, a donor institution should be willing to align its investment to continental, regional and national livestock development priorities. Donor and International Organisations members support ALive by contributing resources and expertise to the Partnership.

7. The **Research, Technical and Training Organizations Caucus** include research and academic institutions involved in livestock development in Africa. To be member, they should be willing to share information and research findings on the present and future researchable issues shaping livestock development in Africa. They should also be willing to carry out research activities on issues identified by the platform.

8. The **Civil Society Caucus** includes organizations and institutions of the civil society involved in the Livestock development in Africa. They comprise among others: Community Based Organizations (CBO)s, NGOs, livestock owners', veterinary associations and boards, livestock traders, consumers, animal welfare and agro-processing industries associations as well as microfinance institutions. They should be in the position to mobilize and sensitize networks to increase awareness on livestock contribution to poverty alleviation and other global issues such as global warming, land degradation, pollution, food safety etc. They should provide information on their specific networks, on livestock and livestock products trade, consumer's protection and animal welfare that will be compiled and consolidated for the report to the General Assembly.

9. The number of Executive members is decided by the General assembly in accordance with internal criteria and procedures to ensure the broadest representation of stakeholders.

10. Caucus representatives to the Executive Committee are proposed by their caucuses and elected by the General assembly.

11. The **Chair of the General Assembly** is the African Union Commissioner for Rural Economy and Agriculture. With support from the Secretariat and the Executive Committee, the Chair of the General Assembly organizes the agenda of the General Assembly meetings, conducts discussions and present recommendations resulting from the debates for approval.

Executive Committee

12. 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.

13. The **Executive Committee** is notably responsible for:

A. Management

- (i) Reviewing the impact of ALive Platform through ex-post assessment of selected activities
- (ii) Approving the Three-Year Action Plan and the annual Program of Activities including a provisional budget prepared by the Secretariat, to implement the Partnership's strategy;
- (iii) Approving the operational and financial execution of the Annual Program of Activities;
- (iv) Approving the selection of Champions and lead organizations responsible for implementing the Partnership's activities, and monitoring their performance;
- (v) Endorsing the recommendations provided by the Regional Steering Committee of GF-TAD for Africa; and
- (vi) Guiding and orienting the management of the ALive website.

B. Institutional Arrangements

- (i) Proposing amendments on the Operational Guidelines to be approved by the General Assembly;
- (ii) Endorsing the structure of the Secretariat and
- (iii) Inviting organizations and individuals to participate as Observers in the Executive Committee

C. Advocacy

- (i) Promoting activities and projects under the partnership and encouraging donors to support these activities and projects;
- (ii) With the support of the Secretariat, representatives to the Executive Committee, maintain communication links with their respective Caucus Members;

14. 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 organisations Caucus
- (iv) **Three Executive members** from the Research, Technical and Training Organizations Caucus ,
- (v) **Two Executive Members** from the Civil Society Caucus.

15. The Executive Committee can propose to the General Assembly, the revision of number of executive members appointed by each caucus in order to improve the effectiveness and maintain the relevance of the executive Committee.

16. The capacity of any Executive Member to represent an organization or a group of organizations must be certified in writing to the ALive Secretariat by such organizations. A Caucus can not appoint several Executive Members from the same organization. An institution cannot appoint two or more executive members even if the institution is represented in several caucuses.

17. Executive Members serve pro bono. Organizations which approved that one of their officials serve as an Executive Member or alternate shall provide the necessary administrative and financial support for that Executive Member or alternate to allow him/her to participate effectively in ALive's meetings and activities. Certain Executive Members may receive financial support to make it possible for them to participate in ALive's meetings. The Executive Members who may receive such support will be proposed and decided by the Executive Committee.

18. Executive Members are appointed for three years and may not serve more than two consecutive terms. Permanent Executive Members serve for an indefinite term at the discretion of the organizations appointing them.

19. Executive Members appointed by a Caucus represent that Caucus and are allowed to speak on behalf of their organizations. As Caucuses' representatives they commit to consult regularly with their constituents, to keep them informed of ALive's activities, and to provide comprehensive reports to the Executive Committee on the positions of their constituency. The Donors Caucus appoints its Executive Members, according to their level of contribution to the Partnership

20. Special Advisory Commissions may be created by the Executive Committee, which will approve Terms of Reference designed to provide advice on specific activities or issues as determined by the Executive Committee.

21. The Executive Committee reaches decisions by consensus. That consensus is summarized by the Chair at the end of each meeting and recorded in a resolution and in summary proceedings for the meeting. If no consensus emerges from a meeting, a vote may take place. In the absence of a simple majority, the vote of the Chair of the Executive Committee counts for two votes.
22. Extraordinary meetings of the Executive Committee may be convened by the Chair of the Executive Committee to conduct urgent business at the request of at least 40% of the Executive Members.
23. The Executive Committee convenes two to four times a year, of which at least one in person and holds virtual meetings as necessary. Virtual meetings, through tele- or audio- or e-conferences are organized when meetings in person prove technically or economically unfeasible. A quorum of two thirds of Executive Members is necessary to hold a meeting of the Executive Committee. One in person meeting per year will be held back to back with the GF-TADs Africa SC
24. Between meetings, the Chair of the Executive Committee with the support of the Secretariat may consult with the Executive Members on urgent matters either through telephone or electronic communication to record the Executive member's positions and determine whether there is a consensus among them.
25. Executive Members and their Alternates who fail to participate in three consecutive meetings of the Executive Committees may be excluded from the Executive Committee by the Chair and a new Executive Member (or Alternate) may be designated by the corresponding Caucus. When needed, through special consultations facilitated by the Secretariat, Caucuses may replace Executive Members who relinquish their mandates before the end of their terms. The Chair notifies all Executive Members of such exclusion.
26. The **Chair of the Executive Committee** is selected by the Executive Members based on candidatures from any member of the Executive Committee, and preferably a recognized expert on livestock development and management with a proven record of experience in Africa. The Chair of the Executive Committee convenes the meetings of the Executive Committee in consultation with the Chair of the General Assembly, chairs its meetings, maintain an active link with and receive support from Executive Members, and the Secretariat - to be kept regularly informed of **ALive's** progress and activities. The Chair of the Executive Committee serves for a maximum three-year mandate, renewable only once.
27. In case the Chair of the Executive Committee is not in position to serve until the end of the term of his/her appointment, the Executive Committee holds a special session, preferably by teleconference, to appoint an interim Chair until the next Executive Committee meeting.

Secretariat

28. The **Secretariat** main responsibility is to support the **ALive** platform and its governance structure. As part of the administration of the platform, the Secretariat monitors and reports on activities which are part of the Action Plan, shares and disseminates knowledge, and promotes **ALive** activities and the Partnership to policy makers and the general public.

29. Under the guidance of the Executive Committee and the supervision of Partnership Manager, the **Secretariat** is responsible for:

- (i) Preparing Three-Year Action Plan, broken down into Annual Programs of Activities, and preparing a tentative budget to execute the Three-Year Action Plan;
- (ii) Collecting, recording, organizing and disseminating information from Members on activities undertaken as part of the ALive program;
- (iii) Preparing elements of the Program of Activities, identifying financial and other resources for their implementation, and implementing them when appropriate;
- (iv) Overseeing the implementation of the overall Action Plan, including administrative follow up of contractors, and ensuring their compliance with the priorities decided by the Executive Committee;
- (v) Liaising with Members on the preparation of reports on livestock development, and consolidating these reports for the General Assembly;
- (vi) Organizing meetings of the General Assembly and of the Executive Committee;
- (vii) Providing support to the Executive Committee, General Assembly and Caucuses as required;
- (viii) Maintaining the ALive web site and organizing and facilitating e-discussions and consultations;
- (ix) Organizing ALive public conferences, seminars and workshops and disseminating information on ALive activities and lessons learned from these activities;
- (x) Handling financial reporting of the MDTF, including the provision of regular reports to the donor community, the Executive Committee and the General Assembly;
- (xi) Maintaining a register of members

30. The Secretariat is composed of:

- (i) A **Partnership Manager** who manages the Secretariat. The Partnership Manager is a senior official of the institution that is hosting the Secretariat. He/she is in charge of the Secretariat management and the link with the

Executive Committee members. To avoid conflicts of interest, the Partnership Manager shall not belong to the same organization as the Chair of the Executive Committee. The Partnership Manager is responsible for all operations conducted by the Secretariat, including financial transactions. He/she is responsible of maintaining relations with donors, negotiating AMDTF² arrangements and mobilizing new donors.

- (ii) A **Coordinator**, who assists the Partnership Manager on administrative and other activities, is seconded to the Secretariat by the hosting organization. The partnership Coordinator manages the day to day activities of the Secretariat and any other assign responsibilities from the Partnership Manager to whom he reports directly; and
- (iii) **Technical Assistant(s)**. In case of special needs, the Executive Committee may decide for the recruitment of expert(s) who will assist the Partnership Manager in specific issues (notably if the Secretariat is champion for some activities), with well defined TORs. Technical assistant(s) is/are availed by partners as in kind contribution or contracted through the Platform.

IV. Activity Planning, Implementation and Reporting

31. The **ALive rolling Three-Year Action Plan** prepared following the strategic direction given by the GA is approved by the Executive Committee after consultation with GA.

32. At the beginning of each triennial action Plan, the Secretariat launches a call for proposals in line with the ALive objectives/framework and/or other continental frameworks as decided by the GA. Eligible proposals will be forwarded to the Executive committee for final decision.

33. Member may submit additional activity proposals to the Secretariat in case of specific needs or emergencies The Member submitting an activity proposal is informed of the decision.

34. Selected activities will be implemented by lead institutions (Champions). Champions are expected to submit semi-annual reports to the Secretariat for monitoring and evaluation purposes and compilation for the Executive Committee meetings. In case several members conduct an activity jointly, the Executive Committee agrees on one lead organization responsible for reporting to the Secretariat.

35. The approved Three Year action Plan is broken down in Annual Program of Activities which includes priority activities, with a corresponding budget, to be implemented in the

² In case a new AMDTF is established

following year. The annual program of activities is endorsed by the executive committee. This approach allows the necessary flexibility to adjust ALive activities to changing circumstances and available resources.

36. **The Secretariat** provides:

- (i) Reports on monitoring activities undertaken by Champions
- (ii) Financial and technical report on disbursements and activities, prepared for every Executive Committee meeting, or at six-month intervals; and
- (iii) Annual Report on ALive achievements and operating environment;

37. As deemed necessary, and in consultation with the Partnership Manager, the Executive Committee should commission the external evaluation of all or a sample of **ALive** activities in order to learn from the implementation of **ALive's** principles and overall strategy, assess the objectives reached, and propose further actions, including the dissemination of lessons learned.

38. External reviews and financial audits of ALive accounts are initiated by the Executive Committee.

39. The Partnership Manager organizes through appropriate means a broad dissemination of **ALive** lessons learnt from its activities and other relevant forms of knowledge. The **ALive** General Assembly is an important tool to share knowledge and experience.

40. Intellectual property rights in any product developed with funding from **ALive** will be retained by the Partnership and administered by the organization that hosts the Secretariat. Consistent with **ALive's** objectives, the concerned organization will ensure that the products developed as part of **ALive** are widely and publicly available and that non-exclusive rights to exploit the related intellectual property rights are easily granted and not unduly withheld.

V. Funding

41. 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

42. To support ALive activities, financial contributions should be preferably channelled through a dedicated MDTF. The AMDTF³ should be hosted in any renowned financial institution.

³ In case a New AMDTF is established

43. Although the AMDTF is the preferred funding channel, other funding mechanisms might be considered as possible alternatives

44. Contributions to the platform are used to cover activities identified in the ALive rolling Three-Year Action Plan and Core functions of the Secretariat such as expenditures incurred by the governance of the Partnership.

Budget Guidelines

45. Budget of activities implemented by the Secretariat is prepared and implemented in compliance with the accounting principles of the organization hosting the ALive's Secretariat.

46. Annual Financial Plan which includes all proposed funding sources for **ALive's** activities, is submitted annually to the Executive Committee and published on the website

47. ... Indicative budgets and implementation schedules for **Themes of the Partnership** are prepared under the direction of the Partnership Manager in conjunction with the rolling Three-Year Action Plans and annual Program of Activities. The Budget must reflect the full costs of carrying out activities, including salaries, benefits, consultants' fees, travel and other costs.

Acronyms

AMDTF: ALive Multi Donor Trust Fund

CBO: Community Based Organization

CSO: community

GF-TAD: Global forum for the progressive control of Transboundary Animal Diseases

MDG: Millennium Development Goals

NGO: Non Governmental Organization

RECs: Regional Economic Communities

TAP: Triennial Action Plan