



**ALive Strategy Paper
&
Concept Note for ALive TAP Activities**

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ALive Strategy Paper

Summary

The first phase of ALive (TAP1) has validated the need for an international sub-Saharan Livestock entity “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”. This paper presents a strategy for gaining the maximum value added from the ALive platform going forward. It is based on the experiences and lessons learnt in the first phase, inputs of all stakeholders and the perceived strengths and comparative advantages of the Platform. If adhered to, it will ensure greater impact from the overall investment of all stakeholders in improving the livelihoods of resource-poor livestock producers and low-income consumers, who make up the majority of Africans. The key feature of this Strategy Paper is that it articulates how the Platform will enable all partners to both contribute and to benefit from participating in ALive.

1. 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 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.

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.

2. Background

2.1 The case for livestock development

After decades of neglect, agriculture is back at the forefront of African development agendas. In Maputo (2003) African governments committed to investing 10% of their national budgets in agriculture 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. They previously endorsed the Paris Declaration (2005) and the Accra Agenda for Action (2008) on ownership, alignment, harmonization and accountability of Aid. This change in development priorities follows recognition that Africa's development is inexorably linked to the state and sustainability of its agriculture. Not only the direct income and employment opportunities but also the extensive backward links in producing and supplying farm inputs and forward links in processing and marketing farm products, give investment in agriculture the greatest economic multiplier effects. (IFPRI 2002²).

African Heads of State and Government have adopted AU-NEPAD's³ 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 and other adverse factors.

Livestock comprises the largest sub-sector of agriculture 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 are essential in almost all agricultural production systems because livestock add 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, fibers and draft power. As a result animal agriculture invariably intensifies as other sectors and the industry as a whole intensifies.

In addition to producing food and employment livestock have 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.

While a privileged few have to guard against consuming too much animal source foods, the vast majority of Africa's population could gain immensely from improved access to affordable animal source foods that are the best source of essential micro-nutrients in forms that can be readily assimilated by humans. Children without access to animal-source foods are impaired in their physical and cognitive development because of, for example, lack of Vitamin B12 which is required for development of the nervous system. It is difficult to perceive of a more important contribution to development of nations than ensuring that children can reach their full human potentials (MDG 1c). In many agricultural systems livestock are particularly important to women who engage in selling; milk, butter, cheese, eggs, and in adding value to livestock products through spinning, weaving and leather work (MDG3).

² IFPRI 2002 Agriculture Drives Economic Growth in Africa. IFPRI Perspectives, Volume 25. International Food Policy Research Institute, Washington DC USA

³ In February 2010 NEPAD became the NEPAD Planning and Coordination Agency (NPCA)

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 for example 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. This can be best achieved with a platform for facilitating collaborative interactions (MDG8) between the stakeholders in the global livestock community and related environmental and human health communities, and authorities.

3. Overview of the First Phase of ALive⁴

The above considerations catalyzed the establishment of the ALive partnership in 2004 with two main objectives. The first objective was to increase awareness of national and international development decision makers that the livestock sector constitutes a major part of the livelihoods of the rural poor of Africa and has the potential to make important contributions to reducing rural poverty. Then, as still today, this potential contribution was not adequately realized. This was reflected in the scant attention that the sector had received in key policy documents, such as the Poverty Reduction Strategy Papers (PRSPs), and the disproportionately low level of national and international public funding for the sector. A review of PRSPs conducted in 2007 found that of 34 SSA country PRSPs ten(10) did not mention livestock sector at all, twelve(12) discussed livestock sector only briefly (1-2 paragraphs), four(4) had strategies for livestock and poverty reduction but only three(3) had detailed strategies and budgets for livestock and poverty reduction.

ALive's second objective was to support the formulation and adoption of regional and national livestock strategies, which would promote poverty reduction and economic growth. Because of the widely diverse conditions across regions and countries there could not be just one region-wide blueprint for livestock development. The plans would have to cope with diverse factors such as pastoral mobility and access to resources, the organization of veterinary services, and the design of genetic improvement programs which in the past have often been poorly articulated. However, it was believed that defining key common principles, based on the best practices, which had emerged over the last decades, would help to improve the planning and implementation of livestock development programs.

These objectives were to be achieved through four themes and five pillars (Table 1) that comprised the first ALive Triennial Action Plan ((TAP1), which was reviewed by an independent panel in 2008.

⁴ The overview of ALive TAP 1 and the development of the ALive Strategy Paper were based on the preliminary work undertaken by Dr Cees de Haan, a senior consultant of the World Bank. His contribution is acknowledged and appreciated.

Table 1 Four themes and Five pillars of ALive TAP1**The four themes were:**

1. Vision and Strategy
2. Capacity Building and Knowledge Management
3. Analytical Support and Operational Assistance
4. Coordination

The five pillars were:

- i. Strengthening Veterinary Public Health
- ii. Securing Assets
- iii. Accessing Markets
- iv. Enabling Intensification
- v. Balancing Livestock and the Environment

3.1 Results of the first ALive Triennial Action Plan (TAP1)

The independent evaluation of the implementation and outcomes of the first ALive Triennial Action Plan (TAP1) was generally positive with the following highlights:

The Vision and Strategy theme had produced six policy notes covering Animal Health Service Delivery and Veterinary Public Health; Community-based Drought Management; Smallholder Dairy Development in sub-Saharan Africa, International Standards and Food Safety; Pastoral Mobility; and Subsidies and Trade in Animal Products had been prepared, discussed and adopted in an exemplary participatory fashion. For example, more than 200 stakeholders participated in the discussions on Pastoral Mobility. The Policy Notes had been widely distributed. However, their recommendations had not yet been integrated into an overall vision for livestock development in sub-Saharan Africa.

A particular concern was that there was still no clearly defined role for ALive in research.

The Capacity Building and Knowledge Management theme had established: (i) the livestock investment portfolio database but it would need continued attention to keep it up to date; and (ii) a catalyzing role in promoting the application of the Performance of Veterinary Services (PVS)⁵ tool. As of May 2009, 36 sub-Saharan countries had evaluated their veterinary service using this tool. This demonstrated the interest of national decision makers and the important catalyzing role that ALive can play in the dialogue with policy makers.

The Analytical Support and Operational Assistance theme had produced:

(i) The Methodological Guide for the appropriate inclusion of the livestock sector in PRSPs. This was in an advanced stage of development and had been successfully tested by a national team in Mali. Originally planned to be an analytical tool to improve the inclusion of the livestock sub-sector in PRSP processes, it gradually evolved into a more comprehensive planning tool. It is now labeled the Livestock Sector Policy and Investment Toolkit or Guide Elevage-Pauvrete (GED). The evaluation recommended that more work was still needed to simplify the toolkit and to improve the links between the analytical and planning modules of the toolkit;

(ii) ALive played a critical role in the coordination of the Highly Pathogenic Avian Influenza (HPAI) control campaign by analyzing regional capacity building requirements, developing a common communication strategy, and bringing the different institutions (human and veterinary medicine) together, for example in the preparation of the Integrated National Action Plans (INAPs). The highlight of these activities was the international Inter-ministerial Meeting on Avian Influenza in Bamako in December 2006.

⁵ Also known as Evaluation of the Performance of Veterinary Services

Under this theme, building on the results of the OIE/PVS evaluation tool, about 26 Integrated National Action Plans (INAPs) were prepared in an interdisciplinary manner, involving human and veterinary health specialists. Despite having high transaction costs, the preparation of the INAPs provided a model for how different disciplines can work together in supporting national teams.

The Coordination theme convened 14 meetings of the Executive Committee (ALive's main decision making body) in the four years of ALive's existence. Since the inception of the ALive partnership it was agreed of a smooth transfer of the governance to Africans institutions, accordingly in this time, ALive's Chairpersonship of the General Assembly is assumed by African Union Commissioner of Rural economy and Agriculture, and the Secretariat was relocated from the World Bank in Washington to AU-IBAR in Nairobi. This included management of the ALive website and the Triennial Action Plans (TAPs).

3.2 Challenges, successes, and lessons learnt

The ALive program was a pioneering initiative in international collaboration for African livestock development and, as such, it not surprisingly had to cope with a number of challenges. Nevertheless it had successes and several important lessons were learnt that will improve the Platform's performance going forward.

The successes that ALive must build on going forward include the contributions it has already made to increasing awareness for the potential of the livestock sector and to establishing common positions on several livestock development issues. In this regard, it is noted that ALive's most successful activities stemmed from platform type activities, i.e. in gathering major actors in African Livestock to develop common strategies (policy notes, organization of the international conference on Highly Pathogenic Avian Influenza -HPAI- in Bamako) and introducing sector decision makers to particular tools or policies (OIE-PVS, INAP, HPAI control, including communication methods).

ALive was less successful and slow in carrying out field tasks. For example, the implementation of the INAPs was hampered by administrative and fiduciary problems for which ALive was not designed or equipped. As another example, the development of the toolkit, one of the core ALive activities, is not yet completed. Finally, although ALive is well integrated with the decision makers in animal health and production, and reasonably well known amongst the overall livestock community, it has not had sufficient interaction with the wider rural development community, for example with CAADP. These are vital lessons that have been taken into account in developing these strategy paper and concept note.

The lessons that it must take onboard include recognition that, despite the various credible products, the overall outcomes and impacts of TAP1 were constrained by a lack of focus and a relatively *ad hoc* approach to identifying what activities ALive should engage in.

The move of the ALive Secretariat to AU-IBAR provides not only the opportunity, but also the necessity, to take advantage of the lessons learnt in the early phases of ALive so that it will emerge as a vital, well focused, effective adjunct to AU-IBAR and real contributor to CAADP in achieving the Millennium Development Goals (MDGs).

4. The way forward

The case has been made, in the introduction and background, for increased investment in sustainable and equitable development of animal agriculture, which encompasses pastoral, mixed smallholder and wildlife systems. The foremost argument for livestock development is the growing demand for livestock products which creates exceptional opportunities for benefiting resource poor livestock keepers and low income consumers.

Africa is responding to the urgent need to increase agricultural production through CAADP and AU-IBAR's leadership for livestock development on the Continent. However, the success and especially the rate and direction of livestock development will be influenced by the extent to which Africa can reach out to sources international knowledge resources and development agencies.

Experience has shown that such outreach is most effective when all parties can interact and share ownership of collaborative program, which are underpinned by high levels of awareness, well-informed discussions, enabling policies, and ready access to each-others knowledge and information networks. Achieving these conditions depends on having an effective platform for facilitating interaction between the actors and stakeholders and, for African livestock that is presently only provided by the ALive platform.

This revised ALive Strategy Paper and the attached Concept Note for TAP 2010 – 2012 activities have taken into account the lessons learnt, the recommendations of ALive partners, in particular: AU-IBAR, the African Regional Economic Communities (RECs), Ecole Inter-Etats des Sciences et Médecine Vétérinaires de Dakar (EISMV), the UN Food and Agriculture Organization (FAO), the Forum for Agricultural Research in Africa (FARA), Organisation Mondiale de la Santé Animale (OIE), donors and partners, and the recommendations of the consultative meetings with livestock experts, civil society, public-private sector and development partners (Gaborone, Botswana November 9—10, 2009).

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”*. The Value Proposition defines the core mission on which the Platform should focus and it should not embark on activities for which the platform does not have a comparative advantage and for which other actors might be better equipped to undertake. When drafting ALive Triennial Action Plans (TAPs) and selecting their portfolio of activities it will be crucial to have a clear understanding of what fits with ALive's mission and what does not.

5. Keeping ALive focused

ALive is a platform that adds value to all actors in African livestock development. In fulfilling its functions the Platform will pay particular attention to ensuring that its products and outputs promote gender and generation equity, human as well as livestock health, and conservation of the environment and biodiversity. All the Platform's activities will be guided by the need to ensure that ultimately livestock keepers and other end users will take ownership of the products and have incentives for implementing them.

The selection of activities will also be informed by the imperative to keep ALive focused on its niche i.e. the things that it can do best. This requires an unambiguous understanding of what is not appropriate for ALive to engage in. In this respect it is understood that **ALive is not:**

i. An implementing agency

The Platform, being a non-permanent and informal organization is not well positioned nor properly equipped to implement field activities. It has neither the mandate nor any practical advantage for designing and implementing projects and there are other actors that are better equipped to do that.

ii. A mechanism for funding third party activities

There are many existing funding mechanisms and partnerships between donors and countries, RECs, AU-IBAR and other implementing agencies. Creating a centralized funding mechanism through ALive for livestock projects would raise difficult institutional and legal complexities and transactions costs that would not be welcomed by donors and would create unhelpful tensions with Actors who have more appropriate mandates for implementing livestock development and research projects. Keeping ALive at a distance from implementation and responsibility of development funds is, therefore, necessary to preserve the independence and openness that is essential to the Platform's advocacy and policy advice.

ALive will, however, require funds to support the operations of the ALive Secretariat and interactions with the diverse stakeholders as set out in its Triennial Action Plans (TAPS) but the uses to which those funds will be put must avoid conflicts of interest and overstretching the mandate and capacity of the Platform. Rather, ALive will advocate for due consideration of livestock in the application of existing development funding mechanisms such the national and regional CAADP compacts and the CAADP MDTF. To agree on this last sentence

iii. A clearing house or branding mechanism

The issue of how to focus investments on the priorities for livestock development has persisted since the ALive Platform was established. One approach that was attempted was to put in place a branding mechanism for assessing the quality of proposed investments as a means of improving the prospects for the proposals ranked highest to be financed. However, it was found that the Platform had neither the mandate nor the human and institutional capacity to assess so many proposals. It was, therefore, decided to design a framework which will provide direction and guidance for increasing the collective impact of the different actors in African livestock policy making, research and development.

In the specific case of research, in which branding was attempted, it was found that it required extensive and high-level scientific skills that the platform did not possess. It also raised significant risks of conflicts of interests amongst those who could have been involved in assessing the proposals. The Platform added value was therefore limited to providing support for processes which enabled institutions with different mandates to cooperate in identifying and responding appropriately to end users' demands.

iv. A mechanism for coordinating livestock development programs in Africa

Africa is a huge continent with very diverse livestock ecologies, markets and political circumstances and ALive has very limited resources and no mandate and or capacity for attempting to coordinate livestock activities on such a scale. ALive must defer to AU-IBAR and the RECs which have been officially authorized by the member states and the African Union. The Platform makes its value-adding contributions by facilitating international partnerships in African livestock development and drawing on the diverse strengths of its members. ALive must therefore provide space for them to contribute and benefit from participating.

Understanding what the Platform is not clarifies what it is, which is, an international platform on which actors in African animal agriculture can address common issues and combine their diverse assets to add value to their individual activities. This will enable them to raise the impact of their total commitment to African livestock development. The areas in which such value addition can be derived comprise the Platform's core functions:

6. 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.

6.1 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.

6.2 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.

6.3 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.

6.4 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.).

7. The Results Areas

The ALive Platform's utility is dependent on it making a real difference in African livestock development. An important means to that end is having, for each of the **core functions**, unambiguous **result areas** and achievable **expected outcomes** for all activities supported by the Platform.

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, with more details provided in the ALive Concept Note below:

Results Area 1 (RA 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 preemptive strategic approaches designed and disseminated

Results Area 2 (RA 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 (RA 3)

- 3.2 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.

8. Adding value to CAADP and AU-IBAR's strategy

The 2005 Paris Declaration on Aid Effectiveness and the 2008 Accra Agenda for Action committed Africa's development partners to ensuring that their development programs are consistent with the African development agenda and to coordinating their programs in ways that will maximize their collective impact. The Comprehensive Africa Agriculture Development Program (CAADP) is the overall agenda for African agricultural development and AU-IBAR is the African Union's instrument for coordinating the livestock components of that agenda. ALive will therefore ensure that the activities that it supports are consistent with and value adding to both CAADP and AU-IBAR's strategy.

CAADP has been adopted by Africa's governments, Regional Economic Communities (RECs), the African Union and Africa's development partners as the framework within which they will place their contributions to agricultural development on the Continent.

The purpose for this is to raise the impact of investment in agricultural development by enabling better coordination and harmonization of investments and avoiding duplications and critical gaps. It therefore behooves ALive, as an African initiative, to constantly ensure that its functions and actions ascribe to agreed CAADP priorities and approaches. This is ensured by adherence to frameworks for the implementation of the four pillars that together comprise CAADP (Figure 1).

Figure 1 CAADP pillars and objectives

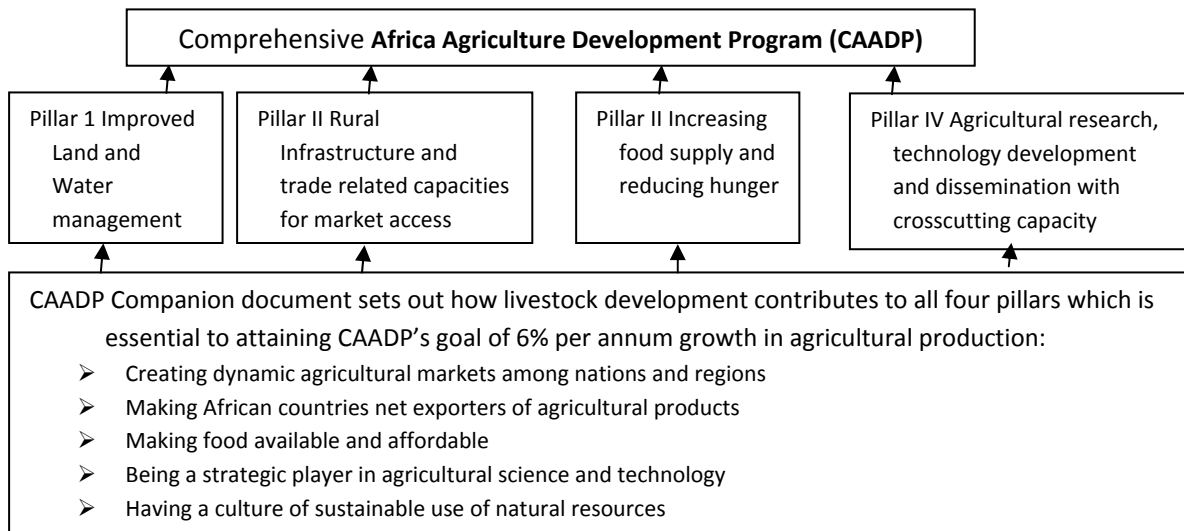


Table 2 is a graphic shorthand affirmation of how ALive’s core functions and their proposed actions fit with and add value to CAADP’s four pillars.

9. ALive Guiding principles for partner participation and selection of activities

A set of guiding principles has been determined for ALive that 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 these criteria.

The *Guiding principles* are:

- 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”** 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.

Table 2 ALive’s contributions to CAADP

CAADP Pillars	Land & water management	Infrastructure & market access	Food security & nutrition	Agr. Research & technology devt. & dissemination with crosscutting capacity str.
<p>ALive Main Activities</p> <p>Positioning African and non-African decision makers to preempt emerging issues and take advantage of new opportunities in African animal agriculture</p> <p>Informing public and private opinion and investment in animal agriculture</p> <p>Improving livestock sector pro-poor enabling policies</p> <p>Improving access to information/knowledge on demand by the end users</p>	<p>• Actions</p> <p>Supporting debate on:</p> <ul style="list-style-type: none"> • adaptation and mitigation in livestock / climate change interactions • Conservation of soil water & biodiversity; and • Enabling pastoral mobility for optimal natural resource management. <p>Advocacy for:</p> <ul style="list-style-type: none"> • Raising awareness of the merits of pastoral mobility; • Preparing to respond to emerging environmental issues. <p>Supporting policy analyses:</p> <ul style="list-style-type: none"> • Integrating wildlife into animal resource policies; and • Pastoral mobility <p>Enabling access to global knowledge on:</p> <ul style="list-style-type: none"> • management of soil and water in livestock systems 	<p>• Actions</p> <p>Supporting debate on:</p> <ul style="list-style-type: none"> • Improving application of SPS and quality standards with minimal transaction costs in intra-African trade • Trends in markets of Livestock and livestock products • Regional physical and institutional trade infrastructures <p>Advocacy for:</p> <ul style="list-style-type: none"> • Generate knowledge for evidence based advocacy for improved infrastructure and market access for livestock producers. <p>Supporting policy analyses:</p> <ul style="list-style-type: none"> • Catalyze and support analyses of pro poor trade oriented policies <p>Enabling access to market information on:</p> <ul style="list-style-type: none"> • livestock inputs and outputs 	<p>• Actions</p> <p>Supporting debate on:</p> <ul style="list-style-type: none"> • Inter-sectoral collaboration human & animal health <p>Advocacy for:</p> <ul style="list-style-type: none"> • Awareness about contribution of animal source food to nutrition • OWOH • Response to emerging issues <p>Supporting policy analyses:</p> <ul style="list-style-type: none"> • Catalyzed analyses of policies that improve the terms of trade and enable rational restructuring of herds to accommodate fluctuating weather and climate realities. <p>Enabling access to information that will:</p> <ul style="list-style-type: none"> • support rational decision for improving the food security of livestock producing communities 	<p>• Actions</p> <p>Supporting debate on:</p> <ul style="list-style-type: none"> • Research on improved land and water use by livestock production systems • Identification of human and institutional capacity needs and proposing remedial actions <p>Advocacy for:</p> <ul style="list-style-type: none"> • Catalyzing and facilitating research that will provide evidence for basing advocacy on priority livestock issues. <p>Supporting policy analyses:</p> <ul style="list-style-type: none"> • Supporting research Generate knowledge for evidence based policy options and advice <p>Enabling access to knowledge required by African livestock scientists and change agents</p> <ul style="list-style-type: none"> • Supporting research for the development of One World One Health (OWOH) systems.



Concept Note for ALive TAP Activities

Summary

TAP 2010 – 2012 has been developed with the benefit of the lessons learnt in the previous TAPs and it is purposefully designed to address the identifies objectives of ALive and make it a much more credible platform which has better prospects of achieving impact through adding value to CAADP and AU-IBAR’s strategy. It has a trimmed down and much better focused portfolio of activities which are consistent with ALive’s comparative advantages and core functions

Introduction

ALive’s activities are organized within rolling Triennial Action Plans (TAPs). 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.

However, past underfunding has meant that a number of planned activities never got started and they need to be reassessed for their fit to ALive’s strategy and guiding principles. In addition certain changes to the TAP are required immediately in 2010 following the move of the Secretariat to AU-IBAR and the need for greater alignment with CAADP. It is also an opportune time for ALive to take on board the lessons learnt in its early years and to adapt to its new circumstances as an African initiative endorsed by the African Union.

This concept note adheres to the goal of achieving **AU-IBAR’s Vision** which is *“An Africa in which animal resources contribute significantly to sustainable economic growth, reduction of poverty and hunger”*.

It also reaffirms the Platform’s commitment to ALive’s **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”*.

ALive TAP 2010 – 2012 components

TAP 2010 – 2012 conforms to ALive’s strategy of core functions, results areas and expected outcomes

ALive’s Core functions

1. Improving decisions making
2. Supporting evidence-based advocacy for increased investment in livestock development
3. Improving livestock sector pro-poor enabling policies
4. Improving access to global knowledge on animal agriculture and environment

Results areas

- RA 1 African and non-African decision makers positioned to prepare for emerging issues and take advantage of new opportunities in African animal agriculture
- RA 2. Well informed public and private opinions and 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, with more details provided in the ALive TAP 2010- 2012 Concept Note below:

Results Area 1 (RA 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 preemptive strategic approaches designed and disseminated

Results Area 2 (RA 2)

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

Results Area 3 (RA 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.

Main guiding principles for ALive TAP elaboration

As agreed at the Executive Committee 14 in Gaborone, the ALive Triennial Action Plan will from now be a rolling action plan. It will therefore be updated yearly to cover the next three years.

The components of the TAP will be based on annual calls for proposals, which will be sent to the Platform members by the Secretariat. In addition to continuing priorities, these calls may focus on specific themes concerning emerging issues and opportunities for African livestock development. The proposals received by the Secretariat following each call will be 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.

There is no longer a distinction between direct and indirect activities but the Platform will still 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, organization 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.

Selection process for ALive TAP activities

ALive is employing clear and transparent selection procedures that are designed to overcome the severest early phase criticism of ALive which was that it lacked focus and took on tasks for which it had no comparative advantage. This revised selection process is purposefully designed to make ALive more worthy of donor support, which is critical to the Platform's ability to deliver its core functions.

The first step in the selection process

Following a call for proposals in TAP1, 23 proposals were received from various agencies. Those that have not yet been initiated will be screened to assess their suitability and priority for TAP 2010 – 2012 according to the ALive guiding principles, i.e.:

- 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 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”*..
- 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 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.

Proposals for which ALive has no comparative advantage and which would not contribute to CAADP will be automatically eliminated.

The Second step in the selection process

Proposals which comply with the ALive principles and for which ALive has a comparative advantage and will contribute to CAADP are then assessed for their contribution to ALive’s expected outcomes as indicated on Table 3.

Following the ranking, the sponsors of the selected proposals will be advised to revise them to bring them up to date and to take account of ALive’s revised Strategy Paper and the suggestions of the reviewers.

Each fulfilled criteria on Table 4 will be awarded one point and the proposals will then be ranked according to the total number of criteria they fulfill. This step will allow selecting and ranking of the most relevant proposals with respect to the guiding principles of the Platform for funding and implementation of activities.

Table 1 Activity areas and associated expected outcomes

Activity area	Expected outcomes	Proposal X	Proposal Y
<i>RA 1</i> Catalyze and facilitate debate on trends and emerging issues affecting livestock contribution to poverty alleviation and economic growth, as well as human and animal health	Increased participation and contribution of stakeholders in identification of main trends and drivers	N	N
	Shared understanding of emerging issues and trends	N	N
	Collective Preemptive strategic approaches designed	N	N
<i>RA 2</i> Advocacy and creating enabling environment for resource mobilization	Greater awareness of livestock contribution to economic growth, poverty reduction and nutrition	N	N
	Greater awareness of the high returns to Livestock investment	N	N
	Greater awareness of need for sector policy reforms	Y	N
	Increased and better quality investment in livestock sector, environment and biodiversity conservation	Y	N
<i>RA 3</i> Support policy analysis and provide policy guidance	Tools to assist policy analysis and formulation available	N	N
	Capacities for policy analysis and formulation strengthened	N	N
<i>RA 4</i> Knowledge management and information	Appropriate data generated for evidence based policy formulation	N	N
	On-demand data, information and knowledge are timely available and accessible by end users	N	N

Table 2 Criteria for assessing the fit of proposed projects with ALive

- 1 The proposals takes into account gender issues
- 2 The proposals contributes to environment preservation
- 3 The proposal consists in an unfinished actions from phase 1
- 4 The proposal consists in a follow up of Alive phase 1
- 5 The proposal contributes to poverty reduction and is prop poor oriented
- 6 The proposal has a strong policy content
- 7 The proposal addresses newly emerging issue(s)
- 8 The proposal contains short term activities
- 9 The proposal has a high leverage potential (ratio expected outcomes / means
- 10 The proposal addresses Continent wide issues
- 11 The proposal contributes to the strengthening of capacities of African institutions by involving them in the implementation
- 12 The proposal contributes to creating synergies with global networks
- 13 Response to the specific requirements (if any) of the CfP

Selection of eligible activities within selected proposals

The third step of the process concerns selection of activities within the project proposals. This is necessary because project proposals are generally composed of several distinct activities, not all of which may be appropriate to ALive.

Activities contained in a selected proposal which do not contribute to at least one of the 11 expected outcomes will be ineligible. In addition, all activities considered as being part of what “ALive is not”, as explained in Section 5.1 of the Strategy Paper will also be excluded, i.e., activities that involve:

- I. direct implementation of activities
- II. the Platform obtaining and handling funds for activities to be implemented by third parties
- III. branding and labelisation of activities
- IV. coordination of livestock development programs

For example, if a project proposal contains the following activities:

- I. case studies on a specific issue related to Livestock development
- II. elaboration of guidelines, methodological or tools to take this issue into account in policies and strategies
- III. capacity building of national institutions related to the specific issue

Only activities 1 and 2 would be retained because activity 3 would involve practical implementation for which ALive does not have any comparative advantage.

This selection process can consequently result in a reduction in the content and size of some proposals, which can lose important parts of their initial proposal.

Merging of activities

The last step of the process is to merge the proposals that propose similar activities to avoid duplication and form more comprehensive and consistent actions.

When several selected proposals are related to the same topic, the activities they include will be considered in parallel to find out whether or not grouping them in the same action will add value, create synergies and generate economies of scale, in which case they will be merged.

Merging two activities proposed by two different champions does not mean that the resulting activity will be implemented by only one champion. If joint implementation by two champions appears to offer added value and if it does not cause major institutional problems co-champions will be requested to collaborate in the implementation of the activity.

Recycling of rejected proposals

In the selection process it is possible that some proposals which address issues that are very important to ALive such as One World One Health (OWOH), climate change, for instance can be rejected because they approach the activities in ways that are not eligible according to the Platform's criteria. In such cases the Secretariat will consider if there is a need to propose an alternative way of addressing the issues and it may propose to the champions that they consider alternative ways of addressing the issues that are in compliance with the action criteria and guiding principles.

Feed back to Champions and adjustment by proponents

The Secretariat will inform the champions of the submitted proposals of the outcomes of the selection process whether their proposals have been accepted or rejected. The champions of those that have been accepted will be informed if the includes the whole or just part of their proposals. Some will be informed that their proposal have been partially accepted pending completion of changes recommended by the reviewers, including the possible merging with similar proposals.

The champions of rejected proposals will be informed of the reason for the rejections and they will be advised if and how they might be amended to meet ALive's principles and criteria.

Once the process described above is completed, the Secretariat may request additional information on the proposal from the champions and they may be requested to update their proposals, to adjust and adapt them to the suggestions of the reviewers

Approval of the TAP

The draft TAP which will be comprised of the outcome of the selection process will be submitted to the following ALive Executive Committee for approval.

Table 3: proposals with their corresponding result areas

<i>Activity area</i>	RA 1 Catalyze and facilitate debate on trends and emerging issues			RA 2 Advocacy and creating enabling environment for resource mobilization				RA 3 Support policy analysis and provide policy guidance		RA 4 Knowledge management & information sharing	
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	4.1	4.2
Expected outcomes											
1. Veterinary legislation											
2. Costs /benefit analysis on sanitary interventions											
3. Trends and future needs of veterinary human resources											
11. Adéquation du dispositif de formation vétérinaire avec les besoins des Etats en Afrique de l’Ouest et du Centre											
4.Documentation of success stories and lessons learnt on fodder production and rangeland management											
5.Strengthening of livestock information management capacity of AU MS											
6.Use of biotechnology in Genetic improvement of cattle: its impact											

Activity area	RA 1 Catalyze and facilitate debate on trends and emerging issues			RA 2 Advocacy and creating enabling environment for resource mobilization				RA 3 Support policy analysis and provide policy guidance		RA 4 Knowledge management & information sharing	
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	4.1	4.2
Expected outcomes											
on genetic diversity											
26. Implementation of the Global Plan of Action for animal genetic resources in AFRICA											
7. Development of urban markets											
18. Strengthening the Role of Private Sector Organizations in Livestock and Meat Regional Value Chains											
11. Adéquation du dispositif de formation vétérinaire avec les besoins des Etats en Afrique de l'Ouest et du Centre											
12. Strengthening cooperation between Veterinary and Human Health Systems											
13. New Integrating Wildlife Expertise Into National Veterinary Services in Africa											
14. Livestock-HIV/AIDS development initiatives											
15. Livestock and animal products identification and traceability											

Activity area	RA 1 Catalyze and facilitate debate on trends and emerging issues			RA 2 Advocacy and creating enabling environment for resource mobilization				RA 3 Support policy analysis and provide policy guidance		RA 4 Knowledge management & information sharing	
Expected outcomes	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	4.1	4.2
16. School Milk											
17. Prevention and control of animal diseases of economic and public health importance in Africa											
18. Public-private partnership in animal health											
19. TADs epidemiological surveillance (ES) strengthening and networking in AFRICA 20. Strengthening and networking of animal health national, regional and reference laboratories in AFRICA											
21. Transboundary Animal Diseases at the Livestock–Wildlife Interface											
22. Integrating food safety systems 23. Balancing food safety and food security											
24. Climate change and rangeland management in AFRICA											
25. Information system and policy support on pastoralism in the Sahel and knowledge network											

Activity area	RA 1 Catalyze and facilitate debate on trends and emerging issues			RA 2 Advocacy and creating enabling environment for resource mobilization				RA 3 Support policy analysis and provide policy guidance		RA 4 Knowledge management & information sharing	
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	4.1	4.2
Expected outcomes											
Animal Welfare											
Assistance for the preparation of OIE twinning projects for laboratories											
Setting up of Regional Vaccines Banks											
OIE PVS/ Gap Analysis Tool											
Rights and Obligations of OIE Member Countries											
33. Testing of the Methodological Guide to the appropriate inclusion of the livestock sector in PRSPs in Anglophone countries											
34. PRSP Methodological Guide											
35. Production and market access CBPP											
36. increased trade through appropriate SPS equiv											
37. Establishing a learning system to capture and enhance knowledge											

