Live2Africa:
Knowledge Management, Communications & Visibility Plan

2019-2021

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Table of Contents

1.   Background

In the multi-annual Indicative Programme of the Pan African Live2Africa Programme, AU-IBAR is implementing several key activities. The programme is organized around the four LiDeSA strategic objectives, translated into 15 outputs under seven main results aligned to the AU-IBAR 2014-2017 strategic programme. The results are:

Result 1: Investments in livestock value chains (LVCs) are increased;
Result 2: Animal Health Delivery Services are improved;
Result 3: Animal Production, Productivity and Ecosystem Management are enhanced;
Result 4: Resilience of Livestock Production Systems are strengthened;
Result 5: Technology adoption in the Livestock Value Chains is increased;
Result 6: Access to inputs, services, markets and value addition are increased;
Result 7: AU-IBAR capacities are strengthened.

The AU-IBAR Knowledge Management, Communications, and Visibility support to the EU ensures that stakeholders are engaged and made aware of local, regional, and continental processes and influenced to implement good practices in Livestock development.

AU-IBAR's strategic programme is aligned to the Africa-wide and global priority frameworks and development challenges. There is evident synchrony with the above result areas, which collectively emphasize the need for enhanced contribution to environmentally sustainable, climate-resilient, socio-economic development, and equitable growth.

2.   The Conceptual Framework of the Live2Africa Knowledge Management, Communication and Visibility Plan

AU-IBAR's Knowledge Management, Communication, and Visibility process embraces the entire knowledge chain from the data generation that is analysed and transformed into information (refer to figure 1). The information is further combined with experiences to generate knowledge. Once the knowledge is generated, a cyclic process kicks in. This process includes testing the knowledge, which is then organized through different technology-based and non-technology-based mechanisms before it is shared and communicated to various stakeholders that use and apply it to their day-to-day situations. As the knowledge is used, new lessons emerge. These lessons improve the application of the knowledge and, in some cases, result in the generation of additional or more refined knowledge.

There are many organizations charged with generating data and information, mainly research and academic institutions. As this is not AU-IBAR's chief mandate, an effort has been made not to duplicate that role but to engage with stakeholders mandated to do so. AU-IBAR distinguishes itself by moving the process forward and focuses on combining the existing information with tested practice to generate knowledge and ensure that the knowledge is organized, promoted and used to influence positive action and learning in Livestock development.
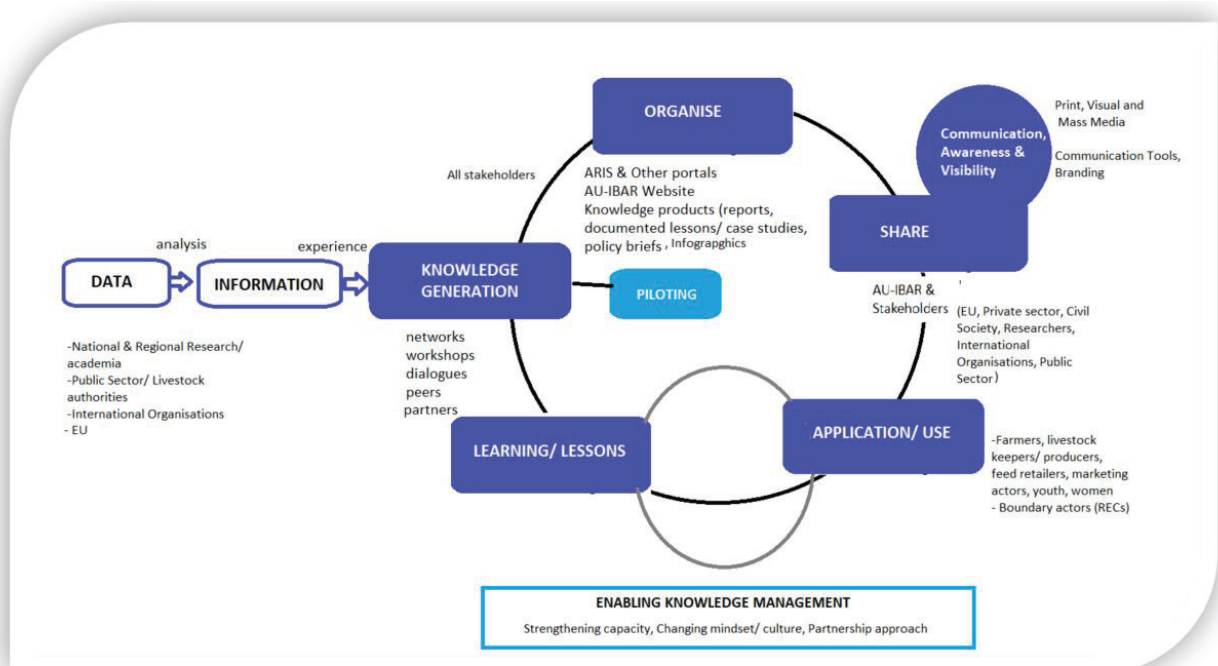
Figure 1: *Conceptual Framework of the Live2Africa Knowledge Management, Communication & Visibility Plan*

3.   Definitions and Terms

Knowledge Management, Communications, and Visibility

Based on scholarly thought, Knowledge Management involves combining information and processes to promote rational behavior and "the capacity-to-act" to achieve desired goals in livestock development. The Knowledge Management approach for AU-IBAR comprises both the technology-centered perspective and the people-centered perspective. Knowledge Management in AU-IBAR aims to filter livestock information and process it into practical knowledge supporting livestock activities (practice) and policy processes at Pan African and all levels. Existing best practices are disseminated to various audiences through several communication channels. All communicated products are branded to ensure the recognition of funders and key players.

Technology-centred and people-centred perspective:

In implementing this Strategy, AU-IBAR harnesses the potential of both technology and people. Through the technology-centred perspective, AU-IBAR ensures that knowledge is organized, processed, and transmitted by IT systems, recognising the effects of the role of technology in promoting green economies. Besides technology, AU-IBAR embraces people-centred perspectives, catalyzes life-long learning and knowledge creation, and creates an atmosphere of information sharing and trust within the AU-IBAR network. This leads to the development of human intellect, people institutions, and management skills for livestock development at Pan African and all levels.

4. Objectives of Knowledge Management and Communication support to the Live2Africa Programme

The overall objective of this Knowledge Management & Communication Plan is to strengthen knowledge sharing and communication for a transformed African livestock sector contributing to environmental sustainability, climate-resilient, socio-economic development, and equitable growth in livestock production and productivity.

The strategy thrust is based on two main components:

The first pertains to Knowledge Management. This seeks to position AU-IBAR and other stakeholders as learning initiatives and stakeholders – learning from the Live2Africa Programme to improve the delivery of high-quality services. In this regard, AU-IBAR acts as both a knowledge factory and a knowledge broker. AU-IBAR further ensures that information from different target groups is readily available to improve decision-making and put knowledge for practical use within the livestock sector (Kindly refer to the list of target audiences in the appendix).

The second thrust relates to Communication and Visibility. The communication and visibility component seeks to assist in profiling efforts made by the programme. This is achieved by ensuring that stakeholders and (potential) funders are aware of the opportunities available to strengthen livestock development. The visibility component provides that credit to the various partners and donors is given by following agreed branding guidelines.

Based on the priority result areas of the Live2Africa Programme, and AU-IBAR's conceptual Knowledge Management, Communication, and Visibility framework, this plan has five distinct strategic objectives as follows:

i. Knowledge generation
    To create new knowledge on the Livestock sector through validating existing information with experiences on the ground.

ii. Knowledge organization
    To develop and improve mechanisms and tools for organizing and accessing Livestock knowledge through appropriate technologies and platforms.

iii. Knowledge sharing through effective communications and visibility
    To improve the exchange of Livestock knowledge through effective communications and visibility

iv. Knowledge use and learning
    To facilitate knowledge use and learning from the Livestock sector achievements and processes

v. Enabling Knowledge Management and Communications through capacity and systems strengthening
    To enhance the Knowledge Management systems, human resources capacity, and institutional culture for knowledge management and communication among stakeholders.

5. Knowledge Management & Communication Components

The activities being undertaken have been grouped into component areas of the knowledge cycle to ease implementation, budgeting, and reporting. A detailed implementation plan and budget is appended to this strategy to actualize this strategy. The activities in the implementation plan refer to the respective Live2Africa result areas.

5.1. Strategic Objective 1: Knowledge Generation

To create new knowledge on the Livestock sector through validating existing information with experiences on the ground.

AU-IBAR strives to be a "knowledge factory" by blending the existing livestock information (from within AU-IBAR, among stakeholders and beyond) and practical experience to generate new and practical knowledge in Livestock development.

Actions and Interventions
- Development and generation of new evidence-based Livestock Value Chains, Livestock Early Warning Systems and knowledge through mapping and baseline studies; appropriate technologies for enhancing selected livestock value chains
- Adding value to the data and information products produced from explorations to ensure that research products support livestock practice and policy processes and vice-versa;
- KAP study of gender sensitive technologies (AWARFA-N)
- Stakeholder engagement processes on validation of studies;
- Providing intellectual leadership and extending influence in Livestock development by breaking new grounds in practice.

Milestone/ Outputs
- KAP study of gender sensitive technologies (AWARFA-N) exhibition;
- Disseminate the findings of livestock market infrastructure, policies and legislation study;
- Know-how on the development of new techniques, processes and breakthroughs being transferred to agri-business actors and livestock keepers/ producers for piloting;
- Collaboration between livestock and other sectors to broaden investment and support in Livestock Value Chains;
- Solutions and innovation to improve livestock development among all actors and stakeholders;
- Actors and stakeholders interacting through formalised networks such as the Regional Policy hubs meetings, and Investment opportunity seminars; African Animal Welfare Platform;
- Cross-sectoral dialogues among stakeholders in livestock, infrastructure, rural development and other relevant sub-sectors formulating collaborative strategies in the pastoral areas for an integrated approach the development of Livestock Value Chains

5.2. Strategic objective 2: Knowledge Organisation

To develop and improve mechanisms and tools for organizing and accessing Livestock knowledge through appropriate technologies and platforms.

AU-IBAR will organize the generated knowledge into easily accessible knowledge products, services, and platforms that make dissemination easier. The process of organizing the knowledge will involve IT-driven and non-IT (people) driven knowledge management systems.

Actions and Interventions
- Developing practical guidelines, templates, manuals, reports, tools, policy briefs on adapted Livestock Value Chains;
- Developing frameworks and guidelines on livestock development;
- Managing information modules/ databases which can store and archive data, and best practices, policies, and procedures, and monitor and report performance on Animal Resources Information System (ARIS) 3. ARIS portal will be central to this effort;
- Establishing mechanisms for connecting those who can provide knowledge with those who need knowledge will ensure sharing knowledge more effective. This includes establishing mechanisms for linking producers to markets, and youth and women-led businesses; and between livestock and other sectors to broaden investment and support in livestock value chains;
- Improving online options of interactive information sharing within the regions and countries (AU-IBAR website section on Live2Africa, ARIS portals)

Milestone/ Outputs
- Booklet on Livestock Value Chains (booklets to incorporate appropriate technology);
- Livestock Early Learning System information brief;
- Guidelines, templates, manuals, reports, tools, policy briefs, infographics, booklets on adapted livestock development practices developed for member states;
- Continental framework on PPP developed;
- Information briefs & infographics on actual and putative drivers and determinants of private sector investments in priority and emergent promising Livestock Value Chains inclusive of member states investments and mechanisms for blended finance;
- Value Chain Characterisation information and policy Booklets;
- Compendium on appropriate technologies;
- Development of an investment portal in ARIS;
- ARIS regularly updated to store and archive data, and best practices, policies, and procedures, and monitor and report performance on ARIS 3. ARIS portal will be central to this effort.
- Updated website and document libraries (both online and documentation centre) on all programme activity based information.

5.3. Strategic objective 3: Knowledge sharing through effective communication and visibility

To improve the exchange of Livestock knowledge through effective communications

5.3.1 Communication
AU-IBAR deploys a dynamic communication process to position the institution and stakeholders in the broader development world and beyond. This requires a more deliberate focus on communicating achievements (and the processes and activities that contribute to those achievements).

Many audiences from inside and outside of the livestock community need to be reached to build awareness and understanding of the programme and outcomes. This has entailed working with the Regional Economic Communities, researchers, businesses, private sector; finance, agriculture, water, energy and planning ministries, key NGOs, women, and youth. (See the list of the Live2Africa Programmes Stakeholders and target audience in the appendix to this report).Each audience receives the same strategic core messages and the same information about success and lessons. However, each audience is provides with audience-specific information or a different presentation of the same information.

AU-IBAR as a whole works in a complex development environment composed of a large number of interdependent variables, including institutional, political, economic, social, and other factors. When the Live2Programme activities contribute to an outcome, multiple elements and agencies are involved in the same processes of which AU-IBAR is a part. As with any global action entity, the programme faces particular challenges when it comes to strategic messaging. As a catalyst for change (not a donor agency or implementer of projects), communicating AU-IBAR's value-added, qualitative contributions and interventions in the programme is not easily measured or communicated.

Regardless of all factors mentioned above, AU-IBAR aims to ensure that all messages are:
Clear: The Live2Africa Programme has success stories to tell, that are worth reporting, that is: letting stakeholders aware of the programme's success stories. The role and value of livestock development, and the key players (and donors) in the programme that are visible. This is attained by following the branding agreements.

Compelling: The issues surrounding livestock management are urgent and are part of global development challenges. AU-IBAR aims at producing messages that are compelling enough for institutions and people to act.

Credible: In telling of successes, AU-IBAR recognises the need for accuracy to ensure that people have confidence in what is being said. This is being attained by referencing, providing quotes and data to claimed facts.

Creative: AU-IBAR considers the most effective ways to present materials through innovative means. Visuals are essential (e.g., photos, video clips) and demand for interactivity is growing (e.g., social media, online Communities of Practice, blogs, RSS feeds, discussion/ comments areas on websites).

Language is another important issue that is being considered in the process of rolling-out the KM&C Strategy to achieve informed public debate. Relevant information or messages are being translated into official or local language to ensure better understanding of key messages.

Actions and interventions
The Live2Africa's communication interventions include the following:
• Using target-audience appropriate communication methods, practical guidelines, manuals, and demonstration projects to share lessons on the programme.

- Exploring ways and means of working with associated knowledge management and communication units (including the reactivation and engagement of regional agriculture-related media networks) to strengthen knowledge sharing and visibility.
- Continuously establishing time-relevant mechanisms for generating and sharing knowledge within and beyond the region such as web-based social networking platforms such as Facebook, Twitter, YouTube etc.
- Providing standard messaging for communicating achievements to relevant and influential audiences i.e. develop core public presentations that regions can adapt (those audiences include high-level policy makers, development decision makers, donors, professionals; Partners, media, and other key actors).
- Presenting/ promote Livestock knowledge in key non-agriculture/livestock sector conferences.
- Presentation of achievements, processes and activities in a way that communicates their significance to strategic audiences.
- Presentation of achievements, processes and activities in a way that fosters a communications culture, namely, multi-way communication and feedback among all stakeholders in the programme.
- Identifying and telling success stories and case studies to regional and national media and other key audiences and through websites and publishing in newsletters.
- Provision of practical guidelines and templates so that stakeholders can capture success stories of the Live2Africa Programme's impact.

Milestone/ Outputs
- Variety of audience-specific communication tools used in the transfer of messages to stakeholders (see table for list of communication tools).
- Increased capacity and systemic involvement of media to report on livestock development issues.
- The media mailing list in place to facilitate media engagement.
- Two-way communication outputs between AU-IBAR and stakeholders.
- Templates and guidelines for report backstories.

5.3.1.1 Knowledge Management and Communication Tools
AU-IBAR deploys a wide range of communication tools to support the transmission of messages and enhance collaboration. A deliberate focus during this strategic period is to strengthen the role of technology in promoting green economies.

Information Tools	Social Media & Community Interaction	Knowledge Products	Events
Monthly Compass Monthly MailChimp online newsletter informing stakeholders on events and developments in the Livestock 2Africa Programme.	**Twitter Facebook, and LinkedIn –** Subscriptions and accounts enabling AU-IBAR to share and follow breaking news on livestock-related issues and/or key events	**Policy briefs/ notes** (from synthesized research reports, monthly/ management reports, discussion papers highlighting key outcome messages) (these shall also exist as soft copies on the website library	**Workshops, dialogues, trainings** organised by AU-IBAR and stakeholders
Talking Points A bi-annual blog on issues relating to livestock development to stimulate reciprocity and broader participation in policy and practice.	**Slide share** Online upload presentations, infographics, documents and videos for public and private audiences	**Videos/ YouTube** Capturing synthesized information/interviews/ messages on programme and processes and outcomes	**Exhibitions** Organised collections of selected items/ knowledge products for display at events
RSS feeds Subscriber-tailored daily updates on AU-IBAR key thematic areas, delivered via email.	**Flickr** Album of key AU-IBAR events	**Guides and compendiums** Profiling livestock related tools, the environment, regional and institutional arrangements.	**Presentations and panels** Contributions to workshops and seminars
AU-IBAR Website sections on Live2Africa Programme/ portals website on recent and archived materials and news	**Communities of Practice (COPs)/ Networks** allow AU-IBAR support various thematic communities through enhanced socialisation	**CD / Flash disk** on Knowledge products	**Training** Capacity strengthening enabling stakeholders participate in livestock development
Online Database Online database archiving partner and non-partner contact details and other sources for list/ resource dissemination		**Infographics** Synthesized, data, messages and information presented graphically	
Events calendar Calendar of events giving an overview of stakeholder events (integrated on Livestock2Africa webpage).			
Publications Such as an annual publication and institutional programme brochure			

5.3.2. Awareness

AU-IBAR provides understanding and awareness of the expected outcomes of the Live2Africa Programme to the public and target audiences.

Actions/Interventions

- 1 - 2 press events coinciding with national and internationally recognised events in at least one region per year

- 2 - 4 press releases on the progress of the programme in demonstration countries/and at a regional workshop
- Media officers from participating countries report increased awareness of Livestock development issues and the Liveatock2Africa Programme and increased confidence reporting issues
- (Re)Establish Media and Communication Animal Resources Network, including a Literacy Module Training - face to face at a major workshop and training events (1-2 hours)
- A yearly livestock development awareness media/ online campaign (thematic based)
- Seven outcome-based, five-minute promotional videos – based on 5 demonstration counties (per region) on a best practice

Milestone/Outputs
- Attendance by radio, print and TV media representatives and government officials in each participating country at key events
- Press release on either local radio or newspaper or both in each participating country
- Media officers from participating countries report increased awareness of Livestock development issues and the Live2Africa Programme and increased confidence reporting
- Increased awareness and understanding of the various options to enhance livestock development by governments, businesses and the local communities
- Videos available on AU-IBAR website, and Social media (YouTube)

5.3.3. *Visibility*
There is need to create a unique name and image for the Live2Africa Programme which is one of AU-IBAR's significant contributions to implementation of continental aspects of the Livestock Development Strategy for Africa. The Project is supported by both the EU and the AUC, both of which report to their Member States on the quality of expenditure of funding.

Visibility of the Live2Africa Programme aim to achieve the following:
- Provide awareness of the programme among all stakeholders at the national, regional, and Pan African level.
- Track the progress and impact of the programme by illustrating changes from the baseline status, highlighting activities and progress throughout the project, and documenting the project's final results.
- Increase the visibility of AU-IBAR, the AUC and the EU through clear branding and logo placement under agreed brand guidelines.

Actions/ Interventions
Placement of organisation logos, taglines, and the programme's mission are some of the branding elements used to bring uniqueness to the programmes visual. Each co-implementing partner agrees on how the placement of logo's on any publication or media production is to be displayed.

In addition, donor(s), (i.e. EU) logos are displayed on all publications or media productions by complying with the EU visibility guidelines. In addition, every publication and communication material of the project uses the appropriate high-resolution logos of the donor and partners.
- Programme brochure(s)

- Project Promotional fact sheets
- Annual report of Livestock2Africa
- Development of Live2Africa Programme web page (under AU-IBAR site)
- Social media accounts (Twitter, LinkedIn, Facebook, Flickr)
- Online MailChimp newsletter
- Calendar of Events
- Conference products are branded and distributed at meetings/ exhibition booths, such as re-usable conference bags, USBs, lanyards/ memory sticks with presentations, pens etc.
- Thematic (x 7 for results areas) pull-up banners, posters, table valances, posters/large signs
- End of programme 'coffee table' publication showcasing achievements in piloted countries
- Publications placed in waiting areas for Ministers of Agricultures/ Livestock, and associated sectors
- Memorabilia for AU-IBAR and European Union (e.g. T-shirts for key stakeholders, for example ARIS focal points)

Milestone/Outputs
- Summarised facts on the programme and result areas are available as an information pack
- Logos used in accordance with AU-IBAR & EU guidelines and featuring on project publications and promotional materials
- Electronic and hardcopy dissemination of all knowledge products to all National, Regional focal points and stakeholders
- AU-IBAR's Live2Africa webpage contains current information
- No less than monthly updates highlighting project milestones achieved and comments relating to livestock development on social media
- Website articles from the Livestock2Africa webpage are captured in a quarterly online newsletter
- Website section on Livestock2Africa Programme and social media platforms increasingly being used, site use monitoring with increased use over duration of the Livestock2Africa Programme.
- Calendar of key events in place to facilitate a dissemination of knowledge products at exhibitions and events
- Conference products are distributed at key events
- Banners and posters are displayed at every side event, press event and regional conference and participating stakeholder workshops
- Memorabilia, such as T-shirts provided to all focal points and worn by programme team at media events, conference, training workshop etc.

5.4. Strategic objective 4: Knowledge use and learning

To facilitate knowledge use and learning from the Livestock sector achievements and processes

AU-IBAR ensures that the learning is part of its way of doing things, so that new experiences are captured and used to generate new knowledge. AU-IBAR deploys various forms of learning as follows:
- Socialization/Learning by sharing (Sharing among peers) where tacit knowledge is shared

amongst peers and partners through mentorship or twinning. AU-IBAR will support peer learning mechanisms such as Policy Hubs and youth networks at regional level.

- Sustained engagement of like-minded stakeholders ensures that peer learning is in place to capacitate stakeholders in contributing to the programme outcomes. Various Open Source online interactive mechanisms will be strengthened for use, such as the ARIS 3, and Open Science Framework interactive forums as a means of sharing information among like-minded groups.
- Externalization/Learning by storytelling will be strengthened, whereby tacit knowledge is converted into explicit knowledge through, for example, developing 'case study stories', inviting 'case study stories' on specific topics from stakeholders, posting stories on the website, or building capacity amongst partners and staff in storytelling. While applying the knowledge in Livestock development processes, AU-IBAR will also ensure that lessons are passed on through conventional training courses.
- Internalization/Learning by formal testing of 'theory of change' in a 'real-life' situation, asking questions to stakeholders about 'learned facts' or getting groups of youth, women and practitioners to visit pilot activities.

Actions and interventions:
- Integration of livestock knowledge in the planning and policies within the livestock sector and beyond.
- Replication and up-scaling of demonstration projects that have internalised existing Knowledge.
- Hands-on mentorship on the use of Knowledge products, guidelines and tools in order to improve actions
- Document case studies from Livestock development implementation using knowledge created by stakeholders
- Facilitate 'single-loop learning'' through conventional training workshops
- Facilitate learning by doing - through a series on Livestock demonstration projects
- Institutionalize learning with stakeholders and (successful) existing networks. AU-IBAR will continue with the various established learning groups and platforms.

Milestone/ Outputs
- Action Plan – Support to the technical experts/ moderators of Community of Practice
- Community of Practice Guidelines
- Concept note and terms of reference for the Knowledge Sharing Platforms
- Uploaded content (Studies, Background Documents, presentations, reports, photos, videos etc.)
- Sustainability Strategy for the Knowledge Platforms

5.5.   Strategic objective 5: Enabling knowledge management within AU-IBAR and key Stakeholders

To enhance the knowledge management systems, human resources capacity, and institutional culture for knowledge management and communication among stakeholders.

AU-IBAR will create an enabling environment for Knowledge Management and communications

within its structures, networks, and partnerships. This includes building the communication capacity within AU-IBAR and Stakeholders, developing and improving knowledge management systems, changing the organization culture and mindset to adopt a more strategic approach to knowledge management and sharing instead of doing what everyone else is doing and silo approaches along technical/ discipline lines.

This means shaping the internal communication culture to encourage the various Live2Africa stakeholders to become good at sharing knowledge. Strengthening the stakeholder engagement processes will also be viewed to create an enabling environment for Knowledge Management and communications.

Milestones/ Outputs
- Stakeholders and staff familiar with key knowledge management and communication processes including the Knowledge Management, Communication and Visibility Plan
- Updated and comprehensive stakeholder list gender and youth inclusive contact lists/ database
- Engagement and ownership of programme activities by stakeholders
- Two-way communication flow

6.   Monitoring and Reporting

Evaluating the effectiveness of this strategy focuses on assessing if AU-IBAR is producing new knowledge and if this knowledge is being organized, disseminated, and used. The evaluation also focuses on whether lessons from the use of knowledge are redeployed into the knowledge loop. Feedback from stakeholders will be obtained through surveys and observations of the Knowledge Management, Communication, and Visibility processes.

The tracking of the Knowledge Management and Communication activities translate to how well AU-IBAR staff and stakeholders regularly perform SHAPE activities, which are:
- Scheduling: Lining up speakers, experts and setting up events for knowledge sharing;
- Hosting: Initiating and running conference calls, webinars, and face-to-face meetings;
- Answering: Ensuring that questions and challenges are resolved, & that discussions are relevant, who is doing what (funders and stakeholders), how livestock development be enhanced;
- Posting: Sharing information which is useful and audience specific by posting to a portal, database, blog, and/or newsletter, various documents;
- Expanding: Attracting new stakeholders, partners, as content contributors, and knowledge generators (voice of youth and women).

Three different kinds of metrics are used for capturing and reporting on the strategy performance areas:

Goal-oriented measurements directly relate to employee goals allowing assessment against those goals.

Collecting and reporting on goal-oriented measurements ensures that there is awareness on how the programme is performing and ensuring that individuals are held accountable for achieving

their goals. Reports are produced and distributed every month to track progress, reinforce good performance, and encourage improvements where needed.

Reporting metrics by stakeholders within networks, for example, regions or countries within a region, allows each network to compare its performance against other networks, and create a friendly competition to excel.

Operational metrics are based on data captured by the various information and communication systems used by the programme. Some examples of a portal related matrics include web page hits, uploads, and downloads; threaded discussion subscribers, posts, and replies; and repository submissions, searches, and retrievals.

The operational metrics help in analysing how the various information systems are being used, who is using them, and identifying areas for improvement. These metrics do not indicate the value of knowledge management activities, but are being used to establish base-line data. The metrics are being used to influence behavior in information system use.

The measurements for these goals are based on:
1. **Participation:** The number of employees who participated in Forums (subscriptions, postings, web site visits), divided by the total number of employees
2. **Capture:** The number of new knowledge products uploaded on the website, divided by the number of knowledge projects developed by the programme
3. **Reuse:** The average amount of reuse reported in knowledge products, averaging access/ dissemination

Programme impact metrics attempt to determine the Return on Investment (ROI) of initiatives, and include aspects such as, improved quality, increased satisfaction, retention of stakeholders, new programme outreach, and revenue from innovation programme development.

The programme related impact metrics are being used to justify the expense of the Live2Africa Programme, in garnering management and donor support, and in communicating the value of spending time on recommended Knowledge Management and Communication activities. This is being done by collecting success stories and data about the value of the programme. Processes and message impacts are also being evaluated to rate understanding on processes.

7.   Coordination

Activities will be implemented with support from AU-IBAR Staff members - namely the Programmes Officers, the Senior Knowledge Management Officer, the Communication Officer and a Finance Officer to provide project oversight.

8.   Appendix

Target groups and roles in the knowledge and communication chain

Target Groups within Africa		
Category	**Target Group**	**Specific Objectives**
Private Sector	Livestock keepers/ producers (farmers, pastoristists, etc), Service Providers (Feed manufacturers/retailers, Veterinary Service Providers, drug retail outlets, etc.	To enable livestock keepers/ producers become self-reliant and to receive efficient and reliable services at reasonable costs To provide information on better approaches in livestock production for enhanced productivity To promote sustainability of the livestock sector by fostering innovation
	Agro-business/ Processing & Marketing Actors	
	Other Private Sector Actors (Financial Institutions, consultants	
Civil Society & Stakeholder Organisations	Sub-national level (Local NGOs, Clubs, Women & Youth Groups)	To build on the experiences of civil society by bringing about more information and reflection on what the sub-national level need to foster innovative thinking towards livestock development. To converge on the recognition of youths and women to embrace knowledge and skills across disciplines and practices in the livestock sector.
	National level (NGOs with national coverage, Farmers Associations, animal welfare groups, nature conservation, and consumers, professional associations)	To represent farmers, in order to ensure their participation in the formulation and implementation of policies and livestock development actions through consultation, information and training of farmers, and support for professional organisation of farmers

Category	Target Group	Specific Objectives
Public Sector Players	Sub-national level (local agricultural/livestock authorities)	To provide information on better approaches in livestock development for enhanced productivity To create the right legal and regulatory framework to govern the markets of livestock inputs, outputs and related products and services.
	National level (National agricultural/livestock authorities, national planning authorities, etc.)	To provide information on the importance of the livestock sector and its contribution to socio economic development
	Regional level (Regional Economic Communities, Regional statutory bodies, etc.)	To strengthen knowledge of legislative and social responsibilities within the livestock sector.
	Continental level (The African Union Commission executive & administrative management, the PanAfrican Parliament, African Union Development Agency (AUDA-NEPAD)	To provide greater cohesion and unity on livestock development among stakeholders on the continent To facilitate the transfer and exchange of knowledge from where it is abundant to where it is needed, thereby supporting co-development and improving the innovative capability of stakeholders in the livestock sector.
	International/ Global level (FAO, WHO, WTO, etc.)	To better support the transformation needed in the livestock sector and enhance its contribution to the Sustainable Development Goals (Global Goals)
Academia & Research	National, Regional and Continental academic & Research organisations (National, public or private universities, research institutions, etc.)	To broker links between different sectors and assist with cross cutting approaches to achieving the livestock related sustainable development goals through continued dialogue (researchers and policy makers).

Category	Target Group	Specific Objectives
		To help develop new solutions, metrics, improve integrated monitoring, and strengthen evaluation mechanisms for the livestock sector.
Print, visual and mass media	National, Regional, media networks and agencies, such as agriculture information agencies, private press, television and radio stations (including community radio stations), and online media.	To helps various stakeholders to be aware about and develop a consensus upon important national, regional and international livestock-development issues. To provide opinions and assist stakeholders to understand the various obstacles in the process of livestock development.
European Union Decision Making and implementation bodies	European Parliament, European Council, European Commission – including FVO, EU external relations	To encourage livestock development through support for regional economic integration with other livestock development partners. To help remove obstacles to investment and provide visibility and technical assistance to investment projects in the livestock sector
EU technical institutions involved in livestock development	Livestock development agencies, research institutions, technical manufacturers	To encourage livestock development through support for regional economic integration with other livestock development partners. To help remove obstacles to investment and provide visibility and technical assistance to investment projects in the livestock sector
Mass Media – Print, electronic, television, radio and online media	National and international media	To helps various stakeholders to be aware about and develop a consensus upon important national, regional and international livestock-development issues. To provide opinions and assist stakeholders to understand the various obstacles in the process of livestock development

Category	Target Group	Specific Objectives
International Organisations	World Organisation for Animal Health (OIE), Food and Agricultural Organisation (FAO), World Health Organisation (WHO), World Trade Organisation (WTO), etc.	To contribute to the livestock development process through setting standards and providing frameworks for collaborative endeavors among stakeholders and countries.
International Associations	International Dairy Federation, International Meat Secretariat	To promote global collaboration in the livestock sector by ensuring that the best scientific expertise is available to support the sustainable growth of the sector.

Knowledge Management Communications and Visibility Budget: 2019-2021

Communication Expenditure	Amount
Publications (Newsletters and Impact Stories and subscriptions)	30, 000.00
Multimedia productions (Podcasts/ Webinar and videos)	40, 000.00
Printing/ Purchase of Collectables, banners, and briefs for Visibility and awareness	40, 000.00
Media engagement	40, 000
Total	**150, 000.00**

Knowledge Management Expenditure	Amount
Support stakeholder engagement (Online interactive platform)	52, 000.00
Support Knowledge Capturing (online Repository)	14, 000
Information System utilisation strengthening	37, 000
Total	**103,000**

Implementation Plan – NCE (December 2021 – June 2023)

RESULT AREA	ACTIVITY/ OUTPUT	BUDGET	2021 DEC	JAN-MAR	APR-JUNE	JULY-SEPT	OCT-DEC	2022	INDICATORS
Knowledge Management									
1.1.1.1	Research outputs on key value chains, including dissemination of impact on of current policies value chains, youth, women and other vulnerable groups.	30, 000	■	■	■	■	■		No. Research outputs developed based on value chain mapping studies and packaged and disseminated to various stakeholders (policy briefs; fact sheets; briefing notes, toolkits)
1.1.1.2	Support for continental networks and value chain actors engagement in online interactive forums	20, 830		■	■	■			No of stakeholders participating in online cross-sectoral dialogues interactive forums.
Communication, Awareness & Visibility									
R1-6	Publications (Newsletters and Impact Stories and subscriptions)	10, 000			■		■		Number of publication types to promote experience sharing among various stakeholders.
R1-6	Multimedia productions (Podcasts/ Webinar)	15, 000				■			Number of multimedia productions on various live2Africa thematic areas broadcasted
R1-6	Printing/ Purchase of Collectables, banners, and briefs for Visibility and awareness	15, 000	■	■					Awareness and promotion of project results, European Union and implementing partners
R1-6	Media Engagement	5, 079		■	■	■	■		Increase in media firms and science journalists reporting on Livestock issues
	TOTAL	**95, 909**							

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