



AFRICAN UNION
**INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES**



Live2Africa: Knowledge Management, Communications & Visibility Plan

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Draft



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1 Background

In the multi-annual Indicative Programme of the Pan African Live2Africa Programme, AU-IBAR is implementing a number of key activities. The programme is organised around the four LiDeSA strategic objectives, translated into 15 outputs under 7 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 clear synchrony with the above result areas, which collectively emphasise 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 generation of data which 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 and this process includes the testing of 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, mostly research and academic institutions. As this is not AU-IBAR’s chief mandate, an effort has been made to not 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.

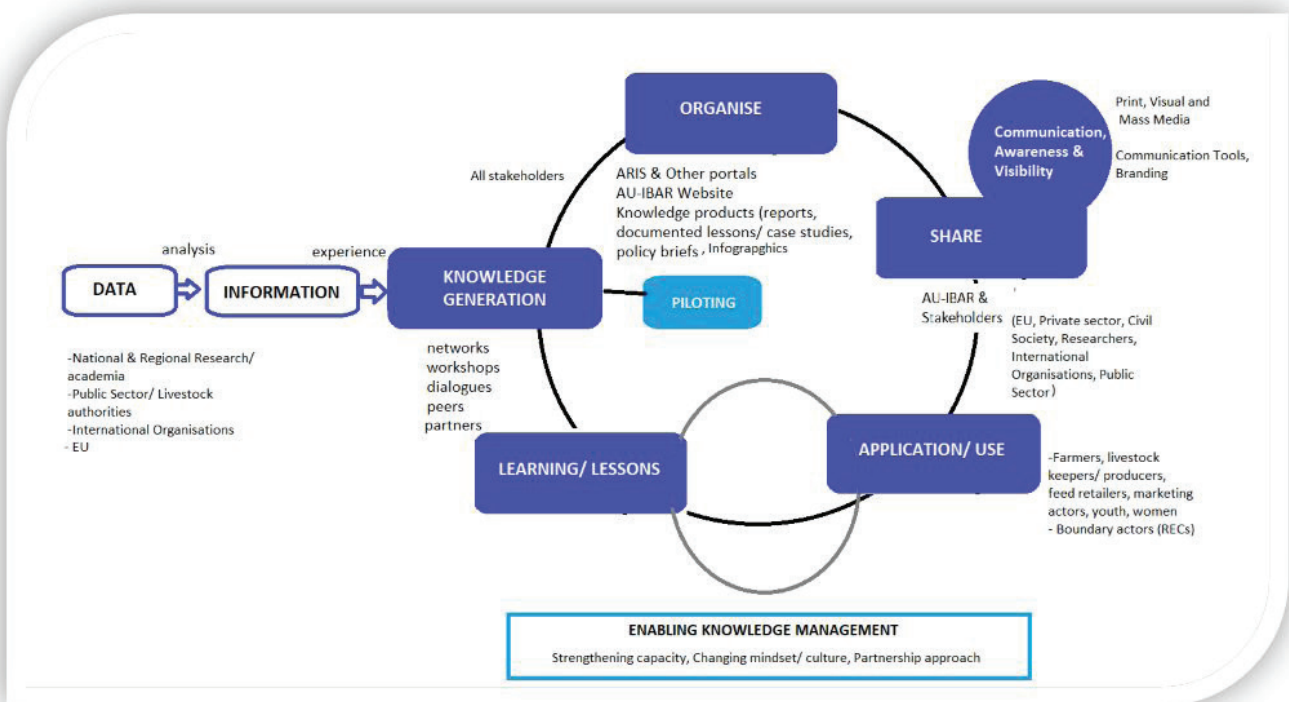


Figure 1: Conceptual Framework of the Live2Africa Knowledge Management, Communication & Visibility Plan

3. Definitions and Terms

Knowledge Management, Communications, and Visibility

Based on scholarly thought, Knowledge Management involves a combination of information and processes so as to promote rational behaviour and “the capacity-to-act” to and achieve desired goals in livestock development. The Knowledge Management approach for AU-IBAR comprises both the technology-centred perspective and the people-centred perspective. The objective of Knowledge Management in AU-IBAR is to filter livestock information and process it into useful knowledge that supports the livestock activities (practice) and policy processes at Pan African and all levels. Existing best practice are disseminated to various audiences through a number of communication channels. All communicated products are branded to ensure 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 effects of the role of technology in promoting green economies. Besides technology, AU-IBAR embraces people-centred perspectives and catalyses life-long learning and knowledge creation as well as creates an atmosphere of information sharing and trust within the AU-IBAR network. This in turn 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 in order to improve delivery of high quality services. In this regard, AU-IBAR acts as both a knowledge factory and the knowledge broker. AU-IBAR further leads in ensuring 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 ensure 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 for ease of implementation, budgeting and reporting. A detailed implementation plan and budget is appended to this strategy to actualise 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 makes dissemination easier. The process of organising the knowledge will involve the use of 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 IRIS 3. IRIS 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, IRIS 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 IRIS;
- IRIS regularly updated to store and archive data, and best practices, policies, and procedures, and monitor and report performance on IRIS 3. IRIS 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).

There are many audiences from inside and outside of the livestock community that 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 provided 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 Live2Africa Programme activities contribute to an outcome, multiple factors 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 Livestock2Africa's communication interventions include the following:

- Using target-audience appropriate communication methods, practical guidelines, manuals, demonstration projects as mechanisms for sharing 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 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 web-sites 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
- Media mailing list in place to facilitate media engagement
- Two-way communication outputs between AU-IBAR and stakeholders
- Templates and guidelines for report back stories

5.3.1.1 Knowledge Management and Communication Tools

AU-IBAR deploys a wide-range of communication tools to support with the transmission of messages and enhance collaboration. A deliberate focus during this strategic period is to enhance the role of technology in its role to 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	

Information Tools	Social Media & Community Interaction	Knowledge Products	Events
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 Livestock2Africa 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

AU-IBAR is involved in creating a unique name and image for the Live2Africa Programme. Placement of organisation logos, taglines, and the programme's mission are some of the branding elements that are being 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. the 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.

Visibility of the Live2Africa Programme aim to achieve the following:

- Provide awareness of the programme among all stakeholders at 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 over the duration of the project, and documenting the final results of the project.
- Increase the visibility of AU-IBAR and the EU through clear branding and logo placement in accordance with agreed brand guidelines.

Actions/ Interventions

- 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 IRIS 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 aim to 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 of the organization culture and mind-set to adopt a more strategic approach to knowledge management and sharing as opposed to doing what everyone else is doing. 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 as a means to creating 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 matrices 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, pastorists, 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	<i>Sub-national level (Local NGOs, Clubs, Women & Youth Groups)</i>	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
	Continental level	
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	To provide greater cohesion and unity on livestock development among stakeholders on the continent

Category	Target Group	Specific Objectives
	Development Agency (AUDA-NEPAD)	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). 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 provide technical inputs in the form of short-term experts and consultancy services, short-term and practical-oriented training activities, equipment and supplies deemed essential for livestock2Africa programme.
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
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.

Implementation Plan										
	Result Area	Activity/ Output	Quantity	Cost/ Budget	2019				2020 - 2021	Indicators
					JAN- MAR	APL- JNE	JLY- SEPT	OCT- DEC		
	R1.1	Stocktaking exercise to define interventions areas along the selected priority livestock value chains								Press release, communique of selected priority livestock value chains
	R5.1.1.3	KAP study of gender sensitive technologies (AWARFA-N) exhibition;								Exhibition & dissemination of gender sensitive technologies booklet
	R.6.1	Livestock market infrastructure, policies and legislation study;								dissemination of study report
	R1-6	Development of new techniques, processes and breakthroughs being transferred to agri-business actors and livestock keepers/ producers for piloting								number of case studies on pilots for dissemination and sharing
	R1-6	Actors and stakeholders interacting through formalised networks such as the Regional Policy hubs meetings, and Investment opportunity seminars; African Animal Welfare Platform;								Calendar of events to keep track of events and outcomes deliberated among stakeholders no of stakeholders participating in interactive forums
	R4	Continental policy brief on harmonization and strengthening of harmonised LEWs Information (support to MS and RECs)								dissemination of policy brief
	R1-6	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								other relevant sectors included in mailing lists and communications
Knowledge Transfer										
	R5	IRIS regularly updated to store and archive data, and best practices, policies, and procedures, and monitor and report performance on IRIS								IRIS being used for decision support

Result Area	Activity/ Output	Quantity	Cost/ Budget	2019				2020 - 2021	Indicators
				JAN-MAR	APR-JUNE	JULY-SEPT	OCT-DEC		
R1&5	Development of Investment portal in IRIS								increase in investments through reference to investment portal
R6	Booklet on Livestock Value Chains (booklets to incorporate appropriate technology)								no. of information briefs distributed and referral on use
R4	Livestock Early Warning System information brief								no. of booklets distributed and referral on use
R4	Continental policy brief on harmonization and strengthening of harmonised LEWs Information (support to MS and RECs)								no. of documents distributed and referral on use
R1-6	Guidelines, templates, manuals, reports, tools, policy briefs, infographics, booklets on adapted livestock development practices developed for member states;								no. of booklets distributed and referral on use
R2	Continental framework on PPP 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;								no. of booklets distributed and referral on use
R1-6	Value Chain Characterisation information and policy Booklets								no. of booklets distributed and referral on use
R5	Compendium on appropriate technologies;								no. of booklets distributed and referral on use
Communication, Awareness & Visibility									
R1-6	Development of audience-specific communication tools used in the transfer of messages to stakeholders (Mail Chimp, YouTube, Flickr - see table on list of communication tools)								better understanding and engagement by different stakeholders

Result Area	Activity/ Output	Quantity	Cost/ Budget	2019				2020 - 2021	Indicators
				JAN-MAR	APL-JNE	JLY-SEPT	OCT-DEC		
R1-6	Developed website section on Live2Africa on AU-IBAR website								increase in number of hits/ website referrals
R1-6	Updated website and document libraries (both online and documentation centre) on all programme activity based information, including documents, communiques, photographs, social media feeds								increase in number of hits
R1-6	Capacity and systemic involvement of media to report on livestock development issues								increase in media engagement
R1-6	Maintain a stakeholder (incorporating Media mailing list) to facilitate stakeholder communication via Mailchimp								No. of stakeholder subscribers and contributors
R1-6	Templates and guidelines for report back stories to Stakeholders								increase in contributions to success stories
R1-6	Press events (calendar based)								increase in media engagement
R1-6	Press releases (calendar based)								increase in media engagement
R1-6	Social media campaigns								increased advocacy on livestock development
R1-6	Promotional outcome based videos on best practices (per result areas)								increased visibility of programme outcomes
R1-6	Programme brochure and promotional fact sheet for each result area								increased visibility of funders and programme existence
R1-6	Programme Annual report of Live2Africa Programme (E-Version)								better visibility of funders and programme progress
R1-6	Dissemination Plan (based on calendar of events)								No. of published documents and knowledge products disseminated to various stakeholders
R1-6	Banners, posters and infographics								

	Result Area	Activity/ Output	Quantity	Cost/ Budget	2019				2020 - 2021	Indicators
					JAN-MAR	APR-JUNE	JULY-SEPT	OCT-DEC		
	R1-6	Memorabilia (T-shirts, pens, flash disks) - event based								increased visibility of funders and key stakeholders and programme existence
	R1-6	Communication of brand guidelines to key stakeholders								increased visibility of funders and key stakeholders and programme existence
		Camera / equipment costs								
Knowledge Use										
		Documented case studies from Livestock development implementation using knowledge created by stakeholders								No. of documented case studies and lessons on the various result areas of the Live2Africa Programme
		Development Community of Practice Guidelines								improved collaboration among teams and stakeholders
Enabling Knowledge Management										
		Stakeholder & staff awareness on Knowledge Management & Communication strategy								improved use and updated content on knowledge management systems
		Monitoring and Reporting of Knowledge Management and Communication activities								Monthly and quarterly monitoring and reporting on knowledge use



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