



AWARFA- EA  
Strategic plan – 2020-2025

# **African Women in Animal Resources Farming an Agribusiness Network (AWARFA-N)**

**Strategic Plan 2020-2025**

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## ABBREVIATIONS

AFDB	African Development Bank
AU	African Union
AUC	African Union Commission
AU-IBER	African Union Inter-African Bureau for Animal Resources
AWARFA-N	African Women in Animal Resources, Farming and Agribusiness Network
CAADP	Comprehensive Africa Agricultural Development Programme
CFTA	Continental Free Trade Area
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organisation
EAC	East African Community
FAO	Food and Agricultural Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
KPI	key performance indicator
LDC	least developed countries
MFN	most favoured nation
NEPAD	New Partnership for Africa's Development

NSA	non-state actor
NTB	non-tariff barrier
PPP	public-private partnership
R&D	Research and Development
REC	Regional Economic Community
RFO	Regional field office
SME/Is	small and medium-sized enterprises/industries
MSMEs	micro-, small and medium-sized enterprises
SPS	sanitary and phyto-sanitary
UNECA	United Nations Economic Commission for Africa
UNIDO	United Nations Industrial Development Organisation
VC	value chain
WEF	World Economic Forum
WG	Working Group
WTO	World Trade Organisation

## ACKNOWLEDGEMENTS

This document is a product of consultations with the technical team of African Women in Animal Resources, Farming and Agribusiness Network in East Africa (AWARFA- N (EA)), drawn from women representatives from the various Member States, Regional Economic Communities and various stakeholders as well as in their capacity as women in agribusiness who have over the last 6 month provided their energies, expertise in identifying the issues that affect women in livestock and animal resources and possible solutions.

Special thanks to all staff of African Union Inter-African Bureau for Animal Resources (AU-IBAR) for their tremendous commitment and efforts in coordinating and providing technical guidance to the process and ensuring this strategic plan clearly articulates the goals and strategies of AWARFA and are aligned to Livestock Development Strategy for Africa (LiDeSA)f.

## INTRODUCTION

Following Regional Consultative Meetings which were held in Cairo Egypt on XXXXX and organized by AU- IBAR under the theme “Towards Equity in Investment and Governance in the Animal Resources Sector”, The Agri-Business Networks of Women in Youth in the Animal Resources convened on the 25th to 27th July under the theme “Unify Africa to Drive a More Dynamic and Inclusive Animal Resources Sector for Prosperous Future”.

Participants were drawn from women and stakeholders involved in animal resources sector including farmers, processors and traders, financial and insurance actors, service providers, government officials, advocacy and lobbying interests, development partners, academia and research, lawyers, among others. They identified their challenges and constraints in participating in the livestock sector. One of the key areas that the Women identified is the bottleneck of poor access to appropriate and sustainable financing mechanism that address women's felt needs and are tailored to their capabilities. They also articulated the value of taking a regional approach, and undertook a stakeholder analysis which informed the definition of the structures and governance organs of the regional networks. These lengthy deliberations culminated in the birth the African Women in Animal Resources Farming and Agribusiness Network (AWARFA-N), a Network constituted of Regional Chapters that support the establishment of national chapters which build up into the Continental Network.

It was agreed that the AWARFA-N provides a platform to promote more meaningful and beneficial participation of women in animal resources for resilient and sustainable livelihoods, and secondly to drive a greater orientation of women into competitive and profitable agri-business at national, regional and continental level.

The Network is constituted of Regional Chapters that support establishment of national chapters, and are built up into the Continental Network. The Executives of AWARFA-N are mandated to facilitate the establishment/ development of functional, vibrant and sustainable continental, regional and national networks that support the growth of women in animal resources agribusinesses.

The Launch of an Eastern African Regional Women in Animal Resources Farming and Agribusiness Network under the umbrella of the African Women in Animal Resources Farming and Agribusiness Network (AWARFA-N) is proposed. The proposed regional network will provide a Non-State Actor platform for women animal resource production to share experiences and thus establish ‘One Voice’ at regional level that builds into the continental level through AWARFA-N.

***The objective of the strategic plan:***

The goal of this strategic plan is to co-ordinate, and leverage private sector partner to ensure women’s benefit from the goods and services that they provide.

# BACKGROUND

## AFRICA

According the African Development Bank (AfDB) African Economic outlook 2020, Africa registered an average real GDP growth of about 3.4% in 2019 lead by growth in the following economies; Rwanda, Ethiopia, Ivory Coast, Ghana, Tanzania and Benin. This is the same level as 2018. According to Afdb, Africa needs to grow at an average of 5%, in order to meet its Sustainable Development Goals. The growth therefore is not sufficient to reduce poverty and achieve.

Africa's population is about 1.3 billion or about 16% of the world's population and it also has the youngest population of all continent with a median age in 2012 of 19.7 against a global average of 34. In August 2008, the World Bank announced revised global poverty estimates based on a new international poverty line of \$1.25 per day (versus the previous measure of \$1.00). 81% of the Sub-Saharan Africa population was living on less than \$2.50 (PPP) per day in 2005, compared with 86% for India (World bank). Poverty, illiteracy, malnutrition, inadequate water supply and sanitation, as well as poor health, affect a large proportion of the people who reside in the African continent. The low poverty levels feed result in low literacy, malnutrition and poor health and the cycle keeps repeating itself.

As much as the COVID-19 virus has been kept under control with relatively low number of cases, the impact is felt in African lives and economies. Economic activity is projected to decline by 3.3% in 2020 confirming the region's first

recession in 25 years (World Bank). According to the World bank this downturn in economic activity will cost the region at least \$115 billion in output losses this year, in part caused by lower domestic consumption and investment brought on by containment measures to slow the spread of the coronavirus. This situation could also push up to 40 million people into extreme poverty, erasing at least five years of progress in fighting poverty. The African economies are expected to rebound to GDP growth of 3% in 2021 but many agree that the damage on the economy is extensive and will require several years of external support to ensure growth and progress in Africa.

The role of Agriculture in economic development and eradication of poverty is articulated in the continents Agenda 2063,African Unions (AU's) blue print for the continent and elaborated in the 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

In the Malabo Declaration, African Governments “commit to halving poverty by the year 2025, through inclusive Agricultural Growth and Transformation” and ensuring that “the agricultural growth and transformation process is inclusive and contributes at least 50% to the overall poverty reduction target”.The broad targets are:

- 6% annual growth in agricultural GDP, and
- An allocation of at least 10% of public expenditures to the agricultural sector.

The Malabo Declaration highlights key thematic issues that shape the continents initiatives for agriculture and agribusiness developments,which commenced in the Maputo Mozambique in 2003.TheAfricaAgriculture Development

Programme (CAADP), Africa's policy framework for agricultural transformation, wealth creation, food security and nutrition, economic growth and prosperity for all, lays down the key action plans and emphasizes the seriousness and commitment of regional and national governments in Africa<sup>1</sup>.

Africa has recognized that enhanced agricultural performance is key to growth and poverty reduction through its direct impact on:

- Job creation and increasing opportunities, especially for women and youth,
- Food security and improved nutrition, and
- Strengthening resilience.

This is due to both the important role of agriculture in African economies and livelihoods, and the strong linkages that agriculture forges with other sectors. For example, in order to achieve all inclusive, meaningful and sustainable growth, Africa has to invest in education and skills for the workforce of the future (recognized as being largely youthful) and consequently investment in nutrition plays a critical role (AFDB African Economic Outlook 2020). It is therefore a fact that not worth ignoring that Agriculture and improvements in agriculture productivity play a significant role economic activity and human capital development.

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<sup>1</sup>Decisions and Declarations on agriculture and food and nutrition security, in particular the 2003 Maputo Declaration on Agriculture and Food Security in Africa [Assembly/AU/Decl.7 (II)]; the 2004 Sirte Declaration on the Challenges Of Implementing Integrated and Sustainable Development in Agriculture and Water in Africa [Ex/Assembly/AU/Decl. I (II)]; the 2009 Sirte Declaration on Investing in Agriculture for Economic Growth and Food Security [Assembly/AU/12 (VIII)]; the 2007 Decision on Abuja Special Summit of the AU on Fertilisers [Assembly/AU/Dec.117 (VII); the 2007 Decision on the Abuja Summit on Food Security in Africa [Assembly/AU/Dec.135 (VIII)]

Considerable efforts, by public as well as private sector actors, have been made both at national and regional level to put in place strategies for implementation of the CAADP. The CAADP strategy ensures a coherent inter-sectoral co-ordination of efforts and initiatives among the relevant stakeholders, including public, private, civil societies, farmers, pastoralists, fishers, in driving this agricultural transformation agenda.

The African livestock sector contributes between 30 and 50% of the agricultural GDP, and has the potential to deliver both the agricultural-led growth and the socio-economic transformation envisioned in the June 2014 AU Malabo Declaration on Accelerated Africa Agriculture Growth and Transformation for shared prosperity and improved livelihoods, which is part of the framework of the African Union (AU) Agenda 2063.

Recognizing the challenges and the opportunities, the African Union Commission (AUC) was mandated, through the decision of the Twenty Fourth Ordinary Session of the Executive Council (Addis Ababa in January 2014), to lead and coordinate the formulation of a Livestock Development Strategy for Africa (LiDeSA) that will transform the livestock sector by harnessing its under-utilized potential. This decision was based on the recommendation of the AU's Ninth Ministerial Conference on Animal Resources, which was held in Abidjan, Cote d'Ivoire in April 2013.

In line with CAADP Frameworks and agenda at continental, regional and national level LiDeSA is a 20-year (2015-2035) strategy geared towards addressing Africa's development needs and challenges, approaches and focuses on increased investments from both public and private sources for the transformation of the livestock sector for

enhanced contribution to socio-economic development and equitable growth.

## **EAST AFRICA**

Agriculture is one of East Africa's most important sectors, with about 80 percent of the population of the region living in rural areas and depending on agriculture for their livelihood. The sector is dominated by smallholder mixed farming of livestock, food crops, cash crops, fishing and aquaculture.

The EAC has a large population of livestock and livestock resources makes significant economic contribution, presently estimated between 30% and 50% of the agricultural GDP and accounting for between 10% and 15% of the national GDP. There is the potential of livestock contribution surpassing 50% of the agricultural GDP, but this will be dependent on increased productivity

Livestock makes a disproportionately higher contribution to income and welfare of the households keeping livestock. Estimates are that over 70%, of the livestock resources are owned by smallholder and pastoral households who are also experiencing high levels of poverty and hunger incidences. The majority of these people own at least one or two species of livestock and attach high value due to the multiple functions of the latter. Though livestock supports livelihoods of a large proportion of the population, over 60% of households keeping livestock are estimated to suffer from poverty and hunger.

The African Development Bank projects that a dramatic decline in Africa's poverty would require the economy to grow at an average of 7% annually. Attaining this level of growth rate will be a challenge because the bank projects GDP growth for the EAC from 6.2% in 2010 to rise to 7.9% in 2020 and to 9.3% in 2030. The growth has been further hampered by the effects of COVID-19.

EAC has a goal of increasing the contribution of livestock to GDP of the Partner States because the annual growth rates in the real GDP is presently low. Growth in consumption demand for animal-source foods is resulting from a growing population now estimated at 133.5 million people with annual growth rate highest in Uganda at 3.5% and lowest in Kenya at 1.3%. Growth in urbanization and increasing proportion of middle class population are other factors fueling demand growth in animal foods. Though the demand growth presents economic opportunities, appropriate pro poor livestock policies have to be in place to translate the opportunities into incentives and benefits for the poor livestock keepers and traders.

The EAC livestock policy sets the following priority targets by 2030 in line with various development frameworks such CAADP as follows:

- a. Increase in the annual growth rate in livestock production by more than 5.0 % to spur 10 percent economic growth targeted by Partner States; Increase in productivity and value of the multiple functions of livestock to more than 60%;
- b. Reduce degradation of the ecosystems supporting livestock assets by over 50%;

- c. Increase in the contribution of livestock to the GDP of the Partner States to reach over 55% of the Agricultural GDP;
- d. Reduction of the proportion of livestock dependent people living below the absolute poverty line and food insecure from 60 percent to less than 25%, to achieve the first MDG;
- e. Increase in public investment in livestock subsector to at least 3% of the total annual budget;
- f. Divestiture in all state corporations dealing with production, processing and marketing of livestock and livestock products that can be better done by the private sector;
- g. Reform and streamline supportive services and regulatory frameworks;
- h. Secured conservation of local animal genetic resources.

The goal of EAC livestock policy is attaining an annual growth rate of at least 5.0% with significant livestock contribution to the agricultural GDP surpassing 50% and to reduction of poverty, hunger, unemployment and degradation of natural resources. Attainment of this goal is anchored on four policy objective pillars, namely:

- a. Securing access to basic production inputs and security to stimulate productive use of livestock assets;
- b. Building resilience to risks and shocks to secure livestock assets;
- c. Enhancing growth in livestock productivity and competitiveness for livelihood benefits; and
- d. Sustaining growth in livestock productivity and competitiveness adaptable to dynamics in the livestock value chains

## THE ROLE OF WOMEN

80% of rural women in Africa take part in agricultural activities and make up 40-50% of the agricultural labour force. Contextually, women constitute 2/3 of the world's 600 million poor livestock keepers and contribute 60% of the output, but due to socio-economical, cultural and gender restrictions their success is limited. According to FAO, if women have the same access to productive sources as men, they can increase yields on their farms by upto 30% and raise agricultural output in development countries by upto 2.5-4%

The role of women as key actors in achieving increase in agricultural productivity and transformation of agriculture has been recognized by the AU under Malabo Declaration:

*Reaffirming our resolve towards ensuring, through deliberate and targeted public support, that all segments of our populations, particularly women, the youth, and other disadvantaged sectors of our societies, must participate and directly benefit from the growth and transformation opportunities to improve their lives and livelihoods.*

*To support and facilitate preferential entry and participation for women and youth in gainful and attractive agri-business opportunities.*

When women are present fully in the development of animal resources the impact is felt in improved food security and nutrition and thus healthier families, improved level of education and women health and financial security for the family

Highlighted above are various goals at regional and continental level to make agricultural growth more productive and transformative and while women continue to account for almost 60% of the labour force they have a critical role to play in transformative growth and Recognising, harnessing it by protecting these assets, improving productivity and moving from poverty reduction to value addition.

## **AWARFA – EA's MANDATE**

### **OUR VISION**

The vision of AWARFA-N is to be the leading forum for supporting investment and business start-ups in the animal resources sector for African Women.

### **OUR MISSION**

The mission of AWARFA-N is to support African women to build viable livelihoods and competitive enterprises in the animal resources sector

## AWARFA – EA OBJECTIVES

1. To identify investment opportunities for women-led enterprises in livestock, fisheries, aquaculture and wildlife value chains
2. To support the creation of women-led business forums on animal resources in all RECs that will drive advocacy and lobbying for greater policy, institutional and financial support for women in the animal resources sector
3. To provide a continental Community of Practice (CoP) for sharing information on production and trade data, veterinary and food safety standards applicable to the animal resources sector
4. To promote Private sector driven business incubation in the animal resources sector as a means of enhancing women's livelihoods and creating employment and wealth for women

# OUR IDENTITY

## ***Who we are***

AWARFA- EA is a membership network of local and national organizations comprising of women farmers, entrepreneurs, enterprises, partner organizations<sup>2</sup> in animal resources, farming and agribusiness in East Africa

## ***OUR members are:***

- Locally and nationally rooted, with a regional approach and a continental and global outlook
- Committed to transforming participation in and the harnessing of increased benefits from animal resources, livestock farming and agri-business by women;
- Committed to increasing recognition of and expanding women's participation in the animal resources sector and thereby enhancing women's contribution to economic growth and quality of life particularly food security and nutrition, household incomes, employment creation, environmental sustainability
- Committed Regional Integration and Peace and Security as well as Equity

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<sup>2</sup> Research, public sector, financial institutions, Development Financial Institutions,

## ***Value we add to our Members***

The value of the network to its members:

- Broaden co-operation among women in the region and achieve critical mass that will put them in a better position to take advantage of continental and global opportunities
- Expanding the resource base by harnessing comparative advantages and diverse sources across the region
- Meaningful inclusion of women in policy dialogue and formulation at regional level that will have a direct influence on national and local outcomes
- Amplify the voice of women through representation so as to impact policy, legislative, regulatory and institutional framework formulation and implementation at national, regional and continental level
- To provide a learning platform for members so as to improve their impact at national and regional level
- To increase the capacity of members by providing direct linkage to financial products

## SWOT

Strengths	Weaknesses
<p>Women are significant actors in the development of the beef sectors in Botswana, Namibia and Swaziland and in the small holder dairy sector in Kenya.</p> <p>The Strength of the co-operative movement and the ability of women to co-operate with each other at local group level and enterprise level.</p> <p>The fact that 60% of animal resources is managed by women</p> <p>Majority of animal assets including marketing and productivity particularly of small animals in the control of women</p>	<p>Limited access to animal resources support such as veterinary doctors and extension services – poor breeds and low production levels.</p> <p>Lack of access to land and therefore reduced incentive to increase investment in livestock</p> <p>Poor infrastructure resulting in women spending most of the productive hours in periphery activities such as drawing water and fodder etc.</p> <p>Division of labour and lack of recognition of the various roles tht women take up leading women to spend less time in “productive roles”</p> <p>Lack of access to market due to poor health and extension services</p>

Strengths	Weaknesses
	<p>While information about market is available either in newspapers or internet, this information out of the reach of women leading to 1) lack of information about markets 2) trade opportunities and 2) market prices leading to exploitation by middle men and hampering investment in their ventures.</p> <p>Lack of access to technology leading to poor quality animal products</p> <p>Lack education and capacity on new method of production and standards leading to exploitation and minimal value for efforts.</p> <p>Low representation and inclusion of women in policy, legislation development and design and implementation of institutional frameworks/ Participatory governance at a regional level harmonization of legislation at regional level – access to markets</p> <p>Limited access to credit due to various reasons – lack of proximity to financial institutions and lack of knowledge on how to leverage financial institutions resources to grow business</p>

Threats	Opportunities
Majority of livestock owners are poor and not commercially oriented	Potential of Africa – underutilized potential – enormous land, water and pasture resources
Climate change which threaten not only assets but tend to wipe out savings	Increased demand for animal products as a result of increase in growth of urban populations in most African countries Urbanization and improvements in rural infrastructure

## AREAS OF FOCUS

1. One of the key drivers of a regional network is to achieve critical mass therefore visibility and voice of women at negotiating table to ensure equitable allocation of resources. AWARFA – EA will increase the influence of women in decision making at continental, regional and national policy level by creating an enabling environment for women to increase representation and inclusion of women in policy, legislation development and design and implementation of institutional frameworks (public, private sector and research) so as to enhance participatory governance at a local and regional level
2. AWARFA – EA will build robust and resilient enterprises (scale) and more sustainable and market oriented communities and enhance participation in regional trade by equipping women with resources to create more robust enterprise by being the platform for exchange of information a well as learning and resources to strengthen the capacity of women and women led enterprises in animal resources and agribusiness.

3. AWARFA- EA will aim to attract investors by building partnerships with the private sector, convening global actors and incubating enterprises with the aim of increasing access to direct funding and financial instruments for women.
4. AWARFA – EA will improve women access to market and increase their bargaining power through provision of information about markets and creating awareness about market and trade opportunities and opportunities for women to deepen or broaden their engagement with value chains and develop new livelihood opportunities.
5. AWARFA – EA will provide enable research and evidence based publication (outputs)/ knowledge and dissemination

# STRATEGIC OBJECTIVES AND OUTPUTS

**Strategic objective I:** Advocacy. Increased policy-level and operational collaboration between local, national and regional organizations involved in Livestock and Animal Resources in East Africa. Strengthened local influence in decision making at national, regional and international policy level

	<b>Expected Results</b>		<b>The strategies to be employed</b>
I.1	Work with various stakeholders to increase women representation in key policy and decision making by double over the next three years	I.1.1	Carry out a baseline survey to identify key stakeholders and the level of women representation at county/municipal, co-operative and national level
		I.1.2	Mainstreaming Gender at all levels in Public bodies
		I.1.3	Identify leading women influencers across various value chains and in various fields such as finance in line with stakeholders and encourage participation in decision making
I.2	Ensure AWARFA – EA participation in regional forums where livestock agribusiness matters are being discussed	I.2.1	Carry out stakeholder mapping and analysis
I.3	Voice of women/Positive Media Coverage	I.3.1	Media Training for key regional Executives
		I.3.2	Formulate a media communication strategy covering all forms of media including social media
I.4	Work with various partner to increase the capacity of women to engage meaningfully in policy formulation	I.3.2	Develop specific investment frameworks for priority value chains
		I.3.3	Promote and establish innovative funding mechanism in support of the values chains
		I.3.4	Improve intersectoral linkages and collaboration to enhance public funding and ensure infrastructural development to support livestock value chains

	<b>Expected Results</b>		<b>The strategies to be employed</b>
I.4	Gender Mainstreaming	I.4.1	Baseline sectoral gender analysis along value chains
		I.4.2	Institutional assessment and capacity building on gender equity and achievements
		I.4.3	Training and coaching of various actors at local, national and regional levels on gender issues

**Strategic Objective 2:** Robust and effective communication between various local, national and international actors enhancing the critical mass, building synergies and creating opportunities for members at intra and inter-regional and international level through gathering and dissemination of systemic evidence.

	<b>Expected Results</b>		<b>The strategies to be employed</b>
2.1	Availability of robust information to inform trade and business	2.1.1	Regional database comprising of practical, operations, trade databases, resource people (peer to peer mentorship), value chain best practice knowledge, funding opportunities, partnerships and continued professional development
		2.1.2	Online Community of practice to be set up and be launched by November 2020 and be fully functional by February 2021.
		2.1.3	Achieve 60% of formality for participating women on the platform by 2025 should and have reached 30% of formality by 2021.
		2.1.4	Training on use of online and information databases
2.2	Enhanced business opportunities for members	2.2.1	30% of women in animal resources linked through a functional community of practice that helps to increase business opportunities by XXXX%
2.3	Provide Physical and Virtual Space to enhance the exchange and flow of information at local, national and regional level for women in livestock and animal resources	2.3.1	Provide support to direct members spaces for peer learning

	<b>Expected Results</b>		<b>The strategies to be employed</b>
		2.3.2	Enhance flow of information through specially curated workshops and trade fairs
		2.3.3.	Reach out and forge partnerships with funders, trainers among others who can provide access to resources and capital to enhance women's participation in agribusiness.

**Strategic Objective 3:** Innovative Financing Models for increased access to direct traditional and non-traditional funding and innovative financing models for local and national actors, including independent, pooled funding mechanisms and guarantee instruments, designed for and by the network and incentives to increase the success rate of women's utilization of financing products as well as sustainability of the funding mechanisms.

	<b>Expected Results</b>		<b>The strategies to be employed</b>
3.1	Design and develop and pilot 2 innovative pooled fund products with a regional outlook along with stakeholders and partners by June 2021	3.1.1	Identify and select partners and stakeholders with interest in promoting and funding women's participation on Livestock and Animal resources
		3.1.2	Facilitate and promote the establishment of innovative funding mechanisms
3.2	Increase capacity of local and national members to apply for funding	3.2.1	Hold Workshops at national level to train women on
		3.2.2.	Enterprise Development through a formal training of women in livestock and animal resources agribusiness to consider farming as an enterprise.
		3.2.3	Co-ordinate the funding of women through graduated scale that calls for collateral as the enterprise grows
		3.2.4	Work with private sector financial institutions to tailor product with harmonized due diligence and simplified collateral mechanism suited to women

	<b>Expected Results</b>		<b>The strategies to be employed</b>
3.3	Improving resilience and risk mitigation	3.3.1.	Create enabling conditions and incentives to support local insurance and regional insurance companies to come up with innovative insurance products
		3.3.2	Training for women on insurance products through various workshops at national and regional level
		3.3.3	Promote the use of insurance and investment products to cushion against catastrophes
		3.3.4	Promote early-warning disaster prepared- ness and response mechanisms for drought, oods and others

**Strategic Objective 4:** Repositioning produce which is solely for subsistence/home consumption into marketable produce; adding value through post-harvest management processing and storage- market creation and strengthening of market linkages through contract and middlemen and aggregators as well as increase the ability and capacity of Women to collectively and sustainably engage in profitable trade.

	<b>Expected Results</b>		<b>The strategies to be employed</b>
4.1	Increasing access to markets	4.1.1	Creation and strengthening of market linkages through contracts and aggregators
4.2	Consistently supply the market	4.2.1	Encourage women to aggregate their product and work with other value chains
		4.2.2	Mapping, analysis and comparison of value chains per region and per country
		4.2.3	Selection of and targeting value chains with comparative advantages for each country and segment

	<b>Expected Results</b>		<b>The strategies to be employed</b>
4.3	Ability to comply to quality and standards	4.3.3	Training whether directly or through mentorship or through training of the trainers on use of appropriate technology and best animal husbandry methods
		4.3.4	Demonstration – identifying lead farmers and hosts to carry out demonstrations on best practices
		4.3.5	Access to capital and funding to improve access to technology and quality livestock
		4.3.6	Development of lead farmers roles and leaders and community organizations to act as knowledge catalyzers
		4.3.7	Training on branding and packaging transportation
4.4	Increase ability of women to increase their income from their output by value addition through post harvest management, processing and storage and by improving negotiation skills	4.4.1	Identify and disseminate knowledge on best practices in value addition including modern post harvest management, processing and storage techniques
		4.4.2	Identify linkages with international partners such as chambers of commerce to hold sector specific trade fairs to disseminate knowledge to members and enable competitive sourcing of equipment and machinery
		4.4.3	Conduct trade negotiations skills training

**Strategic Objective 5:** Research and evidence based publication by gathering data, conducting interviews in order to identify country and community specific gender needs as well as lead in accumulation of best practices and lessons learned which will form frameworks for development of future products and interventions that will enable women access more resources to improve and grow their enterprise.

	<b>Expected Results</b>		<b>The strategies to be employed</b>
5.1	Knowledge management and dissemination	5.1.1	Develop evidence-based research on the constraints that women in animal resourced and livestock agribusiness face in in the current environment particularly when accessing markets and funding.
		5.1.2	Conduct surveys and regional studies and reports on various topics of interest in the promotion of women in animal resources and livestock agribusiness
		5.1.3	Monitoring and Evaluation
		5.1.4	To act as a repository of information on various forms of technology and innovation
		5.1.5	Develop country-based research on the possible impacts of localization to guide future policy of national, regional, and international actors.

## APPENDIX I: MEMBERSHIP & GOVERNANCE STRATEGY

This strategy sets out objectives that will be achieved to develop an engaged membership.

There are three strands to the strategy these are;

1. Build and maintain membership geographical spread and numbers to meet /exceed annual plan targets, set by the Leadership Committee. Ensuring the membership is representative of the geographical focus and categories of membership the Network serves;
2. Communicate effectively with members;
3. Engage with members and encourage involvement.

The Leadership Committee and Secretariat, will review the ongoing delivery of these objectives at least bi- annually.

The Network is composed of:

1. National networks of women in the animal resources farming and agribusiness from African Union member states (hereafter called Members).
2. Members are represented in the General Assembly by any member of the Executive of the National Network. The name and function of the Representative is officially forwarded by the National Network in writing to the President of the AWARFA-N.

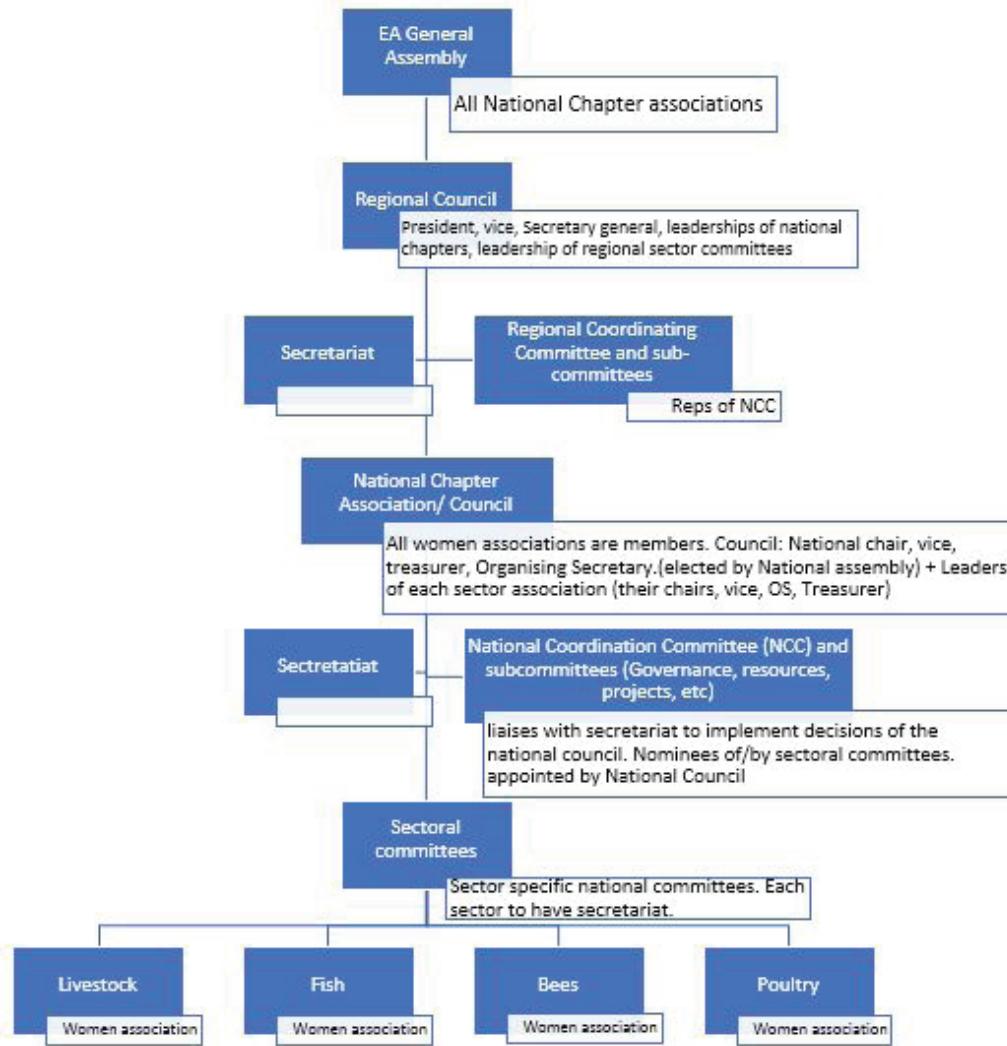
3. All Members are entitled to one vote.
4. Observers, individuals or legal entities, can be invited to take part in the work of the Network and express an opinion if the General Assembly, or by delegation, the Executive Committee gives its consent.
5. AU-IBAR will provide and oversight role and offer technical support towards the network growth and development process

(See below table)

Activities for achieving membership (strategy, start with what is already in place)

1. Appointment of Regional Working Group (WG)/Committee – President/Secretary General AWARFA – EA
2. Establishment of the statutes of AWARFA – EA – Regional Working Group (WG)
3. Identification of National Working Group teams and Terms of References– Regional Working Group
4. Appointment of national WG team – President/SG AWARFA - EA
5. Coordination of national WG – National WG Coordinator
6. Identification of existing sector associations at national level – National WG
7. Awareness forums to existing associations on AWARFA-NEA – National WG
8. Establishment of women chapters for existing forums – National WG
9. Elections for sector specific and national offices – National WG
10. Registration of AWARFA – NEA national chapters - National WG

11. Membership of National Chapter to AWARFA – NEA - National WG
12. Hold first AWARFA GA – Regional WG
13. Appoint AWARFA – NEA Council – Regional WG
14. Appoint Regional coordination committees and subcommittees – Established AWARFA – NEA Council



## APPENDIX 2: FUNDRAISING OVERVIEW

AWARFA-N, will adopt a range of fund- raising strategies, which will include raising the AWARFA's profile, increasing and maximizing its membership and their contributions, including through the fees structure.

- Develop and implement levels of membership fees according to the nature and type of organization or member body
- Encourage development finance partners to support initiatives in line with AWARFA mission
- AWARFA – EA will identify opportunities for strategic profiling of its work through exploration of partnerships with business, individuals and development finance institutions
- AWARFA- EA will target that least 30% of financing resources target at its members will come from partnerships with private sector participants

## APPENDIX 3: FINANCIAL AND FUNDING STRATEGY

AWARFA will work with AU-IBAR to develop a financing strategy which includes the development of a pool funding mechanism or guarantee mechanism by working with stakeholders including AWARFA –EA members through national and regional consultations.

We look forward to sharing a more detailed document and in the meantime, we are annexing a summary to provide a brief insight of the work that lies ahead.

This strategy highlight the approaches to meeting the financing needs of the members

### Key Activities

1. Negotiating the technical terms of financing
2. Risk Management
  - a. Identifying strengths and identifying areas requiring investments as a basis for determining risk management strategies
  - b. Commitment to high levels of transparency, traceability and accountability

3. Designing user-centred and outcome focused financing solutions
  - a. Funding needs will vary according to the need and priorities of the users, beneficiaries and other stakeholders
  - b. Inclusive design to build trust and support

The role of AWARFA EA as facilitator, convener, incubator and amplifier

1. Attract private, public and development finance investors
2. Convene global partners to local and regional thematic areas and women enterprises in animal resources
3. Support local business and national chapters to design user centered and outcome focused financing mechanisms and solution
4. Provide platform for follow-up and review and dissemination of lessons learned.



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