

# **OAU/IBAR/PARC FUTURE VISION**

## **PROPOSED STRATEGIES FOR PROGRAMME IMPLEMENTATION BETWEEN 1998 AND 2008**

**The outcomes of a workshop held in Nairobi  
between 13 and 14 August 1997**

# TABLE OF CONTENTS

	Page
LIST OF ABBREVIATION .....	3
1.0 INTRODUCTION.....	5
2.0 WORKSHOP PARTICIPANTS.....	7
3.0 ANALYSIS OF PARC'S STAKEHOLDERS.....	7
4.0 THE ORGANISATION STRUCTURE OF PARC HEADQUATERS .....	9
The round table model .....	10
The hierarchical model.....	11
5.0 PROPOSAL OF PARC's VISION/STRATEGIES FOR THE COMING 10 YEARS .....	13
Enable OAU/IBAR to become a center of excellence on animal health matters in Africa.....	13
Restructure PARC and strengthen its links/position in OAU/IBAR.....	15
Strengthen links with member countries and other clients .....	16
Intensify promotion of key animal health policies at national, regional and continental levels .....	17
Promote total eradication of Rinderpest from the continent of Africa.....	18
Intensify control of CBPP .....	19

	Page
Lobby for increased integration of pastoralists in mainstream of economies of countries and extend PARC-VAC .....	20
Enhance collaboration with NGOs .....	21
Promote improved training of veterinarians and other livestock sector personnel .....	21
Promote increased/better trade in livestock and related products .....	22
Contribute to intensification and implementation of research in relevant fields .....	23
Contribute to improvement of wildlife .....	24
Strengthen monitoring and evaluation functions .....	24
Strengthen public relations and communication .....	25
 6.0 EVALUATION OF PROPOSED VISION/STRATEGIES BY PARTICIPANTS .....	 25
 7.0 EVALUATION OF THE WORKSHOP .....	 27

TABLES

ANNEXES

## LIST OF ABBREVIATIONS

ASARECA	-	Association for Strengthening Agricultural Research in Eastern and Central Africa
CBAHWs	-	Community Based Animal Health Workers
CBPP	-	Contagious Bovine Pleuro-Pneumonia
CIRAD	-	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
CORAF	-	Conférence pour la Recherche en Afrique
EC	-	European Community
EMVT	-	Elevage et Médecin Vétérinaire des Pays Tropicaux
GDP	-	Gross Domestic Product
GTZ	-	German Technical Cooperation
IAEA	-	International Atomic Energy Agency
IAH	-	Institute of Animal Health
IBAR	-	Inter African Bureau for Animal Resources
IGAD	-	Inter Governmental Agency for Development
ILRI	-	International Livestock Research Institute
JICA	-	Japanese International Co-operation Agency
KEVEVAPI	-	Kenya Veterinary Vaccine Production Institute
KWS	-	Kenya Wildlife Services
LANAVET	-	Laboratoires National Vétérinaire du Cameroun
NGOs	-	Non Governmental Organizations
OAU	-	Organization of African Unity
ODA	-	Overseas Development Administration

LIST OF ABBREVIATIONS CONTINUED

OIE	-	Organization International des Epizooties
PANVAC	-	Pan African Vaccine Center
PARC	-	Pan African Rinderpest Campaign
PARC-VAC	-	Participatory Community Based Animal Vaccination Project
SADC	-	South African Development Community
SIDA	-	Swedish International Development Agency
TAs	-	Technical Advisors
TFTS	-	Tufts University - USA
UCD DAVIS	-	University of California - Davis
UNICEF	-	United Nations International Children's Educational Fund
USAID	-	United States Agency for International Development

## 1.0 INTRODUCTION

1.1 The Pan African Rinderpest Campaign (PARC) is an integral programme of the Inter-African Bureau of Animal Resources (IBAR) of the Organization of African Unity (OAU). Its main objective is to contribute significantly to betterment of the food security situation on the African continent and to increase incomes of livestock farmers through promotion of enhanced production and productivity of livestock resources.

The programme's main intervention areas are:

- 1) **Promotion of total eradication of Rinderpest from the African continent;**
- 2) **Lobbying among OAU member states for development and adoption of appropriate animal health as well as general livestock production policies;**
- 3) **Support to various activities which contribute to harmonization and co-ordination of livestock policies.**

1.2 PARC started operations during 1987 and by mid 1997, the following developments had occurred:

- a) the programme's components and staff had been expanded to match increasing demand;
- b) the number of partner countries (i.e. programme implementation area) had increased;

- c) the number of contributors to the programme's budget had increased;
- d) several external evaluation missions had been commissioned, each of which had recommended certain changes in approach, emphasis etc. However, because of a combination of factors, all the recommended improvements had not yet been effected;
- e) the staff and country based counterparts of PARC had gathered considerable experiences in their area of work, which needed to be incorporated in the programme's strategies and activities;
- f) regional development organizations had sprang up as potential partners, and possibly, competitors;
- g) the socio-political dynamics of member countries had changed considerably.

1.3 During August 1997, PARC facilitated a conference of Ministers responsible for livestock development in Africa. The conference made resolutions on: Livestock policies, general veterinary services, PARC, Contagious Bovine Pleuro Pneumonia (CBPP), livestock and the environment, food security and livestock farming, livestock trade and marketing in Africa and research for livestock development. All the resolutions had notable implications for the future of OAU/IBAR and PARC (refer to them in annex 1 of this report).

1.4 Having considered the issues outlined in the foregoing paragraphs, the management of PARC held a 2-day workshop in Nairobi. The general objectives of that workshop were to assist OAU/IBAR to:

- (i) re-examine the current adequacy of the mandate which was given to PARC (within OAU/IBAR) in 1987, with a view of improving on it, if necessary;
- (ii) spell out a mid-term vision or strategies for PARC/OAU/IBAR with some reasonable assessment of the likelihood for success;
- (iii) propose the needed technical/technological as well as organizational/institutional capacities which will have to be put in place in order to achieve the desired vision on a sustainable basis.

## **2.0 WORKSHOP PARTICIPANTS**

2.1 A total of 9 senior officers of PARC participated in the workshop. Their names and designations appear in annex 2 of this report.

## **3.0 ANALYSIS OF PARC'S STAKEHOLDERS**

3.1 During the first session of the workshop, the participants engaged in an analysis of the main stakeholders of PARC (i.e. key players/parties involved in the activities and "life" of PARC).

3.2 To begin with, the participants reminded themselves of the key stakeholders. They also classified them. Table 1 below shows that altogether, 50 parties are engaged in the programme.



They were classified as follows:

- Primary target groups
- Policy makers on animal health issues
- The PARC co-ordination unit itself
- Financiers of activities/operations of PARC
- Suppliers/developers of technologies which are used or disseminated by PARC
- Implementers of PARC's activities on the ground
- Partner countries/Governments
- Other collaborators and competitors

3.3 A number of very important stakeholders were selected for detailed analysis. During the course of analysis, the participants focused on the following aspects of each of the selected stakeholder:

- \* Main duties or functions (mandates) of the stakeholder
- \* The salient interests shown by the stakeholder during the course of operation or existence
- \* The stakeholder's expectations of PARC and other related parties
- \* The main weaknesses of the stakeholder which are of interest to PARC
- \* The main constraints facing the stakeholder
- \* The strengths currently exhibited or demonstrated by the stakeholder

- \* The potentials of the stakeholder which are of interest to PARC
- \* The implications of all the above characteristics of the stakeholder for the future of PARC.

3.4 The outcomes of the analyses are contained in table 2 of this report.

3.5 Unfortunately, because of shortage of time, it was not possible to analyze any of the parties in the following categories: Policy makers on animal health issues, financiers of PARC's activities/operations, other collaborators and competitors. In addition, some parties were aggregated. Doubtlessly, some information and respective implications for the future of PARC did not come to light, because of such omissions and aggregation.

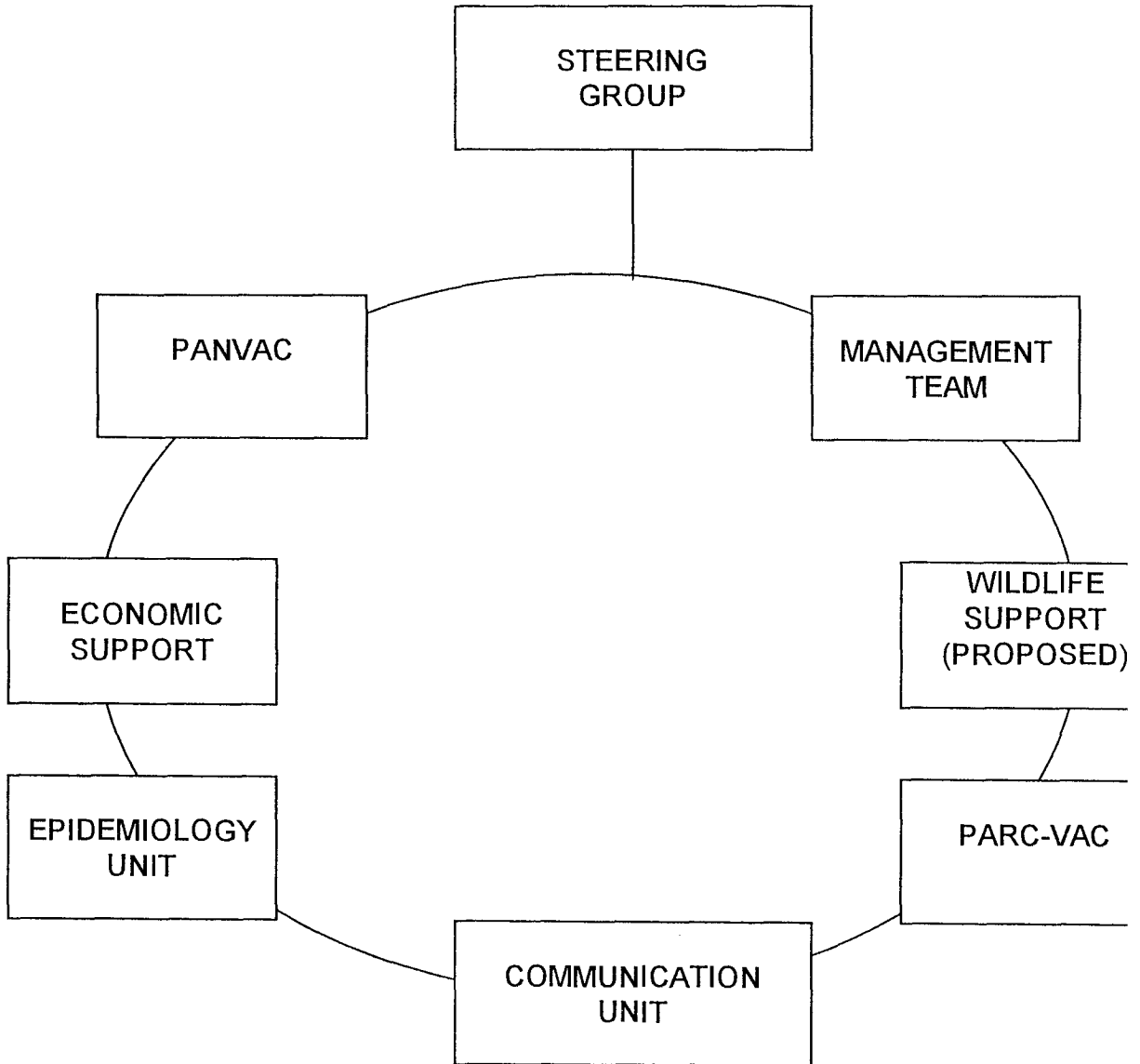
## **4.0 THE ORGANISATION STRUCTURE OF PARC HEADQUATERS**

4.1 During the course of discussing the duties and roles of various sections of PARC, the participants, particularly those who had just joined the programme, sought clarifications on the organization structure of PARC's sections at headquarters. In the short time which was available, two different interpretations of the structure emerged. They are summarized below:

## *The round table model*

- 4.2 This model was implied by the section of participants who viewed PARC headquarters as a team in which all members of staff play different roles, but with more or less equal status and level of responsibility, under the general supervision of the steering group.

### *Diagrammatically*



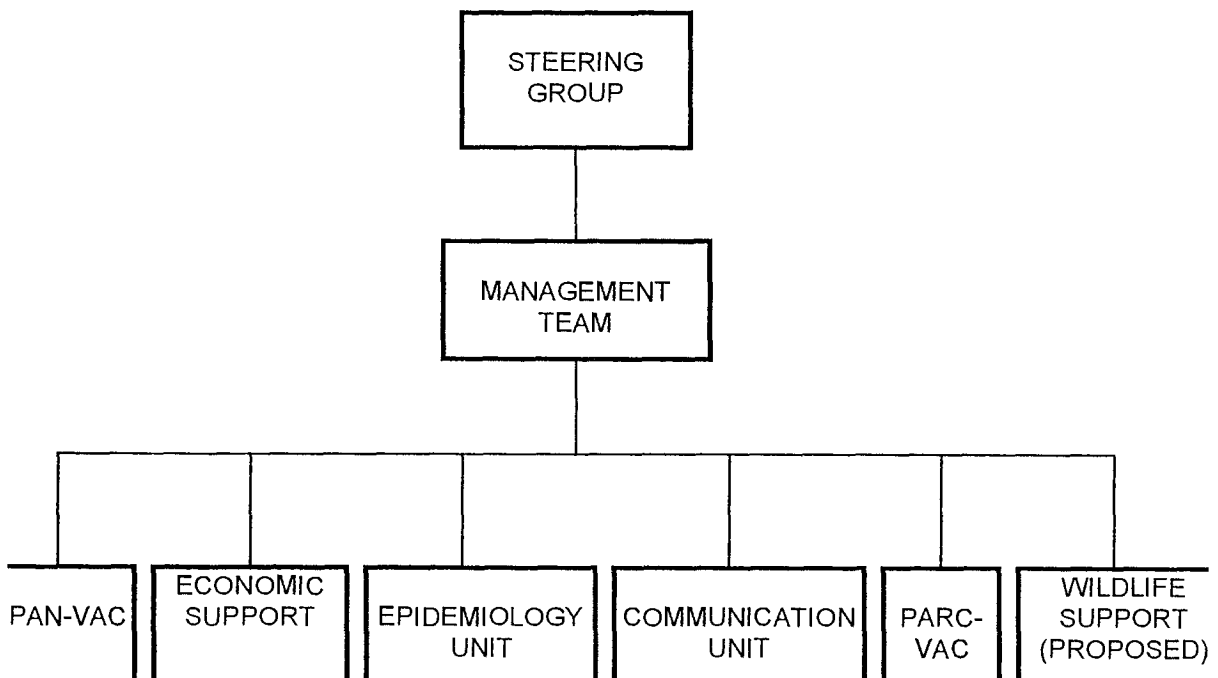
4.3 The critics of this model pointed out the following:

- a) It is not a correct argument that all members of staff of PARC are accorded same status and level of responsibility by the authorities. Certainly some officers have more authority than others, and are given more responsibility within PARC.
- b) The model promotes weaknesses with regard to overall co-ordination/managerial responsibilities and it ushers into the system procratinisation and clashes whereby managers also play technical roles down in the pipeline.

### ***The hierarchical model***

4.4 This model was somehow articulated by officers who felt that overall co-ordination/management is a definite function/role which should be played over and above the technical levels.

### ***Diagrammatically***



4.5 In view of the fact that there was no time for further discussion, the matter was abandoned, hopefully to be resolved at a later stage.

## 5.0 PROPOSAL OF PARC's VISION/STRATEGIES FOR THE COMING 10 YEARS

5.1 The participants made use of the adopted analysis of stakeholders as stepping stones for spelling out a vision or strategies to be embarked on by PARC during a 10-year period, ending December 2008. Table 3 below shows the participants' suggestions and reasons underlying respective suggestions and the following paragraphs give a narrative outline of the twelve elements of the vision.

<p><b>1. Enable OAU/IBAR to become a center of excellence on animal health matters in Africa</b></p>
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5.2 In view of the original objectives of PARC, its current activities, organizational set up, expertise, expectations of stakeholders (notably the financiers) and in an effort to justify the existence of OAU/IBAR, PARC should remain in the animal sector where it should strive to enable OAU/IBAR to become a center of excellence on all animal health issues on the continent of Africa. For-the-time being, it is viewed that the portfolio will involve, but perhaps not be limited, to the following activities:

- a) conducting of routine assessment of impacts of all animal disease control programmes (which is hitherto not widely done) in order to enable improved planning and implementation of future programmes by OAU/IBAR, any desirous member country, institution or individual;
- b) development of databases on all aspects of the economics of animal health and services to enable OAU/IBAR and member

states to integrate reliable economic analyses in policy formulation and all other work;

- c) promotion of younger generations of veterinarians at all levels mainly through dissemination of current knowledge, skills and experiences which are not typically available at middle and grassroots levels;
- d) compilation and dissemination of various technical papers to facilitate improved research work and better implementation of services in the field;
- e) promotion of improved quality control of vaccines and drugs for the animal sector;
- f) provision of basic services to projects, for instance:
  - (i) Conducting field tests on rinderpest,
  - (ii) Assistance with quarantine and import permits as well as procurement of quality vaccines;
- g) development of a continental epidemiological resource base within OAU/IBAR;
- h) spearheading sectoral policy and development project formulation;
- i) development or acquisition of all facilities, know-how and features normally associated with “think tanks” or centers of excellence.

## 2. Restructure PARC and strengthen its links/position within OAU/IBAR

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5.3 In order to: satisfactorily resolve currently existing funding bottlenecks, clear the air with respect to its role, and to broaden current mandate, enhance sustainability of its operations and impacts and to create better information flow as well as internal management, PARC should restructure itself and, at the same time, strengthen its links as well as position in OAU/IBAR. As a means of obtaining worthwhile results, at least the following should be undertaken:

- a) the current mandate should be broadened to include responsibility for all animals and not only cattle;
- b) co-ordination by OAU/IBAR headquarters should be further strengthened, through the following:
  - (i) convening of regular steering committee meetings,
  - (ii) holding of regular technical committee meetings,
  - (iii) convening of effective co-ordination meetings regularly;
- c) the human resource base and its management should be boosted mostly through:
  - (i) recruitment of additional staff of various backgrounds to match extended mandate,
  - (ii) adoption of a better organizational structure,



(iii) installation of a better remuneration/incentive package for technicians in order to improve their morale and performance;

d) more financiers should be sought.

### **3. Strengthen links with member countries and other clients**

5.4 In order to: expedite national and international disease eradication, enhance progress and impacts, embrace and accommodate SADC member states, assist member states to get involved even more in project cycle management activities e.g. supervision, PARC should:

a) focus on:

(i) building national laboratories to improve livestock services,

(ii) championing of trans-boundary disease control;

b) develop strong working relations with sub-regional organizations i.e. ECOWAS, SADC, and IGAD;

c) establish a co-ordination center in Southern Africa;

d) develop and popularize a concept of “model countries to be emulated by others”;

e) enhance direct involvement in national programmes in a tireless effort to make them as country specific as possible.

#### 4. Intensify promotion of key animal health policies at national, regional and continental levels

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- 5.5 With respect to promotion of appropriate animal health policies, it is proposed that PARC should:
- a) encourage OAU/IBAR to establish a unit for enhancing delivery of animal production and health services in Africa, furthermore, PARC should get more involved in policy decision processes of regions and member states;
  - b) continue to champion the move to privatization of veterinary services, redefinition of roles of Government veterinary departments and reformulation of animal health laws and regulations. One possible avenue for success with regard to privatization of veterinary services will be that of developing practical privatization models to enable national level decision makers to take informed and calculated decisions;
  - c) critically examine the current as well as potential roles of farmers' associations in private sector animal health delivery systems;
  - d) Continue to convene boarder harmonization meetings and to control livestock movements;
  - e) ensure that proposed/implemented livestock development funds are correctly used without misuse or abuse;

5.6 Among the benefits of the above proposals will be the following:

- (i) Vertical and horizontal flow of technical and managerial information will be improved;
- (ii) the quality of veterinary and related services will be sustainably enhanced;
- (iii) member countries will be provided with technical services which are not currently within their reach, knowledge or skills;
- (iv) unnecessary, outdated and incompatible laws and regulations will be amicably withdrawn and replaced with those which are suitable for current day needs;
- (v) the roles and responsibilities of all actors will be clarified and rationalized;
- (vi) spread of animal diseases will be minimized;
- (vii) impacts of OAU/IBAR and the livestock sector will be increased considerably.

<p><b>5. Promote total eradication of rinderpest from the continent of Africa</b></p>
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5.7 In order to fully achieve its current mandate and expected role, PARC should focus on total eradication of rinderpest from the African continent in the shortest possible time. In that connection, it will be necessary to:

- a) focus effort on the currently infected areas;
- b) suspend payments by poor countries for rinderpest vaccinations;
- c) strengthen surveillance of all major diseases in West and Central Africa;
- d) intensify research on rinderpest virus lineage II;
- e) develop, establish and regularly supervise emergency reaction capabilities in all OAU member states.

## 6. Intensify control of CBPP

5.8 Now that CBPP is more prevalent than rinderpest in Africa (there has been outbreaks in three new areas recently), it makes sense for PARC to direct some of its efforts towards intensification of control of CBPP. In order to do so, it will be necessary for PARC to:

- a) justify the need to control CBPP through collection and analyses of baseline economic data on the impact of the disease;
- b) support the development of a heat stable vaccine for CBPP;
- c) implement a Pan African Control Programme, subject to its showing economic viability.

## 7. Lobby for increased integration of pastoralists in mainstream of economies of countries and extend PARC-VAC

5.9 It is common knowledge that although pastoralists keep large numbers of livestock in Africa, current policy makers on the continent have only very scanty knowledge about pastoralism. Not surprisingly, some of the policies actually threaten the survival of pastoralists or pastoralism. Unfortunately, PARC-VAC's approaches have been widely appreciated, so much so that in spite of the negative attitude of Government vets towards CBAHWs being promoted by the project, there is demand for the project's interventions beyond the borders of the "greater horn" countries of Africa where pilot activities have so far been undertaken. Because of the above reasons, PARC should:

- a) study and promote all issues of pastoralism and sensitize policy makers about the current plight of pastoralists;
- b) expand testing and enable implementation of PARC-VAC beyond the borders of the "greater horn countries";
- c) encourage Government veterinary services to appreciate and accept the roles of lower cadre veterinarians and CBAHWs as partners in adversity;
- d) look into the legal aspects related to the status of CBAHWs.

## **8. Enhance collaboration with NGOs**

5.10 With due consideration to the current and envisaged roles of NGOs in the development of the livestock sector in Africa, PARC should:

- a) identify the key NGOs working in the sector and assist them to network effectively;
- b) promote collaboration linkages between NGOs and private vets.

## **9. Promote improved training of veterinarians and other livestock sector personnel**

5.11 While it is appreciated that trained manpower can play a leading role in the development of needed innovations in Africa and extension of technologies to the farmers and pastoralists, it is noted with regret that currently existing curricula, training materials and concepts are outdated. Moreover, variations within and between countries make development work (for instance: harmonization of policies) to be very difficult indeed. Therefore, it is suggested that PARC should:

- a) promote improved training of veterinarians and CBAHWs through:
  - (i) modification of existing curricula for middle level animal health workers;
  - (ii) facilitation of standardization of training levels and methodologies for CBAHWs;
  - (iii) production of prototype training materials.

## 10. Promote increased/better trade in livestock and related products

5.12 In Africa, many people, especially small scale farmers, live below the poverty line. With respect to livestock keepers, marketing bottlenecks are among the main perpetrators of observed poverty. And as long as such problems remain outstanding, poverty will continue and adoption of technologies promoted by actors of every description in the sector will be adversely constrained. Thus, it is strongly proposed that PARC should be given the mandate to assist OAU/IBAR to promote increased/better trade in livestock and associated products e.g. skins and hides. For effectiveness in that field, PARC will have to:

- a) develop and operationalise an appropriate livestock marketing information system;
- b) assist member countries, regions and primary target groups to develop sound livestock marketing strategies, especially for pastoral communities;
- c) generally promote trade in livestock and related products within Africa and between Africa and other continents;
- d) stimulate livestock marketing organizations.

## 11. Contribute to intensification and implementation of research in relevant fields

5.13 The African animal/livestock development sector is still constrained by numerous problems for which research is needed in order to identify appropriate solutions. Examples include the following: frequent disasters which adversely affect pastoralists, inadequacy of vaccines, absence of easy DO IT YOURSELF diagnostic tests, limited knowledge on rinderpest lineage II virus and existence of ineffective extension systems. Because of such factors, it is recommended that PARC should contribute to intensification and improvement of applied research in all areas of its current and envisaged mandate. The main approaches may include:

- a) initiation of research on rinderpest lineage II virus and possibly CBPP;
- b) broadening of institutional collaboration with ILRI and other research organizations in relevant aspects of research e.g. socio-economic and environmental research, field testing and implementation of research recommendations etc.
- c) commissioning of institutions, consortiums and individuals to carry out research in key areas such as: development of appropriate diagnostic tools and vaccines, appraisal of socio-economic factors affecting pastoralists e.g. drought;
- d) provision of advice and inputs in all research matters of interest;



## **12. Contribute to improvement of wildlife health**

- 5.14 In order to put a stop to cross infection between wildlife and livestock with regard to rinderpest and in an effort to maximize Africa's gains from wildlife, PARC should contribute to improvement of wildlife health.

Across the continent, there is a growing demand for veterinary involvement in the wildlife sector, which should bring better understanding of interactions between domesticated and wild animals. There is also great need to investigate public health issues related to various usage of wildlife resources.

## **13. Strengthen monitoring and evaluation functions**

- 5.1.5 One of the current weaknesses of PARC's management is in the area of monitoring and evaluation of operations and impacts. This weakness invariably leads to perpetuation of inefficiency and ineffectiveness as the programme fails to incorporate in its current approaches lessons learnt from the past mistakes and successes. Therefore, PARC should enable OAU/IBAR to establish an effective and efficient monitoring and evaluation role. Among other things, this will mean:

- a) giving support to national monitoring and evaluation efforts;
- b) development and dissemination of an appropriate indicator bank for operations and impacts.

## **14. Strengthen public relations and communication**

5.16 Unfortunately, because of acute shortage of funds, the communications and public relations budget for PARC is small. Consequently, during the process of prioritizing allocations, all the available financial resources were allocated only to training activities. But it is common knowledge that ignorance, which is partly brought about by inadequacy of communication, is an expensive and painful thorn in the foot with respect to PARC's activities. For that reason, it is being suggested that public relations and communication functions of the programme should be strengthened. A good approach should include:

- a) a search for proper and increased funding from agencies such as UNICEF;
- b) use of appropriate tools to promote regional networking;
- c) sensitization of national livestock services about the urgent and critical need for them to honour promises so far made with regard to communication issues.

### **6.0 EVALUATION OF PROPOSED VISION/STRATEGIES BY PARTICIPANTS**

6.1 During the final session of the workshop, the participants attempted to evaluate and to rank the strategies outlined in section 5 above. In order to evaluate them properly, the participants carried out a quick assessment of the implications of each element of the vision (i.e. strategy) either on or with regard to the following:

- anticipated impacts on target groups
- the currently available mandate of PARC
- technical and technological aspects
- political considerations
- implementation approaches of PARC
- currently deployed resources
- sustainability of PARC's approaches and impacts
- necessary collaboration arrangements
- organization development of PARC or OAU/IBAR.

6.2 Table 4 shows that the various strategies were rated as follows:

**CATEGORY A: STRATEGIES WHICH WERE RATED VERY HIGHLY (TOP PRIORITIES)**

- \* Enable OAU/IBAR to become a center of excellence on animal health issues in Africa
- \* Intensify control of CBPP
- \* Promote total eradication of rinderpest from continent
- \* Strengthen monitoring and evaluation functions of OAU/IBAR
- \* Lobby for increased integration of pastoralists in main stream of economies and extend PARCVAC
- \* Promote improved training of veterinarians and other livestock personnel
- \* Intensify promotion of key animal health policies at national, regional and continental levels
- \* Restructure PARC and strengthen its links/position within OAU/IBAR
- \* Strengthen public relations and communication

- \* Strengthen links with member countries/clients and contribute more to national policies

#### **CATEGORY B: STRATEGIES WHICH WERE RATED HIGHLY**

- \* Contribute to improvement of wildlife health
- \* Promote increased/better trade in livestock and related products
- \* Improve farmer welfare through better livestock services

#### **CATEGORY C: STRATEGIES OF MEDIUM RATING**

- \* Contribute to intensification/improvement of research in relevant fields
- \* Enhance collaboration with NGOs

## **7.0 EVALUATION OF THE WORKSHOP**

7.1 By way of evaluating the workshop process and outputs, the participants expressed the following sentiments:

- a) The workshop process, structuring and facilitation by the moderator had been very good.
- b) During the course of discussions, the PARC team members once again demonstrated a high level of Co-operation among each other.
- c) The outputs of the workshop had been logically and systematically arrived at. In fact they were quite satisfactory and they should form a good input into the forth-coming consultancy which will be expected to propose future dimensions and directions for PARC.

- d) PARC should convene workshops of a similar nature more often
- e) and, in future, more time should be allocated to such events.

# **TABLES**

TABLE 1

THE KEY PLAYERS/PARTIES INVOLVED IN THE ACTIVITIES AND "LIFE" OF PARC

PRIMARY TARGET GROUPS	PARC COORDINATION UNIT	POLICY MAKERS ON ANIMAL HEALTH ISSUES	FINANCIERS OF PARC ACTIVITIES	SUPPLIERS/ DEVELOPERS OF TECHNOLOGIES	IMPLEMENTERS OF PARC'S ACTIVITIES ON THE GROUND	COMPETITORS AND COLLABORATORS OF PARC	PARTNER COUNTRY GOVERNMENTS
- Pastoral cattle keepers*	- Directorate* - Coordination section*	- OAU/IBAR*	- EC* - FAO	- CIRAD/EMVT*	- NGOs* - Private Vets*	- FAO* - IGAD*	- OAU member states e.g. 36 sub-Saharan countries*
- Consumers of live-stock products*	- Epidemiology section*	- National Ministries responsible for Livestock*	- Major Agencies for Technical Cooperation e.g. ODA, GTZ, EMVT, IAEA, JICA, SIDA	- FAO/IAEA - Vienna - Pirbright/ IAH*	- Government employed Veterinarians* - Paravets/ CAHWs*	- SADC* - Technical Projects of donors	- SADC member states*
- Mixed small scale farmers*	- Communication section*	- EC*		- PANVAC*		- World Bank e.g. Privatisation of	
- Livestock traders*	- PARC-VAC Project (Participatory Community Based Animal Health and Vaccination Project)*	- World Bank* - USAID - OIE - IAEA	- Development Credit Institutes - National Governments*	- FAO - TFTS* - KEVEVAPI - LANAVET	- Veterinary Associations* - PARC National TAs* - Livestock owners* - National Research Institutions*	- Vets. * - ASARELA* - CORAF - US Army	
- Large scale livestock farmers*				- Vaccine Producers e.g. Debrezeit, Kevivap - University of California*			
- Wildlife resource users e.g. tourists*	- Economic support section* - Bamako, West African coordination branch*		- USAID*	- Research Institute in Japan	- Extension staff (communication) - Trainers of livestock sector workers*		

\* = Key players/parties selected for detailed analysis

TABLE 1 CONTINUED

PRIMARY TARGET GROUPS	PARC COORDINATION UNIT	POLICY MAKERS ON ANIMAL HEALTH ISSUES	FINANCIERS OF PARC ACTIVITIES	SUPPLIERS/ DEVELOPERS OF TECHNOLOGIES	IMPLEMENTERS OF PARC'S ACTIVITIES ON THE GROUND	COMPETITORS AND COLLABORATORS OF PARC	PARTNER COUNTRY GOVERNMENTS
				<ul style="list-style-type: none"> <li>- Technical co-operation projects e.g. GTZ-Marsabit Development Project</li> </ul>	<ul style="list-style-type: none"> <li>- Wildlife management organisations e.g. KWS*</li> <li>- National laboratories</li> <li>- Livestock owners' associations</li> </ul>		

\* = Key players/parties selected for detailed analysis



**TABLE 2**

**DETAILED ANALYSIS OF SELECTED KEY PLAYERS/PARTIES**

<b>KEY PARTY/PLAYER</b>	<b>MAIN DUTIES/ FUNCTIONS</b>	<b>INTERESTS</b>	<b>EXPECTATIONS</b>	<b>WEAKNESSES</b>	<b>CONSTRAINTS</b>	<b>STRENGTHS</b>	<b>POTENTIALS</b>	<b>IMPLICATIONS FOR THE FUTURE OF PARC</b>
<b>PRIMARY TARGET GROUPS</b>  <b>Pastoral cattle keepers</b>	- Responsible for animal productivity and health	- Production of food , hides and skins	- Improved financial/social status	- Low contribution to GDP	- Shortage of animal health products and services	- Ethno-veterinary knowledge	- Increased contribution to GDP  - Contribution to environmental management	- Tap and disseminate Ethno-veterinary knowledge  - Sensitize policy makers about livestock movement control
		- Sufficient forage and water  - Socio-cultural purposes of livestock e.g. dowry		- Conservative attitudes	- Limited markets  - Closeness to wildlife	- Knowledge of climatic patterns	- Improved food security	- Promote and sensitize alternative and better markets for livestock and related products
		- Trade in livestock	- Marketing outlets  - Availability of new knowledge on husbandry and health	- Tendency to overstock  - Susceptibility of production systems to epidemic diseases	- Unfavourable climatic conditions  - Reduced Government commitment to pastoralism	- Capacity to utilize marginal areas		- Sensitize policy markers about pastoralism  - Promote improved animal health services

TABLE 2 CONTINUED

KEY PARTY/PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
<b>Consumer of livestock products</b>	<ul style="list-style-type: none"> <li>- Create demand for products</li> <li>- Utilize livestock products through consuming and making other products e.g. leather from hides and skins</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable /affordable product prices</li> <li>- Good quality products and livestock</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of products and livestock</li> <li>- Favourable/ affordable product prices</li> <li>- Good quality products</li> </ul>	<ul style="list-style-type: none"> <li>- Shortage of money to buy the products</li> </ul>	<ul style="list-style-type: none"> <li>- Needs may not be easy to satisfy</li> <li>- Short supply of products on markets</li> <li>- Frequent changes in prices</li> <li>- Low quality of products</li> </ul>	<ul style="list-style-type: none"> <li>- They are very many</li> <li>- Can exert pressure from groups and associations</li> </ul>	<ul style="list-style-type: none"> <li>- High contribution to GDP</li> <li>- Creation of new demands and markets</li> <li>- Boycott threat</li> </ul>	<ul style="list-style-type: none"> <li>- PARC should focus more on pastoralism</li> <li>- Promote increased productivity of livestock in favour of pastoralism</li> <li>- Sensitize policy makers on quality control and need for stabilization of prices</li> <li>- Promote better animal health and production</li> </ul>
<b>Wildlife resource users (especially tourists)</b>	<ul style="list-style-type: none"> <li>- View wildlife for pleasure</li> </ul>	<ul style="list-style-type: none"> <li>- Wildlife conservation and utilization</li> </ul>	<ul style="list-style-type: none"> <li>- Easy availability of large selection of wildlife</li> <li>- Healthy wildlife</li> </ul>	<ul style="list-style-type: none"> <li>- Some have limited resources i.e. funds</li> </ul>		<ul style="list-style-type: none"> <li>- Lobbying for wildlife</li> </ul>	<ul style="list-style-type: none"> <li>- Creation of employment in wildlife sector</li> </ul>	<ul style="list-style-type: none"> <li>- Remove threat of wildlife epidemic diseases</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/PLAYER	MAIN DUTIES/FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
	<ul style="list-style-type: none"> <li>- Consume wildlife products</li> <li>- Finance wildlife conservation</li> </ul>	<ul style="list-style-type: none"> <li>- Leisure</li> </ul>		<ul style="list-style-type: none"> <li>- Ignorance concerning land-use</li> <li>- Promotion of conflict between man and wildlife</li> <li>- Negative impact of masses of visitors on environment</li> <li>- Ignorance of the role of disease in wildlife populations</li> </ul>	<ul style="list-style-type: none"> <li>- Insecurity of certain Game reserves/parks</li> <li>- High fees for visits</li> <li>- Wild animal diseases e.g. Rinderpest, rabies etc.</li> </ul>	<ul style="list-style-type: none"> <li>- High numbers of visitors contribute to national (local) economy</li> </ul>	<ul style="list-style-type: none"> <li>- Repeated visits also by friends/relatives</li> </ul>	<ul style="list-style-type: none"> <li>- Support improvement of utilization of wildlife reserves for resident people</li> <li>- Assist to resolve pastoralist/wildlife conflict issues</li> <li>- Promote the role of PARC in wildlife conservation</li> <li>- Increase tourist knowledge about the need to control wildlife diseases</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
Mixed scale farmers	<ul style="list-style-type: none"> <li>- Production of food</li> <li>- Maintain health of livestock</li> <li>- Trade in livestock and related products</li> </ul>	<ul style="list-style-type: none"> <li>- Income generation</li> <li>- Health maintenance</li> <li>- Improved breeds</li> </ul>	<ul style="list-style-type: none"> <li>- Improved financial status</li> <li>- Sufficient forage and water</li> <li>- Better marketing outlets</li> </ul>	<ul style="list-style-type: none"> <li>- No economies of scale</li> <li>- Too many and diversified interests and objectives</li> <li>- They are scattered</li> <li>- Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient animal and production services</li> <li>- Poor infrastructure</li> <li>- Limited markets</li> </ul>	<ul style="list-style-type: none"> <li>- Large numbers of livestock</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement of income and food security</li> <li>- Better land utilization</li> </ul>	<ul style="list-style-type: none"> <li>- Seek mandate to deal with all key epidemic animal diseases e.g. CBPP</li> <li>- Promote improved animal health delivery systems</li> <li>- Study economics of mixed scale farmers</li> </ul>
Large scale livestock farmers			<ul style="list-style-type: none"> <li>- Good animal health services</li> <li>- Security</li> <li>- Efficient and balanced use of land</li> </ul>			<ul style="list-style-type: none"> <li>- Have access to enough resources e.g. land and finance</li> </ul>		<ul style="list-style-type: none"> <li>- Sensitize responsible and concerned authorities on the need to develop a strategy on specialization / diversification</li> <li>- Workout strategies to involve them in vaccinations and to cross subsidise the poor</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/PLAYER	MAIN DUTIES/FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
Livestock traders	<ul style="list-style-type: none"> <li>- Trade in livestock and related products</li> <li>- Quality control</li> </ul>	<ul style="list-style-type: none"> <li>- Income generating</li> <li>- Health/quality of livestock</li> </ul>	<ul style="list-style-type: none"> <li>- Fair prices</li> <li>- Good products</li> <li>- Good market outlets</li> <li>- Good infrastructure</li> <li>- Minimum state interference</li> </ul>	<ul style="list-style-type: none"> <li>- Interested only in trade</li> <li>- Poor marketing skills</li> </ul>	<ul style="list-style-type: none"> <li>- Poor infrastructure</li> <li>- Inadequate knowledge about marketing and health</li> <li>- Limited markets</li> </ul>	<ul style="list-style-type: none"> <li>- They are educated</li> <li>- They have ability to disseminate information</li> </ul>	<ul style="list-style-type: none"> <li>- Contribute to GDP, food security and national income</li> <li>- Potential to disseminate information</li> </ul>	<ul style="list-style-type: none"> <li>- Examine the role of livestock trade and marketing in livestock disease control</li> <li>- Examine how traders can be used to boost communication activities of PARC</li> </ul>
<p><b>PARTNER COUNTRY GOVERNMENTS</b></p> <p><b>OAU member states</b></p>	<ul style="list-style-type: none"> <li>- Promote African Unity through cooperation in politics, economics and food production</li> <li>- Promotion of interest of Africa with the rest of the world</li> </ul>		<ul style="list-style-type: none"> <li>- Technical support of activities</li> <li>- Funding for projects</li> <li>- Regional harmonization meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Bureaucratic procedures</li> <li>- Inadequate resources (financial)</li> <li>- Too ambitious plans</li> </ul>	<ul style="list-style-type: none"> <li>- Droughts</li> <li>- Not enough products to trade in</li> <li>- Foreign exchange problem</li> <li>- Divergent political interests</li> </ul>	<ul style="list-style-type: none"> <li>- Local resources are available</li> <li>- Local commitment</li> <li>- Proximity of countries to each other</li> </ul>	<ul style="list-style-type: none"> <li>- Increased cooperation in economical and political fields</li> <li>- Achievement of food security</li> <li>- Establishment of a major trade block</li> </ul>	<ul style="list-style-type: none"> <li>- Better implementation of national and regional programs</li> <li>- Solicit more support for PARC activities from member states</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/PLAYER	MAIN DUTIES/FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
SADC	<ul style="list-style-type: none"> <li>- Promotion of increased trade in SADC region, food security , Early Warning (EW) systems and land use.</li> </ul>	<ul style="list-style-type: none"> <li>- Regional trade</li> <li>- Food security</li> <li>- Improved EW systems</li> </ul>	<ul style="list-style-type: none"> <li>- Constant monitoring</li> <li>- Monitoring and evaluation of program activities</li> </ul>	<ul style="list-style-type: none"> <li>- Difficult to coordinate because of diverse political, cultural etc. factors</li> </ul>	<ul style="list-style-type: none"> <li>- countries not implementing agreed plans</li> <li>- Lack of political good will in some cases</li> </ul>		<ul style="list-style-type: none"> <li>- Promote increased harmonization of livestock health policies of member countries</li> <li>- Intensify coordinated activities between countries e.g. vaccinations</li> <li>- Strengthen coordination unit to monitor and evaluate program activities</li> </ul>	<ul style="list-style-type: none"> <li>- SADC member states to be incorporated into future PARC activities</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
<p>PARC COORDINATION UNIT / DIRECTORATE</p> <p>Co-ordination section</p>	<ul style="list-style-type: none"> <li>- Coordination at donor and Government levels</li> </ul>	<ul style="list-style-type: none"> <li>- Harmonization of interests of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- To maximize the involvement impact of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient information exchange among stakeholders</li> <li>- Involvement in very many specific areas</li> <li>- Unclear roles between IBAR and PARC on certain key issues e.g. dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>- Dependence on bureaucratic and slow decisions of policy makers</li> <li>- Missing clear line of command within restructured veterinary services</li> </ul>	<ul style="list-style-type: none"> <li>- High professionalism</li> <li>- Pan African political support</li> </ul>	<ul style="list-style-type: none"> <li>- To enhance capacity and to streamline cooperation with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Encourage recognition of CAHWs by Government services</li> <li>- Facilitate standardization of training curricula and approaches</li> <li>- Concentrate on well defined co-ordination roles</li> <li>- Streamline information flow internally and externally</li> <li>- Formulate , support, monitor and evaluate all areas of programme</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
				<ul style="list-style-type: none"> <li>- Inadequate managerial skills</li> </ul>				<ul style="list-style-type: none"> <li>- Spearhead coordination of all efforts towards eradication of Rinderpest in Africa</li> </ul>
				<ul style="list-style-type: none"> <li>- Most senior members of staff are ex-civil servants</li> </ul>				<ul style="list-style-type: none"> <li>- Involve PARC Coordination unit expertise in policy decision making</li> </ul>
				<ul style="list-style-type: none"> <li>- Failure to produce/compile and disseminate technical information to all interested parties in all areas of interest</li> </ul>				<ul style="list-style-type: none"> <li>- Satisfy specific demands of member countries as appropriate</li> <li>- Assist in re-establishing clear line of command within vet. services</li> <li>- Develop, establish and supervise disease emergency reaction capabilities</li> </ul>
								<ul style="list-style-type: none"> <li>- Organize technical and steering committee and coordination meetings regularly</li> </ul>



TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
								<ul style="list-style-type: none"> <li>- Establish and monitor performance indicators for all PARC activities</li> <li>- Identify problems on all issues of interest and recommend solutions</li> <li>- Coordinate closely donor inputs for national and regional programmes</li> <li>- Solicit finances, cooperation, collaboration, political and technical support for all current and future activities of PARC</li> <li>- Integrate PARC in OAU/IBAR</li> <li>- Consider inclusion of additional areas in accordance with OAU policy</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
Epidemiology section	<ul style="list-style-type: none"> <li>- Field investigation, data collection and analysis of major epidemics and information dissemination</li> <li>- Supply of input data to policy makers and implementers</li> </ul>	<ul style="list-style-type: none"> <li>- Efficient control of Rinderpest and other epidemics</li> </ul>		<ul style="list-style-type: none"> <li>- Insufficient information gathering and feedback on disease situations in the field</li> <li>- Conflict of interest between PARC and sponsoring agents</li> </ul>	<ul style="list-style-type: none"> <li>- Slow funding and shortage of counter-parts / facilities in member states</li> <li>- Inadequate vet. field services and absence of clear line of command for mandated activities</li> </ul>	<ul style="list-style-type: none"> <li>- Specialist team with high tech facilities</li> </ul>	<ul style="list-style-type: none"> <li>- Capability to address epidemiology issues other than Rinderpest</li> </ul>	<ul style="list-style-type: none"> <li>- Streamline internal line of command</li> <li>- Improve vertical and horizontal dissemination of technical and managerial information</li> <li>- Strengthen the capacity for information gathering and reporting by PARC Epidemiology section</li> <li>- Assist national capacities in establishing effective and efficient epidemiological units</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
Communication	<ul style="list-style-type: none"> <li>- Awareness creation and sensitization of stakeholders, and PR</li> </ul>	<ul style="list-style-type: none"> <li>- Improved performance of PARC supported activities</li> </ul>	<ul style="list-style-type: none"> <li>- Improved participation of stakeholders in PARC activities</li> </ul>	<ul style="list-style-type: none"> <li>- Slow implementation due to insufficient funding</li> <li>- PR has been sidelined because all resources were allocated to training activities</li> </ul>	<ul style="list-style-type: none"> <li>- Shortage of funding</li> <li>- Missing national counter-parts</li> </ul>	<ul style="list-style-type: none"> <li>- Specialist team with high tech. facilities</li> </ul>	<ul style="list-style-type: none"> <li>- Potential of expansion into other areas of livestock development</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake continuous monitoring and assessment of the rinderpest lineage II virus for improvement of rinderpest eradication strategies</li> <li>- Ensure adequate future funding</li> <li>- Focus at recruitment and training of national counter-parts</li> <li>- Create training and information / promotion materials for national distribution as required</li> <li>- Disseminate information and increase publicity concerning all aspects of PARC</li> <li>- Solicit funds for needed PR</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
<b>Economic support unit</b>	<ul style="list-style-type: none"> <li>- Economic impact assessment</li> <li>- Database creation</li> <li>- Project formulation / planning</li> <li>- Provision of appropriate economic information for better decision making and planning</li> <li>- Study economic aspects of all animal diseases and livestock services</li> </ul>			<ul style="list-style-type: none"> <li>- Inadequate baseline data for impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate resources e.g. funding</li> </ul>	<ul style="list-style-type: none"> <li>- Strong institutional backing</li> <li>- Modelling techniques are available</li> </ul>	<ul style="list-style-type: none"> <li>- Provision of economic and policy information for all animal diseases and livestock services</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out ex-post and ex-ante assessment of all animal diseases and livestock services</li> <li>- Provide economic input to all OAU/IBAR activities</li> <li>- Study constraints to livestock and related products, trade/marketing and propose solutions</li> <li>- Utilize secondary data generated by donor funded projects, governments, research institutions etc.</li> <li>- Promote trade and marketing of livestock and livestock products</li> <li>- Develop a livestock trade and marketing information system</li> </ul>

TABLE 2 CONTINUED

KEY PARTY/ PLAYER	MAIN DUTIES/ FUNCTIONS	INTERESTS	EXPECTATIONS	WEAKNESSES	CONSTRAINTS	STRENGTHS	POTENTIALS	IMPLICATIONS FOR THE FUTURE OF PARC
C-VAC ect	<ul style="list-style-type: none"> <li>- Involving communities as partners in disease control and livestock development</li> </ul>	<ul style="list-style-type: none"> <li>- Improved health and productivity at grassroots level</li> </ul>	<ul style="list-style-type: none"> <li>- Cost sharing and improved performance in disease control and livestock development</li> </ul>	<ul style="list-style-type: none"> <li>- Low level of awareness of target groups</li> <li>- Shortage of funds</li> <li>- Weak organization</li> <li>- Project currently restricted to horn of Africa</li> </ul>	<ul style="list-style-type: none"> <li>- Inaccessibility, banditry, insecurity and lack of appropriate policies in Arid/ Semi arid areas</li> </ul>	<ul style="list-style-type: none"> <li>- High interest from stakeholders and within target communities</li> </ul>	<ul style="list-style-type: none"> <li>- Large opportunity to maximize community participation</li> <li>- Potential for extension of project to other regions of Africa</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance the capacity of training,</li> <li>- Provide facilities and policy support</li> <li>- Work for wider acceptance of the PARC-VAC at all levels of national Governments</li> <li>- Evaluate current process and impacts of project and extend it to other zones of Africa.</li> </ul>

TABLE 3

## PARTICIPANTS' SUGGESTIONS FOR IMPROVING PARC IMPLEMENTATION

SUGGESTION	REASONS UNDERLYING SUGGESTION
▼ Let OAU/IBAR become a center of excellence on animal health in Africa	
♣ Assess the economic impact of all the disease control programmes	♣ This aspect is new and needs to be continued for better planning and implementation
♣ Provide adequate economic information to OAU/IBAR/PARC for appropriate policy decisions	♣ To justify existence of OAU/IBAR/PARC
♣ Provide basic services to projects e.g.: - Rinderpest field tests - Sampling materials - Help with quarantine, import permits and procurement of vaccines	♣ Talking is good but getting involved and helping is better
♣ Disseminate knowledge to younger generation of vets e.g. schools etc.	♣ Top-down vet. Structures, keep knowledge/experiences at decision making level only
♣ PARC should become a "think tank"	♣ Most present ideas are retro-active, not pro-active, hence do not anticipate
♣ Develop databases for economics of animal health and services	♣ These databases have not been there and are useful for planning and impact assessment purposes
♣ Develop working paper series for technical work and research	♣ These have been lacking and should act as avenues for information dissemination and public awareness promotion
♣ Fully integrate economic analyses into all OAU/IBAR activities	♣ To provide economic justification for all OAU/IBAR activities
♣ More initiative in policy and project formulation	♣ Donors, Governments, research institutes inertia are in need of initiatives
♣ Promote quality control of vaccines and drugs	♣ Need to broaden markets and competition between states and manufacturers
♣ Remain in animal health sector	♣ Livestock production issues are too broad
♣ Concentrate on Animal diseases	♣ Original main objective of PARC. Existing major diseases e.g. Rinderpest/CBPP etc.
♣ PARC should limit itself to animal health issues	♣ PARC is an animal health project. Another project could address animal production

TABLE 3 CONTINUED

SUGGESTION	REASONS UNDERLYING SUGGESTION
<ul style="list-style-type: none"> <li>✦ Encourage Government vet services to accept role of middle level workers and CAHWs</li> <li>✦ Develop a continental epidemiological resource base within IBAR</li> </ul>	<ul style="list-style-type: none"> <li>✦ Most Government services see Paravets as a threat and don't see their potential to ease their burden</li> <li>✦ Sustainable supply of knowledge leading to improved disease control</li> </ul>
<p><b>▼ Restructure PARC and strengthen its links/ position in OAU/IBAR</b></p>	
<ul style="list-style-type: none"> <li>✓ Have regular:               <ul style="list-style-type: none"> <li>- steering committees</li> <li>- Technical committees</li> <li>- Coordination meetings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ For better information flow, management and acceptance by stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>✓ Broaden PARC mandate to include "animal" rather than cattle</li> </ul>	<ul style="list-style-type: none"> <li>✓ Uncertainty exists as to extent of PARC's role</li> </ul>
<ul style="list-style-type: none"> <li>✓ Future PARC should be coordinated under strong IBAR/Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Present IBAR may not guarantee the long term confidence by strong coordination</li> </ul>
<ul style="list-style-type: none"> <li>✓ PARC policy should frame incentive system to technicians to increase performance</li> </ul>	<ul style="list-style-type: none"> <li>✓ To get committed and productive partners in development/operatives</li> </ul>
<ul style="list-style-type: none"> <li>✓ Seek for additional donors</li> </ul>	<ul style="list-style-type: none"> <li>✓ Funding problem exists</li> </ul>
<ul style="list-style-type: none"> <li>✓ More fully integrated within IBAR</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sustainability will be enhanced</li> </ul>
<ul style="list-style-type: none"> <li>✓ Recruit additional staff and adopt a better organization structure</li> </ul>	<ul style="list-style-type: none"> <li>✓ Broadening mandates mean more work and demand for more skills</li> </ul>
<ul style="list-style-type: none"> <li>✓ Restructuring OAU/IBAR/PARC for more effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>✓ More efficiency is needed</li> </ul>
<p><b>▼ Strengthen links with member countries/clients and contribute more to national policies</b></p>	
<ul style="list-style-type: none"> <li>◇ PARC should ensure more commitment to project issues from national Governments</li> </ul>	<ul style="list-style-type: none"> <li>◇ More effective implementation and sustainability will be fostered</li> </ul>
<ul style="list-style-type: none"> <li>◇ PARC should focus on:               <ul style="list-style-type: none"> <li>- Building national laboratories to improve livestock services</li> <li>- Eradication of disease transmission across boundaries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◇ Disease eradication is of trans-boundary value while the 2<sup>nd</sup> thrust will serve the national interest</li> </ul>
<ul style="list-style-type: none"> <li>◇ PARC should develop strong institutional links with sub regional organizations in Africa</li> </ul>	<ul style="list-style-type: none"> <li>◇ To assist them in active encroachment in project supervision etc.</li> </ul>
<ul style="list-style-type: none"> <li>◇ PARC should open 3<sup>rd</sup> coordination center in Southern Africa</li> </ul>	<ul style="list-style-type: none"> <li>◇ The need to closely harmonize SADC member states</li> </ul>

TABLE 3 CONTINUED

SUGGESTION	REASONS UNDERLYING SUGGESTION
<ul style="list-style-type: none"> <li>◇ PARC should choose model countries in its livestock programmes</li> </ul>	<ul style="list-style-type: none"> <li>◇ To enable SADC states to work closely with PARC</li> <li>◇ Because of limited resources, sub regional organization could further use the appropriate model for these countries under their cover</li> </ul>
<ul style="list-style-type: none"> <li>◇ Enhance involvement in national programmes and make them more country specific</li> </ul>	<ul style="list-style-type: none"> <li>◇ To get faster progress</li> </ul>
<ul style="list-style-type: none"> <li>◇ Promote closer functional ties between PARC coordination unit and national epidemiology units</li> </ul>	<ul style="list-style-type: none"> <li>◇ Need to strengthen national capabilities and improve data sharing</li> </ul>
<p><b>▼ Intensify promotion of key animal health policies at national, regional and continental levels</b></p>	
<ul style="list-style-type: none"> <li>⇔ Improve vertical and horizontal dissemination of technical and managerial information</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Improved information flow for better management</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Promote establishment of a unit to promote delivery of animal production and health services</li> </ul>	<ul style="list-style-type: none"> <li>⇔ To upgrade quality of service</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Intensify privatisation advisory services</li> </ul>	<ul style="list-style-type: none"> <li>⇔ To ensure financial sustainability of state functions and services for livestock</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Develop models of how to privatize clinical and vaccination services in pastoral areas</li> </ul>	<ul style="list-style-type: none"> <li>⇔ No one knows how to do it yet</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Lobby and demonstrate how to change national laws so that they promote vet privatization</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Current laws are slowing or preventing privatization</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Support revision of veterinary and animal health legislation</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Government veterinary services have failed to provide these services efficiently</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Assist to redefine role of Government vet services</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Current legislation does not recognize range of services and drug use</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Involve PARC coordination unit expertise in policy decision making</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Increases the impact</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Examine role of farmers associations within animal health delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Current roles unclear of very varied</li> </ul>
<ul style="list-style-type: none"> <li>⇔ Strongly promote improved livestock movement control</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Most major epidemic diseases are spread by animal movement</li> </ul>
<ul style="list-style-type: none"> <li>⇔ The policy dialogue issues of PARC should continue to influence policy changes</li> </ul>	<ul style="list-style-type: none"> <li>⇔ Past experience shows that there was good result in policy liberalization</li> </ul>



TABLE 3 CONTINUED

SUGGESTION	REASONS UNDERLYING SUGGESTION
⇔ Discussion on livestock development funding policy should be excluded	⇔ Such funds will never fit in the system of African Government. It will be exposed to abuse/misuse
⇔ PARC should develop a package approach system to harmonize activities within sub-regional organizations	⇔ The new policy of donors takes consideration in such an approach
⇔ Continue organizing border harmonization meetings	⇔ Cross-border control of epidemics
⇔ Assist in re-establishing clear line of command within veterinary services	⇔ Line of command missing due to decentralization in a number of countries
▼ <b>Promote total eradication of Rinderpest from continent</b>	
⊙ Eradication of Rinderpest in Eastern Africa in 6 years time	⊙ Presence of Rinderpest virus (lineage II)
⊙ Eradicate Rinderpest by focusing effort on the known infected areas	⊙ Concentrate effort on the problem
⊙ Payment for Rinderpest vaccination should not continue in some countries	⊙ If we insist on compulsory vaccination, this will have a negative effect
⊙ Spearhead all efforts towards eradication of Rinderpest in Africa	⊙ Mandate of PARC for Africa
⊙ Strengthen surveillance of Rinderpest and major diseases in West and Central Africa	⊙ Rinderpest is under control in West and Central Africa
⊙ Develop, establish and supervise emergency reaction capability in all member countries	⊙ To contain any possible future flare up of rinderpest
▼ <b>Intensify control of CBPP</b>	
❖ Improve the control of CBPP and other epidemics	❖ CBPP is now more prevalent in Africa than Rinderpest
❖ Facilitate development of heat stable vaccine for CBPP	❖ Lack of access to remote areas due to cold chain
❖ Implement a Pan African CBPP control programme	❖ Widespread . New outbreaks in three areas. Wish of certain countries
❖ Collect baseline economic data on CBPP and study economic viability of CBPP programme prior to implementation	❖ Baseline data is necessary for future programme evaluation. It is necessary to know if the programme will be economically viable before investments are made

TABLE 3 CONTINUED

SUGGESTION	REASONS UNDERLYING SUGGESTION
<p>▼ <b>Lobby for increased integration of pastoralists in mainstream of economies and extend PARC-VAC</b></p>	
<p>⌘ Expand participatory community based livestock project initiatives to whole of Africa</p>	<p>⌘ Demand in areas other than "greater horn" or unawareness of opportunity in some places</p>
<p>⌘ Sensitize policy makers about pastoralism</p>	<p>⌘ Current policies threaten pastoralism</p>
<p>⌘ Encourage, record, evaluate and disseminate ethno-veterinary knowledge</p>	<p>⌘ It is cheaper if it works</p>
<p>⌘ PARC should promote pastoral issues</p>	<p>⌘ Currently there is little knowledge at policy maker level about pastoralism</p>
<p>▼ <b>Enhance collaboration with NGOs</b></p>	
<p>* Identify key NGOs working in livestock sector and assist them to network</p>	<p>* Many NGOs are not known and are working in isolation</p>
<p>* Promote collaboration linkages between private vets and NGOs</p>	<p>* Need for Governments to recognize development roles of NGOs</p>
<p>▼ <b>Promote improved training of veterinarians and other livestock personnel</b></p>	
<p>➤ Promote improved training of veterinarians and CBAHWs</p>	<p>➤ Currently great variation and lack of experience</p>
<p>➤ Facilitate standardization of training levels and methodologies of paravets</p>	
<p>➤ Modification of existing curricula for mid level animal health workers</p>	<p>➤ Current curricula is out-dated for today's needs</p>
<p>➤ Produce prototype training materials</p>	<p>➤ Lack of up to date training tools</p>
<p>▼ <b>Promote increased/better trade in livestock and related products</b></p>	
<p>➤ Develop and make operational livestock trade and marketing information system</p>	<p>➤ To enhance disposal of livestock products resulting from increased productivity due to disease control</p>
	<p>➤ To provide market information to consumers and producers on prices, quantities, products, sources and potential market outlets</p>
<p>➤ Promote livestock marketing</p>	<p>➤ Identified as a constraint for pastoralists</p>

TABLE 3 CONTINUED

SUGGESTION	REASONS UNDERLYING SUGGESTION
<ul style="list-style-type: none"> <li>➤ Promote livestock trade and marketing within Africa and between Africa and Europe</li> <li>➤ Develop marketing strategies for pastoral areas</li> <li>➤ Initiate links with Governments and regional organizations to promote livestock trade in Africa</li> </ul>	<ul style="list-style-type: none"> <li>➤ Main diseases under control</li> <li>➤ Lack of marketing of livestock delaying or preventing development</li> <li>➤ Disease control has increased livestock productivity</li> </ul>
<p><b>▼ Contribute to intensification/improvement of research in relevant fields</b></p>	
<ul style="list-style-type: none"> <li>♥ Research socio-economic factors affecting pastoral areas with a view to disaster mitigation</li> </ul>	<ul style="list-style-type: none"> <li>♥ Pastoralism is becoming more prone to disasters</li> </ul>
<ul style="list-style-type: none"> <li>♥ PARC should promote and advice on all relevant research on Rinderpest in Africa, and to a lesser extent, CBPP</li> </ul>	<ul style="list-style-type: none"> <li>♥ To ensure cohesive quality research on key problems</li> </ul>
<ul style="list-style-type: none"> <li>♥ Research on certain areas (e.g. vaccines, diagnostic tools, drugs etc.)</li> </ul>	<ul style="list-style-type: none"> <li>♥ Inadequate vaccines. No existing easy diagnostic tests at the field level</li> </ul>
<ul style="list-style-type: none"> <li>♥ Initiate research in Rinderpest type 2</li> </ul>	<ul style="list-style-type: none"> <li>♥ Without more knowledge on the behavior of Rinderpest type 2, the eradication target will not be achieved</li> </ul>
<ul style="list-style-type: none"> <li>♥ Broaden institutional collaboration with ILRI in socio-economic and environmental research and in field testing of relevant research results</li> </ul>	<ul style="list-style-type: none"> <li>♥ To promote dissemination of existing research results</li> </ul>
<ul style="list-style-type: none"> <li>♥ Fund research work in areas where gaps seem to exist (institutions or individuals)</li> </ul>	<ul style="list-style-type: none"> <li>♥ This aspect seem to have fizzled out and should be revived</li> </ul>
<ul style="list-style-type: none"> <li>♥ OAU/IBAR should team up with ILRI to be its main implementing agency in Africa</li> </ul>	<ul style="list-style-type: none"> <li>♥ This is a natural partnership between Africa's main research institution and main regional advisory body</li> </ul>
<p><b>▼ Promote improvement of wildlife health</b></p>	
<ul style="list-style-type: none"> <li>• Promote wildlife health</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy wildlife are a unique resource and do not spread Rinderpest</li> </ul>
<ul style="list-style-type: none"> <li>• Seek funds to implement wildlife project</li> </ul>	<ul style="list-style-type: none"> <li>• It is important to understand the role of wildlife in the control of rinderpest</li> </ul>

TABLE 3 CONTINUED

SUGGESTION	REASONS UNDERLYING SUGGESTION
<p>▼ <b>Strengthen monitoring and evaluation functions</b></p>	
<p>◇ Support, monitor and evaluate national programmes</p>	<p>◇ To give assistance where needed and to ensure continuous financing</p>
<p>◇ Establish performance indicators for all PARC activities</p>	<p>◇ To improving management and make it easier</p>
<p>▼ <b>Strengthen Public relations and communication</b></p>	
<p>📖 Public relations/reporting should be properly funded e.g. UNICEF: 20%</p>	<p>📖 Communication is expensive but try to find out how expensive ignorance is</p>
<p>📖 Promote regional networking through efficient modern management tools</p>	<p>📖 Isolated, scattered and diversified activities need to be complemented with partners</p>
<p>📖 Sensitize national livestock services about the need to implement promises and re-communication</p>	<p>📖 National authorities agree on use of communication but fail to honour their pledge</p>

TABLE 4

EVALUATION OF PROPOSED VISION/STRATEGIES

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<b>CBPP control followed by eradication</b>  (VH)	<ul style="list-style-type: none"> <li>- To decrease mortality and increase production</li> </ul>	<ul style="list-style-type: none"> <li>- Mandate from member states exists</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is feasible</li> </ul>	<ul style="list-style-type: none"> <li>- It is politically acceptable</li> </ul>	<ul style="list-style-type: none"> <li>- Vaccination of cattle</li> <li>- Movement control</li> <li>- Slaughter compensation</li> <li>- Research on:               <ul style="list-style-type: none"> <li>• Better vaccine</li> <li>• Improved diagnosis</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Rinderpest personnel and equipment are already present</li> <li>- Funds are inadequate</li> </ul>	<ul style="list-style-type: none"> <li>- Could be sustainable using PARC structures</li> <li>- Use cost recovery approaches</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration between regional and international organizations anticipated</li> </ul>	<ul style="list-style-type: none"> <li>- Increase coordination with South African states and National Governments</li> </ul>
<b>Rinderpest eradication from Africa</b>  (VH)	<ul style="list-style-type: none"> <li>- Decrease mortality and increase productivity</li> </ul>	<ul style="list-style-type: none"> <li>- Already available from member states</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is feasible</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is politically sound</li> </ul>	<ul style="list-style-type: none"> <li>- OIE pathway to be followed</li> </ul>	<ul style="list-style-type: none"> <li>- Personnel, equipment, funds are in place in some countries</li> <li>- Some critical countries require funds, equipment etc.</li> </ul>	<ul style="list-style-type: none"> <li>- High sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration with international organizations, livestock owners, NGOs and national Governments</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen existing PARC structures e.g. epidemiology, PACVAC etc.</li> </ul>

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants

TABLE 4 CONTINUED

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<p><b>Promote more research leading to improved animal health which leads to production</b></p> <p>(M)</p>	<ul style="list-style-type: none"> <li>- Decreased mortality/ morbidity and increased productivity which is sustainable</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, if leading to ultimate goals</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is feasible</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is viable</li> </ul>	<ul style="list-style-type: none"> <li>- Through collaboration with appropriate organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Funds needed (people and equipment to follow)</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, if successful</li> </ul>		<ul style="list-style-type: none"> <li>- Initiate collaboration</li> <li>- Seek funds</li> <li>- Initiate projects</li> </ul>
<p><b>Improved wildlife health especially Rinderpest</b></p> <p>(H)</p>	<ul style="list-style-type: none"> <li>- GDP (tourism) will be boosted</li> <li>- Livestock health will be improved</li> <li>- Preservation of bio diversity will be assured</li> <li>- Benefits to local communities will be increased</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, mandate for IBAR</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is feasible</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, it is sound</li> </ul>	<ul style="list-style-type: none"> <li>- Establish wildlife unit in IBAR</li> </ul>	<ul style="list-style-type: none"> <li>- Funds required to establish projects</li> </ul>	<ul style="list-style-type: none"> <li>- Yes</li> </ul>	<ul style="list-style-type: none"> <li>- Research organizations</li> <li>- National ministries</li> <li>- Diagnostic laboratories</li> <li>- Local and international wildlife organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Establish unit in East, West, Central North and Southern Africa</li> </ul>

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants

TABLE 4 CONTINUED

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<p><b>IBAR to become a center of excellence for advice on implementation of continental, regional and national animal health programmes</b>  (VH)</p>	<p>- Rindepest eradication will be assured</p> <p>- Increase productivity and decrease mortality/ morbidity leading to higher income of livestock owner</p>	<p>- Yes, from member states</p>	<p>- Yes</p>	<p>- Strong</p>	<p>- Develop clearer policies</p> <p>- Improve organizational skills</p> <p>- Forge stronger ties with research organizations, international agencies, donors and target groups</p> <p>- Assess what needs are and service will be provided</p>	<p>- Strengthen existing structures</p> <p>- Improve image</p>	<p>- Yes, in the long term</p>	<p>- Essential connection with key players</p>	<p>- Improve image</p> <p>- Strengthen existing structures and commitment</p> <p>- Improve efficiency</p> <p>- Establish secure funding base</p>

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants

TABLE 4 CONTINUED

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<b>prove monitoring and evaluation to reach PARC goals</b>  1)	<ul style="list-style-type: none"> <li>- Better implementation of PARC projects</li> <li>- Goals achieved</li> </ul>	- Yes	- Yes	- Yes	<ul style="list-style-type: none"> <li>- Establish indicators</li> <li>- Build into projects</li> <li>- Disseminate results</li> <li>- Improve Programme steering</li> <li>- Use participatory technology</li> </ul>	- Available	- Yes	<ul style="list-style-type: none"> <li>- National Governments</li> <li>- Primary target groups</li> </ul>	<ul style="list-style-type: none"> <li>- Unified approach generated through workshops</li> </ul>
<b>lobby for increased aggregation of pastoralists in stream economics</b>  1)	<ul style="list-style-type: none"> <li>- Increased contribution to GDP, greater stability, fulfilling of niche in these areas, less prone to disaster and food security</li> </ul>	- Should be expanded	- Increase of human and financial resources at national and regional level to be increased	- Politically feasible, but requires political commitment of member states	<ul style="list-style-type: none"> <li>- Feasibility depends on attitude of change agents who need to be sensitized</li> <li>- Understanding of pastoralism to be integrated in top-down lobbying through seminars, study tours and workshops</li> </ul>	- As a result of lobbying, sustainability should be expected		<ul style="list-style-type: none"> <li>- Good collaboration with NGOs is envisaged</li> <li>- Collaboration with PACVAC and other projects</li> </ul>	<ul style="list-style-type: none"> <li>- New unit at IBAR</li> </ul>

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants



TABLE 4 CONTINUED

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<b>Enhance collaboration with/between NGOs</b>  (M)	<ul style="list-style-type: none"> <li>- Service delivery enhanced</li> <li>- Access to information and experiences</li> </ul>	<ul style="list-style-type: none"> <li>- Does not need a special mandate</li> </ul>		<ul style="list-style-type: none"> <li>- Yes</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of NGOs and national bodies</li> <li>- Identify key interests and skills</li> <li>- Hold regular meetings</li> <li>- Assign staff to ensure continued collaboration with NGOs</li> </ul>	<ul style="list-style-type: none"> <li>- Resources are O.K.; only exchange of information/ communication need to be increased and institutionalized</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable if input is continued</li> </ul>	<ul style="list-style-type: none"> <li>- Bring NGOs and Government animal authorities together/ foster cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- None is required</li> </ul>
<b>Promotion of increased / better trade in livestock and its related products</b>  (H)	<ul style="list-style-type: none"> <li>- More income, food security, quality products, new outlets and information exchange</li> </ul>	<ul style="list-style-type: none"> <li>- New mandate needed</li> </ul>	<ul style="list-style-type: none"> <li>- Experts, efficient communication network are needed</li> </ul>	<ul style="list-style-type: none"> <li>- Technical and political feasibility to be studied</li> </ul>	<ul style="list-style-type: none"> <li>- Requires major consultancies</li> <li>- Study/ analysis</li> <li>- Link with concerned organizations</li> <li>- Make recommendation and strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Dependent on continued links with Governments and regional organizations</li> </ul>		<ul style="list-style-type: none"> <li>- Collaboration with African regional trade blocks (COMESA etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Stimulation of marketing organizations</li> <li>- Marketing team/ staff will be needed</li> </ul>

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TABLE 4 CONTINUED

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<b>Promotion of improved training of mid level veterinarians, AHWs and CBAHWs</b>  (VH)	<ul style="list-style-type: none"> <li>- Better service delivery</li> <li>- Clear, well-defined vets and mid-level roles workers and CBAHWs</li> </ul>	<ul style="list-style-type: none"> <li>- Expand present mandate</li> </ul>	<ul style="list-style-type: none"> <li>- Invest in:               <ul style="list-style-type: none"> <li>• training,</li> <li>• pedagogic specialist and associated resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Requires major technical and political commitment</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration with national and regional training institutes is essential</li> <li>- Examine existing curricula</li> <li>- Needs of target groups to be analyzed</li> <li>- Committee to follow-up, guide and seek agreement</li> <li>- Protest materials and produce prototype training materials</li> </ul>	<ul style="list-style-type: none"> <li>- After initial implementation , it needs (only) intermittent attention</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable</li> </ul>	<ul style="list-style-type: none"> <li>- Production at national level</li> </ul>	<ul style="list-style-type: none"> <li>- Need to have a specialized unit at PARC</li> </ul>

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants

TABLE 4 CONTINUED

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<b>Strengthen Public Relations and communication</b>  (VH)	<ul style="list-style-type: none"> <li>- TAP local knowledge</li> <li>- Facilitate funding</li> <li>- Participation of groups in decision making</li> </ul> <p>Interest to cooperate</p> <p>Closing information gap</p>	<ul style="list-style-type: none"> <li>- Existing mandate</li> </ul>	<ul style="list-style-type: none"> <li>- Make resources for public relations at regional level and communication at national level</li> </ul>	<ul style="list-style-type: none"> <li>- Feasible, but requires more political commitment</li> </ul>	<ul style="list-style-type: none"> <li>- National implementation via training, material production and decent budgets</li> <li>- New technologies</li> <li>- Communicate with other units</li> <li>- Compile data and ensure dissemination at all levels through efficient means (network, print, etc.)</li> </ul>		<ul style="list-style-type: none"> <li>- Sustainable as part of management unit</li> <li>- Low and high-tech</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration with other channels (e.g. mass media, extension service) is essential</li> </ul>	<ul style="list-style-type: none"> <li>- No major change except bigger accommodation</li> </ul>
<b>OAU/IBAR/ PARC plays a lead role in animal resource development in Africa</b>  (VH)	<ul style="list-style-type: none"> <li>- Initiate and assist in policy decisions to be taken by member countries and donors</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate, requires expansion</li> </ul>	<ul style="list-style-type: none"> <li>- Yes</li> </ul>	<ul style="list-style-type: none"> <li>- Generally yes, but varies from one country to another</li> </ul>		<ul style="list-style-type: none"> <li>- More funding required</li> </ul>		<ul style="list-style-type: none"> <li>- Partnership between donors, national Government and the communities</li> </ul>	

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants

VISION  (RATING)	IMPLICATIONS OF VISION/STRATEGY								
	Anticipated impacts on target groups	Mandate	Technical/ technological feasibility	Political feasibility	Implementation approaches	Resources: - Personnel - Equipment - Funds	Sustainability	Collaboration	Organizational development
<p><b>Optimize collaboration with national, regional and international organizations</b>  (VH)</p>	<ul style="list-style-type: none"> <li>- Control and eradicate major animal diseases in Africa</li> <li>- Trade and marketing of livestock and livestock products</li> <li>- Improved implementation of policies and projects</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, covered under the OAU charter and the economic community of Africa</li> </ul>	<ul style="list-style-type: none"> <li>- Capability currently established by PARC and should be maintained</li> </ul>		<ul style="list-style-type: none"> <li>- Initial donor support followed by cost sharing</li> </ul>		<ul style="list-style-type: none"> <li>- IBAR/PARC coordination unit is strong enough to ensure sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Cooperation between state animal health authorities and NGOs</li> </ul>	
<p><b>Improve farmer welfare through better livestock services</b>  (H)</p>	<ul style="list-style-type: none"> <li>- Increased production of livestock and its products</li> </ul>	<ul style="list-style-type: none"> <li>- Yes, covered under the OAU charter, Lagos plan of action and Lome convention</li> </ul>	<ul style="list-style-type: none"> <li>- Yes</li> <li>- Inadequate and needs to be expanded</li> </ul>		<ul style="list-style-type: none"> <li>- Initial donor support followed by cost sharing approach</li> </ul>		<ul style="list-style-type: none"> <li>- Partnership and cost sharing with farmers necessary for sustainability</li> </ul>		

Legend: VH = Very high rating by participants, H = High rating by participants, M = Medium rating by participants, L = Low rating by participants, VL = Very Low rating by participants

# ANNEXES

## ANNEX 2

### LIST OF PARTICIPANTS

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