AFRICAN UNION
INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES



STRATEGIC PLAN
2024 - 2028



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Foreword



The importance of livestock in Africa is intrinsically linked to the core continental development objectives fundamental to sustainable livelihoods, employment, food and nutrition security, peace and stability, and environmental health. A number of features make the livestock sub-sector attractive for addressing Africa's development needs: A significant proportion of Africa's livestock are held either by resource poor small holders with 40 to 80% of rural populations directly involved in the livestock sector; with more than 60% of rural population relying on livestock for livelihoods. In dry land and semi- arid areas, where rangeland-based production is the main system able to generate value in exacting environments, livestock keeping is a core livelihood activity. In these systems, livestock are engines for savings and social capital core to social networks and distribution of wealth; and food security is often mediated through access to markets even though the overriding objective for livestock keeping is risk aversion. The livestock sector therefore offers an important pathway for improving livelihoods of rural households.

The full potential of the animal resources is however, yet to be realized against a backdrop of growing demand for animals and animal products.The sector also needs to be resilient and sustainable in the face of potential shocks such as epidemics, pandemics, climate variability, exacerbated by climate change, and market disruptions. Without building such resilience the animal resources of Africa will never contribute fully to the Continent's food security, economic development and the wellbeing of people and the environment. Undoubtedly,

Africa's livestock sub-sector is largely informal; has less integrated livestock value chains; and is characterized by low public and private sector investment, resulting in the continent being a net importer of animal source foods. The situation is not any different as regards to the development and exploitation of fishery resources. Expansion of employment opportunities particularly for women and youth is a major agenda for Africa which has a predominantly youthful population. Africa has tremendous opportunity for value addition, with the livestock sub-sector having the highest multiplier potential in Africa's agricultural sector. Production of animal feeds, and processing of animal products such as meat, poultry, milk, hides and skins have multiplier effects for significant job creation and income generation through improved value addition and increased investment in the animal resource sector. To redress this situation, AU-IBAR, African Union Commission's specialized technical office responsible for sustainable development and utilization of animal resources is taking urgent actions to transform the animal resources sector (livestock, fisheries and wildlife) in Africa.

The AU-IBAR strategic plan 2024-2028, builds on experiences and lessons learnt from the implementation of previous strategic plans and is aligned to the Agenda 2063 especially aspiration number one on a prosperous Africa based on inclusive growth and sustainable development. It contributes directly towards implementation of Agricultural Productivity and Production priority area of Agenda 2063 Goal 5: Modern Agriculture for increased productivity and production, where it seeks to drive enhanced animal resource production and productivity. It also speaks to sustainable development and utilization of the fishery component of Agenda 2063 Goal 6: Blue/ ocean economy for accelerated economic growth. This strategic plan also supports implementation of animal resource targets of the Comprehensive Africa Agriculture Development Programme (CAADP); it also is the vehicle through which implementation of the Livestock Development Strategy for Africa (LiDeSA); the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS;) and the Policy Framework on Pastoralism in Africa (PFPA); among others are implemented closely with all stakeholders including Regional Economic Communities (RECs), Member States, technical and funding partners, and the private sector.

I call upon AU Member States, Regional Economic Communities, technical and development partners to support AU-IBAR in implementing the Strategic Plan 2024-2028 to transform the animal resources sector for a prosperous Africa based on inclusive growth, resilient and sustainable development.

Finally, I take this opportunity to sincerely thank my predecessor, H.E. Amb. Josefa Leonel Correia Sacko; Former Commissioner of Agriculture, Rural Economy, Sustainable Environment and Blue Economy (DARBE), for supporting AU-IBAR, among other directorates and offices under DARBE, to effectively deliver on their mandates throughout her 8-year tenure (2017 – 2025). Her leadership left a lasting impact on African agriculture, rural development, and environmental sustainability that anchor improved food security and poverty reduction across our continent. This has impacted many, especially small-scale farmers whose livelihoods depend on livestock.

H.E. Moses Vilakati
Commissioner of Agriculture, Rural Economy, Sustainable Environment and Blue Economy

Preface



Welcome to our Strategic Plan 2024-2028, which describes a clear and compelling vision for the future and provides a clear framework for achieving our strategic objectives.

We are at a critical time when Africa is experiencing threats of diseases, habitat loss, extreme climate patterns, large population, political ecology, erosion of animal genetic resources (livestock, fish, poultry) and resource inequalities. This represents some of the greatest threats known in the past decades. Beyond these risks, they aggravate food insecurity and in the long term could push millions in Africa into extreme poverty and starvation.

This strategic plan presents a new perspective informed by the priorities and orientations raised during the strategic evaluation of 2018-2023 and other continental strategies in animal resources. It incorporates the issues that have emerged in recent years in terms of governance of animal resource, institutional development, private sector driven, expectations of RECs and MS, and the value chains. It challenges our thinking and the way we operate, but it is realistic and builds on the excellent reputation for which we are recognized in the Member States, regionally and continentally. As always, the plan incorporates the views of all of our key stakeholders, our staff and, most importantly, the views of RECs, MSs and development partners.

Since its inception AU-IBAR has been committed to supporting the development of Africa's animal resources to contribute fully to the Continent's economic development, the well-being of the population though improved

livelihoods and food and nutrition security and the sustainability of the planet. This has been delivered through a series of Strategic Plans. Through this Strategic Plan for 2024-2028, I take the opportunity to assure the commitment of AU-IBAR to its mission 'to provide leadership and integrated support services for the development of animal resources in Africa' and to the continuous development of animal resources in Africa and unwavering support to the RECs and MSs in animal health, production and trade.

AU-IBAR operates within the framework of the Africa Union and in particular the Second Ten Year Implementation Plan 2024-2033 of Agenda 2063 (STYIP); AU Strategic Plan 2024 – 2028; Malabo Declaration commitments; and the recent Kampala CAADP Declaration on Building Resilient and Sustainable Agrifood Systems in Africa. It is also guided by strategies and frameworks related to animal resources such as the Livestock Development Strategy for Africa (LiDeSA), Animal Health Strategy for Africa (AHSA), Animal Welfare Strategy for Africa (AWSA), Policy Framework for Pastoralism in Africa (PFPA), Africa Blue Economy Strategy (ABES), and Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS). In addition, this strategy plan takes keen support to gender, social inclusion and climate change mitigation and adaptation due to severity of climate impacts now being felt in Africa. This Strategic Plan 2024-2028 builds on the gains of the previous strategies and lessons learned during their implementation. It lays out how AU-IBAR will support the MS and RECs to ensure that animal resources contribute to all six aims of the Kampala Declaration:

- Mobilize Investment: Secure $100 billion for agricultural development.
- Boost Agrifood production: Increase agricultural production by 45% by 2035.
- Reduce Post-Harvest Losses: Cut losses by 50%.
- Enhance Trade: Triple intra-African trade in farm goods.
- Strengthen Food Security: Work towards zero hunger and halving extreme poverty.
- Promote Sustainability: Focus on agroecology, regional integration, and empowerment of women and youth

During the period of the Strategic Plan, AU-IBAR will also contribute to the monitoring of the CAADP process and in particular to the role of animal resources in achieving the CAADP targets.

The AU-IBAR Strategic Plan 2024-2028, has been developed through a participatory and consultative process that has involved key stakeholders in animal resources development in Africa. I acknowledge, and thank AU-IBAR Programmes and Projects Unit staff; Dr. Annie Lewa, Senior Programs and Projects Officer, Mr. Kennedy Oroko, Planner and Mr. Admore Chakadega, Monitoring and Evaluation Expert, who have supported and coordinated the development of the Strategic Plan, and the AU-IBAR technical thematic areas staff for their input and contribution. I also acknowledge the Regional Economic Communities, the Chief Veterinary Officers, Directors of Animal and Fisheries Production, Directors of Trade and Industry from the African Union Member States for their valuable contributions to this strategic plan.

I acknowledge and thank the analysis and overall drafting efforts from the Senior consultant Dr. AhmedEltigani SidAhmed, and I also acknowledge the contributions from the M&E Advisor Mrs. Mary Nderitu, and the Senior Resource Mobilization Advisor Dr. Iain Wright.

Join me all in this clarion call with a renewed focus and energy together, let us turn this vision into action, challenges into opportunities, and aspirations into lasting impacts. This strategy is more than a roadmap it's a bold commitment to transformation, resilience, sustainability and excellence. The time to act is now. Let's drive impact, break barriers, and shape the future we envision. The future is ours to shape - let's move forward with purpose and determination."

Together, we rise!"

Dr. Huyam Ahmed Mohammed Elamin Salih,
Director, Head of Missions AU-IBAR

Abbreviations and Acronyms

ACBF	African Capacity Building Foundation
AMERT	African Union Monitoring Evaluation and Reporting Tool
ARIS 1 / 2	Animal Resources Information System 1 or 2
AU	African Union
AUC	African Union Commission
AU-IBAR	African Union - Interafrican Bureau for Animal Resources
AU Agenda 2063	Second Ten Year Implementation Plan 2024-2033 of Agenda 2063 (STYIP).
AU-W	AU Strategic Plan 2024 – 2028.
BMGF	Bill and Malinda Gates Foundation
CAADP	Comprehensive African Agriculture Development Programme
CAHWs	Community Animal Health Workers
CBPP	Contagious Bovine Pleuropneumonia
CCPP	Contagious Caprine Pleuropneumonia
CEN-SAD	Community of Sahel-Saharan States
CFTA	Codex African Continental Free Trade Area Codex Alimentarius Commission
COMESA	Common Market for Eastern and Southern Africa
CoEs	Centres of Excellence
CVO	Chief Veterinary Officer
DAPs	Directors of Animal Production
DFID	Department for International Development, UK
EAC	East African Community
EU/EC	European Union / European Commission
ECCAS/CEEAC	Economic Community of Central African States/ Communauté Économique des États d'Afrique Centrale
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development

ILRI	International Livestock Research Institute
IRCM	Integrated Regional Coordination Mechanisms
IsDB	Islamic Development Bank
KRA	Key Result Area
KRFs	Key Result Frameworks
LiDeSA	Livestock Development Strategy for Africa
LSIPT	Livestock Sector Investment Policy Tool kit
Malabo Commitments	Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (June 2014 Doc: Assembly /AU/2 (XXIII),
M&E	Monitoring and Evaluation
MSs	Member States
MTR	Mid-term Review
NRM	Natural Resources Management
OVIs	Objectively Verifiable Indicators
PAN-SPSO	Participation of African Nations in Sanitary and Phytosanitary Standards-setting Organizations Project
PFRS	Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa
PPF	Pastoral Policy Framework
PPR	Peste des Petits Ruminants
RAHS	Reinforcing Animal Health Services in Somalia
RBM	Results-Based Management
RECs	Regional Economic Communities
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SMP-AH	Standard Methods and Procedures in Animal Health Project
SOs	Strategic Objectives
SP	Strategic Plan
SPAs	Strategic Programmes Areas
SPS	Sanitary and Phyto-sanitary Standards
STSD	Surveillance of Trade Sensitive Diseases
TADs	Transboundary Animal Diseases

ToC	Theory of Change
UMA	Arab Maghreb Union / Union du Maghreb Arabe
UNDP	United Nations Development Programmes
USAID	United States Agency for International Development
VETGOV	Veterinary Governance Project
WOAH	World Organization for Animal Health
WTO-SPSC	Sanitary and Phytosanitary Committee of the World Trade Organization



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Executive Summary

The African Union – Inter-African Bureau for Animal Resources (AU-IBAR) Strategic Plan for 2024-2028 is designed to guide implementation of Animal Resource initiatives at continental level while enhancing MSs and RECs capacities to implement specific actions, based on the principle of subsidiarity and complementarity. The plan is inspired by the Second Ten Year Implementation Plan 2024-2033 of Agenda 2063 (STYIP); AU Strategic Plan 2024 – 2028; Malabo Declaration commitments; and other continental frameworks, including the Livestock Development Strategy for Africa (LiDeSA), Animal Health Strategy for Africa (AHSA), Animal Welfare Strategy for Africa (AWSA), Policy Framework for Pastoralism in Africa (PFPA), Africa Blue Economy Strategy (ABES), and Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS). It also builds on recommendations of its predecessor, AU-IBAR 2018 – 2023 review report; and comprises of five strategic objectives that aims at addressing opportunities and challenges facing Africa's Animal Resource sector.

The AU-IBAR Strategic Plan 2024-2028 (SP) represents a comprehensive framework aimed at transforming Africa's animal resources sector to foster sustainable economic growth, food and nutritional security, environmental resilience and fostering good governance. The Plan aligns with the African Union's (AU) Agenda 2063 and the Sustainable Development Goals (SDGs), seeking to position the animal resources sector as a vital contributor to Africa's socio-economic development.

To fulfill the AU-IBAR mandate, the vision and mission are the ultimate aim of achieving sustainable animal resources. AU-IBAR has developed and implemented five-year strategic plans since 2010. This Strategic Plan 2024-2028 is therefore the third. To ensure effective and efficient execution of its mandate of advancing the Great Commission, a vision, mission and core values have guided the phases so far. This has translated to the overarching intent of AU-IBAR

The vision of AU-IBAR is 'An Africa in which animal resources contribute significantly to the reduction of poverty and hunger' whereas.

The mission of AU-IBAR is 'to provide leadership and integrated support services for the development of animal resources in Africa'.

This mission remains distinct, serving as the operational framework through which AU-IBAR achieves is vision. It underlines AU-IBAR's role in guiding and supporting the development of the animal resources sector across Africa, thus acting as the engine that drives the vision.

AU-IBAR supports the coordination of sustainable development and strengthening of capacities and policies of AU-MSs and RECs. This is achieved through supporting sustainable production systems and resilient ecosystems along the animal value chains, improving animal health and welfare capacities and governance under the One Health and One Welfare approach[1] and strengthening compliance with SPS, emphasizing on value addition, access to markets and information sharing. In doing its work, AU-IBAR ensures inclusion, especially for women, youth and persons with special needs, in its initiatives, sustainable use of natural resources and their ecosystems, climate change adaptation and mitigation.

SITUATIONAL CONTEXT AND STRATEGIC FOCUS

The strategic focus of the AU-IBAR 2024-2028 Strategic Plan is informed by the baseline situation of the livestock and fisheries sub-sectors with five priority pillars identified:

- Governance of Animal Resources
- Animal Health
- Animal Production, Aquatic Biodiversity and Blue Economy
- Economics, Trade and Marketing
- Knowledge Management of Value Chains.

These priority pillars continue to receive support from several relevant policies, strategies, programs and related regional frameworks that go a long way in supporting Member States efforts towards enhancing production, productivity, free

[1] *One Health and One Welfare together can establish a basic ethic of respect for other living and non-living elements of our planet, provide a foundation for the science of One Health and replace exploitation and annihilation with stewardship and responsibility for our planet and all its life forms, which are critical to sustainable ecosystems, sustainable development endeavours, and the sustainable existence of humanity.*

disease zones, one health, livelihoods of vulnerable segments of the population as well as actors in the animal resources value chain. A review of the past and present pillars on situational context allows an analysis of gaps and challenges for selection and prioritization. In order to achieve the ultimately vision, AU-IBAR focuses all along the animal resources chain, looking at supply and demand to respond to issues that affect conducive environment, access and availability of data, inputs, finance and services. The aim is to collaboratively work together with stakeholders to provide solutions that will address food and nutrition security, better livelihoods and economic wellbeing of the actors in the sector.

As a technical organization, the strategic framework focuses on the delivery of AU-IBAR's mandate. The priority for this strategy is mainly based on looking back-looking forward; addressing animal health by calling upon veterinary services to be more proactive, robust human capacities to address PVS findings by being able to assess disease risk (risk-based), to undertake response, prevention and management from efficient registration facilities and using the right equipment. In the past and currently, there have been inadequate plans for epidimeo-surveillance which is critical for disease control and prevention. In many countries and regional communities a clear picture of epidimeo-surveillance of the disease is not in place, some have developed a risk assessment but not purely informed by surveillance. Therefore, some countries do have plans, they control and prevent animal disease but not informed by epidimeo-surveillance reports. AU-IBAR seeks to strengthen MS and RECs on preparedness in these critical areas (people, vaccines, facilities etc) to ultimately have an animal health system that address animal disease outbreaks to protect farmers/herders' assets and gains so far made. AU-IBAR is also cognizant that it will be dealing with about three or more domains that is environment and public health which go beyond veterinary medicine. Therefore, data will be required to make informed decisions and for planning collaborative engagements, need for sufficient capacities in all these domains to mount one health responses and support to animal welfare. Sharing data will be key to support collaborative surveillance, response and preventive measure by RECs. Currently, this data is minimally available.

As AU-IBAR seek to address animal health, they understand that herders and farmers daily centre of attention is the welfare of their family this is a better livelihood thereby ensuring healthy families and communities. Farmers and herders keep animals for livelihood, food and nutrition, and for economic gain. The welfare of their families and communities is to ensure good healthy living, availability of nutritious and safe foods, reduced poverty, quality education, access to energy and economic sustenance, They depend on animals as one of the key resource to support these needs through milk, meat, fish, eggs, hides production. Therefore, critical to animal productivity will rely on animal health. Thus, protecting animal health guarantees productive animals, reducing risk to public health as per one health for the people and environment.

Accordingly, animal products support food and nutrition of households and communities, and to the growing urban population. AU-IBAR is supporting animal production in the space where animal protein is contested to contribute to lifestyle diseases. However, animal products provide high protein value nutrition, in Africa malnutrition is significantly linked to lack of animal protein in the diet particularly children not consuming enough meat, fish, milk, eggs and dairy products. This leads to protein deficiency, kwashiorkor, stunted growth, deformed bones, child mobility, morbidity, physical and cognitive issues. Children under 5years are highly exposed to malnutrition There is a thin line between malnutrition and food insecurity. In Africa, improved human development experiences youth population bulge, maternal health is at stake, income disparities, increasing impacts to climate change directly affects hunger and food nutrition. Consequently, AU-IBAR, through animal production, sees nutrition as a goal to contribute to in this Strategy.

Notably, to be able to guarantee productive animals, AU-IBAR notes the current situation where regional animal gene banks are still not optimally utilized. Little conservation of genetics is taking place. In order for these gene banks to become fully operational, information exchange between countries is needed, but the information flow is inadequate to make sound decisions. Also, centres of excellence are not particularly active with limited utilization of reporting tools such as the ARIS system. High costs of animal feeds with seasonal variations in quantity and

quality often with limited processing affects animal nutrition and impacts of climate variability affect animal production systems and animal health.

AU-IBAR will seek to establish mechanisms to motivate MSs to use the ARIS system, establish genetic improvement centres where improved animal seed can add value to target a larger populace, improve access to high yielding and resilient animal genetic resources, and address availability and access to production inputs and services. The strategy also considers the development of feed and fodder value chains, animal seed industry, apiculture production, supporting innovative models and technologies for improved access to animal husbandry, aquaculture and health services. Consideration will be made to public private partnerships investments through access to affordable financial services and infrastructure, support to MS and RECs to build climate resilient and nature positive livestock production systems and strengthen livestock biodiversity and ecosystem health services.

The AU-IBAR Strategy 2024-2028 takes account of climate change issues as they affect animal health, production and trade to ensure food security and economic wellbeing. Environment conditions must be favourable in terms of quality, biodiversity, ecosystem integrity, natural resources, climate and sustainable management. In Africa, human activity has caused destruction of terrestrial, water and marine ecosystems, natural resources degradation; biodiversity, animal and human loss exacerbated by the impacts of climate change. Hence, building resilience to disasters and climate change variabilities, access to safe green energy accompanied with appropriate technologies to build systems, prevent further loss of natural capital are all required as Africa exploits opportunities created by vast animal resources and ecosystems. The strategy creates avenues for projects and programs, collaborations, partnerships, cooperation, plans in climate change adaptation and mitigation, low carbon, blue and circular economy factoring productive roles of men, women and youth.

Although gender was mentioned in previous strategies, it has much more emphasis in this strategy, especially in targeting women beneficiaries of AU-IBAR program interventions, and in the monitoring, evaluation, and measurement of benefits

to women. Social inclusion of gender, age and special needs against geographical environment and economics is key to demonstrate equitable benefits and involvement in AU-IBAR delivery of its mandate. A gender strategy and policy expert was recruited to ensure these considerations are documented showing different populations, institutions, compositions within project locations, thematic targets, structural decisions, strategies and plans put in place by RECs and MSs in contributing towards social inclusion and empowerment. In midterm and end term evaluation of the strategy gender responsive evaluation will be one of the approaches considered

The ultimate purpose of AU-IBAR in providing leadership and development of animal resources for Africa is for consumption and trade of quality, quantity and safe animal and animal products with reduced energy and environmental footprints in their production. Current trends and future prospects to access international, regional markets and stabilize animal products prices is key to balance of trade (imports and exports). Some of the context issues AU-IBAR is facing is that there is high import dependency on dairy, meat (poultry, beef) and fish; regulatory inefficiencies and trade barriers due to non-aligned policies between AU MS; limited access to structured markets for small holder producers; limited market intelligence and weak institutional frameworks to support livestock and fisheries trade; high post-harvest losses due to weak infrastructure and cold chains systems; under developed value chains of mainly low-value raw exports that limits competitiveness, inadequate access to finance and investment for agribusiness entrepreneurs (youth and MSMEs) and in processing. All these leads to limited intra-Africa trade in animal-source foods compared with other continents, Africa still struggles with trade fragmentation of non-harmonized trade regulations, tariffs, and weak enforcement of SPS measures.

AU-IBAR will take advantage of regional variations to strengthen animal-source food. In West Africa there is strong livestock trade corridors but high informal trade and weak border controls. They also export low-value animal products which are processed mainly in Europe and returned as processed finished animal product. East Africa: they lead in dairy and live animals exports, but fisheries trade

is underdeveloped. Southern Africa they have a well-developed meat and poultry sectors, but barriers exist for regional trade harmonization. North Africa: there is strong market linkages with Europe but dependent on imports. Central Africa: there is weak trade infrastructure and limited regional integration.

In the previous strategic plan 2018-2023 alignment with the frameworks of Agenda 2063, CAADP, PFRM, LiDESA, AfCFTA and global frameworks was done at the planning but lacked a structured approach to monitoring the alignment with these goals in the implementation phase. This notwithstanding, a clear roadmap for monitoring and tools are designed to measure the contribution and attribution factor towards these frameworks are documented.

MONITORING, EVALUATION, REPORTING AND LEARNING FRAMEWORK (M&E FRAMEWORK)

This Strategic Plan was developed through a Theory of Change (Toc) approach that identified the key contextual issues (situational analysis) facing the animal resources that needs to be addressed; laid out objectives for addressing them, expected results as indicated in the Logical Framework, key performance indicators and key assumptions. It also benefitted from a PESTLE, SWOT, and Stakeholder Analyses that analysed the macro and microenvironments in which the strategic plan is to be implemented and suggested respective responses. The ToC will in return help develop the logical framework stating the impact pathway for each thematic pillar and a results chain to help ask deeper the so what question, monitoring and evaluation plan and tools for tracking progress and performance annually.

Thus, the monitoring and evaluation framework (M&E Framework) is embedded within the AU-IBAR Strategic plan 2024-2028. It aligns with Agenda 2063, SDG 2030, CAADP, Kampala Declaration Second ten-year implementation 2024-2033 and all the projects and programs at AU-IBAR will draw their interventions, outputs and results (outcome and impacts) from this Strategy.

STRATEGIC PILLARS /THEMATIC AREAS

Additionally, key Strategic Development Pillars/Theme areas have been designed with their Strategic Objectives and Strategies to deliver the intended Results through key Interventions. These interventions areas will enable AU-IBAR to implement its mandate.

The mandate of AU-IBAR is "To Support and coordinate the utilization of animals (livestock, fisheries and wildlife) as a resource for human wellbeing and economic development in Member States of the African Union". AU-IBAR's vision is "An Africa in which animal resources contribute significantly to the reduction of poverty and hunger". Its mission is "To provide leadership in the development of animal resources for Africa through supporting and empowering AU Member States and Regional Economic Communities".

The specific areas of the mandate are summarised under the following core functions:

i. Improve animal health, disease prevention and control systems.
ii. Enhance animal resource production systems and ecosystem management
iii. Improve access to inputs, services and markets for animals and animals products
iv. Coordination, harnessing and dissemination of animal resources knowledge and learning

These core functions are crystalized into the following specific functions:

1. Facilitate, coordinate and support the formulation, harmonisation and implementation of coherent policies, strategies, guidelines, legislation and investment plans.
2. Coordinate for mainstreaming AR sector within CAADP, Follow up AU MSs and RECs in the implementing and reporting animal resources in the CAADP
3. Initiate and coordinate the implementation of relevant programmes, projects and activities in collaboration and cooperation with MSs, RECs and development partners.

4. Facilitate the formulation and adoption of common positions among MSs and RECs, RFMOs/ RFBs, for Africa's leverage in negotiations, better trade deals, increased competitiveness at domestic, regional and international levels while fulfilling other global processes related to Animal Resources (standards settings, trade and climate change)
5. Collect, collate, analyse, store, share and disseminate data, information and knowledge among relevant stakeholders.
6. Play an advocacy role on matters relevant to animal resources; including for increased engagement of the public and private sectors and civil society organisations as well as integrating climate change, gender and social inclusion in animal resources (AU-IBAR will be doing advocacy with other actors – harmonization and coordination)
7. Provide technical support to MSs, RECs and other regional organisations and mechanisms or continental institutions.
8. Collaborate with research and academic institutions to identify priority needs for research and training for evidence-based policy decision making, animal resources adaptive management, and data informed actions-oriented interventions.
9. Convene, coordinate and host relevant multi-stakeholder initiatives, platforms, and secretariats for the development of Animal Resources in Africa
10. Provide timely and strategic support to countries experiencing emergencies and those with special needs.

The AU-IBAR Strategic Plan (SP) 2024-2028 aims to change Africa's animal resources sector to significantly contribute to food and nutrition security, economic growth, sustainable development, and secure biodiversity that support animal resources. Through strategic engagement across Member States, Regional Economic Communities (RECs), Private sector and international partners, the plan sets a clear path to achieving a resilient, competitive, and sustainable animal resources sector.

This strategic plan builds on the successes and lessons learned from the implementation period for the AU-IBAR SP 2018-2023, addressing critical areas such as governance, production, health, compliance, market access, financial investment and knowledge systems.

This Strategic Plan 2024-2028 emphasizes a multi-dimensional approach across five Strategic Objectives (SOs). Each Strategic Objective (SO) is linked to specific outcomes and anticipated impacts:

SO1: Improve Governance and Enabling Environment for Sustainable Development

- ***Outcome:*** Effective policies and regulatory frameworks promote stability and support coordinated animal resource management.
- ***Impact:*** Strengthened governance structures at continental, regional and national levels, with coherent policies, practices to foster sustainable animal resource management

SO2: Enhance/Promote Sustainable and nature positive animal production systems for effective value chains

- ***Outcome:*** Access to quality inputs, financial investment and resilient practices for sustainable productivity gains.
- ***Impact:*** Increased productivity and resilience across animal value chains for food and nutrition security and livelihoods

SO3: Strengthen Animal Health Systems, control and eradicate priority epizootic diseases in Africa

- ***Outcome:*** Reduced incidence of animal diseases through preventive measures and strong health systems.
- ***Impact:*** Effective disease control measures and robust health systems that minimize outbreaks, aligned with the One Health approach

SO4 Improve quality and market access for animals and animal products.

- ***Outcome:*** Increased trade compliance and reduced technical barriers to create new economic opportunities.
- ***Outcome:*** Enhanced economic opportunities led by a strong private sector
- ***Impact:*** Expanded regional and global market access, fostering economic growth through enhanced inter and intra African trade opportunities for animal and animal products.

SO5: Strengthen Institutional Capacities, Knowledge and Coordination systems

- ***Outcome:*** Enhanced data sharing, training, and coordination capabilities that drive knowledge-based decisions making and enable collaborative progress
- ***Impact:*** Increased use of innovation, technology, best practices for effective growth of Africa animal resources

INSTITUTIONAL ARRANGEMENTS

The institutional framework for AU-IBAR is to provide leadership and governance and as a coordinating body for the continent in animal resources. It is a technical arm of Africa Union. The main aim is to create partnership between actors and stakeholders for better collaboration and coordination as they seek to harmonize policies, strategies and develop joint plans and actions to sustainably develop resilient African animal resources and its ecosystem. AU-IBAR through the its convening power will continue to bring together RECs and MSs to set common positions for the benefit and sustainable exploitation of exploit African Animal Resources. Key partners are RECs, MS, Regional bodies, Private sector, Civil society organization, associations, and groups.

The AU-IBAR strategy frameworks are delivered though programs and projects overseen by the AU-IBAR office in Nairobi as a specialised institution with thematic strategic areas (Pillars). The institutional governance structure comprises of the Director, the Senior management officers and Project steering committees.

The Thematic operational units are coordinated by Senior officers overseeing implementation of the projects and programmes. Here the accountability is managed by project implementing committees ensuring that staffing, consultants, interns are delivering on the objectives and results of the projects.

FUNDING ARRANGEMENTS (RESOURCE MOBILIZATON)

Effective implementation of AU-IBAR Strategic plan 2024-2028, policies, strategies, and projects relies on successful mobilization of resources from African Union Commission and Member States as well as from external sources through strategic partnership arrangements with International Organizations and Philanthropic Organisations. To increase the resource base, the use of alternative and innovative methods of fund raising is crucial. It will allow AU-IBAR to fund the four pillars (Thematic sectors) and avoid overreliance on traditional and non-traditional donor funding mechanisms. Diversification to the current funding base demands attention on leveraging greater and more partnerships, platforms to attract more resources that complement the current funding. In order to optimally develop the animal resources, there is need to unlock private sector investment, including under PPP models. This requires conducive policies and business environments for investment in productivity, health, input services, market systems, processing and added value, and infrastructure development with interventions geared towards formation of strategic partnership in animal resources and engagement with non-state actors. AU-IBAR will engage more engaged with the private sector and in facilitating a conducive business and investment environment.

Of key concern will be understanding needs of the partners by asking - What is the value proposition of partnering with AU-IBAR? This is at the heart of implementing this Strategic plan, that through relationships, collaboration, cooperation, and partnership a wider outreach and impact of the interventions supported will be realised. Value for money will be observed and successes documented. This will be made possible by leveraging on the convening power of AU-IBAR and harmonization of policies, strategies, plans at continental, regional and member states levels.



Chapter 1: Introduction

1.1 Introduction

A third of the World's total animal resources population is found in Africa, where a third of the continent's population (over 470 million) are directly dependent on livestock for livelihoods. It is estimated that 70% of rural poor in Africa are dependent on livestock. The contribution of livestock to Agricultural Gross Domestic Product (AGDP) averages 24.9% in at least 30% Member States (Livestock contribute 20% to 73% of agricultural Gross Domestic Product (AGDP)). In 10% of African Union MSs this is between 50-73% but multiple values are undocumented, and therefore the contribution is underestimated. The continent is endowed with vast Fresh Water and Marine Fisheries and Aquaculture Resources. About 13 million people are employed in fisheries & aquaculture sector with women constituting about 27 % of total employed; with at least 200 million people relying on fish as their main source of protein. The fisheries and aquaculture sector contribute an average of 1.26 % to national GDP but about 6 % to Agriculture GDP. The average per capita fish consumption is about 10 kg per year.

The livestock and fisheries sub-sectors can significantly contribute to food security and nutrition. An estimated 868 million people were moderately or severely food-insecure in Africa in 2022 and more than one-third of them – 342 million people – were severely food-insecure. In addition, a high proportion of people are malnourished, suffering from deficiencies of micro-nutrients. 30% of children under 5 years old in Africa are stunted. Stunting is not just a physical phenomenon, but affects cognitive development, learning ability and social development. Stunted children never reach their full potential. The World Bank has estimated that Africa is losing 10% of its GDP through childhood stunting. Animal source foods have a huge role to play in alleviating this burden, by providing not only calories and protein but also micro-nutrients that are not available in plant-based foods or are much more bio-available in animal source foods. Millions of people consume much less than the recommended quantities of meat, milk, eggs and fish. This is in sharp contrast to the Global North where overconsumption is the challenge. Productivity of livestock

in Africa is low, severely limiting its potential contribution to food security and nutrition, economic development and livelihoods. Low productivity is caused by animal disease, poor nutrition and low genetic potential.

Animal resources are necessary for the attainment of all the seven aspirations of the Africa Agenda 2063 vision and the Comprehensive Accelerated Agricultural Development Programme (CAADP) goals as well as the Malabo Declaration. Livestock contributes to the attainment of two Agenda 2063 aspirations, namely; Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development; and Aspiration 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

AU-IBAR supports the coordination of sustainable development and strengthening of capacities and policies of AU-MSs and RECs. This is achieved through supporting sustainable production systems and resilient ecosystems along the animal value chains, improving animal health capacities, partnerships, collaboration and governance under the one health approach and strengthening compliance with SPS and RECs harmonization protocol, ensuring value addition and access to markets. In doing its work, AU-IBAR ensures women and youth inclusion in its initiatives, sustainable use of natural resources and their ecosystems, climate change adaptation and mitigation.

AU-IBAR's strategy draws inspiration from Africa's Blueprint Agenda 2063 and CAADP Framework; and contributes directly to Kampala Declaration the following Agenda 2063 Second Ten Year Implementation Plan (STYIP) targets (2024-2033) and the AU Strategic Plan 2024 - 2028 outputs. It also integrates key SDG targets related to poverty alleviation, health, and environmental sustainability.

1.1.1 Alignment with Continental and Global Agendas

The alignment for AU-IBAR SP 2024-2028, is clearly stipulated, in particular with AU Agenda 2063, the Sustainable Development Goals (SDGs), AU-wide priorities (AU-W) and CAADP. The plan provides a clear overview of how each of the Thematic Pillars in the AU-IBAR SP 2024-2028 objectives, results and interventions contributes to broader African Union and global objectives, reinforcing the organization's commitment to achieving sustainable development, resilience, food and nutrition security and socio-economic growth across the continent.

1.2.1 Agenda 2063 STYIP (2024-2033) Targets:

The STYIP (2024 – 2033) succeeds the First Ten Year Implementation Plan that covered 2014 – 2023 and is designed to guide implementation of Agenda 2063. AU-IBAR directly contributes to Agenda 2063 in two goals and targets:

Goal 5: Modernize Agriculture:

a. Increase growth in agricultural yields by at least 4% (improved animal health: use of superior animal and fodder genetics; use of IT)
b. Reduce agricultural food imports to at most 40% (increase agricultural productivity, reduce post-harvest losses; adopt value-chain approaches);
c. Full operationalization of regional frameworks related to agriculture (CAADP; LiDeSA; PFRS)

Goal 6: Accelerate growth of Blue/Ocean Economy:

a. The potential of fisheries and aquaculture within the blue economy is fully unlocked through targeted interventions (establish institutional coordination mechanisms to harmonize fisheries and aquaculture with other blue economy themes; promote conservation and sustainable management of aquatic resources; promote an inclusive blue value chain incorporating sustainable fisheries and aquaculture, ornamental fisheries and tourism; promote responsible and equitable fish trade and marketing, including cross border trade).
b. Full operationalization of regional and continental frameworks in blue and ocean economy (ABES)

1.1.2 Sustainable Development Goals (SDG) 2030

This Strategic Plan contributes to SDGs. The strategy builds it flow from SDGs where the indicators are stated clearly, then aligns into the CAADP indicators, which are hen integrated into the results, interventions and indicators of the AU-IBAR Strategic plan 2024-2028. The specific SDGs that this strategy contributes to are;

Goal 2: Zero Hunger; the emphasis is on healthy diets from sustainable animal production systems that contribute to provision of essential nutrients, quality and quantity animal-source foods.

Goal 3: Good Health and Wellbeing; unchecked transboundary animal diseases, vector diseases transmission can hurt public health, especially in areas where health services are already overburdened and there is outbreak of animal diseases. Investing in quality animal health capacities and harmonization of policies for RECs, including easy access to data, helps reduce risks and protect public, and improves lives.

Goal 5: Gender Equality; at AU-IBAR this focuses on the equitable distribution of resources and benefits, involvement in capacity building and interventions by the projects. Emphasis is in gender mainstreaming and social inclusion factoring in age as per geographical locations and economic well-being and monitoring special needs and youth involvement.

Goal 13: Climate Action; the focus of AU-IBAR is to enhance sustainable management of ecosystem, biodiversity and build resilience to disasters that affect animal resources and climate change variability protection. Monitoring and evaluation will be on contribution of AU-IBAR towards low carbon, blue and circular economy, resilience, protecting, restring, promoting sustainable use of terrestrial ecosystems and animal resources for improved livelihoods.

Goal 14: Life Below Water; to enhance food and nutrition security AU-IBAR will contribute to this goal through coordination, partnership and collaboration in

implementation of PFRS, African blue economy strategy, Gender policy on aquatic and biodiversity.

Goal 15: Life on Land; this being the mainstay of AU-IBAR, the contribution will be through governance, coordination, partnership and collaboration to building sustainable impacts of implementing LiDESA, PFPA, Africa Animal Health Strategy, PPR Strategy for Africa, African animal welfare strategy, African Swine fever strategy, Donkey Welfare Strategy, Rabies strategy and generating and disseminating data on One Health for Africa

Goal 17: Partnership for the Goals; through AU-IBAR's mandate of strengthening partnership through support to RECs and MS towards collaboration for animal resources development and growth in Africa. Achievements by Intra-African trade in animal and animal products, investments and championing African interest in the global market is part of this partnership.

1.1.3 AU-Wide Strategic Plan 2024-2028

The AU-Strategic Plan 2024 - 2028 is designed to guide Africa Union's contribution towards implementation of the semester of Agenda 2063, STYIP 2024-2033. AU-IBAR directly contributes to the following AU Strategic Plan 2024 – 2028 Strategic Objectives and key Performance Indicators: The documentation and reporting detailing the contribution will be done through the AMERT system of reporting.

Strategic Objective 2: To Increase Agricultural Production and Productivity.

The expected change relates to the increase in agricultural output using fewer inputs. AU-IBAR's initiatives to increase agricultural production and productivity include the Comprehensive Africa Agriculture Development Programme (CAADP), implementation of the Livestock Development Strategy for Africa (LiDeSA), developing regional value chains, and implementation of the Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS), among others. The Key Performance Indicators, relevant to AU-IBAR, for this Strategic Objective include:

a. 2.1 The food security index

b. 2.3 % change in the contribution of Agriculture to GDP

The key performance indicator 2.1 will also factor in nutrition security in addition to food security index where data will be collected through projects for example in fisheries or pastoral markets. Indicator 2.3 will measure the percentage increase or decrease in the proportion of a country's Gross Domestic Product (GDP) that is directly attributed to the agriculture sector through contribution made by animal resources projects supported under AU-IBAR to RECs and MS. This is to be conducted periodically after every two years (biannually)

Strategic Objective 7: Increase investments in the Blue Economy.

AU-IBAR will spearhead implementation of the fishery thematic area of the Africa Blue Economy Strategy, and mitigating the negatively effects of the other Blue Economy thematic areas to fisheries; including Coastal and Marine Tourism, Deep Sea Mining, and Transportation and energy. The key performance indicator for this strategic objective is;

a. % contribution of the Blue Economy to Africa's GDP

The key performance indicator will track the proportion of the country's GDP that is generated by economic activities related to ocean, seas along the coastal regions, and rivers, lakes, inland aquatic ecosystem in African especially in areas of job creation, improvement of livelihoods, capacity building, food and nutrition security, tourism and nature-based enterprises.



1.2 Why AU-IBAR

The uniqueness of AU-IBAR is in its delivery model which is more than implementation of projects and programs. It prides itself by being a continental and a regional coordination unit that brings together animal resources actors, experts, organizations, and governments to a forum or a platform of dialogue, learning and decision making that affect the animal resources sector. The second delivery model is partnership and collaboration where AU-IBAR partners with like-minded players such as development partners, donors, CSO, International Organizations and MSs governments to collaborate in specific areas of interest that is mainly sustainable development, trade, food and nutrition security, conservation of environment and natural resources, land management that translates to working together. The third delivery model is the crucial role of cooperation with RECs and MSs to mobilise resources, to build capacity, in advocacy, harmonization, joint planning through leveraging on structures and systems that are in RECs, since RECs are building blocks of AU. The fourth delivery route is project and programs where AU-IBAR assumes the role of direct implementation through various methodologies and approaches to realize the intended outcomes and impact results together with other stakeholders.

In addition, AU-IBAR has a continental mandate to coordinate and enhance policies on livestock, fisheries, blue economy and aquatic biodiversity, and wildlife across Africa. Its comparative advantage lies in its technical expertise, policy leadership and influence, strong partnerships, and holistic approach to animal resources. AU-IBAR supports disease control and eradication, animal production and productivity, market access, trade facilitation, and resilience-building, playing a key role in One Health initiatives and the African Continental Free Trade Area (AfCFTA). The ability to mobilize resources and coordinate cross regional efforts makes it a vital institution for Africa's animal resources sector.

The institution offers a compelling value proposition to its partners, emphasizing on continental, regional, national, collaborations (unified management of AR); creating knowledge sharing platforms using digital and physical; sustainability by designing initiatives for long-term impact, ensuring resilience to evolving challenges; mutual

benefit (prioritizes partnerships based on trust, respect, and shared objectives, ensuring all stakeholders gain from the collaboration through a larger outreach, greater impacts due to a wider coverage, ease of entry to certain countries and standardized capacity building across Africa; and by leveraging on its convening power and working as a coordination unit with diverse organizations and platforms, including the European Union, FAO, and OIE, GFTAD, Galvmed, WOAH, Regional Aquatic biodiversity for Non-State Actors, Network of Africa women biodiversity conservation and ecosystem restoration/management, Fisheries Centre for Excellence among others.

1.3 Mandate, Vision and Mission of AU-IBAR

The mandate of AU-IBAR is 'to support and coordinate sustainable development and utilization of animals (livestock, fisheries, aquaculture and wildlife) as a resource for human wellbeing in the Member States of the African Union and to contribute to economic development'.

This mandate has evolved over the years since 1951 when the office as established as the Inter African Bureau of Epizootic Diseases (IBED). In 1956 the office was renamed the InterAfrican Bureau for Animal Health (IBAH) to accommodate a wider range of animal diseases. In 1965 the office was integrated in the OAU as a regional technical office. The mandate of the office was further expanded in 1970 to include animal production and trade in animals and animal products. In the year 2003, AU-IBAR was denoted as a specialised technical office of the African Union Commission Department of Rural Economy and Agriculture (AUC-DREA).

For more than four decades, AU-IBAR coordinated significant continent-wide efforts aimed at the eradication of rinderpest through several projects, notably the Joint Project Number 15 on Rinderpest (JP-15: 1962-1975), the Pan-African Rinderpest Campaign (PARC: 1986-1998), the African Wildlife Veterinary Project (AWVP: 1998-2000), and the Pan-African Program for the Control of Epizootics (PACE: 1999-2007). With the believe that there could be foci of the disease in the Somali Ecosystem (Northern Kenya, Southern Somalia and Southern Ethiopia), an area that had been difficult to access for surveillance due to violent conflicts, the final eradication of

rinderpest from this presumed last focus in Africa was demonstrated through the efforts of the AU-IBAR Somali Ecosystem Rinderpest. The Eradication Coordination Unit (SERECU) implemented from 2008 -2010, saw the three countries (Ethiopia, Kenya and Somalia) progress through the OIE pathway and declared free from the disease in 2011, hence declaring the African continent free as well.

Through implementation of its programmes and projects, AU-IBAR has also developed a considerable track record of providing leadership on animal resources issues in Africa:

(i) It has strengthened policies and enhanced animal policy formulation processes, and supported revision and, or update of laws and regulations; (ii) supported the establishment of animal resource institutional coordination and collaboration mechanisms, platforms, networks and associations; (iii) designed and supported implementation of animal health programmes; (iv) facilitated the establishment of animal resource Centres of Excellence; (v) facilitated the development of animal genetic resources; (vi) taken stock of feed and fodder stocks on the continent and made recommendations for their enhancement; (vii) worked with RECs and MSs to identify priority regional Livestock Value Chains; (viii) supported the development of African Common Voice / Positions on animal resources, food safety and animal safety standards, fisheries and aquaculture; and (ix) championed the collection, collation, analysis and dissemination of animal resources information through the Animal Resources Information System (ARIS).

Other key achievements include the support AU-IBAR offered to AU-MSs technical backstopping, created enabling environments for PPPs, convened stakeholder and multi-stakeholder platforms for various initiatives and facilitated the establishment of African Common positions in standard setting organisations such as the WOAH, CAC, FAO Committee on Fisheries (COFI).

Founded on the principles of subsidiarity and complementarity that guide its interventions, AU-IBAR fills a unique and strategic niche by working at continental, regional and Member State levels to coordinate programmes with the Regional

Economic Communities (RECs) and Member States (MSs). This principle also provides a framework for AU-IBAR's engagements with various stakeholders. The office enjoys unique convening powers through which it brings together animal resources policy and decision-makers from AU Member States and is thus well placed to translate technical recommendations into national, regional, and continental policies and practices and achieve real impact on the lives and livelihoods of those who depend on Africa's animal resources. The office is currently working with partners, to lead the continent in eradicating La Peste des Petits Ruminants (PPR) and elimination of dog mediated Rabies, by 2030.

The vision of AU-IBAR is 'An Africa in which animal resources contribute significantly to the reduction of poverty and hunger' *whereas*

The mission of AU-IBAR is 'to provide leadership and integrated support services for the development of animal resources in Africa'.

This mission remains distinct, serving as the operational framework through which AU-IBAR achieves is vision. It underlines AU-IBAR's role in guiding and supporting the development of the animal resources sector across Africa, thus acting as the engine that drives the vision.

AU-IBAR supports the coordination of sustainable development and strengthening of capacities and policies of AU-MSs and RECs. This is achieved through supporting sustainable production systems and resilient ecosystems along the animal value chains, improving animal health and welfare capacities and governance under the One Health and One Welfare approach[1] and strengthening compliance with SPS, ensuring value addition and access to markets. In doing its work, AU-IBAR ensures inclusiveness, especially for women, youth and persons with special needs, in its initiatives, sustainable use of natural resources and their ecosystems, climate change adaptation and mitigation.

[1] *One Health and One Welfare together can establish a basic ethic of respect for other living and non-living elements of our planet, provide a foundation for the science of One Health and replace exploitation and annihilation with stewardship and responsibility for our planet and all its life forms, which are critical to sustainable ecosystems, sustainable development endeavours, and the sustainable existence of humanity.*

1.4 Situational Analysis

The development of this strategic plan is informed by the Livestock Development Strategy for Africa (LiDESA), the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS), Policy Framework for Pastoralism in Africa (PFPA) the Animal Health Strategy for Africa (AHSA), and the Animal Welfare Strategy for Africa (AWSA). The Strategic plan is also designed to support implementation of the fishery aspects of the Africa Blue Economy Strategy (ABES), knowing well that fisheries management has over the years evolved to integrate approaches that include conservation of fishery and aquaculture resources within the context of the wider aquatic biodiversity and ecosystem. Every effort has been made to ensure alignment of SP Strategic Objectives to the Second Ten Year Implementation Plan 2024 – 2033 (STYIP) of Agenda 2063, the African Union Strategic Plan 2024 – 2028, and the Kampala Declaration commitments. The development of this SP also builds on the findings of the Midterm and End Term Evaluations of SP 2018 -2023; as well as lessons learnt from implementation of LiDeSA and FishGov1 Project end-term evaluation.

This section establishes the causal effect analysis of the Strategy, it sets the baseline of the AU-IBAR 2024-2028 Strategy that informs each impact pathway and intended change. The situation analysis helps select core interventions, implementation strategies and results chain which provides intervention logic to the attainment of the Strategy. Investments and funding then follow the selected core issues flagged from the situation analysis in Animal Resources. There are four thematic pillars that anchors the strategic plan 2024-2028, 1) Governance, 2) Animal Health and Production, 3) Economic, Trade and Marketing, and 4) Knowledge Management. It is envisaged that these thematic pillars will continue to receive support from several relevant policies, strategies, programs and related regional frameworks that go a long way in guiding the Member States and RECs efforts towards enhancing production, productivity, free disease zones, one health, trade and livelihoods of vulnerable segments of population, women, youth and actors in the animal resources value chain. A look into the past and current situational context assesses all pillars and their value chains as a push-pull effect to ultimately present export-oriented animal and animal products according to set export trade requirements in the

existing and new markets. The end game is to provide food and nutrition security, economic wellbeing of the actors in the sector and build a resilient and sustainable ecosystems and biodiversity.

As a leader in the technical field of animal resources and aquatic biodiversity, the strategic framework will deliver its mandate using five different thematic pillars as stated;

Governance and Co-ordination

AU-IBAR plays a pivotal role in enhancing governance in the animal resources sector across Africa. Its governance structure includes leadership in areas such as animal health, production, trade, and sustainable development. AU-IBAR collaborates with regional economic communities, centres of excellence, and development partners to implement strategies like Livestock Development Strategy for Africa (LiDeSA), PFRS, PFPA and other initiatives aimed at improving policy environment, capacity building, continental standards and methods. AU-IBAR takes role coordinating member states to develop a common position on trade, marketing and pricing.

This far Africa animal resources governance has seen an upward trajectory, however certain areas of concern are notable; policies enforcement is weak, climate change and environmental degradation affecting biodiversity and natural resources, corruption and inefficiencies in governance structures undermine efforts being done, land ownership and resource rights create conflict especially when balancing conservation efforts and meeting the needs of local community especially pastoralists, and coordination challenges arising from multiple stakeholders having conflict of interest. Inconsistent and/or outdated policies and legal frameworks across countries making it difficult to harmonize governance efforts and implement region-wide strategies effectively. AU-IBAR will champion inclusive governance approaches, collaborate in resource mobilization, strengthen capacities to enforce regulations, conduct research and guide in implementing sustainable practices.

Animal Health

The African continent has a significant burden of animal diseases some of which are zoonotic. It has been clear to many for some time that the health of animals, humans and the environment are inextricably connected. 60% of existing human infectious diseases are zoonotic, while at least 75% of emerging infectious disease pathogens (such as Ebola, RVF and avian influenza) are of animal origin. The animal disease burden in Africa is responsible for annual losses of over US$4 billion in Sub-Saharan Africa alone, equivalent to 25% of the total value of livestock production in the continent (AU- IBAR, 2010). Contagious Bovine Pleuropneumonia (CBPP) a disease of cattle and PPR a disease of sheep and goat cause over USD 2 billion and 2.2 billion losses respectively to African farmers annually due to animal death and decreased productivity, plus cost of surveillance, vaccination and reduced trade. WOAH PVS evaluations and Gap analysis indicate weak veterinary services not able to address the animal health challenges

In addressing animal health AU-IBAR will support veterinary services to be more proactive, improve human capacities to address PVS findings by being able to assess disease risk, to undertake early detection and response, prevention and management from efficient registration facilities and using the right equipment. Most countries have a score of less than three for most of PVS core competencies which is brought about by inadequate workforce, countries having a heavy burden of animal diseases (emerging, re-emerging, TADs and endemic diseases including zoonosis such as Rabies and TB), weak animal health policy platforms, weak execution of policies, legislation and regulations. MSs have not invested for self-sustaining veterinary services and there is poor governance of veterinary services and for pharmaceutical and biologicals. Notably, many farmers/herders do not know their rights and therefore are not able to demand from duty bearers in areas of access to quality vaccines, medicines and veterinary services, timely critical information and capacities on animal husbandry practices. Some of these issues can be handled in partnership with private sector, especially investing in infrastructure and productive areas of animal health. However, generally PPPs are underdeveloped in the veterinary domain, thus not leveraging the potential of private sector investment in animal health.

In the past and currently there has been inadequate plans for epidemio-surveillance which is critical for disease control and prevention. In many MSs and RECs a clear picture of the epideimieology of diseases is not in place. Therefore, although some countries do have disease control plans in place they are not well informed by epidimio-surveillance reports. AU-IBAR seeks to strengthen MSs and RECs capacities in these critical areas (people, diagnostics, facilities etc., to ultimately have an animal health system that addresses animal disease outbreaks to protect farmers/herders' assets and gains so far made. AU-IBAR is also cognizant that a One Health approach is required for a holistic pictures of risks environment and public health interface which go beyond traditional veterinary medicine. Therefore, data and capacities will be required in all these domains in RECs and MSs to make informed decisions to mount One Health responses and support to animal welfare and for planning collaborative engagements. Sharing data will be key to support collaborative surveillance, response and preventive measure by RECs and MSs. Currently, this data is minimally available.

Animal Production

Farmers and herders keep animals for livelihood, food and nutrition, and for economic gain. They depend on animals to provide milk, meat, fish, eggs for household consumption and sale as well as sale of live animals, hides for cash. Livestock also provide draft power and manure as organic fertilizer used for planning crops.

Animal source foods provide not only high-quality protein, but also micro-nutrients critical for physical and cognitive development in children, iron for women of child-bearing age and many other important micro-nutrients. They are therefore needed for the health and wellbeing of the population.

Increasing productivity of livestock from its current low levels has, therefore a clear role to play in the economic development and health and wellbeing of the African population.

Low individual animal productivity results in high greenhouse gas emission intensities, i.e. emissions per unit of product, such as per litre of milk or kg of meat. Increasing productivity reduces emission intensities and can result in the same amount of product being produced by fewer animals, thus contributing to reduced absolute emissions and effects on climate change.

In addition to improved animal health, productivity increases will also depend on improved genetics for both productivity as well as adaptation to disease and climate change. Currently the rich genetic diversity of animals on the continent is not being well used. Regional animal gene banks are not utilized to the maximum, little conservation of genetics is taking place, and information flow on genetics is inadequate to make sound decisions on genetic improvement. However, new approaches including cryo-preservation, genomic selection, digital data capture of phenotypic data are being developed which could revolutionise genetic selection of livestock. AU-IBAR has a role to play in the coordination and scaling out of these new approaches. AU-IBAR will seek to establish mechanisms to motivate MS to use the ARIS system, establish genetic improvement centres where certain semen or species can be added value to target a larger populace, improve access to high yielding and resilient animal genetic resources, and address availability and access to production inputs and services.

Lack of feed is an important constraint to animal productivity. Feed costs can be high, with large seasonal variation on both quantity and quality, often exacerbated by the impacts of climate variability.

The strategy also considers the development of feed and fodder value chains, animal seed industry, apiculture production, support innovative models and technologies for improved access to animal husbandry, aquaculture, health services and quality input supplies for livestock. Consideration will be given to public private partnerships investments through access to financial affordable services and infrastructure, support to MS and RECs to build climate resilient and nature positive livestock production systems and strengthen livestock biodiversity and ecosystem health services.

Climate change

Climate change is arguably the most pressing environmental challenge many societies and their natural environments are currently facing. The rapid and significant changes in temperature and precipitation that are now being experienced over large parts of Africa are likely to impact a range of key environmental processes in general and animal resources in particular. These will affect the habitability and productivity of terrestrial and marine environments with negative consequences for humans as well as domestic life. Climate change is therefore a priority focus for both individual governments, regions and the wider international community.

The AU-IBAR Strategic plan 2024-2028 takes keen consideration on climate change issues, for animal health, production and trade to succeed and ensure food security and economic wellbeing. Environment conditions must be favourable in terms of quality, biodiversity, ecosystem, natural resources, climate and sustainable management. In Africa, human activity has caused destruction of terrestrial, water and marine ecosystems, natural resources degradation; biodiversity, animal and human loss caused by impacts of climate change. Hence, building resilience to disasters and climate change variabilities and access to safe green energy accompanied with appropriate technologies to build systems to prevent further loss as Africa exploits opportunities created by vast animal resources and ecosystems. Attention is given to comprehensive social development in improving the social well-being and economic sources of the farmers/herders and animal resources value chain stakeholders. To deliver this inclusive development RECs and MS through their regional, mechanisms, systems and common policies will engage drivers of social inclusion capacities to transform economies and promote productive people as they take up climate change adaptation activities. The strategy creates avenues for projects and programs, collaborations, partnerships, cooperation, plans in climate change adaptation and mitigation, low carbon, blue and circular economy factoring productive roles of men, women and youth. AU-IBAR strategic intervention will bring animal resources to UNFCCC Paris Agreement framework and biodiversity discussion. Mainly, mainstreaming animal resources into the UNFCCC Paris Agreement and Global Biodiversity Framework and integrating into biodiversity conservation as a continuous effort as well as providing the leadership to leverage

on current practices of supporting the AU-Member States and RECs in developing common positions reflecting a unified Continental approach.

Gender

Although gender was included in previous strategies, more emphasis is given in this strategy, especially to monitor, evaluate, measure and target women as beneficiaries of AU-IBAR program interventions. Social inclusion of gender, age and special needs against geographical environment and economics is key to demonstrate equitable benefits and involvement in AU-IBAR delivery of its mandate. A gender strategy and policy expert was recruited to ensure these considerations are documented showing different populations, institutions, compositions within project locations, thematic targets, structural decisions, strategies and plans put in place by RECs and MS in contributing towards social inclusion and empowerment. During the implementation of the strategy gender issues will be monitored by collecting and analysing data to identify gender differences and inequalities, thus informing policies, plans and projects at all levels. The midterm and end term evaluation of the strategy gender responsive evaluation will be integrated to the proposed approaches.

Economics Trade and Marketing

The ultimate purpose of AU-IBAR in providing leadership and development of animal resources for Africa is for consumption and trade of quality, quantity and safe animal and animal products, with reduced energy and environmental footprints. Current trends and future prospects to access international, regional markets and stabilize animal products prices is key to balance of trade (imports and exports). Some of the context issues AU-IBAR is facing are high import dependency on dairy, meat(poultry, beef) and fish; regulatory inefficiencies and trade and non-trade barriers due to non-aligned policies between AU MS; limited access to structured markets for small holder producers; limited market intelligence and weak institutional frameworks to support livestock and fisheries trade; high post-harvest losses due to weak infrastructure and cold chains systems; under developed value chains of mainly low-value raw exports that limits competitiveness, inadequate access to finance and investment for agribusiness entrepreneurs (youth and MSMEs) and in processing. All these lead to limited intra-Africa trade in animal-source foods

compared with other continents, Africa still struggles with trade fragmentation of non-harmonized trade regulations, tariffs and weak enforcement of SPS measures.

The AU-IBAR Strategic plan 2024-2028 proposes expanding trade integration within the AfCFTA framework, with an emphasis on harmonized SPS measures, intra-African trade, and export market access, support RECs and MS the factor in their plans the role of agribusinesses (MSME) in livestock, fisheries, and aquaculture trade, collaborate with RECs and MS to prioritize value chain development and agro-processing as a way to increase competitiveness in trade, expand digital trade solutions for livestock, fisheries and animal products, build capacity of trade negotiators and agribusiness stakeholders, harmonize and strengthen compliance with international and intra-African SPS Standards, coordinate and strengthen Africa's Common Voice in Global SPS and trade policy forums,

AU-IBAR will take advantage of regional variations to strengthen animal-source food. In West Africa there is strong livestock trade corridors, poultry production is high but high informal trade and weak border controls. They also export low-value raw animal products which are processed in Europe and returned back as processed finished animal product. Fisheries investments will also be considered in the region. East Africa leads in dairy, eggs and live animals exports, but fisheries trade is underdeveloped. In Southern Africa there are well-developed meat and poultry sectors, but barriers exist for regional trade harmonization. North Africa has strong market linkages with Europe but is also dependent on imports. Central Africa has weak trade infrastructure and limited regional integration with inadequacies in policy harmonization

Knowledge Management

Presently, there is no integrated knowledge management system in the animal resources sector: this results in fragmentation of data and siloing of information and knowledge sharing efforts. Stakeholders, especially small-scale livestock and fisheries farmers, have limited access to relevant timely and actionable information. Institutions of knowledge translation and centres of excellence tend to be project driven and their sustainability is limited. For example, any infrastructure

set up during the project life often becomes redundant once the project closes due to lack off follow on funding. Digital platforms and other technologies for knowledge sharing are underexploited, limiting the reach and impact of knowledge dissemination efforts. Insufficient skills in knowledge management on the part of stakeholders hinder effective collection, analysis, and utilization of data and information platforms. Weak interlinkage among stakeholders including research institutions, policymakers, and the private sector is affecting exchange and flow of knowledge. Lack of staff succession also affects flow of knowledge transfer when staff retire there is no institutional memory. Even when organisations such as AU-IBAR undertake knowledge management including curation and dissemination of data and knowledge it can have limited impact because of these limitations.

Three more analyses were conducted to inform the development of the strategic plan. These included an environmental scan of the wider macro environment (PESTLE Analysis), micro environment (SWOT Analysis) and a stakeholder analysis.

1.2.3. Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis

- ***Political:*** Stable governance structures are essential for developing effective policies that support sustainable animal resource management. Political will and support play a critical role in driving sector reforms, particularly in areas like disease control, market regulation, and international trade agreements.
- ***Economic:*** The animal resources sector has significant potential to contribute to national and regional economies through job creation, trade, and value addition. Economic opportunities lie in expanding value chains, increasing productivity, and fostering intra-African trade. However, economic instability and funding gaps can pose challenges to sustained growth.
- ***Social:*** The sector is integral to rural livelihoods, providing food security, employment, and income for millions across the continent. Social factors, including community practices, cultural values, and stakeholder engagement, are vital in shaping policy implementation and ensuring sustainable development.
- ***Technological:*** Technological advancements in genetics, disease surveillance, and feed production are critical to enhancing productivity and resilience within

the sector. Investments in research and development (R&D) are necessary to promote innovation, improve efficiency, and enable the adoption of modern farming practices.

- ***Legal:*** Harmonized regulations and legal frameworks across countries are essential for facilitating trade, ensuring food safety, and protecting animal health. Legal challenges, including inconsistent enforcement and regulatory gaps, can hinder progress. Coordinated efforts are needed to streamline policies and regulations.
- ***Environmental:*** Climate change, biodiversity loss, and unsustainable practices threaten the long-term sustainability of the animal resources sector.

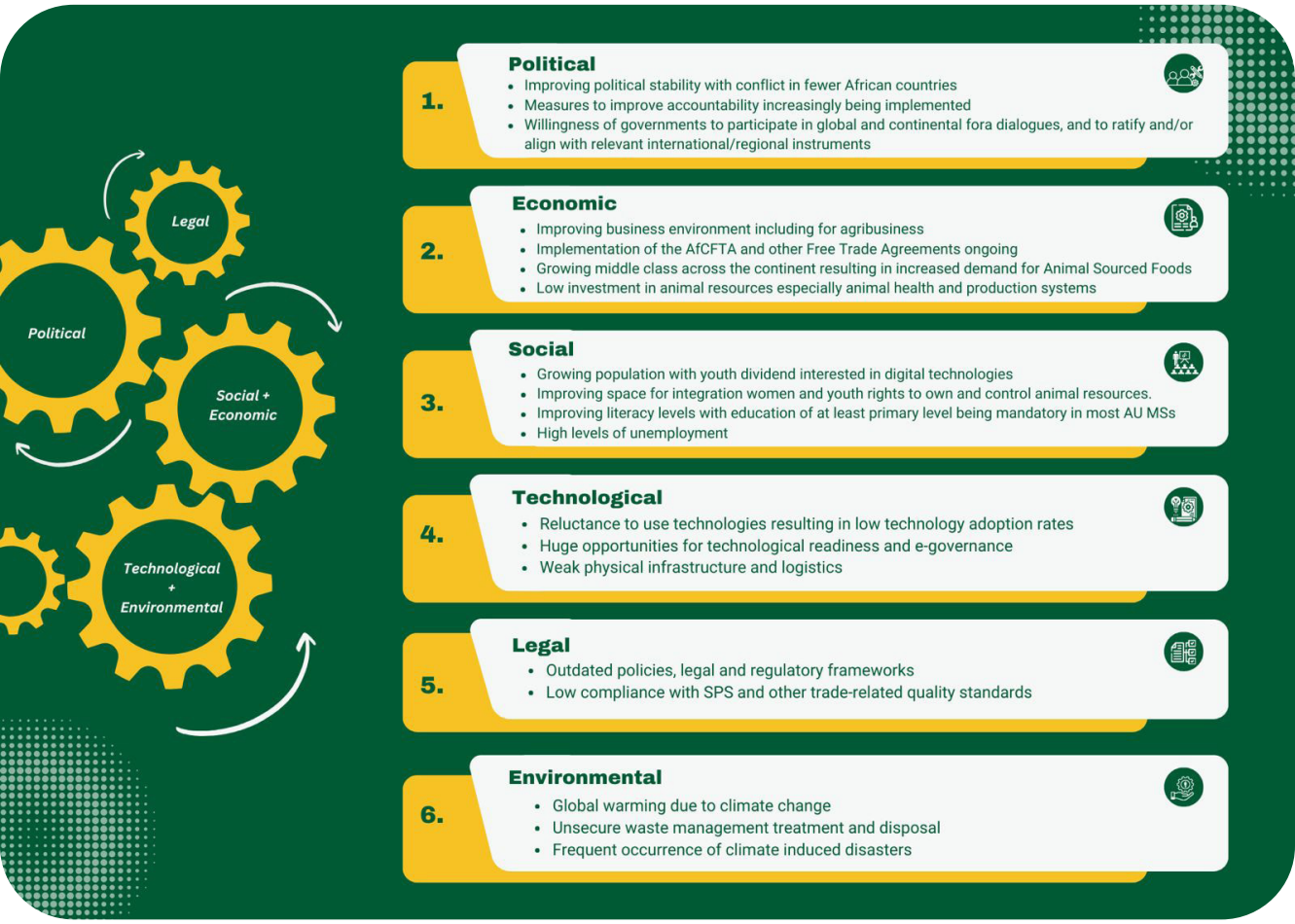


Figure 1: *PESTLE Analysis: Political, Economic, Social, Technological, Legal and Environmental influences.*

1.2.4. Strengths, weaknesses, opportunities, and threats (SWOT) Analysis



Figure 2: *SWOT Analysis: Identify strengths, weaknesses, opportunities, and threats.*

1.2.5. Stakeholder Analysis

Stakeholders have varying roles, ranging from policy development and capacity building to trade facilitation and community outreach. Active engagement and collaboration among these diverse groups at national, regional and continental levels would ensure the effective implementation of policies, programs, and initiatives aimed at achieving the plan's goals. Clear communication, shared goals, and mutual benefits are crucial for coordinated efforts and desired outcomes.

Table 1: *Stakeholder Analysis*

Level	Actor	Responsibilities	Expectations
Continental	AUC- Office of Strategic Policy and Delivery, Finance, Directorate, Internal Audit, Procurement	• Overall management of M&E System Review and approval of annual M&E plan and budget; • Adherence to AU-Financial rules and regulations (FRR), • Performance management	• Compliance with AU Internal processes and procedures including timely reporting
	DARBE	• Coordination with the other offices and Partners	• Implementation and monitoring of the AUC Strategic Plan (ARD, CAADP and Agenda 2063 Components)
	AU-IBAR	• Coordination of the implementation of AU-IBAR Strategic Plan; • Mainstreaming livestock and fisheries), Wildlife issues into CAADP • Annual workplan and budgeting (AWPB); • Management of data collection, • Data processing and analysis Communication, reporting and dissemination • Data quality assurance	• Stakeholder support and commitment to implementation of strategic plan
	Development Partners, including NGOs	• Funding/ resourcing support	• Prudent management and efficient use of resources to achieve set objectives and intended results
	Technical Partners	• Collaboration in implementation of interventions	• Effective delivery on commitments

Level	Actor	Responsibilities	Expectations
	Animal resources platforms, networks and Centres of Excellence (CoEs)	• Coordination of the sector to share knowledge / experiences and harmonise approaches	• Effective delivery of their mandate
Regional	RECs, RMs, Regional Bodies	• Coordination and support of regional and national initiatives, including facilitating regional trade, supporting integration, and fostering cooperation among Member States • Oversee regional level data collection and management • Facilitation of participatory M&E • Alignment of animal resources initiatives	• Effective coordination of regional initiatives • Effective support to implementation of national initiatives
National	Member States line ministries • M & E Focal Points • Data quality assurance •	• Develop and enforce policies, provide regulatory oversight, and support infrastructure • Oversee national and lower district levels data collection and management • Reporting and documenting • Facilitation of participatory M&E • Alignment of animal resources initiatives	• Effective domestication implementation of continental instruments and initiatives • Increased domestic investment
	Private Sector	• Drive value chain development, deploy technology, and integrate markets • Investment in AR and employment provision	• Supportive policies, fair trade practices, and incentives for innovation

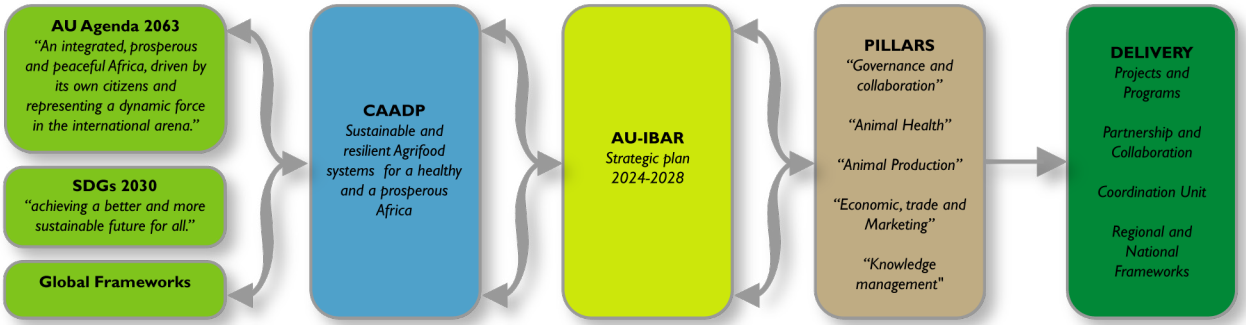
Level	Actor	Responsibilities	Expectations
	Community Based Organizations (CBOs)	• Drive grassroots implementation, lead awareness campaigns, and support local capacity-building	• Continued support and resource allocation to empower local communities

1.2.6 Stakeholder Needs along the Animal Resources Value Chain

1. ***AU Institutions:*** Need clear policies and strategies to align continental efforts, along with reporting mechanisms to measure progress towards Kampala Declaration Commitments, Agenda 2063 and SDGs Regional Economic Communities (RECs): Require tools for regional coordination, alignment with AU policies, and frameworks to address cross-border challenges in animal resources.
2. ***Member States (MSs):*** Need technical assistance, capacity building, and funding support to implement national policies that align with AU frameworks. Localized knowledge and tailored programs are essential.
3. ***Private Sector:*** Seeks investment opportunities, regulatory clarity, and market access facilitation to expand animal resources trade and contribute to economic growth.
4. ***Farmers, Pastoralists, and Producers:*** Require access to training, inputs, animal health services, and market opportunities to increase productivity and resilience.
5. ***Technical Experts, Researchers, and NGOs:*** Need access to reliable data, research support, and collaborative platforms to contribute to sector innovation, technology and sustainability.
6. ***Funding Partners (e.g., development banks, philanthropic organizations):*** Require transparent reporting, measurable outcomes, and alignment with strategic objectives to justify their investments in the sector.
7. ***Communities:*** Desire economic and social benefits from sustainable animal resources management, as well as improved food security and climate resilience.
8. ***Value chain actors:*** Provided with insights into issues, methodologies, processes, challenges, opportunities, lessons and strategies for an innovative and sustainable impacts and gains of Animal resources in Africa, RECs, MS.

Chapter 2: Strategic Plan 2024-2028

High Level Linkages



Delivery Models

1. Projects and Programs

The Projects and programs developed by AU-IBAR are to address the gaps and opportunities that occur at the continental, regional and cross-border levels. AU-IBAR role in projects and program is to close the gaps that member states face that affects national but in nature affect neighbouring countries. Sometimes they could be challenges which build up from one country and spill-over to other countries or regions. AU-IBAR turns these gaps to opportunities to be addressed through grant financing. By use of causal-effect thinking, the articulation of Theory of Change is conceptualised to map the causal pathways to develop interventions, outputs, outcomes and impact results (Activities → Outputs → Short-term Outcomes → Long-term Impacts).

AU-IBAR implements projects through Regional Economic Communities (RECs) and the RECs ensure the same happens to the African Union Member States. This is because RECs are the building blocks of African Union as per the Treaty establishing African Union. The programs and projects are also implemented through Regional bodies (waters, seas).

2. Partnership and Collaboration

AU-IBAR aims at strengthening its partnership and collaborations for delivery of its mandate at four levels; global, continental, regional and national. These will be witnessed through Memorandum of Understanding (MoUs), Agreements and Protocols. Here relationships are created on the backdrop of who we want to work with, where and on what to realize impacts in animal resources in Africa.

AU-IBAR is actively deepening and broadening its partnerships with Member States, Regional Economic Communities, development agencies (e.g., FAO, World Bank, AfDB, Embassies, Development partners/donors, CGIAR), the private sector, civil society and research institutions to pool expertise, mobilize resources and drive coordinated action across the continent. By convening multi-stakeholder platforms, forging public-private partnerships, and launching joint programmes that leverage innovation, technology and value-add while integrating indigenous knowledge, climate smart practices and agroecology. AU-IBAR ensures that livestock, fisheries and aquaculture, biodiversity, blue economy, and wildlife interventions are science-based, context-specific, scalable and deliver real impact along African animal resources value chains. These collaborations not only accelerate policy harmonization and capacity building, but also foster youth empowerment, gender equality and south-south cooperation drawing on complementary strengths of research from academia, digital tools from the tech sector, investment from private sector, and field presence of CSOs for sustainable livelihoods, food and nutrition security and One Health outcomes.

3. As a Coordination Unit

AU-IBAR plays vital role as a coordination unit above projects and programs. The institution has created a continental platform and a hub for animal resources where Partners and animal resources experts can approach and request for support to convene on behalf of the African continental and cross regional dialogues, meetings, workshops and conferences bringing together youth, women, think tanks, sector specialists, professional association sectors associations and networks to discuss pertinent issues with regard to animal resources.

By convening technical working groups, steering committees, policy harmonization hubs, centres of excellence and hosting multi-stakeholder platforms, AU-IBAR ensures that regional policies and strategies, national programmes are aligned, complementary and informed by the latest science and field experience. AU-IBAR houses four (4) continental secretariats (PPR, ANAF, African Youth in livestock, Fisheries, Aquaculture Incubator Network-AYL-FAIN, 2A2E-V/ISCTRC) and GalvMed a continental veterinary medicine platform. These secretariats synthesizes expertise from livestock and fisheries specialists, veterinarians, value-chain actors and community networks to drive information and data, coherent investments, standardize best practices and mobilize resources. In this way, AU-IBAR translates continental priorities into actionable regional roadmaps and national implementation plans, while channeling feedback from the grassroots up to inform policy and innovation across Africa. Thus AU-IBAR oversee the governance of coordination across RECs through its well developed structures and mechanisms

4. Continental, Regional and National Frameworks

AU-IBAR is required to develop continental structures and frameworks of Policies, Strategies and Guidelines (Modus Operandi) on animal resources. Across Africa, the development of animal - resources policies is structured through a nested set of frameworks - continental (AU-IBAR's strategic plan and the CAADP Kampala Declarations/Agenda 2063 commitments, AU-Wide Strategic plan), regional (RECs' livestock, fisheries and aquaculture strategies), and national (country-level livestock master plans, fisheries and Livestock acts) all of which are deliberately aligned with global standards such as the WOAH, OIE's animal health codes, FAO's guidelines on sustainable livestock production, and the SDGs. This layered architecture ensures coherence: continental priorities cascade into REC strategies and action plans, which in turn inform national legislation and investment programs, while each level draws on international norms for disease control (e.g., GF-TADs), trade facilitation (WTO SPS/TBT agreements), animal welfare, fisheries and aquaculture management, and environmental stewardship. The result is a harmonized policy ecosystem that facilitates transboundary collaboration, leverages global best practices, and drives unified progress toward food security, economic growth, and One Health outcomes.

2.1 Goal and Strategic objectives

Overall Goal: "A sustainable and resilient African Animal Resources Sector for enhanced contribution to food and nutrition security, socio-economic development and equitable growth".

Strategic Objectives:

Governance and Collaboration



SO1: Improve Governance and Enabling Environment for Sustainable Development

Robust governance and supportive regulatory environment ensure animal resource development is sustainable, resilient, inclusive, and competitive. . This objective aims to foster strategic partnerships (including PPPs) and collaborations for animal resources value chains development, investments and commercialization, AU-IBAR aims to leverage the expertise and resources of both public and private sectors for the sector's growth.

1. Progress in the previous strategy 2018-2023

1. Operationalized African Fisheries Reform Mechanism (AFRM) and LiDeSa as an AU led framework for fostering coherence and coordination in the Fisheries and livestock sector
2. After the Joint Ministerial Conferences in 2014 that subsequently led to the Declaration at Malabo. The Policy Framework and Reform Strategy for fisheries and aquaculture in Africa (PFRS) was, at that conference, endorsed as the blueprint for the transformation of Africa's fisheries and aquaculture sector. Within the framework of AFRM, AU-IBAR has continuously played a crucial role in enhancing coherence in the governance of the fisheries and aquaculture sector on the continent in strengthening capacities, harmonization,
3. AU-IBAR took the leadership role to successfully bring together a number of project steering committee meetings for decision making where in some cases the H.E. Commissioner chaired the sessions
4. AU-IBAR provided oversight to AU member states aligned national polices and strategies with policy framework and reform strategy for fisheries and aquaculture in Africa (PFRS) and LiDeSA as well as mainstreaming fisheries and livestock issues in their NAIPs and RAIPs
5. Coordinated National Instruments with relevant Regional and Global biodiversity and environmental Instruments
6. AU-IBAR has guided the process of Governance of marine protected are (MPA) in Western India Ocean Marine Science Association (WIOMSA) and transboundary MPA initiative in the East-Southern Africa Region

2. What is the Strategic focus for this strategy

1. Mainstreaming gender and social inclusion in all intervention areas and structures at AU-IBAR
2. Continue to provide guidance, technical backstopping, advise to RECs and MS in Animal resources, marine ecosystem and aquatic biodiversity
3. Continue active role as a coordination unit for continental foras, conferences, meetings, deliberations under animal resources
4. Liaise with DARBE and implementation unit of CAADP Kampala declaration to entrench deeper One Health, PFRS, LiDeSa, APDM,

5. Support the MS to hold a continental common position and speak in one voice for issues concerning animal resources.
6. Steer discussions on workable frameworks for engaging the private sectors as investors and financiers in AR
7. Pilot one value chain in RECs and MS.AU-IBAR will support leather value chain as a pilot study in Africa in collaboration with AfCFTA, RECs and MSs

3. What are the Strategic interventions under this pillar

1. Mainstreaming environment, gender and social inclusion in animal production, health, economic, trade and marketing
2. Provide a value proposition that can be taken up by investors, donors, development partners and philanthropists at MS, RECs and continental levels
3. Partner with development partners and investors to provide AR (AH, AP, T&M, KM) solutions in MS and RECs
4. Establish collaboration and integrate multidisciplinary and multi-sectors to answer the questions of AR resilience to climate change, sustainability, growth and development of the sector (livestock, fisheries, aquatic and terrestrial biodiversity, blue economy)
5. Building a space of opportunities for AR student learners to specialize
6. Collaborate with RECs and MS in training, research, knowledge sharing and strategic support for the advancement of successful learning platforms, SMEs, Start-ups, Corporates, firms and investors in Animal Resources
7. Engage partnerships, networks and memberships organizations with aligned strategic organizations niche at regional, continental and global levels in order to advance the agenda of building a competitive advantage of the Animal resources

4. What are the key performance indicators at outcome level

1. # of Policy and legislations at RECs and MS enhancing environment for a thriving animal resources sector
2. % increase in investment for animal resources value chains by public, non-state actors and private sectors

Animal Production, Blue Economy and Aquatic Biodiversity



SO2: Promote sustainable and nature positive animal production systems for effective value chains

Production efficiency ensures sustainable food and nutrition security. This objective focuses on promotion and adoption of climate resilient and sustainable animal production practices, technologies and innovations. It also aims to improve the delivery of animal (livestock and fisheries) genetic gains through strengthened extension, research and innovation systems. It seeks to build capacities at national, regional and continental levels for improved production and productivity. A coordinated effort to enhance capacity of associations, networks and organizations for livestock keepers and fisherfolks

1. Progress in the previous strategy 2018-2023

1. Strengthened systemic capacities and promoted environmentally and socially sustainable practices

2. In this period interventions employed laid solid foundation for the continued advancement of the African livestock industry through the implementation of the LiDeSA.
3. Supported evidence-based African Union decisions on sustainable fisheries and aquaculture policies and efforts were made to align fisheries and aquaculture policies in Africa with the PFRS and other AU priorities, promoting coordination among stakeholders at different levels.
4. Established 15 national chapters of AWFISHNET (African women fish processors and trades network) to enhance capacity fish trade, their welfare, participation in fisheries management and aquaculture development, in 15 AU member states.
5. Fostered cooperation among related initiatives at continental, regional, and national levels, and promoted the adoption and effective implementation of relevant global instruments
6. Advocated for African voice in fisheries and aquaculture-related forums and contributed to the development of knowledge products such as policy briefs, notes, and advocacy materials addressing various aspects of fisheries governance
7. Strengthened regional collaboration and coordination, resulting in alignment of activities and work plans among RECs, specialized regional institutions, and partners.
8. RECs and MS participated at global initiatives related to aquatic biodiversity and environmental regimes (ABNJ, CITES and COP meeting relating to Climate change and Basel, Rotterdam conventions - BRS, etc.) and thereby developed frameworks for establishing national, regional and transboundary aquatic systems, and enforceable Regulatory frameworks for effective and sustainable regional MCS systems.
9. Established African Platform for Regional Institutions for Fisheries, Aquaculture and Aquatic Systems (APRIFAAS) as a platform, they promoted coordination between regional institutions in fisheries and aquaculture; and strengthened linkages between the RECs and RFBs

2. Strategic focus for this strategy

1. The animal production thematic area aims to enhance animal resource production systems and ecosystem management across Africa especially livestock, fisheries, aquaculture and blue economy.
2. The strategic plan also seeks to foster innovation and sustainable practices to enhance animal resources production, productivity and ecological balance.
3. The focus ensures long-term resilience, adaptability and sustainability of Africa animal populations, safeguarding against various challenges of impact of climate change, environmental and land degradation, scarce and expensive animal feed, fodder and pasture, outbreak of animal diseases, inadequate quality inputs to support animal production.
4. Build approaches to strengthen AR production systems in Africa and MSs.
5. Collaborate and strengthen MS and REC in the opportunities in leather processing and manufacture of products, apiculture and poultry production, animal seed industry and inclusive agribusiness production.
6. Promote value addition to animals and animal products.
7. Conserve and protect aquatic biodiversity and associated ecosystem. Support Pastoral systems (livelihood and resilience).
8. Gender mainstreaming in animal production systems.
9. Improve access to high yielding and resilient animal genetic resource.
10. Improve access to financial affordable services for increased investments along.

3. Strategic interventions under this pillar

1. Regional and sub regional cooperation in animal production systems
2. Mainstreaming environment, gender and social inclusion in animal production
3. Promote climate change mitigation and adaption in animal production
4. Enhance capacity of research and data management in animal production
5. Adherence to international best practices
6. Strengthen advocacy, capacity and policy coherence in animal production
7. Profile, pilot and upscale investment opportunities and models for Animal Resources
8. Collaboration with Public and Private Partnership (PPPs) along the Animal Resources Value chains

9. Support investments in ecosystem for animal resources (livestock, fisheries, aquaculture) (Animal production, Animal health)

4. Key performance indicators at outcome level

1. # of Regional and sub regional cooperation in animal production systems enhanced
2. # of climate change mitigation and adaption initiative successfully adopted in animal production
3. # of capacity of research and data management in animal production promoted and utilized
4. # of advocacy capacity and policy coherence in animal production strengthened
5. # of profiled, piloted and upscaled investment opportunities and models by Public and Private Partnership (PPPs) for animal resources value chains (disaggregated by ecosystems for animal resources, livestock, fisheries, aquaculture, poultry and blue economy



Animal Health



SO3: Strengthen animal health systems, control and eradicate priority animal diseases in Africa

Effective animal health management is crucial for the health and sustainability of animal resources development. This objective focuses on building capacities to predict, prepare, prevent, detect and respond to priority diseases, while adopting a One Health and One Welfare approach which ensures harmonized and coordinated interventions in the animal, human, and ecosystem health interface.

1. Progress in the previous strategy

1. ***Coordination:*** Improved engagement with animal welfare NGOs for the implementation of the Animal Welfare Strategy for Africa (AWSA)
2. ***Policy and legislation:*** Reviewed and disseminated veterinary legislation Animal Health Strategy for Africa (AHSA) to guide development of regional and National animal health policies and strategies (for coherence) and provided a common vision for animal health systems and services in the Continent.
    - Reviewed and updated veterinary legislations in 37MSs was undertaken through training of national staff in veterinary legislation and the various

legislations are at different stages towards enactment with some already enacted

- Developed national PPR control and eradication strategies and 5-year action plans for 28 Member States in line with the global initiative to eradicate PPR by 2030 and in line with the continental strategy on PPR
- Developed the Pan Africa PPR eradication programme (2023-2027) and supported its launch by African Ministers in charge of Livestock

3. ***Empowerment:*** Capacity of veterinary services enhanced for surveillance and laboratory analysis. Improved understanding of animal health actors and animal health initiatives in the continent. Established new and strengthened existing stakeholder platforms for AR. Improved capacity for certification of the export quarantines in the IGAD region
4. ***Collaboration:*** Network meetings of the Regional Animal Health Networks of Eastern Africa, ECOWAS, SADC and ECCAS, UMA. Improved cross border collaboration for TADs prevention, control and response
5. ***Infrastructure:*** Established Regional Animal Health Centre for ECCAS
6. ***Information dissemination:*** Improved information sharing on tsetse and trypanosomiasis through the ISCTRC platform
7. ***2 MSs responded to outbreak as per PVS framework;*** Burundi responded to La Peste des Petits Ruminants (PPR) outbreak in 2018, and Sierra Leone responded to PPR and Rift Valley Fever (RVF) outbreaks

2. Strategic focus for this strategy

Continue providing technical backstopping and guidance, promoting partnership and coordination to achieve control of priority diseases, PPR, Rabies, ASF, T&T, CBPP and Avian Influenza. Provide continental guidelines for the improvement of capacities of veterinary services. Become a source of animal health data, capacitate RECs to support MS to provide risk alerts and support MSs to prevent, detect, respond and prepare for outbreaks through RECs

3. Strategic interventions under this pillar

1. Enhance capacities, governance for the management of TADs and guide context specific vaccination strategies

2. Develop and disseminate Continental guidelines for the improvement of capacities of veterinary services to focus to a few achievable priorities- PPR, Rabies, ASF, T&T, CBPP and Avian Influenza
3. Promote partnerships being intentional in initiating convening
4. Act as a coordination unit for catalysing partnerships and relation in AH/OH
5. Consolidate sources of animal health data and provide risk alerts where possible
6. Provide technical backstopping

4. Key performance indicators at outcome level

1. # of RECs whose capacities are strengthened to eradicate PPR
2. # of eligible MSs Supported to apply to WOAH for PPR Freedom status
3. % implementation of the continental strategy for the elimination of Rabies and PPR
4. # of MSs supported for the control of vector borne diseases (Disaggregated by Disease such as rift valley fever and trypanosomiasis



Economic, Trade and Marketing



SO4: Improve market access for animal and animal products

An established value chains ensure that animal and animal products are efficiently produced and marketed. This strategic objective focuses on improving market access by addressing key trade barriers and non-trade barriers, ensuring compliance to market requirements for trade in animal and animal products, i.e. health and safety standards and harmonizing regulations. Further enhancing competitiveness in regional and international markets, strengthening governance of value chains and attracting private sector and public investments and providing targeted financial support systems to animal resources. AU-IBAR can help create a more cohesive trading environment that supports economic growth across the continent.

1. Progress in the previous strategy 2018-2023

1. Strengthened capacity of AU Member States in SPS compliance.
2. Facilitated policy dialogues on intra-African trade for livestock and fisheries (CVOs, Livestock Policy Hubs, AfCFTA forum for trade in animals and animal products etc).
3. Supported harmonization of SPS regulation in COMESA, and animal health and food safety legislations in various countries.

4. Promoted private sector engagement in trade policy discussions.

2. Strategic focus for this strategy

1. Liaise with AfCFTA on Market Integration, Strengthening regional trade facilitation for livestock, fisheries and aquaculture. Moving from policy discussions to action by facilitating actual trade expansion within the framework of AfCFTA
2. Value Addition & Processing: Promoting investment in agro-processing for animal-source foods.
3. MSME & Youth Participation: Supporting entrepreneurs in livestock agribusiness.
4. Trade-Related Capacity Building: Enhancing regulatory frameworks and trade negotiations.

3. Strategic interventions under this pillar

1. Strengthen Market Information Systems for Livestock Trade on all trade routes and markets
2. Collaborate with RECs and MS to Facilitate Access to High-Value Markets for Animal Products
3. Enhance Risk Analysis and Quality Assurance for Animal Resource Value Chains
4. Harmonize and Strengthen Compliance with International and Intra-African SPS Standards
5. Reduce the operating environment on Tariff and Non-Tariff Barriers to Trade in Animals and Animal Products
6. Coordinate and Strengthen Africa's Common Voice in Global SPS and Trade Policy Forums
7. Expand Digital Trade Solutions for Livestock and Animal Products

4. Key performance indicators at outcome level

1. % increase in intra-African trade of livestock and animal-source foods.
2. % reduction in SPS-related trade barriers between RECs and among AU Member States.
3. % growth in private sector investment in livestock and fisheries trade.
4. % increase in animal-resource agribusinesses accessing export markets (disaggregated by SMEs, youth-led, metric volumes, new and existing markets)

Knowledge Management



SO5: Strengthen Institutional Capacities, Knowledge Sharing and Coordination systems

Coordination and knowledge generation and sharing are fundamental for a thriving animal resources sector. This objective focuses on building robust systems for collaboration, capacity development shaped by centres of excellence, knowledge acquisition and dissemination, and providing real-time information on Africa animal resources (dashboard), ensuring that stakeholders can work together effectively and that Africa's interests are well-represented globally.

1. Progress in the previous strategy

1. Data, Knowledge and Information Platforms Developed (Initiatives like AfaData foster the collection and sharing of data within the fisheries and aquaculture sectors.
2. Modifications on AU-IBAR website done to revamp it into a central portal; collaboration platforms and the e-document repository developed have enhanced stakeholder engagement and digitalization of knowledge products.

3. Capacity Building, Training of data operators and stakeholders improved knowledge management skills.
4. Partnerships and networks such as AWARFA-N; AWFishNET established for knowledge sharing and building capacity have been further strengthened.
5. Improved communication and visibility: Dissemination of research findings policy briefs, and reports has improved via digital platforms, including social media

2. Strategic focus for this strategy

1. Greater emphasis will be on digital transformation, integrated knowledge systems, strategic partnerships, and policy advocacy for knowledge management; coherent linkages between data, knowledge management/ translation, communications, visibility and advocacy.
    a. Integration of systems for more efficient knowledge sharing.
    b. Content must be tailored to regional contexts and stakeholders for greater relevance and impact (Localized Content and translated content is Crucial)
    c. Strengthening Knowledge translation by tailoring knowledge products, messaging, data visualisation/ dashboards, website build strategic partnerships in knowledge management as collaborations with local, regional, and international stakeholders are critical for scaling up knowledge management initiatives and resource sharing
    d. Developing integrated platforms and processes for knowledge management.
    e. Influencing policy frameworks to support knowledge management in animal resources.
    f. Strengthening stakeholder capacities in data collection, analysis, and knowledge sharing.
    g. Building strategic alliances with regional and international knowledge networks and media partners for strengthened knowledge management in the sector
    h. Support knowledge-driven agricultural transformation and development through post Malabo/ Kampala Declaration

3. Strategic interventions under this pillar

1. Establish digital and information platforms for real-time data collection, analysis, and sharing, ensuring seamless integration across programme areas, sub-sectors, RECS, AU-MSs and stakeholders.
2. Forge partnerships with international organizations, research institutions, and the private sector, and media outlets to strengthen knowledge networks and foster collaborative learning and communities of practice.
3. Conduct training programs to enhance digital literacy, data analysis, and knowledge management skills among stakeholders, including policymakers, researchers, and community leaders.
4. Advocate for supportive policy frameworks that promote knowledge sharing and stakeholder engagement in decision-making processes in RECs and MSs.
5. Develop localized content tailored to regional needs, ensuring accessibility and relevance to diverse audiences for projects and programs
6. Implement robust MEL systems to track progress, assess impact, and adapt strategies for enhanced knowledge management

4. Key performance indicators at outcome level

1. # of cases on adoption and utilization of digital knowledge platforms and products among stakeholders.
2. % growth and effectiveness of knowledge networks and stakeholder participation.
3. % improvement in knowledge management skills and digital literacy among AR stakeholders to support AU-IBAR projects, utilizing the competences of AU-IBAR staff, Community of Practice, Centre of Excellence, researchers, academia
4. # of policy, documented changes for effective advocacy efforts in supporting knowledge management initiatives in AR.
5. % reach and impact of communication campaigns in raising awareness and enhancing the visibility of AU-IBAR Programme areas and continental frameworks (social media analysis and traditional media coverage)

2.2 AU-IBAR Strategic Objectives Aligned with Continental and Global Agendas

The alignment of AU-IBAR Strategic Plan 2024-2028 is shown in Table X, where each Strategic Objective (SO) of the AU-IBAR SP 2024-2028, connects to Agenda 2063, the Sustainable Development Goals (SDGs), and AU-wide priorities (AU-W) as presented. The table provides a clear overview of how each SO in the AU-IBAR SP 2024-2028 contributes to broader African Union and global objectives, reinforcing the organization's commitment to achieving sustainable development, food and nutrition security, resilience, and socio-economic growth across the continent.



Table 2: *Strategic Objectives alignment with relevant Agenda 2063, SDGs and AU-Wide priorities*

Strategic Objective (SO)	**Agenda 2063 Goals**	**Relevant SDGs**	**AU-W Priorities (AU SP 2024-2028)**
SO1: Improve Governance and Enabling Environment for Sustainable Development	Goal 1: A prosperous Africa based on inclusive growth; Goal 11: Capable institutions and transformative leadership in place	SDG 16: Peace, Justice and Strong Institutions	AU-W Priority 2: Governance and Institutional Capacity Building
SO2: Promote Sustainable and nature positive animal production systems for effective value chains	Goal 5: Modern agriculture for increased production, productivity, and value addition	SDG 2: Zero Hunger; SDG 12: Responsible Consumption and Production	AU-W Priority 1: Agricultural and Rural Development
SO3: Strengthen Animal health systems, control and eradicate priority Epizootic diseases in Africa	Goal3: Healthy and well-nourished citizens	SDG 3: Good Health and Well-being; SDG 15: Life on Land	AU-W Priority 5: Health and Sanitation
SO4: Improve quality and market access for Animal and animal products	Goal 1: Prosperous Africa; Goal 10: Infrastructure Connectivity for Integration and free trade within Africa	SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation, and Infrastructure	AU-W Priority 4: Trade and Economic Integration
SO5: Strengthen Institutional Capacities, Knowledge and Coordination systems	Goal 19: Partnerships; Goal 2: Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	SDG 17: Partnerships for the Goals; SDG 4: Quality Education	AU-W Priority 3: Knowledge and Technology Sharing; AU-W Priority 6: Partnerships and Knowledge Networks

In alignment of AU and CAACP, the previous AU-IBAR strategic plan 2018-2023 is coherent with the frameworks of Agenda 2063, CAADP, AfCFTA and global frameworks which was done at the planning level but lacked a structured approach to monitoring the alignment with these goals in the implementation phase. This notwithstanding, a clear roadmap for monitoring and tools have been designed to measure the contribution and attribution factor towards these frameworks and successes/achievements are to be documented annually.

2.3 Theory of Change

The Theory of Change (ToC) for the AU-IBAR Strategic Plan 2024-2028 is driven by a set of key aspirations that reflect the vision and commitment of AU-IBAR and its stakeholders toward transformative change across Africa's animal resources sector. Here are the key aspirations that are part of driving the ToC:

a. Strengthened Governance and Policy Integration

- **Aspiration:** To establish robust governance systems and harmonized policies that enable effective management of animal resources, in alignment with African Union (AU) principles.
- **Motivation:** Ensuring inclusive, transparent, and well-regulated governance frameworks to support sustainable development and empower African communities.

b. Resilient and Productive Animal Value Chains

- **Aspiration:** To enhance productivity and resilience in animal value chains, contributing to food security, economic empowerment, and rural livelihoods.
- **Motivation:** By boosting productivity and resilience, this aspiration addresses climate adaptation, food and nutrition security, socio-economic development, and income stability for African populations reliant on animal resources.

c. Improved Animal Health and Disease Control

- **Aspiration:** To achieve healthier animal populations and minimize the risk of disease outbreaks, particularly zoonotic diseases, through comprehensive health systems and the One Health approach.

- **Motivation:** Strengthening animal health systems mitigates risks to both human and animal health, reinforcing regional and international trade stability and supporting public health.

d. Inclusive and Equitable Market Access

- **Aspiration:** To reduce trade barriers and increase access to regional and international markets for African animal resources, emphasizing standards compliance and competitive practices.
- **Motivation:** Improved market access provides a pathway for African producers to participate in regional and global economies, creating opportunities for economic growth and export diversification.

e. Coordinated Knowledge Management and Capacity Building

- **Aspiration:** To build strong knowledge-sharing systems and capacity development frameworks that foster continuous learning, innovation, and coordination across regions.
- **Motivation:** Enabling a culture of knowledge sharing and capacity building helps to empower stakeholders, increase technical skills, and support evidence-based policymaking across Africa.

f. Environmental Sustainability and Climate Resilience

- **Aspiration:** To incorporate climate resilience and environmentally sustainable practices across the animal resources sector, aligning with global and continental environmental goals.
- **Motivation:** Fostering environmental stewardship ensures the sustainability of animal resources and protects biodiversity, promoting Africa's capacity to adapt to climate change.

g. Inclusive Stakeholder Engagement and Social Equity

- **Aspiration:** To integrate the voices and needs of diverse stakeholders, including rural communities, women, and youth, in the design and implementation of programs.
- **Motivation:** By prioritizing inclusion and equity, AU-IBAR and its partners ensure that the benefits of development reach all segments of society, creating a more equitable and people-centered animal resources sector.

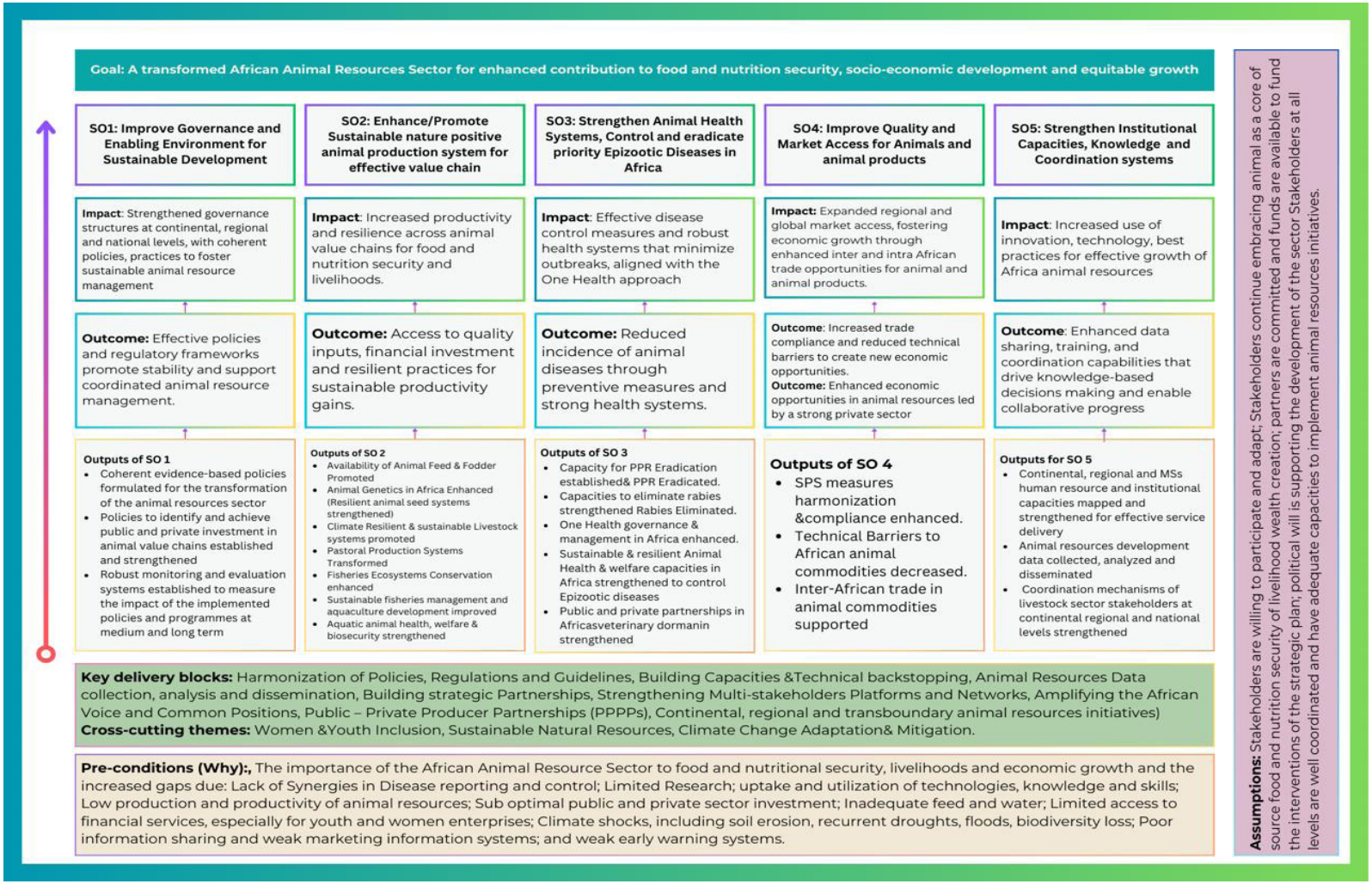


Figure 3: *Theory of Change- AU-IBAR Strategic Plan 2024-2028*

Chapter 3: Implementation, Monitoring and Evaluation

3.1 Implementation

AU-IBAR as a continental specialized technical office achieving the African Union mandate, is supporting the member states authorities through the Regional Economic Communities. The strategic plan design ensures the integration of project outcomes into the regional policies and national strategic plans of RECs and member states, to guarantee long-term support and sustainable development of the sector.

Thematic Programmes of Implementation

Animal Health

The focus of Animal Health thematic area is safeguarding the well-being of Africa's animal populations through the control and management of animal diseases pervasive on the continent as well as ensuring good animal welfare practices. This aims to mitigate the impact of diseases, preserving the health and vitality of Africa's diverse animal populations by strengthening of epidemiological and diagnostic capacities, empowering our ability to respond effectively to emerging health challenges. within the framework of One Health and One Welfare and by empowering stakeholders effectively participate and respond to animal health challenges while mitigating environmental impacts and building climate- change resilience

Animal production

The animal production thematic area aims to enhance animal resource production systems and ecosystem management across Africa especially livestock, fisheries and aquaculture.The thematic area seeks to foster innovation and sustainable practices to enhance animal genetic resources production, productivity and ecological ecosystem balance. This focus ensures the long-term resilience, adaptability and sustainability

of our animal populations, safeguarding against various challenges including natural disasters (droughts), genetic erosion, land degradation amongst others.

Economics, trade and marketing

This thematic area is dedicated to advancing the economic landscape of Africa's trade in animals and animal products in the context of AfCFTA. At the core of this is reshaping the dynamics of trade and standards in the animal health and safety of food of animal origin and has in the past culminated in the establishment of Africa's common position in organizations responsible for setting sanitary and phytosanitary measures, including compliance with food safety, animal health and animal welfare standards for safe trade. This unified approach amplifies Africa's voice in global discussions, advocating for measures that align with our continent's priorities and unique circumstances. This thematic area also focuses on eliminating or minimizing tariff and non-tariff barriers to enhance trade flows and market access and boosting agribusiness to promote economic growth and competitiveness in the global market. These efforts aim to create a conducive environment for trade and support the development of a robust and sustainable agricultural sector in Africa.

Governance and Coordination

This thematic area seeks to ensure adequate capacities for the implementation of the strategic plan. The capacities are necessary for effective coordination of animal resources sector actors, building strategic partnerships and effective implementation of related initiatives.

3.2 Monitoring and Evaluation

The Monitoring, Evaluation, and Adaptive Management (M&E) framework is designed to provide structured oversight, accountability, and adaptive capacity for the Strategic Plan. It integrates AU-IBAR's operational activities with data-driven insights to guide real-time decision-making and facilitate continuous alignment with AU priorities

AU-IBAR mainly focuses on actions at continental level, it also implements specific actions at regional and national levels in collaboration with RECs and MSs, strategic

partners and other key public and private stakeholders. As traditional, the day-to-day implementation of the Strategic Plan will be coordinated by AU-IBAR with inputs from the stakeholders. However, success of the SP will depend to a major extent on an innovative progressive and forward-looking resource mobilization and fund-raising approach.

Routine monitoring of implementation of the strategic plan will be carried out on an ongoing and continuous basis. Efforts will be made to ensure that projects contribute towards achievement of strategic plan objectives and annual implementation plans will be developed to operationalise the strategic plan. The annual workplans will be broken down into quarterly and monthly workplans for ease of implementation. African Monitoring, Evaluation and Reporting Tool (AMERT) aligned monthly and quarterly progress reports, outlining the financial and technical execution will be generated. Progress towards achievement of indicator milestones and targets will be reported in indicator tracking tables, specifically designed for each project.

The M&E framework will include quarterly and annual reports, as well as a baseline assessment (BA) mid-term evaluation (MTE in 2026) and an End-Term Evaluation (ETE in 2028). The M&E framework includes quarterly and annual progress reports, which will provide stakeholders with real-time insights into the effectiveness of the strategic plan. Mid-term and end-term evaluations will be conducted to assess overall progress and inform any necessary adjustments. Other assessments will be conducted as necessary. These include impacts assessments in certain domain, Ex-post assessments, and other assessments that are necessary in the implementation of relevant strategies

The Strategic Plan encourages a culture of continuous learning, with feedback loops designed to improve processes, refine strategies, and enhance outcomes. The M&E loop is a continuous cycle, ensuring that AU-IBAR's Strategic Objectives are systematically reviewed, adapted, and improved through evidence-based decision-making and responsive management. Therefore, the loop illustrates the continuous process of planning, monitoring, evaluating, and adapting strategies to achieve the intended outcomes and impact.

3.2.1 Monitoring and Evaluation Framework

The M&E Framework for the AU-IBAR Strategic Plan 2024-2028 establishes a systematic approach for tracking progress, evaluating outcomes, and ensuring transparency across all Strategic Objectives (SOs). It is structured to support:

1. ***Alignment with Continental and Global Frameworks:***
   The M&E system is embedded within AU-IBAR's strategic goals, Agenda 2063, and relevant Sustainable Development Goals (SDGs). The system is aligned with the African Union Monitoring and Evaluation Reporting Tool (AMERT for consistent reporting and evaluation along AU-level initiatives (Agenda 2063).

2. ***Comprehensive Data Collection and Reporting:***
   Data will be gathered at regular intervals (monthly, quarterly, and annually) from AU-IBAR, RECs, and Member States. Key indicators will be tracked using indicator tables for each SO, enabling both ongoing progress assessments and a comprehensive mid-term evaluation in 2026 and an end-term evaluation in 2028.

3. ***Stakeholder-Driven Priority Setting:***
   Engaging stakeholders in the M&E process ensures that objectives and outcomes reflect their priorities, fostering greater ownership and accountability.

4. ***Implementation of Result-Based Management (RBM):***
   The M&E framework adopts an RBM approach, defining Key Result Areas (KRAs) and Key Performance Indicators (KPIs) to measure the effectiveness of each SO. Baseline data collection, target-setting, and progress tracking are fundamental to the RBM approach, which ensures accountability and facilitates adaptive management.

5. ***Resource Allocation and Capacity Building:***
   The RBM approach is supported by robust financial and human resource allocations, including dedicated M&E staff

Table 3: *Logical Framework*

Strategic Pillar /Themes	Strategic Objectives	Strategies Results	Objectively Verifiable indicators (KPIs)	Source of Verification	Assumption
Impact Level Result	Goal A sustainable and resilient African Animal Resources Sector for enhanced contribution to food and nutrition security, socio-economic development and equitable growth	Impact Result Equitable distribution of economic wellbeing of animal resources value chain actors Conducive working environment that promotes economic and private sector development, and greater resilience in MS and RECs	% change in livestock contribution to Agriculture GDP at Continental, RECs and MS levels (economic) % change attributed by AR to Food and Nutrition Security at RECs level (impact on the ground) % growth in inter/intra-regional trade among RECs and international levels of animal resources	Case studies Annual Economic Survey Reports of MS Impact evaluation report RECs annual reports	Stakeholders continue embracing animal as a core of source food and nutrition security of livelihood and wealth creation
Outcome Level Result **1. Governance and coordination**	1.0 Strategic Objective 1: Improve Governance and Enabling Environment for Sustainable Development	1.1 Impact Result Strengthened governance structures at continental, regional and national levels, with coherent policies, practices to foster sustainable animal resource management	# of improved, functional and well governed animal (livestock, fish) value chains supported and expanded across RECs or within RECs. (disaggregated) # of governance structures and systems strengthened and operational at regional and national levels supporting AR Proxy indicator % increase in multi-sector partnerships driving trade, investment, innovation, and resilience in RECs and Member States."	Quarterly reports Case studies Evaluation Reports	Political will is supporting the development of the sector Stakeholders at all levels are well coordinated and have adequate capacities to implement animal resources initiatives

Strategic Pillar /Themes	Strategic Objectives	Strategies Results	Objectively Verifiable indicators (KPIs)	Source of Verification	Assumption
		1.2 Outcome Result Effective policies and regulatory frameworks that promote stability and support coordinated animal resource management.	# of harmonized and coherent policies and regulatory frameworks in MS fostering sustainable animal resources management # of Areas where multiple actors are working in a coordinated manner and its running smoothly	Progress reports M&E reports Sample of policies	
2. Strategic Animal Production and Resilience	2.0 Strategic Objective 2: Enhanced Sustainable and nature positive animal production systems for effective value chains.	2.1 Impact Result Increased productivity and resilience across animal value chains for food and nutrition security and livelihoods	% increase in livelihood from a food secure and resilient household or communities involved in animal value chains % increase of strengthened resilience capacities for animal source food producers by AU MSs % of population with increased disposable income expanding their options toward diverse social and economic roles as reported in the MS	Midterm and Endline evaluation report Case studies and success stories	Stakeholders are willing to participate and use disposable income to adapt
		2.2 Outcome Result Access to quality input, financial investment and resilient practices for sustainable productivity gains.	% increase in livestock and fish productivity and production efficiency due to resilient practices, quality inputs in animal value chains. (Disaggregated)	Annual reports M&E reports MS Government reports Private sector associations reports	

Strategic Pillar /Themes	Strategic Objectives	Strategies Results	Objectively Verifiable indicators (KPIs)	Source of Verification	Assumption
			% increase of available and accessible certified animal production quality inputs produced by AU MSs		
3. Strategic Animal Health Systems	3.0 Strategic Objective 3: Strengthen Animal Health Systems, control and eradicate priority Epizootic Diseases in Africa	3.1 Impact Result Effective disease control measures and robust health systems that minimize outbreaks, aligned with the One Health approach	% Reduction of affected animal and animal products accessing the market from MS and RECs	AU-IBAR Annual reports Trade report from RECs and MS MS /RECs Government reports (on health and trade) ARIS system reports Directorate of veterinary reports	Partners are committed and funds are available to fund the interventions of the strategic plan regarding support to one health.
		3.2 Outcome Result Reduced incidence of animal diseases through preventive measures and strong health systems.	% decrease in the number of outbreaks of TADs and Zoonotic outbreaks reported by AU MSs % Increase in # of MSs reporting on their status of TADs and Zoonotic diseases according to PVS scores % increased uptake of epidemio-surveillance by MS and decisions made	Midterm and Endline report from project and programs Relevant INGO and CSO reports DVS per Country reports ARIS system report	Governments continued willingness to finance PVS processes

Strategic Pillar /Themes	Strategic Objectives	Strategies Results	Objectively Verifiable indicators (KPIs)	Source of Verification	Assumption
4. Economic, trade and marketing	4.0 Strategic Objective 4: Improve quality and market access for Animal and animal products	4.1 Impact Result Expanded regional and global market access, fostering economic growth through enhanced inter and intra African trade opportunities for animal and animal products.	% Increase in regional and global trade of animal products as per trade diversification index in Africa % Increase in trade volumes (MT/Kg) in areas where AU-IBAR projects have been implemented (disaggregated between Regional - "cross-border trade" and National - "local trade)	AfCFTA reports RECs report on trade in the regions National trade reports on trade diversification index Chambers reports (Countries private sector association) ECOSOC annual report on Africa trade	Investors are attracted to invest in animal and animal products value chains in MS and RECs Governments increase their support to public funding of animal resources sector
		4.2 Outcome Result Increased trade compliance and reduced technical barriers to create new economic opportunities. Enhanced economic opportunities led by a strong private sector	# of increased trade compliance (SPS, standards, welfare) which reduces technical barriers (TBT, NTB) to create new economic opportunities # of initiatives investment by the private sector along the animal resources value chain and ecosystem management	Endterm report RECs reports ECOSOC report Private sector associations reports	
5. Strategic Knowledge management systems and communication	5.0 Strategic Objective 5: Strengthened Institutional Capacities, Knowledge sharing and Coordination systems	5.1 Impact Result Increased use of innovation, technology, best practices for effective growth of Africa animal resources	% growth and effectiveness of knowledge of AR in Africa delivered by knowledge networks, platforms (e-learning, webinars, physical trainings) CoPs, workshops, conferences and papers that result to stakeholder engagement and participation in AR	Knowledge management products developed and distributed AU-IBAR annual reports on communication and visibility	

Strategic Pillar /Themes	Strategic Objectives	Strategies Results	Objectively Verifiable indicators (KPIs)	Source of Verification	Assumption
	.	5.2 Outcome Result Enhanced data sharing, training, and coordination capabilities that drive knowledge-based decisions making and enable collaborative progress	# of interventions created from multi-stakeholder platforms held for data sharing and learning # of continental platforms with open access of information and online capacity building for policy makers, investors, practitioners and researchers in Africa`s animal resources industry and landscape # of case studies and success stories documented from Africa on animal resources contribution made by AU-IBAR funding	AU-IBAR annual reports Project reports M&E reports Case studies booklet	Digital interconnectivity across Africa and within MS and RECs runs uninterrupted Innovations in technology implemented to support knowledge management

3.3 Risk Management and Mitigation Framework

The risk management framework provides a proactive approach to identifying and addressing potential obstacles, enhancing resilience and enabling AU-IBAR to achieve its strategic objectives despite uncertainties. The framework is designed to proactively manage both internal and external risk factors through structured assessment, continuous monitoring, and adaptive strategies.

The framework focuses on:

- ***Internal Factors:***
  - Includes organizational and operational challenges, such as staffing shortages, funding gaps, and capacity limitations e.g. develop internal review systems to ensure efficient project planning and resource allocation, with regular assessment of stakeholder awareness and ownership.

- Schedule quarterly risk management reviews to assess M&E effectiveness, staff capacity, and project progress, identifying areas for improvement.

- ***External Factors (PESTLE Analysis):***
  - ***Political:*** Establish partnerships with local authorities to align AU-IBAR objectives with political agendas and gain community buy-in.
  - ***Economic:*** Monitor economic trends in member states to anticipate funding shortfalls or financial constraints.
  - ***Social:*** Engage community leaders to address potential social barriers and build community support for AU-IBAR initiatives.
  - ***Technological:*** Invest in training to address potential technological risks and keep staff updated on digital tools for M&E and data management.
  - ***Environmental/ Ecological (e.g. PESTLE).*** Collaborate with environmental agencies to implement environmentally friendly practices, especially in climate-vulnerable areas.



Chapter 4: Communication and Advocacy

4.1 Strengthening Institutional Capacity and Facilitating Inclusive Investment in Animal Resources

Enhancing animal resource management and development requires robust institutional capacity and strategic investments across various domains. AU-IBAR's commitment to strengthening institutional capacity and facilitating inclusive investments underscores its role as a catalyst for transformative change in animal resources management.

Animal resource management faces challenges like animal diseases and Transboundary Animal Diseases (TADs), which can disrupt livestock health, economic stability, and food security. AU-IBAR is committed to combating these issues through regional efforts, including surveillance systems, veterinary services capacity building, and harmonization of disease control strategies. Collaborative approaches with governments, international organizations, and stakeholders are essential for enhancing preparedness and resilience against these threats. By addressing existing challenges and harnessing opportunities for innovation and collaboration, AU-IBAR will strive to build sustainable futures for communities reliant on animal resources across the continent.

i. Supporting Decision-Makers and Strengthening Institutional Capacity

Tackling complex issues in animal resources requires robust implementation capacity. This includes overcoming institutional inertia across multiple organizations, inspiring leadership and competent staff, and mobilizing sufficient funding. By leveraging country commitments to global political frameworks, AU- IBAR will continue to build trusted, long-term relationships and increase political will. AU-IBAR will support institutions in designing and implementing effective policies and

practices in animal health and production, providing technical guidance, support, and sharing experiences. Additionally, AU-IBAR will convene and accelerate multi-stakeholder involvement to ensure meaningful change.

ii. Catalyzing Inclusive Investment in Animal Resources Development

Addressing the investment gap is critical to advancing equity and managing economic growth in member state countries. AU-IBAR will support selected countries demonstrate the economic and business cases for investing in both new and existing processes, highlighting the role and value of animal resources in the economy and job creation. Investments in the development of animal resources will target critical gaps across various domains. These include enhancing practices for better animal breeding facilities, and market access. Allocating funds towards innovative technologies and practices can boost productivity and health monitoring among animals, benefiting smallholder farmers. Moreover, investing in education and training programs for veterinarians and animal health workers is essential for building human capital. Strengthening regulatory frameworks, alongside promoting sustainable practices and gender inclusivity, are also crucial investment areas. By strategically investing in these identified gaps, stakeholders can foster sustainable growth and resilience within the animal resource sector.



AU-IBAR will collaborate with international financial institutions, technology innovators, and the private sector to support country readiness in designing sustainable animal health practices and inclusive access to finance. Special attention will be paid to gender mainstreaming, technical support, and capacity building.

iii. Investing in Pilots and Demonstration Activities to Stimulate Systemic Change

AU-IBAR's partners will implement pilot projects to demonstrate and learn about sustainable animal resource management and investment. In selected contexts, AU-IBAR will invest in tangible and replicable demonstration activities, designed for replication and scaling within and across countries. The focus will be on strategic, integrated, and forward-looking approaches and models.AU-IBAR will also pilot collaborations with the private sector, leveraging existing networks such as AWFISHNET, AWARFA-N to support the adoption of new technologies and business models to improve animal resource management and efficiency. Embracing innovation, AU-IBAR will collaborate with thought leaders to introduce new, scalable approaches to stakeholders.

4.2 Stakeholder Engagement, Learning, Knowledge Sharing, and Communications

As AU-IBAR charts its course over the next five years, it will strategically focus on enhancing stakeholder engagement, fostering continuous learning and knowledge sharing, improving access to data and innovative technologies, advocating for sustainable policies, and ensuring effective communication and visibility. AU-IBAR's strategic roadmap is anchored in proactive stakeholder engagement, continuous learning, data- driven decision-making, effective advocacy, and transparent communication. These interconnected pillars will guide AU- IBAR's efforts to foster resilience, sustainability, and inclusive growth in the animal resource sector, ultimately contributing to the socio-economic development and well-being of member states and communities across Africa. These pillars are not merely strategic choices but are rooted in a profound understanding of the challenges and opportunities facing the animal resource sector across Africa.

AU-IBAR aims to promote inclusive and sustainable development in the animal resources sector by engaging diverse stakeholders such as civil society organizations, livestock farmers, indigenous groups, youth organizations, gender equality advocates, and the media. The bureau will expand traditional learning to peer-to-peer learning through the utilization of online platforms and leverage existing networks to facilitate ongoing dialogue.AU-IBAR will enhance its Animal Resources Information System (ARIS) using AI and big data analytics to streamline data collection and analysis. Advocacy will be a cornerstone, focusing on sustainable practices, food security, and economic growth. AU-IBAR will implement a robust communication strategy, aligning efforts with regional and global development goals, and use strategic branding to strengthen partnerships, recognize strategic partners and donors and mobilize technical and financial support for sustainable animal resource management practices.

i. Stakeholder engagement

Stakeholder engagement within the animal resource sector will be heightened for fostering inclusivity and harnessing diverse perspectives. AU-IBAR recognizes the pivotal role of subsidiarity and complementarity in its approach, emphasizing local empowerment and collaboration. By expanding its vision in subsidiarity, AU-IBAR aims to decentralize decision-making and enhance cooperation with regional and local entities. This approach ensures that initiatives are tailored to meet specific needs and capitalize on local knowledge and resources effectively.

AU-IBAR is committed to broadening its partner base to include a wide array of stakeholders. This expansion goes beyond conventional actors to encompass civil society organizations, livestock farmers, faith-based groups, indigenous peoples, youth groups, gender equality organizations, and the media. By mobilizing such diverse groups,AU-IBAR will aim to enrich discussions, strengthen advocacy efforts, and promote inclusive policies and practices across the animal resource sector.

Furthermore, AU-IBAR will actively engage the private sector while upholding the neutrality and integrity of its partnerships. This collaboration seeks to leverage private sector expertise, innovation, and resources to drive sustainable development

and economic growth within the sector. Additionally, AU-IBAR remains responsive to evolving demands and opportunities by striving to achieve comprehensive geographical coverage in its initiatives. This approach ensures that all regions benefit equitably from AU-IBAR's initiatives, promoting resilience and sustainability in animal resource management.

ii. Turning Learning into Ongoing Improvements

AU-IBAR recognizes that learning provides a positive environment for constructive dialogue. Building on the organization's successful engagement in training on animal resources management, AU-IBAR will expand support for peer- to-peer learning and knowledge sharing among practitioners and various animal resources networks. The organization will leverage existing networks and stakeholder engagement processes to continue understanding and identifying solutions to complex issues. Engaging government, regional economic communities, and other key stakeholders, AU-IBAR will promote learning processes and opportunities.

AU-IBAR will work with stakeholders to turn learning into ongoing improvements in animal resource management, promoting constant feedback loops through its learning and knowledge architecture. Learning about what works is key to strengthening practices. AU-IBAR will engage with learning and knowledge alliances (such as Centres of Excellence and development partners), making learning opportunities more easily available, attractive, social, and timely. Additionally, AU-IBAR will assess how new technologies can support animal resource management, piloting these technologies and integrating them into existing learning and governance processes.

iii. Assessing Data, Information and Piloting New Technologies

AU-IBAR is committed to advancing animal resources development through the integration of innovative technologies, including artificial intelligence (AI) and big data analytics. The bureau will enhance its capacity to assess and pilot new technologies, aiming to improve the dissemination, collaboration, and translation of knowledge in the sector.

Central to this initiative is the enhancement of the Animal Resources Information System (ARIS), AU-IBAR's integrated information system. By strengthening ARIS, AU-IBAR will facilitate real-time data sharing and collaboration among stakeholders, enabling informed decision-making and promoting transparency in governance processes.

AU-IBAR will explore the application of big data analytics and machine learning to support various aspects of animal resource management. These technologies will enhance forecasting, risk assessment, and business efficiency within the sector. By harnessing AI capabilities through ARIS, AU-IBAR aims to streamline management processes and improve governance effectiveness.

Additionally, this effort includes leveraging digital platforms to efficiently distribute research findings, reports, and best practices related to animal resources.

To enhance accessibility and engagement, AU-IBAR will develop and maintain an integrated website serving as a centralized hub for stakeholders. This platform will offer interactive features by extending links to online forums, virtual training sessions, and knowledge exchange among stakeholders. Additionally, AU-IBAR will implement user-friendly dashboards to present complex data in easily understandable formats. These dashboards will provide stakeholders with critical insights into the performance of the animal resources sector, covering aspects like animal health, production, and economic trade and marketing.

AU-IBAR's will incorporate strategic use of AI, big data analytics, and digital platforms to transform the animal resources sector by enhancing transparency, efficiency, and collaboration among stakeholders, thereby driving sustainable development and resilience in the sector.

iv. Advocacy

AU-IBAR will actively advocate for policies and practices that promote sustainable animal resource development. This includes engaging with policymakers, stakeholders, and the public to raise awareness of the importance of animal health,

production, and trade. AU-IBAR will develop various knowledge products such as policy briefs, research reports, guidelines, and best practice manuals based on evidence-based research. These products will be used to influence policy decisions and foster an environment where animal resource management is prioritized at national and regional levels.

This action will ensure that animal resource issues are integrated into broader development agendas, such as CAADP, emphasizing their critical role in food security, economic growth, and livelihoods across Africa. Through targeted advocacy campaigns and strategic partnerships with governments, NGOs, academic institutions, and international organizations, AU-IBAR aims to drive legislative and policy changes that support sustainable development and enhance animal health and production systems.

By leveraging various advocacy processes and knowledge products and engaging stakeholders effectively, AU-IBAR will seek to achieve tangible improvements in the management and utilization of animal resources, thereby contributing to the overall socio-economic development and resilience of African nations.

v. Communications and Visibility

Effective communication is crucial for the success of AU- IBAR's initiatives. AU-IBAR will develop and implement a comprehensive communication strategy to disseminate key messages, share success stories, and highlight best practices in animal health and production. By utilizing a variety of multimedia communication channels, including radio, television, social media, newsletters, reports, fairs, and media partnerships, AU- IBAR will ensure that information reaches a wide audience.

In addition to proactive outreach, AU-IBAR will sustain regular media reporting well-aligned with continental frameworks such as the Comprehensive Africa Agriculture Development Programme (CAADP), Post-Malabo commitments, and broader strategic goals like the Agenda 2063, Livestock Development Strategy for Africa, and the PFRS. AU-IBAR will prioritize evidence-based reporting to demonstrate its contributions to these policy instruments and frameworks. AU-

IBAR's communication strategy will emphasize transparency, inclusivity, and the timely sharing of information to build trust and support for its programmes and initiatives.

Furthermore, AU-IBAR will enhance its visibility through targeted activities, collaborating closely with partners and donors to amplify its impact. This includes strategic branding efforts to strengthen recognition and mobilise technical and financial support for AU-IBAR's interventions across Africa.











Chapter 5 Resources Allocation and Mobilization Framework

The Resource Mobilization framework is designed to secure medium-term funding for the implementation of the AU-IBAR SP 2024-2028. It focuses on engaging key stakeholders, including development banks, donor agencies/development partners, philanthropic organizations, technical partners and private sector, also emphasizes on diversifying through alternative and innovative financing approaches, such as blended finance and impact investing, to diversify funding sources and build resilience.

Aligning SOs and KRAs with Funding Opportunities: Each KRA is aligned with potential funding opportunities, such as grants, private sector investments priorities, technical partnerships and development agency support. The strategy includes identifying synergies with donor priorities, relationships that catalyse partnerships and regional economic development goals.

Key Funding Approaches:

- *Engaging Development Banks (e.g., AfDB, IDB):* Proposals for funding large-scale projects that align with continental goals.
- *Philanthropy and International Donors (e.g., GF, EU, SIDA, Norwegian Fund, USDA, GiZ):* Targeted programs for specific strategic areas.
- *Private Sector Partnerships:* Collaborations with businesses and industries to support value chains.
- *Integration of innovative funding sources such as impact bonds and blended finance mechanisms in the main body could reinforce the modern approach to financial sustainability.* Additionally, considering a brief outline of specific partners (e.g., international development banks, private investors.

- *Relevant risk mitigation plan* should be associated with each funding mechanism in order to improve preparedness, especially considering AU-IBAR's staffing and resource constraints.

5.1 Sensitize AU Member States` contributions.

AU Member States' contributions are fundamental to the success of AU-IBAR's Strategic Plan. Efforts to sensitize member states are undergoing to highlight the plan's transformative potential and its alignment with continental development agendas like Agenda 2063. Targeted communication campaigns, leadership engagement forums, and evidence-based advocacy will underscore the value of national investments.

In addition to the regular financial contribution of AU Member states, AU-IBAR has expressed its interest for having seconded African employees, as they are understanding very well the animal resource context of the continent and will support AU-IBAR vision towards a resilient and a sustainable animal production sector.

5.2 Information Technology

Going forward, AU-IBAR intends to increasingly automate and anchor its work on the use of Information Technology for enhanced productivity and innovation, communication and decision-making. This will require an IT infrastructure that align with new emerging technologies to address animal resources management needs in Africa, as well as the needs that will arise from the construction of the new African Union campus where all African Union offices based in Nairobi and AU-IBAR will be located.

Emerging technologies will require in our context, the creation of a Data Centre consisting of 2 server rooms connected by fibre optic with the necessary computing power to support workloads that will consider the growth of needs over the next 5 to 8 years. Power consumption will be provided by at least 2 central UPSs, for the Data Centre, for users' computers and other IT systems. In order to reduce energy costs and consider climate change and green IT, installing solar panels for

the supply of solar energy is necessary. Solar energy will be the primary energy, supplemented by the electricity supplied by the national distributor and a modern Eco-friendly generator as backup. In addition to wired connectivity, wireless connectivity will provide support and must cover the entire campus. In order to ensure optimal Internet availability for users, it will be necessary to have 2 Internet service providers. The different IT equipment should allow for sharing burdens between the two Internet service providers. The current bandwidth of 80 Mbps will need to be multiplied by at least 2 to maintain the current level in terms of bandwidth per user.

To account for cybersecurity risks, multiple layers of firewall protection will be installed to protect users and the Data Centre. The capacity of the telephone system, the number of telephone lines and the number of telephones will have to increase proportionately to the number of African Union employees and institutions on the new campus. The telephone system will be integrated with the IT system for greater interoperability (unified communication), which will allow soft telephones to be deployed on computers, among other things.

The different conference and meeting rooms will incorporate Smartboards and smart TVs as well as modern presentation systems that will incorporate recording systems. These different rooms will allow for online meetings as well as hybrid meetings. Equivalent systems with specific options will be installed in the training rooms. Of course, the systems for supporting the various working languages of the African Union will also be integrated to facilitate the work of interpreters. In addition to the standard equipment that the multimedia centre will make available to users, it will incorporate specialised equipment for the care of people with visual or motor disabilities.

Of course, standard systems and IT services provided to users, such as print services, will consider new technologies and needs related to the new campus. This will allow for better optimisation of IT resources in general. The IT infrastructure acquisitions will align with the different construction phases as described for the construction of the new African Union campus.









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