AFRICAN UNION
INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES

GUIDELINES FOR THE FORMATION AND OPERATIONALIZATION OF THE AFRICAN WOMEN IN ANIMAL RESOURCES FARMING AND AGRIBUSINESS NETWORK (AWARFAN)



TABLE OF CONTENTS

01	Introduction	4
02	Justification	4
03	Objectives of AWARFAN	5
04	Membership Structure	6
05	Formation of National Chapters	6
06	Operational Pillars	7
07	Governance Structure	7
08	Sustainability and Strategic Growth	7
09	Monitoring and Evaluation	8



1. INTRODUCTION

The African Women in Animal Resources Farming and Agribusiness Network (AWARFAN) is a continental initiative that unites women involved in livestock and fisheries-related enterprises across Africa. The AWARFA network was launched in 2018. It has been in operation for more than five years. This document provides standardized guidelines to support the establishment, operationalization, and scaling of AWARFAN national chapters across all African Union Member States.

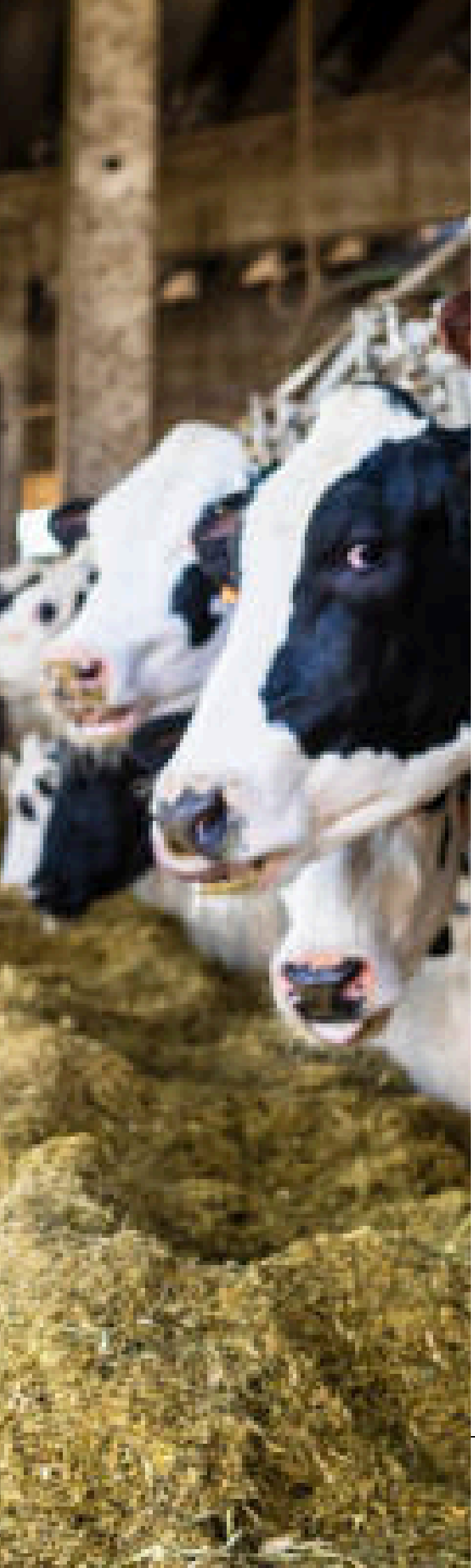
AWARFAN promotes the collective strength of women entrepreneurs in animal production, feed and fodder systems, processing, veterinary services, input distribution, and market access. Through collective action, the network seeks to improve visibility, access to finance, capacity development, and policy advocacy for the inclusive participation of women in livestock value chains.

2. JUSTIFICATION

Women are central actors in livestock feeding and fodder supply. FAO reports that women are responsible for feeding and watering animals, gathering fodder, stable management, and processing livestock products, accounting for over two-thirds of farm-level feed provision activities. Despite contributing more than 50% of global food production, women face systemic barriers in accessing land, finance, and technology needed to expand their livestock enterprises.

Evidence shows that closing gender gaps in agriculture could raise overall agricultural output by 2.5–4% and increase women's productivity by up to 20–30%. Therefore, empowering women through AWARFAN to access finance, markets, mechanization, and policy advocacy is critical for sustainable livestock feed systems, increased food security, and inclusive economic growth across Africa.





OBJECTIVES OF AWARFAN

- Promote and support women-led enterprises in livestock and agribusiness across Africa. AWARFAN will champion business development practices and facilitate market linkage initiatives that elevate women's enterprises, aligning with CAADP's commitment to stimulate agro-industrial enterprises and boost agrifood output by enabling women to scale up production and value addition.

- Foster access to finance, insurance, and risk management services tailored to women's realities. By advocating for gender-sensitive financial instruments and risk-sharing mechanisms, AWARFAN will help close the yield gap between male and female farmers by 50%, as targeted under the Kampala Declaration, ensuring that women secure the credit and coverage needed to invest in feed production and livestock resilience.

- Build capacity through training, mentoring, and exposure to innovations. Through targeted capacity-building programs, such as peer-to-peer learning forums and technical clinics, AWARFAN will increase women's productivity by up to 30% by disseminating best practices in fodder quality management, mechanization, and climate-smart livestock feeding strategies, in line with CAADP's focus on strengthening early warning and innovation uptake.

- Enhance advocacy and representation of women in national and continental livestock policy and planning platforms. AWARFAN will serve as the collective voice for women across Feed & Fodder MSPs and CAADP National Plans, pushing for at least 30% women's representation in decision-making bodies and ensuring gender-responsive policies that integrate women-led priorities in agrifood governance.

- Provide a structured, member-based platform that delivers tangible value through networking, funding access, market linkages, and technical support. Leveraging a continental digital hub and regional clusters, AWARFAN will facilitate the sharing of investment opportunities, access to Environmental, Social, and Governance (ESG) compliant value chains, and partnership with AU bodies to reinvest 15% of agrifood GDP into women-led agribusinesses, echoing the Kampala Declaration's target for reinvestment in agrifood systems

MEMBERSHIP STRUCTURE

MEMBERSHIP CATEGORIES

1. **Individual Members:** Women involved in livestock value chains.
2. **Enterprise Members:** Women-owned businesses operating in animal resources or related sectors.
3. **Associate Members:** Institutions, NGOs, and service providers supporting women in livestock.
4. **Honorary Members:** Distinguished supporters and advocates of AWARFAN's mission.

MEMBERSHIP FEES

Members shall pay an annual fee based on category. National chapters may adjust fee levels but must maintain a standardized structure defined by the continental secretariat.

FORMATION OF NATIONAL CHAPTERS

INITIATION PROCESS

1. **Stakeholder Mapping:** Identify key women-led livestock enterprises, cooperatives, and support institutions.
2. **Awareness Creation:** Organize sensitization forums in collaboration with local institutions.
3. **Interim Committee:** Form a national steering committee to oversee the registration process and mobilization of members.

LEGAL AND INSTITUTIONAL SETUP

- Conduct a legal review to determine the appropriate organizational form (e.g., nonprofit association, cooperative society, or NGO) under national legislation.
- Prepare and submit all incorporation documents, including the application for a certificate of registration, statutes, list of founding members, and required fees, to the relevant registrar or authority.
- Draft detailed bylaws that specify the organization's name, purpose, membership criteria, membership fees, rights and obligations, governance bodies (e.g., General Assembly, Board), terms of office, and meeting procedures, ensuring full alignment with the continental AWARFAN charter.
- Establish internal governance procedures, including:

    1. **Board elections and rotations:** define nomination processes, electoral timelines, quorum requirements, and term limits.
    2. **Decision-making protocols:** outline how resolutions are passed, including voting thresholds and documentation.
    3. **Conflict of interest policy:** require disclosure declarations for board members and procedures for recusal.

- Open a dedicated bank account in the association's name, ensuring:

    1. Selection of a reputable bank and account type that supports organizational transactions and multi-signatory requirements.
    2. Appointment and registration of authorized signatories (at least two) with a clear mandate for transaction limits and dual-signature thresholds.
    3. Definition of financial controls, including: monthly reconciliation procedures, approval workflows for expenditures, annual audited financial statements, and reporting to the membership.

- Register for tax identification, VAT or other relevant tax registrations, and apply for any available tax exemptions or deductions for nonprofit organizations.
- File any annual returns, compliance reports, or renewal applications mandated by national authorities, and maintain a compliance calendar to track statutory deadlines.

LAUNCH AND INTEGRATION

1. Conduct a national launch with participation from government, donors, and the private sector.
2. Seek representation in the national Feed and Fodder Multi-Stakeholder Platform (MSP) as a corporate (paying) member

OPERATIONAL PILLARS

- **Business Development Services:** Mentorship, business clinics, access to market platforms.
- **Access to Finance and Insurance:** Linkages to gender-sensitive loan products, insurance schemes, and risk-sharing facilities.
- **Capacity Building:** Training in agribusiness management, feed formulation, climate-smart livestock practices, and mechanisation.
- **Advocacy and Voice:** Representation in national livestock planning forums, policy dialogue platforms, and gender-budgeting processes.
- **Visibility and Digital Presence:** National pages linked to a continental website showcasing member success stories, services, and opportunities.

GOVERNANCE STRUCTURE

National Governance

- **National Executive Committee:** Elected body overseeing operations, budgeting, and strategic planning.
- **Thematic Working Groups:** Focus on key areas such as financing, policy advocacy, capacity building, and technology.
- **National Secretariat:** Technical and administrative arm coordinating member services and external relations.

Regional and Continental Governance

- **Regional Coordination Clusters:** Groupings based on RECs (e.g., ECOWAS, IGAD, SADC) to support peer learning and regional advocacy.
- **Continental Executive Council:** Composed of representatives elected from each national chapter.
- **Continental Secretariat:** Based at AU-recognized host institution; responsible for strategy coordination, partnerships, and program implementation.

SUSTAINABILITY & STRATEGIC GROWTH

- Drive national member registration campaigns annually.
- Institutionalize fundraising strategies including donor partnerships, service fees, and project grants.
- Integrate AWARFAN activities into national livestock and agribusiness development strategies.
- Promote gender-responsive mechanization and innovation adoption among women.



MONITORING & EVALUATION

Effective monitoring and evaluation (M&E) are critical to track AWARFAN's progress, demonstrate impact, and guide adaptive management at both national and continental levels. The following expanded activities ensure robust oversight and continuous improvement:

1.Develop Key Performance Indicators (KPIs) at national and continental levels.

1. Define SMART KPIs that align with AWARFAN's strategic objectives, such as:

- Membership Growth: Number of registered members by category (e.g., individual, enterprise) and annual growth rate.
- Finance Access: Volume and value of gender-sensitive loans and insurance policies facilitated for members.
- Capacity Building Reach: Number of trainings delivered, participant turnout, and post-training performance improvements.
- Policy Influence: Instances of AWARFAN-led policy proposals adopted or referenced in national livestock plans and MSP platforms.

2. Disaggregate data by region, business type, and demographic indicators (age, education) to identify equity gaps.)

3. Set baselines and targets for each KPI at chapter inception and review them annually to ensure relevance and ambition.

2. Conduct annual performance reviews and publish impact reports.

1. Annual Review Process: Convene a joint M&E workshop with representatives from national chapters, regional clusters, and the continental secretariat to:

- Assess KPI performance against targets.
- Analyze success stories, challenges, and lessons learned.
- Identify resource gaps and strategic priorities for the coming year.

2. Impact Report Publication: Prepare a concise, visually engaging report summarizing:

- Progress on KPIs and outcomes achieved.
- Case studies illustrating member benefits and collective achievements.
- Financial summaries detailing fees collected, grants secured, and expenditures.

3. Dissemination: Share the report via the AWARFAN website, social media, national launches, and partner forums to enhance transparency and attract new members or funders.

3. Maintain member feedback channels to ensure responsive services.

- Digital Feedback Tools: Implement online surveys, suggestion boxes on the portal, and periodic email polls to capture member satisfaction, service gaps, and new needs.
- Dedicated Helpdesk: Establish a helpdesk email and WhatsApp line managed by the national secretariat to handle inquiries, complaints, and rapid requests for support.
- Focus Group Dialogues: Organize quarterly virtual or in-person focus groups with diverse member cohorts (e.g., smallholder producers, agro-processors, cooperative leaders) to dive deeper into frontline experiences and co-design service improvements.
- Feedback Loop: Document all inputs, assign follow-up responsibilities, and track resolution timelines. Report back to members during annual general meetings on actions taken, ensuring accountability and fostering trust.

AFRICAN UNION

INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES

African Union Inter-African Bureau for Animal Resources (AU-IBAR)
Kenindia Business Park, Museum Hill, Westlands Road
P.O. Box 30786-00100,
Nairobi Kenya
Tel: +254 (20) 3674 000 (Operator)
E-mail: ibar.office@au-ibar.org
Website: www.au-ibar.org