



**THE WEST AFRICA LIVESTOCK INNOVATION
CENTRE**

**A REGIONAL CENTRE OF EXCELLENCE
ON LIVESTOCK INNOVATION FOR WEST AFRICA
BUILT ON THE LEGACY AND ACHIEVEMENTS OF
THE INTERNATIONAL TRYPANOTOLERANCE
CENTRE**

STRATEGIC PLAN

2013-2022

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ACRONYMS

AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AGRHYMET	Centre Régional Agro-Hydro-Météorologique
AI	Artificial insemination
AKST	Agricultural knowledge, science and technology
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
AnGR	Animal genetic resources
APESS	Association pour la Promotion de l’Elevage au Sahel et en Savane
ARIS	Animal Resources Information System
ASF	Animal source foods
AU	African Union
AU-IBAR	African Union – Inter-African Bureau for Animal Resources
AU-NEPAD	Africa Union – New Partnership of Africa’s Development
Aus-Aid	Australian Government Overseas Aid Program
CAADP	Comprehensive African Agriculture Development Program
CBOs	Community-based organizations
CDSF	Capacity development strategic framework
CILSS	Comité Permanent Inter Etats de Lutte contre la Sécheresse dans le Sahel
CIRDES	Centre International de Recherche et Développement sur l'Elevage en Zone Subhumide
CORAF- WECARD	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles (West and Central African Council for Agricultural Research and Development)
CSO	Civil society organization
CTA	CTA (Technical Centre for Agricultural and Rural Cooperation)
DAD-IS	Domestic Animal Diversity Information Service
DAGRIS	Domestic Animal Genetic Resources Information System
ECOWAS	Economic Community of West African States

EU	European Union
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organization of the United Nations
FAOSTAT	FAO Statistics Database
FRAO	Fondation Rurale de l’Afrique de l’Ouest
GALVMed	Global Alliance for Veterinary Medicines
GF-TADs	Global Framework for Trans-boundary Animal Diseases GF-TADs
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German International Cooperation)
GOTG	Government of The Gambia
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation)
GL-CRSP	Global Livestock – Collaborative Research Support Program
HIV/AIDS	Human immunodeficiency virus/acquired immunodeficiency syndrome
IARCs	International agricultural research centers
ICT	Information and communications technology
IDB	Islamic Development Bank
IFAD	International Fund for Agricultural Development
ILCA	International Livestock Centre for Africa
ILRAD	International Laboratory for Research on Animal Diseases
ILRI	International Livestock Research Institute
INSAH	Institut du Sahel
ITC	International Trypanotolerance Centre
KRA	Key results areas
LEWS	Livestock Early Warning System
LINKS	Livestock Information Network and Knowledge System
M&E	Monitoring and evaluation
NAIP	National agricultural investment plan
NARS	National agricultural research systems
NARIs	National agricultural research institutes

NGO	Non-governmental organizations
OECD	Organization for Economic Co-operation and Development
OIE	World Organization for Animal Health
PACE	Pan-African Control of Epizootics
PES	Payment for ecosystem services
PROGEBE	The Regional Project on Sustainable Management of Endemic Ruminant Livestock in West Africa
R&D	Research & development
ROPPA	Réseau des Organisations Professionnelles des Producteurs en Afrique
SADC	Southern African Development Community
SAPs	Structural adjustment programmes
SMEs	Small-to-medium enterprises
SPS	Sanitary and phytosanitary standards
SRO	Sub-regional organization
SSA	Sub-Saharan Africa
USAID	United States Agency for International Development
WAD	West African dwarf goat
WAEMU	West Africa Economy and Monetary Union
WALIC	West Africa Livestock Innovation Centre
WHO	World Health Organization
WTO	World Trade Organization

ACKNOWLEDGEMENT

The process of developing this strategic plan was participatory and rewarding. The outcome reflects the collective enthusiasm, knowledge and wisdom of several individuals, groups and institutions that were all driven by one common goal – the rebirth of a rejuvenated, rehabilitated and strengthened ITC that can contribute even more than it did before now, to the development of the livestock sector in the West African region. We would like to thank these individuals, groups and institutions for their selfless contributions.

Specifically, we would like to:

Thank the Government of The Gambia not only for providing leadership in the transition of the new Centre to an ECOWAS-technical arm for livestock development but also for the support it has provided to ITC over the last 30 years

Acknowledge the development partners who provided the financial resources needed to carry out the lengthy strategic planning process: Alliance for a Green Revolution in Africa; Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles (West and Central African Council for Agricultural Research and Development – CORAF-WECARD); the Food and Agriculture Organization of the United Nations; the International Development Research Centre; Government of Belgium; Government of The Gambia.

Express our gratitude to the many representatives of our stakeholders for their active participation in the various planning workshops and electronic consultations carried out in connection with this exercise. Their contributions were invaluable for mapping out the direction that the new Centre should take in order to regain its status as a valuable regional institution for livestock development. These stakeholders include farmers' organizations, non-governmental organizations, researchers from national, regional and international institutions, private sector actors in the livestock value chain and decision and policy-makers from the region.

Acknowledge the significant contributions made by the past management and staff of ITC and their partners to provide a solid foundation on which to build the new Centre. We also wish to acknowledge the current management and staff of ITC, who bravely accepted the task of organizing the extensive consultation process and made it all happen.

We now look forward to an equally enthusiastic and active participation and support from all of the above stakeholders and partners for the successful implementation of the new ten-year strategy, driven by our collective desire to preserve and improve the performance of our endemic ruminant livestock and to ensure their sustainable use by livestock producers for the benefit of their households, communities and countries.

Professor Olanrewaju Smith

Technical Adviser to the Director General

EXECUTIVE SUMMARY

This document outlines a ten-year (2013-2022) strategic plan for a new livestock innovation centre to serve the West African region, building on the work of the International Trypanotolerance Centre (ITC). ITC shall hereafter be referred to as the West Africa Livestock Innovation Centre (WALIC)

While building on the legacy and achievements of ITC, WALIC will have a broader regional reach and be will recognized as a technical arm of the Economic Community of West African States (ECOWAS) Commission. This status will be reflected in the Centre's governance structure. WALIC will also expand its focus from concentrating mainly on indigenous breeds of cattle, sheep and goats that are naturally tolerant to tsetse-transmitted trypanosomosis. The new Centre's mission will be *to unlock the potential of the West African ruminant livestock sector through innovative partnerships and knowledge-based solutions that empower stakeholders along value chains.*

Unlike ITC, which was a research institute, WALIC will be an *innovation centre*.¹ Although research for development will be part of its mandate, WALIC's agenda will pay substantial attention to promoting institutional change through capacity building, knowledge management, advocacy and partnership, among other activities.

The strategic plan was developed through a highly participatory process, conducted throughout 2012, in which a large number of partners and stakeholders, mostly from the region, and international experts were active participants.

The strategic plan has been designed to fit the context and respond to the trends, opportunities and challenges that face the West African livestock sector today. These include the considerable opportunities that livestock present and the benefits of a regional approach.

¹The term 'innovation centre' is often associated with the incubation of early-stage businesses, usually in association with universities or other institutions. Here, the term is used in a wider sense, to include both business-oriented innovations as well as social and developmental innovations.

Globalization is both an opportunity and a threat, offering the potential for access to new markets but also exposing the region's livestock keepers to the full force of global competition. The demand-driven livestock revolution, which has seen large increases in the production and consumption of meat and milk in developing countries, has not translated into incentives and benefits for Africa's livestock keepers. Livestock both contribute to climate change through the generation of greenhouse gases and are impacted by its effects, with pastoralists being particularly vulnerable. Biodiversity conservation and use – from genes to species and ecosystems – are central to climate change adaptation. Other important drivers of the livestock sector are: emerging and remerging diseases; the rise of the supermarkets; changes in the socio-political and institutional landscape; changes in the architecture of development assistance; and technological changes, especially with regard to information and communication technologies and biotechnology. In addition, it is recognised that WALIC should give special attention to the needs of women and young people.

The **vision** of WALIC is a vibrant West African livestock sector, which boosts food security and wealth creation while safeguarding the environment.

The **mission** of WALIC is to unlock the potential of West Africa's ruminant livestock sector through innovative partnerships and knowledge-based solutions that empower stakeholders along value chains.

The following principles will guide WALIC's engagement with partners and stakeholders:

- Innovative partnerships achieved through proactive brokerage and facilitation of multi-stakeholder platforms to address systemic institutional challenges;
- Stakeholder empowerment through the concepts of strength in numbers; information is power; knowledge is strength; and competency matters;
- A balance between private goods and regional and international public goods. The drive to achieve financially sustainable solutions should be tempered by the recognition that the private sector is often weak and that the Centre also has public good objectives, such as ensuring the continuing availability of useful and potentially useful traits in indigenous breeds and brokering appropriate support for poor farmers who have not successfully entered the livestock market economy;

- Environmental sustainability: succeeding today without compromising the resource-base for tomorrow;
- Value chain-centred approach, with deliberate attention to women and youth.

WALIC's roles

As a livestock innovation centre, WALIC's role will change from being mainly an implementer of livestock research to being a catalyst, facilitator, partnership and knowledge broker; an advocate for more enabling policies and institutions; a resource mobilizer and coordinator. The implementation of many WALIC programmes, projects and activities will be undertaken by carefully selected partners from the member countries, the private sector and civil society, including public-private partnerships.

Summary of the major difference between ITC and WALIC

ITC	WALIC
Autonomous international livestock research institute	Livestock technical arm of ECOWAS: a West Africa regional centre of excellence in livestock innovation
Owned and operated its own labs and other facilities	Mainly uses existing labs and facilities in the region that are owned by other organizations through smart partnerships
Employed researchers, support staff and managers, mainly at ITC headquarters, Banjul, The Gambia	Employs a small core headquarters team located in Banjul that catalyse, facilitate and coordinate decentralised teams of partners working across the region and beyond
Governing Council members selected mainly on technical and scientific reputation and included at least one representative of the host country government,	A more representative council includes representatives of: civil society organizations, decision-makers from participating countries, regional and sub-regional organizations, development partners and experts from and beyond West Africa
Geographical focus: The Gambia and immediate neighbouring countries in West Africa where tsetse infestation is a challenge to livestock production	Geographical focus: ECOWAS region
Main activities: research and development focused on the formulation, implementation and introduction of	Main activities: innovation brokerage (including research), based on four themes: livestock genetics

ITC	WALIC
producer-level integrated technology packages; capacity building	conservation and improved use; capacity development of actors along livestock value chains; knowledge management; and advocacy and partnership brokerage
Livestock focus: trypanotolerant cattle especially N'Dama cattle and Djallonke sheep and goats,	Livestock focus: West African livestock sector: endemic, improved and exotic breeds and crossbreeds of cattle, sheep and goats and their associated value chains
Key partners: national, regional, continental and international livestock-oriented research and development organizations	Key partners: ECOWAS region members, civil society especially farmers organizations, private sector; national, regional, continental and international livestock-oriented research and development organizations
Investors: donors, national governments	Investors: ECOWAS Region, donors, philanthropists, private sector, public-private partnerships, income generation through payment for services
Key beneficiaries: resource-poor keepers of cattle, sheep and goats, with a focus on production-level livelihoods	Key beneficiaries: resource-poor keepers of livestock (cattle, sheep and goats) and other actors along associated value chains, with a focus on livelihoods, jobs and businesses and regional trade for food and nutrition security and wealth creation
Impact logic: information and knowledge outputs, e.g. scientific publications, with weak links to outcomes and impact	Impact logic: information and knowledge outputs translated into outcomes and impacts through innovation systems approaches tracked using rigorous results-based management and effectively disseminated to stakeholders
Annual budget: averaged \$2.5 million from 2000 to 2010.	Annual budget: \$4 million by year 5 and \$8 million by Year 10.

Strategic themes

The abovementioned trends informed stakeholder consultations on the strategy and led to the identification of four strategic thematic areas for WALIC over the next ten years:

1.

Genetic improvement, conservation and enhanced use of West African livestock

Development of a West African strategy and implementation framework. This activity will deliver a framework to guide decisions and approaches for the conservation and use of indigenous ruminant resources.

Enhancing the use of indigenous livestock resources. This activity will focus on the development or adaptation of options for the genetic improvement and use of indigenous breeds, building on lessons learned through work undertaken by ITC – and making these options widely available for use in the region. It will include facilitating breeding programme design and the conservation (in-situ and ex-situ) of endangered breeds.

International evaluation of strategically selected breeds and crossbreeds. This activity will oversee international comparisons by partners of promising breeds and crossbreeds that have been selected based on performance and production systems information from different regions of the world and matched to local production systems.

Development of a multi-lingual (English, French, and Portuguese) livestock genetic resources database for West Africa. This activity will involve collecting, analyzing, archiving and making available information on West Africa's livestock resources.

Capacity development of actors along livestock value chains

Facilitating economies of scale and link to higher value markets. This activity will involve training and organizing livestock keepers and input and service suppliers in livestock value chains and helping them to adopt win-win practices, including scaling up, to be competitive in their business operations and to be able to access higher value but usually more demanding markets.

Improving smallholder access to inputs, advisory services and finance. This activity includes interventions that will seek to enhance the capacities of livestock producers and of the value chain actors that are critical to their success. These actors include input and advisory services providers and other professionals involved in the value chain. The focus will be on identifying potential business opportunities and facilitating the creation of arrangements or partnerships to pursue the identified opportunities. A critical capacity development focus will be on innovative value chain financing and enhancing the business capabilities of key livestock value chain actors.

Attracting youth and 'new entrants' to livestock farming as a business. The aim here will be to seek ways to mobilize young people to take up animal agriculture as a business. Interventions will include providing support for postgraduate and specialized training and retooling programmes in livestock and business/entrepreneurship to expose the younger generation to exciting opportunities in animal agriculture value chains and to remove the drudgery label that paints agriculture in the minds of youth.

Facilitating the development of specialist national institutes to address regional challenges. WALIC will identify existing national institutions and designate them as hubs for specific technical areas. These will serve as satellite/network affiliate facilities in NARIs and universities in the region and at other IARCs. The Centre will, in collaboration with these institutions, mobilize resources to strengthen their facilities as part of its institutional capacity development.

Knowledge management

Testing a range of options on the use of ICT technologies to improve the efficiency and transparency of livestock value chains. Interventions will aim to facilitate the use of available ICTs, including mobile telephones and radios, to provide value chain actors with a solid foundation on which to do business by enhancing their access to relevant information in timely and easy to use forms.

Development of specific knowledge products, including databases and multimedia. Such products will include data that can be used to develop models that inform decision-making at various levels; information on livestock inputs, services and practice; the compilation and

synthesis of data/information on livestock and climate change, including the contribution of livestock to climate change, as well as the impact of climate change impact on animal production, to inform policy-making and public education; success stories and lessons learned from pilots of new technologies and approaches that are now suitable for scaling up and out; livestock market information systems that build on existing efforts in the region to improve the quality, availability and use of market information by producers and other livestock value chain actors.

Facilitate development of weather and climate database. This activity will support decision-making by livestock keepers through facilitating strategic investments in quality weather data and supporting their use to improve forecasting in order to help livestock keepers better manage risks.

Economic and policy analysis. Linked to the advocacy theme, economic analysis activities will provide data and information that support economic arguments for investments in livestock development. Policy analysis will compile lessons from actual practice and model the effects of different policies on livestock development.

Advocacy and Partnership brokerage

Creating enabling policy and investment environment for livestock. WALIC will work with businesses and civil society in order to engage with the public sector to advance the cause of livestock and to raise the profile of livestock in the development agenda. Activities will include providing evidence to support arguments for increased public and private sector investments and convening policy and investment advocacy processes that bring together key stakeholders, including donors/investors.

Partnerships as a mechanism to share and coordinate use of resources and expertise. WALIC will bring R&D institutions, businesses and civil society to work together in ways that generate mutual benefit from complementary resources and expertise and to coordinate different contributions to key development issues.

Partnerships to facilitate livestock value chain development. With a focus on market access, WALIC will work with livestock producer organizations, helping them organize themselves and enhance their capacities, voices and bargaining power to be better able to identify and profitably participate in sustainable markets at national, regional and global levels.

Making it happen

To translate the strategic plan into action, WALIC will pay specific attention to the following operational functions:

Priority setting. There will be a need to prioritize within each strategic thematic area, on an ongoing basis, in order to capture the opportunities of the moment based on sound and up-to-date analysis, and also to ensure that annual plans reflect available resources- financial and human.

Communications. Effective and strategic communications – both externally with clients, partners and other stakeholders and internally within and between the Board, management and staff – will be essential to WALIC. The Centre will use a wide range of approaches, adopting a variety of communications channels, languages and degrees of sophistication to engage with diverse stakeholder groups in West Africa and around the world.

Partnerships and strategic alliances. The Centre will be small relative to its mandate and thus will heavily depend on effective strategic partnerships to deliver on its broad agenda. Indeed, a significant part of the programme relates to catalyzing partnerships as a strategic deliverable. The Centre will need to be selective in its choice of partners and innovative in developing and managing partnerships and alliances in ways that leverage expertise and other resources while keeping the relationships meaningful and productive to all partners. The Centre will strive for excellence in partnership development and management across the programme. WALIC will proactively develop staff skills in partnership management and Board members will be involved in networking on behalf of the Centre. Indeed, the capacity to do so will be an important consideration in Board composition.

Financing the strategic plan. WALIC's agenda is ambitious and differs widely in content, scope and approach from previous strategies of ITC. A significant increase in resources will be needed to deliver on this new plan. Most development investors are increasingly tying their grants to specific projects. While WALIC's strategy consists of very interesting ideas, the challenge will be to match the ideas to donors and to develop them into fundable projects. WALIC will need access to expertise in the development of grant applications.

As it develops work packages within the four themes, the Centre will aim to secure a budget of not less than US\$ 4 million per year by the fifth year, growing to US\$ 8 million by the tenth year. This will be achieved by the strategic targeting of donors for specific themes and activity areas within themes. Special attention will be given to engaging non-traditional donors, especially philanthropic foundations and the private sector through innovative public-private partnerships. In addition, the Centre will seek to improve the fungibility of its overall budget by making special efforts to mobilize unrestricted resources to support new high priority activities, as proof of concepts to form the basis for future special grants and for the rehabilitation or establishment of new infrastructure.

The Centre will leverage the voice and influence of ECOWAS and its individual member states to access development funding from national governments as well as from the African Development Bank, IFAD and similar agencies. This funding should include both loans and grants made directly to member states for activities contributing to the strategic themes and grants directly to the Centre.

Tracking progress, learning and adapting in response to lessons. The Centre will adopt an adaptive monitoring and evaluation (M&E) approach, which focuses on tracking learning and adjusting interventions based on lessons learned. A detailed M&E framework will be developed as part of the operationalization of the strategy.

Identifying and mitigating risks. Several real or potential risks were identified during the strategic planning process. Additional risks will be identified through the implementation of the

strategy and a detailed risk register will be completed and a risk management plan developed. The major steps in the risk plan will be to: identify critical and non-critical risks; document each risk in depth, using a standard risk analysis form; log all risks and identify their severity; take action to reduce the likelihood of risks occurring; and propose action to reduce the likely impact should the risks become reality.

Governance and management of the programme. A one-tier governance structure comprising an independent Board will be adopted. The Board will be broad-based and representative, comprising not less than 13 and not more than 18 persons. It will include representatives from: The Government of The Gambia as the host country; civil society organizations (farmers' organizations, NGOs); the private sector; regional (ECOWAS) and sub-regional (CORAF/WECARD) organizations; development partners; NARS from participating ECOWAS member states; and experts with expertise relevant to the Centre. The majority of Board members will be from West Africa and every effort will be made to ensure a balance of expertise relevant to the business of the Centre, including hard and soft sciences, practical experience in organizational development knowledge. Both men and women will have the opportunity to serve on the Board.

Each member will serve a term of three years, with one possible renewal. The Board Chair will be elected from among the membership. Board business will be carried out by relevant committees and by the full Board as determined by the Board itself.

The main functions of the Board are:

- Appointment of the Chief Executive Officer;
- Policy formulation and implementation oversight;
- Approval of revised strategic and implementation plans, annual work plans and budgets;
- Approval of annual financial and audit statements;
- Risk management oversight.

1. INTRODUCTION

This document outlines a strategic plan for the *West Africa Livestock Innovation Centre (WALIC)*.

WALIC builds on the legacy, achievements and considerable international goodwill of the International Trypanotolerance Centre (ITC). The ITC was established in The Gambia in 1982 and focused on research to enable better use of the unique N'Dama breed of cattle. The breed was originally found only in West Africa and is naturally tolerant of the tsetse-transmitted disease, Trypanosomosis.

WALIC will differ from ITC in having a broader mission and also a different governance arrangement: it will be a technical arm of the Economic Community of West African States (ECOWAS) covering the West African ruminant² livestock sector.

Unlike ITC, which was a research institute, WALIC will be an innovation centre.³ Although research for development will be part of its mission, the Centre will place significant emphasis on institutional innovation, including through capacity building, advocacy and knowledge management, among other activities.

Establishing WALIC as a livestock innovation centre rather than a research institute reflects an increased determination to have a significant impact on the West African livestock sector. WALIC aims to do so by improving the lives and livelihoods of the region's poor and small-scale livestock keepers and other value chain actors; making meat and milk more affordable and available to poor rural and urban consumers; and enabling the livestock sector to make a greater contribution to national and regional economies while safeguarding environmental health.

²Ruminants include cattle, sheep and goats.

³The term 'innovation centre' is often associated primarily with the incubation of early-stage businesses, usually in association with universities or other institutions. Here, the term is used in a wider sense, to include both business-oriented innovation as well as innovation focused on social and developmental goals.

This strategic plan, whose development was led by the ITC, is the result of a highly participatory process. It was informed and shaped by two workshops – one for representatives of ITC stakeholders (including civil society organizations) and development partners, the other limited to civil society organizations i.e. farmers and NGO experts -- an e-consultation and a verification workshop. The strategy was formally approved by the ITC Board. Through this process, a large number of experts and stakeholders, mostly from the West African region, were actively involved in the strategy's development (see Chapter 7).

2. BACKGROUND AND CONTEXT

2.1 The history of ITC

The International Trypanotolerance Centre (ITC) is an autonomous, non-profit research institution, which was established by an act of Parliament of The Gambia in 1982. ITC was intended to serve the West African region, particularly the sub-humid and humid zones, with the original main objective being research to better understand the unique N'Dama cattle breed in its traditional habitat in West Africa in order to improve its use.

Over the past three decades, ITC's mission has been to contribute to efforts to increase livestock productivity and utilization in the West African region through the optimal and sustainable exploitation of the gene-linked tolerance of some indigenous ruminant livestock breeds to a number of diseases for the welfare of human populations.

ITC's strategic focus has been on improved livestock health, production and exploitation through the formulation, implementation and introduction of sustainable, socio-economic and environmentally acceptable integrated technological packages at the producer level.

ITC's main partners in the implementation of its research and development (R&D) agenda have been the national agricultural research systems (NARS) in West Africa. With a focus on cattle, sheep and goats, ITC's R&D agenda over the years has included disease risk assessment and disease control strategies; crop-livestock integration, including feeding strategies; genetic improvement: pure-breeding (or straight breeding) and crossbreeding for improved production;

and socio-economic and policy aspects of livestock production. Capacity building has traditionally been a key component of all ITC's programmes.

Over its 30-year history, ITC and its partners have developed technology packages that are relevant for crop-livestock systems in the tsetse-infested humid and sub-humid zones. The Centre has generated significant knowledge about the uniqueness of the hardy, environmentally well adapted and disease tolerant indigenous animal genetic resources of West Africa, providing insights on how local communities can best manage and sustainably use them. In the process, ITC established a sizeable, and perhaps the only, open nucleus based N'Dama breeding programme in West Africa. ITC continues to disseminate these unique animal genetic resources to local communities as a contribution towards meeting their immediate food security needs and alleviating poverty, while at the same time preserving them for future generations. The work of ITC has helped place the trypanotolerance trait in livestock, and the value of livestock that possess this attribute, on the global radar.

At its inception, ITC enjoyed the support of a long list of development partners including the African Development Bank, European Economic Community, Rockefeller Foundation, Belgian Government, Norwegian Government, UNDP-FAO and the Government of The Gambia. The Swiss Government, German Government, European Commission and IDRC joined the group later in the life of ITC. Many of the partners, however, only provided funding for infrastructural development and specific projects. Some did not renew their support once the projects were concluded and by 2006 it was clear that ITC's donor base was shrinking and that the project-driven *modus operandi* was taking its toll on funding sustainability. Other complicating factors were: i) the infrequent review of ITC's programmes and approaches to reflect current and emerging regional and global issues; ii) poor management of the global and regional public goods and knowledge being generated by the Centre to effectively demonstrate their value to development partners and impact on stakeholders.

The situation became sufficiently critical by 2011 that the ITC Council decided to take steps to address the issue. The development of a new ten-year strategy is one of the measures taken to deal with some of the above constraints.

A decision has now been taken in principle to transform the ITC into a West African regional centre of excellence for livestock. Negotiations are underway concerning the Centre's recognition and designation as a technical arm of ECOWAS for livestock development issues. The decision necessitates a reorientation of the institution to address high priority issues of importance to livestock in the region and to expand its regional reach.

2.2 Geopolitical context of West Africa

There are sixteen countries that make up the region designated by the United Nations as West Africa. All of them except Mauritania are members of ECOWAS. The 15 countries in ECOWAS are: Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. ECOWAS seeks to promote co-operation in the region on a range of economic and political issues, including conflict resolution. It works by reducing trade barriers between countries.

Most of the countries in the region were former French colonies. French is therefore a fairly widespread official language in the region. However, by far the largest country in West Africa in terms of population is Nigeria, which was a British colony. Other English-speaking ECOWAS member countries are Ghana, The Gambia, Liberia and Sierra Leone. Two other countries – Cape Verde and Guinea-Bissau –are Lusophone and use Portuguese as their official language.

Since the end of the colonial era, virtually every country has had a civil war. Most of these wars have now ended and currently there is relative peace in the region, save for the ongoing civil conflict in Mali. In general, however, the region remains fragile. In part due to the endless string of civil wars, West Africa is one of the least developed regions in the world. As peace is achieved, the region has much to do in terms of economic development.

Eight countries in the region (Benin, Burkina Faso, Cote d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo) are members of the West Africa Economy and Monetary Union (WAEMU, or the Union Economique et Monetaire Ouest Africaine (UEMOA) in French,) and share a common currency, central bank, development bank, regional stock exchange and banking

regulator. Most of the ECOWAS countries are also members of the *Visa Entente*, which allows cross-border movement without a visa.

The average gross domestic product (GDP) per capita in West Africa is just US\$ 309. This compares with a GDP for sub-Saharan Africa of US\$ 470. The region's economic growth has averaged only 2.5 per cent during the past three years, which is low compared to other developing regions, while its population has been growing by 2.2 per cent a year. It is estimated that economic growth of 6 -7 per cent a year would be required to meet the Millennium Development Goal (MDG) of cutting extreme poverty in half by 2015. However, the region is currently lagging in its efforts to meet the MDGs: over 55 per cent of West Africans live on less than US\$1 a day; life expectancy is only 46 years; secondary school enrolment is 20 per cent; 42 per cent of adults are illiterate; and malnutrition affects 29 per cent of all children under the age of five.

Clearly, the region needs to marshal its efforts to move towards sustained growth at this time of relative peace and an increasing global interest in Africa as the destination of choice for investment. Agriculture is a sleeping giant in this respect and livestock has an especially large gap between potential and current performance.

2.3 Imperatives for a regional approach to livestock innovation

Small (geographically and economically) countries dominate the West African region and often lack the financial capacity to invest in public goods. Small land-locked countries generally do worse, depending on regional integration to be able to do better. Expanded regional trade in agriculture and food products supports economic growth, farmers' incomes and regional food security; the short-term management challenges of the current food price crisis and the long-term opportunities arising from prices that are expected to settle at higher than previous levels only add to this imperative.

Expanded regional trade and food security will be helped by harmonizing standards and sanitary measures and the sub-regional and regional capacities available to implement them. Freer borders and internal infrastructure developed cooperatively should encourage trade. For small

countries, regional infrastructure, such as roads, communications and ports, is critical for access to external markets.

In a region where borders are porous and communities move with their livestock across countries every year, reversing land degradation and desertification and preserving biodiversity require transboundary collective action. In addition, the management of crucial, but threatened, grazing areas, forestry and fisheries resources must be approached on a transnational basis. Similarly, mounting a defence against plant and animal disease epidemics requires a collective response at sub-regional and regional levels.

Success in agriculture crucially depends on an indigenous scientific capacity to innovate, which is far better done on a regional or sub-regional basis. Examples include the regional research and development efforts undertaken by the Forum for Agricultural Research in Africa (FARA) and sub-regional organizations (SROs), such as the West and Central African Council for Agricultural Research and Development (CORAF/WECARD). Such efforts need to be greatly expanded.

Biotechnology research is particularly expensive. Engaging a single regional institute in such research is far superior to the involvement of a plethora of underfunded, under-resourced national institutions. Moreover, sophisticated research requires trained people; this is better done by regional institutions, which have critical mass and the necessary financial support.

3. TRENDS, CHALLENGES AND OPPORTUNITIES

WALIC's strategic plan must respond to global changes as well as to changes on the African continent, specifically those changes in West Africa that have or will have implications for the livestock sector in the region. This chapter identifies the key trends and drivers relevant to the West African livestock sector and provides the background and rationale for the identification of WALIC's main strategic thematic areas.

Globalization and market access

Markets are of fundamental importance to the livelihood strategies of crop and livestock-dependent rural households. One reason that rural households face livelihood challenges is the difficulty they have in accessing markets. The rapid integration and globalization of food market chains, which have opened up new high value opportunities for some farmers, have made market access even more difficult for many small-scale farmers due to high transactions costs and the need to meet higher standards. In addition, globalization has exposed farmers to greater competition from international trade. In Africa, for example, small farmers are being squeezed out of their traditional agricultural commodity markets in urban and coastal areas by cheaper imports, while being undercut in their traditional export markets by new competitors. Furthermore, producers from developing countries face significant impediments in accessing export markets.

Intra-regional trade barriers often constrain marketing in neighbouring countries where prices may be higher. Trade-distorting subsidies and different degrees of protection of the domestic markets in Organization for Economic Co-operation and Development (OECD) countries, together with ill-designed food aid, also reduce prices for African producers. Besides, markets are increasingly consumer-driven, differentiated and demanding in terms of sanitary and quality requirements. This makes them difficult to access by producers that have insufficient control over production and marketing processes and little capacity to respond rapidly to changing market demands. With trade liberalization taking place within the framework of World Trade Organization (WTO) and regional trade agreements, competition is also becoming ever more fierce, both in domestic and international (including within Africa) markets.

Globalization presents both an opportunity and a threat to the African agricultural sector. It offers the potential for the sector to serve markets beyond the local and domestic spheres, but at the same time it exposes producers to the full force of international competition, including highly efficient low-cost producers from other developing regions and nations that enjoy subsidies. There is a real risk that poor, small-scale producers, including livestock keepers, will miss out as they fail to compete in the global free market.

Key globalization issues that are relevant for WALIC's agenda include the expansion of commercial agricultural inputs and trans-border investments; the increasing commercialization of science, knowledge and information; the need for processes to set and enforce sanitary and phytosanitary standards (SPS); and the competitiveness of animal commodities. The policies and institutional capacities needed to address some of these issues are well beyond the capacity of many individual ECOWAS countries and therefore regional approaches are needed.

Population demographics

In October 2012, the world population was estimated at 7.05 billion people. After Asia (with 60% of the world population), Africa has been the world's second most populated continent since 2000 (14%). The world population is currently growing by just over 200 000 people per day, or around 80 million per year. At this pace, the global population will be over 9 billion by 2045, at which point sub-Saharan Africa will have 1.7 billion inhabitants and West Africa 0.6 billion.

Globally, West Africa is proving to be one of the last regions in the world to begin a demographic transition. Some countries, such as Niger, Guinea Bissau, Mali, Liberia and Sierra Leone, are still experiencing accelerated population growth.

In 1960, only 15 per cent of West Africa's population was urban; the urban population in the region is expected to reach nearly 60 per cent by 2030. However, the situation and rate of urban expansion varies greatly across countries.

The implication of these demographics is that livestock markets in Africa will continue to grow rapidly as consumer demand for livestock products increase. This demand will be driven by population, income and urban growth, a growing middle class and changing patterns of food consumption in urban areas across Africa.

Youth demographics

About 44 per cent of the total population of sub-Saharan Africa is under the age of 16, making it the youngest region in the world. In sub-Saharan Africa, many countries are experiencing a fall

in the median age, which is considerably increasing the dependency ratio, unlike in Southern and North Africa, where the median age is increasing.

Today, 60 per cent of West Africans are less than 25 years of age and 70 per cent are under 30. Although the proportion of youth is expected to decline, in 2050, young people will still constitute 29 per cent of sub-Saharan Africa's total population and 28 per cent of West Africa's population, as compared to only 15 per cent in Europe.⁴

Despite these demographics, many rural communities are ageing rapidly as young people seek employment opportunities elsewhere, usually with little success, thus increasing the poverty burden in cities. Today, about 40 per cent of the total unemployed in Africa are youth. Seventy per cent of these youth live in rural areas, where they have another set of challenges: access to land, credit, training and new technologies.

This reality has wide-ranging implications for food production in Africa. Farmers, whose average age is increasing, are still predominantly engaged in traditional farming practices. They are losing touch as globalization takes root and competition stiffens in a fast-track society where agriculture is increasingly knowledge-based and requires constant learning and adapting.

Livestock revolution

The growing demand for animal source foods (ASF) in developing countries, created by a combination of population growth, rising per capita incomes, progressive urbanization and other factors, has been dubbed the 'Livestock Revolution.'⁵ It is expected to continue well into the next few decades and to have a serious impact on livestock and crop production systems, the environment, public health, trade flows and, more broadly, on the world food economy.

Figures on the global growth in consumption of ASF are indeed impressive: based on FAOSTAT data (2009), the annual consumption of meat in developing countries between 1980 and 2003 increased from 47 to 143 million tonnes; that of milk from 112 to 239 million tonnes; and that of

⁴www.oecd.org/swac/publications/39802965.pdf

⁵Delgado, C., Rosegrant, M., Steinfeld, H., Ehui, S., and Courbois, C. (1999) "Livestock to 2020 – The Next Food Revolution". Food, Agriculture and the Environment Discussion Paper 28. IFPRI/FAO/ILRI.

eggs from 8 to 37 million tonnes. In per capita terms, annual meat consumption doubled from 14 to 28 kg; the consumption of milk increased from 34 to 48 litres and the consumption of eggs from 2 to 7 kg. However, this demand-driven revolution appears not to have translated into incentives and benefits for African livestock producers. There is a need to facilitate policy and other institutional changes that can stimulate and enhance animal production and commercialization in order to capitalize on this demand to benefit the poor.

Climate change

Climate change is becoming an important issue for the livestock sector. Livestock production systems, specifically pastoral systems, are the most vulnerable, because of their high dependence on natural resources and are among the first victims of climate change. It is also recognized that, because livestock can be moved, they will be a critical means of livelihood for rural people under certain climate change scenarios, such as increased frequency of droughts and floods.

There is also a growing global concern about the contribution of livestock to climate change through greenhouse gas emissions. The differential climate change impacts across West Africa present new challenges. In some cases new varieties of crops, forages and breeds of livestock (or even new species of crops and animals) may be needed, especially those that are more tolerant of drier conditions. In others the increasingly harsh agro-ecological conditions may demand alternative economic activities.

At the same time, the region will need urgently to find ways of conserving its ecosystems and to support the capacity of smallholder farmers to use available knowledge to adapt to far-reaching changes. Biodiversity at all levels (genes, animal breeds, crop landraces, species and ecosystems) increases resilience to changes in environmental conditions. The conservation and use of genetically diverse populations and species-rich natural and agricultural ecosystems is critical to climate change adaptation. Thus, while the potential for livestock production to alleviate poverty is well known, the environmental risks attributed to livestock production need to be taken into account as part of an overall development strategy.

In determining the specific actions needed to enable poor smallholders to benefit from the Livestock Revolution without causing additional environmental stress and in the face of climate

change, WALIC will have to play a leadership role in facilitating a balanced analysis that guides informed interventions at community, national and regional levels.

Regional markets

Regional trade flows of agricultural products are increasingly important to food security in West Africa. Although the share of regional trade is officially estimated at around 15 per cent, the real figure is likely to be significantly higher, given that a large share of regional flows are not recorded in official statistics.

In West Africa, with its large variability and substantial complementarities in production, the regional market is a key parameter for evaluating food security and designing and implementing policies and strategies. However, the absence of timely and reliable data limits the scope for policy formulation. In addition, there is the need for an enabling environment – devoid of corruption and supported by efficient infrastructure and institutional systems – to facilitate access to information and the cross-border movement of goods. ECOWAS can play an important role in making this happen, and WALIC could facilitate the compilation and provision of necessary evidence pertaining to livestock markets and trade.

Emerging and re-emerging diseases

Many infectious diseases are sensitive to climate, particularly water- and vector-borne diseases. The dynamics of livestock (and human) disease pathogens and vectors could be substantially altered as a result of climatic changes, leading to outbreaks of new or previously controlled or eradicated diseases. The World Organisation for Animal Health (OIE) estimates that about 75 per cent of recent emerging diseases are zoonotic, while the World Health Organization (WHO) estimates that climate change may already be causing over 150 000 additional human deaths and millions of cases of disease per year with projected risks expected to double by 2030. Increased international travel and movement of agricultural products, and the sheer speed at which these increases are happening, is dramatically changing the dynamics of disease spread. Capacity constraints, poor organization and dysfunctional institutions leave Africa extremely exposed.

Supermarket revolution

A supermarket revolution is beginning to take root in parts of Africa. In southern and eastern Africa, most supermarket chains are owned by local (Kenyan and South African) companies. While this trend is still largely absent in West Africa, it is likely that the situation will change over the next ten years. Large supermarkets require substantial, reliable supplies of consistent quality products. African animal agriculture will need to transform itself to be able to capture the benefits and respond to the challenges of this change in marketing chains.

The changing socio-political and institutional landscape

What WALIC will do, how it will operate and how successful it will be will be determined in large measure by the institutional environment in which the Centre works and the extent to which it is able to influence this environment.

Following the introduction of structural adjustment programmes (SAPs) in the 1980s, many institutions and processes that previously depended on public sector financing ceased or were downsized, with serious consequences for technical and institutional capacities.

Recent years have seen a significant change in the research and development institutions that support smallholder farmers. Overall, compared to 1980-1990, the institutional environment for agricultural R&D has changed, but not significantly improved. The role of the state in supplying modern inputs, credit, technology and market access has greatly diminished, while the private sector has not expanded to take on many of these roles. Private financial institutions, non-governmental organizations (NGOs), relief agencies, and community and producer organizations are emerging as potentially important players in supporting small farmers, but their impacts remain limited. For example, the private sector in West Africa has not yet entered input and output markets sufficiently to create a vibrant and competitive environment for small farmers. Communities and civil society organizations increasingly have opportunity to participate but lack the capacity to do so adequately.

While most African governments have decentralization initiatives under way, administrative and fiscal decentralization are lagging badly behind political decentralization. The sector institutions

that should set and monitor policies and finance or provide service for small farmers remain largely ineffective.

Over the past few years, agricultural development has regained prominence in discussions on policies for economic development and poverty alleviation in Africa. African leaders have repeatedly underlined the economic and social importance of agriculture and have made specific policy proposals on targets for agricultural growth and for a significant increase in the share of national budgets devoted to agriculture, through the Comprehensive African Agriculture Development Programme (CAADP).

The establishment of WALIC as a technical arm of ECOWAS means that the Centre will be expected to provide technical advice to members of the ECOWAS Region in ways that ITC neither needed to nor could have. Even more importantly, WALIC will have a critical role in advocacy and brokering partnerships for livestock with international research organizations, such as the International Livestock Research Institute (ILRI), continental agencies such as the Africa Union – Inter African Bureau for Animal Resources (AU-IBAR) and regional R&D organizations, such as the West and Central African Council for Agricultural Research and Development (CORAF)/WECARD).

Working with AU-IBAR, WALIC will have a key role to play in agenda-setting processes by world bodies, such as the WTO, OIE, WHO and the Food and Agriculture Organization of the United Nation (FAO), and international research organizations such as ILRI.

An important remit of WALIC will be the facilitation and coordination of platforms through which the ECOWAS Region can develop common plans and positions on animal resources in continental and global forums, initiatives and instruments. A recent model of a coordinating approach in Africa, which involves multi-level partnerships with several key institutions, is the ALive Platform and its animal health component, the Global Framework for Trans-boundary Animal Diseases (GF-TADs) Regional Steering Committee for Africa. WALIC will be an important technical contributor to these platforms.

WALIC will also need to engage NGOs and private sector entities, including farmers' organizations, consumer protection bodies and others as appropriate. Private sector investments in the animal resources industry and the strengthened capacity of farmers' organizations should be high priorities activities that WALIC should facilitate and broker. The emerging trend towards the privatization of livestock services and the need for such services to be regulated provides opportunities for WALIC to facilitate the development or harmonization of the related policies and processes in the region.

In navigating this complex and constantly changing institutional landscape, WALIC will need to apply the principles of subsidiarity and comparative advantage, leveraging synergies among the various projects, programmes and organizations.

Changing development assistance architecture

Over time, there have been only small improvements in quantity and quality of development assistance from traditional donors and very minimal growth in financial commitments for agricultural R&D from national governments. African countries have tended to place too much hope on donor support for their agricultural development programmes and have paid limited deliberate attention to following through on recent aid commitments such as the 2009 G8 summit L'Aquila promises and agreements.

The increasing economic growth in some countries presents a major opportunity for change. There are also opportunities presented by the emergence of significant new investors who are placing an emphasis on sustainable commercial and public and private partnership models – such as the Bill & Melinda Gates Foundation – to complement domestic resources. However, countries will continue to have great difficulties in coordinating old and new investors. Ways must be found to ensure that investment efforts, including development assistance, are consistent with national and regional priorities and that such efforts are coordinated to maximize synergies and avoid duplication. WALIC has an important role to play in this regard, including through providing a high level analytical capacity to inform ECOWAS investments in livestock R&D portfolios and attracting resources that target regional issues, providing economies of scale and leveraging the required critical mass.

Gender and vulnerable groups

Women in rural West Africa invest a large part of their time, labour and expertise in agricultural and livestock production. The day-to-day labour of caring for sheep, goats and poultry is predominantly done by women (and to some extent children). Women more often own small ruminants than large livestock, such as cattle, and they have a say in the disposal of the animals and the use of the resulting income. However, women suffer from more constraints than do men in their decision-making powers and their access to land, capital, information and marketing opportunities; these constraints can adversely affect small stock production and the benefits gained from it.

An increase in women's workloads frequently occurs as a result of technical innovations in livestock development, especially when these innovations intensify livestock production at the household level. Men often decide on intensification but it is the women who end up doing the extra work - usually without access to extension services or other sources of necessary information. WALIC's programming must pay deliberate attention to gender-specific issues in animal agriculture.

The changing technology landscape

All around the world, innovation is shifting away from a linear pattern that starts with scientific discovery and moves successively to technology development, adaptation to local conditions and dissemination to farmers. This pattern has been replaced by a broader and more iterative and participatory paradigm, which no longer concentrates on basic food or industrial agricultural outputs alone but instead engages stakeholders along the entire value chain, from farm production, natural resource management, assembly, processing, marketing, retail and consumption.

Information and communication technology (ICT) and biotechnology are of immediate direct relevance to WALIC. The growth in information and communications technology has transformed the ability of people to take advantage of knowledge developed in other places or for other purposes. This has led to private R&D playing an increasing role in agricultural

development, facilitated by the development of broader intellectual property rights in agricultural technology. Although private sector involvement holds out many promises, it also induces high levels of anxiety about exclusion and high transactions costs for developing country agricultural innovation.

Mobile telephones are beginning to transform agricultural marketing in rural Africa by allowing small-scale producers, processors and traders greater access to market information. The emergence of such handheld devices present an opportunity for data collection, collation and transmission from remote areas, with the potential to facilitate speedy compilation and dissemination of critical information, for example for disease surveillance purposes.

Meanwhile, molecular biology is facilitating the emergence of more reliable point-of-care or point-of-transaction diagnostic tools, which will improve veterinary clinical practices and facilitate the certification of traded animals and animal products. The application of genomic tools also offers potential advances in the genetic characterization and improvement of animal breeds and in developing improved animal feeds and more effective vaccines.

4. LINKAGES TO CONTEMPORARY, CONTINENTAL, REGIONAL AND SUB-REGIONAL STRATEGIES AND PROGRAMMES

Recent statistics show that agricultural production and productivity figures in sub-Saharan Africa (SSA) are not only lower than in other regions, but also that they are too low to meet the demands of a growing population. In a regional comparison of actual crop yields as a percentage of potential yield, sub-Saharan Africa crop yields reached only 27 per cent of their economic potential, while the other regions ranged from a low of 35 per cent for Central America and the Caribbean to a high of nearly 90 per cent for East Asia (FAO 2011)⁶ In order to meet the

⁶ FAO. 2011h. The State of the World's Land and Water Resources for Food and Agriculture. Managing systems at risk, FAO Conference document C2011/32. Thirty-seventh Session. Rome, 25 June–2 July (available at: www.fao.org/nr/solaw/solaw-home/en/).

increasing demand for food, many countries are forced to spend their limited resources on food imports.

Between 1972 and 1982, West Africa accounted for more than half (55-60 per cent) of the total volume of dairy imports into SSA while the other three African regions (East, Central and Southern) shared the remaining 40 per cent of imports more or less equally (Massow 1989)⁷. Between 2002 and 2004, West Africa spent US\$5.4 billion to import foodstuffs (ECOWAP 2005).⁸ It is thus not surprising that several development as well as research for development programmes and initiatives are currently addressing the issue of improving not only the production and productivity but also the competitiveness of the livestock sub-sector in SSA.

The objective of the WALIC strategic plan is to improve the productivity and competitiveness of indigenous endemic ruminants using a variety of tools, including genetic improvement and cross-breeding underpinned by appropriate policy support and other inputs, such as access to information and capacity building. The overriding goal is to achieve this objective in a manner that benefits current and future generations whose exclusive reliance on these local animal genetic resources for food security and a decent livelihood is not a choice but a necessity. In this respect, the new strategy is well aligned with the programmes and initiatives of various global (GPA-AGR), continental (AU-IBAR), regional (CAADP) and sub-regional (ECOWAS, CORAF), programmes with similar goals.

4.1 The Global Plan of Action for Animal Genetic Resources

The Global Plan of Action for Animal Genetic Resources (GPA-AGR) developed under the leadership of FAO, was adopted by the FAO Commission on Genetic Resources for Food and Agriculture in 2007. It provides for the conservation and use of animal genetic resources at national, regional and global levels (FAO 2007)⁹ The long-term goal of the GPA-AGR is to enhance the development and sustainable use of animal genetic resources in all relevant

⁷Massow V H. 1989. *Dairy imports into sub-Saharan Africa: Problems, policies and prospects*. Research Report 17. ILCA, Addis Ababa, Ethiopia.

⁸Regional Agricultural Policy for West Africa ECOWAP 2005

⁹Global Plan of Action for Animal Genetic Resources and the Interlaken Declaration. Commission on Genetic Resources for Food and Agriculture. Food and Agriculture Organization of the United Nations Rome, 2007

production systems, as a key contribution to achieving sustainable development, poverty eradication and adaptation to the effects of climate change.

The GPA-AGR recommends the maintenance of a diversity of animal genetic resources in order to ensure the ability of the livestock sector to meet changing market demands and environmental circumstances, including climate change and emerging diseases. It also highlights the fundamental rationale on which WALIC'S strategy is built, that is, that farmers and pastoralists require animal breeds that meet local needs and that are resilient to a variety of biotic and abiotic factors, including extreme climatic conditions, feed availability, parasites and other disease factors.

The Global Plan comprises four strategic priority areas for action. Its second strategic priority area on sustainable use and development of animal genetic resources is of particular relevance to the WALIC strategic plan. This calls for investments (in terms of research, policy, capacity development and private sector participation) in developing local livestock breeds that will benefit small-scale resource poor pastoralists and farmers and will contribute to the sustainable development of the poorest regions of a country. The WALIC strategy will amply answer this call.

4.2 The Inter-African Bureau for Animal Resources Strategic Plan (2010 - 2014)

In contextualizing its own strategic plan in 2010, the AU-IBAR noted that in order to meet the targets of the Millennium Development Goals (MDGs), Africa will have to achieve drastic increases in productivity. It cautioned that while much of the past animal production growth on the continent has been achieved by increasing herd and flock sizes, particularly by extending pasture land, an acceleration of total factor productivity growth, implying higher animal and labour productivity levels, will be required in the next decade to adequately intensify production to meet the MDGs. This increase in total factor productivity growth will be especially important among smallholder producers. These producers are the main targets identified in the WALIC strategic plan.

Six complementary strategic programme areas resulted from this contextualization and the analysis of global trends, constraints and opportunities. WALIC's strategic plan has strong linkages with AU-IBAR's Programme Area 2 (Enhancing Africa's capacity to conserve and sustainably use its animal resources and their natural resource base) and Programme Area 5 (Improving knowledge management in animal resources to facilitate informed and timely decision-making): both organizations address similar objectives, and are likely to achieve similar types of impact, such as evidence-based policy formulation and the increased competitiveness of the livestock sector, albeit with the reach of the WALIC strategy limited to West Africa.

4.3 The Comprehensive African Agricultural Development Programme (CAADP)

The Comprehensive African Agriculture Development Programme (CAADP) describes the collective vision of African leaders on how agricultural growth in Africa can be improved on a sustainable basis, and at a much higher rate than at present. This rate was set at the ambitious but attainable rate of 6 per cent a year. Four strategic pillars were developed to address this vision. The fourth pillar presents a strategy for revitalizing, expanding and reforming Africa's agricultural research, technology dissemination and adoption efforts through enabling innovative approaches. The tool for implementing this strategy is the Framework for African Agricultural Productivity (FAAP), which was developed under the leadership of FARA – the technical arm of NEPAD.

Within the context of the FAAP, FARA has recognized that regional and international agricultural research institutions (a group to which WALIC belongs), are making substantial contributions to African agricultural development through research and capacity building. These two activities feature prominently in the WALIC strategic plan and the Centre will therefore continue to contribute significantly to African agricultural development.

FARA, in addition, has developed a set of guidelines and principles that will facilitate the continued and improved contributions of its partners to African agricultural research and

development. Some examples of the contributions that the WALIC strategy expects to address include:

- Providing research-based, relevant information and data for training and decision-making;
- Enabling cross-country replications and comparisons to inform African research and development;
- Creating a critical mass and building capacity through collaborative research.

4.4 The ECOWAS Strategic Action Plan for the development and transformation of the livestock sector in the ECOWAS Region

The regional agricultural policy for West Africa (ECOWAP) is a response to agricultural and food issues in West Africa. It is the outcome of detailed assessments of the agricultural sector across the region including strengths and weaknesses, related food security issues, food crises and other challenges confronting the sector. These assessments underpinned the formulation of a comprehensive strategy to overcome these weaknesses, challenges and crises. One of the thematic areas covered by this strategy deals with increasing the productivity and competitiveness of West African agriculture and is highly complementary with WALIC's strategic aims in this area.

Following the adoption of ECOWAP and its harmonization with NEPAD'S agricultural programme in 2005, the ECOWAS Commission was mandated to develop an action plan for the development and transformation of livestock farming for the region. This action plan covers the period 2011 to 2020. Its objective is to bring about the economic transformation of the meat and dairy sectors, in the region so as to achieve sustainable food security, poverty reduction and provide reasonable income to those in the livestock sector, without endangering natural resources.

Four strategic components were developed to address this objective:

- Creation of a favourable environment for the development of the livestock, meat and dairy sectors;
- Providing security for transnational movements and prevention of conflicts;
- Improvement of the livestock production sector;
- Promotion of the livestock, meat and dairy sectors;

WALIC’s strategic plan is closely aligned with the last component of the ECOWAS action plan and especially with its sub-component on the improved performance of local breeds.

A strong case was made in the document for implementing this sub-component through the use of effective genetic improvement strategies to increase the production and productivity of animals, while ensuring the conservation of the genetic biodiversity of local animal species.

Two activities identified in the ECOWAS plan, which are favoured candidates for regional collaboration, include: i) the provision of institutional support for capacity development for scientific studies, conservation, distribution, utilisation and development of animal genetic resources; ii) the establishment of a West African network of centres for the study and management of the genetic resources of animal species.

Given the thrust of WALIC’s strategy, it is clear that the Centre will contribute to and benefit from these ECOWAS-led regional initiatives.

The table below highlights some of the components and sub-components of the ECOWAS plan that are of high relevance to WALIC’s focus areas.

ECOWAS Livestock Action Plan		
Components	Sub-components	Activities
1. Improved productivity and competitiveness of livestock meat and dairy sector	1.2. Improved livestock feed security	Crop-livestock integration
	1.3 Improved performance of local livestock breeds	Set up regional banks for conservation and distribution of genetic resources

ECOWAS Livestock Action Plan		
Components	Sub-components	Activities
3. Structure the animal production sector	3.1 Strengthened relevant professional organizations	Strengthen institutional framework and organizational capacity of stakeholders in the livestock, meat and milk sub-sectors.
	3.3 Promotion of processing and value-addition to animal products	Improve processing and packaging systems for animal products
4 Create an environment favourable to the development of the livestock, meat and milk sub-sectors	4.1 Promotion of science, technology, research and veterinary training	Support the updating of animal production parameters; Improve and expand technologies and best practices
	4.3 Promotion of women and other vulnerable groups	Identify and incorporate gender-related issues into planning and execution of policies and programmes in the sector

4.5 CORAF/WECARD Strategic Plan 2007-2016

CORAF/WECARD coordinates all agricultural research for development activities in both West and Central Africa. Its current strategic plan (2007–2016) is built around the concept of agricultural innovation systems. This paradigm advocates a shift from the conventional pipeline approach of technology development and dissemination to one of co-production and use of technologies by stakeholders with common goals

The strong ties between the strategic plans of the two institutions reside solidly in this paradigm shift. Stakeholders and partners of ITC recommended that WALIC become an innovation centre that does research but takes that extra step to ensure that its outputs are put into use by embracing the innovation system approach. Hence the decision was taken for WALIC to function as a convener, catalyst, facilitator, partnership and knowledge broker and to serve as an advocate for more enabling policies and institutions that bring relevant stakeholders together to tackle problems of common interest.

The strong linkages become even more evident in the context of CORAF’s livestock, fisheries, and aquaculture programme, which seeks to achieve certain results:

- Appropriate technologies and innovations developed for livestock, fisheries and aquaculture;

- Strategic decision-making options for policy, institutions and markets identified and development supported for livestock, fisheries and aquaculture;
- Demand for agricultural knowledge relating to livestock, fisheries and aquaculture from targeted clients facilitated and met.

These results areas are similar to those targeted by WALIC's strategic plan, which is likely to lead to an ever stronger relationship between CORAF/WECARD and the Centre.

4.6 National Agricultural Investment Plans (NAIP)

The National Agricultural Investment Plans (NAIP) developed by West African countries (Ghana, Senegal, Gambia, Nigeria, Guinea etc.) in fulfilment of the requirements for the CAADP compact, as well as the NAIP of Senegal, Mali and the Regional Agricultural Investment Plan (RAIP) of ECOWAS (2010),¹⁰ were examined and analyzed for content, especially with regards to the livestock sector. A number of thematic programme areas in the WALIC strategic plan were discernible in many of the NAIPS. These include productivity improvement through genetic and/or management interventions; the development of new products through value addition; support to livestock producers' organizations through capacity enhancement and enhanced internal institutional coordination as well as partnerships with external technical and development partners.

This analysis amply demonstrated that WALIC's strategy is well aligned with those of the various institutions in the region with an interest in livestock development. The common thread is a desire to improve the contribution of a livestock sector built on local resources to the overall national economic development and livelihood of the population. In other words, WALIC is in good company and, through an effective implementation of its new strategy, will contribute to common regional goals.

¹⁰ Benkahla A., Dièye P.N. Analyse des plans d'investissements agricoles : les cas du Sénégal, du Mali et de la CEDEAO, 2010, Initiative Prospective Agricole et Rurale

5. VISION, MISSION, PRINCIPLES OF ENGAGEMENT AND ROLES

The **vision** of WALIC is *a vibrant West African livestock sector that boosts food security and wealth creation while safeguarding the environment.*

The **mission** of WALIC is *to unlock the potential of West Africa's ruminant livestock sector through innovative partnerships and knowledge-based solutions that empower stakeholders along value chains.*

Principles of engagement

The following principles will guide WALIC's engagement with partners and stakeholders:

- Innovative partnerships achieved through proactive brokerage and facilitation of multi-stakeholder platforms to address fundamental challenges;
- Stakeholder empowerment: strength in numbers; information is power; knowledge is strength; and competency matters;
- Maintaining a balance between private goods and regional and international public goods;
- Commercial drive to achieve financially sustainable solutions tempered by recognition that the private sector is often weak and the Centre also has public good objectives, such as ensuring continuing availability of useful and potentially useful traits found in indigenous breeds;
- Environmental sustainability: succeeding today without compromising the resource-base for tomorrow;
- Value chain-centred approach, with a deliberate focus on women and youth.

WALIC's roles

As a livestock innovation centre, WALIC will not be solely an implementer; rather its role will include acting as catalyst, facilitator, partnership and knowledge broker, advocate for more enabling policies and institutions and resource mobilization coordinator. The implementation of many of WALIC's programmes, projects and activities will be undertaken by carefully selected partners from government, the private sector and civil society, including through public-private partnerships.

6. STRATEGIC THEMES

Strategic analysis informed by the above trends, extensive stakeholder consultations and consideration of the appropriate mandate of a livestock technical arm of ECOWAS, led to the identification of the following four strategic thematic areas. These will form the focus of WALIC's work for the next ten years:

- *Genetic improvement, conservation and enhanced use of West African ruminant livestock;*
- *Capacity development of actors along livestock value chains;*
- *Knowledge management;*
- *Advocacy and partnership brokerage.*

The context and programmatic content of these strategic themes are described in more detail below.

6.1 Theme 1 - Genetic improvement, conservation and enhanced use of West African ruminant livestock

Goal: *To catalyze and facilitate regional actions for coordinated efforts to conserve indigenous ruminant livestock genetic resources and improve their use in response to changing production and market circumstances.*

6.1.1 Context

The legendary disease tolerance of the N'Dama cattle, the West African Dwarf goat (WAD) and the Djallonke sheep of West Africa is well documented in scientific literature. The remarkable adaptation to dry and hot conditions by several Sahelian ruminant livestock breeds is also well recognized. However, only modest efforts have been made to improve these breeds and reverse their loss. National efforts on conservation and use of livestock resources have been largely sub-optimal, and there has not been much coordination or collaboration at the regional level.

ITC, CIRDES, ILRI and other regional and international organizations have implemented a number of multi-country livestock projects. There are currently two such projects: *Sustainable management of endemic ruminant livestock of West Africa ('PROGEBE')*, hosted by ITC and implemented in The Gambia, Senegal, Guinea and Mali, and *Introgression des gènes du bovin Zébu sahélien dans les populations trypanotolérantes Bos taurus: stratégies pour une gestion durable des races bovines trypanotolérantes en Afrique de l'Ouest*, coordinated by CORAF/WECARD through INERA Burkina Faso and implemented in Benin, Burkina Faso and Mali. Many more well-funded and sustained efforts are required to meet expectations and produce the necessary impact.

Climate change, with its likely differential impacts on different eco-zones of West Africa, presents new questions for livestock production. For example, what will the Sahel look like in the future and to what extent will livestock disease complexes in the humid zone shift?

Through its work to produce *State of the World's Animal Genetic Resources* and other activities, FAO is leading inter-governmental processes to sensitize governments to the need to address the loss of livestock genetic diversity with its inherent adaptive capacity. These processes take time; many decisions require lengthy negotiations. In the meantime, little is being done to stem the losses – and time is running out.

Given the regional nature of many of these issues, WALIC - with its new mandate - should be in a position to use its intergovernmental convening and advocacy roles to catalyze coordinated regional actions with ECOWAS.

6.1.2 Main challenges

The main challenges for this thematic area include:

- How to effectively raise awareness among the stakeholders involved in livestock R&D about the urgent need to pay attention to loss of diversity in livestock as an important challenge of global importance.
- How to gather and make available, systematic and accessible formats, data, information and knowledge on indigenous livestock resources of West Africa – and to ensure that these data are used to inform the livestock R&D agenda.
- How to leverage national interests and capacities to create a regional momentum and capacity and coordination mechanisms to effectively harness the potential for livestock development in a way that builds on existing human and physical capacities.
- How to identify and harness the potential of globally available livestock resources for the benefit of specific systems in West Africa.
- How to resolve the tension between the conservation of indigenous livestock resources and the need to improve livestock production and productivity to meet the needs of today

6.1.3 Opportunities

Building on previous work and experience

WALIC will build on work done by ITC on an open nucleus breeding scheme for the genetic improvement of N'Dama cattle and Djallonke sheep and goats, as well as initiatives to test crossbreeding for milk production in the region. Work on goats will build on lessons from ITC's previous initiatives and experiences by ITC on its on-farm and on-station Djallonke sheep work.

Availability of technologies

There is a great opportunity for WALIC to make significant progress in its work on genetic interventions through partnerships with organizations such as ILRI, which are in the forefront of relevant genomics and bio-informatics work, such as the application of selective breeding programmes that take advantage of new tools, such as genomic selection.

Recognition of the need for system resilience

There has been increased interest by partners in the development of approaches to increase livestock system resilience to drought and enhance food security for pastoral communities. The strategic intensification of livestock in certain areas is inevitable if the levels of production necessary to meet the anticipated demand are to be achieved. The question is how this can be done without compromising the resilience of the system and increasing the risk of loss of critical genetic diversity in indigenous livestock populations.

6.1.4 Key result areas

West African livestock production is characterized by diversity in the production environment – from low potential areas characterized by serious biophysical constraints to medium and high potential areas where there are opportunities for reducing biophysical challenges.

In low potential areas, where endemic sheep, goats and cattle are currently kept for meat and milk production, the objective will be to gradually improve the productivity of these animals without losing their adaptation to the environment, such as tolerance or resistance to certain diseases and tolerance to heat. WALIC's role will be to help countries define their breeding goals and strategies for their livestock improvement programmes.

In higher potential areas, especially in peri-urban systems or in wet areas where there are opportunities to control animal diseases, the objective will be to improve productivity through the use of medium to high input genetics that are based on indigenous breeds crossed with selected exotic breeds and to implement strategies to improve the delivery of feed, health, breeding services and other inputs and services.

Key results will include the following:

Development of a regional (West African) strategy and implementation framework for the conservation and use of indigenous ruminant resources

This will involve analyzing the current situation across the region as a basis for identifying potential multi-country actions that take account of local contexts. The work will build on lessons learned from ongoing work by PROGEBE and other initiatives. The resulting framework will enumerate options, tools and approaches for conservation (in-situ and ex-situ) and use,

building on the work of ITC and others, as well as analyses of breeding schemes undertaken in the region.

Enhancing the use of indigenous livestock resources: A key strategy is to develop approaches that will enhance the use of indigenous genetic resources in a diverse range of production systems. WALIC will work with other regional organizations to develop pilot projects, for example to develop guidelines and syntheses of best practices, based on work by ITC, PROGEBE and other initiatives to date. Attention will be given to developing or adapting options for the genetic improvement and use of indigenous breeds, building on lessons learned from the open nucleus breeding pilots undertaken by ITC and making these options widely available in the region. The formation of breed societies will be facilitated, as will the conservation (in-situ and ex-situ) of endangered breeds.

International evaluation of strategically selected breeds and crossbreeds: A diversity of genetic options will be explored for their usefulness in the range of production systems that are emerging in response to market opportunities. WALIC will develop a framework for undertaking international comparisons of promising breeds and crossbreeds from different regions of the world, based on performance and information on production systems. The comparisons will include genotypes that have shown promise outside of Africa as well as genotypes that have performed well on the continent. The activity could include an evaluation of the Kenana and Butana cattle of Sudan, which are considered potential African dairy breeds; the Gir and Guzera cattle, which are generally used in crossbreeding for milk production in tropical areas of Brazil; and crossbreeds (and possible composite breeds) of exotic and indigenous species for dairying in West Africa, building on work previously undertaken by ITC. Comparative genome level characterization of indigenous and selected tropical breeds will support this work and will be undertaken in collaboration with partner laboratories both inside and outside of Africa.

Development of a multilingual livestock genetic resources database for West Africa: Activities will include collection, analysis, archiving and making information available on West Africa's livestock resources, including genetic and phenotypic data and information on production systems (including environment). The database will be available in English, French and Portuguese and will be linked to global databases: DAD-IS of FAO and DAGRIS of ILRI. Data

collection will be underpinned by the development of standard on-farm recording protocols and approaches.

6.2 Theme 2 - Capacity development of actors along livestock value chains

Goal: To strengthen the capacities of livestock keepers and public and private sector actors to effectively perform their core roles in order to facilitate market-oriented livestock development.

6.2.1 Context

Gaps in institutional leadership and management, as well as in the skills and knowledge needed to facilitate the effective uptake of available technologies, represent perhaps the biggest challenge for livestock development in Africa today.

The AU-NEPAD Capacity Development Strategic Framework (CDSF), endorsed at the 14th African Union Assembly in February 2010,¹¹ explicitly recognized the capacity challenge facing the continent and identified the need for capacity development to equip private and public sector personnel with the competencies to do their jobs.

While there is a general dearth of capacity in livestock R&D in most West African countries, , there are specific challenges with respect to the lack of technical capacity related to animal genetic resources, value chain analysis and development and entrepreneurship and institutional leadership at community, producer and market organization levels. A major thrust of this theme will be to facilitate the development of human capacity in the institutions that drive the livestock agenda in the region, especially in smaller countries.

A specific capacity challenge for animal agriculture is the rapid decline in new blood in the sector as young people increasingly move to cities in search of better opportunities. Whether this is due to familial or educational influence (e.g. animal and crop agriculture are considered second rate subjects and thus downplayed in education), it is resulting in a generation of youth that avoid working in agriculture. How can such cultural and curricular problems be addressed?

¹¹AU-NEPAD, 2010

What capacity development interventions are needed and whom should they target? Students, teachers, parents, industry?

The main objective of this strategic theme is to enhance the capacity of the institutions and individuals – farmers and farmer organizations, public and private sector actors – whose interventions will increase the probability of wealth creation and food and nutrition security from livestock.

6.2.2 Main challenges

Key challenges that will underpin the capacity development thrusts under this theme include:

- How to build the capacity of actors to create functional and productive linkages between small-scale rural producers, value-added processing firms, buyers in growing urban markets and suppliers of critical inputs.
- How to help small-scale producers to work together in well-managed associations or other types of collective action (e.g. farmer organizations) that are accountable to members, operate transparently and seek to achieve economies of scale in their transactions with input suppliers and buyers of livestock and livestock products.
- How to make critical information (e.g. about product specifications, market prices) and other business services available to the rural livestock keepers that need them to make informed decisions.
- How to enable rural livestock keepers to understand and better satisfy the product, process or delivery standards demanded by different markets, including increasingly sophisticated urban consumers and high value regional markets.
- How to diversify and raise levels of knowledge and skills in livestock production and commodity processing that adds value to products.
- How to make relevant financial services available to rural producers to enable them to invest in improving and expanding their livestock enterprises or to diversify out of livestock into alternative livelihood opportunities, when these represent better options.
- How to provide livestock extension support that is more helpful, contextualized and responsive to rapidly changing biophysical, social and market contexts.

- How to improve leadership and management of institutions involved in livestock R&D to make them more proactive, responsive, solution-driven and success-hungry operations driven by a sense of urgency.
- How to create interest among today's youth in entering livestock value chains.

6.2.3 Opportunities

Youth and agriculture

The current crop of school and college-age young people is the future that will drive agriculture. There is need to help change their conviction that agriculture has to be a low paying, heavy lifting career and far less desirable than one where success is about creativity and innovation. Tackling this challenge at source will require that specific attention be paid to the question of school curricula, namely the concern that youth are not being adequately exposed by their schools to the realities of life in agriculture, including livestock.

Innovative partnerships, entrepreneurship and business skills development

Market intermediaries can play an important role in stimulating entrepreneurship among poor livestock keepers. From the trader to the more complex relationships in contract farming, there are opportunities along the livestock value chain to engage start-up livestock keepers (e.g. youth and recent entrants to farming) and to equip career livestock keepers to respond better to changing production and market circumstances. This can translate into flows of inputs and advisory services for livestock production, technical assistance, credit, or even business skills development; such support has been shown to catalyze entrepreneurship among crop farmers. Innovative partnerships and business models are arising as well, such as with for-profit social enterprises and contract farming relationships.

Building on existing institutions

Farmers', women's and youth organizations are very active in many countries in West Africa. There are also many NGOs and CBOs working on livestock development issues and small businesses are emerging that provide a range of services along the livestock commodity value chain. These institutions provide entry points for intervention, with initial attention being given

to determining which show the most promise and how they can help to demonstrate how the adoption of ‘good practices’ can make a difference.

Public sector readiness for change

While the situation is still far from satisfactory, there is evidence that many governments in West Africa are ready to move from giving lip service to agriculture (including livestock) to concrete action. The need for greater public sector investment in agriculture is now recognized and some governments have honored their commitment to the 2003 Maputo Declaration, which committed African governments to allocate ten per cent of their national budget to agriculture and rural development within five years. Many governments in West Africa, however, are struggling with how to make this happen. Without timely and appropriate advice, investments in capacity building could easily go into traditional training courses which have little hope of unlocking systemic institutional challenges. At this time, there is a clear opportunity for WALIC to develop innovative capacity building approaches that target broader institutional transformation, underpinned by a new cadre of institutional leaders and managers, through change management programmes focusing on the key institutions driving the livestock development agenda.

6.2.4 Key result areas

For WALIC, capacity will not only be about technical and business skills. It will also address incentives, attitudes and institutional governance. It will involve making institutional changes to farmers’ organizations, NGOs, public and private sector institutions involved in livestock R&D in order to enable them to better embrace solution-driven approaches and to adopt systems that demand, mentor and reward innovation. Capacity building for research and extension personnel will seek to help them to better engage producers and service providers in adopting more facilitative engagement approaches than the traditional top-down technology generation and promotion.

This thematic area will seek to address system capacity constraints (as opposed to individual training events, which have not worked well). In essence, this approach will prioritize transformational capacities, with the accompanying adjustment of mind-set necessary for change readiness. Moreover, the approach will not be to provide capacity development services from the top down. Instead, it will focus on learning by doing; communities, local governments, farmer’s

organizations and private sector actors will be involved in system-changing capacity development focused on addressing systemic challenges in their institutions or value chains.

The approach will include diagnostic processes to help stakeholders identify their capacity needs and to help institutions involved in livestock R&D become accountable to their clients.

Not all livestock keepers will transition to successful commercial enterprises. Some will not easily survive in the new market-driven livestock economies. Some will need continued support (e.g. through the provision of innovative subsidies). Others will not succeed and they will need help in transitioning to alternative livelihood options. In all this, entrepreneurship skills will be crucial. For example, those moving out of livestock keeping could, in some environments in West Africa, be assisted to benefit from payments for ecosystem services (PES), while others may seek employment in other sectors.

Key results areas will include the following:

Facilitating economies of scale and link to higher value markets: Low volumes, variable quality, seasonality, high transactions costs, poor market information and a limited ability to meet the quality standards of specific markets represent major bottlenecks for smallholder livestock keepers. Although local market outlets exist in West Africa, the best business opportunities often lie with livestock keepers who can organize themselves to exploit economies of scale. Promising alternatives include contract farming arrangements with large farms or marketing/processing agents, voluntary producer groups and marketing cooperatives. Capacity building and the organization of producer groups can help both livestock keepers and input/service suppliers adjust to a more commercial and competitive business environments and access more demanding markets.

Improving smallholder access to inputs, advisory services and finance: Since the demise of heavily subsidized public input delivery systems and agricultural development banks, many smallholder farmers and livestock keepers have been left with inadequate and costly access to basic services. The private sector has taken up part of the slack, but has an understandable bias

towards servicing larger commercial farms and those located in regions favoured by good agro-climatic conditions, infrastructure and market access.

Recent years have seen new innovations in the development of public-private partnerships (e.g. loan guarantees to private banks that lend to smallholder farmers), farmer cooperatives, NGO involvement in social enterprise (e.g. as franchised suppliers of veterinary services), credit and training programmes for small businesses that deliver inputs and services (e.g. AGRA) and the use of smart subsidies. Most of these experiments have focused on crop agriculture.

WALIC will explore models that can be applied or adapted for livestock in the West African setting and can be scaled up to achieve the levels of support needed by large numbers of livestock keepers. Interventions will seek to enhance the capacities of livestock producers as well as the input and advisory services providers and professionals involved in the value chain. The focus will be on identifying promising models and facilitating platforms to co-create arrangements or partnerships to pursue business opportunities. For example franchised agro-vet models, such as those being tested in East Africa (e.g. SIDAI¹²), will be explored for use in the delivery of feed, animal health, breeding and other advisory services. A critical capacity development focus here will be on innovative value chain financing and enhancing the business capacity of key livestock value chain actors.

Attracting youth and new entrants to livestock farming as a business: How can more young people be motivated to take up animal agriculture as a business? Providing attractive new business opportunities would help, but it is still necessary to determine what kinds of schooling, specialized training and support (e.g. young farmers' clubs, vocational training programmes) will be needed.

School curricula are often biased against agriculture, influencing youth to seek other professions. How can WALIC partner with educators and other organizations such as ANAFE (African Network for Agriculture, Agro-forestry and Natural Resources Education¹³) to overcome the youth and agriculture challenge? Our aim is to create a future generation of high calibre

¹²www.sidai.com

¹³www.anafe-africa.org

employees (regardless of whether they land in CBOs/NGOs, private or public sector), entrepreneurs and employers running successful livestock small and medium enterprises (SMEs). WALIC will support postgraduate and specialized training and retraining programmes in livestock and business/entrepreneurship under this theme. Various communications approaches will be used to create interest among today's youth in livestock value chain careers.

Facilitating development of specialist national institutes to address regional challenges: As a Centre of Excellence, WALIC does not need extensive laboratories or a large number of staff. Instead, it will identify existing national institutions and designate them as hubs for specific technical research. These hubs will serve as satellite/network affiliate facilities in NARIs and universities in the region and at other IARCs. The Centre will, in collaboration with host institutions, mobilize resources to strengthen these facilities as part of its institutional capacity development. These facilities will in turn support livestock R & D as well as specialized capacity development in the region. The facilities will include feed nutrition labs, veterinary labs, genetics/genomics facilities, GIS/spatial analysis, and policy analysis, among others.

All capacity development interventions in the thematic area will be underpinned by a focus on improving system functionality – of individual institutions as well as of livestock value chains. The development of leadership and management of institutions involved in livestock R&D to make them more proactive and responsive will be a key focus. In this regard, the thematic area will invest in empowering stakeholders to be agents of transformation in their own right.

6.3 Theme 3 – Knowledge Management

Goal: *To facilitate access by livestock stakeholders to reliable and up-to-date information and knowledge to inform timely decision-making.*

6.3.1 Context

Poor access to information is one of the biggest bottlenecks to agricultural innovation in Africa. The livestock sub-sector is worse-off in this regard than crop agriculture. While some attempts are being made at national levels, the challenge remains: West Africa is one of the most poorly endowed regions in terms of knowledge development and sharing platforms. Data, information

and knowledge from outside of the continent are often used to serve as proxies in making decisions on Africa and, ironically, a significant amount of data and information on Africa is accessed from sources located outside the continent.

End-users, especially livestock keepers, have limited access to the critical information they need for decision-making. The information has to be up to date, in the right format, the right language at the right time and in the right place. End users also need support in learning how to adapt new information to their own unique contexts. Information is needed for policy-making and investment decisions, for monitoring the impact of interventions, for capacity building as well as for day-to-day management by producers and actors along the value chain.

A lot of data and information have been and continue to be generated at local, national, regional and international levels by a range of stakeholders. Much of this information remains in raw form or has been processed for elite audiences and hence is not useful or accessible to the people who need it most. Moreover, significant amounts of data are of little value because their integrity has not been tested through analysis and use.

Ensuring that data is available to stakeholders for validation and use will help to discourage wasteful duplication of efforts. Currently, livestock keepers may be repeatedly subjected to surveys by researchers asking the same or similar questions because previously collected data is not readily accessible to them.

Higher-level regional analyses that compile national data could add significant value to data collection efforts. In addition, collecting and analyzing data from multiple countries could allow for more robust prediction and forecasting capacities that would permit long-term decision-making and investments at national and regional levels. The results of such analyses could be used to generate knowledge products and could be made accessible to livestock stakeholders in appropriate formats.

The overall aim of this thematic area is to empower livestock stakeholders with information and knowledge to inform the design of interventions. Unrestricted access to information coming out of publicly-funded R&D initiatives is a critical prerequisite for success in the livestock sector.

WALIC will work with donors/investors to advocate for, and explore ways through which livestock data and information can more successfully be placed in the public domain. The Centre will facilitate the development of formal mechanisms for collecting and collating information and for transforming it into knowledge products. While the primary focus of the thematic area will be on enhancing access to knowledge by stakeholders, deliberate efforts will be made to use knowledge management platforms to stimulate internal learning practices, thus helping to transform WALIC into a true learning organization, a knowledge broker on livestock, and the place to go for data, information and knowledge on livestock issues relevant to West Africa.

6.3.2 Opportunities

The emergence of ICT in the last two decades has established knowledge management as a tool for addressing the challenges related to collecting, analyzing and disseminating information. Mobile telephony is a major breakthrough in this regard.

Stakeholders at all levels now increasingly recognize the pivotal role of information in priority-setting, planning and decision-making. This recognition is beginning to translate into significant investments in information and knowledge management.

The AU Commission, through its Africa Statistics Project, is already taking steps to provide information to its member states. In the animal resources sector, AU-IBAR started modernizing its information management capacity through one of its projects (PACE) by introducing an ICT infrastructure, including the Animal Resources Information System (ARIS). The wealth of data and information that IBAR has collected over the years through its programmes and projects are available for further analysis and knowledge creation.

There are several other initiatives with important knowledge management components: the Livestock Information Management System for managing livestock statistics and sharing information in the SADC region; the LINKS project developed through the GL-CRSP Livestock Early Warning System (LEWS) project. LINKS, which was established in 1997, is placing LEWS technology inside a broader livestock information and analysis system designed to improve livestock markets and trade, with a focus on pastoral systems in eastern Africa.

Additional initiatives include the AU-IBAR/FAO/ILRI/World Bank *Livestock Data in Africa – Improving data for better policies*, funded by the Bill & Melinda Gates Foundation, and a recent Livestock Data Initiative currently under development by the East African Community.

WALIC will be well placed to facilitate a process through which these and other initiatives such as the PROGEBE can be leveraged to serve the information and knowledge demand for West Africa, adding value to these existing initiatives and avoiding duplication of efforts.

6.3.3 Main challenges

A key issue facing this thematic area relates to poor mechanisms, infrastructure and incentives for collecting, analyzing and sharing the knowledge generated from agricultural research at national and regional levels. Many wheels are being reinvented, in part due to a lack of data/information capture and sharing mechanisms. Ironically, many R&D practitioners can more easily gain access to information in international journals and conferences than to locally generated research as reported in local journals, conferences, theses and technical reports.

Specific challenges include:

- How to systematically collect and collate existing data/information from various sources and make them available for use now and in the future.
- How to facilitate improvement in the quality, relevance and coherence of data coming from projects and programmes.
- How to develop efficient linkages among different national, regional and international databases or information systems to enable efficient ways of data collection, analysis and sharing
- How to establish systems for capturing and storing data in readily accessible formats for analysis/use in different ways for different purposes.
- How to determine and consistently respond to Africa's ongoing data, information and knowledge needs.

6.3.4 Key result areas

The knowledge management strategy of WALIC aims to strengthen livestock-related knowledge sharing and learning processes at local/community, national and regional levels in West Africa. This will foster systematic learning from the experiences gained in previous and ongoing livestock R&D programmes across the region. Such learning will underpin the development of new and innovative ways of improving livestock development and the formulation and implementation of effective policies.

The availability of information on best practices (i.e. on management, production, health, feed and processing) and early warning systems (e.g. on droughts, floods and disease outbreaks), packaged in the right format and languages for their target groups, will assist producers in making good management decisions. Likewise, the efficient management of information on markets (local, national, regional and global) will improve market access for livestock and livestock products.

WALIC will position itself to be the place to go for information/data and knowledge that is relevant to the livestock industry and other stakeholders, including investors, educators, students, media and others in West Africa.

The key results under this theme will be:

Facilitating testing of a range of options on the use of ICT to improve the efficiency and transparency of livestock value chains: ICT, including mobile telephones, can provide value chain actors with a solid basis from which to do business. For example, up-to-date market information, obtained through a simple SMS system, can be posted on information boards in towns and villages, effectively linking small producers to an Internet-trading platform. e.g. a regional server or portal on livestock data, including market information. These could in turn be relayed through radios to reach more remote rural communities. The technology is already here; the challenge is to come up with an economically viable, self-sustaining system for livestock keepers and other stakeholders.

Development of specific knowledge products, including data-bases and multimedia: Such products can be used to inform decision-making at various levels:

- *Databases on specific aspects of animal health, animal feeding and breeding* that can be summarized and made accessible to producers and traders – e.g. through national radio stations.
- *Compiled and synthesized data/information on livestock and climate change*, including both the contribution of livestock to climate change and the impact of climate change on animal production, to inform policy-making and public education.
- *Success stories on the pilot use of new technologies and approaches* that are suitable for scaling up and out. Such success stories will strengthen the interaction between target clients and innovators.
- *Livestock market information systems* that build on existing efforts to improve the quality, availability and use of market information by producers and other livestock value chain actors in the region.

Facilitating the development of weather and climate databases to support decision-making by livestock keepers: This will be achieved through strategic investment in quality weather data, which can be used to help livestock keepers better manage risks. The databases will link to other early warning systems in the region and elsewhere as well as to indigenous early warning systems. This activity links to the capacity building thematic area; producers will need training in how to use forecasts to improve their preparedness, including through breeding and feeding strategies. Given the diverse uses of weather data, this thematic area has the potential to attract significant partnerships, including public and private partnerships, to further improve the quality of data collection and analysis.

Economic and policy analysis: Linked to the advocacy theme, the aim of this activity is to provide data and information that support economic arguments for investing in livestock health, nutrition and breeding. The activity will be carried out in collaboration with AU-IBAR, GALVmed, ILRI, and other partners. It will involve compiling lessons from the field as well as

modelling the effects of different policies on livestock development and the overall economy as basis for generating policy briefs for use in advocacy.

Operationally, the work involving the synthesis of existing information and developing models, and knowledge products will be, to the extent possible, outsourced or done through commissioned assignments, e.g. with universities and private sector practitioners.

6.4 Theme 4 - Advocacy and partnership brokerage

Goal: *To elevate the profile of livestock, generate more support for the sector and promote collaboration among livestock development stakeholders to address systemic sector-wide bottlenecks at national and regional levels.*

6.4.1 Context

The agenda for livestock development has dramatically changed over the past several years, as have the types of institutions involved and the demands they face. Consequently, livestock R&D can no longer be left only to traditional players using old approaches to meet new demands. New relationships with a broader range of stakeholders and new types of institutional capacities are required.

West Africa's livestock potential is underexploited and there is a clear need to champion the cause of livestock and to raise its profile on development, research and policy agendas to a level that reflects its economic and social contribution. A better understanding of the policies that are most relevant to the livestock industry, including those that affect trade, is crucial. WALIC will work to create a more enabling policy and investment environment for livestock in West Africa. It will invest in advocacy, working through existing and new partnerships, some formed specifically for that purpose.

There is also a need to coordinate currently atomized initiatives among technology development agencies, donors, investors and value chain groups. R&D donor coordination at regional level remains weak at best and private sector investment in R&D is essentially non-existent. There is currently no organization in West Africa with a mandate or capacity to broker partnerships for the livestock sector.

Partnership building, among stakeholders and across countries, will catalyze national and regional capacities, harness synergies and limit duplication. As a partnership broker, WALIC will be an active intermediary between different organizations and sectors (public, private and civil society) to facilitate collaboration or to improve the quality of collaboration in specific initiatives or as an ongoing process to meet specific common goals.

WALIC will identify opportunities for partnerships and help parties to recognize partnership potential. The Centre will also be a convener, facilitator, knowledge and information provider, networker and network builder, partnership incubator and mentor. In effect, its role will be as process designer and manager as well as behind-the-scenes leader.

Multi-sector partnerships for sustainable development are complex. Because they require establishing functional relationships between individuals who often come from radically different working cultures with real or perceived competing interests, they take considerable time and effort, both to establish and to nurture to maturity. To date ITC, like most publicly funded R&D organizations, has focused on building and managing its bilateral partnerships with other public R&D institutions (including government research and extension services and national and international NGOs). WALIC in its redefined role will also need to explicitly engage both civil society and the private sector.

6.4.2 Main challenges

Examples of challenges that this theme will address include:

- How to improve public sector, private sector and donor investments in animal agriculture.
- How to make livestock value chains functional, transparent and beneficial to small-scale producers. Specific issues include inefficient marketing channels, lack of (reliable)

market information, weak agribusiness management skills and an absence of economies of scale and voice of producers.

- How to make smallholder livestock keepers more competitive and facilitate their entry into higher value local, national, regional and global markets.
- How to actualize regional and continental trade in livestock and livestock products, facilitating the translation of national and regional commitments to actions.
- How to leverage existing R&D capacity (facilities and human resources) in West Africa and to get more done with available capacities while working to improve them.
- How to make the various stakeholder groups involved in livestock development work more together effectively.
- How to replicate models of successful partnerships from elsewhere.
- How to improve donor coordination. As a consequence of a lack of coordination, the potential of the donors (and the institutions they support) to implement priority livestock interventions of relevance to poor livestock keepers has not been successfully harnessed.

6.4.3 Opportunities

Securing reliable access to land, water and natural resources

WALIC will facilitate regional dialogues on access issues and will identify or commission case studies on how access issues have been addressed elsewhere. The Centre will facilitate policy dialogues and policy review processes. Research will build on case studies from elsewhere (e.g. by FAO & IFAD) that demonstrate how reforms in land and water governance can significantly improve the livelihoods of rural poor. Holistic approaches to land tenure issues are also emerging (e.g. the Global Land Tools Network¹⁴) that can improve land coordination in various ways. These new approaches also entail unblocking existing initiatives, helping strengthen existing land networks, assisting in the development of affordable gendered land tools useful to poverty-stricken communities and disseminating knowledge on how to implement security of tenure.

Public sector investment in livestock development

WALIC will carry out public awareness and advocacy on the value of public sector investment in livestock development, supported by evidence – e.g. data on the contributions of livestock to

¹⁴www.gltm.net

GDP and on returns to investment in the sector. Such efforts will make reference to government commitments (e.g. the Maputo Declaration and various commitments made by ECOWAS members, individually and collectively). The Centre will build the capacity of non-state actors for effective advocacy, including the use of available evidence.

Investment coordination

The Paris Declaration Principles provide a framework for bringing donors together. A regional agency with a technical mandate on livestock in ECOWAS countries – WALIC – would have the clout to bring together bilateral and multilateral donors as well as private sector players and NGOs working on livestock issues.

Improving the functionality of livestock value chains

There is increasing recognition not only of the causes of market access challenges, but also what needs to be done to address them. There is an opportunity to facilitate the emergence of value chain actor fora where actors discuss - in a safe space – how to enhance their collective voices to harness market opportunities and their capacity to increase the value and functionality of value chains and for the industry to grow.

Challenges facing cross-border trade

WALIC will undertake studies to gather data and information on current policies and non-policy bottlenecks to cross-border trade. It will convene public and private sector stakeholders to deliberate on actions that need to be taken to implement existing commitments and reach agreement on how progress will be tracked.

6.4.4 Key result areas

Building on lessons from previous projects and new evidence, WALIC will facilitate the generation and/or compilation of evidence - in collaboration with AU-IBAR, ILRI, FAO and other similar organizations – to inform policy and institutional changes. The brokerage function will focus on influencing and incubating strategic, sustainable partnerships that will contribute to national and regional objectives, with a focus on supporting the emergence of functioning livestock institutions and value chains effectively supported by a public sector that takes its regulatory and support roles seriously.

The key results under this theme fall into three areas:

Creating enabling policy and investment environment for livestock: WALIC will work with businesses and civil society in order to engage the public sector, with the objective of raising the profile of livestock on the development agenda. While an enabling policy environment is crucial, there is also a need for the proactive engagement of stakeholders who provide resources for livestock. These include governments, development agencies and private sector investors. Work in this area will therefore include providing evidence to support arguments for increased public and private sector investments as well as for policy and investment advocacy processes that bring key stakeholders, including donors, together. WALIC will help livestock value chain actors to engage effectively in these advocacy processes. Interventions will also include building stakeholder capacity to engage in positively transforming the performance of the livestock industry, identifying and fostering engagement opportunities, facilitating engagement processes as may be appropriate and ensuring that the right stakeholders are involved and adequately prepared to engage effectively. The key stakeholder groups include: producer groups such as farmers and farmer organizations, private sector input suppliers and service providers, livestock and livestock product traders, aggregators, processors, public sector extension service providers, political and civil service policy-makers, national livestock research organizations, regional and international R&D organizations, NGOs and the ECOWAS Secretariat.

Partnerships that serve as mechanisms to share and coordinate use of resources and expertise: The role of WALIC will be to bring together R&D institutions, businesses and civil society in order to benefit from complementary resources and expertise and to coordinate different contributions to key development issues. The dissemination and sharing of existing technology, knowledge and information is in these kinds of partnerships. These partnerships will seek to exploit economies of scale in knowledge generation and dissemination, thus helping to build capacity. An important starting point for brokering these partnerships will be a good inventory and understanding of the capacities available in the region – human resources, facilities, and information databases. This will form the basis for the development of regional projects or programmes that lever available capacities and comparative advantages.

Partnerships to facilitate livestock value chain development: With a specific focus on market access, WALIC will work with livestock producer organizations, helping them to organize themselves and enhance their capacities, voice and bargaining power to be better able to identify and profitably participate in sustainable markets nationally, regionally and globally, as appropriate. These partnerships will aim either to provide access to markets, e.g. through producer groups, organizations or networks, or to help bridge or deepen markets by providing incentives for business investments. The former will be critical for smallholders and other value chain actors operating as individual entrepreneurs or small businesses that do not have the ability to access higher value markets, whether locally, regionally or globally. WALIC will also identify standards and norms that constrain the performance of the industry and will broker partnerships, including with public sector players, that will aim to unlock bottlenecks related to standards. Key partners here will be ROPPA, APESS, CORET and national farmers' platforms in the region.

On an ongoing basis, this thematic area will pay attention to partnership opportunities that have the greatest potential to unlock livestock value chain and broader R & D bottlenecks and to develop processes for appropriate partnership development and nurturing. Coordination with AU-IBAR will be crucial as it is the lead organization for livestock in the CAADP and is the AU technical agency in charge of coordinating and driving the continental livestock agenda.

To deliver on this role, WALIC will need to have strong brokerage skills internally so that it in turn can help build these skills in partner organizations. However, the organization could start off by using outsourced services from independent intermediary organizations with skills and experience in awareness raising; capacity building; and convening multi-sector processes and managing partnership processes by providing a neutral space and skilled facilitation.

7. MAKING IT HAPPEN

7.1 Implementing the strategy

Strategic goals are achieved at the operational level of the organization; if the operational dimensions of an organization are not in line with the strategy, the implementation of strategy will not be effective.

WALIC will pay specific attention to the following strategic operational functions to capture synergies among the strategic theme areas and avoid duplication of effort: priority setting; communications - internal and external; external partnerships; financing the strategic plan; tracking progress, learning and adapting in response to lessons; identifying and mitigating risks; and the governance and management of the Centre.

7.2 Priority setting

The ten-year strategy has identified a number of specific interventions. When effectively implemented, these interventions have the potential to empower livestock stakeholders in West Africa with the knowledge and capacity to transform the livestock sector into a pathway out of poverty and a crucial contributor to food and nutrition security and economic growth. However, there will be need to prioritize the activities taking place in each thematic area, on an ongoing basis, so as to capture current opportunities and to ensure that annual plans reflect available financial and human resources.

A biannual, rolling medium-term planning process will be used consistently to examine the programme portfolio, adding new dimensions to programme content building on cumulative lessons and informed by an objective analysis of new opportunities and challenges as they emerge. A priority-setting framework will be developed and implemented as part of the operationalization of the strategic plan.

7.3 Communications strategy

WALIC's communications strategy lies at the heart of the Centre's ten-year strategic plan. The communications strategy builds on a number of conclusions:

Effective communications are essential

Strong communications are critical to the success of WALIC. A failure to effectively engage stakeholders in recent years may have contributed to the decline of ITC. Research outputs were not widely shared, effectively dulling the impact of the research and leading to a loss of support and funding. Ensuring effective communications will require a change in institutional culture,

with communications seen as an integral part of WALIC's work. Expert communicators will be needed to help shape the Centre's key messages.

Communications and advocacy can improve policy commitment and donor funding

To date, livestock has been a relatively neglected area for both donors and policy-makers. Raising awareness of the economic and social benefits of endemic ruminant species – and of the threat they face from imported breeds – could help to improve policy commitment and donor funding. WALIC has the potential to play a key role in promoting and marketing endemic breeds. In addition, the Centre will need to raise its own profile among donors and policy-makers, making a strong case that it can make contributions to the issues that concern them, such as food security, economic growth, conservation, climate change and poverty alleviation.

Communications must be two-way

Stakeholder engagement and participation are vital to keeping WALIC's research relevant to stakeholder needs and developments. Stakeholders thus must be encouraged to feel ownership of Centre research; this will require two-way interaction at all stages of the research process. Effective dialogue can also help to ensure that research is converted into innovation or behavioural change.

Evidence of impact is an essential tool for communications

It is critical that WALIC can convincingly demonstrate that it has generated regional public goods, such as increased productivity or reduced imports of meat and milk. Efforts to gather evidence of impact from projects sometimes stalls once the project is over, leading to a lack of long-term impact data. The Centre also needs to be clear and specific about how it has contributed to the development objectives of organizations such as CAADP and ECOWAS.

Expansion of ITC's mandate will have implications for communications

WALIC will have a broader geographical and thematic reach than did its predecessor, ITC. Nonetheless, the Centre intends to remain small in size. Thus, it will need to make more use of research multipliers, such as NARs, NGOs and farmers' associations, in order to reach a more diverse and geographically far-flung audience. Online communications, virtual networks and

mobile phone technology will become more important. Communications materials may have to be translated into more languages than previously.

There is a potential role for WALIC as an information hub

There is an information gap in West Africa, with a lack of market data and reliable statistics on livestock. In addition to communicating its own research results, WALIC has a potential role in collecting, packaging and making such information available to different stakeholder groups.

The Centre's new identity needs to be communicated strongly

A strong and proactive branding campaign will be needed to convey WALIC's mandate and mission and to communicate that the Centre is the result of profound, far-reaching and necessary changes.

Communications Objectives

The overarching goal of WALIC's communications strategy is to support the Centre's vision of a vibrant West African livestock sector, which boosts food security and wealth creation while safeguarding the environment. There are a number of ways in which communications can provide such support; these can be termed communications objectives.

Raise awareness and support for WALIC

A concerted effort will be needed to promote the new Centre, to explain why and how it has undertaken the current reforms, and to demonstrate how it will contribute to the aims of key donors and policy-makers, such as ECOWAS member countries. WALIC will use 'public relations' approaches to build its reputation by publicizing successes, providing evidence of impact and demonstrating its research achievements.

Support WALIC's thematic areas

WALIC's communications will directly support and provide outlets for disseminating the results of work under the Centre's four thematic areas. For example, communications products will be used to package knowledge management outputs (Theme 3) for target audiences and promote them through relevant channels. This will help to establish WALIC as the primary source of

information on livestock issues in West Africa. Communications to support capacity development (Theme 2) will include campaigns to attract youth to the livestock industry, using both mainstream and new media (e.g. radio, television, press, social media, YouTube and films). Communications to support advocacy and partnership (Theme 3) will work to promote animal agriculture in West Africa and raise livestock issues with policy-makers and donors.

Promote and support the use of endemic ruminant livestock in the region

WALIC will promote the social and economic benefits of endemic livestock breeds and raise them up the agenda of policy-maker and funders. The Centre will address possible perceptions that such species are inferior or obsolete and make clear the threat posed by imports of exotic species. Although most communications under this objective will be regional, there is also a need to raise international awareness of the important genetic diversity in these breeds, which could be useful in addressing global challenges, such as climate change. WALIC will also promote the importance of livestock farming to West Africa in order to attract more funding and policy support for the sector.

Engage effectively with stakeholders and share research outputs

WALIC will facilitate effective dialogue with its stakeholders, with regular opportunities for engagement, participation and feedback. Research outputs will be widely shared and disseminated. This engagement will ensure that research is aligned with stakeholder needs and will increase adoption of the Centre's research outputs.

Facilitate partnerships and networking

WALIC will encourage innovative and empowering partnerships through proactive brokerage and the facilitation of multi-stakeholder platforms. The Centre will provide online tools to facilitate remote networking and collaboration (data-base sharing, e-discussions and video conferencing).

Promote institutional coherence and effectiveness

Strong internal communications between management, staff and Board members ensures clarity and a shared understanding of WALIC's goals, strategies and *modus operandi*. This ensures that

all WALIC employees are prepared to properly represent the Centre to stakeholders. Internal communications also strengthen relationships between the people who work for WALIC. The Centre will use traditional means like memos, emails or newsletters as well as social media channels, websites, YouTube, and other online channels to communicate internally.

Provide information on endemic livestock production to the region

WALIC will serve as an information hub on livestock for the region, providing experimental research results as well as livestock statistics, market information and emerging issues in livestock production. The Centre aims to become the primary source of information on livestock production in West Africa. Such an initiative will require strong communications support to package the data appropriately and promote it to target audiences.

Target audience

Donors and policy-makers (including local, national and regional policy bodies) have been identified as the priority audiences for communications during the first phase of WALIC's existence. Ensuring sustainable livestock policy in West Africa and ensuring that the new Centre is on sound financial footing are two critical early tasks. Over time, and once WALIC is solidly established, livestock stakeholders – input providers, farmers, breeders, extension services, dealers and consumers – will become the highest priority target audience. Because these target audiences will represent a wide range of interests, knowledge and educational levels, it will be important that communications products are carefully tailored to meet their different needs of the intended audiences in terms of subject matter, format and degree of sophistication. Materials may need to be translated into more languages than previously in order to reach across the region.

Key messages

Establishing WALIC as a new innovation centre that builds on the legacy of ITC but has its own clear identity and rationale presents a number of challenges, many of which can be addressed through a focused branding campaign. Such a campaign must inevitably start by identifying key messages that clearly communicate what the Centre aims to accomplish and why it is important. These key messages must be reflected in all of WALIC's communications efforts. They are

likely to evolve and expand as the Centre becomes firmly established and its programme grows. Initially, however, some indicative key messages might look something like the following:

WALIC seeks to improve and conserve native West African breeds of cattle, sheep and goats in order to increase food security, lessen poverty and protect genetic resources.

Improving the productivity of native breeds of cattle, sheep and goats will increase their contribution to the economy of West Africa and the welfare of its people.

Native livestock breeds are threatened with gene dilution and must be conserved: they carry valuable genetic diversity, which could be useful in addressing global challenges, such as climate change.

WALIC is a non-profit research institute that works in partnership with the livestock sector throughout the ECOWAS region. It takes over from its predecessor ITC and has a new vision and a ten-year strategy.

Communication tools and activities

WALIC will seek to use a wide range of tools, activities and products to implement the communications strategy. All communications activities should be adequately resourced and should make use of the skills of professional communicators whenever possible to ensure that messages are clear, crisp and coherent.

Online tools

The WALIC website will serve as the first introduction to the work of the Centre. The site should host a wealth of communication materials, tailored for different audiences. This should include the following:

- Case histories, success stories, impact and briefing notes for policy-makers, donors and the media;
- Information on endemic ruminant cattle and the livestock sector in West Africa for policy-makers, donors, development agencies and the media;

- Research outputs in the form of both processed data (e.g. project reports, journal articles, posters, abstracts) and raw data for research partners;
- Knowledge transfer information, such as innovations, best practice manuals and training materials for farmers and their intermediaries (e.g. civil society, extension workers, NARS);
- Regular updates on new developments through press releases, a newsletter, institute reports and reports on upcoming events;
- Dialogue and feedback opportunities (comments forms, e-discussions, surveys, blog, social media).

Resources will be made available in a variety of media formats, including webcasts and podcasts. WALIC will seek links and mentions on the websites of partners and supporters.

Publications

In the early stages of WALIC's existence, brief, compelling and 'punchy' publications for policy-makers and donors will be a priority. Impact briefs that draw together data on past successes, case studies and endorsements are a powerful advocacy tool. Information materials should be developed on issues such as the importance of livestock production in West Africa; the threat to endemic ruminant breeds; and the adaptive capacity of dryland livestock to respond to global climate change.

Communicating with stakeholders regularly through the period of change will be important to re-enthuse potential supporters and, in time, the Centre will produce a wide range of publications for all of its key target audiences in appropriate languages. These will include an annual report, a quarterly newsletter, fact sheets, briefing notes, best-practice manuals, training materials and reports. Most of these publications will be disseminated electronically, but hard copies will also be printed and distributed at events and through partners.

Events

A programme of events is essential for engaging stakeholders and engendering support. WALIC needs to determine which events and meetings it should attend over the next couple of years. If it

is not possible to engage with all of the Centre's important stakeholders by attending existing events, this list should be supplemented by WALIC-hosted events.

Such events might include:

- Oral briefings and presentations to policy-makers and donors;
- Exhibits or presentations at science, development and trade conferences;
- Participatory events with farmers and their intermediaries;
- Knowledge-transfer events, such as capacity building demonstrations.

Media

The media are an important route to influencing high-level representatives of all stakeholder groups. Advocacy opportunities should be identified in research discoveries, institutional developments and external events. For example, the current crop failure in some West African countries is an opportunity to flag the importance of livestock as an income provider for small farmers when times get tough. Press releases, op-eds and features should be submitted to regional or international outlets and to relevant external networks and newsletters. Recorded podcasts or other media packages could be offered to local and community radio across the region, to broaden WALIC's reach to remote areas.

Other

WALIC should foster high-level 'ambassadors' from West Africa and beyond who would be prepared to advocate the Centre to their contacts. These ambassadors should be provided with the necessary information and communication materials.

Specific resources will be allocated for key components of the communications strategy, such as website development. The communications strategy will set milestones and targets. Progress will be assessed with effective monitoring and evaluation tools and reported regularly.

7.4 Partnership strategy

Relative to its mandate, WALIC is a small organization. It thus will depend heavily on effective strategic partnerships to deliver on its broad agenda. The Centre will need to be selective in choosing its partners and innovative in developing partnerships and alliances in ways that

leverage expertise and other resources while keeping the relationships meaningful and productive. Table 6.1 presents a summary of the Centre’s strategic themes and an indicative list of likely partners for each. The table shows a large overlap among potential partners for the different strategic themes. Thus, the Centre should pay particular attention to which partners it should engage for what purpose and when, and be able to justify these choices internally and to partners.

Table 6.1: Indicative list of partners by strategic themes

Thematic Area	Key elements	Examples of partners
1. Genetic improvement, conservation and enhanced use	Improved understanding and utilization of indigenous diversity: genes and breeds for a range of systems in West Africa; ex-situ approaches; improved access to reliable AnGR information.	<p>National: relevant government ministries; NARIs; farmer organizations and local NGOs; and tertiary education institutions.</p> <p>Regional: ECOWAS; CIRDES; CORAF; international NGOs working in the region.</p> <p>International: AU-IBAR ; ILRI ; FAO/IAEA.</p>
2. Capacity development along value chain	Enhancing capacities of herders for improved productivity and income and of other value chain actors to increase efficiency of value chains and to add value to commodities; empowering value chain actors (especially livestock keepers) to effect changes that advance their interests.	<p>National: relevant government ministries; NARIs; tertiary education institutions; farmer organizations and local CSOs and NGOs.</p> <p>Regional: ECOWAS. CORAF; CIRDES; APSS; ROPPA;FRAO</p> <p>International: AU-IBAR; CTA; ILRI; FAO.</p>
3. Knowledge	Data, information and	National: relevant government

Thematic Area	Key elements	Examples of partners
management	knowledge gathering; organization; analysis; synthesis and dissemination.	ministries; NARIs; tertiary education institutions; and national apex organizations. Regional: ECOWAS; UEMOA; CIRDES; CILSS (INSAH, AGHRYMET); CORAF, FRAO, and regional apex organizations. International: AU-IBAR ; FAO ; ILRI ; OIE ; CTA.
4. Advocacy and partnership brokerage	Bringing stakeholders together; using available evidence to enhance awareness and to draw attention to important issues; facilitating policy development processes, ensuring coherence.	National: relevant government ministries; NARIs; tertiary education institutions; local NGOs and CSOs. Regional: ECOWAS; CORAF; CIRDES; UEMOA; CILSS; ROPPA; farmer organizations; other CSOs and international NGOs working in the region. International: AU-IBAR; ILRI; FAO; OIE; WHO; CTA.

Managing multiple partnerships presents many challenges and the associated transaction costs, such as pre-emptive management of expectations, negotiations and conflict resolution, can be considerable. Thematic area managers will be responsible for managing relationships with the partners for their areas. These individuals will be trained in the skills that are critical for partnership management.

Current trends indicate that many donors will continue to invest in agriculture including livestock production at different levels, with many working directly with the regional economic communities (RECs) and member states. Moreover, some donors subscribe to and have demonstrated preferences for consortia, as outlined in the 2005 Paris Declaration on Aid

Effectiveness. WALIC has to develop a partnership strategy on financing that ensures long-term stability and removes the risks associated with short-term financing and a narrow investor base.

Clearly, the financing model for WALIC must include many implementing partners and investors. However, there will also be opportunistic single investor, short-term projects. The strategy will be to nurture special project investors into providing longer-term support. There is a compelling need for excellence in partnership development and management of the WALIC programme. In addition to proactive development of staff skills in partnership management, Board members will be expected to network on the Centre's behalf. Indeed, this will be an important consideration in determining Board composition.

WALIC will inherit a number of longstanding international partnerships from ITC, notably ILRI, FAO, GIZ (former GTZ), the Belgian Government, the European Commission, French Cooperation and many ARIs. The Centre should seek to quickly reconnect with these partners and to build on these relationships, while also bringing in new partners relevant to its broader agenda. A number of new partners were invited to participate in the strategy development process; these relationships will be strengthened as the strategy is operationalized.

WALIC will mobilize expertise to drive its agenda. In this regard, shared appointments and secondment arrangements will be explored with a range of partners, including AU-IBAR, FAO, ILRI, governments (ministries, NARIs, universities), ARIs, private sector entities, bilateral and multi-lateral donors, among others. For the most part, these arrangements need not require the physical relocation of staff from their duty stations. Indeed, given the nature of the WALIC agenda, many assignments could be done from remote or home stations, with occasional travel. For its part, WALIC will provide training and mentoring opportunities for early-career professionals interested in the range of issues covered by the Centre. The diverse multi-partner platforms that will be critical to WALIC's programme will provide a great environment for nurturing talent in a range of disciplines.

The following principles will guide the partnership strategy of WALIC:

Relationship management: For each major strategic partnership (with an organization and/or collaborative programme/project), the Centre will assign a relationship manager to champion the content and processes involved in the partnership. The relationship manager will have direct responsibility for facilitating the achievement of the partnership's goals and will be fully supported by Centre management in this role. The relationship manager will be a project leader or a member of the project team assigned to that partnership brokering

Clarity of mission and strategy: The design of partnerships will proactively identify and clearly spell out the win-win opportunities for the organizations involved in the partnership.

Resources: Resource-sharing arrangements will be clearly defined and WALIC will be transparent regarding the time and financial commitments each partner will be expected to contribute.

Open and honest communications: Special attention will be given to promoting openness and honesty in communication, including the willingness to admit shortcomings and to give credit where it is due. Openness and honesty will be a factor in project and staff evaluation, ensuring that efforts to ensure proactive, effective and productive partnerships are rewarded.

7.5 Financing plan

WALIC's agenda is significantly more ambitious in content, scope and approach than was that of ITC. A significant increase in resources will be thus be needed to deliver on this ten-year strategy. The funding portfolio will, of necessity, have to be diverse, both in terms of funding sources and the intended use of resources. Today, most development investors are increasingly tying their grants to specific projects. The WALIC strategy contains many very interesting ideas; the challenge will be to match these ideas to the right donors and to develop the ideas into fundable projects with clear deliverables. The Centre will need access to expertise in the development of grant applications.

The dominance of special project funding in the budgets of R&D institutions has important implications. For example, a significant part of administrative overhead will have to be raised from different sources. Ideally, the administrative costs should be funded from overheads charged to the special projects. However, special project donors are increasingly declining to cover general administrative expenses. WALIC's senior management and the Board will thus have to make a significant effort to attract unrestricted funding. Over time, contributions from the ECOWAS region should cover a significant part of these costs. Indeed, the strategy seeks to achieve this.

Another source of funding that can develop over time is income earned by WALIC for providing goods and services to clients. Eventually, the contribution from this source should cover 10-15 per cent of the budget.

As it develops work packages under the four themes, WALIC will aim for an initial budget growth of 10 per cent per annum, reaching a total annual budget of US\$ 4 million by the fifth year of its existence. Thereafter, WALIC will seek to increase its average annual growth rate to 20 per cent in the second five years of the period covered by the strategic plan, achieving an annual budget of US\$ 8 million by the tenth year. This growth will be achieved by strategically targeting donors to fund specific themes and areas within themes. Special attention will be given to engaging non-traditional donors, especially philanthropic foundations and the private sector, through innovative public-private partnership arrangements. In addition, the Centre will make a special effort to mobilize unrestricted resources to new high priority activities, as proof of concept to form the basis for future special grants and for the rehabilitation or establishment of new infrastructure.

The Centre will give high priority to building on existing physical infrastructure in institutions in the region (see Theme 2) and will take a strategic approach to determining what needs to be set up at its headquarters in Banjul.

Table 6.2 summarizes the proposed target budgets by thematic areas over the first five years of the ten-year strategic plan horizon.

Table 6.2: Resource requirements (US\$'000) to finance the first half (2013-2017) of the strategic planning period

Thematic Area	Key investors/donors	Anticipated Budget (US\$ '000)				
		2013	2014	2015	2016	2017
Genetic improvement, conservation and enhanced use	ECOWAS Region, Belgium, AfDB, FAO, IDB, AU-IBAR, USAID, Aus-Aid, EU, Germany, DFID, other bilateral donors	840.0	924.0	1,016.4	1,118.0	1,229.8
Capacity development along value chains	ECOWAS Region, Belgium, Germany, DANIDA, Swiss Cooperation, AfDB, FAO, IDB, DFID, IFAD, AU-IBAR, USAID, Aus-Aid, EU, B&MGF, World Bank, CORAF/WECARD, CTA, bilateral donors, private sector	420.0	462.0	508.2	559.0	614.9
Knowledge management	ECOWAS Region, Belgium, AfDB, FAO, IDB, IDRC, AU-IBAR, IFAD, USAID, Aus-Aid, EU, private sector, B&MGF, other bilateral donors, EMBRAPA, CTA	420.0	462.0	508.2	559.0	614.9
Advocacy and partnership brokerage	ECOWAS Region, Belgium, AfDB, FAO, IDB, AU-IBAR, USAID, Aus-Aid, EU, B&MGF,	420.0	462.0	508.2	559.0	614.9

Thematic Area	Key investors/donors	Anticipated Budget (US\$ '000)				
		2013	2014	2015	2016	2017
	DFID					
<i>Programme Support (30%)</i>	ECOWAS Region, Belgium, Germany, DFID, AfDB, FAO, IDB, AU-IBAR, USAID, Aus-Aid, EU, other bilateral donors	700.0	770.0	847.0	931.7	1,024.9
Total		2,800.0	3,080.0	3,388.0	3,726.8	4,099.5

Some key elements of the resource mobilization strategy for WALIC will include:

- Broadening the investor base by matching funding organizations to different themes;
- Cooperating with non-traditional development partners (e.g. philanthropic foundations and the private sector) and investing in understanding their interests, expectations and rules;
- Mobilizing contributions from ECOWAS member countries, including a mix of unrestricted and special projects that can be implemented in, and/or by institutions of the contributing country;
- Using the voice and influence of ECOWAS and its member states to access development funding from the African Development Bank, IFAD and similar agencies, ideally through a combination of loans and grants made directly to member states but for activities contributing to the strategic themes and grants made directly to WALIC;
- Forming partnerships with research, private sector and academic institutions to attract funds from non-traditional development sources for knowledge generation and capacity development activities;
- Developing the potential for the Centre to earn income from providing goods and services.

7.6 Monitoring, evaluation and reporting

WALIC will develop a framework for tracking progress on all of its strategic themes. The tracking system will detail the process and performance indicators and the array of monitoring

and evaluation tools the Centre will use to enhance and facilitate progress assessment, planning and decision-making, accountability and transparency, learning, partnership arrangements and information collection and sharing. WALIC will adopt an adaptive monitoring and evaluation (M&E) approach that focuses on tracking learning and adjusting interventions based on lessons learned. A detailed M&E framework will be developed as part of the operationalization of this strategy.

7.7 Risk management plan

A risk management plan describes the steps that will be taken to identify, monitor and control organizational risks. Several risks that WALIC might face in implementing this strategy have already been identified. Additional risks will be identified through the operationalization process.

The risks fall within the following five major categories:

- *Organizational effectiveness*, including impact focus, organizational capacity and partnerships;
- *Organizational efficiency*, including restricting, the duplication of efforts, rationalizing the costs of goods and services ('value for money'), ensuring the adequacy of resources for the job at hand and the adequacy as well as functionality of implementation procedures and systems;
- *Financial integrity*;
- *Legal compliance and reputation*, including stakeholder ownership and political support by ECOWAS, intellectual property management issues and relationships and formal agreements with partners;

Safety and security.

As part of the operationalization of the strategy, WALIC will complete a detailed risk assessment and develop a risk management plan. The major steps in developing the plan will be to:

- Identify critical and non-critical risks;
- Document each risk in depth on a standard risk analysis form;
- Log all risks and identify their severity;

- Take action to reduce the likelihood of risks occurring;
- Propose action to reduce the likely impact should the risks become reality.

8. GOVERNANCE AND MANAGEMENT

8.1 The governance structure of ITC

The governance structure of ITC was established by an Act of Parliament of The Gambia in 1982: the International Trypanotolerance Centre Act. The Act provides for a Governing Council of not less than nine and not more than 15 members. It also provides for seven *ex-officio* members and eight independent members. Members specifically mentioned in the Act include: a) the Minister of Agriculture of The Gambia; b) the Director General of ILRAD; c) the Director General of ILCA; d) two members appointed by the Government of The Gambia, one of whom is the Director of Animal Health and Production; e) the Director of ITC; and f) not more than seven other persons or organizations, including donor agencies, all of whom are to be appointed by the Council.

Members of the Governing Council hold office for three years and are eligible for a single reappointment. The Council appoints a Chairman and Vice Chairman from among its members. The Act also provides for the establishment of an Executive Committee of the Council, which consists of the Chairman and not more than five members appointed by the Chairman from among the Council members.

The Executive Committee advises the Council. It meets twice a year and may meet in extraordinary session at the request of the Chairman. Decisions of the Executive Committee are subject to Council approval. The Governing Council meets at least once a year.

The International Trypanotolerance Centre Act requires that the Director of the Centre be chosen and his tenure determined by the Governing Council. Besides the Executive Committee, the Council has also established Programme and Finance Committees, which meet annually. Committee members serve for three years.

ITC has a Memorandum of Understanding with The Gambia that provides specific privileges for the Centre, including complete autonomy in carrying out its operations; inviolability of Centre premises; exclusive control by the Centre of its headquarters and stations; communication privileges "not less favorable than that accorded to diplomatic missions or any other international organization," and exemption from local taxation.

Immunities and privileges of ITC officials, agents and experts are as follows: designated expatriate staff shall be accorded the diplomatic immunities and privileges given to officials of international organizations based in the country and are issued with special identification cards. Expatriate staff are exempt from taxation and are allowed the duty-free import of furniture and personal effects. Foreign experts working with ITC in The Gambia enjoy the same immunities, privileges and facilities that are accorded to ITC officials and agents.

In 1994, in response to changes in the institutional landscape and the recognition of a need for stronger representation in West Africa, ILRAD and ILCA (which were at the time in the process of merging to form ILRI) were dropped from the Council and replaced with representation from national and regional research organizations. Additionally, the title of the CEO of ITC was changed from Director to Director General and the size of the Council was reduced. These changes were noted in an amendment to the International Trypanotolerance Centre Act

8.2 A new governance structure for WALIC

The time is ripe for changes in the governance structure of the Centre, which will again require minor adjustments to the establishing Act of Parliament.

The proposed governance structure for WALIC takes into account its mission, the socio-political setting, the regional as well as international institutional landscape and current trends in organizational governance.

A one-tier governance structure comprising an independent Board will be adopted. The Board will be broad-based and representative, including not less than 12 and not more than 15 persons. It will include representatives from The Government of the Gambia; civil society organizations

(farmers' organizations, NGOs); regional (ECOWAS) and sub-regional CORAF/WECARD) organizations; development partners; and high level decision makers from member countries from the region, selected on the basis of relevant expertise. The Chief Executive Officer of the Centre will be an ex-officio member and will serve as the secretary to the Board. The majority of Board members will be from West Africa and every effort will be made to ensure a balance of expertise relevant to the business of the Centre, including hard and soft sciences, organizational development, practical experience and local knowledge. Both men and women will have the opportunity to serve on the Board.

Each member will serve a term of three years with the possibility of a single renewal. The Board Chair will be elected from among the members and will serve for a term of three years, renewable once. Board business will be carried out by relevant committees and by the full Board, as determined by the members. The Board will meet once a year and will provide guidance to Centre management through the Executive, Finance, Programme, Audit and Nominating Committees.

The main functions of the Board are:

- Appointment of the Chief Executive Officer;
- Policy formulation and implementation oversight;
- Approval of revised strategic and implementation plans, annual work plans and budgets;
- Approval of annual financial and audit statements;
- Risk management oversight.

8.3 Management

WALIC will have a relatively small staff and management, reflecting its primary roles as catalyst, facilitator, partnership and knowledge broker, resource mobilizer, advocate and coordinator.

The core management will consist of a Director General Deputy Director General Finance and Administration manager, four Thematic Area Managers, and a Monitoring and Evaluation Officer, all of whom will be supported by a small team of researchers and technical and

administrative support staff. As the Centre's programme develops and projects are initiated, project managers will be recruited as necessary to share the workload of the Thematic Area Managers. Creative opportunities will also be explored to enable challenging and mutually beneficial secondments, attachments and internships, thereby further building regional capacity while addressing immediate human resources needs.

9. THE STRATEGIC PLANNING PROCESS

The strategic planning process was highly participatory. It was led by ITC and conducted by independent facilitators with considerable experience of the livestock sector, animal genetic resources and strategic planning processes.

Following preliminary studies, which included an internal in-depth analysis of the causes of the decline in funding for ITC's work and a forward looking institutional audit carried out by an independent consultant contracted by the FAO, a draft concept note was written outlining some provisional ideas on the way forward. This document was one of the materials provided to 50 or so participants from the region, the continent and beyond who attended an expert consultative workshop in Banjul, The Gambia in June 2012. This was followed by a second workshop, primarily for civil society partners, including farmers' organizations, and ITC staff. For continuity, some of the experts from the first workshop also attended the second, for a total of around 40 participants.

During the months of August and September 2012, an e-consultation was held in which participants were invited to comment on the main thematic areas that emerged during the consultation process. Twenty-six individuals took advantage of the opportunity afforded by the e-consultation, posting a total of 52 comments and suggestions.

A draft strategy was subsequently written and circulated to all participants in the consultation process as well as some new participants who attended a validation workshop in Banjul in November 2012.

A final draft strategy was then circulated to a number of experts (including those who had been involved in the process to that point) for final comment. Following the incorporation of a final round of comments, the draft was then submitted to the Interim Executive Committee of the ITC Board and a number of partners for final discussion and approval in January 2013.