



World Organisation  
for Animal Health



# Launch of the Regional Aquatic Animal Health Network for Southern Africa (RAAHN-SA)

25 – 27 July 2023 Lusaka, Zambia



# Institutional Framework for RAAHN-SA

For discussion by ALL

## Introduction

- The term “**institutional framework**” refers to a set of formal organisational structures, rules & informal norms/procedures for service provision/operations.
- Such a framework is the precondition for the successful implementation of the institutional interventions.
- An institutional framework involves outlining the responsibilities of structures or bodies of a particular organization & their linkages.
- Institutional structures vary from organization to organisation/region to region, but whatever the specific structure is like, it is essential to have mechanisms for dialogue & co-ordination.

## SADC Institutional Framework is outlined in the Treaty (1992, as amended, 2011)

- SADC Parliamentary Forum;
- Committee of Ambassadors & High Commissioners;
- SADC National Committees;
- SADC Secretariat;
- Standing Committee of Senior Officials;
- Sectoral & Cluster Ministerial Committees;
- SADC Council of Ministers;
- SADC Administrative Tribunal (SADCAT);
- Summit Troika of the Organ; &
- Summit of Heads of State & Government.
- Troika: Current, Chair, Incoming Chair & Outgoing Chair
- Also Service Centres (various sectors, Charters/MoUs).



## Stakeholders in the SADC Region

- The SADC Institutional Framework recognizes existence of multiple stakeholders (private sector, academia, civil society, non-governmental organisations, workers & employers organisations)
- Article 23 of the Treaty:
  - 1) In pursuance of the objectives of the Treaty, SADC shall seek to involve fully, the people of the Region & key stakeholders in the process of regional integration.
  - 2) SADC shall cooperate with, & support the initiatives of the peoples of the Region & key stakeholders, contributing to the objectives of the Treaty in the areas of cooperation in order to foster closer relations among communities, associations & people of the Region.
- Various modalities for this kind of cooperation have been explored in the various sectors of the Region.
- Establishing Regional Networks or Communities of Practice has taken centre stage in promoting inclusivity in the Regional interventions, improving levels of dialogue amongst all citizens of the region in their various formations.
- Introduction of a Pilot phase of the SADC Dialogue Facility (SDF) (funded by EU in 2021).
- RAAHN-SA provides aquaculture/aquatic organisms sector with an opportunity to contribute to the regional integration agenda as outlined in Article 23 of the Treaty.

## Addressing potential mandate of RAAHN-SA in line with Article 13



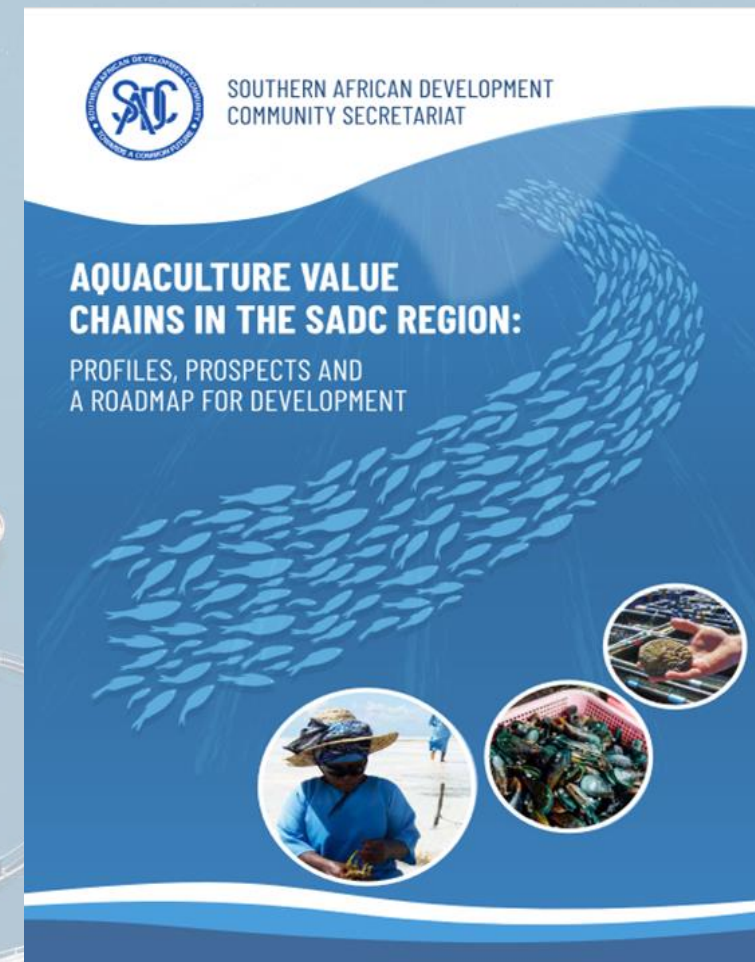
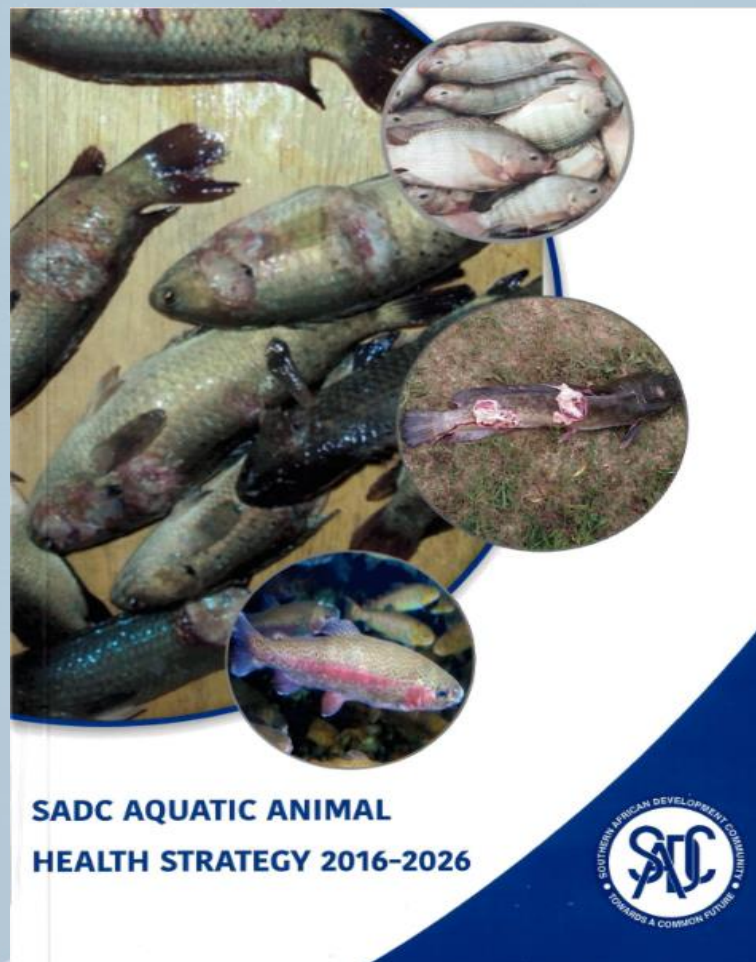
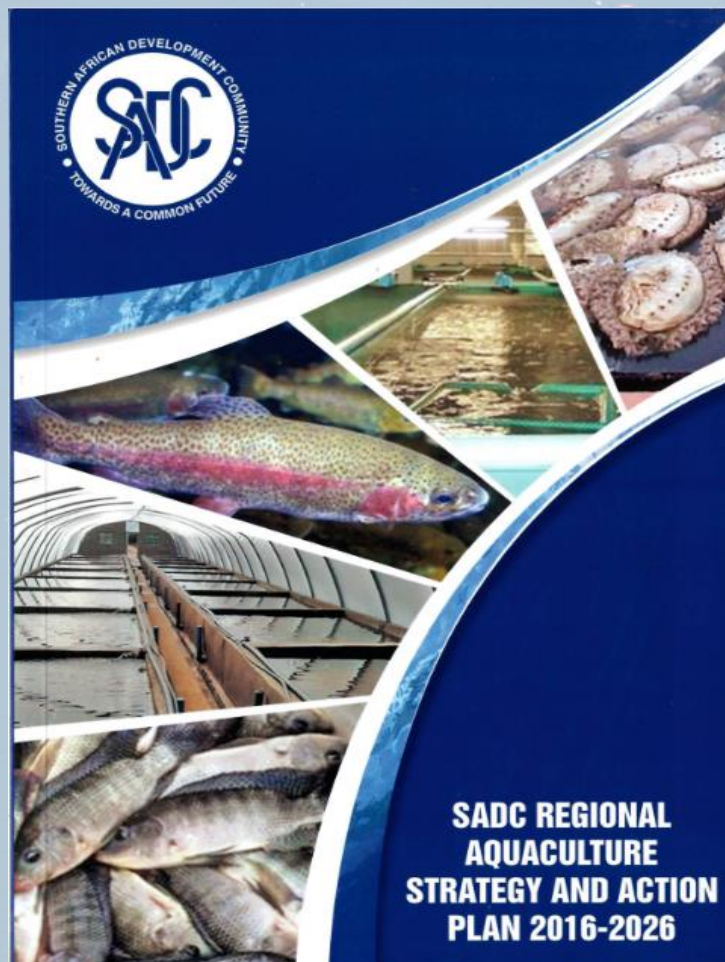
- Increase fish production in the region.
- Safeguard sustainable fish production from aquaculture.
- Facilitate development of national strategies aligned with regional strategies (RASAP & AAH).
- Facilitate implementation of strategies (RASAP & AAH).
- Facilitate implementation of Regional Framework on Environmental Management for Sustainable Aquaculture, including Best Management Practices & Harmonized Regional Standards.
- Coordinate capacity building & mentorship.
- Develop & implement regional aquaculture value chains priority action plans.
- Promote responsible genetic improvement & sustainable biodiversity management in aquaculture.

## Addressing potential mandate of RAAHN-SA



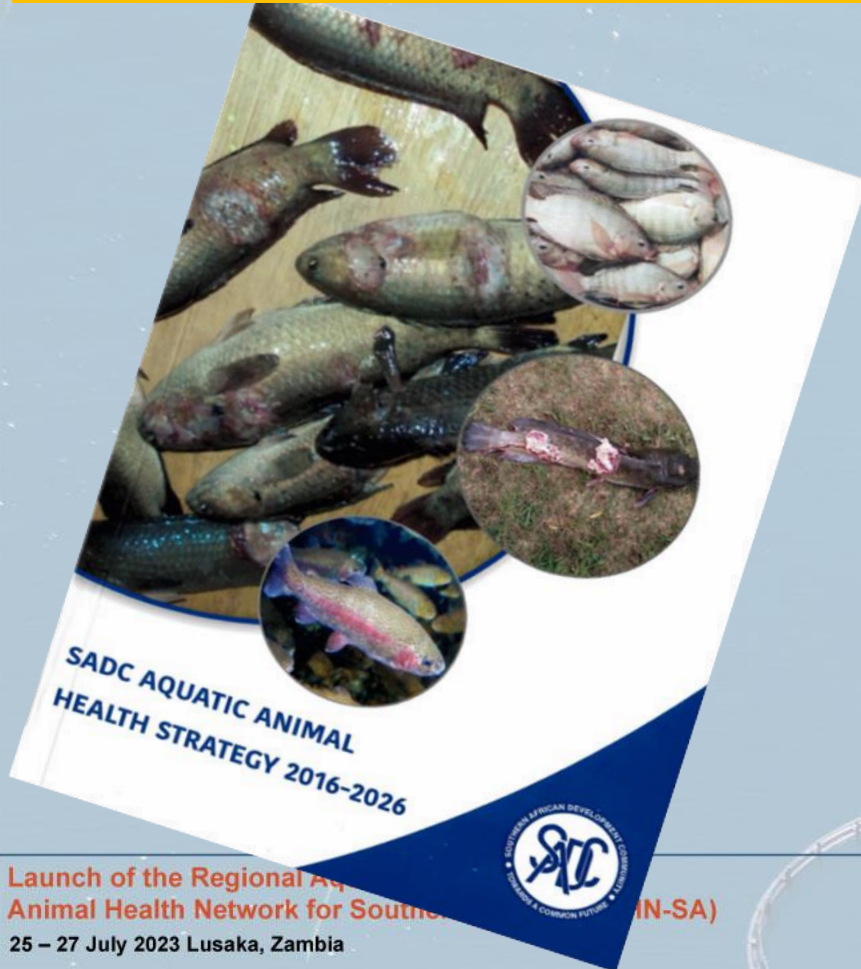
- **Article 19:** State Parties shall establish a Committee to oversee the implementation of this Protocol (**SADC Technical Committee on Fisheries**)
- **SADC Aquaculture Working Group (AWG)**
- **WOAH Aquatic Animal Health Focal Points (AAH-FPs)**
- **RAAHN-SA** provides a platform to bring AWG, AAH-FPs & other stakeholders (Art. 23, Treaty) together

# Addressing potential mandate of RAAHN-SA in line with Article 13





**Article 13.9:** State Parties shall monitor & exchange information on diseases & the spread of diseases of relevance to cultured aquatic species.



The purpose of SADC AAH Strategy is to support the improvement of:

- (i) aquatic biosecurity;
- (ii) development of aquatic animal health management capacity;
- (iii) preservation of aquatic biodiversity;
- (iv) improvement of food security, nutrition & safety; &
- (v) sustainable management of aquatic resources in the SADC Region...

Through such actions as improved awareness of & risk mitigation for WOAHL-listed & other serious diseases transmitted by live aquatic animals & their products & enhanced coordination between key role players involved in aquatic animal health

# SADC-AAH Strategy 12 Major Programmes

- (1) Policy & Legislation
- (2) Risk Analysis
- (3) Pathogen List
- (4) Disease Diagnostics
- (5) Border Inspection & Quarantine
- (6) Surveillance, Monitoring & Reporting
- (7) Emergency Preparedness & Contingency Planning
- (8) Research & Development
- (9) Communication
- (10) Human Resources & Institutional Capacity Building
- (11) Infrastructure
- (12) Regional & International Cooperation

Establishment of RAAHN-SA is in line with the objectives of the SADC-AAH Strategy, & RAAHN will play a critical role in the implementation of the strategy, both at national & regional level

# Options for establishment of RAAHN-SA

- Independent Organisation (registration, statutes etc.)
  - Private Company;
  - NPO;
  - NGO;
  - Think Tank Group, etc.
- Subsidiarity Organisation (legal framework agreed to by 2/3 of Member States)
- Anchored under WOAHA Sub-Regional Representation for Southern Africa (not practical & feasible/not within WOAHA mandate)
- Anchored under AU-IBAR (statutes, geographical mismatch etc.)
- Member State structure anchored under SADC (most desirable)



- The Network will strive “to overcome AAH&BS challenges to safeguard sustainable development of the aquatic food systems in the Region, through shared learning, knowledge management & collaboration”, by improving:
  - Information exchange:
    - Development of RAAHN-SA Portal;
    - Sharing experiences within & across the Region;
    - Conducting field visits to enhance understanding of local contexts;
  - Joint learning & knowledge management:
    - Developing a portal as a platform for joint learning, information exchange & knowledge management for RAAHN-SA members
    - Developing a regional repository of aquaculture, AAH&BS related information;
    - Innovation & idea testing through joint experimentation & documentation;
    - Knowledge product development;
    - Enabling peer review & feedback;



- Guide implementation of Regional Strategies (including alignment with international instruments; guide in compliance, monitoring & reporting to WOAHA)
- Resource mobilisation
- Collaboration & relationships:
  - Conducting face to face meetings;
  - Developing linkages with aquaculture, AAH&BS stakeholder groups;
  - Facilitating empowerment at the level of Member State;
  - Promoting PPPs for delivery of services to aquaculture/AAH sector.
- Presentation by Kunda Ndashe & outcomes of group work on GAPS & WOT analysis to guide functioning, TORs etc. for RAAHN-SA & its structures/arrangements/activities etc.



- In order to effectively perform its functions & fulfil its purpose, RAAHN-SA members should be guided by the following principles:
  - The network is only one tool being used to achieve a broader goal as stated in SADC instruments;
  - Active engagement, consistency & commitment to RAAHN-SA (including using own resources for activities);
  - Respect for the sovereignty, structures & systems of the SADC Member States;
  - Respect for the systems & procedures within SADC;
  - Advocacy for peace, security & regional integration through development of sustainable aquatic food systems;
  - Always putting SADC citizens at the centre of development, specifically women, youth & vulnerable groups;
  - Development of aquaculture & AAH sector as a multi-sectoral, participatory process;
  - Engagement of relevant stakeholder groups without bias & prejudice;
  - Deliberation & implementation with a spirit of equality, equity, collaboration, cooperation, mutual respect, accountability & transparency;
  - Commitment to implementation of mutually agreed work plans & activities;
  - Ensuring that ownership of the RAAHN-SA remains with & is led at all times by the Member States;
  - Amicable resolution of disputes & disagreements; &
  - Maintenance of a culture of giving & receiving.



- **A Steering Committee:** shall be responsible for providing overall leadership to the RAAHN-SA & shall act on decisions emanating from the Network's membership. It shall also be responsible for:
  - Setting priorities & determining the strategic direction for RAAHN-SA;
  - Prioritising linkages to other stakeholder groups;
  - Leading by example in their active engagement with RAAHN-SA;
  - Attending periodic face-to-face/virtual meetings of RAAHN-SA (once a year, preferably consecutively to RAAHN-SA meetings);
  - Encourage effective use of ICT tools to enhance the work of SC, RAAHN-SA & broader networking operations;
  - Considering requests for membership;
  - Facilitating the resolution of any disputes amongst members of RAAHN-SA;
  - Consideration of calls for revocation of membership based on sound reasoning;
  - Reporting to & advising the SADC Technical Committee on Fisheries on key recommendation & activities of RAAHN-SA;
- Each SADC MS shall nominate one official/individual to the SC;
- SADC Secretariat will play the role of Secretariat of the RAAHN-SA;
- SC shall be led by a Chair & 2 Deputies as per SADC Troika, with Chairmanship changing annually;
- SC has a prerogative to constitute other structures e.g. peer groups, communities of practice, or project task groups as required, whose functions & composition shall be guided by the RAAHN-SA activity plan & specified in TORs.



- Since the RAAHN-SA will be under the auspices of SADC, in line with regional aquaculture & aquatic animal health instruments to support sustainable development of aquatic food systems in the Region, the SADC Secretariat as the custodian of the various protocols, strategies & programmes to which the Member States prescribe, shall continue to play a crucial role in RAAH-SA including:
  - Providing regional policy guidance by ensuring that the activities of RAAHN-SA are aligned to SADC instruments;
  - Providing secretariat, facilitation & moderation services as required by RAAHN-SA & by being part of the Steering Committee;
  - Promoting awareness about RAAHN-SA;
  - Facilitating technical & financial assistance to support the activities of RAAHN-SA;
  - Seeking synergies with other complementary programmes introduced in the region by other organisations & international cooperating partners (ICPs);
  - Conducting quality assurance of activities, services & products of RAAHN-SA; &
  - Establishing & applying rules of ownership & copyright of information & knowledge products of RAAHN-SA.





- Aquaculture & AAH programmes are initiatives driven by the governments of the SADC Member States.
- Similarly, the RAAHN-SA shall be steered by the Member States.
- In addition to the agencies responsible for the development of aquatic food systems in each country, there is a diverse range of stakeholder groups which contribute to & benefit from the development of sustainable aquatic food systems, such as:
  - civil society (especially community based organisations & non-governmental organisations);
  - private sector;
  - , ICPs, &
  - other government agencies who may be represented in the membership of RAAHN-SA.
- Any individual, organisation or institution with an expressed interest or demonstrable experience in aquaculture/AAH-BS development may (i) request or (ii) be recommended by an existing member of the Network to join RAAHN-SA.
- Such requests & recommendations shall be forwarded to the Steering Committee for approval, based on which correspondence shall be issued to the said individual, organisation or institution, confirming their membership to RAAHN.



- A Network member shall be entitled to:
  - Access information shared on the open access levels of RAAHN-SA Portal;
  - Attend RAAHN-SA meetings;
  - Share aquaculture/AAH-BS related information on the portal with RAAHN-SA members;
  - Participate in open discussions on the RAAHN-SA portal;
  - Recommend new members to RAAHN-SA;
  - Negotiated rates for participation in conferences/training workshops/courses, solicited scholarships/fellowships;
  - Annual awards/rewards across value chain players for outstanding/meritorious contribution to the region;
  - Call for the revocation of membership based on sound reasoning.
  - It should be noted that the SADC Member States, through the Steering Committee, ultimately reserve the right of membership to RAAHN-SA.





- **Steering Committee:** SADC Member States shall, every two years, communicate any change to their nomination to the Steering Committee of RAAHN.
- Any individual, who no longer forms part of the formally nominated contingent by Member States to the Steering Committee, may still form part of the membership of RAAHN-SA if he/she requests & such request is approved by the Steering Committee.
- **Other Members:** Network members shall be required to renew their membership every two years failing which, their subscription to RAAHN-SA shall lapse automatically.
- **Termination of Membership:** Membership of any member shall terminate upon his/her resignation submitted to the Steering Committee or when membership is not renewed at the end of two years, it shall automatically lapse.
- Additionally, membership of RAAHN-SA shall be terminated in the event of a member failing to observe the principles of RAAHN-SA or conducting themselves in a manner unbecoming of RAAHN-SA. Such action may be brought to the attention of the Steering Committee by any member of RAAHN-SA & shall then be considered for termination.



- The activities of the RAAHN-SA shall be periodically determined through a participatory process of deliberation with members agreeing by consensus on priority focus areas. These activities shall be stated in an annual work plan & a report prepared & disseminated yearly on activities, achievements & challenges of the Network & its associated structures.
- Activities may include, but are not limited to the following:
  - Face to face & online meetings;
  - Online discussions;
  - Sharing resources & information;
  - Field visits;
  - Exchange visits;
  - Write-shops (proposals, joined publications);
  - Twinning (institutions/laboratories);
  - Joint research projects;
  - Think Tanks, workshops, trainings, conferences;
  - Policy dialogues;
  - Linking new entrants, fish farmers, professionals (women, youth) to opportunities (jobs, investments, enterprise development etc.); &
  - Specific projects (e.g. PROFISHBLUE project, SNRL).



- RAAHN-SA may use a range of tools to implement agreed activities & achieve stated objectives.
- One key tool shall be the development of a Member Database, accessible to its entire membership.
- The internet offers a prime facility for efficient & effective communication & information sharing.
- RAAHN-SA shall have as its anchor a portal which shall be used as an interactive intranet to enable RAAHN-SA members to share information, experiences & knowledge & serve as their primary communication platform.
- The portal shall have distinct access levels for its range of functionalities including discussion forums for the Steering Committee & the broader membership.
- Volunteers drawn from within the membership shall serve as portal administrators & online facilitators.
- Other tools that may be utilised by the Network include newsletters, social media, publications, etc.
- All activities, products & services developed through RAAHN-SA will be reported through SADC policy structures for approval, endorsement & adoption.



- SADC Policy structures:
  - Technical Committee on Fisheries (TCF);
  - Joint Committee of Ministers of Agriculture & Food Security, Fisheries & Aquaculture; &
  - SADC Council of Ministers (on request or by recommendation by Ministers).
- The outcome of this workshop & subsequent engagements/meetings will be reported at TCF in March 2024 & Ministers meeting in May 2024;
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- Other issues to be considered in the Institutional Framework:
  - **M&E**: RAAHN-SA should recognise the importance of periodically measuring & assessing the value of the cooperation & whether it is delivering on its stated purpose & for this reason shall develop & apply a monitoring & evaluation framework (MEF);
  - **Amendments of the structure**: RAAHN-SA should acknowledge that as an instrument for achieving the broader vision & mission of the Regional Priorities (development of sustainable regional aquatic food systems) , its priorities, activity profile, form & composition may change & evolve over time, in response to changing needs. Such changes shall be discussed & agreed upon by consensus by members;
  - **Funding**: RAAHN-SA shall actively explore sources of financial support for its activities based on agreed priorities & work plans, including Member State contributions, non-governmental organisations, international organisations & international cooperating partners. Financial support shall particularly be sought for the organisation, implementation, & attendance of face-to-face meetings of the Network & its Steering Committee; &
  - **Synergies**: RAAHN-SA shall also explore possible linkages to other networks to avoid duplication & ensure complementary approaches to addressing similar issues.



- Review & draft/recommend updates of existing institutional RAAHN frameworks, with lessons/best practices from Asia & other regions;
- Align to draft TORs;
- Recommend next steps for finalization of the RAAHN-SA Institutional Framework/Structures & guiding document, including processes to establish Steering Committee.