

DLCO-EA

Desert Locust Control Organization for Eastern Africa



STRATEGIC PLAN

2023-2028



2023-2028

Abridged Version



About DLCO-EA

The DLCO-EA is a United Nations (UN) registered Organization that was established by International Convention, signed in 1962. It's comprised of nine (9) member countries, that is, Djibouti, Eritrea, Ethiopia, Kenya, South Sudan, Sudan, Somalia, Tanzania and Uganda. The DLCO-EA supports member Countries in the control and containment of migratory pests (desert locusts, armyworms, tsetse flies and quelea birds), and other emerging pests and vectors to ensure food security in the Region.

Mandate of DLCO-EA

To realize its mandate, the DLCO-EA focuses on four key areas (objectives) as outlined in the convention for the establishment of the organization;

- Aerial survey and control of Desert Locusts and other mandated and emerging migratory pests and vectors (Quelea bird, armyworm and tsetse fly, etc)
- Applied Research on migratory pests, pesticides use and safety in the region
- Forecasting of migratory pests, information sharing and coordination
- Staff development in the member countries





Vision

To be a center of excellence in migratory pest and vector control and management.

Mission

To sustainably manage mandated migratory pests and vectors in an environmentally safe approach.

CORE VALUES

- a). Mutual respect and clear recognition of their respective mandates and acknowledgement of each other's comparative advantage;
- b). Teamwork: Ensuring that joint activities promote synergies and enhance outcomes while avoiding duplication;
- c). Fairness: Clear identification of modalities for cooperation, resource requirements and funding sources;
- d). Accountability and transparency: Readily demonstrable and measurable results
- e). Integrity





Background to Strategic Plan

This current strategic plan is designed to achieve four strategic objectives which are established in line with the DLCO-EA's mandate, and is aligned with the UN sustainable development goals including; Goal No. 1 (reduce poverty), Goal No. 2 (Zero Hanger) and other applicable goals.

This plan is also aligned with the Comprehensive Africa Agriculture Development Programme (CAADP) goal of attaining average annual agricultural sectoral growth of 6% per annum by member countries. This aims to stimulate an agriculture led development to eliminate hunger, reduce poverty and food insecurity. Through well organized and effective management of migratory pests envisaged in this plan, DLCO-EA will contribute to the attainment of the CAADP.

The strategy, further is aligned with partners with the objective of sustainable development; including disaster management towards food security in the region such as the African Union, UNECA, FAO, AfDB, USAID, GIZ, FAO/CRC, IGAD, EU, IFAD, World Bank, IRLCOCSA and others.



The 2023-28 Strategic Plan Objectives

This 2023-28 Strategic Plan sets out four (4) key strategic objectives to be achieved during the five-year period. These are:

- 1 To enhance the Organizations' capacity for monitoring, early warning, forecasting and reporting on the mandated migratory pests;
- 2 To improve capacity of the Organization to respond to member countries requests for aerial surveys and control operations;
- 3 To ensure that the organization has adequate institutional capacity to meet the current and emerging demands;
- 4 Enhance operational research to develop safer migratory pests control alternatives.



Desert Locust



Quelea bird



Tsetse fly



African armyworm



SWOT ANALYSIS

STRENGTHS

- 1 The organization has Specialized and Experienced Professional Staff including Researchers, Aircraft Engineers, and Pilots in the management of migratory pests.
- 2 Appropriate Governance structure and Control Reserve Bases in all the member countries
- 3 Strong Air Unit with all the necessary approvals form Civil Aviation Authorities. Licensed and experienced Engineers and Pilots. Adequate premises and facilities for maintenance of DLCO-EA fleet of Aircraft since inception in 1962.
- 4 More than six decades of service in the areas of survey and control operations and forecast techniques against outbreaks, upsurge and plagues of the Desert Locust
- 5 Strong cooperation among Member States and development partners in the successful suppression of locust and other migratory pest plagues in the region
- 6 Enhancing food security and improved livelihoods for more than 350 million people residing in Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda
- 7 Has capacity to provide regular warning and forecasting and early warning services, organizing and conducting national and regional trainings.
- 8 Sustained commitment by the member countries in supporting the Organizations activities.
- 9 The organization issues travel documents (Laissez Passer) to its employees which facilitates free movement within the member countries





WEAKNESSES

- 1 Depends to large extent on Member States contribution for its operations. This contribution is not reliable because most of the Member States find difficulties to pay on time their assessed contribution.
- 2 Old and inadequate number of Aircraft which are expensive to maintain and operate. This makes the Organization unable to satisfactorily meet the member country demand in time.
- 3 Inadequate publicity for the organizations and achievements.
- 4 Untapped resources for revenue generation, such as land.

OPPORTUNITIES

- 1 DLCO-EA contributes towards food security in the region. Food security is a regional agenda which attracts the intervention of Regional and International Development Partners which provide opportunity to forge partnership.
- 2 DLCO-EA is the only Regional Organization that has successfully undertaken initiatives of controlling Desert Locusts, Quelea birds, Armyworms, Tsetse flies, and other migratory pests. The Organization can, therefore, extend the provision of pest control services to non-member countries in the region.
- 3 Knowledge and experience of regional, cultural, social, political and economic trends of the region. This makes easy for the Organization to operate in the region.
- 4 There is a growing demand arising from expansion and commercialization of Agricultural production.
- 5 Passenger aircraft available for hiring.



- 6 The organization owns sizable land and buildings in capital cities. International Organizations are available for partnering and financing of projects since the services of DLCO-EA are regional in nature
- 7 Emerging migratory pest outbreaks due to climate changes. Such situations may require DLCO-EA intervention at a large scale.
- 8 Provision of Migrant Pest Management Training and Aircraft maintenance service at a cost.

THREATS

- 1 Uncertainty of member countries annual contribution vis-à-vis the rise of operational costs.
- 2 Political instability in some part of the region hampering, monitoring, forecasting and control operation activities.
- 3 Competition from other organizations with similar mandates as those of DLCO-EA.
- 4 Climate change and related outcomes.



Strategy Matrix

No.	Key Result Area	Strategic Objective	Strategy	Budget (US\$) 2023-2028
1	Early warning, Monitoring and Forecasting of mandatory pests	To enhance the Organizations' Capacity for monitoring, early warning, forecasting and reporting on the mandated migratory pests.	<ul style="list-style-type: none"> a). Improved related ICT infrastructure and equipment. b). Enhanced capacity of PPD staff and stakeholders through regular training 	218,600
2	Aerial Survey and Control Operations	To improve Capacity of the Organization to respond to member countries requests for aerial surveys and control operations.	<ul style="list-style-type: none"> a). Enhanced infrastructural capacity of the Air Unit (Modern Aircraft and UAVs) c). Increased Number of Technical Air Unit Human Resources d). Enhanced capacity of Air Unit personnel through training e). Updated regulatory requirements (manuals, certifications etc) f). Improved safety of the Air unit Operations (PPE, Insurance, regular aircraft maintenance) 	10,709,279
3	Institutional Capacity	To enhance the DLCO-EA institutional capacity	<ul style="list-style-type: none"> a). Review the Organizational structure to address the current mandate of DLCO-EA b). Develop a Communication strategy c). Develop a resource mobilization strategy for sustainability of DLCO-EA d). Headquarters and Base offices refurbished and equipped e). Reserve Bases and HQ. 	19,260,450

Strategy Matrix

			<p>equipped with vehicles and appropriate infrastructure (e.g. state of the art communication technologies)</p> <p>f). Regular Staff retreats conducted</p>	
4	Operational Research	Enhance Operational Research to develop innovative tools & safer migratory pests control alternatives	<p>a). Identification, assessment and dissemination of innovative tools & safer alternative for desert locust management</p> <p>b). Mapping of Quelea birds breeding areas and investigating the effect of climate change on breeding and migration patterns</p> <p>c). Collaborative research on alternative control options and use of quelea birds as food/feed.</p> <p>d). Research on African Army worm alternative control options</p> <p>e). Research on other emerging migratory pests and vectors in the region</p>	573,800





Funding of the Strategic plan

The plan is expected to be funded by member country contributions, revenue generated from DLCO-EA assets and development partners.

Budget (USD)	2023/24	2024/25	2025/26	2026/27	2027/28
Recurrent Budget	3,402,696.00	3,730,850.45	4,014,111.88	4,307,471.58	4,700,998.97
Capital Budget	2,326,900.00	2,135,200.00	2,067,200.00	2,052,500.00	2,024,200.00
Total	5,729,596.00	5,866,050.45	6,081,311.88	6,359,971.58	6,725,198.97
DLCO-EA budget Contribution (70%)	4,297,197.00	4,399,537.84	4,560,983.91	4,769,978.68	5,043,899.23
Development partners (30%)	1,432,399.00	1,466,512.61	1,520,327.97	1,589,992.89	1,681,299.74
Total	5,729,596.00	5,866,050.45	6,081,311.88	6,359,971.58	6,725,198.97

Monitoring and Evaluation of the Strategic Plan

The monitoring and evaluation framework will enable tracking the implementation of the Strategic plan. It involves;

- 1 Situation analysis to establish the baseline and benchmarks for progress
- 2 Periodic quarterly and biannual reviews of the progress of the various components
- 3 Continuous documentation of the processes
- 4 Annual reviews by the Council of Ministers
- 5 Mid-term and final evaluation of the Strategic plan will be undertaken



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