



**IGAD
Livestock
Policy
Initiative**

6-Month Summary Report for the Period Ending June 2009

30th June 2009



**A Living from
Livestock**

■ **Six Monthly Report**

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ACRONYMS

ALive	African Livestock Partnership
AU	African Union
AU-IBAR	AU Inter-African Bureau for Animal Resources
CBO	Community Based Organisation
CTA	Chief Technical Adviser
EC	European Commission
EDF	European Development Fund
ES	Executive Secretary
FAO	United Nation's Food and Agriculture Organisation
FTA	Free Trade Area
GIS	Geographical Information Systems
HQ	Head Quarters
IGAD	Intergovernmental Authority on Development
IGAD LPI	IGAD Livestock Policy Initiative
IT	Information Technology
LEGS	Livestock Emergency Guidelines and Standards
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisations
NIN	National Information Node
NINC	National Information Node Coordinator
NTFP	National Technical Focal Point
PAAT	Programme Against African Trypanosomiasis
PMU	Project Management Unit (in Addis Ababa)
PPLPI	Pro-Poor Livestock Policy Initiative
REI	Regional Economic Integration
PRSP	Poverty Reduction Strategy Paper
RELPA	Regional Enhanced Livelihoods in Pastoral Areas
SC	Steering Committee
SCM	Steering Committee Meeting
SPS	Sanitary and Phytosanitary Standards
TC	Technical Cooperation
TFG	Transitional Federal Government (Somalia)
UN	United Nations
USAID	United States Agency for International Development
WP	Working Paper
WTO	World Trade Organization

1. INTRODUCTION

This document reports on project developments during the 6 month period to the end of June 2009.

As such, it relates directly to the workplan and recommendations agreed at the 4th Steering Committee Meeting (SCM) in Addis Ababa, December 2008.

A. Overview

In November 2005 a Contribution Agreement was signed between the EC, the IGAD Secretariat and FAO to implement the IGAD Livestock Policy Initiative. The Initiative was declared operational at FAO Headquarters in January 2006 and will run until the end of August 2010.

The **overall objective** of the IGAD LPI is to enhance the contribution of the livestock sector to sustainable food security and poverty reduction in the IGAD region. The **project purpose** is to strengthen the capacity in IGAD, its member states, other regional organizations and other stakeholders to formulate and implement livestock sector and related policies that sustainably reduce food insecurity and poverty.

In order to achieve this purpose, the project is implementing a set of activities that lead to the following results (outputs): i) increased awareness of the potential contribution of the livestock sector to growth, food security and poverty reduction; ii) policy options and implementation strategies to enhance the performance of the livestock sector identified; iii) systems in place for livestock policy information, analysis, decision-support and monitoring of policy change; and iv) established networks of professional and grassroots organizations for effective stakeholder representation in policy-negotiation. The success of the project is highly dependent on its ability to engage in policy processes, both regionally and within IGAD member states. The project's Steering Committee has a central role in facilitating this.

From a regional perspective, the project is clarifying the nature and interrelationships of the various organisations that are involved in and that can influence regional policy. Some of these are regional or pan-African, such as IGAD, the African Union (AU), the New Partnership for Africa's Development (NEPAD) and the African Livestock Partnership (ALive), but there are also major global forces such as the other UN bodies, the World Bank, the World Trade Organisation (WTO), the World Organisation for Animal Health (OIE) and Codex Alimentaris. Towards this end, a meeting of some of the key international partners was convened in Rome (February 2006). Further to this, the political economy of regional policy making is being reviewed, as is legislation on international trade, to identify opportunities for: i) regional harmonisation of trade rules, veterinary and other sectoral policies; ii) changes in policy and other rules that would have socially desirable outcomes; and iii) increasing effective representation at international fora.

More directly relevant to the livestock-dependent poor in the region, are the national and local policies and institutions that shape the livestock sectors of member states. The project, through its national technical focal points, will engage in on-going policy processes that are relevant to equitable development of the livestock sector (such as Poverty Reduction Strategy Paper (PRSP) revisions, specific policy debates and trade negotiations). In this context the initiative will facilitate interactions, promote joint learning among different stakeholders, and generally build capacity to change livestock-related policies and institutions to enhance the contribution of livestock to pro-poor growth. Support from member states is essential if the Initiative is to contribute effectively to these processes, and to this end the member states have

been requested to specify focal points for policy and institutional reform, and for the development of information systems in support this.

The outcomes of these interventions will be better informed, evidence-based, equitable policies guiding the development of the livestock sectors in the region; member states will have a greater capacity to formulate policies and implementation strategies; there will be enhanced transfer of skills, knowledge and information across the region; and there will be more effective participation by stakeholders in policy processes.

B. Origins

The IGAD Livestock Policy Initiative is the product of a process originating in 1997 when, at a meeting of the East African Public Livestock Services and donors in Kampala, a regional programme was proposed that would: i) harmonise sectoral policies; ii) develop human resources; iii) optimize regional productive potential; iv) improve livestock services; and v) develop regional and extra-regional trade. Based on this proposal, in 2000 a feasibility study for a European Development Fund (EDF) project did, however, result in a negative outcome.

In 2001, IGAD and AU-IBAR conceived an alternative project concept paper that would: i) support the formulation of national livestock development policies; ii) harmonise livestock policies at regional level; iii) enhance livestock trade in the region; and iv) support grassroots organizations. At the same time FAO launched the Pro-Poor Livestock Policy Initiative (PPLPI), funded by the United Kingdom's Department for International Development (DFID), which had the Horn of Africa as one of its five "regional hubs". FAO's PPLPI, IGAD, AU-IBAR and the EC began to negotiate the IGAD Livestock Policy Initiative. AU-IBAR was commissioned by the PPLPI to conduct preliminary studies and to hold stakeholder workshops and consultations in four of the IGAD member states: Ethiopia, Uganda, Kenya and Sudan.

After a process of negotiation a Financing Agreement was finalised between IGAD and the EC (see below) in 2005. This formed the basis for the Contribution Agreement of the IGAD Livestock Policy Initiative, among IGAD, FAO and the EC, which became operational in January 2006 and will run until the end of August 2010.

C. Funding

IGAD's Livestock Policy Initiative was originally programmed under the 8th European Development Fund (EDF), and was carried over to the 9th EDF, due to similarities both with FAO's PPLPI and with the IGAD Strategy and Implementation Plan for 2004-2008. Programme formulation made slow but steady progress to reach a Financing Agreement between the EC and IGAD on 7 September 2005. It is financed within the natural resources focal sector, to a total value of €5.71 million (approximately US\$7.95 million) for a period of five years. Of this total, €5,500,000 is allocated to the IGAD Livestock Policy Initiative.

2. LOGICAL FRAMEWORK

Intervention logic	OVI	MoV	Assumptions
Overall objective			
Enhanced contribution of the livestock sector to sustainable food security and poverty reduction in the IGAD region	<p>Incidence of poverty and food insecurity among livestock dependent people reduced by 10% by 2010</p> <p>Livestock sector growth is larger than overall economic growth</p>	<p>National poverty surveys</p> <p>National health statistics</p> <p>National economic indicators</p>	
Project purpose			Project purpose to overall objective
Strengthened capacity in IGAD, member states, other regional organizations and other stakeholders to formulate and implement livestock sector and related policies that sustainably reduce food insecurity and poverty.	<p>Documented link between policies affecting the livestock sector and poverty reduction, and evidence of effective stakeholder representation in IGAD member states by 2008</p> <p>Detailed implementation plans for selected policies in IGAD member states by 2008</p> <p>Information system for measuring policy impact in IGAD Secretariat and member states by 2008</p>	<p>Poverty Reduction Strategy Papers (PRSPs)</p> <p>Regional development initiatives (e.g. NEPAD)</p> <p>National economic development plans</p> <p>Policy impact assessments</p>	<p>Political agendas do not restrict regional integration</p> <p>Competing policy priorities do not reduce political will to implement pro-poor policies at regional and national levels</p> <p>Diverging interests of essential partners do not constrain collaboration</p> <p>There is adequate institutional capacity for pro-poor policy implementation and stakeholder representation at regional and national levels</p>

Intervention logic	OVis	MoV	Assumptions
Results			Results to project purpose
1. Increased awareness by public, private, and tertiary sector organizations of the potential contribution of livestock and the livestock sector to growth, food security and poverty reduction	IGAD and stakeholders are actively promoting identified pro-poor livestock-related policy and institutional options in the region by 2008	<p>Press reviews</p> <p>Minute of IGAD ministerial meetings</p> <p>PRSPs and government reports</p> <p>Report of Steering Committee meetings and external reviews</p>	Stakeholder participation and enhanced access to information and decision-support tools are sufficient to ensure the formulation of appropriate policies and institutional changes
2. Policy options and implementation strategies for enhanced livestock sector contribution to growth, food security and poverty reduction identified	<p>Importance of livestock acknowledged in the PRSP processes of 2 countries by 2008</p> <p>National livestock strategies in place in 2 countries by 2008</p>	<p>PRSPs and government reports</p> <p>Project reports</p> <p>Public, private, and tertiary sector organizations strategic plans</p> <p>Approved project documents and financing agreements</p>	
3. Systems in place for livestock policy information, analysis, decision-support and monitoring of policy change	<p>Policy makers and other key stakeholders actively seek information and use tools generated by the project in policy formulation and in preparation of PRSPs by 2008</p> <p>Appropriate indicators identified for monitoring policy change by 2007</p>	<p>Statistics on numbers of website visitors and requests for tools and information</p> <p>PRSPs and government reports</p> <p>Project reports</p>	
4. Networks of professional and grassroots organizations established and/or reinforced for effective stakeholder representation in the negotiation of policies and institutional changes that better support poor people's livestock-dependent livelihoods	At least 10 organizations / networks participating in the policy formulation process in IGAD member states by 2008	<p>Distribution lists of pro-poor livestock policy networks</p> <p>Reports of stakeholder meetings and workshops</p> <p>Records of attendance of stakeholder representatives at policy debates</p>	

Intervention logic		Assumptions
Activities		Activities to results
<p>1.1 Develop understanding of the role of the livestock sector in food security, livelihood strategies, poverty reduction and economic development</p> <p>1.2 Compile inventories of existing policies, rules and standards and determine their effect on different strata of livestock-dependent people</p> <p>1.3 Develop and implement targeted public relations strategies</p> <p>2.1 Conduct sector reviews and institutional analyses</p> <p>2.2 Analyze and debate policy options</p> <p>2.3 Identify policy and institutional measures to improve the performance of livestock service providers</p> <p>2.4 Identify policy and institutional measures to enhance marketing of livestock and livestock products within and outside the region</p> <p>2.5 Assist IGAD to determine regional early response mechanisms to drought and disease</p> <p>3.1 Identify information needs and uptake pathways of stakeholders in the policy process</p> <p>3.2 Establish systems for data and knowledge collection, processing and dissemination</p> <p>3.3 Develop and adapt decision support tools to guide policy formulation, and build capacity in their use</p> <p>3.4 Identify and monitor indicators of policy change at different levels</p> <p>4.1 Support the establishment and/or development of professional and grassroots organizations and facilitate their participation in livestock policy processes</p> <p>4.2 Facilitate regional representation at international policy fora</p> <p>4.3 Identify training needs and build capacity to enable stakeholders to become effective in livestock policy processes</p>	<p>Inputs: total budget: € 5,489,945</p> <p>Means of Verification Six-monthly financial reports Work plan reviews Project evaluations</p>	<p>Sufficient financial support is secured for activities at national and regional levels</p> <p>Core staff continuity</p> <p>Pledged funds are disbursed as agreed</p> <p>Diverging interests of essential internal and external partners do not constrain collaboration</p>

3. GLOBAL WORK PLAN AS ANTICIPATED AT THE START OF THE IMPLEMENTATION PHASE.

Period of implementation	First	Second	Third	Fourth	Fifth
Dates	Sep 2005 - Dec 2006	Jan - Dec 2007	Jan - Dec 2008	Jan - Dec 2009	Jan - Aug 2010
Procurement of capital equipment items					
Office installation					
Steering Committee meetings					
Activities (as per logical framework)					
1.1 Understanding of the role of livestock					
1.2 Inventory of existing policies and their effect ...					
1.3 Public relations strategies					
2.1 Sector reviews and institutional analyses					
2.2 Analyze and debate policy options					
2.3 Identify measures to improve service provision					
2.4 Identify measures to improve marketing					
2.5 Assist IGAD in early response					
3.1 Identify information needs and uptake pathways					
3.2 Establish information management systems					
3.3 Develop and adapt decision support tools					
3.4 Identify and monitor indicators of policy change					
4.1 Support grassroots organisations					
4.2 Facilitate regional representation at int. fora					
4.3 Stakeholder training needs and capacity building					

4. REPORT ON THE FIRST 6 MONTHS OF THE FOURTH PERIOD OF IMPLEMENTATION (JANUARY TO JUNE 2009)

This Six Monthly Report is based on the 2009 work plan, which was approved by the Steering Committee during their 4th meeting, in December 2008.

Section A provides an account of progress with respect to the project purpose and results, with reference to the logframe's narrative summary and OVIs as appropriate.

Section B reports on implementation of project activities, with reference to the project's financing agreement and the annual workplan.

Where appropriate, sections A and B also refer to the next steps which will be taken during the second half of the implementation period.

In addition, annex 1 presents progress against the 4th SCM's specific recommendations for action.

A. Project Purpose and Results.

Project Purpose

Strengthened capacity in IGAD, member states, other regional organisations and other stakeholders to formulate and implement livestock sector and related policies that sustainably reduce food insecurity and poverty.

Project Stakeholders

Since the last project steering committee in December 2009, the emphasis of project implementation has continued to move away from the Project Management Unit (PMU) in Addis Ababa, into the member states. The period was one of particularly intense activity among the national policy hubs and working groups, including their National Information Nodes (NIN).

Box 1.

The IGAD LPI Approach to Capacity Building - Policy Hubs

In February 2008 the project SCM approved an approach to capacity building involving practical engagement with key policy processes, supported by the project. IGAD LPI's learning model is therefore first and foremost one of 'learning by doing' and organisational, rather than individual, learning.

Within this learning model, the role of the project in capacity building is threefold;

- *Facilitation of the process*; bringing stakeholders together and putting fora in place in order to provide access to policy processes for project partners.
- *Support*; equipping those involved in the policy processes with the skills and knowledge with which to participate effectively and ensure a positive outcome for the poor and women.
- *Lesson learning*; developing the ability of project partners to monitor and evaluate their processes in order to capture lessons as to how best to deliver pro-poor policy in the livestock sector.

- The project's engagement at national level is through the work of policy hubs. These multi-disciplinary fora are central to the delivery of all four project results. Through *ad hoc* working groups, the policy hubs are working in two policy areas;
- The strategic inclusion of livestock in poverty reduction strategy papers (PRSPs), and subsequent resource allocation.
- The agreement among IGAD ministers on a regional policy framework for animal health and trade - ie a series of agreed animal health related policy objectives, to address poverty, vulnerability and trade. As plans firm up for implementing IGAD's process of regional economic integration, and their emphasis on the livestock sector becomes more apparent, the likelihood increases that IGAD LPI will build on the regional policy framework to support IGAD in establishing a Free Trade Area (FTA).

Not only are the project results all being delivered through the activities of the policy hubs, but the hubs are also the locus of organisational learning at the national level.

Through regional workshops and the development the project's policy monitoring function, the project has developed indicators of pro-poor policy making that concentrate on three key areas. As a result, these three areas have also become the focus of capacity building at the institutional level.

The three areas are;

- The capacity to base policy decisions on evidence. This is the ability to access and use information in policy development.
- The capacity to incorporate the voice of a wide range of stakeholders, including relevant government ministries, the livestock dependent poor and civil society, into the policy making process. This not only requires strengthening of stakeholders so that they can better articulate their views, but also providing the space within policy processes for their voice to be expressed and incorporated.
- The capacity to base policy on an understanding of livelihoods and the forces (or institutions) that shape them.

As anticipated, there has been considerable variation between member states as to the nature, organisation and running of their policy hubs/working groups. However, all are on target to deliver their first major output, the national positions on the regional policy framework for animal health, by the first week of July. Although a more in-depth assessment of their performance is warranted, initial indications are that, broadly, the project is getting it right. Policy hubs/working groups are active in all member states, their conclusions reflect informed and balanced analysis and motivation remains high among the groups. These conclusions were supported by a critical review of the process at a recent regional meeting of national project teams.

The process is nonetheless revealing areas which call for further project support. Some of these areas are generic to all participating countries (eg a clearer understanding of livelihoods and gender issues) while others are more specific to individual countries. The implications of this are that (i) project support will continue to be required at the national level for a sustained period, and (ii) that individually tailored approaches to capacity building will need to be agreed in all countries.

Both the project staff and the Mid Term Review (MTR) team had raised concerns about sustainability to the 4th SCM. Although IGAD LPI will deliver the improved capacities referred to in the project purpose by its end date of August 2010, such capacities will probably dissipate rapidly unless the skills and institutional mechanisms it puts in place continue to be used. In response, the SCM recommended that IGAD look for further funding with which to extend the project. Subject to the signing of a rider to the Financing Agreement, IGAD has successfully agreed a further €1,098,000 with LPI's current donors, the EC. This will fund a project extension of approximately 12 months. It is IGAD's intention to extend LPI by an additional 3 years, during which IGAD would establish a livestock/pastoralist unit to further LPI's work in the long term, particularly with respect to regional economic integration. IGAD therefore continues to approach potential donors for further financial support.

Project Results

Result Number 1

"Increased awareness by public, private, and tertiary sector organizations of the potential contribution of livestock and the livestock sector to growth, food security and poverty reduction"

The project's prime objectives with respect to result number 1 is the inclusion of appropriate livestock priorities within national poverty reduction strategy papers (PRSPs) in Djibouti, Ethiopia, Kenya, Sudan and Uganda. Increasingly, such documents are becoming one and the same with national development plans. Over the period of this report, the emphasis of the policy hubs has been on reaching a shared understanding of their national PRSP processes, in order to identify and agree entry points. Specific proposals for inclusion in the PRSP, together with a strategy for gaining their acceptance and subsequent funding, will follow in the second half of the year. The overall process is described in Diagram 1.

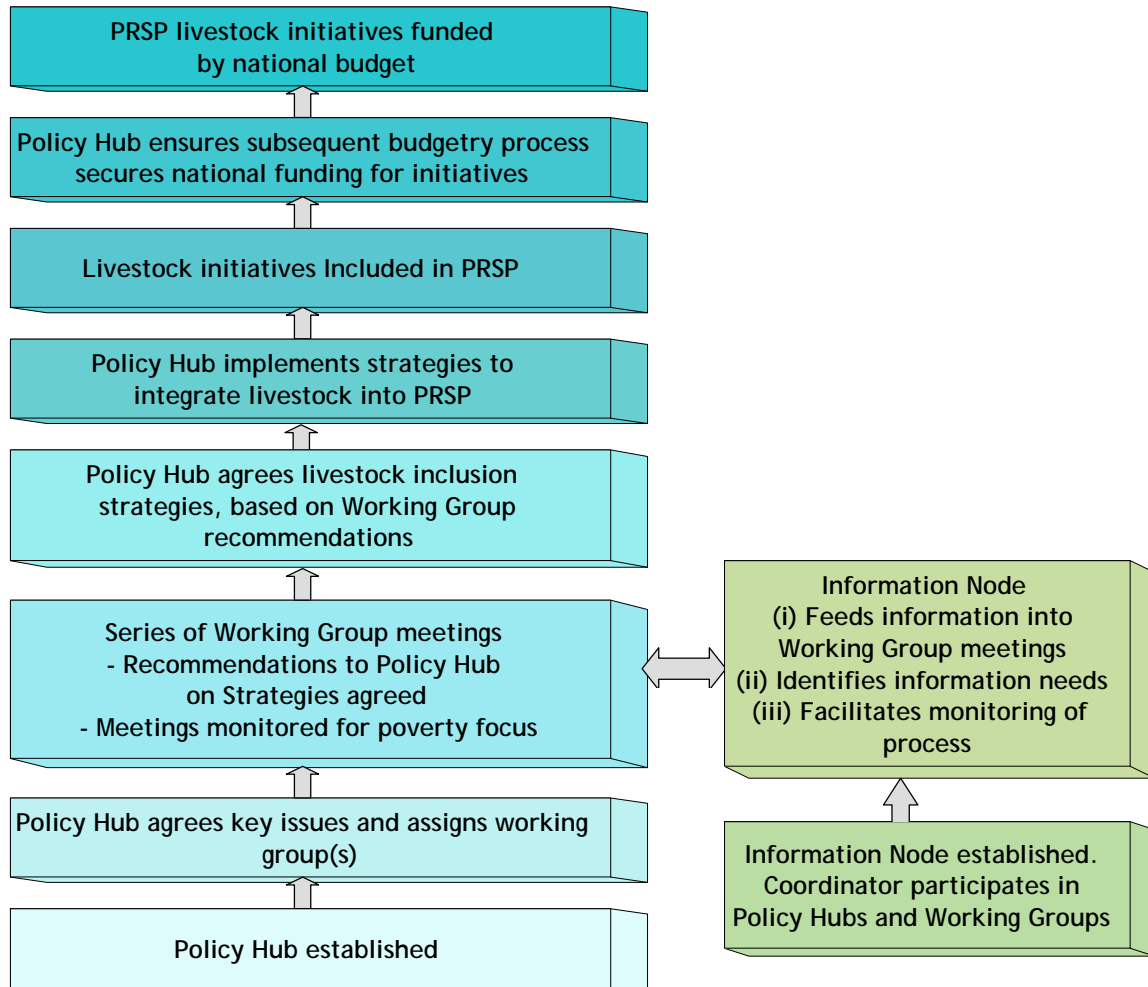
The OVI to result number 1 reads;

"IGAD and stakeholders are actively promoting identified pro-poor livestock-related policy and institutional options in the region by 2008"

The project is on target to achieve this OVI during the second half of 2009.

Diagram 1

Improving Resource Allocation for Livestock through PRSPs



Result Number 2

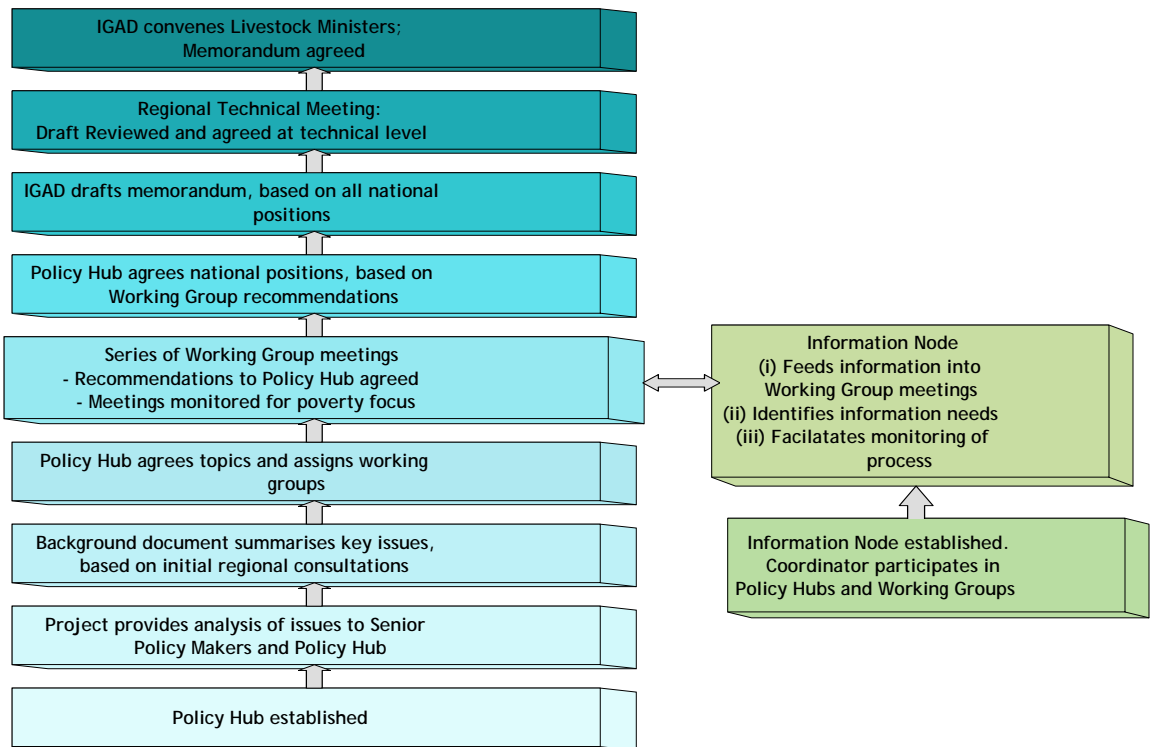
“Policy options and investment opportunities for enhanced livestock sector contribution to growth, food security and poverty reduction identified”

In June 2007, the 2nd SCM recommended that compliance with regulations of national, regional and selected international markets should be a project focus, and that the project should look at the (i) the regulation of markets and (ii) the delivery of animal health services in order to achieve this. In response to the 3rd SCM, that gave *“high importance to the proposed convening of IGAD ministers responsible for livestock development”* the project is working through its policy hubs to support ministers as they agree a regional policy framework on animal health. The approach is to first develop national positions which will subsequently be harmonised at the regional level. The process is described in Diagram 2.

In contrast to the activities to result 1, which are essentially national, the policy framework being developed under result is regional in its orientation. As such it provides one of the project's main opportunities for strengthening IGAD.

Diagram 2

IGAD Regional Policy Framework for Animal Health and Trade



In Somalia, a slightly different model is being applied to combine capacity building with support to the Transitional Federal Government (TFG). The approach is strengthening the TFG's capacity to present a broadly representative, Somali position to IGAD, which is inclusive of the views of Somaliland and Puntland. This is outlined in Box 2.

Box 2.

Support to the TFG in the Development of a Regional Framework Policy

Three workshops have been held in Somalia to agree the preliminary positions of the three entities on the Regional Policy Framework on Animal Health. Select technical groups in each of the entities have subsequently built on the workshop outcomes to develop positions for the endorsement of the senior policy makers in the relevant ministries in each of the entities.

The entities' positions will shortly be consolidated into an integrated position for Somalia (TFG/Somaliland/Puntland). This will form the basis from which the TFG will negotiate the regional policy framework on animal health, later in 2009.

The OVIs to result 2 read;

"(i) Importance of livestock acknowledged in the PRSP processes of 2 countries by 2008"

The project is likely to achieve this OVI during its implementation phase, mainly through the activities to result 1.

"(ii) National livestock strategies in place in 2 countries by 2008"

The agreed approach for the project now reduces the relevance of this OVI. Although there is unquestionably a need and a demand for national livestock policies, the project will initially take a regional policy approach, thereby setting the context in which national policies can be developed. It is unlikely the project will go on to develop national policies before its current end date of August 2010. In the event of a substantial extension to the project however, the project would be well positioned to support the development of national strategies, in the context of the regional policy framework.

Result Number 3

"Systems in place for livestock policy information, analysis, decision-support and monitoring of policy change."

The key challenge with result 3 is not merely to provide information, but to institutionalise the use of information within policy making. To do this, policy hub/working group meetings are structured to help their members explore how information and analysis can improve their decision making, and therefore more clearly define the kind of information support that is of use to them.

Establishing an active relationship between the NIN and policy hub/working group is an essential first step and this has therefore been the main work of the NINCs through the first half of 2009. The NINCs sit on the policy hubs/working groups themselves, where their role is to identify, interpret and analyse information in response to the needs of

increasingly evidence-based policy making. To date, the information has been provided (i) by participants of the policy hubs/working groups and (ii) by the PMU. In the second half of the year the process of linking the NINs to existing sources of information within the country and beyond will commence, gradually reducing their dependence on the PMU.

The IT equipment for the nodes has been procured and delivered to Djibouti, Ethiopia, Kenya, Sudan and Uganda.

The OVIs to result 3 read;

“(i) Policy makers and other key stakeholders actively seek information and use tools generated by the project in policy formulation and in preparation of PRSPs by 2008”

This OVI has been achieved. IGAD LPI will continue to strengthen the use of information and project tools in policy formulation.

“(ii) Appropriate indicators identified for monitoring policy change by 2007”

This OVI has been achieved. IGAD LPI will continue its ongoing process of ‘review and refine’ with respect to the indicators throughout its implementation phase.

Result Number 4

“Networks of professional and grassroots organizations established and/or reinforced for effective stakeholder representation in the negotiation of policies and institutional changes that better support poor people’s livestock-dependent livelihoods.”

The representation of stakeholder groups, particularly those who can articulate the voice of poorer and women livestock keepers was identified by IGAD LPI regional workshops as a cornerstone of effective policy making. This conclusion is supported by a recent FAO review of 12 policy support projects, in consultation with 25 development agencies¹.

The policy hubs are structured to allow broad representation of civil society and the process is monitored for its inclusiveness. Achieving genuine participation has provided challenges in all countries, often for different reasons. These reasons may include difficulty in identifying such groups, in bringing them to the table, in agreeing who can genuinely represent the needs of poorer livestock keepers and in allowing them space within policy debates. Progress is being made however, and support for broader consultation will be a substantial focus of LPI’s institutional support over the coming 18 months.

The OVI to result number 4 reads;

“At least 10 organisations / networks participating in the policy formulation process in IGAD member states by 2008”

This OVI has been achieved. The work of the project is now to deepen and broaden their participation, sustainably institutionalising it within national decision making structures.

¹ Influencing Policy Processes. Lessons from Experience. M. Maetz and J. Balié. 2008. FAO. Rome

B. Activities Specific to the Logical Framework

These refer to activities listed in the logical framework (page 3)

Result Number 1

1.1 Develop understanding of the role of the livestock sector in food security, livelihood strategies, poverty reduction and economic development

The working paper "Accessibility Mapping in the Horn of Africa: Applications for Livestock Policy" was uploaded to the project site while a companion paper, looking at the relationship between accessibility and poverty, will follow in the second half of the year. This will conclude this activity.

However, the degree to which project related policy making reflects the livelihoods needs of women and the livestock dependent poor is an agreed capacity building focus within the policy hubs and working groups. It will therefore continue to be subject to participatory monitoring during the course of each meeting.

1.2 Compile inventories of existing policies, rules and standards and determine their effect on different strata of livestock-dependent people

Although policy inventories have been completed in Kenya, Sudan and Uganda they are still pending in Djibouti and Ethiopia. In both countries however, ToR have been agreed and candidates are in the process of being contracted. The inventories will be completed by the end of this implementation period.

1.3 Develop and implement targeted public relations strategies

The IGAD LPI web-site (www.igad-lpi.org) provides a variety of information to promote and inform about the project. Project analyses, reports and working papers are uploaded over time.

A project contact database has been established and is structured to allow the project to target specific stakeholder groups with information of relevance to them. This mechanism is used, for instance, when relevant documents are uploaded to the website.

As detailed under result number 3, the project is developing capacity within the information function to pro-actively package information in anticipation of the needs of policy makers and stakeholders. As such it will need to develop simple media for communication of policy issues at the national level. Where appropriate (for instance in raising the profile of livestock in PRSP) these will be coupled to national, intervention-specific communications strategies, developed in cooperation with the policy hubs.

A Communications Officer has therefore been recruited and is expected to be in post by the end of July. His ToR will be to (i) support the project in communicating its messages to target audiences and (ii) strengthen the capacity of policy hubs/working

groups as they develop their communication strategies, with particular reference to PRSP.

Requests received by the project for appointments, participation in meetings and analysis continue to increase, indicating an increasing visibility for the project.

Result Number 2

2.1 Sector reviews and institutional analyses

This activity was completed on schedule.

2.2 Analyse and debate policy options

2.3 Identify measures to improve service provision

2.4 Identify measures to improve marketing

These activities are now implemented in tandem through the activities of the policy hubs and their working groups. Their engagement with PRSP and the regional policy framework for animal health is reported elsewhere in this document.

In June 2008, the 12th Summit of IGAD Heads of State and Government revitalised IGAD's mandate of regional economic integration (REI). The next Ordinary Council of Ministers is anticipated to agree a plan for integration in key sectors, including livestock. The context for the project is therefore increasingly one of regional economic integration, its implications, opportunities and implementation.

An analysis of the benefits of trypanosomiasis control in the Horn of Africa is near completion, resulting in guidelines for formulating trypanosomiasis control policies and strategies, for use by IGAD member states, PATTEC, the African Development Bank, and the wider development community.

2.5 Assist IGAD in early response

The Livestock Emergency Guidelines and Standards (LEGS) and the supporting electronic tool developed by IGAD LPI, were launched in April. LEGS will inform the design, implementation and assessment of livestock interventions to assist people affected by humanitarian crises. The electronic tool is now available on the IGAD LPI website.

IGAD LPI has also been in collaboration with the Regional Support Programme for Coordination and Capacity Strengthening for Disaster/Drought Preparedness in the Horn of Africa (RDD). (See logframe in Annex 2). DDR is funded by the European Community Humanitarian Office. Through cooperation with RDD, the regional Gender and Livestock training was implemented in Addis Ababa, civil society studies have been contracted in Djibouti, and coordination has been improved with national teams.

Result Number 3

3.1 Identify information needs and uptake pathways of stakeholders in the policy process.

The client/service-provider relationship between policy hubs/working groups and the NINCs was built into their design as a means of developing a better understanding of the information demands of policy making. By tracking the use of information by the policy hubs/working groups, the project ensures that the NINs are populated with information appropriate for the needs of policy makers.

National teams have now conducted a survey of information needs and uptake pathways in Djibouti, Kenya, Somalia, Sudan and Uganda. With the exception of Kenya, that has finalised its study, final reports are due in the second half the year. Delays in recruiting a substantive NINC have delayed implementation in Ethiopia, but the inventory is anticipated in the second half of the implementation period.

3.2 Establish information management systems

Information nodes have been established in the ministries in charge of livestock in all member states and equipped with a range of information technology. They operate under the direct management of National Information Node Coordinators (NINCs) and under the overall responsibility of the NTFPs. The location of the Somali NIN has yet to be agreed, but there is considerable support among Somali stakeholders for locating it in the Sheik Veterinary School.

During the NINs' initial engagement with the policy hubs, the emphasis has been on developing a culture of information use within policy making and deepening their understanding of the policy hubs' information needs. Over the coming 12 months, the information nodes will be strengthened through (i) a phased programme of capacity building and (ii) linking them to other information sources. Following recommendations of the project's MTR, the NINs will make full use of existing information sources. As well as primary information, the NINs will therefore be populated with metadata relating to other sources.

The work on spatial datasets and poverty mapping in the IGAD region is largely complete, though further data is expected to be added in response to needs. A data website/portal has been developed, managed for the time being from project offices, to share and disseminate project data (www.igad-data.org).

The web monitoring tool installed to monitor the number of visitors to the data portal site indicates that throughout 2009, over 100 visits are made to the portal every month, originating from some 50 countries in Africa, Europe, Asia, Australia and Canada.

Discussions with the IGAD Secretariat are progressing on the long term institutional arrangement for hosting the portal. Whereas the NINs will be expected to load and update much of the data themselves, the spatial data will require additional capacities. Tentative agreements have been made with the Regional Centre for Mapping Resources for Development and the IGAD Climate Prediction and

Applications Centre² in this regard and formal memoranda of understanding are expected to be signed in the second half of 2009.

3.3 Develop and adapt decision support tools

The information function is being designed, primarily, as a decision support tool providing information and analysis. As the focus of the project's activities becomes clearer, studies and analysis are now specifically selected to support decision making. As an example, the first draft is now available of project case studies in Ethiopia, Kenya and Sudan to explore how far poorer livestock keepers benefit from international livestock trade, and therefore how the regional policy framework for animal health can best be shaped to impact on poverty.

3.4 Identify and monitor indicators of policy change.

The project will monitor both policy processes and policy outcomes.

Policy Processes. IGAD LPI had previously developed a framework which both (i) maps out the characteristics of policy processes that are likely to deliver positive outcomes for the poor and (ii) provides a series of indicators with which to monitor the policy process.

In order to learn from the process of policy development, it is important that those involved regularly examine their own progress against agreed objectives. The above process indicators allow them to do this and are reviewed at each meeting of policy hubs and working groups. The project will further triangulate their findings through case studies, focus groups and workshops as necessary.

A brochure describing the participatory elements of the policy process monitoring has been posted on the project website.

Policy Outcomes. It is nonetheless necessary to assess the impact of policies themselves. The project has now developed an set of indicators to measure policy impact in the short, medium and long term. These will be repeatedly refined and revisited over the life of the project, the final set of indicators being available *ex poste* for evaluating the project at the level of overall objective.

Result Number 4

4.1 Support grassroots organisations

The project model for supporting grassroots organisations and civil society in general employs the same mechanisms as that for supporting capacity development in government. i.e. their inclusion in policy hubs on conjunction with decision support and the capture of lessons through result 3.

Supporting grassroots organisations is not simply about internal strengthening within such organisations themselves. Their ability to influence policy outcomes are dependent on the policy environment in which they operate, including their acceptance by other stakeholders, their access to information and the accountability

² IGAD recently signed an agreement of cooperation with the Regional Centre for Mapping of Resources for Development. The centre promotes the development and use of high quality geo-information and allied information technology for sustainable development.

of public institutions. For this reason, the active participation of civil society is a particular focus of project monitoring, ultimately allowing an evidence-based case for a greater role for civil society to be developed.

Initial drafts are now available of the surveys undertaken by national teams in Djibouti, Kenya, Sudan and Uganda, identifying civil society organisations suitable for inclusion in the policy hubs. In Djibouti, in collaboration with the RDD project, an additional study of civil society in the regions is due to commence imminently. In Ethiopia, agreement was recently reached with the Ethiopian Veterinary Association to carry out the survey.

4.2 Facilitate regional representation at international fora

The Working Paper on "The Regulatory Framework for Trade in IGAD Livestock Products", reported under activity 1.2, provides some firm recommendations regarding improving regional representation at international policy fora (WTO, OIE, Codex Alimentarius etc, bilateral trade agreements).

The paper's analysis is now being taken forward by way of the ongoing development of the regional policy framework for animal health, which is likely to result in trade related objectives of representation in international fora. The project will respond as appropriate to such policy objectives as and when they are agreed.

In the long term, IGAD's revitalised mandate to move towards greater regional economic integration will provide opportunities to develop a stronger regional voice which the project will support in the short term.

IGAD LPI's Policy Officer recently attended AU IBAR's strategic planning workshop and held initial consultations on future collaboration with the "Participation of African Nations in Sanitary and Phytosanitary Standard-setting Organizations" (PAN-SPSO) programme which aims to facilitate effective involvement of African delegates in committees that set international standards for food safety and health regulations for animals and plants.

4.3 Stakeholder training needs and capacity building

Identification of training needs and subsequent interventions to build capacity is specifically linked to the activities above.

Over the first 6 months of 2009, training was provided to project partners including NINCs from Ethiopia, Kenya, Sudan and Uganda on 'Monitoring and Evaluation of Institutional Change', while a regional 'Gender and Livestock' training was given to all country teams.

During the second half of 2009, trainings will be given on 'Gender and Livestock' and on 'Livelihoods and Livestock' to all national Policy Hubs. In addition, training will be provided to NINCs and their colleagues as part of the overall strengthening programme for the NINs.

ANNEXES

ANNEX 1. REPORT OF PROGRESS AGAINST STEERING COMMITTEE RECOMMENDATIONS

In December 2008, the project held the 4th meeting of its Steering Committee in Addis Ababa. The SCM issued the following 15 recommendations.

1. The Steering Committee has adopted the annual report and commends the work done by the project team.
2. The Steering Committee appreciates the participation of Somalia in the meeting.
3. The SC endorses the priority submitted by LPI management, on action to be taken at country level, with the national policy hubs in their role in preparing a regional livestock policy framework.
4. The Work Programme and budget for 2009 as presented by LPI staff is endorsed, whereby any budget reduction after establishing 2008's financial situation should respect this priority.
5. Financial Reporting on LPI by FAO needs to be adjusted to accommodate EC and IGAD requirements through agreement of a mutually acceptable format.
6. The SC requests presentation of the Work Plan such that it would support a result based programme management.
7. The Steering Committee invites the ES of IGAD to undertake urgent high level discussions with the EC to accommodate an IGAD LPI phase II within EDF 10 in time to avoid any break in implementation of project activities. The Steering Committee encourages the ES to make further approaches to other donors, notably AfDB.
8. The MTR team is invited to prepare a short document in support of project extension based on its main findings.
9. The Steering Committee has received with satisfaction the draft MTR report and its recommendations. It looks forward to receiving a final report reflecting its discussions.
10. The Steering Committee welcomes FAO's commitment to address administrative bottlenecks in support to project activities in country offices.
11. The Steering Committee recommends that the project should consider strengthening the IGAD Livestock Marketing Information System. Options should further be discussed between IGAD and the project CTA.
12. The Steering Committee requests its national members to identify measures to institutionalize the mechanisms and resources being developed by the project into their own systems and expects presentations from the member states at the next steering committee meeting to that effect.
13. The Steering Committee supports the recommendation by the MTR that IGAD be more comprehensively involved in the LPI, such as monthly meetings etc.
14. The Steering Committee expresses its warm thanks to its Ethiopian hosts for their hospitality.
15. The Steering Committee recommends that its 5th Steering Committee should be held in Djibouti, in the first week of December 2009.

Of these, 10 were recommendations for specific actions to be taken. Below is an overview of progress against those recommendations.

5. Financial Reporting on LPI by FAO needs to be adjusted to accommodate EC and IGAD requirements through agreement of a mutually acceptable format.

Meetings between FAO and EC have resulted in an agreed format, based on that stipulated in the Contribution Agreement.

6. The SC requests presentation of the Work Plan such that it would support a results based programme management.

The project will respond to this recommendation as it drafts its workplan for the 5th implementation period

7. The Steering Committee invites the ES of IGAD to undertake urgent high level discussions with the EC to accommodate an IGAD LPI phase II within EDF 10 in time to avoid any break in implementation of project activities. The Steering Committee encourages the ES to make further approaches to other donors.

The IGAD ES's request for €1,098,000 to fund an 18 month extension, to the 18th Meeting of the Inter-Regional Coordinating Committee under the Regional Indicative Programme of EC's 10th EDF was endorsed. He has also written to the following potential donors, with a view to securing longer term funding; EC, USAID, DFID and the embassies of Canada, Germany, Italy, The Netherlands and Sweden.

8. The MTR team is invited to prepare a short document in support of project extension based on its main findings.

The MTR provided the document as requested, which is available from the PMU on request. It continues to be used as part of the supportive documentation in approaches to donors.

9. The Steering Committee has received with satisfaction the draft MTR report and its recommendations. It looks forward to receiving a final report reflecting its discussions.

The final report was received by the EC on 12th January and is available from the IGAD LPI website.

10. The Steering Committee welcomes FAO's commitment to address administrative bottlenecks in support to project activities in country offices.

These have been addressed and all country teams now report a satisfactory relationship with their FAO representations.

11. *The Steering Committee recommends that the project should consider strengthening the IGAD Livestock Marketing Information System (LMIS). Options should further be discussed between IGAD and the project CTA.*

\$20,000 has been put aside in the project budget for this purpose and the PMU is ready to respond positively to proposals from those in the IGAD secretariat who are responsible for the LMIS.

12. *The Steering Committee requests its national members to identify measures to institutionalize the mechanisms and resources being developed by the project into their own systems and expects presentations from the member states at the next steering committee meeting to that effect.*

In the light of the likely project extension of 18 months, the project team recommend that the presentations are postponed until the 6 SCM.

13. *The Steering Committee supports the recommendation by the MTR that IGAD be more comprehensively involved in the LPI, such as monthly meetings etc.*

The project team now meet with members of the IGAD secretariat at least every month. Approximately half of these meetings are with the ES.

15. *The Steering Committee recommends that its 5th Steering Committee should be held in Djibouti, in the first week of December 2009.*

The dates have now been agreed as 2-3rd December.

ANNEX 2: LOGICAL FRAMEWORK FOR REGIONAL SUPPORT PROGRAMME FOR THE COORDINATION AND CAPACITY STRENGTHENING FOR DISASTER/ DROUGHT PREPAREDNESS IN THE HORN OF AFRICA

Title of the Action	<i>Regional Support Programme for the Coordination and capacity strengthening for disaster/ drought Preparedness in the Horn of Africa</i>			
Principal Objective	<i>Reduced vulnerability of (agro)-pastoralist communities in the Horn of Africa through strengthening their capacity to withstand drought, and enhance their livelihood and drought-related animal productions systems.</i>			
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions
Specific Objective	<i>To support organisations and governments to assist agro-pastoralist communities to better prepare for drought-related shocks affecting their livelihood in the arid and semi arid lands of Djibouti, Ethiopia, Kenya, Somalia and Uganda.</i>	<ul style="list-style-type: none"> • Knowledge of <i>who, what and where</i> shared • Response, Preparedness and contingency plans available • Knowledge on emergency situation shared • Technical quality standard and assistance provided • # of stakeholders showing behavioural or attitudinal changes due to the influence of the DPP2 	Program progress reports Activity Reports from partners Outcome mapping report	
Results	<i>R1: Drought Preparedness Coordination mechanisms are supported and harmonised within national and regional context</i>	1.1.Gaps and overlaps in the drought-related response in the intervention zones = 0 1.2. % of NGO partners and government officials participating in FAO organised trainings who actually assimilate ³ the technical guidance provided by FAO >	<ul style="list-style-type: none"> • Sets of maps showing geographic and thematic distribution of ECHO partners (who is working where and what) • Pre- and post training questionnaires/"exams" 	

³ By *Assimilate* we mean here that participants have accepted, understood the content of the trainings (new techniques) and are committed to adopt it in the field.

		<p>70%</p> <p>1.3. % of partners declaring that FAOs coordination work⁴ helped them to improve the quality of their intervention > 70%</p> <p>1.4. % of partners showing interest in and attend to FAO organised workshops and meetings > 70%</p>	<ul style="list-style-type: none"> • Quarterly Outcome mapping progress reports • Bi-annual partners Satisfaction surveys. • Minutes of the meetings and workshops report organised by FAO 	
	<i>R2: Knowledge Management Systems are strengthened at field, national and regional level</i>	<p>2.1. % of the ECHO DPP2 partners contributing to data collection needed for the IPC roll-out > 50%</p> <p>2.2. # of partners per country collecting technically sound⁵ EW livestock and water indicators on a regular basis >=1</p> <p>2.3 Results of studies are disseminated and understood by all ECHO partners</p> <p>2.4. Project Website created and # of visit by ECHO partners > 10/month</p> <p>2.5 Information disseminate using mass media annually >=1</p>	<ul style="list-style-type: none"> • Quarterly field reports for Early Warning on drought and livestock • Data base on livestock early warning and emergency response • Pastoralist Farmer Field Schools curriculum • Quarterly Outcome mapping progress reports 	
	<i>R3: Policy dialogue facilitated and enhanced</i>	<p>3.1 Civil society and government consultation/dialog mechanisms or fora favouring sustainable pastoral resource management are established in each country</p> <p>3.2. % of policy papers issued through the project that have been received positively⁶ by the respective governments >30%</p> <p>3.3 All policy brief are discussed during bi-annual round table discussion with policy makers</p>	<ul style="list-style-type: none"> • Minutes of meetings between NGOs and the governments on specific policy papers • Decision/commitment acts are sign during the meetings • Quarterly Outcome mapping progress reports 	

⁴ Sharing of best practices and lessons learnt, coordination meetings, technical assistance provided by FAO. Did partners apply methods/experiences that have worked in other regions/projects to their own intervention' or did those experiences feed in their intervention strategy ?.

⁵ By *Technically Sound Indicators* we mean indicators that have been technically approved by FAO.

⁶ By *Positively* we mean that the government having shown openness and interest in discussing the paper

<p><i>Activities for R 1</i></p>	<p><i>A1.1</i> Under the umbrella of the regional FSNWG, coordinate field based interventions by UN sister agencies and NGOs (sharing of information on who is doing what and where, and consensus building on priorities and modalities)</p> <p><i>A1.2</i> Support ECHO & ECHO partners in performance management, monitoring and evaluation, documentation and reporting of ECHO's implementing partners</p> <p><i>A1.3</i> Coordinate the information flow on Disaster Risk Reduction (DRR) and humanitarian response issues among ECHO's partners and provide links to other initiatives in the region</p> <p><i>A1.4</i> Provide technical standards and advice to ECHO partners. Facilitate and harmonize innovative approaches under the DPP2 programme (e.g. Pastoral Farmer Field Schools, Contingency Funding, etc)</p> <p><i>A1.5</i> Provide technical support to ECHO coordinators as requested</p> <p><i>A1.6</i> Facilitate coordination mechanisms and linkages between existing coordination and technical platforms at National and Regional level</p>	
<p><i>Activities for R 2</i></p>	<p><i>A2.1</i> Enhance food security information systems and improve information and early warning dissemination linking into the IPC roll-out.</p> <p><i>A2.2</i> Improve mapping and visualization tools for program planning, monitoring and evaluation.</p> <p><i>A2.3</i> Undertake action research activities to develop guidelines/ training manuals and good practices identified by beneficiaries for drought preparedness interventions</p> <p><i>A2.4</i> Conduct subject matter assessments studies to facilitate evidence-based programming and impact assessments.</p> <p><i>A2.5</i> Enhance community based early warning initiatives and contingency planning.</p> <p><i>A2.6</i> Build capacity in facilitation skills and outcome mapping implementation .</p> <p><i>A2.7</i> Supporting partners in the creation of pastoralist farmer field school</p> <p><i>A2.8</i> Assist partners in the training of CAHW</p> <p><i>A2.9</i> Disseminate lessons learned and technical information through different media channels (radio, video, newspaper, web site, etc..)</p>	

	A2.10 Develop best-practice models; improve cross-sectoral support through learning, implementation and monitoring of partners best practice- approaches	
Activities for R 3	<p>A3.1 Identify and promote local, national, regional, and international policies beneficial to the pastoral areas.</p> <p>A3.2 Advocate with governments on behalf of ECHO partners on specific policies issues identified during the project</p> <p>A3.3 Advocate for mainstreaming DRR in humanitarian and development initiatives.</p> <p>A3.4 Improve awareness and dialogue among regional institutions concerning pastoral policy issues and pastoral areas.</p> <p>A3.5 Create a round table discussion amongst donors and regional economic organizations (IGAD, COMESA, AU-IBAR, etc..) by working on LRRD type of interventions in the region</p>	
		<p>Pre-conditions</p> <p>Security prevails in the areas targeted by the project.</p>

ANNEX 3: EC/FAO VISIBILITY CAMPAIGN

Since September 2006, the Knowledge and Communication Department of FAO implements a visibility campaign, advocating the strong and growing co-operation between the EC and FAO, as laid down in the Strategic Partnership concluded between EC and FAO in 2004.

The UN and EC confirmed their commitment to communicating results of partnership through the Joint Visibility Action Plan of September 2006. As foreseen in the Action Plan, the EC and UN have undertaken to adopt joint visibility guidelines.

Presently in their final drafting stage, these guidelines outline a two-pronged approach to communication. While emphasizing the need for visibility-related actions to be incorporated in project work plans and budgets, the guidelines also provide for "wider communications" and envisage "to use the individual project communication and visibility budgets to put together a more comprehensive communication programme." (art. 2.3).

Accordingly, FAO's EC visibility campaign provides for actions at two different levels:

- i) "at" the project level, providing hands-on assistance to staff of EC-funded FAO projects in complying with EC visibility requirements;
- ii) "above" the project level, communicating the added value of the strategic partnership between FAO and the EC to selected audiences.

In defining a consistent communication strategy, the campaign ensures that both levels are mutually reinforcing. Individual projects serve to illustrate the core message that partnership strengthens both organisations in helping developing countries alleviate rural poverty and hunger. At the same time, action above project level trickles down to projects, for example through world wide distribution of promotional material and by largely expanding the audiences reached via media releases.

The EC/FAO visibility campaign is funded by all EC-funded FAO projects on a cost sharing basis with a maximum of US\$ 10,000 per project per year.

Results achieved "above" project level in 2007 include:

- EU/FAO calendar, distributed worldwide among EU/FAO partners;
- Public Service Announcement on EU/FAO partnership; placed on Al Jazeera, BBC World, CNN, Euronews, Deutsche Welle, RAI and others;
- multimedia package for World Water Day, with Video News Release (VNR) aired through Reuters, APTN, Eurovision, UNIFEED, as well as radio feature, print feature, photo gallery;
- booklet on EC/FAO cooperation "Success stories from inside poverty's door"
- multi-media package on Cassava Mosaic Disease for the International Treaty on Plant Genetic Resources for Food and Agriculture, including 1 VNR, 2 audio features, 2 illustrated feature stories.