



IGAD  
Livestock  
Policy  
Initiative

# IGAD Livestock Policy Initiative 2010 Annual Report

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## ACRONYMS

ALive	African Livestock Partnership
AU	African Union
AU-IBAR	AU Inter-African Bureau for Animal Resources
CAADP	Comprehensive African Agricultural Development Plan
CBO	Community Based Organisation
CTA	Chief Technical Adviser
DRM	Disaster Risk Management
EC	European Commission
EDF	European Development Fund
ES	Executive Secretary (IGAD)
FAO	United Nation's Food and Agriculture Organisation
FTA	Free Trade Area
HQ	Head Quarters
IGAD	Intergovernmental Authority on Development
IGAD LPI	IGAD Livestock Policy Initiative
INC	Information Node Coordinator (Somalia)
NGO	Non-Governmental Organisations
NIN	National Information Node
NINC	National Information Node Coordinator
NTFP	National Technical Focal Point
PH	Policy Hub
PMU	Project Management Unit (in Addis Ababa)
PPLPI	Pro-Poor Livestock Policy Initiative (FAO)
PRSP	Poverty Reduction Strategy Paper
RCMRD	Regional Centre for Mapping of Resources for Development
REI	Regional Economic Integration
SC	Steering Committee
SCM	Steering Committee Meeting
STVS	Sheik Technical Veterinary School
TC	Technical Cooperation
TFG	Transitional Federal Government (Somalia)
TWG	Technical Working Group
UN	United Nations
USAID	United States Agency for International Development

## 1. INTRODUCTION

This document reports on project developments during the period January to December, 2010.

As such, it relates directly to the workplan and recommendations agreed at the 5th Steering Committee Meeting (SCM) in Djibouti, January 2010.

A 6 month interim report was produced by the project in June 2010. This report contains some items previously reported in that document.

It also contains a proposed workplan for the remaining 15 months of the project, from December 2010 to February 2012.

### 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, running until the end of August 2010. A subsequent amendment to the Financing Agreement was made in April 2010, extending the end date to 29 February 2012.

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.

Of particular relevance 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, engages in on-going policy processes that are relevant to equitable development of the livestock sector (these are Poverty Reduction Strategy Papers (PRSP) and related national planning documents, including the Comprehensive African Agricultural Development Plan, (CAADP), and specific policy debates arising from the a regional policy framework on animal health, trade and vulnerability, which the project has facilitated.

The active engagement of member states is essential and to this end the project has adopted a supportive, rather than directive relationship with national partners. 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 outcomes of these interventions is the institutional capacity to deliver better informed, more livelihoods focussed policies that have included the voice of poor women and men in their formulation.

## 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. A Financing Agreement was signed 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. Under the 10th EDF, a further €1.098M was made available for an 18 month cost extension.

## 2. LOGICAL FRAMEWORK

Intervention logic	OVI	MoV	Assumptions
<b>Overall objective</b>			
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>	
<b>Project purpose</b>			<b>Project purpose to overall objective</b>
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	OVI	MoV	Assumptions
<b>Results</b>			<b>Results to project purpose</b>
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><b>Inputs: total budget:</b></p> <p>€ 5,489,945</p> <p><b>Means of Verification</b></p> <p>Six-monthly financial reports</p> <p>Work plan reviews</p> <p>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. REPORT ON THE FIFTH PERIOD OF IMPLEMENTATION (JANUARY TO DECEMBER 2010)

This Annual Report is based on the 2010 work plan, which was approved by the Steering Committee during their 5th meeting, in January 2010.

Section 3 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 4 proposes a work plan for the remainder of the project, to February 2012.

In addition, annex 1 presents progress against the 5th SCM's specific recommendations for action.

#### A. PROJECT PURPOSE AND RESULTS

##### Project Purpose - A Summary of Key Areas of Progress; (January to December 2010)

*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.*

If 2009 was characterised by institution building, (establishing policy hubs, technical working groups (TWGs) and information nodes (NINs) in partner countries), 2010's activities are characterised by the strengthening of those institutions. Much emphasis has been placed on improving their efficiency and their ability to deliver pro-poor policy. In April 2010, a long awaited extension to the project was agreed with the EC. Although the funding was relatively modest it allowed the work of the policy hubs to continue for several months, thereby allowing project gains to be further entrenched. In general, the policy capacity of project partners has both strengthened and matured, while policy debates have advanced. The improved capacities of individuals are evidenced by the policy analysis and advice they produce.

Evidence is starting to emerge, however, that individual capacities may not be fully expressed if the prevailing institutions or 'rules of the game' still steer them towards developing policies which simply reflect previous ones. This was anticipated at the start of the process and indeed the last Steering Committee meeting recommended the project to work with project partners on institutional and structural issues. Increasingly this will be the challenge in the final year of the project and will need to be addressed on two levels. The first is the sustainability of project generated institutions (or whatever project partners would like them to evolve into). The second is the institutional capacity of governments to produce and implement policies that directly target the livestock dependent poor.

To maintain the focus on institutional strengthening, reporting by the national teams to the Project Management Unit (PMU) has been restructured to provide assessments against capacity related criteria.

The project's web-based information system has been deployed in all member states and is in use. National Information Node Coordinators (NINCs) will continue to populate the portals and link them to other information sources in their country.

The training courses on 'Gender and Livestock' that were started last year were concluded, as was a related training programme on 'Livelihoods and Livestock'. These drew on research, commissioned by IGAD LPI, to understand the specific policy requirements of poorer groups in the region. Although key messages challenge many long held assumptions about the use of livestock in poverty focussed agendas, they were very well received. Further research along these lines continues in collaboration with the African Union Interafrican Bureau for Animal Resources (AU-IBAR).

If well managed, the growing momentum behind some of the emerging messages, coupled to the policy making process with which IGAD LPI is involved, offer an exciting potential to deliver a new generation of livestock policies. The result would be a broader portfolio of policies, which in addition to improving the effectiveness of policies to improve market access, stimulate production and exploit trade opportunities, would also impact directly on the livelihoods needs of poor women and men.

In Somalia, the establishment of Information Nodes in the three entities, operating through the Sheik Technical Veterinary School (STVS) is on schedule and the membership of the entities' working groups has been extended.

The establishment of a Pastoral and Livestock Centre in IGAD is central to IGAD LPI's plans for sustainability and in April it commissioned a consultancy which documented lessons learned from the establishment and institutional arrangements of other IGAD specialised agencies. The IGAD ES has now placed further steps under the guidance of a committee and though IGAD LPI will provide such technical support as it can, establishment of the unit is now beyond its management.

An amendment to IGAD LPI's Financing Agreement was signed in April, extending the project until February 2012. The cost extension of €1.098M allows a more practical timeframe for institutionalisation of project gains. It does not provide an extensive operational budget however and project activities need to be tailored accordingly. In particular, the intensive programme of policy hub meetings that have become the hallmark of IGAD LPI's work will need to be reduced in 2011 as the initiative moves more to lesson learning and support for institutionalisation. IGAD and LPI were originally pursuing avenues of further funding but IGAD has recently decided not to extend LPI beyond its current end date. In that part of the rationale for stretching modest funding out until February 2012 was to access the EU's next funding cycle, the decision has had several implications for the proposed 2011 workplan, placing more responsibility on the national level to ensure sustainability.

The main field of policy engagement is currently Poverty Reduction Strategy Papers and related national development plans. The growing momentum behind CAADP means that CAADP/PRSP complementarities have had to be added to the agenda of the PRSP working groups.

## 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 has been the inclusion of appropriate livestock priorities within national poverty reduction strategy papers (PRSPs) in Djibouti, Ethiopia, Kenya, Sudan and Uganda. The emphasis of the policy hubs to date has been on (i) reaching a shared understanding of their national PRSP processes, in order to identify and agree entry points, and (ii) elaborating specific proposals for inclusion in the PRSP. The end result is the agreement and implementation of a strategy for gaining funding for proposals.

The second half of 2009 was extremely busy for the policy hubs and national teams as they finalised preparations for the regional policy framework on animal health in the context of trade and vulnerability, which was signed in December 2009. The PMU and national teams therefore agreed to concentrate on the regional policy framework, at the expense of PRSP related work.

2010 has now seen the focus of activities shift back to PRSP.

Several events have occurred over this implementation period which have a bearing on the PRSP work.

**Timeframes have shifted.** In some countries, the realities of managing the consultative process of agreeing a country’s PRSP have caused delays. Governments have been forced to reschedule and the policy hubs’ timetables have moved accordingly. Although some entry points may arise later in 2011, the intention is that the development of the above strategies will be complete in all countries by Feb 2012.

**CAADP.** The growing momentum behind CAADP has several implications for the implementation of IGAD LPI.

**The first is one of process.** In order to avoid having CAADP and PRSP becoming two parallel processes of prioritisation, bringing with them separate sources of funding, all member states have aligned their PRSP and CAADP processes in one way or another. It is no longer tenable for the working groups to look at PRSP related budgetary processes in isolation of CAADP. In some cases this adds considerable complexity.

**The second is one of opportunity.** The emphasis placed on good practice in policy formulation in CAADP are in line with the capacities that LPI has been developing in the hubs and TWGs.

Furthermore the weight which CAADP increasingly brings to development of the agricultural sector is weight that can potentially be put behind the poverty focussed policies that LPI facilitates.

As a result, approaches have been made between LPI and CAADP at national level with a view to LPI's hubs being represented in CAADP fora and vice versa. These are detailed further, below.

In all project countries, policy hubs have assigned working groups to develop specific proposals for inclusion in national development plans, and to identify entry points for doing so. These are summarised below.

## DJIBOUTI

Djibouti's meetings have focused on the identification of priority areas for the livestock development for public investment to be included in the final INDS, the second general Poverty Reduction Strategy Paper in the country. The INDS has been subject to repeated delays.

The Djibouti Livestock Policy Hub has been in constant contact with the CAADP Focal Point within Ministry of Agriculture. This is part of the effort of Policy Hub to make sure that any proposed focus areas for the livestock sub-sector for public investment are guided by the broad principles of CAADP Compact. The development of the CAADP Compact in Djibouti has been in itself slow and is currently in its initial stages.

### Proposals

The Djibouti Livestock Policy Hub is reviewing plans to improve on the livestock component drafted by the Ministry of Agriculture, Livestock, Fisheries & Water Resources for inclusion into the national INDS. The efforts of the Policy Hub will focus on livestock development in the context of poverty alleviation and gender equity, particularly in the pastoral areas of the country. The livestock sector component is guided by National Program of Food Security (NPFS). Some of the key livestock programs in NPFS include: improving livestock trade through disease control, monitoring and marketing strategies, development of small ruminants given their significant role in the rural areas. Furthermore, it focuses on the provision of animal health services, value-addition activities from livestock development, construction and operation of commercial slaughterhouse facilities to supplement the regional quarantine facility in Djibouti and issues aimed at protecting pastoral livelihoods and asset base of the livestock dependent poor. Finally, a key component of the NPFS is a capacity building initiative for the overall Ministry of Agriculture, Livestock, Fisheries & Water Resources to effectively fulfil its responsibilities.

### Entry Points

The direction de l'élevage et des services vétérinaires of the Ministry of Agriculture is representing the livestock subsector in the Agriculture Sector-wide effort to put together the agriculture sector component in the national INDS draft document including livestock. The Policy Hub will focus on refining and improving draft livestock component of the INDS by the Ministry for incorporation into the national final document.

## ETHIOPIA

The Ethiopian Livestock Policy Forum and a specific Working Group was assigned to engage on the appropriate inclusion of Livestock in Growth and Transformation Plan (GTP), a successor to PASDEP, currently under development in the country.

The Ethiopia Livestock Policy Forum has brought in the leadership of the CAADP Focal Point Office within Ministry of Agriculture into the forum. The office made several presentations for the forum for updates both on the CAADP and associated investment programs developed such as the Policy and Investment Framework (PIF).

### Proposals

The Ethiopian livestock Policy Forum reviewed and improved the livestock development plan drafted by the agricultural Sector Working Group of the Ministry of Agriculture for inclusion into the national GTP. The input of the forum included the elucidation of the role of livestock in poverty alleviation in general and particularly in the pastoral areas of the country. On this issue, the forum collaborated with the Ethiopia Pastoralist Forum. Hence, in addition to the incorporation of the broader and common livestock issues such as improvement of animal health, feed, genetic improvement fishery development and honey production, the Livestock Policy Forum also incorporated issues aimed at protecting pastoral livelihoods and asset base. These include such as drought risk management, land tenure policy, infrastructure. They also included gender specific items, prepared in collaboration with IGAD LPI's gender specialist.

The Ethiopian experience and the new perspectives brought in by IGAD LPI has underlined the need to look again at current institutional structures. The working group is also proposing novel institutions to support the proposed policy agenda.

### Entry Points

The Animal and Plant Health Regulatory Directorate (APHRD) of the Ministry of Agriculture is representing the livestock subsector in the Agriculture Sector-wide Committee assigned to put together the agriculture sector component to be included in the national GTP document including livestock. The Policy Hub decided to focus on refining and improving draft livestock component of the GTP prepared by the Agriculture Sector Working Committee in collaboration with the APHRD directorate. Finally, the key areas identified by the Policy Forum for the livestock sector will be submitted by the Ministry of Agriculture for incorporation into the national GTP document.

## KENYA

Kenya's Livestock Policy Hub and its working group are focussing chiefly on Vision 2030, the current national development plan for the country. This is being implemented through Medium-Term Investment Plans (MTIP) which emanate directly from the country's new CAADP Compact compliant Agricultural Sector Development Strategy (ASDS).

The ASDS represents Kenya's approach to the overall agricultural development and food security enhancement in the country including livestock.

The CAADP Focal Point at the Ministry of Agriculture was invited into the Policy Hub to ensure that contributions of the Policy Hub to the implementation of the MTIP and ASDS are fully aligned with the CAADP compact signed by the country in July 2010.

### Proposals

Proposals are work in progress but some of the issues already identified include the following: Peace building & conflict resolution, accessible & efficient veterinary services, creation of livestock cooperative societies and sustainable management of Rangelands. These issues will be further refined and presented to the Policy Hub for ratification. These issues will be prioritized according to their likely impact on gender and livelihoods, and their feasibility.

### Entry Points

The Ministry of Livestock Development (MOL) is the lead institution on livestock issues as it relates to Vision 2030 as well as development and implementation of Medium Development and Investment Plans for the sub-sector. The development of the next Midterm plan is expected to start soon. The ministry working closely with the Agricultural Sector Coordination Unit (ASCU) and various thematic Working Groups under ASCU in order to analyze, prioritize, and address constraints and opportunities in the agricultural sector including livestock.

The Policy Hub will collaborate with the senior officials in the MOL to ensure that its contributions are incorporated into the next MTP. The Policy Hub plans to pay special attention to budgeting and resource allocation with regard to livestock both in the medium and long term planning horizons.

## THE SUDAN

The Sudan Livestock Policy Hub and its sub-working group has been working on the appropriate inclusion of Livestock in the Poverty Eradication Strategy Paper (PESP)

The Sudan Livestock Policy Hub has particularly closely collaborated with the Poverty Coordination Unit (PCU) within the Ministry of Finance and National Economy (MFNE). The PCU is the focal point for the preparation of the PESP and acts as the secretariat to the national inter-ministerial Steering Committee that oversees the process of agreeing the PESP. The CAADP focal office at the Ministry of Agriculture is also represented at the PH to inform and provide input into the livestock component of the PESP. It is important to note that CAADP activities in Sudan have been very slow and are still at an early development stage of the Compact. Currently work on identification of priority areas for inclusion in the final compact is underway. This ties in very well with the PH engagement process with PESP in terms of harmonization.

### Proposals

The Sudan Livestock Policy Hub identified many livestock projects and programs under the following areas: Veterinary services, increasing livestock production and productivity to achieve food security, training and capacity building, preservation of natural resources and the environment, policy and institutions, and fishery development. The Policy Hub is now going through further prioritization of the proposed areas and activities based on feasibility, importance to livelihood, gender equity and poverty focus.

The selected activities are being developed into bankable project proposals and programs to ensure that the livestock sector has access to its fair share of the national budget.

### Entry Points

The Ministry of Animal Resources and Fisheries (MARF) is in charge of developing the livestock sector component of the PESP. The ministry is represented by the IGAD LPI National Technical Focal Point in the national Steering Committee on PESP. The Sudan PH has adopted a two prong approach with regard to entry points into the national planning processes for funding and implementation of the proposed projects and programs. These approaches include: 1) improving a draft of the livestock component of the PESP already prepared by experts in the ministry and incorporating into the final PESP for public funding. 2) Planning on mobilizing resource for funding through the Investment Centre of the ministry.

## UGANDA

The Uganda Livestock Policy Hub and its sub-working group are now focusing on the appropriate inclusion of Livestock issues in the implementation plan of the new Development Strategy and Investment Plan (DSIP) in accordance with the new National Development Plan (NDP). The NDP represents an overall planning framework for guiding public action on development and poverty reduction over the next five years including livestock in Uganda. The Comprehensive Africa Agriculture Development Programme (CAADP) was also signed by Uganda in March 2010 to specifically guide the implementation of the DSIP for the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). The CAADP focal office (the PMA secretariat) is represented in the Policy Hub to inform and align the identification of key livestock issues and development of specific activities for the livestock sector in line with CAADP priorities for inclusion into DSIP implementation plans.

### Proposals

The Uganda Livestock Policy Hub identified key livestock project areas and programs including the following: Transboundary Animal diseases control and surveillance; infrastructure development for water for livestock; improvement of forage resources and promotion of alternative feed resources to guarantee all year round availability of feed; improvement of livestock and livestock products marketing infrastructure. The Working Group of the Policy Hub will further refine the proposed areas of focus through a gender lens and poverty focus.

The selected activities will be developed into bankable project proposals and programs to ensure that the livestock sector has access to adequate resource from the national budget commensurate with its contributions to the national economy and to the livelihoods of the dependent livestock keepers.

### Entry Points

MAAIF is now in the process of developing workplans to translate the broad guidelines set by CAADP and DSIP into the activities on the ground in the short, medium and long term. The Agricultural Sector Working Group (AgSWG) of the Ministry of Animal Industries and Fisheries (MAIF) is in charge of developing the agriculture sector component of the DSIP, including livestock. Several members of the AgSWG are also members of the Uganda National Policy Hub. The Policy Hub of Uganda is focusing on the development of detailed activities and concepts on priority areas for the livestock sector to be included in DSIP implementation plans. This is being done in close cooperation both with the AgSWG and Directorate of Animal Resources responsible for all livestock activities.

### The Contribution of Livestock to national Economies

It is a widely held view among stakeholders to the livestock sector that the full economic contribution of livestock to national economies is underestimated and this is responsible in part for their governments' under-resourcing the sector. Result number one relates to increasing awareness of the *potential* contribution of the livestock sector to growth, but the first step to doing this is to increase awareness of the sector's actual contribution. Furthermore, the project's mid-term review recommended that *"verified GDP calculations and other supportive information be availed during policy hub and TWG meetings"*

One of LPI's key messages has been the importance of all livelihoods services provided by livestock, including those which do not relate directly to livestock as an agricultural commodity. It is therefore important to articulate the value of such services in economic terms.

IGAD LPI therefore undertook a study, initially in Ethiopia, to (i) re-estimate the economic contribution of livestock to the economy and (ii) develop a methodology that can be applied in other countries. Working in cooperation with the Ministry of Finance and Economic Development, the initial findings put the gross value of ruminants as about 113% higher than current estimates (2008-09). In doing so, the study opened further questions and a second phase is underway at the time of writing.

The working paper and policy briefs are available from the IGAD LPI site, under 'publications/working papers' and publications/policy briefs' respectively.

Though originally undertaken to support project partners to make the case for improved resourcing of the livestock sector, it has stimulated much interest within MoFED and LPI is now supporting a task-force, chaired by MoFED, to advise them on options for improving GDP calculations in future.

### Clarifying the Implications of Gender and of Livelihoods

One of the three key capacity building areas on which IGAD LPI focuses is the ability to identify the specific livelihoods needs of poorer groups and respond with appropriate policies. It was important to clarify how this approach would differ from the alternative narrative which primarily views livestock as economic commodities, arguing that policies to enhance their economic potential (generally focussing on production and the ability to participate in export markets) will have automatic and unambiguous benefits on poverty. In 2009, LPI completed two substantial pieces of work to shed further light on this.

The **first** was a review of livestock related livelihoods strategies in the region, disaggregated by socio-economic group. The review highlighted the various livelihoods services that livestock provide, indicating that maximising profits from sales was a strategy available only to wealthier groups but that poorer groups still used livestock to great effect in other ways, providing them viable and important routes out of poverty. The report went on to suggest the livestock related institutional and policy requirements of those groups who have not yet reached the wealth threshold where conventional policies would benefit them.

The **second** review used case studies in pastoral areas of Ethiopia, Kenya and Sudan to investigate how different socio-economic groups participate in markets. Though approaching the 'livelihoods' question from a different angle, the conclusions were supportive of those of the first study. They went on to clarify the links between markets and poverty reduction, in some cases supporting and in others challenging the dominant marketing paradigm.

Based on this work, in 2010 LPI rolled out an intensive programme of trainings to policy hubs in all member states and to AU-IBAR, clarifying the policy requirements of women and of poorer groups. Despite the clear challenge that key messages of the training offer to the dominant policy focus, they were extremely well received and served to increase morale and motivation among hub members, in that they also offered a fresh perspective. This positive response was a key step in achieving the project's stated capacity building objective of 'livelihoods focussed policies.' At the technical level, it is the view of the PMU that the foundations have now been built to develop a new generation of poverty focussed livestock policies in the region and that the institutions and processes put in place by LPI provide an opportunity to do this. Much will of course depend on future political momentum and how far interested parties are prepared to get behind the new policy agenda, and this in turn depends in no small part on the leadership IGAD provides, particularly as the Livestock and Pastoralism Centre takes shape.

Better articulation of the nature of policy which supports the livelihoods needs of poor women and men is work in progress. During the period of this report, in collaboration with AU-IBAR, IGAD LPI has been mapping out the national and regional policies, donor strategies and international institutions that are intended to impact on the regions livestock dependent poor on the one hand, and comparing them to the identified livelihoods needs of those groups on the other hand. The intention is to identify overlaps, complementarities and gaps with which to better inform policy and investment in the region. The report is overdue (scheduled for September 2010) but should be available shortly.

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 OVI has been achieved.

## Result Number 2

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

Much of the project's support to such policy options and investment opportunities are reported above, under Result 1.

LPI's other principal policy focus has been the regional policy framework which was signed by ministers in December 2009. The policy framework identified several policy areas which will require further elaboration.

Largely due to budgetary constraints, activities in this field will be modest until IGAD further resources its regional livestock agenda, presumably after IGAD LPI's implementation phase.

Three possible areas of engagement were approved by the SC in January 2010, subject to funding. These were:

- (i) the establishment of an IGAD Livestock and Pastoralism Centre,
- (ii) the harmonisation of standards for paraveterinary service providers and,
- (iii) the development of mechanisms for Disaster Risk Management (DRM) at the regional level.

#### 1) Establishment of an IGAD Livestock and Pastoralism Centre

(now increasingly referred to as the IGAD Centre for Pastoralism and Livestock - ICPAL). Article 5 of the regional policy framework calls for such a centre to be established.

In January 2010, the SC recommended LPI place particular emphasis in its workplan on establishment of the unit. It also supported the ES's proposed strategy of using LPI in the place of the unit, as a temporary measure, in order to 'get something on the ground' and attract further funding. The intention was that IGAD LPI would begin the process of elaborating/implementing the regional policy framework on animal health, trade and vulnerability. The SC meeting did sound a note of caution however, suggesting that clarify IGAD LPI's role, the ES *"may issue an official, written communication designating IGAD LPI as an integral part of the IGAD Secretariat charged with assessing the options for setting up the livestock unit and with assuming responsibilities in the interim."*

IGAD LPI therefore proposed two milestones;

- *By end of April*, a report documenting lessons learned from the establishment and institutional arrangements of other IGAD specialised agencies. This report was delivered on time and is available from the project website under '*publications/consultant reports*'.
- *By end of August*, agreement between member states on the centre's ToR, location and staffing.

Concerns were apparently expressed to the ES by some IGAD staff about the appropriateness of IGAD LPI's proposed role in establishing the centre and in taking forward the regional policy framework. Though never formally expressed to the project, it appears that central to these concerns was a feeling that such work should be undertaken by the IGAD secretariat itself.

Following a meeting between LPI staff and members of the IGAD Secretariat in April, the ES therefore requested the CTA to draft a roadmap for its establishment in collaboration with his staff, which was duly completed in June. Work towards the second milestone was therefore delayed pending the ES's response to the proposed roadmap.

In September, the ES wrote to IGAD member states, inviting nominations for the establishment of a committee to spearhead the process, on which the CTA will sit. IGAD LPI is uncertain as to the progress in establishing the committee, since the letter was sent.

The committee will be under the chairmanship of a consultant. It is IGAD's intention to take forward some items of the regional policy framework through the consultant, when IGAD LPI has ended. With the establishment of the committee, LPI is not in a position to manage the pace of the centre's development and the above milestones have now become redundant.

IGAD LPI will seek to work closely with the consultant to deliver the centre and to ensure that the regional dimensions of the project become institutionalised into the centre.

## 2) Harmonisation of Standards for Paraveterinary Service Providers.

Article 3 of the regional policy framework reads;

*[Member states agree to]...agree and adopt common definitions, standards, qualifications, selection criteria, training and regulation for the various cadres of para-professionals operating in the IGAD region, including, in those countries where they also work in cooperation with their governments, community based animal health/development workers"*

In the light of IGAD's decision not to extend the project, LPI intends to shelve implementation of this activity either indefinitely or, if funding becomes available, until 2011 (see workplan)

## 3) Disaster Risk Management (DRM).

Article 1 of the regional policy framework reads;

*"Member States accordingly agree to launch a process of harmonisation of livestock policies and regulations at the IGAD level, with a view to addressing their common challenges in a coordinated manner with the assistance of the IGAD Secretariat. More specifically, member States agree to:*

1. pool expertise at the regional level, through IGAD, to guide decision making on such measures and on prioritisation of resource allocation;
2. enhance national and regional capacity for early warning and response for livestock-related emergencies, building on existing capacity where relevant;
3. develop the means of incorporating emergency response into national development planning;"

During the period of implementation, IGAD LPI supported the FAO Sub-Regional Emergency Office for Eastern and Central Africa (REOA) in the design of a 3 year EC funded project in the field of DRM, *"Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa"* which became operational in November 2010. (See Annex 2 for extracts from the project document) Result 3 relates to the project's regional dimensions while result 2 relates to national level decision making - the policy hubs in Djibouti, Ethiopia, Kenya and Uganda being central to this.

Activity 3.3 reads *"Create through a consultative process, regional and national policies and plans for Disaster Risk Management with due reference to existing DRR frameworks"*

The implementation of result 3 will be through IGAD. The project makes provision to fund result 3 to the tune of \$850,000 in years 2 and 3. (November 2011 to November 2013) including a post for an international consultant.

The project affords significant opportunity for IGAD to deliver on article 1 of the regional policy framework. IGAD LPI will now collaborate with the project in 2011 to commence the process of analysis by the policy hubs, thereby also supporting sustainability of the hubs in the period between LPI's end date and the establishment of the IGAD Livestock and Pastoralism Centre. (see workplan)

Over the reporting period, IGAD LPI also published a working paper on the implications of a series of case studies it has undertaken to look at the nature of response to various livestock emergencies, entitled 'Innovation Response Capacity in Relation to Livestock-Related Emergencies in East Africa' with accompanying policy briefs. As well as assessing the nature of effective response, the paper argues for institutional arrangements that allow for collaboration and innovation among partners. The paper is available from the project website under 'publications/working papers'.

**The OVIs to result 2 read;**

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

The project is on track 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"*

LPI is likely to achieve this during its implementation phase with respect to Somalia (see workplan).

The agreed approach for the other project countries now reduces the relevance of this OVI. The project initially took a regional policy approach, thereby setting the context in which national policies can be developed. Although IGAD LPI is supporting strategy development on key areas (above) the engagement is not likely to result in a comprehensive livestock strategy outside Somalia during LPI's implementation phase.

There is unquestionably a need and a demand for national livestock policies, however, and the intention was that a second phase to IGAD LPI would build on the capacities developed in phase 1 to deliver such policies. The question therefore remains unanswered as the respective roles of IGAD, the governments of its member states and FAO in supporting their development.

### **Result Number 3**

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

NINs were established in Djibouti, Ethiopia, Kenya, Sudan and Uganda in 2008. Throughout 2009, NINCs were given the responsibility of feeding information into the hubs' and TWGs' analysis, with the support of the project. At the end of 2009, the NINs were equipped with the information technology with which to carry out their task, increasingly without the need for project support.

In Somalia, negotiations have been underway since mid 2009 to establish an Information Node in the STVS. A memorandum of understanding was signed at the start of this reporting period and LPI's Livestock Information Adviser visited STVS in March to finalise details.

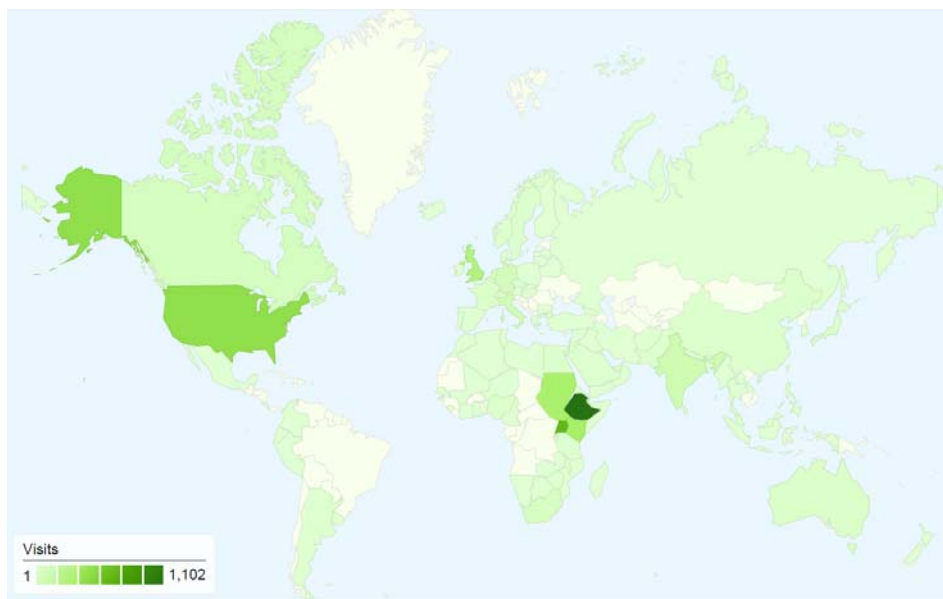
The CTA subsequently visited the school in September to review the IT facilities and procurement of equipment is now underway.

LPI is now in the process of establishing the Information Node within STVS, linked to Information Focal Points (IFPs) which have been nominated by the ministers of Somalia's three entities to work within their working groups.

The project's web-based livestock information system was deployed at the start of this reporting period and is now operational. National Information Node Coordinators (NINCs) will continue to further populate the portals and link them to other information sources in their country.

The portal is available on-line at [www.igad-data.org](http://www.igad-data.org)

Diagram 1 shows the geographic distribution of hits on the site.



LPI's Livestock Information Adviser has maintained an intensive programme of visits to all project countries, in order to provide mentoring support to the NINCs as they take over responsibility for the portal. The result has been that good quality information has been loaded onto the portal with appropriate meta-data in all member states.

The key challenge with result 3 is not merely to collate 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 two way exchange of information between the NIN and policy hub/TWG members is essential for this model to succeed. Many TWGs operate by nominating subject matter specialists to research an issue and present their findings back to the TWG.

Again, more can be done to link the NIN to these subject matter experts, both to inform their research and improve the information accessible from the NIN.

NINs are also responsible for managing the process monitoring tool developed by IGAD LPI. The tool links participatory monitoring to the learning goals of the policy hubs and TWGs, thereby keeping LPI's learning function to the fore in discussions. Although the PMU has been concerned that ownership of the tool had compromised its usefulness to date, all national teams have confirmed that they believe the tool to be useful.

All member states confirm that they have now budgeted for the NINs to be funded for central budgets for the coming financial year.

**Workshop on Animal Trypanosomiasis** An LPI workshop, *"Animal trypanosomiasis and poverty in the Horn of Africa"* was held at the Regional Centre for Mapping of Resources for Development (RCMRD), Nairobi in July. The workshop presented the results of a study commissioned by the IGAD LPI, in collaboration with the PPLPI and Programme Against African Trypanosomiasis, to estimate and map the economic benefits expected to result from removing animal trypanosomiasis in East Africa. The findings of the study are also available from the project website under 'publications/working papers'.

**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 networks were established in the form of multi-stakeholder policy fora or Policy Hubs (PH) in 2009. For further information on their role in achieving IGAD LPI's project purpose, please refer to Annex 3. During this period of implementation, the focus has been on strengthening the PHs.

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 agencies<sup>1</sup>.

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.

Through the work of the policy hubs, the value of broad participation has become self evident. Furthermore, the increased emphasis of the project on gender has led country teams to review the depth of representation in their policy hubs. All country teams are continuously reviewing the membership of their hubs, with a view to improving their level of participation. Participation is improving in all project countries however. Inventories of NGOs and CBOs have been undertaken in all member states and the representation of civil society subsequently improved. There is no room for complacency however, and identification and inclusion of relevant groups will need to continue as part of the institutionalisation of project gains.

### **Institutionalisation of Policy Hubs and Information Nodes**

At the technical level, it is the view of the PMU that the foundations have now been built to develop a new generation of poverty focussed livestock policies in the region and that the institutions and processes put in place by LPI provide an opportunity to do this. Much will of course depend on future political momentum and how far interested parties are prepared to get behind the new policy agenda, and this in turn depends in no small part on the leadership IGAD provides, particularly as the Livestock and Pastoralism Centre takes shape. As IGAD LPI approaches its final year of implementation, it has generated a momentum which will outlive the initiative itself. Driving this momentum are:

1. the aspirations of IGAD LPI's multi-stakeholder fora, which are hosted by the ministries responsible for livestock in all member states and which have now become influential in government,
2. expectations of stakeholders to the livestock sector, not least the governments of the member states themselves, who have benefited from project generated skills and awareness,
3. explicit statements of political will from ministers in the livestock sector and beyond
4. the Regional Policy Framework on Animal Health, Trade and Vulnerability and the agenda which it calls upon IGAD to implement and;
5. IGAD's programme of regional economic integration.

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

IGAD LPI's purpose, however, is first and foremost one of capacity building, rather than policy development per se. The progress that has been made indicates that the capacities IGAD LPI has put in place are appropriate and sufficient for the task in hand. However, as yet, substantial resources have not been allocated to putting those capacities to work in redressing the policies themselves on a large scale. This also brings with it the need to institutionalize the Policy Hubs and Information Nodes into government structure to ensure continuity of these machineries beyond the lifetime of IGAD LPI. One of the recommendations of the 5th Steering Committee Meeting of IGAD LPI was that "...over the course of the implementation period member states develop plans for the institutionalisation of the Policy Hubs, Working Groups and Information Nodes, and share them with other member states at an appropriate meeting to be hosted by the project." In addition IGAD LPI is now scheduled to end in February 2012 and as part of the exit strategy it is important to ensure that the PHs, TWGs and Information Nodes are fully integrated within government structures. At the time of writing, early indications are very encouraging and indicate the will to anchor the policy hubs high in national decision making structures.

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 for some time now. During the period of implementation, the project has deepened and broadened the participation of stakeholder groups in policy dialogue and looked at sustainably institutionalizing them within national decision making.

## 4. WORK PROGRAMME FOR THE SIXTH AND FINAL PERIOD IMPLEMENTATION (JANUARY 2011 TO FEBRUARY 2012)

### Overview

The operational budget for the final period of implementation will be modest (in the order of \$500,000).

There will be sufficient resources for the policy hubs to continue their work on livestock and national development planning until February 2011, after which the work of the national teams will decrease in the middle of the year as they focus on implementing the strategies of the policy hubs, to address entry points in the national planning process.

IGAD LPI will collaborate with the “Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa” which will require further inputs from the policy hubs. They will also be involved in lesson learning.

The closure of the project will require the project to divert resources to lesson learning and dissemination. This will be through workshops, papers and continued implementation of the communication strategy.

There is unfinished business in Somalia, as visa related delays to the Somali Technical Focal Point’s work for the project elsewhere has had knock-on implications for the timing of planned project activities in Somalia.

IGAD LPI’s work on the contribution of livestock to the national economies of IGAD member states has generated much interest and will be implemented in at least one more country (Kenya).

The establishment of IGAD’s Livestock and Pastoralism Centre was a priority item for the 2010 workplan, but as reported under Result number 2 above, it was not possible to deliver on all milestones as IGAD revised its approach to developing the centre. It is very much in IGAD LPI’s interest to see the centre established as soon as possible however and the project will continue to support the process.

The project continues to pursue funding for further activities, which if successful, could fund further activities including the development of a regional CAADP compact and/or the regional harmonisation of standards for paraveterinary service suppliers.

These are expanded upon below.

### Disaster Risk Management (DRM).

Article 1 of the regional policy framework reads;

*“Member States accordingly agree to launch a process of harmonisation of livestock policies and regulations at the IGAD level, with a view to addressing their common challenges in a coordinated manner with the assistance of the IGAD Secretariat. More specifically, member States agree to:*

- a) *pool expertise at the regional level, through IGAD, to guide decision making on such measures and on prioritisation of resource allocation;*

- b) *enhance national and regional capacity for early warning and response for livestock-related emergencies, building on existing capacity where relevant;*
- c) *develop the means of incorporating emergency response into national development planning;*

LPI has supported the FAO Sub-Regional Emergency Office for Eastern and Central Africa (REOA) in the design of a 3 year EC funded project in the field of DRM, "Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa" which became operational in November 2010. (See Annex 2 for extracts from the project document) Result 3 relates to the project's regional dimensions while result 2 relates to national level decision making - the policy hubs in Djibouti, Ethiopia, Kenya and Uganda being central to this.

Activity 3.3 reads "*Create through a consultative process, regional and national policies and plans for Disaster Risk Management with due reference to existing DRR frameworks*"

The implementation of result 3 will be through IGAD. The project makes provision to fund result 3 to the tune of \$850,000 in years 2 and 3. (November 2011 to November 2013) including a post for an international consultant.

The project affords significant opportunity for IGAD to deliver on article 1 of the regional policy framework. IGAD LPI will now collaborate with the project in 2011 to commence the process of analysis by the policy hubs, thereby also supporting sustainability of the hubs in the period between IGAD LPI's end date and the establishment of the IGAD Livestock and Pastoralism Centre. In particular, LPI will support the analysis by the policy hub of a study on informal trade in the region - a topic which was also identified as a priority in the context of regional economic integration.

### **Somali Livestock Related Development Priorities**

In Somalia, stakeholders have expressed dissatisfaction with a perceived lack of consultation from development partners in the design and implementation of livestock projects in their country. A further criticism is that such projects are rarely poverty focussed and address a narrow portfolio of issues. Although Somalia has no formal PRSP process, IGAD LPI was requested to support them in agreeing livestock related development priorities for the country, with a view to having a stronger voice in determining development initiatives. IGAD LPI has therefore started the process of using the working groups it has established in the three Somali entities to develop such priorities. The majority of the work will be undertaken in the first half of 2011 however.

In 2011, IGAD LPI will use the working groups it has already established in Puntland, Somaliland and South/Central Somalia to agree livestock related development priorities. The working groups used in the agreement of Somalia's position on the regional policy framework on animal health, trade and vulnerability have already been expanded by the project and initial consultations taken place in order to prepare for the process.

Somalia has not developed a CAADP compact and it is attractive to take this initiative further and produce a CAADP compact with respect to livestock for the country. Current project resources are not sufficient to do this but initial approaches have been made to the CAADP

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Multi Donor Trust Fund, which if successful and if formally approved by IGAD will allow IGAD LPI to expand this activity.

Ideally, the project would like to expand the activity further to produce a CAADP compact on livestock for the region. Again, approaches have been made to both the CAADP Multi Donor Trust Fund and the COMESA secretariat. The process of gaining agreement is slow however and it is unlikely that funding will be forthcoming in the life of the project.

Deployment of the Somalia information system will be completed in the early part of the year, linking the STVS with the IGAD LPI data portal and equipping Information Contact Points in all the entities with the IT capability to network with the STVS, feeding information into policy discussions.

### **Contribution of Livestock to Kenya's National Economy**

As reported above under Result number 1, in Ethiopia, IGAD LPI has developed and trialled a methodology for calculating the contribution of livestock to national economies. It had been the project's intention to apply the methodology in all its member states, had the project been further extended. It is hoped that IGAD will support further analysis after IGAD LPI has closed. LPI will therefore consolidate its methodology by undertaking the study in at least one more project country. Negotiations with the Kenyan Central Bureau of Statistics are advanced and it is anticipated that the work will be carried out in cooperation with them in the New Year.

### **Lesson Learning**

The process of learning-by-doing has been built into IGAD LPI's operations from the outset. Much of the work over the next year will relate to revisiting the approaches used and assessing their strengths and weaknesses. The lessons captured from this will inform the parallel process of institutionalisation. Critical analysis has already started at national level, particularly through the reporting of the NTFPs. An independent assessment of the PHs, TWGs and NINs is underway and will complement this process.

Based on this, the PMU will develop an initial framework for capturing and codifying lessons learned. As illustrated by project publications exploring the practical application of innovation theory, IGAD LPI has always been aware that its most useful legacies may not only be the technical gains and decision making structures, but also the institutional capacity to stimulate innovation in the field of policy. For this reason, with the establishment of the PHs, IGAD LPI adopted a learning model emphasising institutional, rather than individual, learning.

IGAD LPI will therefore locate as much of the generation of lessons as possible within the participating institutions through national and regional workshops. Initial thoughts on lessons learned, based on the above framework, will be shared with national partners, reviewed at regional level, then fed back to the project to refine the framework.

Lessons learned will also be disseminated through IGAD LPI's communication strategy, including a short film to illustrate livelihoods and gender focussed needs assessment.

It is IGAD LPI's intention to secure funding for a high-level workshop with which to close the project, hosted by IGAD and involving relevant ministers and senior officials from the AU and UN. The workshop would present key project lessons and agree its policy implications for livestock based growth, regional economic integration, food security and poverty alleviation in the region.

## ANNEXES

### Annex 1: Report of Progress Against Steering Committee Recommendations

In January 2010, the project held the 5th meeting of its Steering Committee in Djibouti. The SCM issued the following 10 recommendations.

1. The Steering Committee extends its congratulations to the project management on the results achieved over the reporting period and in particular the agreement of the regional policy framework on animal health in the context of trade and vulnerability. It also congratulates the collaborating, national teams for the role they have played in the progress that has been achieved.
2. Article 5 of the regional policy framework on animal health in the context of trade and vulnerability relates the establishment of a livestock unit by IGAD. The Steering Committee suggests the IGAD ES request IGAD LPI to assess the options for setting up the IGAD Livestock Unit. The ES may issue an official, written communication designating IGAD LPI as an integral part of the IGAD Secretariat charged with assessing the options for setting up the livestock unit and with assuming responsibilities in the interim.
3. The Steering Committee would like to express its disappointment and concern with the poor progress in securing funding for IGAD's livestock agenda. The ES is requested to secure follow up funding as soon as possible. Among his approaches to donors the Committee believes he may propose to the IRCC that funding is made available under the 10th EDF. The ES is encouraged to request IGAD LPI to propose/draft specific elements of his communication with donors to make sure IGAD's livestock agenda is adequately resourced.
4. The Steering Committee reaffirms that pro-poor policy capacity needs to be emphasised in future institutional strengthening activities of the project and in the establishment of the livestock unit.
5. The Steering Committee further requests the project to work with the region's ministries responsible for livestock to ensure that their areas of operation enable them to respond to the diverse roles of livestock in the livelihoods of the livestock dependent poor.
6. The Steering Committee recognises the important role that the Policy Hubs play in advising ministerial decisions and therefore recommends the project enters into dialogue with the ministries to more closely define the ToR for the policy hubs, ensuring that the hubs' role is seen to be delivering balanced, representative analysis of issues to their ministers and other decision makers, coupled to recommendations where appropriate.

7. The Steering Committee recommends that over the course of the implementation period member states develop plans for the institutionalisation of the policy hubs, working groups and information nodes, and share them with other member states at an appropriate meeting to be hosted by the project.
8. The SCM endorses the project's workplan proposed under both scenario 1 (end date late 2011) and scenario 2 (end date August 2010) depending on the availability of funds. It accepts the need for flexibility in the workplans' final design in the light of available funds, but places emphasis on;
  - Maintaining momentum and morale among national partners
  - Establishing the Livestock Unit in IGAD.
  - The implementation of an exit strategy if necessary
9. The Steering Committee recognises the importance of the National Information Nodes and their support to evidence-based policy making, but notes the need for the project to maintain funding for the running of the Nodes contrary to the terms of the Memoranda of Understanding. It therefore urges all member states to make provision in their budgets to assume financial responsibility for running the nodes. In the case of Somalia, the Committee acknowledges that special provisions may have to be made.
10. If the project is successful in accessing further funding, the Steering Committee recommends that its next meeting be held in December 2010.

Of these, 6 were recommendations for specific actions to be taken. Below is an overview of progress against those recommendations.

- The Steering Committee reaffirms that pro-poor policy capacity needs to be emphasised in future institutional strengthening activities of the project and in the establishment of the livestock unit.

*This has been emphasised through the recent training programmes, in setting the project workplan and in the renewed focus on process monitoring for pro-poor capacity. The recommendation proved apposite, in that experience has now shown there is an explicit tendency in TWGs for participants to avoid issues of poverty if allowed, preferring to focus on the more familiar ground of policies to support more affluent livestock producers.*

- The Steering Committee further requests the project to work with the region's ministries responsible for livestock to ensure that their areas of operation enable them to respond to the diverse roles of livestock in the livelihoods of the livestock dependent poor.

*The implications of this have been explored through the trainings on 'livestock and livelihoods' and 'livestock and gender'. The project will now pursue the outcome of the trainings and the ongoing study on policy and livelihoods, in collaboration with AU-IBAR, to generate a wider, livelihoods focused policy agenda.*

*The outcome of this in terms of addressing the structural capacity of ministries to respond to a poverty agenda is still uncertain, but initial indications are encouraging in some countries, notably Ethiopia, Kenya and Sudan where the debate has become very active.*

- The Steering Committee recognises the important role that the Policy Hubs play in advising ministerial decisions and therefore recommends the project enters into dialogue with the ministries to more closely define the ToR for the policy hubs, ensuring that the hubs' role is seen to be delivering balanced, representative analysis of issues to their ministers and other decision makers, coupled to recommendations where appropriate.

*...and...*

- The Steering Committee recommends that over the course of the implementation period member states develop plans for the institutionalisation of the policy hubs, working groups and information nodes, and share them with other member states at an appropriate meeting to be hosted by the project.

*LPI intends set the ToR and sustainability of the policy hubs as an agenda item for the hubs in the second half of the year, in order to prepare SC members to address this as a substantive item at the next SC meeting. The outcome will be reported in the report to the 6th SC meeting.*

- The SCM endorses the project's workplan proposed under both scenario 1 (end date late 2011) and scenario 2 (end date August 2010) depending on the availability of funds. It accepts the need for flexibility in the workplans' final design in the light of available funds, but places emphasis on;
  - Maintaining momentum and morale among national partners
  - Establishing the Livestock Unit in IGAD.
  - The implementation of an exit strategy if necessary

*These criteria were used in finalising the 2010 workplan. As reported above however, IGAD LPI was not in a strong position to further the establishment of the livestock unit.*

- If the project is successful in accessing further funding, the Steering Committee recommends that its next meeting be held in December 2010.

*The 6th Steering committee is to be hosted by AU-IBAR in December 2010.*

**Annex 2: Extracts from the Project Document for the 'Regional Initiative in Support of Vulnerable Pastoralists and Agro-Pastoralists in the Horn of Africa'**

<b>Project Title:</b>	<b>Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa</b>	
<b>Project Symbol:</b>	OSRO/RAF/011/EC	
<b>Countries</b>	Kenya, Uganda, Ethiopia, Djibouti, Somalia, Sudan	
<b>Indicative Starting Date:</b>	1 November 2010	
<b>Completion Date:</b>	30 October 2013	
<b>Project Duration:</b>	3 years	
<b>Project Budget:</b> (Parallel co-financing 20%)	<b>Total Project budget</b>	<b>EUR 6 250 000</b>
	EC contribution to FAO	EUR 4 880 000
	EC contribution to evaluation	EUR 120 000
	Funding from FAO (TCP/RAF/3301)	EUR 396 579
	Funding from SDC PFS	EUR 803 500
	Other	EUR 49 921
<b>Donor:</b>	EC, FAO, SDC	

**Stakeholders, Target Beneficiaries and project area**

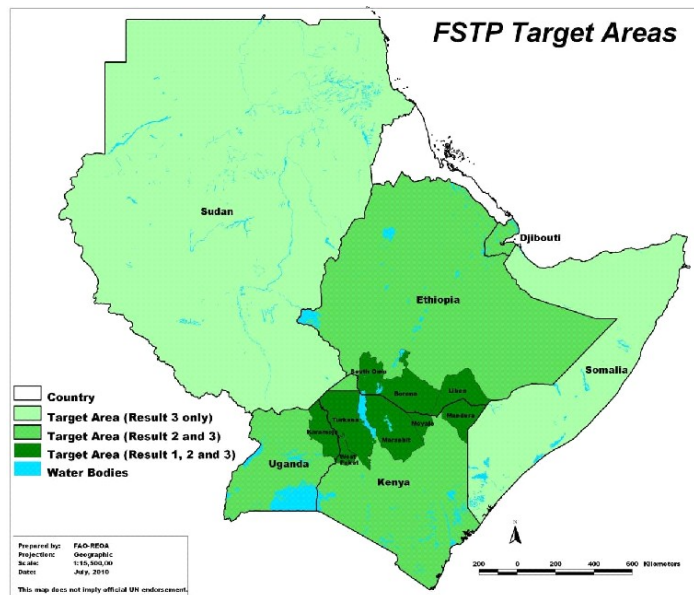
**Project area:**

For the specific cross-border field activities under result 1 (Target Communities are better prepared for disaster through community planning and action), the project will focus on communities living along the border areas of Ethiopia, Kenya and Uganda. These target areas will include the Karamojong cluster in Karamoja region in Uganda and Turkana and West Pokot in Kenya; the Somali cluster including Mandera (Kenya) and Liban zone of Somali regional state (Ethiopia) and the Oromo cluster including Marsabit, Moyale (Kenya) and South Omo zone of SNNPR and Borana zone of Oromia regional state (Ethiopia).

For result 2 (Strengthened coordination of both development and humanitarian initiatives in (agro) pastoral areas from community through national levels to regional institutions), the main focus will be on Ethiopia, Kenya, Uganda and Djibouti.

Under result 3 (Regional policies and institutions developed in support of pastoralist livelihoods), Ethiopia, Kenya, Uganda, Djibouti, Somalia and Sudan will be included in order to allow their participation in the regional discussion, even though the addition of the last two countries will have limited financial allocation from the project. These countries were selected based on the fact that they are all key members of IGAD, and on considerations about FAO's operational absorption capacity, feasibility and financial constraints.

Figure 1: Project Target areas



According to Articles 9 and 10 of the 1996 Agreement establishing IGAD, its two main decision making bodies, The Assembly of the Heads of State and Government and The Council of Ministers shall reach their decisions by consensus. The implication of this is that any regional decisions facilitated by the project cannot be made in the absence of Somalia or Sudan. Also, for practical reasons of achieving regional coordination of relevance to the resilience and diversification of pastoralists who move across borders, there are advantages in making sure all countries in the region are at the table. In order to achieve the project purpose, the Governments of Sudan and of Somalia (the Transitional Federal Government (TFG)) will need to be fully represented in any regional agreement.

They will not, however, have had the advantage that the other project countries will have had, in terms of project support to inform their position on such an agreement. Furthermore, as the TFG has limited capacity to operate throughout Somalia, a mechanism to consult with the governments of Puntland and Somaliland need to be anticipated. Therefore, in order to ensure the constructive and informed participation of Sudan and Somaliland in any regional agreements, the project will end to provide for:

- Technical focal points to be identified in the Governments of Sudan and the TFG, who participate in meetings in the other project countries in order to kept them up to date on the developing institutional and policy agenda,
- Consultative meetings between technical staff from the governments of Puntland, Somaliland and the TFG prior to the TFG attending any regional decision making fora,
- Modest consultancy and training support to inform Sudan and Somalia's participation in regional fora,
- The participation of a senior official and a minister in any regional decision making fora.

### Stakeholders

Key partners and stakeholders include IGAD, RECs, COMESA, EAC, Government departments, National Coordination Fora, District coordination groups, civil society organizations, customary institutions and beneficiary groups. Beneficiary groups will comprise vulnerable (agro) pastoralists selected by communities against set criteria, which will insist on a minimum 50% membership of women and 10% membership of the most vulnerable.

### Objectives

Overall Objective: To contribute to reduced vulnerability of (agro) pastoral communities in the Horn of Africa.

Specific Objective: To strengthen institutional and policy framework affecting resilience of (agro) pastoral communities and the diversification of their livelihoods.

### Results and activities

Result 1: Target Communities are better prepared for disaster through community planning and action.

*This result is based on the following critical assumptions:*

- Communities have the knowledge, commitment and ability to improve their own livelihoods if provided with sufficient support to plan for and reduce the impact of drought.
- Whilst livestock are not primarily kept for sale within the target areas, the sale or exchange of animals, milk and to a lesser extent meat represent the cornerstone of pastoral food security. To this end it is assumed that all contingency / development plans under this result will incorporate a component of livestock marketing.
- It is assumed that, by increasing the options available to pastoralists through contingency planning and the use of a savings and loan system, the project will enable earlier sale of animals in times of drought. It is further assumed that this will not undermine the role of customary institutions or traditional support structures for the following reasons:

- The customary institutions will be involved in the planning processes (reaffirming rather than undermining their role).
  - Earlier sale of animals and the retention of capital to re-invest in livestock after the dry season or drought will reduce the pressure on customary support systems (many of which have been severely strained and unable to offer sufficient support after the 2009 drought).
  - The result is about increasing the number of options available to pastoralists and providing an environment that enables informed decisions as to which options to take.
- The implementing partners will have access to the communities to carry out the activities.

#### **Activity 1.1 Support to Community Managed disaster risk reduction plans through community based structures and customary institutions**

Assist communities to define their development objectives and, based on this, develop contingency plans. These will likely be broader than just one community and could involve cross border negotiations. Community contingency plans will utilise the livestock tracking strategy approach, where communities will be facilitated to plan their response against local indicators for changes in emergency phase. This decision process will be supported by the provision of real time early warning information through result 2.

##### **Activity 1.1.1. Identify target communities within cross border areas**

*The identification process will involve communication with the government to ensure that the national programmes (ALRMP / PCDP) are not working in the same areas and agree to work in tandem with the project.*

*Time frame: finish by month 2*

##### **Activity 1.1.2. Identify implementing partners**

*Identification of implementing partners in cooperation with governments and NGOs. The selection of NGOs will be based on their past performance as well as their ability to work with customary institutions.*

*Time frame: Finish by month 4*

##### **Activity 1.1.3. Map out who is doing what and where including the role of customary institutions and the existence of community based action plans**

*This activity will be implemented through the local coordination fora, the role of customary institutions will be assessed in order to inform strategies for engagement with communities. Where community based development exist plans their level of incorporation into district / woreda plans will be assessed and where possible improved. All existing plans will be digitised and linked to the EWS info under result 2(activity 4.3). (Assessment missions by FAO joint with NGOs and government).*

*Time frame: Finish by month 4*

**Activity 1.1.4. Needs assessment and collection of baseline data**

*Collection of baseline data in cooperation with governments and NGOs; the baseline data will allow for monitoring progress of the field activities under the project.*

*Time frame: Finish by month 5*

**Activity 1.1.5. Develop a harmonized approach to community based development / contingency planning and provide training to identified implementing partners**

*Develop harmonized criteria, which will be attached to the letters of agreement with IPs and provide training to support this approach (to both the IP and the government). Note, this approach will combine successful aspects of a number of different initiatives such as the community managed disaster risk reduction (CMDRR) approach, the Livestock Tracking Strategy approach developed by the International Committee of the Red Cross (ICRC) and the Opportunities and Obstacles to development approach adopted for village based planning by the Tanzanian Government.*

*Time frame: By month 4*

**Activity 1.1.6. Strengthen development / contingency plans with traditional institutions**

*Identify within these plans areas for experimentation through PFS. (Through the LOAs to be signed by month 5). These plans will be developed based on the guidelines prepared under activity 1.1.4 and will incorporate the following key activities to ensure engagement with all sectors of the local and the neighbouring communities.*

- 1.1.6.1 Hold community level meetings to present the development / contingency plans to key community stakeholders (leaders of women, youth groups). Discuss responsibilities and identify those that will be responsible for presenting and following up the progress of the development / contingency plan with the district.
- 1.1.6.2 Facilitate meetings between neighbouring customary institutions to discuss and negotiate development plans

**Activity 1.1.7. Develop a curriculum for PFS and VICOBA Getting super trainers together to merge the two approaches**

*This activity will incorporate the two approaches in order to streamline the engagement processes with communities, minimize cost and minimize the time that group members spend in meetings.*

*Time frame: by Month 3*

**Activity 1.1.8. Train master trainers on PFS / VICOBA**

*This activity will provide sufficient expertise within the region to upscale the approach. The process of training master trainers will incorporate the training of group facilitators and the*

*start up of new groups within this project. (National consultant time plus international travel and international DSA for 4 months for 2 pax), to start as soon as the IPs and the target communities have been identified.*

**Activity 1.1.9. Mainstreaming of HIV/AIDS, Gender, Peace building and conflict resolution in development plans and PFS/VICOBA curriculum**

**Activity 1.1.10. Develop networks of PFS groups (in Ethiopia in Year 2 - 3) In Kenya / Uganda start in year 1. Activity to be included under the LoAs.**

**Activity 1.2 Develop guidelines for engagement with communities in the development / contingency planning processes in support of DRM**

*Based on the model developed above, best practice guidelines will be developed in order to facilitate scale up through other agencies and intuitions throughout the region*

**Activity 1.2.1. Mine lessons learned and develop recommendations for NGOs, Government and communities**

*This will be done through a regional consultancy contract in collaboration with the policy hubs (established under the IGAD LPI) and will develop the LoA annex into formal guidelines based on lessons learned." This approach provides an opportunity to strengthen the 'coordination' mentioned in the output statement to Result 2. Using national policy hubs as fora for drafting the recommendations, facilitated by the consultancy, will in itself help establish the links between field experience (NGOs) and national level decision making, as well as fostering ownership of the recommendations.*

*Time frame: completed by year 3*

**Activity 1.2.2. Feed outcomes of community plans as well as business development activities (through PFS / VICOBA) into livestock marketing debate under result 2 and 3.**

*Drawing on the assumption that the sale or exchange of livestock / livestock products is a key cornerstone of pastoral food security, this activity will ensure that results 2 and 3 are informed by the actual market needs of pastoralists.*

**Result 2: Strengthened coordination of both development and humanitarian initiatives in (agro) pastoral areas from community through national levels to regional institutions.**

*Bringing development and humanitarian actors together under the DRM framework; This result is based on the following critical assumptions:*

- The provision of early warning data to communities is of limited use - unless we are able to accurately predict the weather (which we cannot do with sufficient confidence) - as they are already aware of what has happened. Early warning information under this result is therefore targeted at development partners for the purposes of supporting timely decision making within the DRM framework.
- It is assumed that improved access to information and improved coordination of actions will enhance both the cost effectiveness and the impact of DRM activities.
- It is assumed that national governments will be willing to engage with umbrella pastoral groups.

**Activity 2.1. Baseline/Assessment of Regional, National, regional state, zonal and district / woreda level coordination systems with a specific focus on cross border pastoral areas.**

*Through FAO national consultants - prepare TOR for assessment team and budget for travel, transport). Incorporate this activity in to A.13. Resulting in suggested recommendations of harmonization of coordination structures.*

**Activity 2.2. Strengthen existing coordination mechanisms through appropriate coordination structures**

*Support to capacity development of existing national coordination mechanisms and institutions (line ministries, district steering groups, Woreda administration) and government coordination structures. Acting on the recommendations under 2.1 this activity will be elaborated in each country after the baseline assessment and will focus on coordination at 3 levels:*

**Activity 2.2.1 Community / district level**

**Activity 2.2.2 National Level**

**Activity 2.2.3 Regional Level**

*(Possibly National consultant time, planning for coordination, bringing issues into coordination structures) Cost for National consultant time, travel and Government DSA*

*Time frame: from month 4*

**Activity 2.3. Strengthening of National level umbrella pastoral civil society groups (inclusive of customary institutions) and promotion of regional linkages**

*Enable the engagement of civil society in national level coordination fora and provide a platform to facilitate government engagement with communities through one key institution in each country. This will link in with activities under Result 1*

**Activity 2.3.1 National Level - Map out linkages between Civil Society groups and traditional institutions and assess the capacity and effectiveness of existing umbrella groups.**

*Work out the gap areas. Assess what information already exists, then develop a contract (lead by IGAD LPI with involvement of REGLAP/ RECONCILE). This activity will be done concurrently with Activity 1.1.3.*

*Time frame: Start from Month 1*

**Activity 2.3.2 Address the gap areas identified under 2.3.1.**

*Identify the implementing partner through a call for proposals / contracts and develop LoA / contracts to support this work.*

*Time frame: LoA to be developed by month 5.*

**Activity 2.4. Improve collection, analysis and dissemination of data and information to enhance the timeliness DRM interventions.**

**Activity 2.4.1 Improve data collection**

- Define what is already collected and the minimum needed to inform timely DRM interventions (this will be achieved through a consultancy contract for each country and by sharing information between countries to inform learning).
- Identify appropriate technology for the rapid transfer of data to existing EWS systems.
- Incorporate the use NDVI (Normalised Difference Vegetation Index) and cloud cover information to enhance the mapping, understanding and visual impressions of the above information.

**Activity 2.4.2 Analysis**

- Develop a working group to analyze and validate information from the field. The group will be lead by a consultant but inclusive of government and key NGOs.
- Support existing EWS systems with the capacity to receive and analyze digital EWS information from the field (development or upgrade of existing database, training, and provision of equipment).
- Feed this into the IPC

#### **Activity 2.4.3 Dissemination**

*This activity will link in with activity 2.5.4 below*

- Ensure EWS information is available on national websites
- Provide links from the websites to community and district plans
- Disseminate monthly information through support to the packaging and provision of situation briefs to existing coordination fora

#### **Activity 2.5. Improved technical knowledge management systems and information sharing on preparedness and lessons learned at field, regional and national level to be provided to policy hubs and other stakeholders within the region**

*The technical coordination website will be adapted for national use - providing a specific page for each country. The national coordination fora (strengthened under activity 2.2) will be facilitated to oversee the collection of this information. FAO will provide a management service for this site and will facilitate regional discussions (with the support of IGAD) on the sharing of specific information to facilitate regional decision making and response.*

##### **Activity 2.5.1 Needs assessment and mapping**

*Assess the need for information at policy and community level - where are the information gaps. Mapping of stakeholders interventions (who is doing what where). This activity will feed into the improved national level coordination fora in order (activity 2.2) to ensure that information is not just collected but continuously updated.*

##### **Activity 2.5.2 Collection of relevant information and lessons learned**

##### **Activity 2.5.3 Compilation of livestock marketing, trade and other relevant data**

*As well as trade regulations and role of markets in relation to livelihood strategies. This will be provided by IGAD LPI / FAOSFE and compared to the community plans developed under result 1 in order to engender a firm understanding of the role of livestock marketing in livelihood resilience.*

##### **Activity 2.5.4 Dissemination of information through the Technical Coordination System (TCS), round table discussions, livestock policy hubs, regional IGAD forum, publications and bilateral discussions**

*Inclusive of feedback through civil society groups and customary institutions*

### Result 3: Regional policies and institutions developed in support of pastoralist livelihoods

*This result is based on the following critical assumptions:*

- That Governments are willing to engage and eventually lead discussion on policy issues related to pastoralism.
- That the involvement of national policy hubs in defining regional policy priorities will increase the buy in of national *governments and hence both the adoption and implementation of regional policies.*

**Activity 3.1. Support / contribute to the Establishment of the institutional mechanism within IGAD for making regional decisions that support the livelihoods of pastoralists in the Horn of Africa**

*With due reference to existing DRR frameworks (Africa regional strategy for DRR; IGAD; Nairobi declaration on climate) - This activity will utilize IGAD' s mandate to facilitate the development of regional policies / plans of action for emergencies, building on existing plans for specific livestock diseases such as HPAI.*

**Activity 3.2. Assess regional and national policies related to livelihoods diversification and resilience in pastoralist communities**  
*This will provide IGAD with the in house capacity to facilitate the development and roll out of regional decisions that support pastoral livelihoods*

**Activity 3.3. National level dialogue to review effectiveness of national and regional policies**

**Activity 3.4. Elaboration of national and regional agreements**

**Activity 3.5. Create through a consultative process, regional and national policies and plans for Disaster Risk Management with due reference to existing DRR frameworks**  
*Africa regional strategy for DRR; IGAD; UN-ISDR, Nairobi declaration on climate*

**Activity 3.5.1** Hold stakeholder / working group meetings conducted to finalize a report that feeds into national policy hubs.

**Activity 3.5.2** Support the national policy hubs to develop national / regional policy statements 6 months prior to the end of the project.

**Activity 3.5.3** Support the regional harmonization of the policy statements developed above.

**Activity 3.6. Identify and promote local, national, regional and international policies beneficial to livestock market systems**

**Activity 3.6.1** Assess regional and national policies related to livestock trade (IGAD)

**Activity 3.6.2 Assess informal trade:**

*Quantify what informal trade is, how it works, what value it contributes to national economies and contribution to resilience and livelihood diversification and compare this to formal trade. (SFE)*

**Activity 3.6.3 Develop recommendations and package for feed into policy debate (SFE)**

**Activity 3.6.4 Feed the outcomes of the above study into national livestock policy hubs (IGAD/SFE)**

**Activity 3.7. Disseminating findings to relevant institutions and programs**

**Activity 3.7.1 Organize two regional forums**

*(with AU-IBAR, AU Commission, IGAD secretariat, COMESA, EAC, RNE, RAF, SFE to initiate regional debate on the outcomes of activity 3.4.2 and 3.4.3)*

**Activity 3.7.2 Develop and implement dissemination mechanisms strategies/including feeding back the communities**

## Logical Framework

Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa				
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions
Principal Objective	To contribute to reducing vulnerability of (agro) pastoral communities in the Horn of Africa	<ul style="list-style-type: none"> <li>A 5% increase in the contribution of livestock to livelihood resilience (measured against baseline survey figures)</li> </ul>	<ul style="list-style-type: none"> <li>Food aid statistics</li> </ul>	The assumption is that objective food aid statistics are available and that percentages can be established compared to comparable years in the past
Specific Objective	To strengthen institutional and policy framework affecting resilience of (agro) pastoral communities and the diversification of their livelihoods.	<ul style="list-style-type: none"> <li>Donor and government commitment to an improved long term strategy which builds on the regional DRR policy developed under result 3 (Measured through a 10% increase in government and donor resources invested in the arid lands by the end of the project).</li> <li>Increased cohesiveness of emergency and development interventions within the region. (Measured through a 50% increase in compliance of all emergency projects with the Livestock Emergency Guidelines and Standards by the end of the project)</li> <li>Reduced vulnerability of target communities measured through a 20% improvement in terms of trade against the long term average by the end of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Program progress reports</li> <li>Activity Reports from partners</li> <li>Government reports</li> <li>RECs reports</li> <li>Policy information available on the web-based application</li> </ul>	<p>The assumption is that the key governments and stakeholders are receptive to the proposed policy framework.</p> <p>It is assumed that the majority of the projects that this programme focuses on are livestock based (hence the reference to LEGS). LEGS links to Sphere standards for water and other sectoral interventions.</p>
Results	R1: Target Communities are better prepared for disaster through community planning and action	<ul style="list-style-type: none"> <li>By the end of the action, 50% of target communities have the knowledge, commitment and ability to improve their own livelihoods</li> <li>By the end of the action 50% of beneficiaries are saving at least 5% of their income in and accessing funds through community based mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Development / contingency / DRM plans</li> <li>Pastoralist Farmer Field Schools technical report</li> <li>National legal framework report</li> </ul>	<ul style="list-style-type: none"> <li>Communities have the knowledge, commitment and ability to improve their own livelihoods if provided with sufficient support to plan for and</li> </ul>

			<ul style="list-style-type: none"> <li>• Activity reports</li> </ul>	<p>reduce the impact of drought.</p> <ul style="list-style-type: none"> <li>• All contingency / development plans under this result will incorporate a component of livestock marketing.</li> <li>• By increasing the options available to pastoralists through contingency planning and the use of a savings and loan system, the project will enable earlier sale of animals in times of drought.</li> <li>• The role of customary institutions or traditional support structures is not undermined</li> <li>• The number of options available to pastoralists will be increased and providing an environment that enables informed decisions as to which options to take</li> <li>• The implementing partners will have access to the communities to carry out the activities.</li> </ul>
	<p><b>R2: Strengthened coordination of both development and humanitarian initiatives in (agro) pastoral areas from community through national levels to regional institutions</b></p>	<ul style="list-style-type: none"> <li>• One representative body (representing NGOs, CSOs and traditional institutions) per country is engaging in consultative processes with donors and government on pastoral / agro pastoral issues.</li> <li>• National strategies for coordination are developed by month 18 of the project and are effectively implemented by the end of the project.</li> <li>• 90% of all donors funding activities in pastoral areas ensure that 100% of projects funded by them</li> </ul>	<ul style="list-style-type: none"> <li>• Sets of maps showing geographic and thematic distribution of implementing agencies</li> <li>• Minutes of the meetings and workshops report organised by FAO</li> <li>• Reports of dedicated M&amp;E surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Early warning information under this result is targeted at development partners for the purposes of supporting timely decision making within the DRM framework.</li> <li>• Improved access to information and improved</li> </ul>

		<p>are implemented in line with national coordination strategies by the end of the project</p> <ul style="list-style-type: none"> <li>• 100% of implementing agencies are aware of national coordination strategies by month 20 of the project</li> <li>• Maps to inform coordination (detailing different interventions, overlaid against livelihood systems, levels of poverty and livestock disease) are developed and widely available through the TCS <a href="http://www.disasterriskreduction.net">www.disasterriskreduction.net</a> website by month 18 of the project.</li> </ul>		<p>coordination of actions will enhance both the cost effectiveness and the impact of DRM activities.</p> <ul style="list-style-type: none"> <li>• National governments will be willing to engage with umbrella pastoral groups.</li> </ul>
	<p><b>R3: Regional policies and institutions developed in support of pastoralist livelihoods</b></p>	<ul style="list-style-type: none"> <li>• Agreed (by national governments, regional hubs and donors) Regional Policy in support of Disaster Risk Management and response to emergencies by the end of the project</li> <li>• A regional network for pastoral institutions and associations is developed and functional by the end of the project (possibly building on the Oxfam REGLAP work).</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of meetings between NGOs and the Government s on specific policy issues</li> </ul>	<ul style="list-style-type: none"> <li>• Governments are willing to engage and eventually lead discussion on policy issues related to pastoralism.</li> <li>• Involvement of national policy hubs in defining regional policy priorities will increase the buy-in of national governments and hence both the adoption and implementation of regional policies.</li> </ul>
<p><b>Activities</b></p>	<p>1.1. Support to Community Managed disaster risk reduction plans through community based structures and customary institutions 1.2. Develop guidelines for engagement with communities in the development / contingency planning processes in support of DRM</p>	<ul style="list-style-type: none"> <li>• 35 community development / contingency / DRM plans are developed and adopted incorporating the views of women, youth, traditional leaders and government specialists by the 18th month of project implementation</li> <li>• 100 PFS groups established against agreed minimum standards and providing information to pastoralists on their prioritised research topics by month 18 of the project</li> </ul>		
	<p>2.1. Baseline/Assessment of Regional, National, regional state, zonal and district / woreda level coordination systems with a specific</p>	<ul style="list-style-type: none"> <li>• Assessment report available per country</li> <li>• No of groups attending coordination meetings regularly</li> <li>• Gender desegregated data collected, analysed and</li> </ul>		

	<p>focus on cross border pastoral areas</p> <p>2.2. Strengthen existing coordination mechanisms through appropriate coordination structures</p> <p>2.3. Strengthening of National level umbrella pastoral civil society groups and promotion of regional linkages</p> <p>2.4. Improve collection, analysis and dissemination of data and information to enhance the timeliness of DRM interventions</p> <p>2.5. Improved technical knowledge management systems and information sharing on preparedness and lessons learned at field, regional and national level to be provided to policy hubs and other stakeholders within the region through the Technical Coordination System</p>	<p>disseminated</p> <ul style="list-style-type: none"> <li>• Information on who does what, where updated</li> <li>• Early warning information available</li> </ul> <p><i>(These will broken down per year during the inception phase)</i></p>		
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	<p>3.1. Assess regional and national policies related to livelihoods diversification and resilience in pastoralist communities</p> <p>3.2. Support / contribute to the Establishment of the institutional mechanism within IGAD for making regional decisions that support the livelihoods of pastoralists in the Horn of Africa</p> <p>3.3. Create through a consultative process, regional and national policies and plans for Disaster Risk Management with due reference to existing DRR frameworks</p> <p>3.4. Identify and promote local, national, regional and international policies beneficial to livestock market systems</p> <p>3.5. Disseminating findings to relevant institutions and programs</p>	<ul style="list-style-type: none"> <li>• Assessment of available policies affecting livestock related livelihoods updated by the end of Year 1</li> <li>• Stakeholder/working group meetings conducted to finalise a report that feeds into the national policy hub</li> <li>• Regional policy statement developed by national policy hubs/for a in each IGAD countries 6 months before the end of the project</li> <li>• Regional harmonization of national statements by the end of the project</li> <li>• At least three national and one regional agreement reached to support (agro) pastoralist resilience through trade by the end of the project</li> </ul>		

## Work Plan

	2010				2011												2012												2013							
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Project Inception phase	■	■	■	■																																
Mid-term evaluation																																				
Project Evaluation																																				
<b>R1: Target Communities are better prepared</b>																																				
1.1 support to CMDRR plans	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■																				
1.2 develop guidelines for community engagement					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
<b>R2: Strengthened coordination</b>																																				
2.1 baseline Assessment coordination systems	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■																				
2.2 strengthen existing coordination systems					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.3 strengthen pastoral civil society groups					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.4 collection, dissemination of data and info					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.5 improved knowledge systems and info sharing					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
<b>R3: Regional policies and institutions developed</b>																																				
3.1 support to IGAD institutional mechanisms																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3.2 assess policies																	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3.3 create policies and DRM plans																									■	■	■	■	■	■	■	■	■	■	■	
3.4 promote policies related to livestock marketing																									■	■	■	■	■	■	■	■	■	■	■	
3.5 dissemination of findings																									■	■	■	■	■	■	■	■	■	■	■	

### Annex 3: IGAD LPI's Change Model

The capacities being developed specifically relate to evidence based, participatory and livelihoods focussed policy processes. Capacity is developed through practical engagement, with policy areas at both regional (a Regional Policy Framework on Animal Health, Trade and Vulnerability) and national levels (PRSP, CAADP and budgetary allocation)<sup>2</sup> by multi-stakeholder fora (policy hubs). Resulting policy documents are developed in cooperation with relevant ministries (typically trade, foreign affairs and land) and signed off by ministers for livestock. From the experiences of the hubs, lessons are captured which in turn inform the internationalisation of pro-poor policy making at the national level. Monitoring mechanisms are also in place at policy hub level where after each meeting, participants are invited to assess the meeting with respect to the above learning goals. To complete the participatory evaluation, the results are fed back to them for discussion at the next meeting, thereby centring lesson learning on the policy hub members themselves. 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 outcomes of these interventions is the institutional capacity to deliver better informed, more livelihoods focussed policies that have included the voice of poor women and men in their formulation.

One of the three key capacity building areas on which IGAD LPI focuses is the ability to identify the specific livelihoods needs of poorer groups and respond with appropriate policies. It was important to clarify how this approach would differ from the alternative narrative which primarily views livestock as economic commodities, arguing that policies to enhance their economic potential (generally focussing on production and the ability to participate in export markets) will have automatic and unambiguous benefits on poverty. In 2009, LPI completed two substantial pieces of work to shed further light on this. The first was a review of livestock related livelihoods strategies in the region, disaggregated by socio-economic group. The review highlighted the various livelihoods services that livestock provide, indicating that maximising profits from sales was a strategy available only to wealthier groups but that poorer groups still used livestock to great effect in other ways, providing them viable and important routes out of poverty.

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<sup>2</sup> The Regional Policy Framework on Animal Health in the Context of Trade and Vulnerability was signed in December 2009 and progress with the national activities is presented elsewhere in this report.

The report went on to suggest the livestock related institutional and policy requirements of those groups who have not yet reached the wealth threshold where conventional policies would benefit them.

The second review used case studies in pastoral areas of Ethiopia, Kenya and Sudan to investigate how different socio-economic groups participate in markets. Though approaching the 'livelihoods' question from a different angle, the conclusions were supportive of those of the first study. They went on to clarify the links between markets and poverty reduction, in some cases supporting and in others challenging the dominant marketing paradigm.

In 2010, based on this work, LPI rolled out an intensive programme of trainings to policy hubs in all member states and to AU-IBAR, clarifying the policy requirements of women and of poorer groups. Despite the clear challenge that key messages of the training offer to the dominant policy focus, they were extremely well received and served to increase morale and motivation among hub members, in that they also offered a fresh perspective. This positive response was a key step in achieving the project's stated capacity building objective of 'livelihoods focussed policies.' Through IGAD LPI clarity of vision has emerged among stakeholders as to the required policy environment. An exact assessment of capacity building achieved by country will come out of recently commissioned IGAD LPI consultancy that will make an assessment of the capacities developed by country. It is evident from IGAD LPI review meetings and country progress reports that the policy hubs are in various stages of "development". The purpose of this consultancy is therefore to identify the capacity building needs of the policy hubs/working groups in each country, and to identify areas where the IGAD LPI model should change.

## Annex 4: 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:

1. “at” the project level, providing hands-on assistance to staff of EC-funded FAO projects in complying with EC visibility requirements;
2. “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.