



**IGAD
Livestock
Policy
Initiative**

IGAD Livestock Policy Initiative 2009 Annual Report

5th January 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
EC	European Commission
EDF	European Development Fund
ES	Executive Secretary
FAO	United Nation's Food and Agriculture Organisation
FTA	Free Trade Area
GIS	Geographical Information Systems
HQ	Head Quarters
IGAD	Intergovernmental Authority on Development
IGAD LPI	IGAD Livestock Policy Initiative
IT	Information Technology
LEGS	Livestock Emergency Guidelines and Standards
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
NIN	National Information Node
NINC	National Information Node Coordinator
NTFP	National Technical Focal Point
OVI	Objective Verifiable Indicator (logframe)
PAAT	Programme Against African Trypanosomiasis
PMU	Project Management Unit (in Addis Ababa)
REI	Regional Economic Integration
PRSP	Poverty Reduction Strategy Paper
RELPA	Regional Enhanced Livelihoods in Pastoral Areas
SC	Steering Committee
SCM	Steering Committee Meeting
SPS	Sanitary and Phytosanitary Standards
TC	Technical Cooperation
TFG	Transitional Federal Government (Somalia)
UN	United Nations
USAID	United States Agency for International Development
WP	Working Paper
WTO	World Trade Organization

1. INTRODUCTION

This document reports on project developments during the period 1st January to 31st December 2009.

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

A 6 month interim report was produced by the project in June 2009. This report contains some items previously reported in that document.

A. Overview

A Financing Agreement was finalised between IGAD and the EC in September 2005. This formed the basis for IGAD LPI's Contribution Agreement between IGAD, FAO and the EC, which was signed in November 2005. The Initiative was declared operational at FAO Headquarters in January 2006 and under current funding will run until the end of August 2010. Indications of further funding from the EC are encouraging and an amendment to the Financing Agreement, allowing a project extension up to the end of February 2012, is anticipated.

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.

Through a bottom up process mediated by the project, a regional policy framework on animal health in the context of trade and vulnerability was agreed by IGAD member states in December 2009. It is IGAD's intention to establish a livestock unit to act as secretariat in the implementation of the policy framework. In the interim, IGAD LPI has assumed this role. At the national level, IGAD LPI continues to support national development planning processes, and PRSP in particular, to be more inclusive of the livestock sector.

The outcomes of these interventions will be better informed, evidence-based, livelihoods focussed policies guiding the development of the livestock sectors in the region.

B. 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. 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 LPI.

2. LOGICAL FRAMEWORK

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

Intervention logic	OVI	MoV	Assumptions
Results			Results to project purpose
1. Increased awareness by public, private, and tertiary sector organizations of the potential contribution of livestock and the livestock sector to growth, food security and poverty reduction	IGAD and stakeholders are actively promoting identified pro-poor livestock-related policy and institutional options in the region by 2008	Press reviews Minute of IGAD ministerial meetings PRSPs and government reports Report of Steering Committee meetings and external reviews	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	Importance of livestock acknowledged in the PRSP processes of 2 countries by 2008 National livestock strategies in place in 2 countries by 2008	PRSPs and government reports Project reports Public, private, and tertiary sector organizations strategic plans Approved project documents and financing agreements	
3. Systems in place for livestock policy information, analysis, decision-support and monitoring of policy change	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 Appropriate indicators identified for monitoring policy change by 2007	Statistics on numbers of website visitors and requests for tools and information PRSPs and government reports Project reports	
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	Distribution lists of pro-poor livestock policy networks Reports of stakeholder meetings and workshops Records of attendance of stakeholder representatives at policy debates	

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

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

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

4. REPORT ON THE FOURTH PERIOD OF IMPLEMENTATION (JANUARY TO DECEMBER 2009)

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

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

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

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

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

A. Project Purpose and Results

Project Purpose

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

Capacity Building among Project Stakeholders

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

Box 1. The IGAD LPI Approach to Capacity Building - Policy Hubs

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

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

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

The project's engagement at national level is through the work of policy hubs. These multi-disciplinary fora are central to the delivery of all four project results. Through *ad hoc* working groups, the policy hubs have been working in two policy areas;

- The strategic inclusion of livestock in poverty reduction strategy papers (PRSPs), and subsequent resource allocation

- The agreement in December 09 on a regional policy framework for animal health in the context of trade and vulnerability (See Annex 2). IGAD LPI's draft workplan for 2010 proposes further support to the implementation of priority items from the regional policy framework, as part of IGAD's agenda of regional economic integration.

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

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

The three areas are;

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

As anticipated, there has been considerable variation between member states as to the nature, organisation and running of their policy hubs/working groups. However, policy hubs/working groups are active in all member states, their conclusions reflect informed and balanced analysis and motivation remains high among the groups. The agreement of the regional policy framework for animal health in December 2009 indicates that broadly, the project is getting it right and that the bottom-up nature of the policy processes instigated by the project has much to offer, particularly in terms of consensus building.

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

Both the project staff and the Mid Term Review (MTR) team had raised concerns about sustainability to the 4th SCM. Although IGAD LPI will deliver the improved capacities referred to in the project purpose by its end date of August 2010, such capacities will probably dissipate rapidly unless the skills and institutional mechanisms it puts in place continue to be used. In response, the SCM recommended that IGAD look for further funding with which to extend the project. Subject to the signing of a rider to the Financing Agreement, IGAD has successfully agreed a further €1,098,000 with LPI's current donors, the EC. This will fund a project extension of 18 months. It is IGAD's intention to extend LPI by an additional 2 years. IGAD therefore continues to approach potential donors for further financial support.

Capacity Building through New Institutions

In addition to the capacities of project partners, IGAD LPI has been developing new institutions with which to support the livestock dependent poor and women through policies. At the national level, the period of implementation saw the establishment of

the NINs and the Policy Hubs as detailed in Box 1. There is now support at the national level for ensuring the sustainability of the Policy Hubs after the end of IGAD LPI's implementation phase.

Regionally, there is the need for the IGAD secretariat to develop the long term capacity to implement the regional policy framework on animal health in the context of trade and vulnerability and to manage other livestock related initiatives that have regional dimensions. This is acknowledged in Article 5 of the regional policy framework (Annex 2) which calls for the establishment of an IGAD livestock unit. IGAD LPI's draft workplan for 2010 proposes (i) the establishment of the unit by the project and (ii) that pending its establishment, IGAD LPI assume the role of the unit in the interim.

It will be important that the development of novel institutions at the national and regional level is not seen as separate initiatives. In order to institutionalise the capacities developed by IGAD LPI, the IGAD Livestock Unit will need to be linked, functionally, to the policy hubs.

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 objective with respect to result number 1 is the inclusion of appropriate livestock priorities within national poverty reduction strategy papers (PRSPs) in Djibouti, Ethiopia, Kenya, Sudan and Uganda. Increasingly, such documents are becoming one and the same with national development plans. Over the period of this report, the emphasis of the policy hubs has been on reaching a shared understanding of their national PRSP processes, in order to identify and agree entry points. Largely because of the need for the policy hubs to meet deadlines on the regional policy framework on animal health in the context of trade and vulnerability, the PRSP work in all countries has progressed slightly more slowly. Specific proposals for inclusion in the PRSP, together with a strategy for gaining their acceptance and subsequent funding, are now anticipated in the first half of 2010.

In Somalia, subject to the IGAD LPI's securing further funding, the draft workplan proposes initiating a similar process of identifying national priorities in order better to inform cooperation with development partners.

African Livestock (ALive) Partnership shares many complementarities with IGAD LPI in seeking to quantify the contribution of livestock to national economies. With this aim it has developed a guide and piloted it in Mali. In order to develop closer links, the CTA attended a brainstorming workshop to review the Malian experience, hosted by the *centre de coopération internationale en recherche agronomique pour le développement* (CIRAD), in Montpellier, France. Further cooperation, particularly with respect to lesson learning, is anticipated in the forthcoming period of implementation.

The Objective Verifiable Indicator (OVI) to result number 1 reads;

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

The project is on target to achieve this OVI during its current implementation phase.

Result Number 2

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

Based on national positions that were developed by policy hubs and working groups in all IGAD member states, IGAD LPI convened the region’s ministers responsible for livestock in Djibouti, in December 2009, where the regional policy framework annexed to this report (Annex 2) was signed. The energies put into the elaboration of the policy framework by the national teams and their policy hubs were very laudable. The depth with which they explored the issues, coupled to unavoidable delays in gaining final ministerial approval, meant that this activity and some others on the 2009 workplan (engagement with PRSP and some national consultancies) have slipped by approximately 3 months. The PMU agreed the delay in advance with the national teams in view of the importance of the regional policy framework.

In Somalia, a slightly different model was applied to combine capacity building with support to the Transitional Federal Government (TFG). The approach strengthened the TFG’s capacity to present a broadly representative, Somali position to IGAD, inclusive of the views of Somaliland and Puntland. This involved holding broad consultative fora followed by select technical working groups in all three entities (Central/Southern Somalia, Somaliland and Puntland) from which a national position was agreed. The experience has delivered one of the very few examples of open technical dialogue taking place between all three entities in Somalia and has identified key stakeholders throughout Somalia on which the project can focus further capacity building.

The OVIs to result 2 read;

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

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

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

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

Result Number 3

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

The IT for the nodes has been procured and delivered to Djibouti, Ethiopia, Kenya, Sudan and Uganda. A bespoke information system has been designed and incorporated into IGAD LPI’s data portal (www.igad-data.org). NINCs have been trained in use of the information system on a one to one basis and NINCs are now uploading data onto the portal. National Teams have also been trained in the use of spatial data/GIS.

A MoU has now been signed with the Sheik Technical Veterinary School in Somaliland to establish a Somali NIN and procurement of equipment is underway.

The key challenge with result 3 is not merely to provide information, but to institutionalise the use of information within policy making. To do this, policy

hub/working group meetings are structured to help their members explore how information and analysis can improve their decision making, and therefore more clearly define the kind of information support that is of use to them.

Establishing an active relationship between the NIN and policy hub/working group is an essential first step and this has therefore been the main work of the NINCs throughout 2009. The NINCs sit on the policy hubs/working groups themselves, where their role is to identify, interpret and analyse information in response to the needs of increasingly evidence-based policy making. To date, the information has been provided (i) by participants of the policy hubs/working groups and (ii) by the PMU. In the second half of the year the process of linking the NINs to existing sources of information within the country and beyond will commence, gradually reducing their dependence on the PMU.

The OVIs to result 3 read;

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

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

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

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

Result Number 4

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

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

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

The OVI to result number 4 reads;

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

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

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

B. Activities Specific to the Logical Framework

These refer to activities listed in the logical framework (page 2)

Result Number 1

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

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

The degree to which project related policy making reflects the livelihoods needs of women and the livestock dependent poor is an agreed capacity building focus within the policy hubs and working groups. It will therefore continue to be subject to participatory monitoring during the course of each meeting and an extensive programme of training on the subject is planned for early 2010.

The workplan for 2009 had anticipated an assessment of livestock's contribution to GDP in two project countries. In the light of requests from project working groups engaged with PRSP to do this in all countries, the intervention was redesigned as an initial pilot in one country (Ethiopia), whereby the methodology is being refined, followed by studies in all other member states. This activity has therefore been rescheduled. The methodology is currently being piloted in Ethiopia and the assessment will be carried out in the other IGAD member states during the forthcoming period of implementation.

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

With the exception of Ethiopia, where the final draft of the inventory has yet to be agreed, this activity as originally envisaged, is now completed.

In addition, the workplan for 2009 anticipated collaboration with AU-IBAR to map out the policies and institutions in the region which are intended to impact on the livelihoods of livestock keepers. This activity has slipped by some 3 months. Consultants have been identified, ToRs agreed and implementation is expected to be completed by April 2010.

1.3 Develop and implement targeted public relations strategies

A Communications Officer has joined the PMU. His ToR are to (i) support the project in communicating its messages to target audiences and (ii) strengthen the capacity of policy hubs/working groups as they develop their communication strategies, with particular reference to PRSP.

Under the coordination of the Communications Officer, the project is now implementing an extensive Communications/Public Relations Strategy which is annexed to this report. (Annex 3, with action plan and indicative budget).

The workplan for 2009 had anticipated relocation of the project website to IGAD by April 09. As yet, IGAD is not fully prepared to host the site and the transfer of hosting will therefore wait until they are ready.

Result Number 2

2.1 Sector reviews and institutional analyses

This activity was completed on schedule.

2.2 Analyse and debate policy options

2.3 Identify measures to improve service provision

2.4 Identify measures to improve marketing

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

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

The analysis of how poor livestock keepers participate in markets was completed on time and has been uploaded onto the project website as a working paper.

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

2.5 Assist IGAD in early response

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

Although this activity is now complete, the draft workplan for 2010 proposes supporting IGAD with the integration of emergency planning with national development planning, as recommended by the LEGS guidelines.

IGAD LPI has also been in collaboration with the Regional Support Programme for Coordination and Capacity Strengthening for Disaster/Drought Preparedness in the Horn of Africa (RDD). (See logframe in Annex 5). RDD is funded by the European Community Humanitarian Office. Through cooperation with RDD, the regional Gender and Livestock training was implemented in Addis Ababa, civil society studies have been contracted in Djibouti, and coordination has been improved with national teams.

Result Number 3

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

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

National teams have now conducted a survey of information needs and uptake pathways in Djibouti, Kenya, Somalia, Sudan and Uganda. Delays in recruiting a substantive NINC have delayed implementation in Ethiopia, but a final draft is expected to be agreed early in 2010.

3.2 Establish information management systems

Information nodes have been established in the ministries in charge of livestock in all member states and equipped with a range of information technology. They operate under the direct management of National Information Node Coordinators (NINCs) and under the overall responsibility of the NTFPs. The location of the Somali NIN has been agreed as the Sheikh Technical Veterinary School and procurement of IT is underway.

A bespoke information system has been designed and incorporated into IGAD LPI's data portal (www.igad-data.org). NINCs have been trained in use of the information system on a one to one basis, by IGAD LPI's Information Adviser and NINCs are now uploading data onto the portal. National Teams have also been trained in the use of spatial data/GIS.

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

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

The web monitoring tool installed to monitor the number of visitors indicates that in 2009 over 1310 visits were made to the portal originating from some 50 countries worldwide. The monthly visits are steadily increasing over time.

Discussions with the IGAD Secretariat are progressing on the long term institutional arrangement for hosting the portal. Whereas the NINs will be expected to load and update much of the data themselves, the spatial data will require additional capacities. Agreement has now been reached with the Regional Centre for Mapping Resources for Development and the IGAD Climate Prediction and Applications Centre² in this regard and further cooperation is envisaged for the coming period of implementation.

3.3 Develop and adapt decision support tools

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

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

3.4 Identify and monitor indicators of policy change.

The project will monitor both policy processes and policy outcomes.

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

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

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

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

Result Number 4

4.1 Support grassroots organisations

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

Supporting grassroots organisations is not simply about internal strengthening within such organisations themselves. Their ability to influence policy outcomes are dependent on the policy environment in which they operate, including their acceptance by other stakeholders, their access to information and the accountability of public institutions. For this reason, the active participation of civil society is a particular focus of project monitoring, ultimately allowing an evidence-based case for a greater role for civil society to be developed.

Surveys undertaken by national teams in Djibouti, Kenya, Sudan and Uganda are now available, identifying civil society organisations suitable for inclusion in the policy hubs. In Djibouti, in collaboration with the RDD project, an additional study of civil society in its regions was implemented. In Ethiopia, the Ethiopian Veterinary Association is carrying out the survey.

4.2 Facilitate regional representation at international fora

Article 2 of the regional policy framework on animal health in the context of trade and vulnerability (Annex 2) details the intentions of IGAD member states in this regard.

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

4.3 Stakeholder training needs and capacity building

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

In 2009, training was provided to project partners including NINCs from Ethiopia, Kenya, Sudan and Uganda on 'Monitoring and Evaluation of Institutional Change', while a 'Gender and Livestock' training was given to all country teams followed by national trainings in Djibouti and Kenya.

Further planned trainings on 'Livestock and Livelihoods' (all member states) and 'Gender and Livestock' (remaining to be delivered in Ethiopia, Somalia, Sudan and Uganda) have been postponed until the first quarter of 2010.

Trainings on information management are reported elsewhere in this document.

5. WORK PROGRAMME FOR THE FIFTH PERIOD OF IMPLEMENTATION (2010)

In the narrative below, two possible scenarios are presented for the 5th period of implementation.

The first scenario assumes project extension. In this case the period of implementation will extend until at least 31 December 2011 and, as recommended by the Mid Term Review, the project will continue its 'learning by doing' approach to capacity building, supported by training, studies and the establishment/strengthening of the new institutions put in place by the project (see section 4A - Project Purpose). The implementation of priority items from the regional policy framework, (in part identified by an *ad hoc* side meeting of senior officials in Djibouti, December 2010) and the ongoing work on PRSP will continue to be central to this process.

The second scenario assumes no project extension, with implementation ceasing on 31st August 2010. In this case, limited further policy work and studies will be possible but the emphasis will shift to lesson learning and dissemination.

Previous workplans have been based on the framework of activities given to the project by the financing agreement, albeit amended in the light of project experience, the steering committee meetings and the outcomes of stakeholder workshops. Most of these activities have now been implemented however. Furthermore, the project now dances to a different tune, with key activities being determined by the regional policy framework, the imperatives of delivering regional economic integration in IGAD's livestock sector and of formulating proposals with which to access national development funds, primarily through PRSPs. In addition, the 4th Project Steering Committee in Addis Ababa, December 2008, requested the "*.....presentation of the Work Plan such that it would support a results based programme management.*"

In this instance, therefore, the work plan is presented following the structure of the project's logframe, putting each activity under an outcome, which contributes to the logframe result in question.

A. Scenario 1 - IGAD LPI is extended

Establishing/strengthening project Institutions

IGAD Livestock Unit

Project purpose;

"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."

As discussed above, the implementation of the regional policy framework and increasing regional economic integration now set the context for much of this strengthened capacity. Although, in the short term, IGAD LPI can and should assume the role of secretariat to the implementation of the regional policy framework, the IGAD secretariat will ultimately require the long term capacity to continue this, and other related regional policy processes.

Article 5 of the regional policy framework calls on IGAD's executive secretary to establish a livestock unit under the IGAD Secretariat. The duties and responsibilities of the livestock unit should be determined by the Executive Secretary in consultation with the member States, but the policy framework made several recommendations. The principle of a livestock unit has also been endorsed by IGAD's Council of Ministers.

By the time IGAD LPI finishes, the livestock unit should have been established and, ideally, benefited from a period of overlap with LPI to allow for the project's institutional knowledge to be absorbed by the unit. Establishing the unit will require processes of agreeing ToRs and institutional arrangements, of recruitment and of securing donor funding.

IGAD LPI will therefore assume the responsibilities of secretariat, with responsibility for implementing priority items of the regional policy framework, forthwith. It will rename/rebrand itself as such, thereby allowing IGAD to approach donors to fund an ongoing secretariat, rather than merely a proposed unit.

With the longer term aim of establishing and mentoring the unit, during this implementation period IGAD LPI will undertake a lesson learning study of the experiences to be gained from the establishment and day to day running of IGAD's other main specialised institutions; the Conflict Early Warning and Response Network, the IGAD Climate Prediction and Applications Centre and the IGAD Capacity Building Programme Against Terrorism, in order to inform the establishment of the Livestock Unit. It will facilitate agreement on the ToR, location and staffing of the unit. It will continue to approach donors in IGAD's behalf, in order to secure funding for its establishment and upkeep in the medium term.

Outcome 1; Long term institutional capacity established in IGAD secretariat to further pro-poor livestock policy agenda at regional level.

Activity; establishment of IGAD Livestock Unit

Outputs;

- Institutional study of IGAD specialised institutions (by March 2010)
- Agreement between member states on the unit's ToR (by September 2010)
- Agreement between member states on the unit's location (by September 2010)
- Agreement between member states on the unit's staffing (by September 2010)
- IGAD LPI repositioned as livestock secretariat to IGAD (forthwith)

(The role of IGAD LPI in implementing the regional policy framework on animal health in the context of trade and vulnerability, is detailed below under logframe result number 2).

Expected delivery of outputs - August 2010.

Note, this activity is also proposed in its identical form under scenario 2.

Establishing/strengthening project Institutions

Policy Hubs

The policy hubs, with their associated NINs and working groups (including the parallel institutions established by the project in Somalia) have all proved themselves to be effective organisations as evidenced by the national positions they delivered as part of the regional elaboration of the regional policy framework. They are also proving to be useful entities in their own right for informing national thinking on livestock related issues. There is still much that the project can do to strengthen them however. As recommended by the MTR, some of this will be through current ongoing project support to ensure that policy formulation is (i) participatory (ii) evidence based and (iii) livelihoods focussed. Many of these activities are detailed below, such as training (under logframe results 2 and 4) and support to the NINs (under logframe result 3).

In establishing the policy hubs, the project used a similar model in all countries. This 'one size fits all' approach was appropriate at the time, but an approach more closely tailored to each country's specific capacity building needs is now called for. To this aim, the project will carry out an independent assessment of the performance of the project institutions at national level, in cooperation with the NTFPs, in order to inform nationally specific project support. The nature of such support will be determined over the course of the implementation period, but may be in the form of training (eg facilitation training) or discussions with the national government as to institutional changes that may be needed in order to respond to an agenda based on livestock related livelihoods.

Similarly, the Comprehensive African Agricultural Development Plan (CAADP), its outcomes and modalities are of increasing interest to the project, but any engagement between IGAD LPI and CAADP needs to be worked out at a national level.

Outcome 2; Capacity of policy hubs, working groups and NINs to develop pro-poor livestock policy, strengthened.

Activity; support to policy hubs

Outputs;

- Independent assessment of policy hubs and related institutions (by March 2010)
- Strategy for national engagement with CAADP agreed and implementation started (by June 2010)
- Regional review meeting of national teams to agree any refinements to project model as applied at national level and recommend any broader institutional changes needed in order to meet project aims. (by September 2010)

(Further support to the policy hubs and related institutions are proposed below)

Note, this activity is also proposed in its identical form under scenario 2 together with other, related activities.

Logframe Result No 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 National Policy Hubs’ work with PRSPs and to an extent, the CAADP, will continue to be a focus of the project throughout its lifetime, under both scenarios 1 and 2. However, as national strategies identify their entry points, national workplans may well be adjusted accordingly.

As previously agreed, the recently recruited LPI Communications Officer will make himself available to National Policy Hubs to assist with the communications aspects of their strategies for engagement with PRSPs. He will also implement the IGAD LPI communication strategy, annexed to this report as annex 3.

As noted in section 5, requests have been made from most member states for clarification on the contribution of livestock to GDP and a methodology is currently being piloted in Ethiopia. The study will then be carried out in Djibouti, Ethiopia, Kenya, Sudan and Uganda, ideally in collaboration with officials of the national body responsible for GDP calculations.

Outcome 3; Project messages and lessons understood by stakeholders.

Activity; Implementation of IGAD LPI Communications Strategy (annex 3)

Outcome 4; Livestock’s contribution to national economies understood

Activity; Calculation of livestock’s contribution to GDP in target countries

Outputs; Findings of study discussed by national policy hubs/working groups (by December 2010)

Note, this activity is also proposed in a similar form under scenario 2, though it may not be possible to undertake the study in all member states before August 2010.

Logframe Result No 2

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

The delivery of this result now involves the continued strengthening of the policy hubs and their related institutions, maintaining the focus of the project’s policy dialogue on poverty and women and implementing priority items of the regional policy framework as discussed above.

At the technical meeting in preparation for the meeting of ministers responsible for livestock, to agree the regional policy framework on animal health in the context of trade and vulnerability, the project suggested some criteria by which the items of the policy framework could be prioritised for implementation. Those criteria were:

- Some activities required which demonstrate progress with respect to regional economic integration
- Some activities required which demonstrate progress with respect to poverty alleviation
- Importance to member states
- Feasibility within a limited time frame
- Funding available

The subsequent discussion informed the proposed activities below. Each activity is presented under a ‘result’ which is drawn for the regional policy framework in every case.

Outcome 5; enhance national and regional capacity for early warning and response for livestock-related emergencies, building on existing capacity where relevant; (Article 1, para 2 b of regional policy framework.)

Activity; Compare demand for early warning with that that is currently supplied

Outputs;

- Assessment of the information, timeliness, reach and modalities of key information providers with respect to early warning - eg FAO/EMPRES, ICPAC and CEWARN (by June 2010)
- Presentation of findings and recommendations made by regional workshop (by October 2010)

Outcome 6; collaborate to identify priority interventions and disease control measures, in order to use limited resources for maximum regional impact...ensuring that due consideration is given in the process to those measures which are likely to address the specific disease-related constraints of poor, women and vulnerable livestock keepers; (Article 1, paras 2 h & j of regional policy framework.)

Activity; Agreement reached on the specific disease-related constraints of poor, women and vulnerable livestock keepers and the measures which are most likely to address them;

Outputs;

- Literature review to identify disease-related constraints of poor, women and vulnerable livestock keepers (by July 2010)
- Presentation of findings and recommendations made by regional workshop (by November 2010)
- A working paper that documents the conclusions of the regional workshop and the rationale behind them

Outcome 7; work, under the facilitation of IGAD, towards establishing regionally acceptable levels of risk and harmonise sanitary standards with which to achieve them ensuring regional standards are based on relevant OIE and Codex standards and serve to facilitate trade;

(Article 3, paras 2 d & g of regional policy framework.)

Activity; Establish regionally acceptable levels of risk

Outputs;

- Assessment of risk levels set by EAC and COMESA (by June 2010)
- EAC and COMESA standards assessed by national policy hubs (by November 2010)
- Regional technical workshop recommends regional standards
- Working paper documents the conclusions of the regional workshop and the rationale behind them.
- Ministerial meeting agrees regional standards for IGAD (by February 2011)
- ministerial meeting agrees regional standards for IGAD (by February 2011)

Outcome 8; 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; (Article 3, para f of regional policy framework.)

Activity; Agree and adopt common definitions, standards, qualifications, selection criteria, training and regulation for the various cadres of para-professionals operating in the IGAD region

Outputs;

- Current understanding of training and regulation of paraprofessionals supplied to policy hubs through NINs (by July 2010)
- National positions agreed (by November 2010)
- Regional technical workshop/ministerial meeting agrees regional standards for IGAD (by February 2011)
- Regional technical workshop recommends regional standards
- Working paper documents the conclusions of the regional workshop and the rationale behind them.
- Ministerial meeting agrees regional standards for IGAD (by February 2011)

Outcome 9; Enhancement of IGAD Representation and Participation in International Standard-Setting Institutions and of Intra-regional Trade in Livestock and Livestock Related Products, Inputs and Services (Articles 2 and 4 of regional policy framework)

In order to implement these articles in an informed and broadly participatory manor, policy hubs will need to deepen their understanding of many trade and regulatory issues. The project will therefore provide trainings to the policy hubs to allow them to do this. AU-IBAR's PAN-SPSO project is active in some related fields and any possible collaboration with them will be explored.

Activities;

- Discussions with AU-IBAR PAN SPSO (by February 2010)
- Training needs assessment in collaboration with NTFPs (by March 2010)
- Training delivered to all Policy Hubs (by September 2010)
- Initial areas of engagement with International Standard Setting Organisations identified

In addition, two items are outstanding from the workplan for 2009, which will be implemented early in 2010.

Analysis of Benefits of Different control Techniques for Trypanosomes; (By May 2010).

In an activity which started in 2007, an analysis of the benefits of trypanosomiasis control in the Horn of Africa will be completed, resulting in guidelines for formulating trypanosomiasis control policies and strategies, for use by IGAD member states, PATTEC, the African Development Bank and the wider development community. The results will be disseminated in a regional workshop.

Collaboration with AU-IBAR to map policies and institutions in the region; (By April 2010).

Through its unprecedented body of studies and consultations, the project has probably identified most of the macro-level forces which shape the livelihoods of poor livestock keepers and that, in turn, may be shaped by pro-poor policy making. In order for policies to effectively lever such forces to the benefit of the livestock dependent poor, decisions should ideally take into account any other policies, initiatives and informal rules that are of influence.

At the present, this seems difficult. Not uncommonly, the project has found the policy environment to be inconsistent and/or poorly understood. Policy objectives are found both at the international level and within overlapping regional economic communities. Some also exist at the national level, but in many key areas, they are ironically absent.

Similarly, the national or regional actions taken to realise policy goals frequently present a confusing picture. They may be absent, their strategic link to policy objectives may be unclear or policy makers may simply be unaware of them.

In support of evidence based policymaking, the project is exploring the possibility of a study, in collaboration with AU IBAR. This would (i) map out those explicit policy objectives affecting the region's livestock, at the international, regional and national level and to (ii) catalogue the objectives of national level initiatives in the livestock sector, including development projects.

The study would then undertake a series of comparisons;

- compare policy objectives, in order to identify complementarities, contradictions and trade-offs
- compare these to the institutional and policy needs identified by IGAD LPI, in order to identify complementarities and gaps

- compare the national level initiatives to all identified policy objectives and needs, in order to identify overlaps and gaps

The results of the study will;

- allow policy makers, programmers and project designers to better target their outputs
- possibly highlight areas of activity at the national level which are of particular strategic value in terms of poverty reduction, for further evaluation
- with particular relevance to AU IBAR and to the RECs, it may identify priority areas of policy where policy harmonisation would be particularly appropriate

Note - both these outstanding items from 2009's workplan are also proposed in their identical form under scenario 2.

Logframe Results No 3 and 4

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

"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 items above intended to strengthen the policy hubs will also strengthen the NINs and the quality of participation as they engage with the project's policy processes. The National Information Node for Somalia will be set up in Sheikh in collaboration with the Sheikh Technical Veterinary School. A Regional Information Node will also be set up at IGAD Secretariat to coordinate and link the National Information Nodes through the IGAD Livestock Information Web portal.

The information system which has been deployed by the project will need populating with data and metadata and this will be a substantial item in the workplan of the NINCs.

Capacity building will also be provided by the project in the form of training, including;

- Facilitation of a roundtable discussion on developing a vision for information sharing and action plans for implementation of evidence-based policy making approach in each IGAD Member State
- Webportal Content Management and follow up GIS Training for national teams at RCMRD (By August 2010)
- Gender and livestock training, completing the programme that was initiated in 2009. This has been coupled to support to policy hubs and the PMU, to improve its gender focus in its everyday work (By May 2010)
- Livelihoods and livestock training, disseminating the content of the 2008 working paper on livestock and livelihoods, putting livelihoods into the context of policy making (By May 2010)

Note - all these trainings are also proposed in their identical form under scenario 2.

B. Scenario 2. IGAD LPI terminates in August 2010

In this case, a reduced workplan will be implemented and further activities implemented to improved lesson learning and sustainability of the gains that have been made to date.

The activities of the workplan presented under scenario A which will also be implemented under scenario B are as follows:

- Establishment of IGAD Livestock Unit and repositioning of IGAD LPI in that role, in the interim
- Support to Policy Hubs

- Calculation of livestock contribution to GDP in target countries (time allowing)
- Analysis of Benefits of Different Control Techniques for Trypanosomes
- Collaboration with AU-IBAR to map policies and institutions in the region
- Facilitation of a roundtable discussion on developing a vision for information sharing and action plans for implementation of evidence-based policy making approach in each IGAD Member State
- Webportal Content Management and follow up GIS Training for national teams at RCMRD
- Gender and livestock training, completing the programme that was initiated in 2009. This has been coupled to support to policy hubs and the PMU, to improve its gender focus in its everyday work
- Livelihoods and livestock training, disseminating the content of the 2008 working paper on livestock and livelihoods, putting livelihoods into the context of policy making.

In addition,

- Policy Hubs will be asked to assess their own performance against agreed indicators, making recommendations for their future structure and use
- A regional meeting will be convened of senior planners and policy makers, including national steering committee members, where national presentations will be made on the institutionalisation of
 - a) the policy hubs in national work
 - b) the national information nodes in support of evidence base policy making (MOU review).
- A regional workshop will be convened to identify key lessons learned from the IGAD LPI experience, for dissemination through an amended communication strategy
- A strategy will be agreed with IGAD for the establishment of the livestock unit and the implementation of the regional policy framework, in the absence of the project.

ANNEXES

ANNEX 1. REPORT OF PROGRESS AGAINST STEERING COMMITTEE RECOMMENDATIONS

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

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

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

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

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

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

The project has responded to this recommendation in the structure of its workplan for the 5th implementation period to the SC.

The reporting of the previous workplan (2009) has emphasised results over activities.

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

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

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

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

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

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

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

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

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

\$20,000 has been put aside in the project budget for this purpose and the PMU is ready to respond positively to proposals from those in the IGAD secretariat who are responsible for the LMIS. As the funds were not spent during 2009, the project will re-allocate them to 2010, making them available as and when requested by the IGAD Secretariat.

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

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

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

Since this recommendation, the project team has met with members of the IGAD secretariat at least every month. Approximately half of these meetings are with the ES.

Regular telephone conversations between the CTA and IGAD's Programme Manager for Agriculture, Livestock & Food Security have recently been instituted.

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

The dates were postponed to 19-20 January 2010, in order to allow the regional policy framework on animal health in the context of trade and vulnerability to be agreed beforehand.

ANNEX 2: TEXT OF REGIONAL POLICY FRAMEWORK ON ANIMAL
HEALTH IN THE CONTEXT OF TRADE AND VULNERABILITY



*REGIONAL POLICY FRAMEWORK ON
ANIMAL HEALTH
IN THE CONTEXT OF TRADE AND VULNERABILITY OF
THE MEMBER STATES OF
THE INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)*

*10TH DECEMBER 2009
SIGNED AT DJIBOUTI PALACE KEMPINSKI
THE REPUBLIC OF DJIBOUTI*

REGIONAL POLICY FRAMEWORK ON ANIMAL HEALTH IN THE CONTEXT OF TRADE AND VULNERABILITY

Whereas the Nairobi Agreement of 21 March 1996 establishing the Inter-Governmental Authority on Development (IGAD) resolved to pursue comprehensive cooperation among its member States on the basis of equality and mutual benefit with the view to achieving economic integration;

Whereas the objective of regional economic integration is to establish an IGAD-wide free trade area;

Whereas regional economic integration is key to addressing our common challenges in a coordinated manner so as to guarantee the economic security and development of our peoples and to minimise the vulnerability of our States;

Whereas the IGAD region is well-endowed with substantial livestock and livestock resources that form a critical part of the economies of the member States, offering a unique potential for poverty alleviation and food security,

Recognising that the potential of the livestock sector to support the livelihoods of the poor and of women depends on the policy and institutional environment in which it operates;

Whereas the livestock sectors in the member States face common challenges that require a coordinated response from the member States at different levels;

Recognising that member States operate within a network of global institutions that set international standards for animal health, food safety and international trade;

Recognising that the influence of IGAD member States on the development of international rules and standards would be enhanced by a coordinated approach at the regional level,

Convinced that the IGAD Secretariat can best play this coordinating role and also assist in the development of regional capacity to address animal health challenges at the national level;

Reaffirming the commitment of the 2003 IGAD Strategy which gave high priority to economic cooperation and integration particularly in grains and livestock,

Guided by the commitment expressed by the IGAD Heads of State, at their 12th Ordinary Summit in June 2008, "to develop and implement regional integration policies and programmes";

Convinced that the development of an IGAD-wide free trade area would require the free movement of livestock and livestock products across borders for trade purposes to be legalised, streamlined and promoted; and that this would be subject only to meeting agreed animal health and food safety standards, to protect the sanitary status of the importing country;

Recognising the commendable work undertaken by IGAD through its Livestock Policy Initiative in providing analysis and broadly representative fora at both national and regional levels and building on the recommendations that have been developed therein;

Now therefore the IGAD member States agree the following:

ARTICLE 1:

Trans-boundary Animal Diseases (TADs), Diseases of Production, Animal Welfare and Livestock-related Emergencies

1. Member States recognise that:
 - a. animal diseases pose serious challenges to the livelihoods of large portions of the poor in the region and to their national economies;
 - b. the challenges are shared among the member States and the solutions require a coordinated approach at the regional level; and
 - c. harmonisation of national livestock policies at the IGAD level is indispensable in order to establish effective and sustainable mechanisms of dealing with these challenges.
2. 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;
 - d. at the national level, enhance the system of animal disease surveillance and reporting so that it is effective, transparent and subject to epidemiological verification;
 - e. coordinate and, where appropriate, synchronise and standardise surveillance and collection of animal health data, ensuring timely dissemination of the results in order to alert member states;
 - f. complement investment in national veterinary infrastructure with networking mechanisms between laboratories and other institutions in the region to share experience, resources, training, expertise and access to medicines and biologicals;

- g. work through IGAD to raise funds for improved institutional and laboratory capacity at regional and national levels;
- h. collaborate to identify priority interventions and disease control measures, in order to use limited resources for maximum regional impact;
- i. coordinate and harmonise disease control and prevention programmes across the region;
- j. ensure that due consideration is given in the process to those measures which are likely to address the specific disease-related constraints of poor, women and vulnerable livestock keepers;
- k. develop regional standards and guidelines for animal welfare based on relevant OIE instruments under the facilitation of IGAD; and
- l. institute sustainable mechanisms by which regular and timely coordination will take place between member states on the above and related issues.

ARTICLE 2:

IGAD Representation and Participation in International Standard-Setting Institutions

1. Member States recognise that:

- a. our ability to export livestock and livestock products is heavily constrained by sanitary standards and conditions set by importing countries;
- b. national sanitary standards generally reflect international standards set particularly by Codex and the OIE;
- c. the use of sanitary standards for trade-related purposes is regulated by the WTO;
- d. all IGAD member States are also members of both Codex and the OIE while only three (Djibouti, Kenya and Uganda) are members of the WTO; and
- e. our influence in the development of sanitary standards and trade rules remains marginal but could be enhanced by a coordinated approach to our representation and participation in these institutions.

2. Member States accordingly agree to:

- a. in the short term, mobilise national expertise in the form of regional *ad hoc* working groups which identify the most relevant international sanitary standards, assess the extent to which IGAD member States can comply with them, and make recommendations on the best way forward;

- b. also in the short term, encourage and support the accession to the WTO of those IGAD member States that have yet to join the trading system;
- c. in the medium term, and in consultation with any ongoing continental initiatives, establish a regional forum which supports member States to develop harmonised positions on sanitary issues of common interest in order better to influence the development of relevant international standards;
- d. work towards the achievement of observer status for IGAD at the OIE and Codex;
- e. in the long term, develop a core team of negotiators with a view to (i) improving the region's institutional capacity to negotiate and (ii) building on regional synergies where appropriate, in order to strengthen IGAD member states' representation at international bodies such as the OIE, Codex and the WTO;
- f. with other interested parties such as AU-IBAR and COMESA, promote acceptance of risk management approaches to meeting sanitary requirements for trade, such as commodity-based trade and compartmentalisation;

ARTICLE 3:

Regional and National Capacity Building and Provision of Livestock Services

1. Member States recognise that:

- a. strengthened national veterinary and institutional structures can enhance the ability to respond to emergencies and to satisfy the regulatory requirements of international trade;
- b. timely and effective delivery of veterinary services can have a substantial impact on vulnerability and poverty;
- c. given the speed at which animal diseases can spread from one part of the IGAD region to another, a capacity constraint in one part of IGAD affects the entire region's ability to respond to disease outbreaks;
- d. if strengthened, the IGAD Secretariat has the potential to play a critical role in addressing these capacity constraints by serving as a centre of expertise at the service of its member States and also as a conduit for technical input from other institutions; and
- e. private sector actors have an important role to play in the delivery of i) private goods and, (ii) public goods through sanitary mandates and public-private partnerships which permit government to perform its functions of regulation and quality control.

2. Accordingly, in order to enhance the regional capacity to assist national compliance with international standards, member States agree to:
 - a. devise strategies, through IGAD, on how to strengthen national capacities, both technically and with respect to effective legal and regulatory frameworks;
 - b. uphold the principle that initiatives to strengthen national capacities should be strategically allocated in order to respond to the specific weaknesses of any of its member states, and respect the principle of intra regional equity in any allocation of resources;
 - c. develop a regional framework to define, enhance and enable the respective roles of private and public sector actors in the supply of animal health and related services, encouraging collaboration where appropriate;
 - d. work, under the facilitation of IGAD, towards establishing regionally acceptable levels of risk and harmonise sanitary standards with which to achieve them;
 - e. establish minimum standards for veterinary service provision across the region, which will be implemented through a combination of training and regulation;
 - f. 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;
 - g. ensure regional standards are based on relevant OIE and Codex standards and serve to facilitate trade; and
 - h. ensure that in strengthening capacities to deliver animal health and related services, due consideration is given to the specific needs of poor, women and vulnerable livestock keepers.

ARTICLE 4:

Intra-regional Trade in Livestock and Livestock Related Products, Inputs and Services

1. Member States recognise that:
 - a. the development of an IGAD-wide free trade area has been a key part of the vision since the creation of the revitalised IGAD in 1996, reaffirmed by the 2003 IGAD Strategy which identified the livestock sector as one of only two areas of immediate priority for economic cooperation and integration;
 - b. our Heads of State recommitted themselves to this longstanding vision at their 12th Ordinary Summit in June 2008 where they instructed the

Secretariat “to develop and implement regional integration policies and programmes”;

- c. pending the establishment of the free trade area, there is an urgent need to develop an integration plan to initiate and fast track a system of free movement of livestock and livestock products across borders, for trade purposes, which is subject only to meeting agreed animal health and food safety standards, to protect the sanitary status of the importing country; and
- d. the development of a Free Trade Area is compatible with national regulations and requirements relating to import and export licences, exchange control, statistical services, documents, identification, documentation and certification, analysis and inspection, and quarantine and sanitation.

2. Member States accordingly agree to launch a process to progressively:

- a. in line with respective countries’ rules and regulations, remove tariff and non-tariff barriers to intra-regional trade in livestock, livestock products, livestock inputs and livestock services, subject to meeting animal health and food safety standards;
- b. harmonise national regulations on livestock trade including standardisation of cross-border trading procedures and documents; and
- c. ensure, at the national level, that no trade- and competition-distortive practices, such as subsidies and monopoly operations, undermine the economic interests of other members.

ARTICLE 5:

Institutional Provisions

1. In order to discharge their responsibilities as assigned to them in this Regional Policy Framework, the IGAD Secretariat will require strengthened institutional capacity in the form of an effective livestock unit.

Member States accordingly request the Council of Ministers to instruct the Executive Secretary to establish a livestock unit under the IGAD Secretariat. The duties and responsibilities of the livestock unit should be determined by the Executive Secretary in consultation with the member States, but should include:

- a. serving as the technical arm of the Secretariat for the livestock sector in general with a particular focus on poverty alleviation and livelihood security in the pastoralist communities;

- b. convening technical expertise within the Region and facilitating decision making up to the highest levels;
 - c. assisting the Executive Secretary to discharge his responsibilities as assigned to him in this Regional Policy Framework;
 - d. providing technical support to member States' multidisciplinary and multi-agency livestock policy hubs in support of inclusive, evidence-based and poverty and gender focussed policy processes;
 - e. facilitating member states' access to information sources of relevance to the elaboration and implementation of policy in the livestock sector;
 - f. coordinating relations with relevant technical institutions in the field of livestock, including the Inter-African Bureau for Animal Resources (AU-IBAR), the Food and Agriculture Organisation of the United Nations (FAO), the OIE and Codex; and
 - g. undertaking regular studies of relevant international standards, reviewing member States' approaches, strategies and capacities and recommending appropriate steps to achieve compliance.
- 2. In that the above duties and responsibilities will require the livestock unit to engage with a wide range of issues and institutions, member states accordingly request the Council of Ministers to instruct the Executive Secretary to ensure that;**
- a. the staffing of the livestock unit reflects the broad and multidisciplinary nature of its work;
 - b. the livestock unit has sufficient veterinary capability to engage with international veterinary issues and institutions.

ANNEX 3: IGAD LPI COMMUNICATION STRATEGY

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EXECUTIVE SUMMARY

INTRODUCTION

This communication strategy contributes to IGAD LPI's purpose, which is to strengthen the capacity of IGAD, its member states, and other regional organisations and stakeholders, to formulate and implement livestock sector and related policies that sustainably reduce food insecurity and poverty. It presents communication activities to address the communication needs of IGAD LPI and thereby enhance the likelihood of IGAD LPI achieving its purpose. In view of this, the communications strategy outlines the following two major objectives:

- To increase the profile of IGAD LPI thereby strengthening relationships and trust among key stakeholders; and
- To increase understanding and receptiveness among key stakeholders with respect to the new paradigms and working principles which IGAD LPI is promoting.

KEY STRATEGY ELEMENTS

i. Building a sound basis for implementation: the creation of IGAD LPI's corporate identity; enhancing the website, defining the key message (slogan); adapting a gender-sensitive communication approach; establishing the contact database would be the initial major tasks, which lay the foundation for effective communication.

ii. Target audiences: key individuals in government bodies, project owners/ donors, country teams, advocacy groups and international/regional organizations and associations would be the target groups of IGAD LPI communication programme.

iii. Key messages: IGAD LPI communication messages focus on the profile and the working principles of IGAD LPI, with a view to building institutional image and inform target groups of the new paradigm, which IGAD LPI is promoting. The need for, and implications of, participatory, evidence based, livelihoods focused and gender-sensitive approaches to policymaking would thus be the main theme of the communication programme. The role of livestock in regional economic cooperation and integration is also an important theme to deal with.

iv. Channels and methods of communication: Given the geographic coverage of the Project, and the nature of the communication needs IGAD LPI seeks to address, the strategy focuses on web-based and print channels with a support of audiovisual materials. Policy briefs, news releases, fact sheets, profiles, media alerts, press kits, posters and corporate videos are some of the methods, which will be implemented during the years in spotlight.

FINANCIAL REQUIREMENTS AND IMPLEMENTATION

- i. The cost estimated for implementation of the communication strategy is USD 35,000.
- ii. Planning for production of the most important information items will start in early 2010.

IGAD LPI – COMMUNICATION STRATEGY

INTRODUCTION

1.1 Background

1.1.1 The Livestock Policy Initiative [LPI] of The Intergovernmental Authority on Development [IGAD] is a programme to build the capacity of IGAD Secretariat, member states³ and other stakeholders to formulate and implement national and regional pro-poor livestock policies that sustainably reduce poverty and food insecurity. IGAD LPI was launched following the signing of the Contribution Agreement in November 2005 between the European Commission (EC), Food and Agriculture Organization of the United Nations and IGAD. IGAD LPI was made operational in January 2006 at FAO Headquarters with funds obtained from EC.

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

1.1.3 The IGAD LPI underpins three core principles that define a pro-poor policy making process, within which the policy formulation and implementation processes are taking place. The pro-poor policy making process must be participatory and evidence-based, and policies must address the livelihoods of the poor men and women livestock keepers across the IGAD Region.

1.1.4 The IGAD LPI log frame outputs are:

- i. Creating an increased awareness among the stakeholders of the potential contribution of livestock sector to growth, food security and poverty reduction;
- ii. Delivering of policy options and implementation strategies to enhance the performance of the livestock sector;
- iii. Strengthening member states with an information system, which contributes to the collection and analysis of data for decision making, monitoring and policy change; and
- iv. Establishing networks of professionals, grassroots and women organizations for effective stakeholder representation in policy-negotiation.

1.1.5 The regional policy framework on animal health in the context of trade and vulnerability has been developed from national positions of IGAD member states through a consultative process. This is the initial objective aimed at addressing policy options and implementation strategies to enhance the performance of the livestock sector in the Region. The Regional policy framework, which includes the establishment of a livestock unit within the IGAD, will be implemented in the coming years. The task of including the livestock sector firmly in each country's

³ The member states of the Intergovernmental Authority on Development (IGAD) are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda.

Poverty Reduction and Strategy Papers (PRSPs) as a viable means for poverty reduction and food security is the other major activity of IGAD LPI.

1.2 Context

1.2.1 The importance of communication activities at IGAD LPI has been reflected for some time now. The planning document/logical framework of IGAD LPI indicate the need to develop a communication strategy and an action plan for public relations activities. The Steering Committee and the Mid-term Review Team (November 2008) of IGAD LPI have also recommended a communication intervention to raise the visibility of IGAD LPI. This communication strategy comes as a response to these suggestions.

1.2.2 The following activities were undertaken in the process of developing this communication strategy:

- An induction programme was performed for the Communication Officer by the IGAD LPI team;
- An inception paper for communication was produced and discussed;
- A questionnaire for analysis of issues and target groups was developed and filled out by IGAD LPI team;
- A number of documents were consulted.

1.2.3 The IGAD LPI communications strategy was prepared with the view to serve as a tool of IGAD LPI to enhance communication with its target groups at the head office level. It is also to the interest of IGAD LPI to prepare and implement country-level communication strategies to bolster the efforts country-teams, specifically the National Information Node Coordinators (NINCs), and the National Technical Focal Points (NTFPs) to communicate their country-specific issues within their boundaries. To this effect, IGAD LPI will familiarize country teams with basic communication concepts, strategies and tools.

1.2.4 It is also worth noting that IGAD Secretariat is in the process of developing a communications strategy, which this communication strategy shall consider to enhance collaborative communication activities.

1.3 Assessment of IGAD LPI communication

1.3.1 An assessment of IGAD LPI communication activities, since its establishment, provided insights into the achievements made and the improvements that are required. The rapid assessment, done to this effect, indicates that policy briefs, project reports, working papers, and brochures have been published and distributed largely through IGAD LPI website. However, few, articles/news reports have also been published in IGAD News (e.g. Oct-Dec 2008 issue).

1.3.2 The existing IGAD LPI website, hosted and maintained by FAO, was launched in 2008 by IGAD LPI to make basic information and working papers available to target groups. The development of IGAD LPI data portal, dedicated to the provision of livestock-related information and data, is also well underway.

1.3.3 With regard to internal communication, IGAD LPI intensively utilizes weekly staff meetings, emails and MS Outlook that could contribute to its day-to-day business.

1.4 Major communication needs identified

1.4.1 The assessment on communication needs highlights a number of issues, which call for communication measures. In line of IGAD LPI's expected outputs (Mentioned in 1.1.4), the following categories inform the focus areas on which IGAD LPI's communication programmes should rest:

Communication need #1, based on output #1

- **Inadequate knowledge on the role of livestock in poverty reduction and food security:** There is a limited understanding among target groups that the livestock sector is a practical means to improve the livelihoods of the poor men and women, thereby reducing poverty and food insecurity in the Region.
- IGAD LPI enjoys limited **visibility**, which needs to be improved to enhance the image of IGAD LPI;
- There is a need to inform the technical people working in the PRSPs to propose pro-poor project alternatives to PRSPs;
- Apart from the foregoing, IGAD's regional economic cooperation and integration plan in light of livestock potential appears to be an important topic, which entails sound introduction at all levels.

Communication need #2, based on output #2

- **Limited understanding of the pro-poor policy making process:** There is lack of adequate understanding among target groups that policies and institutions influence livelihoods of the poor with special emphasis on women;
- There is also a need to promote the working principles [pro-poor evidence based, participatory and gender-sensitive] of IGAD LPI policymaking, and the models and the actors involved in this process.

Communication need #3, based on output #3

- **Insufficient communication on the application and use of the information and data system:** Low-level of culture of information management and usage among key target groups may limit the use of the portal; and, as a result, the evidence-based policy making process may be constrained.

Communication need #4, based on output #4

- **Inadequate voice of representatives of the poor men and women in the policy making process:** Limited voices of the poor men and women in the policymaking process limit the policy formulation process, which is supposed to reflect the voices of these target groups strongly.

2.1 Goal and objectives

2.1.1 The communication strategy will respond to the purpose of IGAD LPI, which is to strengthen the capacity of IGAD, its member states, other organizations and other stakeholders to formulate and implement livestock sector and related policies that sustainably reduce poverty and food insecurity. The communication strategy, in support of the overall objective of IGAD LPI, therefore, needs to achieve the following general objectives:

- To increase the profile of IGAD LPI thereby strengthening relationships and trust among key stakeholders; and
- To increase understanding and receptiveness among key stakeholders with respect to the new paradigms and working principles which IGAD LPI is promoting.

2.1.2 The specific purposes of the communication strategy are:

With regard to communication need #1

- To raise the awareness that the region is rich with livestock;
- To inform that there is a potential to reduce poverty and meet food insecurity through this resource and improving the livelihoods of poor men and poor women;
- To inform technical people working in the PRSPs of the importance of pro-poor policies in reducing poverty and food insecurity;
- To inform target groups about the Regional economic cooperation and integration plan; and the role the livestock sector can play in regional cooperation and integration.

With regard to communication need #2

- To increase awareness on the importance of pro-poor policies and how these policies influence positive changes in a society;
- To inform target groups of what the concepts of pro-poor participatory, evidence based, and gender-sensitive policymaking process entail and how the application of these bolster efforts that target poverty and food insecurity;

With regard to communication need #3

- To encourage information sharing and usage among different actors engaged in the livestock policy making process;
- To promote IGAD LPI data portal as an important tool to support the policy making process;

With regard to communication need #4

- To help getting more voices of poor men and poor women in the policy making process;

2.2 Expected outputs

2.2.1 The outputs of the communication strategy can be seen at two major levels.

At the overall objectives level: the communication strategy results in:

- An increased profile of IGAD LPI thereby be able to attaining/strengthening smooth relationships, reputation and trust among key stakeholders;
- An increased understanding of key stakeholders of new paradigms and working principles which IGAD LPI are promoting and thereby be able to get key stakeholders receptive of the unique nature of the Project to ultimately strengthen mutual and collaborative relationships with a view to meet institutional objectives.

At the specific objectives level: the communication strategy is expected to achieve the following:

With regard to communication need #1

- Raised awareness on the fact that the Region is rich with livestock;
- Increased understand that livestock can help to reduce poverty and food insecurity;
- Informed technical people working in the PRSPs of the importance of pro-poor policies in reducing poverty and food insecurity;
- Informed target groups of the importance of the Regional economic cooperation and integration and the role of livestock in expediting these processes.

With regard to communication need #2

- Increased awareness on the importance of pro-poor participatory, evidence-based and gender-sensitive policy making process towards poverty reduction and food security;

With regard to communication, need #3

- Enhanced information sharing and usage among the policy actors engaged in the livestock policy making process of IGAD LPI;
- Promoted IGAD LPI website and portal as important tools to support the policy making process;

With regard to communication need #4

- Assisted activities that aim at increasing the representation of poor men and poor women in the policy making process;

3.1 Building a sound basis for implementation

3.1.1 The IGAD LPI communications strategy outlines the establishment of a sound basis for effective communication. It provides IGAD LPI with short and medium term framework for conducting communication activities. The main activities for

achieving the anticipated outcomes of this strategy are outlined in the following sections.

3.1.2 As IGAD LPI advances its operations, there is a need to develop all the basic tools for efficient communications in the short and medium terms. The creation of a sound basis for implementing IGAD LPI can be achieved by:

- Creating an IGAD LPI corporate identity, which comprises a logo, corporate colours, fonts etc. to help ensure that IGAD LPI is recognizable by its target groups;
- Enhancing the IGAD LPI website as a base for the subsequent development of other IGAD LPI communication;
- Adopting a gender-sensitive communication approach to ensure IGAD LPI's communication is free from gender-biases;
- Revising and/or creating new templates for IGAD LPI online and print publications;
- Enhancing the existing IGAD LPI contact database.

3.2 Target audiences

3.2.1 IGAD LPI communication will target five main groups.

- **Government bodies:** Ministers, directors, political figures, department heads, advisors, working groups of the PRSPs, etc in ministries and authorities affiliated to livestock, agriculture, trade, finance, foreign affairs, gender, environment, land, water, legal affairs, planning, parliament, PM/presidential Offices, central statistics;
- **Project owners:** Executive secretaries, representatives/heads, Department/section heads, and experts at IGAD Secretariat, FAO [regional and sub-regional] and EC;
- **Country teams:** IGAD LPI team, SCMs, NTFPs, PHs, WGs, and NINCs;
- **Advocacy groups:** Representatives/heads, Department/section heads, and experts of civil society organizations, and non-governmental organizations working in the livestock and development sectors; national and regional media [with a focus on newspapers, web and radio media];
- **International/regional organizations & communities/associations:** Representatives/heads, department/section heads, and experts of research, veterinary and drug organizations/associations (e.g. AU, EAC, COMESA, OIE, PAAT, ILRI, etc);

3.2.2 Even though IGAD LPI is yet to conduct the knowledge, attitude and practice (KAP) survey, the preliminary stakeholders' assessment indicated that target groups need to be communicated with information and data on subject areas [mentioned in 3.3 below] to permit IGAD LPI attain more visibility and favourable support.

3.3. The IGAD LPI key messages

3.3.1 It is important to articulate a single key message that encapsulates the main mission of IGAD LPI. The current message is “**A living from livestock**”. In addition, messages that combine information and visual items will be featured in diverse communication products. Some of these messages are:

With regard to communication need #1

- The region is rich with livestock;
- There is a potential to reduce poverty and food insecurity through the livestock resources and improving the livelihood of poor men and poor women in the Region;
- IGAD LPI offers expertise on livestock policy making, as well as supports pro-poor policy making process;
- The inclusion of pro-poor projects that support the livelihood of the poor in the PRSPs help to reduce poverty and food insecurity;
- The regional economic cooperation and integration in the Region is important for economic development and the livestock sector is one key area to begin this integration.

With regard to communication need #2

- Pro-poor policies can lead to a broad-based and long-lasting impact on poverty level; and hence pro-poor policymaking entails participatory, evidence based, and gender-sensitive approaches;

With regard to communication need #3

- IGAD LPI has carried out a significant amount of research on the political economy of livestock development at national and Regional levels;
- IGAD LPI has developed and applied decision support tools for assessment of the livestock potential and others which help to formulate national and regional livestock policies and regulations;

With regard to communication need #4

- The representation of poor men and poor women in the policy making process is essential to develop pro-poor participatory, evidence based and gender-sensitive policies;

3.4 Channels and methods for communication

3.4.1 The next section introduces various channels and information products (methods), which will be used by IGAD LPI in communicating to its target groups. In particular, choosing appropriate media will ensure that information on key issues, activities and achievements are communicated effectively. Considering the geographic, demographic and other parameters of key target groups, this strategy gives emphasis to the online and print media, with a view to reach wider and dispersed target groups across the IGAD Region, in a timely and cost effective manner.

3.4.2 The IGAD LPI website: IGAD LPI has developed a project website. The site will be enhanced with the new IGAD LPI logo, corporate colours and a key message (slogan) in order to reinforce the new IGAD LPI brand. It will be also regularly updated with news, press releases, documents, pictures, fact sheets, and organizational profiles in order to keep it alive to ensure increased frequency and number of access to the site.

In order to allow feedback and interactive engagement with IGAD LPI target groups, a mechanism will be sought to put in place a system, which allows a two-way communication on the website.

3.4.3 Email-based communication: Integrated with IGAD LPI website, the various formats of electronic communication services will serve as major channels for policy briefs, e-newsletters; e-news releases, e-alerts and e-newspaper clips.

3.4.4 Publications [print]: The print medium will be used as a chief communication instrument to disseminate data and information. Brochures, posters, newsletters, folders, etc will be utilized to disseminate information on organizational profile, livestock facts and figures, policy briefs and other subjects relevant to IGAD LPI.

3.4.5 All suggested items will be based on the agreed basic IGAD LPI information which will be developed according to the individual character of the respective information item. All newly developed information items will reflect the IGAD LPI corporate identity in order to make IGAD LPI recognizable via all its various communication means.

3.4.6 Press Releases and Media Alerts: Press Releases often constitute the starting point of most development communication as they provide the most important up-to-date information to the media. As such, the IGAD LPI will encourage the use of press releases to journalists for production in English and, whenever possible, in French and Arabic in print, web and radio media. A “media alert” can constitute an alternative to a press release i.e. it “alerts” the media on a forthcoming event (launch of a report, signing ceremony, etc.) in order to ensure that the media is kept well informed to enable them prepare the coverage and presence at the relevant event. The press release will be disseminated to media contacts in the respective countries as well as to major international outlets.

3.4.7 The IGAD LPI press kit: A basic press kit will be produced to ensure that appropriate information on IGAD LPI is readily available for distribution to some target groups and the media at various occasions such as conferences and events. It will be also uploaded as a PDF file for download from the IGAD LPI website. Such an IGAD LPI press kit could contain among others:

- All agreed texts with relevance to the press, as they are posted on the IGAD LPI website;
- The most recent press releases of IGAD LPI;
- The general IGAD LPI Profile;
- The summary of the most recent annual report of IGAD LPI.

3.4.8 The IGAD public relations movie: Professional IGAD LPI movie has a high potential of being well received by some target groups, as visuals are often

preferred by many people. Alongside video footage material, this film could be used for various opportunities such as viewing at conferences; and be made available to TV channels. The material could be also made available on the IGAD LPI website as digital video-file for download.

3.4.9 Displays and posters: Events present a rich opportunity for two-way communications between IGAD LPI and its target audiences on livestock sector issues. IGAD LPI participation in such events will be planned to get IGAD LPI's messages across. Some of these events where posters & banners; press releases and other publications can be displayed are:

- The annual Steering Committee meetings;
- Agriculture/Livestock ministerial meetings;
- IGAD general/annual meeting;
- Important conferences/symposiums on livestock in the IGAD Region/African continent

4 FINANCIAL REQUIREMENT AND IMPLEMENTATION

4.1 Financial

4.1.1 The cost estimated for the implementing of the communication strategy including a budget for a communication tasks to be done by external collaborators is USD 35,000. Annex 2 shows the summaries of the main cost elements.

4.2 Implementation

4.1.2 Implementation of the communication activities of IGAD LPI's has commenced in October 2009 through an engagement of the Communication Officer. Planning for production of the most important information items using the new corporate identity and implementation requirement will start in early 2010. Full implementation of the communication programme of IGAD LPI will proceed in the consecutive months of 2010/11.

ACTION PLAN OF COMMUNICATION TASKS FOR THE FISCAL YEAR 2010

	Action	Objective / Product	Action by	Timing	Remarks
1. Building the basis for implementing the IGAD LPI website					
1.1	Develop IGAD LPI corporate logo and identity	IGAD LPI style guide with colours, fonts and recognizable IGAD LPI logo, as well key message [catch phrase] developed	Graphic designer (Comm. Consultant) IGAD LPI Comm. Officer	1 st Quarter, 2010	Needs discussion with FAO/EC/IGAD/Project team
1.2	Develop new IGAD LPI stationeries	IGAD LPI stationeries [letter heads, posts, business cards, posts, etc] will be changes based on the new brand	Graphic designer; IGAD LPI Comm. Officer and IGAD LPI Admin	1 st Quarter, 2010	Needs discussion with FAO/EC/IGAD/Project team
1.3	Review of and include new identity to the IGAD LPI website	Enhancing IGAD LPI website using the new IGAD LPI Corporate identity	FAO or ILRI IT & Department Graphic designer; IGAD LPI Comm. Officer	1 st / 2 nd Quarter, 2010	Needs discussion with FAO/EC/IGAD/Project team
1.4	Include new identity to the IGAD LPI portal	Enhancing IGAD LPI portal using the new IGAD LPI Corporate identity	FAO or ILRI IT & Department Graphic designer; IGAD LPI Comm. Officer	1 st / 2 nd Quarter, 2010	Needs discussion with FAO/EC/IGAD/Project team
1.5	Standardize templates	Templates for power point presentations, reports, working papers/studies	Comm. Officer	1 st Quarter, 2010	
1.6	Support the development of workable contact database	Workable contact database in hard/soft copy	Project secretary and Comm. Officer	Ongoing	
2. Reaching out the target groups					
2.1	Prepare and distribute IGAD LPI Profile	IGAD LPI Brochure for print and online	Comm. Officer and Project team	Ongoing	
2.2	Prepare and distribute IGAD LPI E-newsletter	<ul style="list-style-type: none"> ▪ Developed e-news system ▪ Designed e-news format ▪ IGAD LPI e-news - bimonthly 	FAO or ILRI IT Department; Graphic designer; IGAD LPI Comm. Officer, Project team	Ongoing	
2.3	Prepare and distribute IGAD LPI E-Policy Briefs [on diverse issues] – print and online on regular basis	<ul style="list-style-type: none"> ▪ Developed e-policy brief system ▪ Designed e-policy brief format ▪ IGAD LPI e-policy brief - bimonthly 	FAO or ILRI IT Department; Graphic designer; IGAD LPI Comm. Officer & Project team	Ongoing	Requires selection of themes/ titles and a detailed programme/ timetable for submission, design, printing and distribution

2.4	Prepare and distribute E-media clip	<ul style="list-style-type: none"> ▪ Developed e-media clip system ▪ Designed e-media clipped format ▪ IGAD LPI e-news clip 	FAO or ILRI IT Department; Graphic designer; IGAD LPI Comm. Officer, & Project team	Ongoing		
2.5	Prepare and distribute Press releases/alerts	<ul style="list-style-type: none"> ▪ Developed e-press release system ▪ Designed e-press release format ▪ IGAD LPI e-press releases / alerts 	FAO or ILRI IT Department Graphic designer; IGAD LPI Comm. Officer, & Project team	Ongoing		
2.6	Prepare national and regional fact sheets	<ul style="list-style-type: none"> ▪ Prepared content ▪ Printing and distribution 	Comm Officer; Project team;	Ongoing		
2.7	Prepare and distribute the LPI information/press Kit	<ul style="list-style-type: none"> ▪ Prepared/designed folder ▪ Prepared/designed Regional Livestock fact sheet ▪ Prepared/designed National Livestock fact sheet (6) 	Project team and Comm. Officer	4 th Q, 2010/1 st Q, 2011		
2.8	Prepare and distribute short IGAD LPI public relations movie (documentary)	<ul style="list-style-type: none"> ▪ Selected themes, locations, ▪ Prepared TORs for commissioning ▪ Selected producers ▪ Follow-up tasks ▪ Distributed final products 	Project team, Comm. Officer & External collaborator	Ongoing, 2011		Requires selection of themes/titles and a detailed programme/ timetable for script writing, shooting, editing, and distribution
2.9	Promote IGAD LPI website and web portal	<ul style="list-style-type: none"> ▪ Organized launching programme ▪ Produced brochure ▪ Prepared CD version of the portal ▪ Prepared ads for NP and web media ▪ Paid ads in NPs across the region ▪ Prepared book page marks ▪ Promoted URLs in all possible media 	Info advisor and Comm. Officer	Ongoing		
2.10	Prepare and distribute other items for public relations purposes	<ul style="list-style-type: none"> ▪ Produced permanent posters ▪ Produced and distributed year planners & greeting cards ▪ Papered and distributed banners in meetings 	Project team, Comm. Officer & External collaborator	Ongoing		
3. Supporting IGAD LPI team with other communication tasks						
3.1	Assist country teams in communication tasks	<ul style="list-style-type: none"> ▪ Introduced elements of communication strategy in each country ▪ Developed brief comm. strategy ▪ Followed up the implementation 	Comm. Officer	Ongoing		Requires meeting NINCs and/or NTFPs and facilitators in each country
3.2	Maintain the website with latest news and information	<ul style="list-style-type: none"> ▪ Maintained website 	Comm. Officer	Ongoing		Requires a brief orientation on web maintenance and content mgt system
3.3	Attend meetings and compile proceedings	<ul style="list-style-type: none"> ▪ Attended meetings ▪ Compiled/written proceedings 	Comm. Officer	Ongoing		The task involves SCM and other high level-meetings
3.4	Attend events and promote IGAD LPI profile	<ul style="list-style-type: none"> ▪ Attended events ▪ Distributed materials 	Comm. Officer	Ongoing		

PROVISIONAL BUDGET FOR THE PRODUCTION OF IGAD LPI COMMUNICATION MATERIALS FOR 2010

1. E-communication systems				
	Publications	Tasks	Total estimated cost in Birr	Total estimated cost in USD
2.1	Develop and distribute IGAD LPI E-newsletter	Developed the e- system, format, delivery mechanism	63,094.-	5000.-
2.2	Prepare and distribute IGAD LPI E-Policy Briefs [on diverse issues] – print and online	Developed the e- system, format, delivery mechanism		
2.3	Prepare and distribute E-media clip	Developed the e- system, format, delivery mechanism		
2.4	Prepare and distribute E- Press releases/alerts	Developed the e-system, format, delivery mechanism		
Total			63,094.-	5000.-

2. Print media									
	Publications	Size	Page No.	Quantity	Paper	Colour	Design	Cost of Each issue-Birr	USD
2.1	Policy brief	A4	4	3000 x 6 issues	120 gm matt	Full	Print ready	32,000	2,535.90
2.2	Organizational Profile	A4	4	3000	120 gm matt	Full	Print ready	5,300	420.90
2.3	Press kit - folder	A4	4	3000	250 gm matt	Full	Print ready	5,000	396.23
2.4	Press kit - Fact sheets	A4	2	3000 x 6 types	120 gm matt	Full	Print ready	29,000	2,298.16
2.5	News letter	A4	8	3000 x 3 issues	150 gm matt	Full	Print ready	33,000	2,615.15
2.6	Poster	A1 or A2	1	3000	120 gm matt	Full	Print ready	8,000	633.97
2.7	Wall Calendar with envelops	A2	1	3000	120 gm matt	Full	Print ready	12,000	950.96
2.8	Greeting card with envelops	A5	4	3000	140 gm matt	Full	Print ready	4,500	356.61
Total								128,811.20	10,207.88

3. Costs for Other activities				
	Activity	Major tasks	Estimated cost in Birr	Total estimated cost in USD
3.1	Develop and distribute IGAD LPI documentary	Selection of themes, script writing, travels, camera work, narration, editing, delivery	151,425.60	12,000.-
3.2	Prepare Brochure for IGAD LPI portal	Brochure print and distribution	5,300.-	420.01
3.3	Prepare CD version of the portal	Contract out work of the CD version of the portal	37,856.40	3,000.-
3.4	Promotion of the portal	News paper ads, bookmarks etc	25,618.80	2,000.-
3.5	Posters, banners & others	Design and print of posters	10,000	792.47
3.6	Material distribution/postal and stationery costs	Distribute communication materials across the Region	12,618.80	1,000.-
Total			242,438.40	19,212.48

ANNEX 4: LOGICAL FRAMEWORK FOR REGIONAL SUPPORT PROGRAMME FOR THE COORDINATION AND CAPACITY STRENGTHENING FOR DISASTER/ DROUGHT PREPAREDNESS IN THE HORN OF AFRICA

INDICATORS (LOG FRAME)

<i>Title of the Action</i>	<i>Regional Support Programme for the Coordination and capacity strengthening for disaster/ drought Preparedness in the Horn of Africa</i>			
<i>Principal Objective</i>	<i>Reduced vulnerability of (agro)-pastoralist communities in the Horn of Africa through strengthening their capacity to withstand drought, and enhance their livelihood and drought-related animal productions systems.</i>			
	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources of Verification</i>	<i>Risks and Assumptions</i>
<i>Specific Objective</i>	<i>To support organisations and governments to assist agro-pastoralist communities to better prepare for drought-related shocks affecting their livelihood in the arid and semi arid lands of Djibouti, Ethiopia, Kenya, Somalia and Uganda.</i>	<ul style="list-style-type: none"> • Knowledge of <i>who, what and where</i> shared • Response, Preparedness and contingency plans available • Knowledge on emergency situation shared • Technical quality standard and assistance provided • # of stakeholders showing behavioural or attitudinal changes due to the influence of the DPP2 	Program progress reports Activity Reports from partners Outcome mapping report	
<i>Results</i>	<i>R1: Drought Preparedness Coordination mechanisms are supported and harmonised within national and regional context</i>	1.1. Gaps and overlaps in the drought-related response in the intervention zones = 0 1.2. % of NGO partners and government officials participating in FAO organised trainings who actually assimilate ⁴ the technical guidance provided by FAO >	<ul style="list-style-type: none"> • Sets of maps showing geographic and thematic distribution of ECHO partners (who is working where and what) • Pre- and post training questionnaires/"exams" 	

⁴ By *Assimilate* we mean here that participants have accepted, understood the content of the trainings (new techniques) and are committed to adopt it in the field.

		<p>70%</p> <p>1.3. % of partners declaring that FAO's coordination work⁵ helped them to improve the quality of their intervention > 70%</p> <p>1.4. % of partners showing interest in and attend to FAO organised workshops and meetings > 70%</p>	<ul style="list-style-type: none"> • Quarterly Outcome mapping progress reports • Bi-annual partners Satisfaction surveys. • Minutes of the meetings and workshops report organised by FAO 	
	<i>R2: Knowledge Management Systems are strengthened at field, national and regional level</i>	<p>2.1. % of the ECHO DPP2 partners contributing to data collection needed for the IPC roll-out > 50%</p> <p>2.2. # of partners per country collecting technically sound⁶ EW livestock and water indicators on a regular basis >=1</p> <p>2.3 Results of studies are disseminated and understood by all ECHO partners</p> <p>2.4. Project Website created and # of visit by ECHO partners > 10/month</p> <p>2.5 Information disseminate using mass media annually >=1</p>	<ul style="list-style-type: none"> • Quarterly field reports for Early Warning on drought and livestock • Data base on livestock early warning and emergency response • Pastoralist Farmer Field Schools curriculum • Quarterly Outcome mapping progress reports 	
	<i>R3: Policy dialogue facilitated and enhanced</i>	<p>3.1 Civil society and government consultation/dialog mechanisms or fora favouring sustainable pastoral resource management are established in each country</p> <p>3.2. % of policy papers issued through the project that have been received positively⁷ by the respective governments >30%</p> <p>3.3 All policy brief are discussed during bi-annual round table discussion with policy makers</p>	<ul style="list-style-type: none"> • Minutes of meetings between NGOs and the governments on specific policy papers • Decision/commitment acts are sign during the meetings • Quarterly Outcome mapping progress reports 	
<i>Activities for R 1</i>	<i>A1.1</i> Under the umbrella of the regional FSNWG, coordinate field based interventions by UN sister agencies and NGOs (sharing of information on who is doing what and where, and consensus building on priorities and modalities)			

⁵ Sharing of best practices and lessons learnt, coordination meetings, technical assistance provided by FAO. Did partners apply methods/experiences that have worked in other regions/projects to their own intervention' or did those experiences feed in their intervention strategy ?.

⁶ By *Technically Sound Indicators* we mean indicators that have been technically approved by FAO.

⁷ By *Positively* we mean that the government having shown openness and interest in discussing the paper

	<p><i>A1.2</i> Support ECHO & ECHO partners in performance management, monitoring and evaluation, documentation and reporting of ECHO's implementing partners</p> <p><i>A1.3</i> Coordinate the information flow on Disaster Risk Reduction (DRR) and humanitarian response issues among ECHO's partners and provide links to other initiatives in the region</p> <p><i>A1.4</i> Provide technical standards and advice to ECHO partners. Facilitate and harmonize innovative approaches under the DPP2 programme (e.g. Pastoral Farmer Field Schools, Contingency Funding, etc)</p> <p><i>A1.5</i> Provide technical support to ECHO coordinators as requested</p> <p><i>A1.6</i> Facilitate coordination mechanisms and linkages between existing coordination and technical platforms at National and Regional level</p>	
<p><i>Activities for R 2</i></p>	<p><i>A2.1</i> Enhance food security information systems and improve information and early warning dissemination linking into the IPC roll-out.</p> <p><i>A2.2</i> Improve mapping and visualization tools for program planning, monitoring and evaluation.</p> <p><i>A2.3</i> Undertake action research activities to develop guidelines/ training manuals and good practices identified by beneficiaries for drought preparedness interventions</p> <p><i>A2.4</i> Conduct subject matter assessments studies to facilitate evidence-based programming and impact assessments.</p> <p><i>A2.5</i> Enhance community based early warning initiatives and contingency planning.</p> <p><i>A2.6</i> Build capacity in facilitation skills and outcome mapping implementation .</p> <p><i>A2.7</i> Supporting partners in the creation of pastoralist farmer field school</p> <p><i>A2.8</i> Assist partners in the training of CAHW</p> <p><i>A2.9</i> Disseminate lessons learned and technical information through different media channels (radio, video, newspaper, web site, etc..)</p> <p><i>A2.10</i> Develop best-practice models; improve cross-sectoral support through learning, implementation and monitoring of partners best practice- approaches</p>	

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

ANNEX 5: EC/FAO VISIBILITY CAMPAIGN

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

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

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

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

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

In defining a consistent communication strategy, the campaign ensures that both levels are mutually reinforcing. Individual projects serve to illustrate the core message that partnership strengthens both organisations in helping developing countries alleviate rural poverty and hunger. At the same time, action above project level trickles down to projects, for example through worldwide 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.