

# **The Livestock Emergency Guidelines and Standards**

## Uptake in Ethiopia and Kenya Against Trends in Humanitarian and Development Assistance

October 2012

Africa Regional Office  
Feinstein International Center  
Tufts University

## Acknowledgement

This study on the uptake of the *Livestock Emergency Guidelines and Standards* in Ethiopia and Kenya was funded by the USAID Office for Foreign Disaster Assistance through a grant to the Feinstein International Center, Tufts University.

## Contents

List of abbreviations .....	i
Executive Summary .....	1
1. Introduction .....	2
1.1 Background to LEGS .....	2
1.2 Overview of drought impacts in Ethiopia and Kenya .....	3
1.3 Trends in humanitarian assistance .....	4
1.4 Objectives and approach .....	6
2. The Uptake of LEGS .....	6
2.1 Aid donors .....	6
2.1.1 USAID and OFDA Ethiopia .....	6
2.1.2 OCHA Kenya and Ethiopia .....	7
2.1.3 ECHO Kenya and Ethiopia .....	8
2.1.4 EU Kenya .....	9
2.1.5 DFID Kenya .....	9
2.1.6 World Bank Ethiopia .....	10
2.1.7 World Bank Regional Office, Nairobi .....	10
2.2 Government agencies .....	11
2.2.1 National Disaster Management Agency, Kenya .....	11
2.2.2 Directorate of Veterinary Services (DVS), Kenya .....	12
2.3 UN agencies and NGOs .....	12
2.3.1 FAO Kenya .....	12
2.3.2 FAO Ethiopia .....	13
2.3.3 World Food Program (WFP), Kenya .....	14
2.3.4 ICRC Kenya .....	14
2.3.5 CARE Kenya .....	14
2.3.6 VSF Suisse (VSF CH), Kenya .....	15
2.3.7 VSF Germany (VSF G), Ethiopia .....	15
2.3.8 Agency for Technical Cooperation and Development (ACTED), Kenya .....	15
2.3.9 Mercy Corps (MC), Ethiopia .....	16
2.3.10 Other NGOs, Ethiopia .....	16
3. Conclusion and Recommendations .....	16
3.1 Progress with institutionalizing LEGS .....	16
3.2 Availability of the LEGS book .....	16
3.3 New developments: LEGS and higher education .....	17
3.4 Engagement with development and resilience actors .....	17

Annex 1 – Regional TOT training conducted by LEGS

Annex 2 – List of 3-day training conducted in Kenya

Annex 3 – List of 3-day training conducted in Ethiopia

Annex 4 – List of organizations and people contacted

## List of abbreviations

ACTED	Agency for Technical Cooperation and Development
AfDB	African Development Bank
AU-IBAR	African Union – Interafrican Bureau for Animal Resources
CERF	Central Emergency Response Fund
DANIDA	Danish International Development Assistance
DFID	Department for International Development
DVS	Directorate of Veterinary Services
ECHO	European Coordination for Humanitarian Operation
ECOWAS	Economic Community of West African States
EU	European Union
FAO	Food and Agriculture Organization
HRF	Humanitarian Response Fund
HSNP	Hunger Safety Net Programme
ICDRR	Improved Community Drought Response and Resilience
ICRC	International Committee of the Red Cross
IGAD	Intergovernmental Authority on Development
LEGS	Livestock Emergency Guidelines and Standards
MC	Mercy Corps
NDMA	National Disaster Management Agency
NGO	Non-governmental Organization
OCHA	Office for the Coordination of Humanitarian Assistance
OFDA	Office for Foreign Disaster Assistance
PCDP	Pastoral Community Development Programme
PSNP	Productive Safety Net Programme
TOT	Training of Trainers
USAID	United States Agency for International Development
VSF	Veterinaires sans frontieres
WB	World Bank
WFP	World Food Programme

## Executive Summary

Since its publication in 2009, the global LEGS project has supported awareness and use of LEGS via using a multi-faceted approach combining regional trainings, donor briefings, web-based communication, promotion via LEGS Steering Group members, and presentations at international and regional events. Given the humanitarian focus of LEGS, this strategy targeted key humanitarian donors, specific UN agencies and NGOs. The LEGS project does not work directly at country level, but relies on various actors to promote and coordinate LEGS at national and sub-national levels. This approach recognizes that the LEGS project cannot physically work in all countries globally, and, that national actors are best-placed to institutionalize LEGS according to national contexts.

This report reviews the uptake of LEGS in Ethiopia and Kenya, and assesses the extent to which LEGS has been institutionalized in these two countries. In terms of key humanitarian donors, LEGS is now used a reference for assessing or screening livestock projects by ECHO, OFDA and DFID. LEGS principles and activities are also actively supported by FAO – especially in Kenya - and UNOCHA, as the key UN agencies involved in funding and/or coordinating livestock projects in disasters. LEGS is also actively supported by ICRC regionally, and in Kenya and Ethiopia. In government, the Kenya National Disaster Management Agency endorses LEGS, whereas in Ethiopia the government published national guidelines for livestock relief interventions in pastoralist areas in 2008, just before the publication of LEGS. These national guidelines follow similar approaches to LEGS and are suited to the Ethiopian institutional context. Both the guidelines and LEGS are used in Ethiopia.

In both countries, there was recognition of the importance of the LEGS book but also concerns about its availability. Many local NGOs and government personnel lacked the means to order the book online, and they found that printouts of LEGS from the website were not user friendly. This problem was compounded by limited access to the internet, particularly in Ethiopia. For national-level LEGS supporters and coordinating agencies, there is a need to incorporate the bulk purchase of hard copies of LEGS into their new programs, and ensure distribution to local partners. For the global LEGS project, there is a need to ensure that adequate stocks of the LEGS book are available from the publisher, with reprints as needed.

The emergence of resilience thinking and programs, especially after the recent famine in southern Somalia, represents a new attempt by aid donors to better integrate humanitarian and development programs. In the Horn of Africa large-scale regional and national resilience programs are emerging with multi-donor support and with IGAD leading at the regional level. Although LEGS focuses on livestock projects in humanitarian crises, the livelihoods-based approach of LEGS means that it automatically links relief and development and as such, can contribute to resilience programs. For example, core livestock asset protection is one of the three livelihoods objectives of LEGS, and LEGS includes standards and guidelines for disaster preparedness. LEGS also encourages interventions that work with local private sector services providers, suppliers and traders. As the proposed resilience programs involve development donors such as the African Development Bank, World Bank, EU and GIZ, the question for the global LEGS project is how to broaden its current roll-out strategy to include these and other development donors, rather than limiting the focus to humanitarian donors. Similarly, there are opportunities for LEGS to engage more directly with regional bodies such as the AU and IGAD. The LEGS project will also need to view these trends and opportunities against the technical content of LEGS and its geographical scope. Technically, LEGS was not intended to be a panacea for livestock development but there is a risk that some actors will view it as such. Geographically, LEGS is a global project and not a project solely aimed at the Horn of Africa. At the same time, the Horn is clearly affected by recurrent large-scale crises, and livestock are central to the livelihoods of millions of pastoralists in the region.

# 1. Introduction

## 1.1 Background to LEGS

It has been now almost four years since the Livestock Emergency Guidelines and Standards (LEGS) was published and launched as a companion document to the humanitarian SPHERE standards. LEGS was conceived and developed to improve the quality and impact of livestock projects in humanitarian crises, and covers six main types of intervention viz. veterinary care, destocking, livestock provision (restocking), livestock feed, water, and shelter. Since publication, LEGS has used five main approaches to increase awareness and use of LEGS:

- A global training programme that focuses on regional training events in developing regions. To date, regional trainings of trainers (TOT) courses have been run in Africa (7), Asia (4) and Latin America (2) LEGS does not provide training at national level, but relies on newly-trained LEGS trainers and national organizations to promote LEGS, and promote and fund national or sub-national trainings according to context and demand. This approach takes account of the practical and funding challenges in terms of the LEGS project conducting national (or sub-national) trainings in a large number of countries.
- Promotion of LEGS through the LEGS website <http://www.livestock-emergency.net>, and an email distribution list. The LEGS website houses introductory videos on LEGS.
- Donor awareness, focusing on key humanitarian donors.
- Promotion of LEGS by organizations in the LEGS Steering Group, such as FAO and ICRC.
- Presentations at international and regional events, such as humanitarian and livestock conferences.

Although many LEGS project activities are regional, it is important for the project to track the uptake and use of LEGS at national level, and the extent to which regional efforts are leading to national support and adoption of LEGS. Globally, the Horn of Africa region is among the most crisis-affected areas of the world, being subject to repeated droughts, conflict and complex emergencies. It is also a region where disasters often affect people who are highly dependent on livestock for their livelihoods. Therefore, within two years of its launching, two assessments of LEGS were carried out in Kenya and Ethiopia to measure its application in the field (provide references for these previous 2 assessments). The assessments identified important progress for institutionalizing LEGS in the two countries, such as the incorporation of LEGS in funding proposal development and its application in operational processes in general amongst agencies that were familiar with LEGS at the time, despite variations arising from field realities and interpretations.

While the focus of the two previous assessments were on the application of LEGS at the field level by NGOs, this report is intended to gauge the dissemination of LEGS by casting a wider net on the uptake of LEGS involving government agencies, donors and also NGOs and how this has impacted the acceptance, and use of LEGS on a wider scale. The report also explores if LEGS has contributed to increased awareness about the livestock sector in the context of emergencies.

Following drought and humanitarian crisis in northern Kenya and southern Somalia in 2011 to 2012, there was a notable surge in aid donor interest in addressing the root causes of vulnerability in the Horn of Africa region. One outcome of this renewed interest has been the emergence of “resilience” thinking, and a wave of reports and studies that include attempts to define resilience, provide frameworks for supporting resilience strategies and programming, or describe the economic rationale for preventing

rather than responding to crises. With this trend in mind, the report also provides some preliminary assessment of the links between LEGS and resilience programs.

## 1.2 Overview of drought impacts in Ethiopia and Kenya

Recurrent droughts are a defining feature of pastoralist areas of Ethiopia and Kenya. Various factors, including population growth, reduced access to land, and changing livestock ownership patterns, have led to an increasing humanitarian impact of drought. In some areas, this trend is further exacerbated by chronic conflict and political instability. In 2011 drought affected southern Somalia, northeast Kenya and pockets of southern Ethiopia. However, the worst impacts were evident in Somalia due to the combined effects of conflict, food price rises and drought, and where famine was declared<sup>1</sup>. The crisis attracted huge media attention, and also led the Intergovernmental Authority on Development (IGAD) to initiate a regional programme to minimize the severe impacts of drought through country level and regional based interventions<sup>2</sup>, and with a focus on building the resilience of pastoral households. A joint IGAD ministerial and UN agency meeting in May 2012 was one of various events indicating high-level political support for the programme.

Drought has been and remains the major type of natural disaster in Ethiopia and Kenya but it is not always confined to pastoral areas. The two main droughts in living memory in Ethiopia (1974 and 1983/84) equally affected the settled farming population as lowland pastoralists. Yet, pastoral areas remain prone to droughts in comparison to settled agriculturalists due to particularly marked rainfall variability in these areas even in normal years, often coupled with political instability. According to the Emergency Events Database<sup>3</sup> from 1900, the top 10 and 9 natural disasters in Ethiopia and Kenya were respectively caused by drought, in terms of the total number of people affected. According to the same source, the number of people affected by droughts varied considerably depending on the intensity and spread of the drought. In Kenya, the number of people affected ranged from 1.2 million in 1994 to 23 million in 1999; in Ethiopia, 2.6 million people were affected by drought in 2005 compared to 12.6 million in 2003. It is likely that pastoralists were more often affected by drought than other groups, although the data source does not provide breakdowns by livelihood groups or eco-system. For example, exceptionally high human mortality figures were reported in Afar pastoralist communities in Ethiopia during the 1974 drought; high mortality was also reported in the Somali region of Ethiopia during drought in 1999-2000.

Table 1 indicates that drought is the most important type of disaster in both countries. Also, the database indicates that droughts have become more frequent in Ethiopia since the mid 1980s and in Kenya since the early 1990s, with intervals of only two to three years between droughts. However, the database tends to label disasters with complex causes, one of which may be drought, as drought per se. In many cases, combinations of conflict, drought and political instability have caused drought; more recently, food price increases have also been important. Drought has been associated with large amounts of international humanitarian aid in both countries (Table 2).

---

<sup>1</sup> Maxwell, D. and Fitzpatrick, M. (2012) The 2011 Somalia famine: context, causes, complication. *Global Food Security*, in press.

<sup>2</sup> [http://igad.int/attachments/454\\_Final%20Communique%20for%20IGAD-UN%20ministerial%20meeting\\_R1.pdf](http://igad.int/attachments/454_Final%20Communique%20for%20IGAD-UN%20ministerial%20meeting_R1.pdf)

<sup>3</sup> [www.emdat.be](http://www.emdat.be)

Table 1. Causes and total number of people affected by the top 10 natural disasters (1900-2012)

Kenya			Ethiopia		
Cause	Year	Number of affected people (million)	Cause	Year	Number of affected people (million)
Drought	1991	2.7	Drought	1973	3
Epidemic	1994	6.9	Drought	1983	7.7
Drought	1994	1.2	Drought	1987	7
Drought	1997	1.6	Drought	1989	6
Drought	1999	23	Drought	1999	4.9
Drought	2004	2.3	Drought	2003	12.6
Drought	2005	1.5	Drought	2005	2.6
Drought	2008	3.8	Drought	2008	6.4
Drought	2011	4.3	Drought	2009	6.2
Drought	2012	3.7	Drought	2011	4.8

Source: [www.emdat.be](http://www.emdat.be)

Table 2. Amount of aid received in selected drought years in Kenya and Ethiopia

Kenya		Ethiopia	
Drought year	Humanitarian aid received <sup>4</sup> (US\$ million)	Drought year	Humanitarian aid received <sup>5</sup> (US\$ million)
1988-2001	287.5	2003	496
2003/4	219.1	2005	545
2006	197	2008	1,078
2009	432.5	2011	823
2011	427.4		

The substantial amount of international humanitarian aid received over the years – mainly in the form of food aid - has focused on saving lives by targeting people who required food assistance. While this assistance may have contributed to survival, the increasing impact of droughts was evident from the substantial increase in the numbers of chronically vulnerable people who required continuous assistance even in “normal” years. Partly in response, aid donors have devised new strategies to support vulnerable groups through conditional and unconditional transfer of cash or food aid to ensure food security, and to varying degrees, using these transfers to contribute to household asset growth. These approaches are central to the large-scale safety net programmes in Ethiopia and northern Kenya, and are seen as means to strengthen local capacity to withstand and recovery from disasters such as drought. While it is beyond the scope of this report to analyze these strategies, information to date indicates that while food security objectives are being met, asset growth is more problematic if the intention is to return former pastoralists back to pastoralism.

### 1.3 Trends in humanitarian assistance

As outlined above, large-scale aid approaches in pastoralist areas now include safety net programs. However, in recent years there has also been the emergence of disaster risk reduction (or management), ‘building back better’ and most recently ‘resilience building’. To varying degrees, these

<sup>4</sup> Includes Government of Kenya sources

<sup>5</sup> UNOCHA – financial tracking services

programs support either the protection of assets, and/or asset building. Safety nets emulate social security systems and target chronically vulnerable people who require either seasonal or continuous assistance. Such groups are supported through conditional or unconditional cash and/or food transfers to enable them meet their food security and other needs. In cases of conditional assistance households are required to engage in activities aimed at protecting or improving the natural resource base of the community they live in. The other approaches refer to either reducing the loss of household assets through emergency interventions or re-building the asset base in some ways through recovery programs.

A third strategy, sometimes referred to as the ‘relief to development continuum’ or vice versa, involves development or recovery programs within which disaster risk reduction components are embedded. Such programs/projects require flexibility in their design to switch from development to asset saving activities and vice versa. However, despite the inherent logic in such systems, programme rigidity hinders them from reallocating budgets for emergency interventions as required, in part due to the complexity of building in flexibility in ‘expected outputs’ at the program design stage. Of note, the level of flexibility is not only tied to program design but also on the willingness of the specific donor from which concession is often required to re-allocate funds for emergency interventions. To circumvent this anomaly, some programmes build in contingency or crisis modifier funds to cater for unforeseen disasters such as drought.

Overall, there is a growing realization by donors and governments that saving livelihoods is equally important as saving lives to protect households from sliding further towards chronic vulnerability. This reality has prompted donors and governments to initiate livelihood-focused interventions in both Kenya and Ethiopia that herald a distinct trend in international humanitarian aid assistance. Inherent in this trend is that the solution to short-term crisis is through long-term interventions – a major shift in thinking and policy. While the shift to long-term strategy is interesting on its own, the incorporation of LEGS in such programmes is an equally interesting aspect to look into given the objectives of this paper. The following section provides brief accounts of both aspects as they relate to Ethiopia and Kenya.

**Productive Safety Net Programme (PSNP - Ethiopia)** - the PSNP was launched in the highland areas of Ethiopia in 2005 as one of the Government of Ethiopia’s high profile policy initiatives to move millions of chronically (not transitory) food insecure people from recurrent emergency aid by protecting and building assets through cash based interventions. The programme provides either cash or food in exchange for labor on rural infrastructure projects, or direct cash or food transfer for household unable to participate in physical labor. The main objective of the PSNP is to protect households from selling their assets in times of crisis, and by building their asset base through public work programs to ultimately ‘graduate’ them from the PSNP and chronic food insecurity. The PSNP was extended to pastoral areas in 2008/9.

**DFID Hunger Safety Net Programme (HSNP-Kenya)** - the HSNP in Kenya is funded by DFID. At a policy level DFID is shifting away from short to long-term interventions within which short-term needs will be addressed through built-in contingency and/or crisis modifier arrangements where the scale of the response could expand and contract according to the magnitude of the needs. In any case, DFID has decided to move away from responding to humanitarian needs in standalone projects. Such long-term projects, which are under implementation or in the pipeline include the hunger safety net program, nutrition work, asset protection, scaling up the livestock insurance program and the arid lands support program.

The pilot phase of the HSNP was carried out over four years (ending in April 2012) in some parts of the pastoral areas of Turkana and Wajir, and involved 69,000 households who were eligible to receive unconditional cash transfer from the programme. In its second phase, the HSNP will extend to the whole of Turkana, Marsabit, Wajir and Mandera, covering the most food insecure pastoral areas of Kenya involving twice the number of households that were covered under the pilot phase. The program provided participating households each with 2,150 Ksh every two month initially, which was subsequently raised to 3,000 Ksh with possibilities to raise the amount to 3,500 Ksh in the second phase. The rationale behind the unconditional transfer of cash was to free people to engage in their own productive work of choice by enabling them meet their immediate needs. It was reported that Ausaid is also considering similar initiatives to that of HSNP in Kenya.

## **1.4 Objectives and approach**

The information present in the report was compiled following interviews with key informants in organizations that were either purposefully selected or were willing enough to participate in this assessment. The interviews were conducted in Kenya and Ethiopia in August and September of 2012. The objectives of this assessment were twofold:

- to gauge humanitarian assistance trends in Ethiopia and Kenya, particularly in relation to pastoralist areas;
- to assess the uptake of LEGS in key organizations.

Where applicable, suggestions were also solicited from interviewees on ways of scaling up the dissemination of LEGS further. Attempts were made to balance representation of the organizations visited (bilateral and multilateral organizations, UN agencies, NGOs, government agencies and regional organizations) but overall there was more willingness from organizations based in Kenya for the interview than their Ethiopian counterparts. As a result, the report is skewed in covering more of the views of Kenya-based agencies.

## **2. The Uptake of LEGS**

### **2.1 Aid donors**

#### **2.1.1 USAID and OFDA Ethiopia**

Between 2006 and 2012, USAID Ethiopia funded two Pastoral Livelihood Initiative Programs (PLI I and II) with a total budget of over \$60 million covering the major pastoral areas of Borana, Somali and Afar Regions. Program activities were designed mainly to build up resilience but also incorporated the construction of new market yards in pastoral areas. Also embedded in the PLI programs was a policy analysis and technical coordination unit. This unit was tasked with coordinating roles, undertaking impact assessments and drawing lessons for policy, formulation of guidelines and documenting good practices. PLI I was a pioneer programme in assisting the government of Ethiopia to publish the first ever national guideline for livestock emergencies for the country<sup>6</sup>. The guideline was prepared by some eighty professionals from academia, NGOs, government agencies and private consultants and was translated in three local languages along with an English version. Published in 2008, the guideline drew

---

<sup>6</sup> Ministry of Agriculture (2008) National Guidelines for Livestock Relief Interventions in Pastoralist Areas of Ethiopia. Ministry of Agriculture, Federal Democratic Republic of Ethiopia, Addis Ababa

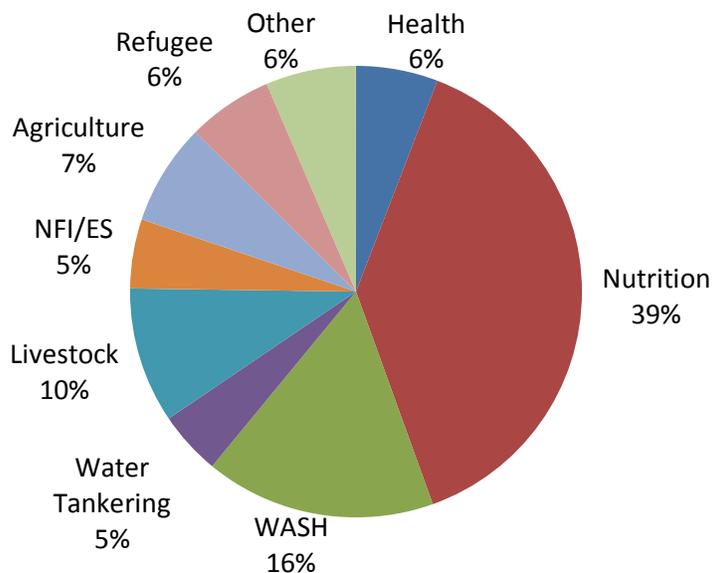
on many of the experiences and impact assessments that also influenced LEGS, and like LEGS, it follows a livelihoods-based approach.

As many staff members of implementing partners of PLI I and II were trained or made aware of the national guideline as well as LEGS, it is difficult to distinguish the uptake of LEGS separately from the national guideline, and vice versa. Notably, some PLI emergency interventions (e.g. commercial destocking) that were new to Ethiopia, were later incorporated in LEGS; staff from these programs also contributed in the preparation and the eventual publication of LEGS. Of note, the initial and subsequent funding for the preparation and launching of the LEGS Handbook was provided by the USAID’s Office for Foreign Disaster Assistance (OFDA). OFDA and USAID have been actively championing LEGS.

### 2.1.2 OCHA Kenya and Ethiopia

The OCHA offices of Kenya and Ethiopia are the prime conduits for the transfer of emergency funds to UN entities and NGOs, including for livestock-based interventions in pastoral areas. OCHA uses three funding mechanisms viz. the Humanitarian Action Response Plan, the Central Emergency Response Fund (CERF, mainly for UN organizations) and the Emergency Response fund (mainly to NGOs but also to the UN). CERF tends to take longer to release funds while ERFs provide rapid funding (HRF in Ethiopia). The bulk of the funding that is tracked or channelled through OCHA goes for food aid, nutrition, refugees, water and other sectors. The level of funding for 2011 in Kenya was US\$528 million. However, it was not possible to get breakdowns by sector during the time of the field visit. On the other hand, of the total \$211 million disbursed through the HRF mechanism between 2006 and 2012 in Ethiopia, the livestock sector received \$20.3 million (or about 10% of the total), following nutrition (38.2%) and WASH (16.3%). The livestock sector also received relatively substantial proportions of the HRF fund in 2006 (25%) and in 2007 and 2010 (20%) reflecting the crisis in pastoral areas at the time.

Figure 1. Use of the UNOCHA Humanitarian Response Fund in Ethiopia by sector, 2006-2012



Source: OCHA Ethiopia

OCHA screens proposals through sectoral working groups, usually referred to as the humanitarian partners' team consisting of UN agencies, NGOs and other relevant entities. These groups are responsible for screening and recommending, amending or rejecting proposals related to their field of expertise as per the specific standards and guidelines for each sector. As such, ensuring adherence to LEGS in livestock related proposals is left to the government's Agricultural Task Force co-chaired by FAO. OCHA staff in both countries are generally familiar with LEGS, but not with the details. However, in some cases, they are known to return proposals on the basis of not incorporating LEGS on their own even before submitting them to partners for screening.

### **2.1.3 ECHO Kenya and Ethiopia**

Between July 2010 and December 2011, ECHO in Kenya disbursed over 7 million Euros for livestock-based interventions to 12 NGOs and FAO Kenya. These interventions focused on 12 livestock asset protection activities (excluding the coordination process), of which the application of LEGS was required for most. However, it was difficult to specify the proportion of resources disbursed for LEGS compliant interventions within the overall response.

Aside from FAO, ECHO is perhaps the leading agency in pursuing (almost imposing) the compliance of LEGS in livestock emergency interventions. Proposals from NGOs are vetted on the basis of compliance with LEGS and this is followed through the implementation process. In fact, ECHO provided funds to the Regional and country FAO offices for conducting training on LEGS in Ethiopia, Djibouti and Kenya and has ordered the LEGS manual (freely available online) to be distributed to field offices. ECHO works closely with country FAO offices to support the coordination process for the Livestock Working Group (in Kenya, for example) and also for the wider dissemination and application of the standards by providing funds for training of field personnel on LEGS. ECHO believes that LEGS has provided a useful tool for donors on the procedures they need to follow up when assessing proposals and tracking the implementation/ evaluation process in livestock emergency interventions. They also stated that LEGS has undoubtedly created more awareness about the livestock sector but added that it is difficult to attribute increases in the allocation of resources for the sector to LEGS, since this is governed by a host of other factors. All evidences suggest that LEGS is institutionalized in ECHO.

The regional ECHO office in Kenya acknowledges FAO as the appropriate agency for providing the roles of coordination and technical support for livestock, food security and water in disaster risk reduction operations. They felt that FAO had very much contributed to increased awareness on LEGS. Funding provided to the Regional FAO office include 572,548.00 Euro for LEGS training in Kenya and Ethiopia (in 2010/11) and also 54,760 Euros for similar training in Djibouti in 2012/13 financial year. Other livestock related interventions were funded to the tune of 74,200 Euros in 2012/13, as well.

Table 3. Emergency interventions funded by ECHO in Ethiopia, 2011

Activity	Partner agencies	Amount funded (Euro)
Livestock feed provision	FAO	517,852
Animal health	FAO, Caritas Germany, DCA and Cordaid	427,487
Slaughter destocking	FAO	228,790
Restocking	ACF	212,490
Water Provision	CordAid	159,699

Source: ECHO office, Ethiopia

#### **2.1.4 EU Kenya**

EU assistance is focused more on arid and semi-arid regions of Kenya in areas of resilience and emergency, '...on the basis of not being able to draw a line between the two.' EU has provided 20 million Euros for a four year programme for the National Disaster Management Agency (NDMA) of the Kenyan government, to establish drought contingency funds and to support district contingency plans; the programme also includes the University of Nairobi and the Kenya Agricultural Research Institute (KARI). The EU has also funded research in arid and semi-arid lands (4 million Euros) in the last 10 years, for camel disease investigation, improvement of local chickens, and development of a thermo-stable vaccine for Newcastle disease, and for drought tolerant crops and fodders. Under the provision of forming an ASAL hub, this component also provided some 15 scholarships for KARI researchers to pursue MSc and PhD studies.

In addition, the EU provided some 5 million Euros to the Ministry of Livestock through FAO for an Intensive Drought Resilient Strategy to facilitate animal health provisions; irrigated fodder crop production; capacity building of communities; support to the Kenyan Livestock Marketing Council to enable them share market generated revenues with the local council through the M-Pesa money transfer system; changing the national veterinary code through the addition of public-private partnerships; and to support to the construction of satellite slaughter houses in the counties.

EU also provided 1 million Euro for the livestock insurance system along with 1.8 million Euro for the regional FAO office and a further 3.2 million Euro for the regional office of the Office international des epizooties (OIE). EU provided AU-IBAR with 25 million Euro for developing a veterinary governance system through the Regional Economic Commissions for improving the position of African countries in international standard setting along with a further 17 million Euro for maintaining the bio-diversity of genetic resources of indigenous livestock species. Some 3 million Euro was also channelled towards the control of tsetse, through a system to be developed for widespread use of the natural tsetse repellent produced by waterbuck. EU will also provide 5 million Euros for the Kenyan component of the IGAD Resilient Program, by up-scaling the EU-FAO component for water harvesting and satellite images on the movement of animals.

Despite such substantial financing directed at resilience/emergency activities, the EU is not familiar with LEGS at the institutional level, this being the mandate of its affiliate agency, ECHO, and some of its main partners such as FAO and the NDMA. Regardless, in countries where ECHO has no representation (e.g. Eritrea, Uganda and Djibouti), EU country delegations on behalf of ECHO apply the mandatory status of LEGS in livestock emergency projects. Meanwhile, the EU resilience fund has enabled FAO to conduct a number of training sessions on LEGS.

#### **2.1.5 DFID Kenya**

DFID support to short-term interventions in 2011/12 amounted to about GBP 3 million, directed to the emergency relief fund (ERF), and also for a consortium of NGOs working predominantly on livestock asset protection. For these latter activities, DFID asked NGOs in general terms if their proposals complied with LEGS standards, and funds were released partly based on positive responses. At times, DFID also relied on FAO Kenya to check the compliance of NGO proposals with LEGS. Otherwise –and similar to the Sphere standards - DFID did not use the LEGS manual as a detailed reference in the process of vetting proposals, as doing so would have been too time consuming.

The main aim of LEGS is to improve the quality and impact of livestock projects, rather than attract greater resources for livestock projects. However it is interesting to examine if or how the use of LEGS has encouraged more donor support to emergency livestock work. Here, DFID believes that it is difficult to attribute increases (if any) in the allocation of resources for livestock-based interventions to LEGS as this is rather determined by the magnitude of needs in the sector, and the willingness to respond by donors. Furthermore, DFID suggested that any attempt to increase resource allocation for the sector requires LEGS to influence development partners. Regardless, DFID believes that LEGS has put the livestock sector in perspective and contributed to increased awareness about protecting livestock-based assets. DFID also suggested that the upcoming Regional Resilience programmes provide effective platforms for the familiarization of LEGS with development partners, which is critical for the wider dissemination of LEGS to policy makers.

### **2.1.6 World Bank Ethiopia**

The Pastoral Community Development Project (PCDP) is a long-term pastoral development program, currently in its second phase of five years, and costing US\$130 million of World Bank and IFAD funds. The four main program components are livelihoods, risk management, knowledge, and project management, with the second highest resource allocated for the risk management component. The program is implemented through the Federal Affairs Ministry of Ethiopia. In terms of the uptake of LEGS, Ethiopia is in an unusual position because the Ministry of Agriculture published the *National Guidelines for Livestock Relief Interventions in Pastoralist Areas of Ethiopia* in 2008 under the USAID PLI program (see section 2.1.1), and at times, the national guidelines are called “LEGS”.

The risk management component comes into force when droughts become imminent, and its risk mitigation strategies include LEGS-related activities viz. some form of commercial destocking (by giving loans to women savings and credit groups to purchase and sell animals), vaccination and treatment of livestock, water and feed provisions. Such interventions are considered as short-term measures by PCDP within the long-term program. However, the risk management component design does not incorporate LEGS as a guiding tool because the program designers were unfamiliar with LEGS. As a result, while the risk mitigation activities of PCDP are related to LEGS, they may not adhere fully to the LEGS assessment and response methodologies, or the applications of the common and minimum standards of the latter. On the other hand, it was found out that some field personnel in PCDP were trained on LEGS, supported by FAO. It was not known if these trained personnel had actually made use of LEGS. It was agreed that LEGS training could be vital for the WB staff in the country office. None of the Bank staff were trained on LEGS and nor has the WB in Ethiopia directly sponsored training on LEGS. As outlined in the Introduction, the LEGS project does not directly support national-level trainings itself but relies on trainees from the regional courses to lead on national-level events, and coordination support from agencies such as FAO country offices.

### **2.1.7 World Bank Regional Office, Nairobi**

In response to the 2011 drought and following requests by Ethiopia, Kenya and Uganda for IDA assistance to embark on a regional investment program in pastoral areas, the WB is in the process of designing an investment programme for the region to improve resilience and reduce vulnerability to droughts. The conceptual framework, agreed upon by the WB, relevant government officials and development partners, has envisaged five components for this upcoming programme consisting of: livelihoods support; pastoral risk management; natural resource management; market access and trade; and policy and institutional support.

Related to LEGS, the pastoral risk management component of the program intends to ‘strengthen existing national early warning and response systems and link them with a sub-regional one that could be established under the IGAD platform.’ It also aims to ‘address the discrepancy between early warning and early responses/actions including strengthening the contingency plans and crisis/disaster preparedness capacity at IGAD, national and local level’. More importantly, this component is envisaged to harmonize response to disasters in communities and other stakeholders, including public institutions in charge of drought management, at the sub-regional level ‘...by organizing joint sub-regional training and disseminating recognized tools for drought response such as the Livestock Emergency Guidelines and Standards (LEGS)’.

Although LEGS is incorporated into the new WB regional pastoral resilience project, in general, WB personnel other than the livestock specialist were not familiar with LEGS. The regional WB office had sponsored staff members of the former Arid Lands Resource coordination unit and from district drought management offices for training on LEGS to Addis Ababa. This was done due to the familiarity of two staff members with LEGS as a result of their association with livestock and pastoral related activities rather than in the higher levels of the WB system. As outlined in the Introduction, the roll out of LEGS includes the regional TOT courses, donor briefings, and presentations at regional and international events. So far it seems that regional WB staff in Nairobi have not benefited from these activities, although as previously reported, LEGS has been institutionalized in ECHO, FAO, OCHA and DFID in Kenya.

At the national level, LEGS is institutionalized in the Kenya government National Disaster Management Agency (NDMA, see section 2.2.1). However, according to WB staff LEGS does not feature in the Post Disaster Needs Assessment (PDNA) of the Ministry of Livestock, because LEGS is not institutionalized in the Ministry. However, this level of uptake of LEGS - within national ministries - is more of a role for national LEGS advocates and coordinating bodies, rather than the global LEGS project.

WB staff made suggestions on relevant platforms and forthcoming conferences which could facilitate the further familiarization of LEGS, including ECOWAS and the West Africa Productivity program, for which Niger is selected as a center of excellence for pastoral livestock systems and from where best practices will be disseminated to the Region. The “ALIVE” initiative, hosted by AU-IBAR, was also suggested as a platform for LEGS, although the AU already sits on the LEGS Steering Group.

## **2.2 Government agencies**

### **2.2.1 National Disaster Management Agency, Kenya**

The NDMA has replaced the formerly WB financed Arid Lands Resource Management Project as a permanent institution (since 2010) tasked with disaster risk reduction (building long-term resilience) and disaster management (in the short-term) in 21 arid and 7 semi-arid districts of Kenya (covering 85% of the country). The agency’s key areas of concern/mandate include risk reduction and resilience building, climate change adaptation, knowledge management, public awareness, response management and taking coordination roles. The agency is currently funded by the EU rural development program (10 million Euros – for coordination, compiling and disseminating information and contingency planning activities), by UNDP (\$4.5 million for drought recovery activities), by WFP (through food for assets), and also by DFID (for the HSNP).

Food for assets covers some 15 districts in which communities are trained to come up with proposals to manage disasters and on what should be done to minimize the impacts of droughts based on the

assumption that communities know better what is good for them. Communities provide labor for construction of shallow wells, irrigation infrastructure, terracing, pasture enclosures etc and they are paid either in food or cash depending on the market situation. In many cases, they are said to prefer cash. The food for asset programme is a conditional cash transfer.

NDMA's long-term goal is sustainable development through lasting resilience but how to tackle this with recurring disasters seemed to generate the following areas of concern:

- Risk reduction and resilience building
- Documenting evidence (what is best practice?)
- Advocacy
- Resource mobilization
- Mainstreaming drought in terms of planning, resource allocation, etc at all levels
- Knowledge management, research and communication
- Designing appropriate response systems
- Coordination (effective leadership)

A key strength of the NDMA is securing resources for the drought contingency fund on a yearly basis for which the Government of Kenya has contributed US\$30 million and another 10 million Euros by the EU for the current financial year. LEGS is institutionalized in NDMA and the agency believes that when it comes to drought response activities, livestock work is well covered as people have a clear understanding on the procedures to be followed in early, middle and late stages of the drought. FAO-supported LEGS activities are closely coordinated by the agency. Many of its field staff have benefited from the training provided by FAO on LEGS. NDMA will be the coordinating agency for the IGAD-led resilience program in Kenya.

## **2.2.2 Directorate of Veterinary Services (DVS), Kenya**

The DVS is aware that the regional training program on LEGS provided opportunities for district veterinarians and for one person from the provincial veterinary office to be included through the NDMA. However, they insist that this training should also be extended to include people who supervise the district and provincial vet officers – i.e. from the Directorate of Veterinary Services and the Livestock Production Department of the Ministry of Livestock. Otherwise, they state that supervisors at the national level will not be able to supervise their subordinates in a technical field they are not familiar with. Given the increasing number of private practitioners in Kenya and their involvement in emergency livestock operations, the DVS also added that the training should also aim to include such people, at least, those operating in pastoral areas ("Self Employed Veterinarians" SeVET, is an association of private practitioners under formation in Kenya. These suggestions from the DVS are another example of opportunities for national-level LEGS actors in Kenya to consider.

## **2.3 UN agencies and NGOs**

### **2.3.1 FAO Kenya**

FAO Kenya has been a major supporter of LEGS and was able to expand its training program on LEGS under the Improved Community Drought Response and Resilience (ICDRR) project. This is a four year project funded by the EU (5 million Euro), a sub-component of which includes training on LEGS. Training was initially planned to cover all the 23 ASAL counties and, so far, it has been conducted in 16 of them.

On average, training was provided to 25 persons per cycle consisting of 20 government and 5 NGO employees. In total, some 360 people were trained on LEGS, of which 10% were women. Government trainees were drawn mainly from District Steering Groups, the body that is composed of both technical and administrative people and is primarily responsible for assessing and coordinating emergency responses at the district level. Appropriately, training participants of LEGS included administrative personnel including district officers (usually referred to as 'district commissioners in waiting'). The familiarization and sensitization of such administrative personnel on LEGS provides a critical dimension to garner support for its adaptation and application by people who have the final say as to how emergency responses should be conducted within their administrative units outside of the technical people. The district training program also included a veterinarian from the provincial veterinary office providing a vertical linkage of familiarization for people who supervise the district veterinary officers.

The LEGS trainings supported by FAO have also enabled many of the LEGS Trainers in Kenya to become fully accredited (by completing two satisfactory trainings after their TOT), and there are now 14 accredited LEGS Trainers in Kenya.

A new idea for the familiarization and application of LEGS is being explored with the University of Nairobi<sup>7</sup>, being to incorporate LEGS in their Disaster Management course curriculum, once a standard training is provided by FAO for the faculty and the current 15 students on the course. This initiative could provide the ultimate platform for the familiarization of LEGS to successive generations on a continuous basis offering a lesson for the other countries in the region to follow.

In 2012, FAO also provided US\$1 million for 8 NGOs to undertake livestock-related emergency operations in pastoral areas of Kenya, and in 2011/12, FAO disbursed US\$4.7 million on the following four emergency projects: \$3.7 million dollars was allocated for supporting pastoral and agro-pastoral communities affected by El-Nina, drought and for emergency crisis programme. The above three interventions were designed and implemented according to LEGS principles. The remaining US\$1 million was allocated for a co-management model of livestock markets paving the way for sharing market fees (cess) between the local council and communities, in which the latter were entrusted with the roles of repairing and maintaining market infrastructure and keeping the markets open in the emergency phase by inviting traders. In alternate cases, part of this fund was allotted for commercial destocking through transport subsidy in areas where the co-management model was not accepted. All evidence indicates that FAO Kenya is spearheading LEGS in Kenya, both on the training and the practical assessment and implementation of LEGS, in an unparalleled way.

### **2.3.2 FAO Ethiopia**

Between January 2010 and June 2012, four training sessions were carried out by FAO Ethiopia in which some 76 people were trained. FAO also conducted three additional training sessions jointly with OCHA, SCUK, Oxfam Canada, Trocaire and other NGOs for some 90 participants. Between 2011 and 2012, some eight livestock related emergency and recovery projects were carried out in the major pastoral areas of Ethiopia with a total budget of over \$10 million dollars. Some of these projects will continue through 2013.

---

<sup>7</sup> Professor Mulei (University of Nairobi) and Dr Mutembi (affiliated with ILRI) are the instigators of incorporating LEGS into the university curriculum.

### **2.3.3 World Food Program (WFP), Kenya**

WFP operates mainly in arid and semi-arid parts of Kenya. Between 2000 and 2012, WFP has supported emergency operations on a yearly basis, except for the period from August 2002 to 2004. This implies that emergency operations were carried out in the country for 10.5 of the last thirteen years, indicating the protracted nature of crisis. WFP is not involved in LEGS-type activities and is not familiar with it. However, they are involved in resilience building activities through a food for assets program that engages communities in water harvesting activities by constructing sand dams (for humans and livestock), improvement of pasture and water, irrigated fodder production, gully rehabilitation, construction of feeder roads and capacity building of communities. The WFP Protracted Relief and Rehabilitation Program (with a budget of \$81 million dollars over three years) that began in May 2012 is projected to reinforce the food for assets program that was considered successful in the first phase through food or cash payment for labor provided by communities. WFP states that emergency food distribution complements the Hunger Safety Net Programme.

### **2.3.4 ICRC Kenya**

After attending the TOT training, the ICRC regional livestock specialist has conducted one training in Kenya, one in Khartoum and one in South Sudan. The previous livestock specialist also conducted one training in Kenya and one in the Sudan. ICRC draws training participants primarily from national Red Cross and/or Red Crescent societies in line with its mandate. Therefore, it provides an important element of the LEGS roll-out process nationally and regionally as national Red Cross and Red Crescent societies may fall outside of the programs and coordination efforts of agencies such as FAO. The livestock sector is also gaining importance within the Economic Security Department of the ICRC. However, national Red Cross and Red Crescent societies seem to be not that enthusiastic about LEGS training because they may lack in-house livestock technical expertise or personnel. Regardless, ICRC believes that this attitude will change over time. Basically, priority countries for ICRC's assistance consist of those in which there is an active conflict and given this criteria, Kenya is not a priority country. ICRC allocated some US\$44,000 for LEGS training and provided about US\$91,000 for destocking activities and a voucher program for emergency operations to the Kenyan Red Cross. ICRC operates in Isiolo, Moyale, Marsabit and Samburu districts in Kenya. ICRC sits on the LEGS Steering Group and believes that LEGS is creating an awareness of the need to improve livestock programming in emergencies.

### **2.3.5 CARE Kenya**

Mainstreamed disaster prevention activities of CARE in pastoral areas include: regional resilience against drought; improving livestock-based livelihoods; milk marketing; savings and loans; fodder preservation and livestock insurance integration (not accepted in Muslim communities but becoming popular with Boran pastoralists). In relation to LEGS, CARE Kenya has decided not to engage in destocking and restocking activities anymore based on an organizational assumption that such activities have no significant impacts. Instead emphasis is made on creating livestock marketing linkages between the First Community Islamic Bank, livestock traders and the Kenya Meat Commission (KMC), and also in supporting the establishment of agro-vet shops in marginal and arid-lands. The former involves relieving short-term financial liquidity for livestock traders through an arrangement that allows traders to withdraw cash from the First Community Islamic Bank upon producing a credit voucher (commonly referred to as 'kill notes') from KMC for livestock sold to them. KMC usually makes payments 90 days after the purchase of livestock. CARE is also engaged in training community-based animal health workers

and in providing business skills training for animal health technicians to set up agro-vet shops in pastoral areas, through which some 17 such shops were established. The sustainability of these shops, it was noted, depends on engaging in other trading activities as the sales volume of drugs and agricultural inputs may not sustain the business.

On the other hand, in livestock feed and water provisions, it was stated that CARE follows the LEGS standards. Yet, during the discussion, it was not possible to establish if anyone was ever trained on LEGS from CARE or if former trained staff members have left the organization. Organizational awareness of LEGS, it appears, is apparently impacted by the high staff turnover that is common in NGO communities.

### **2.3.6 VSF Suisse (VSF CH), Kenya**

Though none of its current staff has been directly trained on LEGS, VSF Suisse is obliged to incorporate LEGS in all its emergency proposals because of the requirement by donors such as ECHO and Swiss Agency for Development and Cooperation. The NGO carried out emergency operations in 2011 (amounting to 1 million Euro) and 2012 (1.2 million Euro) by providing unconditional support to vulnerable families through the provision of milk and meat vouchers, and for other activities that included camel restocking, animal health provision, cash for work and slaughter destocking.

Whereas the meat voucher program became popular in Isiolo, turning livestock traders into butchers, a similar intervention in Mandera had an unintended outcome. Once communities knew that VSF CH was going to buy their animals, they refused to sell to a private trader who was buying a lorry of shoats per week from the same area, which indicates a critical gap in the assessment phase. VSF CH also stated that the water provision guideline in LEGS is difficult to implement. VSF CH felt that funding for emergency response was declining in Kenya in favour of disaster risk reduction through contingency funding. As an example, they cited that the contingency fund of the NDMA, which allows communities (with support from district officers) to develop resilience plans, following which they can access up to 6,000 Euros.

### **2.3.7 VSF Germany (VSF G), Ethiopia**

VSF G currently has two staff trained on LEGS, including the country manager, and makes use of LEGS when developing proposals. In 2012, the NGO received emergency funds from UNOCHA for livestock feed provision (US\$253,043), animal health provision (US\$255,976) and slaughter destocking (US\$176,820). Part of this fund will also be used for training government and partner organizations, including three of VSF G staff, on LEGS.

### **2.3.8 Agency for Technical Cooperation and Development (ACTED), Kenya**

ACTED operates in East and West Pokot, and Samburu counties and believes that LEGS has provided the standard for quality and accountability. In 2011, the agency was involved in slaughter destocking involving some 17,000 shoats (4-5 shoats per household). However, their attempt to promote commercial destocking through a transport subsidy did not work because even with the subsidy, traders were not willing to pay prices for livestock that were acceptable to potential sellers. In addition, traders from Nairobi were threatened by local Pokot traders. Communities were also opposed to a livestock vaccination campaign during the crisis, due to fear of abortion in vaccinated animals. Conflict between the Turkana and Samburu was another constraint resulting in some potential areas not being used during the crisis. ACTED had one trained staff on LEGS, but this person has left the agency.

### **2.3.9 Mercy Corps (MC), Ethiopia**

Seven MC staff have participated in the LEGS training course and some 30% of the total staff are known to be familiar with the LEGS manual. These include top managers of the organization. MC has also implemented a number of relief and recovery initiatives using the LEGS manual. The NGO has also conducted its own in-house training by focusing on the most relevant aspects of the manual related to its activities at a given time. In 2011, the agency implemented a commercial destocking operation (with a budget of US\$735,000), and supported livestock shelter at US\$15,000. Its innovative commercial destocking operation has provided some useful insights that may be incorporated in future revised editions of LEGS.

### **2.3.10 Other NGOs, Ethiopia**

CARE, SC US, SC UK, Mercy Corps and Farm Africa have all commissioned one or more training sessions on LEGS.

## **3. Conclusion and Recommendations**

### **3.1 Progress with institutionalizing LEGS**

In the four years since its launch, encouraging progress has been made in the familiarization and dissemination process of the LEGS principles in both Kenya and Ethiopia, and the application of LEGS on the ground. The two regional TOT trainings have resulted in further 43 training sessions in Kenya and Ethiopia, in which almost 1,000 people were trained on LEGS from local government agencies, local NGOs, INGOs, civil society and the private sector (including private consultants and CAHWs). Available evidence suggests that LEGS has established itself as the reference point for many NGOs engaged in livestock emergency interventions, and LEGS is endorsed by donors such as OFDA, ECHO and DFID. In the UN system, FAO and OCHA support and use LEGS; ICRC also actively supports LEGS. In government, LEGS is endorsed by the National Disaster Management Agency in Kenya. In Ethiopia, the publication of a government national guideline preceded the publication of LEGS, but the two documents follow similar approaches to emergency livestock projects. There is increasing use of both documents in Ethiopia.

### **3.2 Availability of the LEGS book**

At the national and sub-national levels, there was recognition of the importance of the LEGS handbook but also concerns about its availability. Many local NGOs and government personnel lacked the means to order the book online, and they found that printouts of LEGS, from the website, were not user friendly. This problem was compounded by limited access to the internet, particularly in Ethiopia. For national-level LEGS supporters and coordinating agencies, there is a need to incorporate the bulk purchase of hard copies of LEGS into their new programs, and ensure distribution to local partners. For the global LEGS project, there is a need to ensure that adequate stocks of the LEGS book are available from the publisher, with reprints as needed.

### **3.3 New developments: LEGS and higher education**

In Kenya, there are positive moves to incorporate LEGS in the curriculum of relevant courses in higher education institutions. FAO Kenya has already made an arrangement with the University of Nairobi Disaster Management course and similar thoughts are being entertained by FAO Ethiopia. As these are national-level developments, they fall outside of the current global LEGS project activities. However, LEGS at the global level could consider how to move this agenda forward.

### **3.4 Engagement with development and resilience actors**

The strategy for LEGS awareness-raising and training was developed soon after the publication of LEGS in 2009. This strategy took account of the LEGS focus on livestock interventions during humanitarian crises, recognized that much of the funding for humanitarian response is funded by humanitarian donors, and therefore at the donor level, focused on ECHO, OFDA and DFID. Similarly, the strategy took account of the major actors in terms of coordinating large-scale emergency livestock programs, notably FAO. Experiences in Ethiopia and Kenya indicate that the LEGS strategy has been successful, with high levels of institutionalization of LEGS in relevant agencies.

The more recent emergence of resilience programs fits well with the livelihoods-based approach of LEGS and the need to integrate humanitarian and development efforts. Indeed, LEGS has been mentioned in the proposed regional drought resilience program under IGAD. The involvement of development donors in the resilience agenda and programs indicates that LEGS will need to consider if and how to engage these donors and raise awareness of how, specifically, LEGS can contribute to resilience. For example, LEGS supports disease preparedness, livestock asset protection, and emergency program design that works with pre-existing services and systems, especially private sector suppliers, traders and service providers.

Although the opportunities for LEGS to support new regional resilience programs are evident, especially in the Horn of Africa region, LEGS is a global project and as such, needs to balance its efforts across different regions while also recognizing that certain types of disaster are more prevalent in some regions than others, and that livestock are more important as a livelihoods asset in certain regions. Similarly, although LEGS has a rising profile in the Horn of Africa and can contribute to resilience programs, it is not intended to act as a panacea for livestock development in the region.

## Annex I

Regional TOT training conducted by LEGS

Region	No. of participants
Horn and East Africa I	22
Horn and East Africa II	24
W Africa (francophone)	17
Southern Africa	17
W Africa (Anglophone)	12
Central Africa	14
SE Asia I	16
S Asia	15
Pakistan/Afghanistan	22
SE Asia II	18
Central America I	12
Central America II	15
North Africa	22
Total	226

Source: LEGS Project

## Annex II – List of 3-day LEGS training conducted in Kenya

Commissioning org.	Total participants	Female participants	Participant organisational type	Participant type
Trocaire and Inter-Agency Working Group	29	6	NGOs + int'l agencies	Livelihoods and humanitarian staff
Concern Worldwide	18	1	Govt, local NGOs	n/a
Ag & Livestock Sector WG, Min of Livestock	23	9	Govt	Agriculture & Livestock Officers
Trocaire	26	n/a	Local NGOs incl. Dioceses	Livelihoods and humanitarian staff
FAO Kenya	17	3	Govt	Vets
Concern Worldwide	19	7	Govt, local NGOs and CAHWs	n/a
FAO Kenya	21	3	Govt (couple of NGOs)	mostly DVOs
German Agro-Action Project, Kajiado	22	3	Local govt + some NGOs	District Steering Group members
CAFOD and Diocese of Isiolo	17	4	CAFOD partners - Dioc and local NGO	general livelihoods and dev officers
ICRC + Kenya Red Cross	26	3	RC staff and volunteers, partners	relief and red cross staff, some livestock
FAO - Pastoral Field School Master Training	21	2	govt, some NGOs	
FAO	21	3	local govt	MoLD
FAO	17	3	local govt, couple of NGOs	MoA, MoW, livestock staff
FAO	17	3	local govt	MoLD and DVOs
FAO	22	4	local govt, couple of NGOs	targeting DSG
FAO	20	0	local govt, couple of NGOs	targeting DSG
FAO	21	2	local govt, couple of NGOs	targeting DSG
FAO	23	3	local govt, couple of NGOs	targeting DSG
FAO	22	5		
Red Cross	13	2	Kenya Red Cross staff	general humanitarian staff (not livestock specialists)
FAO	24	1		
FAO	25	4		
FAO	26	1		
FAO	23	2		
FAO	24	6		
FAO	25	1		
FAO	24	2		
FAO	22	1		
FAO	26	4		
<b>Total</b>	<b>634</b>	<b>72</b>		

Source: LEGS Project/FAO Kenya

### Annex III – List of 3-day LEGS training conducted in Ethiopia

Commissioning org.	Total participants	Female participants	Participant organisational type
Oxfam Canada, FAO, UN-OCHA	23	2	Govt + NGOs
Trocaire/CAFOD/SCIAF + NGOs and Humanitarian Reform Project	23	3	Local NGOs incl. Dioceses
FAO	19	0	Govt + NGOs
Oxfam Canada and FAO	23	1	Govt + NGOs
CARE	25	3	Govt + some CARE
FARM Africa	27	4	local govt
FAO	21	1	Local govt + NGOs
Save US (PLI II)	17	1	local govt and int'l NGO staff
Save UK/FAO	22	4	local govt plus Save UK Save and MC staff + other NGOs
Save UK/Mercy Corps	17	1	
FAO - Pastoral Field School Master Training	16	2	govt, some NGOs
Save US	12	0	local govt, couple of NGOs
FAO and Somali Region DRM-ATF	20	0	NGOs and local govt
LEGS	20	3	NGO staff
Total	285	25	

Source: LEGS Project

#### Annex IV. List of organizations and people contacted

Organization	List of people
ACTED	Patrick Canteen
CARE	Doris Kaberia Esther Njuguna
DFID	Chris Porter
DVS	Dr Awando
ECHO	Isabelle Dhaudt Priscilla Amiri Yohannes Regassa
EU	Mwangi Njiru
FAO	Joseph Njuguna Rob Allport Paul Mutungui Adrian Cullis Gedlu Mekonnen
ICRC	Guido Giovani
Mercy Corps	Tate Munro
NDMA	James Oduor
OCHA	Tim Mander Reid Koester Luluwa Ali
SNV	Thomas Were
VSF Germany	Genene Regassa
VSF Suisse	Seif Malu
WFP	James Kamunge
World Bank	Asaye Legesse Natan Belete Stephane Formane