EXTERNAL EVALUATION OF THE LIVESTOCK EMERGENCY GUIDELINES AND STANDARDS (LEGS) PROJECT

BACKGROUND TO LEGS

The Livestock Emergency Guidelines and Standards (LEGS) are a set of international guidelines for livelihoods-based livestock responses in emergencies. The LEGS Handbook was published in 2009 and since then the LEGS Project has rolled out a training and awareness raising programme, based on training of trainers’ courses and the building of national and local capacity in developing regions of the world.

The LEGS Handbook was developed through a broad consultation process, under the supervision of the LEGS Steering Group. Individual chapters were written by focal point authors and reviewed via a web consultation by members of the LEGS mailing list (around 1700 individuals and organisations) and other key informants. The Handbook is currently being revised and updated, and the second edition is expected to be published by the end of 2014.

To-date, the training programme has completed 17 regional training of trainers’ courses, resulting in 305 LEGS Trainers from 78 countries worldwide. These LEGS Trainers have carried out over 150 LEGS Trainings independently of the LEGS Project, reaching over 3,100 participants in 32 countries.

The ultimate aim of LEGS is to “improve the quality and livelihoods impact of livestock-related projects in humanitarian crises”. The goal of LEGS is “LEGS guidelines and support services are used globally to ensure high standards of livestock-based emergency response, with benefits to both people and animals.”

The LEGS Project is part of the community of practice that aims to improve the quality and accountability of emergency response, with a particular focus on a livelihoods approach to emergency interventions. LEGS is a formal ‘companion standard’ to the Sphere Humanitarian Charter and Minimum Standards in Humanitarian Response and together with the other companion standards and Sphere itself, works towards improving the delivery and impact of support to crisis-affected communities.

BACKGROUND TO THE EVALUATION

The LEGS Project is currently in the middle of its third phase of funding. Phase I led to the publication of the Handbook, Phase II focused on the development and roll-out of the training programme, and Phase III (July 2011 to June 2016) further develops the training programme and awareness raising and works towards the production of a second edition of the Handbook. The four output areas for LEGS Phase III are as follows:

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<th>Phase III of LEGS: Outputs 2011 to 2016</th>
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<td><strong>Output 1</strong></td>
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livelihoods-based livestock interventions in disasters
recognized technical experts – the “rapid response” facility

- Fundraising

### Output 2: Research and Publications

- Translation and on-line publication of LEGS in additional languages
- Hard copy publication of selected translations
- Translation of LEGS training materials
- Complete revision of the LEGS Handbook leading to publication of LEGS 2nd edition
- Research on key topics of relevance to LEGS (briefing and discussion papers)

### Output 3: Global Training Programme

- Review of the LEGS training materials and updating of translated versions
- Roll out of LEGS Training of Trainers courses to a further regions
- Further adaptation and dissemination of short LEGS orientation trainings for donors and other stakeholders
- Refresher training
- Development of LEGS training modules on specific topics

### Output 4: LEGS and Evaluation

- Evaluation of LEGS - monitoring and evaluation of the use of LEGS and collation of lessons learned
- LEGS for evaluation - use of LEGS as a tool for impact assessment and evaluation
- Technical support and mentoring to LEGS implementers to strengthen evidence gathering, reviews and impact assessments

Under funding from the Global Governance for Hunger Reduction Programme (GGHR) from the European Commission via FAO, the LEGS Project has funds for an external evaluation, to take place towards the end of this grant (late 2014).

## Objectives and Scope of the Evaluation

The **objective** of the evaluation is to **analyse the activities, outputs and outcomes of the LEGS Project in Phase III to-date and provide recommendations for the remainder of Phase III.**

The LEGS Project’s Monitoring Framework is based on two Results - organisational impact and livelihoods impact. Given that progress under the second result is achieved by partners, not by the LEGS Project directly\(^1\), the scope of this evaluation will be limited to the first Result and its associated indicators:

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<th>Result</th>
<th>Indicators</th>
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| Result 1, Organisational Impact:  
*Key global organizations normalize the use of LEGS as the reference point for the design, implementation and evaluation of livestock projects in humanitarian crises* |  
**Indicator 1.1:** LEGS formally *incorporated* into/used as reference point, in the *policies and procedures* of key organizations e.g. FAO guidelines, donor proposal guidelines  
**Indicator 1.2:** Key organizations support awareness-raising and *training of their staff*, centrally and in regions and countries.  
**Indicator 1.3:** Key organizations *evaluate* their livestock projects *using LEGS* as reference point  
**Indicator 1.4:** Key organizations *feedback to LEGS* e.g. on LEGS uptake and dissemination; suggestions for future revisions |

The LEGS Steering Group has identified the following target ‘key organisations’:

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\(^1\)The LEGS Project intends to seek additional funding to commission a set of impact assessments in several regions and covering different disasters, to assess the extent to which LEGS has been used and whether the anticipated impacts have been achieved. This will provide information in response to Result 2.
• NGOs: World Animal Protection (formerly WSPA), Oxfam GB, VSFs/VSF Europa, Trócaire/CAFOD
• International agencies: ICRC, IFRC, FAO
• Donors: ECHO, DFID, OFDA

This framework and these key target organisations will form the basis of the evaluation. In addition, the evaluation will also consider the following organisations: the Sphere Project; the Sphere companion standards (on economic recovery, education, and child protection); government livestock departments or crisis response teams; the UN Cluster System, in particular Food Security, Camp Coordination and Early Recovery; and UN-OCHA.

The evaluation will also pay particular attention to the objectives and themes of the GGHR Programme, as follows:

The overall objective of the GGHR programme is better coordinated and informed food security and nutrition governance at global, regional and national levels. The LEGS Project funding fits under Outcome 3 ‘use of improved instruments for food security and nutrition policy and programme design and implementation’, with the following three indicators:

• Updated and technically improved guidance material integrating gender and nutrition issues developed (2nd edition available)
• Number of technical staff (trainers/trainees) in government and non-government institutions with increased knowledge of the use of LEGS (going for 267 LEGS trainers, 1923 persons trained)
• Number of development organizations using LEGS as reference document in three selected countries (from 12 to 20)

Key themes of the GGHR include gender, nutrition, governance, communication, and collaboration with Rome-based agencies (namely WFP and IFAD). The evaluation will include in particular an analysis of work done to integrate human nutrition and gender in the work of LEGS.

METHODOLOGY

The evaluation will be carried out by a team of two consultants and will be based on the following methodology:

• Review of project documentation, including proposals, project reports, briefing papers and studies
• Review of monitoring data collected to-date against the indicators above, as well as training monitoring data and evaluation summaries
• Review of relevant external documentation from the key organisations listed above, including policy documents, guidelines and evaluation reports
• Primary data collection through interviews and focus group discussions with:
  o Project staff and associated consultants (e.g. training team)
  o LEGS Steering Group members
  o Sample of senior and field staff of the ‘key organisations’ listed above
  o Sample of LEGS Trainers
  o Sample of LEGS training participants

The geographical focus of the evaluation will include the key organisations’ headquarters (in Europe/USA) and field focus on sample countries, one each from Africa, Asia and Latin America. Interviews may be face-to-face or conducted by skype/telephone/email but field visits will be made to at least two countries, one in Asia and one in Africa and at least 25 days of the total consultancy allocation will be spend in the field.
KEY OUTPUTS

The anticipated outputs/outcomes of the evaluation are as follows:

1. Detailed methodology and work plan agreed, following initial briefing by LEGS Coordinator
2. Progress report (one month after start)
3. Evaluation report presenting an analysis of progress and achievements against the overall objective of LEGS and specifically against the indicators listed above. The report should contain:
   • Achievements of the LEGS Project to-date according to the 4 Output areas
   • Analysis of progress against the Result 1 indicators and key challenges
   • Recommendations for the remainder of Phase III and beyond regarding LEGS Project strategy and activities
   • Recommendations for areas of further study, for example e-learning opportunities; monitoring mechanisms for Result 2; use of social media etc.
   • Annexes: summary of the key findings of the interviews with key informants; list of key documents consulted; schedule and methodology

A first draft report will be submitted for comment to the LEGS Coordinator and Steering Group and will be finalised following feedback.

**Anticipated start date:** 15th September 2014  
**Anticipated completion date:** 30th November 2014  
**Duration of assignment:** 40 days total for 2 consultants (allocation to be determined later) with at least 25 days in the field  
**Anticipated output:** Evaluation report maximum 40 pages including annexes  
**Reporting to:** LEGS Coordinator  
**Required competencies:** Lead consultant: at least 15 years’ experience in humanitarian work; experience in evaluation; excellent writing skills. Second consultant: at least 10 years’ experience in development communications and communication strategy; excellent writing skills, experience in evaluation.

Interested parties should submit their CV and a brief technical proposal (maximum 1 page) to the LEGS Coordinator by 1st August 2014: Coordinator@livestock-emergency.net.