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## LEGS PHASE IV: INSTITUTIONALISING LEGS GLOBALLY AND NATIONALLY

### Summary of LEGS Strategy 2016-2020

#### INTRODUCTION

The Livestock Emergency Guidelines and Standards (LEGS) are a set of international standards and guidelines for the assessment, design, implementation and evaluation of livestock interventions to assist people affected by humanitarian crises. The ultimate aim of LEGS is to *improve the quality and livelihoods impact of livestock-related projects in humanitarian situations.*

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 grew out of concerns about the quality and timeliness of livestock interventions in emergencies. The initial focus of the Project was on the development of the LEGS Handbook. Following publication of the first edition in 2009, the Project rolled out a global training and awareness programme, including training of trainers (TOTs). In 2011, LEGS was accepted as a formal companion standard to the Sphere Project's *Humanitarian Charter and Minimum Standards for Humanitarian Response*, and with Sphere is part of the Global Humanitarian Standards Partnership.

Key activities and achievements of the earlier phases of LEGS are as follows:

**Phase I: Creating LEGS** (2006 to mid 2009) - establishment of the LEGS Project, production and publication of the 1<sup>st</sup> edition Handbook

**Phase II: Post-publication training and awareness raising** (mid 2009 to mid 2011) – translation of the Handbook, design and implementation of the training programme

**Phase III: Global promotion, training and rapid response** (mid 2011 to mid 2016) – redesign and translation of the LEGS website into French and Spanish, roll out of more TOTs and short orientation courses, consultation and revision of LEGS Handbook, publication and launch of 2<sup>nd</sup> edition

#### STRATEGY 2016-2020

Phase IV of LEGS (2016-2020) builds on the experiences and lessons learned by the LEGS Project during the first three phases. As a global initiative, the LEGS Project has focussed its efforts to date at the international level, rather than at individual country level, in order to promote the LEGS approach consistently worldwide. Following a strategic review at the LEGS Steering Group meeting

in April 2015, it was decided that during Phase IV the LEGS Project will remain fully committed to working globally but will also include more focussed efforts in specific countries and regions in order to further the institutionalisation of LEGS. Nine ‘target countries’ have been selected to pilot this approach: Ethiopia, Kenya, Sudan, Niger, Bangladesh, Myanmar, Nepal, Vietnam and Bolivia.

The objective of these institutionalisation activities in the target countries is to ensure that LEGS is named as the point of reference for livestock assessments, project design, implementation and evaluation in official policies, strategies or guidelines of the national disaster management agency and related technical ministries (livestock or agriculture) and that training in LEGS is standardised in relevant government and non-governmental actors in each country. The role of the LEGS Project is one of facilitator rather than implementer, through the provision of support, training and other tools and materials, working alongside key partners who will take this process forward in the longer term.

The Expected Results/Outputs of Phase IV of LEGS are as follows:

- 1. Core Functions:** *LEGS core functions ensure efficient coordination of LEGS globally, and promote, disseminate and increase awareness about LEGS and the importance of feasible, timely and appropriate livestock responses in emergencies.*
- 2. Research and publications:** *LEGS materials are available and disseminated in international languages and additional materials are produced on key topics.*
- 3. Global Learning Programme:** *the LEGS approach is promoted and disseminated through training and technical support.*
- 4. Institutionalising LEGS:** *LEGS is further embedded and institutionalised in key partner organisations in pilot target countries and regions.*

## OUTPUTS AND ACTIVITIES

### OUTPUT 1: LEGS CORE FUNCTIONS

As a global initiative involving multiple actors, the LEGS process requires strong coordination and clear modes of communication. Phase IV of LEGS includes continued support to the LEGS coordination, core functions and technical support, with the following activities:

- 1.1: Global management and coordination, including LEGS Steering Group
- 1.2: Communications and promotion, including LEGS websites
- 1.3: Liaison with key strategic partners
- 1.4: Fundraising and donor liaison
- 1.5: Monitoring, evaluation and learning for LEGS

### OUTPUT 2: RESEARCH AND PUBLICATIONS

In order to facilitate the training and awareness programme LEGS materials need to be available and disseminated in international languages and additional materials and tools produced on key topics:

- 2.1: Promotion and dissemination of LEGS 2<sup>nd</sup> edition Handbook, focusing on target countries
- 2.2: Translation and publication of LEGS Handbook in key languages
- 2.3: Research and publication on key topics of relevance to LEGS
- 2.4: Updating language versions of LEGS materials
- 2.5: Preparation for the next revision of the LEGS Handbook

### OUTPUT 3: GLOBAL LEARNING PROGRAMME

The LEGS approach is promoted and disseminated through training and technical support, based on a revised learning strategy and needs assessment in the target countries:

- 3.1: Revision of LEGS Learning Strategy
- 3.2: Maintaining, revising and promoting existing learning products
- 3.3: Further roll-out of LEGS Training of Trainer courses and Half-Day Awareness Sessions
- 3.4: Expansion of Rapid Response Facility
- 3.5: Development and dissemination of new LEGS learning products
- 3.6: Fostering the LEGS network/community of practice

### OUTPUT 4: INSTITUTIONALISATION OF LEGS

In order to work towards the further embedding and institutionalisation of LEGS in key partner organisations in pilot target countries and associated regions, and globally, the following activities are planned:

- 4.1: Development of national strategies for institutionalising LEGS in target countries
- 4.2: Support to institutionalisation strategies

### RESULTS FRAMEWORK

The LEGS Project has developed an impact framework based on two results areas: organisational impact (to be measured directly by LEGS); and livelihoods impact on people affected by humanitarian crises (to be measured indirectly by LEGS through the reports and impact assessments of practitioner organisations).

**Direct Result - Organisational Impact:** *Key institutions, governments and organizations normalize the use of LEGS for the design, implementation and evaluation of livestock projects in humanitarian crises.* There are five indicators for this Result:

- 1.1: LEGS is incorporated into the policies, strategies and procedures of key organizations
- 1.2: Key organizations support awareness-raising, capacity building and training of their staff
- 1.3: Key organisations use LEGS in their assessment for livestock projects
- 1.4: Key organizations evaluate their livestock projects using LEGS as reference point
- 1.5: Key organizations provide feedback to LEGS

**Indirect Result - Livelihoods Impact:** *Positive livelihoods impact on livestock keepers affected by crisis.* For this Result, the role of LEGS is to: promote the wider use of impact assessment on the ground; provide example of 'good impact assessments' e.g. via the website; collect new examples of good and limited impact and make them available, and feed into LEGS revisions.

### MANAGEMENT AND FUNDING

The LEGS Project is overseen by the LEGS Steering Group, made up of individuals from FAO, ICRC, ODI, and Vetwork UK, and is implemented on a day-to-day basis by a small team recruited by Vetwork UK, comprising the LEGS Coordinator, Training Coordinator, support staff and consultants, with technical support from Tufts University.