



# THE LEGS PROJECT

The first 10 years, 2005-2015



**Livestock Emergency Guidelines and Standards**

*Livelihoods-based livestock interventions in disasters*

## PHOTOGRAPHY CREDITS

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Julia Ashmore (page 24) and Nathan Gibbs (page 35).

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# INTRODUCTION

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# INTRODUCTION

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Millions of people worldwide depend on livestock for their livelihoods, food security and nutrition, and many of them are affected by disasters, both natural and man-made. The Livestock Emergency Guidelines and Standards (LEGS) are a set of international guidelines for improving the quality of livestock programmes in humanitarian crises. The LEGS Project, established in 2005, grew out of concerns that livestock responses in emergencies were frequently inappropriate, poorly designed and/or delivered too late. LEGS provides standards and guidance based on good practice from around the world to help decision-makers and implementers to improve their support to livestock keepers affected by crisis.

This publication brings together the key achievements of the LEGS Project up to 2015.

## ACRONYMS

<b>AU/IBAR</b>	.....	African Union – Interafrican Bureau for Animal Resources
<b>DFID</b>	.....	Department for International Development
<b>ECHO</b>	.....	European Union – Humanitarian Aid and Civil Protection department
<b>FAO</b>	.....	Food and Agriculture Organization of the United Nations
<b>ICRC</b>	.....	International Committee of the Red Cross
<b>IFRC</b>	.....	International Federation of Red Cross and Red Crescent Societies
<b>LEGS</b>	.....	Livestock Emergency Guidelines and Standards
<b>ODI</b>	.....	Overseas Development Institute
<b>OFDA</b>	.....	Office of US Foreign Disaster Assistance, USAID
<b>PRIM</b>	.....	LEGS Participatory Response Identification Matrix
<b>TOT</b>	.....	Training of Trainers
<b>UN-OCHA</b>	.....	United Nations Office for the Coordination of Humanitarian Affairs
<b>USAID</b>	.....	United States Agency for International Development
<b>VSF</b>	.....	Vétérinaires sans Frontières

# ABOUT LEGS

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# HISTORY OF THE LEGS PROJECT

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At a Nairobi workshop in 2004, which brought together humanitarian agencies who work on livestock programmes in the region, practitioners raised concerns about the quality of livestock responses in emergencies. The livelihoods of livestock-owning communities were often not taken into account by such interventions and in some cases livelihoods were undermined by the emergency response. Workshop participants highlighted the need for a common reference point to guide better quality programmes and Tufts University took the lead to identify funding and bring together interested parties. In 2006 the first LEGS Steering Group meeting took place in Addis Ababa and the LEGS Project was officially launched.

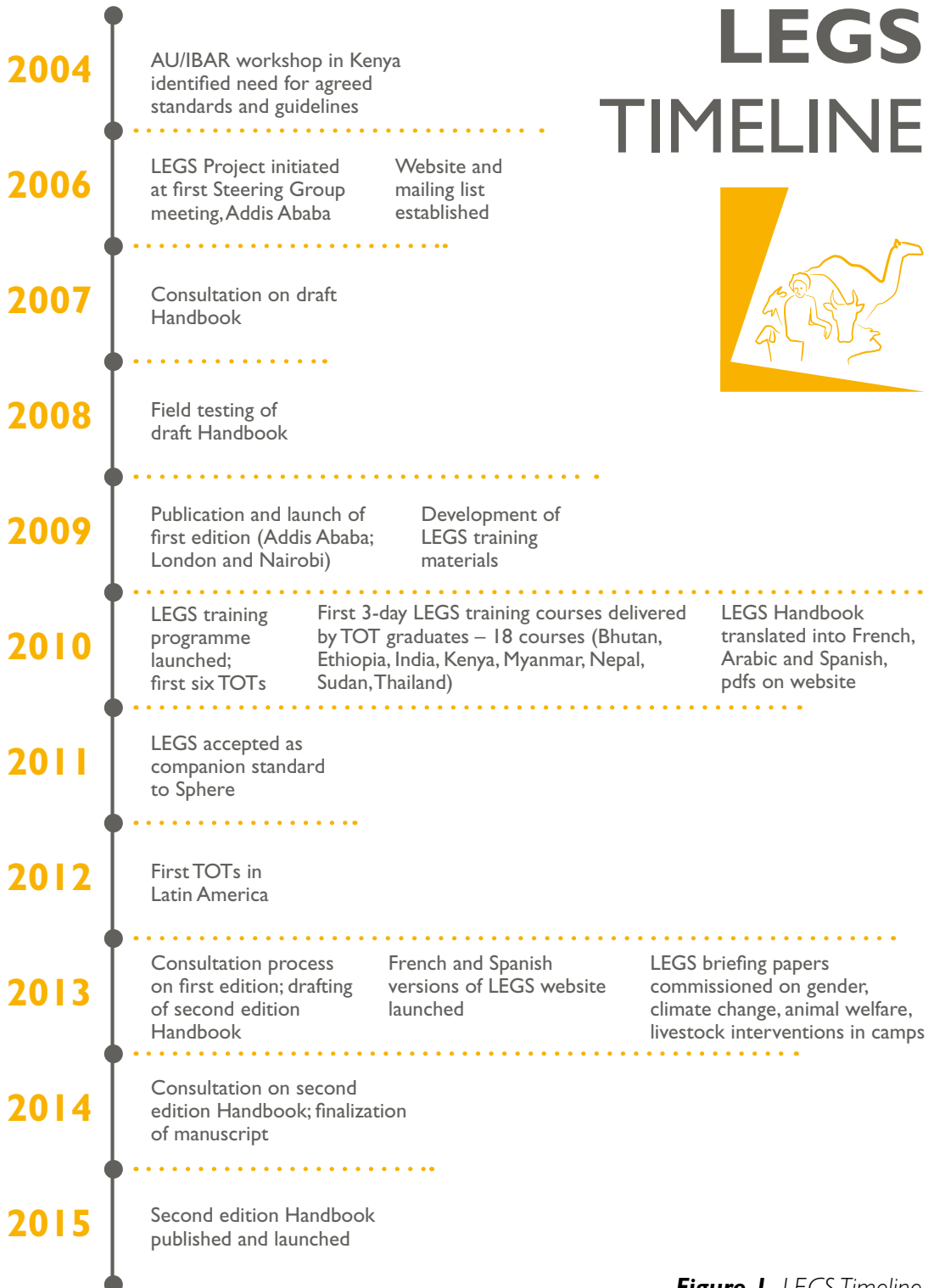
The initial focus of the Project was on the development of the LEGS Handbook. Following publication of the first edition in 2009, the Project rolled out a global training and awareness programme, including training of trainers (TOTs). In 2011, LEGS was accepted as a formal companion standard to the Sphere Project's *Humanitarian Charter and Minimum Standards for Humanitarian Response*, and with Sphere is part of an informal alliance of humanitarian standards alongside other companion standards including the *Minimum Standards for Education in Emergencies*, the *Minimum Economic Recovery Standards*, and the *Child Protection Minimum Standards*.

“LEGS is the most useful and comprehensive tool for livestock-focused interventions I have come across. It covers all major emergencies and provides necessary planning and implementation guidance for experts and non-experts alike.”

Saeed Ullah Khan, former Technical Advisor, International Rescue Committee, Pakistan



# LEGS TIMELINE



**Figure 1.** LEGS Timeline

# THE LEGS APPROACH

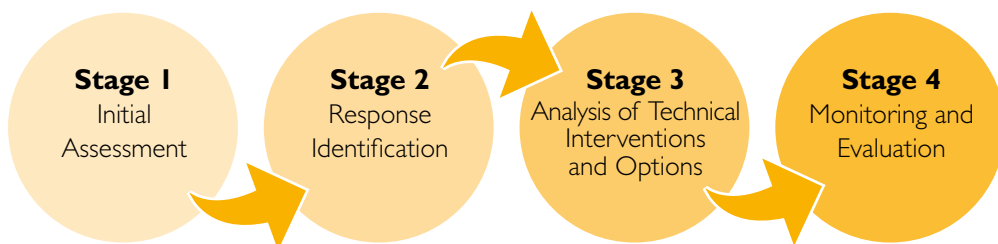
The LEGS approach focuses on supporting the livelihoods of livestock keepers before, during and following a crisis. It is therefore based on three objectives affecting livelihoods in crisis-affected communities.

**Objective 1:** to provide immediate benefits using existing livestock resources

**Objective 2:** to protect key livestock assets

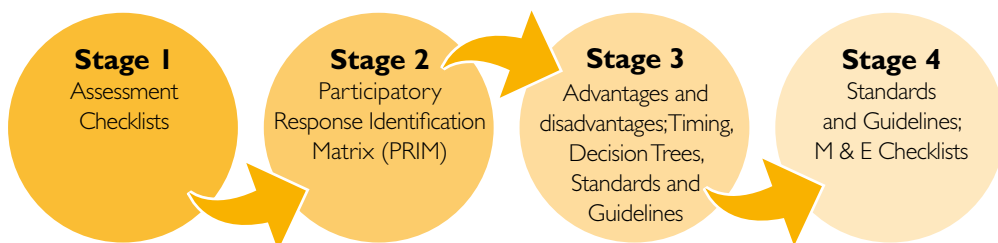
**Objective 3:** to rebuild key livestock assets

LEGS guides practitioners through four key stages of response planning and implementation, as shown in Figure 2.



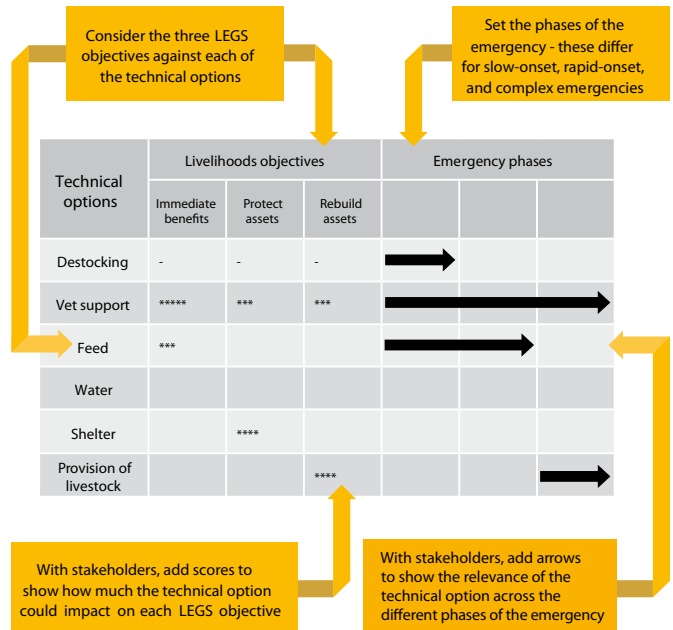
**Figure 2.**  
*Stages of the LEGS response*

At each stage there are participatory tools which help the user to work through the stage, shown in Figure 3. For example, in Step 2, the PRIM (Participatory Response Identification Matrix) is used to facilitate discussion and planning among stakeholders, including beneficiary representatives, and determine the most appropriate, timely and feasible options to support livestock keepers in any particular crisis (Figure 4).



**Figure 3.**  
*Tools for the stages of the LEGS response*

LEGS discusses the key issues (including cross-cutting themes such as gender and protection) for each possible technical intervention and provides a review of the advantages and disadvantages of various sub-options, and a decision tree (Figure 5) to highlight key questions that need to be addressed before a particular response is implemented. These are followed by specific standards, key actions and guidance notes for each intervention and option.

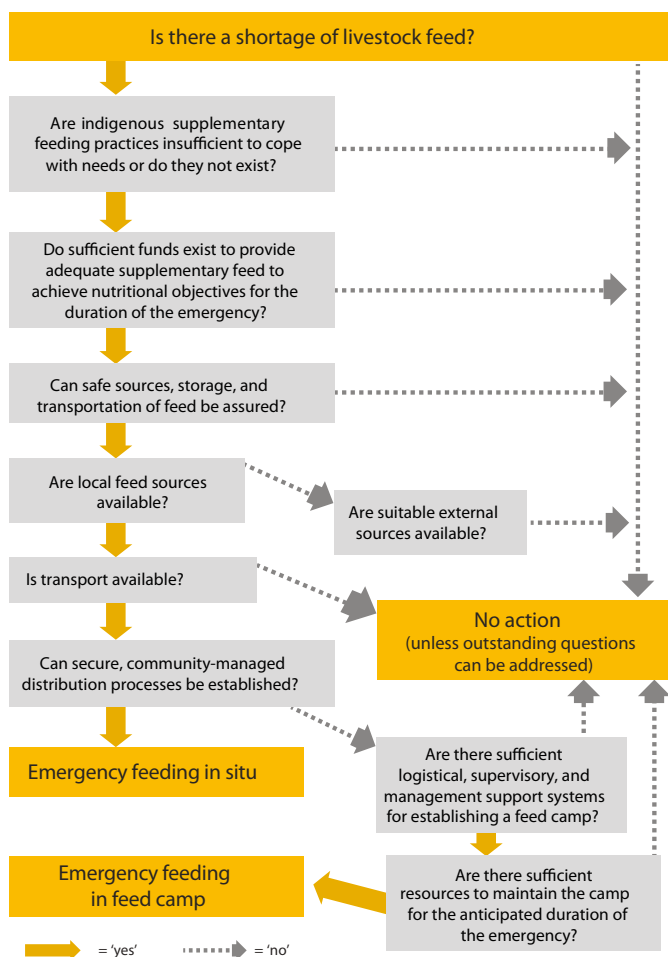


**Figure 4.**

*The Participatory Response Identification Matrix (PRIM)*

“ In Somalia, when we were planning an emergency livestock treatment campaign, we needed to coordinate with FAO and other actors. The PRIM really helped in bringing together key stakeholders and coordinating planning. ”

Awais Nasser Khan, Livestock Specialist,  
ICRC Somalia Delegation



**Figure 5.**  
Decision tree for feed options

‘ The LEGS approach is well appreciated – for improved efficiency, effectiveness and impacts of livestock related interventions during disasters. ’

Dr Kisa Juma Ngeiywa: Chief Veterinary Officer Kenya and Acting Director of Veterinary Services, Kenya

# THE LEGS PROJECT GOAL AND STRATEGY

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

As its strategy to work towards this goal, the LEGS Project has identified two impact areas, based on the results and indicators shown in Table 1.

**Table 1: Impacts of LEGS Project work**

Results	Indicators
<b>Result 1,</b> Organizational 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	<b>1.1</b> LEGS is incorporated/used as a reference point in the policies and procedures of key organizations
	<b>1.2</b> Key organizations support awareness raising and training of their staff
	<b>1.3</b> Key organizations evaluate their livestock projects using LEGS as a reference point
	<b>1.4</b> Key organizations provide feedback to and engage with LEGS
<b>Result 2,</b> Livelihoods impact: Livestock emergency interventions have a positive impact on the livelihoods of livestock keepers	<b>2.1</b> Livestock assets are protected during and following humanitarian crises
	<b>2.2</b> Food and income are derived from livestock during and following humanitarian crises

The 'key global organizations' in Result 1 were prioritized as:

- NGOs: Oxfam GB, VSFs (via VSF Europa), Trócaire, World Animal Protection
- International agencies: ICRC, IFRC, FAO
- Donors: ECHO, DFID, OFDA

Result 1 is monitored directly by the LEGS Project, while Result 2 is measured indirectly through the reports and impact assessments of practitioner organizations.

To work towards these results, the LEGS Project focuses on four output areas:

- 1 Publications: promoting the LEGS approach through production and translation of the LEGS Handbook and other publications
- 2 Global training programme: training and technical support in Africa, Middle East, Asia, Latin America and the Caribbean
- 3 Evaluation and learning: new evaluations, impact assessments and research feed into LEGS publications and website
- 4 Core functions: global coordination, management and communications

“ The LEGS guidelines allow groups to meet key objectives of assistance... by providing rapid assistance through livestock-based interventions and protecting or rebuilding key livestock assets. ”

*Awais Nasser Khan, Livestock Specialist,  
ICRC Somalia Delegation*

# LEGS ACTIVITIES

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# THE LEGS HANDBOOK

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## THE FIRST EDITION

The LEGS Handbook was developed through a broad consultation process, under the supervision of the LEGS Steering Group. Individual chapters were written by technical experts and reviewed via a web consultation by members of the LEGS mailing list (over 1000 individuals and organizations) and other key informants.

The first edition of the LEGS Handbook was launched in May 2009, with events in London, Nairobi and Addis Ababa. It has been translated into French, Spanish and Arabic (both pdf and hard copy), and with the support of World Animal Protection into Thai and Vietnamese (pdf only).



## THE SECOND EDITION

In 2013 a consultation process was launched via the LEGS website and mailing list to gather feedback on the first edition. Briefing papers were commissioned on new issues or key topics that needed enhancing, such as: cash transfers, gender, climate change, animal welfare, livestock in camps, and resilience. The Handbook was thoroughly revised to incorporate the results of the consultation and the findings of these technical reviews.



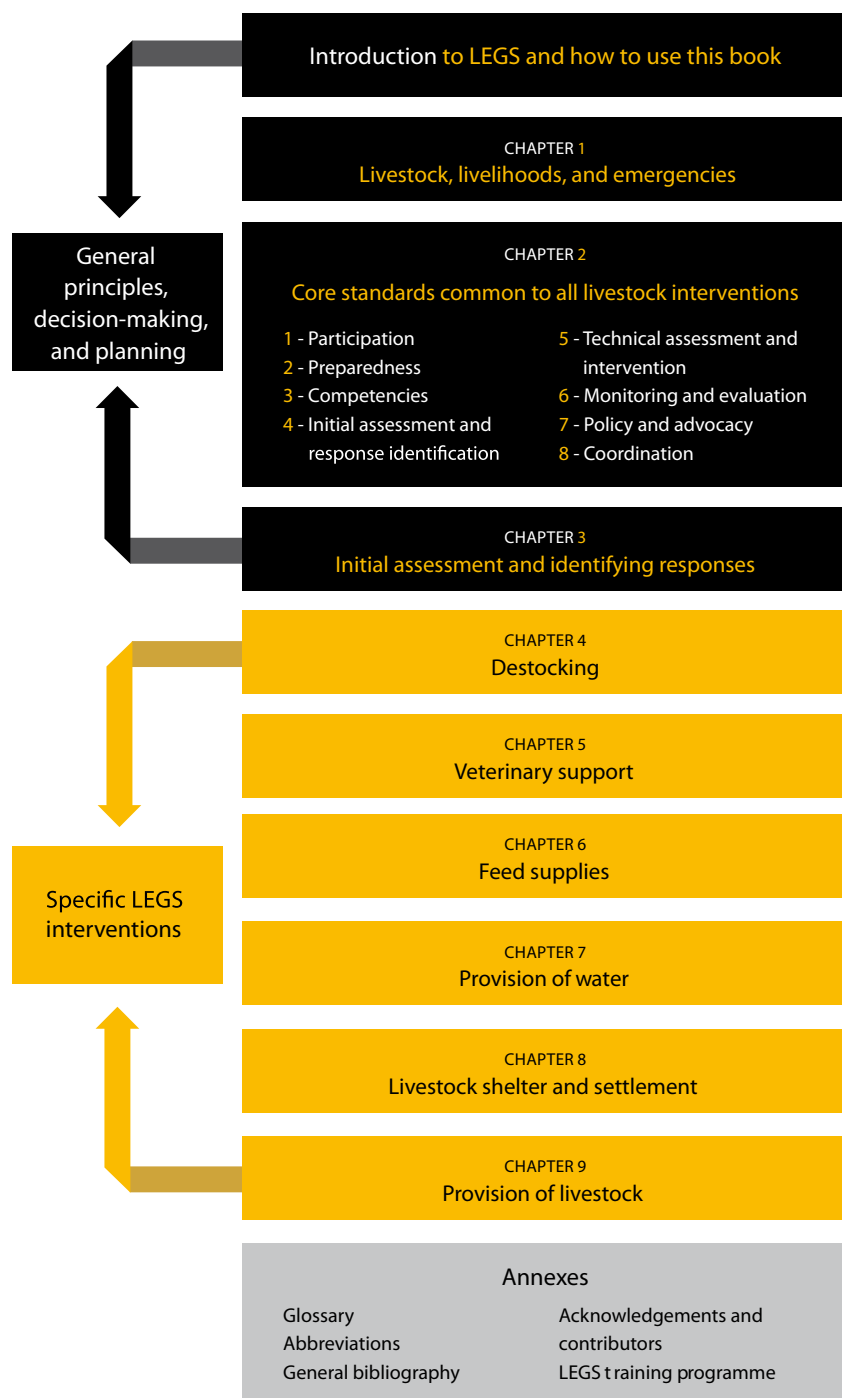
The six technical interventions were retained, as were the cross-cutting issues, core standards and participatory tools, but the chapter on livestock shelter was revised to clarify better how livestock shelter fits within the broader context of human shelter and settlement, and the chapter on restocking was restructured to reflect two key options of replacing livestock assets and building livestock assets. The case studies were expanded and separated into process and impact examples.

Based on feedback on the first edition, the language was also edited for clarity and accessibility, and a new design and format were commissioned to make the Handbook clearer and easier to use. The second edition has been translated into Arabic, French and Spanish, available in pdf format on the website.



**Figure 6.** Production of second edition of LEGS

# LEGS Handbook Structure



**Figure 7.**  
LEGS Handbook  
structure

“Easier to use, expanded response options and more case studies: this second edition of LEGS has surpassed the very high standards set by the first edition.”

Neil Marsland, Senior Technical Officer, Emergency Operations and Rehabilitation, FAO Rome

## LEGS livelihoods objectives

- 1 - To PROVIDE immediate benefits using livestock resources
- 2 - To PROTECT key livestock-related assets
- 3 - To REBUILD key livestock-related assets

## Cross-cutting themes

- 1 - Gender and social equity
- 2 - HIV/AIDS
- 3 - Protection
- 4 - Environment and climate

## Linkages to rights-based approach

- Right to food
- Right to a standard of living

## Minimum standards, Key actions and Guidance notes

### Minimum standards

- Describe an essential part of an emergency response
- Generally qualitative statements

### Key actions

- Steps or actions that contribute to achieving the Standard

### Guidance notes

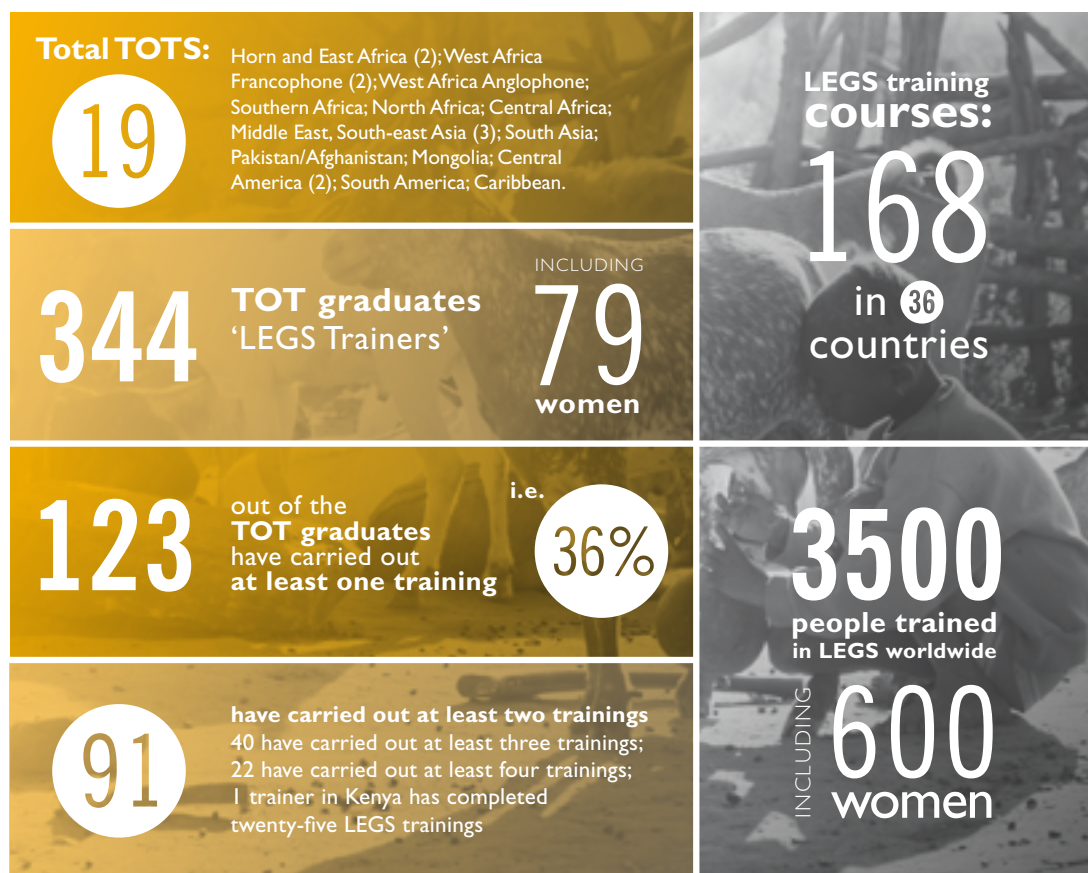
- Accompany the Key actions
- Highlight particular issues to be considered when applying the Standard

**Figure 8.** LEGS key concepts

# THE LEGS TRAINING PROGRAMME

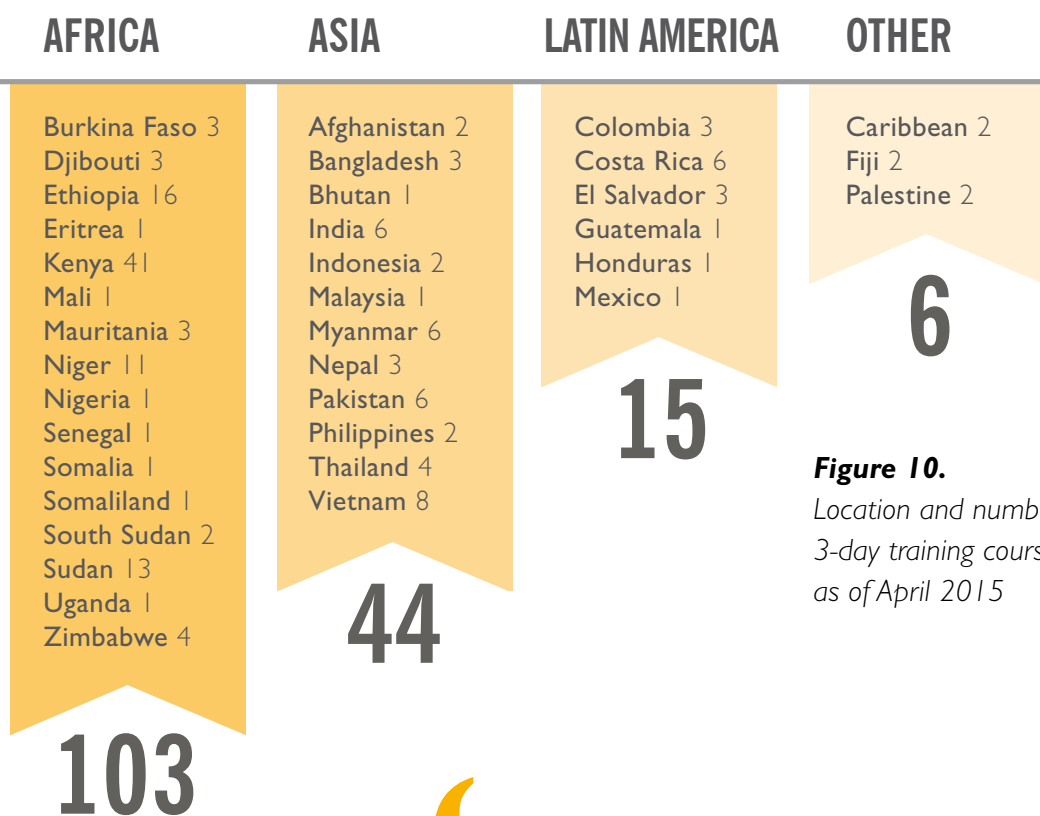
## LEGS 3-DAY TRAINING AND TRAINING OF TRAINERS

Following the publication of the first edition of the LEGS Handbook in 2009, the LEGS Project designed a training and awareness-raising programme based on training of trainers (TOT) courses and building national and local capacity in developing regions of the world. The graduates of each TOT course ('LEGS trainers') are equipped with the skills, materials and methodologies to run the standard 3-day LEGS training course, which aims to bring the LEGS Handbook to life and enable practitioners to implement the LEGS approach in the field.



**Figure 9.** LEGS training facts and figures as of April 2015

LEGS trainers deliver the LEGS training course independently of the LEGS Project, in response to demand in their home countries, from within their organization or from other interested parties. To date the LEGS Project has trained over 340 LEGS Trainers from around the world through 19 TOTs in Africa, Asia, Latin America, and the Middle East. Between them they have run more than 168 LEGS training courses independently of LEGS Project funding.



**Figure 10.**  
Location and number of  
3-day training courses  
as of April 2015

LEGS is recognized as THE handbook to guide livelihoods-based livestock interventions.

Astrid de Valon, former Regional Humanitarian Coordinator,  
Trócaire, East Africa

## HALF-DAY TRAININGS

In addition to the TOTs, the LEGS Project carries out half-day awareness sessions for donors and decision-makers. To date these have been organized in:

- Addis Ababa
- Beijing
- Bogotá (2)
- Bridgetown
- Brussels
- Geneva (2)
- La Paz
- Nairobi
- Panama
- Tunis
- Washington DC
- Wellington

## RAPID RESPONSE FACILITY

The LEGS Project is piloting a 'Rapid Response Facility' based on the provision of real-time support to development partners during an emergency. To date, this has been used four times, in Dakar, Kabul, Nouakchott, and Kuala Lumpur. The support is based around a modified 3-day LEGS training together with detailed action planning, which enables stakeholders to prepare their emergency response together using LEGS tools and approaches.

“ LEGS has provided: a framework with which to organize activities; guidance on when different activities are appropriate; and a common language in talking about these activities.”

*Fitzpatrick and Young, 2013*



# PROMOTING IMPACT ASSESSMENT AND EVALUATION

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‘ LEGS provides a meeting point for humanitarian response and livestock-based interventions, while ensuring that principles and standards are understood and maintained. This promises to be an invaluable tool for response planning. ’

*Julie March, Agriculture and Food Security Advisor, US Agency for International Development, Office of US Foreign Disaster Assistance*

LEGS draws on evidence-based good practice from around the world. The LEGS Project tracks and uses evaluations, reviews and impact assessments of livestock projects as part of this evidence base, and has developed a database of impact assessment and evaluation reports, available on the LEGS website. The database is a simple spreadsheet which lists a set of documents by region, country, type of emergency and type of livestock intervention. Each document can also be downloaded using the links in the spreadsheet.

Each technical chapter of the LEGS Handbook includes an appendix with examples of monitoring and evaluation indicators. These are divided between process and impact indicators. The case studies in the second edition of the LEGS Handbook have also been separated into those illustrating impact and those which simply describe activity.

The LEGS Project has also developed some additional tools to support impact assessment and the collection of evidence. These include the LEGS Evaluation Tool, available on the LEGS website, which provides selected indicators from the LEGS Handbook to help in an assessment of the extent to which the project followed LEGS. The tool covers the six technical interventions included in LEGS: destocking, veterinary services, feed, water, shelter and settlement, and provision of livestock. Most of the indicators are taken directly from the key actions in the LEGS Handbook; others are taken from the LEGS standards or the guidance notes in the relevant technical chapter.

A 20 minute on-line training film has also been produced to support practitioners in monitoring and evaluating their work. The film provides guidance and support to improve impact assessment of livestock projects through the development of livelihoods-based objectives, improving indicators, and outlining participatory methods for measuring impact. The film is available on the LEGS website.

# THE IMPACT OF THE LEGS PROJECT

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# ORGANIZATIONAL IMPACT

The first impact area of the LEGS Project relates to the uptake of LEGS as a key reference point by global organizations in the design, implementation and evaluation of livestock projects in humanitarian crises.

Table 2 presents a summary of progress against the first two organizational impact indicators listed in Table 1.

**Table 2: Indicators of progress in LEGS Project**

Indicator	Progress
<b>I.1</b> LEGS is formally incorporated/ used as a reference point in the policies and procedures of key organizations	In the Horn/East Africa region, LEGS is a key reference for the following organizations: FAO, UN-OCHA, OFDA, ECHO, DFID, ICRC, World Bank, CARE, Trócaire, CAFOD, Concern Worldwide, German Agro-Action, VSF-Suisse, VSF-Germany, World Animal Protection, the Government of Kenya through the Directorate of Veterinary Services, the National Drought Management Authority, and the Kenya Veterinary Board
	Many of these organizations also apply LEGS in other regions of the world
	Both the Indian and Vietnamese Governments have endorsed LEGS
	The Federation of Asian Veterinary Associations has formally endorsed LEGS
	LEGS is a companion standard to Sphere
<b>I.2</b> Key organizations support awareness raising and training of their staff	Organizations commissioning LEGS training worldwide: <ul style="list-style-type: none"> <li>• FAO: 61</li> <li>• World Animal Protection: 21</li> <li>• National/local governments: 17</li> <li>• ICRC: 8</li> <li>• Oxfam family: 6</li> <li>• Save the Children: 4</li> <li>• Samaritan's Purse: 4</li> <li>• Concern Worldwide: 4</li> <li>• Red Cross societies: 3</li> <li>• Mercy Corps: 3</li> <li>• Food security clusters: 2</li> </ul>

## How LEGS contributes to drought management in Kenya

- LEGS' three objectives - immediate benefits, protection of assets, rebuilding of assets - are fully in line with the aspirations of the Ending Drought Emergencies strategy.
- The quality of response is always key: the application of LEGS will strengthen this across a range of areas such as participation and the integration of indigenous knowledge.
- The standards outlined in LEGS have application and value beyond the livestock sector.
- LEGS is highly practitioner-friendly and has decision trees, case studies, and practical examples.

*James Oduor: CEO, National Drought Management Authority, Kenya.*

## LIVELIHOODS IMPACT

The ultimate aim of the LEGS Project is to have a positive impact on the livelihoods of livestock keepers affected by crisis. As the LEGS Project is not operational, it is not possible to monitor this impact directly. However, proxy indicators such as the uptake and application of the LEGS approach (as presented under Organizational Impact, page 25), supported by the critical assumption that LEGS leads to more appropriate, timely and feasible livestock responses, can provide some indication of progress.

There is increasing recognition that timely and appropriate livestock-based responses in crises can be both cost-effective and ultimately increase the positive impact on the lives and livelihoods of livestock keepers. For example:

- During disasters, the links between improvements in animal health and links to human health and nutrition have been increasingly recognized, and reviews have focused on the role of milk and milk products in the diet, particularly in improving the dietary quality for women and young children (Sadler et al., 2012).
- There is growing evidence that livestock feeding support to key milk producing stock can reduce the number of young children in feeding centres during drought (Sadler et al., 2012).

“ As a result of LEGS the Kitui government staff are now able to assess the situation, plan earlier for cyclical drought occurrence and make bids for funds based on Early Warning information... Vaccination campaigns are planned earlier and have become more targeted, the delivery of vet services has improved. ”

*Group Interview, Government staff, Kitui, Kenya (in Coupe and Kisiangani, 2013)*

- For every \$1 spent on commercial destocking in Kenya \$390 of benefits (avoided aid and animal losses) are gained, while in Ethiopia the equivalent figure is \$311 (Cabot Venton et al., 2012).
- ‘In Ethiopia, when the costs of destocking, veterinary services and supplementary feeding are incorporated, [early response could save] \$1,303m in a single event’ (Cabot Venton et al., 2012).
- ‘Local food aid plus restocking costs 125 times more than commercial destocking, and imported food aid plus restocking costs 137 times more than commercial destocking’ (Catley and Cullis, 2012).

Case studies and lessons from the field also illustrate the impact of applying the LEGS approach:

- ‘By using the LEGS approach, World Animal Protection was able to get a better understanding of the relationship between livestock and their owners. This enabled us to better meet the needs for both animal and owner and greatly increased the effectiveness of our response. The LEGS approach has also assisted us in our efforts to show others the importance of considering animals in disaster response and planning and the benefits of good animal welfare in protecting livestock based livelihoods’ (World Animal Protection Case Study – Flooding in Quang Binh Province Vietnam, Ian Dacre, March 2011, in Wallis and Watson 2013).
- ‘When the LEGS guidelines are followed rigorously in the Emergency Phase the impact is clearly felt and highly appreciated by communities and long term benefits reported. Community and other stakeholder involvement in livestock-based emergency interventions improves local capacity and enhances ownership and sustainability of the interventions. Sourcing pasture locally triggers enterprise around fodder. Preservation of key breeding stock enables rapid regeneration of herds.’ Findings of a study on the effectiveness of LEGS in Kenya and Ethiopia (Coupe and Kisiangani, 2013).

# IMPACT OF LEGS TRAINING

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A survey of LEGS trainers and LEGS training course participants from around the world was carried out in late 2014. Nearly all the trainees who took part said they rated the training as either extremely useful or quite useful, and all reported that they are using the LEGS approach in their work since the training. The feedback on the LEGS training materials was also positive. The LEGS trainers reported that the materials are very easy to use and that the TOT prepared them well for delivering the course.

The roll-out of over 165 LEGS training courses independently of the LEGS Project is an indicator of the extent to which the LEGS training is considered useful by implementing organizations (see Table 2). Feedback from training course evaluation responses and other sources confirms that the 3-day LEGS training course has a significant impact on the participants' familiarity with the LEGS Handbook and their ability to apply the LEGS approach in practice.

‘ LEGS has brought an important dimension to emergency practices in pastoralist areas: the protection of livestock. A huge capacity development has taken place through a good number of actors. All the key informants interviewed, especially development professionals who had received LEGS training, noted that LEGS had become part of their development and disaster response business. ’

*Coupe and Kisiangani, 2013*

# CHALLENGES AND LESSONS LEARNED

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# LESSONS LEARNED FROM THE UPTAKE AND ADOPTION OF LEGS

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Over the past 10 years the uptake of LEGS has been positive, although adoption of LEGS has generally been far greater within the livestock sector than in the wider humanitarian community. Efforts to raise awareness among humanitarians of the importance of supporting livelihoods in disaster response, and the role that livestock play, have increased and some steady progress is being made. However, a number of challenges remain:

- LEGS may be adopted by individuals or specific offices within an organization, but may not be universally taken up throughout the organization. In organizations where LEGS has not been formally adopted as policy, its promotion and uptake may depend on the interest and commitment of individuals and the opportunities they have.
- Although FAO, the co-chair of the Food Security Cluster, has been a long-term partner and implementer of LEGS, the Cluster process in general has not promoted awareness or understanding of LEGS.
- Uptake by national governments is more difficult to achieve than in international agencies, yet remains a key step in increasing the application of the LEGS approach.
- Promoting LEGS at national level, including with national governments, also remains a challenge for the LEGS Project which for both strategic and resource reasons focuses its efforts at global and regional levels only.

“...the study team found out that LEGS Project was one of the major influences on the way livestock-related emergency operations were delivered at the height of the 2010/11 emergency as well as in the recovery phase.”

*Coupe and Kisiangani, 2013*

- Although the LEGS approach, standards and guidelines are all designed to be applicable in any emergency in the developing world, including rapid-onset, slow-onset, complex and chronic emergencies, LEGS is sometimes considered to be relevant only to slow-onset crises such as drought in Africa. Case studies and best practice examples from outside Africa have been increased in the second edition to try to address this issue.

Following the completion of an external evaluation of the LEGS Project, the LEGS Steering Group will review these and other strategic questions in mid-2015 and develop a plan for the next phase of LEGS.

## LESSONS LEARNED FROM THE LEGS TRAINING PROGRAMME

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The survey of LEGS trainers and trainees in December 2014 revealed that there is still a need for further awareness-raising about LEGS, using half-day training or other methods, particularly in areas affected by rapid-onset crises, where the impact on livestock and hence on livelihoods is not always recognized by the leaders of emergency response. The need for more localized case studies and examples was also highlighted.

Reaching women through the LEGS training course also presents a challenge. Women are often carers and keepers of livestock (if not always the formal 'owners') and commonly the target of livestock interventions, hence the importance of including women in LEGS training. However, women make up only 17 per cent of the participants on the 3-day LEGS training courses thus far. In part, this reflects the fact that most livestock staff in the developing world are men, coupled with the usual gender biases and limitations affecting women's participation in training courses.

These issues will be addressed in the forthcoming review of the LEGS training strategy and training materials.

# COMMUNICATIONS

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# LEGS COMMUNICATIONS

## *in numbers*



## WEBSITE

(data for all three sites,  
English, French and Spanish)

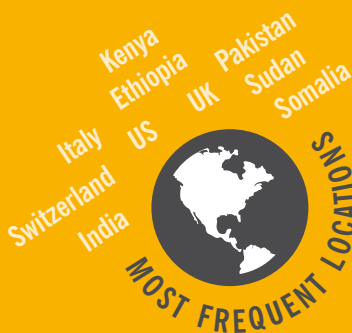
**3** MINUTES  
Average visit  
duration

**71%** NEW VISITORS  
**29%** RETURNING

**2.5** Average  
PAGES  
per visit

**166**

Average site visits per  
week over the last year



## MAILING LIST



over

**1000**

ENGLISH, FRENCH  
& SPANISH MEMBERS

## LEGS HANDBOOK



## SALES & DOWNLOADS



(average per month)

### FIRST EDITION

English **8750** (since 2009)

French **730** (since 2012)

Spanish **780** (since 2012)

Arabic **730** (since 2012)

### SECOND EDITION

English **370**

(plus 800 bulk orders)

### FIRST EDITION

English PDF **167**

French PDF **37**

Spanish PDF **43**

Arabic PDF **30**

Vietnamese PDF **21**

Thai PDF **20**

### SECOND EDITION

English PDF over **1500** in first two months of publication

**Figure 11.** LEGS communications

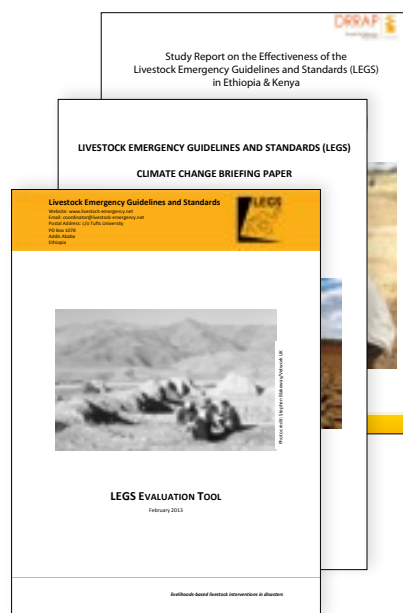
# KEY PUBLICATIONS AND RESOURCES

The LEGS website contains a range of resources to support the design and implementation of livestock responses in emergencies.

LEGS Project resources include:

- Briefing paper on LEGS and climate change
- Study of the effectiveness of LEGS in Ethiopia and Kenya
- Study of the use of cash transfers in livestock emergencies
- The LEGS Evaluation Tool
- LEGS discussion paper on resilience
- Briefing paper on LEGS and gender
- LEGS videos

Other pages on the LEGS website contain resources relating to the six technical interventions outlined in LEGS, as well as those supporting the Core Standards.



## HOW TO GET A COPY OF THE LEGS HANDBOOK

For free pdf downloads (English second edition; first edition in French, Arabic, Spanish, Thai and Vietnamese):

**[www.livestock-emergency.net/resources/download-legs/](http://www.livestock-emergency.net/resources/download-legs/)**

To purchase a hard copy via the publisher (English second edition and e-book; first edition in French, Arabic and Spanish):

**<https://developmentbookshop.com>**  
[search for 'LEGS']

Or follow the links on the LEGS website:

**[www.livestock-emergency.net](http://www.livestock-emergency.net)**

# THE LEGS PROJECT ORGANIZATION

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# ORGANIZATION AND MANAGEMENT

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The LEGS Project is overseen by an international Steering Group which provides strategic direction of the project and quality control of LEGS products and the training programme.

The current LEGS Steering Group members are:

**Rob Allport:** Assistant FAO Representative Programme Implementation, FAO Kenya

**Philippe Ankers:** Chief, Livestock Production Systems Branch (AGAS), FAO

**Andy Catley (Chair):** Research Director, Feinstein International Centre, Tufts University

**Wendy Fenton:** Humanitarian Practice Network Coordinator, Overseas Development Institute

**Guido Govoni:** Regional Livestock Specialist, International Committee for the Red Cross

**David Hadrill:** Director, Vetwork UK

**Dr Solomon Hailemariam:** African Union, Department for Rural Economy and Agriculture (retired)

**Piers Simpkin:** Livestock Sector Head, FAO Kenya

**Serena Zanella:** Independent Humanitarian Consultant

Former members of the Steering Group include Ong-orn Prasarnphanich, World Animal Protection; and Simon Mack, FAO.

The LEGS Project activities are managed on a day-to-day basis by a small team at Vetwork UK, comprising the LEGS Coordinator, Training Coordinator, support staff and consultants, with technical support from Tufts University.

“ Before LEGS, livestock emergency interventions were done haphazardly with lots of inconsistencies and there was unaccountability... both within and between agencies... Now there is some accountability and stakeholder involvement in livestock-based emergency interventions. ”

*The President of the Kenya Veterinary Association (in Coupe and Kisiangani, 2013)*



# INCOME

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- African Union\*
- Department for International Development (UK)
- European Union – DG Development and Cooperation – EuropeAid
- European Union – Humanitarian Aid and Civil Protection department (ECHO)
- Feinstein International Center, Tufts University\*
- Food and Agriculture Organization of the United Nations
- Improved Global Governance for Hunger Reduction Programme
- Humanitarian Policy Group, Overseas Development Institute\*
- International Committee of the Red Cross\*
- Office of US Foreign Disaster Assistance, USAID
- Oxfam GB
- Trócaire
- VETAID\*
- Vetwork UK\*
- VSF-Belgium\*
- World Animal Protection

Income totals for the phases of the LEGS Project to date are:

	Timescale	Key Activities	Income
<b>Phase I</b>	2006 to mid-2009	Creating LEGS (development of the Handbook)	US \$210,000
<b>Phase II</b>	mid-2009 to mid-2011	Post-publication training and awareness raising	US \$1,120,000
<b>Phase III</b>	mid-2011 to mid-2015	Global promotion, training and Rapid Response; revision of LEGS Handbook	US \$1,500,000

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