



# LEGS Evaluation Tool

New 2016 edition based on the LEGS Handbook 2<sup>nd</sup> edition



**Livestock Emergency Guidelines and Standards**

*Livelihoods-based livestock interventions in disasters*





## **INTRODUCTION**

This Evaluation Tool can assist organizations to evaluate how LEGS was used during a project - in other words, to what extent did a project follow the LEGS core standards, and the specific standards for different technical interventions (destocking, veterinary support, ensuring feed supplies, provision of water, livestock shelter and settlement, and provision of livestock)?

The Evaluation Tool has two main components:

- Evaluation Indicators
- A simple scoring of indicators

## **THE EVALUATION INDICATORS**

Most of these Evaluation Indicators are taken directly from the LEGS Key Actions in the Second Edition of the LEGS Handbook. Others are taken from the LEGS Technical Standards or the Guidance Notes in the relevant technical chapter, some with minor amendments from the original text. Where relevant, Indicators are also taken from LEGS Core Standards. We also make reference to appendices in LEGS that provide examples of indicators for monitoring and evaluation in each technical chapter.

The purpose of this selection is to provide a manageable, practical range and number of indicators from LEGS that can be used to support evaluation.

Each technical intervention in LEGS should follow the eight LEGS Core Standards:

1. **Participation**
2. **Preparedness**
3. **Competencies**
4. **Initial assessment and response identification**
5. **Technical analysis and intervention**
6. **Monitoring and evaluation and livelihoods impact**
7. **Policy and advocacy**
8. **Coordination.**

Therefore, the selected Indicators either repeat one of the Core Standard Key Actions or present a variation on an indicator that is specific to the technical intervention.

Use of these Evaluation Indicators does not exclude the use of additional indicators by evaluators, based on their preferences, context or the specific technical aspects of the intervention.

## **MEASURING THE INDICATORS**

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Most of the Indicators are qualitative in nature. During an evaluation it is recommended that a stakeholder workshop is used to measure the Indicators, and a simple but systematic scoring system is used. With this approach a scoring of between 0 and 5 can be assigned to each Indicator, with 0 representing “Indicator was not achieved” to 5 representing “Indicator was fully achieved”. The scoring can be done in two main ways:

- each participant can provide their own scores, and these are then compiled and averaged;
- the scoring is done collectively by the whole group.

## **OTHER APPROACHES: IMPACT EVALUATION**

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The Evaluation Indicators measure the process of implementing projects according to LEGS standards. Other types of evaluation can be combined with the measurement of these Indicators, especially assessment of the impacts of interventions on people’s livelihoods. These impact evaluations might look at indicators such as impacts on financial assets, human nutrition, or income. For further information see:

- LEGS 14 minute video on how to gather better evidence of impact:  
<http://www.livestock-emergency.net/resources/videos/>
- The Monitoring, Evaluation and Impact Assessment chapter in:  
FAO (2016) Livestock-related interventions during emergencies –  
The How-to-Do-It Manual Edited by Philippe Ankers, Suzan Bishop,  
Simon Mack and Klaas Dietze. FAO Animal Production and Health  
Manual No. 18. Rome.

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CORE STANDARD	INDICATORS FOR COMMERCIAL DESTOCKING	SCORING
<b>1. Participation</b>	Affected communities are fully involved in planning and assessing activities. <i>(Key Action 7, p.85)</i>	0   2 3 4 5
	Participation of trader representatives is essential. <i>(Guidance Note 1, p.87)</i>	0   2 3 4 5
<b>2. Preparedness</b>	Relevant early warning data and emergency preparedness plans are assessed and acted upon. <i>(Key Action 1, p.85)</i>	0   2 3 4 5
	The livestock market and livestock condition and welfare are monitored closely. <i>(Key Actions 2 and 3, p.85)</i>	0   2 3 4 5
<b>3. Competencies</b>	Livestock workers are familiar with the principles of livelihoods-based programming. <i>(Key Action 3, p.25)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	Commercial destocking is only considered when traders are willing to buy, and animals are in suitable condition. <i>(Key Action 4, p.85)</i>	0   2 3 4 5
	Destocking activities are relevant to the phase of the emergency. <i>(Guidance Note 2, p.85)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	Targeting methods and the actual selection of beneficiaries are agreed with communities, including representatives of vulnerable groups. <i>(Key Action 3, p.29)</i>	0   2 3 4 5
	Criteria for selecting animals and setting pricing guidelines are agreed with the coordination group and are publicised. <i>(Key Action 5, p.87)</i>	0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	Qualitative and quantitative records are kept for evaluation, impact assessment and documentation of best practice. <i>(Guidance Note 9, p.89)</i> <i>Refer to Appendix 4.2, pp. 100 – 101 for examples of monitoring and evaluation indicators for destocking.</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	The assessment takes into account the broader development and institutional context of the emergency. <i>(Key Action 6, p.85)</i>	0   2 3 4 5
<b>8. Coordination</b>	A coordination group is established, including key partners, beneficiaries (including women) representatives of the local authorities, and other agencies operating similar schemes. <i>(Guidance Note 7, p.86)</i>	0   2 3 4 5

CORE STANDARD	INDICATORS FOR SLAUGHTER DESTOCKING	SCORING
<b>1. Participation</b>	Purchase price and payment methods are agreed with affected communities. <i>(Key Action 3, p.89 and Guidance Notes 3, 4 and 5 p.91)</i>	0   2 3 4 5
<b>2. Preparedness</b>	Livestock markets, and livestock condition and welfare are monitored closely. <i>(Key Actions 2 and 3, p.85)</i>	0   2 3 4 5
<b>3. Competencies</b>	Killing and butchering animals is based on local customs and expertise... Sufficient labour is available to carry out the work and, if required, training and supervision are provided. <i>(Guidance Note 11, p.92)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	Purchase sites and market dates are determined through community participation. <i>(Key Action 2, p.89)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	Criteria for selecting beneficiaries and in-kind contributions are identified. <i>(Key Action 4, p.90; Guidance Notes 6, 7 and 8, p.91; and Targeting Issues, p.83)</i>	0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	Qualitative and quantitative records are kept for evaluation, impact assessment and documentation of best practice. <i>(Guidance Note 9, p.89)</i> <i>Refer to Appendix 4.2, pp. 100 – 101 for examples of monitoring and evaluation indicators for destocking.</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	The assessment takes into account the broader development and institutional context of the emergency. <i>(Key Action 6, p.85)</i>	0   2 3 4 5
<b>8. Coordination</b>	A coordination group is established, including key partners, beneficiaries (including women) representatives of the local authorities, and other agencies operating similar schemes. <i>(Guidance Note 7, p.86)</i>	0   2 3 4 5

CORE STANDARD	INDICATORS FOR CLINICAL VETERINARY SERVICES	SCORING
<b>1. Participation</b>	The service design uses the results of the initial assessment and is based on the active participation of the crisis-affected population, including vulnerable groups. <i>(Key Action 1, p.121)</i>	0   2 3 4 5
<b>2. Preparedness</b>	The service design considers disease outbreak early warning indicators linked to extreme weather events, where early warning systems are available. <i>(Key Action 3, p.121)</i>  All (veterinary) emergency intervention plans are accompanied by an exit strategy that links with post-emergency recovery and long-term support to livelihoods. <i>(Key Action 7, p.23)</i>	0   2 3 4 5  0   2 3 4 5
<b>3. Competencies</b>	The service design includes plans for rapid training of local service providers as necessary and builds in professional supervision of veterinary paraprofessional workers. <i>(Key Actions 9 and 5, p.121)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	The service design considers the need for rapid procurement and availability of relevant veterinary vaccines and medicines, as well as the need for appropriate quality of products and proper storage at field level. <i>(Key Action 4, p.121)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	The service design includes specific elements to reach vulnerable groups and, in particular, addresses challenges of accessibility and affordability. <i>(Key Action 2, p.121)</i>	0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i>  <i>Refer to Appendix 5.2, pp. 138 – 139 for examples of monitoring and evaluation indicators for veterinary service provision</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	The assessment includes a rapid analysis of policy or legal factors that may hinder or enable specific implementation strategies. <i>(Key Action 4, p.119)</i>	0   2 3 4 5
<b>8. Coordination</b>	Livestock interventions are coordinated to ensure that approaches between agencies are in harmony, and that they comply with agreed implementation strategies. <i>(Key Action 1, p.35)</i>  The roles and responsibilities of all actors are clearly documented. Written agreements are made where appropriate and necessary. <i>(Key Action 1, p.125)</i>	0   2 3 4 5  0   2 3 4 5

CORE STANDARD	INDICATORS FOR PUBLIC SECTOR VETERINARY FUNCTIONS	SCORING
<b>1. Participation</b>	A rapid participatory veterinary needs assessment and prioritization is conducted with the involvement of all relevant subgroups within the crisis-affected population. <i>(Key Action 1, p.117)</i>	0   2 3 4 5
<b>2. Preparedness</b>	All existing veterinary service providers within the affected area are mapped and analysed in terms of current and potential capacity. <i>(Key Action 2, p.117)</i>	0   2 3 4 5
<b>3. Competencies</b>	Livestock workers are familiar with the principles of livelihoods-based programming. <i>(Key Action 3, p.25)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	A rapid assessment of zoonotic diseases, in terms of actual cases or risk, is included in the rapid participatory assessment. <i>(Key Action 1, p.126)</i>	0   2 3 4 5
	The needs for disposal of dead animals are assessed. <i>(Key Action 1, p.128)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	The service design includes specific elements to reach vulnerable groups and, in particular, addresses challenges of accessibility and affordability. <i>(Key Action 2, p.121)</i>	0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i>	0   2 3 4 5
	Routine monitoring of emergency clinical veterinary services includes the collection of data on important livestock diseases. <i>(Key Action 1, p.129)</i> <i>Refer to Appendix 5.2, pp. 138 – 139 for examples of monitoring and evaluation indicators for veterinary service provision.</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	In protracted crises, and for livestock diseases covered by national disease surveillance policies or eradication strategies, information is collected in line with these policies and strategies. <i>(Key Action 3, p.129)</i>	0   2 3 4 5
<b>8. Coordination</b>	Livestock interventions are coordinated to ensure that approaches between agencies are in harmony, and that they comply with agreed implementation strategies. <i>(Key Action 1, p.35)</i>	0   2 3 4 5
	The coordination body compiles livestock disease data and submits the compiled report to the relevant veterinary authority. <i>(Key Action 4, p.129)</i>	0   2 3 4 5

CORE STANDARD	INDICATORS FOR EMERGENCY FEEDING	SCORING
<b>1. Participation</b>	Plans based on the options for emergency feeding are produced with full stakeholder participation and take into account indigenous coping strategies, local sourcing, and potential disruption to local markets. <i>(Key Action 2, p.156)</i>	0   1 2 3 4 5
<b>2. Preparedness</b>	Administrative systems and procurement processes exist or can be adapted to allow the purchase of feed quickly. <i>(Key Action 1, p.161)</i>	0   1 2 3 4 5
<b>3. Competencies</b>	Livestock workers are familiar with the principles of livelihoods-based programming. <i>(Key Action 3, p.25)</i>	0   1 2 3 4 5
<b>4. Initial assessment and response identification</b>	Feed provision activities are only initiated where there is a significant chance that the beneficiaries will continue to be able to keep and manage livestock after the emergency has ended. <i>(Key Action 1, p.156)</i>	0   1 2 3 4 5
	The risks of market disruption are identified through a pre-intervention assessment. <i>(Guidance Note 2, p.162)</i>	0   1 2 3 4 5
<b>5. Technical analysis and intervention</b>	Targeting of stock for feed provision is based on an analysis of the status of the animals, their chances of surviving the emergency, and their usefulness in rebuilding livestock assets in the future. <i>(Key Action 3, p.156)</i>	0   1 2 3 4 5
	Feeding levels for the programme are determined with reference to a clearly defined set of production objectives. <i>(Key Action 1, p.158)</i>	0   1 2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i> <i>Refer to Appendix 6.2, p.174 for examples of monitoring and evaluation indicators for livestock feed interventions.</i>	0   1 2 3 4 5
<b>7. Policy and advocacy</b>	The policy context and potential policy constraints affecting access to feed and pasture are taken into account during assessment and planning. <i>(Key Action 4, p.156)</i>	0   1 2 3 4 5
<b>8. Coordination</b>	Livestock interventions are coordinated to ensure that approaches between agencies are in harmony, and that they comply with agreed implementation strategies. <i>(Key Action 1, p.35)</i>	0   1 2 3 4 5



CORE STANDARD	INDICATORS FOR WATER POINTS	SCORING
<b>1. Participation</b>	Siting and management of water points are organised in conjunction with community leaders, preferably building on existing indigenous water management systems. <i>(Key Action 5, p.191)</i>	0   2 3 4 5
<b>2. Preparedness</b>	The reasons for weaknesses of existing water points are understood. <i>(Guidance Notes 1 and 4, pp. 193 – 194)</i>	0   2 3 4 5
<b>3. Competencies</b>	People are available (and trained) for the routine management and maintenance of water points. <i>(Key Action 5, p.193)</i>	0   2 3 4 5
	Qualified water engineers and labourers are available to implement programmes. <i>(Guidance Note 4, p.194)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	Location of water points is based on a sound assessment of current and future demands of both local human and livestock populations and of the capacities of the water sources to meet needs throughout the period of the emergency and beyond. <i>(Key Actions 1 and 2, pp. 190 – 191)</i>	0   2 3 4 5
	Conflict risks are analysed, particularly the security needs of women. <i>(Guidance Note 4, p.192)</i>	0   2 3 4 5
	The rehabilitation of water points is only considered when the demand in the affected area cannot be met by extending the use of existing water points. <i>(Key Action 1, p.192)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	Arrangements for access to water points and distribution of water to users takes into account the need to ensure equity among all vulnerable groups. <i>(Key Action 3, p.191)</i>	0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i> <i>Refer to Appendix 7.2, p.205 for examples of monitoring and evaluation indicators for water provision.</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	Policy constraints to water access are analysed and appropriate action is taken to address them. <i>(Key Action 4, p.189)</i>	0   2 3 4 5
<b>8. Coordination</b>	Livestock interventions are coordinated to ensure that approaches between agencies are in harmony, and that they comply with agreed implementation strategies. <i>(Key Action 1, p.35)</i>	0   2 3 4 5

CORE STANDARD	INDICATORS FOR WATER TRUCKING	SCORING
<b>1. Participation</b>	The use of water sources by trucking operations does not compromise the needs of their existing users and has the approval of any relevant statutory authorities <i>(Key Action 3, p.195)</i>	0   2 3 4 5
	Local leaders and other stakeholders are engaged and local mediation procedures are used to ensure that existing users' needs are properly taken into account. <i>(Guidance Note 3, p.196)</i>	0   2 3 4 5
<b>2. Preparedness</b>	The budgetary implications of water trucking are considered carefully in the planning stage. <i>(Guidance Note 2, p.195)</i>	0   2 3 4 5
<b>3. Competencies</b>	The inputs of managers and staff are sustained throughout the lifetime of the operation. <i>(Key Action 1, p.197)</i>	0   2 3 4 5
	Qualified mechanics, competent and experienced managers and supervisors, drivers and assistants are available, motivated and protected. <i>(Guidance Notes 1 and 2, p.197)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	Water trucking is considered as a short-term measure only when other options are not possible. <i>(Key Action 1, p.194)</i>	0   2 3 4 5
	A realistic assessment of the continuity of water supplies is made at the planning stage. <i>(Guidance Note 2, p.195)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	Arrangements for access to water points and distribution of water to users takes into account the need to ensure equity among all vulnerable groups. <i>(Key Action 3, p.191)</i>	0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i> <i>Refer to Appendix 7.2, p.205 for examples of monitoring and evaluation indicators for water provision.</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	Policy constraints to water access are analysed and appropriate action is taken to address them. <i>(Key Action 4, p.189)</i>	0   2 3 4 5
<b>8. Coordination</b>	Livestock interventions are coordinated to ensure that approaches between agencies are in harmony, and that they comply with agreed implementation strategies. <i>(Key Action 1, p.35)</i>	0   2 3 4 5

CORE STANDARD	INDICATORS FOR LIVESTOCK SHELTER AND SETTLEMENT	SCORING
<b>1. Participation</b>	Assessment and planning for livestock shelter and settlement is based on community consultation and indigenous knowledge. <i>(Standard 1, p.216)</i>	0   1 2 3 4 5
<b>2. Preparedness</b>	Livestock shelter and settlement interventions minimize risks to livestock and their keepers and increase resilience in the event of future emergencies. <i>(Key Action 2, p.224)</i>	0   1 2 3 4 5
<b>3. Competencies</b>	Technical expertise from construction specialists is sought to ensure the best practices in disaster mitigation. <i>(Guidance Note 2, p.225)</i>	0   1 2 3 4 5
<b>4. Initial assessment and response identification</b>	The design of livestock shelter and settlement infrastructure interventions is based on indigenous animal housing designs. <i>(Key Action 2, p.216)</i>	0   1 2 3 4 5
	Livestock shelter is designed appropriately for the species and use. <i>(Key Action 2, p.223)</i>	0   1 2 3 4 5
<b>5. Technical analysis and intervention</b>	The livestock shelter needs of the most vulnerable in the community are met. <i>(Key Action 3, p.216)</i>	0   1 2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i> <i>Refer to Appendix 8.2, p.234 for examples of monitoring and evaluation indicators for livestock and shelter settlement.</i>	0   1 2 3 4 5
<b>7. Policy and advocacy</b>	Policy constraints are addressed in coordination with other stakeholders, through advocacy or other activities at the relevant (local, national, regional, or international) level <i>(Key Action 2 p.34)</i>	0   1 2 3 4 5
<b>8. Coordination</b>	Livestock shelter and settlement interventions are negotiated with all relevant stakeholders. <i>(Key Action 7, p.218)</i>	0   1 2 3 4 5

CORE STANDARD	INDICATORS FOR PROVISION OF LIVESTOCK	SCORING
<b>1. Participation</b>	Provision of livestock programmes take account of pre-existing livestock ownership and uses, local/indigenous livestock distribution mechanisms, local livestock species, and viable herd sizes. <i>(Key Action 1, p.248; Key Action 1, p.254; Standard 2, p.254).</i>	0   2 3 4 5
<b>2. Preparedness</b>	Preparedness skills are developed (in communities without significant livestock management experience) to minimize the risk of losing animals in future events. <i>(Guidance Note 4, p.260)</i>	0   2 3 4 5
<b>3. Competencies</b>	Training and capacity-building support is given to beneficiaries based on an analysis of skills and knowledge of animal husbandry, and includes preparedness for future shocks and emergencies. <i>(Key Actions 3 and 4, pp. 258 and 259)</i>	0   2 3 4 5
<b>4. Initial assessment and response identification</b>	An analysis is undertaken to assess the current and potential roles of livestock in livelihoods, and the potential social, economic, and environmental impact of the provision of livestock. <i>(Standard 1, p.248)</i>	0   2 3 4 5
<b>5. Technical analysis and intervention</b>	The selection of beneficiaries is based on local participation and practice. <i>(Key Action 2, p.254)</i> Additional support (veterinary care, training, food) is provided to beneficiaries to help ensure a positive and sustainable impact on livelihoods. <i>(Standard 4, p.258)</i>	0   2 3 4 5 0   2 3 4 5
<b>6. Monitoring and evaluation and livelihoods impact</b>	The monitoring system combines both technical progress indicators and impact indicators identified by beneficiaries; impact indicators are measured by beneficiaries working with agency staff. <i>(Key Action 5, p.31)</i> <i>Refer to Appendix 9.2, pp. 271-272 for examples of monitoring and evaluation indicators for provision of livestock.</i>	0   2 3 4 5
<b>7. Policy and advocacy</b>	Potential policy constraints, either external (concerning the purchase or movement of livestock) or internal (purchasing protocols of the agency involved), are assessed and inform planning. <i>(Guidance Note 4, p.252)</i>	0   2 3 4 5
<b>8. Coordination</b>	Livestock interventions are coordinated to ensure that approaches between agencies are in harmony, and that they comply with agreed implementation strategies. <i>(Key Action 1, p.35)</i>	0   2 3 4 5