

Livestock Emergency Guidelines and Standards - LEGS

livelihoods-based livestock interventions in disasters



LEGS BRIEFING PAPER ON INSTITUTIONALISATION AND LOCALISATION: CONSULTANT TOR

LIVESTOCK EMERGENCY GUIDELINES AND STANDARDS (LEGS)

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. LEGS is recognized and promoted by a growing number of donors globally, and is implemented by a broad range of operational organizations, including NGOs as well as international agencies such as FAO and ICRC.

The LEGS Handbook was first published in 2009, with the second edition in 2015. LEGS draws on evidence-based good practice from around the world, which is incorporated into the Handbook, training materials and other resources. LEGS tracks and uses evaluations, reviews and impact assessments of livestock and livestock-related projects as part of this evidence base. The LEGS standards also promote impact assessment and learning as part of the LEGS Approach to support quality livestock-based responses in emergencies.

The *Livestock Emergency Guidelines and Standards – LEGS* organisation is a non-profit entity registered in the United Kingdom, managed by a Board of Trustees and supported by a technical Advisory Committee made up of individuals from the Food and Agriculture Organisation (FAO), the International Committee of the Red Cross (ICRC), the Overseas Development Institute (ODI), Sphere India, and Tufts University.

LEGS BRIEFING PAPER

LEGS is commissioning a series of Briefing Papers on current issues of relevance for the LEGS community of practice, to review internal and external learning in order to feed into the preparations for the next edition of the LEGS Handbook, which is planned for 2021/22.

The main objective of the Briefing Papers will be to inform the LEGS technical Advisory Committee about key and emerging issues and trends that are not yet, or not adequately, covered in the second edition of the LEGS Handbook. The Briefing Papers will be produced in hard and soft copies and will be promoted through the LEGS website and Mailing List. A series of webinars will be held, focusing on each of the Briefing Papers, open to the LEGS community of practice to discuss and promote the topic further.

The Briefing Papers will focus on evidence-based good practice, presenting key areas where the LEGS Handbook can take these issues into account and, where possible, providing case studies to enhance the existing collection of case studies in the Handbook.

The current LEGS strategy (see Annex for summary document) includes the objective of institutionalising the LEGS Approach in key agencies and governments worldwide. This is based on the selection of a number of 'target countries' where particular effort has been made by LEGS and/or local stakeholders to institutionalise the LEGS Approach into national government policy and practice.

The LEGS Strategy also contains a commitment to increased localisation of the Approach among stakeholders and the LEGS Community of Practice. This encompasses issues of ownership and control of processes (such as

the training, participation in handbook revision, development of focal points and local teams etc) as well as supporting local actors to contextualise LEGS in their own situation.

Other humanitarian standards initiatives, including Sphere and the Inter-agency Network for Education in Emergencies (INEE) Minimum Standards for Education, have developed resources and/or strategies for localisation and contextualisation of their standards, from which LEGS could usefully learn.

LEGS is commissioning a Briefing Paper to review the issues of institutionalisation and localisation with a particular focus on:

- A simple review of the progress of the institutionalisation of LEGS in target and other countries
- A review of the experiences of other standards initiatives (and other relevant organisations) in institutionalisation, localisation and contextualisation
- An overview of the 'technical' benefits of localization e.g. the higher chance of local systems such as private sector, markets, social support, and indigenous knowledge being taken into account during project design, and the implications in terms of programme quality and impact.
- A summary of key opportunities and challenges for LEGS in terms of strategic action (including, if possible opportunities for specific collaboration) as well as how the next edition of the LEGS Handbook can address these issues.

CONSULTANT TERMS OF REFERENCE

The objective of the LEGS Institutionalisation and Localisation Briefing Paper is:

- *to provide detailed recommendations for the LEGS Steering Group on how issues relating to institutionalisation and localisation can be better represented in the revised edition of the LEGS Handbook.*

The **Briefing Paper** will:

- consist of two sections:
 - first, a summary and analysis of the topic to promote the issue among practitioners and policy makers. This will include a brief review of selected secondary literature, and production of one to three short case studies in the same format as those in the current Handbook [i.e. maximum 4 paragraphs, illustrating the impacts of livestock emergency responses, not just a description of activity]
 - second, targeted information and recommendations to the LEGS Advisory Committee for the new edition of the LEGS Handbook, in a detachable annex
- focus on adjustments and additions to the LEGS Handbook, bearing in mind that the length of the Handbook cannot be increased and that the overall structure (including the chapter headings) is unlikely to change.
- be no more than 15 pages in length, including annexes
- have the LEGS Advisory Committee as its key audience
- take into account that LEGS uses a rights-based approach with links to international humanitarian law and hence be written from a humanitarian standpoint.
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The consultant will therefore:

- Carry out a review of selected secondary literature, coupled with email and/or Skype discussions with a small number of key informants, bearing in mind the global reach of LEGS. This review should provide the context in which the proposed changes to the Handbook are set. The key contacts should include representatives of other humanitarian standards initiatives and other key contacts [details to be provided by LEGS]
- Clearly indicate concise and careful editorial changes to the LEGS Handbook regarding institutionalisation and localisation issues relating to livestock emergency response, using only evidence-based material
- Provide links to or copies of appropriate resources and/or tools that should be referenced in the LEGS Handbook
- Submit an initial draft of the Briefing Paper and case studies for comment and feedback by the LEGS Steering Group, before finalising and completing the paper.

Anticipated start date: 1st April 2020
Duration of assignment: 8.5 days
Anticipated output: Briefing Paper of maximum 15 pages including annexes
Reporting to: LEGS Coordinator
Required competencies: background and at least 10 years' experience in humanitarian or development sector, with specific experience and understanding of institutionalisation and localisation; excellent understanding of livestock issues; excellent writing skills; previous knowledge of LEGS

Interested parties should submit their CV and a brief technical proposal (max 1 page) outlining their suggested methodology and timeline to the LEGS Coordinator by **20th March 2020**: Coordinator@livestock-emergency.net.

ANNEX: LEGS STRATEGY 2016-2020 - SUMMARY

INSTITUTIONALISING AND LOCALISING LEGS GLOBALLY AND NATIONALLY

KEY POINTS

The LEGS five-year strategy to 2020 responds to:

- The growing recognition of the need for greater investment in **Disaster Risk Reduction**. LEGS aims to reduce vulnerability and increase resilience of livestock keepers affected by disaster, both through improved quality of humanitarian response and increased preparedness for future crises.
- A new urgency to address the need to better integrate long-term development and humanitarian relief efforts. LEGS is based on a **livelihoods approach**, providing an important linkage between emergency response planning and longer-term livelihoods support.
- The **changing nature of crises** - climate change and the increasing number of (often conflict-related) protracted crises also mean that there is an ever-growing need for participatory, evidence-based and livelihoods-based good practice for working with livestock keepers, in preparedness planning, response, and recovery.
- The need for **localisation** - LEGS remains fully committed to working globally but also now includes more focussed efforts in specific countries and regions. Nine 'target countries' have been selected to pilot this approach: Ethiopia, Kenya, Sudan, Niger, Bangladesh, Myanmar, Nepal, Vietnam and Bolivia. These countries will form the focus of the localisation process.

STRATEGY SUMMARY

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 aim of LEGS is to *improve the quality and livelihoods impact of livestock-related projects in humanitarian situations*.

The full **LEGS Strategy 2016-2020** and Results Framework is available from LEGS. The main elements of the Strategy are summarized below as LEGS Outputs and Activities.

OUTPUT 1: RESEARCH, PUBLICATIONS AND TRANSLATIONS

LEGS materials and tools are available and disseminated in international languages and additional materials are produced on key topics.

To facilitate our training and awareness programme, LEGS materials are available and disseminated in international languages; additional materials and tools produced on key topics.

1.1: Communications and promotion of the LEGS Approach.

1.2: Promotion and dissemination of LEGS 2nd edition Handbook, focusing on target countries.

1.3: Translation and publication of LEGS Handbook in key languages, and fostering and support of local translations.

- 1.4: Translation of revised training materials into Arabic.
- 1.5: Development of LEGS Assessment Tool and other Tools.
- 1.6: Translating new and revised short modules.
- 1.7: Research and briefing papers on key topics of relevance to LEGS.
- 1.8: Preparation for the next revision of the LEGS Handbook.

OUTPUT 2: GLOBAL LEARNING PROGRAMME

The LEGS approach is promoted and disseminated through training and technical support.

Our training and technical support is based on a revised learning strategy and needs assessments in target countries.

- 2.1: Maintaining, revising and promoting existing learning products.
- 2.2: Further roll-out of half-day awareness sessions.
- 2.3: Localisation of Rapid Response Facility.
- 2.4: Piloting decentralisation of LEGS TOT.
- 2.5: Development and dissemination of new LEGS learning products, including Refresher Training.
- 2.6: Fostering the LEGS Training Community of Practice.

OUTPUT 3: INSTITUTIONALISATION AND LOCALISATION OF LEGS

LEGS is further embedded and institutionalised in key partner organisations in pilot target countries and regions, with growing local ownership of the LEGS tools and approach.

- 3.1: Development of national strategies for localising and institutionalising LEGS in target countries.
- 3.2: Support to localisation and institutionalisation strategies.
- 3.3: LEGS Focal Point development.
- 3.4: Participation in the Humanitarian Standards Partnership.

LEGS GLOBAL MANAGEMENT

LEGS core functions ensure efficient coordination of LEGS globally; promote, disseminate and increase awareness about LEGS and the importance of feasible, timely and appropriate livestock responses in emergencies; and explore models for decentralisation and localisation of LEGS activities and governance.

Phase IV of LEGS includes continued support to the LEGS coordination, management and communications, together with the exploration of new models for decentralisation and localisation of key LEGS activities, through: global management and coordination; strategic oversight by the Trustees and Advisory Committee (formerly LEGS Steering Group) including quality control; and support to organisational development and change.