



LEGS

Livestock Emergency Guidelines and Standards

Consolidation Report

Consultation for the Livestock Emergency Guidelines and Standards (LEGS) Third Edition

May 2021

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Acknowledgements

This report was written for LEGS by Helen de Jode. The source documents are compiled in a separate Annex, available on request from LEGS.

1. Introduction

Purpose of this report

This report consolidates the findings from a series of consultation processes undertaken by LEGS to inform the proposed Third Edition of the LEGS Handbook. In line with the LEGS Advisory Group's strategic prioritisation process, the consultation included learning and new evidence in four broad areas:

1. The changing global context for emergency humanitarian programming
2. Current trends and emerging issues impacting the livestock sector within vulnerable communities
3. Key learning from practitioner experience of the LEGS Handbook across contexts and regions
4. New approaches and specialist advice that could inform and improve the Third Edition.

Information from the LEGS Community of Practice and other stakeholders would also provide an assessment of the on-going need for the Livestock Emergency Guidelines and Standards.

Consultation processes

The wide ranging consultation process included: the production of seven Discussion Papers commissioned from specialists, and Webinars where the papers were presented to over 430 people in 40 countries; Consultation Workshops in five regions that targeted key Handbook users and were led by facilitators experienced in LEGS; a questionnaire-based On-line Consultation; a review on how to make the Handbook more User Friendly; updating of the LEGS Evidence Database; and three Learning Events in Africa following the LEGS Operational Research project. The Plain English Campaign was also contacted to seek their feedback on the Handbook. Details of the consultation methodologies and their outputs are contained in the separate **Consolidation Report Annexes** that accompany this report.

Structure of this report

This consolidation report has been written primarily for the LEGS Advisory Group (as the editorial committee for the Third Edition), to provide them with an overall record of the consultation process, and a general overview of key points that have been raised consistently during the consultation process. It is anticipated that the editorial committee will also read the full outputs. The report includes:

- Overall Comments – contributions made on the Handbook as a whole based on feedback from Handbook users, the LEGS Community of Practice and the Discussion Paper authors - Section 2;
- Contributions on Handbook Content - comments on the general principles, decision-making and planning chapters (Introduction & Chapters 1-3) as well as on the specific LEGS interventions technical chapters (Chapters 4-9) - Section 3;
- Layout, design and language issues – specific contributions and key learning relevant to how the Handbook is written and produced - Section 4.

Consolidation Report Annexes

This report is meant as a summary, not an analysis or detailed review. Its sources are the documents included in the accompanying extensive (120 page) Annexes, namely:

1. The specific editorial recommendations from authors of 5 of the Discussion Papers
2. The feedback from the Webinars held on the 5 discussion papers
3. Reports from the Consultation Workshops held in Mali, Kenya, the Philippines, India and Nicaragua
4. A report generated from the Online Consultation
5. The Discussion Paper on How to Make LEGS More User Friendly
6. A report on the updated Evidence Database
7. Notes from the Operational Research Learning Events held in Nairobi, Addis Ababa and Harare.

2: Overall Comments

2.1 Changing global context (emergency humanitarian sector)

Two of the Discussion Papers provide new evidence and learning specifically relevant to the LEGS Advisory Group's focus on the changing global context in the emergency humanitarian sector. The Discussion Paper *Institutionalisation, Localisation and Contextualisation of LEGS* explains localisation, contextualisation and institutionalisation, and places them in the context of the World Humanitarian Summit consultations and Grand Bargain Commitments. Focusing on how to root humanitarian initiatives in line with local capacities and control, the paper reviews the first three chapters of the LEGS Handbook in particular as well as the LEGS global learning programme. It suggests that there is scope for a clearer position and greater guidance in many areas of the Handbook, and looks at how other HSP partners have sought to strengthen localisation and institutionalisation. The paper provides four key recommendations: decentralise control; democratise and localise the standards; diversify training opportunities; and document the evidence. It argues there is a need to shift power and responsibility for the Standards closer to those who are implementing them, which has implications for including localisation issues in all Handbook chapters. Feedback from the Webinar was that this is a very useful paper for anchoring the Third Edition, with questions asked such as how should we evaluate the trade-off between localisation and quality control?

The Discussion Paper on *Livelihoods and Resilience* looks at how resilience is viewed by different development agencies, the challenges of measuring resilience, how it is now a unifying framework for bridging humanitarian and development practices, and how the livelihoods approach of LEGS straddles emergency response and the structural causes of poverty. It suggests that whilst resilience and Disaster Risk Reduction have links with the LEGS Core Standard of Preparedness, these aspects need to be addressed more fully in the Handbook Third Edition to ensure that LEGS is addressing the urgent, short term needs of crisis affected communities; whilst also providing guidance on building resilience of systems and assets to shocks and stresses. Guidance is given on how to include a sub-topic on resilience within Chapter 1, with an explanatory diagram, as well as how resilience needs to be better integrated in Chapters 2 and 3, and which technical interventions support resilience. During the Webinar on the resilience paper it was suggested there be a guideline for measuring resilience as part of LEGS. In all of the regional Consultation Workshops resilience emerged as a key theme for the Third Edition, including the need for: more focus on resilience aspects to address re-emerging disasters; the incorporation of existing coping strategies and existing institutions; the incorporation of a standard on building resilience and preparedness strategies; or the provision of a standard on resilience and the nexus approach to help livestock keepers withstand shocks. It was also suggested that LEGS have a fourth overall objective on improving household resilience to shocks.

2.2 Current trends and emerging issues (livestock)

Three Discussion Papers look at current trends and emergency issues specifically relevant to the livestock sector, namely Covid-19's impact on livestock livelihoods, the issue of livestock insurance, and human nutrition from Animal Source Foods in emergencies. The paper *Covid-19, Livestock and Livelihoods* reports that the impact of the coronavirus in lower-income countries has (to date) been largely economic – due to loss of mobility, lack of markets, constraints to inputs etc. In contexts where Covid-19 is superimposed on pre-existing emergencies, or where Covid-19 measures restrict humanitarian access, LEGS remains very relevant. As the pandemic is still evolving however, the paper recommends that any changes to the LEGS Handbook should only be considered once its impacts are better understood. Guidance might include how to undertake assessments under social distancing and other constraints. The paper also provides a

valuable case study on Covid-19 adaptability in Somalia. The Consultation Workshops confirmed Covid-19 as being an indirect emergency currently impacting livestock livelihoods and compromising market functionalities. They also recommended the Handbook capture scenarios of emerging and re-emerging disasters and pandemics – Covid-19 but also Desert Locust.

The Discussion Paper on *Livestock Insurance* highlights that, whilst the Index Based Livestock Insurance (IBLI) schemes undertaken by the International Livestock Research Institute and the World Food Programme are complementary to LEGS—in that payouts are aimed at protecting livestock assets (through provision of feed, water, shelter etc.)—the target group for LEGS falls largely outside the lens of insurance companies’ priorities. The World Bank’s scheme is focused on replacing assets after death, so is less relevant to LEGS. Currently, the policyholders of both schemes represent a very small proportion of total livestock producers in the countries reviewed, and consequently there is insufficient information for formulating the guidance notes and standards. Given such uncertainties, it concludes that is unwise for LEGS to promote livestock insurance schemes at this stage. In the Webinar the paper’s acknowledgement of the shortcomings of livestock insurance was appreciated by the audience.

The Discussion Paper on *Nutrition and Livestock in Emergencies* highlights: the scarcity of studies in this emerging field; how important nutrition is within emergency contexts; and that there are many factors influencing the pathways between livestock ownership, consumption of Animal Source Foods and human nutrition status. Gender and women’s empowerment, income generation and choices around expenditure, and nutrition knowledge and care practices are all important factors within nutrition. The paper recommends that livestock interventions in emergencies should be carefully designed to ensure that they are as nutrition-sensitive as possible; taking into account the specific contexts in which they are to be implemented, as well as the main constraints that limit access to healthy diets, women’s empowerment and optimal nutrition. The paper’s details of how nutrition as a cross-cutting theme might be covered in the Handbook are included in Section 3 below.

During the Consultation Workshops the growing trend in urban livestock ventures was also suggested as an emerging theme that could be considered in the Third Edition.

2.3 Key learning from practitioner experience

In response to the Advisory Group’s prioritisation of identifying key learning from practitioner experience, the regional Consultation Workshops were asked to focus on feedback from users on both the Handbook as a whole and feedback in relation to specific chapters. The workshops were conducted using a SWOT process. For the Handbook as a whole, some of the key strengths highlighted were:

- *The Handbook is comprehensive. It is a practical and logical guide*
- *It is helpful for practitioners moving into disaster management*
- *A key strength of the Handbook is that it goes beyond emergencies to consider livelihoods*
- *The checklists and appendices are comprehensive.*

Some of the weaknesses or gaps in the Handbook that were highlighted include:

- *It is lengthy and people don’t have time to read it all*
- *There is a need for greater consistency in the presentation of standards and options*
- *Updates are needed on vulnerability, threats and risk*
- *There need to be specific SOPs for livestock management in emergencies, and building of local capacity*
- *Emerging infectious diseases and the 5 Freedoms/Domains of Animal Welfare need to be added*

- *LEGS needs to strengthen the public-private partnership link in the provision of many technical services*

In the Online Consultation, question 3 asked for general recommendations for the next edition. The responses reflect many of the weaknesses and gaps identified during the Regional Workshops, namely:

- *Include the 5 Domains of Animal Welfare*
- *Include emerging issues*
- *Upgrade the livelihood-based approach and link to resilience*

Suggestions, considerations and opportunities for improving the Handbook as whole during the Regional Workshops included:

- *Use graphics to make some concepts easier to understand*
- *Harmonisation with Sphere would facilitate the complementarity of response actions*
- *Emergencies should be defined by scope and evolution – and could be expanded to political and social crises*
- *Transition from M&E to MEAL*
- *Incorporate the One Health Approach.*

Suggestions made during the Online Consultation included:

- *Combine cross-cutting themes and Core Standards and reduce the list*
- *Consider sustainable development objectives*
- *Make it clearer, shorter and simpler*
- *Focus more on pastoralism.*

Both the Online and Regional Workshop consultation processes illustrate how the Handbook is highly valued by its practitioners, and the desire to see it expand beyond its current reach: *“We need to show that LEGS is a global manual....We need to sell the concept of the LEGS Handbook to Policy Makers so that the desired interventions be adopted not only during emergency response but also to provide funds for recovery and rehabilitation of livestock dependent affected communities...We need to consider how political and cultural interests may interfere with implementation of interventions....We need to consider seeking more endorsement from international and regional organisations to strengthen advocacy... Its price should be as low as possible so people especially at the grass root level can also easily have it.”*

The LEGS Handbook is distinct from those of other HSP partners in that it includes case studies. The feedback from practitioners on case studies was varied, with suggestions that range from: removing the case studies and just putting them on the website to show the guidance is evidence-based; borrowing case studies from global DRR organisations; including case studies from more regions; and using case studies to show key achievements in different countries. The *User Friendly* Discussion Paper suggests there is a trade-off between whether case studies take up too much space and whether there are enough to show all the geographical contexts of LEGS.

2.4 New approaches and specialist advice

The Discussion Paper on *Gender and Livestock in Emergencies* provides an opportunity for new approaches and specialist advice on gender be brought into the Handbook and LEGS as a whole. After highlighting that humanitarian actions in emergency contexts (including livestock-based humanitarian interventions), are frequently still not gender sensitive, and that this therefore reduces positives outcomes, the paper provides details on how to apply a gender and age lens to interventions. For example: do not mix language on gender and vulnerability; make inclusiveness language gender sensitive

as well; use a combination of gender with age i.e. FE (female elder) MY (male youth); make use of opportunities to promote gender transformation and gender based safety; support gender localisation possibly as part of the global localisation agenda. The Webinar feedback on the gender paper raised the challenges of: gender specific language being easily translatable; how to bridge gender in livestock emergencies with gender in livestock development programmes; the time-consuming transformation of gender and social norms being feasible within emergency contexts.

3: Specific Contributions on Handbook Content

The consultation process as a whole has ensured detailed comments and contributions have been obtained for the Handbook, chapter by chapter. Whilst there was considerable feedback on the Technical Chapters (Chapters 4-9), there was also quite extensive interest from stakeholders in providing feedback on the Introduction and Chapters 1-3, i.e., on how the emergency and livestock sectors are brought together within LEGS, as well as the Core Standards and Cross Cutting Themes. The authors of the Discussion Papers provided separate comments targeted to each Chapter where relevant to their theme.

3.1 Feedback on the introductory chapters (Introduction, Chapters 1-3)

3.1.1 Introduction to LEGS and how to use this book

The Introduction and Chapters 1-3 are the primary focus of the discussion paper on *Making the LEGS Handbook More User Friendly*, with suggestions on how to strengthen the Introduction based on feedback from current users and HSP partners:

- Some readers find the Handbook hard to navigate. It would be useful to have a clear diagram of the book structure in the Introduction and an explanation of the Minimum Standards framework terminology (Standard, Key Actions, Guidance Notes) to aid navigation.
- The current Table 3.1 on page 55 clearly links LEGS livelihood objectives to the Handbook's technical interventions and could be brought into the introduction.
- Whilst it is difficult to pitch the level of detail in the introductory chapters to be appropriate for all, the Handbooks of other HSP partners can provide examples of targeted content for introductions that explain concepts well.

The suggestions to bring forward Table 3.1 and clarify the content of the Introduction chapter were also suggested by the Consultation Workshops. In addition the workshops proposed that:

- The last page that provides a map of structure of the Handbook (p296) be placed at the start, followed by the table of contents. The Introduction should also be numbered as a chapter.
- The Introduction should explain for the new reader how to use the LEGS Handbook by identifying the types of interventions, the number of standards, how key actions and guidance notes relate to each of them, as well as the tools for each phase of the response.
- The Introduction should state what difference LEGS will make, highlight the livelihood objectives of LEGS, and define standards as revolving around a benchmark or threshold.

3.1.2 Chapter 1. Livestock, livelihoods and emergencies

The Consultation Workshops recommended Chapter 1 should cover a number of additional livestock-related themes. These include: exploring different types of livestock systems; considering integrated farming systems – crops-livestock; including pro-pastoralist policies within a rights-based approach;

updating the statistics on the number of people who depend on livestock livelihoods; expanding on One-Health issues (food safety and zoonotic diseases); and adding a clear link between livestock and nutrition outcomes. Additional themes related to emergencies more broadly that should be included for this chapter included: more on aspects of resilience and the nexus approach (as stated in Section 2 above); a checklist for emergency, relief and development scenarios; distinguishing between emergency displacement, protracted crises and their drivers; and explaining shocks as well as trends.

The *User Friendly* Discussion Paper includes recommendations proposed by LEGS Trainers charged with explaining the Handbook to their trainees. For improving Chapter 1, suggestions include the Handbook needing to be more ruthless about what the reader really needs to know – for example the SLF concept is not fundamental to responding to humanitarian emergencies; and more detail is needed on the links between livestock, livelihoods and emergencies – for example the LEGS slide set on this issue has been well-designed and provides a better understanding than the Handbook. The *Resilience* Discussion Paper recommendations are particularly relevant to this chapter and include changing the chapter title to include resilience, adding a graphic to explain resilience, including a sub-topic on how LEGS links to resilience, and explaining both the resilience of the livelihood system as well as pathways to ensure resilience to shocks and stresses.

3.1.3 Chapter 2. Core standards and cross-cutting themes common to all livestock interventions

The consultation processes provide general comments, recommendations for improvements to existing Core Standards and cross-cutting themes, as well as recommendations for additional Core Standards and cross-cutting themes.

Core standards

General - It was acknowledged during several of the consultation processes that Core Standards can get forgotten during an emergency in the focus on planning a response. Some of the Core Standards are also regarded as impractical for implementation. Possible ways to address this include providing a better explanation of the origin of the Core Standards so users are more likely to embrace them, and improving the diagram on Core Standards to show how they underpin the technical standards. The *User Friendly* Discussion Paper suggests increasing the focus on the Core Standards chapter by making it a standalone chapter. One Consultation Workshop also suggested the capacity building/competencies Core Standard should become a chapter in itself.

Existing - A number of recommendations were received on what might need to be added to specific Core Standards to improve them. The Preparedness Core Standard should now include guidance on pandemics and the potential value of livestock insurance. The Participation Core Standard should include guidance for protocols under Covid-19 social distancing; promote the inclusion of all veterinary medicine practitioners and other actors - including core health personnel and animal rescue specialists; and the criteria for the Participation Core Standard should be less theoretical and more practical. The Policy and Advocacy Core Standard could mention livestock insurance, and if legislation is incorporated it could be renamed.

Additional - Recommendations for Core Standards that the Third Edition might consider incorporating as new standalone Core Standards were 'Reporting', the 'Selection of Beneficiaries', as well as a standard on 'Sustainable Exit Strategies' on the basis that there is a need for more consideration of sustainability strategies in all LEGS technical interventions. LEGS membership of the HSP requires that the Core Humanitarian Standard made up of nine commitments will need to be clearly included in the Third Edition.

Cross-cutting themes

General - Like the Core Standards, cross-cutting themes are also reported to be an often neglected part of the Handbook. They are clearly introduced during the LEGS training programme but are frequently side-lined once the technical interventions are introduced. During the Online Consultation it was suggested that important cross-cutting themes could be fully integrated into the planning tools later in the book, in part to reduce the length of this chapter. Other HSP manuals have elected to fully integrate cross-cutting themes within each of their technical chapters to ensure they are not side-lined. One of the Consultation Workshops proposed that cross-cutting themes should be standardised with Sphere: the harmonisation with the Sphere Handbook helping facilitate complementarity of response options.

Existing – There were a number of suggestions relating to existing cross-cutting themes that could be either amended or removed. The *Gender* Discussion Paper, and its accompanying annex specifically on the Handbook, provides details on how the language and focus on gender as a cross-cutting theme be updated through the Handbook. Many stakeholders consulted also highlighted the need to do this, including on gender in relation to more intensive systems of production. It was recommended a number of times that the Handbook remove the specific mention of the theme ‘people living with HIV/AIDS’ and avoid further stigmatization of this vulnerable part of any community by broadening out to refer to all people with particular vulnerabilities. The *Livestock Insurance* Discussion Paper proposes amending the climate change cross-cutting theme to include livestock insurance, with one of the Consultation Workshops suggesting a broadening to consider disaster insurance more widely.

Additional – As stated above, the *Resilience* Discussion Paper recommends including resilience as an additional cross-cutting theme and provides detailed guidance notes on how to acknowledge the importance of resilience and how to measure it. And similarly the *Nutrition* Discussion Paper proposes including nutrition as a cross-cutting theme, with relevant guidance provided as well as cross-referencing within all subsequent chapters. In the Webinar on nutrition more clarification was sought on how nutrition as a cross-cutting issue fits with shelter and veterinary services. And lastly, the possibility of including National Policies as a cross cutting theme was also raised in the On-line Consultation.

3.1.4 Chapter 3. Initial assessment and identifying responses

The initial assessment is acknowledged as being appropriately focused and systematic, and it is widely recognised that there needs to be a formal process with structured thinking to be able to assess situations appropriately. But it is also pointed out that undertaking this lengthy process inevitably causes responses to be slower than the emergency situation demands. One of the Consultation Workshops confirmed that trainees find some of the assessment questions on pages 47-51 difficult to answer, whilst elsewhere it was suggested that the question lists need to be realistic for emergency contexts. It was also recommended that the participatory methods proposed for undertaking assessments be supported with illustrations. The *Covid-19* paper proposes more guidance on how to undertake participatory actions during Covid-19 restrictions. The Evidence Database update has identified a useful paper for this chapter.

In terms of identifying interventions, trainers reported that the PRIM tool is sometimes hard to explain to trainees and needs to be better supported with examples. One Consultation Workshop reported back that the explanation of the PRIM matrix is very short: *It is not defined clearly enough in the Handbook what logic is used to fill in the tool, the interpretation of the results, nor how this section is linked to the drafting of the Response Plan. Whilst this is covered in the basic LEGS training course, it is not included in the book.* Another workshop saw the PRIM as useful, but pointed out a prerequisite to choosing the right intervention is having relevant data that includes a list of affected farmers and the kind and quantity of

animals affected. In the Online Consultation it was suggested that this chapter provide very clear recommendations on what technical interventions to prioritise. It was also proposed that the detail on cash transfers and vouchers at the end of the chapter (Table 3.5) be moved into a separate technical chapter with greater explanation included. The Operational Research Learning Events proposed the Operational Research be used as a case study on vouchers.

3.2. Feedback on the technical chapters (Chapters 4-9)

The consultation processes have provided feedback that strengthens and justifies the standards, as well as feedback on what can be removed without compromising the standards. The SWOT analysis conducted during the Consultation Workshops confirmed that the technical interventions in the Handbook are mostly clearly explained, but also identified a number of overall challenges with the technical chapters. It was suggested by a number of consultation processes that clearly identifying the options at the beginning of every chapter is critical, and that the chapter opening graphics need to be consistent. Decision-making trees are reportedly difficult to comprehend in some chapters, and sometimes the number of assessment questions is quite lengthy and should perhaps be prioritised to define what it is essential to know. Another suggestion was for checklists to have measurable criteria that can help lead to a decision.

3.2.1 Chapter 4. Technical standards for destocking

Destocking is covered in the responses to question 10 in the Online Consultation, with suggestions for additional guidance note text covering: the need to clarify different types of destocking in different contexts; emphasising that local contexts need to be taken into account during decision making (e.g. cold chain); early warning of the need to destock is required to ensure that essential structures are in place (traders, government roles etc.); consideration of OIE regulations to avoid suffering; the importance of advocacy in persuading herders to destock; for Appendix 4.2 on indicators to use the updated DAC criteria <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

Both the *Resilience* Discussion paper and *Nutrition* paper also provide guidance for this chapter, with destocking seen as contributing to resilience by smoothing the market forces that are responding to emergencies (the Webinar also confirmed destocking is seen as a resilience activity). Destocking has both positive and negative outcomes for nutrition, with a number of Consultation Workshops reinforcing that nutrition as a cross-cutting theme has particular relevance in this chapter.

3.2.2 Chapter 5. Technical standards for veterinary support

The Operational Research Learning Events provide considerable feedback relevant for this chapter. A number of recommendations offer new content for the Third Edition:

- CBAHS work best when anchored in existing government animal health systems. Aspects of how to institutionalize CBAHS should be provided where applicable, coupled with SOPs that define the role and responsibilities of each actor.
- The Handbook might build up a case for greater capacity building of CAHWs using a standardized training curriculum.
- Likewise, building the case for the Voucher System would be valuable - defining the necessary environment within which voucher systems can be effective, presenting vouchers as a package that includes acquisition of drugs and their administration by trained animal health personnel, and promoting the use of e-voucher technology.

- In terms of pharmaceutical quality, the Handbook should bring out the importance of technology such as cold chains, and advocate for good supply & distribution practices, including the role of the private sector in controlling these.

The *Veterinary Medicines* Discussion Paper provides additional key actions and guidance notes for this chapter, including the importance of strengthening the local supply chain, explicit mention of the 'One Health' approach, details on antimicrobial resistance, and mapping an analysis of providers. A new Standard and accompanying text is provided for Quality of Veterinary Pharmaceuticals. The Webinar on the paper raised a number of other points for consideration, as did the Online Consultation question number 11 and the Consultation Workshops, including the issues of: use of validated ethno-veterinary practices; bio-security measures; the importance of animal husbandry and nutrition for reducing antimicrobial resistance; the challenge of mass dumping of drugs; and improving the discussion on the role of public sector veterinarians not just private sector vets.

3.2.3 Chapter 6. Technical standards for ensuring feed supplies

Feedback on the feed chapter is addressed in the responses to question 12 in the Online Consultation. It was recommended that a specific standard be produced on feed waste management and that the guidance on feed supply include: a good feed formula for agencies to follow; the importance of ensuring local feed is not impacted by emergency response; recognition that many feed interventions are not designed so they are sustainable; and the need for region-specific, disaster-specific and species-specific approaches for the movement of fodder during emergencies. The updating of the Evidence Database revealed a useful paper for this chapter. The recommended addition of nutrition as a cross cutting issue (if accepted) will also have implications for this chapter.

The Consultation Workshops suggested that a list of non-conventional feeds be provided, storage methodologies be discussed, and that it might be useful to have a separate chapter on feed systems. They also highlighted inconsistencies in the layout of this chapter, recommending that the initial graphic show the options as well as the standards: The lengthy discussion of options and other topics, before presenting the discussion on standards was seen as disconnected, and the decision-making tree seen as quite complicated. An alternative to the options was proposed as:

Option 1: Access to feed, in situ or in feed camps, as it is currently. The level of accessibility to feed must be included, where it is (local or external), who can supply it and what mechanisms must be used to ensure that the answer is effective.

Option 2: Amount of feed, related to the most appropriate type of feed. The notes should guide the amount of feed to be supplied, depending on the type of species and for an adequate amount of time.

Option 3: Quality of feed, relating to nutritional aspects or nutritional balance.

And link this chapter to veterinary support chapter. And strengthen feed aid alternatives in areas of environmental vulnerability.

Nicaragua Workshop

3.2.4 Chapter 7. Technical standards for the provision of water

Responses provided to the Online Consultation question 13 on this chapter included: the need for clear guidelines on water quantity to be provided per animal; that a standard on water schemes and infrastructure management would be helpful; that the guidance should recommend water provision be in areas where there is still feed available; that it is important to focus on the rehabilitation and development of shallow wells and hand pumps; and that there needs to be a link made with other aspects of humanitarian response – sanitation and zoonotic diseases that are water-borne. This last recommendation is borne out by the *Nutrition* Discussion Paper, which highlights how water supply for

humans must not be impacted by provision for livestock, with children's nutrition often being severely impacted by livestock pathogens.

In the Consultation Workshops it was highlighted that conflict needs to be considered as part of water assessment, as it can potentially be a major issue in the provision of water. Two of the options in this chapter – rehabilitating existing water points and installing new water points – were also highlighted as being very time-consuming and quite complex (site location, social agreements, excavation, management, etc.) and these options should perhaps be considered in more detail, with case studies if possible. The layout of the options was also questioned for this chapter, with the subdivision of option 1 into 3 sub-options seen as confusing and the decision-making tree spread over three pages too complex. The technical standards should be structured so they can be read with more fluidity, and repetition in the cross-cutting themes be removed.

3.2.5 Chapter 8. Technical standards for Livestock shelter and settlement

The Livestock shelter and settlement chapter was covered in the Online Consultation at question 14, where some responses suggested this chapter should be shortened and possibly merged with chapter 7. The decision-making tree for this intervention was seen as difficult to read, with the right-hand section of the diagram showing connections going upwards and downwards, making it hard for an easy reading of the decision process. It was recommended that a single logical route be developed for each option. Additional themes provided for this chapter include: public health aspects when shelters are placed too close to settlements; consideration of methane mitigation; livestock shelters are also needed as protection from theft and wild animals; how to ensure safe camps and accessibility to amenities; and that the setting up of temporary shelters should adhere to local or national land-use plan and environmental zoning. It was recommended that a standard on animal welfare be included here too.

3.2.6 Chapter 9. Technical standards for Provision of Livestock

The feedback on this chapter from the final question in the Online consultation included: the need for clear guidelines on numbers of livestock per household; that it is important to identify and promote the use of local and cross-breeds; that provision of livestock resources consider climate vulnerable areas; and for there perhaps to be consideration of a cost-share approach to investments in livestock provision. The Consultation Workshops recommended that the animal welfare five freedoms listed on page 239, be briefly developed as a frame of reference for the minimum accepted criteria that should be considered under this and every technical intervention. This could even be referred to more broadly in the introduction to the Handbook. One workshop queried why there is no assessment of the capacity of recipients to receive livestock (as a form of restocking), while another highlighted that livestock provision is a technical intervention that involves a number of actors—beneficiaries, technical services, private veterinarians, livestock traders, etc.—and that as emergency relief efforts are often hindered by lack of coordination between these actors, some guidance on stakeholder coordination would be useful. The animal production potential of the livestock provided for beneficiary households also needs to be clarified, because these animals need to be productive as soon as possible to avoid costly unproductive periods.

4: Comments on layout, design and language

The *User Friendly* Discussion Paper was also tasked with looking at the Handbook's layout, design and language issues. Other partners in the HSP provided helpful advice. The Consultation Workshop feedback forms include comments on format and layout strengths & weaknesses, as well as general feedback on the design; whilst questions 4 and 5 of the Online Consultation also asked about recommendations and improvements for design and language.

4.1 Layout and design

In terms of the physical size of the Handbook and the number of pages, the commentary was generally positive. To some the Handbook is seen as lightweight enough for use in the field, whilst others recommend a shorter field-level version should be produced containing clearer, shorter guidance and its implications. One suggestion was to produce cards of the core information – standards, key actions and guidance. Advice from HSP partners suggests that overall length is less important as long as the Handbook is easily navigable. There was interest in the transfer of the Spanish version of the Handbook to an online interactive version, as well as an interactive app version that can be accessible via mobile data. Other formats suggested were the preparation of videos that can be used on mobiles, or at least phone-friendly charts for quick decision-making, and the preparation of audio files that can then be translated into other languages.

There was considerable feedback focused on how the Handbook can be confusing and hard to navigate. *'It is not always easy to find what you are looking for...The table of contents is very brief and lacking in detail ... Many references are made to boxes, graphics, tables and standards, going forwards and backwards in the Handbook... There is no helpful list of tables or boxes.'* Highlighted positive aspects are that the first page of each chapter presents a conceptual map of the information that will be developed within the chapter, with only chapters 1 and 3 not consistent with this design. The *User Friendly* Discussion Paper recommended having a visual hierarchy so readers don't get lost in the book, perhaps with a sub-table of contents at the beginning of each chapter.

The consultation feedback picked up on some of the design inconsistencies, with the use of Roman numerals in the Introduction seen as confusing, and the need for uniformity in the flow charts at the beginning of the technical chapters. There was some criticism on the size of the font and it was recommended that the Standards should each have a unique number. In terms of how the design might be improved, there were suggestions for considering the use of side tabs with the chapter titles so that users do not have to flip through the book to find what they are looking for; or for the borders of the pages to be colour-coded according to each chapter; or just for the current chapter orientation vertical text at the side to be in a larger font.

There were a number of recommendations for more use of graphics and improved diagrams, including a call for the table in the First Edition at page 44 to be returned as it gives a clearer picture than the current graphic for Core Standards. More visuals, such as interactive flow diagrams and a graphic with the standards all on one page, would be helpful. Colour photos were preferred, or at least a change from the yellow-brown pallet to ensure greater contrast. For some the references and further reading are seen as too heavy and should all be at the end of the Handbook. Others recommend the cover include the date of production not just the edition number.

4. 2 Language issues

The Consultation Workshops all raised issues relating to the level of language that is used in the Handbook. The level of language is seen as high, which makes it rather hard for the uninitiated to understand, although the Second Edition is seen by some as being more user friendly than the First, with the Second Edition key actions in particular being more explicit and understandable. The text content is reported to be too wordy in places, with lengthy discussions on topics that ought to be more concise and brief. It was suggested *'There is too much text in the Handbook that is not motivating enough, it is recommended that more interactive elements are included.'*

Other recommendations from the Consultation Workshops were the need to consider that key terms and phrases need to be translated, with some phrases that have the same meaning in translation causing confusion. It was suggested that a glossary to be made available up front: *The presentation of definitions in the Introduction can provide a focus to Handbook users particularly for concepts that will be used throughout the Handbook.* It was also suggested that the Handbook adopt the Sphere format of having key indicators after the key actions, or at least consistently having the key actions and guidance notes close together for ease of understanding. Standardising the structure so it is the same as other HSP partners was recommended in a number of consultations.

The *User Friendly* Discussion Paper suggests that whilst the standards are clearly written, some of the language used in the Handbook can be unwieldy and too academic. When the language used is too complicated, and sentences bring in too many factors at the same time, the guidance provided is not straightforward. Advice from HSP partners is for the language used in the Standards and Key Actions to be confident so the direction is unequivocal; the Guidance Notes are where more nuance is possible.

The Online Consultation confirmed the overall call for plain language, recommending shorter sentences and shorter paragraphs with less detailed explanations, and text formulated so that it can be translated easily. The inclusion of a summary in a box for each section was seen as a potential option, as was the insertion of key facts and important notes as 'sticky notes'. It was recommended in a number of cases that an annex be included with key definitions with descriptions: *Key words and terminology should be harmonised between humanitarian and livestock jargon, and held-over colonial jargon such as 'Sub Saharan Africa' be removed.* Having all the information on Monitoring and Evaluation at one point towards the back of the book, was also suggested as an option for greater flow and ease of understanding.