

# STRATEGY FOR INSTITUTIONALIZATION OF THE LIVESTOCK EMERGENCY GUIDELINES AND STANDARDS IN KENYA

RANGI YA BENDERA	MAANA YA RANGI YA BENDERA	UJUMBE KWA JAMII
Kijani kibichi	✓ Hali ya anga ipo shwari hivyo mifugo wana alya njema, chakula kinatocha jamii, nyumbani familia zina alya njema.	✓ Jamii lwele mipango ya kuhifadhi malisho ya mifugo na kuweka akiba ya chakula cha maghahani.
Maarjano	✓ Kuna uwezekano mkubwa wa Kiunguzi kutokaa. Baadhi ya mambo yanayotarajwa ni: chakula kupungua katika jamii, maji kupungua katika visima na mabwawa kwa kiasi kidogo na malisho kupungua malishoni.	✓ Jamii likayarisha kwa ukame kwa kuhifadhi sehemu ya malisho, kuweka vyakula maghahani, kuingiza mifugo kutokana na magonjwa, kupunguza idadi ya mifugo na kutaharisha shirika la kukabiliana na ukame (NDMA).
Rangi ya Mchanga	✓ Jamii longote mifugo wachache kwenye sehemu yenye malisho hifadhi na kuhifadhi chakula kilichopo.	✓ Jamii inahauriwa kupunguza idadi ya mifugo kwa kuzaa na kutumia chakula kilichohifadhiwa kwa umakindu ili kuzuia maafa. ✓ Ujumbe wa kutaharisha shirika la kukabiliana na ukame (NDMA) kutumwa.
Nyekundu	✓ Mipango ya dharura kuanzishwa na jamii. ✓ Vito vya mifugo kuripodwa kwa sababu ya ukosefu wa maji na malisho, maji kutosekana au kupungua kwa kiasi kikubwa katika mabwawa na visima. ✓ Ukosefu wa chakula kwenye jamii kuripodwa.	✓ Eleza mifugo yote kwenye sehemu hifadhi ya malisho. ✓ Jamii inahauriwa kuamua mabwawa, visima na vyakula hifadhi kwa wakati huu.

PROJECT: COMMUNITY ACTION FOR IMPROVED DROUGHT RESPONSE AND RESILIENCE (CAIDRR)  
FUNDED BY EUROPEAN UNION – STRENGTHENING THE HORN OF AFRICA'S RESILIENCE – SHARE KENYA



## Compiled and edited by:

1. Dr Kisa J. Z. Juma Ngeiywa  
Independent Consultant  
[kisajuma@gmail.com](mailto:kisajuma@gmail.com)

2. Dr Julius K. M. Kajume  
Independent Consultant  
[jkajume@yahoo.co.uk](mailto:jkajume@yahoo.co.uk)

20 September 2022

## TABLE OF CONTENTS

TABLE OF CONTENTS .....	2
LIST OF TABLES.....	2
ACRONYMS.....	3
ACKNOWLEDGEMENTS.....	5
EXECUTIVE SUMMARY .....	6
1. BACKGROUND .....	8
2. INTRODUCTION.....	9
3. RATIONALE.....	9
4. EXPERIENCE IN INSTITUTIONALIZATION OF SIMILAR INITIATIVES.....	10
5. METHODOLOGY .....	111
6. LEGS INSTITUTIONALIZATION IN THE KENYAN CONTEXT .....	11
7. SITUATION ANALYSIS.....	13
8. STRATEGY.....	15
8.1 Vision .....	15
8.2 Mission.....	15
8.3 Strategic goals and objectives.....	15
8.4 Action Plan .....	16
9. MONITORING AND EVALUATION.....	244
10. ANNEXES.....	25
10.1 Participants of the Kenya LEGS institutionalization workshop 2022 .....	25
10.2 Draft terms of reference for the LEGS institutional focal points .....	26
10.3 Budget proposal by Nairobi workshop participants.....	26
10.4 References .....	31

## LIST OF TABLES

Table 1: SWOT analysis results.....	13
Table 2: LEGS Institutionalisation in Kenya key goals and objectives.....	15
Table 3: LEGS Institutionalisation in Kenya - Action Plan.....	17
Table 4: Participants of the Kenya LEGS institutionalization workshop 2022.....	25

## ACRONYMS

AHITI	Animal Health and Industry Training Institute - Kabete
AHTTAK	Animal Health Technicians and Technologists Association of Kenya
APSK	Animal Production Society of Kenya
AU-IBAR	African Union – Inter African Bureau for Animal Resources
CIDPs	County Integrated Development Plans
COP	Community of Practice
DLP	Directorate of Livestock Production
DLPR&R	Directorate of Livestock Policy Research and Regulations
DVS	Directorate of Veterinary Services
EAC	East African Community
FAO	Food and Agriculture Organisation of the United Nations
FCDC	Frontier Counties Development Council
IAWG	Interagency Working Group
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
ICRC	International Committee of the Red Cross
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
JKP	Jumuiya ya Kaunti za Pwani
KASPA	Kenya Animal Scientists Professionals Association
KVA	Kenya Veterinary Association
KVB	Kenya Veterinary Board
KVPA	Kenya Veterinary Paraprofessional Association
LAN	LEGS Advocacy Network
LCT	LEGS Core Training
LEGS	Livestock Emergency Guidelines and Standards
LTI	Livestock Training Institute – Wajir
MERS	Minimum Economic Recovery Standards
NDMA	National Drought Management Authority
NDOC	National Disaster Operation Centre
NGO	Non-Governmental Organization
NOREB	North Rift Economic Bloc
NRC	Norwegian Refugee Council
SDL	State Department of Livestock
Sphere	The Sphere Handbook: Humanitarian Charter and Minimum Standards in Disaster Response
TOT	Training of Trainers

UoN            University of Nairobi  
VSF            Vétérinaires sans Frontières  
WOAH        World Organisation for Animal Health

## ACKNOWLEDGEMENTS

This strategy has been made possible through contributions of:

1. Participants of Kenya LEGS Institutionalisation Workshop
2. Members of the LEGS Institutionalisation WhatsApp Group
3. The Livestock Emergency Guidelines and Standards (LEGS) organisation
4. Persons who commented on draft strategy:
  - Dr Sakwa Kamama      Livestock Training Institute Griftu Wajir County
  - Dr Davis Ikiror      VSF Suisse
  - Saiyana Lembara      NDMA Kenya
  - Dr George W Njoroge      ILRI Nairobi Kenya
  - Maurice Konje Kiboye      VSF Germany
  - Dr Joseph K Njuguna      FAO Kenya
  - Dr Piers Simpkin      Spiers Consultants Ltd

## EXECUTIVE SUMMARY

The Livestock Emergency Guidelines and Standards (LEGS) is a global initiative providing standards and guidelines for the initial assessment, design, implementation, monitoring and evaluation of livestock-based emergency interventions. Its ultimate aim is to improve the quality of livestock-related projects and their impact on livelihoods in emergency humanitarian situations. LEGS provides an appropriate approach and tools that make it possible to deliver quality and accountable livestock-based emergency responses, thus enabling target beneficiaries to reap optimal benefits from interventions.

Though well received in Kenya, LEGS has not been internalized or integrated into both national and county (including community-based) institutions and organizations. The net effect of this is an apparent lack of internal ownership and coordination (across all levels), creating a sustainability gap. In Kenya, the desire to institutionalize LEGS is therefore informed by the need to build a strong local base for the delivery of effective, efficient, quality and accountable livestock-based emergency interventions. It is envisaged that LEGS institutionalisation will enhance local ownership and control of processes and thus become more sustainable in the long run. This is elaborated in the current LEGS strategic plan (2020-2025) that contains a commitment to increase localization of the LEGS approach among stakeholders and the LEGS Community of Practice (COP). It is therefore within this context that LEGS Institutionalization Strategy is designed to guide the processes.

This strategy highlights six (6) key strategic goals that need to be pursued to achieve the intended purpose. The goals are:

1. Resource mobilisation for LEGS institutionalisations activities in Kenya
2. Coordination of LEGS activities at the national and county levels.
3. LEGS advocacy and promotion
4. Capacity building
5. Mainstreaming LEGS in livelihoods-based programming
6. Monitoring and Evaluation

Activities pertaining to the respective strategic goals have been identified. The key activities include:

1. Fundraising.
2. Identification of public national and county institutional focal points.
3. Production of LEGS advocacy and promotion materials.

4. Sensitization workshops.
5. Carrying out the standard three-day LEGS trainings (now called the LEGS Core Training, LCT).
6. Integration of LEGS into County Integrated Development Plans (CIDPs).
7. Strengthening LEGS Community of Practice (COP) in Kenya.
8. Formation of a LEGS Advocacy Network (LAN) or Kenya LEGS Forum.
9. Repackaging of LEGS materials to resonate with different target groups.
10. Capacity building.

The activities are elaborated in the indicative action plan spreading over a 3-year period. Monitoring and evaluation as well as learning from the entire LEGS institutionalisation process is considered a critical component of the strategy, hence the need to give it due attention.

## 1. BACKGROUND

The Livestock Emergency Guidelines and Standards (LEGS) is a set of international standards and guidelines for the initial assessment, design, implementation, monitoring and evaluation of livestock interventions to assist people affected by humanitarian crises such as rapid onset floods and slow onset droughts. Its ultimate aim is to improve the quality and livelihoods impact of livestock-related projects in humanitarian situations. The LEGS process grew out of the recognition that livestock are a crucial livelihood asset for people throughout the world many of whom are poor and vulnerable to both natural and human-induced disasters and that livestock support is an important component of emergency aid programmes.

LEGS focuses on the areas where emergencies, livelihoods and livestock overlap, emphasizing the need to protect livestock and livelihoods during emergencies as well as to help with rebuilding livestock assets in post disaster period. LEGS covers all types of livestock assets, from small species such as chickens to large animals such as cattle or camels, including animals used for transport or draught power. Because livestock are important in many different parts of the world, in many different environments, LEGS covers rural communities (farmers and pastoralists) as well as peri-urban livestock keepers. LEGS also provide guidance on livestock kept by displaced people, including those living in camps.

LEGS is structured around livelihoods objectives, underpinned by a rights-based approach, notably the right to food and the right to a standard of living, in line with the Sphere standards ([The Sphere Handbook | Standards for quality humanitarian response \(spherestandards.org\)](https://www.spherestandards.org)). LEGS livelihoods perspective also means that the guidelines are concerned not only with immediate emergency response during a crisis but also with preparedness beforehand and recovery-phase activities and links to long-term development and resilience.

The livelihoods approach highlights the importance of preserving livelihood assets to protect future livelihoods and to save lives and provides an opportunity to address the humanitarian-development nexus. The LEGS Handbook provides practical decision-making tools for planning a livestock emergency response. It provides Standards and Guidelines, based on technical expertise and evidence-based good practice, for achieving the intended purpose effectively and efficiently. It highlights six key technical areas for undertaking livestock-based emergency interventions: destocking, veterinary support,



provision of feed, water, shelter, and the provision of livestock. Further it underscores the importance of protecting livestock-based livelihoods during emergencies, and of rebuilding livelihoods post emergencies.

## **2. INTRODUCTION**

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), ODI, Sphere India, and Tufts University among others.

LEGS is recognized and promoted by a growing number of donors globally and is implemented by a broad range of operational organizations, including both international and local Non-Governmental Organizations (NGOs) and international agencies. The uptake of LEGS, through the Handbook, training and other resources, has confirmed the continued need for guidance based on good practice, as well as the ongoing importance of advocating for livelihoods-based planning and interventions alongside life-saving humanitarian response.

The current LEGS Strategic Plan (2020 – 2025) includes the objective of institutionalising the Livestock Emergency Guidelines and Standards into national government policies and practice as well as in key agencies.

## **3. RATIONALE**

As indicated above LEGS is a global initiative providing standards and guidelines for improving the design, implementation, monitoring and evaluation of livestock-based emergency programs. The LEGS approach embraces two cardinal points namely quality and accountability in delivery of livestock-based emergency interventions. It underscores the fact that the targeted beneficiaries during emergency interventions must get value for money while at the same time upholding their dignity. Essentially the intended benefits of LEGS are focused on people or communities affected by crisis. LEGS needs to be positioned in such a manner that the targeted beneficiaries reap maximum benefits. It is therefore on this premise that institutionalization of LEGS becomes relevant and necessary, ensuring the anchoring of and sustainability of its knowledge and practice within local context. This is also envisaged in the current LEGS Strategic Plan which

contains a commitment to increase localisation of the approach amongst stakeholders and the LEGS Community of Practice (COP). This encompasses issues of ownership and control of processes as well as supporting local actors to contextualise LEGS in their own situation.

In order to generate the data necessary to inform the institutionalization processes, LEGS commissioned a Discussion Paper on Institutionalisation (2020). The Paper reaffirmed the need to support institutionalisation as a means of ensuring a level of sustained engagement and ownership from those who have the potential to benefit most from LEGS – government, local authorities, national and local organisations, i.e., the incorporation of LEGS standards and guidelines into both policy and practice.

#### **4. EXPERIENCE IN INSTITUTIONALIZATION OF SIMILAR INITIATIVES**

The LEGS is a member of the Humanitarian Standards Partnership, alongside Sphere, and follows the Sphere Handbook in many aspects including design, development process and structure. Sphere has been institutionalized in Kenya to some extent, and the process is on-going, with commendable success. Key pillars in Sphere institutionalization include:

- Focal point approach – Sphere National Focal Points are organizational focal points and not individuals. The Sphere lead person in an organization is selected on the basis of knowledge and experience in implementation of Sphere in the field. The organizational focal point approach ensures continuity in the event that the lead person exits.
- Establishment of Community of Practice comprising of trainers and other interest groups.
- Sectoral sub-groups to address their respective thematic areas, but under one umbrella Working Group.

The Minimum Economic Recovery Standards (MERS) has also adopted an organizational focal point approach – a cohort of organizational MERS focal points that work collectively to support and promote the use and application of MERS ([The Minimum Economic Recovery Standards \(MERS\) \(Seepnetwork.Org\)](#)).

## 5. METHODOLOGY

The methodology for the development of this strategy comprised of:

- **Literature review:** available literature materials were reviewed aimed at boosting the information on LEGS Institutionalization (Annex 10.4).
- **Reference to proceedings of a consultative workshop:** a consultative workshop was held in Nairobi from 24<sup>th</sup> to 25<sup>th</sup> August 2022 with the aim of developing a strategic framework for LEGS institutionalization in Kenya. It was attended by senior officers from different organizations including Public Sector Departments, NGOs, Regional Organizations, Private Sector, and Training Institutions (see Annex 10.1 for list of participants).
- **Creation of a WhatsApp group:** a WhatsApp group comprising of key informants was established with a view to enhance information sharing and harnessing more information.
- **Drafting of the LEGS Institutionalization in Kenya Strategy:** The consultants drafted the strategy using the output of Nairobi workshop and information generated through WhatsApp group. The draft document was shared with a small Working Group proposed and agreed upon during the Nairobi workshop. The input of the small working group members was incorporated in the final strategy draft.

## 6. LEGS INSTITUTIONALIZATION IN THE KENYAN CONTEXT

Responding to a discussion point, ‘What does institutionalizing LEGS’ mean in the Kenyan context’, the Nairobi workshop participant’s response included:

- Aligning it with existing livestock policies, strategies and other standards by making LEGS an integral part of disaster management systems – at policy, knowledge and practice levels.
- Building capacity of a critical mass of experts by mainstreaming / entrenching LEGS training in education institutions that support livestock focused interventions in emergency situations.
- Cascading LEGS to lowest level of communities by disseminating its principles to the grassroots using popular versions e.g., translating to local language.
- Coordinating and advocating for harmonized action of institutions dealing with emergencies for greater impact.
- Covering all the wide range of emergency causing factors beyond drought and flood.

- Demystifying the perception that LEGS is a veterinary concern because it covers all aspects of humanitarian matters.
- Developing a monitoring, evaluation, learning and feedback mechanism.
- Ensuring inclusivity of all stakeholders - development partners, non-Governmental organizations (NGOs), and county governments through working groups.
- Forming a stakeholder working group for advocacy and resource mobilization.
- Identifying a government agency to champion LEGS mainstreaming in government programming such as the National Drought Management Authority (NDMA), National Disaster Operation Centre (NDOC), and the State Department of Livestock (SDL) encompassing the Directorate of Livestock Policy Research and Regulations (DLPR&R), Directorate of Veterinary Services (DVS) and Directorate of Livestock Production.
- Identifying technical champions in both governmental (e.g., SDL, NDMA, NDOC) and non-state actor institutions (e.g., FAO, ILRI, VSFs,) in line with their mandates.
- Mainstreaming LEGS training in education institutions that deal in livestock and/or support livestock –focused interventions in emergency situations.
- Making it a way of doing business during emergencies by mainstreaming LEGS in programming plans.
- Making LEGS an integral part of disaster management systems – at policy, knowledge and practice levels.
- Monitoring, reporting and learning for accountability and improvement.
- Repackaging relevant LEGS materials in forms that resonate with the targeted users. These include simple contextualised illustrations (pictorial or diagrammatic) of what LEGS aims at achieving and simplified process of achieving the LEGS objectives. These can also be in form of flyers, posters and context specific videos – [[Mandera county hires 30 water bowsers to supply water in areas hard hit with drought - YouTube](#) ; [Govt commences distribution of livestock feeds to drought-hit counties - YouTube](#)] to be shown during local agricultural shows/trade fairs, farmer’s field days etc.

LEGS needs to be integrated in local institutions and organisations, systems and practices for effective and efficient delivery of livestock-based emergency interventions. A well-coordinated institutionalisation process, targeting policies, operational, and community levels, is necessary to lay down the foundation of LEGS knowledge and application.

The above responses from workshop participants are indicative pointers of the direction that the strategy should take to meet aspirations and expectations of stakeholders /actors. Generally, the strategy should be aligned to these pointers.

## 7. SITUATION ANALYSIS

The LEGS Core Training (LCT) has been ongoing in Kenya for the last eleven years, mainly through financial support from donors, but institutionalization of LEGS has been minimal, thus limiting sustainability.

Using the SWOT analysis, participants identified and analysed internal strengths, weaknesses, external opportunities and threats that can have an impact on implementation of the LEGS Institutionalisation Strategy in Kenya. The analysis results are summarised below (Table 1).

**Table 1: SWOT analysis results**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Existence of LEGS organisation willing to provide technical back-up and some seed funding.</li> <li>• Availability of LEGS materials.</li> <li>• Existence of Regional organisations (AU-IBAR, IGAD/ICPALD and EAC) willing to support the Member States.</li> <li>• LEGS Focal Point person based in FAO Kenya (historic and currently undertaken by the goodwill of Dr. Njuguna)</li> <li>• Pool of people trained from the LCT - a total of 1,152 participants in 55 courses in Kenya.</li> <li>• Pool of trainers - 19 accredited LEGS trainers in Kenya.</li> <li>• Stakeholders willing to offer support.</li> </ul>	<ul style="list-style-type: none"> <li>• Few opportunities to accredit LEGS trainers.</li> <li>• Inadequate awareness and low ownership of LEGS by institutions.</li> <li>• Inadequate awareness of LEGS among targeted users including community.</li> <li>• Inadequate funding / resources for LEGS activities.</li> <li>• Inadequate involvement of the trained persons in planning and implementation of livestock emergency interventions.</li> <li>• Inadequate LEGS advocacy.</li> <li>• Lack of follow up on trained persons.</li> <li>• LEGS handbook is complex to use.</li> <li>• LEGS is a global initiative which is not within the mainstream international organizations such as FAO and WOAHA or regional ones e.g., AU-IBAR and IGAD to facilitate recognition and uptake at country level.</li> <li>• Majority of accredited LEGS trainers are not within the public sector institutions i.e., are independent consultants or from non-governmental organisations (NGOs).</li> </ul>

	<ul style="list-style-type: none"> <li>• No existing avenue to make uptake of LEGS obligatory.</li> <li>• Over reliance on donor support, hence perceived as donor driven initiative.</li> <li>• Perception that LEGS is a veterinary guide that excludes other valuable stakeholders.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Acceptance of the standard LCT course as part of Continuous Professional Development (CPD) resource by Kenya Veterinary Board (KVB).</li> <li>• Country policies and strategies to anchor LEGS.</li> <li>• Devolved government system.</li> <li>• Emergency funds exist e.g., National Drought Emergency Fund (NDEF).</li> <li>• Existence of public institutions that can anchor LEGS.</li> <li>• Existing livestock-based institutions and organizations mandated to manage disasters or deliver emergency interventions.</li> <li>• Existing livestock-based training institutions i.e., Universities and tertiary institutions.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Geo-political instability.</li> <li>• Hurried nature in delivery of livestock-based emergency interventions – much focus is on saving life of livestock and little on quality and long-term outcome and accountability.</li> <li>• Potential corrupt practices among actors.</li> <li>• Unpredictable macro-economic environment.</li> </ul>

LEGS institutionalization in Kenya faces a number of challenges that are centred on low advocacy and awareness creation, inadequate institutional and policy support and lack of national organizational focal point for coordination. These challenges can be overcome through a strategy that maximizes on existing opportunities such as livestock-focused training institutions, strong institutions and organizations with a mandate to manage and respond to emergencies and disasters impacting livestock.

The counties have been grouped in regional economic blocks such as North Rift Economic Bloc (NOREB), Frontier Counties Development Council (FCDC), and Jumuiya ya Kaunti za Pwani (JKP – Kenya Coast Counties Regional Economic Organisation) which presents an opportunity to leverage LEGS institutionalization in Kenya in the relevant county clusters.

## 8. STRATEGY

### 8.1 Vision

LEGS mainstreamed in livestock -based emergency programming.

### 8.2 Mission

To provide a strong foundation for quality and accountable delivery of livestock-based emergency interventions in Kenya.

### 8.3 Strategic goals and objectives

The key strategic goals and objectives identified for institutionalising LEGS in Kenya are shown below (Table 2).

**Table 2: LEGS Institutionalisation in Kenya key goals and objectives**

Strategic Goals	Objective(s)
1. Resource mobilisation for LEGS institutionalisations activities in Kenya	<ul style="list-style-type: none"><li>• to fundraise for implementation of LEGS activities</li></ul>
2. Coordination of LEGS activities at the national and county levels.	<ul style="list-style-type: none"><li>• To establish a national institutional focal point to coordinate LEGS activities.</li><li>• To establish county level institutional focal points to coordinate LEGS activities.</li></ul>
3. LEGS advocacy and promotion	<ul style="list-style-type: none"><li>• To include LEGS in sectoral policies and strategies.</li><li>• To create awareness on LEGS at community, county and national level.</li><li>• To sensitize and lobby key policy makers in relevant Institutions.</li><li>• To advocate for and promote use of LEGS approach in areas prone to disasters (drought, floods, and epidemics).</li></ul>
4. Capacity building	<ul style="list-style-type: none"><li>• To train a critical mass of stakeholders from livestock disaster prone counties on the LEGS Core Training course.</li></ul>
5. Mainstreaming LEGS in livelihoods-based programming	<ul style="list-style-type: none"><li>• To reach out to charity sector organisations and relevant public sector departments to embrace</li></ul>

	<p>LEGS in their livestock emergency response programmes.</p> <ul style="list-style-type: none"> <li>To engage relevant professional and para-professional bodies / associations to recognise, accept and support LEGS.</li> </ul>
6. Monitoring and Evaluation	<ul style="list-style-type: none"> <li>To develop a Monitoring and Evaluation Plan for LEGS activities</li> </ul>

**Notes**

- The relevant public institutions where LEGS can be anchored include NDMA, NDOC, SDL directorates (DLPR&R, DLP, and DVS) and County departments responsible for livestock development. At the national level NDMA was nominated by the Nairobi LEGS workshop participants. A follow up to this is for the LEGS organisation to formally share the workshop report with NDMA which will open an avenue for further discussions.
- Stakeholders’ consensus during the proposed regional /county clusters sensitisation workshops is recommended in identification of the county level LEGS Institutional Focal Points.
- Stakeholders’ lobbying for incorporation of LEGS in County Integrated Development Plans (CIDPs) and activities is vital.
- Engagement of the relevant professional and para-professional bodies /associations, such as Animal Production Society of Kenya (APSK), Kenya Veterinary Association (KVA), Kenya Veterinary Paraprofessional Association (KVPA), Animal Health Technicians and Technologists Association of Kenya (AHTTAK), and Kenya Animal Scientists Professionals Association (KASPA) is vital for recognition, acceptance and support of LEGS by relevant professional bodies.
- Clear job descriptions and terms of reference (TORs) for county and national institutional LEGS Focal Points are required (annex 10.2).

**8.4 Action Plan**

The action plan proposed is of a 3-year period (Table 3).



**Table 3: LEGS Institutionalisation in Kenya - Action Plan**

<b>Key Strategic Goals</b>	<b>Key Activities</b>	<b>Year</b>	<b>Responsible Actor(s)</b>	<b>Requirements</b>
<b>1. Resource mobilisation for LEGS institutionalisations activities in Kenya</b>	<ul style="list-style-type: none"> <li>Fundraising for LEGS activities at the national level</li> </ul>	All	<ul style="list-style-type: none"> <li>State Department of Livestock (SDL) livestock policy and technical directors (DLPRR, DLP and DVS).</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and institutional funding.</li> <li>LEGS technical advice and provision of discussion papers etc.</li> </ul>
	<ul style="list-style-type: none"> <li>Developing funding proposals to development partners.</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>Livestock sector and allied directorates heads / team leaders</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and institutional funding.</li> </ul>
	<ul style="list-style-type: none"> <li>LEGS working group meeting to prioritise fund raising.</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>Spearheaded by the national institutional focal point contact person</li> </ul>	<ul style="list-style-type: none"> <li>Budget for the meeting by the LEGS organisation</li> </ul>
	<ul style="list-style-type: none"> <li>Fundraising for LEGS activities in the counties</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>Heads of the relevant technical departments</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and institutional funding.</li> <li>Technical backup e.g., LEGS discussion papers</li> </ul>
	<ul style="list-style-type: none"> <li>Incorporation of LEGS in the County Integrated Development Plans (CIDPs) for resource allocation</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>Heads of the relevant technical departments</li> <li>Relevant County Accounting Officers (Chief Officers)</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and institutional funding.</li> <li>Technical backup e.g., LEGS discussion papers for briefing of the county level decision making organs.</li> </ul>

				<ul style="list-style-type: none"> <li>• Goodwill of county governments.</li> </ul>
<b>2. Coordination of LEGS activities at the national and county levels.</b>	<ul style="list-style-type: none"> <li>• Identifying a relevant public Institution to anchor LEGS.</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• LEGS Institutionalisation workshop participants nominated NDMA as the national institutional focal point</li> </ul>	<ul style="list-style-type: none"> <li>• Formal acceptance by NDMA</li> </ul>
	<ul style="list-style-type: none"> <li>• Formal sharing of the LEGS Institutionalisation workshop report with the proposed national focal point institution (NDMA)</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• LEGS Organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Formal written communication to the NDMA Leadership on their proposed role.</li> <li>• Confirmation of acceptance of the coordination role as national focal point institution by NDMA</li> </ul>
	<ul style="list-style-type: none"> <li>• Developing terms of reference (TOR) for the institutional focal point (NDMA)</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• NDMA with support of the LEGS Organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time and institutional funding.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identifying a relevant public institution to anchor LEGS in the respective counties though carrying out one - day regional sensitization workshops for sector</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• NDMA</li> </ul>	<ul style="list-style-type: none"> <li>• Budget for the 4 regional / clusters of counties sensitization workshops for 25 participants per venue estimated at KES 4 million.</li> </ul>

	representatives from identified disaster-prone counties.			
<b>3. LEGS advocacy and promotion</b>	<ul style="list-style-type: none"> <li>• Sensitising and lobbying policy makers in relevant Institutions.</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• National and county levels Institutional focal points</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time, reports and briefs on LEGS</li> </ul>
	<ul style="list-style-type: none"> <li>• Studying sectoral policies to highlight the gaps.</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• Directorate of Livestock Policy Research and Regulations in collaboration with the national institutional focal point</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time and institutional funding</li> </ul>
	<ul style="list-style-type: none"> <li>• Supporting the LEGS community of practice (COP) to advocate and promote LEGS nationally.</li> </ul>	3 <sup>rd</sup>	<ul style="list-style-type: none"> <li>• National institutional focal point.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a WhatsApp group for LEGS COP.</li> <li>• Common e-mail communication.</li> <li>• Physical and virtual meetings.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support formation of LEGS Advocacy Network (LAN) or Kenya LEGS Forum for experience and information sharing.</li> </ul>	3 <sup>rd</sup>	<ul style="list-style-type: none"> <li>• National institutional focal point.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time and institutional funding</li> </ul>
	<ul style="list-style-type: none"> <li>• Developing LEGS promotion and branding materials. Production of</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• National institutional focal point.</li> <li>• Relevant livestock related departments</li> </ul>	<ul style="list-style-type: none"> <li>• LEGS technical advice.</li> <li>• Production of branded items including caps and tee-shirts to be</li> </ul>

	LEGS advocacy and promotion materials.		<ul style="list-style-type: none"> <li>Agencies commissioning or supporting LEGS activities</li> </ul>	<p>used when implementing LEGS activities as part of LEGS visibility and promotion.</p> <ul style="list-style-type: none"> <li>Funding</li> </ul>
	<ul style="list-style-type: none"> <li>Creating awareness at community level (using local avenues such as administrators, local leadership and community groups).</li> </ul>	3 <sup>rd</sup>	<ul style="list-style-type: none"> <li>23 county level LEGS institutional focal points in collaboration with the national institutional focal point</li> <li>Agencies commissioning or supporting LEGS activities</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and institutional funding.</li> <li>LEGS branded items, including message in the relevant local languages</li> </ul>
	<ul style="list-style-type: none"> <li>Repackaging of LEGS materials for policy makers at all levels</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>National institutional focal point</li> <li>Agencies commissioning or supporting LEGS activities</li> </ul>	<ul style="list-style-type: none"> <li>Budget for preparation of required materials e.g., briefs, flyers, posters and videos</li> </ul>
	<ul style="list-style-type: none"> <li>Lobbying the regional economic blocs to support LEGS activities in their respective counties</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>National institutional focal point</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and institutional resources</li> </ul>
<b>4. Capacity building</b>	<ul style="list-style-type: none"> <li>Supporting the institutional focal points persons to attend the</li> </ul>	1 <sup>st</sup>	<ul style="list-style-type: none"> <li>National institutional focal point</li> </ul>	<ul style="list-style-type: none"> <li>Institutional funding of a LCT course for 24</li> </ul>

	LEGS Core Training (LCT-P) course.		<ul style="list-style-type: none"> <li>• Relevant livestock related departments</li> <li>• Agencies commissioning or supporting LEGS activities</li> </ul>	participants estimated at KES 1.8 million.
	<ul style="list-style-type: none"> <li>• Supporting the roll out (cascading) of the LCT-P at the county level</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• National institutional focal point</li> <li>• County institutional focal points contact persons</li> <li>• County governments - relevant livestock related departments</li> <li>• Agencies commissioning or supporting LEGS activities</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional funding of a LCT course for 15 - 24 participants per county estimated at KES 1.8 million per course.</li> </ul>
<b>5. Mainstreaming LEGS in livelihoods-based programming</b>	<ul style="list-style-type: none"> <li>• Lobbying relevant public and private sectors organisations to incorporate LEGS approach in their livestock emergency programmes including ensuring that evaluation of livestock emergency interventions is based on the LEGS approach.</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• NDMA</li> <li>• County level institutional focal points</li> <li>• LEGS COP and other interested parties</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and experience on LEGS.</li> <li>• Relevant LEGS resource materials.</li> </ul>

	<ul style="list-style-type: none"> <li>Carrying out the LCT-P course for professional and para-professional bodies' representatives.</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>National institutional focal point</li> <li>Leadership of the professional bodies</li> </ul>	<ul style="list-style-type: none"> <li>Training budget for 18 - 24 participants from the various professional bodies estimated at KES 1.8 million (cost sharing arrangement - participants meet their costs, but trainers and course materials are catered for by LEGS organisation)</li> </ul>
	<ul style="list-style-type: none"> <li>Supporting LEGS trainers to deliver prepared key messages on LEGS during professional bodies conferences / workshops</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>National institutional focal point</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> </ul>
<b>6. Monitoring and Evaluation</b>	<ul style="list-style-type: none"> <li>Institutional Focal Points to incorporate LEGS activities into their Monitoring and Evaluation Plans.</li> </ul>	2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>National and county level institutional focal points</li> </ul>	<ul style="list-style-type: none"> <li>Staff time.</li> <li>Knowledge and skills on Monitoring and Evaluation.</li> </ul>

**Notes:**

- Making a presentation on LEGS in professional bodies / associations conferences or workshops will lead to a critical mass of LEGS supporters who will subsequently lobby / advocate for LEGS recognition, acceptance and support. LEGS organisation could consider funding the accredited LEGS trainer to do this.
- LCT course commissioning agencies are expected to provide the required training materials.
- Fund raising was discussed in the Nairobi LEGS Institutionalisation workshop but there was no commitment - see details in annex 10.3. In addition, the proposed investment is unrealistic. It is suggested that once the proposed LEGS

institutional focal points are in place the working group can meet to develop a more realistic annual plan with fund raising as a priority.

## 9. MONITORING AND EVALUATION

Monitoring the implementation of the various activities is an important component of this Strategy. It will allow the various players to make timely adjustments based on progress or implementation hitches on specific targets in the plan, and more importantly provide useful learning points.

This strategy places the overall responsibility of monitoring and evaluation on the national institutional focal point. However, it is important to recognise that other implementers have significant participatory role, especially in provision of data and information whenever required.

Monitoring and evaluation as well as learning from the entire LEGS Institutionalisation process is considered a critical component of the strategy, hence the need to give it due attention from the outset.



## 10. ANNEXES

### 10.1 Participants of the Kenya LEGS institutionalization workshop 2022

**Table 4: Participants of the Kenya LEGS institutionalization workshop 2022**

Name	Affiliation	Email
1 Adan Bika	IGAD/ICALD	<a href="mailto:adan.bika@igad.int">adan.bika@igad.int</a>
2 Amos Omar Nyakeyo	NDMA	<a href="mailto:amos.nyakeyo@ndma.go.ke">amos.nyakeyo@ndma.go.ke</a>
3 Dr Davis Ikiror	VSF Suisse	<a href="mailto:davis.ikiror@vsf-suisse.org">davis.ikiror@vsf-suisse.org</a>
4 Dr Edgar Sakwa Kamama	LTI Wajir	<a href="mailto:sakwakamama@gmail.com">sakwakamama@gmail.com</a>
5 Dr Edward Kisenge Kiema	NDOC	<a href="mailto:edwardkisenge@yahoo.com">edwardkisenge@yahoo.com</a>
6 Dr Francis Mwaura Chege	AHITI Kabete	<a href="mailto:francis.fm@gmail.com">francis.fm@gmail.com</a>
7 Dr George W. Josiah Njoroge	ILRI	<a href="mailto:gwamwere-Njoroge@cgiar.org">gwamwere-Njoroge@cgiar.org</a>
8 Dr Harry Okuom Oyas	SDL /DVS Rep	<a href="mailto:harryoyas@gmail.com">harryoyas@gmail.com</a>
9 Dr Mary Nyambura Gichure	Chuka University	<a href="mailto:mgichure@chuka.ac.ke">mgichure@chuka.ac.ke</a>
10 Dr Michael Kibiego	SDL /DLP Rep	<a href="mailto:kibiegomb@gmail.com">kibiegomb@gmail.com</a>
11 Dr Mwangi David Kiai	LP&R /SDL	<a href="mailto:kiaidm@yahoo.com">kiaidm@yahoo.com</a>
12 Dr Pauline Njoki Gitonga	Private Consultant	<a href="mailto:paula.n.gitonga@gmail.com">paula.n.gitonga@gmail.com</a>
13 Dr Simon Kihu	WOAH	<a href="mailto:skihu@woah.org">skihu@woah.org</a>
14 Dr Tequeiro Abuom Okumu	UoN	<a href="mailto:toabuom@uonbi.ac.ke">toabuom@uonbi.ac.ke</a>
15 Maurice Konje Kiboye	VSF Germany	<a href="mailto:mkiboye@vsfg.org">mkiboye@vsfg.org</a>
16 Prof Charles Muleke Inyagwa	Egerton University	<a href="mailto:cimuleke@yahoo.com">cimuleke@yahoo.com</a>
<b>Guest Speakers</b>		
1 Bishar File Elmi*	DLP /SDL	<a href="mailto:infodlp@kilimo.go.ke">infodlp@kilimo.go.ke</a>
2 Dr Ameha Sebsibe	IGAD/ICPALD	<a href="mailto:ameha.sebsibe@igad.int">ameha.sebsibe@igad.int</a>
3 Dr Christopher Wanga	DLP&R /SDL	<a href="mailto:chriswanga1@yahoo.com">chriswanga1@yahoo.com</a>
4 Dr Joseph Njuguna*	FAO Kenya	<a href="mailto:joseph.njuguna@fao.org">joseph.njuguna@fao.org</a>
5 Dr Obadiah N Njagi*	DVS /SDL	<a href="mailto:onjagi@kilimo.go.ke">onjagi@kilimo.go.ke</a>
6 Hajir Maalim	NRC/IAWG	<a href="mailto:hajir.maalim@nrc.no">hajir.maalim@nrc.no</a>
<b>Facilitators</b>		
1 Dr Kisa Juma Ngeiywa	Lead Facilitator	<a href="mailto:kisajuma@gmail.com">kisajuma@gmail.com</a>
2 Dr Henry Mwololo	Rapporteur	<a href="mailto:henrymwololo@gmail.com">henrymwololo@gmail.com</a>
3 Dr Julius Kajume	Facilitator	<a href="mailto:jkajume@yahoo.co.uk">jkajume@yahoo.co.uk</a>
4 Judith Nyansiaboka Keya	Workshop Admin,	<a href="mailto:jnyansiaboka@gmail.com">jnyansiaboka@gmail.com</a>

\*Guest who sent a representative to deliver their remarks / speech

## **10.2 Draft terms of reference for the LEGS institutional focal points**

1. Preparing inventories of persons attending LCT-P course in the county.
2. Ensuring stakeholders are informed of the LEGS activities and news.
3. Updating the list of accredited LEGS trainers annually.
4. Liaison with other stakeholders given disasters requires more resources than a single agency can provide.
5. Linking with the LEGS organisation.
6. Helping to coordinate LEGS training events within the country, in order to improve geographical and organisational coverage and avoid gaps and overlaps between different organisations.
7. Raising awareness about LEGS among donors, decision makers and practitioners within the country.
8. Supporting evaluations, research, documentation of LEGS as may be requested from time to time.
9. Be the point of contact for people and organisations seeking support to implement LEGS.
10. Campaigning for the use of the LEGS approach in county government humanitarian and disaster management policies.
11. Promoting Quality & Accountability in accordance with the LEGS approach.

## **10.3 Budget proposal by Nairobi workshop participants**

## Combined priority activities and budget

Strategic objectives	Activities	Yearly budget (million KES)				
		Y1	Y2	Y3	Y4	Y5
1. To popularise livestock emergency guidelines in coordination of stakeholders in livestock risk management.	1.1 Stakeholder mapping 1.2 Gap analysis 1.3 Gap filling – bridging of identified gaps 1.4 Targeted sensitisation of LEGS – advocacy and awareness creation to address sector needs	120	240	204	175	150
2. To mainstream LEGS in resilience programming.	Integrate LEGS into: 2.1 Vision 2030- MTP 2.2 CIDP 2.3 Annual work plans 2.4 Risk reduction plans	144	96	144	96	144
3. To integrate LEGS in the protection of livestock-based livelihoods.	Ensuring LEGS –principles inform. 3.1 Contingency plans 3.2 Assessment 3.4 Response and Recovery plans	120	120	120	120	120

	3.5 Intervention					
	3.6 Accountability reporting					
4. To enhance knowledge management on the application of LEGS on risk management in livestock-based livelihoods.	4.1 Evidence generation through adaptive research, monitoring and evaluation. 4.2 Learning dissemination and sharing 4.3 Package LEGS to popular/abridged versions 4.4 Establish a community of practice (CoP)	192	192	192	96	240
5. To involve national institutions in emergencies, take into account livestock emergencies and adopt LEGS process in their polies	5.1 Establishment of a coordination secretariat for responding to emergency (inclusive of NDOC, NDMA, livestock, human, water, internal security and environment). 5.2 Creating of awareness / Sensitization across all national institutions and leaders about LEGS	33.6	33.6	33.6	33.6	2.4
6. To develop a national capacity building framework for livestock emergencies	6.1 Ensuring LEGS is incorporated into the national livestock and other sectoral policies supporting livestock emergency (Two workshops, consultancy, validation workshop) 6.2 Training staff of sectors involved in emergency responses focusing on livestock 6.3 Coordination of LEGS trainers (TOT) and other trainers (from among the secretariat) and a system of sustainability 6.4 Adoption of LEGS within the curriculum as a core course in the livestock training institutions 6.5 Engaging other education regulators to ensure adoption of LEGS in their curricula	19.2	19.2	19.2	19.2	19.2

7. To review and harmonize existing national policies involved in livestock emergency response	7.1 A study of sectoral policies and produce a report that will highlight the gaps 7.2 Dissemination of the study findings through stakeholder workshop	3				
8. To ensure availability of resources during emergencies to respond to livestock needs	8.1 Establishment of a national budget for dealing with emergencies 8.2 Establish a community of trainers to have the financial and human resources to support emergency support (two coordination workshops)	4.8				
9. To train adequate personnel on the application of LEGS	9.1 Carry out appraisal and map out the trainees at different levels, including communities, research/ academics/ extension, NGOs/ private on training needs for LEGS on a national scale 9.2 Conduct LEGS TOTs trainings. 9.3 Carry out standard LEGS training (LTC-P)	7.8				
10. To entrench LEGS training curriculum in livestock training institutions	10.1 Hold consultative discussions on the need to entrench LEGS into the training curricula 10.2 Support training institutions to review their curricula to incorporate LEGS	4				
11. To develop organization structure for LEGs management and coordination	11.1 Facilitate multi-stakeholder /multi-sectoral workshop on LEGS implementation / mainstreaming 11.2 Develop SOPs to allow structured interaction	1.2				
12. To develop national strategic plans	12.1 Organize a multi-stakeholder /multi-sectoral workshop to develop a LEGS national strategic plan.	1				

13. To mainstream LEGS in existing policies and regulations	13.1 Support review of existing policies/regulations to mainstream LEGS.	0.8				
14. To lobby stakeholders to dedicate and ring-fence funds for LEGS	14.1 Hold breakfast meetings with key stakeholders (Council of Governors, national government, donors etc.)	1.5				

**Notes**

Currency conversion rate adopted was 1 USD = KES 120

## 10.4 References

1. LEGS Handbook, 2<sup>nd</sup> edition and draft 3<sup>rd</sup> edition.
2. LEGS Strategic Pan, 2020 - 2025.
3. Proceedings of LEGS Institutionalization in Kenya Workshop 2022
4. Putting the best foot forward: Localisation, Contextualisation and Institutionalisation. A Discussion Paper for the Livestock Emergency Guidelines and Standards (LEGS), Andy Featherstone 2020.
5. National Policy for Disaster Management in Kenya, 2009.
6. Study Report on the Effectiveness of the Livestock Emergency Guidelines and Standards (LEGS) in Ethiopia & Kenya, Dr Stuart Coupe & Eric Kisiangani, 2013.