



**ICPALD**



## **IGAD Centre for Pastoralist Areas and Livestock Development (ICPALD)**

### **(ICPALD) Strategic Plan**

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**2016 - 2020**



**December 2015**

**Map 1: Schematic Representation of IGAD Region**



**Disclaimer:** *The country borders shown on the map are only indicative and do not represent the position of IGAD.*

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## ABBREVIATIONS AND ACRONYMS

ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
ASALs	Arid and Semi-Arid Lands
ASDS	Agricultural Sector Development Strategy
AUC	African Union Commission
AU-IBAR	African Union – Inter-African Bureau of Animal Resources
AU-DREA	African Union Department of Rural Economy and Agriculture
BIPs	Border Inspection Posts
CC	Climate change
CCA	Climate Change Adaptation
CEWARN	Conflict Early Warning and Response Mechanism
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organization
CRS	Corporate social responsibility
EAC	East African Community
ECOWAS	Economic Community of West African States
EC	European Commission
EDF	European Development Fund
EIA	Environment Impact Assessment
ESA-IO	Eastern and Southern Africa – Indian Ocean
EU	European Union
EW	Early Warning
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field Schools
FTAs	Free Trade Areas
GDP	Gross Domestic Product
GCCA	Global Climate Change Alliance
GRASS	Get, Retain, Accumulate, Service and Sell framework (IGAD/LPI's pro-Poor principle)
HoA	Horn of Africa
HIV/AIDS	Human immunodeficiency virus infection / acquired immunodeficiency syndrome
HSE	Health, Safety and Environment
ICPAC	IGAD Climate Predictions and Applications Centre
ICPALD	IGAD Centre for Pastoral and Livestock Development
ICPAT	IGAD Capacity Building Program Against Terrorism
ICT	Information and Communication Technology
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IFAD	International Fund for Agricultural Development
IFSS	IGAD Food Security Strategy
IGAD	Intergovernmental Authority on Development

ILRI	International Livestock Research Institute
IOC	Indian Ocean Commission
IOM	International Organization of Migration
IPCC	Intergovernmental Panel on Climate Change
IPF	IGAD Partners Forum
IRAPP	IGAD Regional HIV/AIDS Partnership Programme
ISSP	IGAD Security Sector Program
ITK	Indigenous knowledge and technologies
JFA	Joint Financing Agreement
KM	Knowledge management
LDCs	Least Developed Countries
LPCWG	Livestock and Pastoralism Coordination Working Group
LPH	Livestock Policy Hubs
LPI	Livestock Policy Initiative
MDG	Millennium Development Goals
MOFA/IFP	Ministry of Foreign Affairs/IGAD Focal Point
MS	Member States
M&E	Monitoring and Evaluation
MTE	Mid-term Evaluation
NGO	Non-Governmental Organization
NWFP	Non-wood Forest Products
NR	Natural Resources
NSAs	Non-State Actors
OIE	World Animal Health Organization
NSRs	Nutrition Survey Reports
PES	payment for environmental services
PIA	Priority Intervention Areas
PPP	Public Private Partnerships
QC	Quality Control
RECs	Regional Economic Communities
REFORM	Regional Food Security and Risk Management Programme
RBM&E	Results-Based Monitoring and Evaluation
RISP	Regional Integration Support Programme
SADC	Southern Africa Development Community
SMP-AH	Standards Methods and Procedures in Animal Health
SIF	Strategic Investment Framework
STVS	Sheikh Technical Veterinary School
SLM	Sustainable Land Management
SMP-AH	Standards Methods and Procedures in Animal Health
TADs	Trans-boundary animal diseases
THIs	Tertiary and Higher Institutions
TN	Terra Nuova
TADs	Trans-boundary Animal Diseases
UN	United Nations (agencies)

UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
VET-GOV	Reinforcing Veterinary Governance in Africa Programme in Africa
VFM	Value For Money
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization

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ICPALD team acknowledges gratefully the support provided by the Executive Secretary (ES) and officers under his office, including the legal office and secretariat, in supporting the establishment of ICPALD by the IGAD Member States. We thank MSs, FAO, Terra Nuova and AU-IBAR for being ICPALD's valued implementing partners.



## EXECUTIVE SUMMARY

The IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) was founded in July 2012 as an IGAD Specialized institution mandated to ***“promote and facilitate sustainable and equitable drylands and livestock development in the IGAD region”***. To fulfill its mandate ICPALD provides a platform for regional cooperation and coordination in drylands, and livestock development. The improvement of animal health, production and marketing, enhanced dryland agriculture and value added alternative livelihood products including non-wood forest products (NWFP) and artisanal minerals (in areas of production) will have net positive consequences for food and economic security, especially in rural pastoral populations. Regional cooperation and coordination of actions based on the scientific assessment of risks to shared (underground and surface) water resources and natural resources (NR), especially pastures and NWFP; climate change and adaptation; animal and public health; and the evaluation of other factors of production and consumption remain the principal means of achieving these benefits.

The 45<sup>th</sup> IGAD Council of Ministers meeting of July 2012, which approved the establishment of ICPALD directed that the new institution works with and through Centres of excellence in Member States (MSs) while building on the IGAD Secretariat's long experience in the management of economic development and drought related issues. In line with this directive ICPALD has undertaken a number of projects with various partners including divisions of IGAD, ICPAC, CEWARN, MS, FAO, AU-IBAR and Terra Nuova (TN) in animal health, production and marketing; alternative livelihoods including NWFP and artisanal minerals; mapping regional underground and surface shared water resources; dryland agriculture; and research and training.

This strategic plan is designed to guide and focus ICPALD's on-going and future projects and programmes. A major consideration for the five years (2016-2020) planning period will be the relationship between NR, crop and animal production and the environment, including the effect of climate and environmental changes to livelihoods in arid and semi-arid areas of the IGAD region. This will establish ICPALD as the main point of reference for assessing dryland and livestock production and productivity and sharing of good practices. In addition it will enable ICPALD to produce evidence to inform review and/or drafting of policies and supporting legal frameworks in various aspects of drylands and livestock development. During the period of this Strategic Plan, ICPALD will work with relevant public and private organizations in IGAD MSs to ensure harmony and synergy in the designing, developing and implementing projects and programmes in ASALs in the IGAD region.

The ICPALD strategic plan (2016-2020) provides communication tools for the strengthening of the Organization including official communications and linkage with professionals in drylands and livestock development, producer, processor and trader associations, the public, academic institutions and the media. The ICPALD strategic plan, by design, recognises that while drought-prone IGAD ASALs communities face common challenges and are often interconnected through

shared natural resources and regional trade and trans-boundary human and animal movements, individual IGAD MSs may have their own specificities and areas of emphasis to which ICPALD shall subscribe.

The preparation of this Strategy was an inclusive and participatory process, involving staff of the IGAD Secretariat and IGAD Specialized Institutions as well as consideration of the information obtained from Member States' consultations. The Strategy was further informed by consultations with Non-state actors, UN agencies, development partners and other stakeholders. The process of developing the Strategy was informed by consideration of the strategic niche of the ICPALD and its rationale, justification, as well as the SWOT, PESTEL and stakeholders' analysis and expectations.

The Strategy identifies 3 Departmental Thrusts, namely:-

**Departmental Thrust 1. Socio-Economics, Gender, and Policy Support:** Three strategic objectives shall be implemented under this Departmental Thrust namely; Improving access to quality socioeconomic data and enhancing policy environment for evidence based policy decisions; and Enhancing Access to Markets for non-livestock products and enhance provision of Financial Services.

**Departmental Thrust 2: Drylands Development , Drylands Agriculture And Alternative Livelihoods:** Four strategic objectives will be implemented under this thrust namely; To promote improvement of livelihoods in the drylands; Sustainable range and woodland management; Improve pastoral early warning systems; and Promote transhumance and secure rangelands access for pastoralists.

**Departmental Thrust 3: Livestock Development (Production, Health, Food Safety, Trade and Market Development).** Three strategic objectives will be implemented under this thrust namely; Supporting MSs in reducing the impact of trans-boundary diseases (TADs) and zoonosis on livelihoods and public health; Promoting enhanced livestock productivity, trade and market development within the IGAD region; Enhancing access to markets and financial services and Support and facilitate the development aquaculture and marketing of the products.

The Strategy consists of seven parts that include the strategic framework, implementation arrangements and enhancing partnerships, monitoring and evaluation and the estimated budget; and defines the vision, mission, principles and values, target groups and mechanism for mobilising resources, and coordination for effective implementation of the strategy.

The strategy describes the institutional arrangements between the IGAD Secretariat, Divisions of IGAD and Specialized Institutions, Coordination Units in Member States, Development partners and other stakeholders and provides a results-based monitoring and evaluation framework, guidelines for a mid-term review and an ex-post evaluation with clear feedback

mechanisms. The strategy also identifies the potential risks and assumptions that may affect the validity of the anticipated success in the implementation of the initiative.

Finally, the Strategy provides for a One-year Action Plan (2016) and a Five-year Strategic Plan (2016-2020) with Estimated Budgets for the successful implementation of the strategy. It is expected that at the end of this initial phase, the region will have developed a firm foundation from which to consolidate the principles and practice of drylands and livestock development sector strategies.

## 1.0. INTRODUCTION

The establishment of the IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) as a specialized institution of IGAD was approved by the 45<sup>th</sup> Ordinary Meeting of the IGAD Council of Ministers held on 11<sup>th</sup> July 2012 in Addis-Ababa, Ethiopia.<sup>1</sup> The decision to establish ICPALD was in harmony with an earlier agreement reached on 10<sup>th</sup> December 2009 by Ministers responsible for livestock to establish a technical institution responsible for regional livestock development.<sup>2</sup>

ICPALD has the mandate of promoting and facilitating sustainable and equitable Drylands and Livestock development in the IGAD region.

Since inception in July 2012, ICPALD has been engaged in several interventions including: Linking climate prediction products to end users in ASALs; Facilitating livestock value chain actors in the IGAD region to improve access to financial services and markets in the region and Middle East; Contributing to conflict resolution through targeted development interventions; Expanding sources of wealth and employment creation in the ASALs; Support to regional drylands training and research institutions networks and supporting the expansion of frontiers of knowledge. As part of the corporate social responsibility (CSR), ICPALD provides internship programmes in various aspects of cooperate governance and development.

Based on the lessons learned while implementing the on-going interventions/actions and the need for strategic positioning to effectively guide future actions/ interventions by ICPALD, it is imperative for ICPALD to have a clear Strategy and Five 5-year Strategic Plan (2016-2020), aligned to the IGAD strategy and supported by a detailed Annual Work plan for FY 2016, a Results-Framework and Monitoring and Evaluation (M&E) plan.

### 1.1. Background and Context

The Intergovernmental Authority on Development (IGAD), a regional economic community (REC) of the African Union (AU), is mandated to promote regional economic integration and other political, security and socio-economic issues of importance to member states through the implementation of common policies and programmes (including the facilitation of the movement of persons). IGAD brings together the states of Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. Presently IGAD is focusing on three priority areas:

- Agriculture and environment protection
- Economic cooperation and social development
- Peace and security

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<sup>1</sup> Decision 60 of IGAD/CM-45/12/Report.

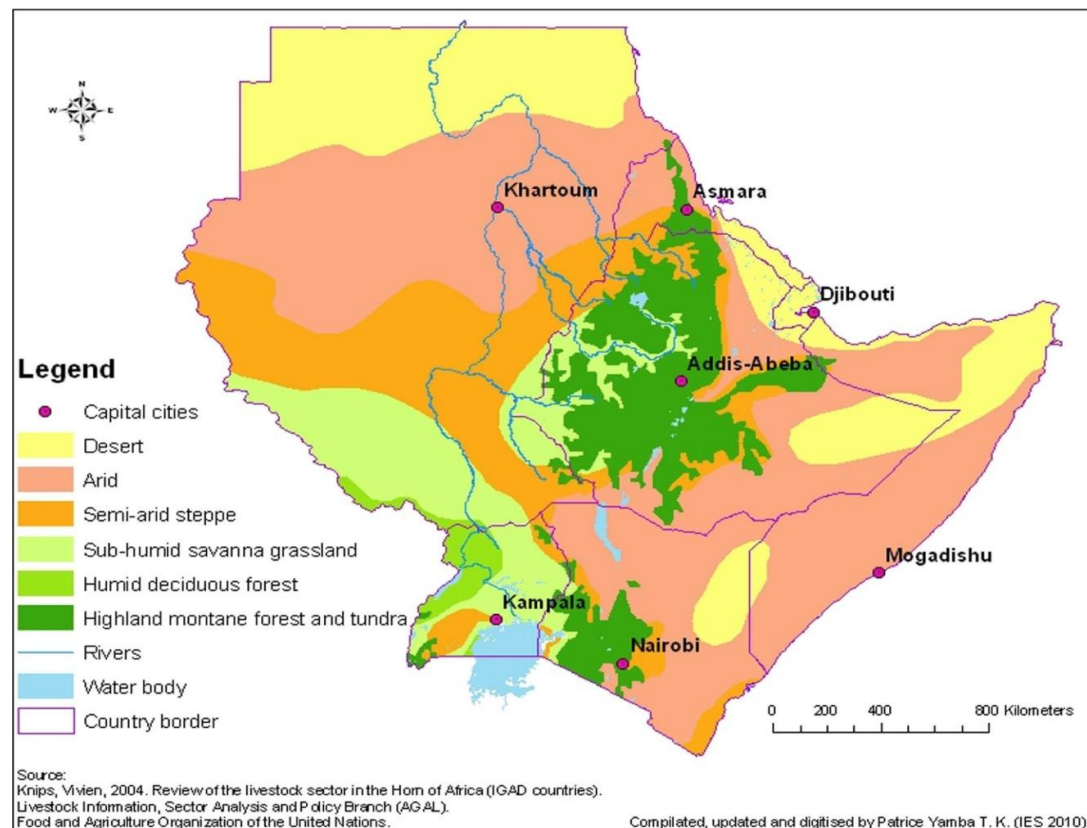
<sup>2</sup> Article 5 ; Institutional provisions of the IGAD Animal Health Policy Framework in the context of trade and vulnerability of the member states

To effectively implement its mandate, IGAD has established several institutions and specialized Centres of excellence, including the IGAD Climate Prediction and Applications Centre (ICPAC) and Conflict Early Warning Mechanism (CEWARN). IGAD has further established IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) with financial support of the EU under its EDF10 under Regional Integration Support Programme (RISP). ICPALD has received additional capacity support of the EU through and AU-IBAR implemented Veterinary Governance programme. The “IGAD Centre for Pastoral Areas and Livestock Development (ICPALD)” has its offices temporarily situated in Nairobi, Kenya.

### 1.1.1 The Context of ASALs in the IGAD Region

Arid and Semi-arid Lands (ASALs) in the IGAD region account for about 60 - 70% of the land area. ASALs are characterized by low erratic rainfall of up to 500mm per annum, periodic devastating droughts and varying combinations of vegetative covers and soils. The majority of the population of ASALs depends on pastoralism for subsistence. These regions exhibit ecological constraints which set limits to nomadic pastoralism and settled agriculture. These constraints include: erratic rainfall which usually fall as heavy showers and the water lost to runoff, high evapotranspiration, seasonal weeds which compete for scarce nutrients and moisture with grasses and herbs and low organic matter levels which cannot support long term cultivation agriculture. Map 1. Below shows Agro-Ecological Zones of the IGAD region.

**Map 2: Agro-Ecological Zones of the IGAD region**



With temperature and rainfall so significantly influencing the potential for production systems, the major efforts categorizing livestock related livelihoods have been agro-ecological with most of the ASALs populations engaging in pastoralism. Pastoralism can be considered to be both an economic and social system highly dependent on the raising and herding of livestock. Pastoral livelihoods include those with set seasonal patterns of migration (transhumance) alongside those whose search for pasture and water is less fixed and often extensive. Pastoralists differ from ranching both through its separate identity and because of its dependence on communal land. Livestock are core to pastoral livelihoods and pastoral identity. Livestock and livestock products contribute significantly as a food source and the main source of livelihood/income. Sheep, goats, cattle, camels and donkeys are the predominant holdings. In recent times attempts have been made to diversify both food and income sources among pastoralists. Whereas milk and meat constituted the bulk of the diet, purchased cereals have now become a common feature within pastoral communities. In order to finance these purchases, pastoralists exchange (barter) or sell livestock and livestock products. Further, trading of NFWP, artisanal minerals and sale of labour have also become important sources of livelihood.

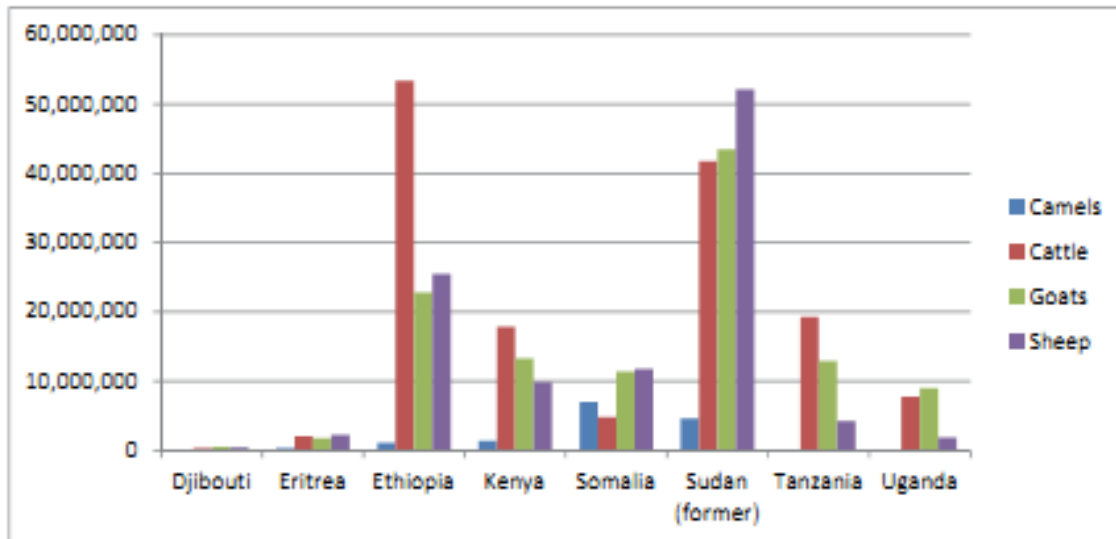
Livestock are also a key buffer to shocks particularly those arising through droughts. Large herd sizes prior to droughts ensure herd survival after the droughts. Livestock is also an integral part of identity of the population and is key to developing and maintaining social networks. Camels and donkeys serve a key role as pack animals supporting trade, carrying of water and household items as pastoralists move with their herds in search of pasture.

### **1.1.2 Livestock Production, Productivity and Trade in the ASALs**

#### **Production**

Pasture based livestock production is the dominant land use in the ASALs employing up to 90% of pastoralist populations. This involves seasonal mobility of the livestock in search of pasture or water over a large area of rangeland. 53% of the IGAD regions cattle (51 million), 71% of the goats (58 million) and 68% of the regions goats (58 million) are held in the ASALs. This mode of production is found at all scales of operations, with most being small herds, providing meat, milk, blood, hides and skins, as well as transport, storage of wealth, means of social security and obligations, security against disasters, obtaining goods and services through barter and generation of cash through local trade or export markets.

Common to all traditional pastoralists is the use of communal land for grazing. Herds will vary in size, composition, as well as in relative importance of each species. The degree of mobility of herd or households will vary depending on environmental factors or conflict which generally seem to increase with aridity. This movement is not restricted by geographical or political borders. Fig 1 below shows Comparative Livestock Production of IGAD Member States.



**Figure 1: Livestock Production in the IGAD Region (Source: FAO, 2010).**

Livestock production as an economic activity contributes substantially to food security, conflict resolution, social economic stability and environmental conservation. It is with this background that the IGAD Livestock Policy Initiative was conceived and formulated (IGAD-LPI) as a regional pro-poor livestock policy initiative through which IGAD and FAO have formed a partnership to enhance the contribution of livestock to sustainable food security and poverty reduction in the region. This will be achieved by facilitating processes and mechanisms to formulate policy and institutional reforms that increase efficiency and competitiveness and reduce vulnerability of the livestock dependent poor in the region.

### **Livestock Productivity**

Generally, livestock productivity in the ASALs is low compared to other ecological zones. Genetic composition of the herd (usually traditional breeds), poor pasture quality and environmental degradation resulting to nutrient stress have contributed to low comparative productivity. Pests, diseases, poor rangeland husbandry, insecurity related problems, high cost of inputs, rangeland scarcity due to encroachment by high populations growth and crop agriculture have worsened the situation.

**Table 1: Comparative Average Livestock Productivity 2000 (kg/animal/ year), three year averages**

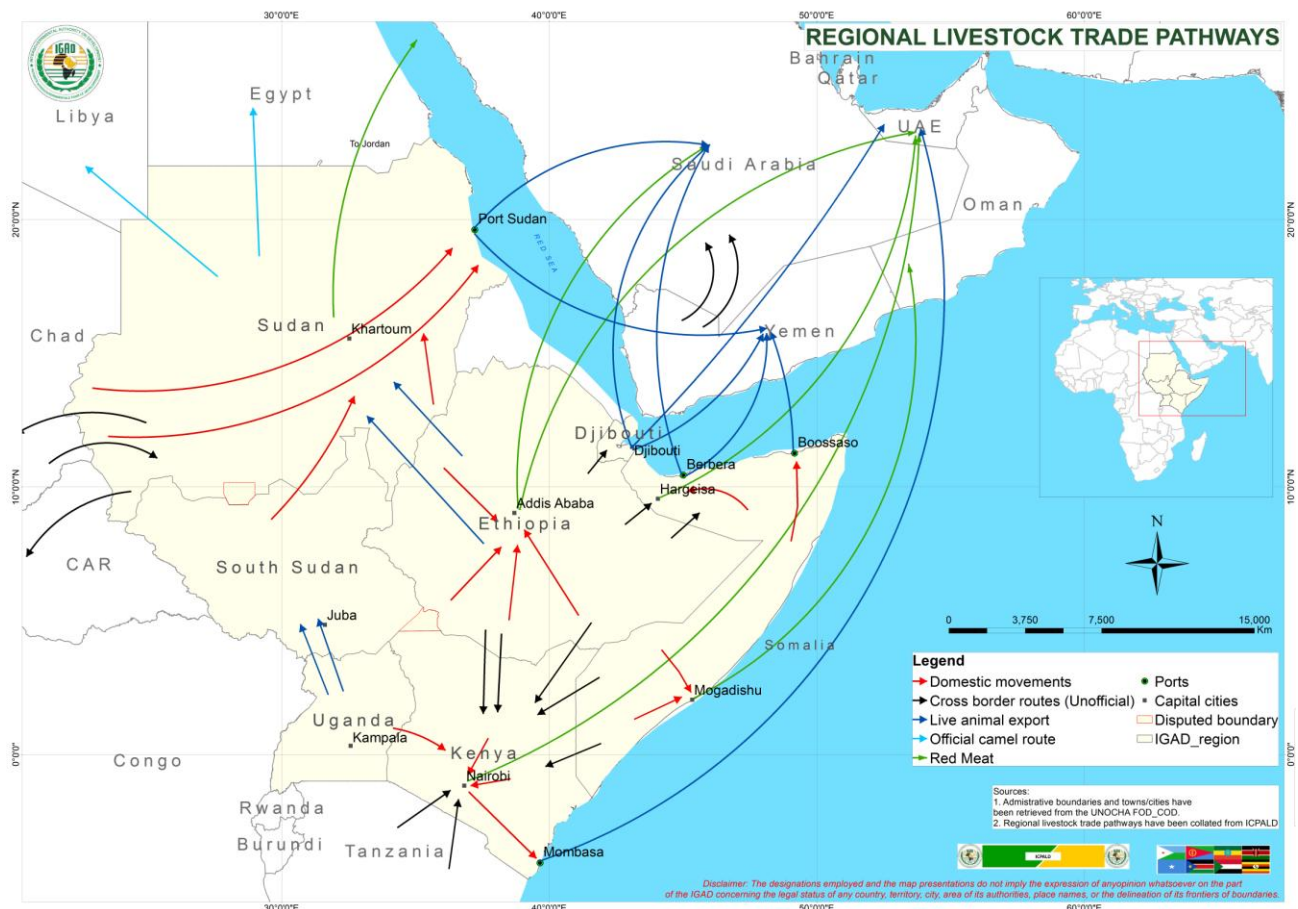
Product	IGAD region	Developing countries	Developed countries
Beef	10.4	25.0	90.9
Milk	395.8	196.8	1050.5
Sheep/goat meat	3.5	5.9	8.2
Pig meat	47.1	83.2	131.3
Poultry meat	1.4	3.1	6.9
Eggs	2.6	3.2	3.9

*Source: FAO, 2002*

## Livestock Trade

Trade is integral to the IGAD ASALs partly due to the fact that lowlands pastoral production systems are not self-sufficient without recourse to markets. Pastoralists need to purchase foods and other essential commodities to survive especially during droughts when production is low and animal sourced foods are low. Pastoralists also need cash for basic needs like medical expenses, education fees, veterinary services and general household upkeep. For this reason pastoralists have engaged in livestock trade for decades. Trade also helps in controlling animal populations in situations when the numbers may exceed the pastures ability to sustain a lot of animals as well as diversifying economic investments and activities. Fig 3 below shows the Trade Map of the IGAD Region with Domestic, Cross border and Official export trade routes.

**Map 3: Trade map of the IGAD region**



Formal and informal Intra- and regional trade have been instrumental in commodity exchange between pastoralists and regions as well as building regional economies while export of livestock and livestock products have contributed immensely to generating revenues and growing GDPs of MS. Data on the extent to/percentage which livestock trade contributes to national economies is inconclusive and needs to be ascertained in order to justify increased



budgetary allocation to the sector by respective Member States. The existing structure of the livestock markets in the region is based on an interwoven matrix of primary markets at the village level, secondary markets at the local town/district level and terminal markets in major towns and cities for final domestic sales/consumption and for export. Trader margins are extremely high because of poor market development and lack of access to market information by the producers. Livestock trade is also characterized by a long chain of middlemen and a host of formal and informal levies imposed on traders exacerbating the costs to the consumers.

A major setback in the growth and development of export markets has been the prevalence of livestock diseases. Although the demand and preference for the regions livestock and livestock products in traditional markets like the Middle East is increasing, sanitary restrictions because of transboundary diseases (TADS) including zoonosis, climaterelated diseases like the rift valley fever have continued to hamper the growth of exports.

### **1.1.3 Dryland Agriculture and Alternative Livelihoods**

#### **Agriculture**

ASAL areas in the region are characterized by variabilities in rainfall, water resources, demographic changes, changing land use, underdeveloped markets and livelihoods, and little or no investments. There has been ineffective use of small scale irrigation technology and water management technology. Commercial agriculture has been shown to be feasible in some ASAL areas but conflict with agropastoralism has been a major setback due to lack of appropriate policies. The erratic climatic shocks, land fragmentation and exhaustion coupled with growth in populations requires a transformation from natural ecosystems to managed agro-ecosystems. Growing food demand arising from high population growth has also reduced the availability of food/cereals for ASAL communities. Livelihood diversification including dryland agriculture therefore becomes a necessary coping strategy.

#### **Non Wood Products and Artisanal Minerals**

##### **a) Non Wood Forest Products(NWFP)**

The IGAD region is endowed with a variety of nonwood products which can play an important role in enhancing livelihoods in ASAL regions. These support local ASALs activities as well as provide raw materials for processing. Recently the significant environmental and economic roles played by NWFP, both locally and internationally has come into focus through better understanding of their importance and with proper husbandry can support sustainable and remunerative enterprises (FAO, 2001, Africa Forest Forum, 2011) which can greatly contribute to income diversification and alternative livelihoods in the ASALs. NWFP provide i) Edible products like oils, spices, vegetables through a variety of fruits, nuts, tubers and honey ii) fibres for baskets, mats, tanning materials, sponges and brooms iii) extractive products like gums, resins, dyes, oils, fats which are used in a variety of processing industries iv) a variety of medicinal and pharmaceutical products v) bee products including honey, bee wax, royal jelly and propolis and vi) cultural products such as carvings and handicrafts.

**Table 2: Summary of the NWFP found within the IGAD region**

Member State	Main NWFP	Selected Available Statistical Data
Djibouti	Fodder plants	No information available
Eritrea	Exudates (gum arabic from <i>Acacia senegal</i> , olibanum from <i>Boswellia papyrifera</i> ), utensils (leaves from the doum palm <i>Hyphaene thebaica</i> )	In 1997, Eritrea exported 49 t of gum arabic, 543 t of olibanum and 2 064 t of doum palm leaves
Ethiopia	Exudates (olibanum, gum arabic, myrrh from <i>Commiphora myrrha</i> ), medicinal plants, honey and beeswax	<ul style="list-style-type: none"> <li>• Ethiopia is one of the world's largest producers of olibanum with an annual production of 1 500 t</li> <li>• Annual production of gum arabic reached 350-400 t in 1988-94</li> <li>• In 1976-1983, annual honey production ranged from 19 400 to 21 000 t, representing 24 percent of the total African honey production</li> </ul>
Kenya	Fodder plants, medicinal plants, exudates (e.g. <i>Boswellia spp.</i> ) and tannins ( <i>Acacia mearnsii</i> )	Annual production of tannins is estimated at 9 700 t/year, with exports up to 7 800 t/year
Somalia	Exudates (myrrh, opopanax from <i>Commiphora sp.</i> , olibanum)	Annual production of myrrh is estimated at some 4 000 t, worth US\$16 million. Exports of olibanum reached 200 t in 1987 ( <i>Boswellia carterii</i> ) and 800 t in 1988 ( <i>Boswellia frereana</i> ).
Sudan	Exudates (gum arabic, gum karaya from <i>Sterculia sp.</i> , olibanum), fodder, fruits, sheanut butter ( <i>Vitellaria paradoxa</i> ), medicines, dyes (henna from <i>Lawsonia inermis</i> ), honey and beeswax, bushmeat	Sudan is the main producer of gum arabic (from <i>Acacia senegal</i> and <i>A. seyal</i> ), widely used in the food, pharmaceutical and technical industry. In the 1996/97 season, the total exports of gum arabic, mainly derived from <i>A. senegal</i> , was 17 759 t.
Uganda	Honey, bushmeat	The only statistical data available indicates the exportation of 50 kg of sheanut butter ( <i>Vitellaria paradoxa</i> ) in 1996.

(Source FAO, 2001)

The above products can be commercialized for alternative livelihoods, income generation and employment within the ASALs. In addition, the IGAD region is endowed with a rich cultural heritage and scenery which can attract tourism and wilderness adventures and support lucrative ecotourism. This can be a major source of livelihoods and job creation both at local and regional levels in the region.

## b) Artisanal Minerals

IGAD member states have a wealth of mineral deposits which have traditionally been mined by the locals using traditional technology that produce quantities that are not economically viable. Prospecting and mining has been through “trial and error” and rudimentary technology used for production. Artisanal mining has been shown to involve mostly women and children and in some countries contribute largely to employment and Member State Revenues. Formalized, organised mining can be a source of alternative livelihoods, income and employment for populations within the ASALs.

**Table 3: Some Artisanal Minerals of the IGAD Region**

<b>Member State</b>	<b>Minerals (not Exhaustive)</b>
Ethiopia	Gold, Platinum, Salt, Sulphur, Copper, Potash, Nickel, Gemstones, Tantalite
Kenya	Gold, Copper, Iron, Lead, Manganese, Mica, Soapstone, Soda and Salt, Titanium, Zinc, Gemstones, Quartz, Quarry,
South Sudan	Gold, Diamonds, Chromite, Copper, Uranium, Manganese, Iron Ore, Aluminum
Sudan	Gold, Silver, Copper, Uranium, Phosphates, Rare Metals
Uganda	Gold, Copper, Zinc, Lead, Aluminum, Iron Ore, Limestone, Marble, Clay, Sand, Diamonds, Rubies, Emeralds, Salts
Djibouti	Gold, Gypsum, Granite, Limestone, Marble, Clay, Gravel. Sand, Stone, Marble
Somalia	?

(Source: Omiti, IGAD, 2013)

Further, some Member States in the region have a thriving oil industry with revenues that can be invested in development of ASAL areas while others have recently discovered vast oil, coal and natural gas deposits in pastoral areas. This emerging oil industry raises major questions on land use, land ownership/tenure and resource use and allocation that require appropriate policy environment for viable economic investment.

### 1.1.4 Stakeholder Analysis

ICPALD has various categories of institutions and individuals with interest in the development of pastoral areas and more specifically the livestock sector . Below is a brief description of these stakeholders

Level	Stakeholders
International	RECs, Partner States, Standards Organizations, Universities, Research Institutions and other Centres of Excellence, UN Agencies and International Development Partners, Bilateral and Multilateral Donors, International Financial Organizations, Venture Capitalists and Investors, Export Markets, Think Tanks, International Consultants etc.
Regional	RECs, Partner States, Regional Standards Organizations, Professional Bodies, Research Institutions and Regional Centres of Excellence, NGOs, Regional Development Agencies, Private Investors, Regional Financiers, IGAD Specialized Centres, Regional Producer Organizations, Regional Service Providers and Consultants etc.
Member States	Government Ministries, Local Government Agencies, Research Bodies, Universities and other Centres of Excellence, Local Donor Agency Representatives, NGOs, CBOs, Producer Associations, Professional Associations, Financial Institutions, Investors, Service Providers, Traders, Producers, Service providers and Consultants etc
Programme Level	Government Ministries and Agencies, Research Institutions and centres of excellence, Beneficiary Producers, Service providers, Professional Associations, Trader and Producer Associations, Implementing Partners, NGOs, Traders, Consultants, ICPALD Employees, etc

## 1.2. Organizing Principles of the Strategic Planning Process

In planning the ICPALD strategy development process, especially external and internal environment assessment, the team was cognizant of the fact that the mission of ICPALD will be achieved by the collective efforts of IGAD Member States, IGAD and AUC institutions, and other development partners, all of which have their own strategies with regard to drylands and livestock development and enhancing the livelihoods of pastoral communities. ICPALD strategy will therefore be a harmonizing tool that will optimize the use of available resources and talent, thereby providing additional opportunities for all Member States and Partners to achieve greater success in the region.

Important to the achievement of the ICPALD Strategic Plan is a common understanding of the Centre's mission by the stakeholders and their commitment to achieving the desired outcomes. Instilling this awareness will become more challenging as the organization expands. Bearing this

in mind, the assessment of the external and internal environment in the development of ICPALD's strategic plan was guided by the following principles:

- Broad involvement and participation by ICPALD stakeholders in the strategy development and implementation process is crucial from the onset. Accomplishing the purposes of the ICPALD Strategic Plan requires understanding of and commitment to the achievement of ICPALD's goals and objectives. Internalizing and ownership of these responsibilities is achieved through participation in the development of the Strategic Plan by stakeholders and hence the need to understand their respective prevailing drylands and livestock policies and strategy related issues to inform ICPALD Strategy formulation and implementation.
- Strategic planning is an evolving process. Since the environment is constantly changing, ICPALD must always be cognizant of these variations in internal and external influences to ensure its course stays focused on the mission. Consequently, the planning team recognizes that strategic planning is an on-going process requiring a periodic review and assessment of ICPALD's goals and progress towards achieving these goals.
- Subsidiarity
- Gender equality and equity

The incorporation of these principles in the strategic planning process will ensure that a common strategic direction is maintained at all times, stakeholders have ownership in the plans' success, and ICPALD is held accountable for achieving its mission through periodical assessment processes. Through continuous communication, reporting and observance of mutual accountability practices, transparency in its operations will be achieved.

## **2.0 SITUATIONAL ANALYSIS**

There was general concurrence during Member States consultations that IGAD region's colonial and post-independence national governments did not prioritize drylands and livestock sector development in spite of the region having the highest number of pastoralists and livestock with significant contribution to the national governments' GDP in the world.

Consultations with IGAD Member States revealed major impediments to the development of public policies and legal frameworks on drylands and livestock development sectors including: fragmentation of policymakers in various sectors; inappropriate timing, poor implementation and monitoring mechanisms of policies and legal frameworks; vested political interests; inadequate research, information and data; resources constraints; poor infrastructure; insecurity due to proliferation of small arms; reluctance by pastoral communities to cost-

share the cost of animal healthcare and treatment; and inadequate private sector participation in pastoral areas and livestock sector development due to lack of investment incentives .

Moreover, where appropriate policies and legal frameworks exist on pastoral areas and livestock development, effective implementation is variously constrained by resource constraints (financial, human and technical knowhow); political tension between neighboring states that impedes traditional free movement of pastoralists and their livestock; top-down implementation by technocrats; misconceived application of food security concepts and interventions to pastoralist communities in complete disregard of their livelihood systems and resulting to misallocation of resources; inadequate policy and legal frameworks; inadequate management information systems; insecurity due to proliferation of small arms; the region's vulnerability to extreme climatic variations characterized by frequent dry spells, droughts and floods; trans-boundary resource-based conflicts; disrespect for traditional mechanisms of governance, conflict resolution, restitution and peace building; inadequate policy environment for sustainable governance and management of trans-boundary natural resources, human and livestock movements; inadequately harmonized interstate and trans-boundary marketing and trade policies and regulatory mechanisms; insecurity and trans-boundary and inter-clan conflicts across borders ; prevalence of livestock diseases, pests and predators; land tenure, subdivision and encroachment of ASALs for agricultural production; unfair trade practices; environmental degradation; HIV/AIDS scourge; ; corruption; high illiteracy rates in rural pastoral areas (up to 78%) and difficulties in implementing post-literacy skills-based training for employment and income generation.

On a positive note, however, there are enabling factors which contribute to effective pastoral areas and livestock sector development such as historical livestock production development that emphasized commercialization of the sector and encouraged pastoralists to produce livestock for the market; a long history and experience in the ASALs that resulted in improved grazing and general rangeland management through capacity building of local Resource User Associations; resilience of the local peoples; political goodwill; international community goodwill and increased interest by development partners in the Greater Horn of Africa (GHA); enabling policy environment and legal frameworks; and the prevailing sustainable pastoral livelihood systems and support to community initiatives. For details, see [Annex 1 \(Situational Analysis\)](#)

## **2.1 SWOT and PESTEL Analyses**

Strengths and opportunities available to ICPALD initiative to address internal weaknesses and external threats to programming were identified during SWOT and PESTEL Analyses. The results of this analysis are narrated below:

### **2.2.1 Strengths, Weaknesses, Opportunities And Threats (SWOT) Analysis**

#### **a) Strengths**

- Specialized recognized institution with clear mandate in dry land and livestock development;
- Strong collaboration linkages with local, regional and international research and development institutions and organizations and development partners
- Good linkages to development partners
- Well trained and experienced staff. IGAD is the only REC in Africa with highly experienced, competent and professional human resource dedicated to drylands and livestock development programmes in the region;
- Existence of livestock policy hubs
- Capacity for Resource mobilization

#### **b) Weaknesses**

- Poor infrastructure; Office space
- Inadequate expertise to meet the broad objectives and mission of ICPALD
- Lack of ICPALD customized internal standard operating systems; finance, HR, MIS
- ICPALD fully depends on external donor funding and limited Member States' budgetary contributions;

#### **c) Opportunities**

- Leveraging IGAD visibility, political goodwill, financial and technical contributions by Member States;
- Skilled human resource in Member states that can be further developed and leveraged by IGAD institutions and programs;
- Alarming degrading rangelands.
- Water harvesting technologies exists that could be applied in the ASALS.
- Unexploited livestock resources, artisanal minerals, non-wood forest products and ecotourism in the ASALS
- Existence of a thriving private sector involved in processing, value-addition and marketing; Lack of private sector involvement in processing, value addition and marketing.
- Cross border mobility that require regional approach/intervention.
- Emerging opportunities that call for formulation and implementation of new policies in the pastoral areas
- HOA resilience building initiative
- Contesting land rights and tenure that need resolution

#### **d) Risks/Threats**

- Increasingly complex inter/intra border conflicts, insecurity in the pastoral areas and radicalization.
- Environmental degradation, desertification and recurrent adverse Climate change effects/impacts;
- Emerging and re-emerging diseases, prevalence of livestock diseases, pests and predators;
- Land subdivision, tenure and policy Insecure land tenure and rights, subdivision
- Donor-driven demands and expectations that may not be congruent with IGADS/ ICPALDS focus and goal programs/projects;

### 2.2.2 PESTEL Analysis

Environmental scanning to determine political, economic, social, technological, environmental and legal (PESTEL) factors likely to influence the IGAD Center for Pastoral Areas and Livestock Development Plan(ICPALD), 2016 – 2020were examined and summarized as below:

#### (a) Political Factors

Political factors likely to impact the implementation of the ICPALD include:

- Poor political leadership, governance and ever evolving democracies;
- Inadequate provision of essential basic human security needs of water, food, health, employment and education programmes that are sensitive to the lifestyles of the pastoral communities of the ASALs;
- Vicious cycles of violent conflicts in the Horn of Africa sub-region result in untold suffering and extensive damage of life and property, adverse impacts on the general socio-economic development, and peace and security in the region. Each of the IGAD member states is vulnerable to spill-over effects of violent conflicts in neighboring states, illegal cross-border movements and large scale cross-border crime. Inter-tribal and inter-state cross-border resource-based conflicts have impeded migration and movements of pastoralists and livestock to their traditional and seasonal grazing lands between dry and rainy seasons respectively as well access to markets.
- Trans-boundary threats in the form of smuggling, lawlessness, militias and international terrorism continue to destabilize some of the IGAD member states;
- Interstate conflicts, intra-state conflicts, ethnic conflicts, and pastoral zone conflicts over shared natural resources exacerbated by commercialized cattle rustling, raids and counter raids are today a serious source of internal insecurity and regional instability. Often most of these conflicts are politically instigated;
- External factors like proliferation of small arms and easy access to sophisticated weaponry has influenced internal and inter-state conflicts in IGAD region resulting in large numbers of internally displaced persons (IDPs) and refugees;
- Reduced respect and observance of traditional rules governing cattle raiding and warfare, restitution and peace building mechanisms;

In spite of the above trends, the current paradigm shift on empowerment and redistribution of capacity and resources from the central government to the grassroots in most of the IGAD Member states has given rise to new development initiatives in ASALs. Nevertheless, the political goodwill that has prioritized these development efforts in the ASALs face a formidable challenge by wealthy political elites who variously form cartels that sucks up the bulk of resources, thereby perpetuating marginalization of their own communities.

It is noteworthy that traditional inter-tribal/community migrations agreements are recognized by neighbouring MSs and often suffice to facilitate inter-tribal migrations, livestock movements, sharing of natural resources and enduring inter-tribal/community conflict resolutions.



### **(b) Environmental Factors**

Environmental factors and trends likely to impact the implementation of the ICPALD include:

- The regions high vulnerability to recurrent droughts, dry spells and floods that predispose the region to extremes of climatic variations, famine, food security and large scale population displacement, grinding poverty and political instability
- Duplication of initiatives and competition for resources between RECs, AUC and its organs and from Member States and UN Agencies;
- Member States inadequate capacity to cope with the dynamic and ever-increasing demands of international terrorism, international economic crises and climate change;
- Adverse impacts of climate change due to unpredictable weather conditions characterized by prolonged periods of hunger, recurrent droughts floods and disease epidemics;
- Environmental and natural resources depletion and/or degradation;
- Application of inappropriate climate change mitigation strategies and programmes;
- Inadequate climate change prediction and early warning systems and response mechanisms;
- Climate change and desertification: The high number of livestock against diminishing natural resources has led to steady environmental degradation. Water sources and pastures are overstretched to the limit. Lack of climate change impact mitigation strategies and interventions and high competition in the range lands between the tribes/clans have been the main cause of conflicts and inter-tribal fights among pastoralists;
- climate change vis-à-vis ineffective mitigation efforts, a situation that is exacerbated by inadequate resourcing;
- increased frequency of prolonged droughts;
- increasing human population and large stocks exert pressure on the fragile ASALs ecosystem; and
- breakdown of traditional grazing regulations among others.

### **(c) Social Factors**

Social factors likely to impact the implementation of the ICPALD include emerging insecurity trends in the ASALs that threatens to reverse any socio-economic development gains and influx of illegal migrants and refugees from neighboring countries. Increasing human population and large stocks exert pressure on the fragile ASALs ecosystem, while socio-political issues override the need for good rangeland management.

Pastoralists are traditionally mobile through mutual agreements. However, pastoralists/farmer conflicts do occur due to the absence of and/or haphazard enforcement of unclear land tenure policies. Moreover, rangelands are not registered with traditional stock routes occasionally blocked by farmers in fear of livestock damage to their crops.

Other major factors include:

- Impacts of HIV/AIDS scourge, famines, civil strife and high brain drain;
- Rural-Urban migration that depletes productive work force in rural areas, while exacerbating socio-economic problems in cities (creation of informal settlements);
- The region's high vulnerability to climatic variations characterized by frequent dry spells, droughts and floods, land degradation, low productivity, poorly developed domestic market structures, low savings and investment, heavy debt burden and underdeveloped infrastructure, high population growth rates (more than 3%) and high urbanization;
- Trans-boundary resources-based conflicts within and outside the region;
- Major challenge to IGAD's capacity to cope with the dynamic and ever-increasing demands of international terrorism, international economic crises and climate change;
- High population growth;
- Rural-Urban migration that depletes productive work force in rural areas, while exacerbating socio-economic problems in cities (creation of informal settlements);
- Flow of IDPs and refugees on food markets across the IGAD region member states;
- Inadequate basic social services coverage of the ASALs

#### **(d) Security factor**

Proliferation of small arms due to ongoing border conflicts and civil strife. Small arms recovery initiative has not been successful due to mutual mistrust and insincerity of neighboring communities and warring clans/tribes. Commercialization of livestock raids has exacerbated post-livestock raid inter- and intra community, tribal and/or clan animosities.

#### **(e) Technological factors**

The following technological factors and trends continue to impede development initiatives in pastoral areas and livestock development and appropriate mitigation strategies need to be inbuilt in the ICPALD strategic initiative:

- Poor communication infrastructure (roads, telecommunication, internet connectivity and rural electrification);
- Low uptake of appropriate technology and promising innovations;
- Conservatism and lethargy to adoption of technological best practices and promising innovations;
- Limited access to improved and/or promising technologies and innovations;
- Low human resource capacity development;
- Inadequate environmental, climate change prediction and mitigation sensitive collaborative research initiative and dissemination.

However, on a positive note, the improved speed of telecommunication and internet facility has positively influenced livestock trade and market penetration. Efficient livestock traceability and tracking (via satellite) facilitates timely decision making and planning, while adoption of appropriate ICT and technological advances for effective communication will greatly enhance livestock trade and market connectivity. Possibilities of electronic tagging of animals to curb rustling and check movements; identification of underground water resources; climate

prediction; etc, are among best practice technological innovations that will spur pastoral areas and livestock development sectors in ASALs of the IGAD region in future.

#### **(f) Economic factors**

A steady growing economy of IGAD MSs is expected to avail the much needed resources (human, technical and material) to enhance ASALs development. Devolved CAADP, RPP and CPPs addressing pastoral livelihoods will give fresh impetus to drylands and livestock sector development.

However, oil prospecting and drilling by international consortia without prior/mandatory EIA reports, continue to cause environmental pollution (air and water sources) with long-term debilitating effect on humans, livestock and flora. Local pastoral people are not being employed by the oil and mineral international multinational consortia due to lack of employable technical skills and capacity, and neither is there visible efforts towards short and long-term technical skills and management training of the locals. This is exacerbated by lack of corporate social responsibility.

Furthermore the following economic factors require appropriate inbuilt mitigation initiatives in the ICPALD strategy to enhance pastoral areas and livestock development of the ASALs:

- Land degradation, low productivity, poorly developed domestic market structures, low savings and investment, heavy debt burden and underdeveloped infrastructure, and high population growth rates (more than 3%) and high urbanization;
- High youth unemployment;
- Inadequate state investment in the ASALs;
- Unhealthy competition for resources between RECs, AUC and its organs and from member states and UN agencies;
- Lack of value addition and lack of access to organized markets for livestock products and other natural resources based ASAL products;
- High competition and demand for diminishing arable land and encroachment of semi-arid and arid lands for crop farming (food production), water and pasture;
- Steep increases in food prices that undermine food security in the region with consequential adverse effects on poor households;
- Slump in tourism and trade exacerbated by largely untapped tourism potential of the ASALs;
- Decline in direct foreign investments and donor assistance;
- Existence of interstate Non-tariff Barriers among IGAD MSs; and
- Inadequate/poor infrastructure (roads, telecommunications and internet connectivity, and provision of basic social services).

#### **(g) Legal factors**

Existing interstate policy, trade and legal barriers impacting on drylands and livestock development within the IGAD region shall be addressed through appropriate bilateral, regional and continental economic communities and institutions (Bilateral Treaties, EAC, IGAD and AUC).

New Rangeland laws are being formulated to regulate stock carrying capacity of available rangeland, registration of rangelands and promotion of improved rangeland and environmental management practices, demarcation of stock routes and efficient use of water sources.

Lack of respect for traditional mechanisms and structures governing cattle rustling, warfare, conflict resolution, restitution and peace building; inadequate harmonized regional policies, programmes and enforcement regulatory frameworks; inappropriate policy environment governing transboundary sustainable management of natural resources, human and livestock movements; unhealthy competition for resources between RECs, AUC and its organs and from member states and UN agencies; and inadequate harmonized interstate and transboundary marketing and trade policies and regulatory mechanisms will variously hamper sustainable pastoral areas and livestock development initiatives of the ASALs.

The above PESTEL factors combine to contribute to the IGAD region's considerable vulnerability to current climate variability and long-term climate change, especially the ASALs. As such, efforts to increase the capacity of ASAL communities and households to cope with and adapt to greater prevalence of drought due to climatic change requires holistic approach that addresses their need for information, access to appropriate technology, capacity building, new livelihood opportunities and supportive policy regime.

#### **(h) Resource mobilization and funding**

Some of the IGAD MSS' governments are not signatories of the Canton Agreement, and therefore cannot access EU funding for Drylands, Livestock and Fisheries development. Alternative resource mobilization strategies need to be put in place.

### 2.2.3 Emerging Strategic Issues and Objectives

**Table 4: Emerging Strategic Issues and Objectives**

S. No.	Strategic issue	Strategic Objectives
1	Existing interstate policy, trade and legal barriers impacting on drylands and livestock development within the region.	1. Policy review, harmonization and domestication of appropriate bilateral, regional and continental Economic Communities and Institutions (Bilateral Treaties, EAC, IGAD and AUC) legal frameworks.
2	There is need to improve local livestock production and productivity to enhance food, social and economic security of pastoral communities (ASALs). However this has been jeopardized by low adoption of appropriate technologies. Inadequate extension services and low incomes have led to low adoption of proven technologies and therefore productivity and income levels remains low.	2. Adaptive research: Genetic improvement of the local livestock breeds for increased livestock production and productivity.
	High costs and low quality inputs - The high cost of livestock feeds and other inputs has increased the cost of production and reduced the competitiveness of the livestock industry. This, coupled with low quality inputs has affected productivity and profitability of livestock enterprises.	3. Subsidy considerations to lower cost of livestock feed and inputs. Enforce quality standards and control measures in formulation and/or imported of livestock feeds and inputs.
	Feed and water availability- Feed and water are critical in livestock productivity. However, seasonal fluctuation of feed and water availability poses challenges to livestock production and precipitate conflicts among communities and wildlife competing for these resources.	Water resources development and improved range management: 4. Promotion of water harvesting technologies and infrastructures. 5. Integrated water source development, small and medium size irrigation development for market-oriented horticulture and household food security (nutrition), fodder production, (feeds) processing and storage.

S. No.	Strategic issue	Strategic Objectives
		6. Adaptive research and demonstration of Model Range Management Best Practices.
	Weak Livestock Extension support and training.	7. Strengthening of livestock extension support and Training.
	Value addition, Small and Medium Enterprise development (livestock and non-livestock products)	8. Value addition and provision of appropriate financial services (banking, mobile money transfer, loan, livestock as collateral, forex services, livestock insurance schemes) to key livestock production and marketing value chain sub-sector stakeholders.
	Pastoral livestock production system is not market oriented, but more socially oriented.	9. Promotion of commercialization and market orientation to livestock production by Pastoralists.
	Ineffective gender involvement, participation and empowerment in drylands and livestock sector development in ASALs.	10. Implementation of ASALs Gender Strategy for Gender empowerment in drylands livestock sector development.
3	Diseases outbreaks that result in imposition of disease-related export restrictions. Disease outbreaks have negative impact on recovery of trade in livestock and livestock products.	11. Effective regional livestock diseases and epidemics (epizootics) surveillance, control and management through the establishment of Strategic Regional Quarantine and Sanitation facilities equipped with functional laboratories to provide quarantine and certification of animals for traditional and expanded livestock production catchment zones and markets. 12. Enhanced local capacity for the manufacture of veterinary drugs and vaccines.
4	Poor infrastructure in ASALs, including roads, market and stock route infrastructure and services.	Promotion of marketing and infrastructure development, including market and stock-route infrastructure and related services: 13. All approved Border Inspection Posts (BIP) are operated under the authority of an official veterinarian (Not the non-technical customs officials). 14. Cross-border markets are equipped with basic

S. No.	Strategic issue	Strategic Objectives
		structures and services (fenced-off service yard supplied with adequate water and watering troughs, hay and feed concentrates, sheds and loading ramps, disposal sites, vaccination crash, emergency slaughter slabs, weighing scale, power-house).
	<p>Poor marketing of ASALs based livestock and non-livestock products.</p> <p>For example the trucking of camels: the animals are too tall to fit in the standard trucks, leading to unethical practice of transporting the animals with their legs folded and tied for long journeys of several days.</p> <p>Shifting requirements in external trade - Stringent requirements by trading partners has impeded trade in livestock, livestock products and inputs. In addition changing consumer demands continue to pose challenges for the country to comply.</p>	<p>15. IGAD Region Standard Livestock and Non-Livestock products Market Information System is in place.</p> <p>16. Implementation of Strategy for Enhanced Market Access, Trade and Financial services for ASALs based livestock and non-livestock products.</p> <p>17. Explore viability of designer trucks as an alternative means of transporting camels to market outlets.</p> <p>18. Harness the improved speed of telecommunication and internet facility to positively influence livestock trade and market penetration;</p>
5	<p>Pastoralists/farmer conflicts due to the absence of and/or haphazard enforcement of unclear land tenure policies.</p> <p>Moreover, rangelands are not registered with traditional stock routes occasionally blocked by farmers in fear of livestock damage to their crops.</p>	<p>19. Promotion of improved rangeland management practices through rangeland rehabilitation and development, and establishment of new rangelands.</p> <p>20. Formulation of new Rangeland laws to regulate stock carrying capacity of available rangeland, registration and promotion of improved rangeland and environmental management practices; demarcation of stock routes and efficient use of water sources.</p>
6	<p>Insecurity in livestock producing areas - Insecurity in livestock producing areas hampers livestock disease control and access to markets. This leads to loss of incomes and livelihoods for producers and other players in livestock value chain. Insecurity in livestock producing areas has been majorly due to:</p> <p>1. Political tension between neighboring countries (E.g. Sudan and South Sudan).</p>	<p>21. Sustainable conflict resolution and peace mediation mechanisms (CEWARN)</p>

S. No.	Strategic issue	Strategic Objectives
	2. Proliferation of small arms due to ongoing border conflicts and civil strife with neighboring countries and communities, often exacerbated by insincerity of neighboring countries, communities and warring tribes.	22. Member states ratification and commitment to safeguard traditional inter-tribal/community migration agreements, livestock movements, sharing of natural resources and inter-tribal/community conflict resolution mechanisms. 23. Enforce community by-laws and state legislation on appropriate carrying capacity of ecosystems.
	3. Increasing human population and large stocks exert pressure on the fragile ASALs ecosystem: Socio-political issues override the need for good Rangeland Management practices.	
	4. Breakdown of traditional grazing regulations leading to unhealthy competition and conflicts over natural resources.	
	5. Enhancement of Free Trade/Trans-boundary issues to stem the increasingly commercialized (and militarized) cattle rustling.	24. Joint Member states/ICPALD/CEWARN/IDDRSI oversight for Fast tracking Free Area Trade & Bilateral Agreements. 25. Employ efficient Livestock Traceability and Tracking technology (via Satellite) to facilitate timely decision making and planning.
	6. Recurrent droughts and desertification that lead to livestock losses and destitute pastoral households; Lack of climate change impact mitigation strategies and interventions, coupled with high competition in the range lands between the tribes have been the main cause of conflicts and inter-tribal fights among pastoralists.	26. Climate change impact and desertification mitigating strategies and initiatives.
7	Inadequate Funding and Resource Allocation for Drylands and Livestock Sector development, especially poor funding for livestock sector.	27. Advocacy for improved drylands and livestock sector funding (financial support, human resource, equipment, IT and technical capacity building).
8	Intervention gap exist whereby livestock health is taken care of while the pastoralists lack essential basic services of safe water provision and sanitation; nutrition and primary healthcare; education for school-age going children and lack of human security.	Integrated and holistic development intervention objectives encompassing: 28. Control and management of trans-boundary livestock diseases (epizootic notifiable diseases), treatment and vaccination; 29. Sustainable conflict resolution and peace building in



S. No.	Strategic issue	Strategic Objectives
		pastoral areas (all types of conflicts). 30. Enhanced cross-border movement integrated emergency response and security.
9	Alternative funding opportunities need to be identified and mobilized for IGAD Members States that are non-Signatory of the Canton Agreement.	31. ICPALD to develop a comprehensive but flexible Resources Mobilization Strategy.
10	A general concern has been raised over the apparent poor coordination between the Ministry of Foreign Affairs and IGAD (and by extension ICPALD) stakeholder technical line ministries at member states due to lack of technical capacity.	32. Assess the feasibility of establishing ICPALD Technical Coordination Focal Point Desks at each stakeholder technical line ministry in member states in addition to the overall IGAD/MOFA coordination for effective coordination.
11	"ICPALD is not a legally recognized unit/office of the IGAD Secretariat and should strictly operate as a Specialized Unit under Agriculture and Environment Division in accordance with the old IGAD structure, which is the legally recognized operating structure. ICPALD has no business using IGAD's official logo!" (HE Gebreselassie Gbreegziabher, Director IGAD Directorate/MOFA, Ethiopia MS and the current IGAD Chair).	33. Expedite Ratification of the rationale, protocol, mandate, structure and functions of ICPALD by Member states, Council of Ministers and the Summit.

### **3.0 STRATEGIC FRAMEWORK**

The development of the IGAD Center for Pastoral Areas and Livestock Development (ICPALD) Strategy (2016-2020) was informed by the existing IGAD Strategy and Implementation Plan (2011-2015); IGAD Specialized Institutions and Programmes' Strategies and Implementation plans [ICPAC Strategy 2011-2016, ISSP (2011-2015), IRAPP (2012-2016), IGAD regional gender policy framework 2012-2016, and CEWARN Strategy (2012-2017)]; IGAD Drought Disaster Resilience and Sustainability Initiative IDDRSI (2013-2017); Drought response plans of major partners and stakeholders: AUC/NEPAD/CAADP, AU-IBAR, EAC, World Bank, African Development Bank, UNDP, EU, USAID, GIZ, Pastoral Associations and others.

The strategy builds on converging mandates and objectives of the different stakeholders in the drylands agriculture and livestock development sector. IGAD is committed to promoting holistic, integrated, results-oriented development programming approach that is responsive to the regional environmental, socio-cultural, political and economic aspirations of the ASAL communities of the IGAD region, effective and efficient use of resources, mutual accountability and transparency. The strategy will strengthen capacity building of sustainable regional and national institutions and ASALs communities' mitigation capacity against food insecurity, climate change and desertification.

The strategy espouses a paradigm shift from the erstwhile consideration of the ASALs as non-productive wastelands to the current development oriented view that the ASALs have great potentials that ought to be sustainably harnessed with well-targeted public and private sector investments for the benefit of local communities and nations.

The strategy emphasizes the importance of regional approach (thinking nationally and acting regionally) which calls for simultaneous engagement of countries in the region in efforts that promote, facilitate and support climate change adaptation and sustainable pastoral areas and livestock development.

A summary of the ICPALD Planning Hierarchy and Strategic positioning is outlined below.

ICPALD comprises of three (3) Departmental Thrusts which were arrived at following consultations with IGAD MSs, IGAD Staffs, development partners and a comprehensive review of existing national, regional and continental institutional and development partners' policies, strategies and programming gaps targeting pastoral areas and livestock development sector of the ASALs.

The ICPALD Strategic Plan (2013 - 2017) and the proposed Departmental Thrusts was validated at a Joint Stakeholders' Validation Workshop by Member States and Development partners held in Kampala Uganda on November 25-26<sup>th</sup> 2013. The ICPALD Departmental Thrusts closely mirror the traditional CAADP pillars, IDDRSI priority intervention areas, and the priority areas of

the IGAD overall institutional strategy. This ensures synergy, coherence and consistency in identifying and prioritising the region's food security and development challenges.

### 3.1 ICPALD Departmental Thrusts

The emerging strategic issues and corresponding strategic objectives from desk study; drylands and livestock sector policy review case studies; PESTEL and SWOT Analyses; external assessment through consultations with MSs relevant line ministries' policy makers, staffs and institutions and IGAD partners; and internal assessment through key informant interviews and consultations with ICPALD team, IGAD Secretariat/divisions, specialized units and satellite programs and projects staffs has been grouped into three broad thematic areas, hereafter referred to as Departmental Thrusts (DTs)' for the achievement of ICPALDs' objectives. (See Fig. 1 below).

#### ICPALD Strategic Intervention Thrusts

1. Socio-Economics, Gender, Policy and Marketing Support.
2. Drylands Development: Drylands Agriculture and Alternative Livelihoods.
3. Livestock Development: Livestock Production, Health/Food safety, Trade and Market Development.

**Figure 2: ICPALD Strategic Departmental Thrusts**

### 3.2 ICPALD Planning Hierarchy and Strategic Positioning

**Table 5: Planning Hierarchy and Strategic positioning.**

Vision	To be the premier Centre promoting drylands and livestock development in the IGAD region.		
Mission	To compliment efforts of IGAD member states in enhancing sustainable economic growth in arid and Semi-Arid areas in IGAD member state.		
Overall Goal	To promote and facilitate people centered and gender responsive sustainable development in drylands and livestock in the IGAD region.		
Departmental Thrusts	Socio-Economics, Gender, and Policy Support.	Drylands Development (Drylands Agriculture and Alternative Livelihoods)	Livestock Development (Production, Health/Food safety, Trade and Market Development).
Strategic Objectives	To facilitate improved access to quality socio-economic data through collection, collation and	To facilitate innovative approach to sustainable land management through integrated resource	To support MSs in reducing the impact of trans-boundary animal diseases (TADs) and

	analysis of socio-economic data/ information thereby enhancing policy environment for evidence-based policy decisions and access to markets and financial services.	conservation, land rehabilitation and improved alternative livelihoods for income generation and improved food security for the ASALs communities of IGAD.	zoonosis on livelihoods and public health, while promoting sustained marketable supply of livestock and livestock products in IGAD region.
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### 3.3 ICPALD Comparative Advantage and Strategic Niche

The IGAD Council meeting of July 2012 that approved the establishment of ICPALD directed that the new institution works with “*Centres of Excellence*” in MSs while borrowing from IGAD Secretariat’s long experience in the management of economic development and drought related issues in the region. By design ICPALD is tasked with supporting, promoting and facilitating interventions that enhance economic growth in arid and semi-arid areas of the IGAD region.

The ICPALD is an integral part of the IGAD Secretariat and thus serves to strengthen the role of IGAD and MSs in addressing pastoral areas and livestock development sector in the ASALs of the MSs of IGAD region. The Divisions of IGAD and IGAD Specialized institutions including ICPAC, CEWARN, ICPALD, IDDRSI and ISSP will, by design, be expected to support the identification, development, and implementation and/or monitoring of the negotiated Departmental Thrusts. ICPALD will be implemented in complementarity with national plans and other frameworks such as CAADP to enhance synergy. IGAD’s experience in drought management of drought related issues in the region and its comparative advantage makes it an ideal and natural home for the ICPALD.

The ICPALD Strategy is designed to complement and build on on-going interventions by divisions and specialized institutions of IGAD, Member States, Development and Implementing partners including NSAs, which add value to building and strengthening climate change adaptation, resilient drylands agriculture and livestock development. It strengthens innovation, promotes best practices and promising technologies including taking cognisance of indigenous technology and knowledge systems in a multidisciplinary and multi-sectoral collaborative setting. The strategy will benchmark international best practices in climate change adaptation, drylands agriculture and alternative livelihoods, livestock production and marketing, fisheries, aquaculture and marine resources development, knowledge management and synergize relevant IDDRSI PIAs, development for results, results-based monitoring and evaluation system and peer review approach. The strategy will promote development of centres of excellence in ASALS-based research and technology innovation for pastoral areas and livestock development, value addition and marketing to be used for generation of knowledge and technology, experience sharing, and institutional learning and skilling.

In general, ICPALD’s strategic niche will maximize on synergy from alignment of efforts, close coordination and working with relevant IGAD institutions, Member States, regional and sub-

regional institutions (RECs), development partners, local and international research institutions for effective implementation of its three Departmental Thrusts for optimum service delivery including but not limited to:

- 1) implement this strategy effectively, efficiently and in conformity with the mandate of IGAD;
- 2) identify and follow up any action or decision taken or recommended in the past by various organs of IGAD on any matter relating to complementary livelihood resources and livestock development for purposes of review and bringing the same to fruition;
- 3) have strong operational linkages with the AED division and other Specialized Institutions with similar sectoral interests including ECSD, ICPAC, ISTVS and CEWARN in the development and harmonization of projects, programmes strategies and policies;
- 4) establish and maintain close co-operation with relevant national partners, institutions in member states and all co-operating partners for purposes of a coordinated and integrated development of complementary livelihood resources and livestock in the region;
- 5) initiate and implement conflict, gender and environment sensitive and responsive programmes for purposes of mainstreaming women and youth in complementary livelihood resources and livestock development activities for the ultimate goal of raising and sustaining youth and women's profile and contribution to national and regional economies;
- 6) improve the human, financial and technical capacity of complementary livelihood resources and livestock producers and value chain stakeholders through innovative renditions that are research inspired or informed by best practices from similar efforts within and outside of the region in order to enhance resilience target communities;
- 7) (a) promote and maintain improved, pro-active, timely and a broad-based system of knowledge management including information gathering and dissemination and feedback on relevant complementary livelihood resources and livestock issues on the basis of the following principles-
  - (i) adequacy
  - (ii) relevance
  - (iii) transparency
  - (iv) cooperation, and
  - (v) free flow of and/or access to information;

(b) maintain quality controlled databases and information systems required for complementary livelihood resources and animal production, marketing and diseases and related risks for purposes of supporting the national and regional risk reduction strategies and livestock early warning systems.
- 8) encourage Members, in consultation with the relevant IGAD Divisions and Specialized Institutions, to conclude appropriate agreements or Memoranda of Understanding with partners and other regional players or organizations with similar objectives;
- 9) submit quarterly and annual reports to Executive Secretary through the Committee of Directors and division of AED;
- 10) implement the decisions of the Steering Committee and IGAD policy organs; And
- 11) perform any other functions that may be assigned to it by the Steering Committee, the Executive Secretary and/or IGAD Policy Organs or any function that may be performed in order to attain any or all of the objectives of the Centre.

### **3.4 ICPALD Strategy (Mandate, Vision, Mission, And Core Values)**

#### **The Mandate**

“To promote and facilitate sustainable and equitable drylands and livestock development in the IGAD region.”

*(ICPALD’S Motto: provide leadership in dryland and livestock development in the ASALs in the IGAD region).*

#### **The Vision**

“To be the Premier Centre for Enhanced Resilience and Sustainable Livelihoods of ASALs Households through Promotion of Drylands and Livestock development in the IGAD region.”

#### **The Mission**

“To compliment efforts of IGAD member states in enhancing sustainable economic growth in arid and Semi-Arid areas in IGAD member state”.

#### **Overall objective**

“To promote and facilitate people centred and gender responsive sustainable development in drylands and livestock in the IGAD region.”

#### **Principles and Values**

The implementation of the ICPALD Strategy shall be guided by the core values enshrined in Agreements establishing IGAD, and in other relevant regional and international treaties and charters. These values include:

- Promotion of good governance that strictly adheres to the establishment and protection of fundamental human rights through institutionalization of gender responsiveness, democracy and transparency;
- Promotion of a sense of community that aspires to maintain peace in the region and finding peaceful resolution of disputes between and within the member states;
- The establishment and maintenance of frameworks which enable the target communities to identify their priority needs and be in the forefront in resolving them;
- ICPALD adheres to the principle of subsidiarity, which means that it operates at the levels in society where it can achieve maximum impact;
- ICPALD subscribes to the principle of variable geometry, which recognizes that its members are at different levels of development and move at different speeds and constellations depending on their priorities;
- Adding value and complementing development efforts of the member states in a consultative process that enhances cooperation and spirit of partnership in programmes;
- Adherence to the principle of gender sensitivity and equity;
- Promotion of open, transparent and joint aid modalities with development partners.

In addition, implementation of the ICPALD Strategy shall uphold and promote the following principles: professionalism; high integrity and trust; transparency and accountability; inclusiveness; ownership, involvement and active participation; team work; fidelity to law;

efficiency and effectiveness; commitment to quality services delivery, value addition, value for money principles, best practice and innovation; mutuality; confidentiality; valuing people and their endowments; courtesy; continual growth and development; honouring the principle of subsidiarity; spatial and social targeting; gender, conflict and environment sensitive and responsive programmes; recognition, affirmation and rewarding of performance excellence and outstanding achievement and uphold evidence and results-based investment.

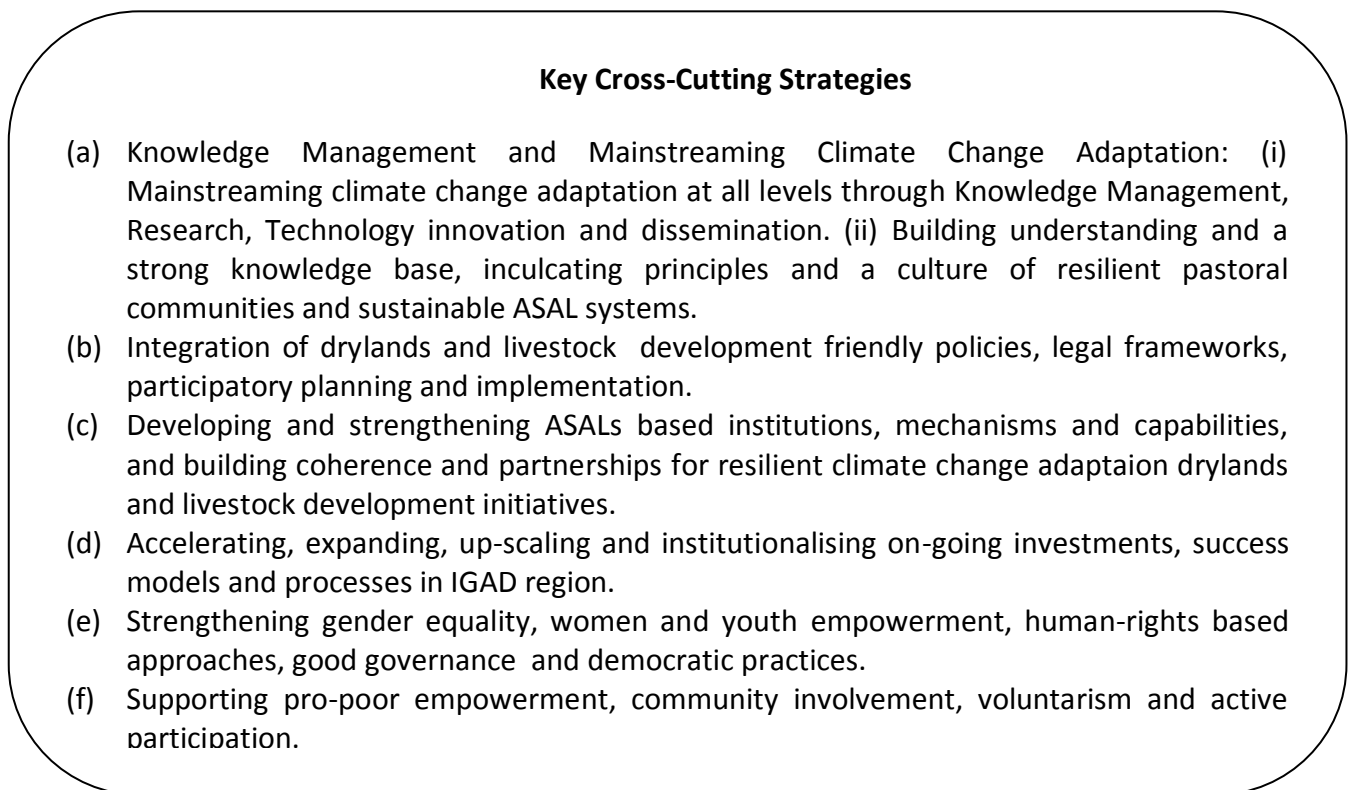
### 3.5 Departmental Thrusts and Strategic Objectives

In the sections that follow, strategic objectives and strategies for attaining outcomes in each of the departmental thrusts are presented.

#### Key Cross-Cutting Strategies

An outline of minimum and key cross-cutting strategies that will be implemented in each departmental thrusts areas to contribute to the building of resilient pastoral communities and environment in the IGAD ASALs region is summarized in Figure 2 below.

**Figure 3: Key Cross-Cutting Strategies for each Departmental Thrust**



The specific strategies proposed for each of the individual priority intervention area are described in the sections that follow below.

### 3.5.1 Socio-Economics, Gender, and Policy Support

Two strategic objectives shall be implemented under this Departmental Thrust:

**SO1:** Improving access to quality socioeconomic data.

**SO2:** Enhancing Policy Environment for Evidence Based Policy Decisions.

**SO3:** Enhancing Access to Markets for non-livestock products and enhance provision of Financial Services.

#### ***3.5.1.1. Priority interventions to address SO 1: Improving access to quality socioeconomic data.***

Considering the need to address gaps in availability of quality data, harmonized methods of data collection and analysis, mobilization of scattered expertise in MS and institutions in order to promote adequate policies and sound investment in animal health and livestock sector in general, there is need to support networks of livestock economists in the region who will work with national Livestock Policy Hubs (LPH) and consultants to collect improved data.<sup>3</sup> There is also need to collect relevant and accurate data on the contribution of non-wood forest product and artisanal minerals and drylands agriculture to the GDP and socio-economic data on efficient use of available water resources in the ASALs.

The Centre, working with other partner institutions of excellence in the region will support the initiative on the establishment of a web platform and network to share information (continental, regional and national); review of livestock economic training curricula; creation of data repository agencies and raise awareness (national and continental); enhancing of the capacity on the use of socioeconomic tools; strengthening capacities of farmer organizations/civil societies in data generation; promoting development of briefs on livestock economics; utilization of Livestock Policy Hubs (LPH) to outsource/collect grey data and to provide policy makers with information to enable utilization (LPH to use data for lobbying and advocacy).

- Document and review the approaches for data collection and analysis in IGAD MS and provide support and advise
- Support research, documentation and promotion of socio-economic data for livestock and non-livestock resources in ASALs
- Assess the socio-economic contribution of alternative livelihood resources (NWFPs and artisanal mining) to the GDP
- Assess the total economic value of livestock at the national and regional levels

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<sup>3</sup> Gross Domestic Product (GDP) growth per capita in livestock products consumption; Share of value of livestock in agriculture; Annual growth in value added in the livestock sector by species; Public spending on livestock as a percentage of GDP from agricultural sector; Public spending on animal health services as a percentage of total public spending on livestock; Animal inventories: national and regional; composition/structure and location of animals; number of animal; livestock units per capita; Household data: share of income from livestock; Data on contribution of livestock to cropping sector; Data on contribution of livestock to GDP and livelihoods, value chains (competitiveness, level of development, safety); Value chain disaggregation (gross margins); Livelihoods analysis (poverty, incomes, food security; expenditures); Cost benefit analysis (CBA) of programmes, actions etc.



- Assess the total economic value of non-livestock resources at the national and regional levels
- Promote the concept of total economic valuation through regional events and trainings

Using IGAD dry land training and research institution network, socio-economic data required to address gaps in the contribution of non-wood forest product and artisanal minerals and drylands agriculture to the GDP and data and efficient use of available water resources in the ASALs will be collected, analyzed and availed to MS to guide appropriate interventions.

### ***3.5.1.2. Priority interventions to address SO 2: Enhancing Policy Environment for Evidence Based Policy Decisions***

In view of the importance of sound policies to influence solicitation of funding support from both national governments and development partners, the following activities/intervention areas are proposed, taking consideration of the contribution of data from socioeconomic studies (i) support the operations of Livestock Policy Hubs (LPH) at MS and at regional level; (ii) building on the experience established under the IGAD LPI and succeeded by ICPALD and VET-GOV to address climate change adaptation; (iii) conduct policy and strategy reviews and updating of legislation in liaison with respective standard setting bodies, (iv) conduct policy review studies on crisis management and drylands agriculture at MS and regional levels, (v) publication of policy briefs, (vi) capacity training in policy reviews for MS, (vii) conduct studies on resource allocation to livestock sector, NWFP, artisanal minerals, drylands agriculture and water resources viz-a-viz the GDP contribution and publish policy briefs, (viii) develop cost effective methodologies and mobilization of resources for livestock census and estimation of the value of other resources, (ix) conduct studies on economic effects on producers of government taxation and export policies and (x) enhance community participation in policy decisions and resource allocations.

- analyze, review and provide advice on policies/strategies in use for ASALs
- review and document existing innovations within universities and research institutions in the region for use in ASALs
- review and document exiting innovations in rangelands and animal feeds within universities and research institutions for use in ASALs
- promote sharing and up scaling of existing innovations in the region for use in ASALs
- support developing a strategy for artisanal mining in the region
- support promotion of sustainable investments in complimentary livelihood resources
- conduct studies on resource allocation to livestock, non-wood forest products, artisanal mining and dryland agriculture sub-sectors
- promote learning from practice through conducting learning visits, exhibitions and knowledge fairs

### ***1.3. Priority interventions to address SO 3: Enhancing Access to Markets for non-livestock products and enhance provision of Financial Services.***

- Support MS in formation of artisanal mining associations and build their capacities in terms of technical, business skills and environmental related issues
- promotion of linkages to existing and new markets for NWFPs and artisanal mining in ASALs
- review and gap analysis of financial products for pastoral areas and link pastoralists to financial providers
- review and gap analysis of financial products for complimentary livelihoods and link producers to financial services
- support promotion of sustainable beekeeping in the region through institutional, technical and innovation approach

#### **Core Milestones (Departmental Thrus 1)**

- Nine policy briefs developed, shared and domesticated to ensure a conducive policy environment for livestock and agricultural diversification, and non wood forest products value addition to commodities
- Regional and national technology development, research and innovation in IGAD MS supported
- Build on existing initiatives to develop measurements of livestock contribution to the GDP for all the seven IGAD MS
- Increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, geographic location and other characteristics relevant in national contexts
- Support is provided for statistical capacity building in IGAD
- Increase the access to science, technology and innovation, enhance knowledge sharing and adoption on mutually agreed terms

### **3.5.2 Drylands Development , Drylands Agriculture and Alternative Livelihoods**

ASALs are clearly assets and not liabilities. Appropriate long-term development programmes would entail the sustainable harnessing of the productive potential of the drylands and reduce repeated crises. The Centre will guide the development of an innovative approach to sustainable land management (SLM)<sup>4</sup> where resource conservation and land rehabilitation can be combined with improved livelihoods and income generation for local communities. Innovations like the participatory Farmer Field School (FFS) interventions to promote SLM learning-by-doing and adaptation with pilot agro-pastoral communities in drylands will be instituted. This will build on local indigenous agro-pastoral knowledge systems, technologies and innovations as well as modern science and technology. There is a need to enhance the

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<sup>4</sup> SLM will address issues to do with rangeland conservation, water management, sustainable utilization of non-wood forest products and artisanal mineral extraction.

development of policies and strategies to ensure due consideration to SLM at both central and local levels. This can be done through Strategic Investment Framework (SIF) with support for enhanced local implementation and links with research to monitor and assess progress in addressing land degradation, poverty and food security dimensions in the drylands.

To enhance exploitation of the full social and economic potential of the drylands, the Centre shall network and collaborate with relevant institutions, partners and Members States to enhance Knowledge Management in the IGAD region. Towards this end, the Centre plans to: (i) develop learning structures and repositories;<sup>5</sup> (ii) develop Knowledge Sharing and Storing Mechanisms<sup>6</sup> and (iii) develop Knowledge Management and Application Architecture.<sup>7</sup>

**SO 1:** To promote improvement of livelihoods in the drylands

**SO2:** Sustainable range and woodland management

**SO3:** Improve pastoral early warning systems

**SO 4:** Promote transhumance and secure rangelands access for pastoralists

### ***3.5.2.1. Priority interventions to address SO 1: To promote improvement of livelihoods in the drylands***

The Centre will promote appropriate policy development in drylands agriculture. Drylands agriculture has evolved as a set of techniques and management practices used by farmers to continually adapt to the presence or inadequate of moisture in a given crop cycle with as little as 230 mm of precipitation a year. The main features includes conservation of moisture; effective use of available water and control of input costs. The Centre will encourage the adoption of these techniques by taking a lead in knowledge generation and sharing to enhance household food security; increase access to the skills and technologies needed for rain fed and irrigated drylands agriculture, particularly in community-managed interventions.

The importance of NWFP to the economic, social and the environment in the context of the ASALs in the HoA cannot be overemphasized. The specific conditions under which NWFP are produced, harvested, processed and marketed needs to be improved. The implications of the great variety of products and their social and economic importance to local communities are quite significant. The dispersed and varied nature of the markets at local, national and

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<sup>5</sup> (a) Individual Learning (Seminars, workshops, conferences, expositions, tradeshow, printed materials, academics studies and internet e-knowledge materials); (b) learning from Other Parties: (clients (MS), Partners, Competitors (e.g EAC), Universities and Research Institutions, consultants, governmental and non-governmental organizations and Donor organizations); (c) organizational Learning Mechanisms: (Systematically documenting lessons learnt from program/project designing process, implementation and evaluation).

<sup>6</sup> (a) Knowledge Sharing Mechanisms (develop ICPALD web portal, create Mailing list, collaborative partnership with mainstream media channels (TVs, Radio and Print medias) and use of social media (You Tube, Blogs, Twitter, facebook and others) and (b) Knowledge storage Mechanism (database servers, external hard drives and hard copy documentation (mainly on important and sensitive documents).

<sup>7</sup> Knowledge management and application architecture (performance indicators, staff appraisal and knowledge sharing organogram)

international level and the needs for appropriate marketing capabilities, strengthened marketing information, improved marketing practices and related institutional and infrastructural support structures is well acknowledged. The significance of artisanal and small-scale mining sector is the potential for poverty reduction/wealth creation in the huge unemployment levels in the drylands. The sector is characterized by limited exploration/deposit maps and unregulated seasonal small-scale using rudimentary equipment. The minerals are found in areas of poor infrastructure and information asymmetry (markets, prices). Moreover, it is bedeviled by poor working conditions (Health, Safety & Environment – HSE).

To achieve this strategy, the Centre will carry out the following activities To achieve this strategic objective, the Centre will carry out the following activities: (i) support research, documentation and promotion of drylands agriculture, (ii) promote suitable water harvesting techniques and utilization, (iii) promote interface between livestock production, feed production and use of crop residues and (iv) promote organic agriculture for attaining household food security in the ASALs (iiv) analyze, support and provide advice on opportunities for pastoral livelihoods diversification, (iiiv) support access for adoption of technologies for water harvesting, conservation, restoration of degraded rangelands and other technologies that enhance sustainable livestock productivity and wealth creation and (ix) promote sustainable livestock production and harnessing of non-wood forest products including gums, resins, spices, honey and artisanal minerals.

The implementation of these strategies will:

- (a) .Build on regional experience to assist and compliment coordination, mobilization, harmonization, promotion, support and facilitation to build understanding and create awareness on the dynamics of knowledge management in the region;
- (b) Support and enhance training and research networks and institutions of excellence in research, knowledge, science, technology and innovations relevant to IGAD region;
- (c) Support research and capacity building in priority themes including livelihoods, products development, food and nutrition security, water security, climate change resilience, renewable energy security, bio-security and bio-safety, trans-boundary diseases and global health, biotechnology, African biodiversity and natural products industry, ecosystem health and restoration, green technology, gender, indigenous knowledge and technology for climate risk management, and applied ICT and knowledge management;
- (d) Strengthen relevant global, regional and national research and higher education networks, collaborations and integration;
- (e) Enhance ASALs-based commodity research, knowledge generation and management, data and information sharing, communication, technical/extension support, advisory services and training;
- (f) Support and enhance policy research and policies that support research, knowledge management and technology transfer at all levels.
- (g) To enhance individual learning through workshops, seminars, conferences, tradeshow, exhibitions and expositions, printed materials, academic studies and internet knowledge.
- (h) To facilitate learning from other parties.
- (i) To Facilitate organizational and institutional learning mechanism. This is to empower ICPALD as a learning organization through intentional sharing of information, research

based innovations and promising technologies, lessons learned and benchmarking with international centres of excellence in ASALs development).

- (j) *Develop knowledge sharing mechanisms:* Develop functional ICPALD Web portal, Mail list, Constructive public relations, partnership and dialogue with the public and private sector, mainstream media channels and active use of social media.
- (k) Develop knowledge storage and retrieval mechanisms and put in place knowledge management and application architecture. Develop a functional Database and Networks: Database servers, Hard copy documentation and Library services.

#### ***3.5.2.2. Priority interventions to address SO2: Sustainable range and woodland management***

(i) Support the development of dry season feed resources and water availability along cross-border trade routes, (ii) support commercialization of feed production, processing and marketing for use in the region and for export and

#### ***3.5.2.3. Priority interventions to address SO 3: Improve pastoral early warning systems.***

This intervention area will address the strengthening/establishment of early-warning systems that are developed and used at community level. It shall leverage indigenous knowledge systems as well as user-friendly meteorological technologies. The strategy will involve: (i) working with other partners to enhance the understanding of communities on the impacts of climate change and climate variability on the livestock sector in the IGAD region; (ii) develop and conduct vulnerability assessment in communities, mapping of hazards, gaps, community action plans, stakeholder analysis; (iv) incorporating climate-related animal diseases prediction methodologies and climate risk management knowledge and skills into agricultural activities; (v) repackaging climate prediction and application products for user-friendly application by target communities; (vi) develop community-based framework for contingency plans and establish response mechanisms in selected communities; (vii) identifying and sharing of best practices for the enhancement of the capacities of communities in early warning and emergency preparedness and response to climate change and (viii) improve dissemination of early-warning information to pastoral communities using alternative media and Invest in data management systems.

#### ***3.5.2.4 Priority interventions to address SO 4: Promote transhumance and secure rangelands access for pastoralists.***

This priority intervention will address policy harmonization and domestication related to adaptation to climate change to reduce the vulnerability of pastoralists and agro-pastoralists. The intervention will build the capacity of relevant stakeholders to mainstream climate change adaptation into their plans and activities through knowledge and information exchange and sharing. The strategy will address (i) facilitating implementation/promotion of regional

agreements on animal movements and transhumance and (iii) capacity development for community-driven development and Eco-tourism in government and at community level to mitigate climate change and adaptation.

The intervention will facilitate strengthening of the capacity of pastoralists to better cope with climate-change induced risks that can adversely affect their livelihoods such as environmental, financial and social risks through MSs' Knowledge sharing on eco-tourism.

#### **Core Milestones**

- At least 30% of agricultural land is placed under sustainable land management practices
- At least 20% of farmers, pastoralist and fisher folks practice climate resilient production systems
- Free movement of persons and goods/services within REC member states is in place

### **3.5.3 Livestock Development (Production, Health, Food Safety, Trade and Market Development)**

ICPALD as a technical arm of the IGAD will work closely with Agriculture and Environment, and Economic Cooperation and Integration divisions. It will also work with other specialized Centres and development partners involved in livestock to enable the livestock value chain actors benefit from the opportunities available. It is therefore proposed to have four strategic objectives (SO1-SO4) to address major issues such as prevention and control of TADs and improving production and productivity; attain marketable supply; enhance access to markets and Financial services; respectively shall be implemented under this thrust.

The proposed intervention areas will contribute to the IGAD strategy in general and specifically to IDDRSI's priority intervention areas (PIAs) (natural resource management, livelihood support and market access and trade) while taking cognizance of the changes identified in this strategy.

**SO 1:**Support MSs in reducing the impact of trans-boundary diseases (TADs) and zoonosis on livelihoods and public health.

**SO 2:**Promote enhanced livestock production and productivity within the IGAD region.

**SO 3:**Enhancing Access to Markets and Financial Services

#### ***3.5.3.1 Priority interventions to address SO 1: Trans-boundary Animal Diseases (TADs) and Zoonoses***

Since the inception of ICPALD, the Centre has been working with various regional and development partners to address issues on the control of priority trade related livestock diseases. The Centre has also been supporting the rolling out of the Regional Animal Health Policy Framework.

This strategy builds on the lessons learned from ongoing interventions and focuses on strengthening the following intervention areas: (i) support to harmonization of animal health policies and regulations, (ii) support to enhance animal diseases surveillance and reporting systems at national and regional level, in collaboration with research institutions within and from outside of the IGAD region, (iii) the need for ICPALD to facilitate coordination of livestock movement within the region, (iv) linkage with mechanisms for harmonization/coordination with other regions and continental bodies eg EAC, AU-IBAR to coordinate and harmonize disease control and prevention programs across the region, alongside building capacities of Member States to understand and implement standards as required, (v) ICPALD to facilitate domestication of standards and help embrace the principle of equivalence (SPS- OIE, codex, IPPC) and develop regional standards and guidelines for animal welfare, (vi) develop a regional framework to enhance the roles of private and public sector actors in the supply of animal health and related services, (vii) awareness creation and advocacy for one health concept targeting major stakeholders, (viii) support mainstreaming of a common (one) health concept within IGAD programs and in member states and (ix) support regional networking mechanisms between laboratories, epidemiological units and other Animal Health institutions in the region.

#### **Core Milestones**

- Reduce the number of animals rejected due to animal diseases in the region by 90%
- Reduce the number of sanitary movement restrictions at national and regional levels by 90%
- Reduce the number of deaths and sick animals by 60%
- Standard Methods and Procedures (SMPs) for nine priority TADS (FMD, CBPP, LSD, RVF, PPR, CCPP, SGP, Camel pox and Brucellosis) is harmonized, validated and mainstreamed by MS

#### **Other Milestones**

- Risk maps & strategy developed for 4 priority livestock diseases (PPR; RFV; CBPP and FMD)
- Capacity of Veterinary Officers, laboratory technicians and export quarantine workers enhanced for undertaking Surveillance, inspection, certification and diagnosis
- Three regional coordination mechanisms (Surveillance; LITs and PPR) & three regional networks (CVO; Lab and Epidemiology ) functional and remain supportive of the livestock disease control program and trade enhancement
- Regional Animal Health Strategy for nine priority TADs is validated, disseminated and domesticated by 7 MS
- Contingency and emergency plan for at least 4 priority TADs developed, validated and shared for domestication by IGAD MS
- National Livestock policy hub are operational in 7 IGAD MS
- Increased advocacy Policy brief for advocacy developed, shared and domesticated
- PPR is Controlled & Eradicated in the region
- Four IGAD MS supported to develop national PPR strategy based on the regional framework for progressive control of PPR and the three MS supported to improve their national strategy

- Regional PPR program developed, validated and resource mobilized
- Implementation of regional strategy for control & eradication of PPR in progress by MS as per the progression plan
- At least 4 cross border bilateral /trilateral animal health and trade coordination signed and joint surveillance and disease control conducted for agreed priority diseases
- Two Validated regional Guidelines for Animal Identification, Traceability (LITs) and Animal Health Certification (AHC) Systems are disseminated and domesticated
- The lessons from the pilot LITs in Ethiopia and Sudan compiled, is shared and scale up to other MS supported

### ***3.5.3.2 Priority interventions to address SO 2: Promote enhanced livestock productivity, trade and market development within the IGAD region.***

The demand for livestock and livestock products within IGAD MS and external markets remains largely unmet. However, the producers need support to meet the demand. Though this is an important component affecting the trade, the existing programs to address this issue are limited. The Centre will work with like-minded organizations to address the following interventions: (i) Support improvement of local breeds and introduce superior breeds, (ii) Support the development of dry season feed resources and water availability along cross-border trade routes, (iii) facilitate the development, transfer and up-scaling of good animal husbandry practices, (iv) support commercialization of feed production, processing and marketing for use in the region and for export and (v) support the livestock value chain actors to organize and produce for targeted markets.

#### **Core Milestones**

- Contribution of livestock to the GDP in real terms is increased by at least 30% more than the 2013 level.
- Reduce feed insecurity in the region by 30%
- Regional legal framework on management of Animal genetic resources validated; shared and domesticated by 7 MS

#### **Other Milestones**

- Good practices on fodder /range and seed production and marketing disseminated to 7 MS.
- Regional platform on fodder /range strengthened
- At least in three MS; scale up of good practices on fodder /range and seed production and marketing conducted
- Breeding technologies; practices and lessons compiled, shared and adopted by 7 MS
- Regional tailored training for breeding centers is established in 7 MS



### ***3.5.3.3 Priority interventions to address SO 3: Enhancing Access to Markets and Financial Services***

Considering the need for developing complimentary actions with other programmes and projects operating in the IGAD, the Centre will invest in capacity building to carry out the following activities/intervention areas with regard to enhancing access to markets and financial services: (i) supporting the promotion and linkage for existing and new markets for livestock and livestock products, (ii) support and facilitate organization and empowering of value chain actors for economies of scale and access to markets, (iii) support the development and application of appropriate livestock identification and traceability systems, (iv) support to various value addition schemes for diversified livestock and other dryland products, (v) support enhanced dissemination mechanism of market information to major value chain actors, (vi) enhance public private partnership (PPP) investment in the livestock, Non-wood forest products and artisanal mining to improve trade and financial services, (vii) support the development of appropriate infrastructure facilities to enhance access to markets and financial services, (viii) enhance harmonization of sanitary standards to facilitate the marketing of livestock, livestock products, non-wood forest products, fisheries products and aquaculture development at national and regional levels, (ix) assist the development of suitable dry land crop production, (x) support reduction of post-harvest losses and value addition, (x) develop and support financial services and products appropriate to the needs of the region and insurance schemes to avoid risks and uncertainties, (xi) establish mechanisms to extend affordable finance to smallholder farmers, pastoralists, women and youth, fisher folks and non-wood forest producers, (xii) and branding of livestock, livestock products, fish, fish products and non-wood forest commodities from the IGAD region and identification of niche markets for the commodities. This action will also encourage organic agriculture and regionally-branded agricultural products to increase consumer appeal and marketability.

#### **Core Milestones**

- Volume of intra-regional trade in livestock and livestock products is increased by at least 60% in real terms.
- Volume of export trade of livestock and livestock products to Middle East trading partners increased by at least 40% in real terms.
- Increase the number of new export pathways by 20%
- The number and frequency of livestock rejection is reduced by 90% with regular support to IGAD-MENA Joint Expert Committee

#### **Other Milestones**

- Two policy briefs related to livestock trade barriers and management of TADs in the cross border areas produced and shared to 7 MS
- One IGAD promotion unit established and functional in market promotion & linkage in Middle East and North Africa (MENA)
- Regional Animal welfare and action plan validated and shared
- At least three IGAD countries adopt the regional Animal welfare strategy and start rolling out

- Validated SPS strategy shared to 7 MS and at least three countries supported to domesticate the strategy
- At least three new markets explored; requirements of each market compiled and shared with IGAD countries
- At least two exporting IGAD countries start business relation with two new importing MENA countries
- Support to private sector in Livestock; North East Africa Livestock Council (NEALCO) to enhance its membership drive, partnership and resource mobilization strengthened
- One proposal to further enhance livestock & meat trade from the region developed and resource mobilized

## **4.0. IMPLEMENTATION ARRANGEMENTS**

### **4.1 General Considerations**

Programme interventions will take place at MS level where institutional and implementation mechanisms will build on and leverage the existing effective institutions and mechanisms as much as possible. ICPALD shall play the following roles in relation to the implementation:

- Resource mobilization on behalf of Member States underpinned by rigorous lobbying and advocacy;
- Coordination and harmonization of actions/interventions originating from ICPALD;
- Programming leadership (initiation, follow up and guidance)
- Promoting and supporting (catalyzing) knowledge management including advocacy, awareness creation, communication and information sharing;
- Capacity development of Member States in aspects of actions/interventions originating from ICPALD;
- Facilitating policy and strategy development, harmonization (domestication), dissemination and promotion in drylands, fisheries and livestock development;
- Leadership and oversight role in the implementation of regional and trans-boundary activities.

### **4.2 Institutional Arrangements for Implementation**

*(NB: Specific information on various actors and definition of partnership relations with ICPALD to be informed by Protocol establishing ICPALD once completed)*

#### **(a) Human Resource:**

ICPALD will recruit trained and experienced administrative and technical experts from the region to ensure quality service delivery at the IGAD Secretariat and MS levels. The thematic areas identified in the ICPALD strategy will complement and synergize the impact of other programmes/projects being implemented by other IGAD institutions in the ASALs. Every effort

will be made to harmonise between IGAD and ICPALD to avoid role conflict and duplication of efforts. There will be an advisory committee comprising That will meet once a year to review progress and achievements and report to IGAD Executive Secretary.

### **(b) Strategic Partnerships, Regional Processes and Alliances**

*(NB:Elaboration of Criteria for Partnerships and Strategic Alliances shall be informed by Protocol establishing ICPAD as a Specialized instituton of IGAD (in the pipeline)*

ICPALD recognizes the need for networking, collaboration, close cooperation and partnerships with all stakeholders in translating the ideals of its strategy to concrete results. To that effect, ICPALD will partner with relevant actors at local, national, regional and global levels that have similar mandates to achieve sustainable development in the region.

### **(c) Civil Society and Private Sector Involvement**

Non-state actors including NGOs, private sector and professional and pastoralist organizations will be given a bigger role to play in the ICPALD development initiatives. ICPALD plans to involve civil society appropriately in the policy formulation, strategic planning discussions, and the planning, designing and implementation of ICPALD programmes and projects processes.

### **(d) Coordination - issues of region or cross border concern**

MSs shall designate a Focal Point in Livestock Ministry for ICPALD's proposed Policy Hub Focal Point (PHFP).

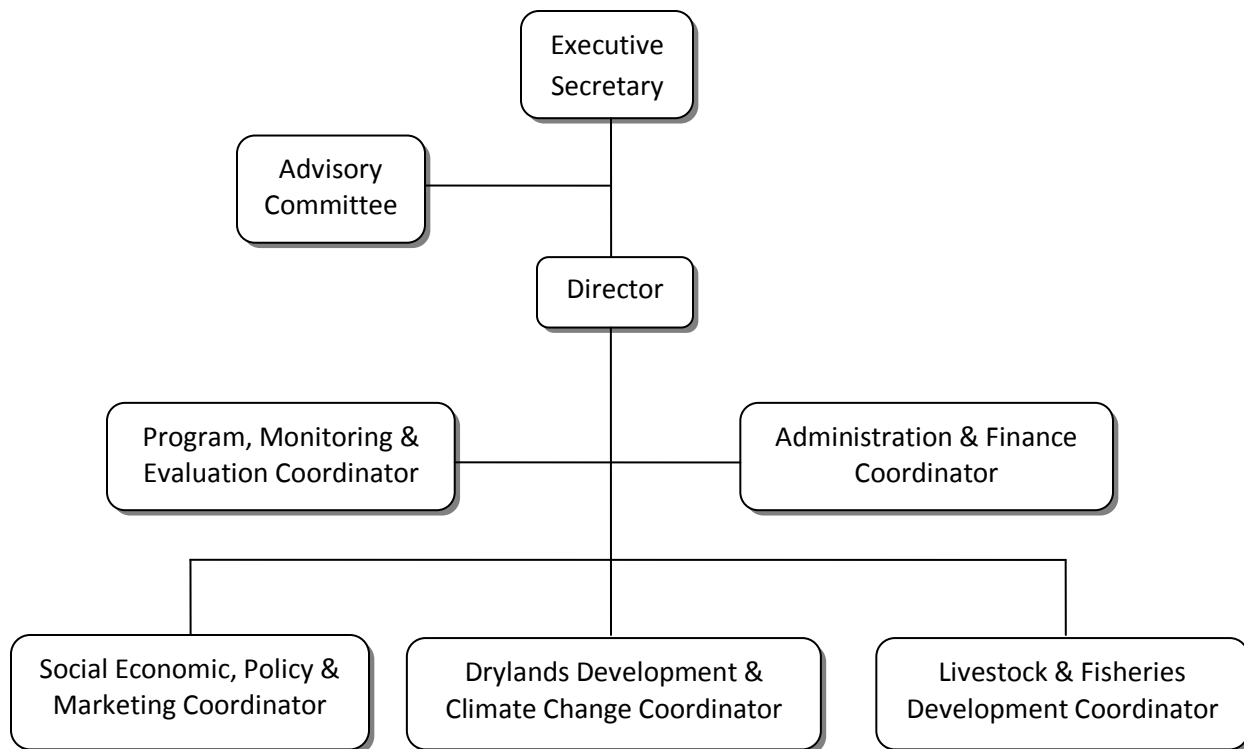
Clear mechanism of coordination at regional level to bring on board key actors , strengthen PH to ensure full representation of key actors at national level.

## **4.3 Resource Mobilization**

The following resource mobilisation strategies and approaches will be utilised:

- (a) Member states contributing human (including secondments, volunteers and interns), material and financial resources from national budget processes for the implementation of the strategy as appropriate;
- (b) Continuing resource mobilisation from bilateral and multilateral development partners and especially non-traditional development partners;
- (c) Strengthening public-private sector partnerships for resource mobilization; and each thematic area shall innovatively develop specific local resource mobilisation, lobbying and fundraising strategies.
- (d) The existing IGAD Resource Mobilization Strategy for Specialized Units of IGAD Secretariat shall apply.

#### 4.4 ICPALD Organizational Structure



**Figure 4: ICPALD Organizational Structure**

NB: The roles and responsibilities of substantive staff positions and/or functional structures reflected on the ICPALD Organogram shall be verified and elaborated in the Protocol establishing ICPALD Specialized Unit of the IGAD institution.

## 5.0 MONITORING AND EVALUATION

### 5.1 Results-Based Monitoring and Evaluation Framework (RBM&E)

RBM&E, which was adopted by IGAD as the M&E framework of choice, will form an integral part of the management of ICPALD projects and programmes as a way of enhancing efficiency and effectiveness. Information and data derived from this process will enable the implementers to establish the extent to which the implemented activities and the associated results have met the set timeframes, using allocated resources and achieved the set targets. In addition the RBM&E will be a useful tool in helping identify challenges and emerging trends while giving member states and stakeholders time to assess results and initiate action where necessary.

## 5.2 Alignment with IDDRSI Regional M&E Framework

The IDDRSI strategy underscores the importance of effectively monitoring and evaluating the implementation of the IDDRSI initiative. The IDDRSI Platform Steering Committee (PSC) at its first formal meeting in October 2013, recommended the establishment of a unified result based monitoring and evaluation system for the IDDRSI Strategy whose main objective is to monitor and evaluate the implementation of the IDDRSI programme national and regional levels.

The IDDRSI regional M&E framework was developed in 2013 as an integral part of the strategy. It has been reviewed twice by experts and validated by the member states and partners in September 2015. The framework outlines a given set of results, indicators and targets at an outcome level for each of the priority intervention areas. Similarly, at an impact level, results, indicators and targets have been outlined. IGAD/PCU will continue to coordinate the alignment of the high level results of projects and CPPs to the IDDRSI result framework with the aim of demonstrating the contribution of projects to the CPPs, RPP and IDDRSI strategy

In view of this, the IDDRSI M&E Working Group (IMEWG) was established to coordinate the monitoring and evaluation activities and provide technical oversight to the execution of M&E best practices & processes at the national and regional level. It's comprised of M&E experts officially nominated from each of the Institutions tasked with leading the resilience agenda (including ICPALD) in the respective countries. The core activities coordinated at the regional level but implemented at the national level are anchored around 4 core functional areas namely:

1. **Monitoring and Evaluation processes and tools;** adoption common process and tools, harmonization of result frameworks and the deployment of web-based monitoring tool for monitoring the implementation of IDDRSI at national and regional level
2. **Information sharing and reporting;** harmonization of templates/formats and reporting to the donor, Steering committee, Resilience focus magazine and General Assembly
3. **Assessment/surveys/reviews/Supervisions;** harmonization of baseline studies protocols and supervisions
4. **M&E Training;** Support and provide specific trainings to the roll-out of the web-based M&E tool,
5. **Meetings/partnerships and coordination;** establishment of national M&E platforms and strengthening linkages with other networks including the Resilience Analysis Unit.

## 5.3. ICPALD Programme/Project Monitoring

Programme/project monitoring will provide a mechanism for the early indication of progress or inadequate thereof, in the attainment of results. Focused at the level of programme outputs by project (as outlined in the programme logical framework and implementation plan), it will assess efficiency, execution, compliance with procedures and seek to reveal “what happened”, what is working and what is not working and why. Effective monitoring will enable an assessment of programme execution performance by project against parameters defined in the

baseline programme plan by project, thus enabling timely corrective actions, where necessary. The ICPALD will adopt monitoring practices throughout the entire programme life cycle and will consolidate resultant programme monitoring information by specific project. Effective programme implementation, monitoring and reporting will yield the required quality standards, and avoid cost and time schedule overruns. ICPALD programme/projects will be monitored at three levels:

- (a) Compliance monitoring: This will assess compliance with the set policies, procedures and standards in executing programme activities in the key areas of intervention.
- (b) Performance monitoring: This will measure progress in activity completion against the set resources, timeframes and plans towards desired results.
- (c) Economic and Value for Money (VFM) data collection: This will ensure that the ICPALD project/program implementers collect accurate and complete data before, during and after an intervention.

#### **5.4 ICPALD Programme/Project Evaluation**

This will involve the application of rigorous methods to assess the extent to which a programme/project has achieved its defined impact objectives. It will attempt to determine as systematically and objectively as possible, the relevance, effectiveness, efficiency and impact (both intended and unintended) of the programme in the context of its stated objectives. Focused at the level of outcomes and results of the intervention, it will ask the question “why did it happen or not”. In evaluating the project the issue of causality will be examined, that is, the causal relationships between outputs, purpose and goal. ICPALD programmes/projects will be evaluated based on the project logical framework and at three levels:

- (a) Efficiency testing: This will ascertain whether the programme is on course to attain the intended goals, and if not, establish why.
- (b) Impact testing: This will establish the project’s effect against pre-determined indicators on the intended beneficiaries/stakeholders
- (c) Economic and VFM analysis: This will establish the cost of delivery and value of the benefits accruing to the intended target communities.

#### **5.5 External Mid-Term Review**

There will be a programme/project mid-term evaluation to assess the project’s/programme’s progress in attaining set objectives at its mid-term, thus providing an opportunity to review strategies and outputs.

#### **5.6 Ex-Poste Evaluation**

At the end of the 5-year programming cycle of the Strategic Plan, an end-term evaluation will be conducted in the period following programme/project completion. It is at this stage that the

expected impact shall be measured. Its purpose would be to study the project's/programme's impact using defined performance indicators, and to draw conclusions for similar interventions in the future (lessons learned).

## **5.7 Feedback Mechanism**

Feedback will consist of findings, conclusions, recommendations and lessons learned from programme implementation experience. This feedback will be used to improve performance, inform relevant policy formulation and decision-making and enhance organizational learning culture.

## **5.8 Information Sharing, Learning and Knowledge Generation**

Evaluative knowledge distilled from lessons learned from the RBM&E process will be documented and used as evidence-based good practices and promising technologies and innovations that illustrate why and how different strategies and approaches work under specific contexts. This invaluable information will be disseminated among stakeholders including researchers, extension agents and academia partners at suitable retreat and/or workshop forums.

## **5.9 Outcome Monitoring and Evaluation**

ICPALD programmes/projects will adopt a systematic process of collecting and analyzing data to measure performance by programme/project. Outputs will be tracked and their contributions to outcomes measured by assessing the change from baseline conditions to desired outcomes using set indicators. Baseline data will be established, performance outcome indicators selected and mechanisms such as field visits, stakeholder meetings, qualitative and quantitative data collection, analysis and reports done. This method and approach will enable the extraction of information related to the progress made towards the outcome, factors contributing to the outcome and the programme's contribution to the same. An assessment of performance through analysis and comparison of indicators over time will also be undertaken. An elaborate Results Framework and Log-Frame by programme/project shall be the basis of programme/project redesign, performance assessment, outcome and impact monitoring and evaluation. (NB: Results Framework and Log-Frame shall be elaborated during subsequent strategic planning workshops to finalize the document).

## **5.10 Periodic Progress Reporting**

Reporting will be an integral part of RBM&E process and will involve the systematic and timely collation and provision of essential information at periodic intervals. Quarterly updates; bi annual and annual reports will be produced. The quarterly updates will briefly overview key projects/programmes.

## **6.0 RISKS AND ASSUMPTIONS**

### **6.1 Assumptions**

- (a) That ICPALD will enjoy the goodwill of its Member States, Development Partners, implementing partners, UN Agencies and other stakeholders including target communities.
- (b) That member states will allocate substantial resources for economic and social services in the IGAD ASAL's.
- (c) That the discovery of minerals including oil, gas, gold and gemstones in the ASALs do not spell doom for the pastoral communities or trigger conflicts in the region.
- (d) The IGAD member states will provide the required input towards the development of ICPALD Strategy and Five Years Plan.
- (e) IGAD Secretariat will develop the necessary political will among the IGAD member states to encourage an early buy-in into the Strategy and Five Years Plan.
- (f) The IGAD Secretariat and the member states will engage the required expertise for the implementation of the Strategy and Five Years Plan.
- (g) There will be adequate resources to implement the Strategy and the Five Years Plan.

### **6.2 Risks**

- (a) Uncertainty about safety and security of personnel and equipment in most ASALs in the IGAD region.
- (b) That legal, policy, political and bureaucracy issues in Member States do not make it difficult to implement the ICPALD Strategy at country or regional level.
- (c) That dependence on donor funding does not slow down the implementation of the ICPALD Strategy.
- (d) Frequent transfers and mobility of staff in the relevant ministries dealing with the issues relevant to the proposed ICPALD Strategy and Five Years Plan, which could affect the effectiveness of the follow-up coordination mechanism and eventual implementation of the Strategy and Plan. There may be inadequate resources, human and capital for strategy implementation.

However, these risks shall be mitigated, through provision of easy to understand documents that will be available to the relevant Ministries. These materials can be used to bring new staff up to speed with the relevant issues;



## 7.0 BUDGET ESTIMATES

(NB: Details contained in the Detailed Annual Action Plan and Budget Plan).

Department/SO	2016	2017	2018	2019	2020	Total (USD)
<b>Social Economics, Gender, and Policy Support</b>						
SO 1: Promote equitable access to socio-economic data	200,000	300,000	200,000	300,000	100,000	1,100,000
SO 2: Enhancing policy environment for evidence based policy decisions	200,000	400,000	100,000	300,000	200,000	1,200,000
SO 3: Enhancing Access to Markets for non-livestock products and enhance provision of Financial Services	300,000	400,000	200,000	300,000	100,000	1,300,000
<b>Sub-Total</b>	<b>700,000</b>	<b>1,100,000</b>	<b>500,000</b>	<b>900,000</b>	<b>400,000</b>	<b>3,600,000</b>
<b>Dry-lands development and complementary livelihoods.</b>						
SO 1: To promote improvement of livelihoods in the drylands	200,000	500,000	200,000	500,000	100,000	1,400,000
SO2: Sustainable range and woodland management	200,000	200,000	200,000	200,000	100,000	900,000
SO3: Improve pastoral early warning systems	500,000	500,000	300,000	300,000	100,000	1,700,000
SO 4: Promote transhumance and secure rangelands access for pastoralists	100,000	100,000	100,000	100,000	100,000	500,000
<b>Sub-Total</b>	<b>1,000,000</b>	<b>1,300,000</b>	<b>800,000</b>	<b>1,100,000</b>	<b>400,000</b>	<b>4,500,000</b>
<b>Livestock production, health and marketing</b>						
SO 1: Support MS in reducing the impact of trans-boundary diseases (TADs) and zoonosis	1,284,120	950,000	200,000	2,500,000		4,934,120
SO 2: Improving production and productivity to attain marketable supply of livestock and livestock products	115,000	40,000	2,000,000		1,000,000	3,155,000
SO 3: Enhancing Access to Markets and Financial Services	575,600	540,000	170,000	2,000,000		3,285,600
<b>Sub-Total</b>	<b>1,974,720</b>	<b>1,530,000</b>	<b>2,370,000</b>	<b>4,500,000</b>	<b>1,000,000</b>	<b>11,374,720</b>
<b>Grand Total</b>	<b>3,674,720</b>	<b>3,930,000</b>	<b>3,670,000</b>	<b>6,500,000</b>	<b>1,800,000</b>	<b>19,474,720</b>

NB: The budget presented is an indicative budget, which can be used as a basis for further refinement, as activities are determined to help in costing. A detailed action plan is being developed with activities that are associated with each of the 3 priority departmental thrusts.

## **ANNEX 1. DETAILED SITUATIONAL ANALYSIS**

### **2.1 Status of Pastoral Areas and Livestock Development**

#### **2.1.1 Social Economics, Policy , Trade and Market Development**

##### **a) Social Economics**

The major driver of the IGAD Member States' economies is crop and animal agriculture. The industry employs about 75% of the population in the region with livestock, mostly raised under pastoral systems, contributing about 57% of the regional agricultural GDP.<sup>8</sup> Livestock trade contributes to regional integration by connecting livestock producing areas to regional markets and improvement of livestock marketing is considered a key driver for economic development in the region. Besides market access, livestock production in the IGAD region is also hampered by several constraints including disease which reduces production by about 20%.<sup>9</sup>

Pastoralism in IGAD MSs, as in the rest of Africa, is characterized by strong social organizations and leadership, communal land resource, sporadic conflicts between pastoralists and sedentary farmers, indigenous social support systems of loans or gifts of livestock and/or livestock products and donations of livestock to poorer households.

Nevertheless, pastoralists embrace beliefs and cultural practices that hinder development and integration of pastoralists into wider society viz; low status of women in pastoral societies in terms of health status and education; early girl-child marriages; no inheritance rights to women to own and manage livestock; women are excluded from decision-making; the practice of female genital mutilation by some pastoralist communities; poor access to quality healthcare and maternal healthcare; perennial conflicts due to poor governance, violent livestock raiding, forced abduction of children from other pastoral groups, and forced access to natural resources; weak/ineffective social safety nets during major livestock diseases outbreaks, drought or conflict; limited access roads to markets; and lack of policies and laws that explicitly address pastoral land tenure issues.

However, the economic value of the Arid and Semi-arid Lands (ASALs) is best realised through pastoralism, agro-pastoralism and extraction of non-wood forest products (NWFP) including honey, resins, gums and artisanal minerals. Unfortunately land degradation, in varying degrees, which has become common feature in all IGAD Member States (MS), is rapidly eroding this valuable resource. The nomadic lifestyle prompted by constant search of resources, especially

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<sup>8</sup> The Region is the leading exporter of live animals in Africa contributing 42% of the exports from the continent. Although Africa is a net importer of livestock products, the IGAD Region is the only region in Africa that is self-sufficient in its meat requirements. Small ruminants contribute more than 80% of the livestock exports from the IGAD region.

<sup>9</sup> In Africa as a whole, livestock diseases alone are estimated to cause an annual production loss of US\$ 4 billion and attribute to 24% reduction of livestock production in Sub-Saharan Africa.

water, grazing and market for livelihoods often results in cross-border conflicts and their mitigation requires regional policies, approaches and coordinated actions. Currently IGAD is piloting a conflict early warning and response mechanism in the Karamoja Cluster a pastoral area spanning the common border areas of Ethiopia, Kenya, South Sudan and Uganda.

#### **a) Livestock Trade and Market Development**

The significance of sustainable livestock trade and market development in the IGAD region cannot be overstated as livestock is the key driver of economies in ASALs. Besides there being enormous internal, regional and international unexploited market potential, the sector suffers from lack of an enabling environment in areas such as inadequate policy, lack of financial services, inadequate disease surveillance and control mechanisms, dilapidated infrastructure (quarantine stations, veterinary checkpoints, stock routes, holding grounds etc) and lack of adequate market information systems which constraints development of trade and markets. Improvement of the livestock business environment would have the net effect of establishing growth in market access and profitability of livestock based enterprises. Livestock markets available to the region can be classified from 3 perspectives namely; The external markets characterized by stringent OIE rules and bilateral agreements, the regional markets within which IGAD countries can negotiate and agree on standards and the internal markets within individual Member States.

An integrated approach to market development that would address policy initiatives, the issues of water availability, social infrastructure, lack of finance for investments and animal health issues would improve livelihoods in the ASALs and boost the pastoralist's contribution to the mainstream economy. Establishment of fully serviced quarantine facilities and improvement of transport systems and roads infrastructure would establish linkage between livestock producers, traders and the markets.

With such interventions across the region, pastoral livelihoods and lifestyles would change as most would become semi sedentary agro-pastoralists settling around water points, business centres and social infrastructure. Lessons learned can be borrowed from the Maasai in Kenya and from the Banyankore and Karamanjong experiences in Uganda.

Access to intra-regional and international markets is key to sustainable trade. Market development constraints in the IGAD can either be classified as chronic or acute. The chronic constraints range from traditional reluctance of the livestock owners to sell their livestock, inadequate access to markets, restrictive trade tariffs and inadequate policies. Acute constraints range from changes in government policies, panic selling due to environmental changes (droughts and floods), collapse in consumer purchasing power and trade bans due to trans-boundary animal diseases (TADs).

The livestock sector in the global arena is highly dynamic and evolving in response to rapidly increasing demand for livestock products. These changes are largely attributed to increased consumption caused by the rapidly increasing human population,<sup>10</sup> increased urbanization, increased incomes and levels of production.

Livestock production is likely to be increasingly affected by carbon constraints and environmental and animal welfare legislation. Demand for livestock products in the future could be heavily moderated by socio-economic factors such as human health concerns and changing socio-cultural values. There is limited data as to how these global factors play in the IGAD region.

The global animal production is shifting from the industrial to the developing regions. The increasing livestock production associated with increased use of science and technology creates a growing concern among policy makers for animal health legislation, market distortion, and contribution to environmental degradation. In particular, there is concern for regulatory frameworks and payment for environmental services (PES) among others. Use of technology to increase resource use efficiency and clarification of property rights require promotion mechanisms for cooperation and institutionalization of policies. At the IGAD level, the African Union Pastoral Policy and the IGAD Regional Policy Framework on Animal Health in the context of trade and vulnerability are being promoted.

### **Internal trade**

Over the years local demand for livestock and livestock products has grown with growth in population and has exceeded supply as indicated by the high prices for these products. The IGAD region still remains a net importer of most livestock products and it is common to find imported processed/value added products in the market shelves. Livestock marketing is mainly a private affair across the value chain through individual producers, dealers and brokers trekking, or trucking animals to sell in the local poorly serviced markets.

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<sup>10</sup> Human population growth in the IGAD is estimated at 2.6%. This is among the highest in the world.

**Table 6: illustrates the importance of livestock trade to livelihoods in the ASALs.**

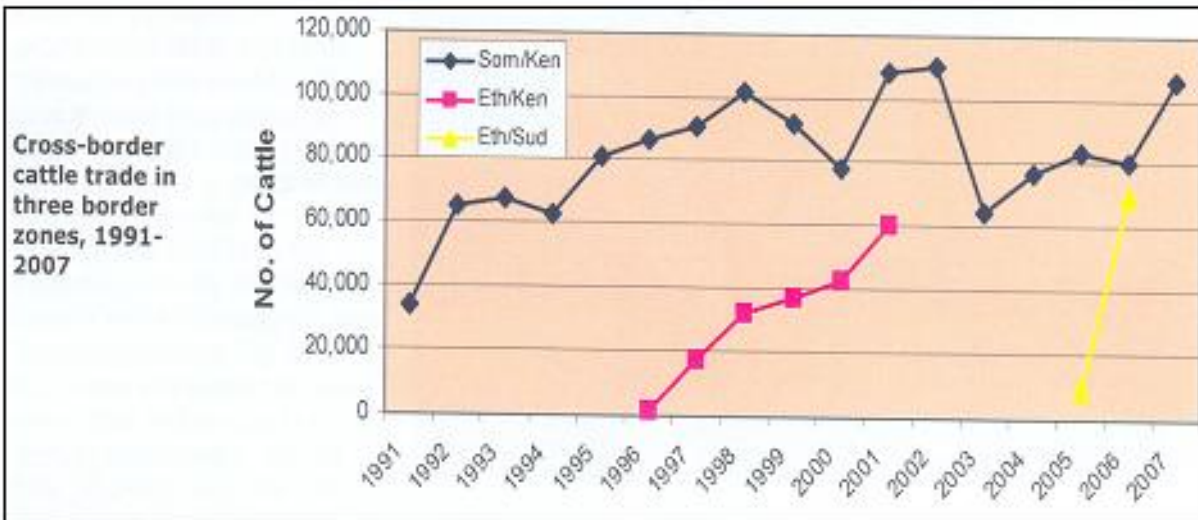
Table 1. Annual pastoral household income from livestock sales in selected areas of Kenya, Ethiopia, and Sudan				
Area	Pastoral wealth group income (US\$)			
	Very poor	Poor	Middle	Better-off <sup>a</sup>
Mandera, Kenya Equivalent sheep or goats	105 3.5	229 7.5	702 24	1,787 60
Wajir, Kenya Equivalent sheep or goats	42 1.5	169 5.5	677 22	1,105 37
Teltele, Dillo, and Dier, Ethiopia Equivalent sheep or goats	114 5	202 8.5	714 31	2,100 92
Borana-Guji, Ethiopia Equivalent sheep or goats	132 5.5	231 10	768 34	1,500 66
North Darfur, Sudan Equivalent sheep or goats	-	115 4	615 21	-

Source: FAO/IGAD Study “*Livestock Exports from the Horn of Africa: An analysis...*” by Tuft University 2010, (Income data in the report compiled from SC UK (2004) and LIU 2002)

Markets are usually located in close proximity to major towns and cities. Livestock has to be trekked through long distances sometimes hundreds of kilometers to access markets. This calls for a need to establish bulking sites as temporary holding grounds for livestock before transportation to major markets. Lack of market information makes producers vulnerable to exploitation by middle men/brokers who are their only source of demand/supply information. Expanded extension services, investment in infrastructure and use of modern technology and mass media can play an important role in ensuring timely market information reaches the farmer/producers. There is need to establish accurate data on the volume of internal trade and the attending demand/supply in Member States.

### **Regional Trade**

Regional/Cross border trade represents one of the most significant growth areas of regional trade within the IGAD region. The trade can be considered the largest form of cross border trade in the region. The overall cross border trade in the region is estimated at excess of USD 60 million annually with IGAD member States contributing over 70 % of this trade. The figure below shows the trends in cross border trade between Somalia/Kenya, Ethiopia/Kenya and Ethiopia/Sudan between 1991 and 2007



**Figure 5: Cross Border Trade in the IGAD region(source: COMESA, 2009)**

Despite its immense potential to contribute to national economies and poverty alleviation, regional cross border trade within the IGAD region is poorly understood even by policy makers and as such remains poorly financed and developed.

The IGAD Member States share long stretches of borderline that is poorly manned and lack basic livestock infrastructure. They lack holding grounds, security, customs posts among other vital facilities. Small scale traders and pastoralists often find themselves vulnerable to the more informed middle men and brokers due to lack of adequately scaled down market information. Trans boundary diseases(TADS) andzoonotics remain a major threat to regional livestock trade. It is difficult for pastoralists and traders to effectively collect vital and credible livestock health data and participate in animal health control programs calling for the need to empower pastoralists through sensitization and effective coordination.

Cross border trade is hampered greatly by lack of harmonized laws governing the trade and centralised decision making in all border points and animal health related decisions issues. Further, cross border conflict have for a long time negatively impacted regional trade.

### **External/Export Trade**

Export of livestock and livestock products has been a major source of foreign exchange for Member States in the IGAD region. The Horn of Africa has exported these products to traditional markets like Saudi Arabia, Egypt, Yemen, and the Gulf States. The major exports are live animals and livestock products like frozen whole carcasses and hides and skins. According to recent studies (AU/IBAR) The IGAD region is the leading exporter of live animals in Africa contributing about 42% of total export while Africa meat exported from Africa (2003 – 2005) was about 109.000 tons per year with IGAD region contributing a measly 16%. The meat deficit

in Africa alone stands at about 953,000 tons worth of approximately USD 1.8 billion indicating a huge gap in supply and a live market for IGAD Member States. Despite high milk production, Africa still remains a milk deficit region. IGAD regions meat characteristics (Boran bull, desert sheep and the Somali blackhead sheep) make it the preferred choice of most export markets. Geographical proximity to the North African and Gulf markets coupled with the growth in populations and attendant growth of the service industry (hotels)

IGAD Member States are in different leagues in terms of volumes, export traditions and conduct of export business as well as in the mode of production related to export. For example, Kenya is the smallest exporter and a net importer of livestock through cross border trade from Somalia, Ethiopia, and Tanzania. Kenya exports only a few live animals to Mauritius. Ethiopia on the other hand is a significant informal exporter to Somalia, Kenya, Sudan, and Djibouti and also has a thriving formal export tradition of goat meat and live animals. Somalia is a significant and long standing exporter of live animals and frozen carcasses to the gulf region. Sudan has been a major livestock exporter to the gulf region for decades and informal exporter to Egypt. Sudan exports live sheep, camels, goats and live cattle. It also exports mutton, goat meat and some beef.

The livestock industry in the IGAD region is characterized by recurrent bans due to concerns over TADS (common livestock bans, other SPS issues), seasonality of supply(water, pasture, disease), Inadequate market infrastructure, poor quality meat due to poor handling, and lack of export level facilities(abattoirs, meat transport logistics) and stiff competition from India, Pakistan, Australia, Brazil and New Zealand. The industry is also plagued by certification, health and standards problems, government regulations, documentation, licensing and taxation and layers upon layers of bureaucracy. Stabilization of export trade will benefit pastoral communities in ASALs through stabilizing incomes and livelihoods. Much focus should therefore be given to improving standards and certification systems. The IGAD Member States and regional technical experts must also be involved in setting these export standards as they tend to be skewed to the importing countries.

### **Value Addition**

Little is done in way of value addition in pastoral areas of IGAD states save for low level traditional [processing of livestock products at subsistence levels. Value addition is crucial in the sector for enhanced incomes and improved livelihoods of the pastoralists. Value addition will involve animal control and housing, slaughter, packaging, conditioned transport, production of products like cheese, butter, ghee, leather products, dried milk, buttons, glue, cooking fat, etc. It is necessary that infrastructure for primary and secondary value addition be put in place to maximize returns from the livestock sector. The infrastructure could include, holding pens, export quality slaughterhouses, tanneries, dairies, cooling plants, and other relevant structures.

Financing of these structures is crucial. Involving private sector through individual investments or through public-private partnerships would enhance the ability to value add products. A regional standards making body would include experts that set standards for production of these products.

### **Financing and Insurance**

Livestock in the IGAD region supports a large section of the producer's livelihoods. The sector has high potential for attracting rapid economic growth and boosting regional peace and integration. The sector also contributes enormously to regional economies and Member State GDPs. Despite the huge potential the existing financial institutions and insurance products do not recognize livestock as collateral or consider them too risky when providing facilities. There is need to design products targeted specifically at pastoral communities. Insurance would help mitigate the great losses incurred during the rampant adverse conditions in the region.

### **b) Challenges in Social economics, Policy, Trade and Market Developemnt**

Enhanced utilization of livestock is hampered by inadequate socio-economic data to inform adequate policy decisions.

As commercialization and urbanization increases within the pastoral communities in the IGAD, there is a likelihood of provoking changes in livestock species and herd composition and their respective roles. With the changing herd compositions, there is also the likelihood of changes in household incomes and changes in gender involvement in livestock production amongst the pastoralists hence the need to re-calculate the wealth ranking indices. This will help in providing information for sufficient planning and emergency interventions.

All these changes call for a renewed effort to collect, collate and analyze new, improved or reliable data that is relevant to the current situation for improved understanding and information delivery to policy makers in order for them to make appropriate investment options. Such data will includes: (i) Gross Domestic Product (GDP) growth per capita in livestock products (meat, milk, eggs among others.) consumption<sup>11</sup>; (ii) contribution of value by livestock in agriculture; (iii) annual growth in value-added in the livestock sector by species<sup>18</sup>; (iv) public spending on livestock as a percentage of GDP allocated to agricultural sector; (v) public spending on animal health services as a percentage of total public spending on livestock; (vi) animal inventories: national and regional; composition/structure and location of animals; number of animals; livestock units per capita; (vii) household data: contribution of income from livestock; (viii) data on contribution of livestock to cropping sector and (ix) data on contribution of livestock to GDP and livelihoods, value chains (competitiveness, level of development,

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<sup>11</sup>The current available data is based on estimates which vary significantly



safety); value chain disaggregation (gross margins); livelihoods analysis (poverty, incomes, food security; expenditures); cost/benefit analysis of programmes, interventions among others).

The contextual environment in which ICPALD operates is endowed with abundant resources<sup>12</sup> but is the second poorest on the continent with a per capita income about US\$1,197.<sup>13</sup> There are several constraints that contribute to this contradiction. Amongst these include (i) insecurity and conflicts within and between the MS of the IGAD; (ii) recurring hazards such as droughts, floods (climatic changes);<sup>14</sup> (iii) presence of endemic and emerging and re-emerging trans-boundary animal diseases (TADs), zoonoses pests and predators; (iv) rapidly increasing population<sup>15</sup> coupled with inadequate food production, increasing food prices and dependency on food aid; (v) inadequate policy, legislative and regulatory frameworks and institutional arrangements; (vi) cultural and spatial isolation; (vii) political marginalization; (viii) inadequate/poor basic infrastructure and low investment in the agricultural sector (including pastoralism, dry land agriculture and control of livestock diseases); (ix) low human development (illiteracy) and food security indicators; (x) weak provision of public services; (xi) costly service delivery in remote areas; (xii) limited technical capacity; and (xiii) low funding; (xiv) natural calamities; (xv) shifting requirements in external trade; (xvi) seasonal fluctuation of feed and water availability; (xvii) low adoption of appropriate technologies; (xviii) environmental degradation; and (xix) adverse effects of conflicts on human welfare and economic development, which further limits private sector involvement. All these constraints contribute to inadequate utilization of resources for economic development hence the need to support policy and strategy reviews both at MS and regional level.

Inadequate interventions to mitigate the constraints in several sectors of the economy are partly brought about by inadequate quality data and information to inform the policy changes. Collection, collation and analysis of such data indicated above will therefore partly help support policy for improved information, rationalization and review of investment in the ASALs.

## Policy

Policies determine the direction and the priority areas in the country's economic investment plan as well as governance processes. They provide a framework upon which key decisions are made, strategies are developed and resources are allocated.

The main challenge for the drylands development is resource tenure. The tenure security to uphold the rights in terms of access, control, use and management of the resources in the drylands has been elusive. In most of the ASALs, there are no property rights in land. The

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<sup>12</sup> The region has 9% of the world cattle population, 60% of world camels, 8% of world small ruminants, a vast quantity of minerals (including oil), rivers, lakes, forests and a high agricultural potential

<sup>13</sup> Only second after the EAC whose per capita is about US\$1,065

<sup>14</sup> Recurring and severe droughts and other natural disasters leading to widespread famine, ecological degradation and economic hardship

<sup>15</sup> The region has an annual population growth of more than 3%, which is one of the fastest population growths in the world.

communitarian use of resources including land in most parts of the arid and semi-arid lands calls for a tenure regime that recognizes and strengthens common property regimes. It also needs a system that makes extensive use of traditional institutions and indigenous technology and knowledge in the management of such resources in terms of defining and controlling access, user and control rights. The failure to recognize pastoral land rights and the means of achieving and securing them as enshrined in the MSs' constitutions has been the main threat. Sustainable development is only possible if the livelihoods of the dryland resources are themselves sustainable and producing at their optimum. Sustainability of any livelihood, however, is dependent on the interaction between the policy framework and livelihood assets. Policies influence the promotion and protection of livelihood assets by regulating access, use, control and management. The level of control the people (individuals or groups) have over the assets determines the power they hold to influence policy and institutional processes. The interaction of the policy processes and people/individuals is therefore a critical determinant of productivity.

The provision of land tenure security for the dryland communities like pastoralists has been a major challenge to many governments in the IGAD region. The use and management of land and other natural resources in the drylands is communitarian. Coupled with the extensiveness of pastoralism, most tenure provisions in the constitutions and laws have been inappropriate for pastoralists, who are the main custodian of these lands. This has impacted negatively on the development of pastoralism and other dryland livelihoods. The trend has exposed pastoral lands for alternative land uses without consultation with the pastoral communities as there has been no way to secure the land.

Baseline assessments need to be carried out to facilitate prioritization of favorable policy components of existing policies to validate equitable benefit and cost-sharing mechanisms for ASALs communities.

### **c) Opportunities In Social Economics, Policy, trade And Market Development**

The growing political will of IGAD MSs giving high priority to ASALs development and commitment to making tangible financial and technical contributions; the firm commitment from some development partners; the inherent ICPALD mandates within IGAD, the current collective consensus and sense of urgency; the available natural, human and capital resources; the acknowledgement by all concerned that there is need to do things differently; the growing trend towards consolidating regional economic and political integration and the focus on ending drought emergencies through building resilience and sustainable development rather than through relief interventions to cope with emergencies are opportunities this strategy will exploit in addressing socio-economic, policy and marketing constraints.

Opportunity also exists to leverage on best practices and lessons learned from other interventions / actions being implemented in the region and the current IDDRSI programme

activities to enhance policy/strategy reviews for better policies and market access for increased wealth creation within the IGAD.

Based on the proposed core functions of ICPALD hence the creation of a socio-economics, gender and policy support unit, opportunity exists to establish this unit which will make input in collection, collation and analysis of socio-economic data to enable ICPALD realize its mandates and potential.

### **2.1.2 Dryland Agriculture and Alternative Livelihoods**

ASALs account for about 60 - 70% of the land area of the countries in the Horn of Africa (HoA).<sup>16</sup> Pastoral, agro-pastoral rain-fed agriculture and livestock production systems are the primary economic enterprise and main economic driver in the ASALs. The majority of this area is affected by moderate to severe land degradation and desertification. About 30% of the IGAD MS populations live in the ASALs. Social, technical and economic services are however not well developed, especially to the mobile pastoral populations. In addition, the long-term development needs of the ASALs are generally under resourced. Insecurity in the region exacerbates vulnerability and hinders effective response and other development interventions.

Crop production is generally considered not viable due to ecological and social-cultural reasons. Such generalizations do not take cognizance of the great potential, geographic diversity of the region and wide flexibility of the populations. When and where the conditions allow (water availability and soil fertility) communities have engaged in rain-fed and irrigated crop agriculture which has been shown to make significant contributions to livelihoods.

#### **Drylands Agriculture**

Increased number of natural and man-made shocks, especially the more frequent droughts, floods and civil strife have affected economic performance of most IGAD MSs. Increased rainfall variability with some parts of the region becoming progressively hotter and drier while others becoming wetter and more flood-prone is increasingly becoming a reality.

The main challenge for the drylands development is resource tenure. The tenure security to uphold the rights in terms of access, control, use and management of the resources in the drylands have proved elusive. The communitarian use of resources including land in most parts of the arid and semi-arid lands calls for a tenure regime that recognizes and strengthens common property regimes. It also needs a system that makes extensive use of traditional institutions in the management of such resources in terms of defining and controlling access, user and control rights.

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<sup>16</sup> The ASAL areas of the IGAD Member States receive less than 400mm of rainfall annually, making the region prone to recurrent droughts.

In ASALs there are no private property rights on land. The failure to recognize pastoral land rights and the means of achieving and securing them as enshrined in the MSSs' constitutions has been the major threat to pastoral land rights and tenure security. However, there are policy attempts to guarantee access and user rights as the land policy upholds the principle of equity in access to land among the famers.

Nevertheless, the legal provision by governments that land can be leased and given out for commercial production has made pastoral areas a centre of attraction to multinational companies that want to engage in commercial large scale agricultural production through irrigation. The drylands are thus subject to commercial pressure and with the intensification of land alienation for irrigation agriculture, poses a clear threat to biodiversity and pastoralism in these areas.

The agricultural policy is promoting increased investment in smallholder farmers by enhancing access to inputs and commercialization of irrigated agriculture with the resultant increased agricultural crop production in arid and semi-arid lands. It is also promoting livelihoods diversification to enable the communities cope with shocks such as drought through the provision of livelihood packages that aim to support secondary sources of income. One of the reasons given for this emerging scenario is the frequency and the intensity of droughts in the ASALs, making livestock restocking difficult. The other reason is the migration of agriculturalists into these areas in search of alternative livelihoods or arable land.

Migration of farmers from the highlands and adoption of farming by local communities is creating pressures on land resources resulting in increased competition of land resource, privatization of communal land and over use of available "fertile areas" resulting in severe land degradation. Past development initiatives in ASALs have led to changes in the traditional way of life and unsustainable resource use due to increasing human and livestock populations. Land fragmentation, insecure tenure and user rights, and externally driven land appropriation processes (i.e. oil and mineral resources) also undermine pastoral and agro-pastoral productivity. The neglect of crop agriculture has greatly hampered the development of significant and potential livelihood diversification options in the ASALs. Other important trends include mobile phone technology which has contributed greatly to improved access to market information and extension technologies. There is notable increased interest and commitment by MS to invest in dryland development.

Agro-Pastoral production systems in the IGAD region depend on natural vegetation, water and other natural resources. They play a key role in the protection and maintenance of ecosystems and services. These ASAL ecosystems are characterized by highly variable temporal and spatial production of herbaceous biomass, which impact on livestock production and productivity. The dependence of the IGAD region on rain-fed crop agriculture and livestock production systems and the associated industries makes it vulnerable to the adverse impacts of increased frequency and intensity of climatic extremes. . It is widely acknowledged that the HoA is facing a daunting challenge of pursuing sustainable development in the face of adverse effects of Climate Change (CC).

The Intergovernmental Panel on Climate Change (IPCC) has shown that global warming has taken root causing changes in regional and local climatic extremes such as droughts and floods with far reaching socio-economic implications. Most of the IGAD region is highly vulnerable to the extremes of climate variability especially the recurrent droughts and floods. The floods, droughts, severe cold and warm spells, among others are causing serious human suffering and huge economic losses. Such climatic extremes often wipe out years of national development investments in water, agriculture, industries, tourism, infrastructure, health, shelter, transport, communication and also result in mass migrations. Women and the youth are most vulnerable to the effects of these climatic calamities since they are the ones who are at the fore-front of agricultural production. The impacts of climate change are devastating in most of the IGAD region. However, the vulnerability varies from location to location depending on the severity of the local climatic hazards, the adaptive capacity, and the prevailing local systems.

Natural resources (NR) such as water, wildlife, rangelands and general ecosystems often extend beyond the boundaries of tribal areas and countries. Some serious conflicts over these natural resources have been witnessed in many parts of the IGAD region. These conflicts are especially worse during years of climatic extremes. With the increasing growth of populations and corresponding demands for natural resources from the continuously degraded environment, CC, forced migration and conflicts will be key challenges of this century in this region.

#### **a) Challenges in Dryland Agriculture and Alternative Livelihoods**

Insufficient attention has been given to addressing the root causes of vulnerability in the ASALs of IGAD. It is also apparent that it is not drought but rather vulnerability during drought in the ASALs that has thrown the region into repeated food crises. Major challenges include; inappropriate Government policies, inadequate prediction, prevention and mitigation mechanisms, insecurity and conflict problems, poor provision of services and remoteness and poor road network. All these contribute to the low agricultural productivity, inadequate investment in agriculture and related infrastructure, and overdependence on food imports and relief operations

The region's high vulnerability to climatic variations characterized by frequent dry spells, droughts and floods, land degradation are challenges to adaptation. This is exacerbated by low productivity, poorly developed domestic market structures and dilapidated infrastructure, low savings and investment, heavy debt burden, high population growth rates<sup>17</sup> and high rate of urbanization. Recurrent droughts and floods wipe out years of national development investments in water, agriculture, industries, tourism, infrastructure, health, shelter, transport, communication and also result in mass migrations. Floods and droughts cause degradation of the ecosystems that are characterized by highly variable temporal and spatial production of herbaceous biomass, which affects livestock production and productivity and increases hunger and poverty in the ASALs. Women and the youth are the most vulnerable to the effects of these climatic calamities since they are the ones who are at the fore-front of agricultural production.

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<sup>17</sup> The region has an annual population growth of more than 3%, which is one of the fastest population growths in the world.

The dependence of the IGAD ASAL region on rain-fed crop agriculture and livestock and their associated industries makes it vulnerable to the climate extremes. The effects of climate change (CC) on the drylands of the HoA pose particular difficult policy challenges. The climatic extremes and poverty levels faced by the regions inhabitants exacerbate the problems of development. The member states of IGAD do not have a well-developed policy on CC, however the need for a harmonized regional policy is well acknowledged. CC and its adaptations form the core functions of the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) as pronounced by all the policy organs of IGAD. Weather forecasting in the region is coordinated by IGAD Climate Predictions and Applications Centre (ICPAC) and national weather stations but there is a need to cascade the information to create a user friendly product for consumption by the ASALs residents. Currently, the Member States lack adequate programmes for drought and flood control and mitigations mechanisms and often recovery is not systematic or assured.

#### **b) Opportunities in dryland agriculture and alternative livelihoods**

The developments in the ASALs reflect the pervasiveness of poverty, which is demonstrated by the growing constraints of water, land degradation, continuing concerns about malnutrition, migration due to frequent droughts, lack of infrastructure, poor dissemination of improved technologies, and effects of government policies and further economic liberalization on the competitiveness of dryland crops.

Hence priority development interventions are identified to accelerate the pace of development of dryland agriculture, including: (a) water as a catalyst for development; (b) reorientation of public policies and better targeting of development interventions to dryland farmers, especially since they relate to key factors constraining agricultural productivity, and hence poverty reduction; (c) diversification with a higher focus on crop-livestock development; (d) innovative, cost effective and community based management of wastelands and common property resources; (e) marketing, commercial orientation and competitiveness of dryland agriculture; and (f) institutional innovations, building partnerships, linkages and capacity. The development of dryland agriculture therefore requires synergy among technologies, marketing systems, input supplies, credit, policies and institutions.

The shared agro-ecosystem, including natural resources such as water and pastures and common production systems, offers an opportunity for cooperation among countries to identify and implement food security programs. Immense opportunities for technology transfer, value addition, capacity development at regional, national and community levels with a view to increasing food production, employment creation and income generation and poverty reduction exists within the ASALs.

In addition, there are growing opportunities for international/regional trade in agricultural produce largely due to the increased demand for these products fuelled by growing populations, urbanization and rising incomes. Leveraging on existing research, coordination structures and frameworks is also an opportunity. Emerging policy windows nationally and regionally, the increasing political voice of pastoralists and agro-pastoralists, and the

transformation of agriculture from subsistence to competitive, profitable market-oriented systems in the IGAD region also provide immense opportunities for dryland agriculture

The agreement between MS to improve intra-regional communications and the potential to leverage economic growth together with the recent globalization trends of the world economy will be an opportunity to be utilized for climate change and adaptation.. In addition the region has diverse ecosystems with enormous wealth of wildlife, rivers and lakes. The potential for alternative energy resources (hydroelectric, wind, solar and geothermal), marine, water and livestock resources exists in the region. The IGAD region's population of about 230 million people, the majority of whom are naturally integrated by cultural similarities, provides an enormous market potential and possibilities as well as political coherence and regional cooperation.

Moreover the region is embracing democratic governance and positive progress towards minimum economic integration and common market. Policy-makers across the region that are fashioning solutions to climate change need to take a much closer look at the local political variables that factor into climate vulnerability. The most important of these is the impact of governance on the climate change programmes.

### **c) Artisanal Minerals and Non Wood Products**

The region is endowed with substantial natural resources such as artisanal minerals including gold, gemstones and NWFP like honey, gums, resins and spices over and above the oil and gas reserves

### **Challenges**

- i. Sector operates in a rather chaotic and disorderedly manner
- ii. Most of those involved come from marginalized socioeconomic backgrounds and operate at subsistence levels. This makes individual panning and decision making limited to immediate needs
- iii. They use traditional technologies which makes it difficult for economies of scale.
- iv. Most operate informally without licensing or recognition from the authorities
- v. Most areas do not have supporting infrastructure
- vi. Most operate under poor health and sanitation conditions
- vii. There is lack of direct access to markets forcing sales to be made through informal channels leading to high exploitation by middlemen
- viii. There is no quality control
- ix. There is limited monitoring, compliance and enforcement of relevant legislation by ministries concerned.

## Opportunities

- i. Awareness creation on the major products and ways to improve success in the enterprise through
  - a. Provision of technical knowhow
  - b. Improvement of infrastructure
  - c. Safety security and stability
  - d. Financial support and favorable investment climate
- ii. Formation of associations or strengthening existing ones
- iii. Material support to increase efficiency
- iv. Training in modern methods, safety and health
- v. Training in value addition
- vi. Provision/improvement of infrastructure
- vii. Diversification of activities in the regions.

### 2.1.3. Livestock Production, Health ,Trade And Marketing

#### a) Livestock Production and Health

The IGAD region has a huge livestock resource base which is estimated at 125 million cattle, 120 million goats, 112 million sheep, 16 million camels, 4 million pigs and 150 million poultry. This rich resource makes the IGAD region the most endowed in livestock resource in Africa. The region is also rich in diverse livestock and wildlife genotypes adapted to different agro-ecological zones which contribute significantly to food security, livelihoods and hard currency to Member States. The contribution of livestock to agricultural GDP in most of the IGAD MSs has been shown to be higher than what has been previously reported.<sup>18</sup>

Livestock is a major commodity traded across the borders of the IGAD countries. Besides intra-regional trade, livestock is also exported to the Gulf countries and North Africa and contributes significantly to employment and income generation along the value chain. For instance, it is estimated that 60% of the livestock exported through Somalia as well as a large proportion of beef cattle consumed in Republic of South Sudan comes from Ethiopia. Similarly, Uganda exports a substantial number of cattle to South Sudan while South Sudan exports to Sudan. Kenya, on the other hand imports a large number of livestock for domestic meat market from all her neighbouring countries of Ethiopia, Somalia, South Sudan, Uganda and Tanzania.<sup>19</sup>

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<sup>18</sup> Up to 50% of agricultural GDP to the national economies is contributed by the livestock sector, mostly, produced in these parts (Roy Benke 2013).

<sup>19</sup> Desta, *et. al*, 2011.



The livestock sectors in IGAD MSs face common challenges that require coordinated response and the development of an IGAD-wide free trade area would require the free movement of livestock and livestock products across borders for trade purposes, with due cognizance of the fact that free movement of goods, livestock and persons predisposes the region to insecurity and potential spread of human and animal diseases. It is with this in mind that the MSs approved the Regional Policy Framework on Animal Health directed towards legalizing, streamlining and promoting trade and reducing vulnerability.

Livestock in most areas of IGAD region are managed traditionally with low inputs leading to low productivity levels. The decision to sell animals by livestock keepers and pastoralists is based on immediate cash requirements which mean the production is not entirely market oriented. The growth in livestock, milk and meat production in the IGAD region is low compared to the growth in demand of animal products.<sup>20</sup> This is mainly due to poor animal health services, low availability of feeds, poor nutrition, low yielding animal breeds and inadequate access to markets.

The market infrastructure is also poor and often lacks among others; watering and feeding facilities. The border inspection posts are poorly staffed and with little cross-border animal health inspection coordination and trading procedures are not yet harmonized. However, substantial numbers of live animals are crossing the borders in the IGAD region targeting the intra-regional and Gulf markets. In 2012, the MS exported 8.6 million live animals through export quarantines available in the region to Middle East and North African countries.

With regard to value addition, little is done on milk, red and white meat, hides and skins and honey targeted for export. Livestock production in MSs is generally dominated by the primary production with very little on-farm and off-farm processing of livestock products which results in low income and increased unemployment.

### **Challenges in livestock production, health, trade and market development**

The livestock sector has a number of challenges and constraints that require addressing in collaboration with public, private stakeholders and development partners at national and regional levels. Animals in the region cross national borders in search of water, pasture and for trade with little mechanisms in place for control and traceability. Controlling Trans-boundary Animal Diseases (TADs), particularly trade sensitive ones, is a shared concern and a high priority for member states. In some cases, TADS have led to trade bans on the IGAD exporting countries by the Middle East importers. Another challenge facing livestock production in the region is the low production compared to the growth in demand for food of animal origin. Per capita livestock production in the region is either declining in some countries or marginally increasing.

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<sup>20</sup> The State of Food and Agriculture Livestock in the balance. [www.fao.org/publications/sofa](http://www.fao.org/publications/sofa)

Improvement in supply of milk and meat depends critically on livestock productivity and is generally poor across the region's various production systems. The major challenges that need attention include: (i) harmonization of and compliance with SPS standards; (ii) restrictions on livestock mobility; (iii) enhancing intra and inter regional trade; (iv) accessing financial services; (v) organization of value chain actors to achieve economies of scale; (vi) enhancing investment in improved livestock market infrastructures; (vii) institutionalization of public private partnership (PPP); (viii) providing adequate market information; (ix) enhancing capacity for the limited regional bargaining power and barriers to trade; and (x) enhancing capacity for the current inadequate coordination particularly of the cross border programs and limited resource mobilization. This Strategic plan will attempt to improve the performance of the livestock sector and enhance its benefits to the people of the region.

### **Opportunities in livestock production, health , Trade and market development**

The following are the major opportunities for the livestock sector in the IGAD region which the strategic plan will focus on and exploit: (i) the huge livestock resource base; (ii) the high and growing human population<sup>21</sup> in the region and the resultant increase in demand for livestock and livestock products; (iii) proximity to the Middle East and North African markets (Saudi Arabia, UAE, Kuwait, Yemen, Bahrain, Egypt, Oman and Qatar); (iv)(v) the potential for breed improvement; (vi) the existence of adapted and improved fodder species and feedlot practices with a huge potential for up-scaling and; (vii) the growing involvement of the public and private sectors in livestock investment; (viii) value addition (ix) market penetration and expansion.

### **c) Gender issues and Livestock production**

In spite of their major involvement in and contribution to livestock management, women tend to have limited access to resources, extension services and less participation in decision making compared to their male counterparts (FAO, 2011a). In rural livestock-based economies, rural women comprise two-thirds of low-income livestock keepers. In particular, activities related to small livestock production (poultry, sheep and goats), milking and processing of milk, are carried out mainly by women and, to some extent, by children (Okali, 1998; Thornton, 2001; FAO, 2011a).

Women and men experience different challenges when accessing, managing and controlling livestock assets. In spite of their important contribution and role in livestock management, women often face greater constraints which invariably prevent them from reaching their full potential within the sector thereby compromising the achievement of overall household food security and nutrition. When rural women access and control the livestock or livestock products they own or manage, household coping strategies and in particular, nutrition are improved (IFAD, 1999; FAO, 2012c).

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<sup>21</sup> It is estimated that the human population in the IGAD is about 230 million.

The main challenges that rural women and men face in the poultry, small ruminant and dairying livestock sub-sectors include traditional roles and customary patterns which limit women's access to and control over natural resources, skewed distribution of roles and responsibilities based on sex and age, limited access to technologies, training and extension services, (IFAD, 2003), limited access to financial services, poor access to markets by women relative to men and a predisposition of women to occupational health and safety hazards. The LPI's pro-Poor principles of participation and gender-sensitive gender balance; evidence based (gender-disaggregation best practices); poverty relevance/livelihoods focus to reduce poverty while addressing gender inequality; GRASS framework and inclusiveness shall be used to guide the design and planning of drylands, livestock and fisheries programmes and projects.

IGAD has obtained observer status with the international standard setting institutions such as Codex, WTO and OIE. Through IGAD, ICPALD will therefore be able to influence standards setting and development of common positions for the benefit of the region. The livestock program of ICPALD will also coordinate the regional Livestock and Pastoralism Coordination Working Group (LPCWG). The working group will be facilitated to play an advisory role and to share good practices and lessons learned in livestock and pastoral development programming.

#### **2.1.4 Knowledge Management**

Knowledge management (KM) can be best described from the understanding of the concept of knowledge. Knowledge resides in the skills, understanding and relationships, tools and processes of community members, hence it is a living practice that results from accumulated experience of knowledge communities (people's actions, thinking and conversations). True knowledge is power and it transforms. Tertiary and higher institutions (THIs) as Centres of knowledge are at the heart of Public-Private Sector economy and are ultimately responsible for the development and implementation of policies, and influence the nature of grassroots education.

ICPALD is mandated to address development challenges in ASALs of MS by providing evidence based sustainable development options. The Centre is also mandated to facilitate appropriate and applicable knowledge, research and technology development; including their domestication, adoption and transfer so that member states and their partners share and use best practices at regional, national and local platforms. Knowledge Management (KM) will also facilitate innovation within the organization, partners and beneficiaries. Shared knowledge will contribute to congruence in ideas, judgments, perspectives and concepts within MS. This will enhance future planning, minimize risks and enable MS to take advantage of available opportunities. It will also enable the region develop its knowledge base, competitiveness and improve efficiency in allocation of human and technological resources.

To build adaptive capacities, people of IGAD region need flexibility and equitable access to transformative knowledge for production, trade, markets, health, and investment among others. To enhance KM in the IGAD region the Centre plans to: (i) develop learning structures

and repositories;<sup>22</sup> (ii) develop Knowledge Sharing and Storing Mechanisms<sup>23</sup> and (iii) develop Knowledge Management and Application Architecture.<sup>24</sup> To achieve these ICPALD will use the following strategies to build understanding and create awareness on the dynamics of knowledge management in the region and achieve the objectives of knowledge management:

- (i) Build on regional experience to assist and compliment coordination, mobilization, harmonization, promotion, support and facilitation to build understanding and create awareness on the dynamics of knowledge management in the region;
- (ii) Support and enhance training and research networks and institutions of excellence in research, knowledge, science, technology and innovations relevant to IGAD region;
- (iii) Support research and capacity building in priority themes including livelihoods, products development, food and nutrition security, water security, climate change resilience, renewable energy security, bio-security and bio-safety, trans-boundary diseases and global health, biotechnology, African biodiversity and natural products industry, ecosystem health and restoration, green technology, gender, indigenous knowledge and technology for climate risk management, and applied ICT and knowledge management;
- (iv) Strengthen relevant global, regional and national research and higher education networks, collaborations and integration;
- (v) Enhance ASALs-based commodity research, knowledge generation and management, data and information sharing, communication, technical/extension support, advisory services and training;
- (vi) Support and enhance policy research and policies that support research, knowledge management and technology transfer at all levels.

### **Challenges in Knowledge Management**

Knowledge exists in both formal and informal institutions. These institutions shape key drivers ('people', 'technology' and 'process') that effect knowledge management actions. Thus, major challenges to knowledge management is the inability to protect intellectual property, assets and innovations, seeking opportunities to enhance decisions, services and products through added intelligence, increasing value to existing knowledge, and to coordinate, organize and provide flexibility to its usage.

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<sup>22</sup> (a) Individual Learning (Seminars, workshops, conferences, expositions, tradeshow, printed materials, academics studies and internet e-knowledge materials); (b) learning from Other Parties: (clients (MS), Partners, Competitors (e.g EAC), Universities and Research Institutions, consultants, governmental and non-governmental organizations and Donor organizations); (c) organizational Learning Mechanisms: (Systematically documenting lessons learnt from program/project designing process, implementation and evaluation).

<sup>23</sup> (a) Knowledge Sharing Mechanisms (develop ICPALD web portal, create Mailing list, collaborative partnership with mainstream media channels (TVs, Radio and Print medias) and use of social media (You Tube, Blogs, Twitter, facebook and others) and (b) Knowledge storage Mechanism (database servers, external hard drives and hard copy documentation (mainly on important and sensitive documents)).

<sup>24</sup> Knowledge management and application architecture (performance indicators, staff appraisal and knowledge sharing organogram)

The challenges to KM include:

*Cultural challenges*

- Trans-boundary resources-based conflicts within and outside the region that constrains knowledge sharing;
- IGAD's capacity to cope with the dynamic and ever-increasing demands of international terrorism, international economic crises and climate change;
- Impacts of HIV/AIDS scourge, famines, civil strife and high brain drain;
- Governance style in member states prevents information flow, and transfer of knowledge;
- Inability to keep up with new technologies;
- Socio-cultural norms and taboos.

*Technology infrastructure*

- Inadequate integration of existing databases;
- Limited inter-operability;
- Limited navigational tools.

*Process and architecture*

- Inadequate business processes and modeling;
- Inadequate documentation exacerbated by lack of management guidelines;
- Inadequate integration of knowledge into planning systems;
- Inadequate capacity for application of innovations and research findings;
- Inadequate of standard methods of measurements of knowledge and measuring impact.

Opportunities in Knowledge Management

Knowledge is built and managed as a basis for informed decision making. In many rangelands of the IGAD region there is no consolidated information of the extent of rangelands, how they are being used, what tenure and management systems are in place, and what is the potential for development based on systematic scientific studies. This dearth of knowledge makes informed policymaking difficult. A full resource inventory of rangelands and natural resources is a necessary basis for making strategic and participatory decisions on land use planning, management and development, and how pastoralism can best be supported and integrated.

KM structures in ICPALD serve IGAD MS and other stakeholders within the region. Availability of quality and up to date data will ensure the region remains professionally competent, retains empowered employees, delivers high quality professional products, remains flexible and adaptable, captures information, creates, shares and retains knowledge while building on learned lessons. None of this is possible without a continual focus on creating, updating and availing quality information for utilization by all employees and teams at ICPALD and in Member States.

Knowledge distilled from existing research and lessons learned in IDDRSI's results-based monitoring and evaluation (RBM&E) process, MS and partners will be documented and used as evidence-based good practices and promising technologies that illustrate why and how different strategies and approaches work under specific contexts. This invaluable information will be disseminated among stakeholders and academia partners at suitable forums.

#### **2.1.4. Cross Cutting Challenges**

- Development efforts in pastoral areas and livestock sector of most of the IGAD Member States are faced with various external challenges with varying degree of impacts. These external challenges are highlighted below:
- Disease Outbreaks - Escalating and pervasive outbreaks of animal diseases, pose considerable challenges to the ministries of livestock and other related institutions and stakeholders resulting in the imposition of disease-related export restrictions and negative impact on recovery of trade in livestock and livestock products.
- Recurrent droughts - Member States' ASALs experiences recurrent droughts with increasing frequency that lead to livestock losses leaving thousands of pastoral households without a source of livelihood.
- High costs and low quality inputs - The high cost of livestock feeds and other inputs has increased the cost of production and reduced the competitiveness of the livestock industry. Low quality inputs has exacerbated livestock productivity and profitability of livestock enterprises.
- Shifting requirements in external trade - Stringent requirements by trading partners has impeded trade in livestock, livestock products and inputs. In addition changing consumer demands continue to pose challenges for IGAD Member States to comply.
- Insecurity in livestock producing areas - Insecurity in livestock producing areas hampers livestock disease control and access to markets. This leads to loss of incomes and livelihoods for producers and other players in livestock value chain.
- Feed and water availability - Feed and water is critical in livestock productivity. However, seasonal fluctuation of feed and water availability poses challenges to livestock production and precipitating conflicts among communities and wildlife competing for these resources.
- Low adoption of appropriate technologies - Inadequate extension services and low incomes has led to low adoption of proven technologies and therefore productivity and income levels of pastoral households remains low.
- Poor management of livestock movement, restrictions on livestock mobility.

