



HAND OVER REPORT

Dr. S. J. Muchina Munyua

IGAD Centre for Pastoral Areas
and Livestock Development
(ICPALD)

2012-2022

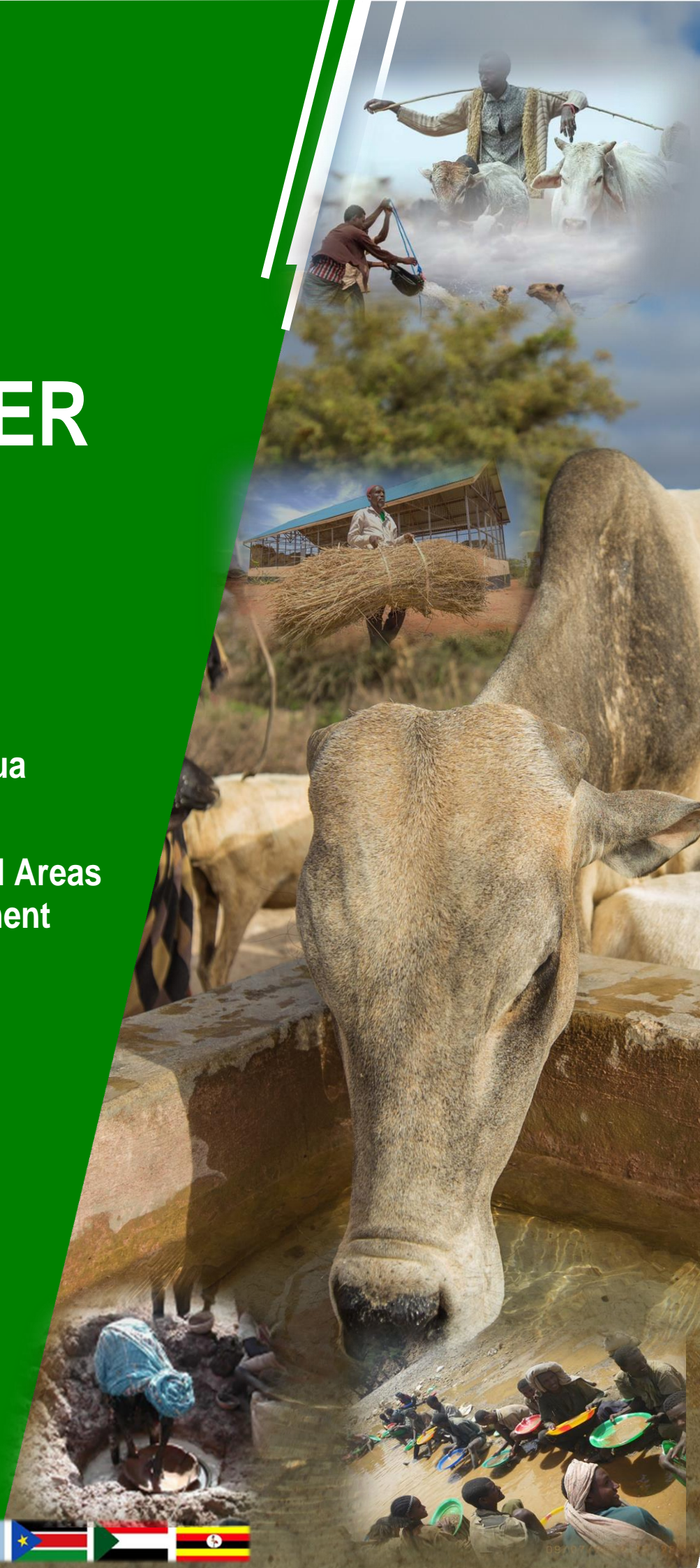


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Abbreviations and Acronyms

AEC	African Economic Community
AfDB	African Development Bank
AU	African Union
AUC	African Union Commission
BMP	Biodiversity Management Programme
BMZ	German Federal Ministry for Economic Cooperation and Development
CEWARN	Conflict Early Warning and Response Mechanism
COMESA	Common Market for East and Southern Africa
EAC	East African Community
EDF	European Development Fund
ES	Executive Secretary
EU	European Union
FAO	Food and Agriculture Organization of the UN
FTA	Free Trade Area
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH</i>
ICA	Infrastructure Consortium for Africa
ICPAC	IGAD Climate Prediction and Application Centre
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
INWRMP	Inland Water Resources Management Programme
IOC	Indian Ocean Commission
IOM	International Organization for Migration
IPF	IGAD Partners Forum
IRAPP	IGAD Regional HIV/AIDS Partnership Programme
IRCC	Inter-Regional Coordination Committee
ISSP	IGAD Security Sector Programme
ISTVS	IGAD Sheikh Technical Veterinary School
JAM	Joint Assessment Mission
JFA	Joint Financing Agreement
MIP	Minimum Integration Plan
RCP	Regional Consultative Process
REC	Regional Economic Community
SADC	Southern Africa Development Community
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNFPA	United Nations Fund for Population Activities
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
WHO	World Health Organization of the UN
WMO	World Meteorological Organization of the UN

Executive Summary



The appointment of Amb. Eng Mahboub Maalim as the IGAD Executive Secretary by the 27th Ordinary Session of the IGAD Council of Ministers was approved by the 12th Summit of the Assembly of IGAD Heads of State and Government on 14th June 2008 marked the beginning of my engagement with IGAD and the journey towards the establishment of IGAD Centre for Pastoral Areas and Livestock Development (ICPALD). From

the handover meeting with the outgoing Executive Secretary and entry meetings with staff, the Amb. identified the absence of a specialized institution focusing on livestock and development in pastoral areas as a gap in the organizational mandate that needed to be addressed. This need was reiterated in 2009 by Parliamentarians from IGAD MS (MS) touring arid and semi-arid areas (ASALs) of the region and by IGAD Ministers responsible for livestock on the 10th December 2009.¹

The technical and economic viability of such an institution was confirmed by a team of regional experts appointed by the Executive Secretary in 2010. In 2010, a Committee of IGAD MS Experts established by the ES confirmed that the establishment of an IGAD institution mandated to champion development in Pastoral Areas and in the Livestock sector, was technically and economically viable. In the same year I was competitively recruited and tasked to midwife and champion the establishment of the IGAD Centre for Pastoral Areas and Livestock Development (ICPALD), which came into existence with the approval by the 45th Ordinary Meeting of the IGAD Council of Ministers held on 11th July 2012 in Addis-Ababa, Ethiopia.² The ICPALD protocol, which is presently domiciled in Nairobi was signed and adopted on 23rd October 2015³

For the ICPALD team to meet our stated mandate of “***promoting and facilitating sustainable and equitable livestock and arid and semi-arid areas development in the IGAD region***”, we worked with and for MS to provide a platform for regional joint planning and actions, cooperation and coordination under three broad thematic areas including (a) Livestock Development (production, health and marketing), (b) Social Economics, Policy, Marketing and Gender and (c) Dryland Development and Climate Change and Adaptation. The ICPALD team mobilized resources from MS, European Union (EU), United States Agency for International Development (USAID), Swiss Development Cooperation (SDC), World Bank (WB), African Development Bank (AfDB), Italian Cooperation, United Nation Food and

¹ Article 5; Institutional provisions of the IGAD Animal Health Policy Framework in the context of trade and vulnerability of the MSs

² Decision 60 of IGAD/CM-45/12/Report.

³ ICPALD Protocol

Agriculture Organization (FAO), African Union -Inter African Bureau for Animal Resources (AU-IBAR), International Fund for Agricultural Development (IFAD) and French Development Agency (AFD) among others to invest in areas/actions jointly prioritized with MS. Some of these actions were undertaken in collaboration with IGAD divisions, IGAD Centre for Climate Prediction and Application (ICPAC), IGAD Conflict Early Warning and Response Mechanism (CEWARN) and IGAD Sheikh Technical Veterinary School (ISTVS).

The achievements itemized in this narrative part of this report and **annex 1** and the proposed areas for future investments are collective, and I would like to thank all past and present IGAD Secretariat and ICPALD staff, MS experts and partners for the successes so far. It is my prayer that the ICPALD team, MS experts and partners shall accord the same support to the incoming ICPALD Director.



Dr. S. J. Muchina Munyua
Director,
IGAD Centre for Pastoral Areas and Livestock Development

Chapter One:

In the Beginning

As the old adage goes “*if it were so easy everyone would do it*”.

Indeed, how many times have you been to meetings or on a visit to a farm, factory, city or park and heard/observed a great idea and have said to yourself or others “*that’s a great idea I will implement it once at home/office*”. Most often than not what typically happens is - nothing. Most ideas remain dormant because people do not have the courage, resources (intellectual, financial, physical and human), time and/or opportunity to implement them. And for those who take action, most are unprepared and thus find themselves spending their valuable time and money on a dream that fades away or is simply a mirage. Converting an idea into reality, regardless of the risk, required investment and/or time, is never an easy task. And whether one is an entrepreneur or a corporate executive it can be difficult and very frustrating. Amb. Mahboub, the then ES, and the ICPALD team which was actualizing the vision owned the responsibility regardless of the circumstances. No one ever understood the idea or the dynamics associated with it like we, the then ES and ICPALD Team, did. In this regard, we were on our own and the journey required that we learn more about ourselves - our inherent capacities, strengths and weaknesses⁴.

The then ES established a regional committee of experts of which Dr. Samuel Zziwa, Programme Manager, Agriculture and Livestock at Agriculture and Environment Division (AED) was the convenor, Dr Saif Daoud Rahman, who was later recruited as the Regional Capacity Building Coordinator at the IDDRSI PCU, the Secretary and I was the Chair to determine the viability of establishing an institution tasked with championing development in ASALs and the livestock sector⁵. The team confirmed that once established, the institution would be technically and economically viable and that it would have a niche at IGAD and MS Levels. Changes, however well intentioned, are often difficult and painful to accommodate and thus it was not surprising that the proposed establishment of the Centre while welcome by MS and partners, met with stiff resistance by those who felt that the new institution would erode their real or perceived mandate/territory. Instead of engaging in energy usurping and non-productive engagement with those opposing the establishment of the Centre, the team championing for the establishment of the Centre, was purposeful, patient and focused on cultivating support in MS and partners. This approach paid off as the 45th Ordinary Council of IGAD approved the establishment of ICPALD⁶ on the 12th of July 2012 and the protocol was signed in December 2015⁷. I was initially engaged as the ICPALD Coordinator in 2012, and as the acting Director 2013-2015 and as the Director 2016-March 2022.

⁴ <https://www.forbes.com/sites/glennlllopis/2013/04/01/12-things-successfully-convert-a-great-idea-into-a-reality/?sh=392972cf4e86>

⁵ 25.9.2011 - Report on the Viability of Establishing a Drylands and Livestock Development Centre for the IGAD Region

⁶ Decision of the 45th IGAD Council

⁷ Signed ICPALD Protocol

For a nascent organization such as ICPALD, quality and experienced human resource is important for a number of reasons ranging from strategic planning to organizational image. I wish to thank the ES and IGAD senior management for allowing and facilitating competitive recruitment of staff at ICPALD. We ended up with a relatively small highly qualified, seasoned and very vibrant team that was raring to go from the word go. All additional technical staff were taken on board as needs arose and/or as ICPALD portfolio grew.

Individual/personal development was the foundation of establishment and growth of ICPALD and thus all staff members were encouraged and, where possible, facilitated to undertake professional, academic and skills development programmes. Am honoured to state that the team did not disappoint as noted in **Table 1**. All members of the ICPALD team endeavoured to enhance and enrich their academic/professional qualifications and, so as to encourage others who were still in the process, each graduating staff member contributed a goat/sheep towards the welfare of those who encouraged her/him – colleagues in the office!!

To inspire confidence and create trust in our partners, I embarked on building a strong administration and finance department and monitoring and evaluation Unit – these have served ICPALD well over the years. ICPALD wouldn't have the same standing in the eyes of partners and the general public without them. To the M and E and Admin and Finance teams – am eternally grateful.

Chapter Two:

ICPALD's Mandate⁸ and Agenda

The 45th Ordinary 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 drought related issues, peace and security and economic development in the region. By design ICPALD is tasked with supporting, promoting and facilitating interventions that stimulate and sustain development in the livestock and arid and semi-arid areas to create wealth and employment opportunities to underpin economic, food and nutrition security at community level.

Through the IGAD Council of Ministers, the MS mandated ICPALD to “***Promote and facilitate sustainable and equitable ASALs and livestock development in the IGAD region.***” Based on the mandate we generated a vision and mission as stated here below.

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 MS in enhancing sustainable economic growth in arid and Semi-Arid areas in IGAD MS”.

To meet expectations of MS and the communities, the ICPALD team, strived to “Promote and facilitate people centered, and environment and gender responsive sustainable development in arid and semi-arid areas (ASALs) and livestock sector in the IGAD region” through four departmental thrusts based on the approved structure (Figure 1) namely (a) Socio-Economics, Gender, Policy and Marketing Support, (b) Drylands Development: Drylands Agriculture and Alternative Livelihoods and (c) Livestock Development: Livestock Production, Health/Food safety, Trade and Market Development (Figure 1).

⁸ ICPALD Strategic Plan - 2016-2021

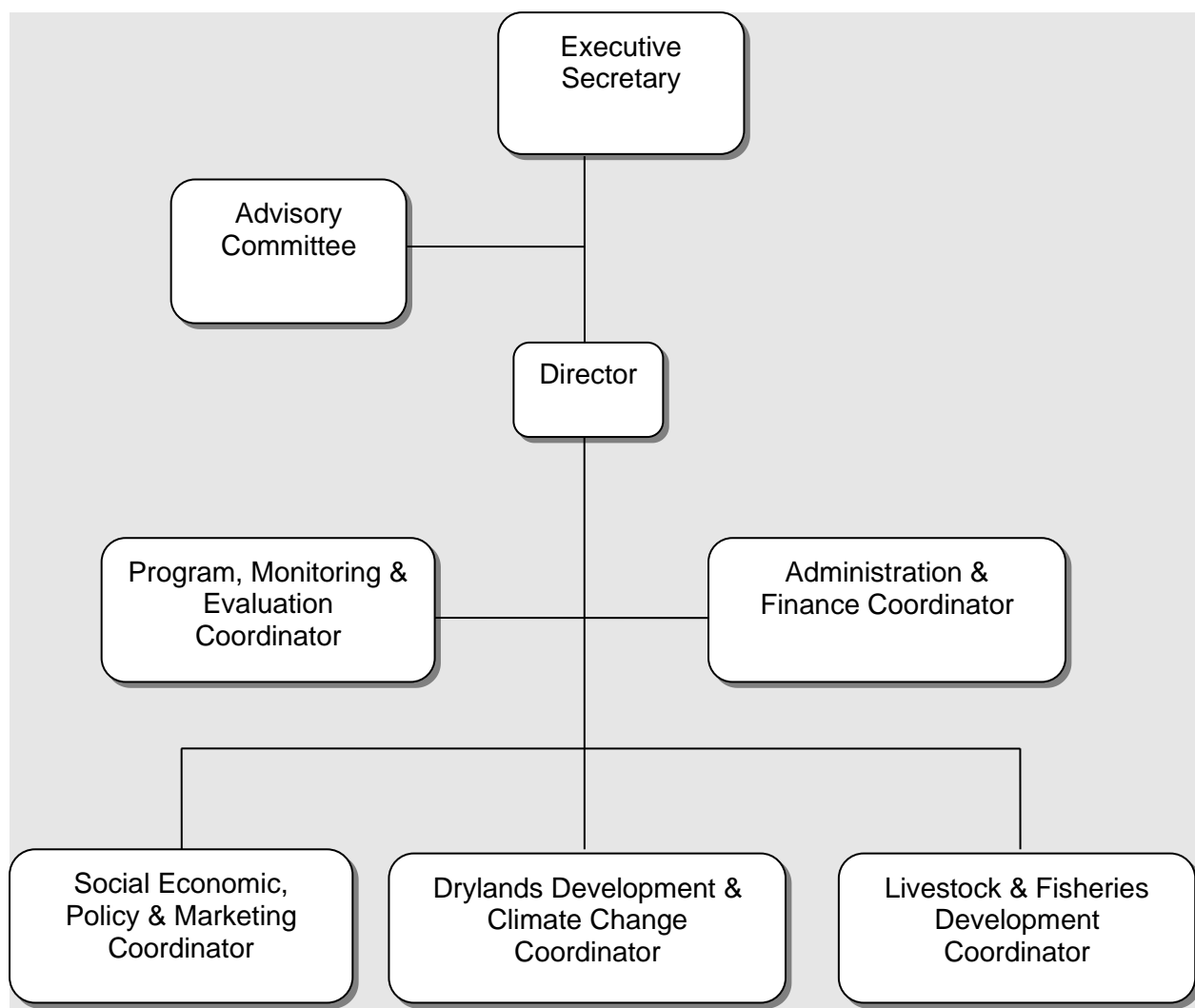


Figure 1: ICPALD Organizational Structure

Resource mobilization

ICPALD was established with funding from the European Union's Regional Integration Support Programme (RISP) 1-3 project and FAO RISPA with healthy MS support. The funding under RISP 1-3 supported key staff positions and the initial cross border initiatives in animal health and production, policy analysis and development and climate change adaptation including transhumance protocol. ICPALD shared offices with the IGAD Liaison office for Kenya on Dik Dik Road, Kileleshwa, Nairobi Kenya before moving to its own offices in Jadala Place on Ngong Road. The **late Prof. Laban Ogallo** chipped in with the first office vehicle – a Toyota Prado 4x4 – this was a real morale booster for the team.

Based on the decision (item 58) of the 45th Ordinary IGAD Council of Ministers' meeting held on 11th July 2012 it was expected that – *"The initial costs (first three years) of operating the institution will be borne mainly by project funding, and gradually, the costs will be passed on to MS at incremental rates (20%, 35% and 50%) over a three-*

year period from the third year. The Centre shall be expected to raise at least 50% of its budget from projects, programme and other sources outside the MS contributions at all times”.

Due to deteriorating economic performance in the region most IGAD MS were not able to honour their assessed contributions and hence the expected contribution from IGAD core budget did not materialize after the stated five (5) years of operation. And even when the contribution was eventually made from 2017/18 onwards, it was capped at about 20% of the ICPALD total budget. With the expected funding from the MS not available the ICPALD technical and finance and administration teams and I focused on raising funds from MS and development partners. FAO Rome, Regional and Country offices and AU-IBAR graciously stepped in. AU-IBAR with funding from EU (Reinforcing Veterinary Governance (VET-GOV) Programme and Participation of African Nations in Sanitary and Phytosanitary Standard-Setting Organizations (PAN-SPSO)) and USAID (Standards Methods and Procedures – SMP and Somali Livestock Certification Project (SOLICEP)), contributed to staff and programme development and procurement of essential equipment including a vehicle, a saloon Toyota Corolla, for the office. While FAO with funding from EU and other partners supported implementation of knowledge management and resilience enhancing programmes at community levels.

These initial investments set ICPALD on the road from establishment through growth to stabilization, with the management deliberately keeping the staff levels at 35 or thereabouts to contain operation and overhead costs. The list of completed and ongoing projects/programmes and the funding partner is shown in **Table 2** while that of non-state actor partners is shown in **Table 3**. The list of online projects/programmes is shown in **Table 4**

Table 2: List of on-going and completed projects/programmes

Project	Donor	Amount	Duration
1. Regional Integration Support Programme (RISP) 1-3 - 10 th EDF Envelope - Trade Policy and Regulations and Trade-Related Adjustment	EU	Euro 3.00 M	2012-2018
2. Regional Initiative for strengthening community actions on drought resilience in the Horn of Africa (RISPA)	FAO-EU	US\$ 736,785	2016-2018
3. Standard Methods and Procedures in Animal Health (SMP-AH)	USAID	US\$ 7.50 M	2013-2016
4. Regional Integration Support Programme (RISP III)	European Union	Euro 2.00 M	2015-2016
5. Improving supply of safe and quality livestock and meat exported from Horn of Africa to Middle East and Gulf countries	Italian Cooperation	US 3.0 M	2015-2018
6. IGAD/FAO Partnership Programme on Drought Resilience	Swiss Development	US\$10.00 M	2016-2022

	Cooperation		
7. WB Regional Pastoral Livelihoods Resilience Project (RPLRP)	The World Bank	US\$ 5.00 M	2015-2019
8. WB Pastoralism and Stability in the Sahel and HOA (PASSHA)	The World Bank	US \$ 1.25 M	2016-2017
9. Enhanced East Africa Lead Sustainable Economic Growth and Resilience	USAID	US\$ 450,000	2018-2019
10. Surveillance for Trade Sensitive Diseases. (STSD)	European Union	Euro 6.00 M	2014-2017
11. Reinforcing Veterinary Governance in Africa (VET-GOV) Programme	European Union	Euro 827,700	2012-2017
12. Towards Free movement of persons and Transhumance in the IGAD region (EUTF: T05.171)	European Union /Trust Fund	Euro 1,300,000	2016-2022
13. Support for effective cooperation and coordination of cross-border initiatives in South West Ethiopia-North West Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia (SECCCI)	European Union	US\$ 2,307,200	2018-2021
14. Research Partnership Agreement Agence Française de Développement & ICPALD	AFD (French Development Cooperation)	EUR 130,000	2021-2022
15. The management of flood disaster and the rational joint utilization of Dawa/Dawa river waters (Ethiopia, Kenya and Somalia)	SDC	US\$ 300,000	2014-2016
16a. Fixed Amount Agreement Implementation Letter (IL) No. 623-IL-16-IGAD-IDDRSI-OEGI-2 under Regional Development Objectives Grant Agreement (RDOAG) [ICPALD Component] 16b. IGAD ICPALD RDOAG-6236-IL-19-IGAD-XCUT-AS	USAID	US\$ 1,447,798	2021 -2023
17. Program for Climate Smart Livestock (PCSL) Project". Small grant funded by WB.	World Bank	US\$ 228.587	2021-2022
18. FAO-IGAD LoA; a) "The 4th Inter-Regional Technical Meeting of IGAD Exporting & MENA Importing Countries to review collaboration status and strengthen it for enhanced Livestock Trade" b) LoA "Strengthening IGAD countries to implement the Voluntary Guidelines on The Responsible Governance of Tenure of Land (VGGT) Technical Guide on improving governance of Pastoral Lands." c) "The 5th Inter-Regional Technical Meeting of IGAD Exporting & MENA Importing	FAO	US\$ 623,500	

Countries To review collaboration status and strengthen it for enhanced Livestock Trade". d) 2020/009 "Support to The Establishment of Livestock Feed Security System in Kenya, Somalia, Sudan and Uganda" e) No. 3605508 "Improving the Supply of Safe & Quality Livestock and meat exported from IGAD to MENA Region to mitigate the impact of COVID-19"			2021-2023
19.AU-IBAR LIVE2	EU- AUIBAR	470,000	2020-2022

Table 3: Collaborating international and local NGOs

Name of NGO	International/ Local	Project	Activity
COOPI	International	IGAD-FAO PP	Fodder production
GWEDO	Local	IGAD-FAO PP	Community investments
CIFA	Local	SECCI-Ethiopia	Natural Resource Management
PACT	International	SECCI-	Peace Building and Conflict Management
VSF/Germany	International	SECCI	Natural Resource Management/Livelihoods
Danish Refugee Council (DRC)	International	SECCI	Natural Resource Management/Livelihoods
Alliance for Food Sovereignty in Africa (AFSA)	Regional	Free Movement of Transhumance	Dissemination of the IGAD Protocol on Transhumance to local communities
Strategy for Northern Development (SND)	Local	SECCI	Peace Building and conflict Management

Table 4: Pipeline (prospective) projects/programmes/LOA/IL

Project Name/Title	Budget (\$)	Funding Source(s)
1. Partnership programme on drought resilience - Phase 2 (Three phases of three years each - 12 years)	9,600,000.00	SDC
2. DRSLP II (Enhancing cross border Transboundary animal diseases (TADs) control and trade)	US\$ 1,360,000.00	AfDB
3. Cross Border Community Resilience in Karamoja, Moyale and Mandera Clusters	US\$ 1,000,000.00	USAID

4. Enhancing livelihoods of Cross-border (Borderlands) communities through Market Systems: Promoting Food, Nutrition and Economic Security of Host and Refugee Communities in IGAD region	US\$ 9,630,000.00	EU
5. Enhancing Implementation of the Protocol on Transhumance in IGAD region	€ 5,500,000.00	EU
6. Strategic investments along (Agro)-Pastoral feed and fodder value chains for wealth and employment creation	US\$ 9,600,000.00	EU
7. Strengthening Livelihoods Resilience through Improved Market Access: Enhanced Safe Marketable Supply of Livestock and Livestock Products in the IGAD Region	US\$ 9,500,000.00	EU
8. Small Grant: Support to IGAD Region Strategy for Climate Change Resilient Livestock Production	US\$ 100,000.00	WB
9. Investing strategically along the livestock value chains to enhance community resilience in the IGAD region	US\$ 2,000,000.00	IFAD
10. Pastoralism, climate change and Gender in Sudan and South Sudan: Realizing Women empowerment in pastoral and agro-pastoral communities	US\$ 450,000.00	SPARC/COWATER

Chapter Three:

Implementation Strategy and Achievements

Organizational Development

Organizational development whose purpose is to enable an organization to better respond and adapt to industry/market changes and technological advances, has five growth stages namely birth, growth, maturity, decline and revival (or closure)⁹. Over the last 10 years, ICPALD has gone through birth, growth and maturity and now has entered a period of stabilization.

Implementation strategy

Considering the size of the institution, ICPALD, and the limited budget at its disposal the ICPALD team adopted a mix of the following strategies: -

- a. **Aligning ICPALD interventions with MS priorities and national development plans** which was underpinned by including MS experts to undertake certain actions or components thereof. This ensured that the actions and the outcome/output had ownership in MS.
- b. **Choosing to strategically invest seed money:** ICPALD invested seed funding from the USAID to attract MS (local and national level governments), development partners and local and international NGOs to invest in operationalizing cross border animal health and marketing MoUs signed by MS. Under this arrangement an estimated 12 million sheep and goats were vaccinated jointly across the Ethiopia-Kenya Border, Kenya-Uganda-Border and Kenya-South Sudan Border. Similar initiatives are planned for other cross border areas.
- c. **Forging strategic partnerships with other institutions with shared visions** – This led ICPALD to partner with FAO, a premier UN institution for agriculture, fisheries, rangelands, water and livestock and with AU-IBAR, an AU premier institution for livestock, range, apiculture and fisheries. The relationship was mutually beneficial and very productive. ICPALD also partnered with non-state actors and MS to create synergy while implementing the cross-border animal health, production and marketing MoUs and the transhumance protocol.
- d. **Leveraging MS engagement:** ICPALD engaged MS experts to contribute to studies and programmes including validation of studies undertaken by consultants. This is served IGAD well as these MS experts were the same experts who would later support the development and implementation of projects/programmes to address the issues/gaps prioritized in studies. ICPALD also strategically invested seed capital to attract MS and non-state actor funds to invest in a common action – the best example of this was the rolling out of joint vaccination between Ethiopia and Kenya and Kenya and Uganda.
- e. **Being part of the solution:** The ICPALD team supported and facilitated generation of evidence to inform investments by the public and private sector and the development of policies, strategies and programmes at country level. A good example is the contribution of livestock sector to the GDP that has been used by

⁹ Five stages of Organizational Development:

H<https://www.google.com/search?q=organizational+development&source=hp&ei=K986YrXdKMuP8gKro5>

MS to increase public sector funding to the livestock sector while the private sector has used the data to better target marketing of their products.

- f. The ICPALD team ensured that **all projects/programmes developed had inbuilt exit strategies**. This was important as MS and partners had the confidence that ICPALD was not planning to embed themselves for the long the long term.

Achievements

The achievements narrated here below are from collective efforts and were funded by resources from MSs and development partners. I have deliberately not included the sources of funding for each of the achievements as some of the investments were co-funded and there are many other achievements that are not described (**Annex 1**)¹⁰

a. Institutional Land: A valuable asset

In 2020, ICPALD managed to secure 2 acres of prime property in Upper Kabete from the Government of Kenya through the Ministry of Livestock. This would be critical in expansion and institutionalization drive for ICPALD.

b. Administration and Finance Department

The confidence of development partners in an institution is based on the ability of the institution to receive, spend and account for funds with the laid down own or partner rules and regulations. With this in mind the ICPALD team and I set about establishing qualified and competent administration and finance team, procedures and practices guided by the IGAD Financial, Procurement and Human Resource Manuals and the relevant institutional policies. Confidence in our system and procedures was enhanced when ICPALD was assessed by the WB, AfDB, SDC and FAO and found to have systems and procedures of international standards. Our confidence and the results of the assessments were not misplaced as demonstrated by the good standing we continue to be given by external auditors. It was an honour to work with the team.

c. Socio-economics, Policy and Marketing Department

- ❑ Complementary livelihood resources - Non-wood Forest Products (NWFPs) and Artisanal Mining (AM): ICPALD generated quality evidence to inform private sector investment and public sector policy development in a subsector that benefits an estimated **2.0 million in Sudan, 1.5 million in Ethiopia, 0.3 million each in Kenya and Uganda and 0.2 million in South Sudan**. The subsector supports **20.90 million others indirectly**.
- ❑ Generated quality evidence on the contribution of livestock to the GDP and socio-economic importance of pastoralism in IGAD MS to inform policy and programme development at MS level. In addition, the data was to be used as an advocacy tool through harmonization of national system of accounts for comparable data and statistics across the region.

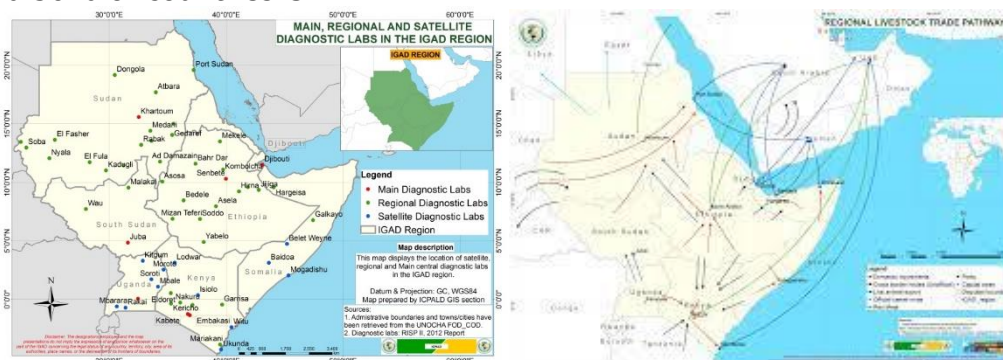


¹⁰ ICPALD annual reports 2013-2021

- ❑ Developed two business models (value chain approach) on improved livestock management practices, fodder and fodder seed production through private and public sector investment incentives.

d. Drylands Development, Drylands Agriculture and Alternative Livelihoods Department

- ❑ **Mapping of critical livestock infrastructure:** Mapped cross-border and regional livestock infrastructures (markets, water and animal health services) that has been used to anchor(guide) target investments on infrastructure and improvement of trade linkages in which livestock within the region contributes 20%-30% of countries GDP.



- ❑ **Monitor land use land cover changes** along IGAD cross border areas as baseline for rangeland improvement and dryland agriculture development initiatives. This has been crucial in understanding impacts on climate change; land degradation, proliferation of invasive species amongst others on the pastoral ecosystem as well as identifying priority intervention areas for scaling up and out.
- ❑ Established a **dynamic forage prediction early warning for early action tool** for the IGAD cross-border lands. This has been instrumental in provision of early warning information for early action to decision makers for purposes of sustainable livelihood interventions and contingency planning in cases of drought/floods within the region.
- ❑ Secured cross border livestock mobility through **mapping of transhumance routes, natural resources (water and rangelands) and services (health and education facilities)**, These validated routes are being used as conduits of investments for pro pastoralist centred investments anchored by the facilitative legal instrument that regularizes livestock mobility through the adopted IGAD transhumance protocol
- ❑ **Securing transhumance corridors and facilitating cross border free movement regime for pastoral community investments:** In collaboration with MS and partners developed a transhumance protocol to facilitate cross border movement of pastoralists and their livestock; secure the routes and resources therein; and improve access to social services including education, health, security and finance. The Transhumance Protocol, the transhumance certificate and its Implementation Roadmap were adopted by

the IGAD Council of Minister in June 2021.



- ❑ **Promoting sustainable harnessing of complementary livelihoods:** Supported the identification of potential complementary livelihoods in cross-border areas including value chain analysis. The report identified potential areas of investment along value chains and complementary resources including honey, non-wood forest products and artisanal minerals.



Alfalfa hay in Sudan for export – ICPALD shall continue to promote production of fodder for sale

- ❑ **Targeted drought response:** In collaboration with the government of Kenya, Mandera County and FAO - responded to drought emergency in IGAD Cluster III, targeted 600 households (with both human and livestock food and feed supplements).



ICPALD-SDC response to drought in Mandera Mandera Cluster: Left: drought stricken cow; Centre: Distribution of feed supplements; Right: feed pellets being given to drought stricken goat.

- ❑ **Rangeland rehabilitation:** Supported interventions that improved degraded conditions in arid areas by remedying unsustainable management practices. Completed over 6000 ha of rangeland management demonstration sites (physical and biological conservation structures) in Ethiopia, Kenya and Uganda.



Range rehabilitation sites (physical and biological conservation structures) in SNNP, Ethiopia.



e. Livestock Development Department

- ❑ Supported MS to reduce the impact of trans-boundary diseases (TADs) and zoonosis through joint disease surveillance and control underpinned by bilateral and multilateral cross border animal health and marketing MOUs. MS have signed off the animal health information and data sharing protocol.
- ❑ Strengthened capacity of MSs to trade in livestock and livestock products through Development of regional sanitary and Phytosanitary (SPS), Peste des Petites Ruminants (PPR), Animal Health, Rangeland Management and Animal Welfare strategies. In addition, ICPALD worked with African Regional Standards Organization (ARSO) to develop standards (Grades and Standards) for the continent to facilitate trade under the Africa Free Continental Trade Area (AfCFTA).
- ❑ Supported Ethiopia, Uganda and Sudan to develop and validate national African Continental Free Trade Area (AfCFTA) national implementation strategies; which is very useful tool to coordinate; guide and mobilize resources to operationalize it and benefit from the initiative
- ❑ Functional Regional coordination platform establishment and operationalization of three (3) regional coordination mechanisms (Surveillance; Livestock Identification and Traceability System (LITs) and PPR); and regional animal health networks (with three sub net -Chief Veterinary Officers {CVO}; Laboratory, quarantine and Epidemiology) are functional in the control of TADs in the region and regional feed and range platforms.
- ❑ **Enhancing laboratory services and services in quarantine stations:** Harmonized standard laboratory procedures and SMP for export quarantine stations developed, validated and disseminated for users. The SMP quarantine was also rolled out through training of quarantine staff.



ICPALD promoted adoption of international standards and procedures in veterinary laboratories (Left) and quarantine stations (right)

- ❑ **Facilitating and championing livestock market research: In collaboration with AU-IBAR supported the establishment of** North Eastern Africa Livestock Council (NEALCO and supported its membership to seek for markets in Asia (Malaysia, Vietnam and Hong Kong) and West Africa (Ghana and Cameroon).
- ❑ **Observer status at global level:** ICPALD followed up and secured observer status for IGAD at OIE, CODEX, SPS/WTO and IPPC forums; participate on those forums and report technical support providing to MS
- ❑ **Provided regional trainings:** Facilitated a number of trainings including training of trainers (ToT) on enhancing disease surveillance, laboratory diagnosis, disease emergency management, contingency planning and simulation exercises, feedlot establishment and management, trade counselors on promotion and import requirements, export slaughter houses on halal slaughtering, livestock value chain and for national notification authority and enquiry points.
- ❑ **For the full list of achievements please refer to Annex 1**

Chapter Four:

Challenges

a. Finance

Based on decision (item 58) of the 45th Ordinary IGAD Council of Ministers' meeting held on 11th July 2012 it was expected that - *The initial costs (first three years) of operating the institution will be borne mainly by project funding, and gradually, the costs will be passed on to MS at incremental rates (20%, 35% and 50%) over a three-year period from the third year. The Centre shall be expected to raise at least 50% of its budget from projects, programme and other sources outside the MS contributions at all times.* This provision did not materialize as MS fell into hard economic times and thus could not meet their assessed contributions.

From 2017/18 MS contributions was eventually made though capped at about 20% of the ICPALD total budget. This has had profound impact on the development, growth and operations at ICPALD. And given the expectations of development partners and MS that IGAD co-funds initiatives, ICPALD will be always hard pressed to meet its end of the bargain.

b. Salary delays

The delays in MS submitting their assessed contributions translates into delayed salaries which has caused anxiety and financial embarrassment and created uncertainty among staff. The situation has made it difficult to retain staff as these delays have become an annual occurrence.

c. Developing and implementing IGAD wide projects/programmes

There have been half-hearted attempts to develop and roll out IGAD wide projects and programmes. The programmes that spring to mind is the WB RPLRP, the AfDB DRDIP, the AfDB DRSLP II Somalia Sudan, the EU SECCCI and the Swedish Resilience project. While the RPLRP worked as designed the DRDIP, the DRSLP II Sudan Somalia, SECCCI and the Swedish Project did not due to variations in interpretations. It is my sincere hope that the decision by the **ES, Dr. Workneh Gebeyehu Negewo**, to deliver as one IGAD will be strictly enforced to avoid individual interpretations and over enthusiasm carrying the day. The ES and Senior Management rather than the project managers should guide the programmes and ensure better and mutually beneficial coordination and collaboration.

d. COVID19 Pandemic

Outbreak of COVID19 pandemic and the subsequent control measures put in place by MS and partners made it difficult to complete ongoing funding negotiations and planned actions. Given that ICPALD is dependent on development partner funding and administration costs this meant the financial situation was dire. I appreciate the

support extended by the ES and Director Administration and Finance for advancing ICPALD funds to pay for staff salaries till June 2022. It is my prayer that the allocation to ICPALD from the MS funds will be enhanced in line with the Decision of the 45th IGAD Ordinary Council in the next budget to cushion the ICPALD from financial stress.

Chapter Five:

Moving Forward and Conclusion

As I pass the baton to the next ICPALD Director, it is important to reflect on the gains made thus far and the actions/investments needed to sustain the momentum in the coming years. Critical to sustaining this momentum is continued financial and technical support by MS and development partners. I wish to underscore the appeal by the former ES, Amb. (Eng) Mahboub as he bid IGAD good bye "*IGAD and her specialized institutions should come up with innovative ways to mobilize resources and the MS should seriously consider establishing a special external trade levy to finance regional programmes for IGAD and EAC*".

The suggestion that ICPALD expands its membership to include Tanzania has been resisted internally but a time has come to revisit the issue soberly. Over the last five years Tanzania has been a very active and resourceful member of the livestock working group at GHACOF, the regional CVOs network and the regional animal health network (RAHN). In addition, the latest livestock movement and transhumance route shows that there is a large number of livestock that move between Kenya and Tanzania and Tanzania and Uganda. All these justify the inclusion of Tanzania in ICPALD Membership. I would humbly request the ES, Dr. Workne Gebeyehu Negewo, to table the request in the next ordinary Council of Ministers for consideration and approval. The ICPALD team will prepare the supporting documents.

The IGAD region is endowed with livestock and fodder/feed resources, is close to the Middle East and West and Central African markets and has adequate human resources and infrastructure to expand its market reach in Africa through the AfCFTA and Middle East through existing trade agreements. IGAD and MS need to remain seized on the matter.

IGAD should always remind MS and partners that the ASALs are not just about livestock – there are other livelihood resources (complementary livelihood resources) such as artisanal mining, and non-wood including gums, resins and spices and honey. Presently the subsector benefits an estimated 2.0 million in Sudan, 1.5 million in Ethiopia, 0.3 million each in Kenya and Uganda and 0.2 million in South Sudan most of who are pastoralists who have fallen out of production. With more direct investment to add value in areas of production as has happened in the Sudan, would increase employment opportunities for youth and inject much needed capital in local economies. More energy and resources and technical assistance need to be dedicated for the rational and sustainable harnessing of these resources including value addition in areas of production.

ICPALD, with funding from SDC and support from the Kenya government and the

Mandera County government mounted a very successful drought disaster response. It is important that IGAD revitalizes and invigorates its Humanitarian Affairs adequate to enable the Department to respond to timely launch humanitarian assistance to MS.

IGAD/ICPALD is very grateful to the people and government of Kenya, for the allocation of very prime two acres piece of land along Kapenguria Road, Upper Kabete for development of offices and other essential structure. The incoming director and the ICPALD team should solicit for support from the IGAD Secretariat and development partners to establish its offices, conference facility, training space and laboratory facilities to serve MS, AU and international community better.

I wish thank the ES, IGAD Management and MS, for giving the opportunity to serve this premier institution. I proud to have been a member of the IGAD family for over a decade. It is my prayer and hope that IGAD continues to grow from strength to strength to better serve her MS. Long Live IGAD and IGAD MSs.

Annex 1: Summary of other achievements

a. Memorandum of understanding for cross border animal health and marketing

- i. Multilateral – Between Ethiopia, Kenya, South Sudan and Ethiopia
- ii. Bilateral – Ethiopia-Kenya; Ethiopia – Djibouti; Ethiopia – Sudan; Sudan- South Sudan and Ethiopia – Somalia

b. Regional strategies domesticated at MS level

- i. IGAD Model Legal Framework for Livestock identification and traceability (LITS)
- ii. Regional Guidelines on Livestock Identification and Traceability (LITS) in the IGAD Region
- iii. Regional Sanitary and Phyto-sanitary Standards (SPS) strategy
- iv. Standards Methods and Procedures (SMP) for Export Quarantine in the GHoA

c. Livestock and livestock standards and grades

ICPALD in collaboration with the African Regional Standards Organization ARSO developed standards (Grades and Standards) for the continent to facilitate trade under AfCFTA.

d. Regional trainings

ICPALD team facilitated a number of trainings including training of trainers (ToT) on enhancing disease surveillance, laboratory diagnosis, disease emergency management, contingency planning and simulation exercises, feedlot establishment and management, trade counsellors on promotion and import requirements, export slaughter houses on halal slaughtering, livestock value chain and for national notification authority and enquiry points.

e. Publications

i. Fact Sheets

- Good Practices on Fodder and Fodder Production in Karamoja Cluster
- Resilience Enhancing Technologies and Practices along the Livestock Value chain in the IGAD Karamoja Cluster
- Innovative Resilience enhancing Technologies and Practices in African grown staple grains Karamoja Cluster

ii. Brochures

Regional Integration Support Programme (RISP)

ICPALD Profile

ICPALD Publications

ICPALD Protocol_(English and French)

ICPALD Strategic Plan_(English and French)

iii. Animal Health

1. Animal Health Certification Guidelines
2. Progressive Control and Eradication Strategy
3. Livestock Policy Hubs in the IGAD Region
4. Standards Methods and Procedures (SMP) for Export Quarantine in the GHoA
5. Regional Model Policy Legal Framework (Genetic Resources)
6. Animal Feed Action Plan
7. IGAD Animal Health Strategy
8. IGAD Regional SPS Strategy and Plan of Action 2017-2022

iv. Livestock Identification and Traceability

1. IGAD Model Legal Framework for LITS
2. Regional Guidelines on Livestock Identification and Traceability (LITS) in the IGAD Region

v. Pastoral Rangelands Management

1. Policies and Proclamations relevant to Pastoral Areas Land Management for Ethiopia, Kenya and Uganda
2. Land Policy Review Report
3. Rangeland Strategic Framework Rangeland Management for ASALs of the IGAD Region

vi. Animal Health Bulletins

1. Regional Animal Health Bulletin FIRST EDITION
2. Regional Animal Health Bulletin SECOND EDITION
3. Regional Animal Health Bulletin THIRD EDITION
4. Regional Animal Health Bulletin FOURTH EDITION
5. Regional Animal Health Bulletin FIFTH EDITION
6. Regional Animal Health Bulletin SIXTH EDITION

vii. Livestock Marketing

1. MENA Training Manual to enhance capacity of Trade counsellors of IGAD MS working in Middle East, Asia and African Countries(1st Version)
2. Cross Border Livestock Routes and Markets & TADs and Zoonoses
3. Good Practices & Lessons in the Value Chain of Hides and Skins in the IGAD Region
4. IGAD Training Manual to enhance capacity of Trade counsellors of IGAD MS working in MENA
5. Promoting Live Animal and Meat Export from the IGAD region
6. Catalogue of Live animal and Meat Importers in MENA
7. Assessment of the Total Economic Valuation of Pastoralism in Kenya

viii. Non Wood Forest Products

1. Djibouti Report
2. Somali Report
3. Sudan Report
4. Ethiopia Report
5. Kenya Report
6. Assessment of the Socio Economic Contribution of Alternative Livelihood Resources (Non-Wood Forest Products and Artisanal Mining) at National Level to the GDP of IGAD Member States
7. Regional Synthesis of the Country Reports on Programme for Formulating a Strategy for Production, Value Addition and Marketing of Products from ASAL in the IGAD Region

ix. Transhumance

1. Transhumance Protocol Brochure-Cover
2. Transhumance Protocol Brochure-Inside
3. Legal Policy and Institutional Frameworks in IGAD Region

4. IGAD Protocol on Transhumance – Endorsed Version
5. Transhumance Certificate

x. Resilience Focus Magazine

Issue #1 Inaugural edition

Issue #3 Implementation of the IDDRSI PIAs in the IGAD region

Issue #4 IDDRSI: An emerging revolution for sustainable development in the Horn of Africa region

Issue #5 Strengthening cross-border cooperation

xi. The IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI)

1. Djibouti Country Programming Paper
2. Ethiopia Country Programming Paper
3. Kenya Country Programming Paper
4. Somalia Country Programming Paper
5. South Sudan Country Programming Paper
6. Sudan Country Programming Paper
7. Uganda Country Programming Paper
8. IDDRSI Strategy
9. IDDRSI Programming Paper
10. Knowledge Management
11. Success story from Turkana County, Kenya
12. Success story from Samburu County, Kenya

xii. Good Practices – Regional Pastoral Livelihoods Resilience Project (RPLRP)

1. Community based Pastoral Field School Facilitators, Laikipia County
2. Grazing Agreements, Laikipia County
3. Hub Model Milk Marketing, Lamu County
4. Good Practices and Innovations, Laikipia County
5. Effective identification of Vulnerable marginalized groups, conflict sensitivity
6. Grazing Management Systems, Tana River County.
7. Integrated Pest Management, Narok County
8. Adoption of Kukurioler Chicken among Pastoral communities, Moroto, Uganda
9. Pastoral Field School Approach for seed Bulking, Baringo county
10. Pastoral Field School Approach to promote Gender Mainstreaming, Narok County
11. Forage Seed Production, SNNP Region, Ethiopia
12. Fodder Production and Management in Kariwo Kebele, SNNP Region, Ethiopia
13. Community Led Monitoring, Uganda
14. Cross Border Conflict Mitigation, Uganda

f. Observer status at global level

ICPALD followed up and secured observer status for IGAD at OIE, CODEX, SPS/WTO and IPPC forums; participate on those forums and report technical support providing to member states

g. Facilitating and expanding trade in livestock and livestock products

Facilitating and championing livestock market research: In collaboration with AU-IBAR supported the establishment of North Eastern Africa Livestock Council (NEALCO and supported its membership to seek for markets in Asia (Malaysia, Vietnam and Hong Kong) and West Africa (Ghana and Cameroon).

Staff development

	Name	Position	Education Level at recruitment	Current qualifications
1	Dr. Solomon Muchina Munyua	Director	PHD	Dip Buss Admin (ABE, UK)
2	Dr Ameha Sebsibe	Head Livestock and Fisheries	PhD Animal Science/ Meat science	PhD Animal Science/ Meat science
3	Dr Dereje Wakjira	Regional Coordinator Pastoral Resilience	PhD Social and Environmental Sustainability	PhD Social and Environmental Sustainability
4	Dr Ayan Mahamoud	Ag Head, Socioeconomics, Policy, Market, Research	PhD Applied Mathematics, Controls, Signal, Communication	PhD Applied Mathematics, Controls, Signal, Communication
5	Dr Adan Bika	Head Drylands	MA Project Planning and Management	PhD ongoing
6	Dr Wamalwa Kinyanjui	Animal Health Expert	MSc, Veterinary Epidemiology and Economics	PhD, Veterinary Epidemiology and Economics
7	Dr George Obhai	M&E Expert	MSc Public Health	PhD Epidemiology
8	Caroline Agosa Kirungu	Project coordinator	MSc Agrometeorology	Post grad certificate conflict and development MSc Development management (ongoing)

9	Eva Nyaga	GIS and Remote Sensing Expert	Bsc Geospatial Engineering	Msc GIS & Earth Observation for Environmental Modelling and NRM MBA Leadership and Innovation
10	Japheth Kasimbu	Transhumance Expert	MBA – Strategic Management	PhD Candidate
11	Joseph Kiragu	Finance and Admin Officer	ACCA	MA International Relations
12	Ahmed Mohamoud	Operations Officer	BSc	MBA Global Business Management
13	David Kwaje	Finance Officer	ACCA, CAPM	MSc
14	Severina Wanjiru	Project Accountant	ACCA,	MCOM Forensic Accounting MSc Finance
15	Nahla Abass	Operations Assistant	BA International Business	MSc International Business
16	Liban Daher	Socio-Economist	BA Social Economics	MSc Social Economics
17	Rose Tsuma	Human Resource Officer	BA Human Resource Management	MBA Human Resource Management
18	Christine Norah	Communication Officer	BA Communication	MA Development Communication
19	Mequanent Wondie	Project Accountant	ACCA	MBA in Accounting and Finance
20	Beverlyne Nyachera	Senior Procurement Assistant	CIPS	BA Commerce, MSc Procurement
21	Christine Jeptoo	Senior Communications Assistant	BA Sociology	MSc. Information and Knowledge Management
22	Fridah Bosire	Protocol Assistant	BA International Relations	MBA International Relations
23	Oliver Salehe	ICT Officer	BSC Computer Science,	M.A Project Planning and Management
24	Elvis Kivoto	Logistics Assistant	BA Public Administration	MSc in Public Administration

25	Ummalkher Hassan	Program Assistant	Bachelor of Arts	Bachelor of Arts
26	John Mwai Kinyoro	Cashier	ACCA part 2	ACCA part 2
27	Fleria Okello	Junior Project Assistant	Diploma Secretarial Studies	Diploma Secretarial Studies
28	Edwin Chege	Logistics Assistant	BA Marketing	MSc Marketing
29	Mugendi Kuura	Driver	Driver's License	Driver's License
30	Damaris Abonyo	Office Assistant	HIV and AIDS Certificate	HIV and AIDS Certificate

