



Pro-Poor
Livestock
Policy
Initiative

Fifth Meeting of the Steering Committee for FAO's Pro-Poor Livestock Policy Initiative (PPLPI)

Rome, 30-31 October 2007

CONTENTS

Acronyms ii

1. Structure and Organisation of the SC Meeting..... 1

2. Summary of Presentations 2

 Rural Innovation, the United Nations University (UNU) System and the Learning, Innovation and Knowledge (LINK) Network 2

 PPLPI Collaborative Activities: A Selection 3

 PPLPI Partnerships / Companion Activities 7

 Response to the Recommendations of the Fourth SC 12

 Institutionalization of Pro-poor Livestock Policy Capacity in AGA 17

3. Recommendations of the Steering Committee 21

Annexes

Annex A: Terms of Reference for the Steering Committee 22

Annex B: Programme of the 5th PPLPI Steering Committee Meeting 23

Annex C: Participants of the 5th PPLPI Steering Committee Meeting 24

Annex D: Steering Committee Meeting Participants' Contact Details 25

ACRONYMS

AfDB	African Development Bank
AG	Agriculture and Consumer Protection Department
AGA	Animal Production and Health Division
AGAH	Animal Health Service
AGAL	Livestock Information, Sector Analysis and Policy Branch
AGAP	Animal Production Service
ALive	African Livestock initiative / African partnership for livestock development, poverty alleviation, and sustainable growth
AU	African Union
AU-IBAR	African Union - Inter-African Bureau for Animal Resources
BAIF	Bharatiya Agro Industries Foundation
BRAC	Bangladesh Rural Advancement Committee
CAP-IPSARD	Centre for Agricultural Policy - Institute for Policy and Strategy for Agricultural and Rural Development
CIRAD	Centre de coopération internationale en recherche agronomique pour le développement
CONDESAN	Consortio para el Desarrollo Sostenible de la Ecorregion Andina
CRISP	Centre for Research on Innovation and Science Policy
DFID	UK Department for International Development
DLP	Department of Livestock Production
DG	Director General
EC	European Commission
ECOWAS	Economic Community of West African States
EISMV	Ecole Inter-Etats des Sciences et Médecine Vétérinaires
ESA	Agricultural and Development Economics Division
EXTRAPOLATE	Ex-Ante Tool for Ranking Policy Alternatives
FAO	Food and Agriculture Organisation of the United Nations
FARA	Forum for Agricultural Research in Africa
GIS	Geographical Information System
HPAI	Highly pathogenic avian influenza
HAU	Hanoi Agricultural University
IDWG	Interdepartmental Working Group
IAEA	International Atomic Energy Agency
IEE	Independent External Evaluation
IFAD	International Fund for Agricultural Development
ICRC	International Commission of the Red Cross
IGAD	Inter-Governmental Authority on Development
IGAD LPI	Inter-Governmental Authority on Development - Livestock Policy Initiative
IDS	Institute of Development Studies
IFPRI	International Food Policy Research Institute
ILRI	International Livestock Research Institute
HAU	Hanoi Agricultural University
LDGs	Livestock Development Goals
LEAD	Livestock, Environment and Development initiative

LEGS	Livestock Emergency Guidelines
LINK	Learning, Innovation and Knowledge (network)
LPTF	Livestock Policy Task Force
MARD	Ministry of Agriculture and Rural Development
MTR	Mid-term review
NDDB	National Dairy Development Board, India
NEPAD	New Partnership for Africa's Development
NIAH	National Institute of Animal Husbandry
NR	Natural Resources Management and Environmental Department
OIE	World Organization for Animal Health
OVM	Office of the Vice-Minister
PAAT	Programme Against African Trypanosomiasis
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PPLPI	Pro-Poor Livestock Policy Initiative
PPLPP	South Asia Pro-Poor Livestock Policy Programme
PRSP	Poverty Reduction Strategy Paper
RVC	Royal Veterinary College, UK
SARD	Sustainable Agriculture and Rural Development Programme
SC	Steering Committee
SCM	Scientific Committee Meeting
TADs	Trans-boundary animal diseases
TCA	Policy Assistance and Resources Mobilisation Division
UCB	University of California Berkeley
UEMOA	Union Économique et Monétaire Ouest Africaine - Economic and Monetary Union of West Africa
UNIDO	United Nations Industrial Development Organization
UNU	United Nations University
UNU-INRA	United Nations University - Institute for Natural Resources in Africa
UNU-MERIT	United Nations University - Maastricht Economic and social Research and training centre on Innovation and Technology
USAID	United states Agency for International Development
VSF	Vétérinaires Sans Frontières
WB	World Bank
WISP	World Initiative for Sustainable Pastoralism
WRI	World Resources Institute
WTO	World Trade Organisation

1. STRUCTURE AND ORGANISATION OF THE SC MEETING

The Fifth PPLPI Steering Committee (SC) meeting consisted of a keynote presentation, presentations related to collaborate activities and partnerships of PPLPI, PPLPI's response to the recommendations of the 2006 SC, and a final presentation on the institutionalization of pro-poor livestock policy capacity in AGA/FAO.

Participants of the meeting, in addition to the Steering Committee members, included A. Hall, UNU-MERIT; A. Haribou, FAO Representative in Djibouti; A. Jama and O. Mtula, IGAD-LPI; T. Leyland, DFID; C. Ly, EIMVS, Dakar; L. Nasskau, UK Permanent Representation to the UN; D.A.T. Nguyen, Center for Agricultural Policy, Vietnam; M. Traore, AU/IBAR; and S. Zziwa, IGAD Secretariat (See Annex C for Participants). C. De Haan (former WB) and N. Henninger (WRI) were not able to attend the meeting.

The meeting was opened by Samuel Jutzi, Director of the Animal Production and Health Division of FAO. In his remarks, he welcomed all participants on behalf of Mr Sumpsi, AG Assistant Director General, who on several occasions showed appreciation for the activities of PPLPI. Mr Jutzi noted that the recently released FAO first ever comprehensive IEE recommends that the organisation enhance its 'policy capabilities' and invest increasing resources in livestock-related activities. He also suggested that PPLPI, as well as LEAD, had a major role in influencing the way the IEE valued the livestock sector.

On the first day of the meeting, following the keynote presentation, five presentations were made by project staff and representatives of partnering projects / programmes:

- Presentation 1: Rural Innovation, the United Nations University (UNU) System and the Learning Innovation and Knowledge (LINK) network (A. Hall).
- Presentation 2: PPLPI Collaborative Activities: A Selection (J. Dijkman).
- Presentation 3: The IGAD-FAO Livestock Policy Initiative (A. Jama & O. Mtula).
- Presentation 4: The NDDB-PPLPI South Asia Pro-Poor Livestock Policy Programme (L. Maarse & D. Gustafson).
- Presentation 5: ILRI-IFPRI-RVC-UCB HPAI Research into Policy Project (S. Staal).
- Presentation 6: PPLPI Response to SC Recommendations (J. Otte).

On the second day of the meeting the following presentation was given before the SC members:

- Presentation 7: PPLPI in AGA: Mainstreaming in the context of DG-Reform, and the Independent External Evaluation (IEE) 2007 (S. Jutzi).

The largest part of the second day was then devoted to discussions leading to the formulation of SC recommendations. As in the previous meetings, the SC adopted an open and transparent process of dialogue and the 'closed sessions' were open to project staff and other interested parties for full participation in all discussions.

The meeting was closed by S. Jutzi, Director of the Animal Production and Health Division of FAO.

2. SUMMARY OF PRESENTATIONS

Rural Innovation, the United Nations University (UNU) System and the Learning, Innovation and Knowledge (LINK) Network

By Andy Hall

The United Nations University (UNU) is a 'network of networks' which aims 'to contribute, through research and capacity building, to efforts to resolve the pressing global problems that are the concern of the United Nations and its Member States'. The UNU system receives no funds from the regular budget of the United Nations but is entirely financed through voluntary contributions from governments, agencies, foundations and individual donors.

The UNU-MERIT, the Maastricht Economic and Social Research and Training Centre on Innovation and Technology, is one of the 15 'Training Centres and Programmes' of the United Nations University. Its staff consists of about 50 researchers and 60 PhD students. Research activities focus on 'a broad range of policy questions relating to the national and international governance and utilisation of science, technology and innovation, with a particular focus on the creation and diffusion of knowledge'. Research is structured around five themes; the 'knowledge and industrial dynamics theme', focusing on 'knowledge flows, learning and the recombination of knowledge at the level of firms and sector', covers the agricultural sector.

To advance the understanding of innovation in the rural economy of developing countries, the UNU-MERIT has established the Learning Innovation Knowledge Initiative (LINK) network, which is coordinated jointly with PPLPI. LINK's mission is to 'promote an understanding of the policy and operational challenges of deploying innovation for poverty reduction and sustainable development in relation to the emerging realities of the rural economy in developing countries through North-South and South-South learning on rural innovation'.

The Initiative works as a coordinated network of 'regional rural innovation policy hubs', consisting of a small number of researchers working in partnering institutions. The South Asia hub of LINK is hosted by CRISP in Hyderabad, India; in West Africa, LINK is located at UNU-INRA, Legon, Ghana; ACTS, Nairobi, Kenya, hosts the East Africa hub of LINK; CONDESAN in Lima, Peru, represents the Andean hub of LINK. A number of other institutions, such as FARA and ILRI, collaborate with LINK on a continuous basis.

The LINK regional hubs, which are connected through UNU-MERIT to the international community of scholars and policy experts working on innovation policy studies in developing countries, conduct research activities on four broad issues:

- The nature of innovation capacity.
- Innovation system policies.
- Training needs to establish innovation response capacity.
- Pressing development issues which can be effectively analysed through an innovation system perspective, such as bio-fuel and climate change.

The main outputs of LINK so far consisted of documented experience of rural innovation in developing countries, including a book published by the World Bank in 2006 'Enhancing agricultural innovation', and the final technical report of a DFID funded project on 'New Insights into promoting rural innovation: learning from civil

society organisations about the effective use of innovation in development'. Other specific issues that LINK has been addressing include:

- Livestock sector response and innovation capacity in Africa, particularly in relation to the recurrent droughts affecting the continent.
- Policy and institutional changes needed to develop innovation capacity in livestock feeding systems in India and Nigeria.
- Innovation policies to facilitate the diffusion of highly effective but poorly adopted rice production technology in West Africa.
- Managing tacit knowledge for livestock sector innovation in India.
- Technical support on a continuous basis to the Forum for Agricultural Research in Africa (FARA).
- Bio-fuel, climate change, zoonotic disease management are issues that will most likely enter the LINK research agenda in the near future.

LINK has been active for about three years and has already received wide appreciation. The World Bank has requested LINK to establish a 'Global Agricultural Innovation Systems Community of Practice'. This will imply establishing two additional regional hubs, of which one in China and one in West-Central Asia/North Africa as well as deepening the Regional Rural Innovation Reports Initiative, which aims at benchmarking innovation capacity in different countries and contexts to facilitate international comparisons and policy learning. The lessons learnt from LINK studies and the continuous interactions with a variety of stakeholders will be valuable to influence livestock policy formulation and implementation in developing countries towards pro-poor outcomes.

PPLPI Collaborative Activities: A Selection

By Jeroen Dijkman

In the last year and half PPLPI has collaborated with a number of different partners, including: i) FAO TCA on policy training and policy advice; ii) FAO AGAP and IGAD-LPI into developing the LEGS; iii) FAO AGAH and PAAT to support the formulation of appropriate tsetse and trypanosomiasis control policies; iv) UNU-MERIT to promote pro-poor rural innovation policies; v) the World Bank ALive to ensure the appropriate inclusion of the livestock sector in PRSPs.

PPLPI-TCA Partnership

In 2006 and 2007 PPLPI has partnered with TCA to develop a 'Capacity Building Programme on Policies and Strategies for Agricultural and Rural Development' and organise the associated training courses, one for FAO Representatives and Field Officers, and four courses for about 120 policy/technical officers of FAO member countries. PPLPI also assisted TCA to support the government of Mozambique to develop a 'Strategy and Programme for the Intensification and Diversification of Agriculture', which includes both a crop and a livestock component, and is expected to be finalised by the end of the year.

PPLPI was member of the IDWG responsible for developing the FAO Capacity Building Programme on Agricultural and Rural Policies and an active member of an interdepartmental team responsible for developing the Policy Process Module of the Programme. PPLPI contributed background material to the programme and PPLPI staff gave three presentations during the first course before FAO Reps and Field Officers:

one on policy process and policy analysis (with NR); a second on PPLPI-supported policy reform in Andhra Pradesh, India; and a demonstration of the EXTRAPOLATE software, a policy decision support tool developed by PPLPI. PPLPI involvement in the Capacity Building Programme contributed to a significant shift of the focus in the policy process module from detailing a few specific element of the policy process to the inclusion of much broader institutional and governance issue, such as the multiples ways through which stakeholders interact and policy objectives and instruments are selected, policy instruments applied and policy outcomes monitored and evaluated.

The first course of the Capacity Building Programme on Policies and Strategies for Agricultural and Rural Development was held in June 2007 and positively assessed by participants. However, there is no information about whether and when the next coming courses will be held. PPLPI should therefore think about how to make good use of the partnerships built and the material developed, independent of whether further courses will be held. Whilst ongoing discussions with TCA about EXTRAPOLATE and the inclusion of PPLPI working papers on the Easypol Website - a TCA on-line repository of policy material- are encouraging, this is not sufficient to ensure a lasting influence on the way FAO provides policy assistance.

PPLPI's involvement in Mozambique contributed to the inclusion of a livestock sector section in the rural development strategy. In addition, the resultant Agricultural Intensification Strategy will be based on a review of current policies affecting sector development, rather than on the basis of technical considerations only. Apart from the significance of this achievement as such, it is important to note that PPLPI, and no other FAO division / service, was asked by TCA to provide inputs. Notwithstanding this recognition, only long-term systematic and systemic collaboration between TCA and PPLPI will overcome FAO's intrinsic tendency to provide technically-rooted policy advice, which often disregards political economy, institutional and process issues. The likelihood of this occurring depends on a continuation of PPLPI's contribution to capacity building initiatives and the sustained support by TCA and AGA senior management in the mainstreaming of such capacities within the FAO and beyond.

PPLPI Activities in Viet Nam

Around 70 percent of the rural population in Viet Nam keep chickens, largely from home consumption, and about 60 percent own pigs, mostly for market sale. Smallholder market participation is however limited, and the poverty alleviation potential of pig production largely untapped as the official policy largely directs public investments towards the promotion of large scale pig farming.

PPLPI activities in Viet Nam aim to build an institutional mechanism to integrating the interests of the rural smallholder livestock (pig) stakeholders in the current policy thrusts. These include:

- Continuing policy dialogue with the leadership within the Ministry of Agriculture and Rural Development (MARD), the Office of the Vice-Minister (OVM) for the livestock sector, the Department of Livestock Production (DLP), and the National Institute of Animal Husbandry (NIAH).
- Development of a programme with the MARD Centre for Agricultural Policy - Institute of Strategy and Policy for Agricultural and Rural Development (CAP IPSARD), OVM for the livestock sector, and the MARD leadership tasked with livestock sector development, to systematically analyse, identify and develop feasible entry-points for policies promoting livestock sector growth and development that contributes to socially desirable outcomes. The PPLPI - MARD CAP IPSARD pro-poor livestock policy programme collaboration is expected to be soon formalized and a Vietnam Livestock Policy Task Force (LPTF) established.

- A collaborative PPLPI-ILRI-HAU-IFPRI research project on the comparative assessment of contract farming and other organizational frameworks to link rural pig farmers (small-, medium-, and large-scale producers) to markets in northern Vietnam. A stakeholder workshop will be held in November 2007 in Hanoi to present and discuss the main results of project and policy recommendations as an input to further policy dialogues under the PPLPI - MARD CAP IPSARD collaborative programme.

The main influence of PPLPI in Viet Nam so far has been the increased awareness and inclusion of 'livestock sector development-rural household income improvement/poverty reduction' linkages among high-level officials of the MARD tasked with livestock sector development (DLP, NIAH) and agricultural policy and strategy (CAP IPSARD). The PPLPI ILRI-HAU-IFPRI study on contract farming has become an integral part of the MARD CAP IPSARD - PPLPI process of developing entry-points for pro-poor livestock policies within the framework of livestock sector growth and development in Viet Nam and MARD CAP IPSARD, DLP, and NIAH are today committed to integrate pro-poor livestock policies and corresponding institutional mechanism, with PPLPI support, to the upcoming Viet Nam Livestock Sector Development Strategy 2010-2020.

PPLPI Multiple Partnerships in the Horn of Africa

Emergency interventions are today a major component of FAO's programme in the field. However, on the one hand, advisors and practitioners are often not livestock experts and lack clear guidelines as to what should best be done, when and how; on the other hand, the focus is largely on exogenous interventions, disregarding local capacity and the capacity building necessary to respond to current and forthcoming emergencies.

FAO-AGAP, the Feinstein International Centre of Tufts University; the African Union (AU); the International Commission of the Red Cross (ICRC); and Vétérinaires Sans Frontières (VSF) are developing some Livestock Emergency Guidelines and Standards (LEGS) on how to implement emergency interventions in animal health, supplementary feeding, de-stocking and re-stocking.

PPLPI and IGAD-LPI are collaborating with the LEGS steering group to develop an electronic companion to the LEGS, which will guide the user logically through the decision making process. This is being built on a decision support tool, EXTRAPOLATE, that was developed by the PPLPI. The software developed is not merely an electronic version of the guidelines, as it includes both technical and institutional/policy elements, thereby influencing the way the guidelines will be applied.

PPLPI and IGAD LPI are also working closely with the UNU-MERIT in the Horn of Africa to (a) analyse the nature of drought and disease emergency response capacities; (b) analyse the shortcomings of existing capacities; (c) assess the types of interventions that would be required to strengthen these. The UNU-MERIT collaboration is being facilitated through LINK, which pioneered the agricultural innovation systems perspective and has since evolved into a specialist network of regional innovation policy studies hubs to strengthen the interface between rural innovation studies, policy and practice, and to promote North-South and South-South learning on rural innovation policy.

Both PPLPI contribution to LEGS and the systems analysis of emergency response capacity in the Horn of Africa are contributing to shift the focus of national governments and international actors from tout-court technical issues to a systems perspective of livestock emergencies. Droughts and natural vagaries should no longer be considered exogenous shocks requiring specialist interventions but a fact of life in East Africa and hence an integral element of long-term development policies.

PPLPI-AGAH Partnership

African trypanosomiasis is recognized to negatively affect animal health and people's livelihoods. The Pan-African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) has mobilised support from African leaders as well as substantial funding, which may provide the continent with a window of opportunity to intervene effectively to control the disease. But only if PATTEC's initial programmes are seen to be successful will governments, donors and livestock keepers invest in further tsetse control rather than continue to rely on trypanocides. Thus informed decision-making is particularly crucial at this time.

The Programme Against African Trypanosomiasis (PAAT) was created in order to harmonize and coordinate the activities of international organizations and national governments in relation to tsetse, trypanosomiasis and sustainable agricultural and rural development. PAAT combines the forces of the FAO, AU-IBAR, IAEA and WHO, as well as support from IFAD, UNIDO and relevant agricultural research institutes based in Africa and representatives of African countries infested by the tsetse fly.

PPLPI and IGAD LPI are collaborating with PAAT to help provide information that will empower national policy makers and help them formulate appropriate policies for tsetse and trypanosomiasis control, particularly in relation to prioritising areas for interventions and selecting the most cost-effective methods with which to achieve control. In particular, in collaboration with ILRI, in a series of technical and policy workshops during which participatory multi-criteria evaluation techniques were used, in a geographical information system (GIS) environment, to identify priority areas for intervention. Further to this, a study has been completed to estimate and thus to compare the costs of eradicating tsetse flies over a fixed land area using the different approaches of: traps, insecticide-treated cattle, sequential aerial spraying and the sterile insect technique.

In order further to develop the spatial targeting, and to extend it to other tsetse infested areas in the Horn of Africa, PPLPI and the IGAD LPI are working closely with PAAT to map the potential benefits of trypanosomiasis control in the region and to develop, in partnership with concerned countries, appropriate policies and strategies that are adapted to the particular livestock production systems. The outputs of these activities are directly relevant to national governments and to PATTEC in policy formulation and planning. The results of the spatial targeting work were used by the PATTEC project in Uganda to delineate the project area - a direct impact on policy and planning. Similar impacts are expected from the ongoing work on mapping the benefits of tsetse control; which will identify clear priority areas for intervention. These maps, when combined with poverty maps and other relevant information, will be very valuable planning tools.

The Learning, Innovation, Knowledge (LINK) Network

In support of the goals of poverty reduction or environmental sustainability, the UNUMERIT -a joint research and training centre of United Nations University (UNU) and Maastricht University (MERIT), the Netherlands- and the Pro-Poor Livestock Policy Initiative of the FAO co-coordinate LINK, a network of regional innovation policy studies hubs to strengthen the interface between policy and practice and to promote North-South and South-South learning on rural innovation policy (<http://www.innovationsystems.org>). Details on LINK and its activities have been provided by Andy Hall in his keynote presentation.

PPLPI-ALive Partnership

In the last 5 years, the PRSP approach has become very widespread, and increasingly lies at the centre of development assistance and debt relief to poor countries. Reviews have shown that although the PRSP process has given stakeholders space to participate in a national dialogue on economic policy and poverty reduction, many sectors and actors remain under-represented and participation - focussed primarily on PRSP formulation - has been broad rather than deep. One of the frequently overlooked sectors in the processes and documents to date is livestock.

Since sectors that are not appropriately represented in the PRSPs are unlikely to feature in a country's sector development portfolio in the short-term, the Executive Committee of ALive, the World Bank funded Initiative for livestock sector development for Africa, felt that a systematic approach to guide livestock sector-poverty interaction studies and the preparation of subsequent action plans that ensure appropriate inclusion of the livestock sector in Poverty Reduction Strategy Papers was required. ALive therefore formed a partnership with PPLPI to embark on this task.

PPLPI prepared an outline for a stepwise process, elaborated 3 of the identified 6 modules, and produced an accompanying advocacy note. The methodological modules went through a 4-step standard evaluation process of peers and users from the North and South. The draft modules and accompanying advocacy note were presented at an ALive technical meeting in September 2007 in Addis Ababa, Ethiopia and will be field tested in a number of sub-Saharan African nations.

The outline and terms of reference for the development of a guide entitled 'Economic growth, poverty reduction and the livestock sector: Methodological guide to the appropriate inclusion of the livestock sector in PRSPs' contain: a guide introduction, instructions for users, and an annotated description to the further development of each of the modules, highlighting the objectives, suggested steps to reach these objectives (for the providers), and the expected user outputs. The six proposed modules are: (i) Coalitions for change, (ii) Initial assessment, (iii) Making the case for livestock, (iv) Livestock-mediated pathways out of poverty, (v) Planning action, and (vi) Learning-based monitoring and evaluation. Whilst presented sequentially and separately, the process is fully iterative and the modules link up as a comprehensive methodological guide, and outputs generated by one module feed directly into others. PPLPI developed the modules; (i) Coalitions for change, (ii) Initial assessment, and (iii) Learning-based monitoring and evaluation.

Since the target audience for this methodological guide are national planning teams composed of a representative cross-section of public, private and tertiary actors (civil society) from the livestock sector and other related organizations and institutes, the principles and practice described in the methodology are designed to sustainably strengthen national capacities to carry out social, economic and prospective diagnoses of the livestock sector on which to formulate suitable strategic action plans. The time horizon of the resultant strategies and action plans are not expected to exceed 5 years, in line with the normal PRSP planning process.

PPLPI Partnerhips / Companion Activities

The IGAD Livestock Policy Initiative

By Abdi Jama and Otieno Mtula

The Inter Governmental Authority on Development (IGAD) has joined forces with FAO, on account of a € 5.5 million commitment by the European Commission (EC), to establish the IGAD's Livestock Policy Initiative (IGAD LPI). The IGAD LPI, which is

headquartered at Addis Ababa, Ethiopia, represents the Horn of Africa 'hub' of the PPLPI. It started its activities in autumn 2005, and has been managed by PPLPI in its first year. In autumn 2006 a Livestock Information Officer and a Livestock Policy Advisor were recruited; the Chief Technical Advisor will be taking his position in November 2007.

The objectives of the IGAD LPI are to 'enhance the contribution of the livestock sector to sustainable food security and poverty reduction in the IGAD region ... through the facilitation of processes and mechanisms to formulate and promote livestock policy and institutional reforms'. In practice, the first Steering Committee meeting recommended the project to focus on intra-regional issues that are common to the IGAD member states, and in particular on the regulation of markets for livestock and livestock products and the delivery of animal health services, especially in, but not limited to, pastoral areas.

During the last year the activities of the IGAD-LPI covered two areas: (i) coalition and partnership building towards pro-poor policy changes, and (ii) research analysis to support evidence-based policy reforms.

- One of the first activities of IGAD-LPI was to select and train in livestock policy inventory and analysis the National Technical Focal Points (NTFPs). The NTFPs are representatives of the IGAD member states responsible to perform the technical liaison function between the project and national authorities and carry out project activities in their respective countries. In Kenya and Uganda the NTFPs contributed to organise and participated in consultative livestock stakeholder workshops, the resolutions of which will be reviewed at the second IGAD-LPI Steering Committee meeting, to be held in February 2008.
- In October 2007 the IGAD-LPI organized and participated in a regional multi-stakeholder workshop on Animal Health Service Policies in the Horn of Africa.
- The project is organizing a workshop, to be held in January 2008, on 'Generating Policy Impact Through Strengthening Policy Relevant Capacities'. This workshop will address three main themes: '(i) knowledge sharing on the nature and underlying principles of livestock policy processes; (ii) policy dialogue and learning processes: learning from successes; (iii) understanding of required policy relevant capacities and how to build them'.
- The project is liaising with some key institutions and initiatives involved in agricultural development in Africa, including AGA and PPLPI as well as NEPAD, ALive, AU/IBAR, WISP, ILRI, LINK, Tufts University, USAID and AfDB. These partnerships are deemed instrumental both to promote pro-poor policy and institutional changes in the IGAD region as well as to produce research and analyses on livestock-relevant policy issues in the Horn of Africa.

The main research activities of IGAD-LPI and its partners include the following so far:

- Political economy studies of livestock sector policy making in five IGAD member states and for the Secretariat and other regional organisations.
- A review of existing poverty and welfare estimates in the Horn of Africa to facilitate evidence-based pro-poor policy decisions. This is complemented by an analysis of infrastructural accessibility to markets and services and an environmental-poverty mapping exercise aimed at identifying some possible structural determinants to poverty.
- A review of the trade legislation in the IGAD region, with a focus on livestock. That review showed that there is no a unique policy thrust towards economic integration among the IGAD member states, which are also poorly represented in key international fora, such as the WTO, OIE and the Codex.

- An analysis of domestic, regional and export market opportunities and categorization of potentially trade limiting trans-boundary animal diseases (TADs). A concept note on TADs has been submitted to the AfDB for consideration.
- An analysis of the potential environmental benefits of transhumance pastoralism in the Sudan.
- Mapping the costs and benefits of possible different trypanosomiasis control policies in the Horn of Africa. This research relies on previous work of and current partnership with AGAH, PAAT, PATTEC and AfDB.
- The development of a decision support tool to operationalise the Livestock Emergency Guidelines and Standards (LEGS), developed and currently under refinement by AGAP and other partners in the Horn of Africa.

All IGAD-LPI activities will be soon made public through two dedicated project websites, which are currently under development, <http://www.igad.lpi.org> and <http://www.igad-data.org>.

The South Asia - Pro-poor Livestock Policy Programme

By Lucy Maarse and Daniel Gustafson

An international workshop was co-organized by the National Dairy Development Board (NDDB) of India and the PPLPI in November 2003, in Anand, India. Participants discussed ways of enhancing awareness about the role of livestock in poverty reduction and key issues in livestock-poverty-policy interface in the South Asia context. They concluded that a new initiative of working together differently and for the betterment of smallholder livestock development was appropriate. In 2006 NDDB and PPLPI established the South Asia Pro-Poor Livestock Policy Programme (SA PPLPP), with an initial budget of US\$ 1.5 million, of which two thirds are contributed by NDDB and one third by PPLPI.

SA PPLPP's mission is 'to ensure that the interests of poor fe/male livestock keepers are reflected in national and international policies and programmes affecting their livelihoods'; and hence that 'governments have improved understanding of interventions required to enhance the effectiveness of policy design and implementation' in the livestock sector. A lean SA PPLPP coordination office is based in New Delhi, with SA PPLPP country teams operating in India, Bangladesh and Bhutan.

- SA PPLPP works with the concept of Partnering Institution (PI) – one PI per participating country – and follows the principle of co-financing. SA PPLPP provides the partnering institutions with funds to carry out specific activities, but the costs of human resources and office facilities are covered by each participating PI.
- The SA PPLPP partnering institution (PI) in India is BAIF, a Research and Development Foundation working in 12 states of the country. BAIF is an experienced and well equipped Non Governmental Organisation active in the field of Natural Resource Management and with pronounced experiences in Livestock Development, particularly in smallholder dairy farming.
- The SA PPLPP partnering institution (PI) in Bangladesh is BRAC, the Bangladesh Rural Advancement Committee, which is the largest NGO in the country and possibly one of the world's largest. BRAC is involved in a variety of development activities and has also established six poultry farms and hatcheries in Bangladesh to produce good quality chicks to be supplied to poor landless women.

- SA PPLPP is partnering with the Department of Livestock Production (DLP) of the Royal Government in Bhutan. The Department is responsible for the implementation of the livestock component of the national 10th Five Year Plan (2008-2013), which emphasizes the importance of agricultural development, including livestock, for accelerated poverty reduction in the country.

The SA PPLPP subscribes to some common principles of actions. First, particular attention is given to women and young people. Second, the analytical and policy focus should be on the livestock system as a whole, rather than on specific technical issues. Third, ‘learning by doing, learning by using and learning by interactions’ represent the principles of intervention; the country teams have been equipped to facilitate dialogue among different livestock stakeholders, to identify, document and learn from Good Practices (GPs) of pro-poor livestock development and, on that basis, to promote pro-poor livestock policy processes.

Since June 2006 SA PPLPP has been carrying out a number of activities, including:

- An in-depth study on the contribution of ‘commons’ to the livelihoods of poor livestock keeping households, which derive fuel wood, fodder (25% of fodder needs across India are met from commons), and water from common lands.
- An assessment of the livelihoods impact of the KeggFarms model. KeggFarms is a commercial poultry company which has developed a cross-bred, dual-purpose chicken, the ‘Kuroiler’, which meets the needs of smallholder backyard producers.
- Identification of ‘good practices’ for pro-poor livestock development. There are plenty of Good Practices in the field of livestock production throughout South Asia, but few have been thoroughly documented and used to formulate policies. SA PPLPP has thus been promoting a multi-stakeholder learning process – which on its own is sensitizing actors and creating coalition towards pro-poor livestock policy changes – to define what a good practice is. Some parameters to identify Good Practices have been agreed upon, as well as Do’s and Don’ts to arrive at strategies in pro-poor livestock sector development. Good Practices have been largely identified in goats, sheep and backyard poultry systems.
- The establishment of a South Asia Platform for pro-poor livestock development, whose ultimate objective is ‘working together and speaking out together as a voice for smallholder livestock development throughout the South Asia region’. This regional Platform will play a crucial role in continuously and effectively lobbying for pro-poor policy reforms in the livestock sector.
- SA PPLPP also aims to derive practical lessons out of the PPLPI-driven livestock services reform in Andhra Pradesh, which culminated with the endorsement of the Minor Veterinary Services Act in 2007. SA PPLPP will also contribute to the effective implementation of that Act.

Despite SA PPLPP being operational for only about one year and a half, and tangible outputs are yet to come, the ‘learning by doing, learning by using and learning by interactions’ process that PPLPP has set up in South Asia holds promise, if adequately fed, to effectively bring about changes in the ways livestock policies are designed in South Asia.

ILRI-IFPRI-RVC-UCB-HPAI Research into Policy Project

By Steve Staal

Recent infections of HPAI have resulted in the destruction of more than 140 million birds in South East Asia alone, with costs estimated to be in excess of US\$ 10 billion. If a one year pandemic were to occur it could lead to global economic losses in the region of US \$800 billion. Much of the public effort to date has focused on implementing prevention and eradication measures in poultry populations. Much less emphasis has been placed on the effects of these mitigation strategies on the livelihoods of smallholder farmers and their families in affected countries.

The ILRI-IFPRI-RVC-UCB-HPAI research project aims to help governments and international organisations make informed decisions to limit the spread of transboundary animal diseases such as HPAI whilst also minimising the impact on different socio-economic groups, particularly the poor. The purpose is to develop responses to HPAI at national and international level that are evidence-based and consider the impact on and effectiveness in smallholder systems, peoples' livelihoods and developing country economies. The expected outputs are:

- Increased awareness of the contribution of poultry to rural livelihoods and of the social impacts of alternative disease strategies;
- Effective and socially fair options and implementation strategies for HPAI control appropriate for different settings and household/producer types;
- Better understanding of the risks and consequences of HPAI for different regions and stakeholders;
- Capacity building for formulation, interpretation and negotiation of evidence based and socially sensitive HPAI control policies.

The project has been formulated by integrating two complementary project proposals into a coherent and harmonized approach with significant value added beyond the simple sum of individual research outputs. Nine inter-related modules have been developed covering the following areas:

- Description of systems and current disease situation
- Risk assessment
- Economic impacts of HPAI
- Impact of HPAI on livelihoods and nutrition of the poor
- Impact of HPAI on institutions
- Cost/benefit and/or cost/effectiveness analysis
- Surveillance, institutions and control strategies
- Risk Communication and development of decision support tools
- Short-term capacity building through targeted training workshops

The project will operate with two teams in two different regions. IFPRI (lead) and ILRI will address HPAI in East and West Africa by modelling the spatial spread, evaluating the cost effectiveness of alternative control strategies, and assessing impact on the poor. FAO (lead), Royal Veterinary College and University of California at Berkeley will assess policy responses to the threat of contagious diseases of animal origin through retrospective epidemiology studies to develop learning from HPAI epicentre countries in Southeast Asia (Vietnam, Thailand, Cambodia). The international teams

will be working collaboratively with multidisciplinary national teams in each of the study countries.

A Steering Committee will provide overall programme guidance. An important part of the programme will be to ensure that any lessons learnt during the programme are disseminated as quickly as possible to decision and policy makers, and that representative users of the research outputs are involved in the process from the outset. This will ensure a participatory approach to designing the programme's strategy and ensure research products are demand driven with users needs in mind. The communication strategy is expected to use a wide range of tools, including policy briefs and work with the media. The communication strategy will be developed within the first six months of the programme. To achieve this, a substantial share of the budget is allocated to two of the modules: risk communication and the development of decision support tools; and, short term capacity building and training workshops.

Response to the Recommendations of the Fourth SC

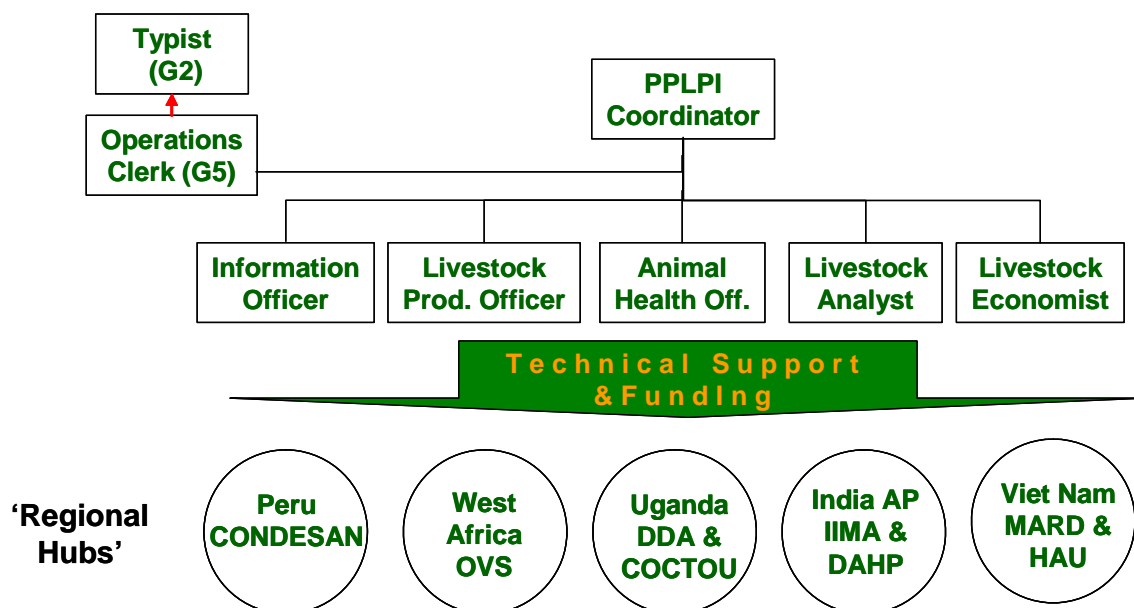
By Joachim Otte

The responses of PPLPI to the recommendations issued in June 2006 by the Steering Committee Meeting should be assessed in view of the changing environment in which the project is operating. The last year and half has been characterized by:

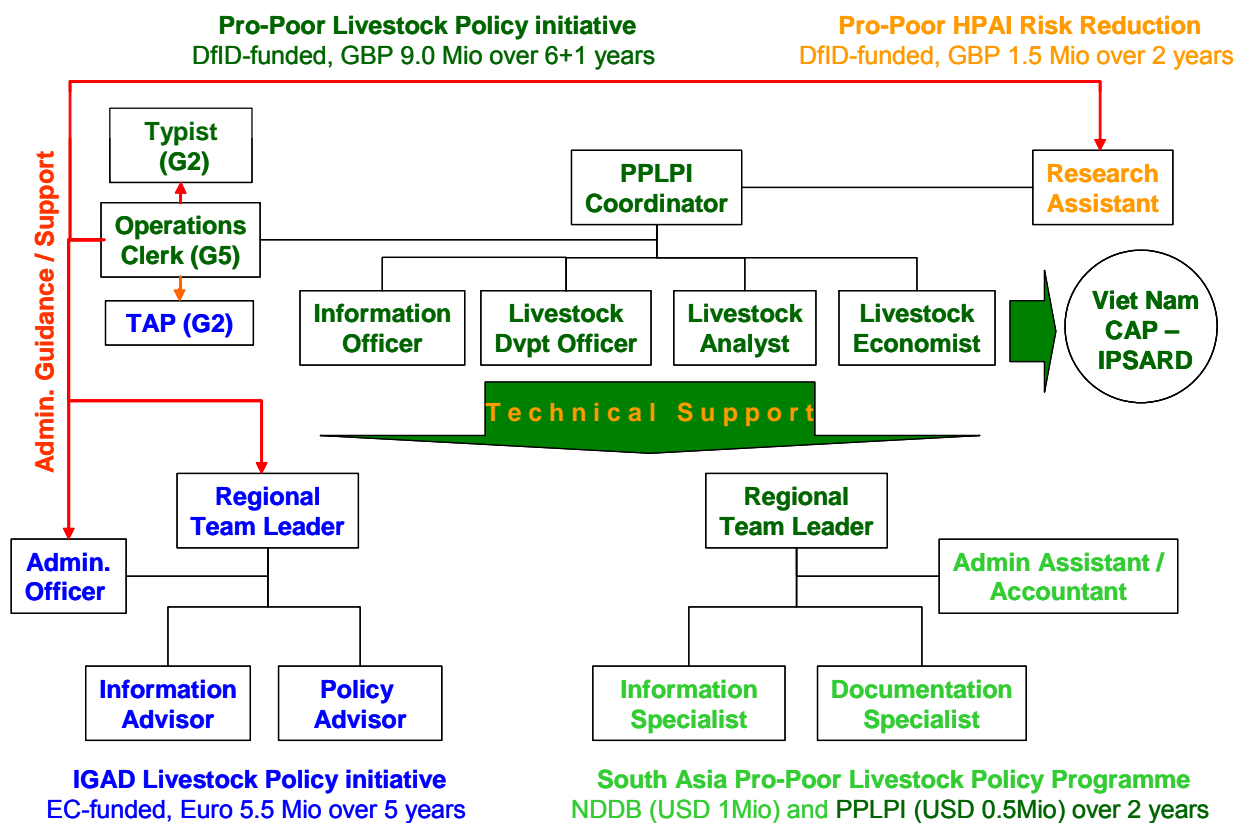
- The FAO's Reform and the Independent External Evaluation, which have severely constrained project activities, both because of a general worry surrounding the impact of FAO Reform on departments, divisions and posts, and because of the time the project staff devoted to take part to larger and smaller meetings related to both FAO's Reform and the IEE.
- The ongoing HPAI crisis has continued to significantly shape AGA activities, possibly overshadowing the other work in the division.
- Significant financial and human resources have been invested to provide continuous support to three extra-budgetary projects / programmes: the IGAD-LPI, the South Asia PPLPP, and the HPAI Risk Management Project.

Furthermore, PPLPI has significantly evolved over the past two years. In 2005, the project co-ordinator and five professionals led and supervised the work in five 'regional hubs', largely from HQ. Today, PPLPI has a coordinator and four professional staff and, with the exception of its work in Viet Nam, provides technical support to two independent regional hubs, coordinates part of the HPAI Risk Management Project and collaborates with a number of divisions in FAO and with other international partners on a variety of issues. These changes signal that PPLPI's activities have shifted from 'doing things towards assisting others to do things'.

Pro-Poor Livestock Policy Initiative 2005



Pro-Poor Livestock Policy Initiative 2007



Nine major recommendations arose from the 4th SCM. Those recommendations and the responses of the project are summarised below.

Recommendations 7, 8 & 9: Further investigate smallholder-compatible HPAI control strategies in Viet Nam; address livestock-gender issues; disregard further developing the Livestock Development Goals (LDGs).

PPLPI has no longer invested in refining the LDGs. It has not systematically addressed livestock-gender issues but is willing to provide funds to the AGA gender focal points to systematically review gender issues in the context of the livestock sector. The analysis, however, should be detailed, including a review of the role of the different livestock species to women's wellbeing in the different regions of the world. In Viet Nam, PPLPI provides continuous support to CAP-IPSARD and is partnering with international and national research institutes to identify HPAI control options that can both reduce disease risk and at the same time protect poor households from losing their poultry derived income (see presentation by S. Staal).

Recommendations 4 & 6: Develop and formalise more effective partnerships for stakeholder engagement.

PPLPI has established formal and comprehensive partnerships with IGAD-LPI and SA-PPLPP; IGAD and SA-PPLPP in turn are in a better position to establish linkages with the lower level stakeholders, to which they are physically closer, and are more effective in tapping into local knowledge systems and influence local policy circles and processes (see presentations by A. Jama & O. Mtula and L. Maarse & D. Gustafson).

PPLPI has established some *ad-hoc* partnerships to address specific livestock development issues. It collaborates with the World Bank to develop guidelines for the appropriate inclusion of livestock in the PRSPs; with UNU-MERIT to investigate livestock innovation systems; with ILRI, IFPRI and other partners to identify smallholder-compatible HPAI control options (see presentations by J. Djikman and S. Staal).

PPLPI has finally established a number of informal partnerships, both within and outside FAO. It collaborates with TCA (see presentation by J. Djikman), has been asked to provide support on policy and institutional issues by the FAO Forestry and Fisheries and Aquaculture Departments and the FAO SARD Programme; it also provides continuous support to the Uganda Dairy Development Authority and CAP-IPSARD in Viet Nam. The project is increasingly stretched by new requests for 'inputs' and a trade-off is emerging between the quality and quantity of PPLPI's collaborative activities.

Recommendation 5: Develop and implement an effective communication strategy.

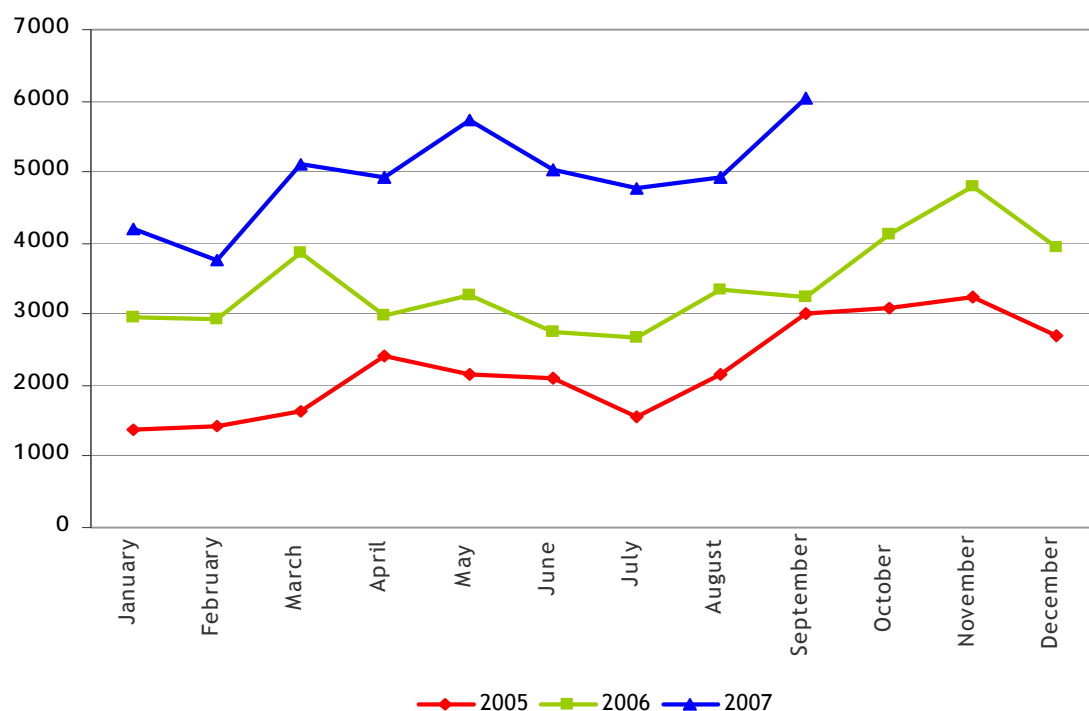
PPLPI has developed and has been implementing a communication strategy, which includes both active and passive elements.

The active elements of the communication strategy include: (i) Regular presentations at meetings and workshops: since the last SC meeting project staff has given 17 invited presentations worldwide, that is about one per month. (ii) Regular submissions of research papers and reports and policy briefs on the Development Gateway Portal, accessed by about 40,000 members, of which more than half from developing countries. (iii) Active participation to the FAO IDWG responsible for the design and implementation of the FAO 'Capacity Building Programme on Policies and Strategies for Agricultural and Rural Development'. (iv) Informal partnerships with other FAO units, including the Forestry, the Fisheries and Aquaculture Department and the SARD group. (v) PPLPI acts as referee for papers and articles to be published both within and outside FAO. (vi) In April 2008, the project is planning to hold a professionally facilitated communication event at FAO. William Easterly will be the keynote guest at this professionally facilitated event.

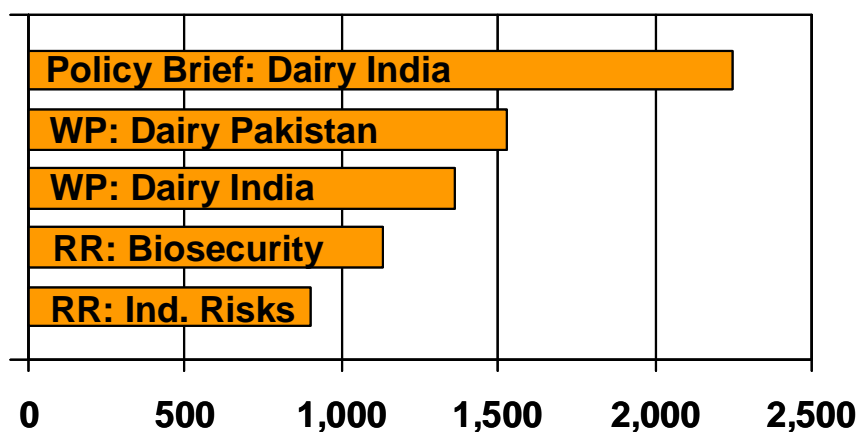
The passive elements of the communication strategy consist of changes in the PPLPI website, including: (i) an opening page on 'news & events' which is updated

fortnightly; (ii) a new webpage containing the major presentations given by project staff at meetings and workshops; (iii) a webpage containing a research reports series developed by PPLPI (these research reports are short and very specific pieces of evidence gathering information on some livestock policy issues and process; they were developed in response to the MTR of PPLPI, which regarded the working papers series as largely targeting the academia); (iv) uploading on the website of French and Spanish versions of the executive summaries of all PPLPI working papers and policy briefs. The number of visitors to the PPLPI website has been steadily increasing with dairy and HPAI issues being the topics receiving most attention.

Visits to PPLPI Website



Downloads, Top 5 Documents, 2007



Recommendations 3 & 2: Systematize and document the lessons learnt from PPLPI ground experience.

The entire set of PPLPI activities is based on a ‘learning by doing’ principle, and there is a much implicit and informal learning from and feeding into PPLPI assisted projects and programmes.

PPLPI has been also engaged in explicit documentation of lessons learnt from its involvement in a variety of pro-poor livestock policy processes. First, some guidebooks and manuals are under preparation, including guidelines for the appropriate inclusion of the livestock sector in the PRSPs; guidelines for a pro-poor review and analysis of livestock related policies; and a pro-poor livestock policy menu. WREN Media and Green Ink have been contracted to develop audio-visual and printed material to document the institutional history of the PPLPI-facilitated pro-poor livestock policy processes in Peru, Andhra Pradesh and in the UEMOA countries. This will contribute to systematise the lessons learnt on how to promote policy and institutional changes in the livestock sector in developing countries.

Recommendation 1: Mainstreaming of PPLPI processes across wider constituency of FAO units.

Mainstreaming of PPLPI process across FAO units is the key recommendation that arose from the fourth SCM, and essentially is the ultimate objective of the PPLPI. Addressing this recommendation, particularly in light of the DG-Reform and the FAO IEE, requires first answering to three basic questions: (i) What does mainstreaming mean? (ii) What is the PPLPI process to be mainstreamed? (iii) Are all FAO units equally important / suited for mainstreaming?

(i) What constitutes mainstreaming?

Mainstreaming would mean that the ‘PPLPI process becomes standard approach adopted by (selected) FAO units’.

(ii) What is the PPLPI policy process?

The PPLPI policy process consists of facilitating informed dialogues among representatives of all identified stakeholders on ‘resolvable’ policy / institutional issues which affect poor peoples’ / livestock keepers’ livelihoods. Resolvable means that policy and institutional changes should aim at pragmatic and achievable rather than ideal outcomes.

The main elements that characterize the PPLPI policy process are: livelihoods and political economy analyses; stakeholder identification and engagement; identification of policy issues; clarification of disputed issues; consensus proposal for policy reforms / institutional changes. Facilitation, the provision of objective information and continuous dialogues are key underpinnings for the success of the PPLPI policy process.

Supporting such a process requires both hard and soft skills, that is analytical and facilitation capacity; the willingness to invest time and resources in a process which is risky, as its outcome depends on a number of exogenous factors; the willingness to be a neutral and low-profile / low-visibility actor.

(iii) Are all FAO units equally important / suited for mainstreaming?

Active participation in pro-poor livestock policy processes might be relevant only for some FAO Divisions. Some, such as the Statistics Division for example, are not involved in relevant field activities and would be meaningless targets for mainstreaming. Some others, such as the Forest Economics and Policy Division and the Land and Water Division can benefit from some of the elements of the PPLPI

policy process. Their focus, however, is not on livestock issues and the value-added of the PPLPI process is ultimately in its entirety and coherence, rather than in its parts.

Therefore three divisions remain, which can be targeted for mainstreaming. These are the Agricultural Development and Economics Division (ESA), the Policy Assistance and Resources Mobilisation Division (TCA), and the Animal Production and Health Division (AGA).

ESA 'is the focal point for FAO's economic research and policy analysis for food security and sustainable development. [...] The Division publishes The State of Food and Agriculture (SOFA), one of FAO's flagship publications'. This Division remains largely livestock-blind, although the livestock sector will be the special topic of the 2009 SOFA; ESA has strong hard skills but is marginally involved in field activities, therefore essentially incompatible with the essence of the PPLPI process, that is engagement in livestock policy processes.

TCA 'is the main channel in FAO for providing member countries, at their request, with policy advice related to national development policies, programmes and strategies in the agro-rural sector'. TCA has an extremely limited knowledge of livestock systems; it has relatively well-developed soft skills but has limited analytical capacity on livestock sector issues; it works mainly through inflexible project timelines, which compromises the compatibility of its mode of operation with PPLPI's engagement in 'risky' policy processes.

AGA's mandate 'is to help clarify and provide guidance on the role of the fast expanding and changing global livestock sector in food security and food safety, in poverty alleviation as well as in sustainable use of the natural resource'. AGA is the only division in FAO with an extensive and deep knowledge of the livestock sector; it comprises a Livestock Policy Branch as well as an Animal Health and an Animal Production Service, which are technically sound and apparently show an increasing appreciation of policy and institutional issues. AGA, therefore, is possibly the most appropriate Division to be targeted for mainstreaming the PPLPI policy process. Furthermore, it the Division already hosts PPLPI.

Planned Activities

PPLPI will put more efforts and resources into mainstreaming its policy process into AGA, but senior management of AGA should also be willing to reshape the structure of the division. This appears consistent with the indications of the IEE, which suggests not only that more resources be allocated to livestock sector related issues but also that livestock policies should be given high priority in resource allocation.

In the remaining year PPLPI will also continue to provide advisory services to other FAO divisions and institutional actors; finalise a number of policy documents, such as the guidelines for the appropriate inclusion of livestock in the PRSPS and the pro-poor livestock policy menu; produce a comprehensive report on lessons learnt on pro-poor policy processes in the livestock sector; and organise a major awareness raising and information event in April 2008 to diffuse the main findings and lessons from the project's activities.

Institutionalization of Pro-poor Livestock Policy Capacity in AGA

By Samuel Jutzi

The presentation reviewed the evolution of the FAO Livestock Programme since 1999 and presented alternative scenarios for the mainstreaming of the PPLPI policy process across AGA in view of the DG Reform and the IEE.

In 1999 AGA comprised the Livestock Information, Sector Analysis and Policy Branch (AGAL), the Animal Production Service (AGAP) and the Animal Health Service (AGAH). AGA activities focused on three livestock related public goods: social equity and poverty alleviation; the livestock-environment interface; veterinary public health. In particular, the Livestock Programme included seven components as follows: (i) livestock-environment interactions; (ii) veterinary public health and food safety; (iii) livestock development and poverty alleviation; (iv) progressive control of transboundary animal diseases; (v) global livestock information; (vi) livestock sector analysis and policy development; (vii) advice to member countries.

Following the 2005 DG Reform Proposal, which began to be implemented in 2006, the Livestock Programme was split up among different divisions. In the Agriculture and Consumer Protection Department, a forthcoming Livestock Production, Management and Conservation Division will be dealing with on-farm livestock production issues, whereas a Diseases and Pests of Plants and Animal Division will be dealing with transboundary animal diseases. In the Economic and Social Development Department, the Trade and Marketing Division will be dealing with animal diseases and the Agricultural Economics Development Division will address livestock-environment and livestock-poverty developmental issues. If the DG reform were to be fully implemented, AGA will therefore become a purely technical division.

In September 2007, the final report of the first ever Independent External Evaluation (IEE) of FAO was released. The IEE was commissioned by the FAO Conference and Council before increasing worries of the capacity of the organisation to address the new opportunities and challenges of the fast-changing globalised world. The IEE comprises six key sections: (i) Relevance and Effectiveness of the Technical Work of FAO for the 21st Century; (ii) Governance; (iii) FAO in the Multilateral System - Partnerships; (iv) Situating FAO's Culture, Organization and Structure; (v) FAO's Programme Cycle; (vi) Administration, Human Resources and Finance.

'The principal conclusion of the IEE can be stated in three words: reform with growth [...] Whereas the global goals of FAO - namely access of all people at all times to sufficient nutritionally adequate and safe food; the continued contribution of agriculture to economic growth and poverty alleviation; the conservation and sustainable utilization of natural resources - remain relevant, the Organization should 'make fundamental strategic choices and concentrate its efforts in the areas that optimize its comparative advantages. [...] This will require policy capabilities that integrate these issues [food production, livelihoods, income and food access] in a holistic manner. [...]. FAO cannot respond to the challenges it faces unless it also becomes more flexible and overcomes its aversion to risk-taking'.

Contrary to the DG-Reform, which disregards the potential contribution of the livestock sector to the global goals of the Organisation, the IEE Report specifically appreciates the potential role of the sector to poverty alleviation and economic growth, to the extent of suggesting the establishment of an independent Livestock Department. In particular, the IEE notes that:

Para 622 (1): 'Over 20 percent of those dependent on agriculture, forestry and fisheries are primarily dependent upon livestock for their livelihoods. This is both one of the fastest growing agricultural sectors and one of the sectors with the greatest potential for growth, both in primary product and value added. Livestock is also the sector which poses the greatest threat to human health through diseases transmissible from animals to humans. It is a sector with major implications for the environment.'

Para 622 (2): '... The *livestock revolution* is occurring in largely indigenous private businesses, which do not need FAO to assist with technology. On the other hand, the challenges facing the [livestock] sector are generating large and unfilled requirements for inputs on overall sector management and policy, global and regional inputs on public health and environmental implications, implications for trade and implications for carbohydrate and plant protein prices, as demands for animal feed increase.'

Para 622 (3): ‘... Pro-poor policies need to address both the opportunity for jobs and income generation in this business sector [livestock]; the issues of supplementary income from livestock and the issues of pastoralists, who are often among the poorest, living in the world’s most marginal areas.’

Para 453: ‘The IEE has concluded that the FAO Livestock Division’s work on policies with respect to the poor and the environment has influenced global thinking in these areas.’

Although the above messages are very positive for livestock, it should be emphasized that both PPLPI and LEAD, which have been largely appreciated by the IEE and influenced the way the Report values the livestock sector, have operated through extra-budgetary contributions.

The IEE then recommends that:

Recommendation 3.9: ‘There should be a rebalancing in the distribution of resources with increases in the proportions to forestry and fisheries and a significant increase in the proportion of resources for livestock...’

Recommendation 3.11: ‘A significant increase in resources is justified and livestock deserves focus in a separate small department, but only if FAO’s work remains focused on: (i) pro-poor sector policy and management; (ii) animal health, addressing implications for the poor, the national economies of developing countries, and global risks to both the livestock sector and human health; and (iii) livestock-environment issues.’

Recommendation 3.21: ‘FAO should emphasize its significant comparative advantage in the implications of technology for policy, whether this be in intensification, biotechnology, mechanization or agricultural industrialization. Priority to technology development, transfer and piloting should be substantially reduced in order to increase attention to policy support and capacity building. ... Work on production technology should be eliminated in agro-industry and mechanization and further reduced, particularly in crops and livestock.’

FAO senior management have generally welcomed the IEE. In particular, the ‘IEE Management Response *In Principle*’ ‘agrees to bring together the Organisation’s capacities for securing livelihoods and increasing economic and social wellbeing to follow through on the continuum created by its advocacy on policy development’; and it ‘agrees on the needs for livestock work to have resources and focus’. It is therefore likely that the forthcoming FAO Conference, to be held in November 2007, will agree on some key reform elements, including prioritizing policy and livestock issues.

Given the above background three possible scenarios are envisaged for AGA, and hence for mainstreaming PPLPI across the Division: (i) the worst case scenario; (ii) the best case scenario; (iii) the most plausible scenario.

(i) The worst case scenario would imply no change in the current organizational trend, and therefore growing irrelevance of the livestock programme within FAO. AGA would become a purely technical division, and there would no scope for PPLPI to be mainstreamed across AGA.

(ii) The best case scenario would imply the endorsement of all IEE recommendations, i.e. increased resources for the livestock programme, the establishment of a Livestock Department and a livestock segment in the Committee of Agriculture.

(iii) The most plausible scenario would imply increased resources to the Livestock Programme, which would maintain its integrity under the newly established Agricultural and Consumer Protection Department.

AGA senior management will endeavour to develop a strategy to avoid the worst case scenario and increase the likelihood of the best case or the most plausible scenario. However, it is possible that further extra-budgetary contribution will be needed to

streamline the PPLPI process across AGA, especially given the uncertainty related to the process following the DG-Reform and the IEE.

3. RECOMMENDATIONS OF THE STEERING COMMITTEE

The SC discussed the issues presented and made the following observations and recommendations:

1. The Steering Committee notes with pleasure the strong support expressed in the Independent External Evaluation of FAO for the importance of livestock, pro-poor policy, and advocacy for livestock policy change. These are strong evidence of the impact that PPLPI has had, one upon which the Initiative will wish to build in its remaining life.
2. The Committee welcomes the progress made by the project during last year. In particular it notes with satisfaction the regional partnerships established with IGAD and in South Asia that PPLPI has been able to create and nurture through their formative stages. The decisions about how to move forward on these regional initiatives now lie with their respective governing bodies, but any accomplishments they are able to make will be sure to advance the general cause of mainstreaming pro-poor livestock policy and institutional reform processes.
3. The Committee recommends that in the remaining period of the PPLPI strong steps be taken to share the methods and successes of the Initiative's processes. These steps would include:
 - Convening a meeting in FAO next April for FAO personnel and the representatives of donors to FAO.
 - Convening two regional meetings with national and donor representatives.
 - Preparing a report for development practitioners, policy makers and standard setters that provides a focussed statement on the importance of livestock to the poor and of policy change to advance it and synthesizes the findings of the PPLPI's research and policy change initiatives. Such a report should include the synergies and trade-offs between pro-poor livestock and environmental policy initiatives.
- 4a. The Committee recommends that the capacities and processes developed in PPLPI be mainstreamed in FAO, particularly for the livestock sector. The precise structure used to accomplish this end should not be a stumbling block and the Committee entrusts the Director of the AGA Division to take forward an appropriate modality to accomplish it with FAO.
- 4b. The Committee notes the view expressed by Assistant Director-General Sumpsi that a rebalancing of resources in favour of Livestock is in order and remarks that such action would greatly facilitate the process of mainstreaming of PPLPI capacities and processes in AGA.
- 4c. The Committee notes that most donors now are, in light of the IEE, highly focused on the process of achieving reform in FAO as a whole and that their support for subsidiary initiatives will be conditional upon seeing progress at that level. On the other hand, given the importance of the capacities that the PPLPI has developed for the kinds of changes the donors are seeking in FAO, a good case can be made for appropriate bridging funds to keep those capacities active in the transitional period. The committee recommends that the Director of AGA formulates an action plan on the basis of which he could initiate negotiations with selected donors about the internal AGA performance indicators that could persuade them of the value of such a bridging project.

ANNEX A: TERMS OF REFERENCE FOR THE STEERING COMMITTEE

Functions

The Steering Committee (SC) will provide advice and guidance to the Pro-Poor Livestock Policy Facility in achieving its objectives and, in particular, it will:

Recommend on recent advances and best practices, for the Facility's area of interest, that could be beneficially applied to achieve the overall objectives of the Facility;

Provide direction to the Facility's work programmes and suggest appropriate methodologies and tools to obtain the project's agreed outputs and achievement targets;

Promote collaboration of the Facility with relevant global, regional and national organizations and agencies to ensure synergies and enhance its effectiveness; and

Stimulate donor support for the Facility in addressing livestock - public goods related issues.

The SC will elect a Chairperson and a vice-Chairperson for a (renewable) period of two years. Secretariat facilities will be provided by AGA of FAO.

The SC shall meet at least once a year and more often if required.

Composition

The SC shall consist of:

Distinguished development thinkers and other renowned individuals appointed in a personal capacity and drawn mainly from the academic/NGO/CSO community in developing and developed countries; and

A maximum of three representatives from the donor community and international agencies associated with the goals of the Facility.

ANNEX B: PROGRAMME OF THE 5TH PPLPI STEERING COMMITTEE MEETING

Tuesday, 30 October 2007

Time	Agenda Item	Speaker(s)
09:30 - 09:35	Welcome	S. Jutzi
09:35 - 09:40	Introduction / Agenda	J. Otte
09:40 - 09:45	Adoption of Agenda, Election of Chair	
09:45 - 10:30	<i>Guest lecture:</i> Rural Innovation, the United Nations University (UNU) - System and the Learning, Innovation and Knowledge (LINK) network.	A. Hall
10:30 - 11:00	Coffee / Tea	
11:00 - 12:00	<i>PPLPI Collaborations</i>	J. Dijkman
	Policy training and policy advice (TCA); Livestock Emergency Guidelines (AGAP); Programme against African Trypanosomosis (AGAH); Livestock Poverty Reduction Strategy Papers (ALive / WB)	
12:00 - 13:30	Lunch	
	<i>PPLPI Partnerships / 'Companion Initiatives'</i>	
13:30 - 14:15	IGAD-LPI	A. Jama & O. Mtula
14:15 - 15:00	SA-PPLPP	L. Maarse & D. Gustafson
15:00 - 15:30	ILRI-IFPRI-RVC-UCB HPAI Research into Policy Project	S. Staal
15:30 - 16:00	Coffee / Tea	
16:00 - 17:00	PPLPI Response to SC Recommendations	J. Otte
18:00 - 19:00	Cocktail	

Wednesday, 31 October 2007

Time	Agenda Item	Speaker(s)
09:00 - 09:30	SC Deliberations Institutionalization of pro-poor livestock policy capacity in AGA in light of remaining life span of PPLPI, the Independent External Evaluation and FAO reform & Discussion	S. Jutzi
09:30 - 10:30	SC Deliberations	Chair
10:30 - 11:00	Coffee / Tea	
11:00 - 12:00	SC Deliberations	Chair
12:00 - 13:00	Lunch	
13:00 - 14:30	SC Deliberations	Chair
14:30 - 15:00	Coffee / Tea	
15:00 - 15:30	SC Recommendations	Chair
15:30 - 16:00	AG/A/AL Response	S. Jutzi

ANNEX C: PARTICIPANTS OF THE 5TH PPLPI STEERING COMMITTEE MEETING

Steering Committee Members

Bazeley, Peter	
De Haan, Cees (absent)	private
Henninger, Norbert (absent)	WRI
Jutzi, Samuel	FAO - AGA
Leonard, David	IDS
Steve, Staal (for C. Sere)	ILRI
Patel, Amrita	NDDB
Steinfeld, Henning	FAO - AGAL
Traore, Modibo	AU/IBAR
Viatte, Gerard	private

Invited Guests

Hall, Andy	UNU - MERIT
Haribou, Ali	FAO - Djibouti
Ly, Cheikh	EIMVS
Jama, Abdi	IGAD-LPI
Leyland Tim	DFID
Maarse, Lucy	SA-PPLPP
Mtula, Otieno	IGAD-LPI
Nasskau, Elizabeth	DFID
Nguyen, Do Anh Tuan	CAP
Zziwa, Samuel	IGAD

Project Personnel (HQ Staff & Consultants)

Costales, Achilles
Dijkman, Jeroen
Kazybayeva, Saule
Kessl, Christiane
Miceli, Antonella
Otte, Joachim
Pica-Ciamarra, Ugo
Robinson, Tim

ANNEX D: STEERING COMMITTEE MEETING PARTICIPANTS' CONTACT DETAILS

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