



LIVESTOCK SECTOR INVESTMENT AND POLICY TOOLKIT

LSIPT Manual 1

Modules 1&2 Preparatory Phase

January 2013



Introduction
to the
Livestock Sector
Investment and Policy
Toolkit
(LSIPT)



*GUIDE
FOR THE INCLUSION OF
LIVESTOCK PRODUCTION IN
PRSPs*

Introduction to the The Livestock Sector Investment and Policy Toolkit (LSIPT)

A toolkit to assess the livestock contribution to the National Economy and Poverty reduction

It is recognized that the livestock sector in several countries has not received sufficient attention from policy makers and investors as sector stakeholders have struggled to measure and articulate its potential to reduce poverty and promote economic growth. Consequently a **Livestock Sector Investment and Policy Toolkit (LSIPT)** has been designed to support SSA countries to prepare poverty focused livestock sector analyses and subsequent action/investment plans through the following process:

1. **Preparing the case for investment in the sector:** identify and collect a solid body of sector data.
2. **Driving sector advocacy through the development of data-based evidence:** solid analysis which identifies the importance of the sector to the household and the economy as well as opportunities for investment.
3. **Financing and investing in the sector; developing evidence based investment plans:** Making the case for investment. This activity supports the CAADP process of supporting country-led sector investment plans with the stakeholder-generated output/ recommendations targeted at such audiences such as the Ministry of Finance, Ministry of Plan, International Agencies, Donors, Private sector.

The development of this toolkit is part of the ALive partnership for Livestock Development, Poverty Alleviation and Sustainable Growth in Africa (www.Alive-online.org)

Rationale for the toolkit

- A review of the initial series of PRSPs (2000-2004), found a disconnect between rural poverty analysis and its representation in PRSPs, poor uptake of rural actions recommended in the PRSPs in PRSCs (Poverty Reduction Support Credit = World Bank PRSB), or other donor or government programs (World Bank, 2005);

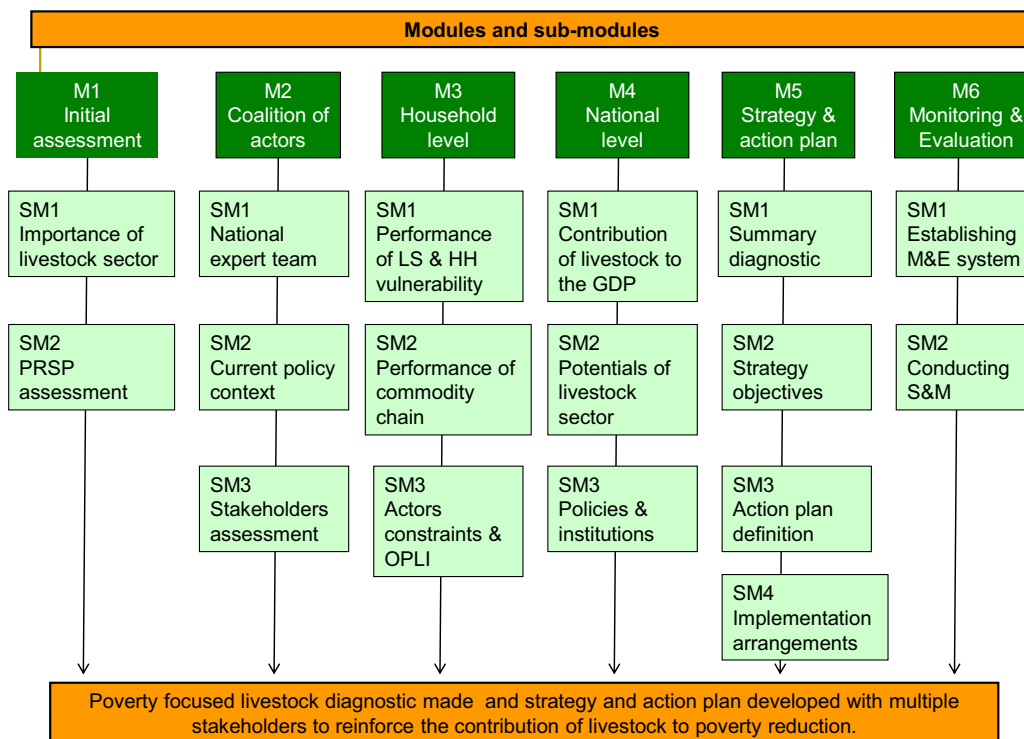
- A 2005 review, which, among others, paid particular attention to stakeholder involvement found a decreasing attention to stakeholder participation (World Bank 2006)
- A review of the presentation of livestock in five countries with an early PRSP found that the sector was generally under represented, to the extent even that in major livestock countries, the poverty reduction potential of livestock keeping was only mentioned in passing. If represented, more attention was paid to commercial operations, than to species and production systems relevant to the poor. Most recommendations were also found to be very general (PPLPI, 2005);
- Finally, a review the ALive Secretariat on the basis of a 2002 FAO study, carried out in the framework of the preparation of these guidelines of 34 countries with a PRSP (2002-2006) found improvement in some countries but still major gaps in the coverage and level of detail. For example, the correlation coefficient between the contribution of livestock to the GDP and a rating of the degree that livestock was represented in the PRSP of the 19 countries of which data were available was, at + 0.08, very weak.

Main target audiences for the guidelines

- **Livestock economists and livestock specialists of national and international development agencies** , who need guidance when preparing the argument for paying adequate attention to the livestock sector. For them in particular guidance on how to analyze the role of livestock at the value chain and macro-economic levels and its potential in reducing poverty, are the main focus;
- **Advocacy groups** , such as the Ministry of Agriculture (veterinary services and animal husbandry departments), producer organizations and NGOs, which need the main outcomes resulting from the analysis, in particular regarding the poverty reduction potential through the livestock sector, to lobby for the inclusion of the sector in policy documents; and
- **End product users** , such as economists of Ministry of Finance or Economic Planning, macro-economists of international funding organizations, who need the overall rationale for the inclusion of the sector in policy documents and the main design features of the most appropriate policy or investment interventions.

Summary of the Content of the Toolkit

The Livestock Section Investment and Policy Toolkit (LSIPT) is structured in six interrelated modules. Each module is composed of sub-modules, structured in activities, and steps. Specific tools (Microsoft Excel – based spreadsheet models including models for demographic projection, technical-economic performance' assessment, cost-benefit analysis, competitiveness analysis, organizations, policies, legislations and institutions (OPLI) analysis,...) enable for an allocation of tasks and division of workload in the team. Though the tool is not dedicated to data collection, modes of data collection (based on expert knowledge, literature review, survey questionnaires, etc.) are provided to support the implementation of each activity.



The first module M 1- Initial assessment - provides an initial understanding of the importance of the livestock sector and the links between livestock and poverty. The objective of this module is to conduct a rapid assessment of the potential advantages offered by the livestock sector in supporting the poor population of the country. This initial assessment constitutes a basis to decide if, to support the national poverty strategies in achieving their objective in alleviating poverty, a more complete analysis of the livestock sector is justified or not. This assessment is mainly based on existing national databases. If this is confirmed, conclusions from Module 1 will lead directly to implementing the next modules (Figure 1).

The second module M2 - Coalition of change - has been conceived to support the constitution and the mobilisation of a national team, forming a committee of experts representing various key disciplines and relevant institutions to be in charge of achieving the diagnosis of the livestock sector (Modules 3 and 4). In addition, it provides guidelines to establish a coalition of partners (multi-stakeholders platform) that will validate results, and then manage and promote the necessary policy and institutional changes to guarantee the integration of the livestock sector in the PRSP process. The multi institutional composition of this coalition should insure as well that the livestock sector is adequately articulated with the other sectors of the economy. Module 2 is considered as critical to approach the development of a strategic and/or action plan (Module 5). The establishment of the coalition is a mean to facilitate the elaboration policies in a participatory fashion. Conventional approaches - leaving strategic decisions to the leaders

and practitioners – are susceptible to have limited impacts. Therefore, it is necessary to build partnerships and promote exchange networks of knowledge.

Modules 3 and 4 constitute the diagnostic section of the LSIPT and as such the core assessment of the livestock contribution to economy growth and poverty reduction. Finally the data workflow (input-output) is consistently interconnected between the different quantitative modules and scales of analysis from the herd, livestock system and household to the value chains and the nation (Next figure).

Module 3 - Livestock in the micro and meso economy - aims at identifying where and to whom livestock is a livelihood priority. It provides a detailed analysis on productivity and financial returns of prevailing livestock systems, poverty indicators and income structure of households and a contribution of various livestock systems to value chains. It assesses also the main feed and animal health constraints and provides the tools to prepare an inventory of institutional and policy issues. It provides also the tools to assess the efficiency of the value chains.

Module 4 - Livestock in the national economy - estimates the importance to be allocated to livestock sector development as part of the national development strategy. It consists in aggregating at the national level all information generated from the livestock farming systems and livestock-related commodity chains in order to calculate the GDP on the one hand and aggregate indicators from all categories of households to generate poverty and equity indicators on the other hand.

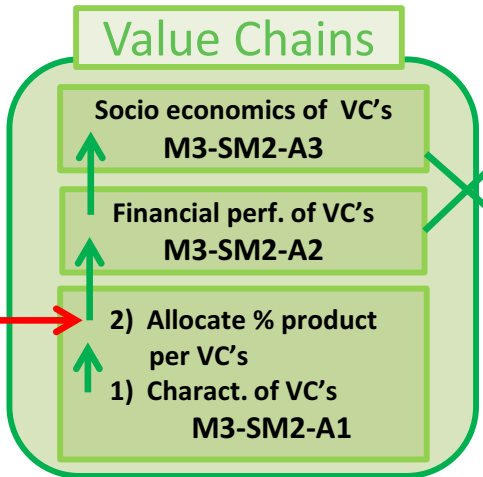
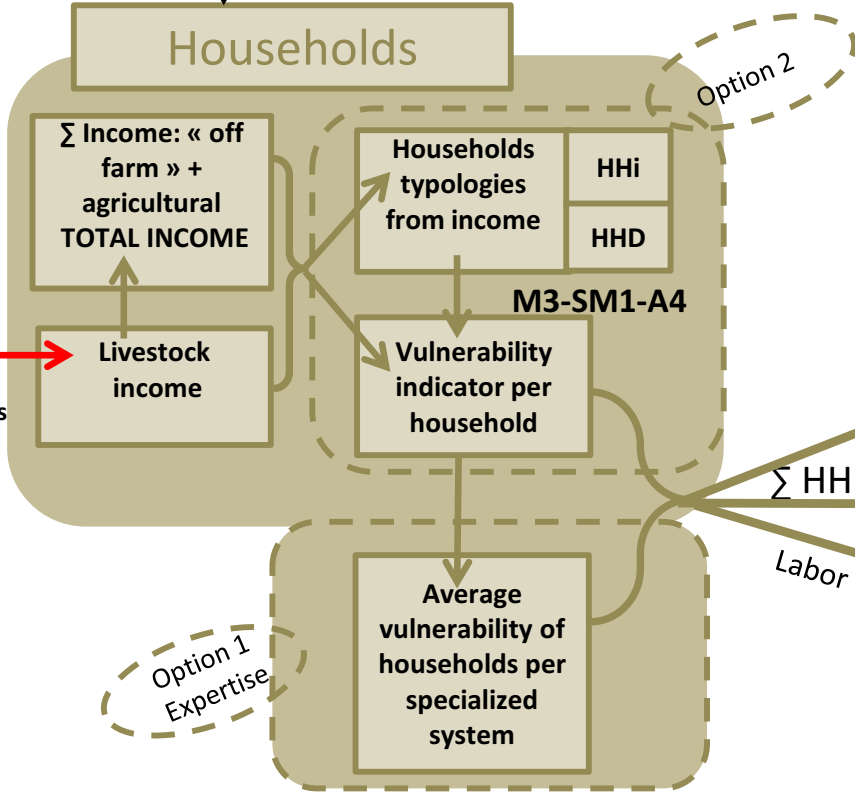
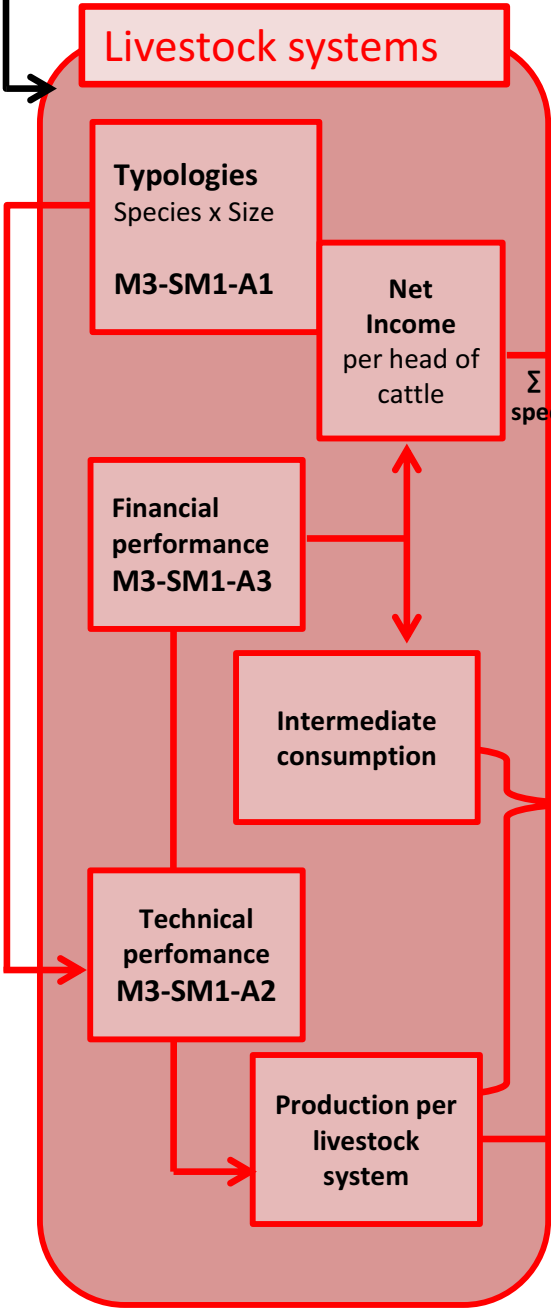
Among the 33 Excel tools (section M3 and M4 of Table 1) proposed, the tools to analyze livestock systems (LS tools), the household economy and vulnerability (HH tools) and value chain performance (VC tools) in M3 and GDP and poverty tools in M4 constitute the core of the LSIPT as they are interlinked between each others: the outputs generated by one are imported as inputs of the model of another tool (X and S signs in Table 1). These modules will be directly used for: (i) provide some science-based evidence so that poverty reduction policies take livestock production into account (M2), (ii) develop the strategy and action plan to strengthen the role of livestock production in the national economy (M5); and (iii) establish the baseline year and the indicators for the monitoring and evaluation of the national strategy (M6).

Classification of Seré and Steinfeld (s&s)

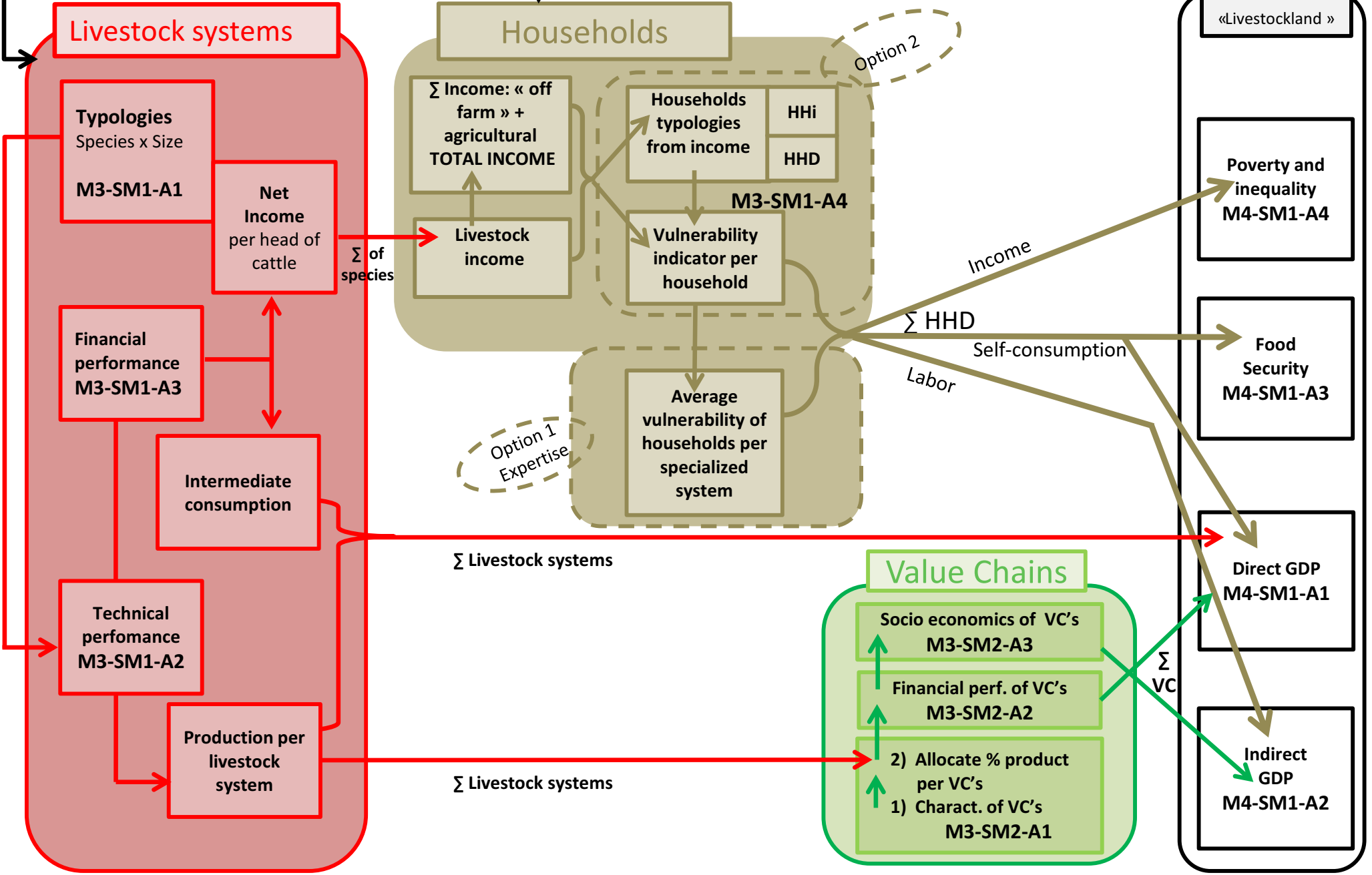
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M3-SM1 M3-SM2 M4-SM1



Module 5 - Strategies and action plan - helps to develop a strategic livestock sector development plans and detailed investment proposals that would lead to economic growth and poverty reduction. This module uses the results of the diagnosis realized in modules 3 and 4 (including scenario modelling with/without) in order to elaborate a strategy and action plans that are susceptible to be incorporated in the PRSP or other strategy and investment programs (integrated rural development programs, pro-poor investment programs, etc.). This module constitutes the final result of the methodological guide i.e., a livestock-growth-poverty development plan composed of a diagnosis and its associated action plan. This module builds on the prospective tools proposed in the modules 3 and 4 and then can track positive or negative changes at each level: farm or household level, the marketing chain and national level.

Finally module 6 - Learning-based monitoring and evaluation - proposes an up-to-date information system on the impact of the closer integration of the livestock sector in an action plan on equitable wealth creation and sustainable economic growth. It enables the selection of key indicators to monitor the process of implementation of the action plan. It is an essential component to support the long-term development of the livestock sector and build the monitoring capacity within this sector.

The six modules are fully connected to each other by logical or computational links of: (i) cause and effect (Module 1), (ii) links of aggregation (between Module 3 and 4), (iii) links of input-output tools (modules 3, 4 and 5), (iv) command links and networking (Module 2 with the other modules), and (v) link of control (Module 6 with Modules 3, 4 and 5). In order to use the best of the toolkit analytical potential, it is important to consider the analytical process as a continuous reiteration of information between modules, sub-modules and activities. Moreover, as some results from one tool can be validated, once aggregated, with other indicators in the next step (at macro level for example) this dynamic validation process and the comparison with existing statistical figures in order to adapt or validate each step of the analysis is a constant way of progressing.

Implementing process

Normally the process will be conducted with the following resources and according to the steps described below, accepting that country specific conditions (and within countries, regional differences) might require significant deviations from this “normal” requirements.

The **Initial Assessment** will only be conducted on request of the government. It is restricted to a desk study, using available information, and can normally be implemented by a team of a local livestock specialist and economist, eventually supported by an internationally recruited livestock economist. The total process should not take more than one month, and will, as said lead to a go or no go of the rest of the process. This decision will have to be taken, or at least supported, by Government.

The establishment of the **Coalition for Change** needs to be from the bottom up and requires a strong participation of civil society, but needs to include also the government institutions and the private sector. The work of the key members of this group is part-time but continuous, although a small secretariat could be envisaged. It should be preferably independent of Government .

The preparation of possible pathways for pro-poor livestock development paths and the advocacy arguments to promote these pathways identified under the **Livestock in the Economy and Livestock and Livelihoods in the Value Chain modules** is a more elaborate process. It needs the input of a multi-disciplinary team, and requires continuous feedback to be provided by the Coalition for Change group. The team composition depends heavily on the production systems concerned with expertise in the areas of macro-economics, animal production and health, processing, and socio-economics. Additional expertise might include natural resource management, legal and association expertise and macro-economics. Also, the total time required is difficult to predict, and will depend of the degree of availability of experts, it can be estimated in the order of three to six months.

The preparation of the **Strategy and Action Plan** is normally the responsibility of the same team, which has also prepared the diagnostic components. However, more than everything, this preparation needs broad consultation, with a direct involvement of the Coalition for Change in the formulation and dissemination of the strategy. The human resource requirements also depend on the type of pro-poor investments envisaged in the national planning. If budgetary support is foreseen, the level of details is somewhat less demanding, and the time requirement shorter than in the case of project type investments. Experience elsewhere shows a requirement of about 3 months for PRSB type operations and up to 6 months for the design of project type investments, however with key staff only intermittently involved to allow for internal consultation and consensus formation of the different stakeholders. Table 2 provides an overview of a very tentative estimate of the resources and time requirements.

Table: Resource Requirements for the Pro-Poor Livestock development process

Module	Resources	Time	Comments
Initial assessment	Livestock specialist and economist	1 month	Following Gov't request
Coalition for Change	Representatives of all actors in chain	Continuous if initial assessment is positive, part time with small secretariat	Preferable established independent of Government
Livestock in the national economy	Macro economist, livestock specialist, others according to the prevailing production systems	3-6 months	With continuous interaction with the Coalition for Change
Livestock and livelihoods in the value chain	Micro-economist, animal production and health specialists, processing, social scientist		
Strategy and Action	Main disciplines from the preparation team, and jointly with Coalition for Change	3-6 months	Depending on the type of investment envisaged.

M1

Initial Assessment

Module M1:

Initial Assessment

1. Objective

The aim of the initial assessment module is twofold:

- To conduct a rapid assessment of the potential benefits to the country's poor of improving the PRSP's focus on livestock. This initial assessment will form a basis for deciding whether a more complete analysis of the livestock sector should be made to enhance the current PRSP's capacity to deliver desirable developmental outcomes;
- If the initial assessment does indicate a need to strengthen the PRSP's perspective on livestock, Module [M1](#) will lead directly to the remaining modules in this guide in order to integrate livestock-related issues into the current iteration of the PRSP.

The sub-modules that make up this module are not intended to produce an in-depth analysis of the country's livestock sector and the relevance of its linkages with other sectors to the complex dynamics of poverty alleviation. Nonetheless, the groundwork conducted here should provide users with an output that forms a sound basis from which future module activities can confidently explore the wider implications of these issues.

2. Expected outcomes

Basic requirements fulfilled for addressing the need for wider inclusion of livestock sector issues in the PRSP

3. Sub-modules

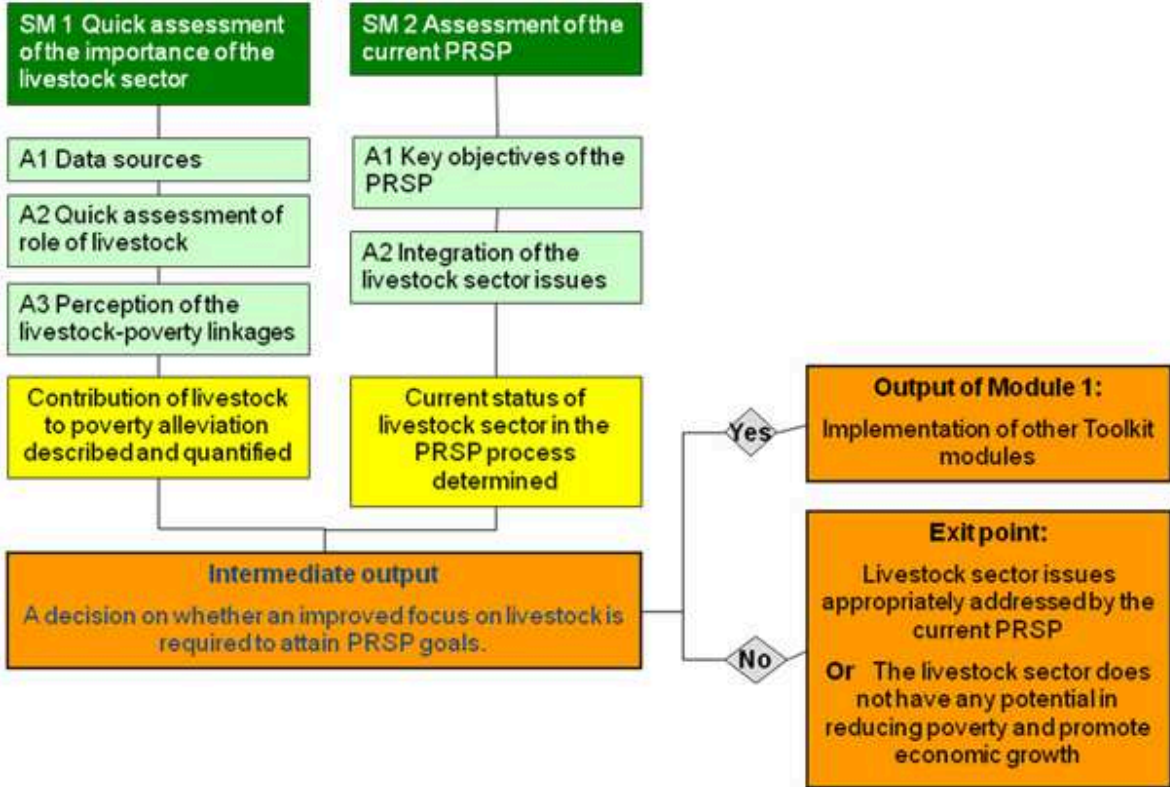
The following component modules will be required in order to generate the initial assessment output:

- 1) Rapidly assessing the importance of the livestock sector;
- 2) Identifying objectives of the current PRSP and extent of inclusion of livestock.



[M1_full_text_EN.pdf](#) [264 kB]

Module 1: Initial Assessment





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Sub-module M1-SM1: Assessing the importance of the livestock sector

1. Objective

This preliminary sub-module is intended to assist the user in preparing a concise but inclusive overview of the country's livestock sector in terms of:

- The roles – both positive and negative – that livestock play in the livelihoods of poor people;
- The contribution that livestock currently make to the achievement of stated developmental objectives and priorities within the country;
- The perceptions held by key stakeholders and policymakers of the importance of livestock to the dynamics of poverty in the country

2. Expected outcomes

The output of the sub-module [M1-SM1](#) is a prerequisite for establishing the process that is supported by this guide. Should it be concluded that livestock sector issues are appropriately addressed by the current PRSP, there would normally be little value in continuing with the remaining modules in the guide.



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Activity M1-SM1-A1: Identify data sources

1. Objective

This task represents an initial orientation for Sub-module [M1-SM1](#) and relates primarily to characterizing and locating the data sets that will be required to support the initial analysis. The team should ensure that the sources of information identified by this sub-module are properly documented as they are also likely to be useful as entry points for some of the later modules that will conduct more in depth analyses of these issues.

2. Expected outcomes

Effective completion of this task should provide the initial assessment team with rapid access to most of the information that they will need to carry out the other activity in the pool.

3. Method and tools

- **Key Parameters Checklist.** This checklist is essentially an aide memoire for the user. It lists a number of parameters that may be relevant to Activity [M1-SM1-A1](#). The checklist can be used, in the first instance, to identify parameters that are relevant for the country. Subsequently, users can – while reviewing potential data sources – check the extent to which these offer coverage of the relevant parameters.
- **Online Sources of Statistical Data.** The following links offer a starting point in the search for data sources that are relevant to the current analysis. They include a number of global databases that provide national, and occasionally, sub-national statistics as well as links to the national statistical services of most countries.
 - This page lists the [databases made available by the United Nations Statistics Division](#). Most of these are freely accessible although some of those containing the most up-to-date data may be offered as a subscription service;
 - The United Nations Common Database is a [searchable source of country-level statistics](#) that can offer insights into a wide range of parameters relevant to poverty status in the country;

- Assessments of the progress made by individual countries towards fulfilling the [UN Millenium Development Goals](#);
 - [FAOSTAT Production](#), consumption and trade of agricultural commodities;
 - [Global Livestock Production and Animal Health Atlas \(GLIPHA\)](#) is a queryable compendium of data pertinent to the livestock sector that may be disaggregated to the country level;
 - A comprehensive list of links to the home pages of [the national statistical services](#) in most of the World's countries. These may be used as a starting point for identifying more detailed country-specific data.
- **Key Documents at National Level.** The following key documents are likely to be found within relevant agencies at national level:
 - Existing national PRSP;
 - National strategy for livestock development;
 - Production and trade statistics for livestock products;
 - Statutes and legal instruments relating to livestock production and marketing activities;
 - Policy statements that impinge upon livestock sector development;
 - Periodic reports of agencies with responsibilities to the livestock sector
 - Periodic reports of commercial companies supporting or deriving benefit from the livestock sector.

Other, relevant data may be published by sub-regional organizations that are too numerous to list (readers should be aware of those that are influential in their own areas). Examples might be the Inter-governmental Authority on Development (IGAD) in the horn of Africa or the Mekong River Commission (MRC) in south-east Asia.

- **Analytical Framework.** If the findings of the initial assessment are to create an effective impact amongst interested stakeholders, an analytical framework that is appropriate to the countries circumstances and needs will be required. This tool comprises a set of guidelines for identifying the key features of such a framework. This includes time-frames, identification of appropriate statistical methods, media and dissemination channels for presentation of results and reporting arrangements.



[Key Parameters Checklist.pdf](#) [68 kB]



[Analytical Framework.pdf](#) [36 kB]

Guidelines: Identifying an Appropriate Analytical Framework for the Initial Assessment

Section 1: Time-scales

An appropriate time-scale needs to ensure that the conduct of the initial assessment and the delivery of its outputs is consistent with other parts of the PRSP development process. The following issues need to be considered:

- How long will the initial assessment be expected to take;
- When will the outputs of the overall process be required;
- Can staff be identified who will be able to participate over this period;
- How can the consequences of any slippage be handled.

Section 2: Statistical Methods

The level of statistical analysis required during the initial assessment will depend substantially on the quality of the existing material. Key issues here include:

- Will the assessment be based predominantly on raw or interpreted data. Where possible the latter should be preferred;
- If interpreted data are limited, are qualified statisticians available to make inputs to the process of data analysis;
- Are staff with the appropriate skills available.

Section 3: Media and dissemination channels for presentation of results

It is of paramount importance the outputs of the initial assessment are effectively packaged so that its message will be clearly accessible to stakeholders, policy makers and other decision makers. The following issues relating to presentation and dissemination need to be considered carefully:

- Who needs to know the findings of the initial assessment
- What level of details is required for the different target groups
- What media formats are individuals in the target groups familiar with and is it feasible to package the outputs of the assessment in this form.

Checklist: Data Required for Assessing the Importance of a Livestock Sector for Developmental Outcomes and Poverty Alleviation

Section 1: Demographic and Economic Background

Parameters	Relevant	Not relevant	Data source identified

Section 2: Livestock Populations

Parameters	Relevant	Not relevant	Data source identified

Section 3: Engagement of the Poor in Livestock Production

Parameters	Relevant	Not relevant	Data source identified

Section 4: Local, National and International Marketing of Livestock

Parameters	Relevant	Not relevant	Data source identified

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Section 5: Other Relevant Parameters

Parameters	Relevant	Not relevant	Data source identified

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Activity M1-SM1-A2: Quick assessment of the role of livestock

1. Objective

This task forms the core of Sub-module [M1-SM1](#). It consists principally of evaluating existing information relating to economic functions of livestock in the country at a number of different levels (household, community, national and international). This is likely to include:

- Statistical datasets;
- Reports of government departments, NGOs, donor agencies and specific, relevant developmental projects;
- Media reports

In addition, it will probably be necessary to conduct some supplementary, rapid assessments in order to verify some of the key assumptions that arise from the existing material and to identify recent trends and change in perception.

2. Expected outcomes

Implementation of this activity will provide an indication of the roles – both positive and negative – that livestock play in the livelihoods of poor people, and the contribution that the livestock sector currently makes to the countries' development.

3. Method and tools

- **Review of Existing Information.** This is likely to be based mainly on the critical assessment of existing studies conducted at the country and lower levels. It should not ignore the importance of information relating to the regional level, particularly when considering the implications of cross-border trade in livestock and livestock products. Most developmental activities make at least an attempt to generate and interpret baseline data on the significance of their proposed programmes. Much of this information, detailed in project and other reports (grey literature), can provide useful background information that is of wider relevance. This document provides guidelines for identifying some possible sources of this type of information that may help users to locate studies that are relevant to their own countries.
- **Geographical Information Systems.** GIS approaches should be used with caution for this level of analysis due to difficulties in guaranteeing both basic data

reliability and consistency amongst data sets. They can however provide useful indicators of the distribution of problems and opportunities within a country and amongst its internal political entities (states / provinces). For most countries, information on general poverty indicators is likely to be better than that for livestock distribution. Where both exist in tandem, GIS tools and models can offer a powerful tool for the analysis of the role of livestock in poverty alleviation. Where this is not the case, it may prove possible to identify suitable proxy indicators for the relevance of livestock. A number of preliminary sources of GIS information, particularly on poverty distributions are available online:

- [FIVIMS](#) is an inter-agency initiative that aims to promote information and mapping systems on food security and vulnerability.
- [The global poverty mapping project](#) can provide maps of the distribution of various poverty indicators for most countries .
- The United Nations Environment Programme library offers [a range of maps and graphics related to the environment and sustainable development](#).
- Livestock and poverty maps from the [International Livestock Research Institute](#).

In addition, more detailed information may be available in-country as a result of specific, project-level activities.

- **Rapid Assessments.** Collection of source data de novo will normally be beyond the scope of the initial assessment as secondary material should, in most cases, form an adequate basis for deciding whether to continue implementation of the later modules. If doubt exists about the quality of the secondary analyses, where information from a number of these analyses shows significant inconsistencies or when the team feels that it is necessary to verify key assumptions, it may be appropriate to implement some clearly-focused rapid assessments. These may be carried out by the team themselves or delegated to specialists in the area. The following sites offer an overview of some of the available techniques that may be relevant in this context:
 - [The Multi-stakeholder Processes](#) (MSP) portal at the University of Wageningen provides basic guidelines and links to further information on implementing a wide range of these tools.
 - [The Research and Policy in Development Initiative](#) (RAPID) at the Overseas Development Institute (ODI) also describes a number of knowledge and learning tools from a slightly different perspective.
 - [The RAAKS methodology](#) attempts to integrate some of these tools into a broader framework for rapid assessment.

In the view of the authors, these techniques are likely to be of most relevance at this stage of the process:

- [Historical analysis](#) ;
- [Key informant interviews](#) ;
- [Questionnaires and surveys](#) .

Checklist: Possible Sources of Background Literature of Relevance to the Initial Analysis

Section 1: Government Departments

The majority of governmental issues relating to livestock are likely to fall within the ambit of Ministries of Agriculture / Livestock / Lands / Natural Resources. Other issues to consider during the search for relevant background information include:

- Identify and explore existing cross-links of the department concerned with livestock in the country;
- Departments with responsibilities for roads and transportation departments may be responsible for issues that related to livestock trade;
- Ministries of Health / Sanitation may have relevant activities and information relating to, for example, zoonotic diseases;
- Finance ministries or the agencies responsible for customs and excise can furnish relevant information on subsidies, duties and tariffs.

Section 2: Non-governmental Organisations

- International NGOs within the sector (e.g. Heifer Project International, Veterinaires San Frontieres, Vetaid);
- General International NGOs (e.g. Care, Oxfam, Save the Children Fund);
- Local NGOs (general and livestock based).

Section 3: Community-based Organisations

- Cooperatives;
- Church organisations;
- Local political institutions.

Section 4: Donor Agencies

- Multilaterals (World Bank, Asian Development Bank, United Nations Development Programme);
- Bilateral (OECD Government Aid Agencies e.g USAID, DfID).



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Activity M1-SM1-A3: Perception of the livestock-poverty linkages

1. Objective

This task is of considerable importance as it will generate an overview of the perceptions of livestock across the entire stakeholder community. This in turn will offer some initial indications of the feasibility of and possible sources of resistance to the process of integrating the livestock sector into the PRSP. As these issues tend, in most situations, to be somewhat fluid, a greater reliance on the collection of original material is probably more appropriate here than it would have been for Activity [M1-SM1-A2](#).

2. Expected outcomes

This activity, if conducted effectively should determine the extent to which there is a common understanding of the role of the livestock sector amongst stakeholders through a broad identification of linkages amongst them.

3. Method and tools

- **Assessment of Institutional Perspectives on Livestock.** This should be based on an informal review of the reports and other literature published by the various stakeholder organizations. This could usefully build upon Review of Existing Information carried out under Activity [M1-SM1-A2](#) and the same techniques are likely to be appropriate.
- **[Preliminary Focus Groups](#).** These should include representatives of as many different stakeholder groups as can be identified at this stage of the process. It should be remembered that an analysis of dissent within this kind of group can be as instructive as that of consensus! Or for a little more detail [Chronic Poverty Research Centre](#)



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Sub-module M1-SM2: Assessment of the current PRSP

1. Objective

If Sub-module [M1-SM1](#) has identified a significant role for livestock in national development priorities for poverty alleviation that is not adequately addressed by the current PRSP, the next step in the process is Sub-module [M1-SM2](#). This role may be one that is currently fulfilled by the livestock sector or one that could have a clearly defined potential for generating beneficial impacts for the poor. Sub-module [M1-SM2](#) aims to build upon the findings of the previous activity by examining the information gained from it in the context of the current PRSP. Broadly this will require the team to consider:

- whether the current PRSP has adequate coverage of the development objectives that livestock may contribute to;
- whether the current PRSP already recognizes this contribution;
- how that contribution might be strengthened tangibly by improving the integration of livestock into a revised PRSP.

2. Expected outcomes

Current status of livestock sector in the PRSP process determined.

3. Activities

Sub-module [M1-SM2](#) comprises two component activities designed to achieve these aims and to assess the extent of penetration of the PRSP into the most significant institutions and organizations that influence outcomes in the sector. It is suggested that the two activities should be used to prepare a “Rapid Review of the Current Iteration of the PRSP” that summarizes the current situation and can be used as a basis for the activities conducted under the later modules.

Activity M1-SM2-A1: Key objectives of the PRSP

1. Objective

Individual country PRSPs vary to a considerable extent in the format that they take and the way in which their content is organized and presented. However, most of them have reasonable, clearly-stated overviews of the development problems faced by the countries and, at some point, an attempt to identify an appropriate set of developmental priorities that might be expected to address these. Implementation of activity 1 will reveal the developmental problems and their concomitant developmental priorities enumerated in the PRSP documentation.

2. Expected outcomes

The tools for activity 1 are intended to assist the team in formulating a clear picture of the developmental intentions of the authors of the current PRSP

3. Method and tools

- **Rapid Review of the Current Iteration of the PRSP.** This will include a summary of its key objectives. For background see http://www.ifad.org/evaluation/guide/annexd/d.htm#m_4. A checklist of points to consider during this specific task is also provided [key_objectives_docrev.pdf](#)
- **PRSP Objectives Tree.** This should be based on the content of the current PRSP as reviewed above and will help to clarify the extent to which the PRSP has defined palpable means of achieving its component objectives. If it transpires that the PRSP requires a stronger emphasis on the livestock sector this objectives tree can be expanded to include this during later activities. In particular the means of achieving the PRSP objectives that are offered by livestock can be integrated http://www.ifad.org/evaluation/guide/annexd/d.htm#m_28.



[Step1: key objectives for PRSP analysis](#) [31 kB]

Points to Consider When Reviewing the Objectives of the Current Iteration of the PRSP

When reviewing a current PRSP, it is important to consider the following general points. The findings may be used as a basis for drafting outline modifications to the document.

- The broad developmental objectives of the current PRSP. These should be clearly stated in the summary and/or introduction to the document. Review each of these for its relevance to the livestock sector and whether the coverage of livestock sector issues is explicit or merely implied.
- Pay special attention to current objectives that are specific to the livestock sector. Do these adequately cover the potential needs of the livestock sector or do they need to be expanded?
- Historical evolution of the PRSP. How has the political and developmental climate changed since the current PRSP was produced? Are there ways in which these changes have specific implications for the livestock sector?
- The extent to which current PRSP objectives are being met by government policy and development activities. This will be considered in more depths during later stages of the development of the PRSP but try to highlight some key issues at this stage.
- Omissions. Are there obvious omissions in the current PRSP? Highlight these for future, in depth consideration; particularly those that might be addressed by policy changes relevant to the livestock sector.
- Beneficiaries. Well drafted objectives should lead clearly to the identification of beneficiaries. Are the poorest beneficiaries within the livestock sector (both producers and consumers) well accounted for by the current and potential future objectives of the evolving PRSP.

Activity M1-SM2-A2: Integration of livestock sector issues

1. Objective


It is unlikely (although not impossible) that the livestock sector will have been completely ignored during the formulation of the PRSP for any country in which it makes a tangible contribution to national development. This activity aims to develop further the document prepared as part of activity 1 so that it offers more detail on the role of livestock.

2. Expected outcomes

A clear understanding of whether the current PRSP already recognizes the development objectives that livestock may contribute to, and if that contribution could be strengthened through the appropriate integration of the livestock sector into a revised PRSP.

3. Method and tools

- **Rapid review of the integration of livestock in the current PRSP.** This activity consists in assessing at which level the livestock sector is currently represented in the PRSP. To this end, you can update and details the analysis made by Alive at the beginning of 2007 to assess the PRSP. (Assessment_livestock_inPRSP-2007.xls)
- **Evaluation of the PRSP by SWOT Analysis.** Techniques such as SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis are likely to be of considerable use during later modules; i.e. when defining a more precise role for livestock within the PRSP. At this stage [SWOT](#) may be used to conduct a preliminary evaluation of the strengths and weaknesses of the current PRSP in capitalizing on the opportunities that livestock offer for poverty alleviation. A template with some basic guidelines is also provided here.
- **PRSP Objective Force Field Analysis.** [A force field analysis](#) may be used for a preliminary examination of the potential impacts of the stated objectives of the PRSP on the livestock sector. For each objective list and quantify the driving and restraining forces that are acting upon it.

 [Evaluation de la prise en compte de l'élevage dans les DSRP - 2007](#) [182 kB]

 [A template with some basic guidelines for SWOT Analysis](#) [8 kB]

Template for Conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.

<p>Strengths are the attributes possessed by each of the stakeholder groups that can contribute to a positive developmental outcome.</p>	<p><u>Strengths</u></p>	<p><u>Weaknesses</u></p>	<p>Weaknesses are the shortcomings of stakeholder groups that may need to be addressed by training or access to external expertise / inputs in order to achieve a positive developmental outcome.</p>
<p>Opportunities are the characteristics of the situation that predispose towards a positive developmental outcome.</p>	<p><u>Opportunities</u></p>	<p><u>Threats</u></p>	<p>Threats are the characteristics of the situation that may prevent a positive developmental outcome being realized. Any strategy must include appropriate means for nullifying these.</p>

M2

Coalition for change



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Module M2: Coalition for change

1. Objective

Module 1 provides a basic, rapid overview of livestock sector issues in the country and the extent to which the current PRSP may need modification in order to adequately address these. This module is designed to assist the PRSP core team in:

- putting this material into the current policy context;
- producing an accurate description of the coalition of organizations and individuals that will be instrumental in driving sector development and resultant impacts on the livestock dependent poor.

On completion of this module the team should be in a position to embark on the more detailed evaluation of the role of the livestock sector in poverty alleviation that is supported by Modules 3 to 5.

Conventional approaches, where policy advice is simply transferred to policy makers and practitioners are unlikely to have much impact and accordingly partnerships and knowledge exchange networks have to be established. A particularly effective way of facilitating this process of participatory policy making, which includes managing conflicting interests and ideologies, learning from experiences of other stakeholders within and outside the country, and incorporating those lessons in policy design and implementation is through the establishment of a *coalition for change*. Ideally this process should be initiated and driven by local actors and use existing fora, mechanisms and procedures with the 'outsider' playing a supporting rather than leading role. This module provides guidance on the establishment of a coalition of partners to manage and promote political and institutional changes that ensure the appropriate inclusion of the livestock sector in PRSP processes and documents

2. Expected outcomes

An effective livestock sector coalition established with adequate financial and institutional support and a voice amongst key decision makers.

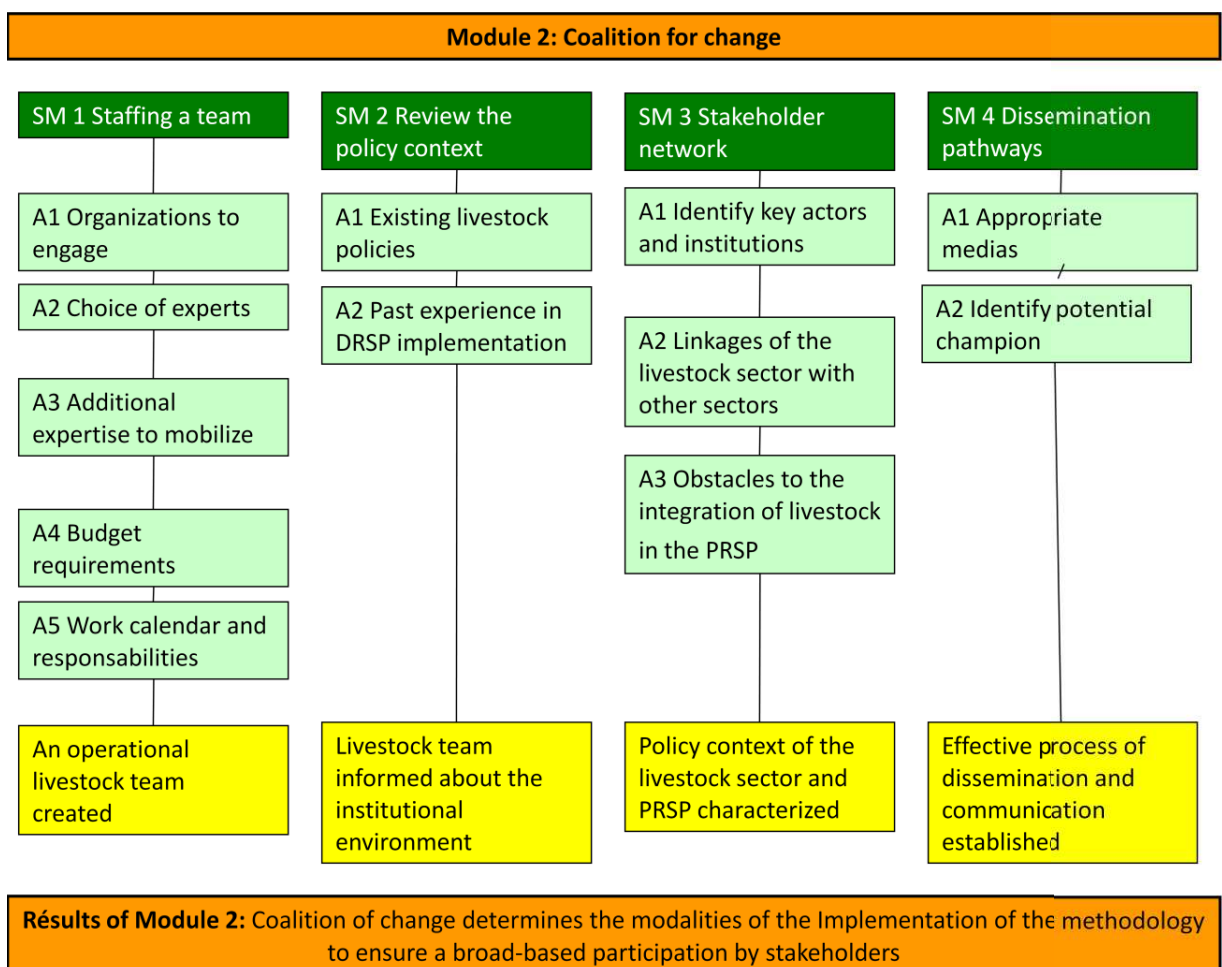
3. Sub-modules

The following component activities will be required in order to generate the *coalitions for change* output:

1. Staffing a livestock sector team.
2. Reviewing module 1 and assessment of current policy contexts;
3. Characterising the stakeholder network;
4. Accessing or creating dissemination pathways.
5. Drafting arrangements for implementing the methodology



[M2 full text EN.pdf](#) [394 kB]





GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Sub-module M2-SM1: Staffing a livestock sector team

1. Objective

The development process for a PRSP is participative and inclusive by nature.

The idea is to set up two groups in order to implement the exercise to develop the Guide.

- An enlarged **committee of partners** responsible for monitoring the development exercise proposed in this Guide, to orient the technical team in its work and then validate the technical analyses and help define and validate the resulting strategy and plan of action. The committee of partners established to monitor this process should include a wide range of organisations with direct and periphery interests in the livestock production sector in the country.
- A small **technical team** (maximum ten people), made up of technicians. On behalf of the committee of partners, it will be responsible for conducting technical analyses (modules [M3](#) and [M4](#)), and proposing an associated strategy and plan of action (module [M5](#)). The small technical team should be able to provide exhaustive analyses in view of identifying the precise role that the sector could play in poverty reduction.

The composition of these two groups requires the participation of a series of organisations and the involvement of staff with a variety of specialised skills. This sub-module was designed to provide a framework for setting up these groups. The latter should be supported by the key stakeholder organisations in the sector and capable of transmitting their conclusions to the leaders and those responsible for implementing policies.

2. Expected outcomes

The members of the enlarged committee of partners and the small technical team have been named.



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM1-A1: Identify organizations to engage

1. Objective

Organizations with a stake in the livestock sector are generally very varied due in part to the range of functions that livestock fulfill and also to the variety of perspectives that people of different backgrounds (ethnic, religious etc.) may have on animals. In any situation, there will almost certainly be numerous governmental, private sector, and non-governmental bodies with a direct interest in and influence upon the livestock sector. These may often be opposing. Increasingly, the concerns of a number of exogenous groups, such as welfare organizations and commercial trading interests, may additionally complicate the situation. These organizations can sometimes wield considerable political power so it is important to ensure that their interests are not allowed to outweigh the concerns of the un-voiced poor.

2. Expected outcomes

An evolving list of organizations /sector actors that have a stake in the livestock sector.

3. Method and tools

- **Guidelines for the Identification of Stakeholder Organizations.** This checklist summarizes the main types of organization that might have a stake in the livestock sector. It also lists some organizational characteristics that might be recorded in order to provide information on the nature of the organizations to later users of the list.



[Stakeholder Identification Checklist.pdf](#) [17 kB]

Stakeholder Identification Checklist

The following checklist is not exhaustive but should provide indications of where stakeholders in livestock sector decision making may be located.

Livestock Sector Organisations

- Ministries / departments of livestock services
- Cooperative organisations with livestock sector focus (e.g. dairy development boards)
- Private sector organisations (e.g. producer groups such as breed societies / breeding companies)
- Professional organisations (national veterinary organisations)
- Existing development projects
- Donors or donor consortia
- Researchers and research consortia

Organisations in Other Sectors with Possible links to the Livestock Sector

- Tariff setting and implementation agencies (e.g. Department of trade / primary industries; revenue and excise authorities)
- Ministries of planning, economics and finance
- Public health authorities and standards organisations
- Representative bodies of private processors and retailers
- Representative bodies of agricultural supply sector

Representatives of Ultimate Beneficiaries

- Frontline NGO's
- Farmer / producer organizations or cooperatives
- Advocacy fora
- Larger private commercial producers



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM1-A2: Identify participating staff from within organizations

1. Objective

Where possible, suitable staff capable of contributing to the development of the PRSP should be drawn from the organizations identified under activity 1. Whilst other factors such as motivation and availability may also be an issue here, this task aims to provide the user with guidance on how to identify the core skills required of potential team members.

2. Expected outcomes

An annotated list of the skills required and available among the staff of the participating stakeholder organizations

3. Method and tools

- **Skills Checklist.** (A long list of skills along the lines of a consultant registration form with three categories: Required – available; Required – not available; Not required [e.g. Camel specialist in Norway]).

 [Skills Checklist.pdf](#) [23 kB]

Skills Checklist

Which of the following skills are likely to be required either within the PRSP team or supplied by external consultants.

	Core team	Consultants
Livestock		
• Production systems	<input type="checkbox"/>	<input type="checkbox"/>
• Nutrition	<input type="checkbox"/>	<input type="checkbox"/>
• Health	<input type="checkbox"/>	<input type="checkbox"/>
• Marketing	<input type="checkbox"/>	<input type="checkbox"/>
• Meat and other livestock products	<input type="checkbox"/>	<input type="checkbox"/>
• Range management	<input type="checkbox"/>	<input type="checkbox"/>
Social sciences		
• Economics	<input type="checkbox"/>	<input type="checkbox"/>
• Anthropology	<input type="checkbox"/>	<input type="checkbox"/>
• Gender / equity	<input type="checkbox"/>	<input type="checkbox"/>
Data management		
• Database design and management	<input type="checkbox"/>	<input type="checkbox"/>
• Statistical analysis	<input type="checkbox"/>	<input type="checkbox"/>
• Sampling and design	<input type="checkbox"/>	<input type="checkbox"/>
Other disciplines (cross-linking)		
• Crop production	<input type="checkbox"/>	<input type="checkbox"/>
• Forest resource utilisation	<input type="checkbox"/>	<input type="checkbox"/>
• Human health	<input type="checkbox"/>	<input type="checkbox"/>
• Fisheries	<input type="checkbox"/>	<input type="checkbox"/>



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM1-A3: Identify need to co-opt independent specialists (information providers / facilitators / technocrats)

1. Objective

In some situations, participating organizations may be unable to provide the skills required to support the activities of the coalition. In these cases there will be a need to bring in specialists with these skills. These may include individuals from governmental or non-governmental organizations that are not directly involved in the coalition but who can support the team's activities in a more general way. Alternatively, there may be a requirement for consultancy inputs where specific information is required.

2. Expected outcomes

An annotated list of the skills required for implementation but not available among the staff of the participating stakeholder organizations.

3. Method and tools

- **Skills Checklist.** When the basic team has been assembled, the skills checklist may be referred back to in order to identify gaps in the expertise provided by the core team. These may then be addressed by engaging external consultants with relevant knowledge and experience.

 [Skills Checklist.pdf](#) [23 kB]



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM1-A4: Calculate indicative budgetary requirements for implementing the process

1. Objective

Having defined the scope of the livestock sector in the country, the extent to which the current PRSP covers its needs and the team required to develop it further, it should be possible to calculate indicative budgetary requirements for completing the process described in this manual.

2. Expected outcomes

Summary implementation budget

3. Method and tools

- **Example Budget *Pro Forma*.** This spreadsheet based example can be modified and further developed by the user to provide a summary of the financial inputs that will be required to complete the process.

 [Budget Pro Forma.xls](#) [16 kB]



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM1-A5: Timetable of work and responsibilities

1. Objective

Set up a work timetable and allocate the responsibilities within the team.

2. Expected outcomes

Those involved approve a detailed work programme, accompanied by a timetable indicating the deadlines, as well as individual and organisational responsibilities.

3. Method and tools

- **Workshop for those involved.** When there are many people in the basic team and the coalition includes a wide range of organisations and groups, developing the work programmes during a workshop can prove to be the most effective solution. This task should be conducted by several members of the team, who should draw up the programme and submit it to the institutions concerned for approval.
- **GANTT charts.** These representations can be used to facilitate activity planning. They can be used to allocate activities to the competent individuals, to avoid conflicts in the time schedule and guarantee that the interdependent activities are executed as fast as possible. Gantt charts: [principles](#), [models](#) to construct using Excel.



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Sub-module M2-SM2: Review of policy context

1. Objective

Information on the current political context, and in particular the opinions on how it could evolve in future, can be obtained when the following modules are implemented. All documents produced within the framework of this module should be signalled, then refined and reviewed, once the team has identified the sectorial problems.

The lessons drawn from the positive (and negative) experiences during the development of the PRSP will be beneficial to the people who have recently been involved in the process.

2. Expected outcomes

The main results expected are as follows:

- The identification and taking into account of the current political context for the livestock production sector,
- An analytical examination of the elements that contribute to the success of the PRSP process and facilitate its execution.



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM2-A1: Characterise the existing livestock sector-related policy environment

1. Objective

A reasonably reliable characterization of the existing livestock policy environment at this relatively early stage will offer the team a sound basis from which to develop a coherent set of perspectives and strategies pertaining to the role of the livestock sector in developmental outcomes and poverty alleviation. Having said this, information on the current policy environment and particularly views of how it may evolve in future are likely to be gained by many of the tasks undertaken as part of the later modules. Therefore, any documentation produced by this module should be flagged for future refinement and revision as the team's understanding of sector policy issues becomes more sophisticated.

2. Expected outcomes

A review of the existing livestock sector-related policy environment

3. Method and tools

- **Document Review.** This should concentrate principally on the policy documents presented by relevant ministries. Some examples of sector policy reviews that have taken this approach are:
 - [The politics of livestock sector policy and the rural poor in Peru](#);
 - Navigating the Livestock Sector: [The Political Economy of Livestock Policy in Burkina Faso](#).
 - [Livestock sector growth and poverty with particular reference to India](#).
 - [A list of livestock sector policy briefs for 18 countries](#) is available from the FAO-PPLPI.
 - [Policy documentation](#) from the African Livestock Initiative (ALIVE).
- **Key Informant Interviews.** Semi structured interviews with key informants (both individuals who are responsible for livestock sector policy formulation and those who are materially affected by it) are useful for placing the factual

information gained from the document review into its broader development context. While [this information](#) may be anecdotal, it can help the team to identify gaps and promising innovations that might be further developed in the revised PRSP



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM2-A2: Identify past experiences with the PRSP process under similar conditions

1. Objective

The PRSP process has now been applied in a wide range of countries and much of this material may be regarded as useful background for the development of new or revised PRSPs for other countries. Learning from the positive (and negative) experiences of other PRSP formulation teams and developing an awareness of the mistakes that they may have made can only be of benefit to relative newcomers to the process. The tools outlined below should help such users to identify possible sources of this kind of information.

2. Expected outcomes

An analytical review of the elements that contribute to the successful implementation and assist with the implementation of the

3. Method and tools

- **Document Review.** The following source materials may be of some value:
 - Users may wish to review [the large selection of existing country PRSPs that are available on the World Bank's own website](#).
 - Oxfam's critical briefing paper ("[From Donorship to Ownership](#)") on the PRSP process.



GUIDE

FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Sub-module M2-SM3: Stakeholder network

An effective coalition for change needs to be based on a clear understanding the linkages amongst stakeholders that make up the livestock sector and related networks.

2. Expected outcomes

Political economy of livestock sector and PRSP processes characterised



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM3-A1: Identify key organisations supporting the coalition and implementing outputs

1. Objective

The bare bones of the sector are the organizations that influence its basic function and effectiveness. This task identifies the most significant organizations involved in the regulation and management of the sector as well as other organizations whose interests may be materially affected by changes in the livestock sector.

2. Expected outcomes

Clear overview of the organizations and actors involved in livestock sector regulation and management

3. Method and tools

- **Key Informant Interview.** Key informants should be able to help with producing lists of organizations in public private and civil society that have been or may be instrumental in livestock sector related policy. The task should also attempt to assess the relative successes and influences of the organizations identified (<http://ppa.aces.uiuc.edu/KeyInform.htm>). Examples include:
 - [Stakeholder analysis in the livestock sector in Bolivia.](#)
 - [Reform of the cashmere sector in Mongolia.](#)



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM3-A2: Identify key linkages of livestock sector with other sectors in the economy

1. Objective

Together with Activity 3, this task will provide an insight into the operating political economy of the livestock sector in the country and the potential for the PRSP to exert positive influences on institutional change.

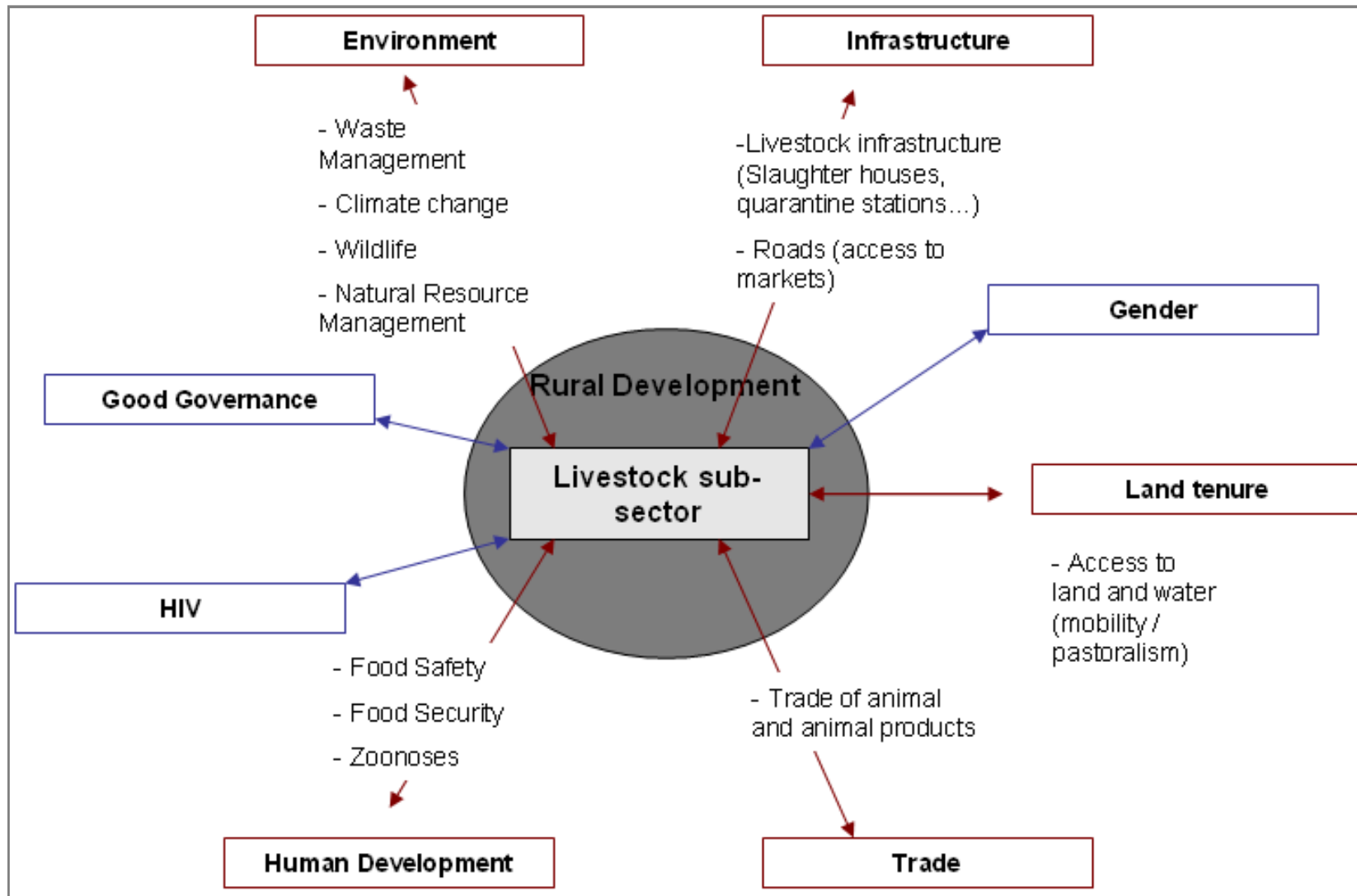
2. Expected outcomes

An overview of -within and beyond- sector linkages including an appreciation of the sector's political economy.

3. Method and tools

- **Sector Linkage Diagrams.** These may be developed from the information gathered under Task 1 with assistance from key informants. For the basic structure of the sector use an interrelationship [diagram](#). This can be expanded into a [flowchart](#) to include more information about the nature of the relationships (strong or weak) and ways in which they may evolve. An outline example of a sector linkage diagram is provided ([Sector_Linkage.pdf](#)). The following example may help the user to visualize some of the linkages that might be relevant to their own situations.
- **FAO-PPLPI Examples of Sector Policy Reviews.** These documents include examples of the type of information that can be put to use in developing a picture of stakeholder networks in the livestock sector.
 - [A review of the livestock sector in Bolivia](#) .
 - [The political economy of pro-poor livestock in Cambodia](#) .

 [Sector_Linkage.pdf](#) [31 kB]



Sector_Linkage.pdf

Cross-cutting issues

Cross-sectoral issues



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM3-A3: Identify likely institutional barriers to wider inclusion of sector in PRSPs

1. Objective

In addition to the positive interactions identified by Activity 2, a number of institutional barriers are likely to exist which reduce the capacity of the sector to service the needs of the livestock-dependent poor. These need to be identified and characterized according to their likely impacts on poverty alleviation if the PRSP coalition is to function efficiently

2. Expected outcomes

A clear understanding of the influence of existing institutional barriers on the appropriate inclusion of the livestock sector into the PRSP processes.

3. Method and tools

- **Key Informant Interviews.** Once the overview of the sector produced by this activity's other tasks is reasonably well-developed, [key informant interviews](#) can be used to identify potential institutional pitfalls. The implications of institutional barriers are discussed in [this document](#) as well as more general issues relating to the barriers that may impede the development of effective pro-poor policies specifically in the livestock sector.



[Pro Poor Livestock Development](#) [141 kB]



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Sub-module M2-SM4: Dissemination pathways

Ensuring an effective outcome for the PRSP process requires that its tangible outputs are communicated to a wide range of stakeholder groups. This sub-module describes some of the steps that may be taken to ensure that this communication is as effective as possible.

2. Expected outcomes

Effective dissemination channels identified.



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM4-A1: Identify appropriate media for transmission of the coalition's message

1. Objective

Selecting an appropriate medium for information transmission needs to be informed by both the capacity of the information provider to produce material in that format and its accessibility to the intended information consumer. The former is relatively easily defined by the core team. The latter should be given careful attention as inappropriate choices here could greatly reduce the impacts that the PRSP can make.

2. Expected outcomes

An understanding of type of media appropriate to the effective transmission of knowledge and information to diverse stakeholders.

3. Method and tools

- **Semi-structured Interview.** These should be conducted widely across all stakeholder groups. They should focus on issues such as the formats in which information is currently accessed in the target organizations their capacity to assimilate different media and the formats that potential recipients prefer in terms of ease of access (http://portals.wi.wur.nl/msp/index.php?Semi-structured_interviewing). The following [document](#) discusses some of the issues relating to the identification and establishment of effective dissemination channels for livestock sector policy issue.



GUIDE FOR THE INCLUSION OF LIVESTOCK PRODUCTION IN PRSPs

Activity M2-SM4-A2: Identify and recruit potential champions

1. Objective

In any information-driven environment some voices are more widely heard than others. It is potentially of considerable benefit to the PRSP to ensure that, where possible its messages are delivered in these “loud” voices. The identification and recruitment of such “champions” for the PRSP is considered here.

2. Expected outcomes

Livestock sector ‘champions’ identified and recruited.

3. Method and tools

- **Key Informant Interview** . Key staff in target organizations should be interviewed for their views on appropriate champions. These individuals may then be approached to participate in the delivery of the PRSP message in appropriate fora. [Selection of key informants](#) may be based on the review of other module [M2](#) outputs.

