



Food and Agriculture
Organization of the
United Nations

Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa

GCP/INT/1051/EC

Project document

This document is intended to be used solely for the purpose of FAO projects disclosure

July, 2024

Project Title:	Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa
Project symbol:	GCP/INT/1051/EC
Recipient Country(ies):	Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda
Government(s)/other counterpart(s):	
Expected (Starting Date):	EOD 1 st March 2024
Expected (End Date):	NTE (End Date): 29 th February 2028
Contribution to FAOs Strategic Framework: (Indicate as appropriate)¹	<p>Strategic Objective/Organizational Outcome:</p> <ul style="list-style-type: none"> • Better production- Ensure sustainable consumption and production patterns, through inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable agri-food systems in a changing climate. <p>BP1: Green innovation: Integrated green entrepreneurial and business opportunities, inclusive of small scale and vulnerable producers, created across sustainable crop, livestock and forestry production systems and supported through innovation, technologies and enabling policies.</p> <p>BP4: Small-scale Producers’ Equitable Access to Resources: Enhanced equitable access of small-scale producers and family farmers to economic and natural resources, markets, services, information, education and technologies ensured through improved policies, strategies and programmes.</p> <ul style="list-style-type: none"> • Better nutrition- End hunger, achieve food security and improved nutrition in all its forms. <p>BN5: Transparent markets and trade: Improved market transparency and equitable participation in markets, global value chains and international trade achieved through policy coordination and human and institutional capacities for evidence-based decision-making.</p> <ul style="list-style-type: none"> • Better environment- Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agrifood systems. <p>BE1: Climate change mitigating and adapted agri-food systems: Transformation and resilience of agri-food systems to achieve sustainability and Paris Agreement goals enabled through the establishment and implementation of climate-smart agricultural practices, policies and programmes.</p> <ul style="list-style-type: none"> • Better Life- Promote inclusive economic growth by reducing inequalities <p>BL2: Inclusive rural transformation: Inclusive rural transformation and revitalization of rural areas ensuring equal participation of, and benefits to</p>

¹ [Excel list of PPAs and SDGs targets used in FPMIS module](#)

	<p>poor, vulnerable and marginalized groups accelerated through implementation of targeted policies, strategies and programmes.</p> <p>BL4: Resilient agri-food systems: Resilience of agri-food systems and livelihoods to socio-economic and environmental shocks and stresses strengthened through improved multi-risk understanding and effective governance mechanisms for implementation of vulnerability reduction measures.</p> <p>Regional Initiative/Priority Area:</p> <p>PPA1: Sustainable Agri-food Production Systems</p> <p>PPA3: Climate action and sustainable natural resource management</p> <p>PPA4: Building resilience, ending poverty</p>				
Environmental and Social Classification	<table> <tr> <td>low risk</td> <td>Ö</td> <td>moderate risk</td> <td>high risk</td> </tr> </table>	low risk	Ö	moderate risk	high risk
low risk	Ö	moderate risk	high risk		
Gender Marker²	<table> <tr> <td>GM 0</td> <td>GM 1</td> <td>GM 2</td> </tr> </table>	GM 0	GM 1	GM 2	
GM 0	GM 1	GM 2			
Total Budget:	47 million Euros				
<p>Executive Summary</p> <p>Livestock is considered a key livelihood source in the Horn of Africa region. According to the Intergovernmental Authority on Development (IGAD), it ‘constitutes a major economic, social and cultural facet of life for over 250 million people ³ in the region. Pastoralists constitute a large part of livestock keepers. They undertake livestock keeping not only as a commercial enterprise but also as a social investment that cannot solely be assessed economically or financially. Pastoralists have provided, over centuries, ecosystem services that are difficult to convert into commercial values, with these intangible values comprising of many interrelated cultural and environmental benefits. However, the practice of pastoralism is also seen to be at a critical juncture. Concurrently, it is estimated that at least 10 million livestock have died as a direct consequence of the severe past drought in 2022. At the same time, societal shifts in the region mean that fewer young people are interested in what is traditionally considered as the pastoral lifestyle.</p> <p>This project conceptualises pastoralism in a three-dimensional approach with regard to value chain development: the economic, environmental, and social dimensions. Hence, a classic commodities value chain approach cannot address the complexity of pastoralism, and hence the project will adopt a more comprehensive and integrated pastoral value chain approach. The economic pillar will focus on supporting the development of strong and competitive local economies, based on the pastoralism sector⁴, promoting sustainable growth and creating jobs. Pastoral ecosystems in cross border areas are habitats of biodiversity (both fauna and flora). Increasingly, human, livestock and wildlife populations interact in different ways resulting in dwindling pastoral resources and human-wildlife conflicts. Hence, the environmental pillar will prioritise conserving the environment and promoting harmonised policies and initiatives aimed at reducing greenhouse gas emissions, protecting and conserving biodiversity and their habitats, and promoting the sustainable use of transboundary natural resources. Finally, the social pillar will improve the social and living conditions with a focus on</p>					

² See [Guidance Note on Gender Mainstreaming](#) in project identification and formulation

³ <https://igad.int/livestock-development-at-igad-in-a-nutshell/>

⁴ <https://www.fao.org/pastoralist-knowledge-hub/what-we-do/en/>

creating a more inclusive, fair and just society that facilitates peaceful co-existence, as well as promoting (male and female, young and old) pastoralist voices and participation. The Action is therefore expected to facilitate a reduction in inequality between the region's economic hubs and peripheries, as well as ultimately contribute to poverty reduction.

The overall objective of the project is ***to contribute to the development of sustainable climate resilient pastoral systems in Eastern/Horn of Africa that have the ability to improve the livelihoods of pastoral communities.***

The project has three outcomes:

Outcome 1: To improve pastoral ecosystems management to be able to withstand and reverse rangeland degradation and contribute to a neutral carbon balance (environmental pillar).

Outcome 2: To create income-generating opportunities from the pastoralist value chain based on circular economy principles with a focus on supporting women and youth (economic pillar).

Outcome 3: To strengthen advocacy and policy implementation for pro-pastoral development contributing to cross-border peace and security (social pillar).

An important aspect of the Action is environmental sustainability and climate adaptation/resilience, especially within the cross-border/trans-frontier conservation areas. Having invested significantly in the past at both various bilateral and regional levels, the EU is challenged to adjust its programme with regard to contributing to a pastoral sector that requires further adaptation to withstand the effects of climate change. However, considering the various previous and ongoing initiatives in this regard,⁵ the EU is well-positioned to learn from these and adapt accordingly in this Action. This Action will thus, among others, include activities to improve the resilience of targeted communities towards climate-related shocks, as well as withstand rangeland degradation. In addition, through the SPVC approach, the aim is to maximise the potential value generated per head of livestock, instead of encouraging the increase of total livestock populations.

The project has identified specific activities to the benefit of youth and women, as they tend to be disadvantaged in traditional pastoral societies. Some of the activities include trainings to young men and women on technical and business skills to boost their entrepreneurship capacity along the pastoral value-chain, as well as enabling access to business incubatory services. In addition, the Action will adapt a conflict-sensitive approach informed by conflict analyses findings and recommendations in each cluster during the inception period.

The project is also of strategic regional importance, since pastoralism often implies cross-boundary movements, international trade, and involves the regional institutions that deal with pastoralism. It is also a key complementary Action to a number of other EU funded programmes in the region.

FAO through its field offices in the project cluster areas, namely Bahr el Arab, Karamoja, Mara-Serengeti, and Mandera clusters, will coordinate and build partnership exploring opportunities to create synergies with partners delivering complementary interventions in the project target locations, seek to expand its interventions, capitalizing on resources to realize a greater impact on the lives of cross border pastoralist beneficiaries in targeted cluster areas. FAO shall also utilize resources that have been put in place through other previous and/ or ongoing interventions to realize Value for Money for resources employed.

⁵ These include support to the Great Green Wall, the Cross-Regional Wildlife Programme for Eastern, Southern Africa and Indian Ocean, BIOPAMA, Regional Forestry Observation (OFESA), Re-greening Africa with Trees and NaturAfrica (NAF).

TABLE OF CONTENTS

ACRONYMS	7
ACRONYMS	7
SECTION 1 – RELEVANCE	9
1.1 Strategic direction of the project	9
1.1.1 <i>Alignment to FAO Strategic Framework, SDGs and Country Programming Framework</i>	9
1.1.2 <i>Theory of Change, Problems to be addressed and Expected Results</i>	10
1.1.2.1 <i>Impact</i>	13
1.1.2.2 <i>Outcome(s)</i>	14
1.1.2.3 <i>Outputs</i>	14
1.1.2.4 <i>Activities</i>	17
2.2 Comparative Advantages	31
2.3 Stakeholders and Context Analysis	34
2.3.4 <i>Stakeholder Engagement</i>	35
2.3.5 <i>Grievance Redress Mechanisms</i>	36
2.3.6 <i>Information Disclosure</i>	38
2.3.7 <i>Partnerships</i>	39
2.3.8 <i>Knowledge Management, Communication and Visibility</i>	39
SECTION 2 – FEASIBILITY	46
2.1 Implementation Arrangements	46
2.1.1 <i>Institutional Framework and Coordination</i>	46
2.1.2 <i>Government Inputs</i>	47
2.1.3 <i>Resource Partner Inputs (and Project Budget)</i>	48
2.1.4 <i>Management and Technical Oversight Arrangements</i>	48
2.1.5 <i>Technical Oversight and Support Arrangements</i>	49
2.2 Operational Modalities	50
2.3 Risk Management	50
2.3.1 <i>Potential risks to the project</i>	50
2.3.2 <i>Environmental and social risks from the project</i>	50
2.4 Monitoring, Performance Assessment and Reporting	50
2.5 Evaluation Provisions	53
2.6 Adaptive programming and implementation	53

SECTION 3 - SUSTAINABILITY.....55

- 3.1 Capacity Development57
- 3.2 Decent Rural Employment58
- 3.3 Environmental Sustainability58
- 3.4 Gender Equality59
- Annex II: Stakeholder Engagement and Grievance, Conflict Resolution and
Accountability Mechanisms.....70
- Annex III: Workplan.....82
- Annex IV: Budget85
- Annex V: Risk Management86
- Section A: Risks to the project87

ACRONYMS

ACRONYMS

AAP	-	Accountability to Affected Populations
AMR	-	Antimicrobial Resistance
AMR	-	Antimicrobial Resistance
CAHW	-	Community-based Animal Health Workers
CEWARN	-	IGAD's Conflict Early Warning and Response Mechanism
CEWARN	-	Conflict Early Warning and Response Mechanism
CEWERUs	-	Conflict Early Warning and Response Units
CIRAD	-	Centre de coopération internationale en recherche agronomique pour le développement
COWSO	-	Community water Organizations
CPF	-	Country Programme Framework
CPF	-	Country Programme Framework
CPSCs	-	Cluster Project Steering Committees
CSOs	-	Community Based Organisations
CSOs	-	Community Based Organisations
EAC	-	East Africa Community
EU	-	European Union
FAO	-	Food and Agriculture Organization
FSIN	-	Food Security Information Network
FSNWG	-	Food Security and Nutrition Working
GPSC	-	Global Project Steering Committee as well as four
GRM	-	Grievance Redress Mechanism
GSCA	-	Gender-sensitive conflict analysis
HACCP	-	Hazard Analysis and Critical Control Points
ICARD	-	International Center for Agricultural Research in the Dry Areas
ICIPE	-	International Centre of Insect Physiology and Ecology
ICPAC	-	IGAD Climate Prediction and Application Centre
ICPAC IGAD	-	Climate Prediction and Application Centre
ICPALD IGAD	-	Centre for Pastoral Areas and Livestock Development
ICPALD	-	IGAD Centre for Pastoral Areas and Livestock Development
ICPALD	-	IGAD Centre for Pastoral Areas and Livestock Development
IFAD	-	International Fund For Agriculture Development
IFPRI	-	International Food Policy Research Institute
IGAD	-	Intergovernmental Authority on Development

IGAD	-	Intergovernmental Authority on Development
ILC	-	International Land Coalition
ILRI	-	International Livestock Research Institute
IPC	-	Infection Prevention Control
IWRM	-	integrated water resources management
IYRP	-	International Year of Rangelands & Pastoralists
KLCD	-	Key Landscapes for Conservation and Development
LITS	-	Livestock Identification and Traceability System
LITS	-	Livestock Identification and Traceability System
MEAL	-	Monitoring, Evaluation, Accountability and Learning
MENA	-	Middle East and North Africa
NCIC	-	National Cohesion and Integration Commission
PIM	-	Policies Institutions and Markets
PPP	-	Public Private Partnership
PPR	-	Peste Des Petits Ruminants
PRMP	-	Participatory Rangeland Management Practices
PSVC	-	Pastoral Sustainable Value Chain
RECONCILE	-	Resource Conflict Institute
RTEA	-	Team for Eastern Africa
RVF	-	Rift Valley Fever
RVF	-	Rift Valley Fever
SDGs	-	Sustainable Development Goals
SDGs	-	Sustainable Development Goals
SIDA	-	Swedish International Development Cooperation Agency
SPS	-	Sanitary and Phytosanitary Standards
SPS	-	Sanitary and Phytosanitary Standards
SSOP	-	Sanitary Standard Operating Procedures
UNEP	-	United Nations Environment Programme
UNGA	-	United Nations General Assembly
VGGT	-	Voluntary Guidelines on the Responsible Governance of Tenure of Land
WFP	-	World Food Programme
WRI	-	World Resource Institute
WRUAs	-	Water Resource Users Associations

SECTION 1 – RELEVANCE

1.1 Strategic direction of the project

1.1.1 Alignment to FAO Strategic Framework, SDGs and Country Programming Framework

Alignment to FAO's Global Strategic Framework 2022-31

This action is aligned to FAO's *four betters* that support the Organization's contribution to the achievement of Sustainable Development Goals (SDGs): *Better production; better nutrition; a better environment*, and a *better life*. In the implementation of its Global Strategic Framework, FAO structures its results framework around these four betters, and uses a systems approach to minimize trade-offs in the achievement of SDGs. Through the agri-food systems approach, FAO will focus on profiling agriculture beyond production and macro-economic purposes to ensure food security and resilient livelihoods, promote innovations, and better catalyse investments and partnerships. This project contributes to the four betters as follows:

Better production: Ensure sustainable consumption and production patterns, through efficient and inclusive food and agriculture supply chains at local, regional and global level, ensuring resilient and sustainable agri-food systems in a changing climate and environment. The project has a specific outcome area which focuses on improving production and productivity of pastoral value chains in cross border areas of Eastern Africa with link to access to markets.

Better nutrition: End hunger, achieve food security and improved nutrition in all its forms, including promoting nutritious foods and increasing access to healthy diets.

Better environment: Protect, restore and promote sustainable use of terrestrial and marine ecosystems and combat climate change (reduce, reuse, recycle, residual management) through more efficient, inclusive, resilient and sustainable agri-food systems. The first outcome area of the project focuses on the environment, particularly with action aiming to address land tenure, water security and restorations actions in the pastoral areas of East Africa.

Better life: Promote inclusive economic growth by reducing inequalities (urban/ rural areas, rich/poor countries, men/ women). The project has heavy focus in its outcome 3 area on addressing vulnerabilities of pastoral areas through implementation of appropriate policies and strategies. The project has special attention on youth and women participation in pastoral value chains.

To accelerate the impact of this Action, FAO shall apply four crosscutting and cross-sectional accelerators-technology, innovation, data and complements: strengthen governance institutions through capacity building and tap into and invest in building the skills and knowledge of communities to enhance human capital.

Alignment to UN Food Systems Summit 2021

This Action seeks to contribute to the achievement of the five Action tracks identified in the 2020 UN Food Systems Summit as follows:

- i) Boost nature-positive production.
- ii) Shift to sustainable consumption patterns.
- iii) Build resilience to vulnerabilities, shocks and stress.
- iv) Advance equitable livelihoods.
- v) Ensure access to safe and nutritious foods for all.

The project promotes EU's Horn of Africa Initiative (HoAI) (comprising Djibouti, Ethiopia, Eritrea, Kenya, Somalia, South Sudan, and Sudan) and the Team Europe Initiative on the Central Mediterranean route dedicated to the stabilization of the region affected by conflict, large-scale displacement, rising inflation, drought, floods and other impacts of environmental degradation and climate change. Recent months have nevertheless witnessed positive developments in the area of peace and security, with the Cessation of Hostilities Agreement (CoHA) in Ethiopia, and the liberation of several Al-Shabab controlled areas in Somalia. The situation in all two countries nevertheless remains fragile, with still many potential spoilers. If peace dividends are not visible soon, there is a risk that the situation derails. The war in Sudan, which erupted on 15 April, resulted in violence, loss of life and property in many parts of the country, and intense fighting continues for control of Khartoum. Mediation initiatives are multiplying, while the population – in particular the over two million displaced due to the conflict – requires support from the international community. The project is aligned with the two pillars of the EU supported Horn of Africa Initiative (HoAI), namely the economic and trade integration and the building resilience pillars. The project contributes to the EU's objective of building resilience to improve the sub-region's capacity to withstand climate and other shocks and consolidate peace and security. This project, by its interventions will contribute to the development of sustainable climate resilient pastoral systems in the targeted areas to improve the livelihoods of pastoral communities for climate change adaptation and resilience. The project will promote the livestock value chain for contribution to national and regional economies, regional trade, and integration. The project implementation will strengthen livelihoods of pastoral communities, including of displacement affected or at risk of displacement communities, reducing economic migration and climate-induced displacement. This is in line with the Team Europe Initiative on the Central Mediterranean route. This project is also complementary to other EU funded cross border projects and interventions undertaken in project locations – in Madera the Danish Refugee Council led building opportunities for resilience in the Horn of Africa, Danish Church Aid led Strengthening integrated Peace, Resilience and Disaster Risk Reduction for cross-border communities in the Karamoja cluster and the Mobility and movement cross border resilience in Moyale cluster. The project will also monitor its catalytic contribution in mobilizing additional financing and investments for sustainable climate resilient pastoral systems.

1.1.2 Theory of Change, Problems to be addressed and Expected Results

The overall objective of the Action is: To contribute to the development of sustainable climate resilient pastoral systems in Eastern/Horn of Africa that have the ability to improve the livelihoods of pastoral communities. The complex pastoral sector can be considered as a value chain, whose main pillars are economic, social and environmental.⁶

The underlying intervention logic for this Action is that:

- **IF** we identify what the main challenges at the different stages of the value chain are (and for which actors) and we define and undertake appropriate investment and support (cf. strategic investment plans) that create advantages and eliminate constraints and bottlenecks.
- **THEN** Social and economic progression will be assured, culminating in sustainable and climate resilient pastoral systems. **BECAUSE** social, economic, and environmental conditions will have been created, the causes of instability and conflict will be reduced.

⁶ EU methodology: [Value Chain Analysis 4 Development \(VCA4D\)](#)

Due to its geographical scope, and to ensure that the available resources can lead to the intended objectives, the project will intervene at landscape/ecosystem or cluster level based on the following elements of pastoralism:

- Pastoralists undertake livestock keeping not only as commercial enterprise (provision of animal source food to markets)
- Animals are fully integrated into the social, cultural, and spiritual values of the communities.
- Animals represent mainly a social investment that cannot be assessed economically or financially.
- In pastoralists' communities, prosperity is measured according to the number of animals one owns and not based on the income generated.
- Pastoralists provided over centuries ecosystem services that are difficult to be converted into commercial values (intangible values);
- The traditional set up of most pastoral communities continue to supply the world with both material culture and indigenous peoples knowledge.
- Therefore, considering that the adoption of the classic commodity value chain approach cannot address the complexity of the pastoralism, it is proposed to adopt a more comprehensive pastoralist value chain approach, hence the approach is recommended. The development of Specific Pastoralist Value Chain approach (SPVC) can generate impacts at economic, social and environmental levels; At the environmental level through i) securing land tenure, ii) improving rangeland health and productivity, iii) increasing availability of pasture/fodder/water, iv) improving vegetation cover, biodiversity and reducing soil degradation, v) enhancing adaptive capacity and resilience to climate shocks.
- At the economic level through: i) selecting appropriate breeds, ii) facilitating the access to animal health services, including Sanitary and Phytosanitary Measures SPS standards and Livestock Identification and Traceability Systems LITS, iii) improving the productivity of livestock, iv) increasing the livestock commercial off-take, v) enhancing efficiency of cross-border livestock trade, and vi) increasing income opportunities especially for women and youth.
- At the social level through (i) supporting interventions that reduce conflicts, increase cohesion and social capital (reciprocal sharing of critical resources), (ii) improving pastoral land security and enhancing regional pastoral mobility/transhumance and (iv) advocacy for pro-pastoral policy development and implementation.

The development of SPS measures will facilitate trade and generate price increase, and as such will have a positive impact on food security and poverty reduction.

N.B. The cluster in Tanzania will require special attention, as this country is not part of IGAD. The peace and resilience activities that will be implemented through a conflict-sensitive lens within the framework of the IGAD/CEWARN⁷ Reporter System will therefore be adapted to the Tanzanian context – in accordance with the national regulations and policy frameworks.

While pastoralism continues to play a dominant role within the economic and cultural lives of communities in the targeted regions, its full potential remains unexploited. Some of the challenges that cannot be ignored are:

Cross-border peace and security: Resource scarcity, combined with rapid population growth, poverty, and under-development in cross-border regions, negatively impacts both communal conflict and civil wars, since traditionally these areas were not a major focus for development. Hence, normalising relations between neighbouring states, as well as combatting the availability of small arms are among

⁷ [Home - IGAD's Conflict Early Warning and Response Mechanism \(cewarn.org\)](http://www.igad.org/cewarn)

the major development challenges in the region. Cross-border security remains fragile, whereas Governments' capacities to effectively engage are low, leaving the communities to rely on their own security mechanisms. Cattle rustling, banditry and other forms of violence continue to represent a permanent threat to communities, especially to women and children.

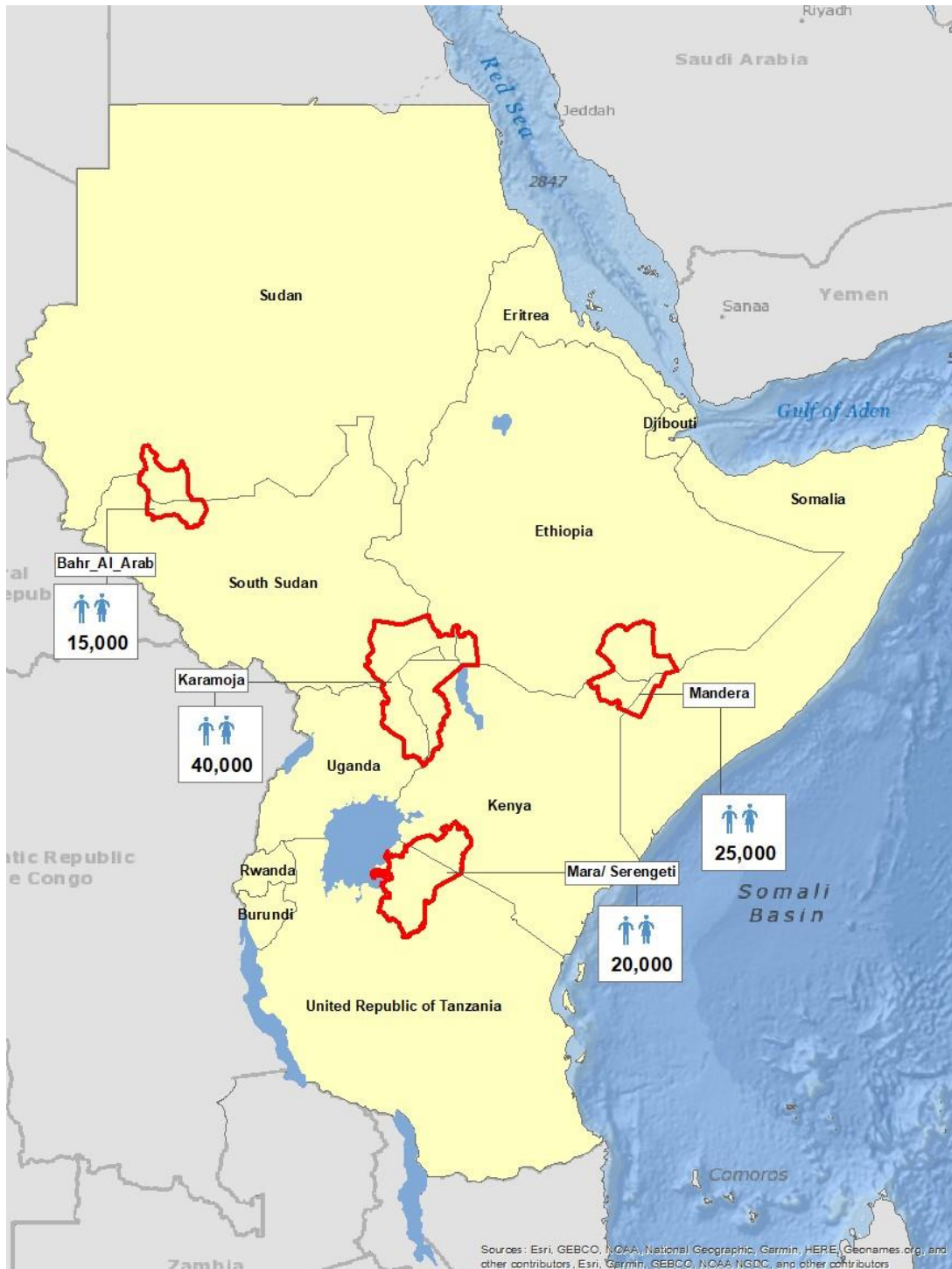
Poor rangeland management and reduced availability of natural resources: Rangeland degradation and restricted access of pastoral livestock to quality pasture are mainly associated with land tenure changes that are accompanied by conversion of rangelands to other uses. Land use and land tenure changes alter rangeland utilisation patterns. This restricts herd mobility thereby leading to rangeland degradation and undermining the ability of pastoral and agro-pastoral communities to cope with erratic changes in weather patterns. In addition, widespread invasive plant species alter rangeland structure and function, compromising their potential to support pastoral livelihoods. Several obstacles need to be solved in land use planning and tenure security including lack of appropriate legislation, reluctance of local administrators to cede control of land to pastoralists, unwillingness of government authorities to register large landscapes as single landholdings and empower customary institutions to manage rangelands.

Animal health issues: Main livestock diseases that continue to affect pastoralists are Brucellosis, PPR, RVF, Contagious Caprine Pleuropneumonia, Contagious Bovine Pleuropneumonia, Foot and Mouth Disease, and ticks and tick-borne diseases. Tsetse fly infestations remain a problem to access to some grazing areas since they can transmit diseases to livestock and humans. There are a number of challenges observed in animal health in the pastoral areas: i) Inadequate funding for animal and human health services; ii) lack of specific funding for *Peste des Petits Ruminants* (PPR) control and management despite the EU funded AU-IBAR PPR Pan-African Programme with an initial allocation of 8 million EUR; iii) prevalence of major endemic livestock diseases; iv) inadequate personnel to handle animal health issues; v) lack of pharmacies to provide quality drugs; vi) lack of functional quarantine stations and poor coordination of existing ones; vii) animal health service delivery is sub-optimal due to poor staffing and unavailability of quality drugs; viii) diagnosis – laboratory functions are not easily accessible; ; and ix) not enough vaccination campaigns. Finally, climate change is changing disease patterns, outbreaks, frequency and intensity. There is limited harmonisation and coordination of cross-border animal health activities as the focus of disease control interventions remains national while pastoralist continue to move across borders. This calls for regional solutions to control transboundary disease spread.

Trade and access to markets - Livestock Identification and Traceability System (LITS) and Sanitary and Phytosanitary (SPS) standards: The existing regional LITS and SPS standards need to be harmonised at national level. This harmonisation process will consist of improving the application of existing standards at cross-border level, mainly through capacity building and upgrading of existing systems. SPS laws and regulations within AU Member States also need to be updated to take advantage of trade opportunities offered by the African Continental Free Trade Area agreement and to comply with WTO SPS measures. When LITS and SPS standards are implemented, the products have less risk of contamination, the confidence of buyers/traders and consumers increases, and the products will have better access to international, regional, and national markets and fetch higher prices. The project target areas require targeted investments to address fodder and water shortages, in addition to improving disease control points and provision of veterinary services. Pastoralist migratory and trade routes require investments in feed and water management, establishment of abattoirs, finishing centres and feedlots along major livestock trade routes. Pastoral voice/institutional strengthening/advocacy: Pastoral communities largely remain outside the decision-making processes where key national and regional decisions are made. Within the region, the East Africa Farmers Federation stands out as an example of what pastoral formations of that nature need to emulate. There are national pastoralist forums in Ethiopia and Kenya, the Eastern and Southern Africa Pastoralist network, however remain relatively weak. The project aims to strengthen the Eastern and Southern Africa Pastoralist network and other networks for advocacy and lobby policy implementation for pro-pastoral development in Eastern and Horn of Africa region.

Project Target Area

The Regional Programme on Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa will be implemented in 4 cross-border cluster areas covering 7 countries: Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda.



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. Final boundary between the Republic of Sudan and the Republic of South Sudan has not yet been determined.

1.1.2.1 Impact

The overall objective of this action is to “**contribute to the development of sustainable and climate resilient pastoral systems in Eastern/Horn of Africa that have the ability to improve the livelihoods of pastoral communities.** The complex pastoral sector can be considered as a value chain, whose main pillars are economic, social and environmental.⁸

1.1.2.2 Outcome(s)

This project will contribute to the following 3 specific interconnected outcomes:

Outcome 1: To improve the management of pastoral ecosystems to be able to withstand and reverse rangeland degradation and contribute to a neutral carbon balance (environmental pillar).

Outcome 2: To create income-generating opportunities from the pastoralist value chain based on circular economy principles with a focus on supporting women and youth (economic pillar).

Outcome 3: To strengthen advocacy and policy implementation for pro-pastoral development contributing to cross-border peace and security (social pillar).

1.1.2.3 Outputs

The outputs to be delivered by this project contributing to the corresponding outcomes are:

Outcome 1 Outputs:

Output 1.1: Improved access and tenure security of communal pastoral land through enabling policies, legislations, and institutions

Rangeland degradation, along with restricted and uncontrolled access of pastoral livestock to quality pasture, is primarily linked to changes in land tenure, accompanied by the conversion of rangeland to other uses. Alternations in land use and land tenure change rangeland utilisation patterns, restricting herd mobility and consequently contributing to rangeland degradation. This undermines the ability of pastoral and agro-pastoral communities to cope with erratic changes in weather patterns. In addition, the widespread presence of invasive plant species alters rangeland structure and function, compromising their potential to support pastoral livelihoods. Addressing several obstacles to land use planning and tenure security is crucial, including the lack of appropriate legislation, the reluctance of local administrators to cede control of land to pastoralists, the unwillingness of government authorities to register large landscapes as single landholdings, and the need to empower customary institutions to manage rangeland.

Output 1.2: Enhanced availability and equitable access to water for productive use and sustainable environment.

Water is considered a crucial factor in enhancing- pastoral ecosystems, environmental management, and creating additional income-generating opportunities within the pastoralist value chain. However, the development of water sources to enhance water coverage in pastoral environments needs to be carefully formulated within national policies in order to promote mobility across rangelands, ensuring the sustainable use of resources. An assessment to understand local livelihoods and visions, the natural resources base and its use, as well as consultation with multiple stakeholders and interest groups will be conducted as it is crucial for sustainable water provision.

Further, relevant water infrastructure for livestock watering or irrigated fodder production will be supported through the rehabilitation of existing infrastructure and/or the development of new

⁸ EU methodology: [Value Chain Analysis 4 Development \(VCA4D\)](#)

infrastructure, which will be identified and designed in consultation with relevant stakeholders. To enhance the effectiveness of the interventions, especially in challenging circumstances like droughts, the strategy encompasses instigating water governance, improving operation and maintenance skills, implementing financial management practices, and providing targeted technical backstopping. This multifaceted strategy ensures a resilient water ecosystem, aligning with integrated water resources management principles. From technology choices based on thorough assessments to community engagement for determining suitable water interventions, the initiative seeks to harmonize interventions with local contexts, considering social, economic, political, legal, and cultural aspects. The overarching goal is to establish and strengthen governance structures for sustainable water management, foster equitable water allocation, and contribute to regional water policy development. Through these concerted efforts, the initiative aspires to create lasting positive impacts on pastoral communities, enhancing their well-being and resilience.

Output 1.3 Improved rangeland management and restoration leading to enhanced availability of pasture and livestock feed.

This initiative provides guidance on an approach focussed on facilitating the restoration and adaptation of appropriate governance systems and the enabling environment to manage rangelands more sustainably to secure water, food, and resilience to climate change for the long-term benefit of both people and nature. The basic principle is that healthy rangelands will yield higher quality livestock, and improved market access. This in turn will enhance the livelihoods of pastoralists. This positive feedback loop reinforces better rangeland stewardship to support livestock, leading to improved basal cover, grassland biodiversity, and ecosystem services.

Outcome 2 Outputs

Output 2.1 Improving capacities of pastoral value chains actors

This output will focus on sensitising, identifying, organising and building capacities of the pastoralist groups, cooperatives on various viable value chains in the area. Particular attention will be given in this output to improve genetic potential of the local breed through carefully selected high performing local goats and sheep for the purpose of improving milk production and quick weight gain for the market. The output will prioritise working with pastoralist women and youth along the selected value chains and will build.

Output 2.2 Enhancing prevention and control of transboundary animal diseases in the cluster areas.

A number of transboundary animal diseases (TADs) are endemic in the region and cause enormous production losses, particularly for vulnerable households with small herds (restricted livestock movement makes these small herds more vulnerable). The pastoral production system requires livestock mobility, and restricting this for TAD control purposes undermines livelihoods. On the other hand, the transmission of TAD affects regional and international trade. The trends towards commercialization and trade in livestock and their products within and outside the HoA region, and especially with the Gulf countries, is increasing the movement of livestock and livestock products across borders in the region. This increases the risk of disease transmission between countries threatening animal health, trade, food safety and human nutrition security. The programme will work with countries to support cooperation and collaboration in the management of TADs.

IGAD facilitated the development of MOUs on cross-border collaboration to control transboundary animal diseases and facilitate livestock trade in the region. The Implementation Frameworks recommended to focus on surveillance and control of some key prioritized animal diseases, including PPR. The region has a large population of sheep and goats, estimated at more than 28.5 million. Most of these animals are typically owned by poorer and vulnerable households, including women headed ones.

Despite this relatively large livestock base, animal diseases such as PPR remain the biggest constraint on the production and marketing potential of small ruminants. As part of the global strategy to control and eradicate PPR disease by 2030, countries in the region have developed their own PPR eradication strategies. The project will support ongoing PPR mass vaccination programmes working closely with FAO and other partners, complementing the support received by countries from the Global PPR Secretariat. Vaccination against PPR, complementing ongoing government efforts has a huge socio-economic impact on vulnerable households. The disease has a high mortality rate of more than 80%. The PPR vaccine is affordable (at \$0.1 per dose, excluding last mile delivery costs) and yet the vaccine provides lifelong immunity. Small ruminants have high fertility and can quickly lift vulnerable households out of extreme poverty. Other interventions (e.g., pen fattening, fodder production, crossbreeding etc) will lead to accelerated off-take, shorter time to marketing and ultimately, a positive carbon balance. In the cluster locations, pastoralists are largely hard-to-reach clients for both animal and human health stakeholders. Community based animal and human health actors are a critical component of the surveillance and early warning systems.

Output 2.3: Enabling environment to stimulate private sector investments created, with special focus on youth and women employment.

The primary goal of this Output is to foster an enabling environment that catalyses private sector engagement and investments in the pastoral value chain across the four clusters, with a specific emphasis on promoting youth and women employment. It thereby recognizes the transformative potential of using the energy and innovation of the younger generation and empowering women to actively participate in the workforce. By collaborating with various stakeholders, including government bodies, financial institutions, current and potential investors, and (importantly!) communities, the initiative seeks to identify and address challenges that inhibit private sector engagement and investment. Throughout all activities, the programme will endeavour to attract and support businesses that actively promote youth and women employment, thereby not only boosting economic development but also fostering social inclusion.

Central to the success of this initiative is the implementation of targeted capacity-building programs that equip both youth and women with the skills necessary for the “*pastoral job market*”. This is the objective of Output 3.1.

Outcome 3 Outputs

Output 3.1 Inclusive and effective pro pastoral policies and strategies promoted.

The pro pastoral policies and strategies aim to secure, protect, and improve the lives, livelihoods and rights of pastoralists, whilst offering a platform for mobilizing and coordinating political commitment to pastoral development, and emphasize the need to fully involve pastoralist women and men in the national and regional development processes from which they are supposed to benefit. The policies and strategies also emphasize the regional nature of many pastoral ecosystems, and therefore the need to support and harmonize policies across the Regional Economic Communities and Member States.

This output will focus on implementing regional and cross-border policies and strategies endorsed by governments to support pastoralist mobility and peaceful sharing of natural resources in the target clusters. It will specifically promote and implement the IGAD transhumance protocol, the cross-border animal coordination and natural resources management memorandum of understanding on control of transboundary animal diseases, and a number of other cross-border strategies ensuring peaceful co-existence between communities in the clusters.

Output 3.2: Inclusive and gender-sensitive peace and social cohesion initiatives promoted.

This output will foster a holistic understanding of the peace and conflict context, promote inclusive, collaborative and sustainable management of natural resources while building trust, strengthening integrated early warning systems, and promoting national, transboundary and regional advocacy for

peace and security in borderlands for more resilient pastoral livelihoods. The output will also ensure the integration of gender and conflict-sensitive approaches across all interventions.

Output 3.3 Land tenure as effective means to address climate, inclusivity (gender, People living with disability), and conflict dimension of pastoral systems at national and regional level recognized.

Land use planning and land tenure security of rangelands have proven to be an efficient tool in conflict resolution among pastoralist communities, facilitating the inclusion of women through work with local management committees. It has been shown that coordinated interventions minimise risks and challenges of having cross-border plans blocked. Use of multi-stakeholder peace committees has been useful in preventing and de-escalating cross-border pastoralists conflicts. Baseline mapping and context analysis studies and ongoing situation analysis/context monitoring have been shown to be key in identifying needs and gaps. Cross-border coordination between local authorities has proven useful in preventing and minimising conflicts between communities and fostering economic activities within the areas. It is important that grazing management plans have embedded animal health interventions, and that feed sustainability is achieved through regeneration/reseeding of degraded land and pasture management. Livestock share the rangelands with resident wildlife as well as with wildlife species that migrate through the areas (often to and from protected areas) as a function of their feeding and breeding cycles. When livestock grazing is properly managed, peaceful co-existence of wildlife and livestock can occur as long as mitigation strategies are used to reduce sources of conflict (access to water and grazing, predation on livestock by large carnivores, revenge killings by herders). Rangeland reseeding and rehabilitation works better when accompanied by proper governance, especially through traditional institutions, and when it is carried out in a participatory fashion, with subsequent monitoring of rangeland condition.

1.1.2.4 Activities

Activities relating to Output 1.1

Activity 1.1.1 Conduct an assessment of policies, legal and institutional frameworks on land tenure to identify barriers and enablers of securing customary tenure and climate resilience, with a gender dimension.

The assessment will seek to understand existing policy, legal, and institutional frameworks related to tenure security. It will also seek to understand local contexts and dynamics, encompassing social, economic, political, legal and cultural aspects in the specified clusters, including traditional governance. The assessment will identify existing barriers and enablers aligned to climate resilience, recommend the most appropriate tenure regime, and provide considerations on customary tenure and climate resilience beyond the country context. Furthermore, it will integrate land tenure management with other pastoral development interventions, with a specific focus on promoting gender mainstreaming in the assessment. This involves considering customary dynamics and making recommendations for policy review.

Activity 1.1.2 Develop and/or adapt tools for participatory intra and inter-country land/resources use mapping, planning and management of communal rangeland.

This activity will support and customise development of participatory tools for mapping and planning. It involves testing and piloting various tools developed in the clusters and ensuring their adoption by various policy, legal, and institutional frameworks. The focus will be on implementing Participatory Land Delimitation (PLD), Voluntary Guidelines on the Responsible Governance of Tenure of Land VGGT various guidelines, Participatory Rangeland Management Practices (PRM) and other land-related tools relevant in the cluster locations.

The project will carry out a participatory mapping process of the land and these maps will subsequently be georeferenced using satellite data. These maps will then be used for the certification process, with validation workshops to validate the boundaries and make corrections.

Activity 1.1.3 Develop capacity in the operationalisation of the mapping, planning and management tools developed and/or adapted.

This activity will oversee the development of a capacity enhancement process through training and testing of various tools with identified beneficiaries. This will also allow for proper adoption of these tools through the various governance structures that are critical for the success and sustainability of community customary/rangelands. Thus, the project will work closely with relevant local and national government agencies to support the establishment and strengthening of governance structures in the cluster.

Developing and implementing sustainable cross-border cluster land use plans is a multifaceted endeavour crucial for harmonizing economic growth and safeguarding the environment. To successfully achieve this goal, it is imperative that the project fosters collaboration among cross-border communities, governments, and pertinent stakeholders. These land use plans will be grounded on a comprehensive understanding of the cluster's ecological diversity, socio-economic dynamics, and cultural nuances. The project will conduct rigorous environmental impact assessments and solicit input from cross-border cluster communities to tailor the plans to the unique needs and aspirations of the cluster communities living in the target areas.

It is clear that balancing economic development with environmental protection in the project cluster locations will entail a delicate equilibrium. Land use plans will be developed to earmark zones for urban growth while simultaneously designating areas for pastoral conservation and sustainable resource management. The plans will ensure long-term sustainability and incorporate mechanisms for monitoring and adaptation, promoting transparency, and accountability in their execution. Effective cross-border collaboration and the involvement of all relevant parties can facilitate the emergence of resilient and equitable land use strategies that nurture both economic progress and the preservation of invaluable natural resources, fostering a brighter future for all involved.

Activity 1.1.4 Establish, review, and strengthen transboundary protocols on access and use of communal pastoral land to promote transboundary livestock mobility.

The rationale for seasonal migrations of livestock is that the patterns of natural resource availability determine the timing and direction of the herd movements. A characteristic feature of livestock movement in Sudan is seasonal transhumance between southern dry season grazing (Bahr Al Arab) and northern wet season (South Kordofan).

Agreements and controls over the various transboundary mobility and land uses are key. This activity will promote the sustainable co-use of the various lands and align the traditional and customary ways of access and co-use. This will further allow harmonious agreements on movement, enhancing control and promoting access and co-use for better livelihoods and strengthened trade.

The activity will support the documentation of traditional and customary way of access and use, align these with policy and legal frameworks, and facilitate agreements between various communities.

Activity 1.1.5 Establish and/or strengthen inclusive multi-stakeholder platforms at local, national and regional/cluster to foster community rangeland governance.

This activity will facilitate the creation of all-inclusive platforms for engagement at all levels, with special consideration for the inclusion of women and youth. Aligning the platform with traditional and

customary structures will enhance coordination and management for ownership and sustainability through capacity development and institutionalization of the platforms.

The project will establish, support and train cross-border land and natural resource management committees (NRMs) within the clusters on natural resource management and conflict prevention and management. The committees will be trained on Participatory Natural Resource Management (PNRM) methodology, equipping the NRMs with knowledge and skills in relevant formal and informal mechanisms of natural resource management, including the prevention and management of related disputes. Recognizing that the limited participation of women and youths constrains effective natural resource governance, the activity will ensure that these groups are duly represented and engaged in leadership role within the NRMs.

The project will introduce a process of local integrated participatory rangeland resource management based on rangeland and livestock management practices.

Activity 1.1.6 Facilitate processes that bring formal or legal protection towards right of access and use of pastoral communal rangelands (e.g., establish an investment fund towards formalisation)

The project will support review and formulation of relevant policies, legislations, institutional frameworks, and action plans at national and regional levels to enable the recognition, protection, and registration of communal lands. It will support the registration of the various lands, fostering communal management to facilitate cross-border agreements and sustainable protection of the lands by the community.

Activities relating to Output 1.2

Activity 1.2.1 Assess options to improve water supply and access in the target clusters.

This activity will be carried out systematically across all the 4 project clusters. The assessment will seek to understand the broader natural resource base and livestock grazing patterns/seasonal movements before beginning water interventions. It will also delve into local contexts and dynamics, including social, economic, political, legal and cultural aspects of given areas in the clusters, encompassing water sources and resources governance.

The assessment will further identify the existing water infrastructure and explore options for their rehabilitation by upgrading the water supply system before considering new installations. It will evaluate the need for and potential impacts of introducing new water infrastructure, identifying remedial measures to address negative impacts. The assessment will recommend the most suitable water development option based on technology choice, cost considerations, and the expressed needs and capacity of the community.

Moreover, this assessment will acknowledge that water development should be integrated with other pastoral project interventions. It emphasizes promoting meaningful engagement with the communities and facilitating dialogue with planners to determine the most suitable type, placement, and size of water interventions.

Activity 1.2.2 Establish and/or rehabilitate appropriate water infrastructure in the target clusters.

Livestock in most locations of the clusters rely on rainwater for their water needs. Natural ponds are filled during rainfall and serve as a water source for small ruminants throughout the year. However, many of these ponds are small and cannot provide water for an extended period. In this project, water dams will be developed at locations identifies by the community.

Upon the recommendations of the water assessment on the most appropriate option, the project will support the establishment of interim committees to help in project implementation. Feasibility studies, including environmental and social impact studies, detailed design and cost estimates, will be conducted in each project location before the construction of the infrastructure. Proper supervision will ensure quality.

Community capacity will be enhanced during construction of the water infrastructure through the transfer of knowledge to the proposed technicians and community representatives for the proper operation, maintenance, and sustainability of the system.

Activity 1.2.3 Establish and/or strengthen water governance structures to sustainably manage supply, access and use systems, and conflict management.

Proper operation, maintenance, and governance structures are critical for the success and sustainability of community-managed water systems. Thus, the project will work closely with relevant local and national government agencies to support the establishment and strengthening governance structures around water infrastructure in the cluster. The support will encompass establishing and enhancing the capacity of water users' committees or governance structures, as well as providing training to beneficiaries on efficient water management.

FAO and its partners will ensure that the water users' committee is built in conjunction with existing customary resource management systems where possible, to provide a culturally appropriate approach to water management. This approach can help diffuse conflicts over water resources.

Activity 1.2.4 Strengthen integrated water resources management.

The territories of most pastoral communities are closely associated with their permanent water points and, where pastoralists do not traditionally "own" land, often their ownership of water resources gives them de facto control. Water resources management is essential for sustaining water supply. The project will focus on integrated water resources management (IWRM) in the community catchments of supported infrastructure and other critical ecosystems within the clusters. This will be reinforced through direct support for the establishment and strengthening of Water Resource Users Associations (WRUAs), the establishment and capacity building of catchment and sub-catchment management committees, and the implementation of their management plans, including catchment and sub-catchment protection, conservation and restoration initiatives. The project will Strengthen the integrated management of water resources with focus on the rehabilitation of Hafir-dam construction and rehabilitation of water yards, drilling of shallow and boreholes for drinking water for humans and livestock. The project will work with cross-border committees to facilitate sustainable and equitable water allocation for various uses, ensuring environmental flows.

Activity 1.2.5 Support the review and formulation of regional water policy, legal and institutional frameworks, and action plans.

The project will aid in the review and formulation of relevant policies, legislations, institutional frameworks, and action plans at national and regional levels. The aim is to facilitate free, safe, and orderly cross-border mobility in search of water resources. The project will also support harmonization of national laws and policies related to water use for livestock and pastoral development, along with implementing cross-border measures.

Activities relating to Output 1.3

Activity 1.3.1 Map, improve and monitor livestock transhumant routes (especially at cross-border level) and rangelands in coordination with relevant stakeholders.

In order to effectively identify and map existing cross-border transhumant routes in the cluster, a comprehensive analysis will be undertaken. This analysis will involve a meticulous examination of the intricate web of interrelated transhumant activities, focusing on understanding the key stakeholders in the border areas and the communities, their roles, and processes integral to transhumant actions.

The project will centre on the mapping of the livestock transhumant routes with special focus on the cross-border areas. Relying on previous projects such as the Regional Pastoral Livelihoods Resilience Programme (RPLRP) to understand the extent of livestock transhumant routes in cross-border areas of Kenya/Uganda, and Ethiopia/Kenya will be essential for focusing on improvements. Other cross-border areas such as Kenya/South Sudan, Kenya/Tanzania, Kenya/Somalia, Ethiopia/Somalia, Ethiopia/South Sudan, Uganda/South Sudan and the other cross-border areas of Bar el Arab bordering Sudan/South Sudan will undergo new mapping. Further, any vital livestock infrastructure along these routes will be noted and assessed. Countries will undertake these initiatives based on the prioritized clusters in cross-border locations.

Activity 1.3.2 Assess the health and trends of rangeland ecosystem.

Rangeland health assessments consist of evaluating how well ecological processes, such as the water cycle, energy flow, and nutrient cycling, function at a site. Maintained ecological functions provide support for specific plant and animal communities and ensure a flow of ecosystem services. Therefore, maintaining healthy rangelands will yield several benefits, including a renewable and reliable source of forage production for livestock producers, more stable forage production during drought, greater flexibility and efficiency for extending the grazing season, reduced population of noxious and invasive weeds and species, improved air quality, water infiltration, and carbon sequestration.

The rangeland health assessment will use proven methods to gauge the extent of rangeland degradation while identifying the best means for restoration. In cases where land is heavily degraded, restorative mechanisms will need to be engaged.

This activity will allow to assess soil organic carbon (SOC) stock change per unit of land through rangeland restoration and management, change in absolute greenhouse gas (GHG) emissions in pastoral systems, and the trend in rangeland degradation and livestock mobility.

Activity 1.3.3 Support implementation of participatory rangeland management practises integrating indigenous peoples knowledge.

Given the fragility of rangeland ecology, there is a need for a holistic ecosystem approach to restoring range health. A holistic approach that brings people, livestock/wildlife, vegetation, soils, and water into focus is essential for anticipating meaningful change. This holistic approach, particularly rangeland management and planning, is well proven in reversing the effects of rangeland degradation and enhanced restoration. In this regard, partners with good knowledge and wide experience in implementing participatory rangeland management will be engaged.

Activity 1.3.4 Support development and strengthen strategies and tools that enhance peaceful coexistence among land users.

Community land use pattern though beneficial to one community, can be harmful to the other if the rights and uses are not harmonized for mutual benefits. Cross-border pastoral communities often face challenges of peaceful coexistence due to competition for scarce resources such as water and pasture for their livestock and human use. To maintain peaceful coexistence, means and mechanisms for harmonious resource sharing needs to be developed. This will not only support peaceful coexistence but also promote livestock production and vibrant intercommunity trade and contribute to resilience.

Activity 1.3.5 Establish and/or scale out community-led seed multiplication and certification of selected indigenous pasture, forage varieties and planting materials.

Pasture and browse (fodder) constitute the main dietary components for livestock in marginal areas. However, due to poor rangeland management, the quantity of pasture and browse has continued to diminish over time. The grass species available in these marginal areas are quite resistant, growing under minimal rainfall conditions, and can sustain large numbers of livestock if well managed. Therefore, it is important to train communities in safeguarding traditional pasture varieties through propagation, not only for livestock but also for seed bulking. Furthermore, countries need to follow up on the seed certification processes through the national pasture performance trials to develop better seed varieties for indigenous pasture that are highly productive and can withstand adverse conditions. Kenya, Uganda and Ethiopia are well advanced in this aspect and can be given the opportunity to complete the process for the benefit of the other countries. Desired grass species are the *Cenchrus ciliaris*, *Eragrostis Superba* etc. Furthermore, pasture seed storage has to be done properly to avoid spoilage due to environmental conditions such as heat, humidity and pests.

The project will support building the capacity of the cross-border communities and introduce high-yielding climate-smart varieties, including sorghum, rice, maize and fodder, with enhanced agronomic practices. Fodder production will be linked to feedlots development and markets. The project will identify all the fodder farmers in the project target locations within the cluster. The selected farmers will be supported to establish demonstration plots in each cluster and introduce high yielding certified fodder and grass seeds varieties for multiplication and demonstration. The yield of fodder from these demonstration plots will be compared with those from plots of the same size belonging to non-participating farmers. FAO will train all selected farmers in fodder production, preparation of rations for different classes of animals, feeding practices, fodder preservation through silage and hay making. Fodder farmers will be organised into farmers field school groups for training, and the project will facilitate farmers exchange visits to learn from other fodder producers within or outside the cluster area. In addition, the project will support the construction of small-scale fodder storage facilities in the project target areas to preserve and store forage for dry season feed supplementation, especially targeting the breeding and feedlots groups.

Activity 1.3.6 Introduce and/or scale up appropriate fodder conservation and processing technologies for livestock feeding.

The increasing need to bridge the gap between fodder seasonality in drylands is increasing, more so, with the current trends of climate variability and change. Pasture productivity both at natural fields as well as cultivated, are best during the wet seasons, and decline both in quality and quantity during the dry periods. This calls for the need to preserve pasture for use during these periods. However, the challenge is to ensure that quality is maintained by the choice of preservation technologies. Factors that may affect the quality of preserved fodder include type of fodder, period of harvest, post-harvest handling and storage, as well as the prevailing weather conditions. In the light of the above, communities

will be trained on the use of appropriate fodder conservation techniques, such as balling of hay, silage making conservation of standing hay etc. These technologies will also be scaled up to ensure that there is sufficient fodder at household level and for sale during times of scarcity.

In support to bulking and storage, the project will provide fodder farmers with sets of small silage-making machinery and appropriate technologies for densifying feed. The project will leverage the involvement of youth by organising them into groups to provide densification services to fodder farmers, including choppers and feeders, as local service providers.

Activities relating to Output 2.1

Activity 2.1.1 To conduct a gender, youth, and conflict-sensitive pastoral value chain assessment in targeted clusters and set up value chain stakeholders, engagement, learning, and innovation platforms for networking, and information sharing.

Gender, youth and conflict-sensitive pastoral value chain assessments will be undertaken in the clusters to identify the most important and viable pathways to address conflict sensitivity as well as the stakeholders involved. Further to this, platforms for networking, learning and sharing will be set up to engage the stakeholders.

Activity 2.1.2 Establish and support pastoralist production groups (feed, milk, meat, honey, hides, and skins) and conduct tailored training and coaching.

Pastoralist production groups will be identified based on areas of interest and appropriate training and coaching provided to enhance their skills for production purposes. Focus will be on milk, pasture/feed, honey, gums and resins and hides and skins.

Activity 2.1.3 Training pastoralists, including women and youth, on developing business skills to boost their entrepreneurship capacity.

Business skills training will be offered to equip pastoral women and youth with the necessary skills required to run a business effectively and profitably. The business skills training will further boost entrepreneurship skills that will enhance competition and productivity, creating new business ventures and new markets whilst providing job opportunities.

Activity 2.1.4 Develop community-based breeding programs to improve the productivity of breeds adapted and resilient to local conditions.

Community-based breeding programmes (CBBP) are viewed as one of the most promising approaches to implement sustainable livestock breeding for local breeds, as a bottom-up system to improve smallholder livelihood.

CBBP will focus on small ruminants. Superior breeding males will be provided to the breeding programme and the offspring will be monitored by the community according to the agreed selection criteria. Focus will be on meat and milk production, taking into consideration the adaptability of the breeds to harsh environment. The key elements of the approach will be:

- Community members are trained to improve their selection practices; e.g., retaining fast growing rams/bucks/kids for breeding rather than selling them.
- Community flocks are pooled to enlarge the gene pool for increased selection intensity and reduced inbreeding.
- Interactions between community members and scientists will improve the capacity of the former on breeding practices and flock management.

- A recording system will be implemented to monitor the performance of individual animals, leading to the estimation of breeding values for selection decisions and continuous genetic improvement.
- Potential introduction of superior animals from locally adapted breeds in neighbouring localities or countries.

By the end of the project, the CBBP is expected to increase the profitability of indigenous breeds without undermining their resilience and genetic integrity.

Activity 2.1.5 Support training of young entrepreneurs, women, and men cooperatives, associations engaging in the value chains on business management, marketing, and Sanitary and Phytosanitary Standards.

The groups will focus on feed production, feedlots /meat, milk production, honey production, and hides and skins. This intervention directly targets individual pastoralist groups' productive capacity through business training, technical assistance based on the value chain the group is engaged in as described above. There will be about two groups per cluster based on the value chain and these will be supported through grants/subsidies, seed fund to enable them to operationalize the value chain enterprise. These enterprises will have access to capital, entrepreneurship development (mentoring and coaching), broader enterprise development (interventions to improve product quality and quantity), and supplier development (interventions to become compliant with minimum standards, to connect with lead operators and their contractors).

Activities relating to Output 2.2

Activity 2.2.1. Conduct a harmonized animal disease surveillance and support (including sero-monitoring) in the target clusters.

The project will facilitate and support disease prevention and control activities in the cluster target areas. FAO and the implementing partner will carry out participatory disease search in collaboration with the government and livestock stakeholders. The project will design and conduct a participatory mapping of major livestock diseases and pests in the project target areas to determine the relative importance of different infectious diseases. Based on the findings and disease priorities coming out of the survey results, control programs for prevalent infectious and trade-sensitive diseases will be designed and supported for implementation. The project will support countries to conduct routine surveillance and post-vaccination sero-monitoring to monitor and assess disease prevalence, effectiveness and efficiency of PPR vaccination activities. It will also support establishment of harmonized animal disease surveillance activities and exchange of information on disease outbreaks.

Activity 2.2.2. Conduct mapping, predictive modelling, characterization, GIS training and implement push pull approach for control of vectors and important pests and diseases in the clusters.

GIS and remote sensing provide detailed information for disease forecasting, prediction of outbreaks, identification of disease clusters or hotspots, creation of buffer zones and evaluation of different strategies to prevent the spread of infectious diseases. The appreciation of remote sensing and GIS application for ecological modelling of vector-borne diseases will be used to assess the geographical distribution and seasonal variations of horizontal and vertical distribution of vector abundance and vector-borne diseases.

The project will collaborate with ICIPE to implement this activity. Previous and ongoing projects have supported the procurement of GIS-related equipment and licenses, and most countries already have some level of capacity to be catalysed. In all the cluster locations, there are serious gaps in the understanding of the epidemiology, characterization and distribution of priority pests and diseases

including tsetse and trypanosomiasis. The project will provide a critical opportunity for the countries to jointly develop strategies to control these diseases. ICIPE will implement the push and pull methodology adapted for pastoral areas in selected clusters, with focus on animal feed production as the driver of the approach.

Activity 2.2.3. Train Community based Animal Health service providers and conduct harmonized PPR vaccination campaigns including support to cold chain system.

The project will support the training of (50 per cluster) Community based Animal Health service providers (jointly with Community Health Workers to facilitate One Health Community based disease surveillance, animal vaccination and human health interventions). This approach will be initiated in synergy with ongoing FAO projects in all countries. The cluster-based cadres will also be trained in community-based e-reporting. As a contribution towards the global campaign and part of ongoing government initiatives in the region, the project will contribute to the vaccination of goats and sheep against PPR over a period of two years. This will be aligned and synergized with the strategy to conduct mass vaccination campaigns over a 3-year period, considering the predominant (pastoralist) animal production system within the region. The project will explore opportunities to collaborate with the private sector on the development of the cold chain.

Activity 2.2.4. Establish and/or strengthen veterinary lab diagnostic capacity with clear Standard Operating Procedures (SOPs) and Sanitary Standard Operating Procedures (SSOP) at cluster level.

This project focuses on capacity building to enable the country to comply with SPS requirements of potential importing countries in the Middle East and North Africa (MENA) as well as in Southeast Asia for the export of sheep, goat and cattle meat. The project will build the capacity of the competent authority to meet SPS requirements of importing countries through enforcing regulatory controls and introduction of good practices such as the implementation of existing standard operating procedures (SOPs) and Sanitary Standard Operating Procedures (SSOP) at cluster level guidelines.

The project will support countries to conduct cluster level basic diagnostic tests. It will provide basic diagnostic equipment and test kits, assess the possibility to establish the infrastructure for a mini laboratory in the clusters and operate the facility in line with SOPs and SSOPs. This activity is important in view of the challenges associated with sample transportation. There is inadequate diagnostic capacity for priority TADs and zoonotic diseases (at national and cluster levels). The project will, in addition to establishing/renovating some regional level laboratories, support or establish a specimen and transport referral mechanism (including tracking and traceability) for more efficient movement from the field to laboratories and mobile diagnostic services. It will also support cluster level training on sample shipment and referral systems. Interventions under this activity will support access to livestock markets.

Activity 2.2.5. Identify and facilitate livestock and products certification in support of internal and cross border trade and compliance with IGAD transhumance protocol and SPS standards.

This activity will be implemented by IGAD because of its comparative advantage in working with Member States, especially considering the need to comply with regulations, certifications and regional SPS Protocol during cross-border movement of livestock. The activity will contribute towards facilitating increased access to cross-border and international livestock markets.

Activity 2.2.6. Conduct annual One Health platforms coordination meetings to enhance networking and synergies (TADs, Zoonosis, Wildlife, Environmental and plant health).

One Health calls for a holistic and systems-based approach that recognizes the interconnection between the health of humans, animals, plants, and the environment. One Health promotes a sustainable healthy future through collaboration, communication, coordination, and capacity building.

This activity will be implemented by IGAD, which has wide experience in facilitating cross-border collaboration on transhumance and control of transboundary animal diseases, including zoonoses such as Rift Valley Fever. The coordination meetings will provide an opportunity to jointly identify and share lessons learned from other clusters and enhance synergies, including for One Health actors and resource mobilization.

Activities relating to Output 2.3

Activity 2.3.1: Map the relevant (private sector) actors and constraints in the pastoral value chain and identifying entry points/business models for conflict, gender and youth-sensitive transformation through PPPs.

The challenges, opportunities and risks of engaging the private sector in the pastoral value chain are generally not (yet) well understood, particularly in the targeted cross-border areas, far away from the capitals. During the inception phase, FAO will therefore focus on comprehensively mapping the key players within the pastoral value chain, while identifying critical constraints that hinder its potential for job creation and ensuring long term sustainability of programme interventions. By mapping private sector actors involved in pastoral activities, ranging from livestock production to marketing, the initiative aims to understand the existing challenges and barriers within the value chain. Simultaneously, the focus extends to formulating PPPs that not only address these constraints but also integrate conflict-sensitive, gender-responsive, and youth-centered approaches. This multifaceted strategy seeks to not only unlock economic opportunities within the pastoral sector, but also contribute to social harmony, gender equity, and the meaningful inclusion of youth, thereby fostering a sustainable and inclusive development paradigm in Eastern Africa.

This activity – which will be implemented during the inception phase – will therefore form the basis for the rest of the activities of this Output. As much as possible, it will be integrated with the other assessments, analyses and/or mapping efforts that will be undertaken during the inception phase.

Activity 2.3.2: Facilitate regular dialogue between communities (incl. youth and women), private sector, financial institutions and local & national government institutions on pastoral policies and regulatory & institutional frameworks.

Just bringing stakeholders together and facilitating an open and honest dialogue often leads to unintended outcomes, possibly innovation, but always more understanding. This activity aims to foster a continuous and constructive dialogue among diverse stakeholders, including communities, the private sector, financial institutions, and local as well as national government bodies, with a primary focus on pastoral policies and regulatory and institutional frameworks. By creating a platform for regular engagement, the programme will seek to enhance understanding and collaboration among these key actors, ensuring that the perspectives and needs of pastoral communities are effectively integrated into national and local policy making processes.

Through facilitated discussions and dialogues, the activity aims to identify areas for policy improvement, streamline regulatory frameworks, and enhance institutional mechanisms that govern pastoral activities in the targeted clusters. This is expected to enhance coordinated efforts among all stakeholders for effective policy implementation and positive socio-economic outcomes, which will in turn lower the barrier for private sector investment in the pastoral value chain. The programme will aim to organize two dialogues per cluster and three national dialogues per country during the five-year period of the programme, with the exact timings to be confirmed during the inception phase. These events and dialogues will be back-to-back with other cluster and national events as much as possible.

Activity 2.3.3: De-risking for private sector investment through facilitating/brokering and supporting the establishment of conflict-sensitive PPPs able to employ youth and women in the pastoral value chain.

FAO recognizes the potential of PPPs in mitigating investment risks and fostering sustainable economic growth. By acting as a mediator and catalyst, the programme will aim to bring together private sector entities, local communities, and government institutions to collaboratively design and implement PPPs that prioritize conflict sensitivity and promote gender and youth inclusivity. Through strategic partnerships and tailored support mechanisms, the initiative seeks to create a conducive environment for private sector investment in the pastoral value chain, ultimately generating employment opportunities for youth and women. The exact approach of this activity will be determined on the basis of the initial mapping of entry points, business models and opportunities for private sector engagement – and will be adapted and strengthened over time as lessons learned will be documented and shared across countries and clusters.

Activity 2.3.4: Facilitate identification, promotion and sharing of all elements/products of the pastoral value chain with a cluster approach.

By organizing events such as trade fairs, business-to-business gatherings, and livestock shows, the initiative seeks to create a vibrant platform for stakeholders involved in the pastoral sector. This cluster-based approach allows for the targeted showcasing of diverse elements of the value chain, fostering collaboration and knowledge exchange among participants. The activity aims to highlight the economic potential of the pastoral sector while promoting networking opportunities among producers, processors, traders, and other relevant actors. By enhancing visibility and understanding of the various components of the pastoral value chain, this initiative envisions catalysing business growth, encouraging innovation, and fostering sustainable economic development within pastoral communities.

Activity 2.3.5: Assess and then pilot a simple (or build on an existing) livestock identification and tracking systems and identify lessons and recommendations for replication and scaling.

This activity involves a systematic assessment of existing or the development of simple livestock identification systems (LITS), followed by a pilot implementation to evaluate their effectiveness. The primary objective is to enhance livestock management practices and contribute to the overall improvement of the pastoral value chains. It will examine the feasibility, scalability, and adaptability of the systems, considering factors such as technology, cost-effectiveness, and ease of implementation and alignment with the existing legal frameworks for the LITS. Through the pilot phase, valuable lessons will be gathered, and recommendations will be identified to refine and optimize the LITS. The goal is to establish a model that not only benefits the initial pilot areas but also provides valuable insights for replication and scaling in similar contexts, thereby contributing to fostering efficient livestock management practices on a broader scale.

This activity will be piloted in the Karamoja (Kenya and Uganda only) and Mara-Serengeti cluster. Findings and lessons learned will be used to further scale – if resources are available – and inform other LITS activities. The pilot will be at the established feedlots in the two clusters with the initial focus on promoting trade.

Activities relating to Output 3.1

Activity 3.1.1 Mapping of projects/investments designed to enhance resilience of communities in pastoral areas of the Eastern Africa and Horn of Africa region.

The project will collaborate with relevant partners and stakeholders in the clusters in the mapping of investments (loan and public allocation) designed to enhance the resilience of communities in pastoral and agro-pastoral areas of the Eastern and Horn Africa region. To further solidify the intervention, consultative meetings will be organized with the stakeholders to deliberate on the findings of the mapping and the documented pastoral and agro-pastoral projects/ investments for

the purposes of validation. A dashboard platform will be prepared for informed decision-making and coordination at the regional level.

Activity 3.1.2 Mapping of existing pro-pastoral policies and strategies including responsibilities and functionality of regional and national associations/networks.

In the recent past, several pro-pastoral policies have been formulated and included into policy frameworks, but most of these good policies have not been operationalized to realize the benefits for the pastoral communities. The mapping of the pastoral policies and strategies will provide a leeway to select the most appropriate/relevant policies and bring them out towards the operationalization pathway. In this regards, the functionalities of the regional and national associations will have to be well understood to aid the fast tracking of the operationalization.

Activity 3.1.3 Support and strengthen national pastoral associations and advocacy efforts.

A series of collaborative/deliberative sessions will be held with the aim of strengthening the national pastoral associations' advocacy efforts to some of the pastoral policies. Services of seasoned advocacy consultants or advocacy groups can be sought to enhance/fast track this initiative.

Activity 3.1.4 Support regional pastoralists' associations' advocacy with national and regional pastoral parliamentary groups

Deliberative and collaborative sessions will be held for regional pastoral associations to enhance their pastoral policy advocacy issues with national and regional pastoral parliamentary groups. The services of a seasoned consultant or policy advocacy group will be essential to enhance the process.

Activity 3.1.5 Support participation of Eastern African pastoralist networks and national associations in international year of rangelands and pastoralism.

On 15 March 2022, the United Nations General Assembly (UNGA) in New York unanimously declared 2026 the International Year of Rangelands & Pastoralists (IYRP) for addressing global biodiversity, climate change and socio-economic issues. It recognizes that "pastoralism is a dynamic and transformative livelihood linked to the diverse ecosystems, cultures, identities, traditional knowledge and historical experience of coexisting with nature". The IYRP aims to raise awareness and fill knowledge gaps globally about the considerable benefits provided by healthy rangelands and sustainable pastoralism.

The attendance of the Eastern Africa pastoralist networks, and national associations to this forum will not only be a booster to their capacity but an eye opener to issues affecting the rangelands of Africa and pastoralism in general and the way forward especially with regards global warming and climate change. This event will be a clarion call for preparatory efforts to pastoralists towards increasing their livelihoods resilience in the light of climate change.

Activity 3.1.6 Facilitate annual national and regional pastoral association experience sharing meetings.

These meetings will be facilitated under the guidance of a seasoned facilitator and will share experiences on the advances made on some of the pastoral policies, challenges, opportunities and also the wins that have been gained. These forums, apart from sharing experiences, will also give neighbouring Countries the impetus to sail through some of the challenges through the experiences gained.

Activities relating to Output 3.2

Activity 3.2.1: Conduct inclusive and gender-sensitive conflict analyses (or review existing analyses) at cluster levels and undertake regular context monitoring informing programming and implementation.

During the inception phase, a conflict analysis that incorporates a gender lens will be conducted in order to enhance an understanding of the conflict context in the four clusters and build consensus on causes and drivers, and the need for peace. This will include the identification and analysis of conflict causes and drivers and their linkages with other contextual issues, key actors, hotspots, impacts on the targeted communities and considerations for conflict-sensitive programming. Findings from the analysis will inform the refinement of interventions and ensure that they are peace responsive. Through continuous monitoring, the analyses will be updated on a biannual basis to account for changes in the context and inform project decisions and adaptations. During data collection, the action will convene women, young women and young men separately to ensure that they can safely express their needs and perspectives. The report will be published and disseminated to all relevant actors.

Activity 3.2.2: Facilitate cross-border dialogues and establishment of agreements between communities, local and national government on access and use of resources, in alignment with the IGAD transhumance protocol.

Using the conflict analysis findings as the basis for improving relations between and among cross-border communities, this activity will convene members from the same community to build consensus on the need for intra and transboundary peace and cooperation and convene cross-border meetings to broker agreements between different groups. This activity will also raise awareness on relevant provisions of the IGAD Transhumance Protocol as a measure to promote peace and stability in the Clusters. Dialogue meetings will take place in safe locations identified by leaders from both communities. This action is expected to foster joint problem-solving, ownership of peace processes and outcomes, and sustainability of agreements.

Activity 3.2.3: Conduct a conflict sensitivity training (Programme Clinic) for FAO and implementing partner staff.

Using FAO's Programme Clinic approach, conflict sensitivity trainings will be delivered to programme personnel (FAO and Implementing Partners) to ensure that this action does not inadvertently fuel tensions, disputes and conflict but rather enhance contributions to peace outcomes. The training will adopt a participatory methodology that focuses on analysing the peace and conflict context, stakeholders (including exploring potential for opposition and developing strategies to increase stakeholder engagement) and identifying potential impacts of the programme on peace and conflict dynamics. Discussions will then inform the development of recommendations for conflict-sensitive and peace-responsive programming for integration in planning, implementation and MEAL processes.

Activity 3.2.4: Facilitate annual forums with key regional security actors (ensuring women and youth participation) to foster and strengthen strategies and common approaches on mobility.

Considering the frequency and intensity of violent clashes between and among different communities due to mobility, competition for resources, and increased mistrust between cross-border communities and security agencies, and between security agencies across the borders, this activity aims to strengthen collaboration between communities and security agencies, and between security agencies across borders by promoting a common understanding and approach to community outreach and policing for improved safety and security.

Activity 3.2.5: Train relevant stakeholders (formal and informal conflict management structures) in the prevention and management of resource-based conflict.

This activity aims at supporting capacity strengthening, adoption and roll-out of peace-responsive approaches by formal and informal peace structures active in the four Clusters. FAO and implementing partners will train relevant stakeholders on pathways to pursuing peace through the prevention and management of natural resource-based conflict and support the development of action plans aimed at fostering community-led dialogue processes, awareness raising and other peace actions. The trainings will also serve to disseminate approaches that maximise positive impact on social cohesion and peace across borders.

Activity 3.2.6: Support the roll out of an integrated conflict, climate and food security early warning information to the local level.

An integrated EWER system (conflict, climate change, natural resources, transhumance, and animal health) will be promoted. This activity will entail the development of parameters, indicators and triggers, defining channels for disseminating early warning information, and identifying existing data sources and gaps. The system will leverage information from the ongoing work of IGAD/CEWARN and country-level Conflict Early Warning and Response Units (CEWERUs), FAO's food security and livelihoods EW systems and other relevant EW systems. EW and Anticipatory Actions (AA) information will be shared widely with communities in the Cluster through radio messages and other peace-oriented community-based campaigns. Additionally, meetings will be held with cross-border communities to discuss the implications of the EW messages and provide support towards the implementation of AA. In each community, a team of peace champions will be constituted to support conflict EW and AA awareness raising while ensuring that women and youth are engaged as key actors.

3.2.7: Facilitate intergenerational dialogues between elders, women, and youth to improve their inclusion in peace and decision-making processes

Community -level dialogues between elders, women and youth will be conducted with the following aims (i) between youth and elders in order to discuss and find solutions to intergenerational issues that constrain youth participation in peace and decision-making processes, and (ii) between elders and women to jointly identify and analyse concerns over the exclusionary nature of both peace and natural resource management processes. This activity is expected to increase the engagement of women and youth in cross-border peace processes, and in making decisions on transboundary resources.

Activities relating to Output 3.3

Activity 3.3.1 Facilitate biennial national rangelands and pastoralism dialogues on land tenure and management for increased political will.

The government's primary role is to integrate different demands of rangeland and pasture users and create an inclusive policy framework that accommodates emerging needs, protects the legitimate rights of users, and spearheads rehabilitation, conservation, and development efforts that extend beyond institutional mandates. However, the project will convene multi-stakeholder platforms to discuss comprehensive rangeland policy and user and access rights of pastoralists through dialogues aimed at increasing institutional responsiveness and sustainable range and pasture development free of conflicts. The dialogue will bring the agenda of political recognition and interest into mainstream decision-making and will foster sharing and learning from various community within the clusters, regionally and globally to allow for best case studies to be adopted.

Activity 3.3.2 Convene annual advocacy high level political round table on land tenure/rangelands and pastoralism in the context of climate crisis and conflicts in inter and intra clusters.

The project will facilitate bi-annual high-level political round table discussions on pastoralism, land tenure, pastoral rangelands, and pastoralism as a viable livelihood option that requires the support of the mainstream political governance structures and policies. The project will target both political and customary leaders in Sudan, particularly decision-makers at the federal and state levels to adopt climate-smart policies and programs that improve pastoral production systems, secure pastoral land rights, reduce conflicts over land resources, and sustain pastoral ecosystems.

Disputes and conflict lock up development in any context. Land access and use has been one of the main sources of conflicts in many pastoralists set ups. This activity will enhance consultation in various at all levels to enhance adoption of good sustainable dispute and conflict resolution frameworks. This will further enhance adoption of alternative disputes mechanisms and allow for legalization and institutionalization.

Activity 3.3.3 Facilitate national and regional dialogues and coordination between different land users within the clusters (pastoral, conservation etc.)

The correlation between land use and conservation cannot be underestimated. This relationship fosters the call for sustainable management of the resources for future use. This activity will bring all stakeholders to discuss this correlation and facilitate policy, legal and institutional frameworks between the various land uses and foster adoption of sustainable process.

2.2 Comparative Advantages

FAO is a global intergovernmental organization with a leading role in food security, agriculture and contribution to member countries' economic growth. The Organization has presence in all the seven (7) participating countries with field offices in almost all the project target cluster locations, and excellent relationships with governments at national and regional levels, including with the Intergovernmental Authorities on Development (IGAD) and the East African Community. FAO has unparalleled information available through its corporate and country-level databases.

The relevance of the Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa , as well as FAO Resilience Team for Eastern Africa and the Country offices of Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda technical capacity and relationships with key government institutions, will be critical to the success of the project. The activities contained within the project design have already perspectives gathered through wide consultations and designed in partnership with key regional stakeholders such as IGAD, ILRI, ICIPE, ILC, RECONCILE and government partners that will facilitate rapid roll out of the activities and early achievement of results.

FAO has been a leader in the sub region in supporting member countries in dealing with transboundary challenges supporting broad range of food security data and information critical for informing the design of cross border policies, programmes and strategic plans to ensure national coherence and regional harmonisation. FAO worked with IGAD and its member states, Desert Locust Organisation, a number on Non Governmental Organisations, multiple development partners in the control of desert locust infestation in the subregion. The organisation has also worked with the IGAD member states to develop the East Africa Animal Feed Strategy and Action Plan which continue to guide country focus on animal feed investment in the region. In addition, FAO has provided direct technical assistance to the respective Ministry of Agriculture and Livestock in Ethiopia, Kenya, Somalia, Sudan and Uganda to develop animal feed inventories and feed balances; a data set that is guiding the countries in mobilising resources for investment in the feed sector. FAO worked with IGAD and initiated the first cross border memorandum of Understanding on the control of transboundary animal diseases and coordination of sustainable

natural resources use in the region. In addition, FAO in conjunction with IGAD is leading the regional Food Security and Nutrition Working Group that convenes many partners on a monthly basis to discuss food security issues in the region.

FAO RTEA and country offices continues to provide direct technical assistances in a number of areas such as food security, post-harvest technology, irrigation infrastructure, climate smart agriculture, agriculture diversification, promotion of decent rural employment, access to finance, conflict analysis, conflict sensitivity and peace responsiveness, building community resilience to effects of climate change and improvement of pastoralist rural livelihoods. FAO in the subregional through its ECTAD operations has also been working with the respective Ministries of Livestock in Ethiopia, Kenya, Somalia, South Sudan, Tanzania, Uganda to improve animal health, veterinary public health services and promote overall livestock development for the dairy and meat production.

Previous cross border and sub regional resilience projects implemented by FAO and other partners in Eastern/Horn of Africa demonstrate that the resilience of cross border communities' households is strengthened as well as Food Security Score improves when they have diverse sources of income, which is supported by investment in resilient livelihoods and mobility. This evidence informs FAO's programme design and advocacy effort to invest in cross border climate smart pastoralist production system to boost food production, in ways that support active community engagement in risk identification and in disaster risk management.

In this project, FAO seeks to utilize knowledge gained from its previous and ongoing similar interventions in the sub region and across the globe to improve programming and ensure periodic project adaptation for greater impact at country and regional level. FAO has dedicated and experienced technical staff at sub regional level leading in various aspects of coordination including on regional food security, agriculture and livestock, IPC, climate information and disaster risk management, resilience measurement and conflict sensitivity which will immensely be leveraged to support project implementation. At the field level in the cluster locations, FAO is continuously providing its assistance to implementation of various programmes and projects addressing diverse issues including sustainable production and natural resources management, resilient development in the context of climate change, surveillance and control of pest and disease outbreaks. FAO has also continued to build the capacity of national and regional governments and institutions on policy strengthening and cross border collaborations to be able to manage food systems sustainably. Resilience work requires close collaboration with the government and communities, and therefore FAO has gained community and government buy-in and support in all its work. Consequently, FAO is one of the very few partners that are able to penetrate remote, hard-to-reach areas.

Mandate to Act

FAO has a comprehensive mandate to work globally on all aspects of food and agriculture, food security and nutrition across the humanitarian-development continuum. Its status as an intergovernmental organization, its neutrality and the authority to provide a neutral platform for dialogue and knowledge exchange gives it a unique convening power to engage member states, partners (including resource partners) and other stakeholders. This presents a fundamental advantage given that its programme revolves around close and continued collaboration with numerous stakeholders, in particular for producing consensus-based analyses and joint country level programming.

FAO plays a key role in several global food security initiatives, such as the Committee on World Food Security, which is an inclusive international and intergovernmental platform for coordination. Key lessons from this project will be shared in the Regional Food Security and Nutrition Working Group, The IGAD Greater Horn of Africa Climate Outlook Forum that brings Member states and partners together, and globally with Food Security Information Network (FSIN), a platform created by FAO, the World Food Programme (WFP) and IFPRI, for exchanging expertise, knowledge and best practices, and where feasible, contribute to IGAD chapter of the annual Global Reports on Food Crises.

FAO in the sub region has taken the lead in the fight against hunger, supporting the governments and rural communities in times of crisis as well as in pursuit of sustainable agriculture development goals. FAO has strong collaboration with all the governments of the project countries working most directly with Ministries of Agriculture, Livestock and Fisheries; Ministry of Environment, Forestry and Range, Ministry of Water, Disaster Management and Planning among other key national stakeholders.

Capacity to Act

FAO in the subregion has developed a 5-year East Africa Resilience programme of work⁹, and continues to play, a fundamental role in designing and implementing sub regional resilience programmes. The FAO East Africa Resilience Programme of Work 2022–2026 is designed to contribute to the Regional Initiative 3 – Building Resilience in Africa’s Drylands, while aligning with the new Strategic Framework, with special focus on the better life goal. The programme describes the strategic approach that the Subregional Resilience Team for Eastern Africa will follow to build capacity and strengthen FAO Country Offices, Member Nations and regional institutions to analyse, anticipate and respond to crises. The programme also identifies key programmatic areas across each country in the subregion that FAO elevated to regional causes. The regional approach is based on the principle that only by going at scale (with partners) will durable transformation and adaptation of livelihoods and systems be successfully achieved to meet the challenges of today and tomorrow.

FAO and IGAD are co-lead of the Regional Food Security and Nutrition Working FSNWG which inform both humanitarian and development interventions in the sub region.

FAO in the sub region has a highly qualified and experienced team of technical staff within its Resilience offices in Nairobi and Sub regional office for Eastern Africa in Addis Ababa complemented by national FAO country technical capacities and specialized team of experts at regional and headquarters available to support the project implementation. The teams at sub-regional, regional and HQ levels will provide technical backstopping in the implementation of projects. FAO also has an in-house independent evaluation unit that is responsible for evaluating the effectiveness and efficient use of project resources towards achievement of the set outcomes. Other technical experts in conflict resolution, gender and youth inclusion are engaged in support to mitigating the risks of exclusion of marginalized groups/ communities.

Position to Act

FAO’s global representation and responsibilities enable sharing of experiences and lessons from other places facing similar challenges. With representation at national, sub-regional and regional levels, FAO is able to tap into the expertise from regional research and development, inter-governmental institutions and networks and cascade knowledge and ideas to target countries for the benefit of the government, communities and others. In addition, the strong network of regional partnerships created by FAO Resilience Team for Eastern Africa in Nairobi provides a platform for scaling up successful cross border and regional interventions and introducing new technologies and innovations, which can help smallholders pastoralist to invest in climate-smart production, livelihood diversification, value addition and marketing of pastoralist products. There are hundreds of pastoralist producer groups across the 7 target countries at formative stages, formed and supported by FAO and other partners, this project will leverage that existing capacities in the communities to strengthen and expand its impact in cross border location within the cluster.

Ongoing and recent investments by other donors such as the European Union (EU), Swiss Development Cooperation, Africa Development Bank, Swedish International Development Cooperation Agency (Sida)

⁹ [East Africa Resilience Programme of Work 2022 - 2026](#)

and World Bank offer opportunities for capitalizing on infrastructure and elements of social cohesion that have been put in place to augment the impact of resilience programmes in the cluster locations. FAO is best positioned to lead resilience work through cluster-based approach, focusing interventions in rural areas that are adversely affected by climatic shocks. FAO seeks to strengthen collaboration with resource partners, communities, governments at all levels, CSOs, and the private sector in order to create a network of structures that promote, support and propel vulnerable communities into resilience.

2.3 Stakeholders and Context Analysis¹⁰

The main stakeholders are the various actors along the pastoral value chains, including herders and their networks, entrepreneurs, as well as the organisations and persons representing the pastoralist organisations. Local cross-border authorities and representatives of line ministries, including protected area authorities, will also be involved during the consultations and at policy implementation level. While traditionally disadvantaged in terms of owning livestock, the project will make a deliberate attempt to reach women and youth.

Other partners to be associated with the project are indicated below: The detailed modalities of the participation of these partners will be finalised during the preparation phase.

- International Livestock Research Institute (ILRI): the only CGIAR research organisation focusing on livestock issues and coordinates the initiative supported by the CGIAR research programmes on Livestock and the Policies Institutions and Markets (PIM). ILRI is also part of a global partnership of ILC, FAO/Pastoralist Knowledge Hub, IFAD, UNEP, WRI, ICARDA, CIRAD that works on land issues in rangelands. ILRI does not work on insect science and vector-borne diseases. ILRI can be instrumental in disseminating community-led e-surveillance system, application of bundling system, implementation of one health approach.
- International Centre of Insect Physiology and Ecology / ICIPE: the only institution with an African mandate in insect science and vector-borne diseases (ICIPE is a No-CGIAR organisation). ICIPE is instrumental in disseminating tick bio-pesticides and biting flies control methods, setting up GIS facilities for disease surveillance, mapping, developing of predictive models of animal diseases, training. ICIPE and ILRI have long experience in working together addressing in an holistic way both animal pest and animal diseases.
- IGAD: a coalition of countries in the Horn of Africa that set out to redefine interstate relations and establish deliberate, measures aimed at fostering multi-level development initiatives. IGAD will be instrumental in policy dialogue, coordination among countries, participation to the Steering Committee.
- ICPALD: the IGAD specialised agency ICPALD has the mandate “to promote, facilitate and advocate for a people centered gender responsive sustainable development in arid and semi-arid areas in the IGAD Region”. ICPALD can be instrumental in facilitating policy dialogue on trade, application of regional policies, operationalising the intervention of AU-IBAR at cross border/cluster level.
- RECONCILE: Resource Conflict Institute is a non – governmental organization. Registered in Kenya in 2001, with its headquarters in Nakuru, the organization works in the broader Eastern Africa Region, implementing programs in Kenya, Ethiopia, Uganda and Sudan, through strategic partnerships with Pastoralist Institution.

NGOs, CSOs and INGOs active in the select areas of interventions, organisations specifically representing, and/or as part of their mandate targeting, the human rights of women and people with disabilities, and including those supporting protected area management and community development in the NaturAfrica Key Landscapes for Conservation and Development (KLCD) located within the

¹⁰ Refer to [FAO's Environmental and Social](#) Operational Pillar 2 on Stakeholder Engagement for further guidance.

proposed cluster areas (of which there are between 4 and 6 depending on the final choice of field sites within the clusters), will be instrumental during the implementation of field activities.

2.3.4 Stakeholder Engagement

FAO has conducted a wide range of discussions and consultations in the Karamoja and Manderu cluster through its past cross border programme and is uniquely familiar with, and often technically or formally partnered with, sectoral partners at the national and regional levels. The key stakeholders that FAO will consult with at inception will be the following:

Cross-border communities, in the four project clusters, will be put in the driving seat in the implementation of the project. They share strong cultural connections which unite them through access to common resources, seasonal migration, livelihood types and engagement in cross-border markets and trade. They are primarily pastoral and agro-pastoral, mainly deriving their livelihoods from livestock herding, but also from smaller-scale and sometimes opportunistic crop production and local agricultural trade. Due to their reliance on pastoralism with inadequate integration of the livestock industry into markets especially in South Sudan, they are highly vulnerable to the effects of climate-induced stresses and natural shocks. The project will work with communities deploying participatory approaches to identify their priorities and ensure that its own efforts and those by other stakeholders are informed and guided by them.

Women and girls: The action will put a specific focus on women in cross-border communities. They are the most vulnerable to conflicts, food insecurity, malnutrition, and the effects of climate change. Patriarchal norms severely limit their agency to participate in community decision-making. Young women are particularly affected, as they are subject to a dual exclusion based on patriarchal *and* ageist norms. They are affected by violence in different ways than men, being particularly vulnerable to sexual and gender-based violence during and outside the context of raids. Despite frequent marginalisation from peace processes by elders, adult women are at the forefront of advocating for conflict resolution and, in some parts of the clusters, are active in Peace Committees. FAO will leverage on these efforts to facilitate women participation in economic activities and ensure targeted capacity-building to address gendered drivers of conflict, livelihood insecurity and inequitable access to natural resources.

Young men will be targeted by the action, as they play a key role in steering pastoral livelihoods and are the main perpetrators of violence through their direct involvement as warriors in cattle raids and clashes over water and pasture. As part of the relatively recent phenomenon of self-organised criminal youth groups and driven by a lack of economic opportunities and limited access to education, they also carry out commercially or politically motivated attacks. These are often directed by local and national political and business figures with high stakes in the lucrative livestock trade. The project will strengthen young men's resilience through their engagement in various livelihood options to address their priorities and income-generating opportunities that leverage youths' ability to engage in entrepreneurial activities.

Elders are among the most respected members and representatives of communities, who have knowledge of customary practices in grazing rights and lead traditional planning of grazing including conflict management. While they have been losing influence over raids due to the emergence of self-organised youth groups, they continue to encourage and instruct raids and can act as gatekeepers to their communities. The project will work with the legitimacy of elders by giving them key roles in leading community engagement through participatory dialogues and planning ensuring that they have the authority to enforce agreements and sanction breaches.

Security agencies: The border areas in the selected project clusters share a history of marginalisation and neglect by the respective central governments. These have long relied on militarised and oppressive security practices especially in the Karamoja and Manderu Cluster, which have come at the expense of investments in service delivery and development and have fuelled deep mistrust by communities in security agencies. The project will through engagement with local cross border authorities ensure that

the security work towards a shift of approach toward a delivery of security services that is responsive to community needs.

Local authorities are important actors in the border areas, which have all adopted forms of decentralisation/devolution. However, structures of governance and the balance of power and authority between local and central governments vary significantly across countries, with significant impact on joint cross border action. Moreover, authorities lack the means to address food insecurity security needs of the population. The project will work with local authorities to deliver agricultural services and needs to pastoralist and agro pastoralist communities in the cluster through a coordinated approach.

Private sector actors play a key role in ensuring the viability of business across different value-chains. Their peace potential and role in contributing to food security and the development of markets and trade makes them an important stakeholder for the action. However, poor coordination between them and the communities undermines collaboration, while business figures can also act as spoilers and instigators of violence due to their involvement in the high-value livestock trade. The action will bring private sector and communities closer together, while building community resilience against instigation of violence.

International and Community Based Organisation, including UN agencies, have a significant presence in the region, which has seen large-scale investments across the sectors. However, coordination is made difficult by the multiplicity of actors with different working methods and approaches. Moreover, communities complain that many projects are implemented without adequate consultation, therefore having little impact. Development partners also often seek to transfer approaches from one locality to another, failing to appreciate the diversity of local contexts. The action seeks to catalyse existing investments by enhancing integrated programming and collaboration and making interventions more responsive to community needs.

Other Stakeholders beyond the above-mentioned target groups are representatives of local NGOs, CSOs and relevant structures such as the NRM, peace committees and conservation management agencies. Moreover, several **national government agencies** will be important stakeholders of the action. This includes the various peace and cohesion-related institutions, namely Kenya's National Cohesion and Integration Commission (NCIC), Ethiopia's Ministry of Peace, and South Sudan's Peace Commission. Their support will build on strong pre-existing relations with these institutions that will allow the action to benefit from their convening power, thereby generating buy-in with local authorities and exercising leverage over potential spoilers and gatekeepers. Several **IGAD** institutions (especially Cross-Border Development Facilitation Unit, CEWARN and CEWERU in the three countries, ICPALD, ICPAC) will be important stakeholders due to their cross-border mandate and technical expertise. Once again building on strong pre-existing relations by FAO and Interpeace, these will be engaged to facilitate cross-border engagements with regards to their sectoral mandate. As part of the joint FAO/Interpeace/IGAD research, hundreds of diverse stakeholders were consulted and the findings validated. The action therefore enjoys broad-based support by relevant actors across all levels of society, who will remain actively engaged and continue to shape project planning and implementation.

2.3.5 Grievance Redress Mechanisms

FAO is committed to ensuring that its programs are implemented in accordance with the Organization's environmental and social obligations, including the prevention of sexual harassment, sexual exploitation and abuse. To better achieve these goals and to ensure that beneficiaries of FAO programs have access to effective and timely mechanisms to address their concerns about non-compliance with these obligations and to supplement measures in place at the program management level for receiving, reviewing and addressing these concerns, the Organization has entrusted the Office of the Inspector-General with the mandate to independently review the complaints that cannot be resolved at that level.

FAO will facilitate the resolution of concerns of beneficiaries of the project regarding alleged or potential violations of FAO's social and environmental commitments. For this purpose, concerns may be communicated in accordance with FAO *'Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and Social Standards'*, which applies to all FAO programs and projects.

Concerns will be addressed at the cluster field office level i.e. at the project management/technical level, and if necessary at the Sub-regional or Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management level, a complaint requesting a Compliance Review may be filed with the Office of the Inspector-General (OIG) in accordance with the Guidelines. The project manager will have the responsibility to address concerns brought to the attention of the focal point.

The principles to be followed during the complaint resolution process include impartiality, respect for human rights, including those pertaining to indigenous peoples, compliance of national norms, coherence with the norms, equality, transparency, honesty, and mutual respect.

Project Level

During the project inception phase, the project will establish a grievance redress mechanism at cluster field level allowing to file complaints with respect to this cross-border project. The grievance mechanism will be designed to acknowledge and address any negative impacts of complaints that arise as a result of the project. Any grievances will be analysed and mitigated as quickly as possible to avoid any tensions or conflicts. The objectives of the grievance redress mechanism will be to: Provide affected people with a way through which they can voice their concerns and dissatisfactions; Create a platform in which stakeholders and community members can freely raise concerns and complaints to be effectively addressed; Demonstrate to project stakeholders and communities that they play an important role in project design and implementation; and follow up and report on efforts to take corrective action.

Based on the principles of subsidiarity the project will seek to address any grievances initially at project management level and its associated structure within the cluster locations through a designated FAO focal point of the project receiving grievances, compiling, screening, recording and working with other project partners to identify relevant responses. This approach will follow a number of integrated protocols including means of receipts of grievance - Contact information and information on the process to file a complaint will be disclosed in meetings, workshops, and other related events throughout the duration of the project. FAO implementing partners will be trained and guided in the establishment of Complaint and Feedback Mechanism throughout the project duration. FAO will disseminate information about the key project activities and active Accountability to Affected Population (AAP) through implementing and ensuring that all measures are in place. FAO will decimate project information and create awareness about the project in pastoralist cross border communities to increase knowledge and application.

FAO will ensure that complaints on the project are registered, reviewed and responded to in a timely manner. All grievances will be screened based on the Categorization of the FAO GRM approach into Category A (low) B (medium) and C (High). Allegations of financial fraud, abuse of authority, corruption and other types of misconduct by FAO personnel or by associated third parties will be forwarded directly to OIG for review.

Feedback – actions taken/proposed to be taken will be communicated to the complainant with opportunity provided for further engagement and resolution should these be identified as insufficient. On conclusion of the action records will be made of all steps taken and outcomes.

Internal process

- a. Level 1: Project Management Team at Resilience Team in Nairobi. The complaint could come in writing or orally, directly. At this level, received complaints will be registered, investigated, and solved by the FAO Resilience Team in Nairobi.
- b. Level 2: If the complaint has not been solved and cannot be solved level 1, then the Project Coordinator elevates it to the FAO Representative in each country offices of Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda.
- c. Level 3: FAO Regional Office for Africa RAF and Regional Office for Near East and North Africa RNE. The FAO Representative will request, if necessary, the advice of the Regional Office to resolve a grievance or will transfer the resolution of the grievance entirely to the regional office, if the problem is highly complex.
- d. Level 4: In very specific situations or complex problems, the ADG RAF and RNE will request the assistance on the FAO Inspector General who further investigates the case according to FAO's rules and procedures.

Resolution

Upon acceptance of a solution by the complainer, a document with the agreement should be signed with the agreement.

Indigenous people

The project will engage in consultation with indigenous communities, in decisions that could potentially impact their traditional lands, resources and way of life. If the project risk category is classified moderate risk and high risk, the project will conduct an indigenous Free Prior and Informed Consent (FPIC) process seeking the agreement and prior knowledge of communities before commencing any project activities that may have consequences for them. If needed, an Indigenous Peoples Plan will also be prepared to manage the risks for Indigenous peoples under the guidance of the FAO Environmental Social Management unit. This process acknowledges the rights of peoples to be part of decision-making processes that could affect their rights and interests. All the relevant information, discussions and agreements will be properly documented to foster trust between the project and indigenous communities.

The consultation activities within the Free Prior and Informed Consent (FPIC) will involve inclusive engagement with communities, including relevant stakeholders. These activities extend beyond sharing of information, involving genuine dialogue to ensure that the perspectives of indigenous communities are considered and respected. This can involve community gatherings, workshops or other participatory methods tailored to suit the context of each indigenous group. The existence of a grievance mechanism is a component of the Prior Informed Consent process providing a means for indigenous communities to express concerns, disagreements, or grievances regarding proposed activities.

To address conflicts, ensure accountability and foster a relationship, between the project and indigenous communities is of utmost importance. In this regard the Free Prior and Informed Consent (FPIC) process and the Indigenous People Plan play a role, in promoting development while also respecting the rights and autonomy of indigenous peoples. Please see in annex the ToR of the expert to conduct the Free Prior and Informed Consent (FPIC) and the Indigenous People Plan.

2.3.6 Information Disclosure

This project document, and any annexes relevant to environmental and social safeguards, as well as any future safeguards instruments, will be made publicly available through the [FAO disclosure portal](#).

Disclosure will take place in a manner that is relevant, understandable, accessible, and considered culturally appropriate by the stakeholders. Due attention will be dedicated to the specific needs (e.g., literacy, gender, disabilities, differences in language, accessibility of technical information or connectivity) of every person, irrespective of gender in the community groups affected by project implementation.

2.3.7 Partnerships

FAO's partnership approach is instrumental to the success of its work in the sub region. In this project, FAO shall continue to collaborate with regional (IGAD and East African Community) and government of Ethiopia, Kenya, Somalia, South Sudan, Tanzania and Uganda at all levels within the cluster, implementing partners, CSOs, regional and national research partners, other UN agencies, and to collaborate with private sector actors. FAO regularly engages with partners through the Food Security and Nutrition working Groups at regional levels and through the national food security coordination mechanisms to identify ongoing works and areas of synergy across emergency, resilience and development interventions. Additionally, FAO contentiously pursues bilateral and inter-agency engagement with a number of International NGOs and UN partners. Recently, FAO has undertaken a Memorandum of Understanding with UNHCR on supporting agriculture and livelihoods in refugees and displacement setting and here the two agencies have a dedicated staff supporting their efforts. This project will provide FAO with greater opportunity and offer potential for the organisation to explore more partnerships in the target clusters covering the 7 countries and other EU-funded initiatives (or other partner-funded projects) implementing similar, or complementary projects. FAO will utilize the expertise and resources availed through these partnerships for maximum benefit to the cross-border pastoralist communities targeted by the project.

FAO's Resilience Team for Eastern Africa is hosting the Integrated Food Security Phase Classification for both the Aglo-phone and Franco-Phone countries in Eastern Africa which currently produces a number of high-quality food security information products, which inform both emergency and resilience interventions by various partners in the region. RTEA will continue engagement with all stakeholders in the target cluster to ensure coordination and informed decision-making.

2.3.8 Knowledge Management, Communication and Visibility

A communication strategy is essential to ensure successful project implementation and stakeholder engagement. Effective communication will support sustained good working relations with key sector players and communities and foster goodwill, understanding and appreciation of the programme, especially its impact on national aspirations and Sustainable Development Goals. With a wide selection of audiences, including local authorities, governments, rural communities, the donor and development community, the private sector, and the media, the programme will rely on the efficacy of strategic communication approaches to enhance information sharing, awareness creation, accountability and cooperation. The communications strategy, therefore, should create a well-informed, engaged, and empowered community of stakeholders committed to sustainable and climate-resilient livestock and pastoralism practices across Eastern Africa.

Goal and objective of the communication strategy

The project will establish a robust and inclusive communications framework to foster a transformative shift in attitudes, behaviour, and policies towards sustainable and climate-resilient livestock and pastoralist practices in the target cluster areas.

The project will disseminate accurate and accessible information through diverse channels, including digital platforms, traditional media, community outreach, and educational materials, to reach a wide range of stakeholders; It will document project activities, highlight milestones and promote timely information to diverse stakeholders for dialogue, knowledge exchange, and participatory decision-

making; it will produce appropriate learning materials to support the development of skills and knowledge and promote positive behaviour change in pastoral communities while leveraging on available communication technologies to enhance project information reach, impact and engagement with key audiences while promoting the FAO and EU brands.

Knowledge Sharing

Knowledge sharing and capitalization of good practices are indispensable in the process of building the resilience of pastoralist-based livelihoods. Under this project, knowledge gained will be systematically analysed, documented and shared with all stakeholders involved in pastoralist resilience-building.

Lessons Learned

FAO will leveraged lessons from the implementation of its past cross border projects in Mandera and Karamoja cluster to inform the design of the communication and visibility action of this project. FAO has identified key messages that will guide the development of key lessons and in identifying best and good practices that can inform improvement in the design and implementation approaches of the project activities in the cluster. Besides M&E activities and assessments, the project team will regularly monitor the project and identify areas of learning, and knowledge exchange with pastoralist communities to inform adaptive programming on a periodic basis. Any publications produced within the project, as well as policy work supported, will be informed by good practices observed in the project which will be shared with all stakeholders involved in various forms: regular and ad hoc meetings; brief publications, capacity building sessions, and through project review sessions.

Visibility of project activities and results

A clear and distinct visual identity for the project that aligns with its goals and objectives will be developed. This branding will be applied consistently across all communication materials. It is ensured that the FAO & EU's visual identity will be used according to the provided guidance and applied consistently in all communication materials, such as reports, presentations, and online platforms. During the inception phase, the communication and visibility strategy key elements will be validated with the country teams. This will involve validating the key messages, selecting the audience and channel tactics, and identifying existing synergies within other programs that can be used for effective communication and outreach. FAO will ensure that the final plan is thoroughly reviewed and includes a detailed budget, key performance indicators, and responsible parties.

Key messages on Outcome 1 (Environmental Pillar)

- By emphasising the importance of adopting sustainable grazing practices to mitigate rangeland degradation, pastoralists will be motivated to implement rotational grazing systems, allowing for natural regeneration of vegetation and preventing overgrazing.
- By highlighting the correlation between responsible grazing and improved soil health, communities will be motivated to embrace methods that sustain livelihoods and contribute to the health of the rangeland ecosystem.
- Work towards aiding in soil carbon sequestration through working collaboratively with pastoralists to integrate the planting of native trees and shrubs well-suited to the pastoral landscape.
- By efficiently using and preserving water resources, pastoral communities ensure the health of their livestock and contribute to the resilience of rangeland ecosystems and their ability to sequester carbon through sustained vegetation growth.

- Through platforms for collaborative knowledge exchange among pastoral communities, governmental agencies, and environmental organisations, key actors will gain the skills and knowledge needed for effective rangeland management.
- By promoting the sharing of success stories and best practices, we will inspire and motivate collective action toward sustainable pastoral management, rangeland restoration, and achieving a carbon-neutral balance.

Key Messages on Outcome 2 (Economic pillar)

- By providing training and resources, we are taking decisive action to empower women and youth to engage in sustainable livestock farming. (Such as establishing small-scale enterprises within the pastoralist value chain teaching animal husbandry)
- By focusing on inclusivity, we can tap into the untapped potential of women and youth, fostering economic growth and resilience in pastoral communities.
- By implementing circular economy principles, we minimise environmental impact and create additional income streams within the pastoralist value chain.
- By encouraging livelihood diversification among the youth (meat, dairy and other products), we support the youth in acquiring the skills and resources needed to operate and manage these alternative livelihood activities.
- By encouraging women and youth to take the lead in developing eco-tourism initiatives, we are harnessing the natural beauty of pastoral landscapes and the pastoral way of life to provide sustainable tourism income while aligning with circular economy principles that emphasise minimal environmental impact and preserving the delicate balance of the pastoralist ecosystem.

Key Messages on Outcome 3 (social pillar)

- Taking proactive action in advocating for inclusive policies that consider the unique needs of pastoral communities engages policymakers and government officials and ensures the active participation of pastoralists in the decision-making processes.
- By championing policies responsive to pastoral life's realities, we create an enabling environment that fosters cross-border peace and security.
- By establishing platforms where stakeholders from different regions can share insights, innovations, and successful models of pro-pastoral development, we are promoting regional collaboration amongst key actors on policy formulation that enhances peace and security through shared understanding and cooperation.
- Through advocacy on integrating pastoral development priorities in national and regional development agendas, we engender collaboration with policymakers to ensure that pro-pastoral policies are formulated and effectively implemented.
- By positioning pastoralism as a crucial component of broader development strategies, we can secure the necessary resources and support to tackle the unique challenges faced by pastoral communities and contribute to cross-border stability.
- Through raising awareness of the impact of resilience pastoral livelihood programs, we provide evidence for governments and development partners to design and execute pro-pastoral development interventions.
- By advocating for and raising awareness on addressing the root causes of conflict, we are drawing attention to how to harness pastoral livelihoods to build peace and security that transcends borders.

Target Audiences

European Union: The European Union (EU) is the primary audience due to its pivotal role as the program's funder. Recognizing the EU's commitment to addressing global challenges, particularly climate change, the program strategically targets the EU to showcase the tangible impact of its investment. Communication efforts will demonstrate how their financial support contributes to sustainable development, climate resilience, and positive socio-economic outcomes in Eastern Africa's livestock and pastoralist communities. Communicating with the donor will enhance accountability and increase information sharing to facilitate effective decision-making regarding the programme. Effectively communicating the program's objectives, successes, and the transformative changes it brings aligns with FAO and the EU's values and goals, fostering a collaborative partnership and ensuring continued support for the initiative's vital work in the region.

Pastoralist Community/the Beneficiaries: This audience segment is a pivotal audience and primary beneficiary of the regional programme. Given their intimate connection to the land and reliance on livestock for their livelihoods, they are inherently vulnerable to the impacts of climate change. By prioritising the pastoralist community as a key audience, the program aims to directly address their needs, empower them with knowledge and tools for climate resilience, and improve their adaptive capacities. Women and the youth are especially targeted with interventions to build on technical and business skills to boost their entrepreneurship capacity along the pastoral value chain. Communication efforts through locally accessible channels (e.g. radio) and in local languages will be designed to resonate with the cultural contexts and specific challenges pastoralists face, ensuring the program's relevance and accessibility.

Government (national and local) and regional economic bodies (RECs). In this category falls the key stakeholders that will be central to the implementation of the policy-level activities of the programme. These include national line ministries, national institutions (e.g. parastatals), county-to-location level local administration, and key local-level government workers. RECs include IGAD agencies, AU and ECA. Targeted communication to this group will highlight the program's contribution to broader national and regional development goals, emphasizing climate-resilient livestock and pastoralism practices and economic, environmental, and social benefits. Packaging evidence-based information through briefs and case studies (for example) and showcasing successful trials, tailored briefings, and workshop materials will support efforts to align the programme with existing policies and priorities.

Implementing Partners: This group includes agencies, NGOs, CBOs, research and learning institutions, and private sector actors with whom FAO will carry out project activities. Implementing partners need a clear understanding of their role, the program's objectives, and the expected outcomes. Communication with these partners will enhance transparency, shared goals, and accountability, increase access to information, and encourage strong coordination and partnerships. Regular and open communication channels, such as workshops, webinars, and collaborative platforms, facilitate the exchange of ideas and ensure that partners are equipped with the necessary information and resources. Highlighting the benefits of collaboration, such as increased impact, resource optimization, and shared learning, fosters a sense of shared responsibility and commitment. Tailoring communication to address each implementing partner's specific needs and priorities ensures a cohesive and coordinated effort towards successful programme implementation.

Value Chain Actors and Extended Development Community: The group includes NGOs, INGOs, multistakeholder platforms, other donors, and members of the development community. The strategy aims to effectively communicate the program's potential to enhance economic and environmental sustainability to gain support and active participation from Value Chain Actors and the development community in Eastern Africa. The focus will be on highlighting the programme's economic opportunities and sustainable practices. Other donors fund complementary interventions in the research, and communicating with this group may help identify potential synergies while improving the reach and impact of communications activities. Emphasising the programme's alignment with sustainable development goals and its positive impact on livelihoods can resonate with a broader audience in the development community.

FAO Internal and UN System actors. To promote a unified and effective strategy for enhancing climate resilience in the livestock and pastoralism industry within the region, outreach efforts will emphasize the program's alignment with FAO's mission and the broader UN Sustainable Development Goals to various stakeholders, including FAO headquarters departments, country teams, UN Common Action Frameworks, and Coordination Clusters. The programme's objectives resonate with the FAO's core objectives and will be emphasized. To encourage cross-agency partnerships and leverage the collective expertise of the UN in addressing climate challenges in Eastern Africa, the communication strategy will support engagement with UN System actors through targeted communication and emphasize the program's regional significance and collaborative nature.

The General Public and Media

The media is both an audience and a vehicle to reach the general public audience. Communications efforts will aim to build the capacity of local and media on project impact and the right way to communicate development issues in the pastoralism ecosystem. Engagement of the general public and the media as key audiences will emphasize accessibility, relevance, and storytelling. Utilizing various communication channels, such as social media and radio, allows for the broad dissemination of information tailored to the general public's understanding. The narrative will highlight the programme's impact on local communities, showcasing success stories and illustrating the importance of climate-resilient livestock and pastoralism practices for sustainable development. Engaging with the media through press releases, interviews, and events ensures accurate and widespread coverage. By fostering public awareness and understanding, the strategy aims to create a supportive environment for the program, encouraging public discourse and emphasizing the shared responsibility of addressing climate change in Eastern Africa's livestock sector.

Communication Channels and the Products

The program aims to effectively communicate with its key audiences by utilising the most suitable communication channels for the specific messages or focus areas. The communication channels include platforms for gathering and disseminating information, outreach programs, advocacy campaigns, field visits, digital platforms and social media, promotional materials and media relations, workshops, seminars, and industry-specific platforms. All these channels are tailored to promote the participatory engagement of the audiences.

- To ensure consistent use of the FAO and EU identities and uniquely identify the programme, the FAO will provide country teams and implementing partners with a suite of templates.

- FAO will collaborate with media networks at the regional and country levels to increase awareness and optimise the media as a far-reaching channel of communication. By leveraging regional and country-specific media networks, FAO aims to enhance its communication efforts and engage with a broader audience to promote programme objectives.
- Global, regional, and in-country social media platforms will be used to reach audiences. The messaging will highlight project achievements, raise awareness about critical issues, and provide technical information. Given the high number of subscribers to these channels and the fact that trending hashtags will be used, the EU will benefit from additional visibility while providing an opportunity to conduct high-impact and measurable sensitisation campaigns.
- To promote the project at the community level, we will be producing Information, Education and Communication (IEC) materials such as posters, banners, and promotional materials. These materials will also be translated into local languages as needed. Additionally, FAO will ensure comprehensive project branding at public outreach and sensitisation events such as fairs and exhibitions to enhance engagement and encourage participation.

Channel	Tools	Notes
Radio and Television	National Radio Stations	<ul style="list-style-type: none"> • Link with existing learning radio programmes. • To be programmed in-country
	Community Radio Programmes	
	Feature magazine style shows, special programmes on national and independent media houses	
Media Engagement	Media Partnerships	With media philanthropy agencies and local radio and TV stations.
	Article placement	Human interest story placement local newspapers and blogs
		Op-eds and expert interviews
Audio-visual products	Photography	Programme documentation to build an image databank of theme-specific beneficiary-oriented images.
	Videography	<ul style="list-style-type: none"> • Programme documentation video per country. • Short clips for social media distribution.
	Illustrations and Animations	To enrich of IEC materials, videos, and overall programme identity
	Podcasts	
	Pastoral Field Schools	Programmed in-country

Social learning groups	Community Dialogues	Programmed in-country
	Community Theatre Groups	Programmed in-country
	Focus group discussions	Programmed in-country
Promotional, Information, Education and Communication (IEC) materials	Programme Site Branding	Programme sign boards at demonstration farms, programme offices, etc.
	Promotional items	Banners, T-shirts, caps, stickers, caps, wrappers (e.g. lesos), bags, reflective jackets, flipbooks, etc.
	Periodic email updates	Sent out regionally, populated with country inputs
	Generic PowerPoint Presentation, Programme info kit, Policy briefs, Dashboards, Good practice factsheets, publications, posters, MS office templates, FAQs, etc	FAO Guidelines and templates to be provided.
Publications	Manuals and Guides, White papers/ Journal articles, Policy briefs	Published and distributed regionally
Digital Platforms	Social media content	<ul style="list-style-type: none"> • Developed for use across FAO, EU and implementing partners' social media accounts (X, Facebook, Instagram, YouTube, WhatsApp) • Trello board for information management
	Webinar Series	Arranged in collaboration with technical partners
	Websites	FAO websites (Main, KORE, OER. PKH), Partner websites
	Online Learning tools	MOOCs, e-courses
	Articles and papers	Academic article publishing
Global advocacy and events	International years (e.g. of rangelands and camelids)	<ul style="list-style-type: none"> • International days online activations • Specific Social Media Campaigns
	Key regional and global conferences	
	Communities of Practice	

SECTION 2 – FEASIBILITY

2.1 Implementation Arrangements

2.1.1 Institutional Framework and Coordination

FAO Resilience Team for Eastern Africa has a long history of working in partnership and collaboration with a range of cross border, regional and national partners including the Intergovernmental Authority on Development and its specialised centers ICPALD, ICPAC, CEWARN, national governments of all the 7 project countries (service provision), pastoralist and pastoralist organisations (individuals and cooperatives), private sector (value chain actors, supply chain and market), other UN Agencies, and Community Based Organisation CSOs. The Sustainable Animal Production, Feed and Genetics Branch (NSAP) under the Animal Production and Health Division (NSA) will be responsible to oversee the technical quality of the project implementation and reporting as well as to assure the alignment with FAO Sustainable Livestock Transformation Initiative and technical standards and best practices. The Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa will be implemented in close collaboration and coordination with Ministries of Agriculture and Livestock in all the 7 countries, IGAD, ICIPE, Eastern and Southern African Pastoralist Association networks, cross border pastoralist communities in the targeted cluster, private sector actors, value chain actors and implementing partners. Some partnerships (such as that with the government) and IGAD are already well established, while others will be established at the beginning of the project. FAO shall conduct a detailed partner mapping exercise that will be informed by further consultations with the government and the community, as well as assessments that will be conducted at the inception phase of the project.

This project is complementary to other EU funded cross border projects and interventions undertaken in project locations – in Madera DRC led building opportunities for resilience in the Horn of Africa, DCA led Strengthening integrated Peace, Resilience and Disaster Risk Reduction for cross-border communities in the Karamoja cluster and the Mobility and movement cross border resilience in Moyale cluster.

As such, FAO shall leverage existing resources provided within other similar projects/ interventions in the cluster and capitalize on existing and new partnerships to augment project outcomes. FAO shall also explore other avenues of collaboration and synergies with relevant EU projects at country level, with the aim of capitalizing on resources and opportunities to realize greater impact on resilience-building interventions.

The Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa implementation will be divided into three phases:

1) Inception phase (months 1-6)

During the six-month inception phase, a detailed work plan will developed through a participatory approach with government authorities at decentralised level, selected partners and targeted communities. A key feature of this phase is its provision for the review of the Logframe to adjust indicators, refine targets and modify of output statements and activities as necessary. For the inception, FAO will develop and implement a structured approach and plan of action. This will include, roughly speaking, a baseline, context analysis and multi-actor co-design of the intervention strategy.

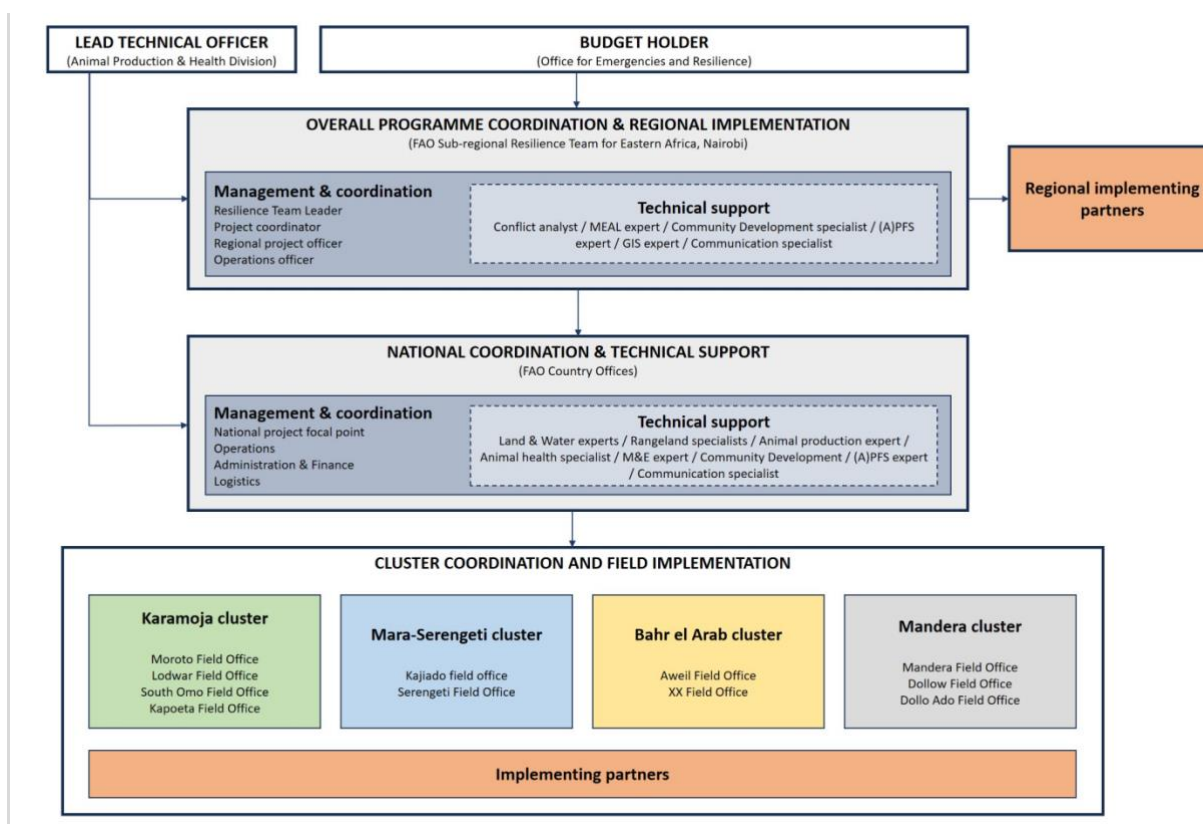
2) Implementation phase (months 7-36)

Field-level implementation will start directly after the work plan, logframe and budget have been endorsed during the inception phase. This phase will last for 41 months, and FAO will work closely together in the implementation of agreed activities, in partnership with local and national governments, (I)NGOs, and local and regional knowledge institutions (see section 2.1.4 for an indicative list of partners). This phase will be kicked-off by a launching event in Nairobi. The work plan and related activities will be sufficiently flexible so that they may adapt and

change, if necessary, as experiences are gained and lessons learned. The programme’s Monitoring, Evaluation, Accountability and Learning (MEAL) framework will ensure that knowledge is widely shared, skills properly utilized and project activities well monitored (and adapted if required) to ensure implementation within set timelines.

3) **Closing phase (months 37-48)**

The last three months of the project will be focused on sustainably phasing out. This phase will ensure that beneficiaries take ownership of the results / infrastructure provided by the project, and that lessons learned and good practices are documented, analysed and widely disseminated. For this, a sustainability and exit plan will be developed during the first year of the programme, which will be updated annually. The project will close with a regional sharing event, which will bring all stakeholders together to take stock of the achievements and way forward after project closure.



2.1.2 Government Inputs

The implementation of the action will be conducted in close partnership with relevant sections of national and local governments, as part of the strong focus on institutionalization approach followed by the programme. Considering the adaptive management approach, specific government inputs will be agreed on an ongoing basis, but will at least include participation to GPSCs and CPSCs, as well as technical and community mobilization support where possible and relevant. Other elements are likely to include provision of clearance for selected staff personnel, customs clearance for goods and equipment, as well as selected technical staff time from divisions related to livestock, food security, security, trade, as well as planning and programming. These requirements will be articulated in more detail during the inception phase.

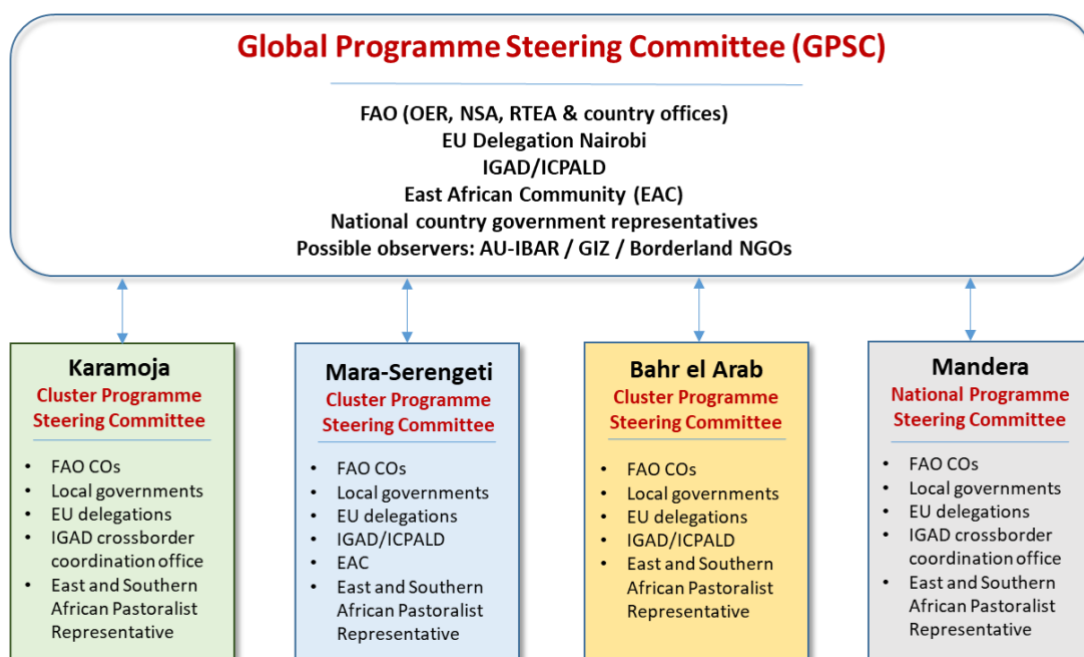
2.1.3 Resource Partner Inputs (and Project Budget)

The European Union is contributing EUR 47 million grant to implement Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa in 4 clusters Mara-Serengti, Karamoja, Bar El Arab and Mandera clusters for a period of five years. To capitalize on other resources already deployed by the EU through the cross-border peace and security grants to NGOs in the cluster, the Digital Land Governance Programme in Kenya and other donors, FAO shall establish areas of synergies and implement a strong coordination in the cluster areas. FAO will sign letters of agreements with regional partners such as IGAD-ICPALD, ICIPE, RECONCILE, Eastern and Southern African Pastoralist Network and other national partners to implement specific project activities according to their expertise and experience in the clusters. One of the main lessons learned from FAO project implementation in the Mandera cluster is that active identification and involvement of the private sector at the project inception phase is necessary to achieving long-term benefits where pastoralist smallholders are able to establish a strong collaboration with the private sector. This collaboration is based on product exchange, information sharing, and market-oriented, making them sustainable in the long-run.

2.1.4 Management and Technical Oversight Arrangements

The project will be implemented through a strong partnership between FAO's Resilience Team for Eastern Africa (RTEA) based in Nairobi, NSAP/FAOHQs, FAO country offices of Ethiopia, Kenya, Somalia, South Sudan, Sudan Tanzania and Uganda, Intergovernmental Authority on Development, East Africa Community, national and local government, as well as NGOs and community-based organizations in the area. Overall coordination and reporting will be provided by RTEA.

The Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa foresees the establishment of a Global Project Steering Committee (GPSC) as well as four Cluster Project Steering Committees (CPSCs). These will meet twice-yearly, with one in-person and one virtual meeting per year. Steering committee meetings will review progress of the entire programme and work plans, provide recommendations and guidance as required, including on the possible course correctors – at cluster level for CPSCs and overall programme level for GPSCs. This approach will allow the programme to maintain the necessary level of alignment between programme implementation and emerging trends, priorities and challenges. Composition and detailed terms of reference will be finalized during the inception phase. However, at least the national Governments of the seven target countries, IGAD through its Centre for Pastoral Areas and Livestock Development (ICPALD) and the EU Delegation in Nairobi (as the coordinator from the donor side) will be part of the GPSC. For the CPSCs, local government authorities, national EU Delegations and IGAD cross-border cluster coordination structures will be included. In order to ensure coherence with other EU-funded programmes, GIZ, AU-IBAR, and implementing NGOs of the Borderlands programme will be invited as observers to the GPSC.



At the national level, FAO country offices will work through relevant line ministries:

- Kenya: Ministry of Agriculture and Livestock Development
- Uganda: Ministry of Agriculture Animal Industries and Fisheries
- South Sudan: Ministry of Animal Resources and Fisheries
- Sudan: Ministry of Animal Resources and Fisheries
- Somalia: Ministry of Livestock Forestry and Range
- Ethiopia: Ministry of Agriculture
- Tanzania: Ministry of Livestock and Fisheries

Representatives from the above ministries will be invited to the twice-yearly GPSCs. Within each cluster, coordination with local authorities (county, district, woreda, etc.) will be ensured through FAO's field offices. Representatives will take part in the twice-yearly CPSCs.

2.1.5 Technical Oversight and Support Arrangements

The Budget Holder Office for Emergency and Resilience will directly draw on support to secure the necessary levels of technical capacity from NSAP, which is the lead technical division of the programme, regional and national levels in order to support delivery of the results in all the 7 target countries. NSAP will provide technical support through the lead technical officer model – C –Lead Technical Team (LTT). The Chief of NSAP is the Lead Technical Officer/Coordinator (LTOC) to oversee the LTT and being ultimately technically accountable and responsible. Technical specialists to be selected for serving as LTT members both at HQs and in DOs, these include experts on pastoralism, livestock and climate change, animal genetic resources, rangelands.

FAO will utilise local and international expertise based in its Resilience office in Nairobi, national level and its field offices to ensure synergy of human and operational resources. Technical support will be coordinated by FAO/NSAP LTOC in NSA at FAO headquarters in Rome. The LTT will provide technical backstopping for adequate and quality technical support to specific activities. LTT team will undertake backstopping mission to the project sites twice per year in addition to the LTOC in-person participation to the SC meetings, once per year.

Additional technical support, as appropriate, will be sought from designated divisions at FAO headquarters and the Regional Office for Africa and Regional Office for Near East and North Africa.

2.2 Operational Modalities

The project will be directly implemented by FAO using relevant manual sections for staff recruitment, procurement of goods and services from for profit firms (MS 502) or services from non-profit organizations (MS 507).

For the provision of inputs to beneficiaries FAO will explore, whenever possible, the provision of redeemable Vouchers to Beneficiaries and the engagement of Voucher-Redeeming Suppliers.

2.3 Risk Management

2.3.1 Potential risks to the project

No serious foreseeable risks will cause failure to implement and or achieve the set targets. However, the factors that could have moderate risk and associated mitigation measures are stipulated in Annex V.

2.3.2 Environmental and social risks from the project

The environmental and social risk classification for this project is low. The use of climate-smart participatory approaches in enhancing pastoralist production and specific focus of outcome 1 of the project (Environmental pillar) promotes environmental conservation through the use of environmentally friendly fodder production practices, regeneration of degraded rangeland areas, establishment of strategic water sources and provision of inputs such as climate-resilient and high-yielding varieties of fodder seeds that use minimal water. Construction or rehabilitation works especially of water infrastructure will be undertaken and will not be significant to cause environmental disturbance as careful and well-grounded feasibility studies will be done prior to such works. Any new infrastructure put in place in the cluster locations will abide by environmental and social requirements on conservation of environment.

Social risks that may involve an increase in violence or conflict will be minimized through engagement of all target groups and communities through participatory approaches and the project has dedicated outcome 3 area (Social Pillar) to address social issues in the target cluster location. Social behaviour change communication and advocacy will target women, men and youth at the community level creating a shared understanding of equality measures that will be embraced in the project. FAO and its implementing IP will closely monitor any risks raised through various feedback mechanisms and continue to work closely with communities to encourage sharing of community resources, and collaboration for shared prosperity. These trainings will be incorporated in training material that will be used in the project.

2.4 Monitoring, Performance Assessment and Reporting

Monitoring

Coordinated by RTEA, FAO and its partners will set up a Monitoring, Evaluation, Learning and Accountability (MEAL) system whose purpose is accountability, strategic management, operational management, knowledge generation and learning. A Theory of Change (ToC) developed through a participatory approach with key stakeholders will form basis for the MEAL system.

A comprehensive MEAL framework and work plan will be developed to define indicators, baseline and target values, data collection methods, sources of information, frequency of data collection, responsible teams/persons, analysis and use as pertains to the implementation of strategic actions of the project. Data will be collected from various sources, through quantitative and qualitative methods, as well as from reports from implementing partners, government assessments and stakeholder surveys. RTEA, as the overall coordinator for the project's MEAL component, will be responsible for collecting country and cluster-level data in one repository.

FAO will clearly define and document the assumptions underlying the project ToC at the outset and develop indicators that provide evidence of the validity or invalidity of the assumptions. FAO and its partners will continuously monitor the assumptions and adapt the project strategies based on evidence generated.

The FAO cluster offices in all seven countries will be responsible for the day-to-day monitoring of the project, working closely in partnership with local government ministries, departments, and other collaborators. The respective country team M&E Units, supported by RTEA, will furnish the FAO and partners monitoring teams with the necessary monitoring tools.

Routine monitoring missions carried out by FAO and partners regional staff and in some cases with the project steering committee will allow the project to track lessons learned as well as programmatic adaptations to integrate such learning and respond to contextual developments. Lessons learned will also be shared with a wide set of audiences including participants, stakeholders at the local and country level as well as with the EU and other global audiences. In addition, FAO will be monitoring and supporting the implementation and administration of funds under Operational Partner Implementation Modality (OPIM) and the Letter of Agreements (LoAs), ensuring that detailed reporting (both narrative and financial) from partners are cross-checked against information compiled through field visits by FAO. Data collection requirements for Implementing Partners (whether contracted through OPIM or LoAs) will be standardized across the seven countries, to ensure harmonized data collection enabling adaptive management and learning.

A robust data management system will be established to collect, store, and analyze data. FAO will leverage data analysis and visualization software to derive insights and trends from the collected data. Periodic data quality reviews will enable FAO to maintain high quality data and promptly identify areas requiring attention. FAO will utilize MEAL data to foster a culture of continuous learning and adaptation within the Project. If monitoring data reveals that certain activities are not yielding the desired results, FAO will be flexible and adaptive, making the necessary adjustments to improve project effectiveness. See section 2.1 for more information on adaptive management of the project, which will be built on a strong MEAL framework.

At regional level, the RTEA MEAL officer will lead and coordinate the overall implementation of the project MEAL framework and action plan. At country levels, national M&E specialists will ensure that data collection, processing and sharing is undertaken as per the project plan.

Accountability

The existence of a grievance mechanism is crucial to ensure that affected parties have access to fair, transparent, inclusive, and no-cost processes and mechanisms to redress grievances and resolve conflict. Supported by RTEA, country and cluster offices will ensure that communities targeted by the project activities receive pertinent, accessible, and timely information. This information will cover the nature of the activities, criteria for selecting beneficiaries, entitlements, and the right to voice concerns. To ensure widespread dissemination of key messages in project areas, information will be communicated in local languages through various mediums, such as leaflets, posters, radio broadcasts, and verbally during community-level meetings.

The project will leverage the established functional FAO Country Offices' grievances and redress mechanisms, integrating them with diverse and inclusive channels for feedback across all phases of the project cycle. These mechanisms include toll-free hotlines, Natural Resource Management Committees, Accountability to Affected Populations (AAP) Committees in project locations, suggestion boxes

monitored by AAP Assistants situated at FAO cluster offices, feedback desks and regular monitoring visits.

Protection of beneficiary personal data is a cornerstone of FAO's beneficiary management ecosystem. FAO observes strict confidentiality, employing a multi-tiered approach to handle beneficiary information and obtain informed consent.

The established grievance mechanisms will receive, and address complaints related to the implementation of activities in a timely and culturally appropriate manner. Once a grievance has been made, FAO will keep the complainant abreast of the progress of the case.

Reporting

RTEA, as overall lead of the project will ensure narrative reporting on annual basis and at the end of the project, outlining project overall achievement against goal and objective level indicators. A common reporting format for the project will be prepared, discussed and agreed by stakeholders at onset of the project. The project will produce the following reports:

- **Inception Report:** An inception report will be elaborated after the inception workshop which will officially launch the second phase of the project and define more precisely the roles and tasks of all the stakeholders and fine-tune the work plan. The refinement of the ToC and logframe indicators will also be undertaken during the inception workshop to ensure measurable achievements.
- **Annual work plans:** Simple work plans (with short narratives) will be submitted annually before the start of each new reporting year, as well as within a month of project start date (for the inception phase work plan). This reflects FAO's commitment to adaptive management and keeping the donor informed of necessary changes to the work plan, approach and strategy – to enable adapting to and possibly mitigating unforeseen shocks and stresses.
- **Progress Reports:** Annual progress report will be submitted (within 60 days after end of the reporting year) by the core project team, with inputs of partners along the defined nine outputs and following the detailed work plan.
- **Financial Reports:** Financial reports will be prepared by FAO budgetary control unit following the FAO standard reporting format, cleared by Finance and submitted to the Donor.
- **Terminal Reports:** Towards the end of the project, project team will prepare a final report in accordance with FAO's trust fund project procedures (both narrative and financial). This report will contain a complete review of activities undertaken, major results obtained, problems encountered, progress towards achieving the specific objectives of the project and impact on the beneficiaries. A section on recommendations and lessons learned, presenting guiding principles for future interventions and exit strategy, will be included.

Ad hoc notes / briefs: Considering the likelihood of shocks and stresses affecting the implementation areas during this five-year period, FAO will keep the donor informed of major changes, shocks/stresses and trends affecting the project and its beneficiaries. These will be submitted via email to the EU Delegation in Nairobi – who will share them with other EU delegations/departments as needed. These reports will include recommended (sets of) actions to address the challenges identified, for approval by the donor.

Reporting schedule

Report type	Period	Submission by
-------------	--------	---------------

Inception report	1 April - 30 September 2024	30 November 2024
Progress reports (narrative)	1 April 2024 - 31 March 2025 1 April 2025 - 31 March 2026 1 April 2026 - 31 March 2027	31 May 2025 31 May 2026 31 May 2027
Annual work plans	1 April to 30 September 2024 (inception period) 1 October 2024 - 31 March 2026* 1 April 2026 - 31 March 2027 1 April 2027 - 31 March 2028	30 April 2024 30 September 2024 31 March 2026 31 March 2027
Financial progress report (Annual Certified Financial Statement)	XX	XX
Final narrative report	1 April 2024 - 31 March 2028	30 September 2028 (within 6 months of completion of the project)
Final financial report	1 April 2024 - 31 March 2028	30 September 2028 (within 6 months after completion of the project)

* Since there will be a 6-month inception phase, there is a need for an amended reporting schedule. Following the inception phase, the first annual work plan will cover a period of 18 months.

2.5 Evaluation Provisions

An independent mid-term and end term evaluation will be initiated, funded, and overseen by the European Union (EU). This comprehensive assessment will be managed by the EU throughout its entirety, ensuring an impartial and thorough examination of the project's progress and impact. The evaluation will not only provide insights into the project's achievements and shortcomings but will also distil valuable lessons that can be applied in adaptive management and enhancing future initiatives.

Having regard to the importance and the nature of the Action, a mid-term and a final evaluation will be carried out for this Action or its components via independent consultants contracted by the Commission or via an implementing partner.

The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to adaptation of the Action to a changing context.

A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision) taking into account in particular the fact that the Action is complementary to other interventions and helps to meet national public policy implementation needs.

Evaluations shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment and disability inclusion. Expertise on human rights, disability and gender equality will be ensured in the evaluation teams.

The Commission will inform FAO at least one month in advance of the dates envisaged for the evaluation missions. FAO will collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

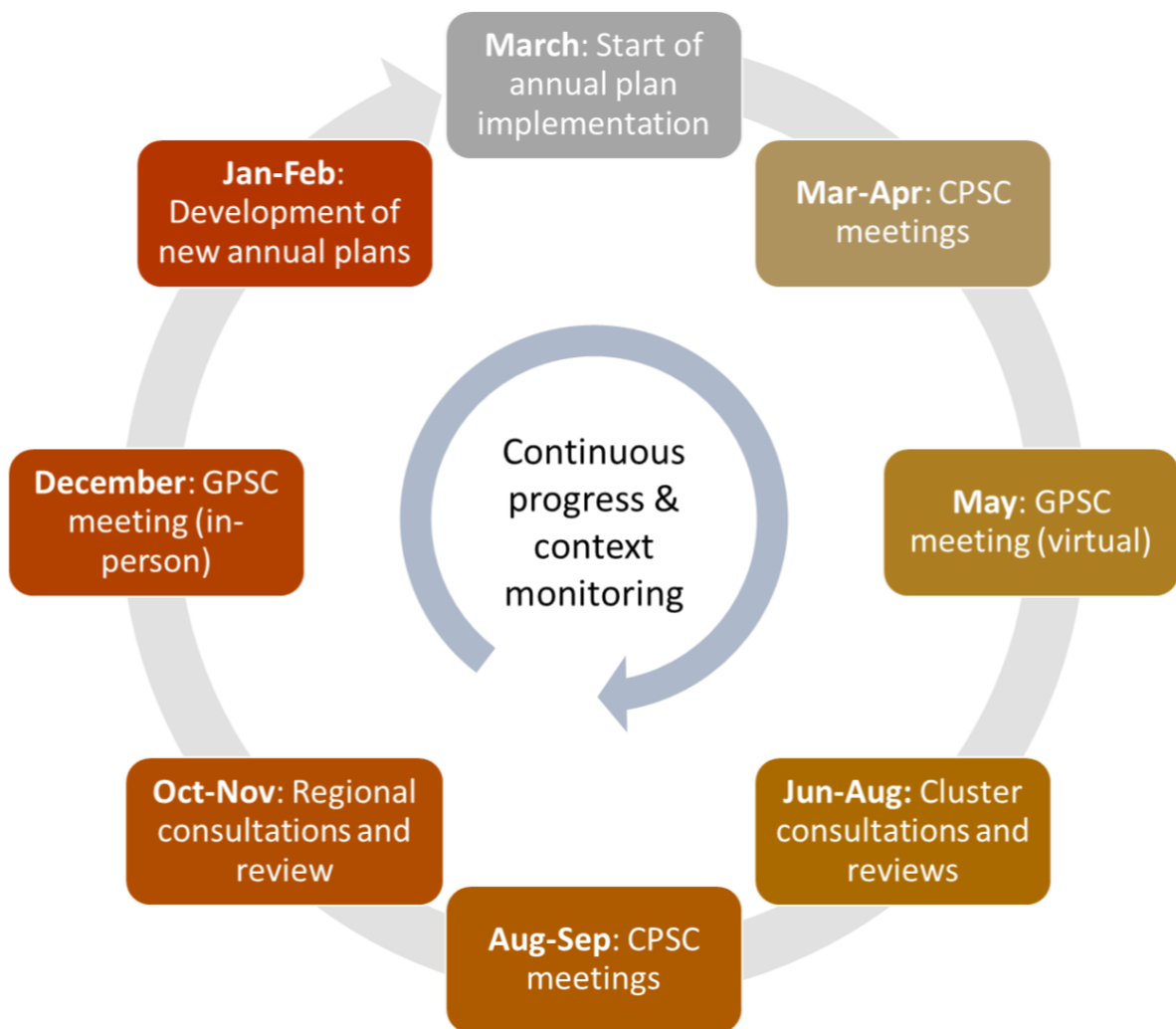
The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. FAO and the Commission will analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

2.6 Adaptive programming and implementation

Given the complex context of the programme's target areas, there is a clear need to be able to adapt to changes that affect beneficiaries and the intended outcome and objectives. Adaptive programming will make all partners' efforts more effective, efficient, and relevant for our beneficiaries.

Continuous monitoring and regular reporting is critical, but to make the action fully flexible and context-specific, an adaptive programming cycle will be designed during the inception phase. This will take into account the necessary processes, events and (donor) requirements to apply course correctors and adjust activities when needed. Ultimately, it means that the programme can (purposefully!) change over time to increase fit with day-to-day and longer-term realities faced by communities on the ground.

The design of the adaptive programming and implementation approach will build on the experience FAO has gained during the implementation of the Netherlands-funded Food and Nutrition Security Resilience Programme ([FNS-REPRO](#)) in Somalia, South Sudan and Sudan. Details will be finalized during the inception phase, but the annual cycle could look similar to the graphic below:



The cluster-based and regional consultations and review will:

- Review the project's progress, and identify any challenges and gaps that affect the achievement of results.
- Review the Theory of Change, results framework and cluster-level activities and agree on recommendations for strengthening them.
- Identify and agree on strategic thematic priorities for the next annual plan.
- Identify recommendations for improved project management.

The different Steering Committee meetings provide the platforms to discuss and agree on / approve the outcomes and recommendations from the cluster and regional consultations and reviews, but also feed back into the adaptive programming cycle by highlighting strategic priorities, and providing high-level guidance and directions for implementation.

SECTION 3 - SUSTAINABILITY

This Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa project is designed to improve the capacity of individuals, households, pastoralist communities and cross border government institutions to contribute to pastoralist climate change adaptation through:

- The activities under Outcome 1 aim at directly improving the environmental conditions of the rangelands and it will involve rehabilitation of degraded areas, construction of water infrastructure for livestock and humans including rehabilitation of existing canals, physical removal of debris and waste. The project will facilitate in some cluster locations the construction of dams and ponds with greater holding capacity which will directly contribute to the improvement of the existing environmental degradation and depletion of already scarce resources of underground water. At the same time, the project will invest in empowering the pastoralist communities through the establishing of long-term management and users' arrangements that will foster the positive culture change in maintaining the water structures and rehabilitated rangeland after the project ends. The water and natural resources user associations and committees will be responsible for keeping safety of constructed or rehabilitated water structure and rangelands.
- FAO and implementing partners will build the capacities of the cross-border authorities and pastoralist institutions to support project implementation at community levels. The project will set up in cluster coordination mechanism to foster information exchanges between communities and will assist cross border stakeholders in identifying priority areas and themes for humanitarian and development interventions. The project will fully support pastoralist communities to participate in climate smart pastoralist production, while creating a favourable environment for inclusivity and equal access to markets.
- Building the capacity of communities to jointly establish and operationalize varied pastoralist value chain cooperatives, groups on feed, feedlot, honey, milk and other non-livestock related value chains activities aimed at improving pastoralist livelihoods in the cluster.
- Financial sustainability: This project will promote financial sustainability by supporting localized and targeted investment in building communities' capacities, knowledge and skills to sustainability produce quality livestock and products that will enable economic activities to thrive in all the target areas. The project will prioritise in the clusters support to women and youth on climate smart livestock production including emphasis on processing of products in order to promote viable income generation opportunities and sources. Some of the activities that will foster economic empowerment of women will be training on business skills and uptake on alternative livelihoods. The project will support cluster-based coordination and early warning activities through enhancing the institutional capacity of cross border authorities which will improve timely action thereby increasing resilience to economic shocks like droughts and other natural disasters, while evidence from baselines and various studies planned through the project and lessons learned will inform economic, policy and programmatic responses in the pastoralist sector.
- Institutional sustainability: The project priorities strengthening capacities of communities, districts and regional government ownership and leadership to manage and effectively respond to natural

disaster in the cross-border areas. It strives to improve livelihoods that are adaptive to the impact of climate changes through better production, nutrition, environment and better life for the pastoralist population which is a central feature in this project. Communities themselves will be responsible for maintaining and building their productive capacities and FAO will facilitate that through a number of carefully designed and structured relevant training to fulfil these tasks. The result of these training can be sustained on the communities' own resources after the project ends. The project also priorities strengthening coordination and collaboration with cross border authorities and other partners operating in the area. The project will generate baseline evidence, learning which will inform ongoing and future district, regional, national and international efforts to strengthen economic empowerment of pastoralist and agropastoralist.

- Policy level sustainability: The engagement of IGAD and the East African Community, national, cross border authorities and other relevant stakeholders in the implementation of the action will ensure that relevant regional and national policy frameworks are operational for the benefit of pastoralist and agropastoralist in the target areas. The action will promote policy level sustainability by providing evidence generated through the project to inform policy discussions relevant to promote sustainable livestock production and health, natural resource management, trade and market access.
- Promote the socio-economic environment of vulnerable cross border pastoralist communities to exchange knowledge, build skills and resources that enable them to diversify their livelihoods, and increase their income from climate smart pastoral production.

The project will take into consideration socio-cultural vulnerabilities faced by marginalized social groups such as women, youth and supporting initiatives and affirmative actions that enable their full participation not only in this project, but also in their communities as active participants, key pastoralist, value chains and market agents, and agents of change within their communities.

3.1 Capacity Development

The project aims at contributing to the development of sustainable climate resilient pastoral systems in Eastern/Horn of Africa that have the ability to improve the livelihoods of pastoral communities. It considers complex pastoral sector as a value chain, whose main pillars are economic, social and environmental. The project will build cross border institutional capacity on resilience and strengthen pastoralist production by supporting gender inclusive, climate resilient and conflict sensitive pastoralist production, market system development and enhancing social cohesion in the target clusters. This will be achieved through technical and material support to the pastoralist communities, cross border authorities and involvement of private sector institutions. In particular, pastoralist' cooperatives on feed, feedlots, milk, honey will be supported with technical skills in climate smart pastoralist production, breeding, seed multiplication and preservation, value addition, business and marketing skills and input support where necessary. Strengthening linkages between pastoralist and inputs suppliers will ensure that pastoralist communities have access to quality climate smart pastoralist production inputs and technology while linking them with traders will ensure that market opportunities for pastoralist are secured. The identification of local and regional markets and the facilitation of their access during the duration of the project will offer continuation for pastoralist to commercialise their value chain produce.

Further, the project will ensure active participation of all key stakeholders (cross border local authorities, national and regional government, the private sector, youth, women and men pastoralist, agropastoralists, and others) in implementing interventions, including value chain final selection, and sharing the benefits/successes from the project. In particular, the active participation of cooperatives and government stakeholders will contribute to the strengthening of institutional capacities for continued support to the communities beyond the project. Overall, private sector involvement throughout the

project in provision of the financial and non-financial business development services will contribute towards continuity and sustainability of results in the pastoral areas.

3.2 Decent Rural Employment

FAO in the sub region and through its country offices and the Government of Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda have been working closely together in developing the areas of agriculture, food security, fisheries, livestock, rural development and climate change for decades. This project will seek ways to promote the fair and non-discriminatory treatment throughout the duration of the action. In addition, particular, community-based targeting by representative selection committees will be ensured so that:

1. To ensure that no one is left behind, vulnerable and marginalized groups of pastoralists - women, men, young people and households with people living with disabilities (PWDs) will be targeted and receive adequate support.
2. Participatory extension approaches such as the Pastoralist Field Schools and Village Loan and Savings elements will be included into all training activities and will train pastoralist on employment-related technical and business skills that are adapted to rural people's needs, namely, private sector engagement, return on investment, financial literacy, costs and benefits of having bank accounts, how to read bank statements, cost of credit/loan, etc. Therefore, equipping targeted pastoralist with the requisite skills to make logical management decisions related to the production and managing their rangelands.
3. The project will promote green jobs through promoting the practice of climate resilient pastoralist production and sustainable food production practices; the youth will be involved in feedlots managements; sustainable fodder production and marketing of pastoralist produce.
4. The project will support modalities (e.g., primary inputs, market linkages) that are adapted to the local context in order to respond to the real needs of the pastoralist community and other stakeholders as identified and prioritized by them.
5. The project activities in the clusters are carefully selected and planned and they do not exacerbate the vulnerability of target cross border pastoralist populations in the cluster towards risk factors (including but not limited to conflict, cattle rustling, gender-based violence (GBV), etc.).

The design of this project particularly the focus of the outcome 2 area (Economic Pillar) promotes creating of employment opportunities through pastoralist value chain strengthening approaches and through the diversification of livelihoods within the target cluster areas. The project will also support skills development in business and non-business sectors within the pastoralist value chains, with the aim of promoting youth employment as providers of key services within the various value chains that will be supported in the project.

3.3 Environmental Sustainability

Environmental sustainability: In support of environmental sustainability, this action will promote sustainable, equitable and efficient management and use of transboundary natural resources by employing the Participatory Natural Resource Management methodologies and working with natural resource management committees which will be set up at local levels to foster resilience to the adverse impacts of climate change. FAO will build capacity of the natural resources committees and facilitate the development of action plans while supporting implementation of early warning and early response system at community level. The rehabilitation of degraded areas, water investment and planned investment in the feed will benefit and have positive environmental impacts reducing overuse of rangeland grazing resources. Ensuring inclusive planning and access to natural resources, and

implementation will enhance the action's contribution to the reduction of environmental degradation, and protection of ecosystems.

In target clusters, all pastoralist communities will be sensitized about the benefits and sustainable productivity that can be achieved with climate smart pastoral production practices. Therefore, there will be minimal or no adverse impact on the environment through this project instead clear benefit will be observed to the environment.

The project is classified as having low impact on the environment. The project also aims to address the community genetic improvement of local goats and sheep breeds through selection for meat and milk purposes. This will contribute to shortening the time that pastoralist keep their animals before market and reduce the emissions from such animals, this activity will be accomplished alongside feedlots in the target areas to quickly bring the goats and sheep to market weight and reduce the time they would otherwise spend in the normal system emitting green house gasses.

3.4 Gender Equality

Women and girls: The action will put a specific focus on women in the targeted cross-border communities of the clusters. They are the most vulnerable to conflicts, food insecurity, malnutrition, and the effects of climate change. Patriarchal norms severely limit their agency to participate in community decision-making. Young women are particularly affected, as they are subject to a dual exclusion based on patriarchal *and* ageist norms. While women have no decision-making power in planning and executing actions at community levels, they remain very crucial in supporting livestock and crop production in the target clusters. They are affected by violence in different ways than men, being particularly vulnerable to sexual and gender-based violence during and outside the context of raids. Despite frequent marginalisation from peace processes by elders, adult women are at the forefront of advocating for conflict resolution and, in some parts of the Cluster, are active in Peace Committees. Through safe spaces, participatory approaches and targeted capacity-building, the project will address gendered drivers of livelihood insecurity and inequitable access natural resources faced by women. The project will conduct gender assessments to identify gaps and opportunities for gender responsive interventions and inclusive solutions. The project will facilitate the establishment and capacity strengthening of women leadership in pastoral associations and other conflict mitigation and prevention mechanisms for enhancing women's voice, promote sustainable management of natural resources (land, water, pasture) , and effective management of resource-based conflicts.

Young men will be targeted by the action, as they play a key role in steering pastoral livelihoods and are the main perpetrators of violence through their direct involvement as warriors in cattle raids and clashes over water and pasture. As part of the relatively recent phenomenon of self-organised criminal youth groups, and driven by a lack of economic opportunities and limited access to education, they also carry out commercially or politically motivated attacks. These are often directed by local and national political and business figures with high stakes in the lucrative livestock trade. The project will strengthen young men's resilience to droughts and other shocks in the cross border areas to express and address their priorities and by enhancing their income-generating opportunities that leverage youths' ability to engage in entrepreneurial livelihoods.

Elders are among the most respected members and representatives of pastoralist communities, who have knowledge of customary practices in land, rangeland grazing rights and lead traditional conflict management/resolution. While they have been losing influence over raids due to the emergence of self-organised youth groups, they continue to be key influential groups in pastoralist communities and the project will leverage on their knowledge to support locally managed and owned solutions. The action will work *with* the legitimacy of elders by giving them key roles in community meetings and in

community structures, thereby ensuring that they have the authority to enforce agreements and sanction breaches.

Annex I: Logical Framework Matrix¹¹

Results Chain		Indicators	Baselines	Targets	Means Verification	of Assumptions
Impact	To contribute to the development of sustainable climate-resilient pastoral systems in Eastern/Horn of Africa that have the ability to improve the livelihoods of pastoral communities	1. Number of people directly benefiting from EU supported intervention that specifically aim to increased pastoralism livelihood, communal land tenure improvement, conflict prevention, animal health, rangeland restoration and carbon credit mechanisms.	0	20,000 Masai 40,000 Karamoja and 15,000 Nilotic direct rights-holders 25,000 Mandera	National and regional Statistics (e.g. National Bureau of Statistics of Tanzania, Kenya, South Sudan, Sudan, Uganda; Statistic Service of Ethiopia, IGAD and EAC population estimate statistics)	Not applicable
		2. The prevalence of moderate or severe food insecurity based on the Household Food Insecurity Experience Scale (HFIES)	TBD (at inception phase baseline)	5% reduction in households that are moderate or severe food insecure	Baseline and Endline survey reports, Food Security and Nutrition Statistics Team reports–ESS/FAO	
		3. Change in absolute greenhouse gas (GHG) emissions in pastoral systems in target areas	TBD (at inception phase baseline)	10% reduction in GHG emissions by 2028.	FAO Global Livestock Environmental Assessment Model (GLEAM)	
Outcome 1	1.0: Management of pastoral ecosystems improved to be able to withstand and reverse rangeland degradation and contribute to a neutral carbon balance in the	1.1: Acreage of communal rangelands where Fractional Vegetation Cover indices have increased	0	200,000 ha	Baseline/endline/evaluations reports Remote sensing and geographic information systems (GIS)	Aggregation of the baseline and endline surveys conducted and budgeted by the EU-funded interventions

¹¹ To support strategic planning, the results matrix and the workplan and budget describe the entire chain of inputs, activities, outputs, outcomes, and strategic goals. It provides an effective and transparent linkage between means and ends.

	clusters (environmental pillar)	1.2: Acreage of communal rangelands secured and/or rehabilitated for pastoral usage	0	200,000 ha		No major regional conflicts
Outcome 2	2.0: Create income-generating opportunities from the pastoralist value chain based on circular economy principles with a focus on supporting women and youth (economic pillar)	2.1: Number of households (HHs) reporting new income sources, disaggregated by source, and women led HHs.	0	2,500 HHs (50% women led HHs) of which 500 HHs improved local breed, 1,000 HHs in animal health, and 1,000 HHs in trade and processing	Baseline/endline/ evaluations and progress reports	Private sector fully involved No major regional conflict
		2.2: Livestock mortality incidence risks, disaggregated by type of livestock and age groups.	20-45%	10-20%, disaggregated per cluster	FAO EX ACT tools Outcome monitoring reports	
		2.3: Percentage reduction in the time period of finished animals for the markets.	4 years for goat and sheep	1-1.5 years (sheep and goats finished within a year to a year and half)	Baseline/endline/ evaluations and progress reports	
		2.4: Number of new or value-added alternative products developed within the pastoral value chain as a result of circular economy principles	0	10 {Livestock (meat, hides & skin, Nyirnyir (somalis), dried meat, Milk, sour milk, cheese) Honey Gums and resins	Baseline/endline/ evaluations and progress reports	

				<i>Fodder products etc.}</i>		
Outcome 3	3.0: Strengthened advocacy and policy implementation for pro-pastoral development contributing to cross-border peace and security (social pillar)	3.1: Number of traditional and indigenous organizations ensuring better coordination and inter- and intra-community mobility	0	At least 1 per cluster	Baseline/endline/evaluations/progress reports CEWARN reports.	Political conditions allow for cooperation between countries
		3.2: Number of frameworks or guidelines on conflict management and customary conflict resolution and management mechanisms enhancing inter-regional and inter-governmental collaboration established or supported through the programme	0	At least 9 in total (3 per cluster)		ACLEDD (https://acleddata.com/)
		3.3: Percentage change in land related cross border disputes and conflicts	0	20% reduction		
Output 1 relating to Outcome 1	1.1: Improved access and tenure security of communal pastoral land through enabling policies, legislations, and institutions	1.1.1: Number of customary/traditional institutions for rangeland management strengthened/supported	0	12 (at least 3 per cluster)	Baseline/endline/evaluation reports Progress reports	Baselines through surveys on socio-economic and environmental contexts in selected
		1.1.2: Number of processes facilitated that bring formal or legal protection for pastoral communal rangelands	0	7 (at least one for each country in each cluster)		

		1.1.3: Number of rangelands coordination platforms/committees established and functioning at cross border, county/community level	0	11 Cluster coordination platform for each country in each cluster		communities (including nutrition) carried out.
		1.1.4: Number of transboundary protocols / agreements established and/or strengthened		At least 4 transboundary protocols operationalised		
Output 2 relating to Outcome 1	1.2: Enhanced water availability and accessibility for productive and sustainable inclusive use and the environment.	1.2.1: Number of households utilising <i>in situ</i> rainwater harvesting technologies in selected project areas, disaggregated by women led HHs	0	TBD (50% women-led HHs)	Baseline/endline/ evaluation reports Progress reports	security Chiefs and line ministries will ascent to proposals to deal with cross border peace and security
		1.2.2: Number of hectares benefiting from improved water availability due to rehabilitated surface and sub-surface infrastructures	0	30,000 ha		
		1.2.3: Number of water infrastructures constructed or rehabilitated	0	28		
		1.2.4: Number of Water Resource Users Associations established and/or strengthened	0	33		
Output 3 relating to Outcome 1	1.3: Improved rangelands management and restoration leading to enhanced availability	1.3.1: Number of operational community grazing plans developed	0	33 (at least 3 for each country in each cluster)	Baseline/endline/ evaluation reports Progress reports	Baselines through surveys on socio-economic and environmental
		1.3.2: Number of cross border grazing management coordination (pre- and post-migration) meetings/events held	0	At least 1 per cluster per year		

	of pasture and livestock feed.	1.3.3: Number of reciprocal resource sharing agreements in place	0	At least 10		contexts in selected communities (including nutrition) carried out.
		1.3.4: Quantity of hay bales (MT), seeds bulked (MT), silage (MT) produced	0	Hay bales: MT - To be determined Seeds: MT - be determined Silage: MT - be determined		
		1.3.5: Number of community-led seed multiplication and certification initiatives established and/or scaled	0	Atleast 1 Seed multiplication in each cluster areas. At least 4 seed certification initiatives		
		1.3.6: Number of rangeland assessments and analyses conducted	0	11 (at least 1 one in each country in each cluster)		
Output 1 relating to	2.1: Improved capacities of pastoral value chains actors	2.1.1: Number of platforms for entrepreneurship learning and sharing established and operational	0	4 (at least 1 per cluster)	Progress report	Active involvement of

Outcome 2		2.1.2: Number of pastoralist group members trained and coached in production of milk, pasture/feed, honey, gums and resins and hides and skins (disaggregated by sex, youth and product).	0	1,000 (of which at least 50% women and youth)		key stakeholders
		2.1.3: Number of groups / cooperatives / associations (of young entrepreneurs, women, and men) trained on business management, marketing and SPS (disaggregated by sex, youth and product).	0	22 [2 in each country in each cluster]		
		2.1.4: Number of pastoralists implementing improved livestock breeding techniques	0	1,000 (of which at least 50% women and youth)		
Output 2 relating to Outcome 2	2.2: Transboundary animal pest and disease surveillance and control supported and promoted.	2.2.1: Number of functional regional diagnostic laboratories established/rehabilitated	0	At least four (one per cluster)	Progress reports	Active involvement of key stakeholders
		2.2.2: Number of animals treated/vaccinated	0	At least 8,000,000 animals vaccinated against PPR in clusters		
		2.2.3: Number of relevant staff and organizations, participants from the private sector on management of animal diseases trained	0	1,500 (at least 300 per year for three years)		

Output 3 relating to Outcome 2	2.3: Enabling environment to stimulate responsible private sector investments created, with special focus on youth and women employment	2.3.1: Number of cluster-level dialogues between communities, private sector, financial institutions, and government institutions	0	8 (2 per cluster)	Progress reports	Active collaborations with public and private sectors
		2.3.2: Number of successful PPP facilitation / brokering initiatives	0	TBD		
		2.3.3: Number of pastoral products trade fairs / promotion events held	0	12 (3 per cluster)		
		2.3.4: Number of LITS pilots implemented and lessons identified	0	2 (Mara and Karamoja clusters)		
Output 1 Relating to Outcome 3	3.1: Inclusive and effective pro-pastoral policies operationalized	3.1.1: Mapping of projects/investments designed to enhance resilience of communities in pastoral areas of the Eastern Africa and Horn of Africa region.	0	at least 1 per cluster	Baseline/endline/ evaluation reports	Countries will initiate process to change parliamentary legislation.
		3.1.2: Number of national/cross border actions (budgets, allocation, alignment with regional policy and strategies) implemented with regional benefits	0	at least 2 per cluster		

		3.1.3: Number of pro-pastoralist policy actors, community-based organizations and pastoralist institutions trained on lobbying and emerging knowledge needs and gaps in pastoralism	0	At least 10 CBOs and traditional institutions per cluster		Security Chiefs and line ministries will ascent to proposals to deal with cross border peace and security
		3.1.4: Narrative examples illustrating successful implementation of policies and their impact on pastoral communities.	0	At least 1 in each cluster	Progress reports	
Output 2 Relating to Outcome 3	3.2: Inclusive and gender-sensitive peace & social cohesion initiatives promoted.	3.2.1: Number of cross-border peace and security/ mechanisms supported including inter community social contracts	0	4 (1 per cluster)	Progress reports	No major regional conflict
		3.2.2: Number of reported cases of cross border pastoral conflicts addressed through the programme	0	12 (4 in each Cluster)	Stories of change	
		3.2.3: Number of cross border local authority coordination meetings facilitated	0	At least 12 (4 in each cluster)	Progress reports	
		3.2.4: Qualitative evidence of inclusivity in peace initiatives, as indicated by the involvement of diverse community groups, including women, youth, and marginalized individuals.	0	At least 1 in each cluster	Stories of change	

		3.2.5: Number of people trained on conflict sensitivity, and prevention and management of resource-based conflict	0	1,200 (at least 300 in each cluster, of which at least 50% women)	Training reports	
Output 3 Relating to Outcome 3	3.3: Land tenure as effective means to address climate, inclusivity (gender, People living with disability) and conflict dimension of pastoral systems at national and regional level recognized.	3.3.1: Number of national multi-stakeholder dialogues and international events facilitated through the programme	0	at least 10	Baseline/endline/ evaluation reports	Key stakeholders support and engage in the Action
		3.3.2: Number of policy proposals derived from multi stakeholder dialogue and international event	0	at least 6		

Annex II: Stakeholder Engagement and Grievance, Conflict Resolution and Accountability Mechanisms

1) Stakeholder Engagement Plan Template

Stakeholder Name	Stakeholder Type	Stakeholder profile	Stakeholder engagement methodology	Consultation Findings (past consultations)	How the findings were incorporated into the project	Expected timing (future consultations)
UN Agencies – FAO, WFP, UNICEF, UNHCR, WHO, IOM, UN- HABITAT	<i>Indirect Beneficiary</i>	<i>International Government Institution/body</i>	Consultation	<i>FAO is coordinating with a number of joint initiatives within the UN framework</i>		<i>Project Inception phase</i>
International Livestock Research Institute (ILRI)	<i>Partner</i>	<i>International Government Institution/body</i>	Consultation	<i>Past work on supporting livestock master plan development for Rwanda and Kenya. ILRI was part of EU partners consulted at design stage of the project</i>		<i>Project Inception phase</i>
International Centre of Insect Physiology and Ecology (ICIPE)	<i>Partner</i>	<i>International Government Institution/body</i>	Consultation	<i>ICIPE was part of EU partners consulted at design stage of the project</i>		<i>Project Inception phase</i>
Intergovernmental Authority on Development (IGAD/ ICPALD)	<i>Partner</i>	<i>International Government Institution/body</i>	Consultation	<i>Number of cross border and joint regional activities with FAO including on animal health,</i>		<i>Consultation done but will continue during the inception phase</i>

				<i>feed, water, transhumance, climate action and policies. IGAD was part of EU partners consulted at design stage of the project</i>		
RECONCILE	<i>Partner</i>	<i>International Government Institution/body</i>	Consultation	<i>RECONCILE was part of EU partners consulted at design stage of the project</i>		<i>Consultation done but will continue during the project inception phase</i>
North Rangeland Trust (NRT)	<i>Partner</i>	<i>International Government Institution/body</i>	Consultation	<i>FAO have worked together on several peace initiative projects</i>		<i>Consultation will be done during the project inception period</i>
Concern Worldwide (CWW)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Islamic Relief Worldwide (IRWW)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
ALIGHT	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
DT-Global	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Red Cross -Swiss	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>

Alsoh Khair Organization for Rehabilitation & Development (AKORD)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Alsalam Organization for Rehabilitation & Development (AORD)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Dahoul International Charitable Organization (DICO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Rsaail Organization for Peace & Development (ROPD)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Sudanese Red Crescent (SRCS)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Global Aid Hand (GAH)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Angato Organization (AO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>

Elgoni Organization	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Almanar voluntary Organization (AVO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
SAWA Sudan for Development and Humanitarian Aid (SAWA)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Hope for Development (HOPE)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Agricultural Development Organization (ADO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Great family Organization (GFO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Alsawaid Alkhadra Organization (AAO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Sudan Aid Hand Organization (SAHO)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Catholic Relief Service (CRS)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>

Care International Services (CIS)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
World Vision International (WVI)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Al-Tamaas	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Darfur Nomads' Development Commission (DNDC)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Hope and Friendship for Development Organization (HOP)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
VSF Belgium	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
SAVE THE CHILDREN	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
ADRA	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
NPA	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>

NCA	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
ACROSS	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Ateker Foundation	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
CDSS	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Kuron peace village	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Somali region livestock and Pastoral development bureau	<i>Indirect Beneficiary</i>	<i>Local Government Institution/body</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Afder zone livestock development office	<i>Indirect Beneficiary</i>	<i>Local Government Institution/body</i>	Consultation			<i>Consultation will be done during the project inception period</i>
VSF swiss	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation	<i>Work with FAO in the past in cross border areas delivery a number of animal health activities</i>		<i>Consultation will be done during the project inception period</i>

Somali Development Association	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Organisation for Welfare and Development in Action (OWDA)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Vetworks Eastern Africa	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Neighbours in Action	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
SNV	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
GOAL	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Caritas Swaziland	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Plan International	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
SMARF&T	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>

VSF Canada	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
ACTED	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation	<i>Work with FAO in the past in cross border areas delivery a number pastoralist support activities</i>		<i>Consultation will be done during the project inception period</i>
SDA	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Southwest Livestock Professional Association (SOWLPA)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation	<i>Work with FAO in the past in Somalia border areas delivery a number emergency and development intervention</i>		<i>Consultation will be done during the project inception period</i>
TUPADO	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
IUCN	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
AVSI	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Taturu Community Development,	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>

Foundation (TACODEF)						
Tanzania Nayura Resource Forum (TNRF)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Pastoralist Indigenous Non-Governmental Organization (PINGOS)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Forum Pastoral Women Council (PWC)	<i>Indirect Beneficiary</i>	<i>Non-Governmental Organization</i>	Consultation			<i>Consultation will be done during the project inception period</i>
Universities, host and refugee communities, Nomads, National and Local government, Peace teams, Wildlife Authorities	<i>Indirect Beneficiary</i>	<i>Other</i>	Consultation			<i>Consultation will be done during the project inception period</i>

2) Grievance Redress Mechanism ¹²

1. **Main contact details**

Do you have a grievance or suggestion about the project Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa.

You can use any of the below channels free of charge to contact us. Your grievance will be handled confidentially by the Food and Agriculture Organization of the United Nations.

Phone:	+254 20 76 25920
Email:	sfe-rtea@fao.org
WhatsApp (including voice messages):	
Suggestion box address:	UN Avenue, Gigiri, Nairobi. PO Box: 30470, 00100, GPO Nairobi

2. **Purpose of GRM and guiding principles**

This is the Grievance Mechanism for the office Resilience Team for Eastern Africa project Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern/Horn of Africa, implemented by the Food and Agriculture Organization of the United Nations and [ORGANIZATION] between **1st March 2024 and 28th February 2028** at field level to file grievances related to the project. Contact information and information on the process to file a grievance will be disclosed in all meetings, workshops, and other related events throughout the duration of the project. In addition, it is expected that all communication and awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.

The project/FAO will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and how they were addressed.

FAO is committed to ensuring that its projects and programs are implemented in accordance with the Organization's environmental and social obligations. Concerns of non-compliance must be addressed at the closest appropriate level, i.e., at the project management/technical level, and if necessary, at the FAO Country Office or Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management/technical level, a grievance requesting a Compliance Review may be filed with the FAO Office of the Inspector General in accordance with the [Guidelines for Compliance Reviews Following Grievances Related to the Organization's Environmental and Social Standards](#). Project Managers will have the responsibility to address concerns brought to the attention of the officially designated project grievance focal point.

The **principles** to be followed during the grievance resolution process include confidentiality, impartiality, respect for human rights, including those pertaining to indigenous peoples, compliance of national norms, coherence with the norms, equality, transparency, honesty, and mutual respect.

3. **Who can file a grievance and how**

Anyone can file a grievance or make a suggestion related to the project/office. Your grievance will be handled confidentially.

To facilitate our comprehension of your grievance, please include as much information as possible. For example: what happened, who was involved, when did it happen...

4. **From grievance to resolution**

The mechanism includes the following stages:

1. In the instance in which the individual or group have the means to directly file the grievance, he/she has the right to do so, presenting through the indicated channels of the project/office (i.e.: email, mailbox, phone, etc.). The process of filing a grievance will duly consider confidentiality, and if requested by the individual or group bringing the grievance, anonymity as well as any existing traditional or indigenous dispute resolution mechanisms and it will not interfere with the community's self-governance system.

2. The individual or group bringing the grievance files a grievance through one of the channels of the grievance mechanism. This will be sent to the Project or FAO Decentralized / Country Office Grievance focal point to acknowledge and log the grievance, assess whether it is eligible and determine responsibility for attempting to resolve the grievance in line with the processes agreed for the project. The confidentiality of the grievance must be preserved during the process. For every grievance received by the project grievance focal point, written proof will be sent within ten (10) working days; afterwards, a resolution proposal will be made within thirty (30) working days.

The Grievance focal point will also be responsible for recording the grievance and how it has been addressed if a resolution was agreed.

3. If the situation is too complex, or the individual or group bringing the grievance does not accept the proposed resolution, the Grievance focal point must be informed and they must send the grievance to the next highest level, until a solution or acceptance is reached.

4. In compliance with the resolution, the person in charge of dealing with the grievance may interact with the individual or group bringing the grievance, or may call for interviews and meetings, to better understand the reasons.

Resolution

Upon acceptance of a solution by the individual or group bringing the grievance, a confidential record will be maintained.

Review Level	Contact Details
Project Level	+254 20 76 25920; FAO- KE@fao.org

Next level	Resilience Team for Eastern Africa, sfe-rtea@fao.org
Office of the Inspector General (OIG)	<p>Contact FAO's independent Office of the Inspector General:</p> <ul style="list-style-type: none"> • To report non-compliance with FAO's environmental and social management guidelines in case your grievance could not be resolved through the previously mentioned channels. • To report non-compliance with FAO's environmental and social management guidelines in case you have a good reason for not approaching the project management (e.g., fears about your safety). • To report possible fraud and other corrupt practices, as well as other misconduct such as sexual exploitation and abuse. <p>By confidential hotline (online form & by phone): fao.ethicspoint.com By e-mail: Investigations-hotline@fao.org or inspector-general-office@fao.org</p> <p>By mail: Office of the Inspector General Food and Agriculture Organization of the United Nations Viale delle Terme di Caracalla 00153 Rome, Italy</p>

Annex III: Workplan

		Year 1	Year 2	Year 3	Year 4
Outcome 1: Improved management of pastoral ecosystems to be able to withstand and reverse rangeland degradation and contribute to a neutral carbon balance in the clusters (Environmental Pillar)					
Output 1.1 Improved access and tenure security of communal pastoral land through enabling policies, legislations and institutions					
Act 1.1.1	Conduct an assessment of policies, legal and institutional frameworks on land tenure to identify barriers and enablers of securing customary tenure and climate resilience, with a gender dimension				
Act 1.1.2	Develop and or adapt tools for participatory intra and inter-country land/resources use mapping, planning and management (e.g. mapping, spatial planning/joint village land use planning) of communal rangelands.				
Act 1.1.3	Develop capacity in the operationalisation of the mapping, planning and management tools developed and or adapted				
Act 1.1.4	Establish/review/strengthen transboundary protocols on access and use of communal pastoral land to promote transboundary livestock mobility (e.g. consultation framework)				
Act 1.1.5	Establish and or strengthen inclusive multi-stakeholder platforms at local, national and regional/cluster to foster community rangelands governance;				
Act 1.1.6	Facilitate processes that bring formal or legal protection towards right of access and use of pastoral communal rangelands (e.g. establish an investment fund towards formalisation)				
Output 1.2 Enhanced availability and equitable access to water for productive use and sustainable environment					
Act 1.2.1	Assess options to improve water supply and access in the target clusters.				
Act 1.2.2	Establish and/or rehabilitate appropriate water infrastructure in the target clusters.				
Act 1.2.3	Establish and/or strengthen water governance structures to sustainably manage the water supply, access and use systems, and conflict management.				
Act 1.2.4	Strengthen integrated water resources management				
Act 1.2.5	Support review and formulation of regional water policy, legal and institutional frameworks and action plan.				
Output 1.3 Improved rangelands management and restoration leading to enhanced availability of pasture and livestock feed					
Act 1.3.1	Map, improve and monitor livestock transhumant routes (especially at cross-border level) and rangelands in coordination with relevant stakeholders				
Act 1.3.2	Assess the health and trends of rangeland ecosystem				
Act 1.3.3	Support implementation of participatory rangeland management practises integrating indigenous peoples knowledge.				
Act 1.3.4	Support development and strengthen strategies and tools that enhance peaceful coexistence among land users.				

Act 1.3.5	Establish and/or scale out community-led seed multiplication and certification of selected indigenous pasture, forage varieties and planting materials.																		
Act 1.3.6	Introduce and/or scale up appropriate fodder conservation and processing technologies for livestock feeding																		
Output 2.1 Improved capacities of pastoral value chains actors																			
Act 2.1.1	To conduct a gender, youth, and conflict-sensitive pastoral value chain assessment in targeted clusters and set up value chain stakeholders, engagement, learning, and innovation platforms for networking, and information sharing																		
Act 2.1.2	Establish and support pastoralist production groups (feed, milk, meat, honey, hides, and skins) and conduct tailored training and coaching.																		
Act 2.1.3	Training pastoralists, including women and youth, on developing business skills to boost their entrepreneurship capacity.																		
Act 2.1.4	Develop community-based breeding programs to improve the productivity of breeds adapted and resilient to local conditions.																		
Act 2.1.5	Support training of young entrepreneurs, women, and men cooperatives, associations engaging in the value chains on business management, marketing, and Sanitary and Phytosanitary Standards (SPS)																		
Output 2.2 Enhancing prevention and control of transboundary animal diseases in the cluster areas																			
Act 2.2.1	Conduct a harmonized animal disease surveillance and support (including sero-monitoring) in the target clusters																		
Act 2.2.2	Conduct mapping, predictive modelling, characterization, GIS training and implement push pull approach for control of vectors and important pests and diseases in the clusters																		
Act 2.2.3	Train Community based Animal Health service providers and conduct harmonized PPR vaccination campaigns including support to cold chain system																		
Act 2.2.4	Establish and/or strengthen veterinary lab diagnostic capacity with clear Standard Operating Procedures (SOPs) and Sanitary Standard Operating Procedures (SSOP) at cluster level																		
Act 2.2.5	Identify and facilitate livestock and products certification in support of internal and cross border trade and compliance with IGAD transhumance protocol and SPS standards																		
Act 2.2.6	Conduct annual one Health platforms coordination meetings to enhance networking and synergies (TADs, Zoonosis, Wildlife, Environmental and plant health)																		
Output 2.3 Enabling environment to stimulate private sector investments created, with special focus on youth and women employment																			
Act 2.3.1	Map the relevant (private sector) actors and constraints in the pastoral value chain and identifying entry points/business models for conflict, gender and youth-sensitive transformation through PPPs																		
Act 2.3.2	Facilitate regular dialogue between communities (incl. youth and women), private sector, financial institutions and local & national government institutions on pastoral policies and regulatory & institutional frameworks (3 national dialogues, 2 cluster dialogues)																		
Act 2.3.3	De-risking for private sector investment through facilitating/brokering and supporting the establishment of conflict-sensitive PPPs able to employ youth and women in the pastoral value chain																		

Act 2.3.4	Facilitate identification, promotion and sharing of all elements/products of the pastoral value chain (i.e. trade fairs business-to-business events, livestock shows) with a cluster approach																			
Act 2.3.5	Assess and then pilot a simple (or build on an existing) livestock identification system, and identify lessons and recommendations for replication and scaling																			
Outcome 3: Strengthened advocacy and policy implementation for pro-pastoral development contributing to cross-border peace and security (Social Pillar)																				
Output 3.1 Inclusive and effective pro-pastoral policies and strategies promoted																				
Act 3.1.2	Mapping of projects/investments designed to enhance resilience of communities in pastoral areas of the Eastern Africa and Horn of Africa region.																			
Act 3.1.2	Mapping of existing pro-pastoral policies and strategies including responsibilities and functionality of regional and national associations/networks																			
Act 3.1.2	Support and strengthen national pastoral associations and advocacy efforts																			
Act 3.1.3	Support regional pastoralists' associations' advocacy with national and regional pastoral parliamentary groups																			
Act 3.1.4	Support participation of Eastern African pastoralist networks and national associations in international year of rangelands and pastoralism.																			
Act 3.1.5	Facilitate annual national and regional pastoral association experience sharing meeting																			
Output 3.2 Inclusive and gender-sensitive peace & social cohesion initiatives promoted																				
Act 3.2.1	Conduct inclusive and gender-sensitive conflict analyses (or review existing analyses) at cluster levels, and undertake regular context monitoring informing programming and implementation																			
Act 3.2.2	Facilitate crossborder dialogues and establishment of agreements between communities, local and national government on access and use of resources, in alignment with the IGAD transhumance protocol																			
Act 3.2.3	Conduct a conflict sensitivity training (programme clinic) for FAO and implementing partner staff																			
Act 3.2.4	Facilitate annual forums with key regional security actors (ensuring women participation) to foster and strengthen strategies and common approaches on mobility																			
Act 3.2.5	Train relevant stakeholders (formal and informal conflict management structures) in the prevention and management of resource-based conflict																			
Act 3.2.6	Support the roll out of an integrated conflict early warning information to the local level																			
Act 3.2.7	Facilitate intergenerational dialogues between elders, women, and youth to improve their inclusion in peace and decision-making processes																			
Output 3.3 Land tenure as effective means to address climate, inclusivity (gender, People living with disability) and conflict dimension of pastoral systems at national and regional level recognized.																				
Act 3.3.1	Facilitate biennial national rangelands and pastoralism dialogues on land tenure and management for increased political will.																			

Act 3.3.2	Convene annual advocacy high level political round table on land tenure/rangelands and pastoralism in the context of climate crisis and conflicts in inter and intra clusters.																	
Act 3.3.3	Facilitate national and regional dialogues and coordination between different land users within the clusters (pastoral, conservation etc.)																	

Annex IV: Budget (Detailed budget is attached)

Budget Summary Per FAO Format

Budget In FAO Format	Total Budget EUR
5011 - Salary Professional	2,942,741
5012 - General Services	450,555
5013 - Consultants	8,518,290
5014 - Contracts	13,508,207
5020 - Locally Recruited Labour	540,549
5021 - Travel	5,800,063
5023 - Training	3,537,336
5024 - Expendable Procurement	2,884,984
5025 - Non Expendable Procurement	1,933,291
5027 - Technical Support Services	333,065
5028 - General Support Services	3,072,529
5030 - Cash and Financial Assistance	403,625
Sub Total	43,925,234
7% Support costs	3,074,766
Grand Total	47,000,000

Budget Summary Per Outcome

Budget per Outcome	Total Costs (EUR)	Cross Cutting costs (EUR)	Total Budget (EUR)
Outcome 1: Improved management of pastoral ecosystems to be able to withstand and reverse rangeland degradation and contribute to a neutral carbon balance in the clusters (Environmental Pillar)	11,708,239	7,248,803	18,957,042
Outcome 2: Income-generating opportunities from the pastoralist value chain based on circular economy principles with a focus on supporting women and youth (Economic Pillar)	13,660,611	8,457,555	22,118,165
Outcome 3: Strengthened advocacy and policy implementation for pro-pastoral development contributing to cross-border peace and security (Social Pillar)	3,659,268	2,265,525	5,924,793
Grand Total			47,000,000

Annex V: Risk Management

At the inception period of the project FAO will conduct a comprehensive risk identification process involving key stakeholders, document identified risks in a risk log, including details such as the nature of the risk, potential impact, likelihood, and proposed risk mitigation strategies. The risks will be monitored and periodic risk review meetings involving key stakeholders held to discuss the current status of each risk, evaluate the effectiveness of existing mitigation strategies, and identify any new risks that may have emerged.

Section A: Risks to the project

Risk description	Worst case consequence for the project	Risk Score		Mitigating action	Action owner
		Impact	Likelihood		
Impact of the drought and floods on pastoral lifestyles	Prolonged drought and floods can lead to loss of livelihood, conflicts over resources and environmental degradation.	Medium	High	The proposed investment in DRR, rangeland management and water infrastructure and feed will reduce conflicts over water resources, address pasture management issues and promote transhumance corridors.	FAO
Conflict and violence erupting in targeted clusters	Delays or even the cancellation of the project in the affected clusters	High	Medium	To reduce the risk of conflicts, in-depth conflict analyses for each cluster will be completed. Additional clusters identified can replace one among the three selected in case implementation cannot take place for security challenges.	Conflict and violence erupting in targeted clusters
Willingness of national and regional authorities to contribute to the implementation	Resistance and loss of trust among stakeholders affecting the project's reputation	High	Low	In terms of receiving sufficient input and buy-in from relevant authorities, further outreach and close coordination with the respective EU Delegations is foreseen.	EU, FAO
National and local governments are not interested in improving	Regulatory and administrative barriers that can impede the smooth	Medium	Low	This risk will be mitigated by involving key stakeholders already during the	FAO

cooperation on cross-border matters	implementation hindering the project's objectives.			development of the Action and, where possible, building on existing relationships/project successes. The Action will also consult existing and signed cross border and regional cooperation frameworks.	
Partners not able to access and establish presence in borderlands.	This risk may hinder effective stakeholder engagement, leading to a lack of local ownership and collaboration in project activities.	High	Low	Thorough selection of partners supporting the implementation, ensuring that they have previous knowledge and expertise on implementing activities in the borderlands.	FAO
Competing economic interests including relating to disease surveillance and control.		High	Medium	The risks related with disease surveillance and control, will be reduced with accurate disease surveillance mechanisms and appropriate training of competent staff.	Competing economic interests including relating to disease surveillance and control.



FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Terms of Reference for PSA.SBS Category A*

Name:	
Job Title:	Social and Environmental Safeguards Expert
Division/Department:	
Programme/Project Number:	
Duty Station:	
Expected Start Date of Assignment:	Duration
Reports to:	Name: Title:

*Please note: If this TOR is for Consultant / PSA.SBS contract, the minimum relevant experience required **for the assignment** is as follows:
 1 year for a category C 5 years for a category B 12 years for a category A

** Please enter a short title (max 25 chars) for this assignment.

GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVES TO BE ACHIEVED

I. Background Country and Project

The EU Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern and Horn Of Africa objective is to contribute to the development of sustainable climate resilient pastoral systems in Eastern/Horn of Africa that have the ability to improve the livelihoods of pastoral communities. The project objectives will be achieved through the following three outcomes: (1) to improve the management of pastoral ecosystems to be able to withstand and reverse rangeland degradation and contribute to a neutral carbon balance (environmental pillar), (2) to create income generating opportunities form the pastoralist value chain based on circular economy principles with a focus on supporting women and youth (economic pillar), and (3) to strengthen advocacy and policy implementation for pro-pastoral development contributing to cross-border peace and security (social pillar). The project activities will be implemented in Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda.

II. General Objectives of the Assignment

The following are terms of reference for the preparation and monitoring of safeguards instruments (risk management plans) for project EU Regional Programme in Livestock and Pastoralism for Climate Change Adaptation in Eastern and Horn of Africa. As per the Project risk category and guidance received by the ESM Unit after the completion of the risk screening checklist in FPMIS, the instruments to be prepared are: an Environmental and Social Management Framework (ESMF), site-specific Environmental and Social Management Plans (ESMPs), an Pest Management Plan, an Indigenous Peoples Plan, etc. These will inform FAO's approach to environmental and social management issues to be adopted under the Project (which is described above).

The main objective of this assignment is to develop the above-mentioned risk mitigation plans. The assignment includes the collection and analysis of primary and secondary data, information and

materials. This shall provide clear, comprehensive and practical guidance to the FAO on integrating an environmental/social due diligence process into the project implementation.

After the completion of the assignment, FAO should be knowledgeable on the key due diligence issues to be expected for the project, and have the analytical capabilities and capacity to manage them in line with international good practice.

III. Specific Tasks

The consultant is encouraged to use [FAO's templates](#) for the risk management plans. In any case, the instruments should cover the scope of the FAO template. The consultant should contact ESM-unit@fao.org for further guidance on how to apply FAO's Framework for Environmental and Social Management.

In case the assignment is for an ESMF or project-wide ESMP:

The objective of the preparation of an **ESMF/comprehensive ESMP** is to ensure sufficient guidance is provided to FAO in the selection, preparation and implementation of project's activities in order to avoid or minimize environmental and social risks and negative impacts and enhance the environmental and social performance. This will be accomplished through the development and application of proper selection criteria for activities, planning that takes into account environmental and social criteria, sound implementation and monitoring, and disclosure, consultation and feedback. To achieve this objective and with the support of FAO the consultant/s will carry out the following tasks through **research, interviews, field visits and teleworking**:

- Based on a detailed description of the project, develop and provide guidance on environmental and social criteria to be used during the identification and selection of priority activities. Also develop a list of activities and potential activities not recommendable for support, due to their poor environmental or social performance.
- Compile a summary of key domestic legislative, regulatory and administrative regimes in each of the project countries, within which the project will operate, with a focus on requirements that will apply to the planning, approval and implementation of activities; research and summarize regional agreements and treaties that are relevant to project planning and implementation, as well as environmental management and due diligence.
- Establish a clear understanding of the institutional requirements, roles and responsibilities for adopting and implementing the **ESMF**. Importantly, this should include a thorough review of the authority and capability of institutions at different levels (e.g. local, district, governorate and national) and their capacity to manage and monitor **ESMF** implementation.
- Identify all relevant potential environmental risks and social concerns that may arise as a result of the project;
- Propose realistic and effective arrangements for FAO to develop the capacity to manage environmental and social due diligence processes and activities in the project; propose reporting lines, review and approval functions; identify the required resources and technical assistance measures to establish and maintain capacity for the project duration and beyond; develop a process (incl. timeline, budget, organizational requirements, required trainer profiles and expertise) for building and enhancing the capacity of the institutions responsible for implementing the **ESMF**.
- Define the requirements for technical assistance to FAO, civil society organizations (CSO), service providers and public sector institutions to implement, manage, supervise, observe or support the implementation of the **ESMF**.
- Estimate a realistic budget to be allocated for timely implementation of the **ESMF** in the project execution phase (as per detailed budget).

Qualifications

- An advanced university degree in agriculture, natural resource management, environmental science, environmental engineering or similar;
- At least XYZ years of progressively responsible experience in the formulation and review of environmental and social management frameworks, impact assessments, management plans and reporting frameworks.
- Fluency in English is mandatory.
- Extent and relevance of experience in ESIA, stakeholder engagement, grievance handling and disclosure in FAO and/or in other development organizations, is considered an asset;
- Familiarity with FAO policies, in particular the Framework for Environmental and Social Management;
- Familiarity with the environmental and social safeguard requirements of the project's resource partners, is considered an asset.

KEY PERFORMANCE INDICATORS

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Risk mitigation plan drafted (ESMF, ESMP, etc) 	
<ul style="list-style-type: none"> • Assignment Summary Report. 	