



LEGS Strategic Plan 2020-2025

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Introduction and background to LEGS

LEGS is a set of international standards and guidelines for the assessment, design, implementation and evaluation of livestock interventions to assist people affected by humanitarian crises. Its ultimate aim is to improve the quality and livelihoods impact of livestock-related projects in humanitarian situations. The LEGS process grew out of the recognition that livestock are a crucial livelihood asset for people throughout the world – many of whom are poor and vulnerable to both natural and human-induced disasters – and that livestock support is an important component of emergency aid programmes.

LEGS focuses on the areas where emergencies, livelihoods and livestock overlap, emphasizing the need to protect livestock during emergencies as well as to help with rebuilding livestock assets afterwards. LEGS covers all types of livestock assets, from small species such as chickens to large animals such as cattle or camels, including animals used for transport or draught power. Because livestock are important in many different parts of the world, in many different environments, LEGS covers rural communities (farmers and pastoralists) as well as peri-urban livestock keepers. LEGS also provides guidance on livestock kept by displaced people, including those living in camps.

LEGS is structured around livelihoods objectives, underpinned by a rights-based approach, notably the right to food and the right to a standard of living, in line with the Sphere minimum standards. The LEGS livelihoods perspective also means that the guidelines are concerned not only with immediate emergency response during a crisis but also with preparedness beforehand and recovery-phase activities and links to long-term development and resilience¹. The livelihoods approach highlights the importance of preserving livelihood assets to protect future livelihoods and to save lives and provides an opportunity to address the humanitarian-development nexus.

Vision

Our vision is that livestock-keepers affected by disasters are able to protect and rebuild sustainable livelihoods.

Mission

We promote the highest standards in programming so that livestock-keepers of all ages, genders and abilities can protect and strengthen their livelihoods before, during and after crisis.

Core Values

The specific values that inform all of LEGS activities and ways of working are as follows:

- **Empowering**
We promote and apply inclusive and participatory approaches which enable livestock keepers to exercise control over their lives.
- **Outward facing**
We value our relationships with a wide range of actors, we respect their knowledge and experience, and we work with them in a consultative manner.
- **Evidence-based**
We are committed to continuous learning and we respond to changes in context with flexibility and innovation.

¹ *'the ability of individuals, communities, organizations or countries exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of cope with and recover from the effects of the shocks and stresses without compromising their long-term prospects'*. IFRC (2014). IFRC Framework for community resilience. Geneva.

➤ **Professional**

We apply the highest standards in our own performance and behaviour and maximise the impact of the resources available to us.

➤ **Accountable**

We ensure that LEGS is competent to deliver its mandate with the interests of livestock-keepers (affected by disasters) at the centre of its work. We take responsibility for our actions and can justify that they are appropriate.

LEGS values are underpinned by internationally recognised Humanitarian Principles:

Humanity: human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.

Neutrality: humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

Impartiality: humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.

Independence: humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.²

LEGS also endorses the Humanitarian Charter, as outlined in the Sphere Handbook.³

² https://www.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples_eng_June12.pdf

³ <https://spherestandards.org/humanitarian-standards/humanitarian-charter/>

Strategic Drivers, Outcomes and Objectives

Based on an analysis of successes, challenges, strengths and weaknesses, and a wider assessment of the operating environment, these are the key forces to which LEGS needs to respond.

Driver 1

The ongoing need for good practice guidance for quality, timely and appropriate livestock interventions in emergencies

LEGS was created in response to a recognised need for universally acceptable standards for livestock interventions in emergencies, which were often of poor quality, late and/or inappropriate. The uptake of LEGS, through the Handbook, training and other resources, has confirmed the continued need for guidance based on good practice, as well as the ongoing importance of advocating for livelihoods-based planning and interventions alongside life-saving humanitarian response.

Outcome 1

Good practice guidance is widely available and applied to improve the quality of humanitarian response and increase preparedness for future crises, with benefits for both people and livestock.

Objectives

- 1.1 To develop and disseminate participatory, evidence-based and livelihoods-based good practice for working with livestock keepers, in preparedness planning, response, and recovery.
- 1.2 To promote and advocate for improved connection and integration between long-term development and humanitarian relief efforts.

Activities

- Collection, collation and dissemination of evidence-based good practice through the LEGS Handbook, training curricula, and other resources, in the four LEGS languages⁴
- Standard setting, quality control and monitoring
- Compiling information on how LEGS is applied and ensuring that this knowledge feeds into the guidance and services provided
- Development of new materials and updating of existing materials including the LEGS Handbook
- Advocacy on key issues relating to a livelihoods approach within the context of emergency response

Driver 2

Global trends that have the capacity to influence, either positively or negatively, (i) the nature, severity and frequency of emergencies, and/or (ii) public attitudes towards livestock and the livestock sector.

Global trends such as climate change, livestock/wildlife pandemics, environmental degradation and conflict and displacement all have an impact on the livestock sector, livestock keepers, and the context in which LEGS works. This means that there is an ongoing need to ensure that the guidance and services LEGS provides are relevant and responsive to the changing context.

Outcome 2

LEGS responds both reactively and proactively in the face of global trends and the changing nature of crises.

⁴ English, French, Spanish, and Arabic

Objectives

- 2.1 To identify and monitor relevant global trends and establish an informed position on issues relevant to livestock keepers.
- 2.2 To draw on the experience of the LEGS community of practice to develop and implement timely evidence-based plans in response to the changing context, and to ensure the relevance of the services it provides.

Activities

- Participation in networks and consultation with the LEGS community of practice to monitor key issues
- Periodic reviews of trends, prioritisation and appropriate action planning
- Implementation of plans, including strategic changes, production and dissemination of resources etc.

Driver 3

The importance of strengthening local ownership of humanitarian responses, and of ensuring mutual respect between international and local actors in the humanitarian and development sectors.

Since the World Humanitarian Summit in May 2016 and its key outputs (the Grand Bargain: <https://interagencystandingcommittee.org/about-the-grand-bargain> and the Agenda for Humanity: <https://agendaforhumanity.org/>), there has been significant debate about the issue of localisation and the importance of rooting humanitarian initiatives in local capacities and control. LEGS, alongside other initiatives, needs to respond to this imperative. Closely linked to this localisation agenda is the importance of furthering the systematic institutionalisation of the LEGS Approach, particularly in target countries and with key partners.

Outcome 3

Greater local ownership, institutionalisation of and demand for the LEGS approach at country and local level, as well as globally,

Objectives

- 3.1 To facilitate and support a thriving global Community of Practice promoting and applying LEGS at local and national level.
- 3.2 To increase local ownership of LEGS, with gender, age and social equity being key considerations.
- 3.3 To facilitate and support the institutionalisation of LEGS among key actors at all levels, in particular in target countries.
- 3.4 To be actively engaged in the convergence of and coordination between humanitarian bodies and networks.

Activities

- Fostering of global and local networks to support the LEGS Community of Practice
- Support to institutionalisation strategies in target countries
- Ensuring that the LEGS community's voice is heard and incorporated into future plans (e.g., regular communication, proposals for training, Handbook changes, awareness raising...)
- Supporting people to advocate for LEGS and incorporate LEGS into local planning
- Promote contextualisation of the LEGS Approach, to interpret existing standards and adapt indicators for meaningful application
- Participation in key networks and fora to support greater coordination in the humanitarian sector (e.g., Humanitarian Standards Partnership, Global Food Security Cluster)

- Exploring the future institutional options for LEGS that will continue to promote and develop local ownership

Driver 4

The need for LEGS to have the capacity to translate its vision, mission and strategy into quality programmes and results

LEGS needs to be a sustainable institution⁵ that can provide technical guidance and coordination in the context of a localised capacity building approach, identify donors which are committed to supporting it, and develop its human resources to implement this strategy going forwards.

Outcome 4

LEGS is a sustainable institution with robust and effective systems and controls, a reputation for work that is responsive and of high quality, and the capacity to build and retain its human resources and create a sustainable funding base.

Objectives

- 4.1 To enhance the reputation of LEGS and strengthen commitment from stakeholders.
- 4.2 To maintain effective and accountable governance, advisory and management structures.
- 4.3 To ensure a clear strategic direction which is periodically monitored and reviewed, underpinned by funding and HR strategies.
- 4.4 To have appropriate policies in place in line with best practice guidance.

Activities

- Maintain global coordination through a small central secretariat⁶
- Develop a fundraising strategy including identification of donors committed to supporting technical advice and coordination, and opportunities for cost sharing and cost recovery
- Review and maintain the HR strategy
- Expand the Board of Trustees to ensure that the board has a diversity of relevant experience and skills
- Review and revise the role and membership of the Advisory Committee
- Ensure that LEGS fulfils its statutory obligations
- Periodically review policies and seek expert opinion to ensure they reflect best practice

Implementation and Monitoring of the Strategy

The strategic plan will be implemented through a detailed time-bound action plan (to be developed). By the end of the five-year strategic plan, it is anticipated that LEGS will have made concrete progress towards localisation, so that there is a thriving global community of practice/network promoting LEGS at local and national level, accessing quality training, and supported by a Board of Trustees, an Advisory Committee and a small central secretariat. A mid-term review of the strategy will be undertaken, and the strategy updated if necessary. An evaluation towards the end

⁵ The current organisational structure is set out in Annex 2.

⁶ The key functions of the secretariat are to manage LEGS, including communications and linkages between stakeholders, development of new resources and training materials, evidence collection; contribute to raise funds and managing donor relationships, support quality control for standards and guidelines, and training; manage the consultation and production of future editions of the LEGS Handbook; and support the trustees to implement the strategic plan.

of the Strategic Plan time frame (2025) will draw together key lessons learned and inform the next phase of LEGS.

Annex 1: Glossary

Contextualisation:

Contextualisation is one aspect of localisation and is the process of taking into consideration the local situation in order to interpret existing standards and adapt indicators for meaningful application. Its importance lies in the fact that it increases the effectiveness of humanitarian assistance and helps practitioners maximise local opportunities and minimise errors. It plays an important role in institutionalisation as it is through contextualising guidelines and standards that they can be of most relevance to local and national authorities and actors tasked with leading preparedness and responding to disasters and crises.

When conducted in an inclusive and formalised manner, with strong participation, the process of contextualisation can also be used as an opportunity during which local actors gain a greater sense of ownership over guidelines and standards.⁷ In this way, contextualisation may be considered to be an important driver of institutionalisation. *(As defined in LEGS – Putting the Best Foot Forwards by Andy Featherstone, June 2020).*

Institutionalisation:

Actions taken to embed a concept or approach within an organisation. *(As defined in LEGS – Putting the Best Foot Forwards by Andy Featherstone, June 2020).*

Local Ownership:

Local ownership is recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses.

Specifically, it considers a humanitarian response to be localised when a local humanitarian responder is involved in the entire programme cycle; needs assessments, programme design and delivery and final review and evaluation.⁸ The OECD's definition of localisation is helpful as it reinforces the importance of institutionalising guidelines and standards with national and local authorities and civil society organisations. *(As defined in LEGS – Putting the Best Foot Forwards by Andy Featherstone, June 2020).*

LEGS Community of Practice:

Those who use LEGS or who have a particular interest in LEGS, such as trainers (including the Training of Trainers team), trainees, users of the handbook, other interested parties.

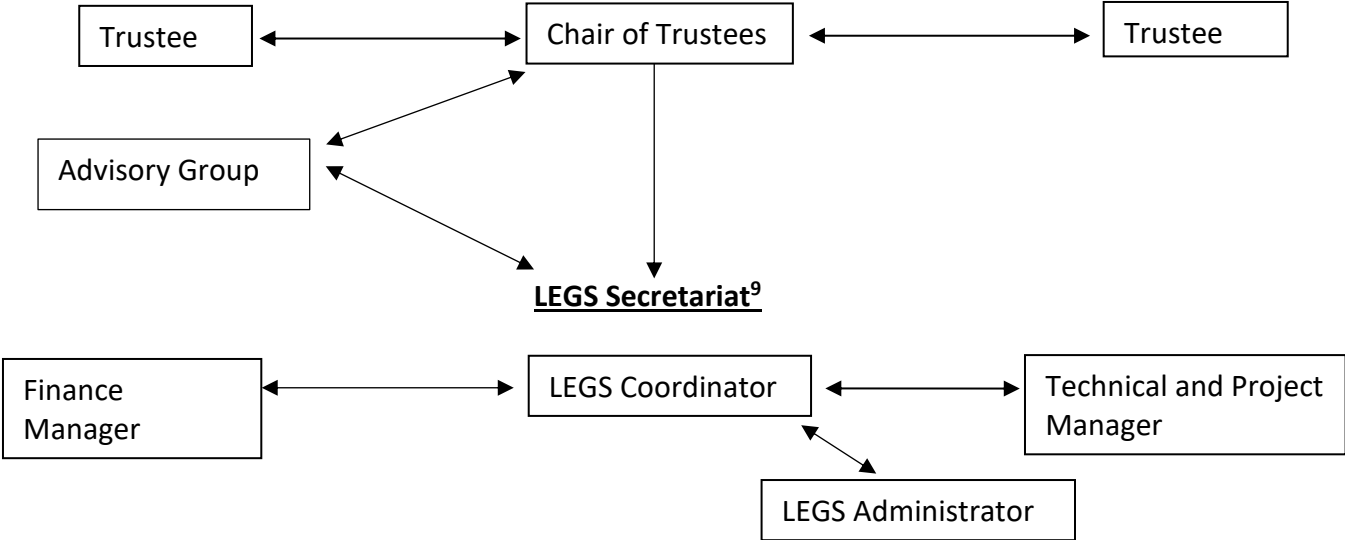
Stakeholders:

Community of practice, governments, international agencies, donors, non-governmental organisations, community-based organisation, the Humanitarian Standards Partnership (HSP), the global Food Security Cluster (gFSC) and national cluster membership.

⁷ See Giles, M. et al (2019) *What makes international standards interesting for National Disaster Management Authorities? Opportunities and challenges of engaging with NDMA's*, Sphere and London School of Economics and Political Science, March 2019. <https://reliefweb.int/report/world/what-makes-international-standards-interesting-national-disaster-management-authorities>

⁸ OECD (2017) *Localising the response: World Humanitarian Summit - Putting Policy into Practice, The Commitments into Action Series*. <http://www.oecd.org/development/humanitarian-donors/docs/Localisingtheresponse.pdf>

Annex 2: LEGS Organisational Chart



⁹ The LEGS Secretariat is made up of consultants working part time.