

**5<sup>th</sup> RELPA Technical Steering and Coordination Group Meeting &  
Annual Review  
Minutes  
September 15 – 16, 2008  
Desalegn Hotel No. 2/Addis Ababa, Ethiopia**

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**Date and venue of next meeting: TBD**

**Welcoming/Introductory Remarks**

- Walter emphasised on the importance of collaboration of all the components of RELPA’s which will drive to its success. The key theme for the meeting was Collaboration and Networking. He urged all the partners to optimize their directions both within and out of RELPA
- Walter recaptured the position of RELPA as follows:
  - OFDA grants started September 2006
  - CPM started February 2007

- PACAPS was signed May 18, started August 1, 2007
- ELMT launched their program on August 30, 2007

**Minute 5/1: Importance of Collaboration to RELPA's success (Dr Stacey Young)**

- Value of collaboration – the challenges before us, the way to achieve the multiplier effect questions to participate; what could you get from collaboration, what do you worry you could lose by collaborating?
- Dr Young advised that due to the challenge of working with over 20M pastoralists in the region, it would be advisable to ease this by adopting the AIM; we could multiply the impact by pulling knowledge and spreading what has been learned broadly. This could be achieved by and not limited to:-
  - Sharing what has been learned well beyond the partners.
  - Programs are applied and designed to give the maximum impact.
  - Best practices are applied to all aspects of a problem simultaneously.
  - Strategic Knowledge dissemination: having knowledge and sharing beyond our projects and institutions.
- Others can adopt and apply it in conditions they are working in.
- The main thing each partner needs to ask is what happens at the end of RELPA; can we call upon each other beyond the RELPA period? Can we continue to use the expertise developed after RELPA within the region?

**Minute 5/1/1: Traditional Approach to Knowledge and Development**

Learning is limited to the particular project,

**Minute 5/1/2 Integrated Approach**

- RELPA was created to integrate efforts to coordinate response
- How can we continue to take advantage of each other beyond the life span of RELPA  
(Refer to Annex 3: Knowledge-Driven Development by Dr Stacy Young)

**Minute 5/1/3 Discussion of meeting agenda, participant expectations (Walter Knausenberger)**

- Collaboration among RELPA partners has enabled
    - PACAPS & ELMT on Early Warning/Early Response & RELPA Guide to Early Response
    - PACAPS & ELMT on Cross border EW/ER Workshop Mandera Aug, 08
    - RCPM & ELMT on Conflict sensitive service delivery Capacity building
    - COMESA & PACAPS on Live animal and Livestock products Marketing
      - AID Memoire on Staff in COMESA and PACAPS
      - CAADP processes in Kenya, Ethiopia, Djibouti, Sudan and Beyond
    - Pending? Linkage of Participatory Mapping for NR at Village level, GIS & remote sensing with Conflict Mitigation, CSSD
    - PEACE II on common cross-border interests
    - USAID/Kenya DG programs supporting Wajir Peace & Development.
    - Link CARE/K grant to Oxfam for Wajir Peace Institute?
- (Refer to Annex 4: by Walter Knausenberger)

- **Ground rules for Collaboration (Dr Stacey Young)**
  - Nobody needs to share proprietor information.
  - Respect each others boundaries
  - Find common ground of working together without imposing on others niche
  - Giving credit where it is due
  - Focus on the ultimate goal
  - Learn from each other
  - Change the way we behave; in terms of how much time it takes to duplicate efforts
  - We don't have to figure it out by ourselves
  
- Dr Stacey young shared the Methods and tools that can help collaboration in various contexts, these includes:  
Whats our context? Do we need to achieve?
  - Do we need to share info about what we are doing
  - Can we help each other problem solve
  - Can we collaborate to produce together
  - Are we able to finding and sharing external resources
  - Can we coordinate our schedules, our efforts and our knowledge?
  
- Andy Catley gave an example of collaboration within the PLI. He also said that the Structure of RELPA does not facilitate collaboration; this is different from what is happening in PLI. Institutional culture (tough issues) also hinders collaboration within the RELPA program. He said that collaboration b/n different actors is a bit difficult, but possible in a 5 or more year project. When collaborating, we need to check the following:
  - What is the added value an organisation will get in the greater interest of collaboration, if this cannot be achieved, the it would not be of value.
  - Some collaborations bring up myths which are received enthusiastically but when analyzed they are found to be wrong. (All have knowledge but not all are evidence based)
  
- **Achievements/Results, opportunities, Scaling up and out, Leveraging, Next steps**  
(Ref WIK Presentation)

## **Minute 5/2: REPORTS ON RELPA COMPONENTS**

### **Minute 5/2/1: COMESA-CAADP –Abdiweli Mohamed reporting**

- CAADP launch in Addis, Ababa took place on the Aug 30<sup>th</sup>, 2008
- In Addis, COMESA has set up 3 consultants to do stock taking. Djibouti CAADP has 2 consultants who have finished the stock taking. IFPRI is assisting COMESA to mobilize for stocktaking.
- Live Animal trade is purely a RELPA initiative; this includes an assessment in livestock trade in the HOA. Three assessments are to be done for Djibouti, Bosaso and Berbera. There is an increase in animal export since 2006 when the ban on animal exportation was raised. The ban was due to the RVF. Recent info shows that the total exports for Bosaso and Berbera were 3.2M animals and of this 1.2M Sheep & goats were exported to Djibouti. The rest went directly to the markets e.g. Yemen. The ban on Somali and Bosaso was lifted to allow export directly to Djibouti. There

was a request from the Govt of Somalia to send a mission to the ports to seek passage through.

- COMESA has tried to leverage the assistance of other partners to set up support/capacity building to the various ports. This is being done in collaboration with FAO. Once Djibouti, Bosaso and Berbera ports have been set up then COMESA can come together with GCC whenever there is need for a ban to be imposed.
- COMESA is in the process of sending out a high level delegation to these ports. Due to the Ramadhan and Hajj coming up, this mission could take place early 2009.
- IGAD has been introduced in the picture to include Somalia into the structure being that Somalia is not a member of COMESA. There is need for harmonization of policies within the region; COMESA is doing this together with PLI.

#### **Minute 5/2/2: PACAPS-Francis Chabari reporting Refer to Annex 4**

PACAPS (Regional Coordination and Analysis, Cross-border Animal Health, Early Warning/Early Response, Support to COMESA in Pastoral and Livestock Trade Policy

- **Coordination**
  - PACAPS provides Secretariat to the RELPA TS & CG quarterly meetings
  - PACAPS has managed to network and a meeting of the various actors is scheduled for 30 Sept. Expected outcome is an understanding of each actors requirements
- **Livestock Health**
  - Dawit Abebe has been nominated as the rep of COMESA at the AU Regional livestock operations. AU-IBAR/FAO & IGAD will hold a meeting with PACAPS for harmonization of livestock health.
  - Review of Livestock/Pastoralist policies in Kenya and Ethiopia is in process and is being handled by Yacob Aklilu & Dawit Abebe
  - The capacity building of COMESA staff & Policy analysis training is coming up Sept 22-27, 2008. This will be held in Garissa, Kenya
  - There is planning on the market survey in Mauritius in Oct, 2008. Yacob Aklilu & Mohammed Abbas will be travelling in regards to this.
  - Commodity based trade: Has been tabled at the ministerial meetings; and now is with the OIE
  - COMESA RL & PF was held in May 08. There are two more meetings to be held before the end of the project.
  - Plans are underway for the Policy & Pastoral training in Garissa, Yabello and Nairobi with expertise from IIED, Kesarine and TAD Scientific to facilitate.
  - Kenya CAADP process: PACAPS is looking at the Pastoral info which had been left out in the policy process. There is a possibility of the launch of Kenya CAADP in Nov, 2008 and not Oct, 2008.
- **Challenges faced by PACAPS in program implementation**
  - Multiplicity of Actors
  - Different timelines for RELPA Components
  - Cross-border info sharing/response
- **EW/ER (Simon Levine reporting )**
  - Humanitarian response tends to be late in most areas.
  - There is need for the improvement of the EW/ER systems
  - There is the need for an improved long term development support system
  - We need to make EW predictive; the main challenge is that there is too much info received. PACAPS has a main partners on EW; FEWSNET because it

circulates info regionally, and has the mandate of sharing EW info with various actors.

- We need to make sure info is shared across the border.
  - The Contingency Plans links up a livelihood based approach to support pastoralist and response. This framework has been accepted well.
  - PACAPS held a meeting with donors and various actors in Kenya; they found out why donors do not respond in time to crisis. This led to the need for a much more coordinated strategic analysis of the various EW info in the region and what the actors are willing/intend to do. NGOs are now strategically coordinating response together
- Robert Buzzard wanted to know the rationale behind Mandera being chosen as the pilot area for the project: it was made clear that Mandera borders Kenya Somalia Ethiopia. & there are a number of NGOS already on the ground who are receptive of the ideas. There is need for an org. on the ground to continue with the interaction and linkages on the ground level. For Kenya this hopefully can take place thru the Min of Dev and Northern Arid lands.
- In response to Candace Buzzards' query on why pastoralism is not viable; and whether it is a sustainable livelihood, the following came up;
- There is no freedom of Movements
  - There are various foreign policies
  - Various conflicts keep on emerging
  - Political situations in each country
  - Livestock diseases outbreaks
- John Graham said that there are 5 policy analysis; these are 5 policies that impede on the mandate of PACAPS. There is the need for EW information harmonization, it was clear that there is a disjoint on EW info at the borders. Simon clarified that this is work in progress being done by Alexandra Crosskey. The disjoint was due to the age of the EW information available and the quality of the information collected.

**ACTION:** Update by Alex Crosskey on the harmonization of the EW info across borders.

### **Minute 5/2/3: RCPM-MSI/PACT-Roselyn Mungai reporting Annex 5**

- Project has been awarded an extension thru Nov 30, 2008. Training has been going on: both high level and middle level trainings have been done; follow-up on the training is on going. They have managed to have mini clinics within the target areas.
- Walter wanted to know how the peace actors and dev actors respond to conflict mitigation in Ethiopia. John Graham said that there is legislation on this issue that is being discussed with the govt of Ethiopia now and this is to streamline how NGOs act. Peace actors and development actors are a new issue in Ethiopia; and they are deemed beneficial.
- MSI-PACT has not acted on the conflict mitigation within Ethiopia. There has been no activities that have taken place. USAID has designed other progs with other partners to incorporate the component on Conflict Prevention and Mitigation. Candace Buzzard asked if MSI-PACT had conducted some analysis and sensitivity; documented indicators that show the development of a conflict situation? The response was that in each area where a mini clinic had taken place, steps had been taken to accommodate the underlying issues including actors, stakeholders etc
- MSI-PACT has not been able to revisit the areas where they have done the mini clinic; to find out the impact of the training. CB recommended that PACT should

revisit the areas they have already conducted training to assess the impact of the training they conducted. This should be able to avail for them some case studies.

- Carey Farley: Care Somalia will be bringing in a conflict sensitivity consultant on a full time basis to track these issues over time. This should be able to bring up some case studies. Discussions are already on going with Care UK.. Customary institutions are not seen as part of civil societies. There are institutions that MSI-PACT & ELMT can work with to go around the issues which hinder the Conflict Mitigation component to be carried out.
- John Graham: For meetings/workshops to be held in Ethiopia on Conflict Mitigation, the right channels need to be used thru the govt in order to get a go ahead in doing this component under the mandate of MSI/PACT. ELMT have a component in conflict mitigation which they will address thru the required channels.
- Andy Catley: The aspect of the harmonized approach of the different actors is the different objectives of the various institutions. Care has been working with the INGO esp Military; there is room for the various militaries to work in humanitarian space without influence of US-DOD

#### **Minute 5/2/4: ELMT-Cary Farley reporting**

- There are 19 sub grants which have been approved by RCU. Due to the drought in some parts of Somali, some ELMT activities have been suspended.
- ECHO has funded ELMT on a Regional Drought Decision €3m: FAO has the mandate of coordinating this project.
- Cross border EW/ER workshop was held in Mandera with input from PACAPS (Simon Levine). Following this workshop; ELMT partners came together to develop emergency response activities.
- The challenge faced in within IR 1 is how to get EW info down to the community level.
- VSF Suisse did training for the CAHWs in Somalia and Kenya. They also supported drug stores in Kenya and Somalia. There was a second workshop held to develop the CASPRO training manual in collaboration with ALLPRO, KCA and KASAL which is an EU funded project based in KARI.
- ELMT participated and organised the Holistic Management meeting and tour in Laikipia and Isiolo in August, 2008. Care Ethiopia supported a meeting on NRM issues in Ethiopia; this was successful with the govt.
- Workshops were held both in Kenya and Ethiopia for the consortium members and sub-grantees on Economic and Enterprise development. This was held in June, 2008
- ELMT supports various women groups by building their capacity in income generation.
- ELMT has a Peace building component; and have organised a peace building meeting in various places e.g. Dollo
- ELMT & PACAPS have had series of meetings the Ministry of Dev of Northern Kenya and Arid lands in support of their visions and strategy in regards to Pastoralists and pastoralists issues.
- Girma Kassa attended a Pastoral Advocacy workshop which was organised by OXFAM and ODI

## Challenges:

- Consortium: what is the value added on consortiums?
  - There is collaborative tension between ELMT & RELPA
  - Synchrony: RELPA Components started at different times, and they have to coordinate different sub-grantees too.
  - Drought: There will be drought in Somalia, Northern Kenya and Southern Ethiopia in the next few months
  - Conflict arising within the region
  - Complexity: of ELMT and how divergent they are; they are faced with challenges in cross-border issues
- Simon Levine & Mohammed Abdinoor held a workshop in Mandera with 16 NGOs to look at the existing EW info and to come up with a response plan on livelihood activities.
- Rains were not good within the Mandera Triangle; some partners have already started responding to the crisis e.g. Save US. ET partners are more prepared to respond and they are way ahead in the response to a crisis. The main problem is the rise in grain prices which has tripled. The price of animals has gone down; this is a potential threat to their livelihoods.
- Girma Kassa: Challenge of Cross border issues: NRM info is available in ET; how can this info be shared with Kenya. Conflict info available in Kenya and need to be disseminated in ET. This could be handled in the YR2. TWGs to be brought together; these needs to be strategized to make the TWGs more productive.

## The main upcoming activities:

- ELMT Consortium Meeting Oct 12-18, 2008
- Financial review for ELMT consortium members in October, 2008

## **Minute 5/2/5: USAID/Kenya: Robert Buzzard reporting**

- NEPDP: Main partner to link with NEPDP is Care Kenya; both at country level and regional levels.
- Animal Health Service Delivery: Services delivery are currently being done by ELMT, There are Laboratories funded by USAID for the PPR virus, these cannot be adequately addressed with the GoK funds allocated.
- Market Promotion Financial Services: A market in Garissa has been established, they are also supporting women's groups in building their capacity.
- There are initiatives that are going on by all partners. VSF Suisse and Care Kenya have been on the ground for years and thus there are lessons to be learnt from their experiences.
- Carey Farley: NEPDP could get to the ground level to get this info. The communication channels within USAID Kenya should be improved for NEPDP to be able to access all info that is within the country.

**ACTION: Walter to update all the partners on the various activities the USAID Kenya program**

## Minute 5/2/6: USAID/Ethiopia: John Graham reporting

- The main focus currently is on issues of Drought and grain prices; There are many vulnerable people, this year 10M people have been affected. This is a relatively minor drought; Grain production has not kept up with demand, thus inflation is high, this is a global phenomenon. Production is no longer keeping up with demand. The drought has affected some RELPA areas e.g Dollow.
- Earlier on partners were asked to realign their funds. These funds were from the USAID mission which had originally allocated the funds to the partners. The realignment is an official govt policy so everyone is responding differently to this, though some areas are not well organized. These are some of the implementations that have taken place due to RELPA.
- **Work on Income Diversification:** Walter Knausenberger and John Graham had a ground tour of Southern Ethiopia. The Women groups supported there are doing well, they want credit from the USG, the women have great ideas on investments e.g. opening grain stores. This capacity building training has been done thru ELMT and PLI.
- **Conflict Res & Mitigation:** Funding has been set up with Mercy Corps and other implementing partners and this is in progress.
- New Policies and procedures have been adopted by the Ethiopian govt, these have been passed as official govt policies. USAID Ethiopia is working with ECHO & FAO, they are thinking of having one existing regional body for the ECHO FAO funds. Rather than duplicating TWGs, they want to establish joint groups. This is work in progress, so more NGOs are being engaged.
- **Informal livestock working group:** this has been established among the donors especially in Bosaso & Djibouti. They are thinking of shipping the animals thru Djibouti. A group from WB, ADB, FAO & Tufts have come together and info is being shared in this process to form a consortium. The govt was invited during one of the briefings; this was a chance of getting the govt involved in the process. Livestock policy forum is one of the successes from the interaction with Abdiweli giving info.
- CAADP Process: This has been a challenge with the Ethiopian govt. This was shared with WB and FSG. The process was launched and now is working.
- PLI 2: In the coming months there will be PLI 2 to be competed for. A crisis modifier fund has been suggested for inclusion in the PLI 2 to be used without sacrificing the rest of the funds.
- **Challenges:** There are rules and areas of activities which have been prescribed. A big campaign has been had to try and persuade the govt to change its mind. It is only awaiting a parliamentary consent. This legislation will affect the local NGOs.
- **Operating in Somali;** RELPA work is to take place outside the Ogaden and this is working fairly well. This is due to the many problems encountered in Ogaden.
- **Hiring:** Dubale Admasu has been hired to work with Joe on the PLI program officer Selashi. A new position has also been advertised and it is more of a third Country National position for a pastoral specialist.

## Minute5/3: RELPA Management Matters

- **Annual Reporting:**
  - Synthesis by PACAPS (input reports for the following are needed)
  - USAID performance report due
  - COMESA
  - ELMT: Oct 24 ELMT 4<sup>th</sup> Quarterly report will be due; this will be a combination of the quarterly & annual report.

PACAPS: Annual report to be out 1<sup>st</sup> Oct, 2008  
RCMG: To be sent out by Oct, 2008 a combination of the report and the Annual Report  
COMESA: To send out in Oct, 2008 after consultations with Angel Daka

➤ **Calendar of Events;**

17-19 Sept, 2008: African Drought Adaptation Forum  
30 Sept, 2008: Brainstorming on Pastoralism initiatives in HoA; UN-OCHA will hosts the meeting; and PACAPS will organize it  
12-18 Oct, 2008: ELMT Consortium Meetings: either Nanyuki or Isiolo,  
mid Oct, 2008: All PMPs should be finalized and submitted  
Accruals reports: to be submitted latest Next Monday; 22<sup>nd</sup> Sept, 2008  
Revised Work Plans from each partner (COMESA, PACAPS, ELMT, and RCMG): should be sent out by next week

**Minute 5/4: Impact Assessment**

“List of paradigm shifts for the future of Pastoralism”

- How other donors’ funding is being leveraged:
  - OFDA emergency response to drought of 2006 (\$26M) they received and additional 5M
  - Funding Ethiopia & Kenya...
    - PACAPS focuses on regional level of policy support and not national level. RELPA will support Arid lands and DMI as stakeholders. PACAPS will find out whether there are funds available to enable them contribute in this process.
  - ECHO RDD Phase II, Euro 43M
  - OFDA Global Food Price crisis supplemental
  - ELMT
  - 1207 (Ethiopia, Kenya) funding from DOD on issues dealing with conflict areas in efforts to reduce conflicts; 1210 ( same as above Next year Kenya & Somalia )
- Humanitarian assistance is governed by international humanitarian law. Security objectives of AFRICOM (Military). Negotiated agreements with US military and interaction on behalf of Humanitarianism.
- The Military do their action analysis and assess the impacts on activities that could benefit the country. This could happen in Kenya to benefit both NGOs/citizens

**Minute 5/5: Mid Term Review**

Ref: Mid Term Review Spreadsheet Annex 8

**Minute 5/6: RELPA Coordination**

- All partners need to look at what was set as the objective of RELPA; what has been achieved, what went well and what needs to be changed.
- **COMESA CAADP:** Presented as a framework on all of RELPA, though main focus is Pillar 3. There are elements of RELPA applying to all other 4 pillars. PACAPS coordinates well with COMESA and ELMT

- What should come next: Remind people that the policy work of PACAPS is prioritized at regional level with support to National CAADP process. We need to reach a common understanding of the role of PACAPS. ELMT does not do the policy making process, but it does a National Policy road map for PACAPS.
- What we actually did: COMESA's policy role is not yet institutionalized. (Andy Catley) Long Term solution is to building capacity within the Regional African institutions to championing policy issues even after RELPA.
- Reasonable output expected: PACAPS shapes the policy process which COMESA will then take forward to the Ministerial levels. PACAPS involvement in the CAADP process components should be able to assist COMESA to enlighten the various stakeholders in the process of policy adaptation.
- COMESA's involvement in the CAADP Process. To answer the questions on how all the activities can be institutionalized. What will COMESA achieve? What will they use the expertise gained from Capacity building? What can we do to institutionalized COMESA within the next 1 year?
- **Challenge:** CAADP is not an institution in COMESA but a project headed by a consultant and RELPA is a project under the CAADP project.
- **Solution:** To have a meeting with the COMESA SG & Directors , to enlighten/clarify to them, they will then ask for assistance which should be then provided to them. There has been training by USAID EA mission at COMESA on M & E. The SG is involved in Livestock issues (MOU), and is involved in making decisions and is involve in issues to do with livestock within the region. There is need for sustainability of the Livestock component within COMESA which is currently not there. COMESA should have ownership of this whole process; this should be included in the agenda of restructuring that is to take place any time now.
- **ACTION: Dawit Abebe and Abdiweli Mohammed who are in-house at COMESA will advocate for this component as the restructuring takes place.**
- COMESA has been added to the component of livestock, they have linked up with ACTISA. Dawit is in the process of institutionalizing for the livestock sector within COMESA. COMESA has been mandated by NEPAD to institutionalize this process. During the 1<sup>st</sup> RL & P F; held in May, 2008, the SG committed supporting the Livestock component of CAADP.
- Milestone: Inclusion of livestock in COMESA which has not been there.

#### **ACTION/OBJECTIVE**

- Get regional roundtable process to move forward
  - Get involved in the institutionalisation of the livestock process
  - Follow-up on the GCC discussion on livestock trade
  - Continue follow-up on the roundtable process in Kenya and ET
- **PACAPS activity:** The concept note/proposal at the end of PACAPS to be should be able to be worked upon within the region. A framework for livestock with the model language should be available to capture the required info and to be acceptable to COMESA
  - How do you get the livestock info/compacts analyzed and included into these policies? The component has to be owned by COMESA, they should be able to

- defend it having in-depth knowledge of it. Candace Buzzard: IFPRI is funded by USAID, in the event that COMESA needs capacity building then training should be done together with them.
- **ACTION: PACAPS & COMESA to come up with specifics on what is lacking at COMESA and what is the way forward.**
  - **RCPM:** Though there was no start-up synchrony, this is happening but has fallen short in Ethiopia.
  - Who houses the info and activities that MSI PACT has been doing at the end of the project?
  - **ACTION: Candace Buzzard, Work with Peace II to take it up because they are going to do the exact same work.** The upcoming meeting in Mombasa (Peace II stakeholders meeting – Oct 28, 2008) could be an opportunity to bring up this idea.

**Minute 5/7: Methods & tools on how to collaborate by Dr Stacey Young**

- This could be done by the use of a wiki; (it is outside the USAID firewall). A demonstration on how to set up and use a Wiki was shown by Stacey. This could be used for sharing info; writing reports etc. It could ease the congestion of inboxes and lead to prompt response by partners simultaneously.

## Annex 1: Meeting Agenda

**RELPA**  
**5th Technical Steering and Coordination Group**  
**&**  
**1<sup>st</sup> Annual Review Meeting**  
**15-16 September 2008**  
**(Ramadan)**

**Addis Ababa, Desalegn Hotel No. 2**  
**(in front of EU Delegates offices)**

### AGENDA

<b>Time</b>	<b>Item</b>
<b>Day 1 - Monday, 15 September</b>	
8:30	1. Calling to order, welcome, introductions
9-9:10	2. Walter: importance of collaboration to RELPA's Success
9:10 – 9:45	Stacey <ul style="list-style-type: none"> <li>• Value of collaboration – the challenges before us, the way to achieve the multiplier effect questions to participate; what could you get from collaboration, what do you worry you could lose by collaborating?</li> </ul> Walter <ul style="list-style-type: none"> <li>• Discussion of meeting agenda, participant expectations</li> </ul>
9:45-10:00	Review minutes & Action items of 4 <sup>th</sup> TSCG meeting June 16, 2008
10:00-11:15	Updates from all RELPA components (15 mins each, max 5 slides). [Provide 1-3 page annual report update to share (20 copies) and attach to minutes] <b>Achievements/Results, opportunities, Scaling up and out, Leveraging, Next steps</b> <ul style="list-style-type: none"> <li>• Overview (WIK)</li> <li>• COMESA-CAADP (CAADP; Regional Pastoral &amp; Livestock Trade)</li> <li>• PACAPS (Regional Coordination and Analysis, Cross-border Animal Health, Early Warning/Early Response, Support to COMESA in Pastoral and Livestock Trade Policy)</li> </ul>
11:15	Break
11:30	Updates from partners, continued <ul style="list-style-type: none"> <li>• Regional Conflict Prevention and Mitigation (RCPM) – MSI/Pact</li> <li>• ELMT (ELSE) Kenya, Somalia, Sub grants, technical working groups' status etc)</li> <li>• USAID Ethiopia</li> <li>• USAID Kenya</li> <li>• USAID/East Africa, Limited Presence countries, Somalia</li> </ul>
12:30-1:30	Lunch
1:30-2:45	Mid-Term Review RELPA results interaction matrix <ul style="list-style-type: none"> <li>• what did we say we were going to do?</li> <li>• What did we actually do?</li> <li>•</li> </ul>
2:45-3:00	Break
3:00-3:45	Mid-term Review, Part 2

	<ul style="list-style-type: none"> <li>• What worked?</li> <li>• What should/could be changed</li> <li>• Prioritization</li> </ul>
3:45-5:30	<p>Vision exercise</p> <ul style="list-style-type: none"> <li>• Where do we want to be at end of year 2?</li> <li>• What could RELPA/ELSE/ELMT and other stakeholders (which will be around year 3 and beyond) do to carry the learning forward?</li> <li>• Discussion on optimization of results and opportunities for achieving them collaboratively.</li> </ul>
<b>Day 2 – Tuesday, 16 September 2008</b>	
8:15	Review of Day 1
8:30-9:00	Practical RELPA management issues, housekeeping expectations, timelines
9:45	<b>Break-out Groups: discuss opportunities for translating the vision articulated on Day 1 into concrete ways to move forward around planned results</b>
9:45	<b>Specific issues &amp; activities around which to coordinate within RELPA</b>
	Group 1: Collaboration; working together across regions (Ethiopia, Kenya, Somalia)
	Group 2: Collaboration, interactions, complementarities across themes (Conflict, TWGs etc)
10:45	Report-Out
11:15	<b>Break</b>
11:30	<p><b>Specific issues &amp; activities around which to coordinate beyond RELPA</b></p> <p>Identifying priorities:</p> <ul style="list-style-type: none"> <li>• Opportunities for synergies with each other and other actors in region</li> <li>• Enhancing Cross border value added, regional dynamics</li> </ul>
13:00-14:00	<b>Lunch</b>
14:00-15:00	Getting to results; Methodologies, Tools for Collaborating to achieve impact against priorities identified Discussion
15:00	Articulate next steps role & responsibilities
	Revisiting Parking lot
17:00	Adjourn

**5th RELPA TS & CG MEETING & ANNUAL REVIEW  
ADDIS ABABA, ETHIOPIA**

**LIST OF PARTICIPANTS**

<b>No</b>	<b>Name</b>	<b>Position</b>	<b>Organisation</b>
1	Abdiweli Mohammed	Livestock Pastoralism Advisor	COMESA
2	Carey Farley	Chief of Party	ELMT
3	Girma Kassa	Deputy Chief of Party	ELMT
4	Andy Catley	Principal Investigator	PACAPS
5	Francis Chabari	Chief of Party	PACAPS
6	Mildred Obadha	Logistics Coordinator	PACAPS
7	Simon Levine	Snr Livelihoods Advisor	PACAPS/FEG
8	Roselyn Mungai		PACT
9	Mohammed Abdinoor	Early Warning/ELMT Project Manager	SCUK
10	Candace Buzzard	Office Director/REGI	USAID
11	Dr. Stacey Young	Snr Knowledge Mngmt Advisor	USAID
12	Susan Nzii	Admin Assit/REGI	USAID
13	Walter Knausenberger	RELPA CTO	USAID
14	Robert Buzzard	Agric, Business & Envir Office (ABEO)	USAID/Kenya
15	Fasil Demeke	ELSE PM	Care Ethiopia
16	Dubale Admasu	Pastorlaist/Livestock Prog Coord	USAID Ethiopia
17	John Graham	Snr Policy Advisor	USAID Ethiopia
18	Adrian Cullis		SC UK

## Annex 3: Knowledge-Driven Development by Dr Stacy Young

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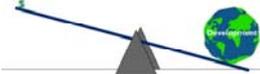
### Knowledge-Driven Development: multiplying RELPA's impact through collaboration

Stacey Young, PhD  
Senior Knowledge Management Advisor  
US Agency for International Development

 **USAID**  
FROM THE AMERICAN PEOPLE

### Our development challenge

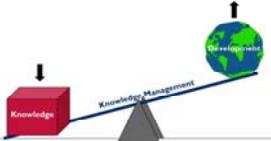
20 million pastoralists in the region need solutions to problems that threaten their livelihoods  
RELPA's projects and institutions reach only a fraction of them directly, with interventions that address only some aspects of their problems



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FROM THE AMERICAN PEOPLE

### How can knowledge-driven development help?

We can increase our impact (direct & indirect) by pooling our knowledge to develop integrated solutions, and spreading what we learn much more broadly than we can spread our project dollars:



People are being born into poverty much faster than the programs we support can help lift them out

KM helps identify and capture scaleable innovations, as well as promote their spread and application

Thereby we can multiply the impact of these innovations *by influencing practice well beyond the projects we fund directly*

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### What is knowledge-driven development?

Collaborative knowledge generation

- we apply the best knowledge available (not just the knowledge we ourselves have) to make sure our programs are designed and implemented for maximum impact:
  - best practices are applied to all aspects of a problem simultaneously*
- we constantly question our own assumptions and test our hypotheses, and we engage others in this process, so we get a fuller understanding of problems and solutions

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### What is knowledge-driven development?

Strategic knowledge dissemination

- we share what we learn beyond our projects and institutions so that others can
  - avoid our mistakes
  - adapt and apply the new knowledge and further refine it

Long-term knowledge application

- RELPA partners work toward functioning as a long-term resource network for each other, beyond the end of the RELPA project, so that we further build on what we create through RELPA

 **Traditional approach to knowledge & development**

Objective: Address a specific problem through a single project or institution

Approach:

- Design a project that addresses one aspect of a challenging development context
- Implement the project
- Learn from the project
- Based on the learning, alter the project in its next phase (if there is one)
- Repeat

*Impact is limited to the project in question, and to the particular aspect of the problem that project engages*

Knowledge is project-specific  
 K is a by-product: useful once generated, but few systematic processes for strategic capture and application of new K as it is generated, and iterative refinement of it  
 K is not recognized as a resource for broader industry/stakeholder audience

This is not a sufficient approach to leverage our limited development resources

 **What collaboration among RELPA partners has enabled**

- PACAPS & ELMT on Early Warning/ Early Response
  - RELPA Guide to Early Drought Response
  - Cross-border EW/ER Workshop, Mendera, Aug. 08
- RCPM & ELMT on Conflict Sensitive Service Delivery capacity building
- COMESA & PACAPS on live animal and livestock products marketing
- PACAPS & COMESA: Pastoralism Expertise to National CAADP Processes in Kenya, Ethiopia, Djibouti, Sudan and beyond
- Pending? Linkage of Participatory Mapping of NR at Village Level, GIS & remote sensing with conflict mitigation, CSSD

Support **collaborative learning** in all aspects of achieving scalable microenterprise innovation: Identification, research and development  
 Dissemination  
 Adaptation and application  
 Refinement  
 generate innovations through group collaboration: more effective development of new ideas, immediate group learning, galvanizing lasting peer-to-peer K sharing networks  
 Facilitate industry-wide interactive sharing of innovations generated through our projects and through others' to get the broadest input and the fastest evolution, adaptation and uptake of innovations

 **Scaled approach to knowledge & development**

Objective: Multiply the impact of our resources by integrating our efforts to coordinate our response to the whole constellation of problems affecting pastoralists

Approach:

- Develop integrated interventions collaboratively with peers
- Share innovative learning broadly and invite critical engagement from others
- Focus on spread, adaptation and uptake of innovation
- Focus on long-term knowledge networks that endure beyond the project's end

And thereby extend that learning and adoption *beyond those activities we directly fund*



**Some "Extra RELPA" collaboration opportunities**

- Work with PEACE II on common cross-border interests
- USAID/Kenya DG programs supporting Wajir Peace & Development. Link to CARE/K grant to Oxfam for Wajir Peace Institute?
- Collaborate, synchronize with Kenya NRT, LWF
- Capitalize upon NEPDP work with District Livestock Marketing Councils, mobile livestock health clinics, microfinance initiatives, etc.
- ECHO Regional Drought Decision program, funding on analogous programs in RELPA region
- Collaborate with FAO Technical Working Groups, e.g., water harvesting, forage production



**Reasons to collaborate**

- "I wish my colleagues would stop doing x bad practice and start doing y good practice instead – we're working at cross-purposes/we're diminishing our impact"
- "I can't seem to figure out how to solve this problem on my own – what have other people done in this situation?"
- "How can we be sure we're not reinventing the wheel, or duplicating something someone else is doing?"
- "I think I'm on to something here – imagine the impact if this could be replicated in other places!"



**Reasons not to collaborate**

- "My colleagues will steal my ideas and take credit for them"
- "I'll look stupid if I reveal the problems I'm having"
- "It takes too much time"
- "I don't like my colleagues"
- "It goes against our institution's culture"
- "We don't want to cede our turf"
- "The project time frame is too short"
- "Collaboration won't add value to our efforts"



**Decreasing the risks, realizing the potential of collaborating**

- Set some ground rules: for example, "Nobody needs to share proprietary info" and "Give credit where credit is due"
- If we work together, our impact will be greater, which is the ultimate goal
- Duplication of efforts and continued bad practice take a lot longer to achieve positive impact than collaboration does
- We don't have to like each other, we just have to keep our eyes on the prize and get the job done
- And, we'll be able to sell our success to donors!

*These issues merit open and frank discussion*



**We don't have to figure it out by ourselves**

There are lots of resources to help us figure out how to work together:

- [www.eldis.org](http://www.eldis.org)
- [www.frameweb.org](http://www.frameweb.org)
- <http://www.kstoolkit.org/>

...are just a few



**Methods and tools that can help in various contexts**

What's our context? Do we need to...

- Share information about what we're doing
- Help each other problem-solve through peer assists
- Produce knowledge collaboratively (project design, best practice briefs, ways to communicate lessons learned to other development specialists)
- Draw on external sources of knowledge
- Coordinate our schedules and our knowledge

 **USAID** FROM THE AMERICAN PEOPLE **Share information with each other**

- E-mail listserv
- Newsletter of project updates
- Scheduled periodic check-ins (conference calls, group-wide or in pairs/clusters)
- Online communities of practice

 **USAID** FROM THE AMERICAN PEOPLE **Where to start?**

Low hanging fruit

- easy opportunities
- urgent needs

 **USAID** FROM THE AMERICAN PEOPLE **Give and get help solving problems**

- Peer assists
- Study tours
- Online communities of practice
- Knowledge network

 **USAID** FROM THE AMERICAN PEOPLE **Collaborate to produce together**

- Face-to-face "write-shops" to document lessons learned
- Planning-coordinating meetings to plan interventions and monitor progress
- Online workspaces
- Wikis

 **USAID** FROM THE AMERICAN PEOPLE **Coordinate our schedules, our efforts, our knowledge**

- Online group calendar tools to coordinate our schedules and events
- GIS mapping to coordinate the information available to us

 **USAID** FROM THE AMERICAN PEOPLE **Find and share external resources**

- Newsletter items
- Listserv messages
- Wikis linking to other resources
- Tagging to create shared resource library

## Annex 4: CTO Overview presentation

### RELPA CTO Overview

5<sup>th</sup> TSCG & Mid-term Review  
15-16 Sept. 2008  
Addis Ababa

### Status of key components

- OFDA awarded eight grants in Mandera Triangle (Oct. 2006) for 12 months:
  - 2 in Ethiopia (ADRA, CISP)
  - 2 in Kenya (AAH, CARE)
  - Somalia (ADRA, ACF, IMC, WCDO)
- COMESA LSGA Sept. 30, 2006
- Regional FFP Office food aid effectiveness study in Southern Somalia Dec. 2006 – March 2007
- Regional Conflict Prevention & Mitigation task order awarded Feb. 7, 2007 for 18 months, requesting extension through Nov. 2008.
- PACAPS 2-yr. award dated May 18, 2007, launched Aug. 1, 2007.
- ELMT awarded August 30, 2007, for two years.

### Illustrative Progress

- CTO's intensive management of 3 RELPA (COMESA, ELMT, PACAPS) grants and RCMG task order has concretely promoted movement towards the parts' convergence and coherence.
- Serve as matchmaker and linkage agent, attend numerous GoK, donor and other PVO meetings on pastoral issues.
- Liaison for USAID/EA with US Embassy and US military on water development issues.
- 2-year Embassy Science Fellowship filled on rangeland management and ecology, stimulated keen interest on part of stakeholders in monitoring and evaluation of range management interventions, for which a protocol is being applied by 10+ organizations in Kenya.
- Working with USFS to bring holistic planned grazing and rangeland management expert to HoA in conjunction with ELMT /ELSE

### Progress cont'd.

- RELPA Contacts database entered with >500 persons details from business cards.
- Tasked FEWSNet to create a prototype HoA Food Security stakeholders' database in conjunction with RELPA, et alia.
- Intern assembling full bibliography of the extensive series of Kenya Range Management Handbooks and maps, with CD of maps

### Leveraging

- ELMT cost share of LIP Fund
- ECHO RDD Phase II, 43 M Euros,
- OFDA emergency response funds in region
- OFDA Global Food Price crisis resources?

### Illustrative Next Steps

- Advance synchrony, coordination and collaboration with pertinent bilateral USAID programs in the region
- Further develop the partnership with ECHO RDD in terms mutual information sharing and beyond?
- Organize an independent evaluation of RELPA early CY 2009.

## Coordination in RELPA by PACAPS

- “The systematic use of policy instruments to deliver aid assistance in a cohesive & effective manner” (Larry Minear, 2002, *The Humanitarian Enterprise: Dilemmas and Discoveries*)
- **Coordination by consensus**
  - Coordination by which leadership is mainly
  - a function of a capacity to orchestrate a
  - coherent response & mobilize key actors
  - around common objectives
- **Policy Instruments include:**
  - Strategic planning
  - Gather data, managing information, contextual analysis
  - Mobilizing resources & ensuring accountability
  - Orchestrating a functional division of labor in the field
  - Negotiating and maintaining a serviceable framework with partners
  - Providing leadership

## Coordination, cont'd

is NOT only...

### Coordination by default

- Absence of a formal coordination
- mechanism. Involves a rudimentary
- exchange of information between and
- division of labor between actors

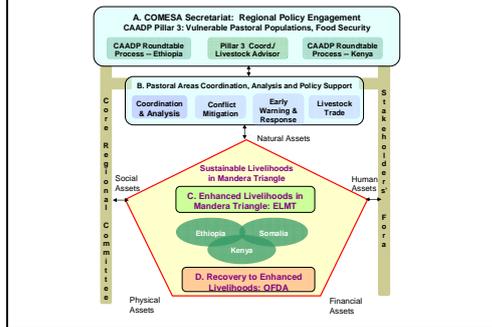
## New Promise of Collaboration

- More than teams working together
- Peer production to harness human skill, ingenuity and intelligence more efficiently & effectively through broad horizontal networks of participants, mobilized to “co-create.”
- Harnessing new principles of openness, peering, sharing and acting globally

## RELPA Implementation Activity Clusters, Complementary USAID Programs and Stakeholders



## RELPA Program Activity Areas



## Annex 5: PACAPS Presentation to the RELPA TSCG 5

**USAID** **RELPA | PACAPS**

### What PACAPS did

**Coordination:**

- Secretariat to RELPA TSC meetings
- Technical support to ELMT Tech. Working Groups
- Dissemination of Livestock & Pastoralism relevant documents
- Networked with key EW/ER actors (FEWSNET, KFSSG, UN-OCHA, FAO ECHO)
- Networked with Pastoralist focused agencies in the HoA
- Networked with key Policy Units –FAO/IGAD, AU-Pastoral Framework Initiative

**Livestock Health:**

Collaboration with AU-IBAR, FAO/IGAD projects on developing Regional Strategy for management of RVF & Harmonization of operations of CAHWs

**USAID** **RELPA | PACAPS**

### OBJECTIVES OF PACAPS

<b>Project Objective #1:</b> Provide Strong Technical Coordination of RELPA Activities	<b>Project Objective #2:</b> Strengthened Cross-border Animal Health Services – (disease surveillance & Contingency plans for epizootics in MT)	<b>Project Objective #3:</b> Enhanced Early Warning /Early Response
<b>Project Objective #4:</b> Improved Capacity of COMESA in Coordinating Regional Initiatives in Pastoral Areas	<b>Project Objective #5:</b> Improved capacity of COMESA in Harmonizing National Livestock Trade policies & Protocols	<b>Project Objective #6:</b> Coordination of RELPA Conflict Prevention & Mitigation Activities

**USAID RELPA | PACAPS** **Tufts** **Food and Health & Behavior Program** **Fairstair International Center**

### 5<sup>th</sup> RELPA Technical Steering & Coordination/ Annual Review Meeting

#### PACAPS Overview

Addis Ababa  
Sept 15 - 16, 2008

**USAID** **RELPA | PACAPS**

### What we did, cont'd

- Review of Livestock/Pastoralist policies in Kenya & Ethiopia
- Capacity Building of COMESA staff & Policy analyses initiatives
- Planning for Market survey in Mauritius in October 08 Tunisia Now/Dec
- COMESA TNA Assessment

**USAID** **RELPA | PACAPS**

### What we did well

- Networking and info sharing for EW/ER
- Contingency planning trainings with NGOs – early response
- Capacity-building with COMESA:
  - Day-to-day mentoring & support to COMESA via Tufts pastoralism specialist seconded into the COMESA Secretariat
  - Introduction of commodity-based approaches to livestock trade; high-level endorsement of approach by COMESA Ministers of Agriculture
  - Inclusion of pastoral issues into the AUNEPAD Framework for African Food Security, under CAADP Pillar 3
  - Technical and organizational support to the COMESA Regional Livestock & Pastoralism Forum
  - Planning for Pastoralism & Policy training with COMESA on course, with STTA support (IED, Ksarine, TADScientific)
- Livestock/commodities policy analyses in progress with COMESA
- Clear delineation of PACAPS and COMESA livestock marketing tasks (Somali areas-Gulf trade; intra-Africa trade etc)
- Technical support to CAADP national compacts – Kenya, Ethiopia etc
- Coordination/partnerships/info dissemination

**USAID** **RELPA | PACAPS**

### What we did well, cont'd

Indicator	Actual: 06/ 2008	Target: 05/2009
<b>SO Level:</b> Number of partnerships forged between African regional organizations and networks of organizations working with vulnerable groups	25	16
<b>4.5.1:</b> Number of Policies /Regulations/ Administrative procedures analyzed as a result of USG assistance	5	4
<b>4.5.1:</b> Number of individuals who have received USG supported short-term agricultural enabling environment training	223	185
<b>4.2.1:</b> Number of legal, regulatory, or institutional actions taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organizations	2	2

### Challenges

- Multiplicity of actors – require a different/dynamic coordination structure
- Different time-lines for RELPA components
- Cross-border info sharing/response

## Annex 6: RCPM-MSI/PACT Presentation to the RELPA TSCG 5

### Regional Conflict Prevention and Mitigation (RCPM)

#### in the Regional Enhanced Livelihood in Pastoral Areas (RELPA) Program

Managing African Conflict (MAC)  
IQC NO 623-1-00-03-00047-00  
Task Order No. 900  
Implemented by MSI, PACT INC, and  
PACT KENYA  
Feb 5, 2007- Nov 30, 2008

### Objective

To strengthen the effectiveness of Conflict-Sensitive approaches used in the targeting and delivery of humanitarian and sustainable livelihoods assistance in the Greater Mandera Triangle.

### Specific Tasks

- Task 1: Conduct a baseline study (conflict assessment and capacity assessment of institutions to undertake CSSD)
- Task 2: Conduct CPMR training and Skill-building
- Task 3: Networking of RELPA & other partners for lesson learning, information sharing on best practices.
- Task 4: Strengthen partnerships between implementing partners and existing peace committees/local governance structures
- Task 5: Support joint planning & implementation for improved coverage and coordination, working mainly with ELMT & PACAPS

### Progress on tasks

1. Conducted a baseline assessment in the Mandera Triangle.
2. Conducted a needs assessment of potential RELPA/ELMT/Local Partners.
3. Conducted Conflict Sensitive Service Delivery trainings for senior level and direct program staff for ELMT consortium partners and sub-grantees ( Mandera, Moyale and Nairobi)
4. Conducted training with Oxfam GB for the early recovery cluster in Kenya
5. Conducted Mini-clinics On CSSD in Wajir, Mandera, Garissa, Isiolo

### What is a Mini Clinic

A one on one advice and practical experiential learning with an individual or small group of NGO/CBO/Stakeholders. A mini-clinic usually incorporates the following elements but each one is individually adapted to the needs of the organisation:

- Introduction to CSSD principles
- The importance of conflict analysis and a discussion and analysis of the organization's specific context
- Consideration of their practical experience and the challenges faced in their program areas regarding conflict
- Consideration of project documents and plans in the light of CS
- Make CS adjustments to those plans and activities
- Create linkages with other key peace actors in the area

### Collaborative work

- With development organisations in Wajir
- With CARE Kenya and Care Somalia in planning cross border meetings with partners and grantees sharing experiences on CSSD
- With Government and civil society actors in isiolo, where a joint CSSD forum is planned to discuss various discomforts involving development in the area

## Impact so far

- Through the various trainings and mini clinics that have taken place, many NGO workers, Government technical staff at district level, and many community representatives have acquired skills on CSSD
- Some agencies have also taken responsibility to work more directly on conflict issues impacting on their program areas. Eg Development Concern.
- There is a much greater awareness of the importance of Conflict Sensitivity across agencies outside of ELMT (incl. gov't, CBOs, communities) across Kenya and Somalia
- CARE KENYA having participated in the initial CSSD Workshops and mini clinic have now taken responsibility to ensure CSSD in initiatives beyond their partners, eg the networking meeting in Isiolo on 10<sup>th</sup> September 08.
- Oxfam GB are now mainstreaming Conflict Sensitivity in all of their programs and partners' work; they have also developed a database of CSD practitioners, and with Pact's help have trained members of the early recovery cluster on post electoral violence.
- CARE- Somalia has incorporated Conflict Sensitivity work into scheduled training for partners and beneficiaries in Somalia

## Lessons Learnt

- In implementing CS work, it is clear that traditional ways of doing peace work as stand alone is enhanced if undertaken in conjunction with Conflict & Sustainable Development (CSD) for long term impact. In chronic conflict environments peace-building needs to be embedded into all regular development efforts
- For CSSD to be most effective it must be built in the planning stages of programs as opposed to introducing it halfway through implementation
- Surprisingly given the enormous amount of peace work that has been undertaken in the region there is still insufficient conflict analysis done by development actors and the impact of and on conflict considered intrinsically within their work

## Lessons Learned

- Similarly there is a disconnect between agencies working on conflict directly and all other actors. (eg no sharing of analysis and little joint implementation with other actors). There is a culture of delegating responsibility to certain actors rather than taking responsibility for a playing a positive role in peace work.
- Government, as the driver of a country's development agenda is a key agent of change and must be brought on board for CSSD to have most chance to influence development. In Wajir where we have deliberately targeted the DSG changes are already apparent as they now actively questioning how development is likely to impact on conflict and vice versa.
- CSSD is more likely to have an impact on the environment if all development actors are aware of the issues. Targeting a broader multi-stakeholder audience has proven more effective than limiting training to ELMT alone.

## Recommendations

- In order to ensure that CSSD takes place through out the project cycle, future contracting mechanisms should be arranged so as to run concurrently or better still embedded within the program design of all USAID and other donor partners. So that each agency is responsible and accountable to deliver CSSD.
- It is desirable that CSSD work not be limited to the RELPA partners and programs, but broadened to include government, local networks and CSOs as well as development bodies operating within the Mandera triangle

## Planned Activities

- Support to CARE Kenya and partners in Isiolo, Marsabit and El Waq (Elwak)
- Support for VSF-Suisse work in Isiolo and Mandera (for Somalia)
- Networking meetings scheduled for Moyale, Marsabit, and Mandera (during these networking forums, a conflict analysis will be updated and shared widely)
- Development of materials on CSSD; a simple guide to CSSD ( cheat sheet), and a compilation of CSSD materials in CD form. A compilation of a set of anecdotes from various experiences that demonstrate key elements of CSSD is planned also

**Thank You!**

## Annex 7: Annual Review Spreadsheet

topic	what we intended to do	what we actually did	what's working, what isn't (yet), what opportunities exist	what should come next
<b>coordination</b>	achieve coherent coordination, joint planning among RELPA partners			
<b>role of COMESA</b>	increase the leadership role of COMESA in implementing CAADP Pillar 3: pastoral and livestock sector policy	COMESA agrees that livestock and pastoralism are important; livestock voice now heard in CAADP process	COMESA's policy role not yet institutionalized	clarity on PAACPS role re: national level policy; move forward on policy opportunities in Kenya; hand off CAADP responsibilities to COMESA Sec General; and provide COMESA/Sec Gen with assistance to take ownership and make good on their stated commitment
	advance a policy framework for addressing pastoralism issues at national and regional level			
	enhance local, national, regional and international policies beneficial to pastoral areas			
	reduce gap between emergency relief and development assistance, but not to focus on poorest of poor	ignored edict not to focus on poorest; looked at rel. betw emergency response and long-term dev't; livelihoods pilot in Mandera incl non-ELMT org.s, which increases sustainability		continue pilot; include workshops in diff countries on approach (Dolow Eth; or Kenya); generic drought contingency plans at woreda level in Eth
	establish viable pastoralist and alternative, enhanced and complementary livelihoods	livestock; other livelihoods	promoting fodder production for both emergency response and income generation, and developing new partnerships to do so -- ELMT is doing this, it is working and should be scaled up	livestock: get better prices for pastoralists for livestock -- implies PACAPS as well as ELMT, support live animal export northern ports; PACAPS to focus on meat export (vs live animals) b/c it req less phytosanitary investment -- req awareness raising an
	enhance livelihood opportunities that reduce vulnerability and destitution in pastoral areas			
	improve livestock production and marketing			
	improve natural resource mgt in pilot areas of the pastoral landscape	participatory NR mapping in Eth: bit resource ctr for dissemination of research products; prosopis mgt; training workshops on NRM; HMI planned grazing training	NRM mapping is working and customary institutions are adopting it and taking it forward and using it to guide their planning activities (for community action plans); they are linking this participatory mapping into govt-level GIS mapping so that the parti	HMI planned grazing training will continue (October); training ELMT partners on dryland product enterprises; continue participatory mapping and take it to scale; fodder production and rangeland mgt trainings, field trials, demonstrations to encourage sca
	strengthen civil governance and conflict mitigation	conditions on the ground have changed: new legislation in Ethiopia, etc -- implies refocusing on customary institutions; training evolved into ongoing mentoring	see report from Monday	focus on customary institutions and CEWARN; work with community representative institutions to hand this work on to them so they can take it forward (RELPA to step back into a facilitative role); ensure that RELPA livelihoods activities inform the conflic
	enhance capacity on the part of implementing partners and the communities they work with to prevent and mitigate resource-based conflicts			
	enhance capacity of target population to advocate for enabling economic and social environment at local, national and regional levels and among regional organizations	are engaging the Ministry re: their consultative mtgs -- our input is to amplify pastoralist voice in this forum, share ideas and selectively participate in these forums		with maps of natural resources and other key information, help communities analyze the root causes of the conflicts that arise over natural resources -- equip them with skills to analyze the problems and devise their own solutions; RELPA should play a faci
	advance synchrony, coordination and collaboration with pertinent bilateral USAID programs in the region			
	promote synergy with national and multilateral investments in the region			work toward inclusive thinking, holistic approach to the problems we face and pastoralists face
	leverage a broader base of donors			bring new level of empathy to each other and be less protective of turf, focus on collective learning
				tap remittances and diaspora resources -- diaspora finance for activities back home
	<b>opportunities:?</b>			
	link pilot program for contingency planning in Mandera to participatory mapping -- add this tool to generic template for drought response?			