

# World Initiative on Sustainable Pastoralism:

## Draft inception report

As per the project document (PRODOC) for WISP, an Inception Meeting for the Project Coordinating Committee was held, within one month of the appointment of the Global Coordinator (GC), on March 2<sup>nd</sup>, 2006. The GC presented a report to the Inception Committee, including the annual work plan, recommended changes to the outputs and activities of the Logical Framework and suggestions for developing specific areas of WISP: in particular to bring clarity over governance, partnership and regionalisation. This draft inception report provides an update on WISP, proposed ways of working as recommended by the inception committee and planned activities for the next three years.

This report will be translated (French and Spanish) and circulated through WISP-net for feedback from members. Members will be given a period of two weeks in which to respond with comments or queries. The final report will also be reviewed by the Executing Agency (IUCN) and the implementing agency (UNDP/GEF) to ensure consistency with the objectives and activities indicated in the Project Document.

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## Update on the work of WISP

WISP's strategy has been opportunistic in the past two years and any opportunity was grabbed and exploited with whatever resources were available. For example, in the run up to the global gathering in Turmi, WISP's relationship with PCI (Pastoral Communication Initiative) enabled leveraging of support to increase the scale of the outcome. On the whole this approach has served to keep the momentum alive and to put pastoralism on various agendas including the UN Convention to Combat Desertification. One significant outcome of the year's lobbying is that the Executive Secretary of the CCD has written a letter in support of another pastoral gathering, to be held in Spain.

In April 2005, at CRIC 5 (UNCCD Committee for the Review of the Implementation of the Convention) in Bonn, four WISP representatives sat on a panel to influence attitudes towards pastoralists as custodians of drylands environments. At another event, COP7 (Conference of the Parties) of the UNCCD (Nairobi, 17<sup>th</sup>-28<sup>th</sup> November 2005), WISP organised a side event, dubbed "the Manyatta", which has led to a formal recognition of the contribution of pastoralists. The outcome document of UNCCD COP7 refers to pastoral dryland management as an "important element to combat desertification". This is the first time that the convention has formally recognized the key role of pastoralists in the sustainable management of drylands. In the aftermath of the Manyatta, the Secretariat of the CCD expressed an interest in following up further, showing a very positive outcome for a relatively meagre investment.

Another member of WISP (the European Forum on Nature Conservation and Pastoralism) organised a conference on the value of High Nature Value (HNV) farming (Bulgaria, September 2005). EFNCP is a pan-European non-profit organisation, bringing together ecologists, nature conservation managers, farmers and policy makers to discuss problems and potential solutions facing HNV farming systems. The EFNCP wishes to play an active role in the North-South and East-West linkages within WISP, and took advantage of the WISP presence to exchange ideas about projects that might be developed under the WISP umbrella in the future. It is important to continue to integrate European issues and attitudes to pastoralists within WISP, to foster pastoral-to-pastoral linkages and to explore European solutions that could be applicable elsewhere. This helps to persuade planners in developing countries that pastoralism is not a developing country issue, and is perfectly compatible with a developed state. Such events have kept WISP's name on the agenda over the past year and have maintained a sense of what is happening and where.

A significant outcome from Turmi is the level of enthusiasm for organising events and networks for pastoralists. Events are under discussion for 2006, including gatherings of pastoralists in Spain, West Africa and Central Asia amongst others. Also during 2005, Afghan pastoralists (Kuchi), policy makers, donors, implementing agencies and international scientists converged at the Foundation of Culture and Civil Society (Kabul 15<sup>th</sup>-17<sup>th</sup> November 2005) to strategize on pastoralist support systems. This was a USAID-sponsored and WISP was actively engaged to help bring in additional participants and a member of WISP attended on its behalf.

Indian participants at Turmi returned home particularly enthused and swiftly mobilised a national pastoralist organisation in their country. One WISP member in India, KRAPAVIS, organised a campaign in support of the restoration of pastoralists' traditional rights of access to grazing and watering resources in common land/forest areas (India, 15<sup>th</sup> November 2005). Through this one-day Community Prayer followed by consultation with policy makers, KRAPAVIS used the momentum and information generated from other WISP supported events to strengthen their calls for pastoralists' rights.

During 2005 efforts were made to keep the idea of WISP alive, including presentation of WISP at various events, made by members of the WISP coordinating committee: for example, IUCN presented WISP at the Kenya pastoral week. In November a consultant, Veronica Muthui, was hired for two months to kick start some of the programming activities of WISP. WISP is very grateful to Veronica for her energies and enthusiasm in getting key activities off the ground moving and for generally 'stoking the fire'.

Partly as a result of the input of Veronica, WISP has initiated the first of the major studies planned for the first year. Consultants have been contracted, from March 1<sup>st</sup>, for the global study of Pastoral Economics and Marketing. The approach that WISP takes to these studies will develop over time as WISP balances the need to consult with pastoralists with the demand to produce tangible outputs that can be used in subsequent work. WISP must prove its credibility and clarify its value in order to engage meaningfully with pastoralists and it must have strong mechanisms of consultation with pastoralists in order to be truly credible.

WISP has already been instrumental in leveraging funds for IUCN, which hosts the initiative. IUCN has secured funds to study the economics of drylands (in Kenya) and is using the consultant to demonstrate the cost, to the Kenyan Government, of allowing drought to proceed to famine in 2005. Money has also been secured through WISP to conduct a series of national studies, in East (and possibly West) Africa, on pastoralism through the conservation lens.

### **Regional centres and their roles in coordinating the project activities**

During the two year period of WISP's design a number of plans for regionalisation of WISP were mooted, and were captured in the PRODOC. Some of these plans reflect different scenarios; in particular the greater level of funding that was originally expected. WISP is now funded by GEF as a Medium Sized Project, with a fund of a little less than US\$1,000,000 for three years, which has implications for the role of regional networks in the immediate future. The deliberations of the inception committee regarding regionalising WISP are presented here.

#### **Needs**

- WISP needs to have regional presence in some form outside of East Africa, but this means identifying focal points or 'champions'. Ultimately WISP must reach pastoralists and this requires national work, so a role of the regional partners is to identify and support such national institutions
- A region isn't a fixed definition and WISP could work with various regional bodies in different ways and with different coverage
- WISP needs to work with the formal regions (the intergovernmental government bodies): IUCN and UNDP already have mechanisms to engage
- The idea of pilot countries may be less appropriate now that the WISP budget is so much lower
- However, liaison points are required at regional level to facilitate linkages and communication
- There is no need to have only one 'hub' per region – there will be partnerships and relationships with various partners at regional and national levels, with different roles (communications, organisation, etc.)
- A number of agencies have indicated an interest in becoming regional hubs for WISP and the role of these agencies should be clarified as well as their continued interest. Their role may be a transitional one as WISP works with them to identify regional pastoral institutions that can be developed to become regional focal points, and discussions will be held to clarify expectations and agendas with these agencies

#### **Roles**

- The roles of the regions may include communication, coordination of regional gatherings, resource mobilisation (using WISP's image to access funds for regional events) and at times they will be a necessary conduit for WISP funds
- Regional networks could be the focal point or lead/entry point for the flow of information – for example, assisting in translation
- The regions may have a role in knowledge management and particularly in improving the input from pastoralists, although eventually this should be the role of national partners

- Regions could be involved in setting terms of reference for capacity building work, shaping the activities according to each region's context
- Regional focal points would be advocates for their region: the region which articulates itself better will inevitably get the most out of WISP
- WISP's contributions to regional partners are international contacts, influence and global reach and discussions should focus on how WISP can help move each partners' agenda forward

**Preferences**

- WISP should foster networks to grow from within regions and support them to grow rather than impose new structures – so not regional bodies of WISP, but rather WISP's support to regional bodies
- WISP should take stock of what exists through a regional level assessment and then identify where it can engage
- Regionalisation should not dominate the work of the coordinator but the focus should be on networking rather than networks

**Governance**

- Regional partners would be given a seat on the WISP coordinating committee for
- Replicating coordinating structures at regional levels could be considered in the future, but at this early stage it may be best to avoid delegation of coordinating functions to regional sub-committees
- The regions should have structure and flexibility and not be controlled by the centre
- More analysis of roles and costs is needed and the role of regional bodies will develop over time. Funds are not available in WISP's current budget, but WISP could assist regional partners in fund raising
- Decentralising governance of WISP can be re-examined later on, since the central coordinating committee will want to maintain some sort of oversight

**Strategies for partnership**

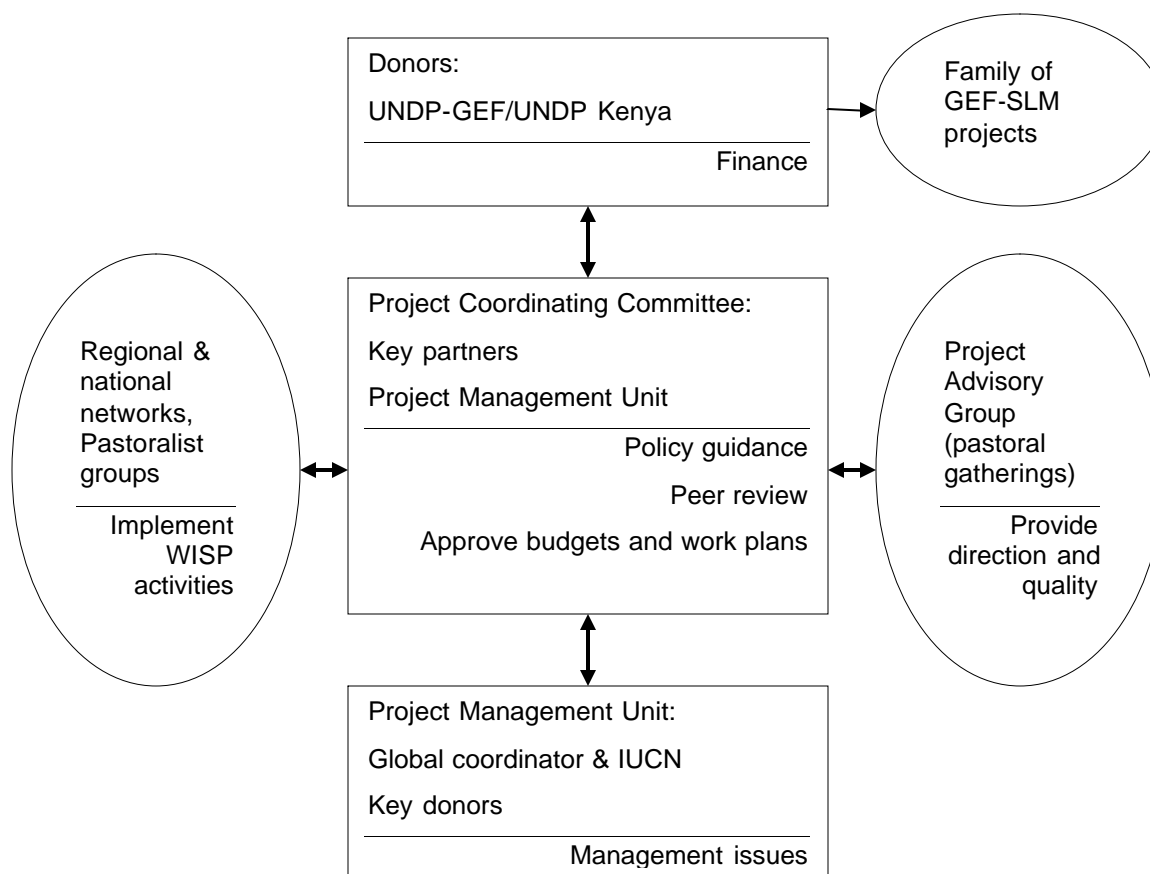
WISP will partner with individual agencies at national and regional level for the sake of capacity building and in order to carry out advocacy work (WISP's advocacy strategy is detailed in the annexe). WISP must have the flexibility to deliver policy messages from the outset, recognising that in many countries there is limited capacity for pastoral organisation, which means that WISP will partner with institutions that aim to represent pastoralist's interests as well as directly with pastoralists. The policy and advocacy work will be linked with the capacity building goals of WISP, which will prioritise partnering with pastoralists as far as possible. However, the term 'partner' has been used in various ways in the PRODOC, leading to some confusion over what partnership entails: the possible nature of these partnerships is outlined in the table below.

<b>Nature of Partnership</b>	<b>Criteria for partnership</b>	<b>Mechanism for partnership</b>
Targets of capacity building	National and regional organisations (NGOs, Pastoral associations, parliamentary groups, private sector) that have demonstrated a commitment to pastoral rights and sustainable pastoral development  Must adhere to the core principles of	Identify through nomination by WISP members and vetting by the coordinating committee, or nominated through pastoral gatherings

	WISP	
Implementers of WISP studies and advocacy tools (collaborating institutions)	Where possible, should be those organisations identified as targets of capacity building (above)  Partner institutions may contract and manage national consultants according to their own needs and criteria	Thematic areas for study are agreed through pastoral gatherings and WISP members are subsequently consulted to identify target countries, according to opportunities to engage in policy dialogue
WISP regional and national contacts	Institutions and individuals ('champions') with the required national, regional or sub-regional coverage and an interest in supporting pastoral rights and sustainable pastoral development  These partners should be able to facilitate communication, act as liaison, share information and so on	Identify through regional gatherings and through consultation with WISP-net members  Partnership will evolve from contacts related to key events
Partnering pastoral events and gatherings	WISP will use gatherings as a vital channel of communication with pastoralists, and therefore the means of selecting participants is crucial  A pastoral gathering should comprise a significant majority of pastoralist participants and representatives who are selected through consultation with pastoralist communities	Events will be discussed through WISP-net and with the Partners Coordinating Committee, which will also consist of regional members identified through regional gatherings
Technical advisors to WISP	Identified through various means as resource persons that can assist WISP to fine tune knowledge management and pursue state of the art pastoral research  This category could include CBD/CCD <sup>1</sup> focal points, government champions, funding partners and lead agencies in different sub-sectors of pastoral development	The process of building these partnerships will depend on bilateral discussions and the level of interest from the participating agency or individual
Members of WISP-net	Open to all interested parties	Need to be actively recruited by all other WISP-net members

<sup>1</sup> CBD – UN Convention on Biodiversity, CCD – UN Convention on Combating Desertification

## Management arrangements



The Project Coordinating Committee (PCC), which is the core policy group, might not be a face-to-face group in the future and meetings will certainly be infrequent. Most input will be through electronic communication, although PCC meetings could be linked to regional gatherings or other events, providing a system of quorum is agreed in advance. The PCC should, over time, include pastoral or regional representatives, possibly identified through gatherings. Government will also be represented on the PCC, ideally through government 'champions' who are motivated to participate in WISP and possibly selected through regional gatherings in the same way as pastoralist members. As such it is clear that the PCC is open ended and will grow. Members of the PCC will be called upon to represent WISP at different events, as occurred routinely during 2005: a ToR for the OCC is annexed to this report.

### Recommended changes to the outputs and activities of the Logframe

No significant changes are recommended in the log frame, but a few points of clarification are raised below to explain how each outcome/output is interpreted in the subsequent activity plan.

#### Outcomes

The chain of logic in the four outcomes is: develop knowledge (gather and manage information); build capacity to use that knowledge (ability to engage in policy dialogue); advocate directly (WISP to fill advocacy gaps where national/regional capacities are limited); learn and adapt (through participation of stakeholders and effective monitoring and evaluation).

*Outcome 1. Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape.*

Improved knowledge base on the strengths (and weaknesses) of pastoralism as a productive and sustainable economic system and on the opportunities and constraints for synergistically empowering pastoralists, alleviating poverty and ensuring ecosystem integrity .

*Outcome 2. Capacity development of pastoralists, civil society organisations, and public and private institutions*

Strengthened capacity of pastoralists and the institutions that affect their livelihoods to articulate and assume their rights and responsibilities for sustainable rangeland management and pastoral development.

*Outcome 3. Advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism, and greater awareness by national stakeholders of policy options to support pastoral livelihoods)*

National and international stakeholders and policy makers increasingly pursue policy and practice that favours sustainable pastoral rangeland management. Some advocacy work is to be done by WISP, using its linkage to IUCN, UNDP and other partners. Most advocacy should be done by national and regional partners/WISP members, facilitated by WISP through outcomes one and two.

*Outcome 4. Participation, evaluation, and adaptive management increased*

Programme develops on the basis of strong learning and participation. The mechanism for participation of pastoralists in driving WISP's agenda was a key issue for clarification in the inception meeting.

## **Recommendations from the Global Pastoralist Gathering**

1. Security of pastoral land rights – accommodated in output 3.2 (see three year activity plan below)
2. Improved access to education, especially for women – could be covered through the studies of best practice (output 1.3)
3. Appropriate health and veterinary services – could be covered through the studies of best practice (output 1.3)
4. Reduction of conflict between pastoralist groups – could be covered through the studies of best practice (output 1.3)
5. Improved access to markets and increased value from pastoral products – accommodated in the work plan (output 1.1)
6. Pastoral groups need to organise themselves to represent their interests at national and international levels – accommodated in the work plan (output 1.1)
7. International recognition that:
  - a. Pastoralists make important economic contributions to their countries – accommodated in the work plan (output 1.1)
  - b. Mobile grazing systems are environmentally beneficial – accommodated through IUCN-Netherlands support for east and West Africa studies of Pastoralism and Conservation
  - c. Cultural values of pastoralist groups be respected – not explicitly covered in the work plan

- d. Pastoralists require a voice in decisions which affect their future—accommodated in the work plan (output 1.1)

### **Three Year Activity plan**

***Outcome 1: Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape***

#### **Output 1.1: Innovative analytical tools in three key areas**

Three studies to be carried out during 2006, based on thematic priorities identified by participants at Turmi: pastoralist economics and marketing; pastoralists' rights; organisation of pastoralists.

These studies will have a global ambition, using desk-reviews of literature by consultants in each region to gather lessons and best practice. The reviews will be compiled into one report that gives an overview of each theme (e.g. a global portrait of pastoral economics and marketing). The various studies will then be compared to identify the best model for continued replication and will be used to develop a tool (see output 1.5) for country-level replication.

- Study of economics and marketing – underway
- Organisation of pastoralists – initiate discussion April/May. Explore possibilities for comparing the quality of pastoral participation in government and non-government institutions
- Rights – to be confirmed

Funding strategy and collaborators: the economics study is underway without direct funding from collaborators, although the low cost indicate that consultants are shouldering much of the cost. Subsequent studies will pro-actively seek implementing partners before setting the ToRs, through preparation of concept notes and discussion on WISP-net.

#### **Output 1.2: Analyses and reviews of impact of current policies on pastoralism within the wider landscape**

One study will be carried out during 2006 into the general policy environment for pastoralists through a review of pastoral issues addressed in PRSPs. This will evidently only cover a limited number of countries, but will provide a baseline situation against which WISP is trying to achieve change. Other options that could be included in this output are:

- Examining how different land policies accommodate the communal tenure and traditional resource use arrangements of pastoral communities;
- Comparing countries that have achieved notable success in supporting pastoralist's rights (e.g. Mali, Spain) to identify how the success was brought about and to identify impacts and outcomes.

WISP has enabled IUCN to leverage funds from IUCN Netherlands for a series of country studies on "Pastoralism as Conservation". This work will be carried out in six countries of East Africa and also in West Africa. This work will provide additional understanding of how conservation policies impact on pastoralism and vice versa.

#### **Output 1.3: Best practice knowledge products available**

A long list of best-practice options will be drawn up with input from the WISP network and priorities will be selected by the PCC or another WISP coordinating/advisory structure. Five studies will be conducted during the first year of WISP to compare approaches and practices on a given theme around the world. The output will be a series of best practice manuals that will be made available to relevant audiences.

Funding strategy and collaborators: discuss the concept on WISP net and solicit expressions of intent from members. WISP can determine its priorities according to the intentions of members.

#### **Output 1.4: Data bases available on pastoralism**

Three databases are currently being considered:

1. The WISP website, which will be a central repository of on-line information (key documents)
2. The website will also provide a central database of pastoral organisations and individuals to improve networking
3. A series of CD-roms will be compiled and distributed to WISP members and other audiences to improve accessibility of unpublished and other literature

#### **Output 1.5: Advocacy tools**

All studies carried out through WISP will have a clear advocacy tool end product outlined at the planning stage, including detail of publishing format and target audiences. The nature of these tools will be determined through a planning workshop with key targets for those tools (discussed in outcome 2). WISP should identify organisations for capacity building in advocacy work and discuss with this audience about its needs before developing the advocacy tools. The tools will then be developed in tandem with the end users, who will feedback on effectiveness.

#### ***Outcome 2: Capacity development of pastoralists, civil society organisations, and public and private institutions***

##### **Output 2.1: Institutions relevant to pastoralism are strengthened at the community, local, national, sub-regional and global levels**

The capacity building work is inextricably linked with the development of regional and national partnerships and increased representation of those organisations within WISP itself. The criteria for developing such partnerships must be agreed by the PCC prior to selection of the partners. The partners will then be consulted about CB needs, particularly relating to advocacy, and this will drive the development of the advocacy or policy research tools (output 1.5).

These partners will be trained to use the advocacy tools and also will be trained to pass their skills on to national or regional allies. WISP will also support some of these partners to represent WISP at their regional level, which will require a formal accountability process to be formulated. WISP will also support peer learning between countries and regions.

##### **Output 2.2: Expertise of relevant stakeholders enhanced**

This output (according to the PRODOC) considers relevant stakeholders primarily as policy makers (present and future) and aims to influence curricula (presumably at university level) to include a better understanding of pastoralism and to provide learning opportunities for parliamentarians and for pastoral associations. IIED and their partners have initiated similar work in East Africa and discussions should be held to identify ways that WISP can enhance this work, for example through wider impact in other regions.

WISP will also explore opportunities to link academics from different regions with a view to developing curricula that mainstream a new thinking on pastoralism. This provides an opportunity to link academic institutions from the North with developing country institutions.

WISP will support pastoral parliamentarians to visit countries where policies support pastoralists and meet with parliamentarians there for learning and exchange. This will be a costly initiative and WISP should explore linkage with other potential donors. WISP will also support Pastoral Associations with cross-country learning visits within their region, subject to the same cost constraints.

##### **Output 2.3: improved networks (to provide a platform for greater debate on pastoralist issues)**

The WISP list-serve will be expanded as a forum for exchange of ideas and information, moderated by the GC. In addition, the website will be set up to manage a database of contacts to enable cross-country liaison. The website will also include links to other important pastoralist websites.

WISP needs to clarify intentions with regard to regional networking and in particular the expected roles that the regional networks will play. This will possibly be linked to the emerging interest in regional gatherings and could provide a mechanism to also improve WISP's accountability to pastoralists.

**Output 2.4: Public dissemination of information and advocacy at global and regional levels (Global gathering, Regional gatherings, Media coverage)**

WISP will support one global gathering and up to five regional gatherings. The support will primarily be through assistance in seeking funds, although WISP will cover the costs of participation for key WISP actors (e.g. national or region partners).

WISP will develop a media pack for release to press globally, especially linked to gatherings. This will provide messages on pastoralism in appropriate media language, both outlining the underlying arguments for pastoralism and also re-packaging the knowledge products of WISP itself.

***Outcome 3: Advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism, and greater awareness by national stakeholders of policy options to support pastoral livelihoods)***

**Output 3.1: Policy environment brings pastoralism into the mainstream of society and integrates it into national development through improved policy environment**

Using the email network, WISP will identify national policy and framework (e.g. PRSP) opportunities where there is a partner organisation ready to conduct the necessary advocacy work. The partners will be trained, as outlined in output 2.1, to use the tools from output 1.5 (economics and marketing, pastoral rights and pastoral organisation) and additional technical and financial support will be given to carry out the research and produce policy briefs at national level.

**Output 3.2: Laws, regulatory provisions, and governance mechanisms that safeguard mobile pastoralist land management are in place**

WISP cannot deliver these laws and mechanisms, but can support national actors to engage in the necessary advocacy work, and in doing so can share experiences with other actors – for example by sending government representatives to meet Spanish policy makers to understand the reasons for changing Spanish laws to accommodate pastoralists.

WISP will identify opportunities where a national partner intends to engage in land rights or trans-boundary work. The partner will be supported financially to carry out a desk study of regional/global experiences and will commit to conduct the necessary advocacy work, producing learning documents for WISP based on their analyses and experiences. WISP will disseminate the experiences globally. This approach forms a miniaturised version of the process outlined in outcomes 1.1, 1.5 and 2.1 – desk study, advocacy tools and capacity building for advocacy work. In addition to tackling land/trans-boundary issues, the aim is to improve replication of the advocacy process at country level through the sharing and documenting of experiences (links to output 4.2).

**Output 3.3: Change in strategies and perceptions within major donors, multi-lateral agencies, and global events in support of pastoralism**

To achieve this output WISP will develop a list of key contacts within major donors and multilateral organisations, through consultation with regional and global offices and through attendance at global events. These actors will be targeted with the knowledge outputs of WISP and will be requested to feedback on organisational attitudes, knowledge gaps and policy opportunities with respect to pastoralism. The aim will be to empower those key individuals through information dissemination, experience sharing and technical input, either by WISP or its members/partners.

**Outcome 4: Participation, evaluation, and adaptive management increased**

**Output 4.1: Pastoralists are at the centre of the development process, including design, implementation and monitoring of the project**

WISP proposes to identify one representative pastoral institution per region to be involved in programme development (as a member of the Partners Coordinating Committee), linking this with the broader capacity building process to make it more cost effective.

WISP will also attend regional/global pastoral gatherings to present its work and to elicit feedback and input from pastoralists.

**Output 4.2: Enhanced capacities of pastoralists and local development partners to develop follow-on (stand alone) projects promoting sustainable pastoral land management**

For each thematic study (outputs 1.1 and 1.5) WISP will identify partners that will use the advocacy tools and will feedback on their effectiveness. The aim will be to develop and disseminate practical tools and lessons for national level advocacy and policy work.

WISP should also develop its 'branding' and image to become a useful tool in enabling key partners to secure funds for pastoral rights and development work. The protocol for using this branding needs to be agreed at the outset to avoid unauthorised usage. The GC will further support key partners through country visits where appropriate.

**Output 4.3: Adaptive management and participatory monitoring and evaluation of project impact**

Following the inception meeting, the inception report will be produced and circulated to the WISP membership for final input. Monitoring and evaluation processes will be worked on further by the GC and the PCC, in particular the logframe indicators and targets. WISP will link up with pastoralist institutions and associations during the course of the project and will continue to identify ways to bring pastoralist's voice into the WISP planning process.

**Annual work plan 2006**

	j	f	m	a	m	j	j	a	s	o	n	d
<b>Output 1.1: Innovative analytical tools in three key areas</b>												
Pastoralist economics and marketing study												
Agree outputs, methodology and timing	■	■										
Decide on funding strategy and identify collaborators/funding agents		■	■									
Develop ToRs and identify partner organisations or consultants to implement work		■	■									
Coordinate studies, collate findings and develop the advocacy tools			■	■	■	■	■					
Facilitate dissemination of the findings in publications, meetings, conferences (Representative to present findings at 2 fora).								■	■	■	■	
Pastoralists' rights study												
Agree outputs, methodology and timing through discussion via WISP-net and consultation with national contacts							■	■				











policy dialogue and their needs will be accommodated at the planning stage of each new study to ensure that advocacy tools are tailored to their needs.

### **Dovetailing on activities of institutions working in pastoralist related fields**

WISP will use its resources to gather the work of such institutions and synthesise global-level analyses on thematic areas to improve experience sharing. WISP's role is also to take pure research and use it to develop advocacy tools, which then form the basis for capacity building of national and regional institutions to carry out policy advocacy work. WISP will also provide a channel for pastoral voice to influence the priorities of such institutions, potentially leading to partnership for future research activities.

### **Role of the private sector**

The PRODOC points out that the role of the private sector has not been clearly captured, for example with respect to marketing or value adding on pastoralist products, and that it needs to be articulated more clearly in the inception report. An option could be for one of the best practice studies to explore successful private sector initiatives in pastoral development. Another option that has been suggested from Central Asia is to get the private sector to host regional and national pastoral events. A third option is to develop further the plan for certification of pastoralist products in one or two pilot countries. All these options remain to be discussed and shaped according to the input from members of WISP-net.

### **Leveraging additional resources to WISP**

There are two areas where WISP will need to leverage additional resources:

1. Assisting partners at regional and national level with good arguments, support visits to their donors and use of WISP branding;
2. Getting more funds for WISP directly – either money from core donors, or through contribution to individual activities and studies. For the latter, expressions of interest will be circulated through WISP-net.

Some additional funds have already been either leveraged or are possible, including IFAD (US\$200,000), PCI (US\$100,000), IUCN-NL (East Africa – US\$80,000, West Africa – US\$75,000). To secure additional core donors, WISP will actively network with donor representatives, as detailed in output 3.3, to identify entry points and to maintain pressure to understand pastoralist issues.

## **Annexe 1: Notes from the Pastoralist Gathering in Ethiopia**

Pastoralists from twenty five diverse countries met to express their concerns and hopes for the future. The countries they represented ranged from east to west – Mongolia to Mauritania – and from north to south – Canada to Chile. Despite great differences in geography and culture, they had one thing in common: dependence on livestock and pastures for their livelihoods. In sharing their experiences with each other, pastoralists from around the world found they had many common problems, aims and solutions.

These were their main views:

### ***Priority issues:***

#### **Security of pastoral land rights**

From Kenya: “The real issue is how pastoralists access their rights – because the rights are not new, they are rights the pastoralists already have. Traditional basis for rights, like ancestral and hereditary land rights, do not necessarily match the rights the government will protect in reality. But pastoralists have been organising to get governments to be more accountable”.

#### **Improved access to education, especially for women**

From Iran: “Mobile schools are able to increase the access of pastoralist boys and girls to education”.

From Ethiopia: “Women are the hidden advisors behind men...access to education is access to change”.

From Canada: “...it can take a long time to build consensus. The key to this is education and building awareness”.

#### **Appropriate health and veterinary services**

Iran: “There is a system of creating ‘para vets’ which means that some pastoralists from each community are trained by the government to learn how to administer the drugs for the animals”.

#### **Reduction of conflict between pastoralist groups**

From Uganda, Kenya and Tanzania: “Conflict is over water, cattle and land. Some conflicts are old, others are new, but many agree that politicians often make them worse. We have come to this meeting seeking for peace and we are ready to sit down and look for peace with other peoples. Strength relies on different partners in development”.

#### **Improved access to markets and increased value from pastoral products**

From Tajikistan: “We have learned that there are international organisations that regulate trade. This is important because the countries around Tajikistan have closed borders and we need to know more about how to open them”.

#### **Pastoral groups need to organise themselves to represent their interests at national and international levels.**

From Argentina: “Our strongest bargaining tool with the government is that we don’t depend on anyone; we organise things for ourselves”.

From Mali and India: “One common challenge for many pastoralists is how they can come together to join different peoples and tribes to negotiate with the government”.

### ***Aims and solutions:***

#### ***International recognition that:***

##### **Pastoralists make important economic contributions to their countries**

Peru: "...has three million alpacas and is the world's largest producer. Alpaca producers have made associations and we have improved quality and learnt how to better penetrate world markets".

##### **Mobile grazing systems are environmentally beneficial**

Spain: "In the mountains, pastoralists continue traditions of herding...following the seasons using common byways...Pastoralists will survive. We will give new hope to the world that we are able to look after our natural resources and preserve biodiversity".

##### **Cultural values of pastoralist groups be respected**

Palestine/Israel: "To all pastoralists: you are strong people and you can change the situation because you are the ones that have survived all throughout the difficult years. No one can ignore you any more".

##### **Pastoralists require a voice in decisions which affect their future**

Mongolia: "The world will now hear pastoralist voices, and when they go home they will be able to affect the local government which will affect the regional government which will affect the national government which will affect

#### ***For the purposes of the WISP project, the following outputs were achieved:***

- WISP was discussed in one "plenary" presentation and an informal setting with pastoralists and partners attending the event; GEFSEC's preliminary review of WISP was also discussed, with a consensus that a "targeted research" approach was not the most appropriate one for the vision and scope of WISP.
- The Project Logical Framework was fine tuned, and focused
- The mechanism of a "Pastoral Advisory Committee" was developed
- The TOR and membership of the project coordinating committee was defined and finalized
- Operational agreements were reached with several key partners, and the role of IUCN as executing agency was confirmed

### **Annexe 2: WISP advocacy strategy**

WISP is designed to produce four outcomes: enhanced knowledge management, capacity building (for policy dialogue/advocacy), advocacy for pastoral sustainable natural resource management and learning through consultation with pastoralists. These multiple outcomes are not mutually exclusive and in fact will be best achieved through a comprehensive approach that combines knowledge management, capacity building and advocacy through collaboration with pastoralists. The approach should be to build capacity, of pastoralists and pastoral institutions, for advocacy and policy dialogue, through improving the access to and use of pastoral knowledge.

In practice this will be done through partnership with a variety of agencies in different countries, which will be supported to manage and process knowledge for the sake of contributing to national policy dialogue. These partners could be pastoral associations, Civil Society Organisations or parliamentary groups and they will be required to demonstrate in what capacity they represent pastoralists in their country. The partners will be required to involve pastoralists in the planning and execution of their advocacy/policy research, which will ensure that pastoralists are central to the process and will also serve, in many cases, to strengthen ties between pastoralists and those advocating on their behalf. Wherever possible the preference will be given to working directly with pastoralists, but it is recognised that in many countries this is not an option and that WISP has an opportunity to implement the advocacy work in a way that encourages stronger linkages between

pastoralists and the institutions that purport to act in their interest, thereby facilitating a greater accountability of those institutions.

Thematic areas for study have been broadly selected through the Pastoralist Advisory Group (the pastoral gathering at Turmi, Ethiopia, in 2005). At the outset of each thematic study, members of WISP will be consulted to identify appropriate partner organisations, with certain criteria such as:

- An existing opportunity within the country for using the thematic study to engage in policy dialogue
- Linkage to pastoralists in the country (e.g. the agency would be a Pastoral Association, Pastoral Parliamentary group, Civil Society Network)
- Clear plan of action for engagement of pastoralists in the overall policy process
- Willingness and resources to become a regional focal point for sharing the advocacy tools more widely (supporting access to the necessary resources could be part of WISP's capacity building engagement)
- Selected partners will come from different regions

The studies would be conducted by the national partner organisation, either directly or by contracting an appropriate local consultant, and will thus contribute to the capacity building objectives of WISP. WISP would provide a small fund for the study, but it is expected that the partner would also contribute its own resources, whether financial or human. WISP would provide technical backup in the form of advice from members of the Coordinating Committee, from other key allies in the scientific community or from an international consultant where necessary – this advisor will act as mentor to the national partner. This advice would particularly inform the planning of the study and the development of the policy briefs emanating from the research. A Framework Terms of Reference for the study would be provided, which the partner would complete under the guidance of the mentor. Depending on the capacity of the partner, more formal capacity building (i.e. training) could be made available, possibly through a deeper engagement with the mentor.

In the aftermath of the study, each partner will prepare a report detailing the process of the policy dialogue, the outcomes and an assessment of the effectiveness of their tools. These reports will be compiled into an overall synthesis report with recommendations for further use of the tools or methods. The draft of these synthesis reports will be presented to pastoralists at regional and global gatherings, or at smaller events if appropriate. This will provide further opportunity for pastoralists to provide comment and feedback on the relevance and appropriateness of the studies and tools. The final 'tool kit' will be made available to all WISP members and to a wider audience. Thereafter WISP will continue to facilitate such work in other countries by supporting new country partners to identify and access the necessary resources and supporting the initial national partner to become a regional resource institution that can mentor other agencies.

Through this approach WISP will be able to facilitate national level advocacy whilst building the capacity of national pastoral organisations/institutions, strengthening linkages between national advocacy initiatives and pastoralists and improving the exchange of information and experiences between countries and regions. The approach will also be used with regional partners, where identified, to advocate for pro-pastoral policy at the regional inter-governmental institutions (e.g. Réseau des Pasteurs de l'Afrique de l'Ouest for ECOWAS). WISP will also directly assist in the process of raising the profile of pastoralism through lobbying at regional and global levels. For example:

1. WISP will support Pastoralist Parliamentary Groups (PPGs) through both engagement in this policy work and also through direct support for PPG initiatives such as study tours, possibly under the auspices of a regional intergovernmental body;
2. WISP will work directly with intergovernmental bodies, facilitating the convening of meetings where necessary, to ensure that pastoralists issues are more formally discussed – for

example, IUCN has already facilitated a number of meetings for the Directors of Conservation and Economic Planning in partnership with the secretariat of the East African Community

3. At a global level WISP will lobby and advocate for more responsible inclusion and recognition of pastoralism into convention deliberations, and in particular of the CBD and CCD, for example through assisting pastoralists to come to such meetings, supporting side events, working with delegates and others to develop and table position papers and working with partners and government delegates to encourage them to make official statements at such meetings.

In the first year of WISP, three major studies are planned, based on the thematic areas agreed in Turmi: Economics and Marketing, Rights, Organisation of pastoralists. The first of these studies (the Economics of Pastoralism) is underway ahead of this strategy being endorsed, and the approach is more top down. However, mechanisms will be agreed for identifying national partners to take the tools from this study and apply them in their own country. The final products will also be presented to pastoralists at one of the upcoming pastoral gatherings to gain feedback on the relevance of the tools. Subsequent studies will follow the approach detailed above, providing that the national interest and opportunities are there.

The approach detailed here is designed to exploit opportunities as they arise, rather than seeking to put pastoral issues on the agenda in the first place. At this stage in WISP, given WISP's global mandate and relatively low level of resources, this is a pragmatic decision that could change during the course of the project. Other outputs of WISP seek to target media and influence attitudes, or to influence development/policy frameworks (e.g. PRSPs) and the outputs from the studies will also provide generic tools that can be used in lobbying for pastoral issues to be put on the table. As WISP grows it will need to identify entry points in countries where pastoralist organisation and representation is low.

### **Annexe 3: Terms of reference for the Project Coordinating Committee**

#### **Overview**

The PCC is the core advisory group of WISP, consisting of donors, pastoralists, scientists, government representatives and NGOs from different regions. Initially the PCC is similar in composition to those who attended the LPAC meeting (Local Project Appraisal Committee) held in July 2005 in Nairobi, but the PCC seeks wider representation from different regions and backgrounds and it is especially important to ensure that pastoralists are included together with government representatives.

The PCC provides overall guidance to the WISP's direction and strategies, technical input and advice to ensure the relevance of WISP's outputs and assists WISP in making and developing partnerships and other relationships.

The PCC will predominantly be a virtual committee that conducts its work through email, meeting face to face when it is expedient to do so (for example at global convention meetings, or at global/regional pastoralist gatherings). The formal meetings of the PCC will therefore be to some extent opportunistic.

#### **Responsibilities**

The PCC will:

1. approve the inception report (which will include the first year's work plan);
2. provide technical advice to guide policy and strategy, will ensure coordination among partners and will review project results and impacts;
3. assist in identifying additional sources of co-financing and in ensuring that this is delivered on time to maximize impacts from the project;
4. identify opportunities for additional synergies between their programmes and WISP;

5. ensure that project outputs are disseminated within their own institutions and more widely as appropriate;
6. assist with mainstreaming project outputs into government policies and legal institutions through their existing programmes and activities;
7. support the executing agency to select partners for individual studies, through short listing and the development of selection criteria;
8. will assist in identifying mentors/technical support for studies in the key thematic areas;
9. give guidance on the technical merit of each study, with recommendations and support for formal publication and dissemination;
10. review individual studies, reports and other media outputs for publication/ dissemination by WISP;
11. provide a mid-term evaluation of the progress, relevance and quality of WISP (as part of the overall mid-term evaluation of the programme).

### ***Composition***

12. The PCC will consist of representatives from the major partners involved directly in WISP, either as donors or as technical advisors
13. The PCC will include regional representatives, identified by participants at regional gatherings
14. The PCC will include government representatives, either identified through gatherings or identified as pastoral champions in their countries or regions
15. Quorum at formal meetings of the PCC is considered to be established when at least one third of the members of the PCC are present
16. The Chair of the PCC will be elected by members at each meeting and the secretary will be the Global Coordinator.

## **Annexe 4: Terms of reference for the Project Management Unit**

### ***Overview***

The Project Management Unit (PMU) is the main management body of WISP, consisting of the Global Coordinator, the executing agency (IUCN) and the project donors. The PMU is the strategic guidance and programming apparatus of the project. It will be the mechanism for administrative oversight functions, such as the approval of the project's work plans and overall guidance of WISP's implementation. The PMU's function is to enable the smooth implementation of WISP activities and to ensure compliance with donor and other stakeholders' expectations. Meetings of the PMU will be convened as necessary.

### ***Responsibilities***

1. The PMU is responsible for the implementation of WISP activities and for building and maintaining the various partnerships that are central to WISP
2. The PMU will approve the annual work plans, budgets and reports
3. The PMU will assess the progress of WISP activities and will ensure that the project meets the targets of the project Logical Framework
4. The PMU will advise the Executing Agency on the mobilization of funds for co-financing WISP and will support in leveraging additional funds during the implementation phase, including assistance with the preparation of individual country projects
5. The PMU will ensure that the different, parallel streams of co-financing are coordinated, synergistic and non-duplicative

6. The PMU will establish communication pathways for its members and foster partnerships with all stakeholders at various levels
7. The PMU will maintain effective communication and consultation between all WISP partners and members
8. The PMU will facilitate the disbursement of government and co-financers' contributions to the project (including financial, personnel and material contributions)
9. The PMU will review and approve changes to project logical framework if and when necessary
10. The PMU will review and approve monitoring and evaluation reports and recommendations

***Composition***

11. The Project Management Unit will consist of a representative from each donor agency, a representative of the executing agency and the Global Coordinator. The Secretary of the Committee will be the Global Coordinator, its Chair will be UNDP.

## **Annexe 5: Minutes of the Inception Committee Meeting – 02.03.06**

### ***Agenda***

1. Introductions, plan for the meeting – Maryam
2. Brief update of the WISP activities – Jon
3. Means of agreeing the inception report – Jon
  - a. Proposal: to be compiled on the basis of this meeting's discussions, translated and then emailed to WISP-net for consultation, giving two weeks to feedback
  - b. Changes to be accommodated and the final version circulated to PCC (probably first week of April) for final approval before uploading to the website
4. Discussion of regional networks – Maryam
  - a. What are the objectives of regional networks/hubs?
  - b. What benefits could regional representation bring?
  - c. What structures are needed to bring these benefits?
  - d. What are the costs of this?
5. Management arrangements – Maryam
  - a. Agree on membership of the Partners Coordinating Committee: should this be expanded to become a core "technical advisory group" that is consulted on programme development? Can there be greater regional coverage? How big should it become? What is the nature of the different types of partnership?
  - b. Pastoralist Advisory Group: currently a very passive entity – can it be defined further with nominated individuals or institutions from different regions who play a more active role in directing WISP (perhaps linked to capacity building outcomes)?
6. Modalities and criteria for WISP partnerships and participation – Maryam or Jon
  - a. Discuss the table of indicative criteria in the GC's report
7. Three year activity plan – Jon
  - a. Participants to raise their concerns
8. Review of indicators – Jon
  - a. Discuss the proposed targets at outcome level – indicators and assumption will be drawn from these targets later
  - b. Agree the process for completing the review of indicators
9. Any other areas of concern or advice – Maryam
  - a. Strategies to link with and strengthen existing pastoralist networks
  - b. Strategies to work with and dovetail on activities of institutions working in pastoralist related fields
  - c. Role of the private sector
  - d. Leveraging additional resources to WISP
10. Final check list of issues that should be included in the inception report
  - a. Discuss the list on page 1 of the GC's report

### ***Present***

Alan Rodgers – UNDP/GEF

Ced Hesse – IIED dryland programme

Charles Nyandiga – UNDP Kenya

Daoud Tari – PCI

Desta Soloman – Acord

Ed Barrow – IUCN

Jonathan Davies – IUCN (Secretary)

Kimani Kamau – IUCN

Maryam Niamir Fuller – UNDP GEF (Chair)

Michael Ochieng Odhiambo – RECONCILE

Richard Grahn – Oxfam

Zeinabu Khaly – UNDP

### **Opening remarks**

WISP has been a long time in preparation, dating back to the early 1990s, and has gradually coalesced over the past four years in particular. During that time there have been many people involved in conceptualising WISP and a number of significant changes in the nature of WISP as the plans have evolved. Now that WISP is a reality and the budget for the immediate future is known, we can begin the process of implementing WISP.

The budget for WISP is rather small, but that may be a blessing in disguise, shaping the approach between WISP and partners. This meeting will help to bring clarity to the way that WISP will engage with partners and the means that WISP will employ to deliver its outcomes. This meeting gives a chance to strategise WISP's partnerships, governance structures and other ways of working to ensure that WISP supports pastoralists to present themselves as capable and effective custodians of rangelands.

Rural people can and do care about conservation and biodiversity and work with pastoralists has demonstrated this. The traditional thinking has been that conservation is about national parks, and sadly that attitude still pervades. We have to show that to succeed in conservation we have to work with the people who use the resources, namely the pastoralists.

The three main requirements from this meeting are:

1. Validate the logical framework of the project
2. Review the annual work plan
3. Understand the various partnerships and agree the governance structures

Underlying questions and issues include:

1. What can US\$1million for three years practically do?
2. What are the criteria for selecting knowledge issues where WISP will focus?
3. What sort of capacity building can realistically be achieved with the money? WISP should support the self-organisation of pastoralists, but there are other important areas to consider.
4. Who are the targets of our advocacy? Government, pastoralists and pastoral institutions, NGOs?
5. How to use IUCN's advantage for engaging with global processes (CBD, CCD) and for lobbying and convening government and other actors in all regions?

### **Update on WISP**

Participants updated the committee on the activities of WISP over the past year and also on related activities of other agencies. Further details of WISP's activities will be included in the inception report and the content and recommendations of these minutes will also be reflected in the inception report.

## **Regional networks**

During the two year period of WISP's design a number of plans for regionalisation of WISP were mooted, and were captured in the PRODOC. Some of these plans reflect different scenarios; in particular the greater level of funding that was originally expected. Now that WISP's funds for the next period are known, the inception committee gave their thoughts on the role of regional partners and hubs:

### **Needs**

- WISP needs to work with the formal regions (the intergovernmental bodies) – IUCN and UNDP already have mechanisms to engage
- A region isn't a fixed definition and WISP could work with regional bodies in different ways and with different coverage
- The idea of pilot countries may be less appropriate now that the WISP budget is so much lower
- A liaison point is required at regional level
- There is no need to only have one 'hub' per region – there will be partnerships and relationships with various partners at regional and national levels, with different roles (communications, organisation, etc.) – the group listed in the PRODOC could have a transitional role and this may need to be discussed with them to see where their interests lie and what they can bring
- WISP needs to have regional presence in some form outside of East Africa, but this means identifying focal points or 'champions' – ultimately WISP must reach pastoralists and this requires national work

### **Roles**

- The roles of the regions may include communication, organisation and coordination of regional gatherings and possibly resource mobilisation (using WISP's image to access funds for regional events)
- Regional networks have a key role as focal point or lead/entry point for the flow of information
- The regions may have a role in knowledge management and particularly in improving the input from pastoralists
- Regions could be involved in setting terms of reference for capacity building work
- The regional cooperating networks will be invaluable in raising resources and at times they will be a necessary conduit for WISP funds
- Regional focal points would be advocates for the region: the region which articulates itself better will get the most out of WISP
- WISP's contributions are international contacts, influence and global reach so discussions with potential partners should be more about agenda than funds – how WISP can help move their agendas forward

### **Preferences**

- WISP should be fostering networks to grow from within regions and support them to grow rather than imposing new structures – so not regional bodies of WISP, but rather WISP's support to regional bodies
- WISP should take stock of what exists through a regional level assessment and then identify where it can engage
- Focus on networking rather than networks
- WISP needs to keep the flexibility to be opportunistic and take advantage of events planned by others in the field

### **Governance**

- A seat on the coordinating committee is probably required
- Replicating coordinating structures at regional levels could be considered in the future, but at this early stage it may be best to avoid delegation of coordinating functions to regional sub committees

- However, it is necessary for the regions to have some structure and flexibility and not be controlled by the centre
- More analysis of roles and costs is needed, but regional budgets will not come entirely from WISP's funds. However, the centre may need to keep some influence over what the regional offices raise funds for. Decentralising governance of WISP can be re-examined later on, since the central coordinating committee will want to maintain some sort of oversight

### **Partnerships**

The GC's report contained a crude list of the range of partnerships that were detailed in the PRODOC. The term 'partner' has been used in a range of cases, leading to some confusion over what partnership entails. The inception committee agrees over the need for clarity with the following recommendations:

- The so-called criteria in the table consists of both criteria for partnership and also mechanisms for linking up with partners; these are to be separated out
- Private sector and government should be included – they fit in the various categories already detailed, but some examples would be helpful
- Targets of WISP-net communication ('WISP members') are missing
- Note that the various forms of partnerships are not mutually exclusive – an agent could be in more than one category
- Funding partners are missing – however, key partnerships go beyond funding and WISP can define the types of partners and what is sought from them: beyond that it is a bi-lateral discussion
- Include regional partners in WISP's work – those carrying out the advocacy work and using the tools of WISP
- Partners also have responsibility and it is not only for WISP to be accountable to them
- Include WISP regional and National hubs (contacts)
- Include national champions to take the various processes forward
- Include CBD/CCD focal points

### **Governance Structures**

The organogram in the PRODOC was discussed and recommendations were made, in particular to overcome the current East Africa domination in coordination. A revised organogram was presented, which will be detailed in the draft inception report:

- East Africa focus can be overcome by shifting the donors in the core management unit (PMU), which is distinct from the PCC (although members of the PMU would automatically be members of the PCC)
- PMU would be responsible for approving work plans and budgets
- The PCC (the core policy group) might not be a face-to-face group: meetings may be infrequent and much of the input would be by email, although PCC meetings could be linked to regional gatherings or other events. A system of quorum should be agreed upon
- PCC could include pastoral or regional representatives in future, possibly identified through gatherings, and thus the PCC is open ended and will grow – through pastoral and government representation
- Members of the PCC will be called upon to represent WISP at different events. The ToR for the PCC needs to be developed and used, and a ToR is required for the PMU
- A peer review process is still required to avoid duplication of existing research and to ensure that WISP keeps pushing back knowledge frontiers – formerly there was a proposed 'scientific committee' for this purpose, which was replaced by the pastoralists advisory group. This scientific advisory role is now a key function now of the PCC
- The Pastoralist Advisory Group (PAG) consists of pastoral gatherings (global and regional). The PAG guides thematic planning by WISP, setting the agenda for focal areas, and will also be presented with preliminary reports of WISP's work for its comment and approval and to ensure a system of 'reality checks' for WISP's work ahead of completing final reports

- There should be a government presence on the PCC; ideally through government champions who are motivated to participate in WISP and possibly selected through regional gatherings in the same way as pastoralist members of the PCC
- The organogram should be developed to include national level partnership, to include the intermediary institutions around the world (regional partnerships) and also to include global processes (CBD, CCD)
- Identify who has been involved at different stages in the history of WISP and check where they fit in this governance structure (e.g CILSS, CENESTA)

### **Gatherings**

- Need strong processes of selection of participants in regional gatherings if these fora are to be used for selecting regional PCC members
- Desirable to have an overlap between gatherings for the sake of institutional memory – it is proposed that regional PCC members could attend other region's gatherings for this purpose
- Gatherings may be global, regional or national

### **Project targets**

A number of targets in the logframe were discussed for clarity:

- Decision support tools and scenario building will be included in the work plan and funds will be identified
- Certification of pastoral products – WISP needs to play a role of linking pastoralist producer groups (e.g. learn from the Iranian participants at Turmi) – GC to follow up with IFOAM, Forest Stewardship Council (regional body for certification) and other avenues for collaboration

### **Comments on the work plan**

- UNESCO conference no longer appropriate, although another conference in Algeria in December will discuss policy implications in the drylands, which is more pertinent
- Ensure slack in the work plan to enable opportunism and responsiveness
- Present the work plan in a matrix
- If the main studies become more participative/consultative then the implications for work timing are massive
- WISP does not need to be in the lead for all activities all the time
- Significant time must be committed to communicating and emailing in order to get other people interested
- The Spanish gathering is missing from the work plan

### **Inception reporting process**

Accepted to accommodate the outputs of this meeting in a draft inception report and circulate for further input through WISP-net ahead of compiling the final inception report.

### **General Recommendations**

- Four key comments contributed by PCI are to be rewritten as recommendations and included in the inception report (see Annexe 6)
  - WISP studies should work closely with pastoralists and not simply be desk studies – the pastoralists should feel involved if they are to own and use the knowledge – this will legitimise the research in the communities
  - Need to strongly influence media to assist pastoralists, such as through making films to share advocacy experiences
  - There is no rush to nominate members of WISP's governance bodies – use the first year to identify partners to influence WISP and exercise caution
- It will take time to get the right representation and around the world the situation differs greatly, so a strong communication strategy is essential and patience is required

- WISP must confront the challenges of the politics of advocacy and recognise that this is not something WISP can do itself – its role is to equip citizens in different countries and to ensure that advocacy tools are designed for the right people
- Website:
  - Find out from partners what they want from the website by sending out questions through WISP-net
  - Explore developing the database of pastoral groups and institutions and displaying on maps on the website
  - Search for other websites to ensure that WISP does not duplicate purpose and to link the various sites better
  - Ensure that the website provides key arguments relating to ongoing policy debates, with information on individual cases
- Advocacy:
  - Need a page in the inception report to flesh out what we mean by advocacy – both influencing policy and logically arranging the facts – consider the context, what we want to do and how, and who will do it
- Pastoral representation:
  - Setting the agenda through the PAG, which largely consists of regional and global gatherings
  - Promoting the direct role of pastoralists in research, through communication and brokering linkages between pastoralists and researchers
  - The current economic study must ensure pastoralists' contribution, although balancing this with the immediate need for advocacy tools and tangible outputs from WISP (for the sake of credibility) – WISP should consider how to get pastoral viewpoints included in the short time available, for example through presentation and discussion at one of the upcoming pastoral gatherings
- Prioritisation:
  - Opportunism is required, especially at the outset of WISP: when we know what partners are doing we can react
  - A more strategic approach can be developed over time, to prioritise areas of work, on the basis of consultation with a wide range of stakeholders
  - WISP is in a particularly strong position to make the environmental and land management arguments for pastoralism at different levels and within the context of the MDGs
  - WISP should also play a lead role in influencing global processes and bringing pastoralist voices into those processes (e.g. CCD, CBD)
- Comment clarify output 4.3 – there is a need for some sort of representation, but need to know what is in mind and where it is going
- Clarify what is meant by Capacity building: know-how, skills, knowledge, approaches
- WISP, with its position in IUCN, can focus more on the environmental issues surrounding pastoralism, in particular economic valuation of alternative land uses. Numerous economic studies are ongoing and need to be linked in (check with IIED). Many GEF projects are working on land degradation and are keen to get toolkits for economic studies.
- It would be easier to manage all this information through a database of knowledge products and actors
- WISP should be pro-active in linking in to other initiatives, such the TerreAfrica initiative of the World Bank

### **Concluding comment**

The recommendations and insights from this meeting will be captured in the draft inception report, which will be circulated to all members of WISP-net for a final consultation ahead of completion of the inception report. The final report will be uploaded to the WISP website and become a core document for guiding WISP implementation. However, many of the idea raised will be returned to during the course of WISP's implementation and there will be ongoing evolution of the ways of

working as WISP gains experience and as key partners, and in particular pastoralists, feedback into the initiative.

## **Annexe 6: Recommendations from PCI**

WISP should start with knowledge for pastoralists and work with them to create the advocacy tools, rather than conducting studies in isolation. WISP should identify partners to work with pastoralists to do the research and to create the frameworks for analysis and presentation. Pastoralists would take this knowledge and rattle at the gates of the ministries, parliaments and UN conferences with it. WISP partners should ensure that the studies are rigorous, so that they are seen as legitimate, while putting the knowledge firmly in the hands of pastoralists who will use it tirelessly, despite the political forces that will try to deny the truths that they espouse.

WISP should support regional and national partners to work with pastoralists to form their own advocacy strategies and to use advocacy tools. This could be done by supporting meetings, debates and other communication mechanisms including ICTs to which pastoralists have access. Pastoralists would also need to learn about the legal and constitutional background to issues of importance and would need to develop suitable language for their advocacy arguments. They could be supported to link up with other groups with whom they would have common ground. They could be supported to speak on the TV and the radio, and to engage with the media generally. They could be supported to come and speak at international events, as WISP has already done. This relies on the organisations that are acting as intermediaries being facilitators rather than advocates.

WISP should speak about advocacy experiences at pastoralist gatherings and perhaps make films that can move from one pastoralist group to another, rather than writing down advocacy experiences. This would allow pastoralists to think and speak and would challenge them to put aside any fatalism and dependence on outsiders.

WISP should create a small but very principled committee to supervise the co-ordinator and have it advised by a set of pastoralist gatherings. Perhaps it would be possible to create a set of rules about how the ideas coming from pastoralist gatherings would be considered by the committee and incorporated into changes in WISP's direction. The committee would thus be a body with very efficient ears and an excellent capability to respond.

## Annexe 7: logframe with revised indicators at outcome level

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Overall goal: To enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment					
Immediate objective: to advocate and engage in capacity building in support of pastoral sustainable land management, through a catalytic partnership between pastoralists, donors, UN agencies, NGOs and the private sector.					Projects working with pastoralism cooperate with WISP and that co-financing is available to deliver on all the outcomes
Outcome 1: Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape	Number of critically important and state-of-the-art knowledge management products on pastoralism	Some ad hoc research processes under way, including LEAD, IIED, PCI, but it has not been packaged effectively, and there are key gaps	<ul style="list-style-type: none"> <li>▪ Research community generates knowledge, based on the needs as identified by pastoralists, by end of 3<sup>rd</sup> year that can be used to promote public recognition of the value of pastoralism</li> <li>▪ All knowledge products generated are packaged effectively for informing pastoralists, pastoral institutions and decision makers by the end of the project</li> <li>▪ Knowledge products fill 3-4 key identified gaps in appreciation of pastoralism by the end of the project</li> </ul>	<p>Availability of knowledge products, research and advocacy tools</p> <p>Effective packaging of products reported by end users/partners</p> <p>Global and regional pastoral gatherings verify the priority of the knowledge products and evaluate the outputs</p>	Pastoral gatherings are able to identify knowledge products that are innovative and timely within the three years of the project
Output 1.1: Innovative analytical tools in three key areas (rights, economics and marketing, and organization of pastoralists)	Number of newly developed appropriate and innovative analytical tools	Various studies and research data available, however, they are not easily transferable to decision makers	By the 2 <sup>nd</sup> year, three studies completed by a range of national partners and drawn together for a global overview with recommendations	Annual progress reports	Decision makers can be influenced by sound economic arguments

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Output 1.2: Analyses and reviews of impact of current policies on pastoralism within the wider landscape	Number of state-of-the-art reviews	No reviews  Regional efforts in West Africa to improve policy formulation	<ul style="list-style-type: none"> <li>▪ By the end of the first year, one study on the general pastoral policy environment completed</li> <li>▪ By the end of 3<sup>rd</sup> year, one study of a selected pastoral policy theme (e.g. land) completed with policy recommendations and one study on the conditions leading to positive policy in selected countries (e.g. Mali, Spain)</li> </ul>	Annual progress reports	Policy impact reviews can be convincing to decision makers at all levels
Output 1.3: Best practice knowledge products available	Number of best practice manuals, guides and other knowledge products	Best practices exist in a number of thematic areas but very rarely shared at global level	By the end of the 2 <sup>nd</sup> year, five best practice manuals published (e.g. innovative technologies for increasing pastoral production, mobile service delivery, conflict resolution, transboundary mechanisms in support of transhumance, pastoralism for biodiversity conservation)	Annual progress reports	Lessons can be extrapolated to other contexts and situations
Output 1.4: Data bases available on pastoralism	Data Bases on pastoralism	No global or regional numerical or spatial data available on pastoralism	<ul style="list-style-type: none"> <li>▪ By end of 2<sup>nd</sup> year, a data base of pastoral associations and organizations</li> <li>▪ By end of first year, web site operating</li> <li>▪ By end of second year at least two CD-rom literature resources published</li> </ul>	Annual Progress Reports	<p>Data bases are useful statistical information for decision makers</p> <p>Data base of pastoral associations will assist in cross-regional transfers, communication and empowerment</p>
Output 1.5: Advocacy tools	Number of correctly packaged advocacy tools	No advocacy tools available at national, regional or global levels	By end of 2 <sup>nd</sup> year, all knowledge products (outputs 1.1 to 1.4) are packaged appropriately and innovatively to influence both	Final evaluation	Innovative packaging can be targeted to specific audiences for maximum effect

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
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			decision makers, politicians and pastoral leaders		
Outcome 2: Capacity development of pastoralists, civil society organizations, and public and private institutions	Number of pastoral institutions in participating countries whose capacity for policy dialogue has been built by WISP	Active efforts in all regions but no cross-continental exchanges  Some self-organization among pastoralists	<ul style="list-style-type: none"> <li>▪ By the end of the project, at least 10 national and regional pastoral institutions have enhanced ability to engage in policy dialogue with governments and inter-governmental organizations or to leverage support from private sector</li> <li>▪ By the end of the project, at least 5 pastoral organizations have enhanced organizational capacities and are able to train pastoralists in their constituencies</li> </ul>	<p>Reports from national and regional institutions</p> <p>Training activities</p> <p>Number of incidents of policy or private sector engagement</p>	<p>There is sufficient investment in order to impact capacity of mobile pastoralists.</p> <p>Co-financing delivered</p>
Output 2.1: Institutions relevant to pastoralism are strengthened at the community, local, national, sub-regional and global levels	<p>Number of Pastoralist Parliamentary Groups and in other government positions using advocacy tools developed by Outcome 1</p> <p>Number of pastoral associations effectively representative and functioning at each level</p>	<p>Governance strengthened at national and local level</p> <p>Gaps at transboundary level</p> <p>Slowly emerging global alliances and representation</p>	<ul style="list-style-type: none"> <li>▪ At least 5 Pastoral Parliamentary Groups (if they exist) have access to advocacy tools by 2<sup>nd</sup> year</li> <li>▪ At least 10 Pastoral Organizations and Associations at the local/national level (if they exist) strengthened by end of 3<sup>rd</sup> year</li> <li>▪ At least two transboundary pastoral institutions established or strengthened</li> <li>▪ At least two global pastoralist organizations strengthened (including WAMIP, and another to be nominated) by end of 3<sup>rd</sup> year</li> </ul>	<p>Final Evaluation</p> <p>Feedback from regional and national partners</p>	<p>Mechanisms are found so that Pastoral Mobility does not impede the coming together of parties</p>

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
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Output 2.2: Expertise of relevant stakeholders enhanced	<ul style="list-style-type: none"> <li>- Pastoralist experts having increase skills to better serve pastoral communities</li> <li>- appropriate educational tools to support and maintain mobile pastoralism</li> </ul>	<ul style="list-style-type: none"> <li>- IIED supported educational curricula</li> <li>- Workshops / events / symposia planned for 2005</li> <li>- FAO training in NRM negotiation</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 5 regional exchanges and training Workshops between Pastoral Inter-parliamentary groups, pastoral associations and local government by end of 3<sup>rd</sup> year</li> <li>▪ Pastoral issues successfully mainstreamed in education curricula within at least 3 participating countries by the end of 3<sup>rd</sup> year</li> </ul>	<ul style="list-style-type: none"> <li>Annual Progress Reports</li> <li>Final Evaluation</li> <li>National curricula</li> </ul>	Mobility / drought / unrest will not impede effective participation
Output 2.3: Improved networks	<ul style="list-style-type: none"> <li>- Number of Networks</li> <li>- Number of participants in networks</li> </ul>	<ul style="list-style-type: none"> <li>Strong and effective websites and networking, such as IDS, TPNs, and LEAD</li> <li>National and regional network projects ongoing</li> <li>Little linkages between networks, and little focus on mobile pastoralism</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 100 pastoralists, 50 pastoral experts and NGO experts, and 100 government experts linked to WISP networks by end of 3<sup>rd</sup> year</li> <li>▪ Cooperation established between networks, including with TPNs of UNCCD</li> <li>▪ Linkages established with websites of LEAD, IDS, World Herder's Council, WAMIP, and others to be identified</li> <li>▪ Cross-learning and north-south and east-west exchanges information and key messages disseminated between this MSP and other GEF projects related to pastoralism (GEF Pastoral Network)</li> <li>▪ Regional networks agreed and</li> </ul>	<ul style="list-style-type: none"> <li>Final Evaluation</li> <li>Membership reports of selected networks</li> </ul>	Stakeholders have easy access to websites, and other electronic based media

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
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			the necessary steps for their establishment taken in 5 regions		
Output 2.4 : Public dissemination of information and advocacy at global and regional levels	Public information creatively packaged and disseminated	Very little focus of public on mobile pastoralism as a positive fact	<ul style="list-style-type: none"> <li>▪ At least one Innovative international conference with pastoral representation by end of 3<sup>rd</sup> year, together with at least 3 regional conferences</li> <li>▪ At least 2 instances of materials developed for international media by end of 3<sup>rd</sup> year</li> <li>▪ 50% increase in coverage of pastoralist issues</li> </ul>	Conference reports  Media broadcasts, including commercial outlets	Commercial media interested
Outcome 3: Advocacy for effective policies and laws favoring sustainable pastoral resource management (for greater recognition of mobile pastoralism, and greater awareness by national stakeholders of policy options to support pastoral livelihoods)	<p>Number of advocacy initiatives undertaken by partners</p> <p>Number of advocacy initiatives undertaken by WISP at regional and global levels</p>	Limited number of advocacy initiatives worldwide with low level of inter-country and regional learning and negligible advocacy on a global and regional scale	<ul style="list-style-type: none"> <li>▪ At least 10 national or regional advocacy initiatives report enhanced quality through the use of WISP tools</li> <li>▪ At least 5 instances where knowledge generated through outcome1 is used by WISP to influence policy of global or regional organizations</li> </ul>	Reporting from partners and their constituencies  WISP monitoring reporting	<p>Government are committed to principles of the project, and willing to implement changes / recommendations</p> <p>Political conditions are stable</p>
Output 3.1: Policy and strategic environment to bring pastoralism into the mainstream of society and integration into national development enhanced	<p>- Number of national development frameworks and documents to integrate pastoral issues</p> <p>- Effectiveness / enforcement of laws and policies in favor of pastoralism</p> <p>- Myths and misconceptions</p>	Several initiatives at the national level	<ul style="list-style-type: none"> <li>▪ Policy dialogue begins to influence development frameworks (PRSPs, MDGs) in at least 5 participating countries.</li> <li>▪ Policy dialogue begins to influence policy in at least 5 participating countries.</li> <li>▪ Advocacy material effectively disseminated within different government sectoral ministries of</li> </ul>	Annual Report; MDG Reports; I-PRSP and PRSP documents	Government's receptive to arguments and national willingness to support pastoralism

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
	<p>removed</p> <p>- regulations that support pastoral production systems are more competitive</p>		<p>at least 5 countries by 3<sup>rd</sup> year</p> <ul style="list-style-type: none"> <li>▪ Effective pastoralist-led advocacy platform established in at least 5 countries</li> <li>▪ At least 5 economic valuation studies done at regional and global levels comparing pastoral systems with sedentary livestock, crop systems and wildlife protected areas;</li> <li>▪ At least 5 regional and global scenario building and options analysis done for decision makers</li> <li>▪ A system for certification/labelling of pastoral products developed (organic, fair trade, etc)</li> </ul>		
Output 3.2: Laws, regulatory provisions, and governance mechanisms that safeguard mobile pastoralist land management are in place	<ul style="list-style-type: none"> <li>- Number of new laws drafted</li> <li>- Number of land agreements / titles secured</li> </ul>	<ul style="list-style-type: none"> <li>- Pastoral codes and laws available for consultation at regional and national level in both a “developing” country and “developed” country context</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy work in at least 3 countries to draft new laws or codes in support of mobile pastoralism</li> <li>▪ Advocacy work to support mobile pastoralists secure land agreements/titles in at least 2 countries by end of project</li> <li>▪ Advocacy work for at least 2 transboundary agreements established by end of project</li> </ul>	Final Evaluation	<p>The project succeeds in establishing formal laws and governance mechanisms</p> <p>Effective enforcement structures in place</p>
Output 3.3: Change in strategies and perceptions within major donors, multi-lateral agencies, and global	<ul style="list-style-type: none"> <li>- Donor consultations and commitments to funding specific follow-on projects</li> </ul>	Total investment in pastoral interventions among partners approximately	<ul style="list-style-type: none"> <li>▪ Advocacy work for improved commitment to pastoralism (increased budget, reduction of damaging interventions) within at</li> </ul>	<p>Annual Progress Report</p> <p>UNCCD minutes</p>	Donor receptiveness to pastoral arguments and commitment to address issues

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
events in support of pastoralism	<ul style="list-style-type: none"> <li>- Number of donor meetings that address pastoralism</li> <li>- Number of MEA COPs that address pastoral issues</li> </ul>	US\$ 60 million	<ul style="list-style-type: none"> <li>least five major donors and multilateral agencies</li> <li>▪ At least 1 side event on mobile pastoralism held at each UNCCD /CBD related event</li> </ul>	Final Evaluation	
Outcome 4 : Participation, evaluation and adaptive management increased	<ul style="list-style-type: none"> <li>Degree of ownership of project implementation by pastoralists</li> <li>Project learning has a genuine influence on work planning</li> </ul>	Pastoralists often represented only by proxy in development process	<ul style="list-style-type: none"> <li>▪ Pastoralists from at least five regions are routinely consulted by WISP and their opinions influence WISP annual work planning</li> <li>▪ All WISP's annual work plans are informed by monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Reports of project advisory and steering committee minutes</li> <li>Feedback from regional partners</li> </ul>	<ul style="list-style-type: none"> <li>Pastoralists are able to represent themselves directly in all project activities</li> <li>The open-ended "Pastoral Advisory Group" is recognized as a mechanism that can bring in perspectives from a wide variety of pastoral communities around the world to the implementation of WISP</li> </ul>
Output 4.1: Pastoralists are at the center of the development process, including design, implementation and monitoring of the project.	<ul style="list-style-type: none"> <li>- Number of pastoralists to attend workshops / exchanges / events</li> <li>- Pastoral advisory committee established</li> </ul>	none	<ul style="list-style-type: none"> <li>▪ Pastoral ownership of WISP, expressed as endorsement of activities at each "gathering"</li> <li>▪ Regional pastoral institutions participate in WISP planning meetings</li> </ul>	<ul style="list-style-type: none"> <li>Inception workshop report</li> <li>Annual Progress Reports</li> <li>Pastoral Review</li> </ul>	
Output 4.2 : Enhanced capacities of pastoralists and local development partners to develop follow-on (stand alone) projects promoting sustainable pastoral land management	Number of project proposals developed	Project proposals are too often developed by consultants with little pastoral input	<ul style="list-style-type: none"> <li>▪ At least 5 project proposals developed for donors using WISP inputs by end of 3<sup>rd</sup> year</li> <li>▪ At least 3 regional projects developed using WISP inputs and funded to address regional and</li> </ul>	<ul style="list-style-type: none"> <li>Final evaluation</li> <li>Donor website reports</li> </ul>	Continuing upward trend in donor interest to invest in sustainable pastoral development

Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
			cross border issues <ul style="list-style-type: none"> <li>▪ At least 5 project proposals developed for FAO-TCP funding</li> <li>▪ At least 3 project proposals developed for WB-ALive funding</li> <li>▪ - At least 3 project proposals developed for IFAD grant funding</li> </ul>		
Output 4.3 : Adaptive Management and Participatory monitoring and evaluation of project impact	Number of pastoralists engaged in monitoring and evaluation of project effectiveness of delivery by executing agency amount of additional co-financing leveraged during implementation	Pastoralists are often represented by proxy (intermediaries)	<ul style="list-style-type: none"> <li>▪ pastoralists represented in all M&amp;E events of the project</li> <li>▪ executing agency functions effectively for delivery</li> <li>▪ at least 30% additional co-financing leveraged during project implementation</li> </ul>	M&E reports  Project Steering Committee reports	Selected Executing Agency establishes appropriate structures for effective implementation of the project