

Taking Risk out of Agricultural Trade for Relief and Development Enhanced with Resilience (TRADER) Initiative

Submitted on July 15, 2015 on behalf of a Team led by Mercy Corps

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Executive Summary

Over hundreds of years, pastoralists and agro-pastoralists developed complex systems to survive and thrive in the drylands of the Horn of Africa (HOA) based on mobility of herds and families, understanding of the environment and reliance on livestock as the primary source of food, income, insurance and social status. Today, over 30 million people across the HOA depend on this livestock market system (LMS) either directly or indirectly to survive, generate wealth and strengthen their resilience.ⁱ Despite tremendous opportunity from increased demand for meat, advances in technology, and expanding infrastructure, livestock keepers remain in an untenable cycle of crisis and humanitarian response, unable to capitalize on the wealth of their livestock assets.ⁱⁱ However, improving the resilience of millions of men, women, boys and girls, as well as their communities and broader interdependent systems, will mean that preservation of their well-being and faster rebuilding and improving of livelihood opportunities in the face of recurrent shocks and stresses will save them and the broader humanitarian system billions of dollars in emergency assistance and frustration transforming perpetual crises into meaningful resilience-building opportunities.

Mercy Corps and our team are proud to present the *Taking Risk out of Agricultural Trade for Relief and Development Enhanced with Resilience (TRADER)* initiative. TRADER will be a catalyst for transformation in the livestock market system, increasing resilience for hundreds of thousands of the most vulnerable people in one of the most shock exposed places in the world: the Horn of Africa. Poor conditions of livestock sales keep 30 million female and male livestock keepers trapped in cycles of vulnerability by discouraging market orientation – thus hindering their ability to convert livestock to other assets, and back, also known as ‘destocking.’ Effective use of markets is one of the single most scalable, sustainable and cost effective means of building livestock keepers’ resilience to economic, social and environmental shocks and stressesⁱⁱⁱ. With GRP funding, the TRADER initiative will address this root problem through building transformative and adaptive capacities, at the individual, household, community and systems levels that will result in substantial improvements in the producer-market interface experience. As the first two years of a more ambitious seven year initiative designed to ultimately reach more than 1 million vulnerable female and male livestock producers and traders, TRADER will increase their capacities to effectively manage their livelihood risks while simultaneously increasing their household-level productivity and wealth. In this first phase, TRADER will benefit at least 50,000 vulnerable households, or roughly 300,000 vulnerable men, women, boys and girls.

These targets are ambitious because the challenge is enormous. TRADER will achieve this transformation by affecting serious change through five integrated outcomes, which together will contribute to the goal of: *Improved capacities of 50,000 vulnerable livestock producer and trader households to manage livelihood risks and increase household-level productivity and wealth.*

1. Livestock traders improve trading strategies with producers and up-market traders
2. Technology platforms improve equity, efficiency & coordination across the HOA LMS
3. Improved availability and access to innovative and inclusive financial services
4. Ecosystem for Investment in livestock and livestock products value chains improved
5. Evidence showing if, when and how resilience is affected for targeted women and vulnerable groups, communities and systems in project areas generated and incorporated into HOA-wide solutions

Our approach combines innovation in financial services and technology platforms—testing new ideas designed to decrease risk while improving access to information and networks—with proven methodologies grounded in Mercy Corps’ deep contextual understanding and successful programming in the Horn of Africa. Employing our facilitative approach, we will carefully intervene by partnering with public, private and civic sectors across Kenya, Somalia, Ethiopia, and Djibouti, to improve the functionality of the existing system resulting in greater equity, inclusiveness and opportunity for vulnerable producers and first-tier traders.

Mercy Corps puts resilience theory into practice with over 18 active programs valued at \$119 million building resilience and breaking cycles of crisis across the HOA. We have developed an outstanding team of international and regional experts for Phase 3 of the GRP Challenge. TANGO International is a leader in the resilience field and will focus measurement and impact; The Economist Intelligence Unit is globally renowned for cutting edge research and analysis and will play a key role in action research and policy development; and local private sector actors Takaful Insurance of Africa, HORSED Livestock Marketing and Trading Cooperative and Medina Pharmaceuticals Limited are essential partners for development of transformational business-to-business partnership and producer-level offers.



Section 1: Project data

Mercy Corps is a leading global humanitarian agency saving and improving lives in the world's toughest places. Mercy Corps puts resilience theory into practice with over 18 active programs valued at \$119 million building resilience and breaking cycles of crisis across the HOA. As the lead organization for this consortium, Mercy Corps is pleased to bring together the competencies and experience of TANGO International, The Economist Intelligence Unit, Takaful Insurance of Africa, HORSED Livestock Marketing and Trading Cooperative and Medina Pharmaceuticals Limited to propose an innovative, private sector driven approach to strengthening the resilience of vulnerable communities in Somalia, Ethiopia, Kenya and Djibouti by the critical producer-market interface experience improved for 50,000 of vulnerable livestock small ruminants producer and trader households, approximately 300,000 women, men, girls and boys.

- a) Title: **Taking Risk out of Agricultural Trade for Relief and Development Enhanced with Resilience (TRADER) initiative**
- b) Region: **Horn of Africa (Somalia, Ethiopia, Kenya & Djibouti)**
- c) Lead Organization: **Mercy Corps, international non-profit**
- d) Target start date: **15 November 2015**
Finish date: **14 November 2017**
- e) Any matching funds offered (provide brief explanation): **N/A**

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Section 2: Innovation and Impact Pathway

2.1 Solution Statement and Theory of Change

There are over 30 million vulnerable livestock producers and traders across the Horn of Africa (HOA). While markets have always been an important component of pastoralism, surging end-market demand, improvements in infrastructure and advances in technology are presenting pastoralists with both new opportunities and threats. The majority face significant barriers and limitations to effectively use livestock markets to manage their risks and increase productivity and wealth. Before, during and after a shock, a livestock keepers' ability to use markets to convert livestock to other assets, and back – also known as 'destocking' – is one of the single most scalable, sustainable and value for money means to build their resilience to economic, social and environmental shocks and stresses.

The primary barriers to achieving resilient livestock livelihood outcomes at the producer and primary trade levels are inefficiencies and limited coordination, resulting in high transaction costs and inequity within the system. The following are seen as system weaknesses with a disproportionate impact on the most vulnerable:

- 1) Lack of access to and availability of risk-mitigating financial and insurance services that are gender and value-chain targeted capable at the scale needed to drive systemic change;
- 2) Lack of equity-driving technology platforms and delivery channels for accessing risk mitigating financial and productivity products, information, services and tools;

- 3) High barriers to entry for effective, large-scale economic investment in the HOA arid and semi-arid lands (ASALs); and
- 4) Socio-cultural norms and gender dynamics at different levels of the system (household, market and institutions) impede women and vulnerable groups' abilities to effectively engage in markets and ensure competitive terms of trade.

An additional constraint to resilience building and humanitarian industry reform more broadly is the lack of evidence, and cost-effective evidence informing monitoring systems, providing systems-wide understanding of determinants and barriers to resilience across the HOA.

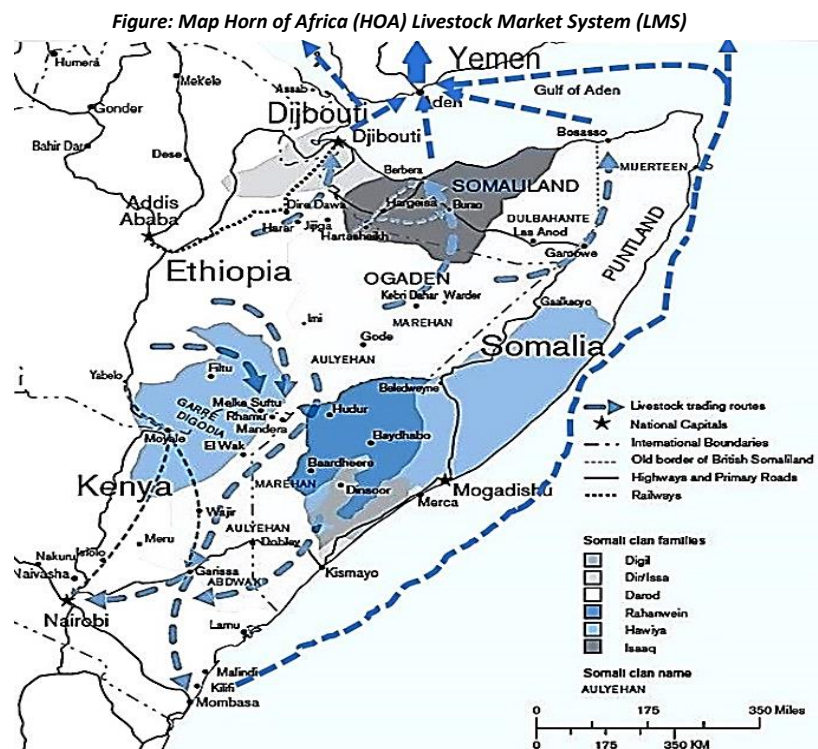
These systemic constraints perpetuate a livestock market system that unfairly transfers substantial trade-based risk down the value chain onto the shoulders of those already most vulnerable – livestock producers and essential low-level traders – resulting in greater vulnerability and livelihood collapse.

These constraints will be examined and addressed through the Mercy Corps- led *Taking Risk out of Agricultural Trade for Relief and Development Enhanced with Resilience (TRADER)* initiative under the Global Resilience Partnership (GRP). We view TRADER as the first two years of a more ambitious seven year initiative designed to ultimately reach more than 1 million vulnerable female and male livestock producers and traders increasing their capacities to effectively manage their livelihood risks while simultaneously increasing their household-level productivity and wealth. In this first phase of the program, TRADER will result in an improved producer-market interface experience^{iv} for at least 50,000 vulnerable households resulting in their increased market orientation and utilization.

TRADER will achieve this vision though the following key outcomes:

- Female and other vulnerable livestock traders improve trading strategies and skills with producers and up-market traders
- Improved availability and access to innovative and inclusive financial services
- Technology platforms improve equity, efficiency & coordination across the HOA LMS
- Ecosystem for investment in livestock and livestock products value chains improved
- Evidence showing if, when and how resilience is affected for targeted women and vulnerable groups, communities and systems in project areas generated and incorporated into HOA-wide solutions

TRADER will focus its influence primarily on livestock actors and dynamics prevalent in markets in Kenya, Somalia, Ethiopia and Djibouti, along trade routes to the Persian Gulf. The project will work with and through private and public sector institutions, networks, and trade groups to align incentives for critical innovation and partnerships. TRADER will leverage project resources to fill vital information gaps, convene significant, high stakes investment and policy meetings and share innovation costs essential for informing, developing and piloting pioneering financial services and technology platforms critical to scaled uptake of power balancing business development services for our target beneficiaries.



Map based on Mercy Corps' conversations with local LMS; map published in "Livestock Trade in the Kenya, Somali and Ethiopia Borderlands," Hussein Mahmoud, Chatham House 2010; map of livestock trading routes from the Atlas of Somalia, UN 2004, and United Nations Office for Coordination of Humanitarian Affairs/Data and Information Management Unit map of the Horn of Africa, 2007.

2.2 Impact Pathway Diagram:

GRP TRADER Results Framework and Impact Pathway Diagram

IMPACT	Improved capacities of 50,000 vulnerable livestock producer and trader households to manage livelihood risks and increase household-level productivity and wealth					
PURPOSE	Increased market orientation of 50,000 women and other vulnerable small ruminant livestock keeping households across the Horn of Africa (HOA)					
SUB-PURPOSE	The producer-market interface experience improved for 50,000 of vulnerable livestock small ruminants producer and trader households					
	CLIENT	INSTITUTIONAL		ECOSYSTEM		
OUTCOMES	1. Livestock traders improve trading strategies and skills with producers and up-market traders	2. Technology platforms improve equity, efficiency & coordination across the HOA LMS	3. Improved availability and access to innovative and inclusive financial services	4. Ecosystem for Investment in livestock and livestock products value chains improved	5. Evidence showing if, when and how resilience is affected for targeted women and vulnerable groups, communities and systems in project areas generated and incorporated into HOA-wide solutions	
OUTPUTS	1.1 Female and other vulnerable livestock traders access to critical skills and services and expanded networks	2.1 Business partnerships develop inclusive delivery channels improving information symmetry, reducing search costs and sharing risks of innovation	3.1 Private sector develops new value chain financial products and services targeting female and vulnerable livestock traders and producers	4.1 Transformational private and public sector investment policy and investment opportunities informed, engaged and attracted to ASAL areas of the HOA	5.1 Networked HOA-wide impact level M&E system continuously generating consistent, reliable and gender sensitive resilience measurement data	5.2 Project-specific outcome and output-level M&E system tests and refines TOCs
KEY ACTIVITIES	1.1.3: Risk buy-down/cost-share support for female and other vulnerable traders to access BDS	2.1.3: Conduct structured pilots to test offerings, platforms, etc with targeted sample groups	3.1.3: Support partners in designing, testing and scaling use of innovative financial services	4.1.3: Jointly convene sequenced and targeted policy and investment forums	5.1.3: Engage stakeholders for eventual institutional home for the HOA impact measurement system	5.2.3: Develop and share 'universal TOCs' for HOA LMS
	1.1.2: BDS providers identified and assisted to improve the gender responsiveness of their offerings	2.1.2: Select core platform partners and link them to Value Added Providers	3.1.2: Select core financial services innovation partners (may or may not be same from 2.1.2)	4.1.2: Conduct joint researches to fill critical information gaps	5.1.2: Integrate systems and data sets into a unified HOA-wide platform completed (document process for sharing)	5.2.2: Test and analyze project's TOCs
	1.1.1: Capacity building and networking support to new or existing traders groups	2.1.1: Conduct country-level needs research on producers, traders and broader tech ecosystem	3.1.1: Research on alternative data and providers to drive product development	4.1.1: Partner with HOA LMS actors & stakeholders for impactful policy and investment discussions	5.1.1: Review and analyze existing resilience measurement systems and data sets within HOA	5.2.1: Incorporate project's outcome and output-level indicators into MC's web-based performance measurement system
CRITICAL BARRIERS	Women and other vulnerable livestock traders lack access to gendered, value chain specific products and services to reach vulnerable producers at the scale needed to drive systemic changes in equity, efficiency and coordination	Technology platforms and delivery channels and for accessing risk mitigating financial and productivity products, services and tools for vulnerable producers and first-tier livestock traders are in-adequate to meet producer + trader demand and needs.	Innovative financial services which could reduce risks to vulnerable traders and producers in rural areas yet to be fully identified, developed and tested.	Information, policy and engagement gaps lead to high barriers to entry for effective, large-scale economic investment in the HOA LMS arid and semi-arid lands (ASALs) required to mitigate risks inherent in traditional livestock end markets and products.	Multiple and expensive donor and public investments in resilience impact measurement systems and data sets do not result in cost-effective or scalable systems-wide understanding of determinants of resilience across the HOA.	Lack of process-level understanding of effective TOCs – and corresponding actions and investments – necessary to conduct effective value for money (V4M) analysis.
PROBLEM	Poor conditions of livestock sales decreases resilience for millions of male and female vulnerable livestock keepers across the Horn of Africa (HOA) by discouraging market orientation limiting their abilities to effectively manage risks and increase productivity and wealth					

2.3 Innovation and Impact

Theory of Change:

The theory of change (TOC) for TRADER is that *if the producer-market interface experience for women and other vulnerable small ruminant livestock keepers across the HOA is improved, then in seven years over 1,000,000 vulnerable livestock producer and trader households will have increased capacities to manage their livelihood risks and increase household-level productivity and wealth, with the first 50,000 resulting in the first two years.*

Impactful Innovation:

TRADER will leverage multiple innovations at key areas of the project to generate valuable learning, value for money and rapidly reach scale. Three examples of TRADER high impact innovations are charted below.

Name	Innovation		
	Technology Platforms	Gendered Financial/ Insurance Services	Multi-country, multi-donor Resilience Measurement System & Data Set
Description	Technology platforms enable fast moving livestock transactions, transport, and networking business partnerships better connecting vulnerable producers with markets	Innovative, gender specific value chain financial products and services developed by private sector for vulnerable underbanked, un-insured HOA LMS livestock keepers/traders	HOA-wide impact level M&E system showing if, when and how resilience is affected for targeted vulnerable people, communities and systems
Anticipated Impact	Easier, cheaper and faster to find the services producers & traders need	Risk shared more equitably among Actors of the HOA LMS	Consistent, reliable and disaggregated resilience measurement data generated
Target Owners	Private Sector: Banks, Insurer, ICT providers, Transporters, Inputs Suppliers, Trainers, etc	MFIs, SACCOs, Insurance providers, Banks, etc	Interim: TANGO/MC Long-term: HOA institution (e.g. IGAD, AU, ILRI, etc)
Target End Users	First tier livestock traders/associations, producers & producer groups	Low-level livestock traders/associations, producers & producer groups	Donors, Governments, NGOs, Universities, Private Sector
Scalability/ Replicability	Same platform can serve the over 30 million Somali speaking/trading pastoralists across HOA. Similar platform and model re-applied globally	Products/services developed address needs of 10m HOA pastoralists and 20m HOA non-pastoralists. Easily replicated across Africa.	Lessons can be applied to countless multi-country, multi-donor clusters of resilience building initiatives.
Assumptions	Ability of TRADER to bring together value adding business consortiums with tech platforms to create better value propositions the vulnerable can and will pay for.	Ability of Mercy Corps to replicate early successes in pastoral Ethiopia across HOA. Possible for financial services to be portable across borders.	Existing data sets will be released. Donors, NGOs, and governments can be convinced to buy in for their own impact M&E needs. Long term custodian located.
Value for Money	Private sector will share initial experimentation then drive scaling. Sustainable.	Initial risk buy-down to catalyze large saving and investment mobilization across HOA/MENA LMS	Leverages over \$2m in existing data & M&E systems. Saves \$15-\$30m in future public & private M&E costs.

2.4 Outcomes

Some of the key changes anticipated as a result of the TRADER initiative include:

Type of Change	Who will change?	What will they do differently?	What change/outcome will result?	When will the outcome occur?	Linked Project Outcome
Resilience, Economic @ Household level; Environmental @ individual & community level	Livestock Producers (pastoralists + agro-pastoralists)	<ul style="list-style-type: none"> Livestock producers seek out more frequent and productive market relationships (seek out and use market signals in livelihood decision making. Livestock producers adapt their livestock production models to be more market-oriented 	<ul style="list-style-type: none"> Producers improve economic well-being, as well as time and labor savings from livestock sales, particularly in the lead up to and recovery from shocks Environmental stresses placed on the land <i>per</i> livestock will be reduced as producers shift to more intensive production models 	<ul style="list-style-type: none"> Early adopters in first 2-3 years. Large numbers of adopters (scale) in years 5-10. 	1.1, 2.1, 3.1
Resilience, Gender, Economic @ Household level	Women first tier livestock traders	<ul style="list-style-type: none"> Women and other vulnerable livestock traders employ more effective business strategies to ensure more competitive market offerings; Women livestock traders organize into groups and receive support to address gender-related capacity gaps, which enable them to negotiate better offers from higher level buyers (e.g. use tech platforms to reduce transaction costs, use financial services to improve trading capital, etc), and to engage in value addition activities 	<ul style="list-style-type: none"> Female traders accepted by male dominated livestock markets in the HOA; Participation and decision making of women on livestock markets improved; Women traders are better prepared to manage the risks associated with business success including increased possibility of domestic violence as their incomes increase; 	<ul style="list-style-type: none"> Early adopters in first 1-2 years. Large numbers of adopters (scale) in years 4-6. 	1.1
Economic @ firm and systems levels	BDS Providers , local firms & External/ diaspora investors	<ul style="list-style-type: none"> Create more value enhancing opportunities/offers servicing the growth and risk-mitigating demands of the HOA LMS, especially for women livestock traders 	<ul style="list-style-type: none"> The LMS will become an ecosystem of rapid, customer-oriented innovation Businesses perceive the profit potential of women and the poor and begin to invest in these consumer segments 	<ul style="list-style-type: none"> Early adopters in first 6mos-2 years. Large numbers (scale) of adopters in years 3-5. 	4.1, 3.1, 2.1
Resilience, Humanitarian @ systems level	Donors, NGOs & Government	<ul style="list-style-type: none"> Invest more in development of resilience-oriented program strategies in the HOA LMS Invest more in research and programs that address the needs of and empower women livestock traders Converge on a systems-wide impact measurement system that projects 'buy into' though they only conduct outcome & output level M&E. (impact level M&E conducted via established regional institutions with project attribution via TOCs, etc) 	<ul style="list-style-type: none"> More innovative and progress, development with resilience programming designed and implemented across the HOA More cost-effective and valid impact-level analysis become standard 	<ul style="list-style-type: none"> Early adopters in first 0-2 years. Large numbers of adopters (scale) in years 4-7. 	5.1, 5.2

2.5 Next Users and Use

Lack of accessible, affordable and appropriate financial, transportation, business development and other Islamic, women-targeted livestock specific products and services mean that the majority of vulnerable small ruminant livestock traders remain unable to up-end the tremendous inequity permeating within and across the HOA LMS through creating better offers for livestock producers and finding and negotiating better deals with upmarket traders. According to the Food and Agriculture Organization (FAO) of the United Nations, closing the gender gap in agriculture – or increasing women’s contribution to food production and enterprise by providing equal access to resources and opportunities – could reduce the number of hungry people in the world by 12 to 17 percent, or by 100 to 150 million people^v. Women need increased access to financial and other BDS and by working through groups with gender specific training based on proven toolkits developed by the GSMA^{vi}, access will be equitably enabled.

With these considerations in mind, TRADER has conducted a stakeholder and network analysis targeting the next users of the outputs and how they will use outputs to achieve outcome. Annex D explains the stakeholders and their network connections to success in TRADER. The table below provides a comprehensive presentation of TRADER’s anticipated next users and uses.

TRADER Stakeholder/Network Map



LMS Actor	Output Targeting this Next User	Gender & Equity Concerns	Demand Characteristics for Outputs	Incentives to use of Outputs	Barriers to Use of Outputs	Capacity Gaps for Application	Corresponding Activity
Livestock Producer (of sheep and goats) - 30million people across HOA, 10m are highly vulnerable	(1.1) Improved offer (more equitable) coming from 1 st Tier livestock Traders	Female livelihood with growing HH-level decision-making power of women	FGDs indicate dissatisfaction with market experiences.	Women-to-women business relationships that come to them where they live.	Mobility and gender constraints to access market actors and intel	Few. Insignificant	(1.1.1) Organize, train and connect women livestock traders to financial and other BDS services improving their abilities and capacities to create better offers.
1st Tier Traders (of sheep and goats) - 10s of thousands women and men	(3.1, 2.1, 1.1.) Improved availability and access to gendered BDS and inputs	Women traders lack business networks and negotiating skills in male dominated industry. Engendered BDS and inputs non-existent.	FGDs & KIIs reveal closest traders to producers. 1 st Traders state if can improve terms of trade, livestock supply abundant. If can expand 2 nd Tier Trader networks, demand abundant.	Good ROI. Growing demand from producers to trade to women traders. Desire to reduce business risk	HH-level family needs consume re-investable dividends without access to financial services. Perceived (cultural) obstacles to using financial services. Access to and use of mobile services. Costs for trying/investing in new products/services.	Strong and targeted messaging to women and other vulnerable traders around improved offers for engendered BDS and inputs. Innovative agent-models for delivery channels.	(3.1.1, 2.1.1, 1.1.1) Supporting BDS and inputs providers to develop innovative and engendered products and services, as well as employing gender-neutral delivery channels.
2nd – 3rd Tier Traders/Aggregators, Exporters & their Agents - 100s or 1,000s of mostly men	(4.1, 3.1, 2.1) Improved availability and access to info, BDS and inputs. Greater investment in local market infrastructure	No women business models to penetrate upward markets. Info asymmetry high.	KIIs reveal rampant market inefficiencies creating unnecessarily high risks and missed opportunities.	Reduced losses and risk. Improved access to key market systems intel and inputs (loans) improving business models and growth.	Perceived (cultural) obstacles to using financial services. Access to and use of mobile services. Costs for trying/investing in new products/services.	Strong and targeted messaging to livestock traders (including women) around improved offers for engendered BDS and inputs. Innovative agent-models for delivery channels.	(4.1.1, 3.1.1, 2.1.1) Supporting BDS and inputs providers to develop innovative and engendered products and services, as well as employing gender-neutral delivery channels.
End Markets (e.g. Abattoirs & MENA buyers) - 10-20 men only	(4.1, 2.1) Improved access to business investment info	No women business models to penetrate upward markets. Info asymmetry disadvantages growth for everyone.	KIIs & studies reveal end market buyers/processes complain of substantial under-used processors and supply efficiencies. Gov't tax incentives to investors.	Substantial under-used processors (30-70%), supply gaps hurt relationships, favorable gov't interest.	'business as usual' cultural. Lack of sufficient government and trader relationships to overcome risk. Costs of innovation.	Better and more accessible info on business and investment conditions and opportunities.	(4.1.1, 2.1.1) Develop and share critical business intel alongside investment and policy forums bringing together key actors. Tech platforms make business intel more accessible.
Value Add BDS Providers (e.g. Mifugo, Farm Drive, Insurers, MFIs, Banks, Veterinarians, Feed Suppliers, Transporters, etc)	(4.1, 3.1, 2.1) Improved availability and access to market and consumer intel, BDS and inputs, alongside pilots cost-share.	Lack of comprehensive customer-driven innovation results in products and services that only serve the established customer.	Strong relationships w/ BDS providers across HOA reveal desire to better understand and respond to changing customer demands of \$357million annual industry that is largely un-served.	Under/un-served industry with annual revenue over \$357million.	Costs of consumer intel and product innovation and testing. Lack of promising delivery channels.	Risk confidence. Tech support. Market intel.	(4.1.1, 3.1.1, 2.1.1). Support gov't and investors to develop new market infrastructure for new market channels.
Platform Developers (e.g. Lyft, FarmerLink, Uber, Ebay, Angie's List, etc)	(2.1, 4.1) business partnerships develop services and ecosystem improving information symmetry, reducing	Absence of gender-neutral delivery channels for BDS and inputs perpetuates substantial inequity in LMS	KIIs, Research and MC experiences with platform developers and partnerships reveal growing number of agric and HOA-specific platforms responding to demand of better	Critical to the overall success of this business model.	Lack of relationships with potential clients. Costs of consumer intel and product innovation and testing. Lack of promising delivery channels.	Risk confidence. Tech support. Market intel.	(4.1.1, 2.1.1) Supporting Platform developers to engage BDS providers and develop and test gender-neutral delivery channels. Support gov't and investors to support

	search costs and sharing risks for innovation		and more cost effective access to agric producers, traders and value add BDS providers.				new market infrastructure for new market channels.
Private Businesses based in Rural Communities acting as BDS and/or Platform Agents	(2.1) Access to improved BDS and inputs.	Agents themselves should be representative of the women and other vulnerable traders who seek these BDS and inputs.	KIIs and MC experience reveal strong demand and capacity for established businesses to expand range of services to include agric-based ICT-type services.	Creates another income stream for existing business. Differentiates their business from others in community.	Must develop electricity and telecoms capacities. Linkages to platform and BDS providers.	Training on platforms and general understanding of BDS. Support to develop appropriate business models.	(2.1.3, 2.1.1) Gather intel on potential delivery channels and their potential business models.
Gov't Extension Agents – thousands, mainly men in pastoral areas	(3.1, 2.1, 1.1.) Availability and access to gendered BDS and inputs	Women traders lack business networks and negotiating skills in male dominated industry. Engendered BDS and inputs non-existent.	FGDs & KIIs reveal deep commitment to improving offers and services available and accessible to vulnerable producers and traders.	Job mandate is to support producers and market to create more growth, income and resilience	Lack of engagement of Gov't agents as market outreach support.	Training agents on key facets of products, services and platforms. Improving incentive structures.	(1.1.1, 2.1.1., 3.1.3) Support info gathering and piloting of new products and services.
Gov't Policy Makers (local/district, national, regional trade bodies)	(4.1, 5.1) Evidence of conditions resulting in improved resilience and economic growth of most vulnerable	Need for gender and age disaggregated data	Local, national, regional and global targets for equitable rural development	Job and budget security.	Lack of resources to gather, analyze and share relevant intel. Political will to incorporate findings into policy/ implementation reforms.	Present info more targeted and accessible to policy makers at the right time (during/before annual budget and work plan sessions, etc)	(4.1.1-3, 5.1.1-3, 5.2.1-2) Integrate monitoring systems and data sets, conduct assessments, share key findings at high-level, integrated forums.
Donor & NGO Policy Makers (GRP, AU, Mercy Corps, etc)	(4.1, 5.1) Evidence of conditions resulting in improved resilience and economic growth of most vulnerable	Need for gender and age disaggregated data	Agency and global targets for equitable rural development	Job and budget security. Industry reform.	Lack of resources to gather, analyze and share relevant intel. Political will to incorporate findings into policy/ implementation reforms.	Present info targeted and accessible to donor and NGO decision makers at the right time (during/before annual budget and work planing, industry panels, etc)	(4.1.1-3, 5.1.1-3, 5.2.1-2) Integrate monitoring systems and data sets, conduct assessments, share key findings at high-level, integrated forums.

2.6 Outputs

GRP's investment in TRADER will produce a number of innovative industry transforming outputs. These outputs are explained in greater depth here:

1.1 Female and other vulnerable livestock traders access critical skills and services and expanded networks

The tens of thousands first tier female and male livestock traders across the HOA are livestock producers' first and most important engagement with the HOA LMS. TRADER will directly engage these vital traders, and the critical business development services (BDS) trade consumer groups so that they are able to substantially improve their offers to millions of producers. TRADER will also assist BDS to improve the gender responsiveness of their offerings, and then engage proven risk buy-down and cost-share mechanisms that improve access to BDS for female and other vulnerable traders.

3.1 Private sector develops new value chain financial products and services targeting female and vulnerable livestock traders

Gender and value chain specific financial and risk mitigating products and services are in high and growing demand across the HOA LMS as evidenced by the growing market shares by the Somalia MFI in Ethiopia and Takaful Insurance company in Kenya. TRADER will research alternative data and providers that will drive development of more innovative and customer responsive products and services. From this assessment, TRADER will partner with core financial services innovation use industry stimulating risk buy-down and cost-share instruments to design, test and scale use of innovative financial services

2.1 Business partnerships develop inclusive delivery channels improving information symmetry, reducing search costs and sharing risks of innovation

Innovative and customer-responsive value adding products and services alone have not proven sufficient to overcome the crushing information asymmetry, high search costs and substantial risks to innovating within the HOA LMS. Breakthroughs in technology and communication access as well as the creative and cost effective bundling of key services represents unprecedented opportunities to bring greater equity to the heavily gender and power biased livestock sector. TRADER will catalyze transformative business-to-business partnerships essential to creating more inclusive delivery channels by conducting country-level needs research on producers, traders and broader tech ecosystem. We will then select a few high potential core platform partners and link them to value add providers jointly supporting them to conduct structured pilots to test offerings, platforms, etc with targeted sample groups. Examples such as 'HelloMarket' in Ethiopia and FarmerLink demonstrate that technology platforms that bring consumers in closer and direct contact with service providers of transportation, financial services, animal feed and veterinary services are emerging targeting rural and agricultural sectors. TRADER will work with early innovators like these, introduce them to HOA LMS-specific service providers, and assist them to come up with targeted and viable bundled services targeting critical constraints, gaps and vulnerabilities across the HOA LMS.

4.1 Transformational private and public sector investment policy and investment opportunities informed, engaged and attracted to ASAL areas of the HOA

To mitigate risks inherent in the few traditional livestock end markets and products, information, policy and engagement gaps that contribute to high barriers to entry for effective, large-scale economic investment, such as commercial abattoirs, feed lots, tanneries and feeder roads in the HOA LMS arid and semi-arid lands (ASALs) is required. To address some of these critical barriers, TRADER will partner with HOA LMS actors & stakeholders to facilitate the engagement of impactful policy and investment discussions. Jointly with key sub-national, national and regional actors, TRADER will conduct joint researches to fill critical information gaps, and then jointly convene sequenced and focused policy and investment forums that target and nurture deals with the growing numbers of foreign (Middle East and diaspora) and domestic investors interested but nervous to invest in the HOA LMS. These investments will not only stimulate needed discourse to attract in

much needed investment and move forward smart policy reforms, but will leverage the resources of other HOA LMS actors and stakeholders creating greater value for money of TRADER.

5.1 Networked HOA-wide impact level M&E system continuously generating consistent, reliable and gender sensitive resilience measurement data

Multiple and expensive donor and public investments in impact-level resilience measurement systems and data sets have created both a cost-inefficient duplication of data sets and M&E systems, as well as not resulted in a scalable, systems-wide evidence base and understanding of determinants of resilience across the HOA. TRADER will overcome these conventional obstacles and in doing so provide a pathway and learning crucial to transformation of the development and humanitarian aid system. TRADER will achieve this by starting with a comprehensive review and analysis existing resilience measurement systems and data sets within HOA. TRADER will then integrate a selection of these systems and data sets into a unified HOA-wide platform. A case study documenting this process will be produced and shared at various high-level regional and global industry forums. Finally, TRADER will engage stakeholders to identify and handover the HOA impact measurement system and data set to a regional institutional home.

5.2 Project-specific outcome and output-level M&E system tests and refines TOCs

In addition to the absence of a systems-wide, impact-level resilience measurement system and data set, the resilience movement also lacks a process-level understanding of how operationalizing theories of change (TOCs), through corresponding actions and investments, directly contributes to a projects anticipated changes in real time. TRADER will develop this evidence and analysis by incorporating the project's outcome and output-level indicators into Mercy Corps' web-based performance measurement system. TRADER will then test and analyze the project's TOCs using against resultant data set and M&E system. Finally, to create greater value for money within the GRP and broader humanitarian system, TRADER will use this evidence to develop and share 'universal TOCs' for HOA LMS.

2.7 Work plan and Timeline

TRADER is an ambitious seven-years initiative, with a proposed two-years ‘incubation’ or seed funding support from the GRP (Nov 2015 - Oct 2017). Critical anticipated outcomes can be thoroughly incubated and established in the first two years, but for Mercy Corps and our partners, building resilience requires a much longer investment. Our 7-year framework and strategy reflects the depth of investment required to see the Outcome-level behavior changes outlined in our table in the Outcomes section.

In this regard, our work plan reflects program set-up and rapid testing, data gathering, analysis and dissemination approach essential for both no regrets investment and ensuring the initial set up is appropriate for the eventual scope and investment of the 7-year TRADER initiative.

A detailed work plan can be found in Annex E.

Project Name: **TRADER/GRP**

Task	2015				2016				2017				2018	2019	2020	2021	2022
	Sep	Oct	Nov	Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Nov					
Project Start-Up																	
Notified of project acceptance																	
Negotiate & Sign final agreement																	
Issue Sub-contracts to Partners																	
Recruit & Hire key staff																	
Conduct EEI																	
1.1.1: Analyze vulnerable traders’ criteria and benefits of membership for forming into specialized groups/networks																	
1.1.2: BDS providers identified and assisted to incorporate gender responsiveness of their offerings																	
1.1.3: Risk buy-down/cost-share support for vulnerable traders to access BDS																	
2.1.1: Conduct country-level ecosystem and farmer needs research																	
2.1.2: Select core platform partners (banks, MNOs, etc) and link them to Bundle Value Added Providers (BVAPs)																	
2.1.3: Conduct structured pilots to test offerings, platforms, etc with targeted sample groups																	
3.1.1: Research on alternative data and providers to drive product development																	
3.1.2: Select core financial services innovation partners (may or may not be same from 2.1.2)																	
3.1.3: Support to Financial Services/Insurance Provider (FSIP) partners in designing, testing and scaling use of alternative data.																	
4.1.1: Partner with HOA LMS actors & stakeholders critical for having impactful policy and investment discussions																	
4.1.2: Conduct joint researches to fill critical info gaps																	
4.1.3: Jointly convene sequenced and targeted policy and investment forums																	
5.1.1: Review and analyze existing resilience measurement systems and data sets within HOA																	
5.1.2: Integrate systems and data sets into a unified HOA-wide platform completed (document process for sharing) & Fill gaps																	
5.1.3: Engage stakeholders for eventual institutional home for the HOA impact measurement system																	
5.2.1: Incorporate project’s outcome and output-level indicators into MC’s web-based performance measurement system																	
5.2.2: Test and analyze project’s TOCs																	
5.2.3: Develop and share ‘universal TOCs’ for HOA LMS																	

2.8 Questions and Methodologies

The table below identifies key questions to be addressed by the TRADER project, along with the methods and information and indicators to be monitored to demonstrate a causal link between the project inputs and outputs, outcomes, purpose and impact.

Key Questions	Methods to Address Questions	Information & Indicators (disaggregated by sex and age)
What mixture of changes is needed for first-tier livestock traders to craft the 'right' offers to vulnerable livestock keepers?	Work closely with first tier livestock traders and vulnerable livestock keepers to assess the criteria and contents of the right offer through interviews and experimentation led by private sector actors	<ul style="list-style-type: none"> • Percent of traders adopting improved business practices • # of female traders who report improved terms of trade and/or bargaining power pre and post intervention
Which tailored financial services could reduce risks to vulnerable traders and producers in rural areas? What role does marketing play in the uptake for various population segments?	Work closely with private sector stakeholders, informing and supporting their investments in developing and piloting innovative financial products and delivery platforms	<ul style="list-style-type: none"> • Percent of male and female traders accessing working capital from loans • Percent of traders purchasing trading insurance • Percentage increase of livestock purchase on cash delivery from producers
What delivery channels and technologies best meet the needs of women and other vulnerable livestock traders when accessing critical livestock services?	Work closely with private sector stakeholders, informing and supporting their investments in developing, and piloting new gender responsive delivery channels and technologies	<ul style="list-style-type: none"> • # platforms being used by target producers and traders • # targeted producers and traders reporting greater equity, efficiency and coordination from interactions w/ the HOA LMS
What info, policy and engagement strategies would reduce barriers to entry for effective, large-scale private and public sector investment in the LMS HOA ASALs correspondingly mitigating risks inherent in traditional livestock end markets and products?	Jointly assess gaps in investment critical data and policy weaknesses, and partner with local/regional investment authorities to convene targeted investment forums.	<ul style="list-style-type: none"> • Number and value (USD) of global investors investing in in HOA livestock trade • # HOA countries that undertake high-level trade engagement and/or policy initiatives • # policies weaknesses engaged • # of amendments to and/or new policies proposed that are gender responsive
How can a HOA-wide resilience impact measurement system and data set be developed and transitioned that builds on the existing donor and public measurement investments?	Work closely with USAID to ensure access to existing data sets, and use analysis of those and other systems to develop a comprehensive HOA-wide resilience impact measurement system	<ul style="list-style-type: none"> • Establishment of HOA-wide resilience impact measurement system and data set in place • # of tested TOCs

2.9 Measuring Progress toward Outcomes

To measure progress toward intended impact and project purpose, during TRADER's seven year program life, Mercy Corps will conduct baseline, mid-term and end line data collection through its expert partner TANGO who will write baseline and evaluation reports. These measures will be combined with monitoring data on outputs connecting activities to outputs to outcomes to evaluate how deliverables are producing outcomes envisaged by the product. TRADER's Theory of Change (TOC) maps out the interconnectedness of all these causal pathways and serves as the source document for TRADER's M&E system.

2.9.1 Indicators

Indicators have been set in the logical framework, and outcome-level indicators. A full list of these indicators can be found in Annex B.

2.9.2 Baselines

Existing population-based baseline data sets and impact-level monitoring systems exist for TRADER's target areas in Ethiopia, Kenya and Somalia. As such, TRADER will embark on an innovative effort to integrate these existing *quantitative* data sets while supplementing with project-specific qualitative baseline data collection. This is one of many ways TRADER represents substantial value for money for the GRP.

Baseline data integration and supplementation will be collected within the first 3 months of program start-up by the project's expert evaluation partner, TANGO, and who will ensure evaluation data collection throughout the life of the program. This data will be submitted as an initial draft baseline report before the end of the first semester.

2.9.3 Monitoring and Evaluation Plan (M&E)

See attached Annex A for full M&E Plan

2.9.4 Value for Money Plan

In reaching 50,000 vulnerable households and approximately 300,000 vulnerable women, men, boys and girls in its first two year, TRADER represents a unique value for money investment for the GRP at the strategic, portfolio, program and administrative levels. TRADER's lead agency Mercy Corps and strategic measurement partner, TANGO, jointly implement some of the most ambitious and innovative resilience programming and measurement initiatives across the HOA. As such, our deep understanding of the context and placement of TRADER strategically within our respective portfolios exploits unique and exciting synergies resulting in powerful efficiency, effectiveness, economy and equity.

The GRP will embark upon a first of its multi-donor, multi-country impact level resilience measurement system and data set. Taking this approach, TRADER will achieve a first of its scale data set and monitoring system at a savings of 33% had such a system and data set been developed as in the typical standalone fashion. In addition, TRADER's facilitative approach working with and through the private sector is anticipated to leverage substantial private and public sector investment against the GRP's investment.

In addition, TRADER will maximize value for money by:

- Avoiding duplication, and ensuring complementarities with existing MC donor funded programs
- Implementing mandatory reporting requirements on financial and social indicators for all partners that receive funding from the GRP
- Selecting partners committed to quantifying results and achieving maximum cost efficiencies in the delivery of TRADER targets
- Ensuring a financial model accompanies each piloted product to ensure sustainability
- Investing in underlying infrastructure with MFIs to enable broader reach of financial products and services resulting in a greater amount credit available for qualifying agro-pastoralists.

Section 3: Achieving the Resilience Challenge

3.1 Gender and Equity

At its core, TRADER is a gender focused, equity enhancing project because, as the evidence from LMS assessments in Ethiopia, northern Kenya and Somaliland all independently revealed, it is the inequity of the livestock market experience (information asymmetry, risks disproportionately placed on women traders and vulnerable livestock producers, lack of gendered inputs and financial services, etc.) that ultimately drive the poor terms of trade that keep poor livestock traders out of the very markets they need to manage livelihoods shocks including drought, price spikes, disease outbreaks, etc. Women traders number in the thousands in sheep and goat markets, possibly tens of thousands, and are frequently the first market interface that livestock producers engage with. To improve the producer-market interface experience TRADER must target and prioritize the needs of these women first-tier livestock traders.

In general, women tend to be on the margins of most livestock markets, clustered at the bottom of value chains, or segregated in less profitable female-oriented markets. They lack access to liquid savings and the collateral needed to secure loans to make productive investments. Their weak bargaining power is reinforced by their inability to access male oriented trader networks and market information; to make decisions about production and the use of income; and to engage on equal footing with men due to low self-esteem and acceptance by their male peers.

TRADER interventions are designed to address these gender-related challenges and to empower women through support to existing or newly-formed female trader groups, and help to ease access to credit, technology and relevant skills and networks, with a view to leveling the playing field in an increasingly competitive market. The interventions will also seek to leverage the potential of the private sector and to catalyze investment in this group, by making the economic case for it, drawing on Mercy Corps' extensive research and experience in the dairy sector. The goal will be to demonstrate that a gender sensitive approach can enhance companies' brand and reputation, increase the reliability of their supply chain and unlock new markets.

TRADER will engage in pro-poor, pro-women action -oriented research. Research questions will seek to understand:

- How equitably the benefits of growth and vulnerability are distributed within the LMS.
- The factors which influence women and vulnerable groups' opportunities to engage equitably in the LMS and which result in the uneven distribution of income and risk.
- The policy frameworks and program interventions that successfully promote pro-poor, inclusive growth.

The findings from this research and the learning that occurs during program implementation will inform a series of reports and recommendations that will be shared with donors and policy makers at forums and capacity building events. The creation of an enabling environment is critical because women's economic gains can only be realized if the necessary conditions are in place. This refers first and foremost to appropriate government policies, but extends to supportive male attitudes in the household, community and marketplace. TRADER will therefore specifically work with men to shift cultural norms that prevent women from taking on new roles in the livestock market and making independent decisions about production and the use of income.

3.2 Resilience

The HOA LMS increases annually at a nominal percent as the global demand for meat continues to increase. The HOA remains geographically cost-close to many of those growing markets in the Middle East and North Africa (MENA), and there remains a strong preference for sheep and goats produced in the HOA. However, this growth is inequitably distributed and the risks prevalent to the LMS remain unchecked.

TRADER is designed around the simple concept that this growth can, and must, be made more resilient. The entire TRADER initiative is designed to increase resilience. Some examples of outputs and outcomes reflecting this concept include:

Output	Risk being addressed	Resilience building outcome
Web-based marketplace serving the various information, coordination and BDS buying and selling needs across the HOA LMS	<ul style="list-style-type: none"> • Harm from unexpected events • Vulnerability due to lack of access to financial services of certain groups 	<ul style="list-style-type: none"> • Better preparation due to better information symmetry • Better livelihood smoothing and quicker recovery due to financial access, especially for women
Increased public and private sector investment in HOA LMS infrastructure (e.g. market roads, abattoirs, etc)	<ul style="list-style-type: none"> • Limited and weak market channels for livestock 	<ul style="list-style-type: none"> • Diversified market channels creates more and faster options to mitigate shocks to any one market channel or product stream
HOA-wide impact measurement system initially employed by project and gradually transitioned to regional custodian	<ul style="list-style-type: none"> • Poor decisions being made due to lack of evidence to adequate benchmark what is/isn't working for building resilience and for whom 	<ul style="list-style-type: none"> • More appropriate conversations occurring based on concrete and relevant impact evidence
Women livestock traders supported to be more impactful traders	<ul style="list-style-type: none"> • Lower social status and gendered norms put female livestock traders at increased risk of market interactions that undermine household resilience 	<ul style="list-style-type: none"> • Millions of livestock producers more effectively manage risks and generate increased incomes
Innovative financial and insurance products and services in the market place	<ul style="list-style-type: none"> • Unmitigated exposure to shocks by livestock traders and producers 	<ul style="list-style-type: none"> • Better functioning, more resilient HOA LMS

3.3 Sustainability

Sustainability of TRADER is integrated through the market forces driving four of the five program outcomes. Evidence of the market attractiveness can be found in that half of the project partners are private companies representing varied functions in the HOA LMS (one of the largest livestock traders in the pastoralist areas of Ethiopia (HORSED), the largest provider of sharia-compliant insurance products and services in the HOA (Takaful), and one of the largest providers of veterinary medicines in Somalia and Kenya (Medina). In addition to these private sector incentives, TRADER will support progress made on the long shared government aspiration for the HOA LMS: moving a large percentage of the 90% illicit livestock trade business into the formal sphere by employing and leveraging the appropriate incentives (e.g. access to financial and insurance services, access to information and logistics coordination, and access to more accurate census data).

Section 4: Risk Management

4.1 Risk Matrix

Risk	Probability	Impact	Mitigation Response
Insufficient capacity of users to use the digital technology	High	High	Technology platforms will accommodate literacy and low literacy populations through text and visual design including the use of voice recordings when feasible.
Inadequate private sector interest	Low	High	Provide evidence that the digital technology is in demand + Partial initial investment by Mercy Corps to lower the initial risk to market entry
As women traders' businesses increase in profitability, male traders begin to crowd the market and take over	Medium	Medium	Form new groups of female traders (or strengthen existing groups) to increase women's collective bargaining power. Evaluate and address the factors that lead to women's low levels of participation in commercially-oriented activities. This could require investments to correct inequities within markets and at the household level
Increased revenues from improved trade practices not reinvested productively and do not result in improved well-being and enhanced household resilience	Medium	Medium	Mitigate-Layer information into partners' products and services about the benefits of joint decision making within the household, shared productive and reproductive responsibilities and a violence free home.
Banks won't accept insurance as collateral	Medium	Medium	Work with banks and insurance companies to bundle services and use smart-subsidies to demonstrate alternative collateral requirements that 'buy down' the risk barriers for banks.
Lack of interest in insurance products	High	Medium	Sensitization to benefits of insurance through community-level marketing drives
Lack of interested investors	Medium	High	Mitigate-employ evidence and facilitate exchange visits and high-level engagements with key HOA LMS public and private sector stakeholders to reduce perceived risk of profitable opportunities in HoA
Lack of political will by country-level actors	High	Medium	Mitigate - Sensitization & influence
Political opposition	Medium	High	Avoid - if there is opposition in any given area, approach with extreme caution
Policymakers focus on policies which are not pro-poor or gender sensitive	Medium	High	Mitigate - Sensitization & advocacy of the costs and consequences of failing to ensure that policies are pro-poor and gender sensitive.
Policy framework differences between countries	Low	Medium	Mitigate-engage early and effectively with government and multi-lateral institutions around key problems and outcome pathways, including the currently designed policy engagement activities and forums

TRADER will continually monitor these risks, and other potential risks identified during the course of this initiative, and employ effective adaptive management mitigation actions accordingly.

4.2 Social and Environmental Impact Assessment

Environmental Impact

Mercy Corps has a deep contextual understanding of northern Kenya, eastern Ethiopia, and Somaliland. Our experience in these three regions through USAID and other donor funds will ensure full compliance with 22 CFR 216.6. Immediately upon award, we will hire a consultant to conduct an Initial Environmental Examination (IEE) in consultation with the three USAID missions. While we do not expect any threshold issues from the light-touch TRADER interventions, should the IEE determine any areas of risk, the team will work with GRP and USAID to develop necessary mitigation strategies and request environmental approval prior to undertaking any highlighted activities. The table below describes the potential environmental risk by program outcome.

Outcome	Outputs	Activities Likely to Result in Change to Environment	Mitigation
1.Improved business interactions	1.1 Form Groups 1.2 Access to BDS	None	n/a
2.Improved networking and coordination	2.1 Technology Platforms	None	n/a
3.Improved access to financial services	3.1 Vulnerable households access loans and insurance	None	n/a
4.Improved investment in HOA LMS	4.1 More investment friend enabling environment	None (project will not support any potential future infrastructure investments under this project)	n/a
5.Resilience Measurement System	5.1 Resilience Measurement System and data sets	None	n/a

Social Impact

The Horn of Africa is an extremely volatile region rife with intra- and inter-clan conflict, poor governance systems, and violent extremism. The livestock market system (LMS) is a powerful social and economic force with agreements, relationships and trust built over hundreds of years between livestock keepers, traders, processors, formal and informal governance systems. Mercy Corps recognizes that introducing change into this system has the potential for unintended consequences that can lead to grievance, conflict and gender-based violence. TRADER will therefore employ a Do No Harm analysis prior to each intervention, and regularly monitor the social impacts of our activities through follow up assessments and through project M&E.

Please see section 3.1 for a description of the potential impacts of TRADER on gender dynamics.

Section 6: Team Composition

Team lead 	Primary Point of Contact Tate Munro Nairobi, Kenya +254 786 222 253 tmunro@field.mercycorps.org www.mercycorps.org	Mercy Corps is a leading global humanitarian agency saving and improving lives in the world's toughest places. In more than 40 countries, we partner with local people to put bold ideas into action, help them overcome adversity and build stronger, resilient communities. Mercy Corps is a leader in putting resilience theory into practice with over 25 active programs valued at \$175 million that address resilience and break cycles of crisis.
Resilience Measurement Partner 	Tim Frankenberger 406 S 4th Ave. Tucson, AZ 85701 USA +1 520 617 0977 www.tangointernational.com/	TANGO International is based in the U.S. and provides extensive research and learning initiatives across the Horn of Africa, specifically identifying and bench marking resilience determinants and indicators.
Research Partner 	Prathiba Thaker 20 Cabot Square, London, E14 4QW London, United Kingdom + 44 (0) 20 7576 8181 patthaker@eiu.com http://www.eiu.com	EIU, based in New York, NY, has been providing research, forecasting and analysis services to government and industry for over 60 years. Services include regular forecasts and analysis of 11 agricultural commodities, ranging from wheat to edible oils.
Local Partners		
Takaful Insurance of Africa 	Hassan Bashir, CEO CIC Plaza, Upper Hill Nairobi, Kenya +254 202 725 134 hbashir@takafulafrica.com www.takafulafrica.com	Takaful is the largest provider of Sharia-compliant insurance products in Somalia and Kenya.
Medina Chemicals Limited 	Abdi Duale Gateway Place, Milimani Road Nairobi, Kenya +254 202 738 243 aduale@medina.co.ke	Medina Chemicals is based in Nairobi and is engaged in the importation and distribution of animal health products. Products are sourced from seven countries and the distribution network covers all of Kenya, with a presence in Somalia and South Sudan.
HORSED Livestock Marketing & Trading Cooperative	Muse Sheik Abdikalif Chair of the Cooperative +251 915 05 74 99 Deex990@gmail.com	Muse Sheik Abdikalif has been operating in Ethiopia since 1992 purchasing livestock from eastern Ethiopia and trading across the border to Somalia. HORSED Livestock Marketing & Trading Cooperative was created in 2013 to scale the practices pioneered by Muse Sheik Abdikalif and his fellow co-op members.

ANNEXES

Annex A: Monitoring & Evaluation (M&E) Plan – Detailed

Purpose

The purpose of the project M&E system is to track project performance indicators over the life of the project, to measure project activities and outputs and also to measure higher-level indicators of outcomes (changes in behaviors of target populations) and impact (changes in well-being measures of target populations). The regular measurement of these indicators will track actual project performance against targets, and also to address key research questions around the effectiveness with which the project is achieving the ultimate goals.

The priority questions that will be answered through program monitoring, evaluation, and research include the following:

1. What are the key factors of the GRP program model that contributed to any impacts on resilience of communities, households and individuals? Specifically, what are the contributions of investments in improving livestock market systems on the resilience of livestock producing households and on the livestock market system itself?
2. To what extent and for which groups does the project implementation model strengthen household and community absorptive, adaptive and transformative capacities? What are the differential impacts of the program on women, youth, and other traditionally marginalized groups?
3. How sustainable are project investments to enhance the livestock marketing system? Do the various actors in the livestock marketing system have strong incentives to continue to support changes in the market system that have been initially supported through project interventions?

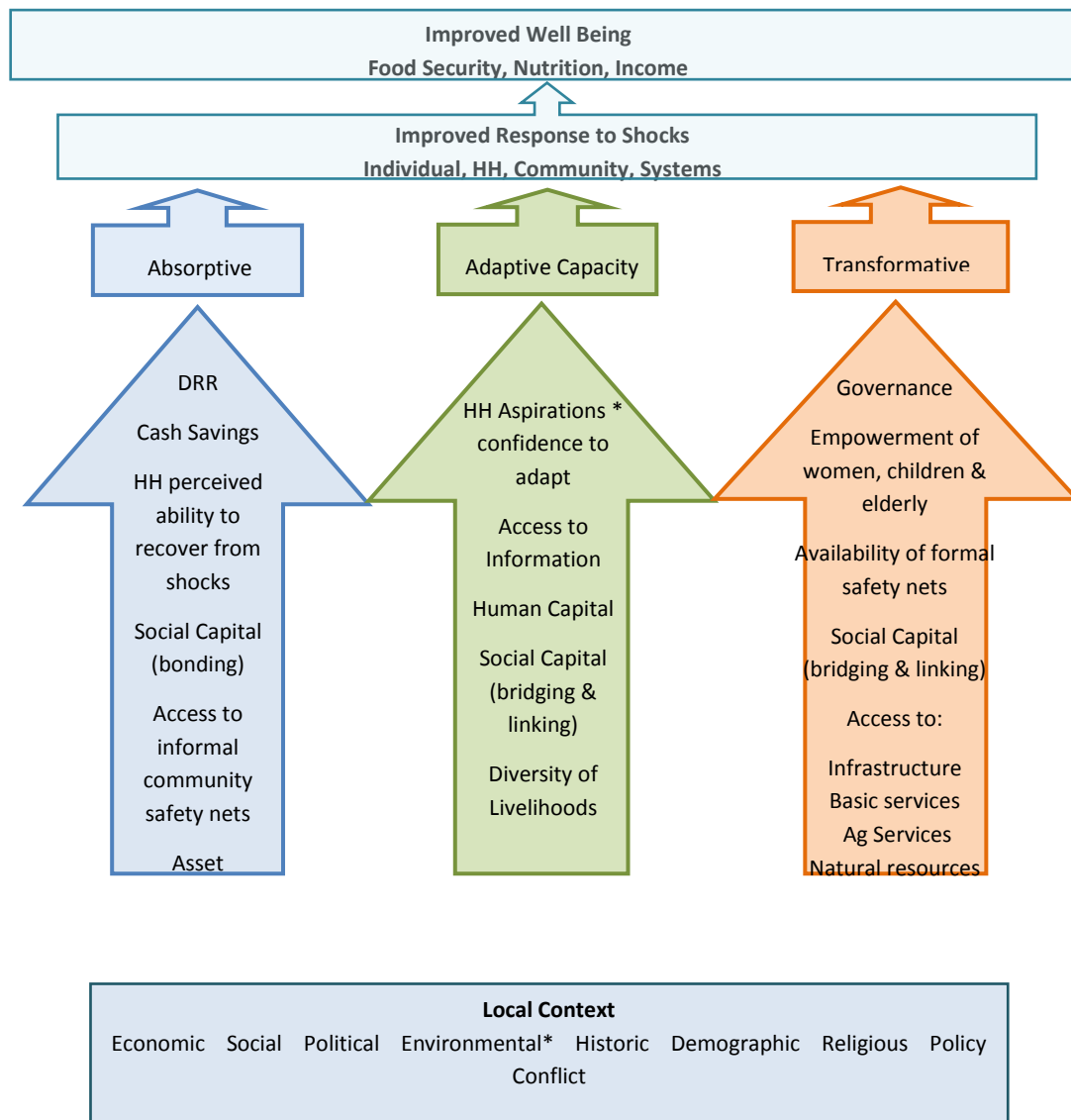
Approach to measuring resilience

Measurement of household resilience within the M&E system will be organized around the following principles:

- Resilience will be measured as a set of capacities (absorptive, adaptive, and transformative capacities) that are linked with more successful coping or adaptation to risks.
- Resilience will be measured in relation to risks and shocks, including droughts, conflict, or food-price spikes, controlling for the magnitude and households' levels of exposure to these disturbances.
- Resilience will be measured against outcomes – food security and per capita access to assets as a proxy for income. Perceived ability to recover from will also be collected .
- By bringing together and analysing these measures over the life of the program, the M&E system will generate new evidence on how enhancements in livestock marketing system enhances the wellbeing and resilience capacities of livestock producers.

Figure 1 shows the inter-relationships across these themes.

Figure 1. Resilience capacities, responses to shocks, and improved well-being



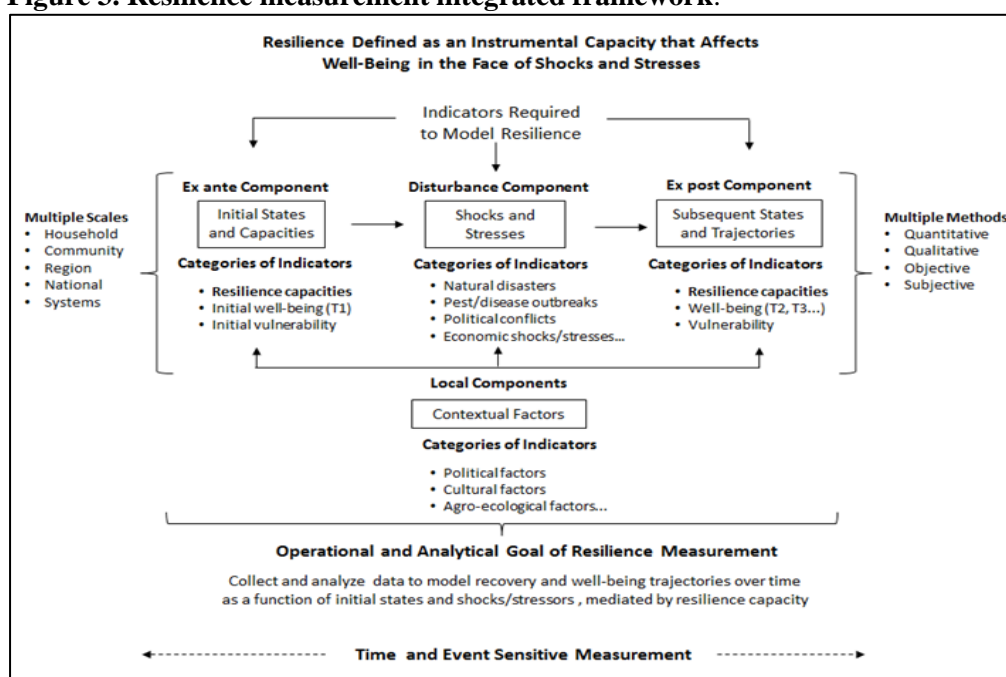
This resilience framework implies that program interventions should be designed and implemented so that they lead to an intermediate outcome (e.g., strengthened resilience capacities of the target population), which itself should then lead to an appropriate response outcome (e.g., improved resilience of the target population), which should eventually lead to the programme's ultimate goal, that is, improving the wellbeing of the target population. This generic theory of change for resilience interventions is represented in Figure 2.

Figure 2. Theory of change for a resilience intervention



The resilience causal framework presented in Figure 3 provides a further organizational scheme in which the task of developing resilience measures can be conceptualized and implemented (Constas et al. 2014b).

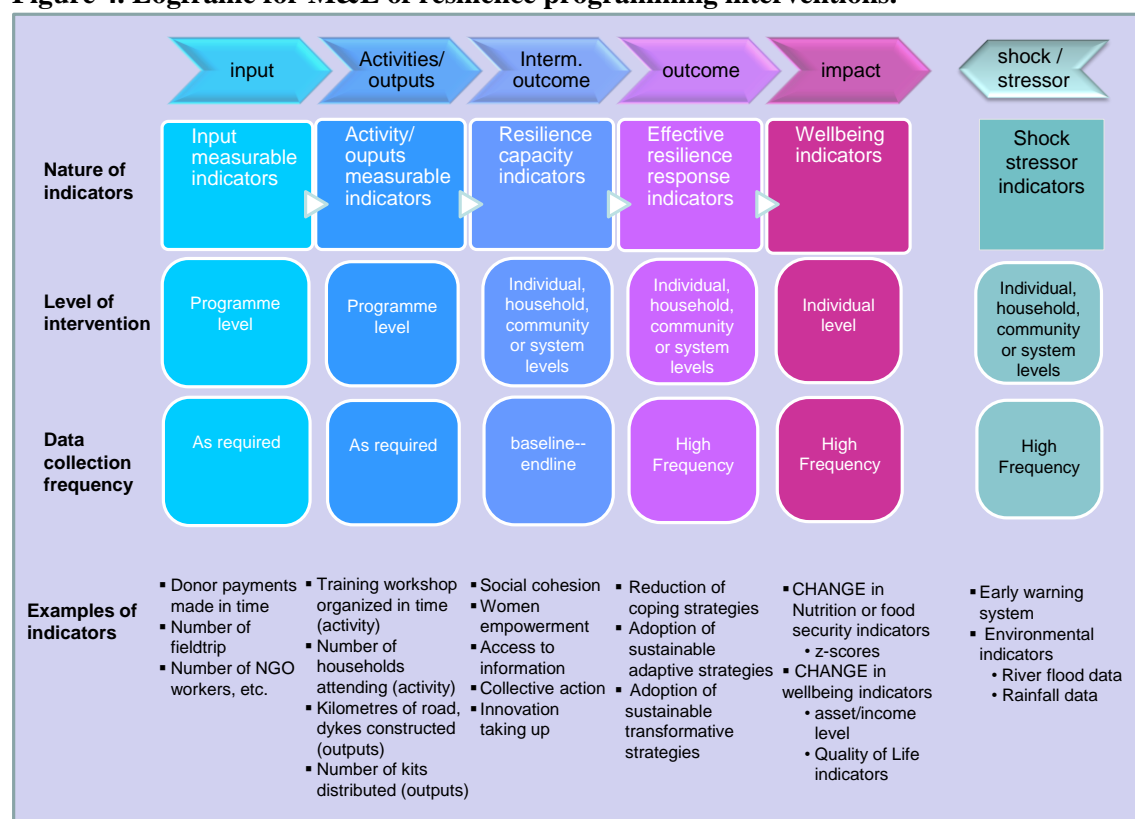
Figure 3. Resilience measurement integrated framework.



Source: Constas et al. 2014b.

Figure 4 organizes the collection of information to measure resilience around a project logical framework structure

Figure 4. Logframe for M&E of resilience programming interventions.



The M&E system described below is organized around these principles of resilience measurement and resilience programming.

Monitoring and evaluation components

The proposed program M&E and research consists of five primary components:

- 1) Performance monitoring: Performance monitoring measures outcome and impact level changes that are identified in the project theory of change that are expected to occur as a result of project intervention. The performance monitoring component will be organized around the following principles:

Baseline and endline rounds are designed to capture information about changes in outcome and impact indicators over the course of project intervention.

- Information collected from project beneficiaries (livestock producing households), and other stakeholders in the livestock marketing system
 - To measure all dimensions of household resilience capacities and how these capacities are affected by improvements in the livestock market system
 - A mixed-method approach will be applied in which both quantitative and qualitative research elements will be combined to measure project outcomes and impacts.
 - The qualitative component will collect information from key actors in the livestock market system, including traders, government offices that support livestock activities, community organizations that manage resources used for livestock.
 - The quantitative component will apply questionnaires to statistically representative samples of livestock producers (households), and small-scale livestock traders, randomly drawn from the appropriate populations in project areas, so that the results from the survey can be generalized to the entire populations of producers and traders supported by the project.
 - Community-level survey of villages selected for quantitative household survey
 - The preferred design of the household-level performance monitoring survey will be a panel survey, in which the same households will be interviewed in the baseline and endline rounds. This will permit a direct measurement of changes in resilience capacities at the level of individual households. A panel design for traders will not be feasible, so repeated independent samples will be drawn for these surveys.
- 2) Activity monitoring: This monitoring will track project activities and outputs against planned targets. The main purpose of this monitoring will be to assess the operational success of the project to mobilize resources as planned, and help to identify problems in project execution.
 - 3) Evaluative Monitoring: Evaluative monitoring is designed to provide information about the prevailing context (governance structure, decision-making processes, incidence of weather and other types of shocks, etc.) within the project areas, in order to assess the extent to which these factors enable or limit changes envisioned by the project.

Evaluation

- 4) Mid-term review of project: This review will be conducted by external evaluator. This evaluation will be a formative assessment focusing on process, how effectively are project management and implementation strategies working toward achieving goals, and recommendations for changes in these strategies
- 5) Final project evaluation: The final evaluation will be a summative evaluation to determine the extent to which project goals have been achieved, reasons that goals may not have been achieved, and lessons learned for future resilience programming within the project areas.

Performance monitoring

The performance monitoring activities for the overall program will examine the relationships among household well-being indicators and response to shocks and stresses to all the dimensions of household and community resilience capacities. The performance monitoring system will track project activities and outputs over time, to measure against targets, and will also measure selected outcome indicators over time, to be able to compare changes in these indicators with the changes in project activities and outputs. Information from the two survey rounds can be used to explore how project interventions designed to enhance the performance of the livestock marketing system have improved both current household livelihood outcomes and resilience capacities to better prepare for and cope with future shocks.

Project Indicators

The performance monitoring and evaluation will be the primary means for assessing the extent of achievement of the program objectives, as measured through the impact and outcomes indicators. Project indicators will be collected through quantitative and qualitative surveys of households (livestock producers), agents in the livestock marketing system and other project stakeholders.

Table 2: Project Indicators (quantitative indicators)

IMPACT: Improved capacities of 50,000 vulnerable livestock producer [and trader] households to effectively manage livelihood risks while increasing household-level productivity and wealth
Impact Indicators Impact indicators measure household well-being.
<ol style="list-style-type: none">1. Household Food Insecurity Access Score (HFIAS) – proxy for food security (adjusted for severity of exposure to shocks in previous year)2. Household Dietary Diversity Score (HDDS) – proxy for food access/income (adjusted for severity of exposure to shocks in previous year)3. Index of perceived ability to recover from shocks (see addendum)4. Per-capita value of household assets (including cash savings)5. Income from livestock sales, or from livestock trading
PURPOSE Increased market orientation for 50,000 of vulnerable small ruminant livestock keeper and trader households across the Horn of Africa (HOA)
<ol style="list-style-type: none">1. Share of livestock herds sold per year2. Percent of households destocking during times of stress
OUTCOME
1 The producer-market interface experience improved for 50,000 of vulnerable livestock small ruminants producer and trader households
<ol style="list-style-type: none">1. Indexes of household participation in improved market systems These indexes will measure various dimensions the performance of the markets for inputs and outputs: number of potential buyers/sellers, ability of farmers to buy/sell desired quantities at the desired times, and farmers' access to information about prices<ol style="list-style-type: none">a. Livestock input and output marketsb. Credit institutions and marketsc. Livestock insurance markets2. Percent of purchases of animals paid cash on delivery3. # and % of target producers reporting greater satisfaction with producer-market experiences4. Percent of first-tier livestock traders that are female5. Percent of first-tier traders adopting improved business practices
2 Technology platforms enable measurable improvements in reported equity, efficiency, coordination & resilience in the HOA LMS
<ol style="list-style-type: none">1. Percent of livestock sales by producers transacted over ICT platforms2. Number of users/transactions on ICT platforms for livestock transport3. # targeted producers and traders reporting feeling greater equity, efficiency and coordination from interactions w/ the HOA LMS

3 Reported increase in risk + innovation-friendly ecosystem for value chain specific insurance + financial services backed by private and public sectors
<ol style="list-style-type: none"> 1. Percent of traders accessing working capital from loans (disaggregated male/female) 2. Total value of working capital loans to livestock traders (disaggregated male/female) 3. Percent of traders purchasing trading insurance (disaggregated male/female) 4. Total value of trading insurance products sold to livestock traders (disaggregated male/female)
4 Value (USD) of additional HOA LMS investments in the ASALs inspired by TRADER, whether or not Mercy Corps is involved (catalytic effect)
<ol style="list-style-type: none"> 1. Number of global investors investing in in HOA livestock trade 2. Value (USD) of additional HOA LMS investments in the ASALs inspired by TRADER, whether or not Mercy Corps is involved (catalytic effect)
5 Evidence generated showing if + when resilience is improving/ decreasing for targeted vulnerable people, communities and systems in project areas, and what is/isn't contributing to building their resilience
<ol style="list-style-type: none"> 1. Enhanced household resilience capacities (absorptive, adaptive, transformative) of livestock producer and trader households This will be measured through a number of indexes (see addendum for how these measures are calculated). <ol style="list-style-type: none"> a. Absorptive Capacity <ul style="list-style-type: none"> • cash savings, • informal safety nets, • disposal of liquid assets that are accumulated in non-shock years, • disaster risk reduction strategies, • hazard insurance, • bonding social capital b. Adaptive Capacity <ul style="list-style-type: none"> • better access to information, • diversifying livelihoods into different risk profiles, • reliance on bridging and linking social capital, • accumulating assets, • access to financial services, • investment in human capital for better access to skills and improved nutrition and health status, • and increased confidence to adapt. c. Transformative Capacity <ul style="list-style-type: none"> • improved governance, • access to formal safety nets, • access to markets, • access to basic services, • access to agricultural services, • natural resource access, • access to infrastructure, • bridging and linking social capital, • and empowering women, children, the elderly and the disabled d. Community Resilience
Output Indicators Output indicators measure the system level changes that occur with support from project interventions, as well as direct support provided to beneficiaries through project interventions.
<ol style="list-style-type: none"> 1. Number of first-tier trading groups and networks assisted (male and female) 2. Percent of traders adopting improved business practices (disaggregated male/female) 3. # female trader groups operating independently of project assistance 4. # BDS providers assisted

5. # ICT partners selected
6. # Bundled Providers linked to platform partners
7. # services tested by sample groups
8. # new risk mitigating insurance and/or financial products/services developed by insurance and credit providers
9. # partners provided risk buy-down/cost shares
10. Amount (USD) cost-shared (disaggregated by partner vs. project cost shares)
11. Number of investments to enhance value added in livestock marketing system supported by the project
12. Number of traders receiving training in improved business practices
13. HOA Resilience Impact Measurement System and Data Set established
14. Number of policy forums organized
15. Number of participants in policy forums

Baseline and follow-up studies

Use of Multiple Methods - Multiple methods are important to measuring variables that determine or capture resilience. The use of multiple techniques is required because of the dynamic, contextualized and multiple level nature of resilience and its determinants. Different kinds of information may be used in a stand-alone analysis, but mixed methods or approaches work well in understanding complex phenomena like resilience. Multiple methods for measurement include two basic classes of techniques: formal qualitative techniques and quantitative methods.

Qualitative methods include focus groups, key informants, participatory impact evaluation and techniques for eliciting rankings of factors from local populations. Qualitative information is in the form of words or narrative that cannot be expressed meaningfully in numeric format. Qualitative forms of information are often not well suited for inclusion as modules in questionnaires. They are used in a variety of ways in resilience measurement. They can be used to develop locally relevant resilience measurement indicators for quantitative assessment, but they also can be used to identify key local drivers of resilience among populations of interest. Qualitative methods also are often employed to measure certain types of variables and behaviours such as conflict dynamics, identification of local resilience mechanisms, and some aspects of social capital. Qualitative techniques are often used to generate indicators that are later incorporated into quantitative methods (see below) or they may be used to better focus measurement strategies on the most important determinants or manifestations of resilience. The baseline and final surveys will utilize both quantitative and qualitative methods, while the mid-term performance monitoring will use only qualitative methods.

Social relations are key to the determination of resilience, particularly at the household level, but also at the community level, particularly in the face of both idiosyncratic risk and covariate risk. Social relations are extremely difficult to capture solely with quantitative information, and the impact of social relations on resilience and livelihoods or poverty outcomes generally are extremely difficult to predict in the absence of good qualitative information. Qualitative and subjective information are critical to answer questions about *why* some households or communities are resilient and others are not, not just *whether* such entities are resilient. Such information can help to explain behaviour and decision-making processes by revealing motivational or cultural value systems and beliefs.

Quantitative methods are usually associated with population or spatial probability sampling. The key goal is to generate valid estimates of populations, environmental or socio-environmental systems characteristics, including the measurement of change over time. Quantitative work seeks to draw inferences about the resilience of households or communities. The M&E system will use two methods for gathering quantitative data: a household survey and a community survey.

Quantitative household survey

Two alternative strategies are proposed for the quantitative household survey. The preferred strategy will be to rely on existing data from household surveys that TANGO has previously conducted in the TRADER project intervention areas that include the information to measure all elements of household

outcomes, exposure to and responses to shocks and stresses, and resilience capacities. These surveys include i) the baseline impact evaluation survey for the Feed the Future “Pastoralist Areas Resilience Improvement and Market Expansion” (PRIME) project in Ethiopia, the baseline study for the Feed the Future “Resilience and Economic Growth in Arid Lands” (REGAL) project in northern Kenya, and the baseline study for the USAID “Enhancing Resilience and Economic Growth in Somalia” initiative. Each of these surveys have been designed by TANGO and they provide directly comparable data that comprehensively measure household resilience capacities, exposure to and responses to shocks, and food security outcomes. TANGO will also be undertaking the final rounds of these three surveys over the coming three to four years. These surveys can be effectively used to measure changes in the resilience strategies and capacities of households over the course of the TRADER project. Furthermore, the questionnaires of the final survey rounds can be expanded to capture information about household activities, particularly those related to livestock marketing, that will be supported by TRADER interventions. In addition to these surveys that have been and will be conducted by TANGO, information from FAO resilience studies conducted in Ethiopia and Somalia may also be used for assessing resilience capacities.

Under this strategy, project resources would not be required to undertake the fieldwork for the quantitative household surveys; only analysis of these secondary data sets would need to be covered under the TRADER budget. This first option is contingent on the release of these data sets for use by the TRADER project.

If, by the time that the planning for the baseline studies is to begin, it is not clear that these data sets will be available for analysis, the second strategy will be for the TRADER project to implement the baseline and endline rounds of the household quantitative survey directly. Separate budgets are provided for these two strategies, the first excludes the field costs of the household surveys, and the second includes these costs.

The surveys conducted by TANGO in Ethiopia, northern Kenya, and Somalia have all been designed to capture all the necessary information to measure resilience. The following table briefly describes the elements that have been included in these household questionnaires.

Table 3: Elements of household questionnaire

1. HH roster(type of employment by individual, participation in after-school programs of school-age boys/girls))
2. Exposure to shocks and severity (impacts) (<i>See PRIME questionnaire</i>)
3. Recovery from shocks <ul style="list-style-type: none"> a. Degree of recovery b. Time to recover
4. Assets (stocks and distress sales) <ul style="list-style-type: none"> a. Livestock b. Productive c. HH goods d. Cash savings e. Borrowing, by individual in household by source of credit
5. Livelihood activities <ul style="list-style-type: none"> Agricultural activities <ul style="list-style-type: none"> a. Changes in production over past 3 years and reasons (including: new buyers, higher prices, easier to sell, improved inputs, change in weather, higher cost of inputs, lower prices of outputs, etc..) b. Sales: type of buyer, changes in selling price over last 3 years and reasons (including: greater competition among buyers, access to new buyers offering better prices, no buyers or fewer buyers than before, prices in major markets increased/decreased, etc.) c. Purchased inputs: type of provider, changes in selling prices and reasons (including

	<p>new providers offer better prices, more competition among providers, etc.)</p> <p>d. Main challenges to increase production (including: difficult to find buyers, low selling prices, high cost to transport to sales point, less favourable climate patterns, etc.)</p> <p>Livestock activities</p> <p>a. Changes in production over past 3 years and reasons (including: new buyers, higher prices, easier to sell, new breeds, improved access to feed, less disease, more disease, lower selling prices, more difficulties in access to feed/water, etc..)</p> <p>b. Access to range/land and water: changes over last 3 years and reasons (including: encroachment of agriculture into pasture land, improved management over access to rangeland, investment in water points, etc.)</p> <p>c. Sales: type of buyer, terms of payment (cash or loan), use of ICT platform, changes in selling price over last 3 years and reasons (including: greater competition among buyers, access to new buyers offering better prices, etc.)</p> <p>d. Purchased inputs: type of provider, changes in selling prices and reasons (including new providers offer better prices, more competition among providers, etc.)</p> <p>e. Main challenges to increase production (including: difficult to find buyers, low selling prices, high cost to transport to sales point, etc.)</p> <p>Other livelihood activities</p> <p>a. Changes in activities over last 3 years</p> <p>b. Reasons for change</p>
6.	<p>Women's empowerment</p> <p>a. IGAs: participation and control over income by men/women, changes over last 3 years</p> <p>b. Control over assets by men/women, changes over last 3 years</p> <p>c. Participation in HH decision making by men, women, changes over last 3 years</p> <p>d. Participation in formal and informal groups by men/women, changes over last 3 years</p>
7.	<p>HH social capital</p> <p>a. Available sources of support and provision of assistance</p>
8.	<p>Perceptions of cultural norms</p> <p>a. Aspirations and confidence to adapt</p> <p>b. Cultural perceptions of acceptable and appropriate behaviours and aspirations of men and women....? Need suggestions for questions to ask.</p> <p>c. Access to and uses of markets services and infrastructure</p>
9.	Sources of information
10.	<p>Governance and government services</p> <p>a. Current level of participation in government decision-making processes (budget review, participation in development planning, available means to voice opinions about provision of services, ...)</p> <p>a. Awareness of ways to participate</p> <p>b. Current level of participation</p> <p>b. Perceptions about current government services: water, health, education, extension</p> <p>a. Knowledge of availability of services</p> <p>b. Assessment of quality of services</p> <p>c. Ways that services could be improved</p> <p>d. Perceptions about ability to influence service delivery (male/female)</p>
11.	<p>Community natural resource management</p> <p>a. Water</p> <p>i. Awareness of and participation in water management committees</p> <p>ii. Assessment of the quality of the services provided</p> <p>iii. How have operations of the committees changed over last 3 years</p> <p>b. Pasture land</p> <p>i. Awareness of and participation in community management organizations</p>

12.	ii. Assessment of the quality of the services provided
	iii. How have operations of the committees changed over last 3 years
Impact food security indicators	
a.	Household Food Insecurity Access Score (HFIAS)
b.	Household Dietary Diversity Score (HDDS)

If the existing data sets cannot be used for analysis for the TRADER project, the project will include baseline and follow-up surveys to capture this information directly in project implementation areas.

Sampling Strategy for household survey

The sampling strategy for the baseline survey will be to select a random sample of households from the population of households within the project areas in the two countries. The results will thus be representative of the entire population within the project areas. The selection of villages will be stratified according to the planned intervention areas for specific project activities, so that the sample will capture variation in the intensity and combinations of different types of project interventions. The impact and outcome variables can then be compared across the different types and intensities of project interventions. The estimated minimum required sample size is approximately 800 households selected from all households in the livestock trade corridors covered by the project. This sample size has been computed to be able to detect a difference of 20 percent across survey rounds in the Household Food Insecurity Access Score (HFIAS), a key outcome indicator with relatively high variability, with 95% confidence and 80% power.

For the final household survey will and collect a second random sample of 800 households from the project implementation areas, selected from the same villages that were selected for the baseline survey. This strategy will provide a simple tracking of the changes in the project indicators within the project area. This will also provide information to perform a quasi-experimental impact evaluation of the effects of different combinations of project interventions on household level resilience and food security outcomes. In particular, a modified difference in differences (mean differences in the sampled households across survey rounds, compared across the villages classified by project interventions provided to the villages). Multiple regression techniques can be used to control for selection bias and the impacts of other non-project factors on the measured outcome variables over time.

Community surveys

In addition to household surveys community surveys will also be carried out in all communities included in the quantitative survey. These surveys are intended to capture all of the community attributes that will be important to understand that could have a determining effect on resilience. The topics covered in the community survey are:

- (1) Community characteristics
- (2) Community infrastructure and services, particularly livestock services
- (3) Shocks and strategies used by community members to cope with shocks
- (4) Livestock marketing structures and agents that serve producers in the community
- (5) Land tenure and access to common resource (pasture land and water for animals)
- (6) Major challenges with livestock rearing and marketing and possible strategies to address these challenges

Table 4 summarizes the elements of the community questionnaire.

Table 4. Elements of Community Questionnaire

1. Community Characteristics	
a.	Population and demographic characteristics
b.	Distance to services
c.	Inventory of community resources
2. Community Infrastructures and Services	
a.	Water
b.	Electricity

c. Telephone service
d. Roads and Transportation
e. Housing
f. Schools
g. Health Services
h. Veterinary and Value-added Animal Services
i. Agricultural Extension Services
j. Markets
k. Security
l. Credit
m. Other Programs and Services
3. Community Organizations
4. Government and NGO Programs
5. Shocks
6. Land Tenure
7. Governance

Quantitative survey of small livestock traders

Because small-scale livestock traders represent a key target group for project interventions, and the number of small traders is estimated to be very large in the project implementation areas, quantitative surveys of small-scale traders will be conducted at baseline and follow-up rounds through the course of the project implementation. The purpose of these surveys is to provide statistically representative information about the characteristics and trading activities of these traders over the course of project implementation.

The following table summarizes the types of information to be collected in the survey of small livestock traders:

Table 5. Elements of Trader Questionnaire

1. Characteristics of the trader
a. Sex
b. Operational area (market)
c. Current scale of activities (<i>monthly value of sales, number of animals sold?</i>)
2. History of activities
a. How long have you been in this business?
b. How did you decide to get into the business? (<i>response categories</i>)
c. How has your business changed over the past three years? (<i>response categories</i>)
d. Would you like to increase the scale of your activities? (<i>response categories</i>)
e. If yes, what limits your ability to expand activities? (<i>response categories</i>)
f. If no, why not? (<i>response categories</i>)
3. Conditions of market transactions
a. Do you pay cash for purchase of animals?
b. If no, how long is the average delay in your payment to the seller
c. Do you receive cash for the animals you sell?
d. If no, how long is the average delay in the receipt of your payment
e. What is the level of risk that you will not be paid (<i>categories</i>)
4. Competition for buyers and sellers
a. Where do you go to buy animals (to individual producers, local markets, regional markets, etc.)?
b. How do you determine the price of animals that you buy?
c. Are you able to set the price that you buy animals?
d. What factors affect the price of animals over the course of the year?
e. Are there ever times when there are not enough animals available for you to buy (You cannot buy as many animals as you would like)?
f. Are there other animal buyers that operate in this community? (in your operational area?)

g. Do you compete with these other traders to buy animals from farmers in your area?
h. If no, why not?
i. How do you pay for the animals you buy (cash, on credit).
j. If on credit, what are the terms?
k. Where do you sell the animals?
l. Are you able to set the price of the animals that you sell?
m. What factors affect the sales price of animals?
n. Are there ever times when you have difficulty selling all your animals?
o. If so, what do you do in these situations?
5. Credit and trading insurance
a. How do you get access to the necessary cash to purchase your animals?
b. If you have to borrow, how much do you have to pay?
c. Are you aware of any insurance product that covers trading risks?
d. If yes, do you use this type of insurance
6. Other services
a. How do you transport animals?
b. How has the cost of transport changed in the last three years?
7. Business practices
a. Do you keep records of your business activities?
b. Are you able to determine how much money you make or lose on each animal you purchase?
c. Are you able to estimate the return on your investments in trading
8. Current challenges (<i>categories, “other” responses post-coded</i>)

Sampling strategy for survey of small livestock traders

An initial project activity (part of the HOA ‘Master Atlas’) will be to conduct a descriptive analysis of the livestock marketing systems throughout the project intervention area, including a mapping of all the key livestock market points within the overall value chain linking producers to final consumers in both domestic and international markets. This inventory of market centers will then serve as the sampling frame for the quantitative survey of traders. As part of the initial mapping exercise, feasible strategies for identify and randomly selecting traders to be interviewed will be developed.

Qualitative studies

In addition to the quantitative household and community studies, a qualitative study focusing on household and community perspectives on resilience will be conducted at the mid-term of project implementation. This study will include focus group discussions with community members and key informant interviews with community leaders. The purpose of this study will be to provide insights into what community members consider to be the key elements and challenges to household and community resilience. This information will be used to direct the quantitative analysis of household data, and to triangulate the quantitative findings. It will also be used to identify key entry points for project interventions to enhance resilience capacities of individuals (particularly women and youth), households and communities. These qualitative studies would form part of the baseline and final study rounds.

Qualitative research will be carried out among a sub-set of communities included in the overall quantitative sample. This will ensure that analysis of qualitative data will provide complementary explanations of results arrived at through quantitative analysis. Topical outlines will be developed for key informant interviews, focus group discussions, and positive deviance inquiries. Interactive tools will also be used such as Venn diagrams to explore institutional relationships and resilience ranking exercises to ascertain each community’s understanding of resilience.

Potential key informants include local government officials responsible for relevant agriculture, livestock, and other food security programs; local individuals involved in private agro-pastoral trade and/or processing; representatives of local financial institutions, providers of public services (e.g. health, education), or local resource persons employed by other development actors in the area.

The qualitative component will deploy tools to examine:

- How social capital functions in the face of shocks, including unequal power relations and unequal access to resources and social capital;
- Community-level structures and how well they hold up under shocks;
- The particular role of livestock to cope with shocks;
- How current conditions of livestock markets affect households' ability to earn income and cope with shocks
- Cultural, ethnic, and/or gender based barriers that exclude the most vulnerable from use of livestock as a means to cope with shocks.

The following research methods are likely to be used during qualitative fieldwork:

- Focus Group Discussions (FGD) will be conducted among groups representative of the primary livelihood systems and wealth ranking categories in the particular community under study. Separate focus groups will be conducted with male and female respondents in each community. Particular emphasis will be given to individual and household engagement with formal and informal institutions, PROGRESS programs, and factors influencing the community's capacity for collective action.
- Key informant interviews (KII) may be conducted simultaneously or immediately following FGDs. Key informants are selected based on their special knowledge of some aspect of the population under study. Key informant interviews should result in the development of more detailed community profiles and a wealth of information useful for cross-checking information gained in other stages of the research. Potential themes to explore with key informants include changes in government policies or programs; market dynamics; community social capital and relations with neighbouring communities; lending activity; spill-over effects of other development projects, or social and economic characteristics of particular groups.
- Venn diagrams/social network analyses are typically used to identify the institutional relationships in a given community. They are particularly useful for understanding the informal social networks that vulnerable households rely on for buffers from periodic shocks. They may also help to assess the degree to which individuals, households or groups may be empowered, or disempowered by certain institutions, and identify potential conflicts by determining local stakeholders that may be negatively affected by future interventions.
- Resilience ranking exercises are used to ascertain community understandings and definitions of the concept of resilience, including the individual components of (or factors contributing to resilience) at the household level.
- Direct observation of community surroundings and activities taking place during field visits is a valuable method of collecting important information on the local context, community practices and physical features within the intervention area without introducing bias or having to solicit direct participation of community members. For the baseline study, important indicators of household and community resilience may be gained from observing poverty status, livelihood practices, demographic/population characteristics, quality of housing and infrastructure, and access to natural resources.
- Positive Deviance Inquiry (PDI) is used to explore existing capacities and resources in the community. It is an in depth study of households or individuals whose behaviours and practices enable them to maintain greater resilience in the face of shocks and stresses than most of their neighbours. In order to ascertain the factors that differentiate positively deviant respondents from others, it is important to collect information on contributors to resilience including family history, social background, educational level and adoption of new skills, technologies and practices. Identification and interviewing of positive deviants will be opportunistic based on information gained through KIIs and FGDs.

Annex 1 is the basic topical outline for discussion about resilience capacities in focus group interviews, and how livestock activities and marketing affect household resilience.

Study of government structures, community organizations, and market structures

The baseline and final surveys will conduct assessments of government agencies and other community organisations that provide services to support livestock marketing systems within the project areas. These assessments will include scorecards, with scoring mechanisms for a specified set of measures of the structure and performance of the agencies. The assessments will be conducted on a sample (probably purposive) of all service providers throughout the project areas. The intention of these assessments will be to track changes in general systems-level conditions. The final survey would provide information about the extent to which project interventions have had impacts on the systems.

Specific organizations to be assessed include:

- **Local government structures supporting livestock** – Interviews with government representatives and community members to assess performance and levels of community participation. These will include local government services related to livestock - extension services, operation of livestock markets, etc.
- **Livestock markets** – Interviews will be conducted with appropriate market agents, generally those who are project implementing partners. These interviews will collect information about the structure (numbers or physical market locations, estimated number of buyers and sellers and performance (estimate of how much buyers and sellers are able to determine or influence sales prices).
- **Community resource management organizations** – Focus on organizations that manage common-property resources that support livestock: pasture land, water. Interviews with organization members and communities to assess performance and levels of community participation.

Annual systems-level assessments

The project will interact with agents in livestock marketing systems, and monitor their performance and capacities. These assessments are also very important for project management, by providing necessary information to make mid-course corrections in implementation strategies to address any challenges that may be identified through these assessments.

Annual systems-level assessments will be conducted with implementing partners (such as traders, financial institutions, government agencies, and community resource management committees) to assess their management capacities, performance, and if relevant, the degree to which they engage with community members. Unlike the baseline and final (and ex-post) studies, these assessments will be undertaken only with project implementing partners.

Topical outline for FGD: (males, females x more vulnerable, less vulnerable)

- A. For each of the following elements of resilience capacities, discuss the relative importance of these elements in overall household resilience capacity, with respect to particular types of shocks, and current range of
 - d. *Absorptive Capacity*
 - cash savings,
 - informal safety nets,
 - disposal of liquid assets that are accumulated in non-shock years,
 - disaster risk reduction strategies,
 - hazard insurance,
 - bonding social capital
 - e. *Adaptive Capacity*
 - access to information,
 - diversification of livelihoods into different risk profiles,
 - reliance on bridging and linking social capital,
 - accumulating assets,
 - access to financial services,

- investment in human capital for better access to skills and improved nutrition and health status,
- increased confidence to adapt.

f. Transformative Capacity

- Governance (responsiveness of decisions to interests of different groups in the community)
- access to formal safety nets,
- access to markets,
- access to basic services,
- access to agricultural services,
- natural resource access,
- access to infrastructure,
- bridging and linking social capital,
- empowerment of women, children, the elderly, disabled, other marginalized groups

B. Livestock activities

- How do livestock activities affect household resilience to shocks?
- How do marketing channels for livestock affect the livelihood opportunities available to households?
- What changes have there been in livestock marketing channels over the last three years

Annex B: Indicator Table (Detailed)

Narrative summary	Indicators	Data Sources	Baseline value	EOP target (7-year time frame)
Project Impact: Improved capacities of 50,000 vulnerable livestock producer and trader householdss to effectively manage livelihood risks while simultaneously increasing household-level productivity and wealth <i>(Desired impact change)</i>	<ul style="list-style-type: none"> Household Food Insecurity Access Score (HFIAS) – proxy for food security (adjusted for severity of exposure to shocks in previous year) Household Dietary Diversity Score (HDDS) – proxy for food access/income (adjusted for severity of exposure to shocks in previous year) Index of perceived ability to recover from shocks (<i>see M&E plan for more details</i>) Per-capita value of household assets (including cash savings) Income from livestock sales, or from livestock trading (<i>ALL indicators, throughout log frame, disaggregated by sex and age</i>) 	Project-specific surveys, baseline/ endline	From BL survey From BL survey From BL survey From BL survey From BL survey	Decrease by 10% Increase by 10% Increase by 30% Increase by 10% Increase by 15%
Purpose: Increased market orientation of 50,000 of women and other vulnerable small ruminant livestock keeper and trader households across the Horn of Africa (HOA) <i>(Desired behavior change)</i>	<ul style="list-style-type: none"> Share of livestock herds sold per year Percent of households relying on destocking during times of stress 	Project-specific surveys, baseline/ endline	From BL survey From BL survey	Increase by 15% Increase by 30%
Sub-Purpose: The producer-market interface experience improved for 50,000 of vulnerable livestock small ruminants producer and trader households <i>(Desired) Systems/context change)</i>	<ul style="list-style-type: none"> Indexes of household participation in improved market systems (<i>see M&E plan for more details on how indexes will be measured</i>) Percent of purchases of animals paid cash on delivery # and % of target producers reporting greater satisfaction with producer-market experiences Percent of first-tier traders that are female Percent of first-tier traders adopting improved business practices 	Project-specific surveys, baseline/ endline	From BL survey From BL survey From BL survey From BL survey From BL survey	Increase by 15% Increase by 40% Increase by 15% Increase by 20% Increase by 15%
Outcome #1: Female/vulnerable first-tier livestock traders improve trading strategies with producers and up-market traders	<ul style="list-style-type: none"> Indexes of household participation in improved market systems 	Project-specific surveys, baseline/ endline	From BL survey	Increase by 15%
Output #1.1: Support enables Female/vulnerable livestock traders to improve networking and access to critical skills and services	<ul style="list-style-type: none"> Number of first-tier trading groups and networks Percent of traders adopting improved business practices (disaggregated male/female) 	Project-specific surveys of first-tier traders, baseline and endline	From BL survey	Increase by 15%
Inputs/Activities: 1.1.1: Analyze vulnerable traders' criteria and benefits of membership for forming into specialized groups/ networks. <i>(Note: initial project assessments identified the following key skills and</i>	<ul style="list-style-type: none"> # first tier trader groups operating independently of project assistance 	Assessments of trader groups conducted by project M&E team	From BL survey	Increase by 15%

Narrative summary	Indicators	Data Sources	Baseline value	EOP target (7-year time frame)
capacities gaps for targeted both female and male livestock traders: (1) literacy + numeracy, (2) basic Business skills; (3) networking skills; (4) negotiating skills; & (5) cultural/social norms challenging powers)				
1.1.2: BDS providers identified and assisted to incorporate gender responsiveness of their offerings	<ul style="list-style-type: none"> • # BDS providers assisted (disaggregated by those who have/haven't incorporated the findings into their offerings) • # of supported BDS providers with offerings tailored to women • # of women users who report satisfaction with gender responsive BDS services. 	Project reports on support to BDS providers	0 0 0	TBD TBD TBD
1.1.3: Risk buy-down/cost-share support for vulnerable traders to access BDS	• # women traders, groups and networks assisted who continue to use BDS (disaggregated by those who dis-continued use of BDS services)	Project reports on support to trader groups	0	TBD
Outcome #2: Partners employ technology platforms improving equity, efficiency & coordination in the HOA LMS	<ul style="list-style-type: none"> • % and # of users/transactions on ICT platforms for livestock transport • # targeted producers and traders reporting feeling greater equity, efficiency and coordination from interactions w/ the HOA LMS <i>Same as above but during shock periods</i>	Project-specific surveys, baseline/endline	0 0	TBD TBD
Outputs #2.1: Support enables Business partnerships to develop a bundling service and ecosystem improving information symmetry, reducing search costs and sharing risks for innovation	• # platforms being used by target producers and traders	Project-specific surveys, baseline/endline	0	TBD
Inputs/Activities: 2.1.1: Conduct country-level ecosystem and farmer needs research	• # of research activities completed	Project records	0	TBD
2.1.2: Select core platform partners (banks, MNOs, etc) and link them to Bundle Value Added Providers	<ul style="list-style-type: none"> • # ICT partners selected • # Bundled Providers linked to platform partners 	Project records	0 0	TBD TBD
2.1.3: Conduct structured pilots to test offerings, platforms, etc with targeted sample groups	• # services tested by sample groups	Project records	0	TBD
Outcome #3: Partners improve availability and access to innovative financial services	<ul style="list-style-type: none"> • Percent of traders accessing working capital from loans (disaggregated male/female) • Total value of working capital loans to livestock traders (disaggregated male/female) • Percent of traders purchasing trading insurance (disaggregated male/female) • Total value of trading insurance products sold to livestock traders 	Project-specific surveys of livestock traders, insurance and credit providers, baseline and endline	From BL survey From BL survey 0	Increase by 15% TBD TBD

Narrative summary	Indicators	Data Sources	Baseline value	EOP target (7-year time frame)
	(disaggregated male/female) • # and % of private and public sector actors investing in testing new insurance/financial services products in the HOA LMS marketplace		0	TBD
Outputs #3.1: Support enables private sector to develop new value chain financial products and services	• # new risk mitigating insurance and/or financial products/services developed by insurance and credit providers	Project-specific surveys of insurance and credit providers	0	TBD
Inputs/Activities: 3.1.1: Research on alternative data and providers to drive product development	• # of researches completed	Project records	0	TBD
3.1.2: Select core financial services innovation partners (may or may not be same from 2.1.2)	• # partners selected	Project records	0	TBD
3.1.3: Support to partners in designing, testing and scaling use of alternative data.	• # partners provided risk buy-down/cost shares • Amount (USD) cost-shared (disaggregated by partner vs. project cost shares)	Project records	0	TBD
Outcome #4: Ecosystem for Investment in livestock and livestock products value chains improved	• Number of global investors investing in in HOA livestock trade • Value (USD) of additional HOA LMS investments in the ASALs inspired by TRADER, whether or not Mercy Corps is involved (catalytic effect)	Surveys of investments in HOA LMS investments	0	TBD
Outputs #4.1: Support informs, engages and attracts transformational private and public sector investment in ASAL LMS	# HOA countries that undertake high-level trade engagement and/or policy initiatives # policies weaknesses engaged	Project monitoring of trade policies, including assessment of levels of engagement	0	TBD
			0	TBD
Inputs/Activities: 4.1.1: Partner with HOA LMS actors & stakeholders critical for having impactful policy and investment discussions	# of individual, value adding principles identified # information gaps identified # partnerships	Project reports	0 0 0	TBD TBD TBD
4.1.2: Conduct joint researches to fill critical info gaps <i>(Note: initial project assessments identified the following key research priorities: (1) HOA Trade fluctuations seasonality: volumes, price, types, etc along the VC; (2) Enterprise analysis (generic) at all levels/layers of the LMS trade chain – looking at Business models, networks, etc; (3) Power and equity: who's making and using the money for what? (Whole system analysis) (4) What are the costs & benefits of the formal compared to informal l-s trade system; (5) Gender study on women pastoralists engaged in LT (facts & figures); (6) Working capital habits by users throughout the LMS (gender focus); (7) Journey of \$ down the VC: where/how does the 70% buyer pre-financing get</i>	# Research papers produced	Project records	0	TBD

Narrative summary	Indicators	Data Sources	Baseline value	EOP target (7-year time frame)
<i>blocked? (8) Women and Hidden Transaction Costs in the LMS?)</i>				
4.1.3: Jointly convene sequenced and targeted policy and investment forums	# policy forums convened # investment forums convened	Project reports	0	TBD
Outcome #5: Evidence showing if, when and how resilience is affected for targeted vulnerable people, communities and systems in project areas generated and incorporated into HOA-wide solutions	• Enhanced household resilience capacities (absorptive, adaptive, transformative) of livestock producer and trader households (<i>See M&E plan for more detail on how these capacities will be measured</i>)		From BL survey	Improve by 15%
Outputs #5.1: Support networks together HOA-wide impact level M&E system generating consistent and reliable resilience measurement data	System & data-set in place	Project records	0	TBD
Inputs/Activities: 5.1.1: Review and analyze existing resilience measurement systems and data sets within HOA	Report from analysis	Source document	0	1
5.1.2: Integrate systems and data sets into a unified HOA-wide platform completed (document process for sharing)	Unified platform and data set # of case study developed	Source system	0	1
5.1.3: Engage stakeholders for eventual institutional home for the HOA impact measurement system	# of stakeholder engagements	Project document	0	TBD
Outputs 5.2: Support creates project-specific outcome + output-level M&E system testing TOCs	System in place	Project records	0	1
Inputs/Activities: 5.2.1: Incorporate project's outcome and output-level indicators into MC's web-based performance measurement system	# indicators put in place # platforms utilized	Project records Source system	0	TBD
5.2.2: Test and analyze project's TOCs	# TOCs tested/analyzed	Project records	0	TBD
5.2.3: Develop and share 'universal TOCs' for HOA LMS	# universal TOCs developed # universal TOCs shared externally	Project reports Project records	0	TBD TBD

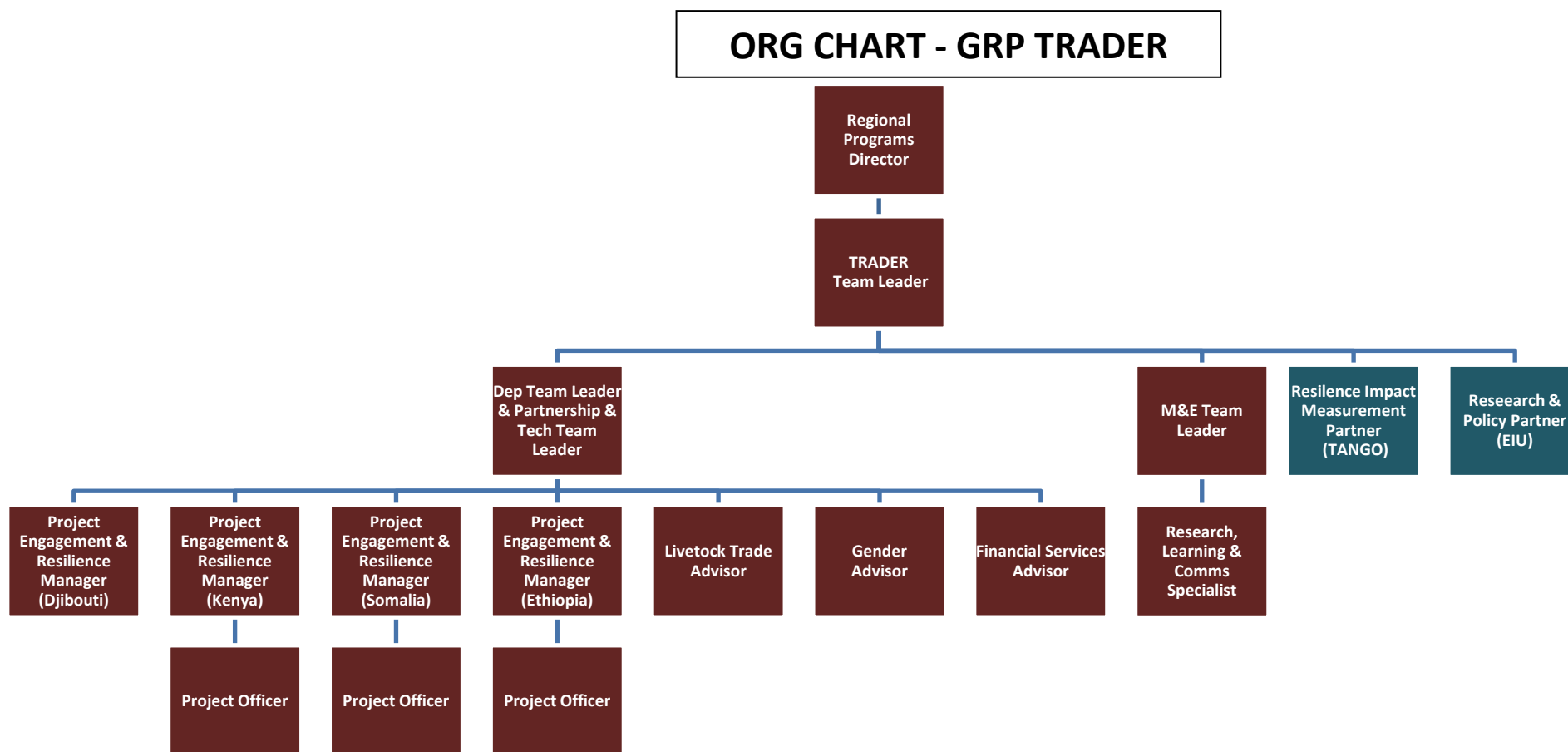
Annex C: Log Frame

Narrative summary	Indicators	Data Sources	Assumptions
Project Impact: Improved capacities of 50,000 vulnerable livestock producer and trader households to effectively manage livelihood risks while simultaneously increasing household-level productivity and wealth <i>(Desired impact change)</i>	Household Food Insecurity Access Score (HFIAS) – proxy for food security (adjusted for severity of exposure to shocks in previous year) Household Dietary Diversity Score (HDDS) – proxy for food access/income (adjusted for severity of exposure to shocks in previous year) Index of perceived ability to recover from shocks (<i>see M&E plan for more details</i>) Per-capita value of household assets (including cash savings) Income from livestock sales, or from livestock trading (<i>ALL indicators, throughout log frame, disaggregated by sex and age</i>)	Project-specific surveys, baseline/endline	
Purpose: Increased market orientation of 50,000 of women and other vulnerable small ruminant livestock keeper and trader households across the Horn of Africa (HOA) <i>(Desired behavior change)</i>	Share of livestock herds sold per year Percent of households relying on destocking during times of stress	Project-specific surveys, baseline/endline	Affecting the high-level outcome to impact link: 1) the market for livestock from the HOA continues to grow 2) Shocks affecting sourcing of livestock from HOA are minimal, mitigatable and contained (e.g. conflict in Yemen, livestock disease outbreak, etc)
Sub-Purpose: The producer-market interface experience improved for 50,000 of vulnerable livestock small ruminants producer and trader households <i>(Desired) Systems/context change</i>	Indexes of household participation in improved market systems (<i>see M&E plan for more details on how indexes will be measured</i>) Percent of purchases of animals paid cash on delivery # and % of target producers reporting greater satisfaction with producer-market experiences Percent of first-tier traders that are female Percent of first-tier traders adopting improved business practices	Project-specific surveys, baseline/endline	
Outcome #1: Female/vulnerable first-tier livestock traders improve trading strategies with producers and up-market traders	Indexes of household participation in improved market systems	Project-specific surveys, baseline/endline	Affecting the mid-level outcome to high-level outcome link: 1) Other factors prohibiting producers selling to the market are not as significant as the market experience 2) Market for HOA livestock remains strong
Output #1.1: Support enables Female/vulnerable livestock traders to improve networking and access to critical skills and services	Number of first-tier trading groups and networks Percent of traders adopting improved business practices (disaggregated male/female)	Project-specific surveys of first-tier traders, baseline and	Affecting the output to mid-level outcome link: 1) Access to BDS is sufficient to enable female

Narrative summary	Indicators	Data Sources	Assumptions
		endline	first tier livestock traders to make better, more appropriate offers to producers. 2) Women want to adopt new Business practices or grow their enterprise
Inputs/Activities: 1.1.1: Analyze vulnerable traders' criteria and benefits of membership for forming into specialized groups/networks. <i>(Note: initial project assessments identified the following key skills and capacities gaps for targeted both female and male livestock traders: (1) literacy + numeracy, (2) basic Business skills; (3) networking skills; (4) negotiating skills; & (5) cultural/social norms challenging powers)</i>	# first tier trader groups operating independently of project assistance	Assessments of trader groups conducted by project M&E team	
1.1.2: BDS providers identified and assisted to incorporate gender responsiveness of their offerings	# BDS providers assisted (disaggregated by those who have/haven't incorporated the findings into their offerings) # of supported BDS providers with offerings tailored to women # of women users who report satisfaction with gender responsive BDS services.	Project reports on support to BDS providers	
1.1.3: Risk buy-down/cost-share support for vulnerable traders to access BDS	# women traders, groups and networks assisted who continue to use BDS (disaggregated by those who discontinued use of BDS services)	Project reports on support to trader groups	
Outcome #2: Partners employ technology platforms improving equity, efficiency & coordination in the HOA LMS	% and # of users/transactions on ICT platforms for livestock transport # targeted producers and traders reporting feeling greater equity, efficiency and coordination from interactions w/ the HOA LMS <i>Same as above but during shock periods</i>	Project-specific surveys, baseline/endline	
Outputs #2.1: Support enables Business partnerships to develop a bundling service and ecosystem improving information symmetry, reducing search costs and sharing risks for innovation	# platforms being used by target producers and traders	Project-specific surveys, baseline/endline	
Inputs/Activities: 2.1.1: Conduct country-level ecosystem and farmer needs research	# of research activities completed	Project records	
2.1.2: Select core platform partners (banks, MNOs, etc) and link them to Bundle Value Added Providers	# ICT partners selected # Bundled Providers linked to platform partners	Project records	
2.1.3: Conduct structured pilots to test offerings, platforms, etc with targeted sample groups	# services tested by sample groups	Project records	
Outcome #3: Partners improve availability and access to innovative financial services	Percent of traders accessing working capital from loans (disaggregated male/female) Total value of working capital loans to livestock traders (disaggregated male/female)	Project-specific surveys of livestock traders, insurance and credit providers,	

Narrative summary	Indicators	Data Sources	Assumptions
	Percent of traders purchasing trading insurance (disaggregated male/female) Total value of trading insurance products sold to livestock traders (disaggregated male/female) # and % of private and public sector actors investing in testing new insurance/financial services products in the HOA LMS marketplace	baseline and endline	
Outputs #3.1: Support enables private sector to develop new value chain financial products and services	# new risk mitigating insurance and/or financial products/services developed by insurance and credit providers	Project-specific surveys of insurance and credit providers	
Inputs/Activities: 3.1.1: Research on alternative data and providers to drive product development	# of researches completed	Project records	
3.1.2: Select core financial services innovation partners (may or may not be same from 2.1.2)	# partners selected	Project records	
3.1.3: Support to partners in designing, testing and scaling use of alternative data.	# partners provided risk buy-down/cost shares Amount (USD) cost-shared (disaggregated by partner vs. project cost shares)	Project records	
Outcome #4: Ecosystem for Investment in livestock and livestock products value chains improved	Number of global investors investing in in HOA livestock trade Value (USD) of additional HOA LMS investments in the ASALs inspired by TRADER, whether or not Mercy Corps is involved (catalytic effect)	Surveys of investments in HOA LMS investments	
Outputs #4.1: Support informs, engages and attracts transformational private and public sector investment in ASAL LMS	# HOA countries that undertake high-level trade engagement and/or policy initiatives # policies weaknesses engaged	Project monitoring of trade policies, including assessment of levels of engagement	
Inputs/Activities: 4.1.1: Partner with HOA LMS actors & stakeholders critical for having impactful policy and investment discussions	# of individual, value adding principles identified # information gaps identified # partnerships	Project reports	
4.1.2: Conduct joint researches to fill critical info gaps <i>(Note: initial project assessments identified the following key research priorities: (1) HOA Trade fluctuations seasonality: volumes, price, types, etc along the VC; (2) Enterprise analysis (generic) at all levels/layers of the LMS trade chain – looking at Business models, networks, etc; (3) Power and equity: who's making and using the money for what? (Whole system analysis) (4) What are the costs & benefits of the formal compared to informal l-s trade system; (5) Gender study on women pastoralists engaged in LT (facts & figures); (6) Working capital habits by users throughout the LMS (gender focus); (7) Journey of \$ down the VC: where/how does the 70% buyer</i>	# Research papers produced	Project records	

Narrative summary	Indicators	Data Sources	Assumptions
<i>pre-financing get blocked? (8) Women and Hidden Transaction Costs in the LMS?)</i>			
4.1.3: Jointly convene sequenced and targeted policy and investment forums	# policy forums convened # investment forums convened	Project reports	
Outcome #5: Evidence showing if, when and how resilience is affected for targeted vulnerable people, communities and systems in project areas generated and incorporated into HOA-wide solutions	Enhanced household resilience capacities (absorptive, adaptive, transformative) of livestock producer and trader households (<i>See M&E plan for more detail on how these capacities will be measured</i>)		
Outputs #5.1: Support networks together HOA-wide impact level M&E system generating consistent and reliable resilience measurement data	System & data-set in place	Project records	
Inputs/Activities: 5.1.1: Review and analyze existing resilience measurement systems and data sets within HOA	Report from analysis	Source document	
5.1.2: Integrate systems and data sets into a unified HOA-wide platform completed (document process for sharing)	Unified platform and data set # of case study developed	Source system	
5.1.3: Engage stakeholders for eventual institutional home for the HOA impact measurement system	# of stakeholder engagements	Project document	
Outputs 5.2: Support creates project-specific outcome + output-level M&E system testing TOCs	System in place	Project records	
Inputs/Activities: 5.2.1: Incorporate project's outcome and output-level indicators into MC's web-based performance measurement system	# indicators put in place # platforms utilized	Project records Source system	
5.2.2: Test and analyze project's TOCs	# TOCs tested/analyzed	Project records	
5.2.3: Develop and share 'universal TOCs' for HOA LMS	# universal TOCs developed # universal TOCs shared externally	Project reports Project records	

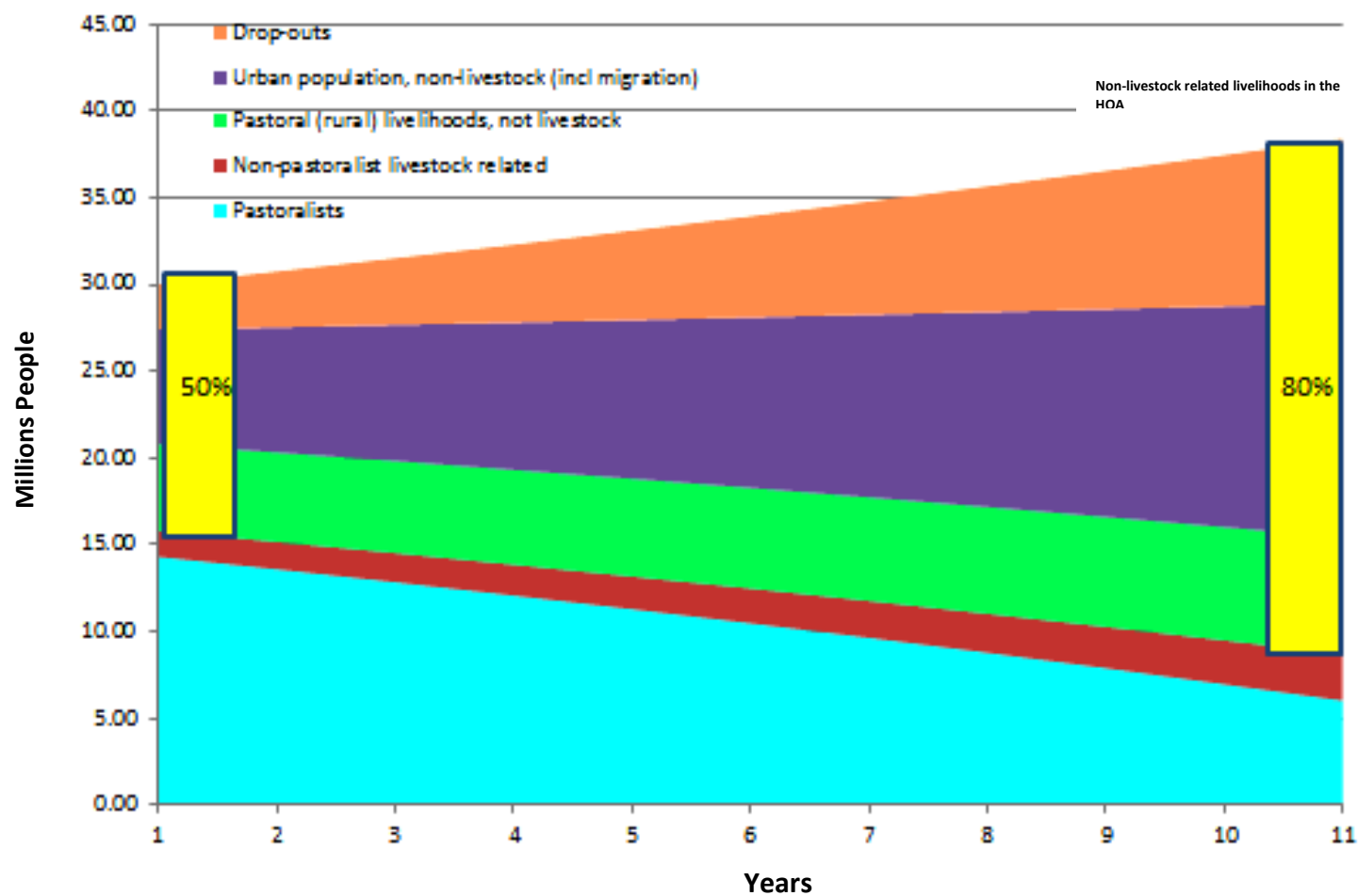


TRADER Stakeholder/Network Map



Annex F: Trends Analysis of HOA Livelihoods

Given current systemic vulnerabilities and lack of strategic approach to livelihoods investment for the greater HOA, the below graph represents a projected 11yearr Trend in livelihoods across the HOA

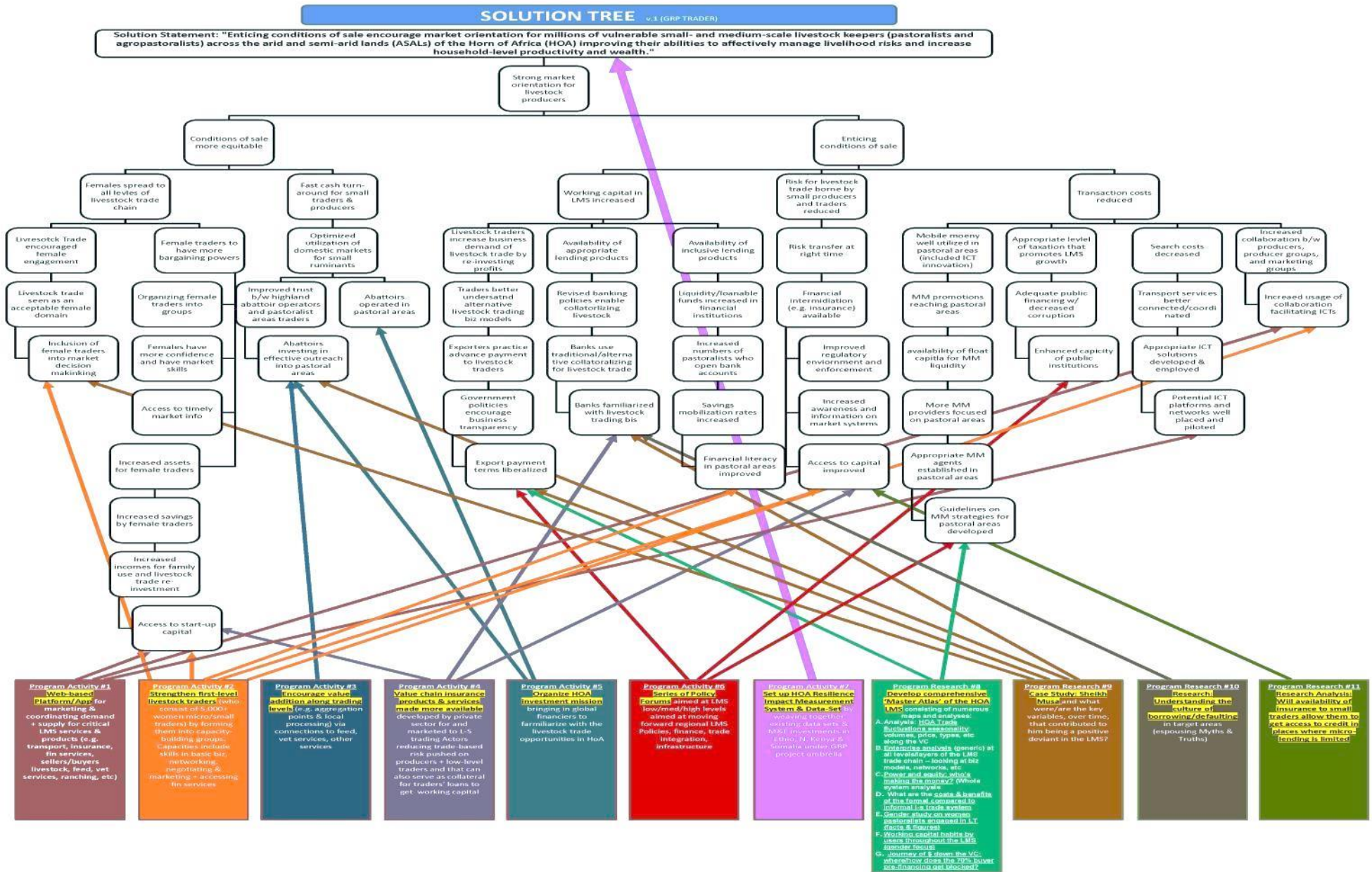


Annex G: Work Plan (Detailed)

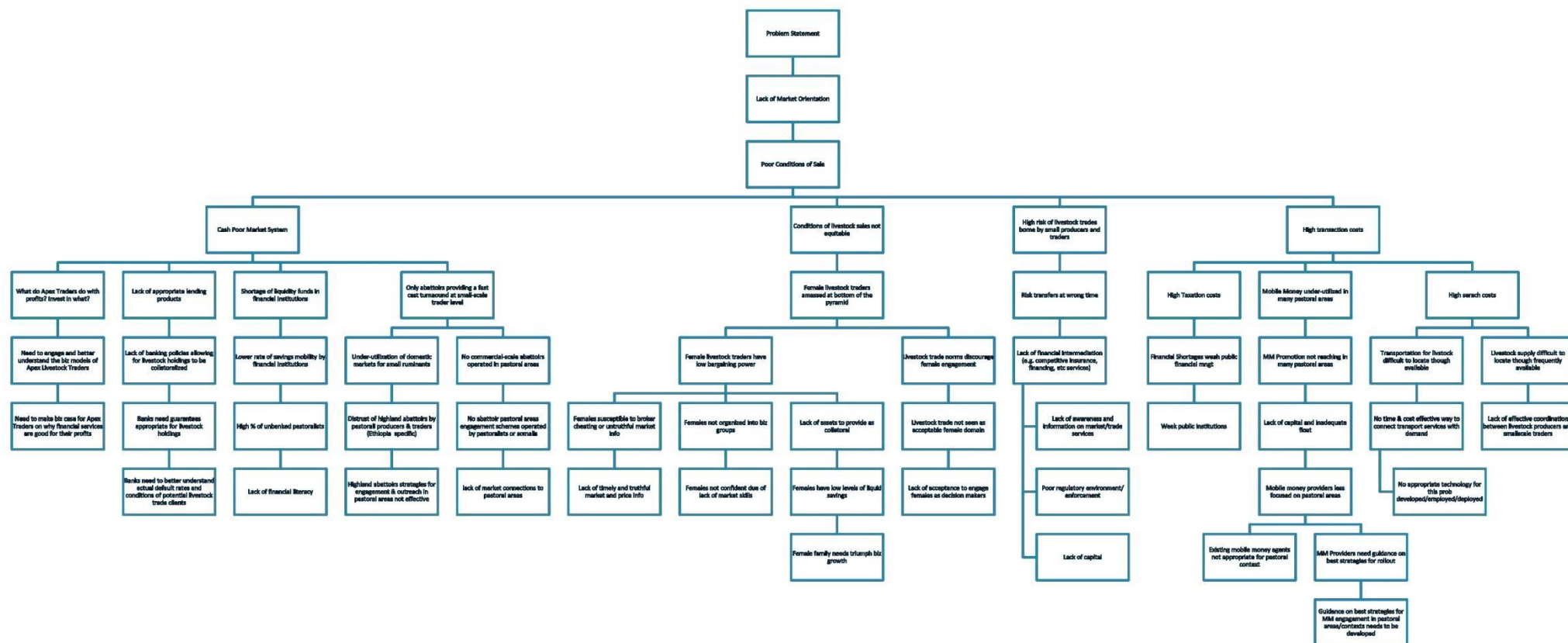
Task	Respon- sible	Supported by	Deliverable	Notes/ Assumptions	Status	2015				2016				2017				2018	2019	2020	2021	2022
						Sep	Oct	Nov	Dec	Jan- Mar	Apr- Jun	Jul- Sep	Oct- Dec	Jan- Mar	Apr- Jun	Jul- Sep	Oct- Nov					
Project Start-Up																						
Notified of project acceptance																						
Negotiate final agreement	KMPG-MC			1.5 mos only																		
Sign Project Agreement	MC		Signed doc																			
Issue Sub-contracts to Partners	MC	TANGO, EIU	Signed Contracts	Holidays																		
Recruit & Hire key staff				Holidays																		
Conduct EEI	MC	Consultant	Report																			
1.1.1: Analyze vulnerable traders' criteria and benefits of membership for forming into specialized groups/ networks																						
Design survey tools & methods & train staff	MC		Survey																			
Collect & Analyze data	MC		Report																			
Share report	MC	P.S.																				
1.1.2: BDS providers identified and assisted to incorporate gender responsiveness of their offerings																						
Establish Provider selection criteria																						
ID & Select of BDS providers																						
TA and coaching support to BDS Providers to digest & incorporate findings into offerings																						
1.1.3: Risk buy-down/cost-share support for vulnerable traders to access BDS																						
Design criteria & guidelines for cost-shares																						
Tender cost-share opportunities																						
Sign agreement w/ BDS Providers																						
Monitor their market dev activities																						
2.1.1: Conduct country-level ecosystem and farmer needs research																						
Design survey tools & methods & train staff																						
Collect & Analyze data																						
Share report																						
2.1.2: Select core platform partners (banks, MNOs, etc) and link them to Bundle Value Added Providers (BVAPs)																						
Establish selection criteria for Platform partners and BVAPs																						
ID & Select Platform and BVAPs																						
Link Platform and BVAPs																						
2.1.3: Conduct structured pilots to test offerings, platforms, etc with targeted sample groups																						
Jointly w/ Platform Partners & BVAPs, design pilots																						
Cost-share pilots																						
Co-analyze pilots																						
3.1.1: Research on alternative data and providers to drive product development																						
Design criteria alt data & providers																						
Conduct & analyze findings																						
3.1.2: Select core financial services innovation partners (may or may not be same from 2.1.2)																						
Repeat process 2.1.2 if needed																						
3.1.3: Support to Financial Services/Insurance Provider (FSIP) partners in designing, testing and scaling use of alternative data.																						

Task	Respon-	Supported	Deliverable	Notes/	Status	2015	2016	2017	2018	2019	2020	2021	2022
Design criteria & guidelines for cost-shares													
Tender cost-share opportunities													
Sign agreement w/ FSIP Partners													
Monitor their product dev activities													
4.1.1: Partner with HOA LMS actors & stakeholders critical for having impactful policy and investment discussions													
Design Partnership TOR													
Engage w/ Potential Policy/ Investment Partners													
Select Partners													
4.1.2: Conduct joint researches to fill critical info gaps													
ID & Select key research ques													
Jointly conduct & analyze research													
Share Reports													
4.1.3: Jointly convene sequenced and targeted policy and investment forums													
ID & Select Forum Themes & Key Partners													
Host Forums													
Follow-ups													
5.1.1: Review and analyze existing resilience measurement systems and data sets within HOA													
Desk research & analysis													
5.1.2: Integrate systems and data sets into a unified HOA-wide platform completed (document process for sharing) & Fill gaps													
Incorporate into M&E system parameters													
Combine existing systems & data sets													
Fill gaps w/ qualitative baselines, midterm, end-line assessments													
Produce & share baseline reports & data sets													
5.1.3: Engage stakeholders for eventual institutional home for the HOA impact measurement system													
ID and select discussion partners													
Develop TOR of local custodian													
Gradual transfer of system													
5.2.1: Incorporate project's outcome and output-level indicators into MC's web-based performance measurement system													
Incorporate indicators into MC's web-based platform and M&E tools													
Continually collect analyze data													
5.2.2: Test and analyze project's TOCs													
Design TOC tests													
Conduct and analyze Tests													
Share & incorporate findings													
5.2.3: Develop and share 'universal TOCs' for HOA LMS													
Convene Universal TOC workshops													
Share drafts Universal TOCs													
Refine and share Universal TOCs													

Annex H: Solution Tree



Annex I: Problem Tree



Annex J: Proposed Research

Component #1: Study of the HOA LMS value chain

This proposed research will answer questions set out in the Solution Tree, specifically Program Research #8, with a focus on looking at value addition and transaction costs along the value chain. Please note that we are addressing some, but not all, of the components in Program Research #8.

8a. Analysis: HOA Trade fluctuations seasonality: volumes, price, types, etc along the VC

8b. Enterprise analysis (generic) at all levels/layers of the LMS trade chain – looking at Business models, networks, etc

8c. Power and equity: who's making the money? (Whole system analysis)

8f. Working capital habits by users throughout the LMS (gender focus)

8g. Journey of \$ down the VC: where/how does the 70% buyer pre-financing get blocked?

Why is this activity compelling?

This activity fits with Component 2 (regulatory frameworks; see below)) to contribute to a “master atlas of the HOA LMS.” A data-driven study of this nature will look at key actors involved in transactions from the small trader to the end consumer, with a focus on the domestic market. The study also contains a section on the export sector and looks at preferences, means of sale and distribution to the main markets in the Middle East. Having an understanding of the value can result in beneficial changes in production processes and a reduction in transaction costs.

This research component also demonstrates the value of the synergy of Mercy Corps and EIU working together. Mercy Corps will deploy resources in order to collect the primary data needed for the study (ie, through key-informant interviews), while EIU will plan and manage the data collection process prior to conducting the analysis and writing the final report. EIU can also consider data collection or information sharing with other GRP partners, such as TANGO, if they are suitable for use in the value chain study. The quality of EIU's value chain study is dependent, to a significant degree, on the primary data and information collected during the course of the work by Mercy Corps and its partners.

What will this research provide?

- Help understand the production of a commodity within a given county, and produce comparable datasets across counties/regions and countries in the HOA
- Identify the steps in the production process and quantify value-added activities and transaction costs
- Show where inefficiencies may be present in the value chain and determine how the market might evolve
- Identify potential risk or shocks to the system
- Size the market for a range of products and services
- Identify ways to support the market
- Map the value chain, including key players in the export of livestock
- Identify market opportunities for the LMS, domestic and external

Description

The research will be divided into several steps, listed below. EIU defines each study as one that will be conducted for a single product in one county. During the kick-off phase of the project, EIU and Mercy Corps will finalize the number of products and counties that will be studied. This will be coordinated according to Mercy Corps' geographical reach and its program activities and, where possible, in line with other data and information that will be collected as part of the GRP.

To capture a significant and comparable portion of the value chain, the EIU proposes studying at least two (2) counties in each of the three (3) countries across three (3) product categories. That is a total of 18 separate value chain assessments.

Research framework (Domestic markets)

- Gather all available data
 - Look for estimates of production costs of the product from sources such as the Ministry of Agriculture, World Bank, IFPRI, etc. This will also include any information collected during the GRP, such as TANGO's baseline survey.
 - Review any value chain studies carried out on the topic, to gather insights and avoid overlap
 - Assess the level of available data for the value chain to be studied
 - Map out the value chain for the country and identify interview targets
- Prepare questionnaire
 - Once the baseline data availability is established, the EIU will prepare surveys and interview guides to fill gaps in the data. This will focus on the supply chain, the volumes and prices of the products, and linkages between different actors in the supply chain.
- Data collection workshop
 - The EIU will conduct a one-day workshop to explain the data collection process, identify and highlight reporting requirements for the data collection team, and explain their role in the value chain study project.
- Preliminary review of data
 - Once 10% of the interviews are completed, the EIU will review the data to assess whether any adjustments to the data gathering process are needed before the interviews are continued.
- Conduct interviews
 - Mercy Corps (not EIU) will conduct the key-informant interviews. The interview results will allow for estimates where data does not exist.
 - If coordination with partners is feasible, some data gaps can be filled by adding questions to existing surveys that will be conducted by TANGO, or having TANGO carry out separate surveys. To the extent that TANGO substitutes for Mercy Corps in conducting interviews or surveys, TANGO would charge Mercy Corps separately for this.
- Complete the value chain model and validate results
 - Raw data and estimates will be entered into the model, along with qualitative analysis from desk research and interviews.

Research framework (Export market)

To understand the opportunities for exporters, the EIU will:

- Gather profiles of key export markets (up to three will be considered), including key macroeconomic, political and demographic information
- Identify major players, including key export and import enterprises, distributors, wholesalers, retailers, private equity investor groups and other related services

- Identify key trends in the industry
- Evaluate the pricing structure at the export, wholesale, distributor and retail level
**Note: There will be some overlap between the actors in the export market and the domestic market. During the kick-off phase, EIU will ensure that the data collection process takes this overlap into account.*

The research program will consist of the following:

- Secondary research to establish baseline conditions
- Primary research with experts/academics
- Key-informant interviews by Mercy Corps with HOA livestock exporters
- Macroeconomic analysis of Gulf markets

Deliverables will include:

- Value chain map
- Value chain model
- Export market map, customer profiles and assessment of opportunities
- Written report and analysis of the value chain and export market
- One presentation by a senior EIU editor

Component #2: Best practice LMS policy and regulation

Response to Solution Tree, Program Activity #6

Forums aimed at LMS low/med/high level, with the goal of advancing regional LMS policies, finance, trade integration, infrastructure and others

Why is this research compelling?

The regulatory policy environment across the HOA has not been conducive to improving the lives of pastoralists in the region. Government efforts to address this issue have largely fallen short, as past interventions have sometimes resulted in increased inequality as an unintended consequence and undermined the existing social and cultural structures inherent to the HOA LMS. In some cases (eg, Ethiopia), governments have effectively criminalized the large cross-border trade in livestock altogether. For example, border closures, confiscation of livestock and local health bans have all raised the risks and costs for livestock traders, increasing traders' reluctance to pay pastoralists in cash.

It is necessary to analyze policies to identify the gaps in implementation as a way of improving the livelihoods of pastoralists and other livestock market system players across the region. Conversations with policymakers, academics, livestock experts and the private sector can provide context for the challenges associated with developing inclusive policies and regulation in the HOA LMS. Effective legislation can help to foster more efficient taxation systems, better (and less burdensome) disease control and more enforceable contracts, among others issues.

What will this research provide?

- An assessment of the regulatory environment across the region
- Lessons learned from other regulatory environments (If other pastoralist systems are not informative for HOA, we would consider examining more specific issues, such as commercial meat-handling practices in other countries)
- Objective content that will interest policymakers
- Identify ways to support the market

- Enhanced capacity-building of policy makers in the region to assess impacts of policies, analyze frameworks and develop livestock policies for the future

Description

TRADER partner EIU will assess the regulatory environment of the livestock market system with a focus on the HOA. The research will center on policies or interventions that can give insight into best practices and how to intervene without doing harm. The EIU, working on its own and through interviews with policy makers, will analyze why policies have succeeded or failed, with the aim of recommending policies of interest in an LMS context in the HOA. The EIU suggests analyzing from a public policy context the following non-exhaustive list of indicators. The final list of indicators will be decided during the project's kick-off phase and in line with GRP priorities.

<ul style="list-style-type: none"> • Export/import policy • Animal health (eg, veterinary practices) • Animal and meat handling practices (eg, quarantine, meat refrigeration) • Cross-border trade policy • Infrastructure 	<ul style="list-style-type: none"> • Taxation systems • Security • International/national/regional-level policies • Land rights
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The research process will require interviews with policymakers and other stakeholders. The EIU will provide a communications plan for this outreach. This will enable the process to be transparent and allow for more buy-in from the policymaking community. The EIU will form an expert panel of 3-5 people, comprising of policymakers, academics and other stakeholders, to give their input into the report. They will be involved at various stages of the project, including the inception, mid-term review and final review.

Research framework

To understand the policy environment the EIU will:

- Examine the efficacy and effects of policies
- Compare policies against regional and international best practices
- Describe the context within which policy is set
- Analyze best practice policy and how it applies in the HOA context

Questions to consider

- Which institutions are the most important and influential in the regulatory environment?
- Where and under what contexts have interventions been successful?
- How do policies compare against international best practice?
- Which policies contribute to equitable growth?
- How do private actors react to these policies?

The research program will consist of the following:

- Secondary research to identify policy areas
- Qualitative assessment of policy areas
- Formation of the expert panel
- Interviews with key stakeholders (eg, public, private, NGO)
- Analysis of the policy environment and policy development outlook
- Strategic policy analysis and development capacity strengthening

Deliverables will include:

- Stakeholder map
- Comparative benchmarking of policies
- Political Economic Analysis of LMS in HOA
- Case studies
- Presentation by a senior EIU editor to Mercy Corps stakeholders
- Facilitation of knowledge sharing and capacity strengthening workshop with senior regional policymakers, using the research developed for Component 2 (see Component 3 for a full description)

Component #3: TRADER meeting/facilitation services

Response to solution tree, Program Activity #6

Forums aimed at LMS low/med/high levels with the goal of improving regional LMS Policies, finance, trade integration, infrastructure and others

Why is this activity compelling?

The TRADE consortium has a world-class ability to facilitate expert panels and workshops. The EIU can examine critical issues for LMS and what they mean for the HOA. A senior EIU regional editor will engage high-level stakeholders and will ensure the content at the forum and any potential outcomes are relevant and substantive. The EIU team will work with Mercy Corps to identify workshop attendees and will help with the invitation process. Please note: this facilitation service can be a stand-alone offering, and sits apart from the smaller presentations/workshops that will be delivered as part of Components 1 and 2. If Mercy Corps would like additional workshops to be conducted, the EIU can facilitate these using the content developed in other parts of the project.

What will this activity provide?

- Input into the workshop program
- Identification of and initial communication with attendees
- Session facilitation by a senior EIU analyst
- Conclusions paper

Description

TRADER will provide top quality meeting facilitation services to examine the objectives of the workshop and integrate the relevant content to guide fruitful discussion and engaged participation from the participants. Careful planning, design and facilitation will ensure the right balance and quality of discussion and selected participants. This will include:

- Structuring and scoping the session
- Developing peer panel participant briefs
- Chairing and moderating, including opening remarks

With the help of workshop transcripts and presentation materials, TRADER will produce an insightful summary of workshop proceedings and discussions. This can be used to assist in post-workshop engagement. Typically, a conclusions paper is about 3-4 pages.

Component #4: Formal Presentations

Response to solution tree, program activity #6

Forums aimed at LMS low/med/high levels with the goal of improving regional LMS Policies, finance, trade integration, infrastructure and others

Why is this activity compelling?

TRADER can formally present the research described in components #1 and #2 as part of the content of the forums that Mercy Corps or its partners organize.

What will this activity provide?

- Presentation of research from component #1 or #2
- Q&A session

Description

TRADER representative can present the findings from the research described above as a key theme of the forum.

Equity and inclusion in the Horn of Africa Livestock Market System and measures to increase them

Introduction

The livestock market system for the HoA has experienced considerable year-on-year growth in both domestic and export markets for more than the past decade^{vii, viii}). This has provided significant economic contributions to the countries in the HoA. This trend is driven by surging national, regional and global consumer demand for meat which is projected to continue to grow over at least the next 20 years.. This growth is providing significant support to national and local economies and has the potential to create employment, sustainable livelihoods, reduce poverty and build resilience of some of the poorest households in these countries but only if that growth is inclusive of the poorest households and the positive outcomes are relatively equitably distributed across the stakeholder groups particularly women. Whilst there are inevitably trade-offs between the pace of overall growth of the LMS and the equity within this system, there is evidence that the benefits of this growth are in fact highly inequitably distributed, with wealth concentrated in a dwindling number of actors whilst perversely, in the face of the sector's growth, a growing proportion of pastoralists are being forced to exit livestock production. This trend is typical of many agricultural economic transformations but left unchecked represents a huge missed development opportunity with significant negative socio-economic consequences. The predictable growth in the livestock market system and long-term nature of this trend provides policy makers with an opportunity to ensure that growth is inclusive and equitable.

The project's overall theory of change, that increased growth and reduced vulnerability of stakeholders in the LMS will result in increased resilience and poverty alleviation is qualified by an assumption that economic growth and reductions in vulnerability are at the least equitably distributed to include the poorest livestock keepers, many of whom are women. It is also assumed that the number and proportion of livelihoods benefiting from an expanding LMS will increase, that is to say growth will be inclusive. This research will test that assumption and identify how greater equity can be achieved within the LMS with the underlying focus on poverty alleviation and resilience of the poor.

Study methods and research questions

This study will be divided into two phases; initially it will undertake a review of existing literature, research and best practices, plus examine other studies commissioned within this project^{ix} (notably those exploring gender, power dynamics and financial flows and capture) and consultations with key informants. The specific details of the study will be guided by an advisory group drawn from policy makers to ensure relevance, awareness and credibility of the findings. The second phase will be linked to project evaluation, seeking to analyze the outcomes of project related interventions through an equity lens.

The key research questions are;

- How equitably distributed are the benefits of growth and reduced vulnerability within the LMS at the current time? (considering the likely variations between countries and also drawing on that variation to identify conditions leading to equity)
- What are the factors which may vary between the different stakeholders, particularly women and the poorest households, which influence the opportunities to engage equitably in the LMS and result in the differential distribution of positive (and negative) outcomes (both income and risk-related)? (such as access to inputs, the impact of power dynamics, policies and institutions)
- Building on the understanding from the above two questions, how can policy frameworks and other interventions improve the enabling environment to promote pro-poor, inclusive growth?
- What are the socio-economic costs of inequitable, non-inclusive growth? This should consider household and the societal level costs resulting from households transitioning out of pastoralism.

The study will feed directly into Activity 4.1 Pro-poor LMS policy process strengthening, providing a key input into that work through objective, evidence based analysis. This will contribute to building capacity of policy makers and support data-driven, pro-poor policy development.

The study will include testing a practical methodology and identifying appropriate, practical metrics to assess equity in this and future projects.

The study will identify an document alternative approaches, policies, structures, institutions and practices for livestock trade and marketing in other locations and undertake a comparison of the distribution of benefits.

In addition the study will examine the trade-offs between growth and a poverty focus, identifying how pro-poor growth can best be achieved.

Outputs

- Measurement framework and methodology to assess equity in a livestock value chain
- Technical report which (a) reviews the literature relating to inclusive and equitable growth of agricultural sub-sectors (focusing on livestock) including good practices and conditions leading to pro-poor growth and those which do not (b) analyzes and semi-quantifies the current equity of the HoA LMS at a number of points across the whole system, identifying drivers and determinants which positively and negatively influence equity and (c) develops and reviews pro-poor livestock policy options
- Policy brief detailing the current situation and policy options to support greater equity

Outcomes

- Raised awareness of equity issues amongst policy makers responsible for the development of the livestock market system.
- Direct support to the policy capacity strengthening initiative, providing analysis and identifying good practices and pro-poor and pro-growth policy approaches.
- A tool or methodology policy makers and researchers use to assess equity and the impact of interventions within the LMS in the HoA.
- In-depth analysis including case studies is used to support advocacy initiatives.

Annex K: List of identified Stakeholders:

SN	FORMAL STAKEHOLDERS:	Specific names of stakeholders	Assumption of their interest	Assumption of their influence
1	1-Mercy corps staff projects and consortium partners.	TANGO, EIU, Takaful Insurance co, Madina and Shik Musse.	High	Medium
2	2-Livestock producers and traders	Female first tier traders, small traders, brokers/middlemen, medium level traders and big traders, local slaughterhouses and butcheries.	High	low
3	Exporters and commercial abattoirs	Agents and foreign / national exporters, meat commercial abattoirs and exporters.	High	medium
4	Transporters	Truck companies and owners, transport agencies and transport associations.	High	low
5	Financial service providers: banks, Insurance companies, MFIs and SACCOs and Mobile money and insurance company agents.	NBE, CBE, Oromia bank, 1 st community bank CB Kenya, , CAAC, Salam bank, SMFI, COFI and KAABA Micro finances, Oromia insurance and Takaful insurances	High	High
6	BDS service providers,	To be identified	High	Low
7	Hardware: Technology service providers including ICTC technology providers, Telecommunications, Mobile phone dealers and ICTC centers private service providers.	Belcash, Ethiopian telecom, Safari in Kenya, Sometel and Telesom in Somalia. Private hard ware dealers	Medium	High
8	Software technology: - Subject matter technical private service providers include Skilled IT professionals, app developers, LMS and trade specialists and pastoral context and gender specialists.	To be identified	High	Low
9	Private investment bodies (National international) like development banks, Private equity investors, lead firms and PPP funders.	To be identified	Low	High
10	Policy makers; government financial regulatory bodies	Ministry of finances, revenue ministry, National and central banks and customs authorities.	Medium	High
11	Developmental government line ministries.	Trade, agriculture, livestock, customs and investment ministries.	Medium	High
12	Livestock market councils, chamber of commerce and associations.	Kenya Livestock Market Council (KLMC), Somaliland chamber of commerce and Ethiopian meat, dairy technology Institute (EMDTI)	High	Medium
13	Universities, education institutions and Graduate students and private consultants for researches	Adds/Jijiga/Haramaya University, Kenya universities, ILRI, EARO and research institutes in Kenya	Medium	Medium

	participation,			
14	Multilateral, Donor and Developmental NGOs.	FAO, USAID, AU- IBAR, IGAD, DFID etc	Medium	High
SN	INFORMAL STAKEHOLDERS:			
1	Feed service providers:	Holding grounds and feedlot owners, fodder hay producers, feed suppliers, Ranchers, enclosed farm renters and crop residue dealers.	High	low
2	Water service providers:	Water Birka and borehole owners, Water tankers and donkey cart water vendors.	High	Low
3	Vet input service providers:	Private Vet associations and providers of vaccinations and treatments, Drug stores /shop owners, PVPs and CAHWs.	High	low
4	Village level service providers	Market extension service providers and Village teachers and Livestock market council data collectors.	High	Low
5	Development NGOs and Donors.		High	low

Citations

ⁱ CAADP Policy Brief 06 (March 2012) 'Pastoralism in the Horn of Africa: Diverse livelihood pathways'

ⁱⁱ In 2010, HOA livestock holdings were estimated to surpass 173.9million or roughly US\$21.7billion when monetized. As a system, trade figures indicate over 2,405,000 heads of livestock worth over US\$405million were traded in 2010 alone. Source: FAOSTAT and www.lmis.net

ⁱⁱⁱ 'Commercial destocking had a 41:1 return on investment compared to conventional humanitarian responses.' Dawit Abebe, Adrian Cullis, Andy Catley, Yacob Aklilu, Gedlu Mekonnen and Yodit Ghebrechirstos, "Impact of a commercial destocking relief intervention in Moyale district, southern Ethiopia" 2008

^{iv} The 'producer-market interface experience' refers to unfair terms, conditions and social pressures exerted on women and other vulnerable groups when trying to buy-sell livestock

^v <http://www.fao.org/docrep/014/am719e/am719e00.pdf>

^{vi} http://www.gsma.com/connectedwomen/wp-content/uploads/2015/03/GSMA_mWomen_MobileSkillsToolkit1.pdf

^{vii} Review of the literature on Pastoral Economics and Marketing: the Horn of Africa and Southern Africa. Behnke, R. Odessa Centre Ltd, 2006

^{viii} Animal Health Constraints to livestock exports from the Horn of Africa Abbas, B., Yousif, M., Nur, H. Rev. Sci. tech. Off. Int Epiz., 2014 33 (3)

^{ix} Studies within this project will ensure that issues of equity and inclusion are considered as cross-cutting themes within their objectives and design.