

## 144 Develop National Development Plans for a Sustainable and Inclusive Livestock Sector

**The Solution:** The solution is a national investment plan for the livestock sector known as a Livestock Masterplan (LMP). Through an LMP exercise, groups of stakeholders, including government, the private sector, and research and development organisations jointly develop a vision for livestock development and establish a five-year plan to guide the development of a sustainable and inclusive livestock industry.

**Source(s) of the Solution:** The initial toolkit on which this approach is based, called LSIPT (Livestock Sector Investment Planning Tool), was developed under the umbrella of ALIVE (African Partnership for Livestock Development) by the World Bank and the Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD) with inputs from FAO and ILRI. LSIPT provides a comprehensive baseline assessment of livestock production systems. The LMP approach has recently been upgraded and improved by ILRI to use dynamic foresight models alongside LSIPT for long-term forecasting and strategy development, as these new models better reflect food systems complexities and inherent trade-offs and consider impacts along several economic, welfare, climate change and environment, livelihoods, nutrition, and gender indicators.

**Problem addressed within food systems:** Chronic under-investment is a major constraint to the livestock sector: even though globally the livestock industry comprises on average 40% of agricultural GDP, less than 5% of agricultural investment goes to livestock in LMICs. At the same time, livestock is often the main source of livelihoods for the poorest and most vulnerable communities, and the increasing demand for animal-source food presents new livelihood opportunities for smallholder livestock keepers. In addition, continued child malnutrition requires better access to quality animal-source foods for protein and micronutrients. Adequate and targeted investment in sustainable livestock systems is thus essential for attainment of several key SDGs.

Livestock investment efforts are constrained by the lack of reliable data, and interventions have frequently been narrow, overly technical in nature, poorly adapted to local settings, and giving little consideration to trade-offs and synergies within the livestock sector. The LMP approach tackles these problems directly informed by evidence and guided by stakeholders.

**How this solution will address that problem:** An LMP is a five-year sector investment plan guided by the government's objectives for the livestock sector, which may include reducing poverty, increasing economic growth, and improving food and nutrition security. An LMP is comprised of three parts: a Livestock Sector Analysis (LSA) of the country's trends; a long-term (15-year) forecast based on scenarios and policy options regarding the impact, benefits, costs and trade-offs of the impact of livestock sector strategies (LSS); and a medium-term (5-year) actionable investment plan with commodity value chain roadmaps. Next-generation LMPs use the enhanced foresight models developed by ILRI to generate the LSS.

The LMP begins when full ownership is agreed by the relevant government ministry, which officially convenes the stakeholders and assigns specific staff to participate directly, including receiving thorough training in the quantitative tools. International consultants are typically embedded within ministry offices for the duration of the exercise. Throughout the exercise, there are regular stakeholder consultations, including public, NGO, civil society, and private actors to review plans and interim findings, and at a high level, the ultimate results to ensure a bottom-up, inclusive process drives both data collection and policy recommendations. A steering committee assigned by the ministry oversees the entire exercise.

The LMP process enables livestock ministries to lead, co-own, and accomplish this work through several steps. First, it helps build their capacity in livestock sector quantitative analysis using secondary

and primary data gathered by government analysts, supported by international experts. These are used to carry out foresight or ex-ante investment analysis to demonstrate the potential returns on investment of combined livestock technologies and policies and their impacts on the target objectives, which can include economic as well as gender, equity, and environmental criteria. The outputs are documented and quantified 'roadmaps' with specific visions, targets, challenges, strategies, and proposed investments in technology and policy interventions, with expected outputs, outcomes, and impacts mapped. Once final reports are reviewed, approved, and officially signed by the minister, a high-profile launch of the LMP findings and published reports is conducted, led by the minister, with news media and stakeholder participation. Through inclusive and broad stakeholder engagement, particularly with civil society, direct ministry leadership and capacity building, and high-level outreach, the LMP process has been shown to lead directly to revised and targeted public budgets and new donor and private investment in livestock.

**Solution's alignment to the 'game changing and systemic solution' criteria:** This innovation is 'game changing' on a number of levels. By looking at the livestock sector at national level across a multitude of production systems, an LMP generates insights and strategic options and embeds them into an actionable roadmap to scale out investment decisions by public and private sectors. In Ethiopia, for instance, the investments engendered by LMPs have exceeded US\$100 million, which will have a substantial impact on its livestock sector, improving the lives of thousands and potentially millions of people. LMPs are actionable because experience shows that governments have taken strong ownership of the process and have engaged proactively, while private sector and civil society actors have emerged as important partners in the process. This scale and type of investment, with a focus on capacity and private-sector participation, will have long-term and sustainable outcomes on strategic decision making and transformative sector development.

**Existing evidence:** The LMP conducted in Ethiopia in 2016, with the best documented outcomes so far, has served as the basis for substantial new funding and projects for the country's livestock sector. The detailed plan in the LMP enabled the livestock ministry to receive priority over other sectors through a new World Bank-funded livestock development project, with total funding of US\$176 million, which is expected to significantly transform that industry in the country with the largest livestock population in Africa.<sup>1</sup> In addition, the LMP led to new donor livestock project financing of US\$75 million and new private-sector livestock investments of some US\$200 million.

**Current/likely political support:** At the national governments' invitation and request, ILRI has assisted Ethiopia, Tanzania, Rwanda, Uzbekistan, and the Indian state of Bihar to produce LMPs. The internationally recognised outcomes of those exercises have led to new requests by the governments of The Gambia, Kenya, and the Indian State of Odisha. In recognition of strong government demand and positive outcomes, BMGF, World Bank, FAO, and the African Development Bank have all provided significant financial support to these efforts in recognition of the high value of the approach, including recent new funding. At present, African Union Inter-African Bureau for Animal Resources is further supporting a process to assist ten African countries to develop LMP concept notes and convene investment workshops to drive donor and private-sector support.

**Contexts where this is well/not well suited:** There are no contexts for which this solution is not well suited, since these plans are tailored for each country's needs, opportunities, and setting.

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<sup>1</sup> <http://projects.worldbank.org/P159382?lang=en>