

Stakeholder Workshop on Small-holder Dairy Value Chain Transformation in Bihar – Challenges, Opportunities and the Way Forward

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Stakeholder Workshop on Small-holder Dairy Value Chain Transformation in Bihar: Constraints, Opportunities and the Way Forward

Background

India is one of the nine countries where the CGIAR Research Program (CRP) on Livestock and Fish is being implemented. The overarching goal of this CRP is to increase productivity of small-scale livestock and fish systems so as to increase availability and affordability of meat, milk and fish for poor consumers and, in doing so, to reduce poverty through greater participation by the poor along animal source food value chains. This will be achieved by improving the functioning of small-holder animal source food value chains. The activities would focus on identifying and addressing key constraints and opportunities across the value chains. To be effective, a small number of national meat, milk and fish value chains are carefully selected for interventions. This focus is made in order to effectively implement the Program's innovative R4D approach and to maximize impact. In India this CRP focuses on small-holder dairy.

Following an evidence-based systematic approach, Bihar State has been selected to focus the CRP's efforts in India. One of the key features of the CRP is about partnering with relevant research and developmental agencies to plan and execute actions. In order to initiate this collaboration, a stakeholder workshop was organized in Patna, Bihar during 1-2 August 2014. All the relevant agencies that are connected with small-holder dairy were invited for the workshop and were engaged in systematic discussions about constraints, opportunities and the way forward for small-holder dairy in Bihar. The main objective of the workshop was to bring different agencies associated with small-holder dairy in Bihar together to have a dialogue on a common platform. This is the first one of a series of such engagements to build a coalition of agencies working for small-holder dairy in Bihar.

In the subsequent sections of this report, the process adopted and the key outcomes of the discussions are presented.

The Workshop

Preparations for the workshop – ensuring participation of key agencies

Since this workshop is the first step in engaging with stakeholders and building an alliance with them, significant importance was given for the preparations. Participation of key representatives from the stakeholders was important to achieve success with this step in the process. Most of the stakeholders that were invited for the workshop did not have any

significant collaboration with ILRI in the past in Bihar. Because of this, potential invitees were visited during the preparatory stage to identify other potential agencies and to meet with key representatives of these agencies. They were informed about the CRP, its objectives and approach. These visits and discussions were useful to build rapport with them. During these visits, they were informed about the workshop objectives and were requested to participate. Official invitation letters were sent to appropriate authorities of each of the agencies seeking permission. A day before the workshop, visits were made to the offices of few key agencies to confirm their participation. Confirmation from others was sought through telephone calls and emails. This process helped in ensuring participation of all the key agencies in the workshop.

Session 1 The Inaugural Session

The workshop began with welcome remarks by Vamsidhar Reddy. He made a brief presentation about ILRI, its work in the region, the CRP on Livestock and Fish and its approach. He also presented the workshop objectives and the expected outputs. After this, he handed over the Inaugural Session to its Chairman, Dr R.K.P.Singh, former Advisor to the Farmers' Commission in Bihar. After introductory remarks by the Chairman, the Key Speakers delivered their lectures.

Shri. Ranjith Kr. Das, Chief General Manager, NABARD presented several interesting statistics about small-holder dairy situation in Bihar. He stressed upon the need to identify those small but important intervention points that can deliver giant impacts. He argued for the need to ensure synergy between grain production and cattle rearing. Dr A.K.Kulkarni, General Manager, COMFED while introducing his organization highlighted that their efforts are not just about milk collection, but about rural development with an aim of building capacities of small-holder farmers. He narrated their decades of efforts in promoting cross-bred cattle in Bihar, which has traditionally been a buffalo-based cattle farming area. He touched upon several issues such as exotic blood-level control in cattle, growing importance for desi cows vis-à-vis cross-bred cows, lower urbanization in Bihar requiring them to export milk to other States, glamorization of cattle farming to attract youth, etc. Dr Dharmendra Sinha, Regional Director, Animal Husbandry Department, Govt. of Bihar in his talk covered a wide-range of issues surrounding small-holder dairy in Bihar. He raised several interesting ideas such as minimum support price for milk, plans for inclusive growth, leveraging the high population density, etc. He challenged researchers to develop appropriate methodologies for enhancing milk production, processing and quality control. Dr K.K.Singh, Chief Project Coordinator, BAIF while agreeing with the issues raised by his predecessors, presented some ways of addressing these issues. He argued for the need for comprehensive livestock development and synchronization of efforts of large number of actors in the small-holder dairy. Dr Gopichandran, Director, Vigyan Prasar highlighted the need to adopt an appropriate communication strategy. He suggested ideas such as identification and application of the 'lowest hanging fruits' of technological solutions to existing problems, creation of a collection of locally adapted solutions and packaging of scientific evidence in understandable ways to farmers. This session highlighted several challenges faced by the small-holder dairy in Bihar and suggested useful ideas to improve the situation.



Shri Ranjith Kr Das presented several interesting statistics about small-holder dairy in Bihar



Dr A.K.Kulkarni shared his in-depth understanding about dairy situation in Bihar



Dr Dharmendra Sinha delivered an emotional speech covering diverse issues



Dr K.K.Singh argued for synergies among agencies for comprehensive development



Dr Gopichandran suggested practical solutions to reach large numbers of farmers



Dr CK Rao's analysis of Bihar dairy situation attracted lot of discussion

Picture 1-6: Speakers at the Inaugural Session of the workshop

Dr C.K.Rao from InterCooperation Social Development India presented the Situational Analysis of Small-holder Dairy in Bihar. This study was constituted by ILRI, as a first step towards understanding the context of Bihar with regards to dairy. There were several discussions raised by the learned audience that critically reviewed the analysis and inferences. After vote of thanks by Vamsidhar Reddy, the workshop broke for Lunch. Several discussions continued during the lunch time.

Session II: Review of Small-holder Dairy Situation in Bihar

This session started with a presentation by Dr Michael Kidoido. He presented the concepts of Theory of Change and Impact Pathways. He described the application of these tools in planning, implementation, monitoring and evaluation of projects and programs. This presentation provided a framework for further discussions.



Picture 7 Presentation on ToC and IP

In a large group facilitated discussion, problems faced by small-holder dairy in Bihar were captured through a brainstorming exercise. Several issues presented by speakers during the inaugural session came-up during these discussions. Some new ideas were also added. In the subsequent discussion, the participants were asked to group similar issues under a heading. In this exercise 5 groups of issues were identified. They are – 1) Infertility/ breeding

practices; 2) Post-production losses; 3) High cost of production 4) Insufficient linkages and 5) Lack of Institutions.

Then the participants were asked to divide themselves into 5 groups, so that each group explores an issue that was identified. Participants self-selected based on their area of their interest to form groups. Each of the groups was asked to identify the central issue, underlying causes for the central issue, and actors and their behaviours for each of the underlying causes.

Members of each group discussed and prepared charts to capture their discussions. These were presented in the subsequent plenary.

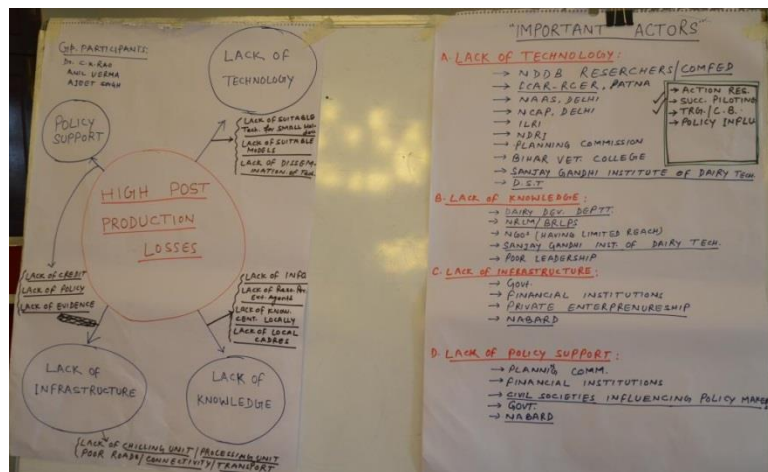


Pictures 8-9 Groups discussed intensely and identified very useful ideas



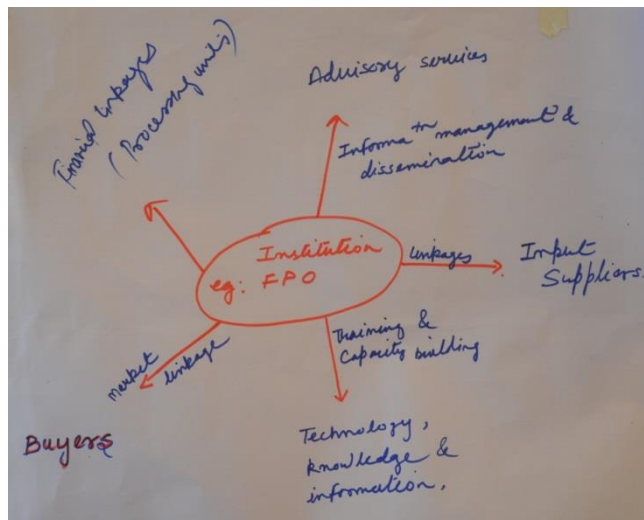
Pictures 10-11 The plenary discussions were lively with constructive remarks

The group that worked on the issue of high production losses identified lack of technology, lack of policy support, lack of infrastructure and lack of knowledge as the underlying causes. They identified several actors for each of the underlying causes. The adjoining picture 12 captures the outputs of this group's discussions.



Picture 12 Ideas proposed by the group that worked on high post-production losses.

The group that worked on the issue of lack of institutions argued that this central issue is resulting in lack of cohesive actions, dependence on vendors, lack of access to advisory services, fragmented product marketing and lack of quality inputs. The pictures 13-15 has outputs from this group's discussion.



Lack of Robust Knowledge Systems (Platforms & Networks)

- NOT RECENT & RELEVANT
- NOT LOCALLY RELEVANT
- NOT DELIVERED IN A TIMELY MANNER
- NOT EASILY ADAPTABLE
- ALTERNATIVES ACCESS
- NOT VERIFIABLE
- INADEQUATE LOCAL KNOWLEDGE INTEGRATION
- TOOLS OF COMMUNICATION & NETWORKING NOT EASY TO USE

Lack of Cohesiveness / Collective Actions

- No consensus b/w farmers which leads to lack of proper information dissemination, knowledge & awareness
- No say of women in decision-making.

Fragmented Product Marketing

- Market linkages
- Market linkages (But milk processors)
- Vendors (conspire)

Fragmented selling

- lack of price determination

Lack of Quality Inputs (Cattle Feed & Fodder)

- Feed supplier companies/retailers
- Farmers (Formulation)
- (Spurious quality, No timely availability, lack of knowledge on techniques of Formulation)

Lack of access to advisory/ knowledge on various factors

- Feeding
- Breeding
- milking
- Storage etc.

Lack of access to advisory/ knowledge on various factors

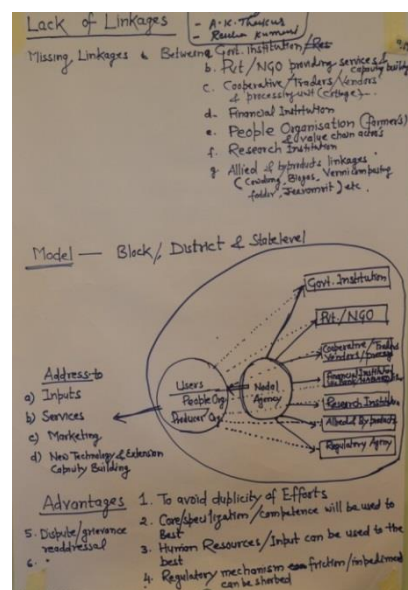
- Knowledge (No proper system for knowledge dissemination, Farmers rely on the archaic systems)

Dependancy on vendors

- Unavailability of dedicated market linkage
- Vendors (Regulate the price & marketing)

Pictures 13-15 Outputs from the group that worked on the issue of lack of institutions

The group that worked on the issue of lack of linkages presented that insufficient linkages exists among government institutions, private sector, NGOs, cooperatives, traders, vendors, financial institutions, people's organizations, research institutions and other allied agencies dealing with by-products of dairy. They argued that due to lack of linkages among agencies, there is duplicity of efforts by several agencies resulting in inefficient use of human and financial resources. They suggested a model to address these problems. They proposed that a Nodal Agency should be promoted that could link people's organizations with different service providers. The adjoining picture 16 has the outputs produced by this group. When they presented this model there were discussions about form of the group, nature of functions, etc.



Picture 16 Outputs from the group that worked on the issue of lack of linkages.

The group worked on the central issue of Infertility identified diseases, breeding policy and poor feeding as the underlying causes. They further explored and identified that lack of knowledge and resources as the reasons for poor feeding practices. Indiscriminate breeding and lack of knowledge were identified as the factors concerning the breeding policy. Lack of clean farm practices and natural breeding were identified as the issues causing diseases resulting in infertility. The issue of the breeding policy was further explored to identify farmers, service providers, policy and infrastructure as the underlying causes. For each of these underlying causes, actors and their behaviours was identified. Outputs of this group's discussion are captured in the picture 17-18.



Pictures 17-18 Outputs from the group on Infertility and Breeding practices

After the plenary discussions, it was found that there were similarities among different groups with regards to the underlying causes, actors and their behaviours.

Session III Developing an overarching vision for small-holder dairy in Bihar

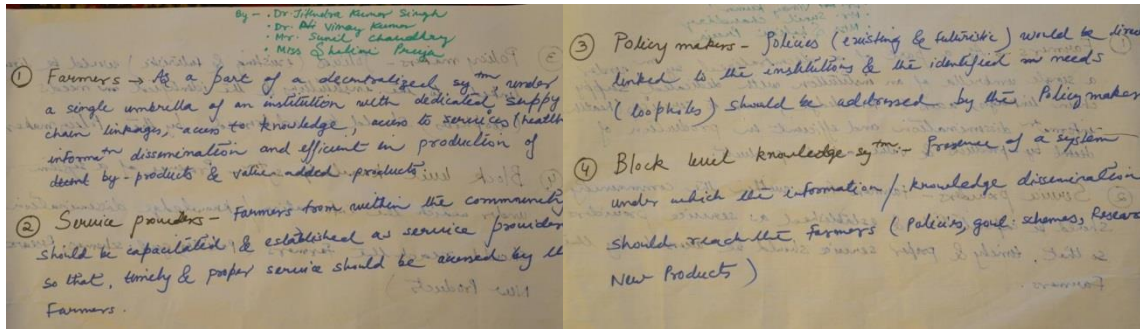
This session started with introductory remarks by Dr K.K.Singh, Chief Program Coordinator, BAIF. He stressed upon the need for synergistic actions by different agencies working for the same clientele.

After this introduction, the facilitator asked participants to go back to their respective groups and discuss about who are the key value chain actors around each of the issues, what would they like to see to happen to improve the situation, who are the wider value chain actors around each of the issues and what would ensure involving of the wider value chain actors. After these discussions, each of the groups was asked to come-up with an objective statement for the issue that they have been discussing.

The group working on institutions identified farmers, service providers, policy makers and block level knowledge providers as the key agencies.

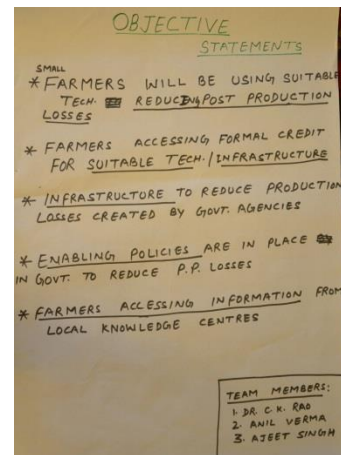
They developed objective statements capturing the way in which each of these agencies should transform if the small-holder dairy situation has to improve. The outputs from this group are captured in the Pictures 19-21.





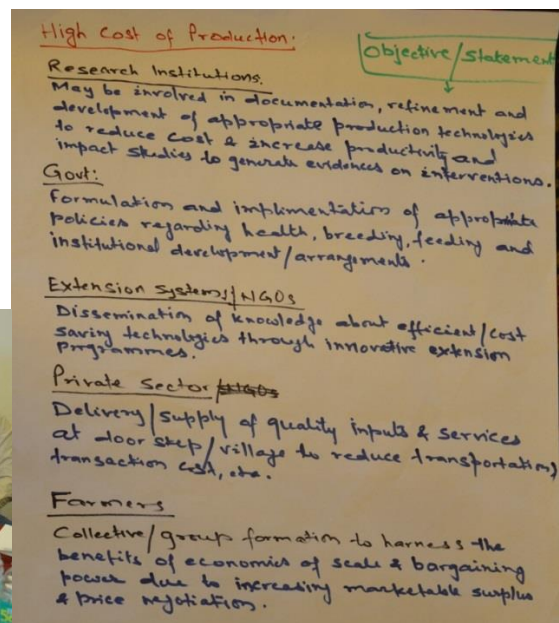
Pictures 19-21 Outputs from the group that developed objective statements for the issue of institutions

The group that worked on the issue of high post-production losses came up with objective statements involving farmers, credit sources, infrastructure, enabling policies and access to information. Pictures 22-23 has outputs from this group.



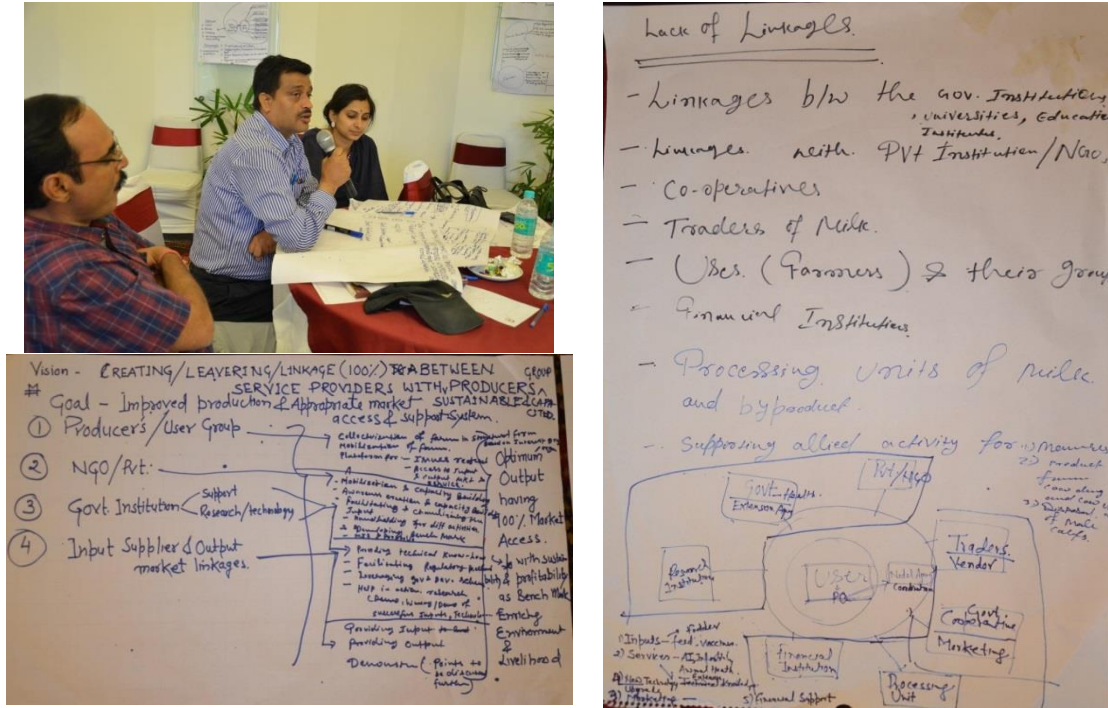
Pictures 22-23 Outputs from the group that developed objective statements for the issue of high cost of production

The group that worked on the issue of high cost of production identified research institutions, government departments, extension system, NGOs working with dairy farmers, private sector connected with dairy and farmers as the key agencies which need to transform their actions, if the small-holder dairy has to improve. They identified objective statements for each of these agencies.



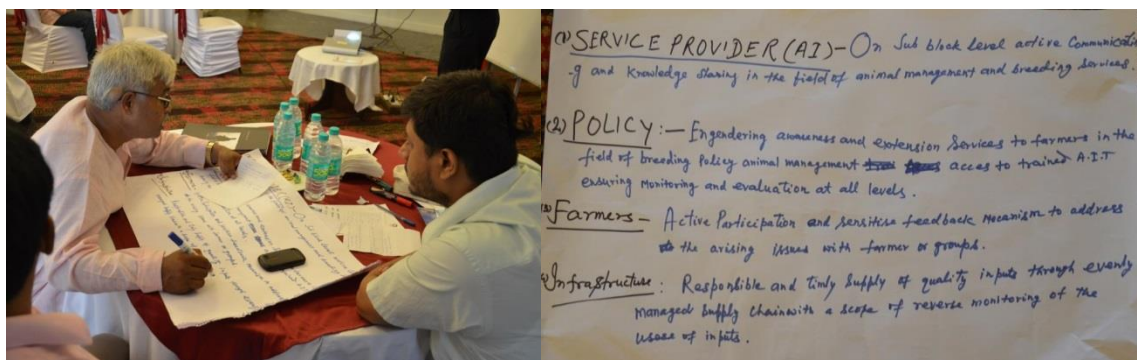
Pictures 24-25. Objective statements from the group that worked on the issues of high cost of production.

The group that worked on the issue of lack of linkages identified Producers' groups, NGOs, private sector, government institutions including research and developmental agencies, and markets including input and outputs as the key agencies. They developed an overarching vision to build appropriate linkages among all these key agencies. The outputs from this group's discussions are presented in the Pictures 26-28.



Pictures 26-28. Outputs from the group that developed objective statements for the issue of lack of linkages

The group that worked on the issue of infertility and breeding practices identified service providers, policy, farmers and infrastructure as the key agencies associated with this issue. They developed objective statements for each of these agencies on how they should transform to support small-holder dairy development in Bihar. This group's outputs are presented in the pictures 29-30.



Pictures 29-30 Outputs from the group that developed objective statements for the issue of Infertility/ breeding practices.

Session IV Site Selection for Small-holder Dairy Value Chain Transformation Efforts in Bihar

This session started with introductory remarks by the Chairman, Dr A.K.Kulkarni, General Manager, COMFED. He provided an overview of dairy in different districts of Bihar and highlighted differences between different districts from his perspective.

After this introduction, a presentation was made that captured the approach adopted for site selection by the CRP. The rationale for site selection, multi-stage site selection process, spatial analysis for Bihar, the layers used and pre-selected departments were presented. This presentation also provided some ideas for selecting the soft criteria and ranking the districts based on the soft criteria.

Discussing the fact that selection of the districts is based on the two-point-criteria of high poverty and high bovine density, the participants suggested adding of other criteria such as agro-climatic zones, irrigation potential, etc. At this stage, they were informed that this criteria is used in the other countries where the CRP is being implemented and it has been agreed to follow the same criteria across different countries.

In the subsequent large-group facilitated discussions, the participants discussed and identified the following soft criteria to be used for ranking districts.

Soft Criteria for ranking districts:

1. Partners' strong presence: Presence of potential partner agencies was considered to be important to undertake work under the CRP.
2. Connectivity/ reachability: In order to ensure easier travel to the program sites, better connectivity and reachability was considered as important factor for efficient implementation of activities.
3. Existence of networks/ dairy infrastructure: The presence of dairy infrastructure/ network of service providers was considered as an important factor in ensuring relevant support services to producers, so that they are motivated to put into use any new knowledge through the CRP intervention.
4. Level of agricultural development: The participants proposed this as criteria with the argument that a developed agricultural system would ensure fodder and also compliment in livestock production.
5. Communities are organized/ social capital created: When communities are organized and social capital has been created, the CRP interventions could be implemented to achieve impacts at scale.
6. Presence of large proportion of indigenous cattle: The Indian Government has strong focus on indigenous cattle development in the coming years. The crossbreds have been facing several issues including infertility, etc. Due to all these reasons, the participants proposed it as a criterion for ranking districts.

Although some other criterion such as reputation of a district with regards to adoption of new ideas, presence of naal problem, etc. were suggested by some participants, the others did not agree to add them. Against the criterion – 'reputation of a district with regards to

adoption of new ideas’ – the participants argued that sufficient information might not be available about all the districts to rank. Against the criterion – ‘presence of naخال problem’ – the participants felt that it might not be big deterrent to undertake work that helps poor people.

After the soft criteria has been agreed by the participants, ranking of those districts where there exists high poverty and high bovine density, based on the GIS analysis, was proposed. However the participants did not agree with this suggestion. They argued that the districts which were categorised under high poverty + high bovine density did not represent the complete scenario in Bihar. They suggested ranking of all the districts where there is high poverty.

Based on this suggestion, ranking was initiated by considering districts with high poverty numbers. For ranking, it was agreed to use the range of 1-10, with 1 being the most preferred for selecting the site for the CRP. The ranking process included completing ranking of all the districts for a single criterion before moving on to the next criterion. Each of the districts was readout for participants to agree on a number (rank). An excel sheet was projected on the screen, in which the list of districts with high poverty were placed in the vertical direction (column) and soft criteria were placed in the horizontal direction (row), for the participants to get involved in the ranking process. It was very common during this step that different participants called-out different numbers, but agreed on a number after some discussion. There was never an instance where they did not agree on a common number.



Picture 31 Ranking of the districts during a large-group facilitation

After completion of the ranking for each of the criteria, the numbers were totalled to arrive at a final rank.

At this stage, some of the participants proposed to give some weightage for few of the criteria. They suggested that the criteria – ‘Partners’ strong presence’ and ‘Presence of large proportion of indigenous cattle’ should be given a 30% weightage for each of them with all the other criteria getting a 10% weightage for each of them. Others did not agree to this suggestion. Those that did not agree to this suggestion argued that each of the criteria is equally important. Since consensus could not be reached on this point, it was agreed that this issue would be flagged and left to ILRI to decide.

The other point of conflict between participants was whether to select districts where there are better conditions for small-holder dairy or to select those districts where there are

adverse conditions. The arguments for selecting districts with better conditions focused on the possibility of achieving higher impacts at scale. The arguments for selecting districts with adverse conditions focused on addressing problems faced by those needy farmers and help them. There were heated arguments between these groups and finally it was agreed that ILRI will take a decision, based on its program's logic.

The other point of discussion was on the number of 'sites' to be selected. The stakeholders wanted to understand the volume of resources available for the 'program' to get an idea on the number of 'sites'. The discussion was about selecting two or four districts/ sites for the 'program'. It was informed to the group that this decision would be taken at the time of 'groundtruthing' exercise, which would be the next step in the site selection process.

After these discussions, the session was closed with concluding remarks by the Chairman. He thanked ILRI for bringing together such a diverse group of stakeholders and organizing the workshop in an effective manner. He hoped for follow-up actions in the coming months to take forward the ideas discussed.

In the subsequent vote of thanks session, the participants were gratefully acknowledged for their active participation in the workshop and sharing of their knowledge. They were assured that there would be follow-up actions after this workshop. They were informed that the next stages include – a 'groundtruthing' exercise to finally select the sites for the CRP in about a month, value chain assessments and a workshop in about 6 months in which we share lessons from the value chain assessments and discuss intervention points.

The workshop ended on a high note with hope for synergistic actions among actors and betterment of small-holder dairy situation in Bihar.

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Annexures

Annexure 1 Ranking of districts by participants based on soft criteria

District	C1:	C2:	C3 :	C4:	C5 :	C6 :	total	final rank
	Partners' strong presence	Connectivity/recheablility	Existence of networks/dairy infrastructure	Level of agricultural development	Communities are organized/ social capital created	Presence of large proportion of indigeneous cattle - Indian Govt policy		
Paschim Champaran	3	5	3	1	3	1	16	7
Purb Champaran	3	4	3	2	3	1	16	7
Sitamarhi	3	3	3	3	2	1	15	6
Muzaffarpur	1	2	1	2	1	2	9	2
Vaishali	1	1	1	1	1	3	8	1
Samasthipur	1	1	1	1	1	3	8	1
Siwan	4	6	5	3	3	3	24	10
Purnia	4	5	4	4	3	1	21	9
Gaya	2	2	2	2	2	1	11	4
Nalanda	1	1	1	2	1	2	8	1
Patna	1	1	1	2	1	3	9	2
Begusarai	2	2	1	1	1	3	10	3
Bhojpur	2	1	1	1	1	3	9	2
Rohtas	1	4	3	1	3	1	13	5
Madhubani	2	4	4	5	2	1	18	8

Annexure 2 List of Participants

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Annexure 3 Abbreviations

BAIF	BAIF Development Research Foundation
CGIAR	Consultative Group on International Agricultural Research
CRP	CGIAR Research Programs
COMFED	Bihar State Milk Co-operative Federation Ltd.
IP	Impact Pathways
NABARD	National Bank for Agriculture and Rural Development
R4D	Research for Development
ToC	Theory of Change

Annexure 4 Agenda

**Workshop on
Small-holder Dairy Value Chain Transformation in Bihar –
Challenges, Opportunities and the Way forward**

**Hotel Maurya, Patna
1st and 2nd of August 2014**

Day one: 1st August 2014

Time	Activity	Responsible
10:00-10:30	<i>Registrations</i>	<i>Roma Oli</i>
10:30-10:45	Welcome – Objectives of the workshop	Vamsi Reddy
Session 1 Inaugural session Chairman: Dr R.K.P.Singh, Former Advisor, Farmers' Commission, Bihar		
10:45-12:00	Key speaker 1: Shri Ranjit Kr. Das, CGM, NABARD Key speaker 2: Dr Gopichandran, Director, Vigyan Prasar Key speaker 3: Dr A.K.Kulkarni, General Manager, COMFED Key speaker 4: Dr Dharmendra Sinha, Regional Director, Department of Animal Husbandry, Govt of Bihar Key speaker 5: Dr K.K.Singh, Chief Program Coordinator, BAIF Message by the Chairman	Chairman
12:00-12:45	"Small Holder Dairy Value Chain in Bihar- A Situation Analysis"	Dr CK Rao
12:45-13:00	Vote of Thanks	Vamsi Reddy
13:00-14:00	<i>Lunch and Photo session</i>	<i>Roma Oli</i>

Session II Review of small-holder dairy situation in Bihar		
14:00-14:45	Introduction to Theory of Change (ToC) and Impact Pathways and their use in planning, implementation, monitoring and evaluation of project/programs.	Michael Kidoido
14:45-15:00	Review of presentations regarding the dairy sector <ul style="list-style-type: none"> - What seems not right and what are the reasons? - What has not been said about the sector (issues, actors, data, etc) - What do we need to know more about? - What are important assumptions being made about the sector? 	Michael Kidoido / Vamsi Reddy
15:00-15:15	<i>Coffee break</i>	<i>Roma Oli</i>
15:15-15:45	Group work: Identification of critical issues for intervention in small groups: <ul style="list-style-type: none"> - Identify a maximum of 6 issues - Mapping out issues, stakeholders, key information - Identify what more we need to know - Identify critical assumptions and suggest possible intervention areas 	
15:45-16:30	Plenary: Review of Maps: Finding common areas (issues, actors, assumptions, intervention areas); Piecing together map	Michael Kidoido
16:30-17:00	Review and day's wrap-up	Vamsi Reddy

Day two: 2nd August 2014

Time	Activity	Responsible
10:00-10:15	Recap of yesterday's session	Roma Oli
Session III Developing the overarching vision for small-holder dairy in Bihar Chairman: Dr K.K.Singh, CPC, BAIF, Patna		
10:15 -10:45	Group work: Setting an overarching vision for the value chain; <ul style="list-style-type: none"> - Who are the key value chain actors around the critical issue (mention a maximum of 8)? - What would these actors want to see happen when the program is successful? - Who are the wider value chain stakeholders around this issue (mention maximum of 8)? - What would attract these wider stakeholders to become involved? 	Michael Kidoido
10:45 -11:00	<i>Coffee break</i>	<i>Roma Oli</i>
11:00- 11:30	Group work: setting objectives choosing broad objective statements around issues (maximum of 5 statements)	Michael Kidoido
11:30-12:15	Group work: for each issue/group what are some of the interventions/ actions needed to tackle the issues?	Michael Kidoido
12:15-13:00	Plenary: presentation what needs to be done to achieve success	Michael Kidoido

13:00-14:00	Lunch Break	Roma Oli
Session IV Site Selection for the Small-holder Dairy Value Chain Transformation Efforts in Bihar Chairman: Dr A.K.Kulkarni, General manager, COMFED		
14:00-14:30	Introduce the selection of sites methodology and to use the soft criteria to zero down on the focal districts	Vamsi Reddy
14:30-15:00	Group work: Finalize the soft criteria	Vamsi Reddy
15:00-15:15	Coffee Break	Roma Oli
15:15-16:00	Discussion to finalize the districts; Plan of action to select the blocks	Vamsi Reddy
16:00-16:15	Wrap-up and close	Michael Kidoido/ Vamsi Reddy