



Capitalisation of Livestock Programme Experiences India (CALPI)

Fact Sheet

Introduction

The Swiss Agency for Development and Cooperation (SDC) is a major bilateral agency supporting, among others, livestock based livelihoods in India for over four decades. This long involvement allowed SDC and its partner Intercooperation (IC) to accumulate vast experiences in livestock development, both in technical aspects and on the larger issue of livestock as an important part of livelihood systems of the rural poor. CALPI (Capitalisation of Livestock Programme Experiences India) is a programme initiated in 2001 by SDC, implemented by Intercooperation, to capitalise on the rich experiences, goodwill and credibility gained over the years in the livestock sector.

A programme like CALPI is very timely in the dynamic livestock scenario in India. CALPI acts as an interface between policy makers and the poor livestock communities, inspiring the former to invest in changing policy frame conditions in the livestock and natural resources sectors for greater sensitivity towards the needs of the poor.

Overall goal

The overall goal of CALPI is to capitalize on the experiences, competencies and credibility in the livestock sector to significantly inspire changes in the administrative, legal and policy frame conditions in the livestock sector in India in order that the priorities and challenges of the rural livelihood systems are effectively addressed and the rural poor, particularly women, benefit from the emerging opportunities.

Objective

The objective of the programme is to support government and other stakeholders in the livestock - livelihood - environment domains to adjust the frame conditions in favour of poor livestock keepers.

The programme has seven thrust areas and 17 activity lines that focus on gaps and niche areas in the livestock - livelihood - environment domains. Each activity line is built on the foundation of previous interventions, research, study or stakeholder needs.

Thrust areas

The seven thrust areas of CALPI and their objectives are:

1. Livestock policy development: To support governments and other stakeholders in the development of holistic livestock policies.
2. Livestock Service Delivery: To facilitate establishment of need based livestock service delivery systems for the smallholder livestock farmers.
3. Veterinary and Animal Husbandry Education: To Review and reorient veterinary and AH education to effectively equip veterinary and para-veterinary professional to shoulder emerging responsibilities.

4. **Livestock Environment Interactions:** To better understand Livestock Environment Livelihood interactions to facilitate policy advocacy for sustainable use of natural resources.
5. **Knowledge Networking & Research Partnerships:** To knit together the rich knowledge base that exists through effective linkages and communication platforms.
6. **HID:** To support HID of stakeholders in the livestock sector to play their role effectively (cross cutting thrust).
7. **Livestock Products Marketing:** To support small holder livestock producers in improving their income through better market access.

Approaches

In all its activity lines, CALPI's approach has been marked by a multi-stakeholder partnership approach, developing mechanisms for resource pooling, participatory processes and networking. There is a high emphasis on capacity development of the partners and stakeholders thus energising the system. The two-tier steering (project and programme levels) and support systems ensure wide stakeholder participation, ownership and acceptance of the proposed reforms. This also ensures better institutionalization of CALPI processes and approaches within the stakeholder organisations.

The small programme coordination unit (or CALPI team) of 3 to 4 members, is well supported by its wide partner base of 27 institutions. This ensures efficient and cost effective programme implementation.

CALPI's partnerships motivate marginalised communities to advocate for their rights and energise dormant partnerships. CALPI acts as a catalyst between researchers and NGOs for appropriate technology development and between policy makers and farmers for quality inputs and backward linkages. CALPI thus operates as an interface between different domains of work - those dealing with sustainable natural resource management, livestock rearing and support services, market access and research; bringing in a mix of social, technical and management competencies for overall poverty reduction.

Results

CALPI has several achievements, the most recent being the ICAR award for its work in the Traditional Milk Sector as the best collaborative social science research for the biennial 2005 - 06. Development of a holistic and forward looking livestock policy in Chhattisgarh, livestock service delivery reforms in Andhra Pradesh, inclusion of livestock as an active component in the new 'common watershed guideline', institutional convergence in fodder resource management, drawing the focus of dairy development professionals, policy makers and the academic and research institutions on the traditional milk sector, improving the capacity of veterinary teachers and quality of teaching in a network of selected veterinary colleges are some of the major achievements of CALPI in a short span of six years. These achievements are based on the multi-stakeholder consultative process and participatory approaches chosen by the programme. These conceptual and methodological elements are highly appreciated and seen to be potentially useful approaches for other sectors as well.

Highlights

Highlights of some of the projects and activities supported by CALPI under the seven thrust areas are given in the following boxes:

Box 1

Livestock Policy Development

On an official request from the Govt. of Chattisgarh, CALPI supported the government in the development of a holistic and forward looking livestock policy for the state. The multi-stakeholder participatory process involved facilitation for:

1. a situation analysis of the livestock sector to identify the state's strengths, weaknesses, gaps and opportunities.
 2. development of a livestock sector policy perspective for the state and
 3. development of a perspective livestock development plan translating the policies in to programmes & actions.
- CALPI played a pro-active facilitative and networking role in supporting the government and other allied stakeholders and in addressing the actual needs of different segments of the community especially the large tribal and rural population. Prior to initiation of the policy process, it was clearly understood that:
- a) Development of a professional and efficient cadre of empowered personnel was a sine-qua-non for effective development and successful implementation of the livestock policy.
 - b) Development of in-house institutional skills is necessary to evolve policies through a participatory processes by the stakeholders themselves.

CALPI facilitated the linkages with premier institutions like the Xavier Institute of Management, Bhubaneswar, the Indian Institute of Management (IIM), Ahmedabad, Institute of Rural Management (IRMA), Anand and the National Institute of Agricultural Extension and Rural Development (MANAGE), the Andhra Pradesh Livestock Development Agency (APLDA) and others to train the staff of the AH department and allied stakeholders in livestock sector management, planning and monitoring, extension and communication and up-gradation of skills on a continuing basis. It also facilitated exposure visits of the resource teams to successful models of service delivery and mobilized expert trainers to train almost all the staff of the state AH department.

With the enhanced skills, the stakeholders have themselves developed the state livestock sector review, the livestock policy perspectives and the perspective livestock development plan all of which have received the formal approval of the government. The implementation of the policy and the perspective plan is expected to positively impact the lives of the vast number of rural poor in the state dependant on livestock.

Box 2 Multi-stakeholder Approach resulted in Institutional Convergence

Stakeholders have similar goals, but different agendas. Through multi-stakeholder approach in fodder resource management, CALPI and its partner CPF successfully demonstrated a process for conflict resolution among many and opposing interest groups. 'Fodder development', which was nobody's agenda, became everybody's agenda. This is an example that can be emulated by other sectors for inter agency convergence and conflict resolution

With the aim of protecting and managing forest resources, a restriction on grazing was imposed by the Joint Forest Management (JFM) project in Andhra Pradesh. The restriction adversely impacted the livelihoods of many poor sheep and goat rearers, particularly the landless, leading to perpetual conflicts. Different stakeholders held different views on conservation of forests; some supporting the livestock based livelihoods of the poorest and some others on protection of forest ecosystem. Under the CALPI initiative, an innovative tool called RAAKS (Rapid Appraisal of Agricultural Knowledge System) coupled with a systems approach was used for conflict resolution and interagency convergence. It helped to clear perceptions and enhance dialogue among the key (and often disagreeing) stakeholders particularly those from the NGOs, Central and State government departments (Forest, Land, Revenue, Rural Development and Animal Husbandry), Sheep Breeders Cooperatives, Panchayats and Environmentalists. The initiative enabled concerned stakeholders to address the issues with a common perspective thereby increasing efficiency and focus on fodder development in on goings programme. As an outcome of the exercise, for the first time, a concrete project has emerged which engaged on developing an inter-departmental convergence and strategic alliance among Government-NGO-Private stakeholders on fodder development in one of the districts (Cuddappa) of Andhra Pradesh. It could mobilise almost Rs 27,000,00 from Rural Employment Guarantee Scheme. About 140 Ha of 'waste land' was officially released for fodder production. The Forest Department allowed fodder as an intercrop in bio-diesel plantations. The Social Forestry programme included tank bed for fodder production. The Rural Development Department requested CPF (the NGO which facilitated the process) to prepare a project for replicating the 'Cuddappa model' in 10 more Panchayats and the Forest Department requested CPF to facilitate discussion on developing a grazing policy for the State. This initiative finally is well appreciated as a successful case of multi-stakeholder convergence.

Box 3 Empowering Local Networks

Creation of the LEAD Advocacy Network (LAN) promoted rural based local coalitions and strengthened their capacities for collective bargaining for policy changes. It helped to decentralise the responsibilities and sustain the development efforts.

With a view to improve the understanding of Livestock Environment Interactions, CALPI together with FAO and International Water Management Institute commissioned a primary research. This LEAD (Livestock Environment And Development) research generated a vast knowledge base on livestock environment interactions and created awareness among key stakeholders on the implications of livestock (both +ve and -ve) on livelihoods and the environment. The LEAD research also necessitated reforms /modification in the new watershed guidelines to address many of the livestock-livelihood-environment issues brought up by the research. This was made possible through sustained efforts of an advocacy group called LEAD Advocacy Network (LAN) formed and facilitated by CALPI involving a network of watershed NGOs, starting with those five involved in the LEAD research. Formation of this network, though not envisaged initially, was an action in the right direction as policy reforms is a long term process requiring sustained efforts. The LAN helped to link up groups or people with common interests who would not otherwise normally interact. It raised vast awareness on the identified issues, increased cooperation among stakeholders and created synergy and a critical mass for action. In the process, the LAN contributed to strengthening the advocacy and lobbying process and helped to scale up the activities leading to policy changes.

Box 4 Piloting and Knowledge Sharing Brought in Collaboration

More than the success in value addition of wool, the main achievement of the pilot was in creating a common platform where different stakeholders in related sectors, who otherwise would not have interacted, could come, interact and share their knowledge and experience and collectively decide to work together. Though this was a low cost small initiative, in the process of implementing it and after seeing its success, many organizations got involved and pledged their support.

The wool produced by most of the sheep breeds in India fetches a negligible price as it is coarse suitable only for carpet making. Janjagaran, an NGO working with traditional shepherd communities in northern Karnataka, has been making earnest efforts to add value to coarse wool with a view to fetch higher income for the shepherd community. CALPI supported Janjagaran to do a pilot project on value addition to produce wool products embellished with an ethnic touch by combining wool with other fibres. The primary purpose was to improve the market access of shepherds for coarse wool and enhance their income. The secondary objective was to motivate the farmers to continue keeping the highly adapted deccani breed that was otherwise being marginalised. The pilot project was a grand success. Janjagaran could produce 36 different value added products from deccani wool, which were showcased in various national /international fairs, based on which they received high value orders from national /international buyers.

To share this experience, CALPI also supported Janjagaran for an exchange cum networking workshop and invited different stakeholders including shepherds, NGOs, scientists, Government Departments, Sheep & Wool Development Corporation, Handloom & Textile Department, NABARD, exporters etc. to participate. This event opened up many potential areas for sheep /wool development which were not known earlier. Karnataka Sheep & Wool Development Department released Rs 3,00,000 for training 2,000 shepherds on shearing practices. The Textile Commissioner of Karnataka approved a grant of Rs 5,00,000 from its textile policy budget. NABARD has sanctioned Rs 25,00,000 to train shepherd women on spinning and value addition. The District Central Cooperative Bank (the lead bank) agreed to provide Rs 25,00,000 to the cooperatives as working capital to operationalise its spinning mills.

Box 5

Action Research to Improve the Traditional Milk Sector

A desk study facilitated by CALPI pointed to the lack of milk market access as one of the critical constraints in low productive backward areas. To understand the dynamics of the Traditional Milk Sector (TMS) and to pursue Actions to strengthen the sector, CALPI facilitated an Action Research (AR) in Khammam and Krishna districts of Andhra Pradesh. The AR was implemented by a multi-partner consortia including the Govt. of Andhra Pradesh and steered by a Research Reference Group chaired by the Dairy Development Commissioner of the State.

The AR highlighted the vast strengths and weaknesses of the TMS. The major weaknesses included dilution of milk, addition of neutralisers during summer, mixing of unchilled evening milk with morning milk, poor handling and hygiene, heavy bacterial load in milk, low scale of vendor operations and the resultant lower price to producers and poor quality milk to consumers. The absence of infrastructure for processing, storage and packing of milk and stakeholder organizations formed the contributing factors. At the same time, its well perceived strengths prompt some 450,000 villages (70 % of the total), about 46 million milk producing households, over 111 million milk consuming households and a few million market intermediaries (2005-06) to contribute to it regularly. Over 77 percent of the total 63 million tonnes of milk marketed annually in India passes through this channel. In spite of such vast size, spread, reach and impact potential, TMS remains vastly neglected.

In partnership with the community, the AR took up a number of actions. These have positively impacted the quality and price of milk, scale of operations and the preparedness of the market intermediaries to conform to the legal standards for milk. These also highlight the reasons, need and the direction of reforms to stimulate accelerated and inclusive growth in dairying in the low producing backward areas of India. The AR won an ICAR National Award for Outstanding Interdisciplinary Team Research in Agriculture and Allied Sciences for 2005-2006

Box 6

Veterinary and Animal Husbandry Education

CALPI's initiatives in livestock service delivery reforms underpinned the need for effective training and capacity building of service providers. Towards this end, CALPI together with its partners, assigned high priority to improving the quality of Veterinary and Animal Husbandry education so as to equip the service providers to address the emerging opportunities and challenges in livestock production.

With the support initially of an HR consulting firm and later of the Administrative Staff College of India (ASCI), CALPI arranged two levels of Training Need Identification (TNI) followed by 2-3 levels of Faculty Development Programmes (FDP) in five Veterinary Colleges. Repeated review, reflection and an independent impact assessment enabled refinement of the TNI-FDP process on a continuing basis.

In its second phase, based on recommendations of a Working Group (WG) of Deans and middle level Faculty, these colleges took up a number of activities aimed at improving the quality of education including strengthening the partnership and interaction among the Universities, state AH Departments, Industry and Farmer Organizations. In its third phase, the activities and the network got expanded to cover 14 veterinary colleges, four State AH departments and a National NGO under facilitation by the Rajiv Gandhi College of Vet. and Animal Sciences, Pondicherry. The network took up a number of activities aimed at improving the teaching and practice of extension. In its fourth phase, the network, succeeded in establishing a partnership with the Swiss College of Agriculture (SHL) leading to a Training Workshop on teaching methodologies, skills and research-extension linkages followed by a Training of Trainers for the faculty of these colleges by experts from the SHL. Some of the activities are still continued by the network.

Box 7

Participatory Reforms in Livestock Service Delivery Systems

The "Participatory Reforms in Livestock Service Delivery Systems" was an initiative taken up by the Government of Andhra Pradesh, Animal Husbandry Department in partnership with CALPI and the Pro-poor Livestock Policy Initiative (PPLPI) of FAO. It aimed at developing a widely owned reform action plan for service delivery in the state. The multi-stakeholder, multi-tier, multi-regional consultative process together with its open, flexible and evolving approach led to a well informed reforms need identification and widening the scope of the initiative to cover additional reform areas such as:

1. Para-veterinary Training Programmes in Andhra Pradesh
2. Para-veterinarians and Animal Health Workers in AP - Service Delivery, Supplies, Support and Supervision.
3. Mainstreaming Minor Veterinary Services in AP
4. Control Strategy and Action Plan for Animal Diseases of Economic Importance in AP.

A unique feature of the initiative was the facilitating and steering role played by the government at all levels of the consultative process from village upwards to the mandal, district and the state enhancing its ownership of the reforms plan. Where an open and impartial approach was required, the government positioned an Expert Committee with members drawn from diverse organizations including the private sector. As a result, the Govt. accepted and implemented most of the recommendations for reforms and issued orders defining the framework for service delivery in the state. The open, flexible and participatory approach followed is worth emulating by other governments in India as also other developing countries.