

# **SMALLHOLDER LIVESTOCK DEVELOPMENT**

## **KNOWLEDGE NOTE**

### **Government of Nepal**

Ministry of Agricultural Development

Kisankalagi Unnat Biu-Bijan Karyakram (KUBK)

Improved Seeds for Farmers Programme (ISFP)

Programme Management Office (PMO)

Tilottama-3, Janakinagar, Rupandehi

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## Acknowledgement

Simply, knowledge management is the process of capturing, distributing, and effectively using knowledge. The culture of sharing is the key to success of KM. KM is about the management of knowledge in and from an organization.

With pleasure, we present the knowledge note related to Livestock Development. This Knowledge Note is a result of the IFAD-FAO Initiative partnership with the ISFP/KUBK and is based on 25 interviews to stakeholders, participatory planning workshops with the Programme Management Office in Butwal, focus groups and field visits to beneficiary organizations Arghakhanchi district and desk review of relevant documents, including the AWPB of FY 2016/17. The note is developed with objective of analyzing challenges, solutions and achievements of the KUBK-ISFP in seeds sector development in Arghakhanchi district. Sharing of lessons learned and enabling factors with replication/scaling up potential into other district expected to provide scale and sustainability to KUBK-ISFP's intervention. Further the note can be used as input for the development of 2016 – 2017 AWPB trainings, MSP, policy support activities, PMO and PIU coordination activities and the dissemination through different communications channels.

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## Acronyms and abbreviation

ADB	Asian Development Bank
AEC	Agro Enterprise Center
DADC	District Agricultural Development Committee
DADO	District Agriculture Development Office MOAD
DCCI	District Chamber of Commerce and Industry
FFS	Farmer Field School
HVAP	High Value Agriculture Project in Hill and Mountain Areas
IFAD	International Fund for Agricultural Development
M&E	Monitoring & Evaluation
MG	Matching Grant
MOAD	Ministry of Agriculture Development
MSP	Multiple Stakeholders Platforms
MT	Metric Ton
NACCFL	National Agricultural Cooperative Central Federation Ltd.
NARC	Nepal Agricultural Research Council
NFCCI	Nepal Federation of Chambers of Commerce and Industry
NGO	Non-governmental Organization
NSC	National Seed Company
PMO	Programme Management Office
PDO	Programme Development Objective
PIM	Programme Implementation Manual
PIU	Programme Implementation UNIT
PPP	Public Private Partnership
PVS	Participatory Varietal Selection
SFACL	Small Farmer Agro Cooperative Limited
SFDB	Small Farmer Development Bank
SRR	Seed Replacement Rate
TL	Truthfully Labelled
VDC	Village Development Committee

## Summary

KUBK-ISFP is supporting the development of the Livestock Value Chain in cooperation with several different national and international institutions that are providing financial and non-financial services to groups, cooperatives, and enterprises. Livestock farming, especially the rearing of goats and cattle, is a traditional practice in Nepal and for most of the households in the Arghakhanchi district; therefore, its development has been tackled by KUBK-ISFP as a measure for livelihood improvement in a relatively short time. The Programme supports the different stakeholders in the Livestock Value Chain to upgrade a traditional practice characterized by self-consumption, short market linkages, and considered a saving or “living bank” to a modernized, profitable and commercial activity. In Arghakhanchi, KUBK-ISFP started by identifying pocket areas, and inviting communities, groups and cooperatives to participate in the project. On the soft technology or management skills side, KUBK-ISFP is promoting better internal management capacities through side by side applied training, such as the Farmer's Field Schools(FFS) and exposure visits, social mobilization and other start up mechanisms. On the hard technologies or livestock farming skills side, KUBK-ISFP supports the improvement of the animal management skills of the farmers and local vets.

In a district like Arghakhanchi, where livestock farming, particularly goats, has a long standing running business model, it's a good practice to reach out to the complete VDC through the groups and cooperatives directly supported by KUBK-ISFP. The methods for doing this have to be adapted to the specific needs and capacities of the stakeholders in the district. KUBK-ISFP at this point has experienced diverse approaches for improving the organizational level of livestock farmers, such as the Farmers Groups assisted by DLSSO, the SHG promoted by HI, and the SFACL promoted by NACCFL and SFDB. These experiences are giving different results in terms of Farmer's Organization (FO) type, access to financial and non-financial services, and linkages with markets and household conditions. Significant changes include in Arghakhanchi: i. Public and private sector capacities; ii. Farmer's Organizations in the territories, iii. Livelihoods improvements, iv. Improved Animal Management, and v. Gender balance.

## Tags and Keywords

Cattle; Cooperatives; Dairy ; DLSSO; Farmers Groups; FFS; Fodder; Fresh House; Goat; Heifer International; Herders; Improved Breeds; Improved Management of Animals; KUBK-ISFP; Livestock Value Chain; Matching grants; MOAD; MOLD; NACCFL; PPP; Self Help Groups; Short Value Chain.

## Objectives of the Knowledge Note

1. Analyze challenges, solutions and achievements of the KUBK-ISFP in the development of the livestock sector in the district of Arghakhanchi.
2. Identify lessons learned and enabling factors with replication/scaling up potential into other districts and that provide scale and sustainability to KUBK-ISFP's intervention in the district of Arghakhanchi.
3. Work as input for the development of 2016 – 2017 AWPB trainings, MSP, policy support activities, PMO and PIU coordination activities and the dissemination through different communications channels.

## Introduction to the Knowledge Note

### a) Introduction to the KUBK-ISFP Project

Kisanka lagi Unnat Biu-Bijan Karyakram (KUBK)-Improved Seeds for Farmers Programme (ISFP) is implemented by the Ministry of Agriculture (MoAD) with the joint financial assistance of the Government of Nepal (GoN) and both loan and grant support from the International Fund for Agricultural Development (IFAD). The overall objective of the programme is to promote inclusive, competitive, and sustainable agricultural growth within the target area so that it will contribute to overall economic growth. The Programme is designed to eliminate two key constraints hampering productivity of the agricultural sector: the improvement of formal seed (cereals and vegetables) and improvement of smallholder's livestock (goats and dairy). Reducing these hurdles will increase income for local households. This will be achieved by developing partnerships and between local agricultural organizations and the private sector. The Programme area encompasses four Districts (Rukum, Salyan, Rolpa and Pyuthan) of the Mid-Western Development Region and two Districts (Gulmi and Arghakhanchi) of the Western Development Region. High levels of poverty and relatively high population densities characterize these districts. Both regions possess significant agricultural potential for seed and livestock production, as well as the possibility for complementary development initiatives. All target districts are located in the hills zone, and feature the lowest Human Development Index in Nepal with poverty levels considerably above national rural average. Household consumption and income in these target regions is less than 70 percent of national levels, while perceived inadequacy of food consumption is 60 percent higher.<sup>1</sup>

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<sup>1</sup> Source: KUBK AWPB Fiscal Year 2016-17.

## **b) The Smallholder Livestock Development Component**

This component also referred to as Component 2, aims to improve productivity of smallholders' livestock, focusing on goats and dairy animals, through improved genetic potential and livestock management activities. The programme implementation strategy concentrates on breed improvement, livestock business development, and marketing linkages as well as, nutritional management through expanded and strengthened livestock and veterinary services, including capacity building activities. The major outcomes of Component 2 are: (i) Improving Dairy Productivity, (ii) Improving Goat Productivity, and (iii) Strengthening of District Livestock Services (DLSO Offices).<sup>2</sup>

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<sup>2</sup> Provision is also made for expanded goat related infrastructure at the main NARC experimental station and for implementation management. KUBK AWPB Fiscal Year 2016-17.

**Component- 2: Smallholder Livestock Development  
Progress by July 15, 2016**

<b>Component- 2: Smallholder Livestock Development</b>					
1.1	Goat group organized	Group	338	260	76.92
1.2	No. of dairy group supported	Group	240	109	45.42
1.3	HH received 2 goats	HHS	5500	4223	76.78
1.4	Community Boer goat breeding herd establishment	Number	2	2	100.00
1.5	Multiplier Boer breeding herd established	Number	12	12	100.00
1.6	Dairy Pocket established/ Identified	Number	17	10	59.00
1.7	Buffalo Bull Distribution	Number	84	30	35.71
1.8	Import of Jersey cattle semen	Dose	22000	7000	31.82
1.9	Import of sex Jersey cattle semen	Dose	6000	1000	16.67
2	VAHW training	Person	110	48	43.64
2.1	Vaccinations in Cattle'	animals	247500	23800	9.62
2.2	Boer Buck import	animals	100	50	50.00
2.3	Import of Boer semen	Dose	12500	3000	24.00
2.4	Vaccination in Goat (PPR) "	animals	251500	19250	7.65
2.5	Goat FFS Facilitator	Person	234	65	27.78
2.6	FFS on Goat	Number	60	16	26.67
2.7	Numbers of farmers participating in FFS	Number	1500	418	27.87
2.8	LSC Building constructed	Number	17	4	23.53

**c) Basic characteristics of the Arghakhanchi district**

Arghakhanchi is one of the districts of western development region in Nepal. The district headquarters is at Sandhikharka. The district covers an area of 1193 km<sup>2</sup> and has a population (2011) of 197,632.<sup>3</sup> Its neighboring districts are Palpa in the East,

<sup>3</sup> National Population and Housing Census 2011(National Report); <http://cbs.gov.np/wp-content/uploads/2012/11/National%20Report.pdf>

' Vaccination target in dairy include 225000 for the three years after MPR (2016.17-2018.19)

" Vaccination target in goad include 240000 for four years after MPR (2016.17-2019.20)

Gulmi in the North, Kapilbastu in the South, and Pyuthan in the West. The altitude of the district varies from 305 to 2515 meters above sea level. 68% of the district is in the mountainous Mahabharat Range and the rest is in the Siwalik Hills. Elevations range from 305–2575 m above sea level and about 40% of the total area is forested. The major rivers of the district are Bangi Khola, Bangsari Khola, Mathurabesi Khola, Banganga Khola, Durga Khola, Sita Khola, Khakabesi Khola, Rangsing Khola, Ratne Khola, Jhimruk Khola, Khankbesi Khola, etc. The major lakes of the district are Thada Lake and Sengleng Lake.

### Human Poverty Index Value by Districts (2011)

Percentage of People not expected to survive age 40	7.71
Adult illiteracy rate	34.43

#### What is a Value Chain?

“A Value Chain is the pathway of processes that a product follows as it moves from the primary producer to the final consumer. In principle at least, value is added at each stage of the chain, hence the term “value chain”. Value addition is determined by the market and is not necessarily increased by processing or physical transformation.”

*How to do livestock value chain analysis and project development? IFAD, 2016*

Percentage without safe water	23.48
Percentage of children under age five who are malnourished	31
Deprivation in economic provisioning	27.24
Human Poverty Index	27.37

*Source: <http://data.opennepal.net/content/human-poverty-index-value-districts-2011>*

## Map of KUBK-ISFP Stakeholders

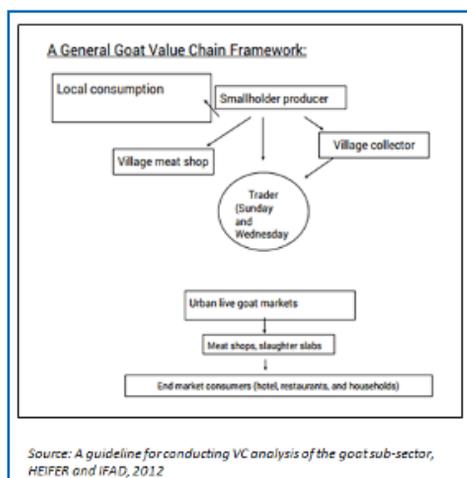
The Ministry of Agriculture Development (MoAD) is the executing and implementing agency of the KUBK-ISFP. The other implementing partners are Heifer International Nepal (co-financer), Agro Enterprise Centre (AEC), Small Farmer Development Bank (SFDB) and Nepal Agricultural Cooperatives Central Federation Limited (NACCFL).

In the case of Component 2, it is the main responsibility of the District Livestock Service Office (DLSO) to deliver the services on behalf of KUBK-ISFP in coordination with PIU and partners. DLSO provides coordination, expertise, and monitoring support to the teams in the field. Formation of groups, social mobilization, reducing cast discrimination, empowering women and disadvantaged livestock farmers with new managerial skills, and exchange with traders for mutual benefit and better incomes are part of the standard services provided. The capacity building and network strengthening of the DLSOs is considered a crucial aspect for sustainability of the KUBK-ISFP interventions, therefore it is expected that all groups, , and other stakeholders are registered into their system and have better access to future development support programs.

Map of stakeholder’s coordination by KUBK-ISFP in Arghakhanchi District



## A livestock Solution for Arghakhanchi



KUBK-ISFP is supporting the development of the Livestock Value Chain in cooperation with several different national and international institutions that are providing financial and non-financial services to groups, cooperatives, and enterprises.<sup>4</sup> Livestock farming, especially the rearing of goats and cattle, is a traditional practice in Nepal and for most of the households in the Arghakhanchi district; therefore, its development has been tackled by KUBK-ISFP as a measure for livelihood improvement in a

relatively short time.

KUBK-ISFP is supporting the different stakeholders in the Livestock Value Chain to upgrade a traditional practice characterized by self-consumption, short market linkages, and considered a saving or “*living bank*” to a modernized, profitable and commercial activity. In Arghakhanchi, KUBK-ISFP started by identifying *pocket areas*<sup>5</sup>, and inviting communities, groups and cooperatives to participate in the project. On the *soft technology or management skills* side, KUBK-ISFP is promoting better internal management capacities through side by side applied training, such as the *Farmers Field Schools*<sup>6</sup> and exposure visits, social mobilization and other start

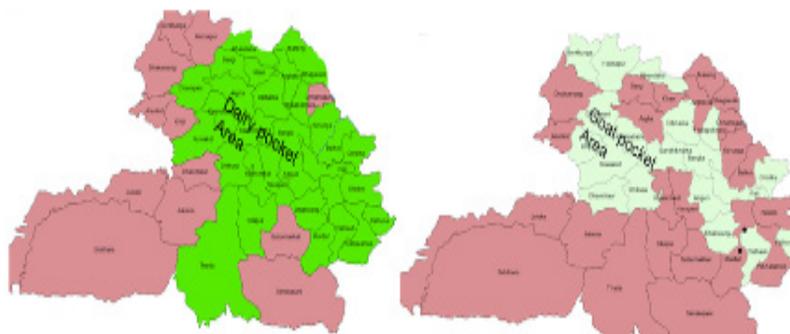
4 “The livestock value chain can be defined as the full range of activities required to bring a product (e.g. live animals, meat, milk, eggs, leather, fibre, manure) to final consumers passing through the different phases of production, processing and delivery. It can also be defined as a market-focused collaboration among different stakeholders who produce and market value-added products. Value chain analysis is essential to an understanding of markets, their relationships, the participation of different actors, and the critical constraints that limit the growth of livestock production and consequently the competitiveness of smallholder farmers.” IFAD, Livestock Thematic Papers, 2010.

5 A dairy or goat pocket area is a territory with production and market potential, it is a work unit for KUBK to plan and invest in boosting small farmers and traders businesses.

6 The Farmer Field School (FFS) is a group-based learning process. FFS distinct themselves from a traditional extension service approach, in which farmers were expected to adopt generalized recommendations formulated by specialists from outside the community. FFS are being organized by DLSO and in the case of HI, adapting elements of the ToT model. The FFS include training, experiments and field observation. The Farmers Groups, guided by a DLSO technician or a Village Animal Health Worker, have frequent meetings, to learn and update

up mechanisms. On the *hard technologies or livestock farming skills* side, KUBK-ISFP supports the improvement of the animal management skills of the farmers and local vets.<sup>7</sup>

Dairy and Goat pocket areas in Arghakhanchi District



Through *Matching Grants*<sup>8</sup>, designed by Farmers Groups, Self Help Groups (SHG)<sup>9</sup>, SFACL<sup>10</sup> and Cooperatives with the support of AEC and District Chambers of Commerce and Industry (DCCI), KUBK-ISFP is making available a larger number of goats and cattle and is co-financing the construction of small developments, such as Goat and Cattle shed and milk collection points, and the purchase of animal medicine and equipment, among other enabling conditions.

each other on progress and challenges in the adoption of new practices, use of the tools, among other issues. The skills, knowledge, experience and social capital built by the farmers, mostly women, is expected to allow them to make their own decisions and sustain the knowledge sharing in time.

<sup>7</sup> The Improvement of Animal Management considers the following critical areas: Breed Improvement, Nutrition and Management, Improved Veterinary Services, Farmer Capacity Development and Market Linkage Development.

<sup>8</sup> “A matching grant is a one-off, non-reimbursable transfer to project beneficiaries. It is based on a specific project rationale for particular purposes and on condition that the recipient makes a specified contribution for the same purpose or subproject. Grants and matching contributions can be either in cash or in kind, or a combination of both. They may or may not be provided together with other financial services, such as loans, or linked to them.” Matching Grants Technical Note, IFAD, 2012.

<sup>9</sup> A Self-Help Group (SHG) is a small voluntary association of people, preferably from the same territory and socio-economic background. The SHG promotes small savings, credits, learning and business among its members. Usually, the number of members does not exceed thirty and are mostly women.

<sup>10</sup> SFACLs are agricultural cooperatives, which are fully owned and managed by the local community.

Complementing efforts to upgrade the Livestock Value Chain, KUBK-ISFP is supporting the transport, processing and marketing of live animals, goat meat and dairy products through matching grants.

Two examples of Livestock Value Chain support are the matching grants provided to microenterprises in Sandhikharka, Arghakhanchi.



The first one is the Muskan Fresh House, who has upgraded the conditions of the slaughter house, meet storage and shop facilities thanks which will open new opportunities to the livestock farming groups and cooperatives.



The second example is of an Ice Cream Parlor, which through the same investment window has bought an Ice Cream Machine increasing in 40 liters of milk his daily buying from local dairy farmers.

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Following AEC and DCCI, they are playing a crucial role in opening interaction among the different stakeholders in the value chain. Through the Multi Stakeholders Platform (MSP) mechanism, KUBK-ISFP is bringing together interest groups from the grassroots, the private and the public sectors to increase dialogue, decision-making and knowledge-sharing about the development of the Livestock Value Chain.

A final piece of the solution is on the Research and Development side. NARC and DLSO are introducing farmers to testing several animal breeds, such as the Boer Goat, Murrah Buffalo and Jersey cattle. Among these, Boer goats, through breeder herd pilots that are managed jointly by DLSO staff and the Farmer Groups. This pioneer exercise is carried out in a safe environment for learning, such as the Farmers Field Schools, where farmers experience the pros and cons of introducing new breeds and improved animal management practices. Moreover, through the monitoring

and evaluation, and technical assistance exercises carried out by the Programme Implementation Units (PIU)<sup>11</sup>, KUBK-ISFP is building valuable evidence for Nepal to understand the pathways of good practices.



The Jalkanda Bakhrapalan Samiti Boer Breeding Center is located in Diverna, Arghakhanchi and it was started by DLSO in June 2015 with the participation of 187 livestock farmers as members, from which approximately 45% are Dalit and Janjati.

The Breeding Center is a pioneer space for farmers to experience the benefit of improved breeds and IAM practices. Only a few new specimens have been distributed, but the members encourage each other to continue in this journey for high productivity at low costs

Their future plans include securing the animal's food and nutrition through improved grassing and fodder production skills, for this are considering requesting KUBK support for the construction of water channels and other small infrastructure. The Farmer Group is mostly formed by women but is considering being open to all the community, including men, and together positioning the Boer Goat from Diverna in the markets as one of superior quality.



The Breeding Herd functions works with the 50 Farmer Field School beneficiaries from 2 school in the village and the trained leaders would like to become trainers themselves to reach to more farmers and sustain the learning in time.

## Initial significant changes in Arghakhanchi

The intervention of KUBK-ISFP is incentivizing the innovation and improvement of traditional animal management practices; strengthening individuals, groups and cooperatives of producers, suppliers, processors and traders; and, promoting access to finances through different schemes, such as loans in link with Self Help Groups, Cooperatives and the Rural Microfinance Sector. At this point of KUBK-ISFP's life span (just over two years of full implementation) it is possible to observe and learn

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<sup>11</sup> The Programme Implementation Units (PIU) are established at each district and are guided and supported by the PMO-based component coordinators. The PIU is composed of technical focal persons from all the line agencies relevant to the Programme.

from the *Most Significant Changes*<sup>12</sup> that the communities and the public and private sectors in Arghakhanchi are experiencing.

### a. Public and private sector capacities

The capacities of the stakeholders in the value chain are getting stronger. In particular, the case of the DLSO; along with better operating facilities and human resources through the Farmer Field Schools, they are getting closer to their target groups needs and opportunities. In the same way, the communities of livestock farmers getting organized into groups and cooperatives are accessing the financial supports necessary to scale up their businesses. The same is happening with the owners of small businesses linked to the processing and trade of livestock.



DLSO in Argankhanchi estimates in 2000 liters a day the demand for milk in the district, today over 50% of it is bought from outside. The DLSO intends to change this through the processing plant and better connections among producers and with the market. According to their calculations, between members, associates and other livestock farmers, the milk demand could be completely be satisfied within the district.

The engagement with the private sector. Such as enterprises and cooperatives, makes part of the solutions promoted by KUBK-ISFP. The managerial capacities, access to financial and non financial services, assets, experience and larger number of members allows them to play a critical role in developing the sector in a commercial way. That's the case of the Dairy cooperative in Sandhikharka, , who is already working on the construction of a processing plant that could drastically pull farmers into the market by collecting, processing and distributing milk.



A key factor in the future success of this processing plant is the commitment, vision and capacities of the Cooperative management team. They visited several processing plants in Nepal and India before designing the business plan and are investing own resources in the startup. When they become eligible for grant, will seek ISFP-KUBK support through district investments window and continue with the expansion of the dairy sector in Argakanchi.

<sup>12</sup> The Most Significant Change (MSC) technique is a form of participatory monitoring and evaluation (M&E). It is participatory because many stakeholders are involved, both in deciding the sorts of change to be co-recorded and in analyzing the data. MSC may be used at different levels.

### b. Farmer's Organizations in the territories

At the VDCs, where KUBK-ISFP is more active, the primary association livestock farmers are gaining dynamism. As a traditional activity, livestock farming has been considered a household level activity in a market mostly dominated by men. Joining a group with the purpose of learning, investing and planning is an experience



**Passing on the Gift.** The *Passing on the Gift* was introduced by HI to KUBK-ISFP and works as a strategy for empowering SHG about their leading role in changing every household in the VDC. In Siddhara, HI partner NGO Prakash Awareness Group (PRAG) facilitated the community organization into 9 *Original groups* and 36 *Passing on groups*, totaling 45 SHG or 971 Households.

The Original Groups received intense and integral support, including animals, medicines, social mobilization, the 12 Cornerstones training and technical assistance from Community Agro-Vet Entrepreneurs (CAVE). The newborn animals and the knowledge acquired are the gifts to share with the *Passing on groups*, or second generation.

According to HI vast experience in Nepal and worldwide, the VDC transformation takes around 36 months and must agree on clear milestones with the groups in order to be sustainable.



At this point, 15 months after initiated the intervention, it is possible to appreciate great wins regarding social capital formation, changes in discriminatory attitudes towards women, different casts and social classes, the capitalization of the revolving funds, improved animal management skills and the nutrition conditions of the families.

It's expected that by 2017 all 1139 Households in Siddhara become profitable goat raising families and that SHGs graduate into cooperatives.

### c. Livelihoods improvements

The availability of livestock, especially goats, had a sensible increase, which is having a positive repercussion on the communities' livelihoods. Thanks to the reduction of production costs, the increase of incomes and a better business and financial culture, the *championing families*, those that are making larger benefit from KUBK-ISFP interventions in Arghakhanchi, are investing into children's education, house and farm upgrades, and new income generation activities (IGA).

### d. Improved Animal Management

Farmer Groups, SHG and SFACLs are empowered regarding the value of the better practices and innovations. Solutions like the *mineral blocks*, knowhow on fodder or vaccination, and more access to technical assistance are paving the progress towards more profitable and sustainable livestock farming. The Farmer to Farmer training methodologies, such as the FFS, ToT and exposure visits, are supporting the spread of solutions faster among the members of the villages.

#### e. Gender balance

The groups and cooperatives supported by KUBK-ISFP have women as a main target and their self-organization skills have been clearly strengthened. The lending and savings culture, the improved animal management skills and the marketing support of AEC are entitling them to a level of self-confidence and empowerment, in many cases totally new to them. Upgrading livestock farming to one that is profitable and sustainable has required changes at the very center of the household. In this sense, the groups and cooperatives are helping women and men to better balance the gender relation of a traditional practice.

## Lessons Learned

In a district like Arghakhanchi, where livestock farming, particularly goats, has a long standing running business model, it's a good practice to reach out to the complete VDC through the groups(from HI) and cooperatives directly supported by KUBK-ISFP. The methods for doing this have to be adapted to the specific needs and capacities of the stakeholders in the district. KUBK-ISFP at this point has experienced diverse approaches for improving the organizational level of livestock farmers, such as the Farmers Groups assisted by DLSO, the SHG and Cooperatives promoting by HI, and the SFACL promoted by NACCFL and SFDB. These experiences are giving different results in terms of Farmer's Organization (FO) type, access to financial and non-financial services, and linkages with markets and household conditions. The following table summarizes some of the distinct characteristics.

Component 2			
Interventions by stakeholders and dimensions			
Dimensions	DLSO	HI	NACCFL
Farmer Organization type	<ul style="list-style-type: none"> <li>• Farmers Groups</li> <li>• Cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>• Self Help Groups</li> <li>• cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>• Small Farmers Agricultural Cooperatives Ltd.</li> </ul>

<b>Access to financial services</b>	<ul style="list-style-type: none"> <li>• Matching grants</li> </ul>	<ul style="list-style-type: none"> <li>• Matching grants</li> <li>• Revolving Funds</li> <li>• Savings</li> </ul>	<ul style="list-style-type: none"> <li>• Matching grants</li> <li>• Savings</li> <li>• Loans</li> </ul>
<b>Access to non-financial services</b>	<ul style="list-style-type: none"> <li>• Farmer Field Schools</li> <li>• Exposure Visits</li> <li>• Officials TA visits</li> </ul>	<ul style="list-style-type: none"> <li>• 12 cornerstone Training of Trainers</li> <li>• Exposure Visits</li> <li>• Private TA providers in the community</li> <li>• Network of HI's SHG</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Exposure Visits</li> <li>• Access to other govt. support programs</li> <li>• NACCFL federates all SFACL in Nepal</li> </ul>
<b>Linkages with the markets</b>	<ul style="list-style-type: none"> <li>• Support through small micro grant</li> </ul>	<ul style="list-style-type: none"> <li>• Market resilience mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Linkages with input suppliers and traders</li> <li>• Cooperative Business</li> <li>• Cooperative to Cooperative Business</li> </ul>
<b>Household intervention</b>	<ul style="list-style-type: none"> <li>• Farm based functional intervention at household level</li> </ul>	<ul style="list-style-type: none"> <li>• HI Household methodologies</li> </ul>	<ul style="list-style-type: none"> <li>• NACCFL Household methodologies</li> </ul>
<b>Facilitation</b>	<ul style="list-style-type: none"> <li>• Direct facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation through local NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Direct facilitation</li> </ul>
<b>Exit strategy</b>	<ul style="list-style-type: none"> <li>• Access to livestock markets</li> <li>• Registry of the groups and at public organizations (DSLO.)</li> </ul>	<ul style="list-style-type: none"> <li>• Income Generating Activities (IGA)</li> <li>• Graduation of groups into cooperatives</li> <li>• “Pass on the gift” mechanism</li> <li>• Self-sufficiency</li> <li>• Participation in cooperatives network</li> </ul>	<ul style="list-style-type: none"> <li>• Access to livestock markets</li> <li>• Handover of the SFACL to shareholders in the VDC</li> <li>• Participate in NACFFL</li> <li>• Link SFACL with SFDB</li> </ul>

KUBK-ISFP has the opportunity to learn from the first three years of implementation and coordinate efforts in a way that synchronizes all local resources at the VDC level in order to maximize impact. KUBK-ISFP should continue collecting lessons learned by partners and beneficiaries in order to build a flexible model that adapts itself to the practices in the different VDC.

**1. Work towards cooperatives.** The SFACL and other cooperatives have better chances of successfully designing a good business plan that is in touch with the

opportunities and needs of the communities; can make larger investments, as their capital and access to loans is stronger than the groups; and can translate the acquired skills and knowledge into extension services for its members and others in the community. The cooperatives are also an enabling space for the integration of KUBK-ISFP supports to its partners, most of them, if not all, have agriculture along with livestock farming, among other consumption and income sources. The integration of services by targeting functional cooperatives can increase the number of household's beneficiaries, reduce operation costs and increase quality and sustainability in time of impact. One of the biggest challenges faced by the newborn Cooperatives is the turnover of the technical/professional staff that supports startup and management. Frequently, the trained individuals are contracted by other organizations looking for skilled personnel, which create a break in the startup of the cooperatives during its early development. Nevertheless, different groups and cooperatives have identified some practices for better results: i. Participative and transparent selection and performance evaluation; ii. Provide an opportunity to young people of the VDC linked to the group or Cooperative, iii. Honoraria have to be competitive in the job market, and iv. Set monetary and non-monetary incentives (such as formation and exposure) for a better performance.

2. **Build existing mechanism for the sustainability of KUBK-ISFP intervention.** At the grassroots level change has to be integral, balancing the empowerment of women with an inclusive development of the community and technical skills for better animal management and engagement with the markets. This a gradual change, where training, practicing, coaching and investing has to go hand in hand with the time that it takes for a group or cooperative of KUBK-ISFPs support to *graduate*.
3. **Balance the participation in the markets with food security and nutrition.** Ensure food security and nutrition. The Kitchen Garden promoted by NACCFL and HEIFER is a good example of rapidly adopted solutions that are compatible with a bigger investment in commercial livestock farming. These self-sufficiency practices are bringing immediate results that incentivize farmers to participate in KUBK-ISFP programme.
4. **Women inclusion into family business.** There is no doubt that one of the most significant changes is one of women empowerment, self-realization through active participation in the local public space, a domain of new life skills and the determination to raise income, savings and of course, a bigger share in family business decision making.
5. **Build the capacities and promote local champions farmer to farmer extension services.** Farmers demand the provision of extension services in the right quality, quantity and opportunity. The outstanding FFFs' facilitators, from DLSO and from the farmers 'sector, have to be motivated to offer extension services within and outside the KUBK-ISFP programme. Therefore, it is

recommended that DLISO certify their skills, ensure registration of local champions in a directory of service providers, and promote their participation in training and technical assistance markets.

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## Resources:

### Publications

Title	Address
1. A Guidebook To Values-Based Holistic Community Development Training, Heifer International, 2010	<a href="http://www.heifervietnam.org/data/upload_file/File/pdf/VBHCD%20Training%20Guide.pdf">http://www.heifervietnam.org/data/upload_file/File/pdf/VBHCD%20Training%20Guide.pdf</a>
2. A study on goat value chain in Nepal, HEIFER International, 2012	<a href="http://www.heifernepal.org/sites/default/files/2.%20Goat_value_chain_study_heifer_2012.pdf">http://www.heifernepal.org/sites/default/files/2.%20Goat_value_chain_study_heifer_2012.pdf</a>
3. Farmer Field School for Improved Animal Management, Heifer International, 2012	<a href="http://www.heifernepal.org/sites/default/files/3.%20Farmers_Field_School_Manual.pdf">http://www.heifernepal.org/sites/default/files/3.%20Farmers_Field_School_Manual.pdf</a>
4. Goat Value Chain Toolkit. A guideline for conducting value chain analysis of the goat sub-sector.	<a href="http://www.iga-goatworld.com/uploads/6/1/6/2/6162024/scaling-up_successful_practices-part05.pdf">http://www.iga-goatworld.com/uploads/6/1/6/2/6162024/scaling-up_successful_practices-part05.pdf</a>
5. How to do livestock value chain analysis and project development? IFAD, 2016	<a href="https://www.ifad.org/documents/10180/504db454-f66f-485d-a471-f3e7f210a61e">https://www.ifad.org/documents/10180/504db454-f66f-485d-a471-f3e7f210a61e</a>
6. Matching Grants Technical Note, IFAD, 2012.	<a href="https://www.ifad.org/documents/10180/38b6d583-8138-48fb-a72b-9b22f182730f">https://www.ifad.org/documents/10180/38b6d583-8138-48fb-a72b-9b22f182730f</a>
7. The Multiple Stakeholders Partnerships Guide, Wageningen CDI & UR, 2016.	<a href="http://www.mspguide.org/msp-guide">http://www.mspguide.org/msp-guide</a>
8. Value chains, linking producers to the markets. Livestock Thematic Papers, IFAD, 2010	<a href="https://www.ifad.org/documents/10180/bcb2e5dd-ad6b-4a5d-a23b-6031d5f99303">https://www.ifad.org/documents/10180/bcb2e5dd-ad6b-4a5d-a23b-6031d5f99303</a>

### Websites

Institution	Address
1. Agro Enterprise Center	<a href="http://www.aec-fncci.org/">http://www.aec-fncci.org/</a>
2. Department of Agriculture of Nepal	<a href="http://www.doanepal.gov.np/index.php">http://www.doanepal.gov.np/index.php</a>
3. Department of Livestock Services	<a href="http://www.dls.gov.np/index.php">http://www.dls.gov.np/index.php</a>
4. Heifer International	<a href="http://www.heifer.org/">http://www.heifer.org/</a>
5. Heifer Nepal	<a href="http://www.heifernepal.org/">http://www.heifernepal.org/</a>
6. Kisankalagi Unnat Biu-Bijan Karyakram (KUBK-ISFP)	<a href="http://kubk.gov.np/">http://kubk.gov.np/</a>
7. Ministry of Agricultural Development	<a href="http://www.moad.gov.np">http://www.moad.gov.np</a>
8. Ministry of Livestock Development	<a href="http://www.mold.gov.np/links.php">www.mold.gov.np/links.php</a>
9. National Agricultural Cooperatives Federation Ltd.	<a href="http://www.naccfl.org.np/">http://www.naccfl.org.np/</a>
10. Nepal Agricultural Research Council	<a href="http://www.narc.gov.np/narc/index.php">http://www.narc.gov.np/narc/index.php</a>
11. Small Farmers Development Bank	<a href="http://www.skbb1.com.np/">http://www.skbb1.com.np/</a>