

INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE (ILRI)

***Small ruminant value chains to reduce poverty and
increase food security in India and Mozambique
[imGoats]***

Report of the End of Project Workshop

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Table of contents

Table of contents	1
List of acronyms	2
1. Introduction	4
2. Field visit	5
3. Feedback from the field	6
4. Updates on project progress.....	7
4.1 Mozambique	7
4.2 India	9
5. Use of Innovation Platforms in the imGoats project	11
6. Reflecting on low input low output value chains.....	13
6.1 Results of the Value Chain Analysis – Udaipur district - India	13
6.2 Multifunctionality of Goats in Inhassoro district – Mozambique	14
7. Use and added value of Outcome Mapping as M&E tool in value chain projects	14
8. Partnership ILRI and NGOs – lessons learned and recommendations for the future	15
9. Key policy messages from the imGoats project.....	16
10. Wrap up and closure	17
Annex 1 – List of participants.....	18
Annex 2 – Workshop Agenda.....	19

List of acronyms

AHD	Animal Husbandry Department
BAIF	Bharatiya Agro Industry Foundation
CIRG	Central Institute for Research on Goats
DNSV	Direcção Nacional de Serviços Veterinários (National Directorate for Veterinary Services)
ILRI	International Livestock Research Institute
IP	Innovation Platform
MoU	Memorandum of Understanding
NRLM	National Rural Livelihood Mission
NGO	non-governmental organization
PPR	Pest des Petits Ruminants
SADC	Southern Africa Development Community
SDAE	Serviços Distritais de Actividades Económicas (District Services for Economic Activities)
SPP	Serviços Provinciais de Pecuária (Provincial Livestock Services)



Participants of the imGoats End of Project Workshop

1. Introduction

The goal of the “Small ruminant value chains as platforms for reducing poverty and increasing food security in dryland areas of India and Mozambique [imGoats]” project is to increase incomes and food security in a sustainable manner by enhancing pro-poor small ruminant value chains in India and Mozambique. The project proposes to transform goat production and marketing from the current *ad hoc*, risky, informal activity to a sound and profitable enterprise and model that taps into a growing market, largely controlled by and benefiting women and other disadvantaged and vulnerable groups; while preserving the natural resource base.

The specific objectives of the project are two:

- a) to pilot sustainable and replicable organizational and technical models to strengthen goat value chains in India and Mozambique that increase incomes, reduce vulnerability and enhance welfare amongst marginalized groups, including women; and
- b) to document, communicate and promote appropriate evidence-based model(s) for sustainable, pro-poor goat value chains.

While the International Livestock Research Institute (ILRI) is the overall coordinator of the project, the project was implemented by Bharatiya Agro Industry Foundation (BAIF) in India and by CARE in Mozambique.

The project started in February 2011 and the main activities in India and Mozambique ended on June 30th 2013.

This report gives an overview of the end of project workshop that was held in Vilanculos, Mozambique, on June 17-19, 2013.

The objectives of the workshop were:

- To present and discuss the main project findings, challenges and lessons learnt from the Indian and the Mozambican project sites;
- To present and discuss the findings of the research conducted into the use of innovation platforms and outcome mapping as part of the imGoats project.
- To provide recommendations for future collaboration between ILRI and development organizations based on the imGoats experience.

The list of participants is given in annex 1 and the agenda in annex 2.

2. Field visit

On Monday June 17th, a field visit was organized. The first stop was in Chimanjane where the group visited the communal pasture area and the improved shelter of Mrs Tamina Sabonete Matsome, a model farmer. She explained that she now has 42 goats and her herd has been growing consistently for the past years even though she also sells animals. She proudly mentioned that she had recently sold 3 goats to buy a TV and a DVD player for her children. Her animals are treated regularly against ticks by the paravet who she pays for the service. Two community members have also started building shelters for their goats. Figures 1 and 2 show the improved shelter and the goats inside. Figure 3 shows Dr Zefanias, Head of the Inhambane Provincial Livestock Services explaining some background to goat rearing in his province.



Figure 1. Improved shelter



Figure 2. Inside improved shelter



Figure 3. Dr Zefanias explaining

The group then proceeded to Vuca Interior where they were welcomed by the members of the goatkeepers association. The head of the Association Mr Matsinhe explained the background to this group, how they have been working together to build a large improved shelter and to manage the goats. So far, 7 members of the association keep their animals at the communal pasture area where a large shelter is located. They have established a rotation system by which 1 person looks after all the goats for 1 week. This entails letting them out into the grazing area and bringing them back in the evening and provision of water. While the communal pasture area is not fenced they rotate the animals to prevent overgrazing. As the communal pasture area is very extensive the group has supported neighbours to build other shelters in the north and south of the pasture area.

This visit was followed by a goat rally – or goat competition. Members of the association showed their best animals and explained the good characteristics of the animals. Dr Staal, Dr Zefanias and Dr Bendapudi were the jury. Figure 4 shows the winning animals.



Figure 4. Winners of the goat competition

This event was followed by a lunch prepared by the association members, which allowed further opportunity for interaction with the President of the Innovation platform and some members who were also present. The IP president explained that in the past weeks several buyers have indicated that they are willing to buy up to 100 animals per month. Especially the interest of the local slaughterhouse is promising. The number may exceed current production figures, and members are currently deciding to what extent and how they can meet these expectations.

Around 14.00h the group started their return to Vilanculos, stopping at Vulcanjane where Mr Matsinhe showed his shop where he sells veterinary inputs. The project helped him with an initial loan to buy some products. Having this retailer shop close to the main road and more centrally located in the district is important as the other retailer imGoats supported didn't perform very well due his location.

3. Feedback from the field

The participants reflected on the field visit and shared the highlights with Dr Deo who had not been able to attend.

Ramkumar Bendapudi realized that he had made a lot of assumptions that were not entirely true. There are indeed a lot of similarities between the 2 countries but the context is different. For example the development of the communal pasture areas, which appear to be very important, is different from the Indian context.

Steve Staal compared the current situation with September 2011 when he had been here as part of the 1st Joint Steering Committee Meeting. At the time there was an apparent disconnect from the markets and a minimal investment in goat production. He had been sceptical on how it would be possible to induce change in such a context. During the current visit he was impressed with the changes that are happening. The 2.5 year duration of the project is too short to see impact but there are outcomes: people are doing things differently now: People are investing time and money in goat production. Overall he was very optimistic and encouraged by what he had seen.

Navneet Kumar mentioned how impressed he was by the IP president; it was clear what he wanted. Also the benefits of community mobilization/working as a group were clear.

Siboniso Moyo thought that the legalization of the communal pasture areas was an interesting process and would like to continue following it. Boni also reflected on the project duration – now that things

seem to be working out the project is ending. We need to take this into consideration for future projects.

Kees Swaans echoed what Ramkumar said about actually seeing the field setting. While he had read all the reports, the reality was different from what he had in mind. He was impressed by the ideas of the persons he had met, there are really some “champions” that have fully understood the project objectives.

Vicente Zefanias highlighted that there is now a 2nd group in Vuca Interior supported by the group we met. This is a very good development. He also supported the formation of associations as they can be supported by the government.

Carmen Munhequete from OXFAM Novib who attended the workshop as an observer mentioned how impressed she had been with the group dynamic and their commitment. She encouraged us to find out what support was still needed for the next 6 months and assess if ILRI could support them in that.

Michaela Cosijn mentioned that the Vuca Interior group is indeed a strong group while mostly in the coastal area the groups are weaker. This is mostly because they have an easy alternative source of income: fishing. All groups went through a number of sessions on group formation and functioning. This is standard for CARE projects.

Birgit Boogaard mentioned that a lot had been achieved with the producer groups a group that perhaps didn't get enough attention was the local traders. It was assumed that they had a good business understanding while this was not the case – a future value chain project should also build the capacity (entrepreneurial skills) of this group.

4. Updates on project progress

4.1 Mozambique

Michaela Cosijn gave a detailed presentation on the project progress in Inhassoro district. She started explaining the situation before the project, progressing into the main project activities and the innovation platform activities. Regarding commercialization, there appears to have been a shift in the last 6 months of the project during which more distant traders that had been approached in October 2012 have shown interest in buying animals. There is also an abattoir in Vilanculos that has expressed interest in buying around 100 animals a month.

Reported key successes:

- Construction of 6 improved shelters by the model farmers;
- Functioning of the paravet system – paravets are being paid by producers for their services;
- 3 producer groups are in the process of becoming a legally recognized association;

- 3 demarcated communal pasture areas officially recognized by relevant district authority;
- Establishment of 8 communal pasture areas management committees – real ownership of activities by group;
- Producers' husbandry practices have improved (watering, treatment, herd management);
- Formalised monthly sales system to be piloted in July (collaboration between innovation platform (IP) & paravets);
- The district livestock authorities (SDAE) are valuing goats as a potential source of income;
- Groups are valuing goats, treating their goats and working together;
- IP was critical in identifying key activities, feedback of activities & research, stakeholder interaction (enlarged reach of project), created buy-in and awareness;
- Synergies between research and the project activities (e.g. Communal pasture areas);
- Involvement of foreign and national students in applied research.

Project challenges:

- Sustainability of the IP – transport for members to participate; limited involvement of traders; declining female participation. From the last few meetings for which no transport was provided it appears that a core group of around 10 persons will continue meeting and addressing issues but probably in a different modality;
- Sustainability of the retailer – the retailer initially identified performed poorly and a second retailer was identified in early 2013. This person appears to be more dynamic and the location of his shop is closer to the main road which is more convenient;
- Sustainability of groups – some groups are stronger than others, some may not continue beyond the live of the project (mostly in the coastal area where they have other sources of income);
- Commercialisation – Lack of clarity on what the best commercialisation process is (fairs, private investors, local buyers, and abattoir); the live weight price agreed by the IP seems too high for some traders at some points in time;
- Communal pasture areas – while successful in terms of production practice it is unclear if women will actually benefit from them as it requires more time to bring and take the animals and to take water;
- Short project implementation period – It is difficult to change from subsistence to commercial goat production in 2.5 years. With more time the changes could have been significant (IP, communal pasture areas, model farmers, commercialisation process);

- Communication challenges – feedback to communities and information sharing within communities is a challenge because of decentralisation. As the roles and responsibilities of various local leaders have not been clearly defined or are not fully understood there is a potential for conflict.

For CARE the lessons learned are as follows:

- Value chain development projects need more time and flexibility to identify the needs of all stakeholders and to develop appropriate methodologies;
- There is a need to work in parallel on the commercialization aspects and the production aspects;
- Applied research is valuable as it gives more insight in constraints and solutions (e.g. Communal pasture areas);
- Applied research is more effective in a project with longer time frames so that the recommendations can be implemented;
- Training material must be developed which is appropriate for stakeholder;
- Experience exchanges provide important opportunities for learning.



CARE_imGoats_presentation_June2013.p

4.2 India

Dr Deo and Navneet Kumar presented the project progress. The presentation gave an overview of the goat sector in India and the potential for expansion. It also outlined the main challenges the producers are facing.

They then proceeded to explain the main challenges identified at the start of the project and what had been done to address this.

Challenge	Activity	Outcome
Lack of knowledge of improved goat husbandry practices	Training for goatkeepers, and field guides	Change of management practices
Lack of availability of elite goats of good breeds	Distribution of Sirohi bucks in Udaipur district and Black Bengal bucks in Dumka district	Because of the different characteristics of the Sirohi breed (much bigger and taller) compared to the existing local breed (desi), introduction of the bucks resulted in a visible benefit for the goat keepers in terms of increased body weight. In Dumka district, the distributed

		Black Bengal bucks resulted in more offspring per kidding.
High kid mortality due to helminthes; Mortality due to infectious diseases	Goats dewormed on a regular basis. Faecal testing introduced to use targeted dewormer and avoid creating resistance. Goats vaccinated against Peste des Petits Ruminants (PPR).	Decrease in mortality in all age groups resulting in bigger flock size. Better growth rate.
Low productivity due to poor husbandry practices	Training on improved production practices including reproduction. Distribution of mineral licks. Monitoring of weight of offspring.	Healthier and heavier animals. Better understanding of the performance of the animals – selection of best performance for reproduction purposes.
Feed shortages	Training on improved feeding and supplementation techniques: <ul style="list-style-type: none"> • Plantation of fodder trees • Urea treatment of straw • Silage making • Demonstration of Azolla beds 	Healthier and heavier animals.
Limited commercialization - often distress sales resulting in lower prices.	Exploring various commercialization options: goat fairs, taking animals to town. Visit to markets Strategies discussed at Innovation Platform meetings	More animals sold per household resulting in more income.
Limited linkages with other institutions working in the goat sector	Various experience sharing visits with a number of institutes: AHD, CIRG, NRLM and NGOs	MOU between BAIF-RRIDMA with Centre of Microfinance under MPOWER project. Better coordination of activities.

Other activities that the project did were: the development of didactical materials and conducting goat rallies. In terms of post project sustainability they mentioned the following:

- Post project Technical support by BAIF-RRIDMA for at least 6 months in Rajasthan, not clear for Jharkhand;
- Improved linkages with Animal Husbandry Department (AHD) to get effective services;
- Field Guides to act as paid service providers as they are charging for the services;
- Introduction of innovative ideas like fattening of male kids for festivals and rearing of Breeding stock;

- Improved linkages with other stakeholders, especially goat traders/butchers.



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5. Use of Innovation Platforms in the imGoats project

The session started with group work to find out the following from the participants:

1. What did you expect from IPs?

None of the project BAIF and CARE project team had previous experience with innovation platforms. At both organizations staff was enthusiastic but had no idea what to expect. Initially it was thought that there could be various IPs in the project area but soon the teams realized that this wouldn't be feasible as many of the actors would be the same. Part of this confusion was due to the fact that the project team didn't take part in the discussions with ILRI at the project development stage. Especially the meeting in Addis Ababa in September 2010 had been important for explaining the background to innovation systems but only one person from each organization participated.

Dr Zefanias had been involved in a multi stakeholder platform process as part of a VETAID project. However this innovation platform was very much VETAID driven and didn't survive beyond the project duration.

2. What was your experience with the IP (what well well/not well?)

To ensure sustainability it is important that there is a group that can drive the process (not the project staff). For example, in Jhadol block it's the paravets who have a vested interest in the process as it gives them an opportunity to directly link with the animal husbandry department. If there had been a veterinarian at Jhadol block it would have been even better.

Something that didn't go so well was the commercialization process: we started too late with the preparations for the sales in October 2012, hopefully we will have an opportunity to improve this October.

In Mozambique something that went very well was the involvement of district and provincial livestock authorities as well as local leaders.

Something that didn't go so well was the involvement of traders, there is a need to engage them in a different manner.

3. In retrospect, what would you do different?

There should be a separate training session for field guides and project staff on the background to innovation systems and the mechanisms of an IP process, its objectives and possible outcomes.

It's important to consider the geographical scope as in Mozambique transport to the meeting venue will always be a challenge. It would therefore be better to have the meeting at a central location instead of a rotating venue. This would also limit the persons that participate only once at an IP meeting.

We should be clearer on the transport issue: we are providing it for the first 5 meetings and then it's up to participants.

In Mozambique the selection of the IP Secretariat at the first meeting was too soon which meant that people did not have a good indication yet what the IPs were about, and who would be the best people to lead them.

4. Do you think the IP will continue operating – yes/no and why?

In India it was thought that the IP will continue to operate as it has proven a useful mechanism to interact among actors especially among field guides and AHD but also to discuss commercialization strategies.

Also in Mozambique the team expected the IP to continue meeting, it will be a smaller group of around 10 representatives that will be mostly dealing with commercialization as most of the production issues have been addressed. They have agreed to meet on a monthly basis and have shorter meetings instead.

After the group work, Kees Swaans presented the findings on the use of the innovation platform (IP) approach as part of the imGoats project. The presentation is based on the publication (in progress) entitled: *Operationalizing inclusive innovation: lessons from innovation platforms in livestock value chains in India and Mozambique*

Kees started providing the project's impact pathway and the research questions. Then he gave a number of definitions followed by the principles of a well-functioning innovation platform. The analytical framework was composed of IP formation, IP functioning and Outcomes.

After explaining the outcomes he outlined the details of IP formation: a) Inclusion & representation; b) Vision and tasks/roles; c) Inventory knowledge/skills; d) Constraints & opportunities; e) Organization & governance and f) Resources.

For the IP functioning the following aspects were addressed: a) Participation & ownership; b) Information flow; c) Use diversity of knowledge; d) Capacity building; e) Systematic process; f) Facilitation & management and g) Resource mobilization.

Challenges and lessons learned:

1. Actors – rules and regulations need to be adapted to include the poor; representation of the various actors is a critical issue; intermediaries play critical role to provide feedback to others.
2. Innovation – some of the ideas may not be completely new but are new in the context; there is a need for a flexible approach to support incremental change and bundles of innovation; there is a need for incentives to ensure participation (=“what do I get out of this?”)

3. Learning – mostly done by doing, but also demonstrations and exposure visits; reflexive learning by challenging critical constraints (along the chain)
4. Relations – nurture informal social relations to foster innovation; ensure some consistency to reduce risk of process falling apart; some persons are innovation brokers (these can be at different levels of the organization)
5. Institutions – need for formal institutions to support the process; importance of informal institutions such as norms, values, trust
6. Scope – analysis context & development challenge critical before implementation; actors need to feel mutually dependent; it should take into account the diversity of actors; affects entry point.

Overall, innovation platform is a promising model to stimulate innovation and stakeholder interaction for pro-poor growth, but...

1. The process is resource intensive – importance of cost-effective models and building innovation capacity
2. The process requires a careful assessment of and adjustment to the (institutional) context



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17-19 July-innovation

6. Reflecting on low input low output value chains

6.1 Results of the Value Chain Analysis – Udaipur district - India

Ramkumar Bendapudi presented the results from the value chain analysis conducted in Udaipur district complemented by the information that is routinely collected by the field guides. It had not been possible to collect data from the Surat market

The presentation gave a good indication of the difference price ranges paid at different levels. It is clear that buyers in Udaipur are willing to a lot more for castrated bucks.



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From the discussion it resulted that while it is very good to conduct this type of study perhaps future project could consider doing an initial study to get an indication of the market potential and have a more in depth study in year 2 of the project. While this may be a good approach there are some cost implications that should be taken into account while developing the project proposal. There is also an

issue with trust – at the start of the project people don't know you and may be reluctant to provide you with information.

6.2 Multifunctionality of Goats in Inhassoro district – Mozambique

Birgit Boogaard presented the main findings of the paper she wrote together with Siboniso Moyo entitled: *The Multi-functionality of Goats in Mozambique: An explorative study from Inhassoro District*

As there is limited knowledge the multi-functionality of goats in rural Mozambique the objective of the paper is to identify and understand the multiple functions goats play. Qualitative data were collected in May 2012 by means of historical time lines in six communities and individual in-depth interviews with 18 smallholder goat keepers (three per community) in Inhassoro District. In addition, findings of the quantitative baseline household survey (n=83) conducted in August 2011 were used.

Results showed four categories of goat functions in Inhassoro District: 1) Sale in times of need, 2) Exchange for services and products, 3) Social life, and 4) Consumption. Based on these findings, the paper discusses implications of the multi-functionality of goats for development projects. It also addresses a few fundamental questions about projects aiming to commercialize smallholder goat keeping, i.e. linking smallholders to markets.

During the following discussion it became clear that while the sample size of the in-depth interviews was rather small (n=18) it gave a good idea of the categories. Unfortunately the number is too small to make a typology of households based on strategies and socio-economic characteristics or to make a prediction on what percentage of the participating households will adopt commercialization. The study also helped identify how to ask these types of questions so that they can be included in future household surveys.

Note: also discussed was the fact that one of the indicators used for the project in Mozambique *% of families living with HIV/AIDS* is not a good one as this is not possible to obtain from the household interviews despite proxy questions. The other indicator: *% of female headed households* is not a problem.

For the presentation see: <http://prezi.com/1u7ecrzlxnzt/the-multi-functionality-of-goats/>

7. Use and added value of Outcome Mapping as M&E tool in value chain projects

Kees Swaans facilitated this session starting with a presentation on the main findings of the research Haile Taye and he have been conducting on the use of outcome mapping (OM) within the imGoats project. After a brief introduction to outcome mapping it was explained how it had been applied in India and Mozambique following a logical framework with the following aspects: learning; flexibility; participation; accountability and changes.

The lessons learned include:

1. OM can improve the data collection, analysis and use of existing systems;

2. Behavioral change is slow, but degrees of achievement help to measure (incremental) change over time;
3. Its flexibility allows to adapt for unplanned changes;
4. Brings change in attitudes among those involved; can bring change over time in less supportive environment;
5. Promotes strategic thinking AND organizational responsiveness;
6. Capacity building is needed and there should be technical support; backstopping, institutional capacity;
7. Resource intensive compared to alternative models for data collection/analysis and documentation; scale could be an issue;
8. Involvement of boundary partners important to work towards vision, goals; responsibility & accountability, buthow to do in VC context - everyone interested?
9. Risk of conceptual inflation due to flexibility – can we still call it outcome mapping if we didn't use all the 12 steps??!

The BAIF and CARE teams agreed with the findings. Michaela raised the issue that it is a rather time consuming process and wondered how it would be implemented for a larger scale project. She also recognized that the OM meeting notes were very elaborate as at the start it was not clear how detailed the notes had to be. For future project bullet points would be sufficient, this would be less time consuming.

Saskia mentioned that thanks to OM the entire team had a clearer overview of the project progress. It certainly helped her as project coordinator to understand better what was happening. The tool had become a management tool not only a M&E tool. She also commented on the inclusion of boundary partners – it was a decision at the start of the project to only use OM with ILRI, BAIF and CARE teams. He didn't see this as a valid criticism for this project, OM allows for various ways of doing things. For a future project we can decide include boundary partners in the process.



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8. Partnership ILRI and NGOs – lessons learned and recommendations for the future

Saskia Hendrickx led this session that built on work that part of the participants had already done at the workshop in Udaipur in July 2012. This time the participants we asked to reflect a bit more in depth and specifically address:

- Project design and development
- Implementation
- Budgeting/reporting

The findings of this session will be compiled in a short document for ILRI, BAIF and CARE.

9. Key policy messages from the imGoats project

Siboniso Moyo led the session that helped distil the key messages for policy makers based on the imGoats project.

To start the group brainstormed about the audience of this policy brief. Rather than only thinking of policy makers the participants thought that it should be targeted to:

India	Mozambique
MINAG – Animal Husbandry Department at Central and State level	Council of Ministers (Min of Agriculture but also Min of Finance; Min of Planning)
	MINAG – Central, provincial and district level
	Governors of the provinces
Research Institutes (a.o. CIRG)	Research institutes (IIAM and University)
NGOs	NGOs
Donor community	Donor community
Private investors	Private investors (e.g. mining companies as part of their corporate responsibility programs).

The main messages are (besides those already captures in the draft policy brief that Saskia prepared):

- Investing in goat production and commercialization is a tool to reduce poverty in communities (together with interventions on chickens);
- Goats (as well as chickens) are easier to handle and look after than cattle which is important for female headed households or other vulnerable groups;
- Investing in goats is an interesting option because:
 - Relatively short production cycle (1,5 year from conception to moment of sale) of goats compared to cattle (4 to 5 years)
 - The treatment costs are less than for cattle
- Training on improved husbandry practices can result in reduced morbidity and mortality that will result in more income from sales for the household;
- For India the need for PPR vaccination needs to be mentioned;
- By addressing both production and commercialization the possible excess in goats thanks to improved production practices will be sold and will therefore not have a negative impact on the environment.

It was suggested that policy level meetings should be held in both countries. The first will take place in New Delhi in August 2013. The members of the National Advisory/Steering Committees can assist with this. The one for Mozambique will take place at a later stage. In Mozambique, Saskia will also present the findings at the Annual meeting of the National Veterinary Services.

We'll also have sessions with research institutes in India and Mozambique to share the project results.

At regional level, we'll share the findings at the Technical Livestock Committee of the Southern Africa Development Community (SADC).

10.Wrap up and closure

Saskia Hendrickx closed the meeting by thanking the participants for their contributions during the workshop and the project itself. A special word of thanks to:

- Dr Zefanias, the involvement of the Provincial Livestock Services has been critical for the success of the project and its sustainability afterwards;
- Nancy Ajima, the Program Management Officer at ILRI, who has been dealing with all the financial and administrative issues of the project;
- Steve Staal, who despite changing functions within ILRI has continued to be involved the project;
- Siboniso Moyo, for the ongoing support to the project.

We hope that this is the first of many projects in which research and development organizations join forces to help improve people's livelihoods through livestock.

Annex 1 – List of participants

Name	Title and Affiliation	Email address
BAIF		
Avinash Deo	Project coordinator, imGoats, BAIF, Pune	avinashddeo@rediffmail.com
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Provincial livestock Services		
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ILRI		
Siboniso Moyo	ILRI Representative for Southern Africa	s.moyo@cgiar.org
Steve Staal	Former PI of imGoats project	s.staal@cgiar.org
Kees Swaans	Scientist - Innovation	k.swaans@cgiar.org
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Saskia Hendrickx	imGoats project coordinator	s.hendrickx@cgiar.org
OXFAM - Observer		
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Annex 2 – Workshop Agenda

Tuesday – June 18th		
Time	Activity	Facilitator
08:30 – 09:00	Impressions from field visit	
09:00 – 10:30	Presentation on project progress - Mozambique Discussion	Michaela Cosijn
10:30 – 11:00	Break	
11:00 – 13:00	Presentation on project progress - India <ul style="list-style-type: none"> • Jharkhand • Rajasthan Discussion	Mr Kumar Dr Deo
13:00 – 14:00	Lunch	
14:00 – 15:30	Discussion on the use of Innovation platform in the imGoats project.	Kees Swaans and Birgit Boogaard
15:30 – 16:00	Break	
16:00 – 17:30	Challenges of small ruminant VC projects in low input low output value chains	Ramkumar Bendapudi
Wednesday – June 19th		
08:30 – 10:00	Discussion on use and added value of Outcome Mapping as M&E tool in value chain projects Experiences from India – Mozambique	Kees Swaans
10:00 – 10:15	Break	
10:15 – 11:45	Partnership ILRI and NGOs <ul style="list-style-type: none"> • Project design and development • Implementation • Budgeting/reporting 	Saskia Hendrickx
11:45 – 13:45	Discussion on key policy outputs from the project. How can it be scaled out?	Siboniso Moyo
13:45 – 14:00	Wrap up and closure	Saskia Hendrickx