



Pro-poor livestock policy formulation workshop

Hotel Gargee Grand, Patna, Bihar, India

13th & 14th June 2017

Authors: Dr. CK Rao and Dr. Mamta Dhawan

Abbreviations

AHD	Animal Husbandry Department
GoB	Government of Bihar
CAHWs	Community Animal Health Workers
R&D	Research and Development
GALVmed	Global Alliance for Livestock Veterinary Medicines
IAS	India Administrative Services
IIL	Indian Immunological limited
GoChh	Government of Chhattisgarh
AI	Artificial Insemination
HOD	Head of the department
ND	Newcastle Disease
NGOs	Non-governmental Organizations
PPR	Peste des Petits Ruminants
IFAD	International fund for agricultural development

Executive Summary

One of GALVmed's strategic objectives is to create an enabling policy environment that allows for sustainable delivery and adoption of livestock vaccines and medicines by small holders. GALVmed's policy work includes highlighting the issues and constraints related to access to veterinary medicines, vaccines, diagnostics and working with policy makers to assess alternative options for revision and amendment to make policies conducive to adoption of animal health tools by livestock keepers. In many cases, policy sensitization for the policy makers associated with livestock health issues is an important prelude to policy reform and this workshop was in line with this thought process. Further, a validation workshop for policy landscaping study covering Nepal, Bangladesh and India (6 states- Odisha, Nagaland, Jharkhand, Bihar, UP and Assam) held in 2014 with GoI, recommended the need to sensitize policy makers at state level for making inclusive livestock policies.

The core objective of the workshop was to sensitize senior policy makers on the need to have livestock policies that are conducive for sustainable delivery and adoption of livestock products by small holder farmers. In all 30 senior level officials from different state government organizations along with 15 participants from NGOs Academia, Industry participated in the workshop. The workshop included presentations by eminent professionals in the livestock sector and interactive sessions with senior and experienced policy makers, academics and other technical experts. The expected outcomes were that on completion of the workshop, participants will be able to i) Critically analyze the interplay between social, economic, political and cultural circumstances that go into policy-making ii) Understand steps in pro-poor policy making and iii) Examine, debate, prepare and critique livestock policy document of their state

Bihar has a Breeding policy but does not have a comprehensive Livestock policy. Deliberations held at the workshop recommended the need for AHD to come up with a Livestock policy that covers all species and sectors. The process for this was proposed so that all stakeholders concerns and inputs are taken into account before draft policy is made. However in spite of enthusiasm shown in favor of Livestock policy that has sub sectors namely animal health, nutrition, management, breeding, Human resources, gender, climate change and environment sustainability, it was acknowledged by all that this would only be possible if political will to undertake it is at the highest level.

Should there be a commitment by AHD, Government of Bihar to take forward the livestock policy-making process, GALVmed would be happy to support by way of consultations namely review of draft documents produced, engage during within-state meetings and workshops.

Introduction

Almost 66 % of total workforce in rural Bihar is primarily dependent on agriculture sector. However it is mostly mixed farming system dominated by smallholders as more than 55% land is in less than 1 hectare category. It is bordering on subsistence with low input low output and very little usage of technologies. Within agriculture, livestock is a core sector of Bihar's economy and has been an important source of livelihood for small farmers especially in drought and flood affected region. About 50% of rural household keep livestock at home in Bihar (NSS, 54th round survey report); livestock is considered as a driver for poverty alleviation. In spite of so many people keeping livestock, Bihar is unable to realise its real potential. According to report of Gol on 'Salient Features of 19th Livestock Census'¹ Livestock population has increased substantially in Bihar (8.56%); Except for milk production, the performance of meat, eggs and fish production per animal is very low in Bihar. It is producing only 3.8



percent of total meat and 4.4 percent of total fish production in India².

Government of Bihar (GoB) aims to double farmers' income from agriculture. Here livestock could play a very important role as livestock need fewer inputs and returns are better than those accrued from crops! Policy support at this juncture will help the department to contribute to GoB's vision of doubling the incomes of farmers.

In this context, the Animal Husbandry Department Government of Bihar (GoB) and GALVmed jointly organized a workshop at hotel Grand Gargee Patna on 13th and 14th June 2017. The workshop participants were drawn from the Animal Husbandry Department, NGOs, Bihar Rural Livelihood

¹ <http://pib.nic.in/newsite/PrintRelease.aspx?relid=109280>

² Pandey A (2015). Livestock Policies and its Impact on India and Bihar, State. Journal of Agricultural Economics and Rural Development, 1(1): 002-011.

Support Programme,³ Krishi Vigyan Kendras (KVKs), Bihar Agriculture University, farmers, para vets, pharmaceutical sector and independent consultants.

The workshop began with a brief welcome by Dr Diwaker Prasad, Assistant Director for Information extension. Thereafter Dr Mamta Dhawan, Regional Manager South Asia, GALVmed introduced GALVmed to the audience through a short PowerPoint Presentation. She mentioned that GALVmed works on product development, market development, policy and advocacy in collaboration with industry, NGOs, research organizations, governments etc. It is currently focusing on control and prophylaxis of 13 animal diseases of which Newcastle Disease (ND), PPR and Porcine Cysticercoses are of relevance to India. GALVmed has facilitated R&D at Hester Biosciences for production of thermo-tolerant ND vaccine suitable for rural poultry. IIL Hyderabad in collaboration with GALVmed, the University of Melbourne and other international partners has recently launched for the first time in the world, a vaccine for pigs that would help in control of Porcine Cysticercoses. While these tools are being made available, delivery of preventive animal health services like vaccination and de-worming to small scale livestock keepers is abysmal in most of the remote rural areas of the country. Various projects on Newcastle Disease control in Odisha, Jharkhand and Madhya Pradesh have amply demonstrated that these services can be provided at farmers doorsteps through trained Community Animal Health Workers (CAHWs). In this context, policies that are pro poor could play an important role. She welcomed all participants to the workshop and presented the objectives of the workshop:

- 1) Critically analyze the interplay between social, economic, political and cultural circumstances that go into policy making
- 2) To facilitate inter and intra-department interaction, understand the issues and challenges confronting policy makers in developing inclusive livestock policies in perspective of Bihar.
- 3) To exchange experiences, share good practices, and deliberate on the 'way forward'.

Mr Radhe Shyam Sah, IAS Director, Directorate of Animal Husbandry Department in his remarks mentioned that the initiative of GALVmed in orienting officers is a good initiative and it will help all officers to develop understanding of the policy development process.

Chief Guest Ms. Vijayalakshmi, IAS, Principal Secretary to the government of Bihar, department of animal husbandry, in her address mentioned that policy making is the domain of the government and appreciated GALVmed for coming forward to sensitize officers on the process. She highlighted the need to connect people and services for maximizing farmers' income while formulating policies. Doubling farmers' income is possible when sound knowledge of livestock value chains, along with associated risks, and micro and macro environment are known to value chain actors. The role of the government is to provide an enabling environment for the value chains to operate efficiently. She mentioned that compared to agriculture and fisheries, poultry keeping is more profitable in the state.

She implored that minimal pre-conditions should be included in the policies and programs so that more people can qualify and benefit from them. A good policy is of no use if implementation is inefficient therefore for effective implementation involvement of people at the last mile is essential.

She wished the workshop success and expressed her sincere gratitude to GALVmed for organizing it.

³ Agriculture Research Centre

Participants' expectations

Participants introduced themselves and shared their expectation from the workshop. These were grouped broadly and are summarized below:

- To understand the role of policy for improving livestock services to poor farmers as most of the participants felt that para-vets lack skills and knowledge and wanted this issue to be addressed in the workshop.
- To understand how other departments connected with livestock and livestock policy could be involved in the process of formulating policy.
- To know how the challenges faced by the goat sub sector would be addressed through this workshop.
- Some participants wanted to know more about policies related to small ruminants and backyard poultry especially concerning breeding
- Participants from NGOs were keen to know the role of NGOs / civil society organisations in policy formulation

Technical session

Objective 1- Critically analyze the interplay between social, economic, political and cultural circumstances that go into policy making

Dr Vishal Narain began the presentation explaining the importance of public policy in reaching government's vision and goals. His presentation covered the following topics:

- The Concept of Public Policy
- Understanding policy making processes
- The role of different Stakeholders involved during policy making
- Policy implementation process
- Policy review strategy

Public policy is an intent of the government because through policy the government pursues its development goals and reflects its priorities. Policy is known as public policy when it is framed by the institution of the state. Many social, cultural, economic and political circumstances shape policy-making. These are reflected in the influences of the various actors on the policy process. These include NGOs, Research institutes, and donor organizations. Though public policies are influenced by these actors, they get their legitimacy from the government and are targeted at the public at large. Therefore, the livestock policy which targets the public at large, having legitimacy in the institutions of the state, is considered as **public policy**. State intent is concretized through the tools of public policy, i.e. law, policy statements, and economic instruments such as taxes and prices. The political and social circumstances that influence the policy process are captured through the different models of the policy process, namely the **linear model and the interactive model**. The linear model of the policy process views policy making as a linear process, in which policies move from one step to another. The interactive model on the other hand views the policy process as a political one in which different actors influence the process in order to protect their interests. Discussing models,

participants expressed that in context of Bihar linear model is a top down approach while the interactive model would be ideal but would be a challenge to apply this model.

Policy making in Bihar- Participant perspective

- *It is a Combination of **linear model and the interactive model***
- *It is top bureaucracy that makes decision on policy with limited knowledge of constraints encountered by middle level functionaries and people at the last mile.*
- *Limitation - even when policy is made, proper guidelines for its implementation are not developed.*

The discussion then moved to rationalism. ‘Rational policies’ are those that have greatest social gain. Best way therefore is to choose an option where social gains exceed the costs by greatest margins. Some participants mentioned that subsidies to small and marginal farmers and reservations to Schedule caste and Scheduled tribes could be a best example although social gains are not immediately manifested. In the present context, the policy makers prefer the ‘incremental approach’ to an existing policy i.e. making small changes to the present policy so that it is accepted without too much of resistance. It was mutually agreed that any major policy change would be difficult to get ratified while small changes are easier to be legitimately passed and can be enforced with fewer difficulties.. As per the view of incrementalism, **a good policy choice is one that maintains the status quo** because it causes least dislocation. Whatever policy one is looking to change, the approach to changing it must be cognizant of other factors e.g. how society will take to radical changes vs incremental ones, etc.

As per the model of policy as interactive learning, policy making process is an interactive approach and learning from stake holders is seen as a very important step in this. For example, some institutions place the draft policy document on websites to get feedback of stakeholders or hold consultations with stakeholders. Dr Rao mentioned that this system was followed in the states of Andhra Pradesh, Telangana and Chhattisgarh. This model then provides greater space for social and cultural preferences to be revealed through the policy process. As per the view of policy as social experiment, changes happen through trial and error method. In this process policy is introduced and seen how it works. Based on responses received, modifications are made.

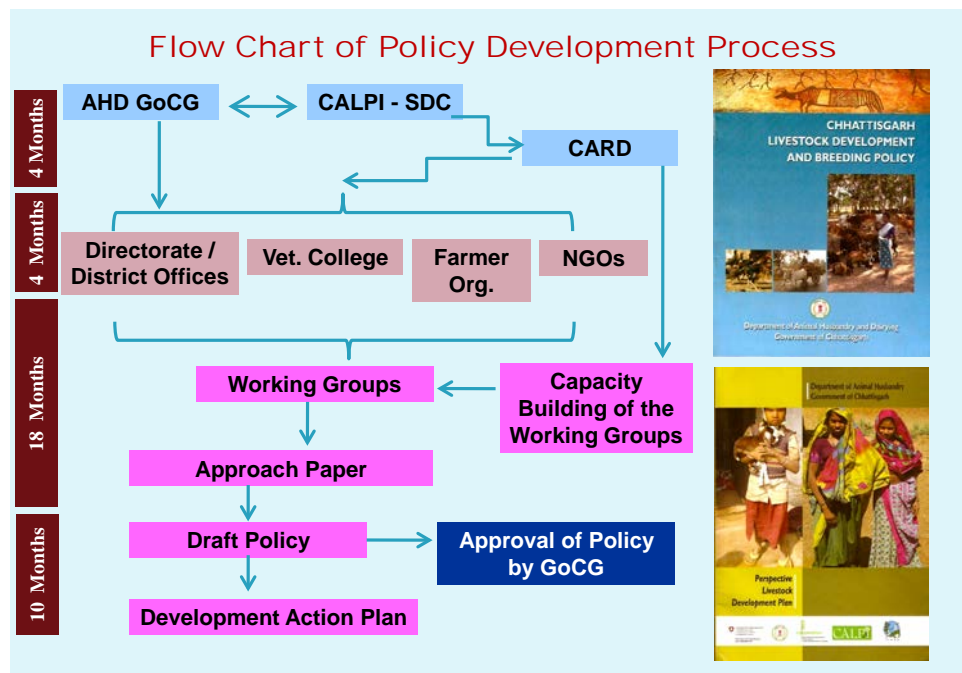
Policy implementation is influenced by ‘street-level bureaucrats’ interpretation of the policy implementation. Street level bureaucrat is the last person in the hierarchy who implements the policy. For example, in veterinary department it would be livestock assistant or inspector! Therefore, their involvement in the policy development process is crucial. All participants appreciated points indicated by Dr Narain but expressed apprehension of all stakeholders’ involvement in the policy development process by the government as this is charting unknown territory and is seen as time consuming effort.

The session concluded with a discussion on Gender and equity in policy making. Gender is a social construction about what it means to be a man or woman. It is in the analysis of gender and equity that the appreciation of the social and cultural context in which policies will be implemented is the most crucial. Policies impact men and women differently and therefore this needs to be considered while formulating policies. In livestock rearing, for example, when common grazing grounds are taken over for building infrastructures, the task of grazing done by men is shifted over to women as they are responsible for getting fodder for stall-feeding; this leads to increase in women’s work load! Therefore

a public policy development process should take into consideration differences in the roles of men and women in livestock sector and formulate policies that are fair to both.

Objective 2: To facilitate inter and intra-department interaction, understand the issues and challenges confronting policy makers in developing inclusive livestock policies in perspective of Bihar

Dr. C K Rao presented step by step livestock policy development process followed in Chhattisgarh. He highlighted reasons behind the decision of government of Chhattisgarh to choose a participatory livestock policy development process. In Chhattisgarh livestock holding was more equitable than landholding. It was also noticed that the livestock sector performance was discouraging due to high incidence of diseases, poor service delivery and low level of nutrition leading to high losses to farmers. The inclusive livestock policy was aimed at improving livelihoods of large population of poor and tribal. The policy development process involved officials from different ministries like Panchayati Raj Ministry, Ministry of Rural Development etc., stakeholders included NGOs, farmer groups, international donor agencies, field veterinarians etc.



Almost all points indicated by Dr Vishal in the previous session were covered in the process of policy making in Chhattisgarh. Namely-

- All stakeholders were involved
- It was highly interactive
- Issues of people at last mile were considered
- Street level bureaucracy had a say in the process
- Enough data was collected and analyzed
- The draft policy was circulated to technical experts, social development organizations for opinion and suggestions
- The policy had an institutional legitimacy
- Human and institutional capacities to implement the policy were included

Dr Rao mentioned that before starting the policy making process, roles and responsibilities of the partners were clearly defined and agreed. Some key partners and roles are listed below:-

- NGO: Social mobilization
- Bilateral program implementing agency: Technical support
- Donor agency: Funding
- State government: Monitoring, deployment of technical expert and approval

Key contents of the policy were dairy, poultry, meat, feed/fodder, gender and human resources (from department and management institutes). Through the policy, the government's intent to make Chhattisgarh a milk surplus state and reach health services to the farmers at their doorstep was clearly spelt out.

Commenting on the process followed in the formulation of Chhattisgarh policy, Dr Shinde (GoChh) explained that the policy making process involving multiple stakeholders was time consuming and although issue of staff promotions was included in the policy, it was not implemented later on.

Group discussion

Post 'Chhattisgarh experience of pro poor livestock policy making', the participants agreed that the **present breeding policy of Bihar would qualify as a small section of a livestock policy** and the state needs to think about a comprehensive policy. They also realized that the focus of the breeding policy is mostly on large ruminants even though large population is dependent on small animals.

A group exercise was conducted to build participants' skills to analyze critical strengths and weaknesses of the breeding policy of Bihar. The participants were assigned groups that had representation from different departments of government, NGOs, Industry and academia. After deliberations the groups made presentations followed by plenary discussion.

Group Work 1-

Identification of gaps and strengths in the circulated policy

• **Group Task:**

- What are the pro poor issues observed in the policy.
- How the policy can contribute to overall growth of the sector
- What are the strengths in the policy
- What are the gaps in the policy

Pro poor issues identified in Bihar's breeding policy:

- I. Includes capacity building of poor farmers on good management practices
- II. Aims at raising the socio economic status of poor livestock keepers through improved health service delivery system

Strengths of Bihar's breeding policy

- I. Has covered all geographic regions within the state and has focused on area specific breeding issues
- II. Has recognized the importance of research institutes
- III. For improving AI quality, a uniform curriculum on AI training was included
- IV. Breeding issues of all species were addressed

Gaps in Bihar's breeding policy

- I. Most glaring gap was that this was only a breeding policy and a proper livestock policy was needed.

- II. The current department infrastructure is inadequate but in the policy no infrastructure issues were mentioned
- I. There are many AI workers performing AI in the state but the policy did not include how to monitor their work
- II. There was no mention about regulatory authority to regulate use of germplasm
- III. Feed and fodder availability was not included
- IV. Institutional framework for implementation of regulatory framework not mentioned
- V. Establishing of animal identification authority not mentioned
- VI. Women play very important role in the management of both large and small animals but this aspect was not included specifically.
- VII. Climate change is going to have an impact on crossbred animals but there is no mention about this issue in the policy.
- VIII. The policy was made without large scale involvement of the AHD officers
- IX. Other stakeholders like farmers, traders etc. views were not sought when breeding policy was formulated

Dr. CK Rao started the second day with a brief recapitulation of previous day's deliberations. He summarized that there is no livestock policy but only a breeding policy in Bihar and all the issues discussed in the group work were just pertaining to that policy. Some of the salient issues that were missed out by participants were explained as under-

- Backyard poultry is kept by most of the poor rural households in the state but breeding policy does not speak about its improvement
- Market is determining factor in overall profitability of livestock keeping families but the policy does not address these issues
- Current field institutions' lack of facilities, equipment, medicines which are crucial to improve the sector were not addressed in the policy
- Training, retraining of staff, AI workers and farmers requires attention but in policy it is not mentioned
- The policy did not address issues related to processing of meat and other livestock products
- As the livestock cannot be seen in isolation, its linkages with other departments is important but this is missing in the policy
- Policy should have a long term vision on issues like climate change and its impact on livestock sector. The need of paradigm shift in management practices to counter this is not mentioned.

He then explained constraints in general that are being faced by the animal husbandry departments in formulating policies, namely-

- **Lack of time:** The department officers are not only responsible for implementation of the regular department programs but are also assigned other activities like attending election duties, overseeing data collection for census etc. With such busy schedules they are neither able to dwell about policy development nor contribute to the process.
- **Inadequate involvement of concerned departments:** The policy is made without involving stake holders e.g. breeding policy of the GoB
- **Professional bias:** Policies are made to meet the agenda of professionals e.g. nutritionist try to push issues related to nutrition neglecting other areas.
- **Lack of expertise:** Livestock professionals lack knowledge and expertise required for drafting public policies through participatory approach since they are not trained for this!

- **Lack of data/evidence for policy making:** All policies are formulated based on government intent but not actually using the data /information available e.g. Farmers in certain pockets would not like to keep crossbreeds due to lack of market access, lack of resources and sometimes labour. But in the policy, crossbreeding is pushed.
- **Lack of financial resources:** Most of the governments do not provide adequate budgets for a step by step process for formulating policy due to lack of knowledge about participatory public policy making process and lack of resources. Hence, they are formulated by concerned HoDs with very little contribution from other stakeholders.
- **Compartmentalization:** Policies are formulated due to specific interest of certain policy makers there by compartmentalization instead of holistic approach e.g.; breeding policy, fodder policy, poultry policy etc.
- **Political agenda:** Mostly politicians try to push their agenda through policies e.g.; too much promotion of indigenous breeds and high subsidies on animal distribution.

Objective 3: To exchange experiences, share good practices, and deliberate on the 'way forward

Dr Rao then presented a brief analysis of 16 Indian state livestock policies in order to learn from other states and use the knowledge gained in drafting livestock policy that is inclusive. The analysis clearly indicated that the emphasis is mostly on increasing productivity through improving breeds without

Group Work 2-

• Towards an Ideal Policy

Based on your understanding and review of the breeding policy–

- Come up with a list of essential inclusions/amendments needed to make it a pro-poor policy
- Suggest a step by step policy development process
- What support is required to implement the policy
- Expected benefits from implementing the policy

focusing on other services that are needed for sustainability. Responding to the analysis, participants highlighted that in Bihar, the focus is also on breed improvement which is not sustainable without support services like health care, fodder availability etc. Draft report from IFAD -'Transforming the goat sector in Bihar' was shared with the participants as a background paper to show possibilities in small ruminant sector.

As the workshop progressed to last session, participants had gained good understanding of public policy and process to formulate it. They appreciated analysis of livestock policies from other states and the good practices in policy making shared by other participants. Armed with this new knowledge they were assigned to work together and propose a livestock policy for their state and also discuss the process they envisage to get it done.

Group work 2:

Essential Inclusions in the policy:

- In the Bihar context, provision of door step AI services with proper monitoring is crucial as people value their animals very highly.
- Most of the rural population are not able to adopt good management practices which could be improved through extension services
- Delivery of health services at door steps of farmers is also not possible due to lack of human resources

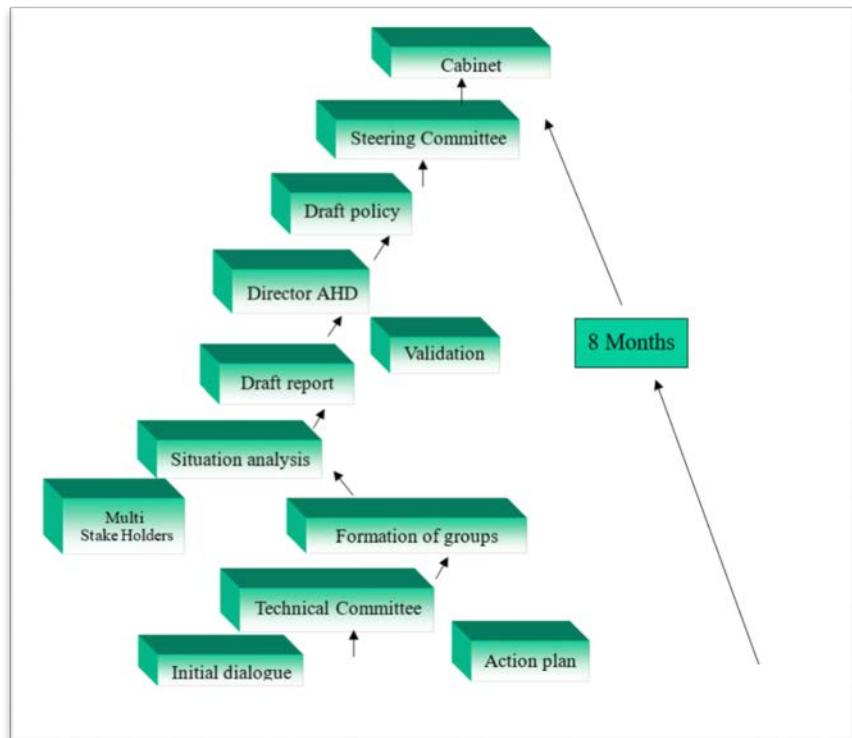
- Market information dissemination system need to be included so that livestock products can fetch higher price.
- In disease containment, preventive approach should be focused and reduce curative approach
- Inclusion of Gender and climate change in the policy is essential
- Budget for implementing the policy along with guidelines need to be included.
- The policy should also include how to manage animal waste.
- Issue of unproductive animals need to be addressed through policy

Support required

- Permissions to be granted to staff for participating in the policy development process.
- Technical support from SAU, JEEVIKA, KVKs, NGO and external agencies etc.
- Logistic support like travel budget, mobility etc.

Step by step process:

The step by step process indicated by groups includes formation of steering committee, identification of partners, formation of study groups, conducting situation analysis and capacity building of staff. The overall anticipated time to complete the policy could vary from 6- 21 months depending on the budget and involvement of stakeholders.



Benefits of livestock

policy- If a policy is developed covering all

aspects of livestock rearing, the following benefits are more likely to be achieved:

- Self-sufficiency of state in livestock and livestock products e.g. Milk, eggs, meat
- Food and health security leading to improved quality of living
- Income and employment generation resulting in decrease in migration
- Empowerment of women
- Better ecosystems

The Way forward

The current breeding policy is too limited in its scope and to achieve the government's intention of doubling the growth in the agriculture sector a holistic livestock policy is needed. Inclusion of all aspects of breeding, feeding, management, disease control, marketing, extension etc. would make the

policy robust. In addition, focusing on small animals like sheep, goat, backyard poultry and pigs is very important since most poor people keep these animals and are dependent on them for livelihood as well as food security. However it needs to be kept in mind that any policy is only of value if its implementation is done properly. Therefore GoB should come up with an implementable pro poor livestock policy along with a plan and budget that can contribute to sustainable development of the livestock sector and achieve the government's vision.

One of the assured ways to double the income of the farmers could be through saving livestock from dying from preventable diseases. As a policy, focus should be more on preventive health care than curative to reduce production losses. This could be attempted by providing preventive health care through Community Animal Health Workers so that poor relying on livestock receive quality services at their door step. As the outreach of services through the department has human resources limitations, the GoB could consider enhancing access through non state service providers like CAHWs, Pashu Mitra etc working under supervision of a veterinary doctor. However, this would require alignment with other policies which may not be supportive!

To draft a livestock policy that is more holistic and implementable, it was recommended that a steering committee and resource group should be formed. These groups should work under the guidance of steering committee and have full autonomy, budget and approval to operate. In all it should take about 6-8 months to produce draft livestock policy which is equitable and pro poor.

As a next step, it was suggested that the Director should brief the Principal Secretary on the outcome of the workshop and propose the following steps as the way forward:

1. Constitution of Steering Committee under the Chairmanship of the Principal Secretary.
2. The Secretary will advise the Director to commission a situational analysis study by formulating working groups
3. The Committee will also advise the Director to identify potential partners and define their roles
4. The Director will be advised to nominate experts for drafting the policy based on situation analysis
5. After final review the SC will submit the policy to the state Cabinet for approval.

Since some of the activities can be done simultaneously, the livestock policy can be drafted in 6-8 months

The indicative process is as under:

Sl. No	Activity	Proposed days
1	Formation of Steering Committee	15
2	Formation of Technical Committee and Task groups	10
3	Training/Capacity building of different Task Group	40
4	Conduct situation analysis	80
5	Submission of draft report to Director AH	20
6	Revalidation and Finalization by the Director	20
7	Drafting policy	30
8	Review and Submission to Steering Committee	10
9	Policy draft submission to the Cabinet	15

The program concluded with concluding remarks by Dr. Mamta Dhawan. She mentioned that recommendations coming out from the workshop would help in making Bihar livestock policy inclusive so that the overall goal of the government for increasing livelihoods of farmers is realized well in time.

Annexure 1

Participant List

No	Participant's Organisation	Name	E-mail
1	DAHO Khagaria	Mr Vijay Kumar Jha	dahokhagaria5@gmail.com
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25	Institute of Animal Health & Production	Dr Anup Kumar Agrawal	drakavet@rediffmail.com
26	AH Directorate	Mr Manjoj Kumar Singh	
27	KVK Sheikhpura	Dr Bidya Shankar Sinha	bssinhavet96@gmail.com
28	JEEVIKA, Patna	Mr Sumit Kapoor	sumit@brlp.in
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Annexure 2

Agenda

Pro-poor livestock policy formulation Workshop 13-14 June 2017

Objective:

- I. To facilitate inter and intra-department interaction, understand the issues and challenges confronting policy makers in developing inclusive livestock policies in perspective of Bihar.
- II. Critically analyze the interplay between social, economic, political and cultural circumstances that go into policy making
- III. To exchange experiences, share good practices, and deliberate on the 'way forward'.

Expected outcomes: On completion of the workshop participants will be able to –

- I. Understand steps in pro-poor public policy making
- II. Review the present policy, identify gaps/ strengths of A.H. Sector and propose a way forward to formulate comprehensive policy and implementation plan
- III. Appreciate the need for doubling the farmers' income and propose a vision for livestock sector of Bihar.

TIME	TOPIC	PRESENTER
DAY 1	Session 1: Inaugural	
9.30-9.45	Registration	Ms Sharmila Dutta
9.45-10.00	Participants welcome and setting the scene	Dr Mamta Dhawan
10.00-10.20	Address by Secretary	Ms Vijay Lakshmi IAS
10.20-10.40	Introduction of the theme	Mr Radhe Shyam Sah, IAS
10.40-11.00	Tea/Coffee break and Group photo	
	Session 2: Understanding Policy	
11.00-12.00	Conceptual Groundwork for analyzing policy	Dr Vishal Narain
12.00-13.00	Understanding Policy making procedures	
13.00-14.00	Lunch	
14.00-14.30	Understanding policy Implementation	Dr Vishal Narain
14.30-15.00	Guidelines for policy development	
	Session 3: Review of existing policies	
15.00-15.45	Pro-Poor livestock policy development process : Experiences of Chhattisgarh	Dr CK Rao
15.45-16.00	Identifying Gaps and strengths of Bihar Policy	Group work
16.00- 17.00	Presentations of the group work	
DAY 2	Session 4 : Towards an Ideal Policy	
9.30-10.00	Recapitulation of Day 1	
10.00-10.30	Critical analysis of State livestock policies	Dr CK Rao
10.30-11.00	Identification of key constraints in livestock Policy Formulation	
11.00-11.15	Tea break/Coffee break	
11.15-12.15	Framework for drafting Livestock policy for Bihar	Group work
12.15-13.00	Presentations by the groups	
13.00-14.00	Lunch	
	Session 5 : Final Session	
14.00-14.30	Presentation of Final Draft and recommendation	Dr Mamta Dhawan
14.30-14.45	Concluding remarks	Mr Amitabh Singh
14.45-15.00	Vote of thanks	Participant
15.00-15.15	Tea/Coffee and Dispersion	