Smallholder livestock development

IFAD
Investing in rural people

Scaling up note

©IFAD/Joanne Levitan
Tanzania - Agricultural Sector Development ProgrammeLivestock (ASDP-L)

Scaling up results in smallholder livestock development

It is anticipated that a 50 to 70 per cent increase in food productivity will be needed to feed 9 billion people by 2050.[1] Livestock provides for about 26 per cent of human protein consumption and 13 per cent of total calories. The demand for livestock products is estimated to more than double in the next 20 years, as a result of urbanization, economic growth and a change in consumption patterns in developing countries.[2] The livestock sector represents nearly 1 billion smallholder livestock producers in developing countries, contributes 40 per cent of agricultural GDP and from 2 to over 33 per cent of household incomes.[3]

Smallholder livestock production is largely based on family farming and is key to poor rural people's livelihoods, food security and employment creation. Livestock provide food for household consumption, products for income generation and quick cash when emergencies and external shocks occur (i.e. climatic conditions, diseases, price volatility, etc.). Livestock are important assets that respond to the multiple needs of smallholders (e.g. manure, draught and hauling power, etc.), while also having a cultural and spiritual value. Poultry and small ruminants are generally managed by and provide direct benefits to women.

In order for livestock keepers to benefit from the opportunities offered by the growing demand for livestock products, smallholder livestock production systems need to become more productive, efficient and environmentally sustainable. This calls for interventions that are able to leverage IFAD investments and scale up results in a sustainable manner to benefit the greatest number of people.

[1] Ingram et al. 2010.
[2] Between 2010 and 2050, the demand for pork and eggs is projected to increase by 65-70 per cent; for beef, dairy and mutton by 80-100 per cent; and for poultry by 170 per cent.
[3] Beef production and marketing supports 70 million people in West Africa; dairy supports 124 million people in South Asia and 24 million in East Africa; and small ruminants support 81 million people in West Africa and an additional 28 million in southern Africa.

What is to be scaled up?

Investments in the livestock sector have been characterized by fragmentation, uncoordinated projects funded by various donors, lack of market orientation and limited focus (health, fodder production, breeding, etc.). Lessons learned show that successful livestock development programmes: (i) have a lifespan of at least 20 years, with phased interventions, (ii) are holistic and (iii) upgrade the entire livestock commodity value chains. Such programmes do not work if a "one size fits all" approach is adopted. The challenge for large-scale programmes is to maintain a focus on the smallholder producers, while managing an increasingly complex group of actors and facilitating behaviour change within institutions and on farms. Furthermore, livestock interventions are particularly complex as they entail different subsectors (e.g. poultry, goats, cattle, etc.), commodities (e.g. meat, milk, eggs, fiber, etc.), systems (e.g. agropastoralism, mixed crop-livestock farming and pastoralism) and institutional arrangements (e.g. pasture access, use and management, veterinary service provision, etc.).

Preliminary assessments of livestock interventions should cover: (i) the feasibility and economic viability of livestock development investments in a given environment; (ii) the capacity of public and private institutions, including livestock grass-root organizations; (iii) the market demand, opportunities and constraints (e.g. in terms of infrastructure, communication technology, prices, etc.); and (iv) the interest of the private sector to invest in livestock as a business opportunity.

Initiatives to scale up smallholder livestock models should further assess the following areas:

- access to and sustainable management of natural resources, such as land and water, particularly for interventions in support of pastoral communities, with emphasis on the role of women and youth
- access to services, such as extension and training, health (e.g. vet services), breeding (e.g. artificial insemination), inputs (e.g. feed, forage, seeds) and credit, particularly in remote areas
- the existance and capacity of smallholder farmers and pastoralist institutions
- access to livestock-related markets and value chains for smallholder organizations and their apex associations
- facilitation of innovation platforms (Box 1) to provide spaces for value chain actors to interact, communicate, improve performance of the value chain and influence policies.

There are successfull evidence-based livestock models that are important to consider as the basis for scaling up interventions in the various livestock subsectors.

Box 1: Multistakeholder innovation platforms (IPs)

IPs have increasingly been used in pro-poor livestock projects as effective tools for policy influence. Through an iterative process of consultation, these platforms provide an opportunity for main actors in a value chain to analyse, plan and adopt production and related policy issues. While engaging policymakers at local and national levels to increase understanding of livestock-related issues, IPs are instrumental in identifying shortcomings of existing policies for the purpose of formulating new ones. Site-specific solutions emerge to align production with market requirements, resulting in better prices for producers. IFAD has successfully supported IPs under the grant to a project entitled Small Ruminant Value Chains as Platforms for Reducing Poverty and Increasing Food Security in Dryland Areas of India and Mozambique (referred to as imGoats). The IP approach was also replicated within the IFAD-funded Integrated Livelihoods Support Project implemented in Uttarakhand, India.

Rural poultry

Evidence from several countries shows that rural poultry enterprises help rural women take a first step out of poverty. A successful model developed and implemented in Bangladesh for over two decades has been adapted in a number of African and Asian countries with support from IFAD, Danida, the European Union, the Asian Development Bank and the World Bank. The model consists of interlinked poultry enterprises that include production, supply, training, credit and extension service provision, aggregated into village organizations/ unions. The necessary institutional and policy spaces have been created to enable smallholder poultry producers to access markets through the established value chains.[4]

Dairy goats

The NGO FARM-Africa has developed a smallholder goat development model, which has been successfully tested and implemented over a period of 20 years in four Eastern African countries with significant impact on rural poverty. The model focuses on improving productivity of and economic returns from goats kept by families on small farms. Small intensive dairy goat enterprises are set up involving housed goats, on-farm fodder

[4] Further information on rural poultry development can be found in the following publications: Decision Tools for Family Poultry Development, FAO, IFAD and Kyeema Foundation (http://www.fao.org/3/a-i3542e.pdf) and IFAD's Experience in Supporting Smallholder Poultry Production Systems (http://www.ifad.org/lrkm/theme/husbandry/poultry/poultry_exe.htm and http://www.fao.org/docrep/019/aq634e/aq634e.pdf).

development and conservation, and cross-breeding with an improved dairy breed. The small enterprises are linked to local markets and provided with services by a three-tiered community-based animal health care system – veterinary care, breed improvement and training. This model has been scaled up by the Government of Kenya with support from IFAD and the African Development Bank, as well as by other projects in the region.[5]

Dairy cattle

Implemented in Eastern Africa by Heifer International in partnership with the Bill and Melinda Gates Foundation, research institutions, such as the International Livestock Research Institute (ILRI) and the World Agroforestry Centre (ICRAF), and the private sector (e.g. Tetrapak), the "hub model" is centred on a chilling plant and a dairy hub, around which a network of inputs and service providers are established, along with a credit facility. With the support of their associations, farmers can access credit and livestock insurance, become shareholders in a private entity and increase milk volume and quality. The hub model has been scaled up in several dairy milk development projects, mostly through public-private partnerships (PPPs), including under the East Africa Dairy Development Programme (EADD).

In Afghanistan, FAO and IFAD are implementing the Integrated Dairy Scheme (IDS) model, whereby farmers are organized as milk producers' groups and cooperatives that are aggregated into regional milk unions. Milk processing and marketing centres are set up in urban and peri-urban areas to provide direct access to consumers. The Kabul Dairy Union has been formed to represent dairy farmers and enhance their voice in pro-poor dairy policymaking. The programme is contributing to enhanced food security, income generation and trading opportunities for smallholder dairy producers, particularly women, while supporting the formulation of a national dairy development policy.

Pastoralism

The intensification of pastoral production systems is extremely complex. Effective interventions aimed at raising the living standards of the pastoral populations entail: (i) improving livestock productivity through better access to veterinary and marketing services; ii) ensuring mobility and community-driven management of natural resources; (iii) facilitating access to health, education and water; and (iv) enhancing pastoralists' capacity for policy dialogue on pastoralists' land-use rights, mobility versus settlement, livestock trade and marketing, and public service delivery. In Kyrghyzstan, IFAD together with other UN agencies, the World Bank, the Asian Development Bank, the Swiss Agency for Developoment and Cooperation (SDC) and the United Kingdom Department for International Development (DFID) developed a joint country support strategy that led to the adoption of a new pasture law for decentralized pasture management. The responsibility of pasture management was entrusted to local governments, pasture users' unions and their representative councils. The approach has greatly improved rangeland management, pasture quality and productivity.

Community-based livestock service provision

Access to viable veterinary services in remote areas reduces high livestock mortality, while mitigating producers' risks and building their assets. The village animal health workers (VAHW) model, introduced in Cambodia in the mid-1990s, is a community-based service delivery system operated by para-professionals. In early 2000, the Ministry of Agriculture, Forestry and Fisheries institutionalized the model through a national sub-decree on the creation and regulation of VAHWs.

Scaling up pathways

Experience indicates that pathways to scaling up pro-poor livestock models entail a long, stepwise and multistakeholder process. It starts with creating a "vision" (e.g. improving livestock commodity value chain development, community-based pastoral development, community livestock service delivery, etc.) and consists of the following distinct but closely interlinked stages: "what" is to be scaled up, i.e. (i) identifying, championing or piloting a model, an innovation or good practice; (ii) learning by further testing, refining, adjusting and consolidating the model, which can be scaled up only when a solid foundation is built; (iii) documenting and sharing results of the validated model; "who" will scale up, i.e. (iv) defining the implementation roles and responsibilities for scaling up and leveraging partners and resources from government, the private sector and/or other actors against evidence-based results; "where" to scale up, i.e. (v) establishing the "scale" or geographic coverage; "how" to scale up, i.e. (vi) identifying the scaling-up modality or pathway; (vii) putting in place the enabling conditions for sustaining the scaling-up process; and (viii) scaling up results while monitoring and tracking performance.

IFAD can support this process through its three main instruments of intervention – policy engagement, project financing and knowledge generation and sharing.

[5] More information on the model can be found in *Dairy goat development in East Africa: A replicable model for smallholders?* http://www.sciencedirect.com/science/article/pii/S0921448808000631

Policy engagement

It is generally recognized that – unlike the crop sector – the livestock sector is largely neglected by the policymakers and suffers from a limited availability of data and statistics, despite its significant and evidence-based contribution to poverty reduction. Furthermore, livestock-related policies are often designed in isolation and tend to favour commercial enterprises rather than smallholders, partly due to the limited participation of institutions that represent the poor in political processes. A lack of appropriate policy frameworks is one of the main reasons why scaling up of pro-poor livestock interventions fails or does not happen at the expected scale. Effective and coherent pro-poor policies are crucial to capitalize on the growing opportunities offered to smallholder producers by the livestock sector.

IFAD should address policy-related challenges through a three-pronged approach: (i) engaging in policy dialogue with the governments in order to integrate pro-poor livestock development into national rural poverty reduction strategies and programmes; (ii) supporting smallholder institutions through its country strategic opportunities programmes (COSOPs) and other initiatives as platforms for pro-poor policy change; and (iii) facilitating the establishment of innovation platforms (Box 1).

Key policy issues that should be addressed include:

i) fiscal and trade policies that stimulate private investments and maximize the benefits from livestock production, trading, processing and import/export. Fiscal policies may include tariffs, subsidies, guaranteed prices and tax exemption. Trade policies may include export-support measures, export and import restrictions, sanitary and phyto-sanitary standards, disease-free export zones, livestock commodity-based trade, trade-enhancing infrastructure investments and quarantine zones.

ii) institutional policies that promote representative smallholder institutions, particularly those with effective participation and leadership of women and youth, such as: herder groups, associations and cooperatives of smallholder livestock producers and keepers (Box 2); commodity and/or dairy farmers, traders and processors; and pastoralist organizations, such as community-based grassland or pasture management committees.

iii) natural resource policies that promote access to land, water, quality feed and inputs; pastoral mobility, decentralized and/or better governance/management of pasture land, delineation and protection of rangelands, demarcation of stock routes, integrated rangeland and landscape planning and legalization of grazing rights; private-sector service provision (Box 3).

Box 2: India - The Amul dairy cattle model

This model consists of a three-tier cooperative structure under which a dairy cooperative society at the village level is affiliated to a milk union at the district level, which in turn is federated to a milk federation at the state level. Milk collection is done by the village dairy society, milk procurement and processing at the district milk union level, and milk and milk products marketing at the state milk federation level. There are around 176 cooperative dairy unions formed by 125,000 cooperative societies, with 13 million farmer members. They process and market milk and milk products profitably across India, receiving over Rs. 125 billion a year.

Box 3: Policy influence for scaling up in IFAD's projects

In **Afghanistan,** since 2001, NGOs have worked to develop a sustainable network of privatized veterinary field units (VFUs) that support poultry development by providing regular veterinary care on a fee-for-service basis. The Afghan Veterinary Association was established to represent private veterinary services. However, key policy issues were not addressed, including the lack of a privatization protocol to prevent the production of illegal and counterfeit medicines and vaccines, and the lack of registration of veterinary professionals and para-professionals, thus constraining scaling up.

The IFAD-funded Community Livestock and Agriculture Project is assisting the District Development Assembly and the Provincial Development Committees in the preparation of improved regulatory and policy requirements. The project has also set up the Policy Support Fund for the formulation, development, follow-up or completion of draft policies, strategies and legislation required by the Ministry of Agriculture, Irrigation and Livestock to nurture an enabling environment.

iv) environmentally-friendly and climate-smart policies that address the difficult trade-offs between agriculture and environment (competition for resources) and between short-term revenue-generating activities and long-term ecosystem sustainability. Also, appropriate policies are needed to change the negative image of the livestock sector, often perceived as the main contributor to gas emissions and natural resource degradation.

Project financing

The initial step in the scaling-up process supported by IFAD programmes should be to develop a scaling-up plan that articulates how the benefits of a model "that works" can best be extended to a large number of smallholder producers. The IFAD grant programme can be a powerful instrument in identifying, piloting, field

testing, adjusting and validating pro-poor livestock models, which could be scaled up through successive lending operations after having shown that the necessary preconditions are in place (i.e. the rights partners, adequate financial resources and an enabling environment).

The scaling-up plan should indicatively include the following elements:

- an evidence-based successful model to be scaled up, chosen based on an assessment of its scalability,[6] efficiency, effectiveness, financial sustainability and applicability. This assessment should be documented, accompanied by lessons learned and articulated in knowledge products and operational toolkits that could guide the design and/or implementation work.
- an analysis of the institutional, financial and policy context to determine whether it allows for or needs improvement for scaling up
- a suitable scaling-up pathway for horizontal, vertical and functional scaling up. For example, the poultry model in Bangladesh was progressively scaled up through geographical or horizontal expansion from one *upazila* (subdistrict) in 1982 to 215 *upazilas* by 2008, increasing its caseload of beneficiaries from 400 to nearly 3 million women. Vertical scaling up envisages moving upward from the village to the national level by influencing the policy or institutional context and by supporting the aggregation of smallholder organizations to facilitate collective action (Boxes 4 and 5). Functional scaling up entails the integration of additional areas of engagement in order to address gaps and overcome constraints to scaling up: for example, the approaches adopted in Bangladesh included the incorporation of a microcredit component and input delivery through a farmers' organization.
- identification of the right partners (e.g. the government, the private sector, other donors and the beneficiary communities) and determination of their commitment, roles, responsibilities and financial contribution
- a sustainability plan that would ensure the continuation of relevant activities beyond the project lifespan while taking into account the associated financial implications. This may involve various options: a) mainstreaming the intervention or model into government structures or programmes; b) institutionalization through policy/law formulation and innovation platforms as a permanent multistakeholder mechanism; c) capacity-building and empowerment of the target communities and their institutions in order for them to take over and scale up further; d) establishing public-private-producers partnership mechanisms (IFAD's 4P model) to promote contractual arrangements between producers' orgnizations and private entities to ensure continuous engagement and investments along value chains; and e) mobilizing new partners and donors to leverage additional capacity and resources to pursue the scaling-up process.

Box 4: Testing, learning and scaling up through the IFAD grant programme

An IFAD grant to the International Center for Agricultural Research in the Dry Areas (ICARDA) developed a viable and profitable business model which enabled Tajik smallholder goat/fibre producers and women's spinning groups to successfully export their products to international markets. The model further tested opportunities for **functional scaling up** through a subsequent grant to the Aga Khan Foundation to address the issue of access to credit that would enable producers to expand their business. With funding from the Innovation Mainstreaming Initiative, IFAD is simultaneously working on the policy dimension (i.e. improving legislation and mainstreaming livestock sector development into district development plans), to be scaled up through IFAD lending operations in Tajikistan, the Plurinational State of Bolivia and Lesotho.

In **Viet Nam,** a model for transforming cattle production from a low-output grazing system to a high-quality, efficient and market-oriented beef cattle production system based on farm-grown fodders was successfully tested under an IFAD-funded grant for Enhancing Livelihoods of Poor Livestock Keepers through Increased Use of Fodder (FAP). The efficiency of the cattle production system increased dramatically and provided significant additional income to farm families entering into contract with traders and thus accessing urban meat markets. The model was scaled up under the IFAD loan project for Improving Market Participation of the Poor in Ha Tinh Province and will be replicated and adapted to a different context through a new grant for Innovative Beef Value Chain Development Schemes in Southern Africa.

Box 5: Vertical scaling up through cooperative development

In **Kenya**, the IFAD-funded Smallholder Dairy Commercialization Programme supported the aggregation of dairy farmers into cooperatives through the Market Oriented Dairy Enterprise (MODE) approach. This model involves a gradual federative movement of producers towards the consolidation of profitable and sustainable enterprises at scale, enabling enhanced production and marketing of milk and dairy products and producers' access to the value chains. Through the cooperatives, producers can purchase inputs collectively and take advantage of bulk buying, enhance milk productivity and quality, engage in value addition and generate profit and regular income for members, while establishing contract agreements with suppliers and buyers.

In **Morocco**, the IFAD-supported Livestock and Rangelands Development Project in the Eastern Region developed a community-based rangeland management approach to address extensive rangeland degradation that was putting at risk the livelihoods of millions of pastoral households. The project facilitated the reorganization of tribal institutions into pastoral management cooperatives responsible for choosing technology options and managing their resources. Tribal members purchase "social shares" in the cooperatives to access services and improved pastures, while pastoralist mobility is supported through new and flexible livestock management systems. Today, all new rangeland development efforts in Morocco adopt this approach, which has also been adopted and scaled up by other countries in the region.

[6] A Scalability Assessment Tool Checklist can be found at http://www.msiworldwide.com/wp-content/uploads/Scaling-Up-Framework.pdf (pp. 21-22).

Knowledge generation and sharing

IFAD can contribute to the scaling up of successful models through its role of knowledge broker. Models, experiences and lessons of pro-poor livestock development emerging from IFAD's and other actors' initiatives need to be better documented, tailored to the audience, shared and capitalized on in designing and implementing a scaling-up process. Knowledge should also be generated and shared to reverse the negative image and the lack of recognition of the contribution of smallholder livestock development to rural poverty reduction, which continue to discourage government and private investments in the sector.

Tools that proved effective in knowledge dissemination and uptake include: learning routes, which have been championed by IFAD; South-South cooperation, which should also seek the involvement of middle-income countries due to their considerable institutional capacity and successful experience in poverty reduction; farmer exchange visits; and donor and innovation platforms. IFAD has also launched the Community of Practice for Pro-poor Livestock Development (CoP-PPLD[7]), an online learning network that shares innovations, up-to-date information, and experiences from the development community across various developing regions.

Key drivers and spaces for scaling up

There are two main external drivers that provide a compelling rationale for IFAD's engagement in scaling up pro-poor livestock interventions: (i) human and environmental pressures, such as population growth, competition for land and water, degradation of natural resources, decline of farm landholdings and climate change; and (ii) the growing market demand for livestock products resulting from urbanization and changes in food consumption patterns. The identification of visionary leaders or "champions" – both individual and institutional – is an important precondition to driving the scaling-up process forward. Champions from the government can help to secure buy-in or political and policy support. Where market demand is high and investment risk is minimized, the private sector could provide the necessary financial, technical and knowledge resources to take pro-poor and smallholder livestock development to the required scale in order to respond to a growing and more sophisticated demand for livestock products. Experience shows that smallholder farmers and their institutions can be powerful agents of change and hence key drivers of scaling up provided they receive adequate capacity-building and operate in a conducive environment.

Each scaling-up pathway needs to develop and nurture "spaces", which are summarized below.

Institutional space

IFAD has a comparative advantage in working with smallholder and pastoralist institutions. However, these institutions are generally weak in terms of: (i) infrastructure and facilities (e.g. processing equipment, marketing facilities, ICTs, etc.); and (ii) technical, managerial and business skills to deliver effective and responsive services to the communities (e.g. feed and forage supply, veterinary services, etc.) or engage in livestock produce processing, value addition and marketing. Community institutions and producers' organizations and cooperatives also suffer from limited inclusiveness, economic viability, and inability to influence policy. IFAD can open up the necessary space by developing or strengthening smallholder and pastoralist institutions and their apex organizations for: (i) more efficient and relevant service provision; (ii) sustainable natural resource management; (iii) greater access to markets and value chains; and (iv) pro-poor policy change. Successful institution-driven scaling up can happen only when smallholder institutions go to scale, while remaining cohesive, business-oriented and economically viable, articulating clearly their members' needs and demands, providing affordable but on-cost demand-driven services, dealing assertively with market actors, strengthening smallholders' position in the value chains and influencing policy processes. This remains challenging when targeting poor and marginal people, including women, often within limited project time frames. In the case of pastoral systems, it is also important to consider valuing rangeland ecosystem services, including legal protection of common property regimes, decentralized governance, legitimization of community institutions, protection of stock routes and transboundary agreements.

Financial/fiscal space

Lack of adequate funding to test and consolidate a model or an intervention and then bring it to scale is often a key constraint to scaling up. Substantial financial resources that IFAD alone cannot mobilize are needed for scaling up, especially in remote and rural areas where transaction costs (and risks) are high. This requires leveraging funds and enhancing IFAD's operational modality by: (i) facilitating 4P mechanisms, which can be instrumental in mobilizing financial resources and investments, especially from the private sector; (ii) seeking more proactively opportunities of project cofinancing so that complementary interventions beyond IFAD's mandate can also be implemented; (iii) keeping operations within the reach of what government's fiscal space

[7] The CoP can be accessed at http://www.cop-ppld.net/.

can afford, as mobilizing Official Development Assistance (ODA) financing is not necessarily the most sustainable way to scale up; and (iv) empowering institutions of the poor to go to scale, become financially viable, crowd in new partners and investments, and operate on a cost-recovery basis. The financial dimension is closely linked to sustainability; if the financial commitment obtained from each actor goes well beyond development assistance and the project's lifespan, especially in terms of goods and services that each actor has a comparative advantage and vested interest in, the prospect of sustainability is higher.

IFAD's strategy to open up the financial/fiscal space should envisage the documentation of models that demonstrate results in order to attract the private sector, while concurrently securing the financial commitment of governments for the creation of an enabling environment (for example, through infrastructure development and policy formulation). The private sector could invest in areas where the public sector traditionally has no comparative advantage or no financial, technical and human capacity, such as training and skill development of farmers (especially marketing and business skills), upgrading of private infrastructure facilities for processing and marketing enterprises, timely provision of quality inputs and credit to farmers, etc. All this would minimize the costs and risks for the private sector's engagement in rural areas and with resource-poor producers.

Partnership space

As already noted, partnerships are a key precondition and instrument for scaling up. They are needed not only to leverage financial resources but also to bring in context-specific and technical knowledge when a model is scaled up horizontally or areas of engagement are added. In order to scale up pro-poor livestock interventions, there is a need to forge partnerships with various actors in addition to governments and communities: (i) UN agencies such as FAO; (ii) CGIAR and national research centres; (iii) service providers; and (iv) agribusiness companies. IFAD has already consolidated a number of such successful partnerships for pro-poor livestock innovation, development and change, including with: FAO in developing and implementing viable models through grants and projects; the International Center for Tropical Agriculture (CIAT), ICARDA and ILRI in working on R&D and fine-tuning innovative models through the grant programme; Heifer International and SNV Netherlands Development Organisation for the institutional consolidation of an innovation or model and its subsequent implementation; and Technoserve and Global Development Solutions for livestock market analysis and smallholders' integration into value chains in IFAD loan projects.

Cultural space

One of the prerequisites for scaling up a livestock model is its cultural acceptability. For example, in some societies drinking goat milk or giving eggs to children are considered as taboos. Therefore, before scaling up various models, cultural and social aspects need to be carefully taken into consideration. Another dimension that should not be overlooked is gender. Oftentimes, conservative environments constrain women's participation in certain activities, thus impeding scaling up. For example, participation of women in the dairy business is still low as traditionally women do not own cattle. The inclusion of women in a given intervention should be addressed, for example, by sensitizing/training the communities, setting up quotas for women's participation in groups and associations, organizing "women for women" training sessions and, more broadly, promoting gender equality at the household level and through policy dialogue. In Afghanistan, IFAD-supported poultry interventions introduced gender-sensitive extension service provision through the "female farmer field school model" that proved effective in reaching out to women.[8] In Viet Nam, the IFAD-funded Fodder Adoption Project (FAP) grant deployed community-based indigenous extension workers to enable effective participation of ethnic minority groups.

Monitoring and evaluation (M&E)

In setting up an M&E system, it is important to establish relevant and specific indicators for each of the implementation stages – innovation, learning and scaling up:

- When piloting innovative models under a grant, the selected indicators should monitor the number of innovations identified, tested, fine-tuned, adjusted and found viable, as well as their preliminary impact (e.g. increased livestock production or productivity, increased income, improved market access for livestock products). M&E results should be used to inform the development and adjustment of the model, especially during the piloting, learning and institutional consolidation phases preceeding the scaling up. Once the innovation or model is ready for scaling up, new indicators that are relevant to the scaling-up pathway should be identified.

[8] IFAD, FAO, Ministry of Agriculture and others. 2013. *Female Farmers Field School (FFFS) in Backyard Poultry Farming*. (unpublished report) http://www.fao.org/docrep/018/i2940e/i2940e28.pdf

- If a geographic/horizontal/vertical expansion pathway is pursued, the selected indicators should monitor the geographic and beneficiary coverage of the intervention, including: (i) the number of villages/districts/provinces/countries covered; and (ii) the number of people reached (e.g. livestock farmers/communities, producers' groups, etc.). If vertical scaling up is chosen, the indicators could be as follows: (i) the number of livestock producers' groups aggregated into an apex organizations; (ii) the number of apex organizations established and sustainable; and (iii) the type of policies or laws that are relevant to pro-poor livestock development designed and/or approved. In case of functional scaling up, the selected indicators could monitor whether additional area(s) of engagement have been integrated as planned (e.g. sustainable livestock service provision or insurance mechanisms established).
- Establish indicators to monitor long-term impact beyond project duration, such as: livestock producers' enhanced production and access to inputs, services and markets; the number of partnership/contract farming agreements between livestock producers and agribusiness investors established; the number of sustainable livestock producers' organizations/cooperatives and/or pasture management groups established; the number of sustainable private-led/community-based service provision systems (e.g. for animal health and veterinary service) established; the number of pastures managed sustainably, etc.
- Link the scaling-up indicators to the COSOP's objectives to ensure strategic consistency. Scaling-up indicators in the COSOP are more likely to focus on the creation of an enabling environment for scaling up, such as: the type of policies designed/approved that are relevant to pro-poor livestock development; institutional changes planned and expected in the public extension system; and the 4Ps established.

Key messages

- Opening up of institutional and policy spaces through the creation of a conducive environment is a key precondition to scaling up pro-poor livestock interventions, in response to poverty agendas of developing countries and the opportunities offered by the growing demand for livestock products.
- Donor coordination and innovation platforms, involvement of the private sector and 4P models, South-South cooperation and project cofinancing opportunities are the business models that IFAD should proactively pursue to leverage financial resources, knowledge and experience for successful scaling up and maximum efficiency and effectiveness.
- The IFAD grant programme is a powerful instrument for testing and validating adaptable and upscalable innovations and good practices. IFAD can play a key role as a knowledge broker of evidence-based pro-poor livestock development models to ensure buy-in from different stakeholders, build consensus and coordinate actions to create alliances for greater outreach and sustainable impact.
- Smallholder producers and their institutions can be powerful drivers to scaling up but they need to be empowered and built up so that they can take the lead and sustain the scaling-up process beyond external support.

A comprehensive scaling-up monitoring framework should be established, with indicators that measure the effectiveness of the innovation model being piloted and its consolidation/institutionalization, as well as the ability of the proposed pathways to scale up results.

IFAD

International Fund for Agricultural Development
Via Paolo di Dono, 44 - 00142 Rome, Italy
Tel: +39 06 54591 - Fax: +39 06 5043463
E-mail: ifad@ifad.org
www.ifad.org
www.ruralpovertyportal.org
ifad-un.blogspot.com
www.facebook.com/ifad
instagram.com/ifadnews
www.twitter.com/ifadnews
www.youtube.com/user/ifadTV

Originator

Antonio Rota
Lead Technical Specialist, Livestock
Policy and Technical Advisory Division
E-mail: a.rota@ifad.org

Contact

Maria Elena Mangiafico
Knowledge Management and Grants Officer
Policy and Technical Advisory Division
E-mail: PTAKMmailbox@ifad.org

Acknowledgements

Special thanks go to Monica Romano for her substantive contributions during the preparation of this note.

February 2015