

Proceedings of Training cum Workshop

on Entrepreneurship, Marketing and Last Mile Distribution for
GALVmed Partners

Facilitated by



Business Mind Social Heart

Supported



1st-3rd August 2016 @ Hotel Suryaa, New Friends Colony, New Delhi

Proceedings of training cum workshop

A three-day training-cum-workshop program was conducted by Global Alliance for Livestock Veterinary Medicine (GALVmed) in partnership with MART from 1st-3rd August 2016 at Suryaa Hotel, New Delhi.

The main objective of the event was to strengthen capacity of the GALVmed partners operating in the target area towards developing new marketing channels and linkages to systematize the supply and distribution channels of livestock and Poultry vaccines in different states in India and Nepal and to meet the need of the communities where the vaccine is still unavailable. The training cum workshop was designed by MART after conducting training need assessment of GALVmed partners in India and Nepal.

A team of 12 members attended the program from different parts of India, including - Odisha, Jharkhand, Madhya Pradesh and from Nepal as well as GALVmed team. The event was also attended by Hester Biosciences Limited, a big livestock and poultry vaccine manufacturer and distributor in India. Mr. Raj Gera, Vice President-Sales & Marketing along with his colleague from Hester Biosciences Limited was present at the event. GALVmed is currently partnering with Hester in the setting up of a supply and distribution system of their thermo-tolerant Newcastle Disease vaccine in three states in India.

Day 1 [1st August 2016] : Introductory Session

A welcome address was delivered by Mr. Ramesh Chandra Jena, Partner, MART to initiate the event, followed by an introduction of all the participants.

While inaugurating the training cum workshop on the first day, **Dr. Abdallah Twahir, Director of Market Development and Access of GALVmed, Nairobi, Kenya** spoke about marketing development approach for sustaining the vaccine and making it reach the remotest places in different parts of the world. Dr. Abdallah emphasized on the need to identify and categorize vaccine sales performance problems and their causes in the areas. He talked about the mission of GALVmed and stated that the goal GALVmed strives towards is to make a real difference in the lives of the livestock keepers. "We are here to facilitate, identify, and prioritize performance gaps between the existing marketing practices and the rural market scenario on last mile distribution of vaccines for livestock. Our focus is to encounter the number of diseases and try to bring preventive measures."



"The concept of GALVmed started in 2004 and since then we have been trying to bring out solutions to



control livestock and poultry diseases. We have worked with NGOs, cooperative societies, franchises (many in Africa) and manufacturers," said Dr. Abdallah. Giving emphasis to the main objective of the workshop, he concluded by saying: GALVmed's aim is not to continue indefinitely but to provide linkages before we leave. Everyone in the chain should gain and have a profit share so



that the business runs in a self-sustaining manner.

Mr. Pradeep Kashyap, CEO, MART known as the 'Father of Rural Marketing', another important speaker of the day. He talked about improving the healthcare scenario of livestock and backyard poultry farming, understanding the value chain system and producing a profit making scenario for manufacturer and enhancing benefits for consumers. He opined that "the poorer the country, the more superior the social structure is as compared to the developed countries of the world". He said, "one should definitely look into the social sector and the ways its systems work." He emphasized that organizations big or small, who are working under such socio-economic parameters should work closely with the social sector which

consists of self-help groups, cooperatives etc.

Further explaining the importance and strength of poultry farming and livestock especially to a country like India having 6.4 lakh villages, he stated that the poultry sector follows a self-sustainable model. The poultry sector has been doing extremely well. This results in increased milk production. "We should understand our strengths and try to add value to increase our own productivity and prevent them from diminishing", added Mr. Kashyap.

He highlighted facts about numerous challenges faced by socially important but alien products during its



effort to capture market. He recommended use of Public Private Partnership (PPP) model to be taken up by keeping 'community' at the center. He stated that private and public sectors should come together and jointly aim for development as they both have their own ways of reaching the last mile for eradication of diseases and reducing livestock mortality. He stressed that while structuring Public Private Partnership (PPP) module which has failed to work in India, one must try to keep community at the center.

Welcoming the participants, **Dr Peetambar Kushwaha, Project Manager South Asia GALVmed** highlighted a few facts on the economy of the country. He emphasized the reasons on why steps should be taken to touch the development ladder. "For a developing country like ours, its economy depends upon its people's livelihoods," stated Dr. Peetambar, "Therefore the introduction of global alliances is very much necessary to break the monotony and bring economic development to the country."



He raised a few issues that can solve the problem of poverty. He said that non-profit sector to work with proper marketing strategies, animal health sector to be focused in rural market and strengthening health management facilities. He thanked MART and asked the team to take initiatives and address the root cause and plan better channels to connect the manufacturer to distributors and finally to the consumers to allow for healthy livestock and backyard poultry.

A small exercise was conducted during a “carrot, egg and coffee bean” presentation about behavioral changes that ought to happen while generating market demand. “Vaccinators as well as NGO people training should be like coffee beans which change the color & flavor of boiling water when mixed with it. They should be able to change the mind set of their target audience to better the ecosystem,” said Mr. Ramesh Jena, Partner MART.

Training Need Assessment - Findings – NEPAL and India

The Facilitator of the training session was **Ms. Geeta Sinha, Sr. Consultant, MART**. Based on the field research the objective of the session was to:

- Identify vaccination sales performance problems and their causes in the rural areas.
- Assess existing and desired skills of sales representatives at the different level.
- Assess existing and desired knowledge of the marketing team on rural channels and last mile distribution dynamics.
- Identify issues that compromise team performance with respect to 4A’s (Awareness, Acceptability, Availability and Affordability) of the vaccines.
- Identify and prioritize performance gaps between the existing marketing practices and the rural market scenario on last mile distribution of vaccines for livestock.

Name	Name of the Districts
Helen Keller International	Nawal Parasi, Sankhuasabha, Bagloon
Heifer International Nepal	Banke, Bardia & Surkhet districts of Mid-western region
BMPCS Odisha SUPPORT, Ranchi	Mayurbhanj, Baripada Ramgarh, Hazaribagh



- Determine effective and feasible solutions to identified marketing gaps.
- Determine, for identified marketing gaps, how much of the performance problem is caused by deficiencies in knowledge, skills, or attitudes.

Geography covered for the study in India: Jharkhand and Odisha and Nepal: Kathmandu and Sankhuasabha.

To make the project viable by creating market of Newcastle Disease vaccine and to reach the consumer, GALVmed is currently working with Helen Keller International Nepal, Heifer International Nepal, Heifer International India, BPMCS in Odisha, SUPPORT in Jharkhand and SAMPARK in Madhya Pradesh.

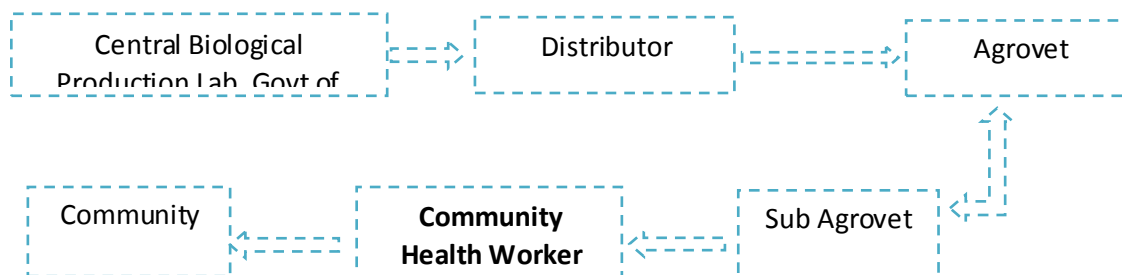
Stating the recent achievements in Nepal findings, Ms. Sinha highlighted:

- Vaccination sales for backyard poultry has increased in the area coverage in Sankhua sabha, Nepal: Phase -I: 2,25,000&Phase -II: 30,000
- Decrease in Mortality rates of backyard poultry due to vaccination: Before: 80% & After vaccination: 30%
- Demand for backyard poultry has increased over a period of time.
- SUAHARA programme supplements the efforts of vaccination through its 1000 days nutrition programme.
- There is increase in number of backyard poultry (Families on an average have 10-15 birds each).
- Besides own nutritional intake of eggs and chicken, households also sell them for supplementing their income.
- Benefits of vaccination are being recognized.
- Tools used for communication (like posters, jingles, pamphlets, etc.) have been effective in creating awareness and mobilizing community.
- Willingness to pay for the vaccination services has been augmented within community.
- Strategy adopted to increase awareness through Village Model Farmer.

People have started taking vaccination as an important measure to prevent mortality of their backyard poultry and livestock, which contributes significantly to their livelihood in the long run, stated Ms Sinha.

The following is a sales chart for vaccines in Nepal, as observed by the MART team.

Margin on sale of the vaccine for the vaccinator is 4.40 Ruپیya per dosage.



Understanding the ground realities, the participants from Nepal highlighted the key issues and challenges in the field.

- Lack of proper cold chain maintenance due to intermittent supply of electricity
- Difficult terrain & scattered households
- Regular supply and availability of appropriate dose of ND vaccine
- Difficult to establish sustainable supply chain of vaccine in all rural areas
- Challenges for women vaccinators as they are restricted to certain geographical areas.

Further stating the objective behind their project, to make “vaccinator” a viable profession in this chain their challenges include the following:

- Retention of Vaccinators as they lack motivation because
 - Not paid on time

- Longer time spent in vaccinating birds in villages
- Coverage is low due to tough terrain so earning is low
- Lack of alternative sources of livelihood

Thus a few points were concluded in the discussion to satisfy the product specific needs and add sustainability:

- Cold chain maintenance training; periodic refresher training
- Establishment of availability of vaccine up to rural/ interior areas
- Periodic monitoring to ensure quality vaccines are being stored and distributed on time
- Training on appropriate vaccination techniques for livestock with certification
- Appoint vaccinator in Nepal at and above the age of 35 and from the respective area and village so that he can continue for a longer period.
- Scoping leverage from government and other sources for sustainability
- Monitoring and Evaluation

For Community

- Scaling up the poultry & goat enterprise among smallholder youth farmers to increase their household income and nutrition.
- Scope of business plans development for selected cooperatives and farm families lead by local youth.

For Vaccinators

- Agro-Veterinary enterprise opportunity for local youth Village Animal Health Workers
- Alternative sources of Livelihood
- Leverage from government for certified training

Thus it will create entrepreneurship development which the youth of the nations like India and Nepal are looking forward to.

Dr. Ram Pukar Thakur, one of the participants from HKI, Nepal highlighted the main issue for the project to achieve 100% vaccination in livestock's is lack of awareness and distance form main market. "In



Nepal, distance is a major hurdle for the vaccinator. The distance for travelling from one house to another is more than an hour. Their deliverability decreases resulting in drop out of consumers," highlights Thakur. Many institutions including women groups can be targeted to create awareness and the need for having a Village Model Farmer to spread the benefits of Newcastle Disease

vaccination.

Adding to Dr. Thakur's point, **Dr. Abdallah** stated that Katmandu is the only place in Nepal where vaccine gets transported through air mail which makes its availability tougher and costlier. Mr. Ramesh Chandra Jena, Partner MART, suggested in such cases vaccinators should be provided with reimbursement for transportation cost incurred as well as some snacks/ food to keep them motivated.

Mr Amit Tete and Mr B S Gupta, from SUPPORT highlighted one major setback that is faced in their region is, backyard poultry is not a priority for the villager therefore loss of a few poultry does not affect him/her as significantly as that of larger animal. “As a result there is not enough investment of time and money into the upkeep of poultry. In addition, most villagers do not obtain any specialized feed for the poultry, or have interest in taking preventative action against diseases,” added Mr Gupta.

Mr. Piyush Mishra, Project Head, BMPCS, stated that out of 388 vaccinators they had selected, only 130 turned out to be active and carried vaccination business seriously and rest were very low in their performance and many left. “It is very difficult to keep the vaccinators motivated to carry on the vaccination business seriously. There are certainly many loop holes which need to be fixed and the vaccinators need to be assured that vaccination can be a beneficial profession. However, low incomes for vaccinators remains a major challenge,” highlighted Mr. Mishra.



The other major issues rendered are unsafe for female vaccinators in the evening. Understanding the setbacks, BMPCS called for a training session for vaccinators on entrepreneurship and marketing, strategy for increasing coverage area, business plan development for individual vaccinators and capital for procurement of refrigerator.

Thus the overall need that was suggested by the participants were:

- Strategy towards rural penetration
- Alternative Livelihoods option for Vaccinators
- Convergence and collaboration with other stakeholders
- Business entrepreneurship and last mile distribution
- Business plan for Vaccinators

Understanding Business, important aspects of Business and Business Plan Development

The Facilitator of the training session was **Mr. Sanjay Kumar Gupta, Consultant at MART.** He tried to sort the doubts in the mind of the participants by delivering ideas that has worked in the field in relation between the consumer and vaccinator rather that what has not worked. Mr. Gupta methodology about business concept and plan really opened up ways for creating awareness, interest and development action among the community.



While discussing the positives and the challenges the vaccinators and management level people face while creating awareness and introducing vaccination in the backyard poultry sector, Mr. Gupta talked about factors that influence the business, which includes:

- Government policies and regulations
- Changing consumer tastes and preferences
- New products and technologies by new players
- Competition

- Leadership
- Business model (feasibility, ROI and 4As)
- Pricing and value for money
- Continuous upgrade of products and services

Trainers understanding the ground reality and the drawbacks the vaccinators and their organization face in the respective geographical areas, exchanged ideas and suggestion that can potentially help to overcome the factors that influence their business for betterment of the society.

Mr Gupta trained about the importance of formulating a Business Plan (BP) and suggested ways how it can be useful for strategically managing the entire workforce to work towards the same objective. Sharing about the importance of Business Plan in details he highlighted the key points:

A Business Plan:

- Gives an in-depth understanding of your enterprise(s)
- Provides guidance in planning of enterprise activities by individual/group
- Helps determine viability of an enterprise
- Helps in accessing finance i.e. preparation of application for a enterprise/project loan
- Helps individual/group in credit management
- Helps in building linkages with market players and relevant support agencies

Thus by using a BP a vaccinator can calculate the profit and the loss in his enterprise. Mr. Gupta suggested that the NGO partners and the key company GALVmed should plan to prepare a Business Plan which readily contains elements like reasons for selecting activity, raw material, production/service, equipment, financials, training/support services, marketing plan, risks and mitigation analysis and intervention strategy that will help to counter every risk and plan the entire strategy. In this manner, the project team/entrepreneur can maintain reasonable targets and goals and keep the new enterprise on a course that will increase probability of success.

Day 2 [2nd August 2016]

Entrepreneur-Qualities and Competencies; Entrepreneurship through Achievement Motivation Training (AMT)



Mr. Ramesh Chandra Jena, started the session with a discussion on Entrepreneurship, sharing the differences between **job-employment and self-employment**. “A company always wishes to run in profits. Yet when working in rural India, profit can only be achieved through increased volume of trade,” mentioned Mr. Jena.

He also emphasized on the working culture to be social as India’s social infrastructure could be more advantageous in development aspects. Entrepreneurship on the other hand is what country like ours is looking for better livelihood

opportunity. Mr. Jena explained this by stating that all money that draws in the social sector is through private entities, therefore more and more rural people should get into entrepreneurship and promote private institution incorporating social infrastructure.

Mr. Jena tried to build the entrepreneurship skills of the participants by playing a game called BOAT game with them. He introduced the trainers to be a contractor for an Indian Naval Academy ship building project. He gave them guidelines to build the ship as per their capacity that included time limit and investments.

- After the exercises had been played only two participants could make profit. Realizing the key factors associated with making profits in a business, Mr. Jena highlighted factors like persistence, information seeking, concern for high quality, efficiency orientation, systematic planning, problem solving, assertiveness, monitoring and deliverables are quite so important to achieve success. Internalize the thought process related to high need for achievement. The main objective of the exercise was to explain:
 - to analyze the thinking process in relation to achievement planning.
 - to help understand own goal setting.
 - to enable to understand the behaviour under pressure of time and results.
 - to make aware of the environmental factors which influence the outcome.
 - to help to analyze your behaviour in competitive situation.

Likewise, it goes for the vaccinators where building entrepreneurship skill is so required to make them independent and achieve the goals even if company like GALVmed withdraw from the project.

Demand Generation – Concept, its importance and ways of communication



In this session **Mr. Benjamin Mathew, Partner MART** trained the participants on demand generation and continuous generation of demand.

Mr. Mathew explained his point by citing the example of water, specifically safe drinking water. He said that selling water in rural India is not an easy business even if it has any social cause attached to it. It is more difficult than selling vaccines to the backyard poultry farmers. He highlighted the need to look upon key elements like: size of the market, understand the consumer behavior and then understand the psychology of the consumer to initiate the market demand.

“It’s very important to know the kind of consumer you are targeting and the percentage of such consumers in the respective regions. Classify the rural target in the R1, R2, R3 & R4 scale which determine from privileged to not-so-privileged category. This will help to mark which category of people should be targeted first and which class of people will be your consumers for the desired product in a large volume.”

Mr. Piyush Mishra raised the point after hearing the classification theory - that according to the vaccinators in Odisha R1 class people do not support in passing the information / awareness. They

themselves use vaccination for their livestock but fail to accept and admit in front of others that this actually helps their livestock.

The problems are different in different regions. Thus understanding the loopholes and behaviors of the consumers where the possibility of having extremely low awareness, visibility, hard to reach and low spending potential, the measures to counter the problems should be explained, implemented and followed in a sustainable manner. Mr. Mathew explained the behavior change model AIDCA (Awareness, Interest, Desire, Conviction and Action) needs to be followed to make the product saleable.

Business Modelling: Understanding Consumer & Distribution to build the last mile

Creating awareness and demand generation which helps establish a connection with the consumer **Mr. Benjamin Mathew** explained reasons behind knowing the 'last mile' - **For what and whom the product is**. To reach the last mile i.e. vaccinators in the case of NGOs it is important for them to know who the vaccinators are. Mr. Mathew cited the demographic distribution of the India and what percentage of rural India needs to be targeted.



“When a company / non-profit organization has its demographic model the first thing it should know are the challenges that the last mile might face. It’s very important to resolve the issues to keep the model successful. Like in the case of vaccinators, challenges might be -availability of nearby outlets from where he/she has to get the vaccines, long distance between villages and households, payment defaulters, lack of awareness among the consumer about the importance of vaccines,” mentioned Mr. Mathew.

Thus it’s important for the NGO partners to create awareness and connect vaccinators to retailers to make the product and project viable.

Team suggested following important points for need to be streamline for the project implementation

- Preparation phase should be increased.
- Community selection should be done carefully i.e. understanding the demographic structuring.
- Selection of vaccinators should be done with some major criteria that include age, educational qualifications, among others.

It was noticed that different region had advantage of appointing vaccinators of different age group. For



Nepal, vaccinators above 35 years of age were found more suitable for the profile whereas in Jharkhand were younger people above the age 18 and so.

Understanding the cost of vaccine per dose and the area covered, the net profit of the vaccinator could be calculated. Thus in Nepal it was Rs. 5 per dose and in India it was Rs. 3 per dose. If a vaccinator can cover 2500

birds, then he/she can earn upto Rs 7500 per month

Another important point that came up during the discussion was that before starting the programme first and foremost, awareness generation in the target area is necessary. The communication strategy should also be made clear, prior to the awareness generation initiative.

For the identification of the vaccinator a T-shirt/cap/ apron should be provided along with a visible logo in the cold box.

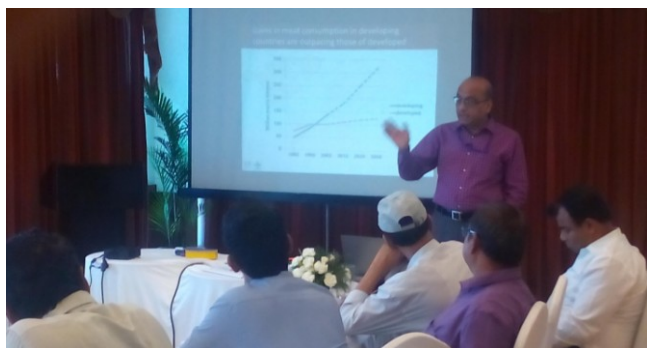
For awareness - jingles, audio/ video display, posters, leaflets and wall articles – may be used. And value addition to the awareness initiative can be given through advertisement on local television channels and at local haats, by consulting an expert and by having a regular internal communication among the vaccinators.

Hereafter, the participants also focused on the importance of cold chain and its maintenance by different stakeholders.

Day 3 [3rd August 2016]

Livestock Sector Development- PPP (Leverage and Convergence): The Facilitator of the training session was **Dr. Alok Jha, Director, International Livestock Research Institute (ILRI)** talked about challenges livestock are facing. Animals are assets and they have productivity. Like any other human being animals need water, food and shelter and even preventative remedies like vaccine to keep them immune to diseases. Therefore, one has to meet the challenges and incur expenditures in food and medicine to save the livestock.

Dr. Jha also talked about livestock in global context. “The population of livestock is quite high but is sustainability is in the question. The condition of animal husbandry department is in very bad shape.



Measures like awareness generation with in a community should be taken very seriously. Taking care of livestock, like vaccinators do on a regular basis, makes ‘vaccinator’ a noble profession and it should be encouraged both as a profession and as a serious remedial for livestock. Women should also be encouraged as it is a viable supplementary income opportunity for their households.

Mr. Ramesh Jena tried to explain an example for thinking ‘out of box’ ideas to make this project successful by changing the mindset of the project team and vaccinators. He has given very good examples of marketing jargons which was easily understood by participants like direct marketing, advertising, brand recognition, customers’ feedback, demand and supply gap and restriction from entering new markets etc.

The Last Mile Connect

Mr. Benjamin Mathew, the facilitator of the last session explained the concept of ‘last mile connect’ through the example of a brand like ‘Colgate’. This brand is itself is a brand and has reached to its last mile. Once a brand has reached the last mile, issues that need to be addressed may include the following:

- Competition
- Structure should be proper
- Leverage should be there
- Marketing communication
- Current issues
- Open to rural market

To connect to the last mile the business strategy should be clear.

Thus, the participants understood the importance of training to on-ground vaccinators and backyard poultry keepers in their respective assigned project areas. The participants emphasized the socio-economic importance of backyard poultry which is reinforced through vaccination to safeguard the poultry. During the training, the complexities of adult learning were highlighted and suitable methodologies were discussed for efficient communication with vaccinators and farmers. The selection of vaccinators was emphasized with detailed discussions on characteristics of a good vaccinator. The operational aspects of vaccination drives were also discussed in groups.

Recommendations

Develop and design an effective communication strategy covering

- Identification of most promising promotion channels
 - Public displays like Van, Autos, Posters, Local transport etc.
 - Local print media, TV and Radio
- Preparation of route plan and implementation of promotion plan
- Create & organise training programme on business entrepreneurship, marketing and sales for project staffs of Partner NGOs and Vaccinators
- Assist grassroots facilitators for developing customised business plans
- Facilitation towards market linkages of backward poultry (live) for achieving remunerative price
- Knowledge documents preparation like flip chart, flip book, posters, audio visual, photo journey of the processes
- Convergence and collaboration with Institutions and Pvt players
 - Government Line Departments {Animal Husbandry Deptt}
 - CSR projects
 - Livelihoods initiatives
 - Secondary Institutions
- Using the platform of Farmer producer Organizations, Federations of SHGs, CBOs etc. for larger coverage
- Handholding support to Partner NGOs on last mile distribution model towards model development
- Demand generation strategy and introduction of monitoring framework to measure the progress
- Entering to potential untapped geographies for expanded coverage
- Provide some incentives to Vaccinators in cash and kind based on performance benchmarks and slabs

Annexure-1: Participants Details

Name	Company	Contact No.
Rajkumar Gera	HESTER Biosciences Limited	9958555990
Amit Tete	SUPPORT	88731 48474
B S Gupta	SUPPORT	72949 43488
Nilesh Desai	Sampark	87180 82223
Piyush Mishra	BMPCS	94377 11587
Pramod	BMPCS	94383 67144
Keshav Sah	Heifer International Nepal	977- 9801182921
Dr.Ram Pukar Thakur	Heifer International Nepal	977 – 98418 37641
Dr Susmita Parai	Heifer India	81305 57669
Kamlesh	HESTER Biosciences Limited	97702 28143
Dr. Peetambar Kushwaha	GALVmed	9818991219
Dr.Rahul Srivastav	GALVmed	7042637444
Mamta Dhawan	GALVmed	

Annexure – 2: Programme Agenda

Day & Time	Topic	Methodology	Output
Day -1 (1st August 2016)			
9.45 – 10.00 AM	Registration of Participants		
10.00 -10.30 AM	Welcome address and objective of the training by Dr.Peetambar Kushwaha, GALVmed Overall marketing approach of GALVmed by Dr. Abdallah S. Twahir, Director Market Access and Development Rural market potential by Mr Pradeep Kashyap, Founder CEO,MART Introduction – Trainer and Participants	Self-Introduction/ coffee bean	Knowing each other
10.30 – 11.15 AM	Setting rules for training and Objectives and Expectations	Participatory Discussion	Affirmation of Objectives and Expectations of the Training
11.15 -11.30 AM	Tea Break		
11.30 - 1.00PM	Setting the Context (Nepal and India)	Participatory Discussion and Presentation on Field Findings	Consultation and agreement on the field findings
1.00 -2.00PM	Lunch Break		

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2.00 -3.30PM	Understanding Business (Vaccination) and important aspects of Business	Participatory Discussion	Increased understanding about business and its functions
3.30 -3.45PM	Tea Break		
3.45 -5.00PM	Business Plan Development (Concept and Strategy)	Exercise and Group Presentation	Increased knowledge on Business plan development
Day-2 (2 nd August, 2016)			
9.45 – 10.00 AM	Most Important Lesson Learn Yesterday[MILLY]		
10.00 -11.30 AM	Entrepreneur – Qualities and Competencies and Entrepreneurship through Achievement Motivation Training(AMT)	Participatory Discussion & Game	Knowledge of selecting right candidates for vaccination activity
11.30 -11.45 AM	Tea Break		
11.45 -1.00 PM	Demand Generation – Concept, its importance and ways of communication	Facilitation and Participatory Discussion	Increased understanding on social mobilization aspects and communication methods
1.00 -2.00PM	Lunch Break		
2.00-3.30PM	Business Modelling – Last mile distribution	Presentation and Participatory Discussion	Increased technical knowledge of business modelling
3.30-3.45PM	Tea Break		
3.45-5.00PM	Last mile distribution- Case study sharing {Colgate}; Scoping for Alternative livelihoods (business)	Case Study presentation and Participatory Discussion	Options to enhance the existing business and income levels
Day -3 (3 rd August 2016)			
9.45 – 10.00 AM	Most Important Lesson Learn Yesterday[MILLY]		
10.00-11.30 AM	PPP (Leverage and Convergence)	Presentation and Participatory Discussion	Increased knowledge to scope leverage, partnerships and convergence for program benefits
11.30-11.45 AM	Tea Break		
11.45-1.00 PM	Partner(NGO) wise – Action Plan Development	Group Activity	Partner(NGO) wise Activity Plan developed for the next phase
1.00 – 1.30 PM	Feedback and Valedictory Session		

1.30-2.30PM	Lunch Break
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