



**Netherlands East Africa  
Dairy Partnership**

# A glimpse at dairy advisory services from East Africa

RENCONTRES INTERNATIONALES SUR



le **lait**

Vecteur de développement

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# Team effort



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# Why this study?

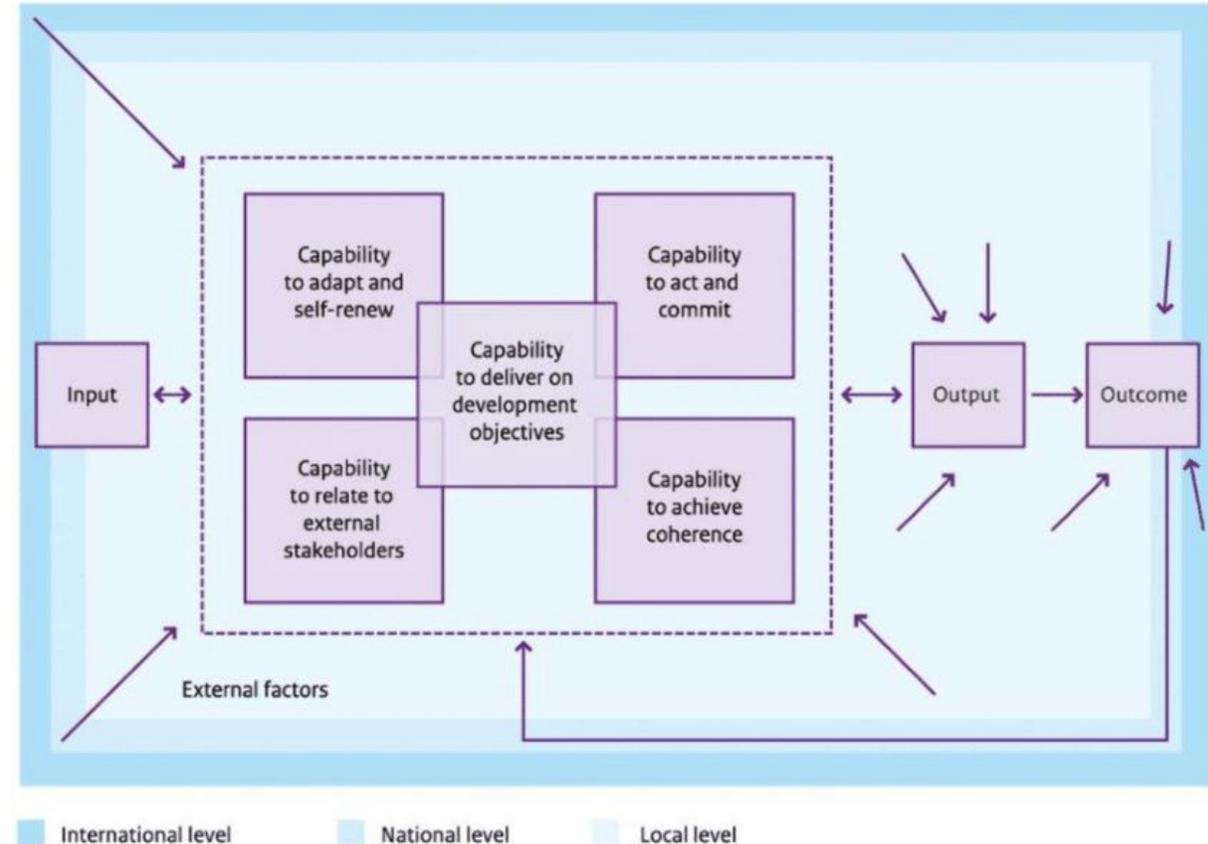
- Dairy advisory services are essential to support transformation towards more sustainable dairy sectors.
- With the digitalization and organization of stakeholders, new forms of dairy advisory services seems to emerge in East Africa.

- **What is the diversity of dairy advisory services in East Africa, their critical success factors and challenges?**

- Operational ambitions
  - **Contribute to support East African dairy advisory services**
  - **Guide future interventions in the sector**

# Material & Method

- Online semi-structured questionnaire (Kobotoolbox) - SWOT and 5-C model
- Kenya, Uganda, Burundi, Ethiopia, Tanzania and Rwanda
- National enumerators with translations in Amharic and French
- **Snowball sampling** method starting from enumerators
- Novembre to Decembre 2022.



Ecdpm. "Bringing the Invisible into Perspective," 2011.

<https://ecdpm.org/work/bringing-the-invisible-into-perspective-reference-document-for-using-the-5cs-framework-to-plan-monitor-and-evaluate-capacity-and>

# Sample - How to guide our sampling ?

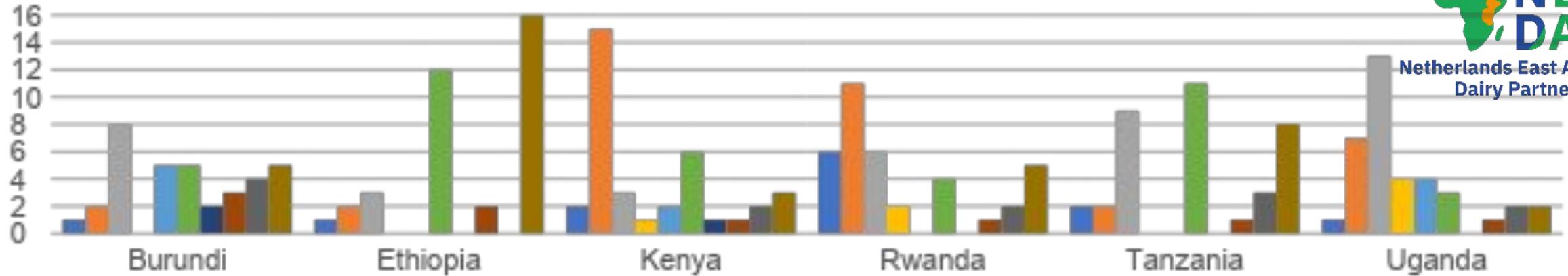
- Several types of dairy extension services were identified in the sample according to their

## **GOVERNANCE STRUCTURE and PURPOSE:**

- **COOPERATIVES**
- **PUBLIC**
- **CONSULTANCY**
- **INPUT SUPPLIERS**
- **FINANCIAL INSTITUTIONS**
- **COMMUNITY-BASED ORGANIZATIONS**
- **PROCESSORS**
- **DIGITAL PLATFORMS**
- **NGO.**

Ask the enumerators to interview  
at least 5 per category when  
existing in their country – Go for  
the diversity

# Sample distribution

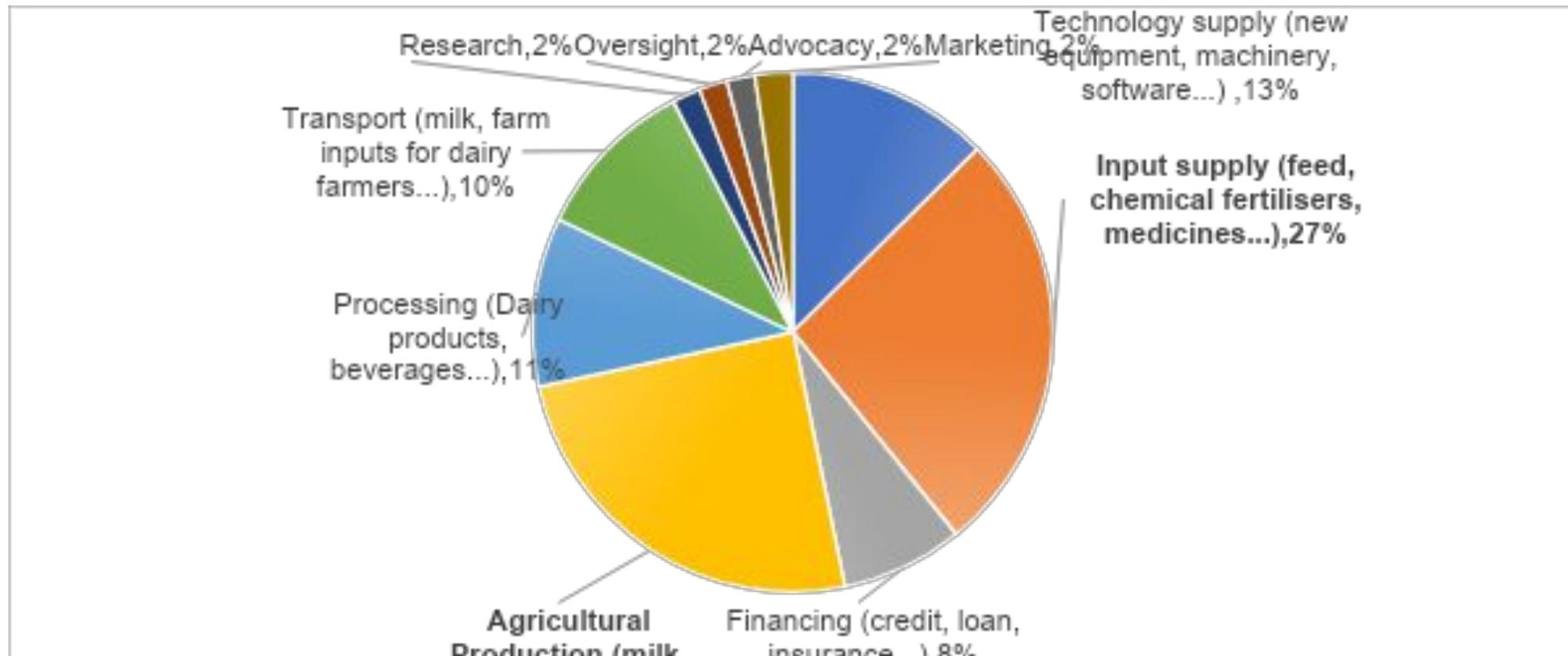


- CBO
- Consultancy
- Cooperative
- Digital Platform ..
- Financial Institution
- Input Supplier

- **Cooperatives, input suppliers, public service and consultancies dominate** dairy advisory services in our sample
- Emerging advisory service models like digital platforms are in Kenya, Uganda, Rwanda
- Financial institutions offer dairy advisory services in Kenya, Burundi, Uganda

# Diversity of activities per organisation

- Organizations were engaged in multiple activities (answers = 342); input supply (27%) and agricultural production (25%) are the most represented.



## **Weaknesses** (answers = 204)

- weak funding and business model (66.7%)
- inefficiency within the organization (9.8%)
- lack of dairy experience (8.3%).

## **Strengths** (answers = 239)

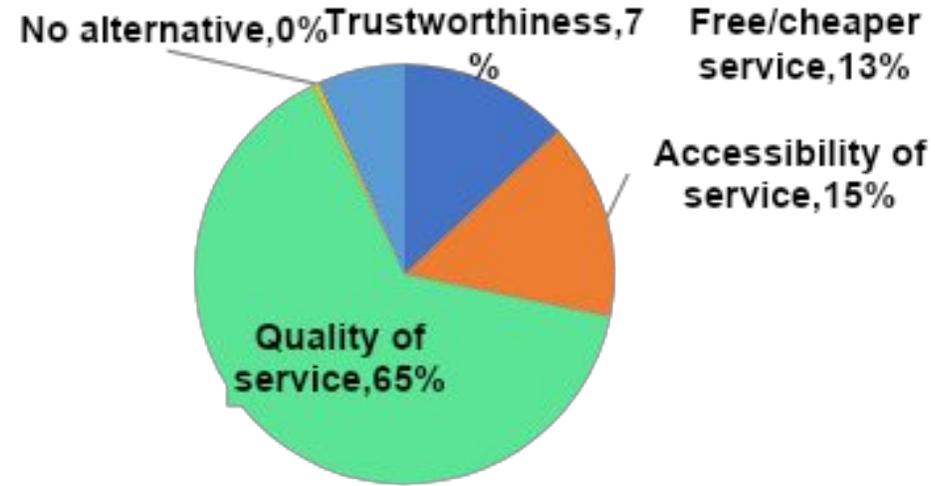
- Experienced staff (37%)
- Clients relations (24%) service tailoring (11%)
- access to funds (10%)
- strategic plan (10%)

## **Challenges** (answers = 238)

- constrained access to resources (28%)
- Natural calamities (18%)
- High operational costs (12%)
- New entrants (competition) (8%)
- Limited skilled employee (8%)

## **Opportunities** (answers = 236)

- Investments in the DVC (37%)
- Increasing demand (24%)
- Networking (11%)
- New technologies (10%)



## Unique Selling points

- **Key factors helped organizations to achieve their milestones** (answers = 163):
  - the **reliability** of the organization to farmers (16%);
  - **stakeholder's involvement** to complete the dairy extension offer of the organization (using service providers to match farmer's demand) (13%);
  - **skilled, qualified and committed staff** (13%).
  
- **To become more effective**, they would prioritize (answers = 271):
  - increased investments in **physical capital** (19%);
  - the **capacity building of their staff** to provide more efficient dairy extension (17%);
  - **strengthened stakeholder's involvement** to match farmers' demand (15%).

# Biases

- Non-exhaustive mapping
- Limited entry point in our sampling strategy => biased our sample
- Pre-defined typology
  - interesting to explore multi-factorial analysis to elaborate the typology
  - Choice to focus on categories in which practitioners can relate to
- Aggregated results of different types – analysis per type will be made

# Conclusions

- **Cooperatives, input suppliers, public service and consultancies dominate** dairy advisory services mostly non-specialised in dairy extension
  - **New forms of advisory services** emerge : digital platforms, financial institutions...specially in Kenya, Uganda, Rwanda and Burundi
- + Experienced staff, networking and stakeholder's engagement are critical success factors
- Weak business model of dairy advisory is their main weakness while they are challenged to access resources

Supporting these organizations is primarily a matter of strengthening their "**soft skills**" - **business model and networking**

# Next steps

- Sharpen our analysis per type
- Communicate our results to :
  - Participants of the study :
    - Critical success factors and self-assessment tool
  - Policy makers and dairy development community to influence their strategic investment regarding dairy advisory services
- Develop a strategy for a second phase in NEADAP



# Thanks !

Pictures – courtesy of Neadap