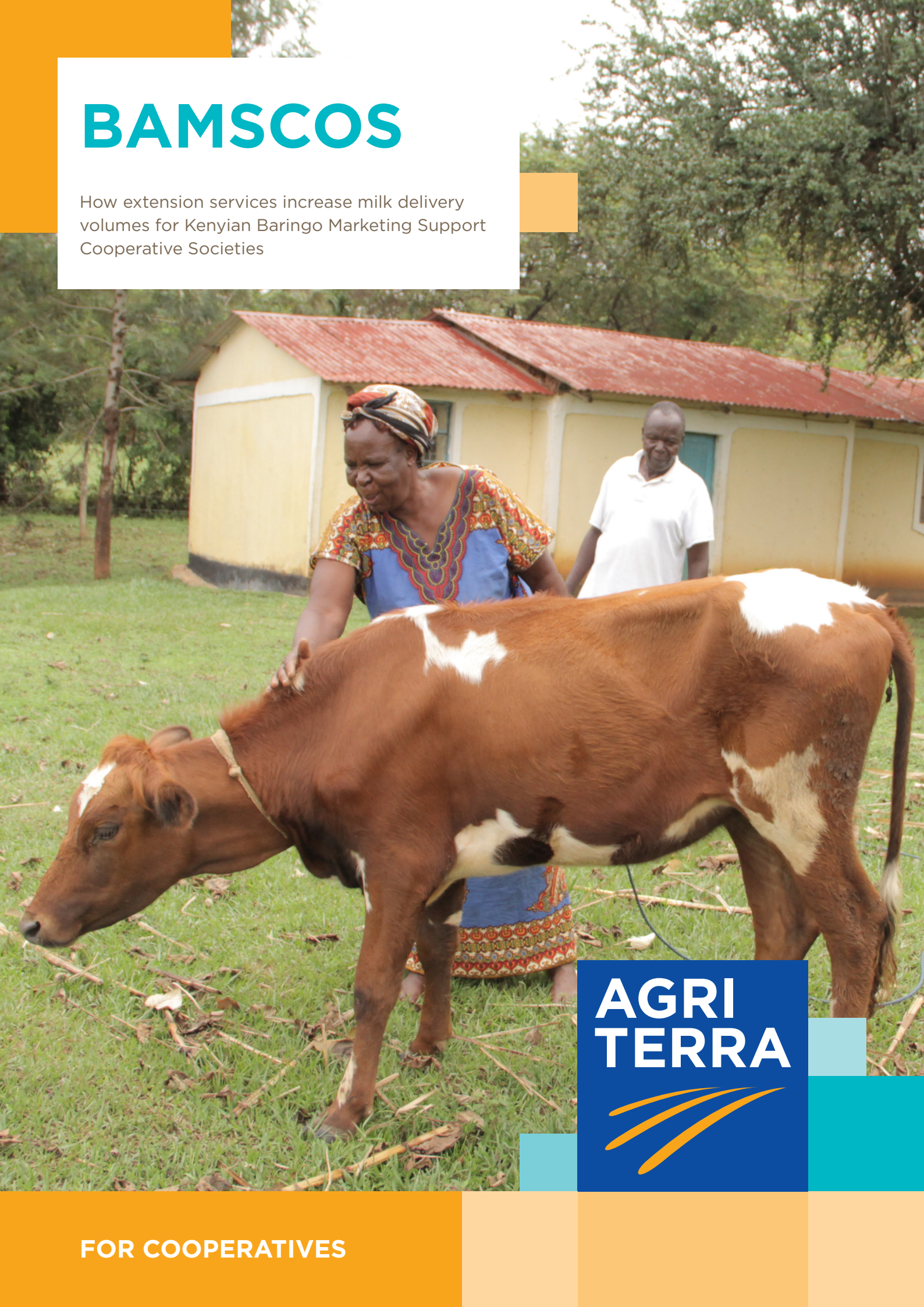


BAMSCOS

How extension services increase milk delivery volumes for Kenyan Baringo Marketing Support Cooperative Societies



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FOR COOPERATIVES



PRODUCTIVITY INCREASE THROUGH GOOD EXTENSION SERVICES

BAMSCOS was set up in 2012 initially to champion the interest of all the cooperatives in Baringo County. However, over time and due to the dominance of dairy cooperatives within the County, they've evolved to become a serious player in the dairy value chain. Having succeeded in convincing her 19 affiliated primary cooperatives to jointly bulk and market their members' raw milk, the next thing for BAMSCOS is to build sufficient flow of the raw materials and capital for them to invest in their milk processing plant whose construction is currently underway.

Process of extension services intensification

In 2017, Agriterra facilitated the Sustainable Services workshop in which a solid foundation was laid to strengthen and structure extension services offered by BAMSCOS. The extension team focused merely on breeding; only 4 extension officers were employed and there was no active use of lead farmers. Results of the workshop were a financial sustainable system to cover extension costs through a milk fee; recruitment of more extension officers and a clear focus on animal fodder, feed and feeding to improve productivity and reduce the decline of milk during the dry season.

In 2019, with the support of a grant from NUFFIC and the technical expertise of Agriterra and KIT (Royal Tropical Institute in the Netherlands) BAMSCOS intensified its extension strategy to increase the productivity within the next three years. The dairy union was supported to re-look at their extension strategy and come up with a commensurate structure to help in the precise execution of this developed dairy intensification strategy. Part of the strategy is coaching of extension staff to enhance their training and communication skills for higher adaptation levels among farmers. The coaching is provided by a Kenyan dairy trainer with distant backstopping by KIT and Agriterra.

Reorganise value proposition

This project has helped BAMSCOS to reorganise their value proposition to her membership by prioritization how they could all get access to the much needed extension services. The 19 primary cooperatives affiliated to BAMSCOS are of different sizes, therefore some could afford to hire extension officers, others couldn't. Through this project an extension structure made sure that individual members from all the 19 PCs could get access to the extension support regardless of their size. This meant utilising the existing extension staff as well as coming up with extension coordinators at the PC (primary cooperative) level to coordinate extension activities and to support PCs with no extension staff. This structure is then complemented heavily by the aspect of lead farmer concept to support the entrenchment of the extension services.

When asked about the tangible results of this support so far, the chairman of the extension sub-committee of the board had this to say:

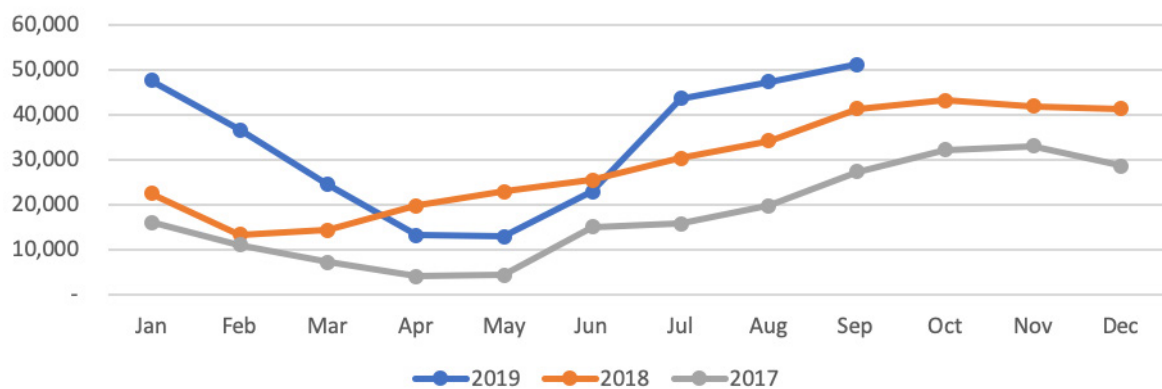
“Through this intensification of the extension services, our members deliveries increased by 29% in 2019, excluding the investments we made in our hay farm and other direct investments made by the members themselves in their own farms worth thousands of dollars”.

Of course, to maintain this growth momentum, a lot of effort is being put on reaching more members though the recent recruitment of 10 new extension officers.



MILK DELIVERY RESULTS

BAMSCOS Milk Deliveries
3 year Daily averages



BAMSCOS is a county-level Dairy Marketing Cooperative Union, representing 19 farmer cooperatives with more than 12,000 active members. The BHAG of BAMSCOS is to increase productivity and supply of milk to the union (aim: 100,000 litres/day in 2022). Positive developments since 2017 through good extension services show an increase in milk deliveries

NEXT STEP: PROCESSING AND PACKAGING OF OWN MILK

Mr Rogers changwony believed that they have achieved their first initial milestone as they work towards realising their BHAG; that of processing, packaging and marketing their own milk due to the now assured production of the key raw material-milk. They will then continue to cement this growth momentum as they build on their internal capital to invest in the processing machinery in the near future.



“The main business goal of BAMSCOS: 100.000 liters milk per day collected, bulked, processed and marketed through BAMSCOS in 2022”

History

In 2016, BAMSCOS employed its first 2 extension officers at the union level and at that time, there were 2 extension officers at primary cooperative level. Agriterra supported BAMSCOS with the workshop in Sustainable Services. The outcome of this workshop was an extension strategy in which different levels of cooperatives (cooperative with or without extension officer; cooperative with a shared extension officer) were formed.

Lead farmers were embedded as part of the extension structure, an extension plan was elaborated on **3 need-based priority extension topics** and a business model was agreed upon; for every litre of milk supplied to the processor, the processor pays 0,5 KES (= 0,0045 Euro) of which 60% is earmarked for extension activities and the remaining 40% for core costs of BAMSCOS. Two years later, we see a steady increase of the milk deliveries to the union, resulting in an increasing income to cover the cost of extension and core costs of BAMSCOS.

3 need-based priority extension topics

- MORE PRODUCTION PER ANIMAL: BREEDING / FEEDING
- MORE DELIVERY TO THE COOPERATIVES
- INFORMATION AND TRAINING STRUCTURE



“We are grateful for what has been done to us over the period of our partnership. This intensification of extension services to our members has been the game changer in our region”

Rogers Changwony, manager of BAMSCOS



Follow-up workshop in 2019

Agriterra conducted the ‘Cooperative Advisory Services Check’ again in August 2019, showing that the main challenges for BAMSCOS are in the quality and improvement of services. We designed the learning and strategy workshop based on the outcomes of the services check, focusing on adoption and adaptation;

- how to improve the effectiveness of services
- which approach and methods work best
- how to work with lead farmers
- the financial/business aspects and
- the organisational structure as BAMSCOS is expanding fast in numbers

Deepen strategy

The outcome was a dynamic 2-day workshop, in which the current strategy was revised and fine-tuned, while a doable action plan creates an enabling environment for the extension team to do their work in the best possible way.



The future

In the last 2 years, BAMSCOS invested in additional 5 extension officers and as per first of October under the JobsJobsJobs programme, another 7 extension officers (EO) have been recruited. This means one EO shall serve on average 750 members.

Good services are crucial for the growth of a cooperative or a union, and with this workshop the management and leaders of BAMSCOS:

1. have a better grip on extension,
2. know what they can do to enable the extension team to perform better in the future and come with a SMART extension strategy.



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