
Monitoring Cooperative Capacities: Case Study from the Kenya Dairy Development Program

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Background - Kenya



Kenya Dairy Development Program
Goal: Increase Rural Household Incomes



Intermediate Result: Improve milk and dairy products demand, industry efficiencies and farm level productivity



Areas of intervention:

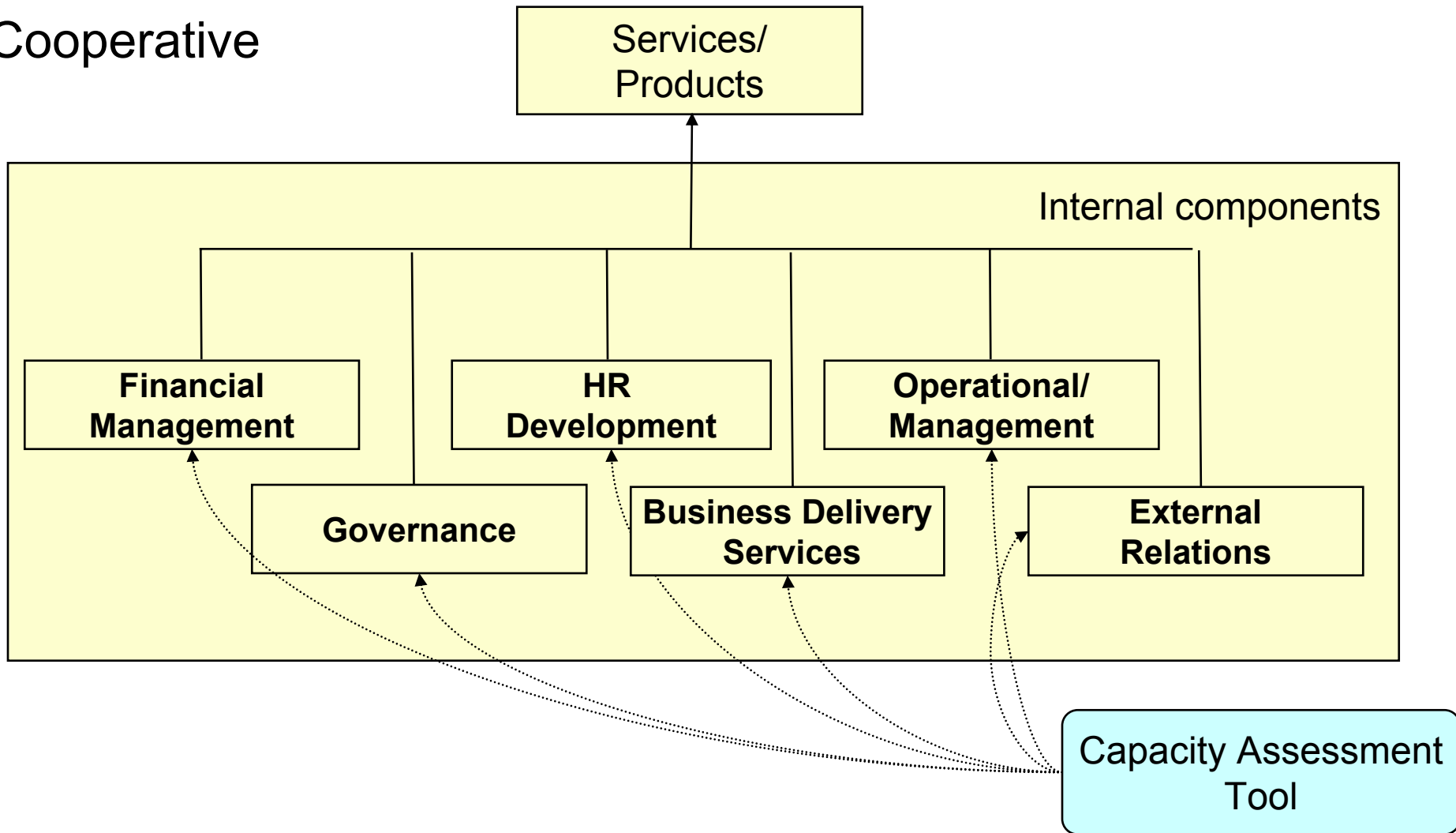
1. Consumer driven marketing
2. Quality, safe and affordable products
3. Enhancing smallholder dairy productivity
4. **Capacity Building** (Business, **Cooperatives**, Industry Groups)
5. Policy

Background - Malawi and Uganda

- LOL/Malawi and LOL/Uganda are also implementing development programs with a component in Cooperative Development.
- They also use Capacity Assessment Tools (CAT) and will be compared to Kenya's.

Methods – Kenya Capacity Assessment Tool (1)

Cooperative



Methods – Kenya Capacity Assessment Tool (2)

■ Improvement of every Capacity and Sub-capacity

0: Nonexistent

1: Neutral, no improvement made

2: Needs improvement

3: Some progress made, only little improvement required

4: No need for immediate improvement

5: Excellent achievement, capacity fully achieved

■ Form

ASSESSMENT SHEET

1. Governance:

(i) Governing body functioning and attracting funding	0	1	2	3	4	5
(ii) Governing Board providing leadership	0	1	2	3	4	5
(iii) Mission statement with a business orientation clearly articulated	0	1	2	3	4	5
(iv) Legal status compliant with official registration requirements	0	1	2	3	4	5
(v) Differentiation of oversight and management roles followed	0	1	2	3	4	5
(vi) General membership is represented adequately in all leadership and governance structures	0	1	2	3	4	5
(vii) Gender balance and representation exists	0	1	2	3	4	5
(viii) Democratic elections held	0	1	2	3	4	5
(ix) Constitution and bye laws reviewed regularly and updated	0	1	2	3	4	5

Methods – Process (1)

■ Data Collection:



Reports



Focus Group
Discussions



Interviews

■ Assessment team:

- Implementing partners
- Cooperative representatives
- Cooperative Development and M&E Specialist (Land O'Lakes/Kenya)

Methods – Process (2)

Performance Questions

- Regions that need more assistance
- Capacities that the program needs to focus
- Cooperatives that need more assistance

After the Intervention

- Regions that improved (declined)
- Capacities with the highest improvement (decline)
- Cooperatives with the highest improvement (decline)
- Reasons of these changes

Methods – Process (3)

■ Duration

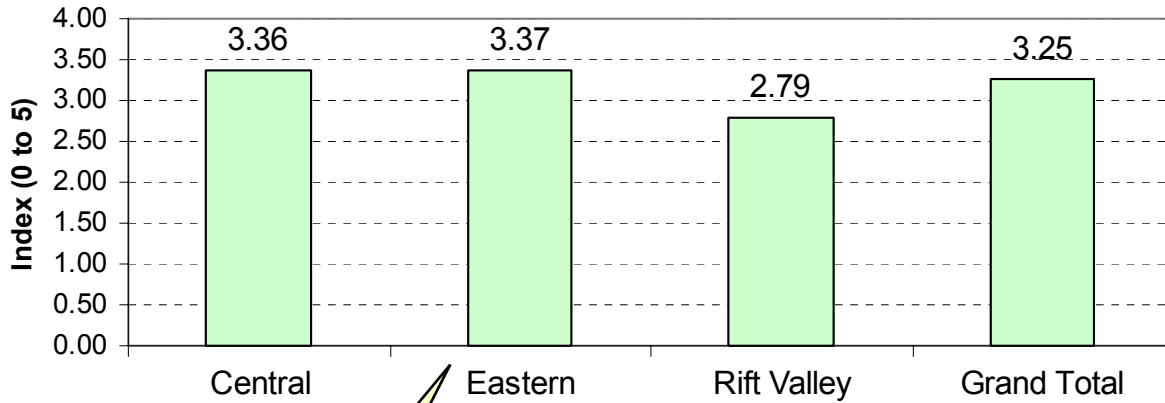
- Initial: Sep/Nov 2004
- Follow-Up: Oct/Nov 2006

■ Processing

- With Excel and ArcView
- Averaging and rolling up scores per Capacity and/or region
- Follow-up questions to the field

Analysis –Initial Assessment (1)

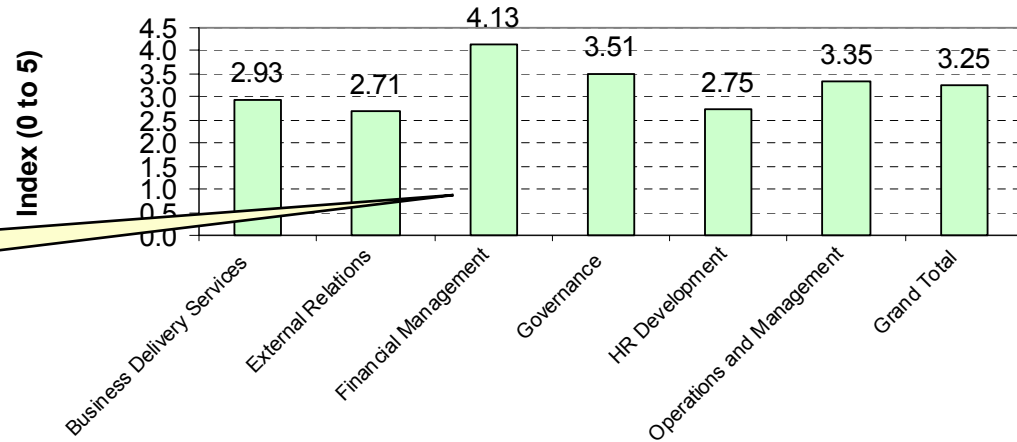
Index During Initial Assessment



Index per Region - Kenya

Highest

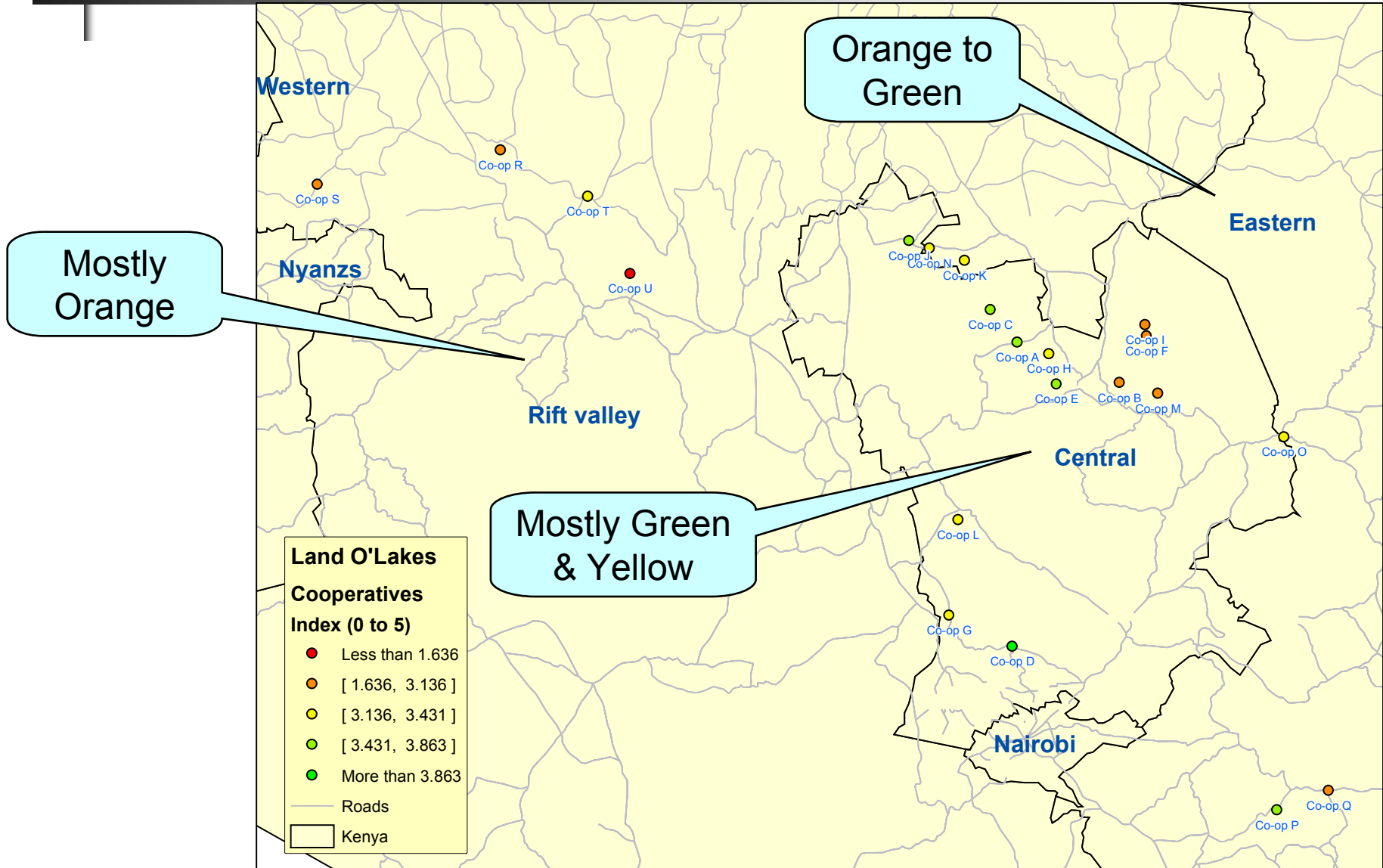
Index During Initial Assessment



Highest

Index per Capacity - Kenya

Analysis –Initial Assessment (2)



Analysis – Initial Assessment (3)

Average of Baseline		CapacityName							
Region	Group	Business Delivery Services	External Relations	Financial Management	Governance	HR Development	Operations and Management	Grand Total	
Central	Co-op A	3.60	3.00	4.75	3.78	3.80	4.00	3.86	
	Co-op B	2.60	3.00	3.63	2.89	2.30	3.50	2.95	
	Co-op C	3.00	2.00	4.50	3.67	3.50	4.17	3.55	
	Co-op D	3.80	3.60	4.88	4.56	4.00	4.83	4.33	
	Co-op E	4.40	3.50	4.13	3.67	3.30	2.83	3.61	
	Co-op F	2.20	1.67	3.50	3.33	2.00	3.17	2.68	
	Co-op G	2.80	1.67	4.63	3.33	3.80	2.67	3.30	
	Co-op H	3.00	3.33	4.25	3.33	2.80	3.67	3.39	
	Co-op I	2.00	2.17	3.63	3.25	2.10	3.33	2.77	
	Co-op J	3.60	2.67	4.63	3.78	3.00	3.33	3.52	
	Co-op K	2.60	3.33	4.13	3.33	3.10	3.00	3.30	
	Co-op L	3.80	2.50	4.38	3.56	2.60	4.00	3.43	
	Co-op M	3.00	2.83	3.38	3.67	2.50	3.17	3.09	
	Co-op N	2.40	2.67	4.63	3.67	2.30	3.83	3.27	
Central Total		3.06	2.70	4.21	3.56	2.94	3.54	3.36	
Eastern	Co-op O	3.00	3.50	4.50	3.44	2.70	3.50	3.43	
	Co-op P	4.60	3.17	4.75	3.22	3.10	3.83	3.70	
	Co-op Q	3.00	1.67	4.38	3.22	2.40	3.00	2.98	
Eastern Total		3.53	2.78	4.54	3.30	2.73	3.44	3.37	
Rift Valley	Co-op R	2.80	1.67	4.38	3.33	2.80	2.67	3.14	
	Co-op S	2.20	2.50	3.56	3.56	2.90	2.67	3.09	
	Co-op T	2.40	3.33	3.22	3.22	3.00	3.00	3.30	
	Co-op U	0.80	3.33	1.67	3.22	0.00	1.83	1.64	
Rift Valley Total		2.05	2.71	3.53	3.47	2.10	2.63	2.79	
Grand Total		2.93	2.71	4.13	3.51	2.75	3.35	3.25	

Highest

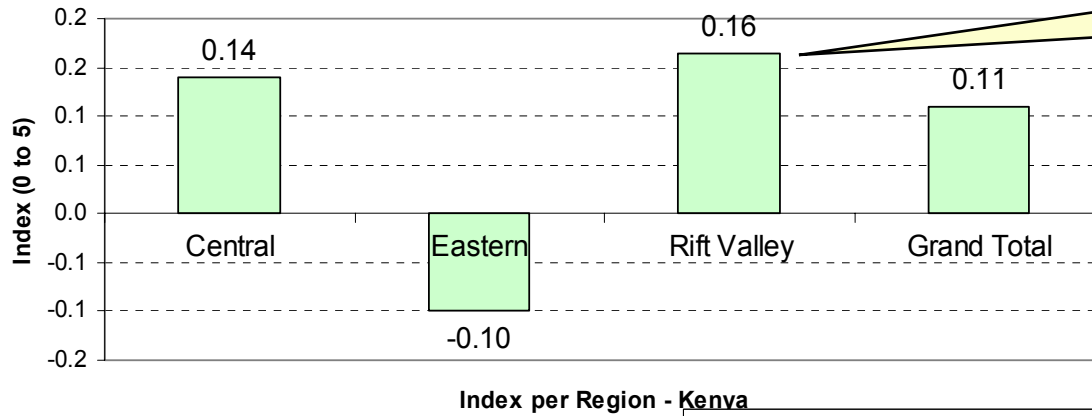
Lowest

Highest

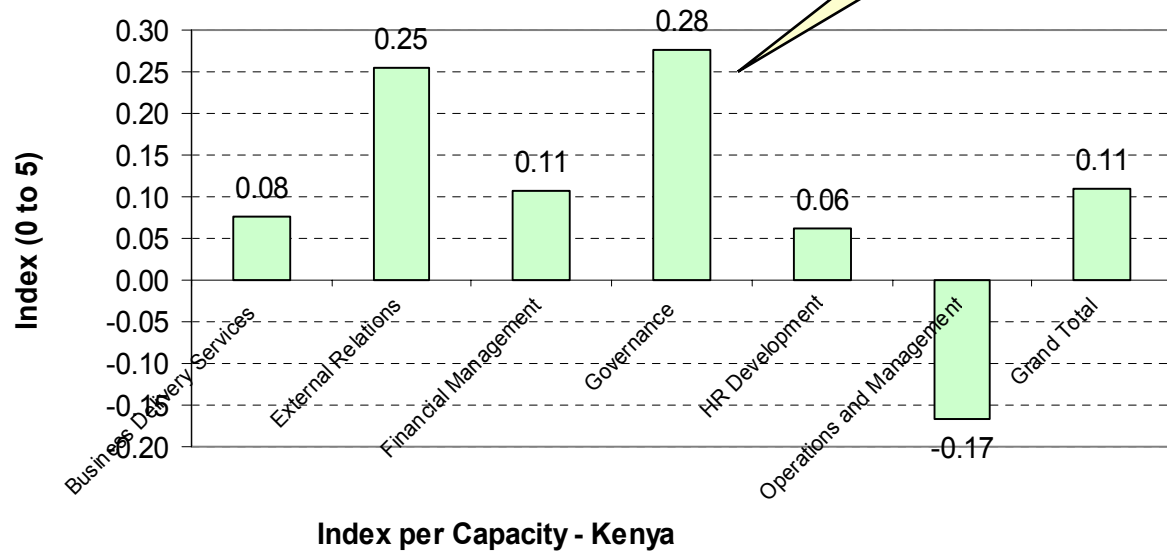
Lowest

Analysis – Follow-up (1)

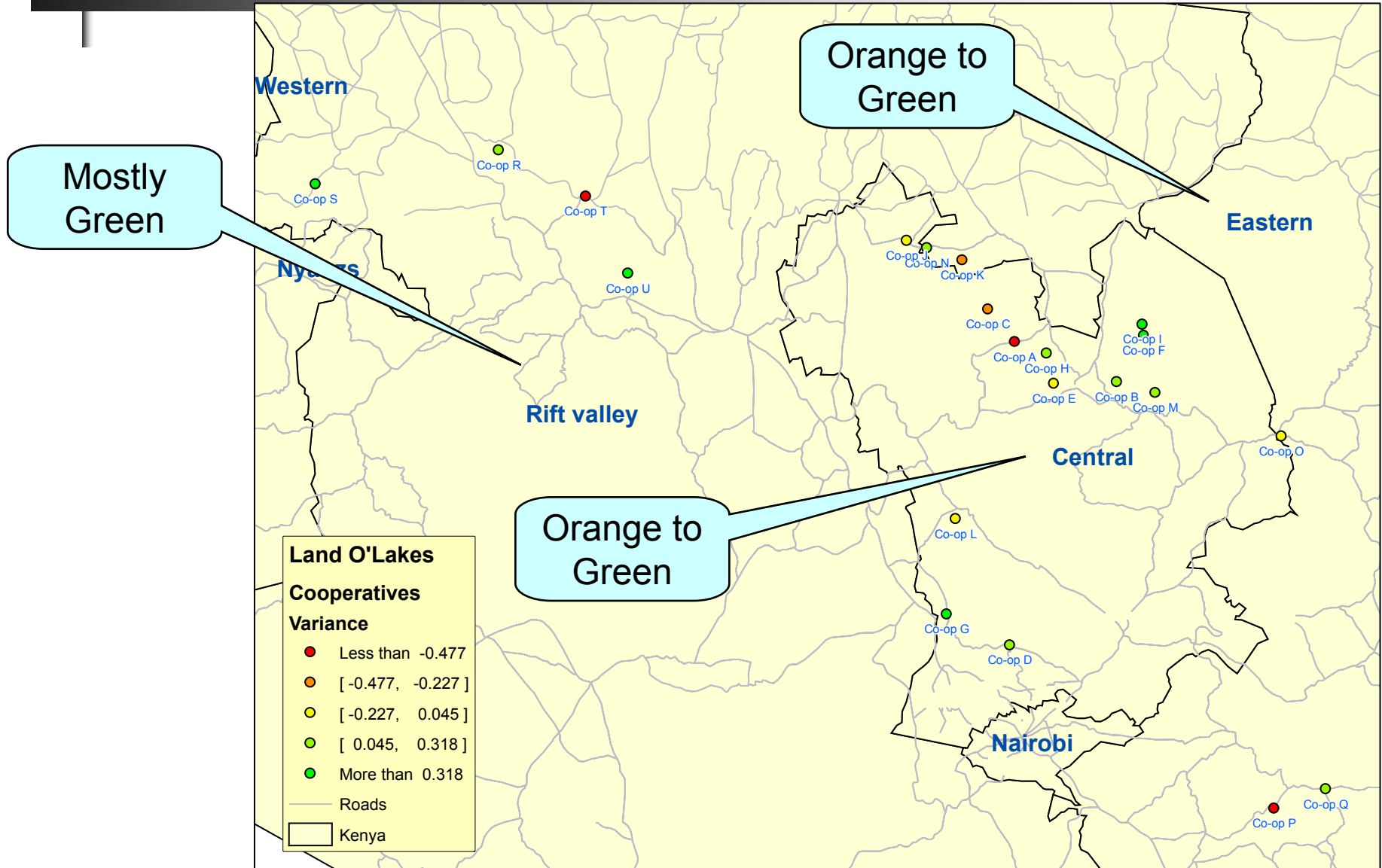
Index Variance from Initial to Follow-up



Index Variance from Initial to Follow-up



Analysis –Follow-up (2)



Analysis –Follow-up (3)

Average of Variance		CapacityName							
Region	Group	Business Delivery Services	External Relations	Financial Management	Governance	HR Development	Operations and Management	Grand Total	
Central	Co-op A	-0.20	0.00	-0.50	0.00	-1.00	-1.00	-0.48	
	Co-op B	0.40	-0.17	0.50	0.67	0.10	-0.67	0.18	
	Co-op C	0.00	1.17	-0.13	0.00	-0.90	-1.17	-0.23	
	Co-op D	0.00	0.67	0.00	0.00	0.10	0.00	0.11	
	Co-op E	-0.80	-0.67	0.38	0.11	-0.30	0.67	-0.07	
	Co-op F	0.80	0.83	0.88	1.00	0.80	-0.67	0.66	
	Co-op G	1.20	2.67	0.25	0.11	0.10	0.83	0.70	
	Co-op H	0.60	-0.33	-0.13	0.56	0.30	-0.17	0.16	
	Co-op I	-0.20	0.17	0.38	1.78	1.50	-1.00	0.64	
	Co-op J	0.00	0.83	-0.38	0.00	-0.40	0.33	0.00	
	Co-op K	-0.40	-0.50	0.50	0.11	-0.90	-0.33	-0.25	
	Co-op L	-0.40	-1.00	0.00	0.11	1.10	-0.33	0.05	
	Co-op M	-0.40	0.83	0.38	0.22	0.10	0.17	0.23	
	Co-op N	0.80	0.17	0.38	-0.33	0.60	0.00	0.25	
Central Total		0.10	0.33	0.18	0.31	0.09	-0.24	0.14	
Eastern	Co-op O	0.20	-0.67	-0.88	0.67	0.20	0.00	-0.05	
	Co-op P	-1.80	0.17	-0.75	0.44	-1.10	-0.67	-0.57	
	Co-op Q	-0.20	1.50	-0.50	0.67	0.40	0.00	0.32	
Eastern Total		-0.60	0.33	-0.71	0.59	-0.17	-0.33	-0.10	
Rift Valley	Co-op R	1.17	1.17	0.00	0.00	1.00	0.00	0.16	
	Co-op S	0.33	0.33	0.00	0.44	1.00	0.00	0.64	
	Co-op T	1.00	1.00	-1.00	-0.44	-1.00	0.00	-0.77	
	Co-op U	1.17	-0.83	2.88	-0.33	0.80	-0.33	0.64	
Rift Valley Total		0.50	-0.08	0.47	-0.08	0.15	0.13	0.16	
Grand Total		0.08	0.25	0.11	0.00	0.06	-0.17	0.11	

Highest Decline

Highest Increment

Highest Increment

Highest decline

Analysis – Comparing Kenya, Uganda and Malawi (1)

- Similarities

- 1) Use of capacities to track organizational development
- 2) Use of qualitative information
- 3) Use of a scoring system
- 4) No use of relative weight

Analysis – Comparing Kenya, Malawi and Uganda (2)

- Differences

- 1) Different sets of capacities and sub capacities
- 2) Different measurement systems
- 3) Different scoring system
- 4) Specific and generic descriptions
- 5) Including other participants of the value chain

Conclusion (1)

- Critical issues when implementing
 - 1) Adoption by program staff and cooperative management
 - 2) Training during the planning stage

Conclusion (2)

- Challenges at the program level
 - 1) Standardized formats and/or templates
 - 2) M&E budget
 - 3) Short program duration
 - 4) Logistics issues
 - 5) Public order issues or post-conflict environments
 - 6) Establishment of benchmarks

Conclusion (3)

- Challenges at the beneficiary level
 - 1) Limited human capacity
 - 2) Cooperatives at early stages of development
 - 3) High turnover of cooperative management
 - 4) Limited access to sensitive information
 - 5) Qualitative data

Q&A

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Thank You!