



REPUBLIC OF KENYA



# CHARACTERISTICS OF FARMER FIELD AND BUSINESS SCHOOL (FFBS) FOR DAIRY VALUE CHAIN



## Introduction

Farmer Field and Business School (FFBS) is a participatory extension approach done through an informal class. In this informal class, farmers have the opportunity to choose the methods of production through discovery-based learning approach.

## Characteristic of the Farmer Field Business School Approach

- 1. Farmers “learn-by-doing.”** Farmers carry out the various activities related to the particular farming practice. The most distinguishing feature of FFBS is that farmers conduct their own field studies. Training is based on comparison studies of different treatments.



*Farmer training on chick brooding and management*

- 2. The field is the learning place**

All learning is based on the field working in sub-groups; FFBS members collect data in the field, analyze it and make action decisions based on the analyses of the data.



*If I hear -I forget  
If I see - I remember ,  
If I discover I own it  
for life"*

*The farmer can see and practice*

### **3. Extension workers as facilitators not teachers**

The role of extension worker is a facilitator not a conventional teacher.

### **4. Scientist/subject matter specialist work with, rather than lecture farmers**

They provide backstopping support to the members of FFBS and in so doing, they learn to work in a consultative capacity with farmers.

### **5. The curriculum is integrated**

This includes in the areas of calf, heifers and lactating cows' production practices and economics, sociology and education to form a holistic approach. Problems confronted in the field are the integrating principle.

### **6. Training follows the production cycle**

Training is related to the production cycle of the practice being investigated. The information inserted in the table below defines the management that is required in each week and stage.

Parameters	Livestock development stages		
	Calving	Lactation	Dry period
Weeks after calving			
Nutrients needed			
Effects of Pests and diseases			
Management needed			
LESA parameters			
Relevant topics			

### **7. Regular group meetings**

Farmers meet at agreed regular intervals. For dairy, FFBS meetings should be every week during the production cycle. For other management practices, the time between each meeting would depend on what specific activities need to be done.

### **8. Learning materials are learner-generated**

Farmers generate their learning materials, from drawing what they observe, in the field trials. These materials are always consistent with local conditions and are less expensive to develop.

### **9. Group dynamics/team building**

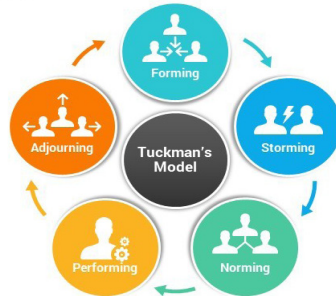
A group is made up of a collection of individuals whose goal is to work together towards defined objectives that individual members would have difficulty in attaining on their own. Normally, an effective group is “greater than the sum of its parts,” that is, its strength is greater than the total of each individual’s strength added together. So the sum of 1+1+1 is (or should be!) more than 3.

## Stages of group formation

There are five stages of group development (Tuckman theory) namely: forming, storming, norming, performing and adjourning. The way group members address issues during these stages it determines if the group will be successful in achieving the assigned tasks or not.

### Tuckman's Team Development Model

Tuckman's Team Development Model



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**Forming:** A leader must be assigned. The group's tasks and goals should be defined clearly, working conditions and the role that each member will play must be well defined. Positive criticism must be offered and information must be shared.

**Storming:** The leader must ensure that group members' interests correspond to the group's goal. Each member must be listened to for ideas and the group's value must be well communicated to them. Group members must be motivated to become successful, conflicts shall be avoided, and attention shall be paid to informal power play.

**Norming:** The group leader must ensure that each member abides by the set standards and values, and encourage relationship formation and interaction between group members. Motivate them towards success and support independence and innovation. This stage is characterized by the recognition of shared expectations and individual differences.

**Performing:** This is when the group is mature and obtains a cohesiveness feeling. In this stage, individuals accept each other and conflicts are resolved by discussion in the group.

**Adjourning:** Not all of the group experience this stage as it is related to the disintegration of the group, as some groups are not dissolved. Mostly,

a group is adjourned because the task is over and the members decide to go their separate ways.

## **10. Market-oriented production**

The FFBS should do market-oriented production. They should therefore elect a team of marketing committee to provide support in conducting market surveys and engagement of buyers of the dairy products on behalf of the FFBS. They also need to aggregate their produce for marketing to benefit from economies of scale in transportation and value addition.

### **Marketing tools in FFBS**

The marketing concept is introduced at the pre-calving stage of the cycle of the enterprise. It involves the identification of marketing challenges and the strategies the FFBS will employ to overcome the challenges. The challenges should guide the FFBS members into developing a vision pathway by asking themselves certain questions as guided:

**Q1** Where are we in Dairy VC and where do we want to go in 3-5 years?

**Q2** What changes do we need to make in our production and marketing practices to get to the 3-5 years vision?

**Q3** What activities need to be done in the short, medium and long term?

**Q4** What kind of resources are required to make some of these changes?

**Q5** What are the challenges likely to be faced while making the changes?

### **Marketing committee**

A marketing committee harmonizes the market information and the farmers' production to develop strategy of turning the vision into reality.

### **Marketing planning**

Market planning is done in two stages.

#### ***Stage one: Estimation of production***

The marketing committee works with the FFBS to estimate the expected production from the amalgamated produce from the farmers. This is done by using a checklist.

### ***Stage two: Determining the profitability of the dairy Value chain.***

With the leadership of the marketing committee, the FFBS members are guided to determine the profitability of the enterprise.

#### **Example**

<b>Item/Activity</b>	<b>Unit</b>	<b>Unit cost</b>	<b>Total cost</b>
<b>Pre-production</b>			
Buy tools and equipment			
<b>Production</b>			
Cost of feeds			
Cost of drugs/treatments			
Cost of vaccination			
Labour Costs			
<b>Marketing</b>			
Transport			
Other expenses			
Market fees			
<b>Total cost</b>			

#### **Determining profitability**

	<b>Units of produce</b>	<b>Price per unit</b>	<b>Total income</b>
Milk produce			
<b>Profitability = Total income-Total cost</b>			

#### **Market survey**

In conducting a market survey the members of the FFBS are encouraged to decide on market survey information that needs to be collected so that the marketing committee can be engaged to carry out the market survey. For contract farming, the marketing committee can engage the buyer or company. Records are crucial in the aggregation of FFBS produced from individual members and a sample Table below can be a guideline for this.

S/ NO	Name of farmer	Village name	Collective name	Sex M/F	Sales record				Name and phone No. of buyer
					Sales date	Total harvested	Total sold (kgs)	Total sales income	
1									
2									
3									
4									

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