



MAKING THE
WORLD A LITTLE
LESS WICKED

**BEE COLLECTIVE HARVEST
FROM NAIROBI
20th November 2015**

***"How will we together re-think
the potato value chain
in order to reduce food losses and improve
chain efficiency and food security?"***

Check In

"How does your metaphor connect to you and the wicked problem?"

- Metaphor is a **rosary**. Religion defines what we eat and don't.
 - Metaphor is a **graduation picture**. We need the right tools to make things work and need a team.
 - **Plastic bag** is the metaphor. Postharvest has a lot to do with the storage. Bag is simple (zip lock). It seems simple now but imagine when it was developed, people had to think about it and that was challenging.
 - **Hard working farmers with a lot of produce** (picture) is the metaphor. They are not getting the full value of their sweat. What is stopping the chain from working? To be more equitable. Win-win.
 - **Leaf** is the metaphor. I love nature. How we are taking care of them? Are we taking care of the nature the way we should be so nature takes care of us as well.
- The metaphor is a **key**: possibilities, no matter how big it is it can be explored. Connect to possibilities.
 - **Not perfect Tomato** from small kiosk is the metaphor. Represents farm to fork. Right produce that fell out of the value. Organic produces have a challenge with the market. The inside matters, not the outside.
 - Metaphor **crisps**. Symbolises economics. Processed potatoes have 5 times more value than a normal potato. Access information, technology and commodity that provide incentive to agriculture.
 - Drawing as metaphor - **representation of hunger** by a **woman with two hungry children**. This is the wicked problem we should work to solve.



- **Potatoes** are the metaphor; down to earth. To remind us where it comes from and in the whole chain how many hands contribute until it lands on the table.
- Metaphor is an **umbrella**; useful when it is opened. Using the tool in the correct way.
- Metaphor is a **book**, which is knowledge. Sharing knowledge to address the food loss.
- The metaphor are **glasses**; able to see clearly. Talk to other people to set their perspectives.
- Metaphor are **glasses**. Clarity. Sometimes need to focus on the market. Make sure no wastage ahead.
- **Photo of a potato store** is the metaphor. Working in the potato VC this is the main problem (the store).
- **'Village girl', beads** are the metaphor. We look at chains from perspectives of foods. How does it relate to WP contributing factors?

Discover who we are – Take a stand in the potato value chain

"What do you want to learn more from other sectors in the value chain?"

1. Farming/Production

Most important questions (challenges & opportunities)

- What is so bad about GMOs?
- Farmers take more risks and need total support by FIs.
- How can farming be made more empowering for the smallholder poor subsistence farmers?? YES!
- Where and when do losses happen from farmers' perspective?
- How can we represent the farmer in the end of the chain (at home/retail)?
- How can we improve the potato seed systems?
- Which variety do you grow and why?
- Best practice in farming to avoid food loss?

2.Storage/Transport

Most important questions (challenges & opportunities)

- How are potatoes packed and transported?
- How can we use warehousing receipt system in the potato value chain?
- How can we develop relevant carriers?
- What delays potato decay?
- Any existing and working storage technology that we can learn from?
- Affordable storages and transport methods?
- How do we store and transport potatoes for a longer period?



3. Food processing

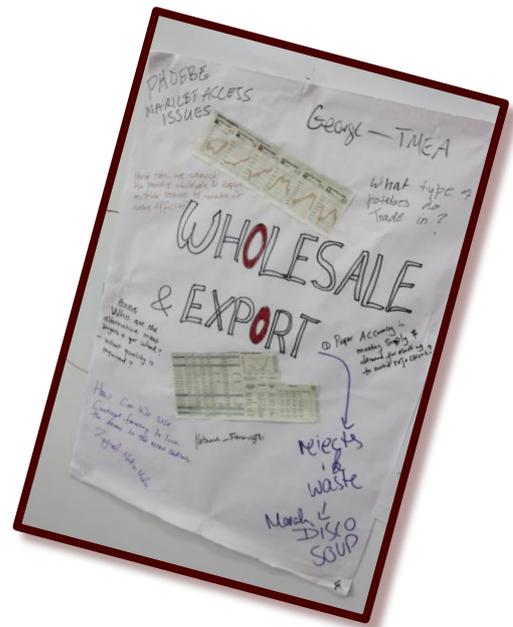
Most important questions (challenges & opportunities)

- What varieties of potatoes are processed?
- Can we make any other product from potato leaves?
- Quality attributes should be critical in processing? Specifications, defects, ...
- Can we obtain flour from potatoes?
- New ways of processing and shelf life for potatoes -> technology -> human centred side
- How best can we minimize wastage?
- Value addition products and outlet markets?

4. Wholesale/Export

Most important questions (challenges & opportunities)

- Market access issues
- How can we connect the potato wholesale and export to other sectors to make it more efficient?
- What type of potatoes do you trade in?
- Who are the alternative market buyers and for what?
- What quality is required?
- How can we use farming to link the farmers and the market outlets?
- Is there a commodity market for potatoes?
- Export rejects & wastes -> Disco soup.



5. Retail (supermarkets, kiosks)

Most important questions (challenges & opportunities)

- How can we educate consumers at the retail level?
- What types of potato do your retail (variety)?
- Managing shelf life in the retail stores?
- How can we grow the shortest path from farm to consumer?
- How can we reduce food loss at this point of the value chain?
- How can we organize working market systems?
- How do we take the rejects to other users in a cost efficient way?
- How does retail deal with farmers? -> prices -> dumping back to farm if 'rejects'



6. Consumer

Most important questions (challenges & opportunities)

- The most vulnerable in the chain
- Night storage at home -> reduce food waste
- How do you like the potatoes you consume prepared?
- What is your favourite recipe?
- How much more would you pay for local products?
- What do you prefer between processed and straight from the farm products?
- Taste & shelf life – How do we manage this to reduce waste?

7. Financial services and other cross cutting topics

Most important questions (challenges & opportunities)

- How can insurance companies play a role in the value chain?
- How can financial services be made more inclusive?
- Investment and return on investment
- How risky is the potato business?
- Banks need to reduce interest rate

World Café

"What are the current challenges and opportunities in the potato value chain?"



Challenges	Opportunities
<ul style="list-style-type: none"> • Quality improved seeds • Good agronomic practices • Low level mechanization • Storage/shelf-life • Markets/linkages underdeveloped, low contract/out-grower schemes • Not a well-structured value chain • Dependence on rain fed agriculture • Packaging not standardized • Financing the value chain • Crossed-border trading limited • Limited R+D funding • Lack of information about prices, market and techniques • Land security • Domestic food security • Lack of reliable transport service • Middlemen 	<ul style="list-style-type: none"> • Seed production + financing • Capacity building of producers • Mechanization • Cold chain storage systems • Infrastructure development • Organize the portion • Organize market off-takers • Map demand + supply • Market players association/coordination • Irrigation opportunities • Agreed/Advocacy/Implementation of weight • Coops/SACCOS/MFIS/BANK • Open borders with regulatory system • Fund R+D • Adoption of new technologies • High demand for processing varieties • Contract farming • Diversified processing

World Café – Nuggets

"What are the pressure points in the potato chain to make the greatest impact?"

CLUSTER 1: Information flow

- Information flow as bottleneck:
 - ➔ Markets
 - ➔ Prices
 - ➔ Transporters
 - ➔ GAPS (farm level)



CLUSTER 2: Storage

- Creating storage.
- Farmers produce storable potatoes.
- Frugal rural storage:
 - ➔ *Food bunker*
- On farm + off farm storage facilities.
- Facilities from the gate.
- Where is this produce being stored once it leaves the farm?



CLUSTER 3: Market

- Invest in processing especially for the potatoes that are rejected by the market. This will reduce wastage and also extend shelf life.
- Improving marketing within the whole system chain.
- Secondary markets:
 - ➔ Non-food
 - ➔ Processing 'new'
- Diversify the market especially if relying on just the local market:
 - ➔ Look at regional markets as well
- Market linkages:
 - ➔ Standards/specs
 - ➔ Off-takers

CROSSCUTTING CLUSTER

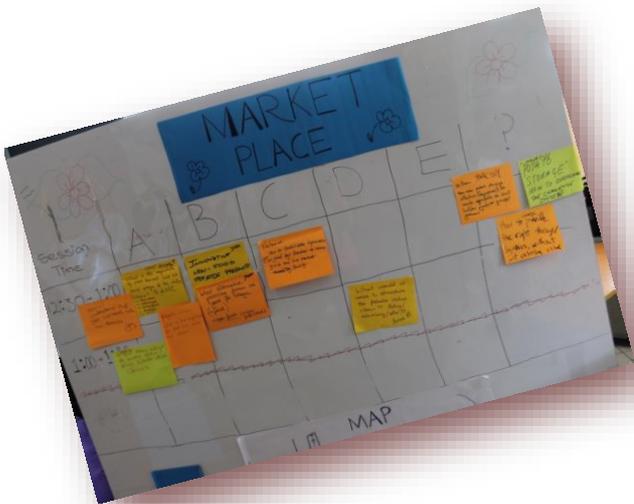
- Support research and development to understand the interaction across the value chain.
- It is an unstructured potato value chain.

Open space conversations (1st & 2nd session)

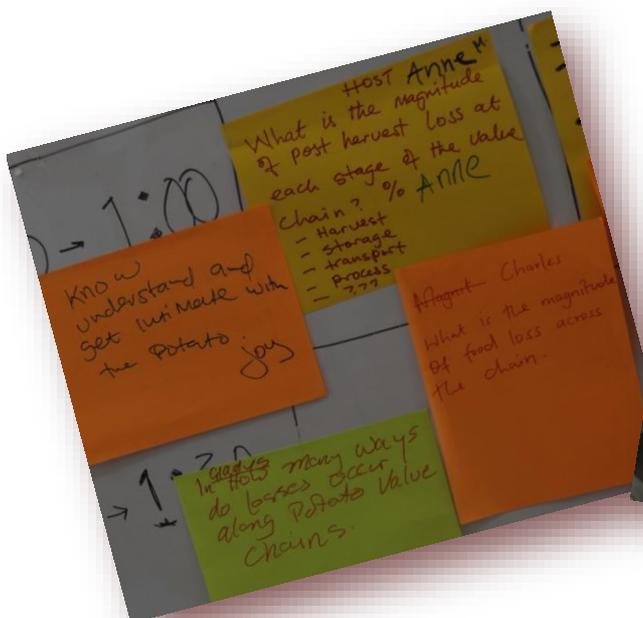
"What do you wish to explore further in the potato value chain?"



An invitation to step up hosting a conversation session for new project ideas / questions / asking for help / pop up companies etc.



✓ **Where do postharvest losses occur along the value chain? (4 topics merged)**





- ✓ Information Flow - GAP, Traceability, Market links and Quality?
- ✓ Innovative ways for non-food appliances? (2 topics merged)
- ✓ What would it take to structure the potato value chain? Policy/advocacy/other?

Open Space Conversation Harvest Sheet

Topic of the conversation: Structuring the Potato Value Chain

Name of the caller: Anna Mlemba

Name of Participants in the conversation: Ina, Ann M, Gladys, Michael, Nelsomina

What are the main insights?

- 1) Determine agenda of the meeting
- 2) Identify the Stakeholders (mapping)
- 3) Expected Outcome - Challenge, Opportunities, Value Proposition
- 4) Help Stakeholders mapping to understand the V.C
- 5) Action of the outcome's responsibility.
- 6) Calendar of engagement V.C

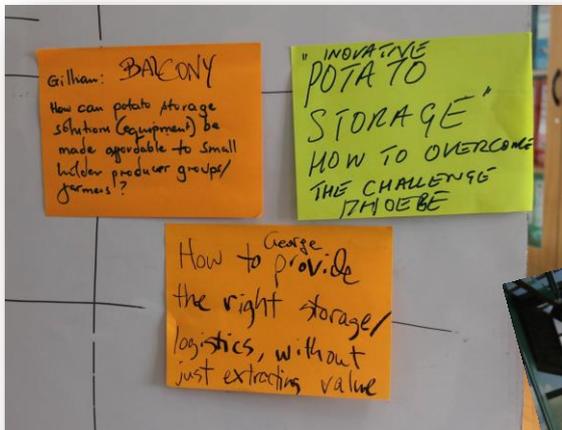
What are the next steps? (List to connect all)

Action	Who	By When
Call Stakeholders	Ina, Gladys, Gladys	Last week
Meeting	Ann, Michael, Nelsomina	Jan 2018

Interested Alliance Partners

Govt - KALIA AGRO
Aranara

- ✓ Storage and Logistics? (3 topics merged)



(Request for details in the separate document Open Space Harvest sheets)

Community of wiser women and men

"What do we sense here in the middle? What are the barriers to progress & how to overcome them?"



- ❖ It is a bigger issue than I thought at the beginning!
- ❖ Had a question: why is it a wicked problem, now I see it is a wicked problem.

- ❖ Lack of information flow!
- ❖ Farmers have lack of information – e.g. share knowledge of Kiambu to Western Kenya.

- ❖ Need to offer and show what a modernized system looks like -> have laws and policies that reflect it.
- ❖ Lack of structure in Government of Kenya and among farmers.
- ❖ Set up structures and processes by champions! Work with numbers.

- ❖ What is the role of the farmer in the post-harvest loss?
- ❖ Develop a system of how to link farmers!
- ❖ Farmers are exploited by structures in value chain!
- ❖ Now we are importing potatoes and chips - Kenyan farmers could make more profit.
- ❖ Why are benefits not flowing?

- ❖ Develop farmers so we don't need middlemen.
- ❖ Farmer to market. Eliminate middlemen?
- ❖ Middlemen cover the gap/link from farmer to market - donkey work ☹
- ❖ Bringing wholesaler/middlemen on board means knowing them. But also trust them.
- ❖ Engage middlemen and learn what they do.
- ❖ Middlemen benefit and are blocking profit from farmers.
- ❖ Forwarding agents are part of the problem - How to break through?

- ❖ Increasing access to potatoes doesn't mean poor will get standard of nutrition they need.
- ❖ Improve value chain is not equal to food security?! (trade-off)
- ❖ We must consider also macro problems of modernization.

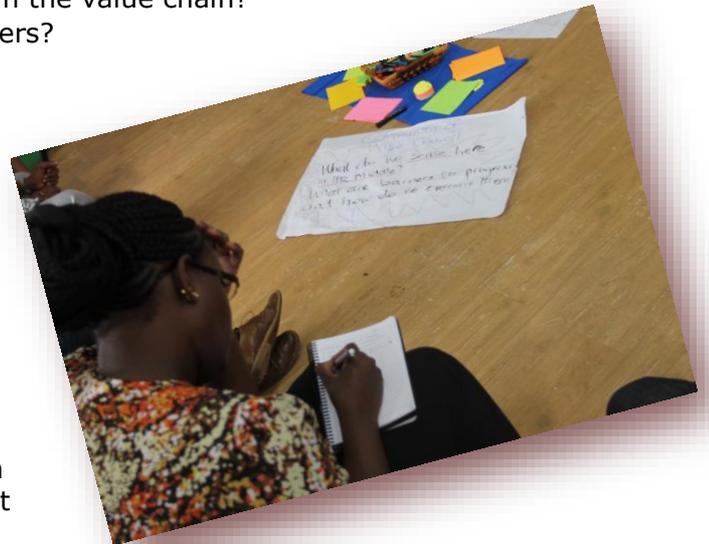
- ❖ What is the interest of the different actors in the value chain?
- ❖ How can we share the vision and invite others?
- ❖ Involve all stakeholders and understand.
- ❖ Put pressure/ drive into the process.
Who owns the process?
- ❖ We are not decision makers. Bring bosses and managers on board of the discussions!
- ❖ Need a driver to own the process to change.
- ❖ People need to be the drivers!

- ❖ Understand power structures.
- ❖ Corrupted institutions.
- ❖ People in control if involved in conversation will only make incremental changes and not tackle the root problem.
- ❖ We are all looking for our own profit only.
- ❖ Doesn't want to replace current power structure with another that's the same.
- ❖ New warehouses create new power structures.

- ❖ 'Effective' value chain benefits everyone.
- ❖ Fragmented value chain. Cohesive chain and speak to each other.
- ❖ Profitable value chain. Not well structured, body of knowledge, policy gap. Barrier: lack of structure - left to farmers.

- ❖ Crisis: affecting everyone, we all have solutions - need to be brought together.
- ❖ No barrier - if we have the 'will', we progress.

- ❖ Trust and commitment.
- ❖ It needs a follow up!



Open space conversations (3rd session)

"How do we continue co-creating across ideas?"



Think about alliances, next steps, involvement, who and what else needs to be involved?

- ✓ **Information Dissemination platform?**
- ✓ **How can we put the potatoes that do not meet the market specification across the value chain to alternative use?**
- ✓ **Can we create a way for middlemen to earn conventionally?**



Check Out

"What do you take with you from this day?"

- ♥ There is **a lot we can do** in the food value chain!
- ♥ Many more Kenyans should have the possibility to reflect on it.
- ♥ Better insight & I see **hope** in the potato value chain. I want to know more about the different potato types too ☺
- ♥ I take home that it is **a challenge**.
- ♥ I take a **business idea** back home and will solve one problem!
- ♥ I learnt about potatoes and how unstructured the potato value chain is.
- ♥ More wicked problems to solve.
- ♥ Kenyans want to **find solutions** as much as there are those who don't.
- ♥ Beauty of having **open conversations** and opportunities to share, contribute & learn.
- ♥ When people come together there is **magic** – this is the solution!



Contact information



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