Community management of cassava market supply chains in drylands of eastern Kenya

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Introduction
Competition in commodity markets is becoming “chain versus chain” rather than “farmer versus farmer”. There will soon be no such division as rural and urban or domestic and export markets. The following are 3 incentives for community management of cassava supply chains.

• responding to increased specificity in consumer demand
• capturing efficiencies and controlling costs
• reducing risks (quality, quantity and food safety)
Community getting cassava to production

- Community control of the chain through knowledge of each step and party
- Community accessing production technologies
- New varieties which are early bulking, high yielding, drought-tolerant and disease- and pests-resistant
- Land, labour and capital allocation
- Capacity building
- Community organisation/common approach

Community getting cassava to processing

- Allocation of labour and capital
- Accessibility of cassava processing machines
- Community organisation
Community strategies

**Community chain coordination**
- Formal partnerships for mutual benefits
- Contractual relationships with agents and wholesalers
- Ownership of critical links (businesses) in the chain
- Direct sales to, and negotiations with end-users
- Attendance with agents at negotiations with end-users
- Regular meetings with end-users to discuss their needs
- Reliance on intermediaries feedback on end-user needs
- Development of social (one-to-one) relationships with senior managers in end user companies
- Market intelligence systems and analysis
- Use of community members with knowledge of industry structures
- Ownership of businesses along the chain
- Integration of quality systems from farm to plate
- Removal of ineffective links
- Technological innovation
- Chain branding
Community customer responsive quality
- Adoption of end user-designed quality systems
- Development of defined product standards and systems through consultation with agents and wholesalers
- Cooperation with end-user companies to develop customer-defined product standards and systems

- Fixed price or guaranteed price year round supply through alternative sourcing strategies and inventory management
- Packaging innovation
- Quality linked multiple branding strategies
- Community members visit user operations to understand the reasons for specifications

Community investment in market knowledge
- Training of community members in market knowledge and experience
- Contracting with agents, institutions and government ministries with training knowledge
- Experience over time through record keeping
- Use of market intelligence services to independently monitor and analyse the external environment
- Use of trade intelligence networks and industry price survey services
Community regional market outlook

- Development of a strategic plan for the business, based on comparative analysis of opportunities, locally and regionally under regional free market movement of goods initiative