

## **The Milky Way to Development 2nd Multi-Stakeholder Dialogue Roundtable on Sustainable Dairy Sector Development in West Africa**

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**« Business partnerships to develop raw milk collection, transformation and  
distribution on an industrial scale »**

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### **Summary of Conclusions and Recommendations**

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**2nd and 3rd November 2016 in Abuja, Nigeria**

**In collaboration with:**



The Federal Ministry of Agriculture  
and Rural Development of Nigeria

## **I. Introduction**

On the initiative of the 'Milky Way to Development' Alliance, in collaboration with the Ministry of Agriculture and Rural Development of the Federal Republic of Nigeria, a second Round Table for the development of the dairy value chain in West Africa was held in Abuja on the 2nd and 3rd November.

The aim of this second Round Table was to propose relevant solutions aimed at strengthening cooperation to address the broken dairy value chain in West Africa, and opening the Alliance to new members on the other hand.

The Round Table was attended by: (i) a delegation from the Nigerian Federal Ministry of Agriculture and Rural Development, (ii) a delegation from ECOWAS Commission led by the Commissioner in charge of Agriculture, the Environment and Water Resources, the Director of Agriculture and Rural Development and representatives of the Directorates of Customs and of the Private Sector (iii) H.E. the Ambassador of the Kingdom of Denmark, (iv) representatives of The Milky Way to Development partners, the Danish Agriculture and Food Council, ARLA Foods, CARE Denmark, RBM and CIRAD, (v) representatives of APESS, CORET, ROPPA, (vi) representatives of collection cooperatives, mini-dairies and dairy industries from Burkina Faso, Mali, Mauritania, Niger, Nigeria, Ghana and Senegal, (vii) experts from the Hub Rural, (viii) a Kenyan dairy sector expert as well as women's organisations, EU and representatives from civil society organisation including ActionAid and GAIN.

## **II. The opening ceremony**

Four addresses were delivered at the opening ceremony.

After welcoming the participants to the 'Milky Way to Development' Round Table, Arla Vice-Chairman of the Board of Directors, Mr. Jan Toft Norgaard stressed the potentials of the dairy sector to transform living conditions for the population in the region. To this end, he continued, framework conditions must be ensured to develop local milk value chains. In his experience, the cooperative model is an effective milk production and collection organisational model, which could inspire producers to achieve sustainable dairy development in West Africa. This strategy enables producers to do business and improve their living conditions.

Mr. Tchambakou Ayassor, ECOWAS Commissioner in charge of Agriculture, Environment and Water Resources, welcomed the holding of the round table at the right moment in West Africa, while the region is tackling the transformation of its agriculture. He commended the Government of the Federal Republic of Nigeria for its efforts to develop farming and dairy value chains. He then listed the challenges facing the livestock sector in Africa, before highlighting ECOWAS's efforts to improve the production and trading environment. The processing sector, mainly focused on pasteurised milk production, is still in its infancy. It mostly operates using imported milk. Therefore, its future depends on efforts made to improve production and collection of local milk. ECOWAS is developing a number of significant actions to improve productivity and local milk production, and streamline the regional market. To this end, it is focusing on regional policies based on making the most of different regions' complementary advantages and fostering value chains. He finished his address reasserting ECOWAS authorities' commitment to spare no effort to create favourable conditions for the implementation of the recommendations to come out of this Round Table.

H.E. Mr. Torben Getterman, Ambassador of Denmark to Nigeria, said it was an honour to represent at this Round Table not only his country but also the Danish Development Agency, DANIDA, which provides financial support to the Milky Way Alliance. He underlined the specificity of the Alliance in that it is consistent with the United Nations' Sustainable

Development Goals; more particularly target 2 aiming for “Zero Hunger”. He commended the Alliance’s aim to help small producers attain food and nutrition security. He then underlined the many technical, policy and sustainability challenges that dairy value chain actors must overcome. He concluded by hoping the round table participants will achieve results tangible enough to guide the actions of economic and political decision-makers.

Dr. Eze Egejuru, representing the Honourable Chief Audu Innocent Ogbe, Minister of Agriculture and Rural Development of the Federal Republic of Nigeria, expressed the Minister’s regret not to be personally present at this important Round Table, which takes place at a moment when the Nigerian government’s outlook focuses on changing attitudes at all levels, including the livestock sector and particularly the dairy sector. To overcome this challenge and accelerate the sector’s transformation, she continued, cooperation and partnership must be built between national and international stakeholders. Mrs. Egejuru rejoiced at the growing importance of direct foreign investment in the Nigerian livestock industry, and raised the hope that the discussions lead to useful recommendations for the Nigerian and more generally West African livestock sector, before declaring open the ‘Milky Way to Development’ Round Table, on the theme “Developing raw milk collection, transformation and distribution on an industrial scale”.

### **III. Proceedings**

The Round Table was structured into four sessions:

1. Updating and sharing local milk collection and processing experiences;
2. Translating shared experience into practical proposals;
3. High-level discussions;
4. Opening the Alliance to new partners.

Sessions 1, 3 and 4 were plenary discussions, moderated by Dr. Yamar Mbodj, Executive Director of the Hub Rural.

The first session comprised presentations by (i) Abdou Fall, (ii) Nancy Jones Abeiderrahmane, (iii) Kasper Thormod Nielsen, Director for Global Trade Policy & Regulatory Affairs at Arla Foods, (iv) Hezekiah Muriuki, Livestock/Dairy Development and Policy Consultant in Kenya.

The second session was conducted in the form of workshops focusing on three key issues: (i) technical issues, (ii) policy issues (iii) sustainable business issues. These thematic workshops were facilitated by: (i) Mr Abdou Fall, Coordinator of the ‘Milky Way Project’, RBM; (ii) Mrs Nancy Jones Abeiderrahmane, founder of Tiviski, s.a. (iii) Mrs Anne Sofie Munk Kruse, senior advisor in Trade & Market Relations for the Danish Agriculture & Food Council Danish Agriculture & Food Council (DAFC); (iv) Mrs Irene Quist Mortensen, Head of Corporate Responsibility, Arla International.

#### **3.1. Main conclusions of the sessions**

##### ***A. Updating and sharing experiences***

This session was dedicated to presenting milk production, collection experiences and business models. It was introduced by presentations on the following cases:

- Milk production and collection by West African producers, experiences of: Union Nationale des Mini Laiteries et Petits Producteurs de lait du Burkina, Kawatal Cooperative in Kollo, Niger, Cooperatives of Kassela in Mali, Milcopal in Nigeria and ADENA Cooperative in Senegal;

- Collecting methods developed by Southern dairy industries and the problems encountered: Tiviski in Mauritania, Solani in Niger, L&Z Farms in Nigeria;
- Experience of Northern dairies, the case of the West European dairy cooperative, ARLA Foods;
- The Kenyan experience in promoting local milk collection and processing

The various presentations made by collection cooperatives and dairy industries showed that the dairy business generates positive social and economic impact and can be a major development tool. They recalled the potential inherent in West African livestock: (i) over 304 million head, all species considered, (ii) an annual milk production potential exceeding 4 million tonnes and (iii) the need for capacity building and the potential in the collaboration between local producers, the Southern and Northern dairy industries.

Despite the diversity of local milk collection and processing models and systems, the operation of the experiences presented relies on a number of incentives:

- Organisation and coordination patterns involving milk producers, producer cooperatives and industries. Most of the procurement systems rely on multi-service collecting centres managed mainly by producer cooperatives and processors in production zones. Some experiences, e.g. Solani in Niger, show that collection can also rely on individual private suppliers. But in West and East Africa, as well as in the experience of Northern countries, cooperatives are instrumental in ensuring a regular and sufficient milk supply for industries;
- Development of efficient value chain organisation of stakeholders, appropriate processing and packaging infrastructure and means of transport to convey milk from collecting centres to processing plants;
- Implementation of economic, financial and social incentives. Many experiences function thanks to: (i) economic measures (livestock feed made available to producers, sometimes in exchange for milk); financial (access to credit, subsidised interest rates, attractive prices sometimes quantity-related); (iii) facilitation of pastoralists' access to education, training, health, etc. These measures help to ensure pastoralists' support, increased production and regular supply;
- Implementation and operation of a permanent product quality control system;
- Development of research and action to explore ways and means to address issues such as livestock feeding, animal health, adapted processing technologies, etc.;
- Other measures are also contemplated to guarantee a regular local milk supply for industries, mini-dairies and large processing units. These include, among others: (i) pastoral and agro-pastoral dual herd management with enhanced care for dairy cows, and (ii) the creation of dairy farms when appropriate.

The various presentations highlighted a number of major challenges, namely: (i) the organisation of stakeholders, (ii) securing pastoral land issues, (iii) livestock feeding, (iv) limited access to veterinarian services, (v) difficult access to credit for investing in collecting centre equipment, (vi) poor product quality, (vii) the business environment, (viii) the market structure. Other no lesser challenges were raised during plenary discussions: (i) adaptation strategies to climate change, (ii) market regulation, particularly in view of the actual effects and impact of the CET and expected from the Economic Partnership Agreements the region is about to sign with the European Union, and (iii) the shortfall in public investment, in blatant breach of commitments made by

Heads of State and Government in Maputo in 2003 to dedicate at least 10 percent of national budgets to agricultural development.

### ***B. Translating shared experience into tangible proposals***

The workshop groups conducted an in-depth scrutiny into the operation of local milk value chains around three themes: (i) technical issues, (ii) policy issues (iii) sustainable business issues.

- The first group addressed the different aspects of production against the backdrop of the **issue of increasing the supply of local milk**. Participants noted that this question is closely linked to the operation of the market: an efficient market ensures a reliable outlet for production, which in turn can benefit from appropriate investment from which the different stakeholders can expect quick returns. However, this question has two aspects: herd management in order to increase milk production on one hand, and milk collection on the other. The discussions attempted to answer the following questions: how can agro-pastoralists and pastoralists get easier access to livestock feed and quality veterinary care in order to supply enough milk to dairies throughout the year? What measures can be taken to raise milk supply to industries to 20 percent of their output? What about the milk price? What sort of partnership between industries and suppliers? What quality assurance systems?
- The second workshop worked on the environment for local milk processing and the related policy issues. Participants in this group attempted to answer the following questions: (i) what policy incentives would help processors change their milk powder/local milk mix ratio? (ii) In what ways can Northern dairies support producers and Southern dairies to increase both production and collection?
- The third workshop looked into the conditions for enabling sustainable business models to include local milk value chains. Discussions addressed issues of (i) collaboration between milk producers and dairy industries, (ii) empowerment of women in the dairy value chain, and (iii) the organisation of smallholder producers.

The reporting of the results of the discussions of all three groups gave rise to a debate, at the outcome of which provisional conclusions were drawn and submitted to the high-level meeting.

### ***C. High level meeting***

The high level meeting was attended by the ECOWAS Commissioner in charge of Agriculture, Environment and Water Resources, the Director of Agriculture and Rural Development, Representatives of ECOWAS Directorates of Private Sector and Customs, a representative for the Nigerian Federal Minister of Agriculture and Rural Development, representatives of West African industrial processors, representatives of the Danish Agriculture and Food Council, of ARLA Foods, CARE Denmark, RBM, APESS, CORET and ROPPA.

The debates of this session yielded the following outcomes:

- The ECOWAS Commission reviewed the initiatives underway to improve the business environment for agricultural development - in general and for the dairy subsector in particular: (i) a project to define a major transformation of the dairy value chain, called “Milk Offensive”, (ii) reform of internal and customs taxation, (iii) beginning a process of drafting an investment code, (iv) building frameworks for consultation and dialogue on strategic issues (Task Force and Management Committee of the Customs Union).
- Southern dairies signalled their willingness to develop a win-win partnership with Northern dairies aimed at increasing local milk uptake.

- Milk producers and their organisations are also keen on a win-win partnership aimed at increasing local milk supply, underpinned by support for technical and institutional capacity building, with stress on equity and parity in the dialogue. Professional organisation networks undertake to organise their members to ensure increased and regular quantities of quality local milk up to at least 20 percent of dairies' total production. They also commit to advocating for a positive perception of pastoralism and for the enactment of public policies (SLE, CET, internal taxation, investment code) favourable to the development of local milk value chains."
- Northern dairies reasserted their willingness to develop win-win partnerships with Southern stakeholders, giving priority to the development of local milk value chains. They undertake to share their experience and know-how, fostering joint ventures with cooperatives, signing MOUs with States and other regional decision makers. They are open to contribute together with the public sector and other actors to contribute to capacity building of local value chain actors.

#### ***D. Opening the Alliance to new partners***

Regarding the opening of the 'Milky Way to Development' Alliance to new partners, the Copenhagen Declaration were introduced to the all participants at the Roundtable. It was recommended that dialogue mechanisms and implications of signing be better defined so as to accommodate potential allies' expectations and constraints. If so, new commitments could be made by ECOWAS, industrial operators, producer networks and governments. Time was requested to consult the organisations and ask them to validate the intention of joining the Alliance.

Specifically for ECOWAS it is to:

- Acknowledge the UN Development Goals and the FAO Guidelines in the Copenhagen Declaration;
- Restrict ambition to Western Africa (including Chad, Mauritania and Cameroon); Define the mode of representation to prevent participants from representing themselves rather than groups of actors;
- Define the structure of the alliance (annual GA, executive committee, thematic committee);

The ECOWAS could then endorse the Declaration under these conditions and commit to develop public policy in order to create a conducive environment towards the development of the Dairy Sector.

### **3.2. Recommendations of the Round Table**

Concluding the proceedings, the Round Table participants set out specific recommendations for the following stakeholders and entities:

#### ***For ECOWAS and Member States:***

- Quickly launch the process to define the Milk Offensive provided for in the regional agriculture investment programme for 2016-2020. Within this framework, a multi-stakeholder Task Force comprising the 'Milky Way to Development Alliance' must be set up, making sure the recommendations of the Abuja Round Table are valued and taken into account.



- Facilitate the establishment of frameworks for a multi-stakeholder dialogue (milk producers, industries, financial services, public services and civil society organisations) to improve the perception of livestock breeding and pastoralism, develop a shared vision and identify consensual proposals for the promotion of local dairy sector development;
- Implement fiscal incentives (customs and internal taxes) to facilitate access to livestock feed used in dairy production, to equipment for multi-service collecting centres, and silage equipment;
- Facilitate the implementation of research and action programmes on livestock feeding (forage crops, industrial by-products, concentrate, silage, grazing reserves, etc.);
- Strengthen the capacity of women and their formal integration in the dairy value chain, including their access to finance;
- Continue the operations designed to secure pastoral land use rights, in order to develop milk production catchments;
- Improve the food quality and safety assurance system by: (i) upgrading the number and reliability of food quality control laboratories, (ii) enacting and implementing regulations on suitable labelling which ensures that consumers have knowledge about the product origin;
- Foster the creation of dairy industry professional training centres, to ensure the availability of competencies on all levels for producers and processors;
- Establish a harmonized system of incentives for industries making products containing only local milk, e.g. selective (temporary, decreasing, conditional) tax rebates;
- Reinforce the organisational capacity of cooperatives and other milk producer organisations;
- Abide by the Maputo commitment to dedicate at least 10 percent of the national budget to agriculture and to ensure funding for the promotion of local dairy sector development.

#### ***For Northern and Southern industries***

- Develop the dialogue between industries with a view to establishing business agreements ;
- Foster dialogue with producers in order to build win-win partnerships;
- Contribute to the equipment and professionalisation of collecting centres (training and capacity building in milk quality, facilitated access to credit);
- With financial/technical input from Northern industries, set up and equip collecting centres close to producers, to ensure the dialogue, training activities and the quality of milk including quality animal food availability; Set up a working group to document and scale up viable business partnership models between dairies and small producers.

#### ***For milk producers and their organisations***

- Organise into private producer cooperatives;
- Set up milk-for-feed systems;

- Maintain a dairy herd sustainably wherever milk collection and feedstock supply are organised;
- Promote multi-services private or cooperative collecting centres.

#### **IV. Closing ceremony**

The closing ceremony comprised four addresses:

- The Permanent Secretary of RBM welcomed the holding of the second round table and thanked all participants including ECOWAS and the Federal Government of the Republic of Nigeria. He recalled the importance of continuing the actions of securing pastoral land and reaffirmed the commitment of herders' organisations to strengthen the capacity of their members and adopt, if the conditions of access to animal feed (land, fodder, food supplements) are favourable, herd management methods conducive to the increase in supply up to 20% of the output of the dairies.
- ECOWAS Director of Agriculture and Rural Development congratulated the participants for the considerable work done. He also repeated the commitment of ECOWAS to the speedy drafting of the regional "Milk Offensive" programme, fully incorporating all the Round Table's relevant recommendations.
- The Directors of ARLA Foods and CARE Denmark thanked the participants for the conclusions and recommendations yielded by the Round Table. The Director of ARLA Foods insisted on his cooperative's willingness to engage in a constructive win-win partnership with West-African dairy cooperatives in order to promote local dairy sector development.
- The representative of the Ministry of Agriculture and Rural Development of the Federal Republic of Nigeria celebrated the quality of the gathering. These results will help to consolidate the growing relationship Nigeria already has with the ARLA Foods, she added, before closing the proceedings of the second Round Table of the 'Milky Way to Development' Alliance.



## Appendixes

## Appendix 1. Agenda of the Round Table

### 2 and 3 November 2016 Sheraton Hotel, Abuja, Nigeria

Day 1 2 <sup>nd</sup> November 2016		
Time	Activity	Speaker/Facilitator
8:00-9:00	Arrival + Registration	
9:00-9:30	Round Table Opening ceremony Opening words by: <ul style="list-style-type: none"> <li>Deputy Chairman, Arla Foods</li> <li>Commissioner in charge of the Department of Agriculture, Environment and Water Resources of the ECOWAS</li> <li>His Excellency the Danish Ambassador to Nigeria</li> <li>His Excellency the Honourable Minister, Federal Ministry of Agriculture and Rural Development, Nigeria</li> </ul>	Mr. Jan Toft Nørgaard Mr. Tchambakou Ayassor  Mr. Torben Getterman  Mr. Chief Audu Innocent Ogbe
9:30-09:45	Presentation of the Milky Way Alliance and its objectives and the agenda of the meeting	Dr. Yamar Mbodj, Executive Director Hub Rural and Abdou Fall Milky Way coordinator RBM
Session 1 : Update and experience sharing		
09:45-10:30	Milk production and collection from the point of view of the West-African producers. Union Nationale des Mini laiteries du Burkina, Coopérative Kawtal de Kollo, Cooperatives of Kassela (PAFLAPUM)	Mr. Abdou Fall, Milky way coordinator RBM
10:30-10:45	Tea/coffee	
10:45-11:30	Collection methods and the main obstacles and accelerators encountered in their development and market prospects for Southern dairies. Presented by Nancy Jones, Tiviski, Mali Lait, Solani and L&Z Farms.	Mrs. Nancy Jones Abeiderrahmane, MBE, Founder and COB of Tiviski s.a.
11:30-12:15	Northern dairies' experiences, learning and dialogue.	Mr. Kasper Thormod Nielsen, Director Trade Policy, Arla Foods
12:15-12:45	The Kenyan experience. Presented by Hezekiah Muriuki.	Mr. Hezekiah Muriuki, Livestock/Dairy Development and Policy Consultant
12:45-13:00	Presentation of thematic group discussion, objectives TOR and composition	Dr. Yamar Mbodj, Executive Director Hub Rural
13:00-14:00	Lunch	
Session 2: Translating shared experiences into practical proposals		
14:00-17:00	Thematic workshop 1: <b>technical issues</b>	Mr. Abdou Fall, Milky way coordinator RBM
	Thematic workshop 2: <b>policy issues</b>	Mrs. Nancy Jones Abeiderrahmane, MBE, Founder and COB of Tiviski

**Day 1**  
**2<sup>nd</sup> November 2016**

Time	Activity	Speaker/Facilitator
		s.a.
	Thematic workshop 3: <b>sustainable business issues</b>	Ms. Anne Sofie Munk Kruse, Senior Advisor, Trade & Market Relations, Danish Agricultural Council / Mrs. Irene Quist Mortensen, Head of Corporate Responsibility, Arla International
17:00-18:00	Restitution of conclusions in plenary	Dr. Yamar Mbodj

**Day 2**  
**3<sup>rd</sup> November 2016**

**Session 3: High-level meeting**

Time	Activity	Speaker/Facilitator
9:00-10:00	Presentation of conclusions of workshops to participants for validation	Dr. Yamar Mbodj, Executive Director Hub Rural
10:00-10:30	Presentation of conclusions to officials	Dr. Yamar Mbodj
10:30-10:45	Tea/coffee	
10:45-13:00	<ul style="list-style-type: none"> <li>High level meeting</li> <li>Meanwhile, networking and viewing of dairy products from participating industries, and herders' traditional products</li> </ul>	Dr. Yamar Mbodj Milky way partners
13:00-14:00	Lunch	

**Session 4: Opening the Alliance to new partners**

14.00-15:00	<ul style="list-style-type: none"> <li>Sharing the positioning on the contents of the Copenhagen declaration and accession to the Milky Way Alliance</li> <li>Meanwhile, networking and viewing of dairy products from participating industries, and herders' traditional products.</li> </ul>	Milky way partners
15:00-15:30	Tea/coffee	
15:30-16:00	Official closing of the round table Reading the final communiqué and press release Closing words by: <ul style="list-style-type: none"> <li>Commissioner in charge of the Department of Agriculture, Environment and Water Resources of the ECOWAS</li> <li>His Excellency the Honourable Minister, Federal Ministry of Agriculture and Rural Development, Nigeria</li> </ul>	Mr Yamar Mbodj Mr. Tchambakou Ayassor  Mr. Chief Audu Innocent Ogbe



Arla Foods

Bilital Maroobe  
Network

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CIRAD

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## Appendix 2. List of participants

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Arla Foods



Bilital Maroobé  
Network



CARE Denmark



CIRAD



Danish Agriculture  
and Food Council

## Appendix 3. Copenhagen Declaration

### *The Milky Way to Development*

### **Declaration from roundtable, 19 March 2015 Proposed draft for discussion**

#### **Preamble:**

1. We, the participants of the Milky Way to Development Alliance believe that milk is much more than a simple business. It is an identity; it's a *métier* which sustains millions of families around the globe.
2. We believe that milk is a nutritional food product that should be affordable to everyone.
3. Eradicating poverty is the greatest global challenge facing the world today. Milk production has the potential to put families on a path towards dignified lives. In this regard, milk production can secure income and provide protein to effectively combat child malnutrition.
4. We reaffirm our commitment to strengthening international cooperation to address the broken local milk value chains in some of the world's poorest nations of West Africa. In this regard, we reaffirm the need to develop sustainable business models, which define an active role for the development of small-scale milk producers.
5. We recognize that milk producers everywhere are facing difficulties of varying character and severity. We are aware that milk producers across the globe are increasingly interconnected due to rapid globalization and liberalization of dairy markets everywhere.
6. We recognize that a liberalized global dairy market requires that all players actively invest in mitigating any adverse impacts that liberalized trade may have on the ability to combat poverty and realize the rights of poor people.
7. We emphasize the need for states to guarantee policy coherence for development in all policies with impact on dairy producers, both EU, ECOWAS and UMEOA institutions and States should ensure that no policy measure hinders the effective combatting of poverty.
8. We recognize that the UN Guiding principles on Human Rights and Business (UNGPs) is the current minimum standard that private sector should implement as a management system to ensure the respect for human rights.
9. We aspire to go beyond the respect for human rights. We want milk to be a vehicle for rights fulfillment. We encourage new partnerships to mobilize funding to support initiatives for sustainable dairy sector development.

### **Our Ambition:**

10. Our ambition is to develop a socially, environmentally and economically sustainable market for milk in West Africa that allows both small farmers and large companies to produce and deliver their products to the market.
11. We want to contribute to fulfilling the local population's right to health, right to adequate food and its fair distribution, right to just and favorable conditions of work and right to water and sanitation by developing a responsible market with a strong, coherent milk production value chain which ensures the inclusion of local small scale milk producers and improves their development and living conditions.
12. Our efforts should seek to increase the income received from sale of milk at farmer level, reduce the number of months farmers are food insecure as well as reduce child malnutrition .

### **Our Mission:**

13. Our mission is to allow all implicated stakeholders in the dairy value chain in West Africa a voice and through an informed dialogue arrive at a shared understanding of the risks and opportunities for progress.
14. We stress the importance of a space for sharing of views and opinions that will allow us to arrive at sustainable business models, which define an active role of small-scale West African milk producers in the industrial dairy chain while allowing a space for EU dairy products.

### **Risks and Opportunities:**

15. We note that the EU corporate perspective on African dairy sector development following the lifting of milk quotas can potentially create real structural opportunities for dairy sector development in Sub-Saharan Africa.
16. We are aware that whether the development of milk-to-dairy supply chains is supported or undermined will depend on the choices made by European and African dairy companies and the policy frameworks set in place by African governments.
17. We recognise that collection is the weak link in the value chain, but with the potential to reduce poverty and promote the rights of local milk producers. There is a real risk that this 'broken value chain' will persist.
18. We note that investments in local collection have remained low for decades due to the abundance of imported milk powder at a generally lower price than that of fresh local milk. There is a real risk

in the post-quota era that this situation will persist if corporations base their strategy solely on export-oriented business models.

19. We recognise that multinational corporations have been present in the region for years and that some are starting to divert from a mere export focus. This can be a game changer and minimise the risks of a 'waiting game', where no company will invest in longer term capacity development of local production unless competitors are following suit.
20. We recognize that some West African dairies have started to collect fresh milk, but this effort needs to be strengthened and extended to involve appropriate policies for investment.
21. We recognise that major challenges are still unsolved: infrastructure is lacking, veterinary services are sporadic, technical capacities are insufficient and the limited access to fodder in the dry season a real problem.
22. We recognise that a strategic company decision to source locally is therefore also a decision to actively engage in addressing some of these risks. It is a long term investment with long-term business potential for developing new and upcoming markets.

### **Our Messages:**

As an industry:

We commit to respect the rights of milk producers in all initiatives and endeavors in the West African region.

We commit to follow and analyse the effects of our business models on small-scale milk producers in West African and act on any negative impacts.

As small-scale producers:

We are committed to conducting advocacy of a tax policy that acts as an incentive for investments in the sub-region.

### **Our Alliance:**

Our alliance is a space for dialogue, learning and co-creation of sustainable business models for West Africa.

The Milky Way project partners will produce knowledge and share this with all the participants over the years to come.

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Copenhagen, 19<sup>th</sup> March 2015

Signatures:



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