Trust as Integral to Multi-Stakeholder Processes for Dairy Value Chain Improvement

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Introduction

Improving the dairy value chain in Kenya requires the collaboration of the small-scale chain actors who handle the majority of milk marketed.

Aims of the study

Understanding the linkages between primary and secondary stakeholders in the small-scale dairy system. Analyze the establishment of bottom-up stakeholder processes that have the goal of reducing losses and adding value in the dairy value chain. Determine changes of perceptions between stakeholder groups after 9 months of interaction in the ROSALAMA multi-stakeholder group.

Conclusions

The room for maneuver of primary stakeholders is influenced by secondary stakeholders necessitating strategic interactions.

The different spaces in which stakeholders were brought together amplified collaborative learning, strengthened relations, and enhanced trust between individuals and groups.

Improved communication allowed for change in perceptions about other stakeholders.

Enhanced trust created new action possibilities to improve the dairy value chain through more options for milk marketing and the exchange of knowledge on professional practices.

Results

1) The small-scale dairy system: Connections between primary and secondary stakeholders

Extension officers
Ministry of Agriculture, Livestock and Fisheries
Veterinarians
Processors Companies
Traders
Municipality
Police
Milk Bar Owners

Source: Intra-group meetings with farmers, traders, milk bar owners (n=3/18) and interviews (n=15)

“Through the group we managed to get in contact with the KDB and with the people from public health. They told us we can be friends and even gave us their contacts.” (male, Solai)

“Intra-group meetings with farmers, traders, milk bar owners (n=3/18) and interviews (n=15)".

In the words of a participant

"I have learned a lot [in the ROSALAMA group] because I never imagined one day we would meet with so different people. Until then we only met with milk venders but we have never met with farmers." (milk bar owner, female, Nakuru)

"When there is a lack of milk “I call people from [another sub county] to bring me milk. We have established a great friendship - you can’t just ask anyone you don’t know to bring you milk.” (male, Nakuru town)

"The room for maneuver of primary stakeholders is influenced by secondary stakeholders necessitating strategic interactions."

"The different spaces in which stakeholders were brought together amplified collaborative learning, strengthened relations, and enhanced trust between individuals and groups."

"Improved communication allowed for change in perceptions about other stakeholders."

"Enhanced trust created new action possibilities to improve the dairy value chain through more options for milk marketing and the exchange of knowledge on professional practices."

2) Establishment of different spaces for meaningful encounters: intra, inter and multi-stakeholder meetings

Bottom-up stakeholder processes were designed for meaningful encounters “to facilitate positive relations across difference” (Mayblin et al., 2016: 221). Rather than starting with a multi-stakeholder space, we found it effective to work towards this with initial contact meetings, intra-, inter- and multi-stakeholder meetings.

Methods of data collection

Semi-structured/ narrative interviews (n=34); Initial Contact meetings (farmer groups: n=10; trader groups: n=2/7 milk bar owners; n=10); Intra-stakeholder meetings with farmers (n=2/10)*, traders (n=2/8), milk bar owners (n=1/4), representatives of policy and governance (n=1/4); Inter-stakeholder meetings (n=2); Multi-stakeholder meetings (primary and secondary stakeholders, n=4/27); Multi-stakeholder meeting (primary and secondary stakeholders, n=1/30)

"n = number of sessions/ number of participants or n= number of participants"

Reference


Study location

Sub counties of Nakuru County, Kenya
Bahati, Dundori, Nakuru, Lare, Mau Narok, Mangu, Rongai

Small-scale dairy system

Milk is produced by smallholder farmers in rural areas, transported to Nakuru town by small-scale mobile traders, mostly on motorbikes and sold by milk retailers in so called “milk bars” in Nakuru town.

Source of map: http://images.google.de; https://www.google.de/maps

Source: Inter-, Intra- and Multi-stakeholder group meetings, 2015 and Narrative interviews, 2016; *Fieldwork by Felix Krause is included for the follow-up after 9 months

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