



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

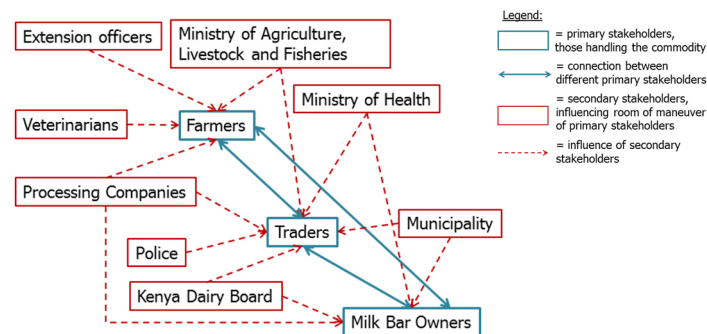
Understanding the linkages between primary and secondary stakeholders in the small-scale dairy system.

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.

Results

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



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

3) Establishing a multi-stakeholder group of farmers, traders and retailers

Establishment of ROSALAMA

Starting in May 2015, initial contact meetings led to inter-, intra- and multi-stakeholder meetings that culminated in the formation of the ROSALAMA group in September 2015. The group met monthly with no outside facilitation until March 2016 when fieldwork was continued by Felix Krause. The group continues to meet.



In the words of a participant

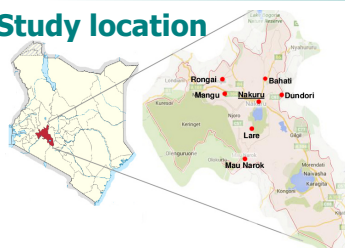
"I have learned a lot [in the ROSALAMA group] because I never imagined one day we would meet with so different people. Until then we only met with milk vendors but we have never met with farmers." (milk bar owner, female, Nakuru)

4) Examples for changes in perceptions and practice from engagement in these multi-stakeholder processes

Actor	Perceptions before first meeting	Perceptions after 9 months *	Practices after 9 months*
Farmer	"Most of the traders refuse to come to our homes because of the roads and so they end up buying [for the price] they wish." (female, Solai)	"I realized the traders are getting a minimal profit after [all the expenses they have]." (male, Lare)	Improved feeding: "Before joining the ROSALAMA group I gave the weeds to the cows without cutting them. Now I cut the weeds into smaller pieces before I give them to the cows and I have seen benefits." (male, Lare)
Trader	"The Kenya Dairy Board and the big processors want to push us out of the business." (male, Lare)	"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)	New markets: "One of the milk bar owners from the ROSALAMA group managed to connect me with others who were in need of milk... And even though the milk was much on my side, that time it never disturbed me as I managed to sell a lot of milk through [that new contact]." (male, Lare)
Milk bar owner - retailer	"[The milk traders] sometimes mix morning and evening milk. Then when I boil the milk I find that it goes bad..." (male, 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)	Improved network: "We have benefited a lot from those meetings is because... [when] we have a shortage of milk, now I know... who comes from where, who is a transporter, and who is [another] milk bar so we can communicate." (female, Nakuru town)

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

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.

Conclusions

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

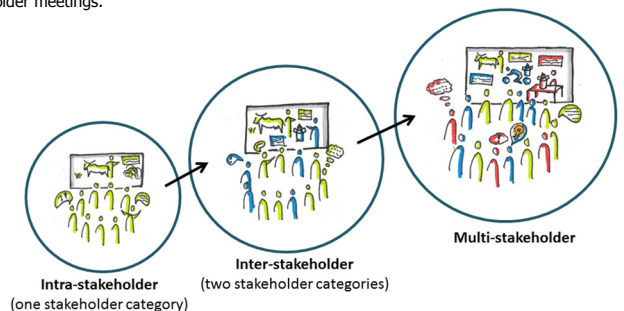
The different spaces in which stakeholders were brought together amplified collaborative learning, strengthened relations, and enhanced trust between individuals and groups.

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.

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.



Advantages of meeting in different types of group spaces		
Intra	Inter	Multi
<ul style="list-style-type: none">- Familiarization to work in groups related to their profession (e.g. farmers from different areas discussing cow feeding).- Development of ideas to improve their own profession.- Motivation to meet other stakeholders.- Clarification of topics to be exchanged with other stakeholder groups.	<ul style="list-style-type: none">- Improved understanding and trust between two different professional groups regarding each others activities, challenges and perceptions (e.g. mobile traders and farmers discussing milk quality).- Identification of solutions to problems relevant to two specific stakeholder groups.	<ul style="list-style-type: none">- Improved understanding and trust along the value chain (e.g. discussion about improving marketing across sub counties).- Identification of solutions to problems relevant to multiple stakeholder groups.- Improved network among different stakeholders.

Increasing diversity among participants

Methods of data collection

Semi-structured/ narrative interviews (n=34); **Initial Contact meetings** (farmer groups: n=10; trader groups: n=7; milk bar owners: n=16); **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** (only primary 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

Mayblin, L., G. Valentine, and J. Andersson, 2016. In the contact zone: engineering meaningful encounters across difference through an interfaith project. *The Geographical Journal*, 182(2): 213-222.