



# Enhancing skill-sharing within multi-stakeholder processes: an example from the small-scale dairy chain in Kenya

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## Introduction

- The small-scale dairy value chain plays a major role in Kenya's food security; as much as 80% of the country's milk is marketed through this chain, and it is sold at about half the price of milk sold in the supermarket.
- Many livelihoods depend on this chain, including smallholder dairy farmers, mobile traders and retailers who sell milk in 'milk bars'.
- Yet members of the small-scale dairy value chain face several challenges, such as limited coordination, high seasonal fluctuations of milk supply, and the need for context-specific information.
- This research evaluates learning achieved by smallholder dairy farmers, mobile traders, and retailers who have been part of the multi-stakeholder platform (MSP), ROSALAMA, that was established in 2015 aiming to contribute towards inclusive value chain development.

## Objectives

To analyse skill-sharing within a multi-stakeholder process in order to:

- Evaluate how MSP engagement contributed to resolving problematic situations;
- Categorize information and skills a) used by MSP members and/or b) shared beyond the MSP.

## Conclusions

Problem solving was strengthened for addressing multiple problem situations through information and skill-sharing among MSP participants. This led to solutions implemented by MSP participants and also others within their value chain (e.g. farmers to other farmers, traders to other traders, traders to farmers, traders to retailers). Consequently, this research shows the potential of MSP approaches to contribute to value chain improvement with diverse actors.

## Results

### 1. Examples of problems, solutions and associated changes from the multi-stakeholder process

Relations between chain actors			
Problematic situation	Solutions	Outcomes	Illustrative quotes
Harassment of traders (IT1, IT3)	Communication with officials (IT1)	Less harassment (IT1, IT3)	...but after we came together, we were able to improve on our relationship with them [government officials] so these days they don't harass us much (IT1).
Lack of payment for milk supplied by farmers (IF3)	Have a trader you know (IF3)	Receive timely and adequate payment (IF3)	...they [the trader] sell the milk to... [a company] with their name and not with yours so they are the ones who dictate your prices, so there is nowhere you go to complain to. So with these facts you just give milk to the person you know because you can be able to follow up (IF3).
Don't have enough milk for selling to customers (IM1)	Inform trader if you can't supply the agreed amount (IF3)	Sufficient milk supply (IM1)	The third thing was trust, before we didn't have trust among ourselves. There was a time that I could take my milk and not get payment of up to three days. We agreed that by Thursday evening, that is by Friday, she or he should have refunded my money so that I am able to pay my farmers on Saturday. So we build up trust between the milk bar, the farmer and me (IT3).
Milk spoilage (IT3)	Agreements between farmers, traders and milk bars (IF3, IT3, IM1, IT1)	Trust among each other (IM1, IF3, IT3)	
Excess milk (IT1, IT2, IT3)			
Unstable milk supply (IM1)			

Legend of tables: I= Interview, T= Milk trader, M= Milk retailer, F= Farmer

### 2. Categorizing information and skills used by MSP participants and shared beyond the MSP

The organization of the MSP was designed to facilitate information and skill sharing among participants through peer-to-peer exchanges, group trainings (e.g. cold storage and yogurt making) and also through group reflection activities. During the narrative interviews, MSP members also revealed how this learning improved not only their own business within the small-scale dairy value chain, but also in some instances that of some of their trading partners or peers.

#### New idea implemented by a farmer in the MSP group:

"When I have many green feeds, I know that I can harvest them, store them, and wait for them to dry. Like now with this dry climate, I would be wondering what I will give my cows but after going to [the multi-stakeholder group], I am able to plan and I have enough feeds for the coming months... So even with this dry weather, I do not have any problems regarding feeds" (IF5).

Feeding practice and nutrition			
Problematic situations	Solutions	Outcomes	Illustrative quotes
Wastage of feeds (IF4, IF5, IF7)	Cutting maize stalks (IF3, IF4, IF5, IF8, IF9, IT2) Using a machine to cut maize stalks (IT1, IF1, IF4, IT2)	Less wastage of feeds (IF3, IF4, IF5, IF7)	From when I started cutting the fodder into pieces, it [the cow] eats the fodder to completion so that also was beneficial (IF7).
Little milk during dry season (IT2)	Storage of feeds (IT1, IF2, IF3, IF5, IT2)	Less work (IF2, IF6)	The other thing that has changed is that we are more relaxed because we have feeds even in the granaries. So when we wake up in the morning, after cutting into pieces and putting them there for them, they don't disturb you (IF3).
High work load searching for fodder daily (IF2)	Making silage (IT1, IF1, IF2, IF9)	More stable milk production (IF2, IT2)	
Undernourished cows (IF2)	Feeding cow several times during day (IF1, IF5)	Increased milk production (IT1, IT2, IF1, IF2, IF3, IF7, IM1)	Before I never wanted to see the cow resting, I wanted it to be feeding all the time but now I have come to know that [it's okay] when it's resting after feeding... (IF5).
Unbalanced diet (IF1, IF2, IF3, IF5, IF8)	Feeding molasses (IF1, IM1, IF5, IF8)	Good body condition (IF2, IF3)	
Feeding cows once a day (IF1)	Allow the cows to rest (IF5)	Good health (IF2, IF3, IF7)	
Cow injuries from falls (IF2)	Feeding salts (IF3, IF8)	Get faster in heat (IF5)	
	Knowledge about different feeds (IF2, IF5, IF8)		
Milk with low density (IF5)	Dry feeds before feeding (IF2, IF5, IM1, IF3)	Milk with higher density (IF5)	... even when I get green feeds, I first put them aside for them to dry. After being used to eating dry feeds, I have noticed that they enjoy that (IF5).

#### New idea shared by a trader with farmers from whom he collects milk:

"After teaching them [the farmers], the milk production increased. It's not like the time when I would lack milk. Now, it's a lot. I never lack market because there is a lot of milk, people are getting enough" (IT1).

#### Examples of skill sharing in the multi-stakeholder process:



Building a cold storage



Group reflection



Yogurt making

## Study Area



**Six study sites in Nakuru County, Kenya**  
Rongai, Solai, Lare, Mau Narok, Nakuru

#### 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>

## Methods of Data Collection

Data was collected from November 2016 until February 2017:

- Small-scale dairy **multi-stakeholder platform meetings** (activity planning & reflection)
- Peer-to-peer exchanges**
- Group trainings** (Fridge building training, yogurt training including insulation)
- Narrative interviews** (Main question: Could you tell about a problematic situation that ROSALAMA helped you to solve?)

For this poster: 13 narrative interviews with farmers (n=9) milk traders (n=3) and milk retailers (n=1), where analysed.



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