RELOAD
REDUCING LOSSES ADDING VALUE

Reduction of Post Harvest Losses and Value Addition in East African Food Value Chains

Stakeholder Processes to Reduce Losses and Add Value: An Example of a Pastoral Meat Supply Chain in Northern Kenya

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INTRODUCTION

Change happens when people active within a system change their actions. This is what transdisciplinary research aims at, and the reason why it emphasizes on integrating the knowledge of scientists and practitioners. The goal is that research and joint learning produce applicable knowledge that supports change 'on the ground' (Dubielzig and Schaltegger, 2004).

Multi-stakeholder processes have been introduced into agricultural research and development, particularly in Sub-Saharan Africa, as a way of strengthening the relevance and applicability of research (Adekunle and Fatunbi, 2012).

In the RELOAD project, we apply multi-stakeholder processes to selected food supply chains with the aim to reduce post-harvest losses. The very high number of possible stakeholders to be involved, along with their complex inter-relationships and competing interests, require an adapted approach that takes these conditions into account. We present part of a stakeholder analysis for a pastoral goat meat supply chain, that starts in Northern Kenya. Our analysis places emphasis on diverse knowledge, constraints and interests of different actors in order to plan and facilitate successful stakeholder processes.

CONTEXT AND BACKGROUND

The pastoral marketing systems differ from other commodity systems due to the following reasons/features:
a) Direct marketing of live animals rather than meat. Depending on the duration and conditions of transit, the animals may lose weight or die.
b) Market information asymmetries - the long distances involved imply long turnaround times for traders' capital & potential problems of information flow.
c) Insecurity in remote areas with heightened risk of violence and theft during transport.
d) Complex interrelations between a large number of actors between the primary producers and final consumers.

STUDY AREA

Laisamis sub-county in Kenya

Maps adapted with data and images from:
1 – cia.gov 2 - Google Earth

Legend
- Tarmac and Gravel Road
- Sub-county border
- County border
- Laisamis Sub-County

METHODS

In our research, stakeholder analysis and associated processes include identification, classification, and analysis of actors, as well as mapping their interdependencies and relationships.

Specifically, we identified actors along a goat supply chain starting in a 'producer catchment area' in Laisamis sub-county in Northern Kenya using snowball methods for identifying actors along the chain. Field observation was conducted in Korr and Ilaut markets and in 'upstream' markets in Merille, Isiolo and Nairobi. Narrative interviews with key actors were coded to reveal diverse knowledge, interests and constraints.

Classification of stakeholders as primary and secondary depending on whether they are directly or indirectly linked to the chain.

This stakeholder analysis lays the foundation for choosing the most relevant actors to participate in subsequent stakeholder processes focused on reducing losses and adding value.
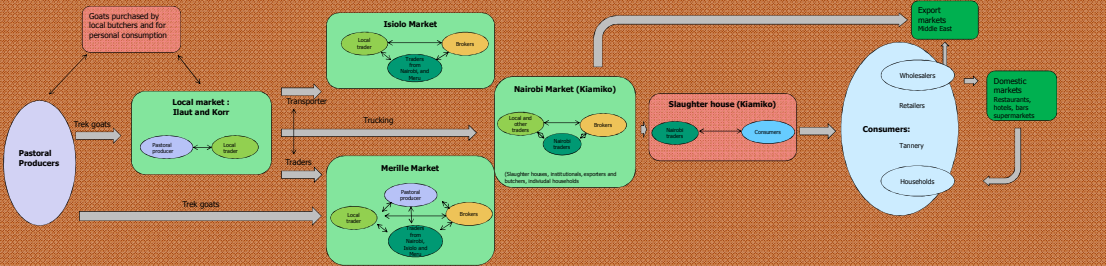
RESULTS

The losses along the meat supply chain were found to be a consequence of
- lack of information (e.g. missing knowledge of criteria looked at by the customer)
- lack of coordination (e.g. mismatch of quantities, timing) and
- lack of investment (e.g. unmaintained roads, butchery equipment and cooling systems).

The constraints of the stakeholders relate to
- a mismatch of (fluctuating) supply and demand in local markets – especially downstream;
- a lack of coordination between stakeholders – especially upstream.

Primary stakeholders of the pastoral goat meat supply chain starting with 'downstream' producers in Laisamis Sub-County and ending with slaughter houses in Nairobi.

	Pastoral producers	Local traders	Brokers	Transporters	Nairobi Traders	Butcher and slaughterhouses
Knowledge	• Livestock production cycles • Sale cycles • Traits of animal for sale	• Where to get different types and breeds of goats • Traits of animals • Prevailing prices at the end-markets • Costs associated along different parts of the chain • Knowledge on constraints affecting his/her trade	• Know different buyers in Nairobi (increased options for sale) • Assessment of value e.g. through animal body condition • Facilitation of deals and transaction: Formal and informal norms of negotiation • Market demand & supply conditions and related optimal pricing	• Transport costs • Relationship with police roadblocks on the way to Nairobi	• Demand and supply condition at terminal market • Diverse consumers from Nairobi city, trading to other regions in Kenya, and for international export	• Meat quality differentiation • Meat demand
Constraints	• Recurrent drought • Low prices for their livestock • Lack of ready buyer	• Centralized permit system • High costs of business: transportation, bribes to police, market fee, labour costs and costs of animal care in market locations • Limited market information on demand conditions, quality of goats required & by whom? • Seasonality of goat supply in local market • Fluctuating prices and demand in Nairobi	• Similar constraints as the Local Traders with regard to market information, price, supply and demand fluctuations • Responsibility for balancing the interests of buyers and the sellers	• Fluctuating transport prices • Difficulty of getting animals in needed quantities	• Getting desired volume of livestock within grouped specifications • Difficulty feeding animals that are unsold within the necessary timeframe.	• Lack of cooling systems • Wastewater systems are inadequat
Interests	• Ready market, better prices & information on livestock prices	• Direct link to alternative markets & buyers (restaurant, exporters) in Nairobi, information on prices, demand conditions in Nairobi prior to transportation, interest in good profit margin	• To make money from brokerage fees and frequent supply of goats to the market	• Want information on where to get animals for transportation and better transport payments	• Want increased coordination	• Reliable supplies of good quality meat and livestock

Secondary stakeholders most critical to involve include the county government and NGOs that aim at improving livelihood opportunities for pastoral livestock keepers.

Secondary stakeholders	Knowledge	Constraints	Interests
County government	• Local trade taxes • Animal movement regulations, permits and by-laws • On-going development in livestock marketing	• Contact with all pastoral groups • Ability to provide required support • Competing interest with other emergency intervention in pastoral areas	• To achieve more tax revenues, from improved livestock sales. • To have improved livelihoods within their jurisdictions
NGOs e.g. REGAL-AG, GIZ, Solidaretés International, JICA, FH Kenya, BOMA project *	• Planned interventions • Funding opportunities	• Limited resources to address all market related challenges • Lack of continuity of activities after funding window	• To support community development, improve livestock marketing and livelihoods of pastoral producers

CONCLUSIONS AND OUTLOOK

The stakeholder identification and analysis revealed that:
- Knowledge attained by some stakeholders can serve to fill information needs by others, leading to potentials for reducing losses through increased information exchange in multi-stakeholder processes. For example, producers and local traders who have information asymmetries e.g. on the market volumes and seasonal fluctuations, customer demand criteria etc. can obtain this information from Nairobi traders and butchers.
- Multi-stakeholder processes will offer an opportunity for improved interaction between stakeholders to stimulate value chain development. Measures to increase coordination can further offer possibilities for win-win situations when simultaneously tackling constraints of different stakeholders along the chain.
- Improvement along the chain requires active involvement of the stakeholders in the process. Collaborative learning, joint actions and improved interactions and communication between actors will be facilitated in the next phase of the research process.

Works cited:
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