

The Contribution of MIVARF in the Promotion of Agricultural Value Chain in Tanzania

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Abstract¹

The promotion of agricultural value chains in Tanzania has attracted the attention of the Government and other key local and international stakeholders in the agriculture sector. The Programme on Market Infrastructure, Value Addition and Rural Finance (MIVARF) was initiated with the main goal of contributing to the development of viable value chains that involve the economically active rural poor in Tanzania. This paper is an extract from the on-going research and it seeks among other things, to examine whether the underlying government mechanisms and structures can address the financial problems of agricultural and rural development in the selected districts in Tanzania. Desk-based literature review on quantitative data has been carried out from Programme's financial and physical progress reports with regards to various projects under the participating districts. Based on the available reports, MIVARF has supported the development of 23 value chains involving different staple and cash crops, as well as fish and livestock. Paddy is by far the lead value chain with 25 Districts (34%), followed by sunflower and maize (7 districts each), bananas (6 districts), cassava and fish (4 districts each), sesame (3 districts), cashew nuts and fruits & vegetables (2 districts each), various horticulture crops (garlic, onions, citrus, apples, avocados, grapes, yams, each in 1 district) and dairy and meat products (1 district each). It is recommended that, in all value-chain projects and programmes, priorities that are defined and specified regarding the intended objectives and target groups to be reached, and the promotion profile must be laid down clearly. For the persistently poor, who remain outside the reach of value-chain promotion, corresponding support activities are unavoidable. Additionally, appropriate risk-minimising strategies should be defined for risk-averse smallholders including saving and other forms of asset accumulation, insurance schemes, sales guarantees, and different forms of contract farming as well as carrying out corresponding promotion activities.

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1. Introduction

The promotion of agricultural value chains is among the key approaches for integrating smallholders into national and international production and trade processes (Kaplan *et al.*, 2016). It should be noted that, poverty in Tanzania like many developing countries is highly concentrated in rural regions, where majority of the poor work in smallholder agriculture (IFAD, 2010). Thus, agriculture is a key sector in bringing economic development through rural development and poverty reduction. A comparative study done by Schneider and Gugerty (2011) revealed that there are numerous empirical findings supporting the fundamental correlation between the improvement of agricultural production and poverty reduction.

While there exist a large number of concepts and definitions of value chains (Jaffee *et al.*, 2010; Altenburg, 2006; Roduner, 2004); Kaplinsky and Morris (2001) definition seems more inclusive where a value chains is “the full range of activities which are required to bring a product or service from conception through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers, and final disposal after use”. It should be noted that the fundamental focus of value-chain promotion in developing countries is to improve and upgrade local or regional value creation within the framework of the total value creation of an agricultural product (Cattaneo *et al.*, 2013).

Sievers and Saarelainen, (2011) pointed out that rural producers are the starting point of most value chains thus, assisting them to access market opportunities, obtain fair deals, and

produce higher-quality goods improves value chain performance while at the same time enhancing rural incomes and employment and harnessing economic growth for rural areas. It is clear that rural areas are endowed with valuable agricultural resources that are not yet tapped hence; enhancing value chains and addressing bottlenecks can unleash economic potential and generate employment to the available manpower.

2. Objectives

This paper has been prepared based on the on-going research work titled “*Achieving sustainable development: Linking microfinance and agriculture and rural development in Tanzania*” under the PhD program at Czech University of Life Sciences.

The objectives of this paper have been derived from one of the specific aims of the research work, which is to examine whether the underlying government mechanisms and structures can address the financial problems of agriculture and rural development in the selected districts in Tanzania. The main objective of this paper, therefore, is to assess the contribution of MIVARF Programme in promoting agricultural value chain in Tanzania. The specific objectives include:

- (i) Examine the scope of operations of MIVARF
- (ii) Determine the achievements of intermediate objective of the Programme
- (iii) Analyze sustenance of processing facilities

3. Methodology

A desk review methodology was applied whereby all related information was based on a documentary review of historic data. Data collection has been carried out focusing on Programme's financial and physical progress reports with regards to various projects under the participating districts.

4. Results and Discussion

4.1 The Scope of Operation Of MIVARF

4.1.1 Rationale and Coverage

The rationale for the Programme is to upscale some of the successful activities implemented under Rural Finance Services Programme (RFSP) and Agricultural Marketing Systems Development Programme (AMSDP). The Programme focused on improving access to financial and marketing services of the rural economically active poor. MIVARF emphasis is on financial and commercial viability and sustainability in the support for the beneficiaries. Programme activities are being implemented in all the 29 regions of the country (24 regions on the Mainland and five (5) regions in Zanzibar).

4.1.2 Concept and Approach

Implementation of MIVARF activities are governed by demand-driven and competition for resources approach. Districts/Local Government Authorities (LGAs) are qualified to participate in the Programme upon meeting specified eligibility criteria. In this strategy, resource allocations to the districts/LGAs are transparent, based on eligibility criteria that include among others; willingness to contribute to the cost of the priority activities for the district. This approach signals and puts into practice the best practices and lessons learned from the previous programmes (AMSDP and RFSP). The approach was devised as a

mechanism to induce ownership, commitment and eventually sustainability of the Programme activities after the Programme direct intervention comes to an end.

4.1.3 Programme Goal and Objective

The Programme overall goal is to enhance incomes and food security of the target group on a sustainable basis while the development objective of the Programme is to support sustainable and profitable linkage to markets. The intermediate objective of the Programme is to ensure beneficiaries derive profits from production and value addition undertakings.

4.1.4 Programme Components

The Programme is comprised of three components that serve as basis for the implementation of its activities. These include: The Marketing Infrastructure and Systems Component; the Rural Finance Component; and the Programme's coordination component. Under Marketing Infrastructure and Systems, there are three sub-components whereas *Marketing Infrastructure sub-component* aims at the establishment and sustainable maintenance of improved marketing infrastructure; *Value Addition* focuses on the institutionalization of post-harvest technologies (tools & skills) to groups of smallholder producers/processors in the regions and districts, as well as the rehabilitation and resourcing of 13 Post Harvest (PH) training centres; and *Producer Empowerment and Market Linkages* aims at providing the necessary capacity building to producers and marketing groups, facilitating the establishment of sustainable market linkages through a public-private partnership (PPP) based on market information system, supporting these groups in making optimum use of the warehouses and market infrastructures promoted

under sub-component 1, and facilitating their access to finance in order to implement warehouse receipt systems (WRS).

Under Rural Finance there are two sub-components: one, is *the Grassroots Financial Services sub-component* which provides specific support to different financial institutions including informal financial institutions (IFIs), Rural Saving and Credit Cooperative Societies (SACCOS), Microfinance Institutions (MFIs) and community/cooperative banks to increasing rural outreach. Two, is *Rural Financial Systems subcomponent* which aims at enhancing the risk appetite of commercial banks by providing credit fund to increase agricultural lending along the value chain, promote innovation and test new approaches and methods in financial services delivery, financial products and value addition activities in agriculture value chain in rural areas. Under this subcomponent the Ministry of Finance (MOF) and the Bank of Tanzania (BOT) are providing support to review the National Microfinance Policy (NMP) and prepare NMP Bill and the Ministry of Finance Zanzibar (MOFZ) to finalize the microfinance policy for Zanzibar and DOC and TCDC to improve cooperative Act and SACCOS regulations. This sub-component is also instrumental to develop a Smallholder Credit Guarantee Scheme (SCGS) and Rural Innovation Fund (RIF) to test and implement new/innovative approaches, methods and services in rural areas for the benefit of rural population, in general and the Programme's target group, in particular

The last component is Programme Coordination. The role of Programme coordination is to ensure efficient and effective Programme management including compliance of MIVARF activities with technical, financial and regulatory standards. The component is central for

planning, monitoring and evaluation (PME), establishment of implementation targets, monitor implementation processes and performance, and assess outputs and outcomes. In addition, the coordination unit is responsible for knowledge management (KM), to document and share knowledge and support knowledge-based decision making and policy dialogue.

4.2 Achievements of Intermediate Objective of MIVARF

4.2.1 Programme Physical Implementation Status

Implementation of the Programme is geared towards achieving its overall objective (goal) which is to enhance the incomes and food security of the target group on a sustainable basis. This is being achieved through the establishment of sustainable and profitable linkages to markets whereby beneficiaries derive profits from production and value addition undertakings. To realize these the Programme has been working to overcome marketing constraints by improving agricultural marketing infrastructure (markets, road and storage facilities); value addition opportunities and by building the capacity of beneficiaries on production, productivity, value addition and market access, including financial markets.

The Programme has registered significant progress on implementing activities under its components. In the Marketing Infrastructure and Systems component, the Programme has so far completed a number of marketing infrastructure works which include 1,078.6 Km of rural roads, 32 warehouses, 15 markets and 13 Post Harvest Training Centres (PHTC). These have eased a lot of market access constraints to targeted beneficiaries. In addition, the thirty-five (35) groups that have started using the machinery acquired through the

Matching Grant facility have shown very positive results. Some of the notable results include reduced transport cost and travel time between production areas and markets, increased produce value and prices, improved product quality and reduced post-harvest losses.

4.2.2 Programme Outcomes

Since its inception, the Programme has been implementing its planned activities with a focus on its expected results. Following completion and usage of several marketing infrastructures coupled with the necessary capacity building efforts to the Programme beneficiaries as well as market linkages including improved access to financial services. The recorded results indicate that the Programme is in the right track towards achieving its overall goal and objectives. Some of the notable achievements are detailed in the following sub-sections.

4.2.2.1 Increased Revenue from Production (Interacting with the Market)

The Programme managed to upgrade various market infrastructures including rural roads, warehouses, and PHTCs. Interventions in market infrastructure have contributed highly to sustainably improving market access for smallholder producers by easing transport cost, reducing travelling time, improving produce quality standards, reducing post-harvest losses, postponement of sales and undertaking value addition activities. All these are resulting by increasing revenues to the Programme targeted beneficiaries as it is depicted in Table 1.

Table 1: Reduction in Cost of Production per Unit (TZS/Kg) Per Value Chain

Zone	Subsector	Cost of Production TZS/Kg			
		2014/2015	2015/2016	2016/2017	2017/2018
Lake Zone	Paddy	615.70	460.00	470.00	500.50
Southern Zone	Paddy	700.50	695.20	700.10	700.10
Northern Zone	Garlic	550.00	500.00	550.00	500.50
	Ginger	1,150.25	1,050.40	1,050.40	1,030.40
Southern Highland Zone	Paddy	700.00	666.30	650.10	625.30
Southern Zone	Cashew nuts	7,578.50	7,512.50	7,512.50	7,500.20
Central Zone	Sunflower Oil	615.70	477.80	477.80	470.40

Source: MIVARF: Semi Annual Progress Report July 2017 – December 2017

Overall, there has been an increase in prices for example in the paddy subsector from TZS 470.00 (470.00) to TZS 955.15 by the year 2017/18 per kilo. Table 2 also indicates low prices which reported during harvest season and highest price being realised off-season.

Table 2: Increase in Selling Price per Unit (TZS/Kg) Per Value Chain

Zone	Subsector	Unit	Unit Price			
			2014/15	2015/16	2016/17	2017/18
Lake Zone	Paddy/Rice	Low	470.00	750.00	780.00	955.15
		High	690.00	790.00	810.00	-
Southern Zone	Paddy/Rice	Low	610.00	850.00	890.00	1,015.00
		High	865.10	895.00	910.00	-
Northern Zone	Garlic	Low	2,185.10	2,220.00	2,320.00	3,000.00
		High	4,856.25	4,950.00	5,100.00	-
Southern Zone	Cashew	Low	11,000	12,000	11,500	9,600.00
		High	17,500	19,000	18,200	-
	Sesame	Low	477.80	470.40	510.10	610
		High	540.10	530.25	550.30	-

Source: MIVARF: Semi Annual Progress Report July 2017 – December 2017

Following service providers interventions, slight increase in prices have been witnessed whereby the price per kilo of paddy with lowest being TZS 470.00 (Mbarali) and highest TZS 895 (Kwimba). Table 2 also indicates low prices which reported during harvest season and highest price being realised off-season.

4.2.2.2 Increased Production and Productivity and Formal Linkage of Producer, Processor and Marketing Groups to Market

Good agricultural practices and increasing use of improved agricultural inputs and access to credit has contributed to increase in acreage (area of production) and productivity. Table 3 summarises productivity by subsector by zone since Programme intervention started.

Table 3: Productivity by Subsector and Zone (Kgs)

Zone	Value Chain	Production Kg/acre			
		2014/15	2015/16	2016/17	2017/18
Lake Zone	Paddy	1,547 – 1,800	1,786 – 2,700	1,600 – 2,000	1,600 – 2,250
Southern Zone	Maize	525 – 1,050	2,625 – 3,150	2,500 – 2,900	2,200 – 2,500
Southern Zone	Paddy	1,330 -1,500	1,450 – 1,750	1,500 – 1,970	1,700 – 2,150
Northern Zone	Ginger	3,500 – 4,000	3,753 - 4,800	3,800 - 5,000	3,800 - 5,000

Source: MIVARF: Semi Annual Progress Report July 2017 – December 2017

4.2.2.3 Expanded Use of Collective Storage Facilities, Warehouses and Warehouse Receipt System

MIVARF is supporting the implementation of various activities focusing on developing and strengthening the capacity of target beneficiaries to efficiently participate and operate Warehouse Receipt System. Furthermore, the implementation is geared towards supporting WRS stakeholders to undertake marketing and value addition activities that complement WRS as well as improving their access to financial services.

Throughout its implementation, MIVARF intends to implement WRS operations in at least 45 warehouses/locations in various participating LGAs. The Programme target is to attract WRS participation from a total of at least 15,600 household/smallholder producers who will market and trade their agricultural produce through the Programme supported WRS.

By the end of June 2017, a total of 6,633 (43% of target) smallholder producers were noted to have been participating in MIVARF supported WRS operations. Out of these 2,836 (43%) are females while 3,797 (57%) are males. WRS operations have also recorded participation of 1,590 individual producers (978 females and 612 males) who deposited and sold their produce under.

4.2.2.4 Capacity of Producer Groups for Post-Harvest Management, Processing, Packaging and Product Differentiation Expanded

In efforts to build the capacity of Programme beneficiaries in post-harvest management, processing, packaging and product differentiation the Programme continued to extend training and providing support to beneficiaries on acquisition of processing machinery through the matching grant facility. In places where matching grants equipment have been installed, the Programme observed significant increase in the share of value added goods. The Programme also facilitated the setting up postharvest management centres (PHTCs) for providing postharvest management services in the regions.



Sunflower oil from Singida

Garlic products from Mbulu (Bashay Valley)

Figure 1: Value Added goods from Primary Producers. Courtesy of MIVARE, 2017

A total of nine (9) processor groups have so far acquired processing facilities through the matching grant facility provided by the Programme. These processing facilities are enabling the beneficiaries add value to their products and hence earn more. Products being processed so far include paddy, garlic, maize, tomatoes and sunflower.

4.3 Sustenance of Processing Facilities Established through Matching Grants

The target population for VAS are rural active poor producers, traders, and processing groups in which women and youth reached a total of 50%. Activities implemented aimed at reducing postharvest losses, improving productivity through efficient value chains operations and increased incomes for participating beneficiaries. The following narrative contributed to reach the mentioned outcomes:

- (i) **Supply of PH demo equipment:** Four sets of equipment and tools were planned for the period; other 6 were yet to be delivered by suppliers. During the period, out of four that were planned, two have been delivered (Hanang’ and Mwamapuli); six that

were contracted have also been delivered to the centres of Lushoto, Njombe, Busega, Magu, Arusha and Njombe. Two sets for Pujini Pemba and Songea are yet to be supplied.

(ii) **Matching grant for processing equipment:** The plan was to supply 10 Groups processing machines. These include Ruso (paddy) - Kwimba, Shina (dried fruits)- Pemba, CEPAT (cassava) - Bagamoyo, Kisongoni – Unguja (paddy), Sanjaranda (Sunflower) - Itigi, Tusifemoyo (seaweed) – Unguja, UWAMIJICHTWA (limes) - Unguja, Tusizembe (anchovies) Unguja, Mambamyamba (ginger) –Same and Kibokoni (Maize) – Pemba. During the period, 13 machines have been supplied and installed including the ones which were to be delivered in the last half of the year 2017/2018. These are Grande demum (Meru- Dairy), Ruso (paddy) - Kwimba, Shina (dried fruits)- Pemba, CEPAT (cassava) - Bagamoyo, Kisongoni – Unguja (paddy), Sanjaranda (Sunflower) - Itigi, Tusifemoyo (two seaweed machines) – Unguja, , Mamba myamba (ginger) –Same, Namtumbo (paddy), Muwanda Zanzibar (dairy), Malampaka Maswa (paddy) and Kibokoni (Maize) – Pemba. Tusizembe (anchovies) Unguja, UEPA (rice husk briquettes) - Mbarali, UWAMIJICHTWA (limes) - Unguja, Mtule have been ordered and yet to be delivered. Other groups that applied for matching grant in 2014/15 and 2015/16 but failed to pay 25% emerged and paid during the period. They include Hakika Millers - Handeni, four Bukombe cassava processors, Makao makuu SMART group of Kondo and Momba irrigators.

(iii) **Training of Communities in Management & maintenance of MG & PHTC infrastructure:** A total of 239 (122 being women) out of the planned 100 individuals were trained in the operation, management and maintenance of PHTCs and matching grant equipment for sustainable upkeep. Out of the trained group, 42 were from

Mwamapuli (11), Mkindo (9), SIDO Moshi (6), Njiro Arusha (2) Mtinko PHTCs (14) and 197 are committee members who represented 1027 beneficiaries of 17 matching grant groups.

- (iv) **Outreach for processor groups:** Service providers, Business coaches and SIDO partners conducted outreach activities to 654 producer groups (16 of Zanzibar) for disseminating and follow up of postharvest knowledge of the respective value chains. The groups were outreached in post -harvest management, processing technologies, packaging, safety (especially aflatoxin management in dry produce & postharvest pesticide management), product differentiation, product planning and business management. Main areas outreached are LGAs of Hanang', Mbulu, Babati, Kondoa, Kongwa, Urambo, Iramba, Itigi, Singida Rural, Sengerema, Kwimba, Magu, Lushoto, Momba, Kalambo, Njombe Rural, Makete, Rungwe and all 10 districts of Zanzibar. Value chains involved were paddy, sunflower oil, Maize, fruits and vegetables, bananas, fish (anchovies) and cassava.
- (v) **Provision of trainings and coaching services:** 1,694 processors have been coached and linked to regulatory authorities, packaging industries and capacity building professionals in Urambo, Iramba, Lushoto, Sengerema, Kwimba, Magu, Singida rural, Mbulu, and Hanang'. PCT in collaboration with SIDO and business coaches (Zanzibar) were key link to these institutions.
- (vi) **Group Visits to Post-Harvest Technology Centres, Processing Ventures and Markets:** Farmer groups from 21 LGAs were facilitated to go for study visits to PHTCs, processing ventures and markets for learning. Groups from Singida (Singida Rural, Itigi and Iramba) increased productivity of sunflower oil due to products differentiation (skin oil, shoe polish, medicated oil and briquettes). Zanzibar groups

increased knowledge of dairy, banana and cassava products through efficient ways of food processing, packaging and marketing aspects.

(vii) **Provision of technical backstopping in value addition activities:** The Programme undertook backstopping activities like engagement of professional trainers in post-harvest areas to undertake training of trainers to staff of SIDO, LGAs and representatives of beneficiaries in food processing and postharvest management. A master training course was done at SIDO Moshi PHTC to 62 participants from 14 regions. These trainers later trained a total of 937 by December 2017.

(viii) **Support Programme beneficiaries attend various promotional events:** During the reporting period, The Programme supported 139 of its groups beneficiaries to attend various promotional events such as the Nane Nane (100) and entrepreneurship zonal exhibitions organized by SIDO at Kigoma, Central and Northern Zones (16), National Milk week at Kagera (4), World Food Day Zanzibar (3) and DITF (16). Such events enabled learning and marketing avenues to the beneficiaries who have been improving their products over time.

(ix) **Stakeholders forums for Value Addition Products** - The Programme conducted two sunflower oil, Maize and paddy value chain stakeholders' forums to enable producers, handlers, processors get an avenue for knowledge exchange and market facilitation. All key Programme stakeholders including service providers, smallholder producers, processors, AMCOS and SACCOS representatives participated in these forums that were conducted in collaboration with PEML and Rural Finance team. Specifically, the forums focused on the following key areas:

- Review Progress and Status in Development of Business Cases for Marketing Infrastructure Development, Business Plans, Operational & Management Manuals.
- Memorandum of Understanding for marketing infrastructure (PHTCs & MGs) and;
- Programme Completion Report

(x) **Supervision and operations of other Programme activities:** The Programme staff made supervision of VA to ensure effective delivery of expected outcomes. Concentration was done to slow performing areas to fast track implementation and strengthen competence of activity delivery. These areas included delivery of equipment (PHTCs and MGs) PHM technology coaching and capturing of VA data. PCT also assisted in preparations and efficient implementation of various VA studies including Impact study and Setting up of food parks in Tanzania.

5 Lesson Learnt and Conclusion

The Programme covered 29 regions and 73 Local Government Authorities (LGAs). The programme supports development of 23 value chains involving different staple and cash crops, as well as fish and livestock. Paddy is by far the lead value chain with 25 Districts (34%); sunflower and maize (7 districts each), bananas (6 districts), cassava and fish (4 districts each), sesame (3 districts), cashew nuts and fruits & vegetables (2 districts each), various horticulture crops (garlic, onions, citrus, apples, avocados, grapes, and yams, each in 1 district) and dairy and meat products (1 district each). On Value Addition and Producer Empowerment, 35 processing machines by beneficiaries were acquired and 25,647 beneficiaries (60% Women) on value addition and post-harvest management

activities were capacitated. However matching grants activity lagged behind due to low level of understanding of eligibility criteria by PEMPL producers (i.e. contribution of 25%).

Over the past years the Programme has caught the attention of many institutions/individuals and is viewed as one of the successful projects in the country. As the programme draws to a close it will be important document intensively the implementation modalities to generate lessons learnt to guide successful implementation of such future projects. This will be an important aspect of the Programme completion period.

For sustenance of all activities established under Value Addition sub-component of the MIVARF programme, there is a need to incorporate other government initiatives on developing clusters as propounded in the SIDO Industrial Cluster Development Strategy. SIDO pursues to contribute in transforming Tanzania into a diversified and semi-industrialized economy through promoting and developing industrial clusters which are inclusive, vibrant, innovative, resilient and evolving (URT, 2017). This is also in line with Agricultural Sector Development Strategy of 2016 which emphasises on the establishment of District Commodity Value Chain Platform (DCP) which involves the stakeholders along the value chain in order to create mutually-beneficial partnerships among them for increased production, quality, value addition and trade of the selected commodities. Generally, this will help to enhance business activities and their profitability in order to contribute to the nation's capacity in generating wealth. More importantly, profitability should come with continuous welfare improvement of the persons engaged especially primary producers that is, rural population.

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