INCEPTION WORKSHOP REPORT

INCATA: Linked Farms and Enterprises for Inclusive Agricultural Transformation in Africa and Asia

RIMISP
Centro Latinoamericano para el Desarrollo Rural

Participants

Bill & Melinda Gates Foundation

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- Randy Shigetani
- Stacey Miyahara
- Natasha Verma

IFPRI

- Ben Belton
- Sudha Nayaranan

Tegemeo Institute

- Lilian Kirimi
- John Olwande
- Timothy Njagi

Michigan State University

- Thomas Reardon
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RIMISP

- Julio Berdegué
- Carolina Trivelli
- Rodrigo Yáñez
- Fred Dzanku
- Andrés Fuica

Workshop Agenda

April 1st	April 2nd	April 3rd	April 4th	April 5th
Core coordination team meeting	Full team meeting	Full team meeting	Full team meeting	Core coordination team meeting
• Reviewed preparations for the workshop. • Engagement with the Foundation.	• F. Dzanku – workplan for the LSMS-ISA analysis. • MSU - Three-pronged research approach.	• IFPRI - Odisha's horticulture value chain. • Tegemeo - Kenya's aquaculture value chain. • RIMISP - coordination and management issues	• IFPRI - Odisha's aquaculture value chain. • Tegemeo - Kenya's horticulture value chain. • Core team - pending matters.	• Coordination team and BMGF - Final review of the meeting and wrap up

LSMS-ISA ANALYSIS

By Fred Dzanku

LSMS-ISA Analysis

By Fred Dzanku

Study Goals:

- **Analyze broad issues** and policy implications using nationally representative data.
- **Investigate changes** in SSP and MSME characteristics, market participation, and their impacts on incomes and commercialization rates.

Key Definitions

Small-Scale Producers (SSPs)

farm size that includes the smaller 90% of the farms in the country by commodity (e.g., 5 ha for SSA).

Defining "Commercial"

Sells products and/or buys inputs, without a minimum threshold since commercialization is a dynamic process.

Micro, Small, and Medium Enterprises (MSMEs)

Official country-specific definitions will be used.

Research Questions:

- **Understanding the key interactions** between SSPs and MSMEs (patterns of purchases and sales, frequency and volume, among others.

Documenting SSP-MSME Interactions and Commercialization

- Study purchase and sales patterns from SSPs and MSMEs.
- **Commercialization Index:** Calculate the degree of commercialization at the crop-product level.
- **Implications for Policy:** How these insights can guide policies and investments to support SSP and MSME development.
- It was agreed to calculate a **resilience index and a women's economic empowerment indicator.**
- **Some limitations are present.**

Characterizing actors in the value chains

- In order to study commercial small-scale producers **(cSSP)** and micro, small and medium enterprises **(MSMEs)**, some key factors will be analyzed:

cSSP Factors	MSME Characteristics	Interrelations
Size, gender, commercial participation	Specialization, female leadership, asset ownership	Points of interaction, growth trends, vertical integration
Technology access, marketing channels, asset accumulation	Labor and input sources, market interactions	Contract farming, community interactions, value chain roles

THREE-PRONGED SURVEY APPROACH

By Thomas Reardon and Saweda Liverpool-Tasie

Three-pronged survey approach overview

By MSU

- T. Reardon and S. Liverpool-Tasie presented their three-pronged approach:

1. **Rapid Reconnaissance** (RR): Gather information on general patterns, like economic and geographic structure over time.
2. **Meso Inventory**: Acquire information at the district or market level.
3. **Micro "Stacked Surveys"**: Detailed interviews with actors at various nodes of the value chains.

THREE-PRONGED SURVEY APPROACH

Feature	Rapid Reconnaissance	Meso Inventory	Micro Stacked Surveys
Purpose	Preliminary pattern identification and hypothesis generation	Sampling universe creation and structural analysis over time	In-depth actor roles and interaction understanding; policy insight generation
Methods	Group and key informant interviews	District/market level informant interviews; time-series actor counts	Detailed interviews across value chain nodes; lateral segments examination
Topics	Cross-geographic patterns; micro-level asset, buying, making, selling	Actor counts, production/sales volume, scale, gender, and spatial changes over time	Asset, input, product, and marketing details
Sampling	Purposive informant selection	District/market level informant selection	Strategy informed by RR and meso findings; value chain-specific
Outcomes	Sample and questionnaire design input; pattern and hypothesis suggestion	Large sample selection framework; structural change analysis	Detailed value chain data; hypothesis testing and pattern identification

Rapid Reconnaissance

Main objectives:

- Study enterprises at different nodes of the value chain.
- Explore how enterprises have evolved and the factors driving these changes.

The interviews focus on four key aspects:

1. **Asset:** The main assets used in the enterprise and how they were acquired and maintained.
2. **Buy:** The main inputs used in the enterprise and how they are acquired.
3. **Make:** The products produced, sold, or handled by the enterprise and the production process.
4. **Sell:** The marketing and offloading strategies for the products.

Meso Inventory Approach

Focus: Track value chain evolution at district/market level.

Process: Collect actor data at three time points; analyze changes.

The meso inventory approach was illustrated through two case studies:

- **Bangladesh:** Aquaculture study, sampled fish farms.
- **Nigeria:** Poultry study, used rapid reconnaissance and snowball sampling.

Utility: Helps understand dynamics in SSP and MSME value chains.

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Micro “Stacked Surveys”

- **Purpose:** In-depth analysis of individual value chain roles and interactions for policy development.
- **Approach:** Conduct comprehensive interviews with value chain participants including service providers.
- **Details:** Examine asset management, procurement processes, production, and marketing strategies.
- **Sampling:** Guided by earlier RR and meso findings; tailored to specific value chain queries.
- **Outcomes:** Rich data collection facilitating robust hypothesis testing and actionable insights.

HORTICULTURE AND AQUACULTURE VALUE CHAINS IN ODISHA

By Ben Belton and Sudha Narayanan

Horticulture value chain in Odisha

By IFPRI

- Odisha has 10 agro-climatic zones and is the **7th largest producer of vegetables in India.**
- **Vegetables account for 4.9% of India's production** and 8% of Odisha's Gross Cropped Area.
- **Major vegetables:** brinjal (18% of total value), tomatoes (11%), cabbage (6%), okra (6%), cauliflower (4%), onion (3%), and sweet potato (3%).
- Agriculture contributes 21% to state GDP, but employs 45% of the workforce

Research and Policy Issues

Key policies:

- **Diversification into high-value crops**, which is key for the national policy of “Doubling Farmers’ Incomes”.
- Odisha State Agricultural Marketing Board (OSAMB) oversees a network of markets that it maintains, operates and regulates.

Research questions:

- Traditional vs. modernizing value chains
- Immanent vs. interventionist cluster development
- Role of haats, imports, seed companies, roads
- Commercialization levels and patterns
- Inclusion and exclusion dimensions

Methodology

- The study of Odisha's horticulture sector will consist of a **rapid reconnaissance followed by meso surveys**. However, micro-level studies could potentially be considered if time and resources permit.

Rapid Reconnaissance: Quick sector overview, field visits, and stakeholder interviews.

Meso-Level Studies: Value chain mapping, infrastructure assessment, governance analysis.

Aquacultre value chain in Odisha

By IFPRI

- **Gram Panchayat (GP) tanks:** low productivity carp polyculture.
- Commercial/semi-commercial carp polyculture near West Bengal and coastal interior.
- Extensive shrimp farming for export since 1980s, around Chilika lagoon.
- Intensive vannamei shrimp farming for export in the past decade, in coastal districts.

Interest and motivation

There is an increasing interest in studying these aquaculture value chains, given that:

- Almost no work has been done on value chains (mainly by consultants, reliant on secondary data).
- No primary studies of any off-farm value chain segments and no statistically representative studies of the farm sector.
- No research on commercial smallholder carp aquaculture.
- Insufficient info on food consumption data for india, including fish.

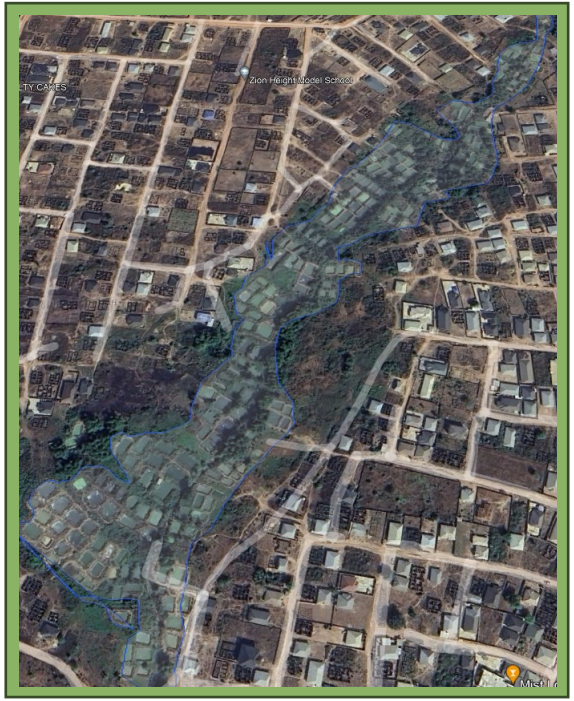
Policy Environment and Research Questions

Confluence of national and state policies promoting aquaculture

- **Odisha Fisheries Master Plan 2030:** aims to increase production, reduce post-harvest losses, improve market access, increase per capita fish consumption, and double freshwater fish culture.

Potential research questions:

- Structure of the farm sector, profile of entrants, supply response to policy interventions
- Role of input suppliers and traders, post-harvest practices, inclusiveness of different aquaculture types
- Gender division of labor and employment generation



Methodology

- Methodology for Odisha Aquaculture Study

Rapid reconnaissance: secondary data, key informants, field observations

Meso study: in-depth interviews, focus groups, market and policy analysis

Micro study (stacked surveys): farm, trader, processor, and consumer surveys

HORTICULTURE AND AQUACULTURE VALUE CHAINS IN KENYA

By Lilian Kirimi, John Olwande and Timothy Njagi

Horticulture value chain in Kenya

By Tegemeo Institute

- Horticulture is important to Kenya, contributing 36% of agricultural GDP.
- Mainly smallholder production with little government involvement; primarily private sector-led.
- Domestic market accounts for 95% of production; exports are 5%, mainly flowers (72%), vegetables (16%), and fruits (12%).
- Vegetables comprise 46% of horticultural production and 31% of total value (2020).

Challenges and Policy Issues

- **Production challenges:** Good Agricultural Practices (GAP), agrochemical use and disposal, pest and disease management.
- **Limited research** on seed systems for African Indigenous Vegetables (AIVs).
- **Post-harvest losses** due to poor handling, inadequate transportation, and storage infrastructure.
- **Limited value addition** and processing, especially for AIVs.
- **Need for food safety standards** and enforcement in the domestic market.

Methodology

Selected counties in Kenya with high tomato production:

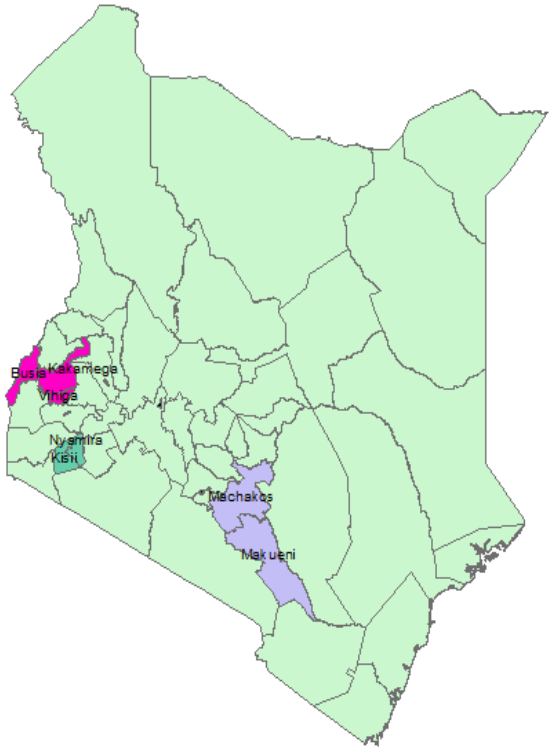
- **Western region:** Siaya, Kisumu, Busia
- **Central region:** Kirinyaga
- **Southeastern region:** Kajiado, Makueni
- **Coastal region:** Taita Taveta

Methods and key outputs:

1. **Rapid Reconnaissance:** Trends in tomato production, identification of value chain actors.

2. **Market and Meso Studies:** Value chain maps, number of actors at each segment.

3. **Stacked Surveys:** Farm production data, volumes traded in the market, costs and margins.



Aquaculture value chain in Kenya

By Tegemeo Institute

- **Aquaculture in Kenya has experienced significant growth** over the last decade: Stimulus program in 2009, increased pond construction.
- **Increased demand for fish:** population growth, changing diets, growing awareness of health benefits.
- Local fish consumption is expected to be **primarily met through aquaculture.**

Key issues and Research Priorities

Research Priorities for Kenyan Aquaculture:

- **Competitiveness:** Enhance local production competitiveness and reduce costs.
- **Technology:** Increase adoption of advanced technologies and practices.
- **Supply Chain:** Improve efficiency and value addition in the aquaculture supply chain.
- **Climate Resilience:** Develop strategies for climate adaptation and mitigation.
- **Policy Support:** Strengthen policy frameworks and public-private partnerships.
- **Market Trends:** Analyze consumer preferences and expand market opportunities.

Methodology

- To answer questions regarding value chain structure and governance, small-scale producers and micro, small and medium enterprises, a two-step approach will be used:

Rapid Reconnaissance	Market and Meso Surveys
Understand current state of the value chain and its changes over time.	Characteristics of actors along the value chain, assess changes within the value chain over time.

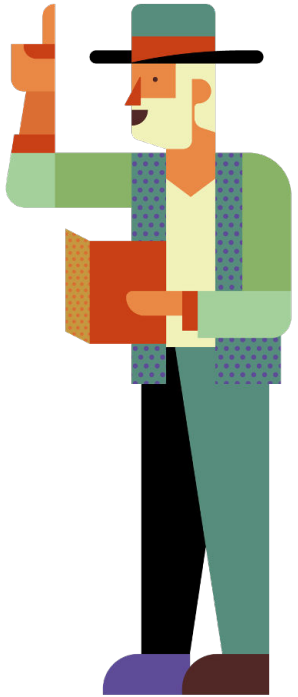
COORDINATION AND MANAGEMENT

By Rodrigo Yáñez

Coordination and Management

By RIMISP

- Reviewed the technical and financial reporting from the subgrantees to RIMISP, as inputs to the reports to the BMGF.
- Explained the webinars that will be hosted, alongside the project's website.
- The project name was discussed and agreed upon.
- The full team will meet once per month, to discuss substantive matters based on an integrated timeline.



Webinars

The project will host five webinars:

April 2025	Q4 2025	Q4 2025	January 2026	February 2026
LSMS-ISA results	Initial results of the two VC analyzed in Kenya	Initial results of the two VC analyzed in Odisha	Comparative analyses of the four VC and previous studies	Main findings, policy implications, and pending research questions
RIMISP, Fred Dzanku	**Tegemeo Institute**	**IFPRI**	**MSU**	**RIMISP**

Project Web Page

- RIMISP will host the project page on its website.

www.rimisp.org/incata

Key agreements established during the meetings
For MSMEs, it was agreed to follow the official country definitions where available and use similar or neighboring countries' definitions where not available.
For SSPs, the criterion of maximum farm size that includes 90% of the farms by size in each country will be used, and not to impose a minimum percentage of production sold.
We've established that for producers, being commercial involves both selling agrifood products and acquiring agricultural inputs commercially consistently over time, without setting a minimum threshold for sales. This reflects the dynamic, gradual process of becoming commercial.
It was defined that we would include a short set of questions in the surveys to ensure we have information to estimate the poverty status of the respondents and measure women's economic empowerment.
Project name: INCATA – Linked Farms and Enterprises for Inclusive Agricultural Transformation in Africa and Asia.

Integrated Timeline

- An integrated Gantt Chart was developed, which contains all the tasks set by each institution.
- This is contained in the Annex.

Annexes

1. Integrated Project timeline (Excel)
2. Powerpoint Presentations