Effectiveness of a ‘Whole of Chain' Approach in Rural Industry Development in Developing Countries: A Conceptual Frameworks for Analysis and Empirical Findings

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BACKGROUND OF THE RESEARCH

- A Case study of the Pakistan mango industry

- Mango is second major fruit crop after citrus in Pakistan and it is the fourth largest mango producing country in the world after India, China, and Thailand

- Evaluated of an International Development project aimed to improve the technical, marketing and supply chain management issues adopted a ‘whole of chain’ approach under ASLP during 2007-12
CRITICAL ISSUES BEFORE THE DEVELOPMENT INTERVENTIONS

- 30-40% wastage occur from farm to market due to poor post-harvest handlings
- Pakistani mangoes received lowest price in the international market in comparison to their counterparts
- No evidence of supply chain management practices among the commercial operators
- Little capacity of the R & D institutions to address the post harvest management issues in relation to the market need
DEVELOPMENT INITIATIVE

- Improving Fruit Quality
- Developing and improving markets
- Building capacity
- Building demonstration supply chain
RESEARCH/EVALUATION QUESTIONS

1. Were the ASLP mango project activities successful in changing the knowledge, attitudes, skills and aspirations (KASA) of Pakistani collaborators and the mango industry as a whole in three components of the project, quality management, marketing understanding and supply chain management over the project period?

2. To what extent did post-harvest practices change among the targeted stakeholders, and at an industry wide level, as a result of change in KASA?

3. How could the ASLP mango project activities have been better planned, implemented or modified to achieve better outcomes in the post-harvest performance of the Pakistan mango industry?
EVALUATION FRAMEWORK

Improving Fruit Quality
Developing and improving markets
Building demonstration supply chain

Retailers
Exporters
Middlemen
Growers

Govt. Agencies
R & D Providers
Extension services providers

ASLP Project Activities from 2007-2012
RESULTS

R.Q1: Change in KASA among stakeholders and the wider industry

- The willingness to change among the commercial operators was strengthened as the quality management knowledge and skills were reinforced by market knowledge.

- Some commercial operators who did not find any compelling reasons to change their traditional businesses showed a reluctant attitude towards improved post-harvest quality management knowledge and skills for example the middlemen and exporters dealing in huge volumes.

- Resistance to change compelled the growers to find the alternate channels for their efforts and involved direct marketing.

- The marketing and supply chain management skills within the institutions were of critical importance to facilitate the growers in developing new market channels or chains.
LESSON LEARNED

This research set out to evaluate the proposition that an industry development project that adopts a ‘whole of chain’ approach be effective in linking farmers to their markets if

- It is participatory in nature
- It exposes growers to potential chain co-operators with whom they were able to form partnerships and develop new pathways to higher value market segments
- Actively engage the relevant institutions in the demonstration activities along with commercial operators
THANK YOU