

Value Chain Analysis of Vegetables in Haritsankalp Agro
Kishan Producer Company, Bassi Cluster Jaipur

By

Rambabu Sharma

*Dissertation submitted for the partial fulfillment of the
MBA Rural Management*

Academic year, 2016-2018



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

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The Candidate has successfully carried out the study designated to him during dissertation training and his approach to the study has been sincere, scientific and analytical.

The dissertation is in fulfillment of the course requirements.

I wish him all success in all his future endeavors.



Dr (Col) Ashok Kaushik

Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Prof. Rahul Ghai

Associate Professor

The IIHMR University, Jaipur



House No. S-1A, First Floor
Bhawani Singh Marg
C Scheme Jaipur-302001
Rajasthan, INDIA

Tel: +91-141-2223345
+91-141-4113903
www.accessdev.org

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Access development services, Jaipur

And has successfully completed his study on

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Organisation:-

Access development services, Jaipur

He comes across as a committed, sincere & diligent person who has a strong drive and
zeal for learning.

I wish him all the best for future endeavours.

Ashish mahipal

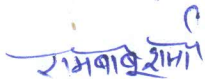
District program coordinator

Access dev. services Jaipur



CERTIFICATE BY SCHOLAR

This is to certify that the dissertation “Value chain analysis of Vegetables in Haritsankalp Agro Kishan Producer Company, Bassi Cluster Jaipur.” submitted by **Rambabu Sharma** Enrollment No- **IIHMR-U/03/2016-18/0012** under the supervision of **Prof. Rahul Ghai** for award of **MBA in Rural Management** of the University carried out during the period from **2nd February 2018** to **4th April 2018** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


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THE IIMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

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Executive summary

Title: “Value chain analysis of Vegetables in Haritsankalp Agro Kishan Producer Company, Bassi Cluster Jaipur”

This dissertation mainly attempts to understand the issues and challenges faced by farmers, especially small and middle farmers, in participating and managing a vegetable supply chain network in the region of 1 market of Bassi, Jaipur, famous for their fresh quality green vegetables.

In the Bassi vast amount of vegetable is produced. t Farmer provide vegetable for another district. In the supply chain of vegetable trading, different intermediary stakeholder is involved between producer and consumer. They are the local wholesaler, divisional wholesaler, the regional wholesaler, and retailer. These intermediary stakeholders create a long supply chain. At present, farmers have no influence in product pricing rather they are strongly managed and monopolized by giant traders, wholesalers, and retailer syndicate and they take the profitability and preference of farmers. But farmers in Bassi cannot avoid intermediaries' for accessing markets for their vegetable produce. The majority of the profit is distributed along this long value chain of intermediaries. Both the primary producer i.e. the farmer and consumers are at a disadvantageous position. The famers get less share of the profit and the consumer pays more for the produce, around two to three times more than the farmer's price. This paper tries to show and explain the vegetable supply chain by conducting value stream analysis, cost and profit flow analysis and cause- effect analysis to identify non-value adding activities and the causes of the price hike. Besides this, it's recommended some appropriate policy and design a future value chain to overcome these barriers and constraint of the present supply chain. So, that the farmer and the consumer both are benefited. Value and chain are two key concepts of the study of value chain analysis. Value means value added in the value stream analysis, as it characterizes the incremental value of a final product from the processing of a product. For agro products' value addition can be express as production, food safety, and food quality. The price of the product shows its incremental value. Chain refers to the process and stakeholder involve in the cycle of a product. Value chain analysis is a strategic tool used to analyze internal activities of a process.

The true goal of VCA is to identify which activities are most valuable and which need to improve, need to minimize to provide competitive advantages. The study of value chains comprises of two key concepts: value and chain. The term value is synonymous to “value added” in the Value Chain Analysis (VCA) as it characterizes the incremental value of a resultant product produced from the processing of a product. VCA as “study of 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”. The movement of a product from one stage to another and identification of the actors, firms and their services, also adds an analysis of the institutional support to production at various stages to VCA. Hence, food VCA (FVCA) stands on the pillars of production, processing and marketing of food products. performance measures to assess the success of supply chains, used four criteria, including efficiency, flexibility, responsiveness, and food quality to assess the performance of value chains. Efficiency points to the utilization of resources in the supply chain and its measures include production costs, profit, return on investment and inventory. Flexibility indicates the degree of responsiveness of the supply chain to a changing environment and is measured through customer satisfaction, volume flexibility, delivery flexibility, and lost sales. Responsiveness shows the time spent in the fulfillment of a request and is measured through fill rate, product lateness, customer response time, lead-time, shipping errors, and customer complaints.

Acknowledgements

This work is a synergistic product by Access Development Jaipur with guidance from the ACCESS officials. I would like to express my thanks for entrusting on me the responsibility to conduct an effective survey.

I express my deep sense of thanks Rahul Ghai, Professor - School of Development Studies, who provided me necessary instructions to pursue this Dissertation project and helped me in bringing this report in its final shape.

I express my deep thanks to my corporate guide Mr Surendra Verdia, Vice president, Access development services And Ashish Mahipal Sir for giving support to complete this study.

This work had willing cooperation of field coordinators, farmers & traders in sharing their experience and expertise. The meetings held at different parts of the Bassi Cluster provided significant inputs. We would like to sincerely thank them all for their contribution.

Rambabu Sharma

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Chapter 1 Introduction

ACCESS DEVELOPMENT SERVICES

ACCESS is a national livelihoods support organization, with focus on incubating innovations for sustainable livelihoods of the poor . With support from DFID (Govt. of UK), ACCESS was established in March 2006 as a professional new generation agency to contribute to and support poverty reduction in India. ACCESS is uniquely structured to work at all levels of the development sector value chain, from implementing programmes on the ground, working with the Civil Society Organizations, Government Departments, Corporate Sector and Multilateral / Bilateral Agencies, and also supporting policy at the national level . In the last decade, ACCESS has gained recognition for incubating innovations in livelihoods that has helped to move the economic lot of the poor from subsistence to sustainable levels. ACCESS works both in rural as well as in urban areas. Currently, ACCESS has 32 on-going programmes and works in 9 states in India with over 60 full time professionals in managerial positions and 240 field staff to support programme implementation.

- Funding by RKVY for dhara-shakti project in Rajasthan (40 FPO)
- Working in 5 blocks of Jaipur district

Hari Sankalp Kishan Veg Agro Producer Company, Bassi

Hari Sankalp Kishan Veg Agro Producer Company, Bassi promoted by Access Development Services of Company which is funded by Small Farmers' Agri-Business Consortium, a Society promoted by Dept. of Agriculture, Govt. of India, has been nominated by Ministry of Agriculture to act as a nodal agency to coordinate with various State governments, civil society partners, private sector, financial institutions, resource persons and other stakeholders to help in the conduct of baseline studies, promote Farmer Producer Organizations (FPOs) across the country and link producer groups (both existing ones and newly formed institutions) to marketing opportunities.

The organization is a federation of entrepreneur small and marginal farmers in the 25 villages of Bassi Cluster of Jaipur District with member size of 400 organized in 36 FIG (Farmers Interest Group) at Village level.

- Bassi is the one of the major production area of tomatoes , bottle gourd, wheat and pearl millet (Bajra)

Nature of Company

Producer Company incorporated under the Companies Act, 1956 (No. 1 of 1956) under Part IXA at Gwalior on the 20th day of Dec, 2013 within the meaning of Section 581A(1) of the Act. The Company is deemed to be a private Company within the meaning of Section 581C(5) of the Companies Act, 1956.

Mission: To support, take initiatives for end to end services in agriculture and allied production so as generate sustainable and respectful livelihood to the small and marginal farmers.

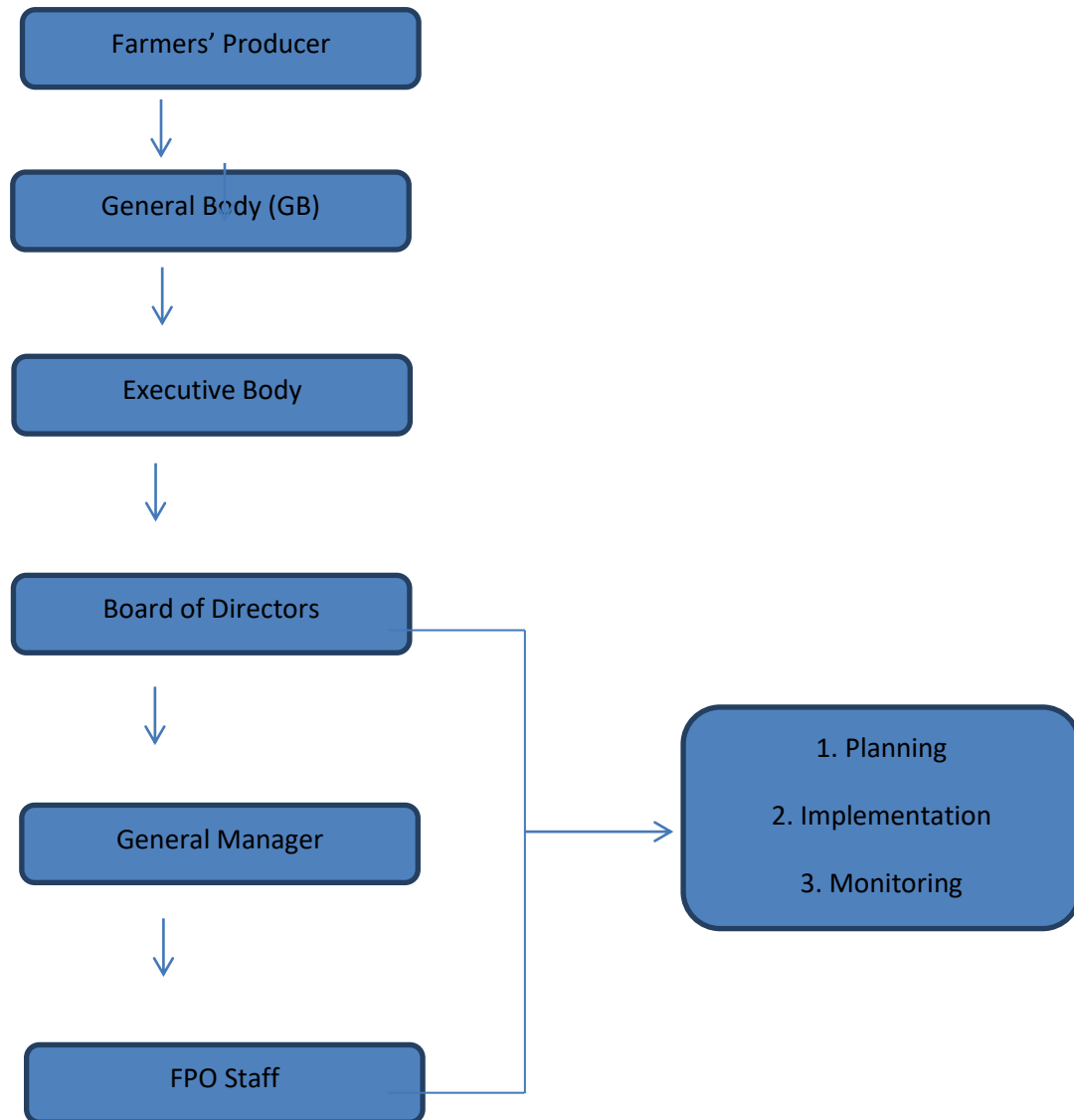
Vision: Serve to small and marginal farmers for their sustainable livelihood

➤ Introduction of Study

This study is done in Bassi cluster, Sub block Tunga. It is done in 22 villages of this block. Tunga is a sub block with more production of vegetables.

This study was done to understand the structure of F.P.O and how farmers are benefited by F.P.O. To understand the relation between Farmers, Mandi and Retailers. This study is done to understand benefit ratio of farmers and retailers. Uses of fertilizers and seeds in agriculture land and the ratio of input and the production. This study .

STRUCTURE OF FPO:



Chapter2 Review of literature

- Adhikari, R. P., Collins, R., & Sun, X. (2012). Segmenting consumers to inform agrifood value chain development in Nepal – His research provides a multi-faceted view of the global value chain, a set of insights are gathered about the nature of value creation and where constraints exist. Resulting policy recommendations provide examples of how a value-chain-centric approach could be used to highlight innovative policy solutions to MPCs’ agri-food export sector, for instance, disseminating consumer information to relevant stakeholders and incentivising investment in supply chain activities that add value for consumers.

Abecassis-Moedas, 2006 – He classifies value chains in terms of who drives the chain: buyer-driven chains versus producer-driven chains. Buyer-driven chains are common in labor-intensive, consumer goods industries where large retailers, merchandisers and trading companies play a central role in establishing production networks usually in developing (exporting) countries; while producer-driven chains are characteristic of capital-intensive and technology-oriented industries dominated by large transnational corporations which play a key role in managing the production networks.

Hellin and Meijer, 2006 – Value chain analysis requires the “mapping of the market” to track and analyze the contribution of the different chain actors and the relationships among themselves. An understanding of the interactions within a value chain helps identify the factors that influence how well or how badly the chain works. The resulting market map defines the value chain actors, the enabling environment and the service providers. The enabling environment includes critical factors that create the operating conditions within which the value chain operates, such as infrastructure, policies, and regulations, as well as institutions and processes that shape the market ecosystem. These factors are beyond the control of the value chain members, but studying them is important in order to ascertain the trends affecting the

Chapter 3 Design and methodology

A. OBJECTIVES OF RESEARCH:-

- To understand the issues and challenges of farmers
- To assess market linkages to develop value chain for the FPO.

B. RESEARCH METHODOLOGY:-

The process use to collect information and data for the purpose of making business decisions.

The methodology may include, interviews, surveys and other research techniques.

SAMPLE DESIGN

A procedure or plan draws up before many data are collected to obtain a sample from a given population. Also known as sampling plan, survey design.

It can be defined as the sampling procedure used to produce any type of sample in the field of research.

Since the research is to be completed within a specific time period, the study had been relying on sampling method.

The study would follow Random Sampling.

cost sheet for organizing small farmers, agriculture technology promotion&development of FPO(cost for 3 years)		
Assumptions		
1	No. of farmers	100
2	No. of Villages	22
3	No. of FIGs	25
4	No. of members per FIG	15-20
5	Years of intervention	1
6	No. of FPO	1

7	Objectives	• To understand the issues and challenges of farmers • To assess market linkages to develop value chain for the FPO.
8	Key Strategies	(a) maximum use of Local Resource Persons, (b) preferably selecting areas

Sample size

Particulars	Sample Size
Farmers	100
Traders(Mondi)	100
Supermarkets	3

SOURCE OF DATA COLLECTION:

A. PRIMARY SOURCES: For collecting data from primary source, questionnaire, interview Schedule were used as main tool along with personal visit to the village.

- Research type : Descriptive
- Data Source : Primary data
- Research Method : Survey Method
- Research Technique : Questionnaire, Personal Interview

- Type of Questionnaire : Self-Structured
 - Type of Questions : Open and Closed ended
 - No of Questions : 15
- ✓ The primary data was collected with the help of Interview and self-structured questionnaire on the basis of active farmer response and observation. It contained questions pertaining to the key parameters, feedback & communication system, etc.

C. SIGNIFICANCE OF THE PROJECT:-

The significance of any project lies in its ability to bring out certain facts which can be added in decision making regarding the marketing mix of a certain product. This again requires factual and unbiased information about the existing and potential market.

For Organization: -

- ✓ It will help to start a business plan of FPO.
- ✓ It will help the organization to understand the current market position and competitors.
- ✓ Help the company to build its network in market.
- ✓ To understand the psyche (buying behavior) of the farmers, traders & supermarkets.
- ✓ To understand the role of traders & middleman in influencing the market price of vegetables
- ✓ It will help company to get idea about their status in the market.
- ✓ It also helps the organization to determine their future course of action.
- ✓ It helps the organization to know the customers' requirement and Customers' specification with reference to the parameters & its significance.
- ✓ In long term there by helps to develop an approach towards working in any organization.

D. LIMITATIONS OF THE STUDY:-

- i. I got an opportunity of 45 days in field area; hence I couldn't able to catch other exhaustive data and resources for my study.
- ii. Farmers don't have time due to the season of wheat production.
- iii. Due to bad road connectivity it took more time to reach at field.

Land use for vegetables

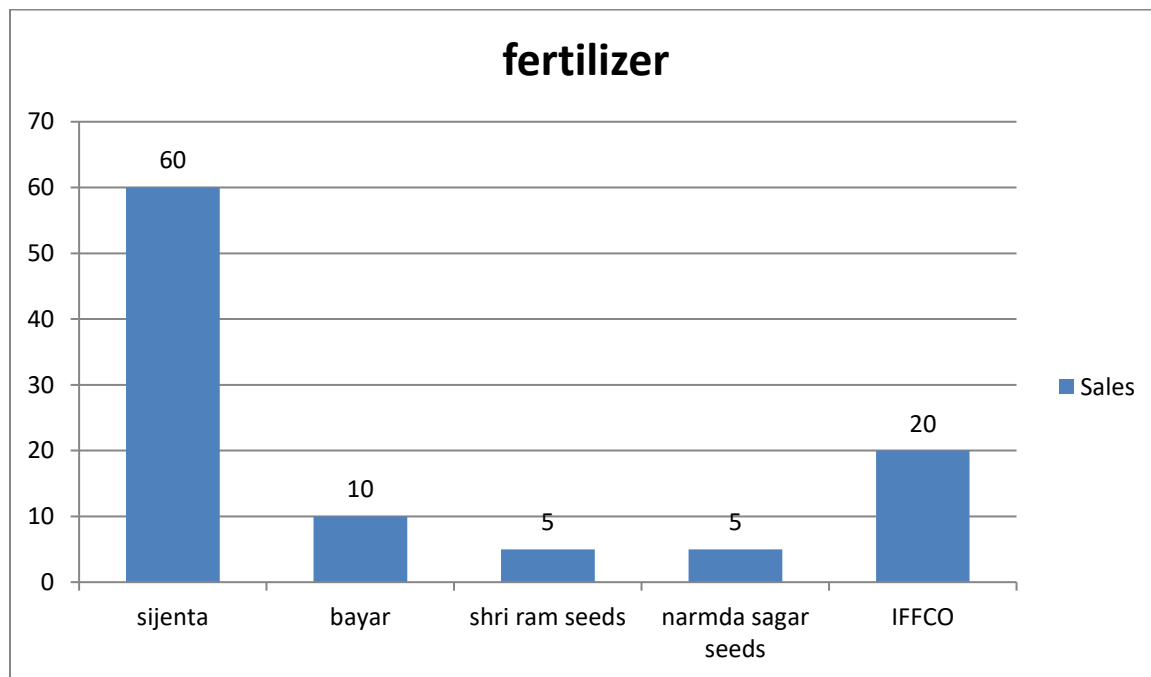
Land Used by Farmers for vegetable	No. of farmers
0-5 Bigha	45
6-10 Bigha	25
11-15 bigha	18
More than 15 bigha	12

45 farmers have a small area of land for vegetable farming so their production is also very low and farmers belong to this category sell their vegetables in a local market. And those who have a large land for farming they mostly prefer to go to other market or make a direct link to vegetable vendor and those who have an average land for farming supply vegetables in local market as well as other market.

Chapter 4 Analysis and findings

Figure 1 Which company's fertilizer do farmer use?

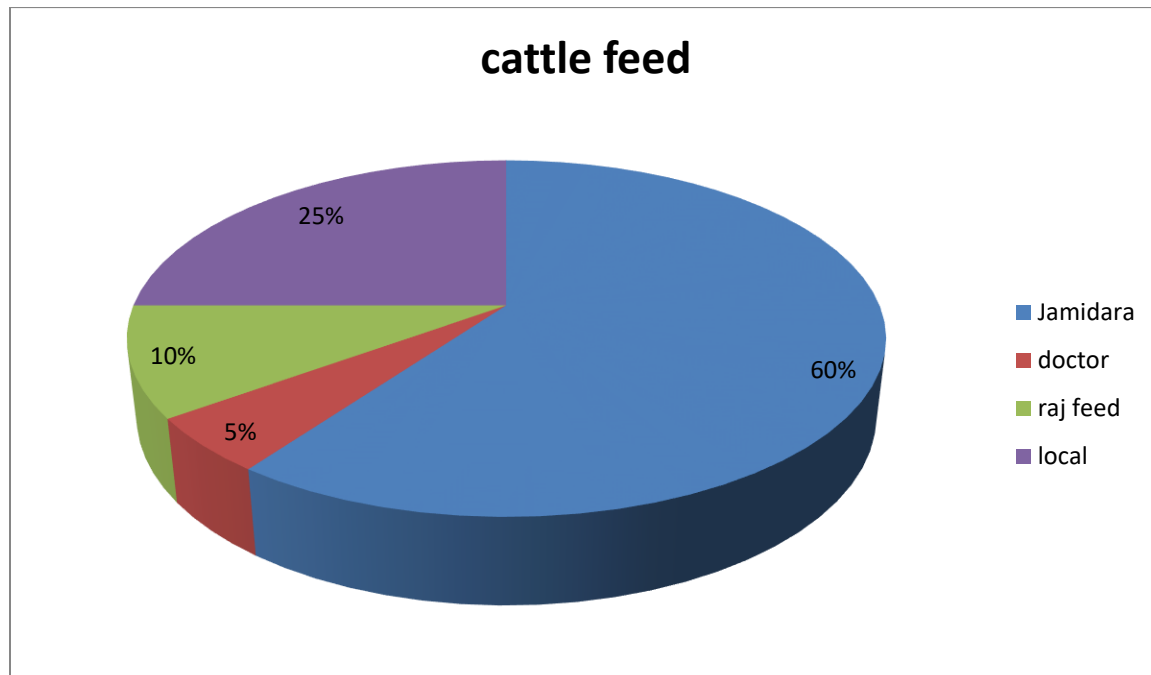
N-100



60% farmers use sijenta as a fertilizer and rest 20% use iffco and 10% use bayar and other 10% use narmda and shriram seeds

Figure 2. Which company's cattle feed farmer use?

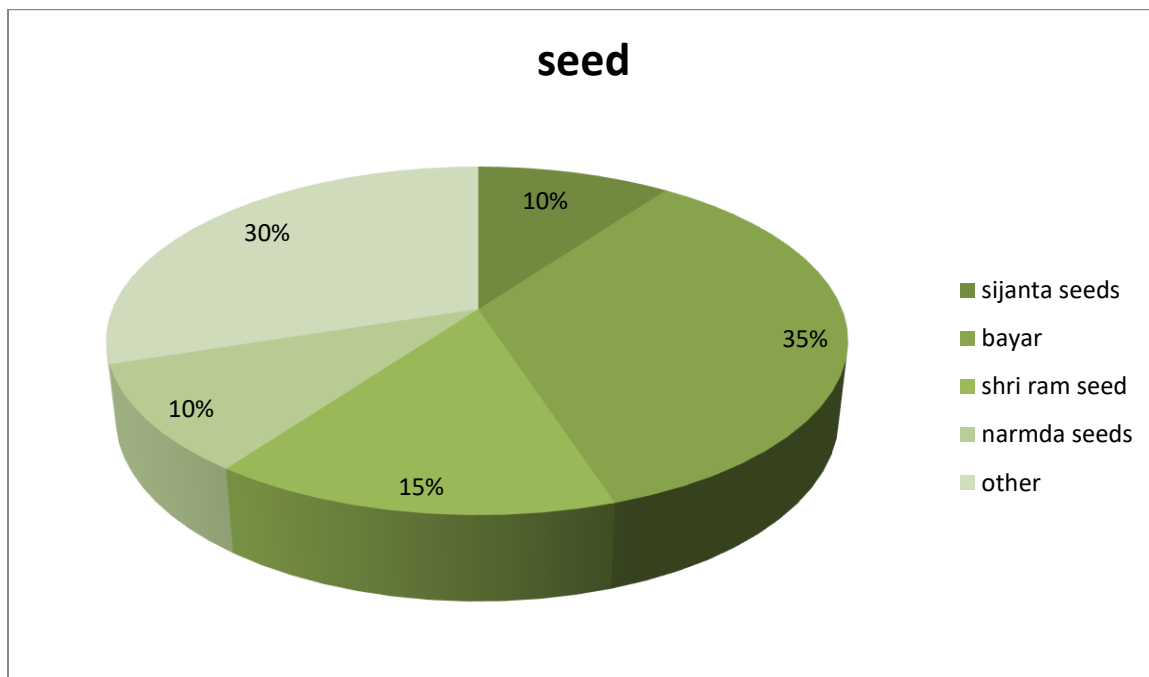
N-100



Most of the farmers use jamidara cattle feed. 60% farmers use saras cattle feed and 25% use other local cattle feed. Raj feed used by 10% and 5% farmers use local

Figure 3. Which company's seed farmer use?

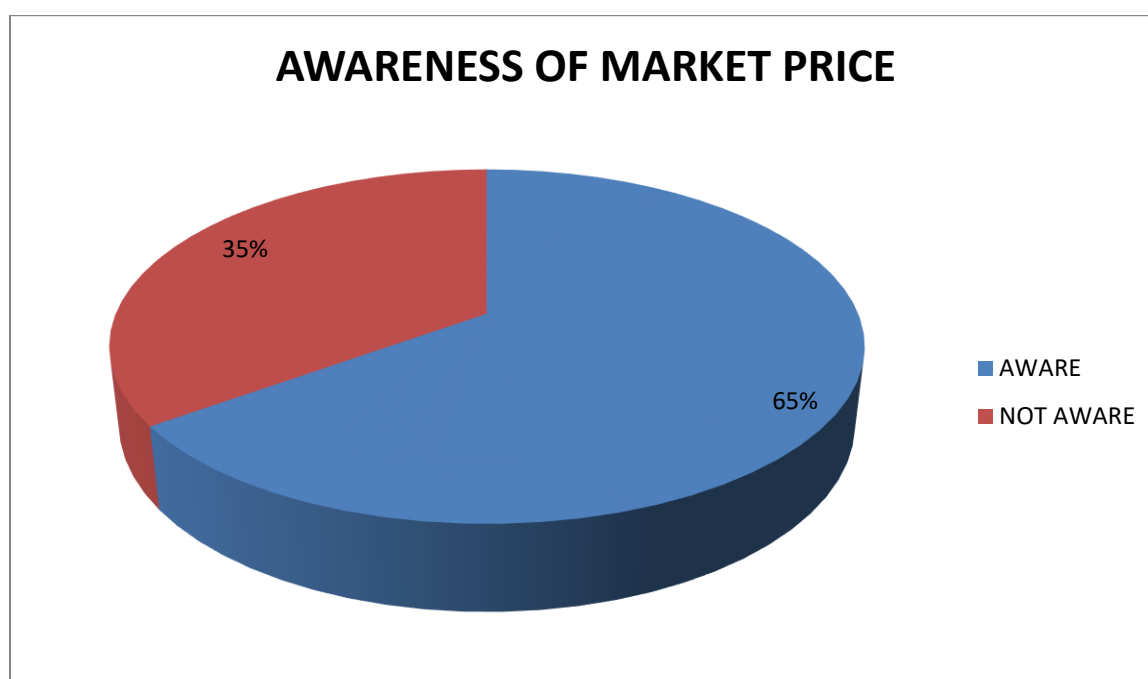
N-100



Majority of farmers use sijanta seeds around 35% and another 30% use use narmda seeds, 15% use shri ram seeds and 10% use bayar seeds rest 10% use other seed

Figure 4 Awareness of Daily market price of vegetables in different area

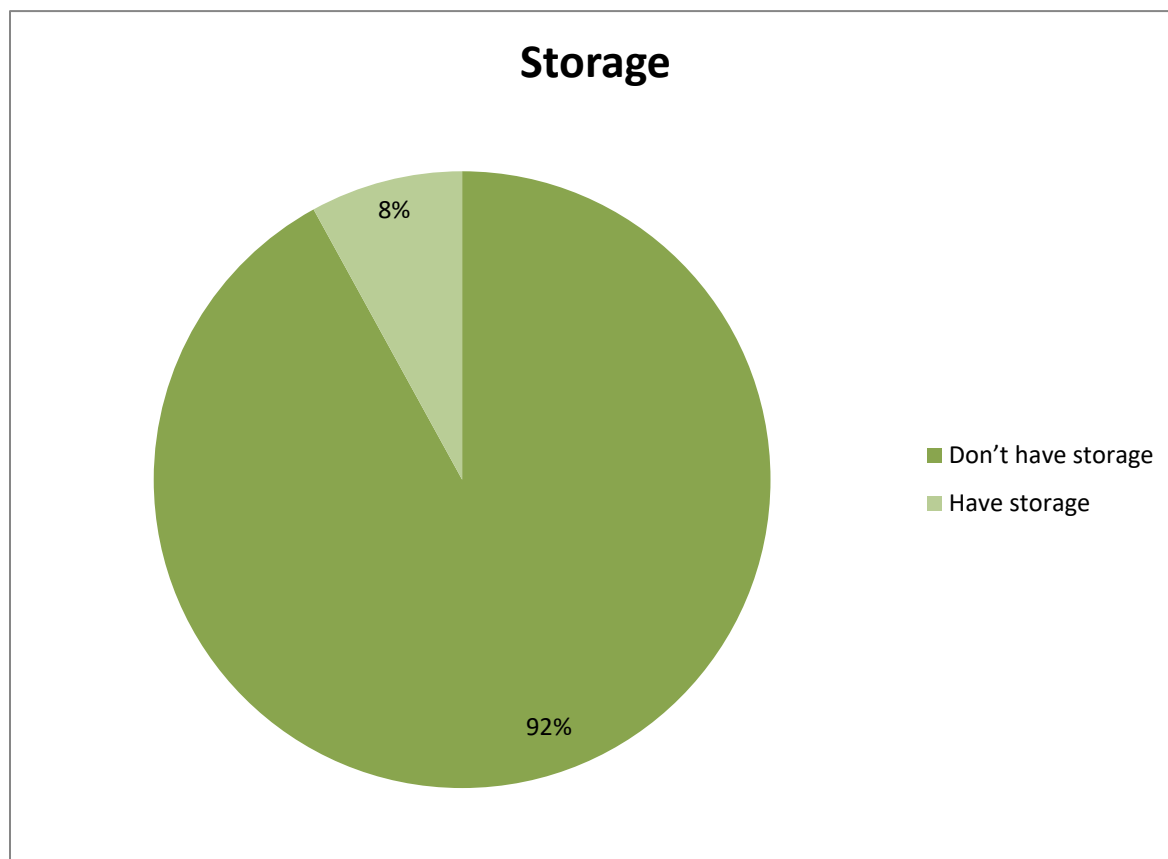
N-100



65% farmers are aware about all marketprice of vegetables. These types of farmer sell their vegetables in a local market and 35% farmers don't know about all market price of vegetable. So if farmer think that difference of price is small so they sell in local market or if they think that the margin of profit is big so they sell vegetables in others market. And mostly farmer don't have a transport facility so they have to sell vegetables in local market despite knowing market price of vegetables.

Figure 5 STORAGE SYSTEM

N-100



92% farmers don't have any proper storage facility and 8% having proper storage facility.

Many farmers use traditional storage system that's why they do not believe to make a proper storage system. Land holding and production is also one of the reasons for it. Only few have proper storage system.

INTREACTION WITH MANDI TRADERS:

1. When I asked them about Profit Percentage they told us that there are two kinds of License:

a) **Ki-Warg:** Ki-warg license holder provide direct link from traders and he take 6% profit from the traders.

There is a many traders who have aKi- **warg** license that kind of traders have a good network to other traders and other state. So they provide direct link to that kind of traders who want to by vegetables and they take 6% profit on sell from traders plus .25% labor charge and weighting charge.

Their profit percent is always fix they can't take too much profit to traders.

b) **Gy-Warg:** Gy-warg license holder can take vegetables from the farmers and give them money according to market price and then he can sell their vegetables anywhere.

Gy-warg license holder have a right buy any vegetables to any quantity and they can sell it to anywhere in any price. That types of traders generally buy vegetables from farmers and store it and they supply vegetables when price hike for that vegetables

I ask many questions to gy-warg license holders.

1. Is there any price difference between mandi to mandi?

There is only slight difference in price between different mandi. They told me if farmers sell their vegetables in big mandi such as Jaipur mandi, Muhana mandi they can take advantage of extra money.

2. What is role of mandi traders?

They have good network with the other traders and they are only one who provide good market to farmers with good price and license holder not take any extra charges from farmers.

3. Do you share any information about vegetable price, and about your traders?

They are not interested to share any information regarding market price and about their traders to the farmers because farmers can directly sell their vegetables to the trader and license holder can bear loss.

4. How many traders in this Mandi?

In Bassi Mandi there is 30 to 50 traders.

In Jaipur mandi 80 to 100 traders.

In Muhana mandi there is 100 to 120 traders.

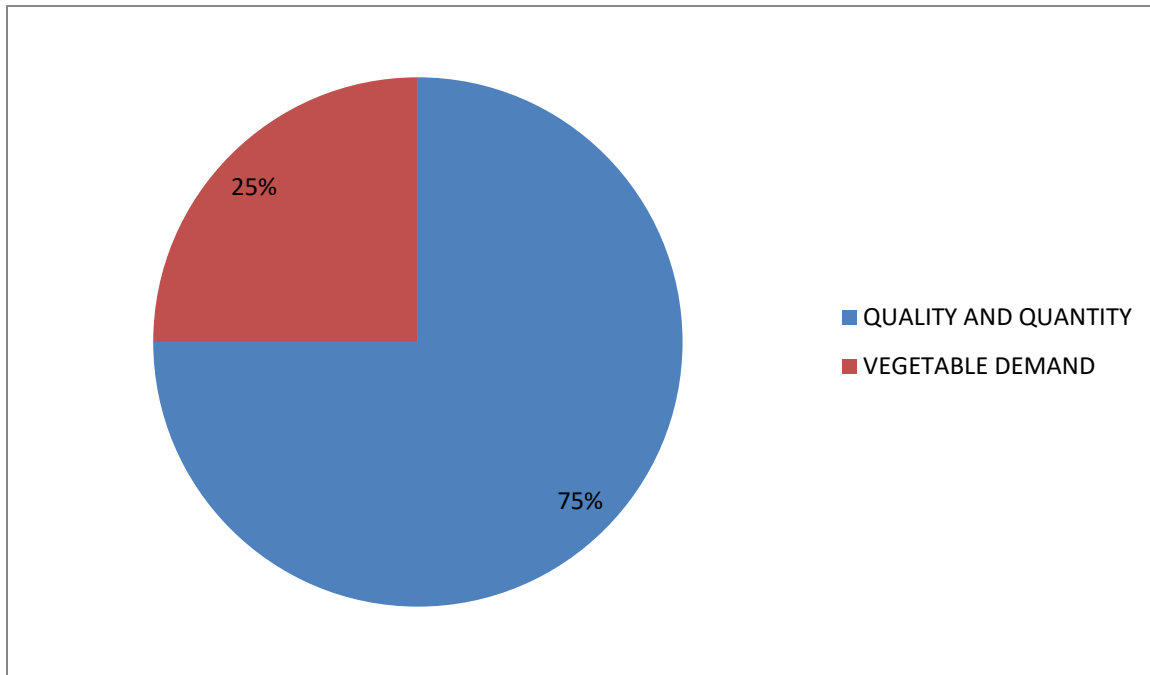
5. On what basis do you purchase vegetables?

30 traders purchase vegetables on basis of quality and quantity.

10 trader purchase vegetables on basis of vegetables demand.

Figure 6 Which basis they buy vegetables?

N-100



30 traders buy vegetables on basis of quality and quantity because quality vegetables they can maintain for long period.

Only 10 traders buy vegetables on basis of demand of vegetables because if demand of vegetables is high so they can sell their vegetables earlier and if demand of vegetables of low so they don't buy that vegetables.

These traders also say that many think also influence us to buy vegetables like session of vegetables types of vegetables etc.

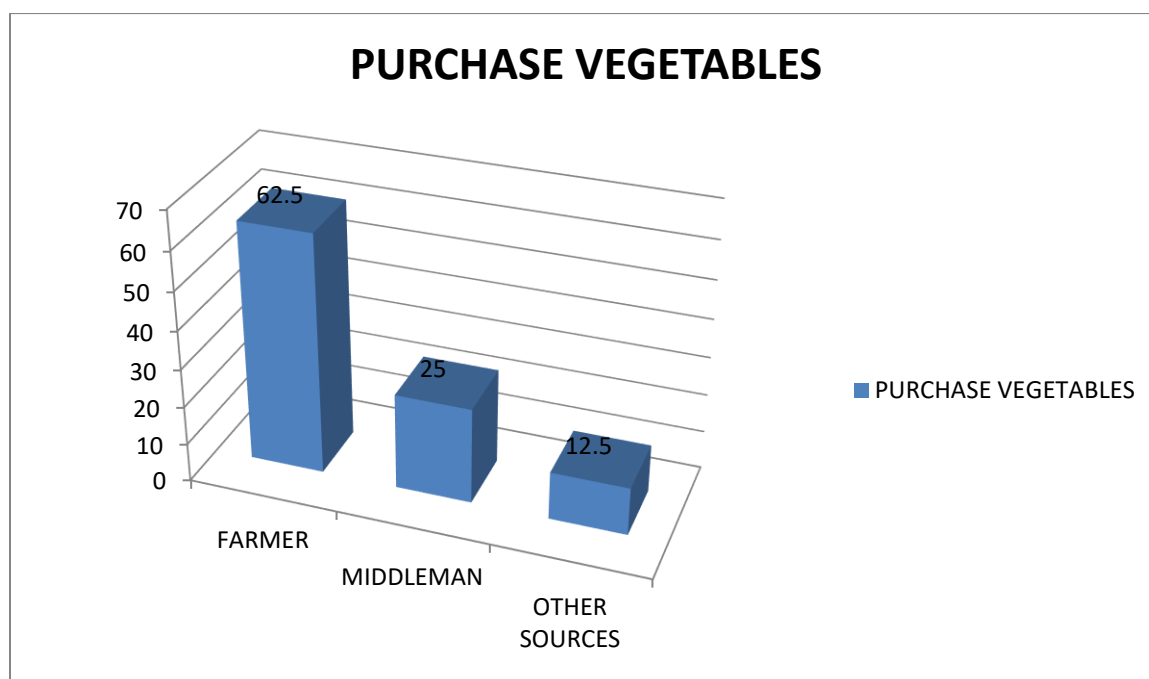
Figure 7 .From whom do you purchase vegetables?

N-100

25 traders buy vegetables from farmer.

10 trader buy vegetables from middleman.

And 5 traders buy vegetables from other source.

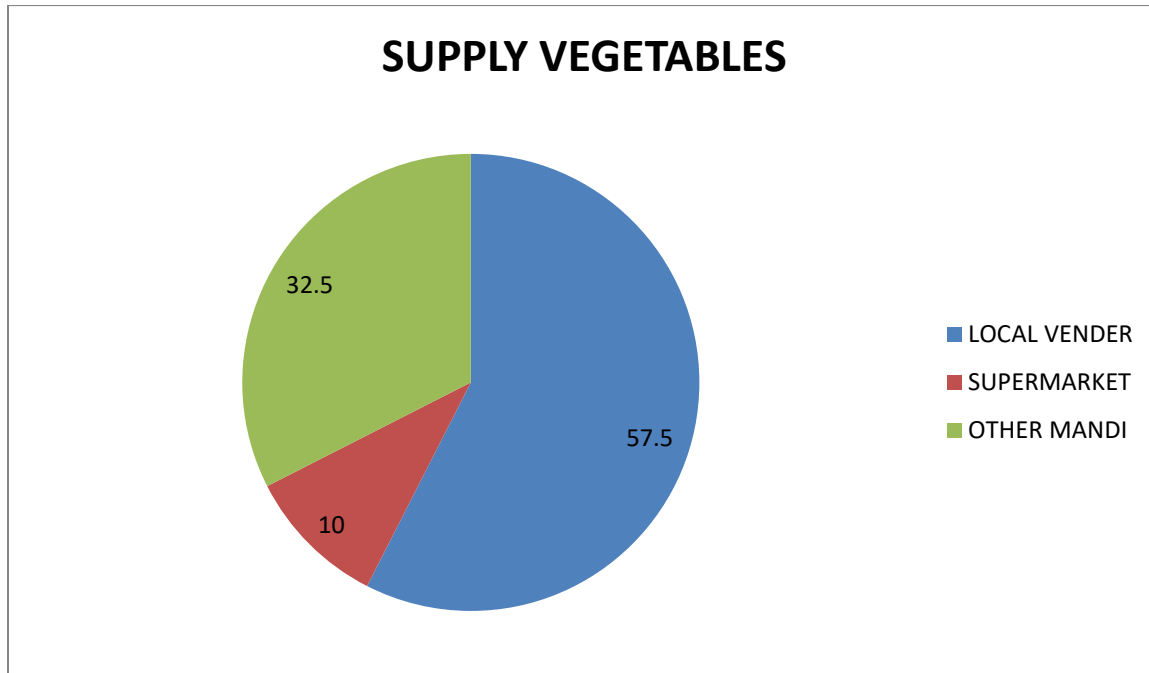


25 traders buy vegetables from farmer and 10 trader buy vegetables from middleman. Middlemen are those who buy take vegetables from small farmer and sell it to traders

And 5 traders choose other source to buy vegetables like direct selling etc.

Figure 8 Where do you supply vegetables?

N-100



57.5% trader's sale vegetables to local vender.

10%traders sale vegetables to Supermarket.

And 32.5% trader sale vegetables to other Mandi.

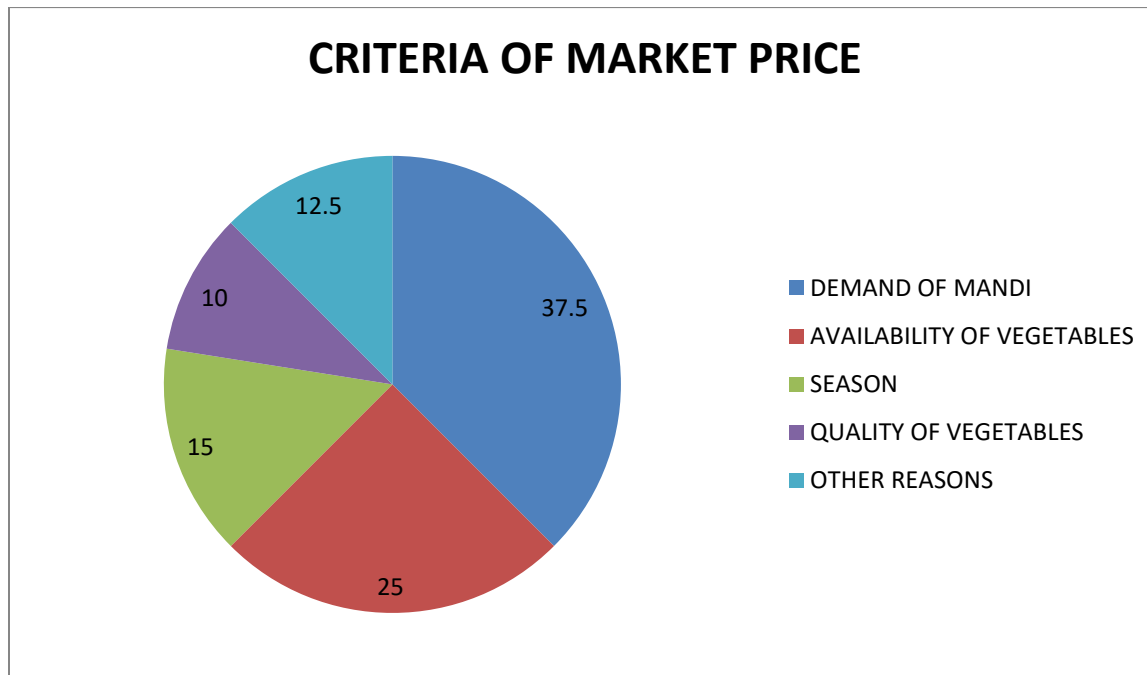
23 trader sell vegetables to local vender and local vender sell to consumer that kind value chain system increase market price of vegetables.

4 trader sell vegetables to supermarket like easy day reliance fresh etc.

And 14 traders sell vegetables to other Mandy. Traders have a direct link to other mandi so they have a well knowledge about market price of vegetabl

Figure 9 What are the criteria of setting up market price?

N-100



37%traders say Demand on demand of mandi is a one of the main reason for setting a price of vegetables

25% farmerssay depend on availability of vegetables in the market is also a main cause of setting a market price

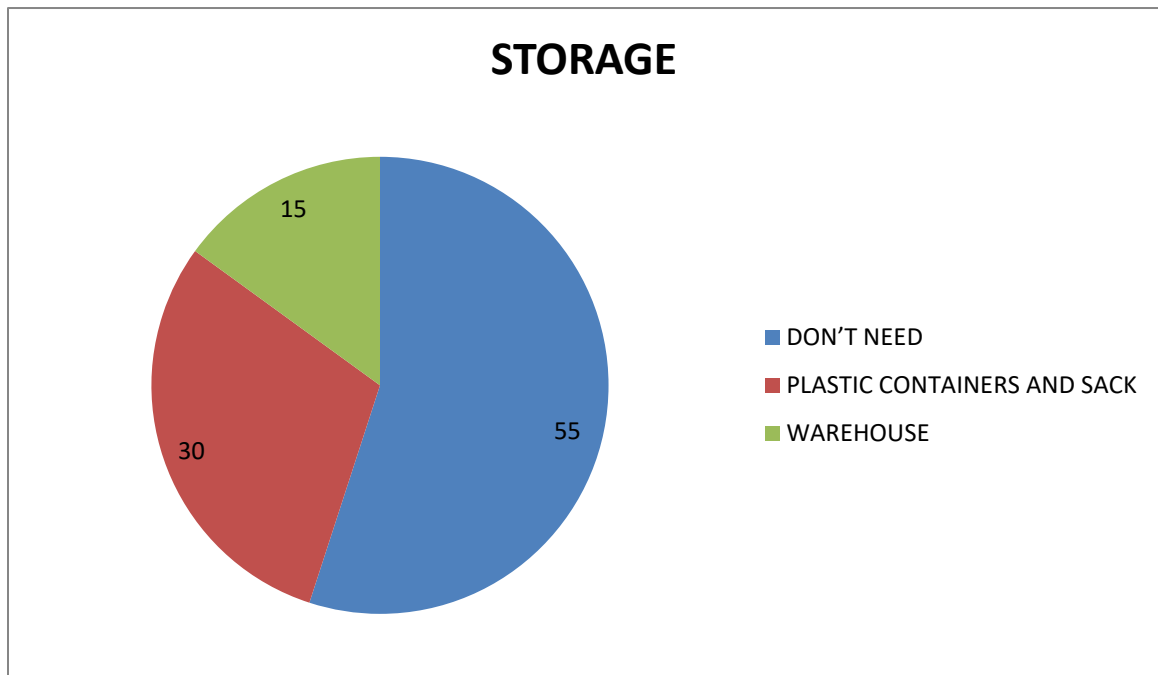
15% farmer say it's all depend on season

10% trader say quality of vegetables is also a reason of price setting

And 12.5% farmers says there is other reason for price setting of vegetables

Figure 10 Where do you store vegetables?

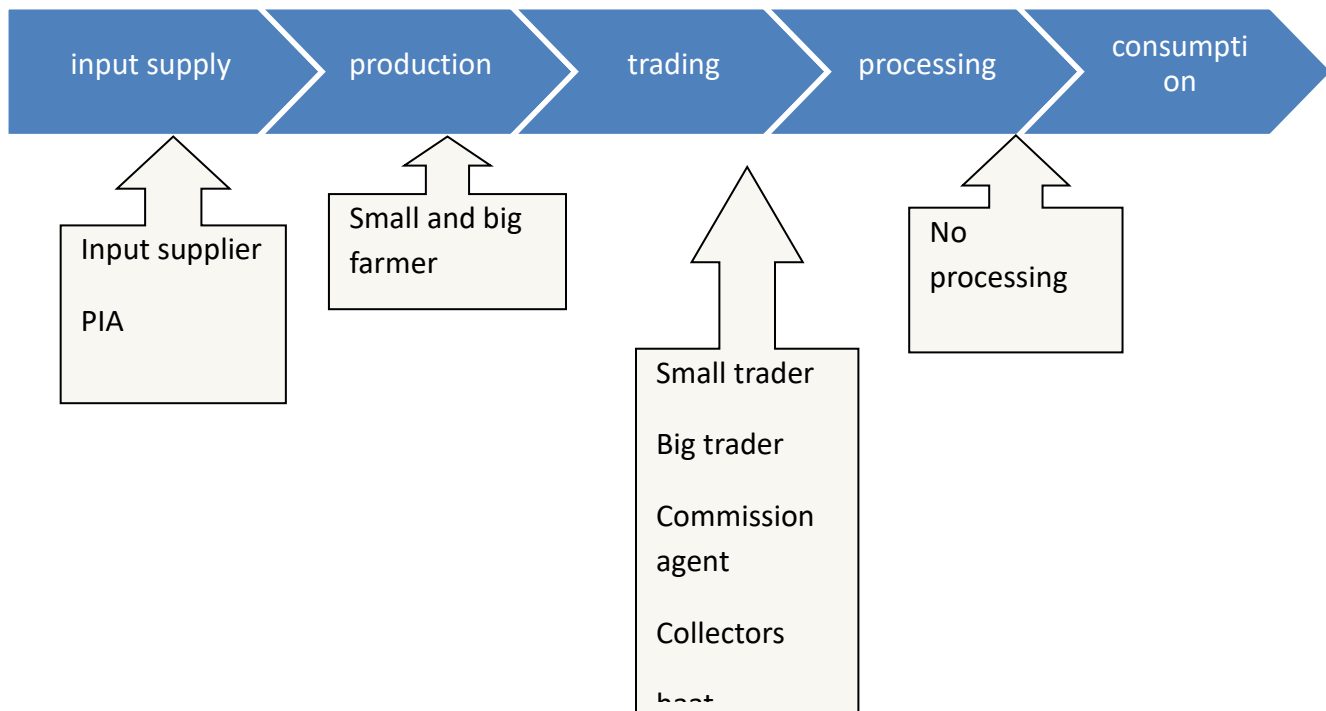
N-100



55% farmers don't need any storage facility.

30% farmers use plastic containers and sack.

And 15% farmers use warehouse



STRENGTH:-

- It's providing a good market to the farmer.
- That kind of activity generates more profit.
- It avoids all mediators and provide direct link to the customer.
- FPO also provides pesticide fertilizer and seed on minimum prize.
- Farmer will be real owner of a FPO. All activity will carry out by farmer.
- Small farmers produce to which the market has positive sensitivity.

WEAKNESS:-

- Not experienced in marketing.
- Many farmers are not interested to do that kind of think because this is a new project to the farmer.
- Many farmer produce different crop on different time period so it's too difficult to collect all vegetables together.
- No credit terms.

Standing in the market not very well.

OPPORTUNITY:-

- Bassi (Tunga) is a main area of a vegetables and there farmer produce more vegetables.

- Many traders and farm vegetables industry are ready to buy vegetables.

THREAT:-

- Many vegetable traders buy vegetables form village.

Many farms and trader are mostly interested to buy vegetables from small trader so it's too difficult to provide direct link to big trader and farms.

OVERALL BENEFIT FROM FPO TO FARMERS:

- They provide good market to every farmer where they can sell directly and can obtain maximum profit.
- Various types of fertilizers, pesticides, seeds, are provided by FPO. In that way farmers can minimize their expenses.

Present working strategy of FPO

- Provide seeds and fertilizers to farmers in low price compare than market
- Solar Jhatka machine on subsidy
- Provide knowledge about crops according to soil type and water availability
- Provide awareness to farmers about govt. schemes
- Grading of production by farmers
- Farmers linkage with mandies
- Training programs for farmers about cropping pattern
- Provide knowledge about seeds and fertilizer
- Training about new techniques of farming
- Provide Benefit of drip irrigation system
- Provide cattle feed to farmers in low cost
- Access to govt. schemes

Ex. Drip irrigation system, sprinkler, poly-house, pond

Future working strategy of FPO

- Work on organic farming
- Work on horticulture farming
- Improve animal husbandry by dairy
- Provide organic cattle feed to farmers
- Farmers linkage with big mandies
- Linkage with input suppliers

Chapter 5 SUGGESTIONS

- Access should start FPO in every village because the distance of every village is too far we can't start FPO in particular area and link it to all villages.
- Transport is a main issue only few people have a personal vehicle so firstly we have to arrange transport facility so that every farmer carry their vegetables and bring it together.
- Facilitate linkages with Big traders and firm like reliance fresh big bazaar and some vegetables industry. So that we can supply vegetables to them.
- 500-1000 rupees for share capital is big amount for a farmer. It should be divided to many installments so that every farmer can give us 500-1000 rupees on an installment basis.
- Tomato and bottle guard are main vegetables of this cluster so we have to mainly focus on tomato and bottle guard.
- Genate Awerness amongs members of FPO about benefits of share capital.

MAJOR FINDINGS

- Many farmers sell their vegetables in local market they don't have any idea about market price of near city or state.
 - Farmer is not interested to give rupee of share capital.
 - There is a competition because many big farmers have direct contact to farmer so they sell their vegetables directly
-
- Many farmers sell their vegetables in local market as they don't have any idea about market price of near city or state.
 - Farmer is not interested to give money of share capital.
 - There is a competition because many big farmers have direct contact with traders so they sell their vegetables directly.
 - Do not have knowledge about soil and water testing
 - Seeds quality is not good
 - Lack of knowledge about market prices
 - No availability of storage system

Chapter 6 CONCLUSION

Access started Bassi Veg Agro Producer Company (FPO) in Bassi. FPO is organization of 1000 farmer where 11 farmer Are board of member and every farmer have to give 500-1000 rupees for becoming a member of FPO .Main work of FPO is to provide a good market to the farmer where they can sell their vegetables and earn more profit and also provide fertilizer, pesticides and seed on minimum price.

My work is to make a viable business plan. Under my project firstly I interacted to the farmer and ask many question regarding there working condition, crop, and about vegetables. Under my study I found that Bassi cluster is a hub of vegetables and all farmers are already have kind of support they connect with FPO Because they think they will get the fertilizers pesticides and seeds in subsidized rate. And another reason is that they covered the long area so farmers are not taking interest for coming in FPO. They buy everything from the local market.

Use of organic fertilizer will beneficial for production of tomatoes.

F.P.O should provide transportation services to F.I.G

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<http://www.cuts->

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