

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/365475643>

JOURNAL Salau and Okpara noun 301 – the End PG.cdr

Article · November 2022

CITATIONS

0

READS

13

1 author:



[Salau Abdulazeez](#)

Summit University, Offa, Kwara State

22 PUBLICATIONS 21 CITATIONS

[SEE PROFILE](#)

**EVALUATING THE RELATIONSHIP BETWEEN SUSTAINABLE
AGRICULTURE AND CLUSTER EXCELLENCE IN
KWARA STATE: A QUALITATIVE APPROACH**

¹Abdulazeez Alhaji SALAU ²Kelechi Kyrian OKPARA

1Department of Management and Accounting;
College of Management and Social Sciences;
Summit University, Offa. Kwara State Nigeria.

2Department of Business and Entrepreneurship;
Faculty of Humanities, Management and Social Sciences;
Kwara State University, Malete. Nigeria.

Corresponding Author: Abdulazeez Alhaji SALAU

✉: sirsalau@gmail.com

ABSTRACT

Nigeria diversification of economy from crude petroleum dependency to other sectors of the economy, particularly agriculture has led in improvement schemes such as agribusiness clusters. Notwithstanding the frightening food security crisis with a growing population becoming increasingly dependent on imported foods, the activities of Fulani cattle rearers, over politicization of agricultural programmes, the dominant subsistence-oriented farm economy, insecurity, paucity of funds and credit, labour scarcity despite overall high unemployment and stagnant technology which had crippled the sector development. The study consequently evaluated the thematic link between sustainable agriculture and cluster excellence in Kwara State, Nigeria. The study population comprises of the twelve clusters who are beneficiaries of the Anchor borrowers Programme. A qualitative approach using focus group discussion was adopted using three groups that were purposively selected. The study found out that clustering businesses along value chain and geographical clusters result in job creation, community development and income generation. The study recommended that enabling environment should be created to enable the clusters perform these fundamental roles. It is also recommended that concentration of businesses in the same geographical location leads to economy of scale in production.

Keyword: Agribusiness, Cluster Excellence, Innovation, Sustainable Agriculture, and Value Chain.

INTRODUCTION

In spite of the politicization of the agricultural projects by the decision and policy makers in Nigeria, the sector has shown resilience and strong dynamism in absorbing many initiatives and remained the major stay of the economy despite the finding of oil. Interestingly, the international economy, globalization and politics are spinning, swirling and moving with astonishing speed exactly like the globe. As a result, the production systems have considerably imposed work, concentrated resources and knowledge which are maintained on partnership basis to accomplish efficiency. One form of such collaboration among medium-sized corporate entities is to work in clusters.

The evolution of clusters as a recognized business model was formed because of the vital role they play in fostering innovation, regional development and competitiveness. There are evidences stating that in the presence of universities, research centres and supporting structures, geographical concentration of companies has a good effect on the economic performance of persons living inside the area.

The expanding evidence of small company clusters in developing nations competing in local and global marketplaces had fuelled much of the governmental interest in fostering clusters. Consequently, many African countries such as Nigeria want their regions to be the next 'Silicon valley'. They are especially keen to proclaim the birth of a cluster in a hot industry, particularly agriculture (Chatterji, Edward & William, 2013). (Chatterji, Edward & William, 2013). Moreover, entrepreneurial initiative programs have become increasingly popular tools for stimulating innovation and expansion of a competitive private sector in developing nations, such as Nigeria, Ethiopia, Kenya, Ghana, Egypt and a host of others. Although, the usual model of cluster focuses on enterprises positioned beside comparable businesses to benefit from networks, specialized infrastructure and economies of scale (Bagley, 2017) (Bagley, 2017). Nonetheless, the Nigerian models have taken an evolutionary approach to examining cluster development. Specifically, clusters arise in the form of agglomeration of cooperatives comprising of various small and medium enterprises (SMEs).

In Africa, agribusinesses are largely in traditional and labor-intensive sectors in rural and disadvantaged urban regions (Merima, Olivier, Holger & Adnan, 2017). (Merima, Olivier, Holger & Adnan, 2017). Abdulazeez, Ajonbadi and Otokiti (2014) remark that all around the world, governments are progressively shifting their focus to encouraging the clustering of agricultural Small and Medium Enterprises in order to promote the sustainability. Study such as Chinedu, Uzochukwu and Obiageli (2014) had equally emerged on cluster of entrepreneurs in Africa; Yaba cluster in Nigeria, Konza cluster in Kenya and Hope City in Ghana emerged almost the same time. This indicates that clustering is a critical aspect for the survival of small-scale farming in an ever-

changing and increasingly complex global economy. Agribusiness clusters work in a complex and dynamic context as they are part of the bigger collection of people including the farmers, suppliers, traders, transporters, processors and many more. Each of these has a function to play in generating items and transferring them to the market along the value chain. Beyond this, effective clusters are technically skilled, imaginative and plan ahead to shepherd their enterprises through the stages of enterprise development from establishment and survival to rapid growth and maturity. For clusters to cope with the dangers in the complex world wherein they compete, they need to establish an entrepreneurial spirit. Clusters with entrepreneurial spirits actively, excitedly and methodically make different decisions about enterprises in the framework of the value chain that determines the productivity of the firm.

Reports from World Bank, (2012); Reardon, Barrett, Berdegue & Swinnen (2009) ; Zeng (2008) suggest the potentials for agribusiness clusters to stimulate growth in farmer incomes, foster sustainable increases in crop yields, support market chain expansion, and contribute to socio economic development goals of the country. However, the evidence base for evaluating the potential for agribusiness-based initiatives to contribute to sustainable, pro-poor, smallholder-oriented economic growth remains poorly implemented in Nigeria. This is due to the fact that, cluster development in the agricultural sector, which constitute the bedrock of the Nigerian economy has not been given needed priority by policy makers in Nigeria. Even though agriculture had been identified as a veritable means to set Nigeria's economy on a path of rebirth and recovery, following the woes that have bedeviled the country's economy in recent years. Indeed, agriculture is essential to Nigeria's quest for economic diversification and survival (Economic Growth Recovery Plan [EGRP], 2017).

Research Objective The study assessed the correlation between sustainable agriculture and cluster excellence in Kwara State.

Literature Review

Concept of Clustering

The notion of cluster was initially coined by Michael Porter when he used it in his seminar paper “Competitive Advantage of Nations to describe the concept of “Economic competitiveness” and what it stands for (Aaron, Glaeser, & Kerr, 2013) (Aaron, Glaeser, & Kerr, 2013). This spurred other scientists and academia to begin to put forward their own definitions of clusters and clustering. Porter (2000) who defined the entrepreneurial phenomena described clustering as a philosophy based on the key ideas of integration (of operations) and collaboration for mutual gain. These benefits come at three levels; individual personal level, sector or regional level and wider economy level. Salau (2020) viewed cluster as spatial concentration of industries which obtain advantages

through co-location. Porter (1998) earlier presented a larger view on cluster when he described it as a “geographical concentration of inter-connected enterprises and institutions in a specific field”. In this regards, cluster can be viewed as array of linked industries and other entities important to competition. Entities such as suppliers, manufacturers customers etc. porter (1998) further explained that clusters often expand downstream to channels and customers and finally to manufactures of supplementary items and to enterprises in industries associated by functions, skills, technologies and values. Chinedu, and Orogbo (2014) described cluster initiative as an organized efforts aimed on the increase of growth and competitiveness of a cluster in the region with the participation of cluster enterprises, government and research community.

Sustainable Agriculture

The subject of Sustainable Agriculture was first addressed by the United States Congress in 1990 "Farm Bill" [Food, Agriculture, Conservation, and Trade Act of 1990 (FACTA) (FACTA). According to Pretty (2008), under that statute, "the word sustainable agriculture indicates an integrated system of plant and animal production practices with a site-specific application that, over the long term; Satisfy human food and fiber needs; Enhance environmental quality and the natural resource base upon which the agricultural economy depends; Make the most efficient use of nonrenewable resources and on-farm resources and integrate, where appropriate, natural biological cycles and controls; Sustain the economic viability of farm operations; and Enhance the quality of life for farmers and society as a whole.

Pretty (2008) further says that the purpose of sustainable agriculture is to meet country's food demands in the present without compromising the ability of future generations to meet their own needs. Basically, sustainable agriculture attempts to incorporate three basic objectives; a healthy environment, economic profitability, and social and economic equality. Stakeholders involved in the Agribusiness; farmers, food processors, distributors, retailers, consumers, and waste management play crucial role in creating a sustainable agricultural system. Developed economies have accepted the feeling of urgency and direction referred to by the sustainable agriculture concept (Gliessman, 2005). (Gliessman, 2005). As a result, sustainability has become an intrinsic component of many government, commercial, and non-profit agriculture research activities, and it is beginning to be integrated into agricultural policy in developing nations. Although, increasing numbers of farmers and ranchers have launched on their own paths to sustainability, incorporating integrated and innovative ways into their own companies.

Cluster Excellence

The ability of clusters to generate high economic performance is typically characterized as cluster

excellence. Cluster excellence can be characterized in terms of cluster development, added value, productivity and innovativeness (PricewaterhouseCoopers [PWC], 2011). (PricewaterhouseCoopers [PWC], 2011). Therefore, there is no doubt that cluster excellence counts, and the key problems of scholars and practitioners refer to the techniques of achieving it.

Productivity is seen as a proportion of the output volume and the volume of inputs. It assesses how efficiently inputs utilized in production, such as labour and capital, are being utilised in an organization to achieve a certain amount of output. It also allows analysts to calculate capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is utilized to analyze demand and inflationary pressures (Njuki, Bravo-Ureta & O'Donnell, 2018).

An innovation is the implementation of a new or significantly improved product (good or service), a new process, a new marketing method, or a new organizational method in business practices, workplace organization, or external relations (GII, 2017). This concept parallels the evolution of the way innovation has been perceived and understood over the years. Economists and policy makers traditionally concentrated on R&D-based technological product innovation, mainly created in-house and in most cases manufacturing industries. This sort of innovation was performed by a hugely educated labour force in R&D-intensive corporations. The process leading to such invention was envisaged as closed, internal, and localized. Technological improvements were fundamentally 'radical' and took place at the 'global knowledge frontier'. This categorization implies the existence of leading and lagging countries, with low- or middle-income economies only catching up.

Theoretical Review

The study is centered on the dynamic capacities theory. The Dynamic Capabilities (DC) literature is very recent and focused largely on ecosystem and cluster performance. The conceptual developments were put up by (Ambrosini & Bowman, 2009; Barreto, 2010; Di Stefano et al., 2010; Zahra, Sapienza, & Davidsson, 2006). (Ambrosini & Bowman, 2009; Barreto, 2010; Di Stefano et al., 2010; Zahra, Sapienza, & Davidsson, 2006). Although there is considerable consensus that this theory is relevant to the development of new capabilities in dynamic environments, the research did not focus on how these capabilities are generated within the ecosystem. Teece (2007) introduces the notion of micro foundations of DC, which stresses the significance of identifying the firm's borders in order to manage complementary assets and platforms when developing a business model.

More so, the idea is more appropriate to industries subjected to rapid technological change, resulting in the creation of new technologies that do not acquire industry domination. Firms in clusters tend to be small or medium sized enterprises (SME) specialize in specialized activities or specific areas of the value chain (Sserwanga & Rooks, 2013).. (Sserwanga & Rooks, 2013). The cluster literature is in accord on the importance of semi-public resources (accessible to cluster enterprises) for the

performance of the individual cluster companies and the cluster as a whole (Zahra et al, 2006). (Zahra et al, 2006).

Empirical Review

In a study conducted by Fatai, Omotayo, Oluwole, Omisade and Akeem (2018) on the use of proximity approach of economic geography with its spatial dimension (geographic) and their non-spatial dimensions (social, institutional, cognitive and organizational) to shed light on the determinants of networking with other organizations utilizing the Chile economy. The purpose of the study was to evaluate if networking is a determining factor for corporate innovation (innovation networks) (innovation networks). The study also established a distinction between technological and non-technological improvements. The study employed a quantitative technique to investigate case of 312 companies in a cluster of agribusinesses in (Chile) which is an emerging economy. The proposal model and its interrelations were tested with exploratory factor analysis, confirmatory factor analysis and structural equation modeling. The results of the study showed that cognitive-organizational proximity was a favorable factor of business networking with other organizations, although social and institutional proximity were negative determinants. The study showed that for business managers, it is beneficial to network with organizations that are similar in terms of cognitive and organizational levels for creativity. At the same time, it is required develop methods to eliminate the social and institutional barriers to cooperation, notably in the agriculture sector.

Huanmei, Zubielqui and O'Connor (2015) studied the entrepreneurial networking capacity of enterprises in utilizing common resources in clusters to achieve market performance in Australia. They described clusters from a social network perspective and networking capacity as the capacity of enterprises in coordinating relational-based resources to generate increased performance and build competitive advantage. They were able to add to social network theory and resource based view, cluster theory and describe how clusters influences the resource based Competitive advantage. The research evaluated the influences of regional shared resources obtained from entrepreneurial networking capability on firm market performance using primary data collected from the 65 wine regions in Australia and tested the offered assumptions using structural equation modeling. They observed that the specific functions of different types of cluster shared resources in increasing company market performance.

Douglas (2021) examined the spatial patterns of drought and socioeconomic variables between 2000 and 2010 within the Brazilian Semi-arid. The study discovered five well-defined socio-environment clusters displaying distinct characteristics: developing cluster, demographic gains cluster, stalled cluster, socio-environmental problems cluster and undeveloped cluster. The results demonstrate that there are extensive areas in the Brazilian Semi-arid that necessitate development strategies and substantial structural adjustments. Policies for development and poverty alleviation

based largely on raising income will not always have an immediate influence on other crucial social variables such as mortality and illiteracy rates. Multidimensional methods and multiscale initiatives including cooperation among all levels of government (local, state and federal) are important to solve this vicious loop combining environment constrains with poverty and poor development levels. Finally, the study found that integrating socioeconomic, demographic and environmental data is crucial to understanding development trends throughout the Brazilian Semi-arid.

Methodology

The research is exploratory in nature. The advantage of exploratory research is that it is easier to produce new findings due to the less rigorous methodological limits. The population comprise of beneficiaries of the Federal Government Anchor Borrowers Programme in Ilorin Metropolis. The programmes has twelve registered clusters in each senatorial districts of the state. The study employed focus group discussion which is often used in a qualitative method to acquire an in-depth understanding of social phenomena. The approach acquired data from a carefully selected set of discussants instead of a statistically representative sample of a broader population. Focus Group Discussion (FGD), being a contemporary technique applied to gain insight into the dynamic relationships related to cluster performance and projected human activities was used. Three groups were purposively selected based their level of education and experience in cluster administration. Each of the groups comprise of ten participants in line with the principles establishing the clusters. The clusters were made up of group of ten members of the same cooperative societies.

Thematic Analysis

The focus group discussion is analyzed thematically. Therefore, the following findings, for which each theme answered each research question, anchored on the relationship between sustainable agriculture and cluster excellence in Kwara State. Focus group discussion (FGD) is commonly used as a qualitative approach to gain an in-depth understanding of social phenomena. The approach acquired data from a carefully selected set of discussants instead of a statistically representative sample of a broader community. Focus Group Discussion (FGD), being a contemporary technique employed to obtain insight into the dynamic interactions associated to cluster performance and projected human activities was adopted. Its adaptability to situations determined crucial towards comprehending the psychological and behavioural qualities of stakeholders was taken into mind. It provided ascertainment of ambivalence connected to sustainable agriculture and cluster excellence.

Cluster Excellence

Public private Partnership(PPP), Common Facility Centre and Internalization of Agribusinesses emerged in Figure 1 as strategies of achieving sustainable agriculture through cluster excellence in Kwara State.

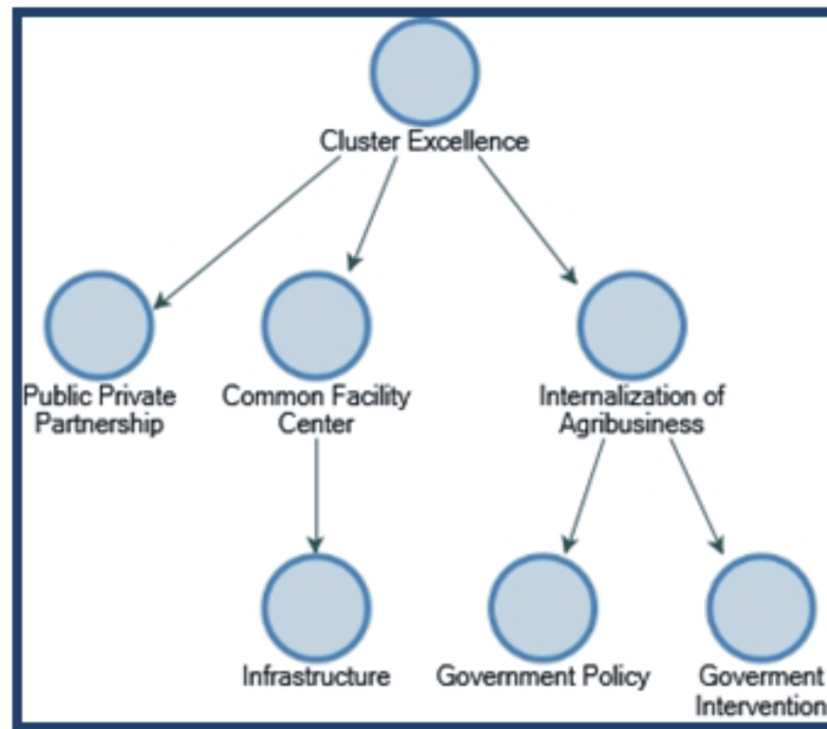


Figure 1: Analysis of Cluster Excellence

Source: Author's Field Survey (2021)

Public Private Partnership

Responding to how sustainable agriculture may increase agribusiness cluster members from Group 1, 2 and 3 said that via Public and Private Partnership activities, cluster growth, innovation and development can be reached. For instance, participant submit thus: *“in the design of machines private organization can partner with government establishment such as NCAM, NISPAN and ARMTI on fabrication and storage structure when farming have bumper harvest”*. **Pat1FGD1**, added that:

Because of income deficiency among the clusters individuals, partnership of off-taker and government agencies, can prevent wastages, commercial banks can also generously be a part-taker (**Pat1FGD1**).

Although, pat2FGD3 suggests that *“the population of Nigeria is so large that it's impossible for government to subsidize agric inputs, the issues of subsidy only amount to exploitation and corruption. Clusters can hardly able to acquire all the resources; partnership of private organizations clusters and government establishment that will minimize costs and enhance growth”*.

In corroborating the above perception, pat2FGD3, submits:

“The farmers have parochial attitude because of the decay in our infrastructures, there is decline investment in going to farming. However, introducing private organizations like mandating banks to go into agribusiness” (pat2FGD3)

Similarly, pat2FGD2 submit that

“Cluster growth can take several forms in terms of capital, outputs and machines storage. The intensity of the capital has necessitated the symbiotic relationship between the government, private organization and the clustered entrepreneurs. Private organization can finance the business at an agreed ratio” (pat2FGD2).

Impliedly from this, PPP initiatives is one of the strategies of assuring cluster excellence and by implication, and to some extent however, aided accomplish cluster growth and innovation in Kwara State. Naoum (2003) perceives Private public partnerships (PPP) arising when two or more entities in the public or private sector establishes a new cooperative relationship based on mutual trust, rather than being characterized by a hierarchical structure.

Common Facility Center

The contributions of pat3FGD3, pat2FGD3 and pat2FGD2 exposed the study to provision of common facility center as means of achieving cluster excellence through the provision of infrastructure. This is supported by UNIDO (2014) which states that Worldwide, one of the most widely used practices to support Cluster Development is through the provision of Common Facility Centers (CFC). The CFCs provide a common pool of machinery/equipment, testing and inspection services and process technology related services for the collective up-gradation of clusters. The Agricultural firms use these facilities for improving quality and adding value addition to their products or processes. To confirm this, pat3FGD3 suggests that *“lack of infrastructural facilities such as poor road network, expensive communication and expensive training which attached to agricultural practices. The greatest initiatives should be the provision of facilities for agribusiness to thrive”* the respondents are shown in fig. below

Internalization of Agribusiness

Internalization of Agribusinesses were inferred from the reactions of pat4FGD3 and pat3FGD3. Specifically, pat4FGD3 states it as so; I strongly believe that when our Agribusinesses are internalized like the SMEs it will produce jobs for our teaming people. How do I mean by internalization, Government should classify agribusinesses under an agency that would ensure that the issue of small and medium size farmers are taken care of.

This was corroborated by pat4FGD3 which states that;

“Agriculture has gone beyond planting and cultivation of crops or rearing of animals. Agribusiness is a business and it is still seen as what government must supplement. Insufficient Capital which is an age long challenges that is still unresolved by different government funding or intervention policies. The cluster initiatives partly solve these challenges” (pat4FGD3).

Discussion of Findings

The study studied the relationship between entrepreneurial endeavors and cluster excellence (cluster growth, productivity and innovation) (cluster growth, productivity and innovation). The qualitative research found private public collaboration, shared facility center and internalization of agribusinesses. Public sector partners help decrease risks encountered by cluster enterprises through several measures, including financial contributions of up to 100 percent in some situations, supply of scientific research services, provision of managerial experience and acting as anchors. The study also agreed that the shift to PPP was necessitated by increasing dilapidation of public infrastructure, fiscal constraints as the government sought alternative sources of investment funding, the need to eliminate bureaucratic inefficiencies in government projects, the search for a viable alternative in the face of rising public debt, and rising demand for public services in the face of increasing population and strong economic growth. While many governments have typically restructured public utilities without including the private sector, it has become an increasing trend to seek funding and expertise from the private sector in order to alleviate fiscal constraints and boost efficiency by involving the private sector. Governments increase their possibilities for delivering better services and improving the economic multiplier effects of engaging the private sector by delegating certain responsibilities to it. This is consistent with Douglas's (2021) and Fatai *et al* (2017).

CONCLUSION AND RECOMMENDATIONS

The study therefore concluded that sustainable agriculture is strongly correlated to cluster excellence in several ways as depicted from the responses of the various clusters under the anchor borrowers programmes initiated by Federal Government of Nigeria.

Cluster excellence is exemplified by cluster development, productivity, and innovativeness as a result of specific entrepreneurial endeavors. As a matter of policy, policymakers in Kwara State should establish an enabling environment for public-private partnerships to prosper. The topic of PPP remains foreign to our cluster system; yet, research has revealed that most advanced nations of the

globe have been able to ease government engagement by involving the organized private sectors to brag cluster excellence. According to the study, tight collaboration between public and private sector partners in the project can help to design a shared strategy and pool efforts and resources that are necessary for an effective project.

Cluster excellence is depicted by cluster growth, productivity and innovativeness resulting from certain entrepreneurial initiatives. The policy makers should as a matter of policy create an enabling environment for public private partnership to thrive in Kwara State. The issue of PPP still looks alien to our cluster system, findings has shown that most advance nations of the world were able to ease government involvement by involving the organized private sectors to boast cluster excellence. The study recommends that tight collaboration between public and private sector partners in the project can aid in the development of a shared plan and the pooling of efforts and resources that are required for the efficient delivery of various services and supports within the cluster. The report also suggests that agribusinesses be clearly distinguished from other enterprises and given high priority.

REFERENCES

- Aaron, C. Glaeser, E. & Kerr, W. (2013). Clusters of Entrepreneurship and Innovation, NBER Working Paper Series, No. 19013, prepared for the Innovation Policy and the Economy conference, April.
- Abamagal, A.W. (2017). Impact of Cooperatives on Poverty Reduction: The Case of LichaHadiya Farmers' Cooperative Union in LemoWoreda; Hadiya Zone, SNNPR, Ethiopia. *Journal of Poverty, Investment and Development*. 13(5), 1-7.
- Abdulraheem, I. (2017). The Theories of Entrepreneurship in Ogundele, O.J.K., Ajonbadi, H. A., Mustapha, O.R. and Abdulraheem, I. (2017) *The Entrepreneur, A Book of Readings*. 1. 77-98.
- Alexandre, L. P., Mohamed, Amal, & Luciano, C, (2016). Regional Cluster, Innovation and Export Performance: An Empirical Study. *BAR - Brazilian Administration Review* *On-line version* ISSN 1807-7692 Retrieved 3/03/2021. 20.45
- Chinedu, U, O. & Orogbo, O (2014). Cluster cooperative as a model for poverty reduction in delta state of Nigeria us open business administration & management journal 1(1), 1 – 14.
- Dejan,T., Josip Britvic & Bozidar , J,(2015),*Tourism Cluster- Promoter of Rural Development in Croatia,. Interdisciplinary Management Research, 11, 1077 – 1088.*
- Douglas S, (2021). Understanding human development, poverty and water scarcity patterns in the Brazilian Semi-arid through cluster analysis, *Environmental Science & Policy*, 125, 167-178,

- Economic Recovery & Growth Plan 2017-2020 Ministry of Budget & National Planning February, 2017
- Fatai A. L., Omotayo A. A., Oluwole O. I., Omisade E. A. & Akeem A. T. (2018). Nexus Between Informal Networks And Risk-Taking: Implications For Improving The Performance Of Small And Medium Enterprises (Smes) In Nigeria .*Academy Of Strategic Management Journal Volume 17, Issue 2*, 1 1939-6104-17-2-182
- Inmaculada F. O. (2015). The role of cluster initiatives in strategic alliances: a view from the Basque Country region Harvard Deusto Business Research. 4(1), 2-16.
- Ketels, C. (2015). Competitiveness and Clusters: Implications for a New European Growth Strategy *Work Package 301 MS48 "Policy paper: Role of clusters, competitiveness in the new orientation of the European growth strategy" Working Paper no 84*
- Klaus U. Z. (2010), *The Role Of Cluster Theory For Economic Development: Does Porter's Competitive Diamond Fail To Explain Dubai's Financial Cluster?* A Thesis Submitted to the Graduate College of Bowling Green State University in partial fulfilling of The requirements for the degree of Master Of Arts. United State
- Leleur, R. (2009), *Cluster diversification - A study of innovation processes in the Bangalore IT cluster*, A master thesis submitted August 2009, Copenhagen Business School, <http://studenttheses.cbs.dk>
- Porter, M. E. (1990), *The Competitive Advantage of Nations*, Macmillan, London.
- Porter, M. E. (1998), Clusters and the new economics of competition, *Harvard Business Review*, 76(6), 77–90.
- Porter, M. E. (2000), Location, competition, and economic development: Local clusters in a global economy, *Economic Development Quarterly* 14 (1), 15-34.
- Rafiu A. Mustapha, Akande, R. & Jimoh, S. (2017). Impact Of Poverty Reduction Program Of The Kwara State Government Of Nigeria On The Beneficiaries *International Journal Of Economics, Commerce And Management United Kingdom*, 5 (3), 247 – 286.
- Salau, A. A., Ajeigbe, M.B. & Oladosu, M. O. (2020). Entrepreneurial Initiatives and Agribusiness Sustainability In Kwara State, *Gombe Journal of General Studies*, 4, 16-27.
- Salau, A. A. (2020). Thematic analysis of entrepreneurial initiatives and Business Competitiveness among agribusiness clusters Kwara State, Nigeria. *Advances in Management Unilorin Journal of Management*. 18, 46-60
- Schollhammer, Hans (1982). *Internal Corporate Entrepreneurship*. In C. Kent, D. Sexton and K. Vesper (eds.), *Encyclopaedia of Entrepreneurship*, Prentice Hall, Englewood Clipp, NJ.
- SteineB.E. & Ali J. (2011) Government support for the development of regional food clusters: Evidence from Alberta, Canada. *International Journal of Innovation and Regional development* 3(2), 186-215.
- UNIDO. 2003. Development of clusters and networks of SMEs: The UNIDO programme. A guide to export consortia. United Nations Industrial Development Organization. Vienna, Austria.
- Williams, T., Maull, R., Ellis, B., 2002. Demand chain management theory: constraints and development from global aerospace supply webs. *J. Oper. Manag.* 20, 691e706.