



ValueLinks NEWSLETTER January 2011

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Dear Reader,

This latest edition of our newsletter shows how members of the International ValueLinks Association have actively been promoting value chains all over the world. Many new tools have been developed or are in the making. The demand for development and training services around market development is growing, especially in Africa, as substantial funds are made available for agribusiness investments. This interest also shows in the rising number of members.

2011 holds important new initiatives and promises further growth of our know-how base on value chain development. We wish you a successful and happy 2011!

Andreas Springer-Heinze and Alfons Eiligmann

You can reach the editors at info@valuelinks.org. For information on the association, please visit: www.valuelinks.org

1. TRAININGS AND SEMINARS

Past Seminars

ValueLinks Training in Oestrich-Winkel, Germany

A 4th *ValueLinks* Introductory Training Seminar took place in Oestrich-Winkel in September 2010. 22 participants attended the seminar, thereof a number of participants from UNIDO, FAO, WorldVision and the GTZ MOAP programme in Ghana (contact: eiligmann@idc-aachen.de).

ValueLinks Trainings in Benin and Burkina Faso

Two *ValueLinks* Introductory Training Seminars and additional ToT workshops took place in Benin and Burkina Faso in September/October 2010. The trainings were organized in cooperation with the GTZ ProCGRN programme in Benin and the GTZ PDA programme in Burkina Faso. Altogether, more than 50 persons participated in the training workshops, which were co-facilitated by the local trainers Olivier Akele and Nasser Bila. A network of French speaking regional trainers emerged in Benin, Burkina Faso, Mali and Cote d'Ivoire from the series of *ValueLinks* trainings in 2010 (contact: olivier.akele@gtz.de, bilanasser@gmail.com or eiligmann@idc-aachen.de).



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Advanced Value Chain Training Workshop in Manila and Aklan, Philippines

In the last three years, GTZ has organized a large number of training courses and seminars introducing ValueLinks in the Philippines, in cooperation with the Department of Trade and Industries (DTI). In November 2010, twenty value chain experts took part in a workshop combining methodological training with a subsector study on piña textiles. The focus on one particular subsector allowed to do a much more profound VC analysis, including market segmentation, the calculation of value-added and a detailed analysis of the strategic objectives of upgrading (contact: Andreas.Springer-Heinze@gtz.de and Uwe.Sturmann@gtz.de).

Coming up in 2011

ValueLinks Training in Thailand

A Regional *ValueLinks* Introductory Training Seminar will be organized by WorldVision in Chiang Mai from February 1-4, 2011. Participants will be SME development project staff of WorldVision in Southeast Asia (contact: eiligmann@idc-aachen.de).

ValueLinks Training in Kenya

In February 2011 the series of International *ValueLinks* Seminars in Mombasa continues. Agri and Co-operative Training and Consultancy Services (ATC) kindly invites to a *ValueLinks* Introductory Training Seminar at Sentido Paradise Beach Hotel in Mombasa, Kenya, from 07.02.2011 to 11.02.2011 (for further information, see www.atc.co.ke or contact: j.weber@atc.co.ke).

ValueLinks Trainings in Benin

Two further *ValueLinks* Introductory Training Seminars in French language will be organized by the GTZ ProCGRN programme in Benin from February 14-25, 2011. The workshops will particularly target regional value chain practitioners in Parakou and Bohicon and are open to participants from outside the programme (contact: horst.oebel@gtz.de, gantolig@yahoo.fr or eiligmann@idc-aachen.de).

Capacity development for the implementation of CAADP investment plans in Africa

The realization of the CAADP national investment plans calls for a major effort in strengthening institutional structures, training and coaching in value chain promotion. The CAADP Pillar 2 Secretariat in Dakar plans to develop a *ValueLinks* training program. Apart from the standard VL trainings, a specific training format and contents is required for staff of producer associations, interprofessions, chambers of agriculture, and other support organizations. African *ValueLinks* experts and international trainers are needed to provide their services and make this effort a success (contact: Sonja.Palm@tz.de and Andreas.Springer-Heinze@gtz.de).

ValueLinks Training in Cambodia

A five days *ValueLinks* Introductory Training Seminar will be organized by IDC and COMO in Siem Reap, Cambodia, May 9-13, 2001. The training seminar targets VC practitioners in South-East Asia



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and is open to all interested participants (for further information, see www.idc-aachen.de/english/2_4.html or contact: eiligmann@idc-aachen.de or thomas.finkel@como-consult.de).

ValueLinks Training in Burkina Faso

A further ValueLinks Introductory Training Seminar in French language will be organized by IDC in Ouagadougou in June 2011. The workshop targets VC practitioners in West Africa and is open to all interested participants (for further information, see www.idc-aachen.de/english/2_4.html or contact: eiligmann@idc-aachen.de).

Introductory ValueLinks Training Seminar in Oestrich-Winkel, Germany

A 5th ValueLinks International Introductory Training Seminar will be held in Oestrich-Winkel, Germany (close to Frankfurt) from July 4-8, 2011. The seminar aims at bringing together VC practitioners from different organizations and continents (for further information, see www.idc-aachen.de/english/2_4.html or contact: eiligmann@idc-aachen.de).

2. MEETINGS AND CONFERENCES

Past Meetings

CAADP "Program Design and Implementation Workshops: Focus on Value Chains" in Africa

The Comprehensive African Agricultural Development Program (CAADP), Pillar 2, has organized two planning and design workshops with COMESA (in Nairobi) and ECOWAS (in Dakar) this fall. The subject was the implementation of the CAADP national compacts / national investment plans on VC development in up to 18 countries. The priority subsectors are Maize, Cassava, Horticulture, Coffee and Dairy in East Africa - and Rice, Cassava, Sorghum&Millet, Livestock, Horticulture, Fish&Aquaculture in West Africa. The planned investment receives substantial support from USAID, IFAD and many other donors and calls for a coordinated effort in donor policies and capacity development (for the capacity development aspect, see above, contact: Sonja.Palm@gtz.de and Andreas.Springer-Heinze@gtz.de).

First Regional Co-operative Value Chain Symposium

The first regional Co-operative Value Chain Symposium in East Africa has attracted participants from Kenya, Uganda and Tanzania to Nairobi, Kenya. On Thursday 4.11.2010 Hon. J. Nyagah, Minister for Co-operative Development and Marketing in Kenya officially opened this event. Hon. Nyagah challenged ATC to make the symposium an annual event and to hold several stakeholder meetings to enable stakeholders exchange information on how to enhance agribusiness in the country. Speakers from the East African Region initiated discussions about best practices, experiences and recommendations. About 200 participants attended the two day symposium at the Management Training Center of Co-operative Bank in Karen. Findings and recommendations can be found on ATC's website www.atc.co.ke (contact: j.weber@atc.co.ke).



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Coming up in 2011

2nd Value Chain Practitioners Forum in Tamale Ghana

The Northern Rural Growth Programme of the Ministry of Food and Agriculture will from January 27-28th 2011 organize the 2nd Value Chain Practitioners Forum in Tamale Ghana. This is a platform that brings together all institutions running value chain projects and individual value chain practitioners to share knowledge. This year the theme is 'Professionalizing Value Chain Practice in Ghana'. All ValueLinks Association Members are cordially invited (contact: Pascal Dere, deregh@yahoo.com).

Meeting of the GTZ Sector Natural Resources Network, São Paulo, Brazil, May 2011

The next assembly of the Natural Resources and Rural Development Network (Red Sectorial GADeRALC) takes place in Guarujá, São Paulo, Brazil, from 16 to 20 May, 2011. There will be a side meeting of the Latin American competence team on value chains and PPP (contact: Beate.Weiskopf@gtz.de).

Working Group on Agribusiness of the GTZ Sector Network Rural Development (SNRD) Africa

The working group "Agribusiness for Pro-Poor Growth" of the Sector Network Rural Development Africa meets from 21st to 25th February 2011 in Accra. The working group meets for three days and works on three topics: (1) Capacity Development for the Institutionalization of Value Chain Development, (2) Food Security and Climate Change conscious Value Chain Development and (3) Agricultural Economics and Finance. Optional field trips will be organized to exchange on practical experiences in value chain promotion and farmer business schools (contact: stefan.kachelriess@giz.de).

3. STUDIES AND EXPERIENCE

New value chain project in South Sudan

The new GTZ project "Food Security and Agricultural Development", which has recently been set up in Juba, is currently planning a Rapid Appraisal Mission for selecting suitable value chains. The project with a VC focus aims at supporting pilot upgrading activities at micro level, will support capacity development at ministry level and shall particularly work together with the University in Juba (contact: Juergen.Koch1@gtz.de).

Value chain studies in the MOAP Program, Ghana

A study team of the "Market-Oriented Agricultural Program" (MOAP) has prepared detailed, quantified VC maps of the pineapple, mango, chili and guinea fowl VCs in Ghana that the program has been supporting. The results serve as an input into an impact study of MOAP linking its interventions at regional level and in particular business models with overall change in the subsector (contact: Stefan.Kachelriess@giz.de).



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Project Progress Review in Ghana

A project progress review mission of the “Market-Oriented Agricultural Program” (MOAP) will take place in March 2011 (contact: Paul.Schuetz@gtz.de).

Impact Assessment of PSDA, Kenya

The program “Private Sector Development in Agriculture” (PSDA) has collected 10 impact stories on the different VCs the program has been promoting in the past 6 years. The papers document impact chains and contain information on how to do IA. The series is going to be published under the title “Growing value, growing profits” (contact: Eberhard.Krain@gtz.de).

VC study in the construction sector of Nigeria

New VC studies analyzing the construction sector VCs in Nigeria and developing upgrading strategies are available. Work in the construction sector had already been done earlier in Ethiopia (contact: Wolfgang Wiegel, wwiegel@gmx.net).

VC study on gemstones value chain in Afghanistan

A study on the Afghan gemstones VC that was conducted in 2010 is available. The study mainly focuses on lapis lazuli – economically the most important gemstone in Afghanistan – but also sheds some light on other prominent stones. Although it was conducted under difficult conditions it provides interesting findings and insights (contact: Ralf Arning, r.arning@gmx.net).

New value chain study: Analysis of agro-industrial value chains in Lansarine/Tunisia

A study team has prepared detailed, quantified VC maps of the dry tomatos, table olives, honey and capers VCs in Tunisia. The overall objective of this mission was to define a Joint Project Document by helping to develop a participative strategy, in close collaboration with partners and beneficiaries of the programme, to upgrade at least 2 sectors/chains in Lansarine. This mission is a preliminary phase and was financed by UNFPA/UNIDO/FAO (contact: ute.jacob@afci.de).

New value chain project: Training, Technical Assistance and Strengthening of Beneficiaries, Professional Organizations and Service Providers within the Date Value Chain in Selected Oasis Regions/Morocco

The Millennium Challenge Corporation (MCC) via the Millennium Challenge Account (MCA) has granted a budget to Morocco. This budget is managed by the “Agence du Partenariat pour le Progrès” (APP) for supporting economic growth and for enhancing productivity and employment in potential growth sectors. This service contract (TC-5B) is part of the MCA Fruit Cultivation Project which aims at promoting the cultivation and marketing of perennial fruit crops in various provinces of Morocco. The project started in July 2010 for a duration of 3 years (contact: ute.jacob@afci.de).

Project Progress Review of RED in Uttarakhand, India

After a first round in October 2010, that was basically restricted to online meetings and video conferences, the PPR will continue in February 2011 with Andreas Springer-Heinze and Uwe Weihert as



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international consultants, planning future VC support (contact: Manfred.Haebig@gtz.de and Subroto.Roy@gtz.de).

Project Progress Review of Masrenace Program in Nicaragua (in Spanish)

The PPR of the Masrenace program has been completed covering VCs of wood products, cocoa, dairy products and ecotourism. Masrenace has experience with applying ValueLinks in rather marginal tropical forest areas and the buffer zone of a national park (contact Beate.Weiskopf@gtz.de).

Value Chain Finance Study in Tajikistan

In March 2011, a team of VC finance experts will visit Dushanbe to study VC finance solutions in the GTZ program "Support of Microfinance services in Rural Areas". The results will provide case material for module 8 of ValueLinks on VC finance (contact: Andreas.Springer-Heinze@gtz.de and Johannes.Majewski@gtz.de).

Value Chain Studies Bamboo/Rattan, Sericulture, Lacquerware, Seagrass, Handmade paper

Five value chain studies, which are largely based on the *ValueLinks* methodology, have been prepared on behalf of the ONE UN "Joint Programme Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor". The studies can be downloaded at www.greentrade.org.vn/?mdl=value_chains or contact: eiligmann@idc-aachen.de).

4. INNOVATIONS AROUND VALUELINKS

Updating ValueLinks Module 9 on social, ecological and product quality standards

A team of about 10 value chain development conceptualists and practitioners of ValueLinks members, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) headquarter staff, as well as development experts of the Sector Network Rural Development (SNRD) Asia and Africa has embarked on updating the ValueLinks Module 9. The powerpoint presentation of the module will be updated and tested during a training in 2011. The revision of the respective chapter in the manual shall then follow (contact: Eberhard.Krain@gtz.de).

Tools to quantify value chains and calculate value addition

The work on calculation of value added and the quantification of VCs and VC upgrading objectives (quantitative objectives and indicators) continues after the first studies have been conducted in Ghana, the Philippines and Vietnam. The idea is to develop tools and, ultimately, a new training program for value chain practitioners. For anyone interested in participating in the development of tools to analyse the economics of subsectors and value chains, turn to Andreas.Springer-Heinze@gtz.de or eiligmann@idc-aachen.de. The macro-level approach is complemented by methodological work on farm economics that is done in parallel (see next entry).



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Analyses of farm economics

The GTZ Sector Network Rural Development Africa undertakes a study to systematize the tools to analyze production cost and profitability of farms and enterprises filling the gap with easy-to-apply tools in financial analyses (spreadsheets and templates for reporting). The tools will be made available in a training course to be held in the second half of 2011 in Africa (contact: Annemarie.Matthess@gtz.de).

Documents on Farmer Business School approach for cocoa farmers in West Africa

The project Sustainable Cocoa Business strengthens the competitiveness of diversified cocoa small-holdings. It implements also a component of the Cocoa Livelihoods Program, an initiative of the World Cocoa Foundation in partnership Bill & Melinda Gates Foundation, the international cocoa industry and BMZ. The Farmer Business School, developed by GTZ, comprises modules on planning for market and subsistence production, economic analysis for business decisions, financial management at farm-household level, financial services with a focus on savings as pre-condition for loans, economic benefits of cocoa quality and farmer-based organization, strategies for investment in cocoa plantations. The interactive approach tackles the dimensions of learning and change: knowledge, skills and attitudes. Training materials (training notebook, workbook and trainers' guidelines) have been published in English and French for Ghana, Côte d'Ivoire, Cameroon and Nigeria. Since March 2010, more than 10,000 farmers (22% women) have graduated from Farmer Business Schools in 2010. The training format and contents can be easily adapted to other agricultural subsectors (contact: Annemarie.Matthess@giz.de).

ValueLinks Tool Box (in Spanish language)

The Latin American competence team on value chains has expanded its collection of instruments for applying ValueLinks. The tool box (caja de herramientas) now contains 100 tools, still in Spanish but ready for translation in other languages. The material can be downloaded under www.cadenasdevaloryppp.org (contact: Beate.Weiskopf@gtz.de).

Methodological guide "Implementation of the value chain promotion process" (in Spanish language)

The guide "Implementation of the value chain promotion process" has been validated and enhanced in the period February 2009 – May 2010 by experts and partners of the Component 'Promoting competitiveness of local actors in the sustainable use of biodiversity' of the GTZ-MASRENACE Programme 'Sustainable Management of Natural Resources and Strengthening of Entrepreneurial Competences' in Nicaragua, which supports the promotion of timber, agro-ecotourism, dairy products, cacao and honey value chains. The guide is organized according to the steps followed to promote value chains. It indicates how to organize workshops for the value chain promotion and contains organizational and logistical aspects, thereby helping to check all elements to be considered in order to ensure successful implementation of the process. This guide also shows with examples the participative activities contained therein. The guide is available at: www.Cadenasdevaloryppp.org – documentos - Nicaragua (contact: Marlen.Landero@gtz.de).



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Quality management in value chains in Nicaragua (in Spanish language)

For the last four years, the National Metrology Institute (PTB) of Germany has been developing and validating the CALIDENA methodology for quality management in value chains. Through this methodology, problems in the product and process quality are quickly analyzed in a participatory manner with the value chain actors according to market requirements. Shortcomings in the provision of quality-related services, such as those provided by laboratories, are also identified. This results in an action plan to overcome detected shortcomings. CALIDENA exercises have been carried out so far in different value chains (cacao – chocolate, marmalades, organic coffee, dairy products – cheese, timber, molds and die casts) in several Central and South American countries. This methodology is compatible with the ValueLinks methodology and may be used as specific step for value chain enhancement. The MASRENACE Programme (Sustainable Management of Natural Resources and Strengthening of Entrepreneurial Competences) in Nicaragua carried out the exercise in the dairy products – cheese value chain at the Triángulo Minero in the North Atlantic Autonomous Region. The report is available at: <http://masrenace.wikispaces.com/Documentos+del+Componente+3> (contact: Dr. Helmuth Bublatzky, hbublatzky@fenacoop.org.ni).

ValueLinks and Biodiversity (in Portuguese language)

There is a specific version of the ValueLinks Manual related to biodiversity products (“cadeias de socio-biodiversidade”) that has been produced by the PPG7 tropical forest program in Brazil (contact: Ladjane.Ramos@gtz.de, Gunter Viteri (gviteri2003@yahoo.es) and www.cadenasdevaloryppp.org).

Manual on conflict resolution in value chains (in Portuguese language)

A manual on conflict resolution in value chains has been developed based on the experience of applying ValueLinks in Brazil. The manual will be published soon at www.cadenasdevaloryppp.org (contact: Ladjane.Ramos@gtz.de, Gunter Viteri (gviteri2003@yahoo.es) and Beate.Weiskopf@gtz.de).

ValueLinks Introductory Training Workshops

Slightly revised updated versions of the training material in English and French have been published on the website as PDF files in the public part and as Powerpoint files in the member area (contact: eiligmann@idc-aachen.de).

ValueLinks and “Capacity Works”

Since 2009, GTZ has introduced “Capacity Works” as its approach for project cycle management. As it stands, “Capacity Works” is perfectly compatible with ValueLinks and has been used in several programs already. The application is documented in a paper with explanations, templates and case material (contact: Andreas.Springer-Heinze@gtz.de).



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5. VALUELINKS ASSOCIATION NEWS

General Assembly of the International ValueLinks Association 2010

The General Assembly of the International VL Association has taken place in Eschborn on 20 and 21 of December, 2010. Apart from the discussion on internal matters, the Assembly included a Technical Meeting in which members presented and discussed innovations (the minutes of the meeting as well as an updated member list can be downloaded by Association members in the member area of the website www.valuelinks.org).

How to become a member of the International ValueLinks Association

IVLA is a professional association of experts in the area of market development and value chain promotion. We welcome new members who are professionally active in these fields, interested in sharing experience and in contributing to the advancement of the value chain approach to economic development, and the *ValueLinks* methodology in particular. The benefits of membership include privileged access to the latest methodological innovations, a platform for presenting own competences and achievements, and contacts to colleagues all over the world. These are the fees for membership:

	<i>Entry fee</i>	<i>Annual fee</i>
<i>Fee for members with an OECD passport</i>	€40	€80
<i>Reduced fee for members with a non-OECD passport</i>	€20	€40

If you are interested in becoming a member, please ask for an application format by writing an email to info@valuelinks.org.

The ValueLinks Association seeks partnerships for organizing a value chain conference

The International ValueLinks Association plans to co-organize a conference to present new tools for VC analysis and VC finance in 2011. The idea is to use an international meeting with an important audience related to market development as an opportunity to organize a side or follow-up event. The Association offers substantive content that can create interesting synergies. Combining an IVLA meeting with another conference also improves the benefit-cost ratio of international travel.

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