



ValueLinks NEWSLETTER October 2020

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Dear Reader,

The 22nd edition of our newsletter gives you an overview of the *ValueLinks* activities in the period June – October 2020: *ValueLinks* trainings done and planned, updated materials, new concepts and project examples as well as information on new studies published.

Upcoming is our general Annual Assembly of the International *ValueLinks* Association. **Please note that the Annual Assembly of the International *ValueLinks* Association will take place exclusively as an online event this year on December 3 from 12:00-16:30 CET.** All association members are kindly invited to participate (please see separate e-mail). The event will be organised via MS Teams.

We sincerely hope that the online format will be of great advantage to us, as it allows much better international participation of all *ValueLinks* members. In this regard we would like to encourage particularly all our international members to make use of this opportunity. The first afternoon session from 12:00-14:00 CET will be dedicated to the report of the board and the election of the board for 2021, while the second session from 14:30-16:30 shall be focused on a planning of activities for next year and a general exchange of information.

Please let us know by e-mail whether we can expect you to attend the Annual Assembly.

We hope you enjoy the reading and stay safe!

Andreas Springer-Heinze, Sonia Lehmann, Alfons Eiligmann, Ute Jacob

You can reach the editors at info@valuelinks.org. For information on the association and earlier editions of the newsletter, please visit:

www.valuelinks.org



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1. VALUELINKS TRAINING SEMINARS

ValueLinks Seminars June – October 2020

Place/Date	Seminar/Participants	Trainers
June 22-26, 2020, Online event via MS Teams	The first 5-day <i>ValueLinks 2.0</i> Online Introductory Training Seminar in English organised by GIZ-AIZ via MS TEAMS was fully booked. 15 participants mainly from different GIZ projects joined the training. The new online format developed for this training was tested successfully and worked out well with quite good feedback from participants.	Andreas Springer-Heinze, Alfons Eiligmann, Frederik Oberthuer
June 2020 Online event	VC Analysis on Turmeric and Ginger with the Department of Trade and Industry, CALABARZON Region, Philippines. Prepared questionnaire for the Key Informants Interview conducted by the client. Made use of KII results and secondary data for the analysis, strategies and proposed actions	Rita Pilarca
September 7-17, 2020 Online event via MS Teams	The “Sustainable Tourism” project in Morocco organised a 3.5-day ValueLinks training of trainers seminar with 8 participants. Four of these new Moroccan <i>ValueLinks</i> trainers will join the <i>ValueLinks</i> Association in January 2021	Alfons Eiligmann
September 21-25, 2020, Online event via MS Teams	The second 5-day <i>ValueLinks 2.0</i> Online Introductory Training Seminar in English by GIZ-AIZ followed the online training model developed in June. The seminar was fully booked with 15 participants from Germany, Senegal, Cameroon, Kenya, Iraq and Benin.	Alfons Eiligmann, Fernando Camargo
September 2020, Online event via Zoom	Value Chain Training using <i>ValueLinks</i> methodology for government employees and industry sector representatives (four days) with the Department of Trade and Industry, National Capital Region, Philippines. Made use of zoom breakout rooms for the workshops where I can join to clarify and provide guidance. Participants were provided with templates for their use in the workshops	Rita Pilarca
October 05-09, 2020, Online	5-day <i>ValueLinks 2.0</i> Online Introductory Training Seminar in Spanish language with 15 participants from El Salvador, Costa Rica, Guatemala and Dominican Republic organized for the project „Fondo de Desarrollo Verde/ REDD+ Landscape“ by GIZ-AIZ via MS TEAMS. Guest speaker Mrs. Aracely Salazar, GIZ Ecuador.	Fernando Camargo, Lisa Kirtz
October 11-15, 2020, Online event via MS Teams	A 5-day <i>ValueLinks 2.0</i> Online Introductory Training Seminar in French was organised via Ms Teams by the PASA project in Algeria. The seminar served as a first step for building up a national <i>ValueLinks</i> trainer pool in Algeria. 22 participants from government institutions and NGO's took place. Two further ToT trainings are planned for November.	Alfons Eiligmann, Moufida Houimli



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October 21-23, 2020 Online event via Zoom	Value Chain Training using ValueLinks methodology for Regional Economic Managers and staff with the National Economic Development Authority, Philippines	Rita Pilarca
October 26-30, 2020, Online event via MS Teams	A further 5-day ValueLinks 2.0 Online Introductory Training Seminar in French was organised by GIZ-AIZ with 15 participants from different projects in Cameroon.	Alfons Eiligmann, Constantino Nguivoum

Upcoming ValueLinks seminars

Date/Place	Seminar/Participants	Contact
November 2-12, 2020 Online events	Two trainings of trainers for selected Algerian participants organised by the PASA project in Algeria	eiligmann@idc-aachen.de , moufida.houimli@tpadoffice.com
November 24-25, 2020 Online event	Two-day ValueLinks teaser seminar organized by GIZ-AIZ. The seminar is open for enrolment, participation fees are applied. Please contact GIZ-AIZ or info@valuelinks.org .	kundenportal-aiz@giz.de or info@valuelinks.org

First Online ValueLinks Trainer Meeting on August 27 and 28

The idea, the objectives and participants

One of the main objectives of the ValueLinks Association is to provide a platform for trainers and advisers to exchange experience, share ideas and discuss the feedback of participants in training events and the needs to keep ValueLinks up to date. The problem has always been to organize physical meetings with people scattered around the world.

Besides all the suffering caused by the Corona pandemic, there is at least one advantage – we have all become used to online video conferences. Online events are now the main format for presentations, meetings and trainings. The first online ValueLinks trainer meeting took place on August 27 and 28, using the MS Teams software. Andreas Springer-Heinze and Alfons Eiligmann moderated the event.

We were 21 participants in total with people from 8 countries – from the Philippines in the East to Paraguay in the West. At the end of the sessions, colleagues from Asia said good night while Henry Moriya in Paraguay still had the day before him.

The invitation went to all members of the International ValueLinks Association, and not only to colleagues conducting trainings. More such meetings are to come and every member is invited to take part and contribute.

The concept of the two-day program

The objective of the *first day* was to jointly review ValueLinks trainings with a focus on content. The idea was to create a sort of “market place” for experiences and ideas. An important issue was to clarify two points:

- *ValueLinks essentials*: The key steps of the ValueLinks methodology are in modules 1, 2 and 3. This concerns VC mapping in particular. The mapping tool is a trademark of ValueLinks and absolutely essential for any kind of VCD program (please see the presentation)



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- *Property rights policy:* In the last General Assembly of our Association, the decision was made to put the manual and the training material under a creative commons licence. This means everyone can freely use the material provided he/she quotes the source correctly. Changes on the manual should be subject to discussion among members. (please see the presentation)

The second day was entirely devoted to the new online training formats and the idea of an “one-stop shop” providing self-learning tools and short videos for users of ValueLinks 2.0.

All presentations made during the meeting are available [here](#)

Issues related to the content of ValueLinks trainings

- *Biodiversity-based VCs:* The protection of biodiversity via a VCD approach (biotrade) is a big challenge for GIZ programs and development cooperation in general. This often means the combination of the ValueLinks methodology with sector-specific know-how, such as the Access and Benefit-Sharing (ABS) arrangements. It also means that VCD has to take on a landscape approach at the same time.
- *Innovation, scaling, impact:* ValueLinks 2.0 classifies the VC solutions into six categories each referring to another element in the VC system. Modules 5-10 present the principles and methods to identify the appropriate solutions. Obviously, we cannot cover the specific solutions because VC strategies vary widely. It is important to note that any innovation must be put into the VC context. In most cases, we cannot simply rely on “scaling” an innovation. VCD must look for ways how to transform the entire VC segment in question. Monetizing the impact near to impossible.
- *Access to markets:* Many people report problems of market access for new or improved products. Products that satisfy ecological and social concerns still must be marketed at a profit. The problem arises from the perspective of individual enterprises, as well as for entire segments of a value chain. VCD may be caught in a conflict between “supply push” versus “market demand”.
- *Standards:* Product and process standards are constantly changing. We need to update our training contents (nodule 9) to cover the criteria of environmental standards (e.g. deforestation-free, climate neutral) and social standards (e.g. no child labour). Enforcement is another issue
- *Policies for the sustainability transformation of VCs:* We cannot limit ourselves to the “classic” VC development approach, we must get engaged in the transformation of entire value chains for greater sustainability in view of climate change and deep social divisions. Still, the VC needs to stay competitive. This is a complex policy issue, for which we don’t have ready answers.

New online training formats and the use of digital media

- Most trainers already have experience in organizing online meetings. Everyone agreed that online formats and social media will remain essential for trainings, self-learning and quick reference, beyond the existing manual.
- The www.valuelinks.org website is the best place to make the know-how available, supporting the ValueLinks trademark and sharpening the profile of the Association. It should also be clear that some part of the content should be available to members only.
- The first priority goes to short videos as a type of media that has multiple uses. For one, it should be publicly available, so that people can easily get acquainted with essential principles



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and methods – at any time. Second, the videos should be of use in online training enriching the diversity of communication channels during the event.

- Fredrik Oberthuer of GIZ (the successor Andreas Springer-Heinze) presented the idea of creating a “one-stop shop” on VC development together with UNIDO and FAO. The discussion on the concept has not yet reached a conclusion, but GIZ and the ValueLinks Association should work together on creating new material. This material is to be shared between the units of GIZ covering VCD topics and the International ValueLinks Association e.V.

For more information contact **Andreas Springer-Heinze**, springer-heinze@valuelinks.org or **Alfons Eiligmann**, eiligmann@idc-aachen.de

Updated version of the ValueLinks2.0 in Spanish available now!

Our member Fernando Camargo and his team finalized a few weeks ago the update of the ValueLinks 2.0 training material in Spanish. The presentations bring more insights on the topics of biodiversity based products, tourism and ecosystem services. Following an overview of the main changes:

Following environmental aspects were highlighted in the materials for the ValueLinks online training held in September 2020 (for more information on the event see Chapter 2).

- The case example for modules 2 and 3 of the Arapaima fish in the Brazilian Amazon, developed for the GIZ-project Green Markets and Sustainable Consumption in Brazil was also added in order to better visualize environmental and social aspects, including the additional strategic consideration “Stop consuming, move to another VC”.
- The mutually agreed terms (MAT), listed under the access and benefic sharing mechanisms, was added in module 6 as an additional contractual agreement for the trade of biodiversity based products.
- In module 10, a comprehensive graphic on multilateral environmental agreements based on the Rio Conventions (UNFCCC, CBD and CCD) was included.



Adapted training material



View of the virtual training in Central America in October 2020



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The ValueLinks online training in October 2020, committed by the GIZ-project „Fondo de Desarrollo Verde/ REDD+ Landscape“ in Central America, allowed additional ad-ins to mainly related to the development of ecosystem services, especially the VCs tourism.

- The module 1 stressed the issue on biodiversity based products under combined project approaches, which considers not only the farming systems and livelihoods, but also the ecosystems as key elements for the promotion of value chains. Also, a conceptual framework to better explain the interfaces between biodiversity products and ecosystem services was added.
- The module 2 brings more details related to the tourism value chain and includes some tools for the environmental analysis like the matrix of dependencies and impacts on the ecosystem services.
- The entry point for environmental financing instruments (e.g. water funds, payment for ecosystem services, carbon credits) was included in the module 8 together with the tripartite scheme for value chain financing.
- Finally, module 9 was complemented by a new example with the Fairtrade certification.

The presentations were adapted by Fernando Camargo. The aspects related to biodiversity based products were based on slides prepared by Andreas Springer-Heinze for a ValueLinks Training in Brazil (2016) and the aspects related to tourism value chain and ecosystemic services came from presentations provided by Gunter Viteri. The example of Fairtrade was prepared by Lisa Kirtz. The Spanish versions were proofread by Pedro Pacheco (AIZ).

For more information contact Fernando Camargo, fernando.camargo@eco-consult.com

New ValueLinks training material available online!!

The following new material has been uploaded to the ValueLinks website in form of PDF files in the public part and in form of the original Powerpoint files in the member area!

**Complete set of training modules 1-11 in Spanish,
with focus on biodiversity**

**New version of module 4 with updated content about
Development Partnerships with the Private sector**

Contact: info@valuelinks.org



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2. EVENTS, STUDIES, EXPERIENCE AND INFORMATION

Value chain development and rural poverty

Global commodity value chains and rural poverty

Rural poverty within global value chains and in general have been of great concern to development policy. A well-known example is the cocoa value chain in Côte d'Ivoire where 80 % of farmers have an income below the World Bank poverty line of 1.90 USD/day and over 790.000 children are in cocoa related child labour in cocoa growing areas.

Even in value chains where buyers engage in contract farming the poverty problem remains. Persistent poverty has been reported for tea farmers in Malawi, where the market participation of small farmers does not provide them with a living income although they are well integrated into a global value chain (see e.g. Eberhard Krain and others: Living and Actual Income of Smallholder Tea Farmers in Malawi, Working Paper, GIZ, Bonn, 2017). Another example is tobacco farmers in Mozambique. Peter Robbins has described the hopeless situation of small farmers in global commodity chains due to asymmetries in market power, unfair trade policies and the fact that "small-scale producers have no option but to keep producing however low the price falls" (Robbins 2003, p.45).

A central problem is the low competitiveness of small farmers. The reasons for this are:

- Decreasing and often volatile commodity prices in international markets;
- the high unit cost of production due to low productivity, small farm size, poor infrastructure and other factors, such as a bad nutritional status;
- no access to inputs and services, due to the lack of capital;
- low farm gate prices as smallholders are forced to sell quickly;
- the weak position and low bargaining power of primary producers because they can only deliver commodities in small volumes.

The different factors mutually reinforce each other. The VC approach recommends contract farming (CF) as a possible solution to some of the constraints. But CF does not guarantee a way out of poverty. One point is the conditions of the contract itself, another is the fact that only a minority of producers actually have access to this option. In some value chains the use of CF is limited from the outset. International buyers have few incentives to engage in CF for a standard commodity that is little differentiated. Again, cocoa in West Africa provides an example.

Under these conditions, there is little hope that market integration by itself can fundamentally change the rural poverty problem. How can poor farmers in commodity value chains get around this situation?

One could expect people faced with very unfavourable conditions to reduce or quit their participation in the respective value chains. However, in most situations they do not have an alternative.

One proposal is to focus development efforts on value chains that deliver processed products to *domestic* markets. The advantage would be that domestic food VCs offer paid jobs at different stages of the value chain as well as in the connected supplier and service firms. Local trade would also benefit. Another argument is a better control of the technology used.



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A further possibility is to put pressure on international companies to pay better prices in accordance with complying with the Universal Declaration of Human Rights, e.g. Article 23(3) which states “Everyone who works has the right to just and favourable remuneration ensuring for himself [herself] and his [her] family an existence worthy of human dignity. Non-governmental organizations, even some ministries and companies advocate supply chain regulations that contribute to a fairer trade.

The decisive point is that agricultural and industrial development go together: Agricultural growth is only possible if input industries and manufacturing grow simultaneously. “It is the ... various dynamic links which can be forged between agriculture and industry and their particular sequence which are the key...” (Cristóbal Kay, referring to William Arthur Lewis). Structural development may also be possible in export-oriented value chains but only to some extent. For example, foreign investment into cotton spinning in Mali is very difficult, because producing high quality yarn requires reliable access to energy and water, skilled service providers, an appropriate infrastructure and guarantees for long-term property rights. These conditions cannot be mastered without the close (and costly) cooperation between government and the foreign company.

In comparison, the conditions for developing domestic value chains are less demanding. VCD projects would have to pursue interventions at all stages of the VC. An important field is policy. Particular solutions to be promoted include:

- a more restricted trade policy – higher customs duties on imported food
- subsidized food vouchers for the urban poor to compensate rising food prices
- direct support to local agribusiness and processors
- investment into infrastructure and public services cutting across VCs

Admittedly this is a tall order. But we must weigh up the strategic alternatives carefully – production of commodities for industrial giants in Europe, USA and China versus industrialized food value chains for domestic markets.

Cristóbal Kay (2009): “Development strategies and rural development: Exploring synergies, eradicating poverty”, IDS
www.tandfonline.com/doi/full/10.1080/03066150902820339

Peter Robbins (2003): “Stolen Fruit. The tropical commodities disaster”, Zed books

An article by Robbins that can be downloaded for free is available under
www.jircas.go.jp/sites/default/files/publication/intlsymp/intlsymp-11_69-84.pdf

For more information contact Andreas Springer-Heinze, springer-heinze@valuelinks.org

Value Chain work in Corona times: The case of F&S Consulting

The corona pandemic of 2020 led the F&S Consulting team to discuss the immediate and long term effects of COVID19. The most direct effect was a sharp drop in international travel from March 2020 onwards as well as a drop of tenders for consultancy work in the 2nd quarter of 2020.

As a company with international assignments as its core business, we felt the need to redefine our strategies. We did this not only for the short term, with COVID19 restrictions still in place, but also with the expectation that some of the changes may be more permanent (reduction of long distance travelling, increasing need for consultancy capacity in the South). Some of the changes came rather naturally, for instance an increasing importance of online meetings, other changes needed more work. We invested in our capacities of online facilitation and training, we adapted two of our most popular face-to-face trainings into online trainings (see: Gender in Value Chains and Market System



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Development trainings. In addition, we applied asynchronous planning and reporting tools with our partners, like [Mural](#) and [Padlet](#). We also continued to develop surveys for result measurement and value chain monitoring ([KOBO Collect](#) and [ONA](#)) and backstopped market research and value chain monitoring by our clients' project staff.

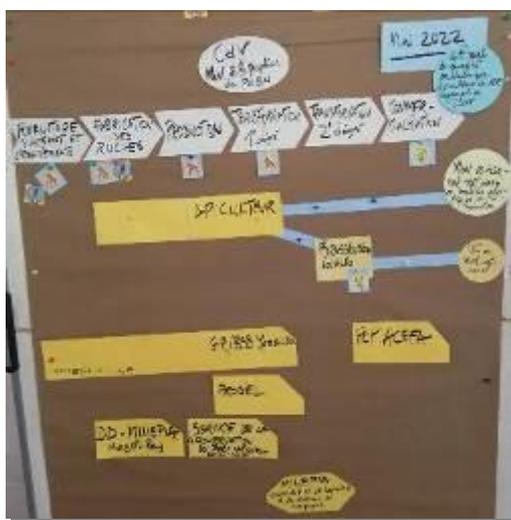
Concluding, while the COVID19 restrictions do pose serious challenges, the situation is also an opportunity to do things differently. We expect growth in the online / distance work we do and an even stronger involvement of national consultants/staff in our operations in the future.

More information is available at www.fairandsustainable.nl or contact jochem.schneemann@fairandsustainable.nl or andre.vording@fairandsustainable.nl

Atelier d'évaluation des appuis du projet BSB Yamoussa sur la chaîne de valeur miel à la périphérie du Parc National de Bouba-Ndjidda, Cameroun

Du 01er au 02 octobre 2020, s'est tenue à Tcholliré dans le département du Mayo-Rey (Région du Nord au Cameroun) l'atelier d'évaluation des appuis du Projet GIZ/ BSB Yamoussa 2 sur la chaîne de valeur (CdV) miel à la périphérie du Parc National de Bouba-Ndjidda. Il était question pour les participants de faire un état de lieu de la CdV miel afin d'améliorer sa performance. Ont pris part à cette rencontre, les apiculteurs, les représentants locaux de l'administrations en charge de l'élevage, des forêts, les consultants et le Conseiller technique du Projet.

Les participants n'ont ménagé aucun effort pour de trouver les voies et moyens afin de redynamiser cette CdV. L'élaboration participative de la carte a révélé que la chaîne de valeur actuelle est courte, marquée par une faible différenciation des acteurs au niveau micro et une forte présence du Projet BSB Yamoussa. Le principal produit est le miel emballé dans de bouteilles en plastique récupérées, le prix de vente de ce produit varie en 2000frs et 3000frs



Carte de la CdV miel à la périphérie du PNB



Présentation du miel contenu dans les bouteilles en plastiques de récupération issu des ruches paysanne.



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Par ailleurs, l'analyse des forces, faibles, opportunités et menaces (FFOM), a montré que l'approche de formation des apiculteurs basée sur le « learning-by-doing » mise en œuvre jusqu'ici par le Projet GIZ/BSB est efficace, car les producteurs ont une bonne connaissance théorique et pratique de l'apiculture. Cependant, l'absence de structuration des apiculteurs ; le faible accès aux matériaux, et les connaissances limitées des apiculteurs sur les techniques de production et d'extraction du miel sont autant de contraintes qui pèsent sur la CdV miel malgré le potentiel naturel et la forte demande du miel sur le marché. A la fin de cet atelier, les participants ont défini la vision de la CdV miel à l'horizon mai 2022 pour son développement durable. Celle-ci a été formulée comme suit : « **4t de miel de qualité produites par les apiculteurs du Mayo-Rey regroupés en société coopérative** ».

Please contact Constantino NGUIVOUM THEA for more information constantino.nguivoum@giz.de

L'approche ValueLinks pour le repérage et la promotion des métiers porteurs dans les chaînes de valeur : Adapter l'offre de formation au marché de l'emploi

Du 08 au 12 septembre, s'est tenue à Bertoua au lieu-dit CEFAF de Bertoua la rencontre annuelle des formateurs de la plateforme des centres éducatifs familiaux de formation par alternance de la (PROCEFFA). Cette rencontre s'articulait sur deux grands thèmes : l'approche par compétence (APC) et l'approche ValueLinks pour l'analyse des chaînes de valeur (CdV).

En effet, la PROCEFFA et le PADER/GIZ collaborent depuis quelques mois sur l'élaboration et la mise en œuvre des curricula de formation dans les métiers clés identifiés sur les chaînes de valeur agropastorales. C'est dans ce sens que le PADER a mis à disposition Constantino Nguivoum, Facilitateur ValueLinks pour initier les moniteurs de cette plateforme sur les chaînes de valeur. Le facilitateur s'est appuyé sur les notions de base des CdV, l'élaboration d'une carte des acteurs et des métiers le long de la CdV et l'intégration de l'approche CdV dans la stratégie d'insertion professionnelle des jeunes.

Les 48 moniteurs présents ont été répartis en deux groupes de 24 participants, dans le but de respecter les mesures barrières. Les travaux se sont faits en plénière pour les exposés et restitutions ; et en sous-groupe de travail pour l'élaboration des cartes. Les journées de formation étaient ponctuées par des pauses, question de permettre aux participants de se reposer et de se ressourcer. À la fin de cette formation, il en ressortait que (i) les notions de base (produits, services, marché, opération, acteurs, liens d'affaire, valeur ajoutée, commercialisation, transformation, etc.) de l'analyse chaîne de valeur ont été comprises par les participants ; (ii) les participants ont réalisé 06 cartes de chaînes de valeur dans les domaines de la couture, de la coiffure, de la restauration, de l'agriculture et de l'agroalimentaire ; (iii) et des métiers clés ont été repérés sur les maillons des différentes CdV.



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A l'issue de cette session de formation, les moniteurs ont compris l'importance et l'utilité de l'approche Valuelinks pour le repérage des métiers clés à promouvoir dans la CdV, à l'effet d'adapter l'offre de formation au besoin du marché de l'emploi.



Photo de famille avec les moniteurs à la fin de la session de formation

Please contact Constantino NGUIVOUM THEA for more information constantino.nguivoum@giz.de

New publications:

FERN-Study: Enforcing due diligence legislation 'plus', October 2020

The latest policy analysis on how to end EU imports of Forest Risk Commodities looks at the type of regulation the Commission should adopt to halt and reverse global deforestation and how it could be enforced. The report draws lessons from existing due diligence legislation, such as the European Union Timber Regulation (EUTR), the EU Conflict Mineral Regulation, and the US Lacey Act. It is based on interviews with competent authorities and NGOs.

Recommendations include:

1. The clearer and more detailed that company requirements are, the more likely it is the legislation can be effectively enforced.
2. There needs to be clear procedures for how to monitor and enforce companies' implementation of these requirements.
3. Penalties for infringements must be dissuasive and harmonised among Member States.
4. Legislation should allow competent authorities to gather proof of infringements.
5. Companies should be required to develop a robust due diligence system, the absence of which should be a criminal offence.
6. Certification should not play a formal role.

Download [here](#)



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Assessing Progress in Reducing Child Labor in Cocoa Growing Areas of Côte d'Ivoire and Ghana, October 2020

The Bureau of International Labor Affairs (ILAB) at the U.S. Department of Labor tasked NORC to conduct a sectorally-representative survey during the 2018-19 cocoa harvest season in Côte d'Ivoire and Ghana to develop population estimates for the prevalence of working children, child labor, and the worst forms of child labor in agriculture, including disaggregated estimates for the cocoa sector, in the cocoa growing areas of Côte d'Ivoire and Ghana, and then use those estimates to measure percent change in the prevalence of child labor and hazardous child labor compared to the 2008-09 and 2013-14 estimates.

Main finding is that in cocoa growing areas 38 percent of children in Côte d'Ivoire and 55 percent of children in Ghana living in agricultural households were engaged in child labor in cocoa production. Amid a 14 percent increase in cocoa production between 2013/14 and 2018/19 in Côte d'Ivoire and Ghana in aggregate, prevalence of child labor in cocoa production among cocoa growing households in each individual country remained stable.

Download [here](#)

3. THE VALUELINKS ASSOCIATION/CONTACT

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 this field, 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.

YOUR contribution to the next newsletter

A request and an offer to all members of the International *ValueLinks* Association: Please inform us about your activities so that they can be included in the next edition of this newsletter!

Contact/Imprint

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