



ValueLinks NEWSLETTER December 2014

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Dear Reader,

This is the 10th edition of our *ValueLinks* newsletter, which gives you an overview on current VC promotion activities around *ValueLinks*.

We observe that value chain promotion is highly popular in development policy worldwide. There is a general consensus on the importance of economic efficiency for sustainable development, in most UN agencies as in research institutes and development agencies. In Germany, substantial new funds are made available for developing agricultural value chains, mainly in Africa. Private companies increasingly embark on the value chain concept as well. Accordingly, more demand for capacity building can be expected. At the same time, donors and policy makers ask for more progress addressing the environmental and social problems of the economy. The new *ValueLinks 2.0* is meant to respond to the concern for a chain development that leads us towards a “green economy”.

Please note that the **Annual General Assembly of the International ValueLinks Association will take place in Eschborn, Germany, 17-18 December 2014**. All association members are kindly invited to participate (please see the separate e-mail of last week to our association members or please contact us at info@valuelinks.org).

Andreas Springer-Heinze, Beate Weiskopf, 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 - December 2014

Date/Place	Seminar/Participants	Trainers	Contact
June 30 - July 4, 2014, Feldafing Germany	The annual ValueLinks Introductory Training Seminar in Germany took place this year again at the GIZ Conference Centre in Feldafing and was organised by GIZ. 23 participants from GIZ, FAO, consulting firms and others organisation attended.	Andreas Springer-Heinze, Alfons Eiligmann	andreas.springer-heinze@giz.de , eiligmann@idc-aachen.de
August 25-29, 2014, Feldafing Germany	GIZ organised an additional further ValueLinks Introductory Training Seminar in French language in Germany . The 29 participants mostly came from GIZ projects in Madagascar, Niger, Burundi, Congo, Mali, Senegal, Togo and Cameroon.	Alfons Eiligmann, Ralf Arning	eiligmann@idc-aachen.de , r.arning@gmx.net
September 22-23, 2014, Talisay City, Negros Occ., Philippines	Training of Workshop Moderators on Greening the Tourism Value Chain with service providers/consultants from the Philippines and project staff from GIZ Laos and Indonesia.	GIZ ProGED project staff	ritapilarca@gmail.com , rita.pilarca@giz.de , miriam.bacalso@giz.de
September 24-26, 2014, Talisay City, Negros Occ., Philippines	Training on Greening the Food Sector Value Chain for small and medium enterprises.	Rita Pilarca	ritapilarca@gmail.com , rita.pilarca@giz.de , miriam.bacalso@giz.de
October 23-24 and October 29-30, 2014, Philippines	Two 2-day trainings on Greening the Tourism Value Chain in English for tourism stakeholders were hold in San Vicente, Palawan, and Calamba, Laguna.	Rita Pilarca	ritapilarca@gmail.com , rita.pilarca@giz.de
September 8-12, 2014, Grand Bassam, Cote d'Ivoire	5-day ValueLinks Introductory Training Seminar in French, organized jointly by IDC and PROMAK AFRIC. 23 participants from Côte d'Ivoire and Germany attended the seminar.	Alfons Eiligmann/Magès Nanguï	eiligmann@idc-aachen.de
October 21-25, Ouagadougou, Burkina Faso	5-day ValueLinks Introductory Training Seminar in French with 12 participants organized by the GIZ Programme de Développement de l'Agriculture"	Nasser Bila, Alain Traoré	bilanasser@gmail.com , alaintrao@yahoo.fr
October 20-29, 2014, Yangon, Myanmar	ValueLinks Introductory Training Seminar with 20 participants and a ValueLinks ToT workshop with 9 participants organised by the GIZ Private Sector Development Programme in Myanmar.	Alfons Eiligmann, Chan Kyi Nyein, Matthias Plewa, Ant Gyi	eiligmann@idc-aachen.de , kyi.chan@giz.de , matthias.plewa@giz.de , ant.gyi@giz.de
November 17-21, 2014, Tunisia	5-day ValueLinks Introductory Training Seminar for public forestry sector participants from Tunisia and Lebanon, organized by the GIZ - CPMF Programme	Ralf Arning, Max Benner	r.arning@gmx.net
November 24-28, 2014, Nairobi, Kenya	5-day ValueLinks Introductory Training Seminar in English, organized by ATC. The seminar is open for registration, participation fees are applied.	Agri- and Co-operative Training and Consultancy Services Ltd (ATC)	www.atc.co.ke
December 1-5, 2014, Bhubaneshwar, India	5-day ValueLinks Introductory Training Seminar organized by the GIZ - UPNRM programme in India	Ralf Arning, Rajeev Sharma	r.arning@gmx.net , rajeev.sharma@giz.de



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Coming up

Date/Place	Seminar/Participants	Trainers	Contact
January 16-18, 2015, Rabat, Morocco	4-day ValueLinks Introductory Training Seminar organized by the GIZ-ACCN programme in Morocco for training of the project team	Alfons Eiligmann, Rabha Elfoukhari	eiligmann@idc-aachen.de
March 2-6, 2015, New Delhi, India	5-day ValueLinks Introductory Training Seminar for participants from GIZ Afghanistan	Alfons Eiligmann, Rajeev Sharma	petra.magnum@giz.de , ralf.mueller1@giz.de
March 18-27, 2015, Jakarta, Indonesia	3-day ValueLinks ToT workshop and 5-day ValueLinks Introductory Training Seminar organised by the GIZ FORCLIME project in Indonesia	Alfons Eiligmann, local co-facilitator	frank.bertelmann@giz.de , heinrich.terhorst@giz.de
April 20-24, 2015, Siem Reap, Cambodia	5-day ValueLinks Introductory Training Seminar in English, organized by IDC. The seminar is mainly targeting VC promotion practitioners in Southeast Asia. The seminar is open for registration, participation fees are applied.	Alfons Eiligmann, local co-facilitator	www.idc-aachen.de
June 8-12, 2015, Grand Bassam, Côte d'Ivoire	5-day ValueLinks Introductory Training Seminar in French, organized by IDC/PROMAK AFRIC. The seminar is mainly targeting VC promotion practitioners in Africa. The seminar is open for registration, participation fees are applied.	N.N.	training@idc-aachen.de
June 22-26, 2015, Feldafing Germany	Annual ValueLinks Introductory Training Seminar in Germany in English, organised by GIZ. The seminar is open for registration, participation fees are applied. In case of interest, please contact Michael Schneider.	N.N.	michael.schneider@giz.de
September 14-18, 2015, Feldafing Germany	Annual ValueLinks Introductory Training Seminar in Germany in French language, organised by GIZ. The seminar is open for registration, participation fees are applied. In case of interest, please contact Michael Schneider.	N.N.	michael.schneider@giz.de

Quotes from trainings

“Macro et méso, ca fait maso” (*ValueLinks* facilitator Magès Nangui)

“Fine aromatic coca” (*ValueLinks* Co-Facilitator Ant Gyi, talking about cocoa in Myanmar language)

2. EVENTS, STUDIES, EXPERIENCE AND INFORMATION

Update of the ValueLinks website

The *ValueLinks* Association has uploaded the latest versions of the standard *ValueLinks* training material used in the Feldafing seminars in Germany to the *ValueLinks* website. Association members find the original Powerpoint slides in the member area, the PDF files are available in the open part. The new material is, so far, available in English and French only. It includes two new chapters on Greening VCs and Social/Poverty Analysis in Module 2 VC Analysis and a new Module 5 “Promoting Innovative Business Models”. Contact: info@valuelinks.org.

New program on “Green Innovation Centers” with a focus on VC development

In the past few months, GIZ has studied a new superregional program entitled “Green Innovation Centers” to be funded by BMZ in the period 2015-2018. This program will be implemented in 13



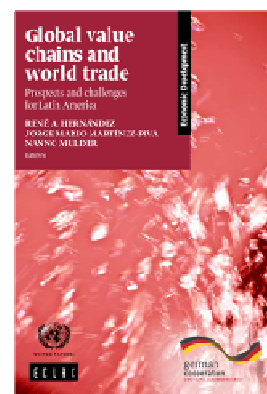
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countries, 11 of which are in Sub-Sahara Africa (Ethiopia, Zambia, Nigeria, Kenya, and Mali, Mauritania, Cameroon, Nigeria, Ghana, Benin and Togo) - plus India and Tunisia.

In every country, 3 value chains will be selected one of which is a staple food VC. The idea is to promote technical and organizational innovations along the chains in order to improve the income of small farmers, enhance employment and improve regional food supply. The chain innovations are developed in cooperation with local processing and trade companies and with knowledge service providers in research, training and extension. A key concept is „inclusive business models“. German know-how organizations participate through innovation partnerships. The planned total volume of funds is 81 Mio €. (Andreas.Springer-Heinze@giz.de)

New Publication on Value Chain Development in Latin America

In 2012, ECLAC, the Inter-American Development Bank (IADB), the Organization for Economic Cooperation and Development (OECD) and the World Bank, in partnership with Colegio de México, jointly organized the international conference “Latin America’s Prospects for Upgrading in Global Value Chains”. The meeting was held at Colegio de México in México City, 14 – 15 March 2014. The aim of the conference was to take stock of and expand the range of empirical analyses on the participation and upgrading of Latin American firms in global value chains, including policies that promote this goal. The main conclusion is that the participation of the region in world trade depends largely on its position and pattern of governance within global value chains. Moreover, the evidence suggests that since the economic crisis in 2008, the participation of Latin America and the Caribbean in global production networks has increased.



The publication “Global value chains and world trade – Prospects and challenges for Latin America”, edited by ECLAC and the German Cooperation (GIZ), provides a selection of empirical and analytical contributions, presented originally at the conference. The authors analyze how the Latin American and Caribbean region benefits from increasing vertical specialization. Furthermore, they explore the extent to which the region can achieve technological upgrading by the increase in technological capabilities for the development of new products or processes or engagement in more knowledge-intensive activities.

This volume also includes the presentation of GIZ’s approach to value chain promotion with the *ValueLinks* methodology taking the case study of the cocoa value chain in Ecuador as an example. This sector was supported by GIZ during 2003 and 2013 in order to improve incomes for small holders in this country. Shortly, the book will be available at vendors such as Amazon and Barnes & Noble. Contact: Sonia Lehmann (sonia.lehmann@giz.de).

New Information Sharing Platform BEAM for market systems development

There is a new Information Sharing Platform, BEAM Exchange, aiming to support development practitioners using market systems approaches. The website gives advice on how to implement a market systems approach successfully and provides tools and the latest thinking on good practice. The *ValueLinks* Manual is also featured on BEAM exchange.

The BEAM Exchange is funded by the UK Department for International Development and the Swiss Agency for Development and Cooperation. Partners are The Institute of Development Studies (IDS), ITAD and Business Fights Poverty (BFP). Contact: Ashley Aarons (ashley.aarons@beamexchange.org).



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CEFE training for illiterate and less educated entrepreneurs

The CEFE-Methodology (Competence-based Economies through Formation of Enterprise) developed during the past 30 years. Nevertheless, in the past the large group of illiterate and less educated micro and small entrepreneurs could not be adequately served by CEFE training programs.

Thus, recently a fully tested CEFE training program for illiterates and less educated participants has entered the market. With basic work in Bangladesh carried out in 1999, preparatory work has been done that now begins to carry fruits because multiplication has started on the African continent since the end of 2013 in two languages (October 2013: Nigeria, in English; November 2013: Morocco, in French). Manuals for both languages are available with the author.

The general methodological features of this training programme are almost identical to those of the conventional CEFE approach. In the specific methodology, visualisation is the outstanding feature of this training. About thirty recurring symbols are permanently used in order to assist the participants making their way through the entire training programme. For example, the 5 P's model (product, price, promotion, place, person), including a newly developed board game that focuses on these P's; and the Chair Model with four legs representing (a) entrepreneurial skills, (b) financial resources, (c) feasible project idea, and (d) effective demand are models which are embedded in the training.

Contact: Torsten Striepke (contorcon1@yahoo.fr).

Application of the ValueLinks methodology in Algeria

On behalf of GIZ Morocco, in the context of a regional project adapting the framework for forestry policy to meet the needs of climate change in the MENA region, ECO Consult applied the *ValueLinks* methodology for a value chain study on honey, cork, charcoal and mastic (a medicinal plant used for the production of mastic fixed oil). Local partner was the Algerian General Directorate of Forestry. Contact: Fernando Camargo (fernando.camargo@eco-consult.com).

ValueLinks trainer pool in Myanmar

The GIZ Private Sector Development program in Myanmar is currently building up a local trainer pool for *ValueLinks* in Myanmar. Nine participants from GIZ and other organizations such as OXFAM, ActionAid and consulting firms were recently trained in a ToT workshop. It is envisaged that the new *ValueLinks* trainers conduct further seminars in Myanmar in the local language to overcome the language barrier and increase outreach. A "*ValueLinks Myanmar*" group has been created on Facebook. Contact: Alfons Eiligmann (eiligmann@idc-aachen.de).



Pro-Poor VC promotion in the handicraft sector

Garbage collectors in Cambodia look for used cement bags which they sell to local handicraft companies. These create fashionable travel bags or other accessories out of the recycled raw material. The bags are sold to tourists at shops in Cambodia and now exported to Fairtrade wholesalers in Europe, e.g. GEPA in Germany. This means income creation for the poorest of the poor (garbage collectors as input suppliers), handicraft producer groups (often employing handicapped persons) and a local NGO being the exporter. And it has a positive impact on the environment. Contact: Alfons Eiligmann (eiligmann@idc-aachen.de).





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MENA Regional Conference: “Gender Sensitive Value Chains - From Pilot Projects to a Sustainable & Inclusive Regional Growth Strategy”

The GIZ Regional Programme “Economic Integration of Women in the MENA Region -EconoWin” holds the MENA Regional Conference on Gender Sensitive Value Chains on the 09th December 2014 in Tunis/Tunisia, at Hotel Carthage Thalasso Resort - Gammarth. An optional field visit to the Dog Rose Value Chain in Zaghouan in the surroundings of Tunis will be organised on the 10th December 2014.

The conference will be an occasion to discuss achievements and challenges of approaches on Gender Sensitive Value Chains (GSVC) from different organisations, and also to develop new ideas on how to integrate the GSVC approach in an inclusive regional growth strategy in Egypt, Jordan, Morocco and Tunisia. It will gather experts and practitioners from governments, NGOs and international organisations. Contact: Nele Wasmuth (conference@econowin.org).

Duke University Value Chain Summit “Governance and Development in a Value Chain World”

Duke University in Raleigh/North Carolina is a research center on globalization and on „global value chains“ (GVCs) in particular. 20 years after Prof. Gary Gereffi (the Director of the Center for Globalization, Governance and Competitiveness at Duke) introduced the GVC concept, the Duke Value Chain Summit has taken stock of its relevance in trade and development policy. Around 40 scientists (e.g. Raphael Kaplinsky and Stephanie Barrientos) and representatives of UN and bilateral aid organizations (World Bank, WTO, ITC, ILO, UN Statistics, OECD, GIZ, USAID) discussed the significance of GVCs for trade, trade statistics, industry policy, governance and standards.

The key observation is that the traditional paradigm of inter-*national* trade has been replaced by inter (and intra)-*company* trade relations. The fact that it's no longer nations but firms who organize trade, has far reaching consequences: Countries have to open their economies for imports to be able to participate in GVCs and become competitive. Often, inputs and technology need first to be imported before national companies can successfully export. Trade policy has to focus on (and measure) the value-added in a country rather than the export volumes alone. Therefore, TiVA („Trade in Value Added“) is a new relevant metrics – a concept promoted by OECD und WTO.

There is unanimous agreement that globalization has allowed many people in Asia move out of poverty but that inequality has gone up at the same time. Integration in GVCs is a fact but often takes place at conditions that are not satisfactory. Measuring the value capturing by different social groups is extremely difficult. Duke University has just completed a large research project on this subject that has produced interesting papers (see www.capturingthegains.org/publications). The conference and more information on global value chains can be found on the internet <https://globalvaluechains.org/>. Contact: Andreas Springer-Heinze (Andreas.Springer-Heinze@giz.de)

FAO-FiBL Workshop on Green Food Value Chains in Rome

FAO and FiBL (the Research Institute on Biological Agriculture in Switzerland) organized a two-day workshop on the “greening” of food value chains in less developed countries. In this workshop, representatives of UN organizations (FAO, IFAD, WFP, ILO, UNCTAD ...), development agencies (DCED, GIZ, Helvetas), and research institutes (Bioversity Int'l, IIS, CIRAD...) discussed the conceptual and methodological foundations for greening agricultural VCs. Major points of relevance for *ValueLinks* include methods developed by FAO and others to conduct sustainability assessments of food systems (e.g. the SAFA guidelines), standards and certification for different products (see the activities of the UN Forum on Sustainability Standards, <http://unfss.org/about-us/unfss-secretariat>) and various country-specific projects. A new source of knowledge is the FAO online platform on sustainable food



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value chains to be launched soon. Contact: Andreas Springer-Heinze (Andreas.Springer-Heinze@giz.de).

Participatory study on the camel and sheep value chains in Southern Tunisia by IFAD and GIZ

In September 2014 IFAD and GIZ organized a *ValueLinks* training cum participatory value chain study in Tunisia. This approach had the objective to share basic know-how with technical staff of regional governments and farmer associations, collect basic information on the sheep and camel VCs, and, at the same time, utilize the opportunity to exchange training ideas and methods between IFAD and GIZ. The results were presented at a public conference in Tunis. It is envisaged to harmonize the value chain approaches of different agencies in Tunisia. Contact: Agnes Gerold (AMGerold@aol.com) and Andreas Springer-Heinze (Andreas.Springer-Heinze@giz.de).

Workshop on “Contract farming – Contracts and their management” in Benin

Within the framework of the program ProAgri I – Promotion of Agriculture in Benin a first workshop on “Contract farming – Contracts and their management” took place from 12 to 14 December 2012 in Bohicon, Benin, with 25 participants. Within that framework topics were covered as the concept of contract farming, advantages and problems of contract farming, case studies, management of production and the relations with buyers. Due to high relevance of the topic for the agricultural sector in Benin and the great demand of the actors of the value chains supported by ProAgri, the workshop has been repeated from 20 to 23 May 2014 in Bohicon with altogether 25 participants. This time, the workshop included a visit of farmers with corresponding experiences. The trainings were conducted by Mr. Dr. Martin BAUMGART and Mr. Damien KOUTON. The corresponding training material (in French) “Agriculture contractuelle – Contrats et leurs gestion” and “Programme et chronogramme” can be requested at Holly Hufnagel (Holly.Hufnagel@afci.de).

GIZ-IFAD Collaboration: Introductory VL-Workshop and “Participatory Diagnosis”

The IFAD project PRODEFIL, which just started, aims at promoting the value chains of goats, sheep and camels in the Governorate of Medenine in the South of Tunisia. Within that framework a common mission of IFAD and GIZ took place from 22 to 30 September 2014. A 3 day-workshop for introducing the *ValueLinks* methodology was organized at the Institute des Régions Arides (IRA) in Medenine with 36 participants mainly from the public sector. It was followed by a 4 day field visit to Beni Khardèche and Ben Guerdane with 15 of these participants to carry out a “Participatory Diagnosis”. The conducted interviews allowed collecting important information on the promoted value chains and showed the high importance for a participatory approach and collaboration of the private sector and the public sector in promoting value chains and planning of corresponding activities. Contact: Dr. Agnes Gerold (amgerold@aol.com).

3. INNOVATIONS AROUND VALUELINKS

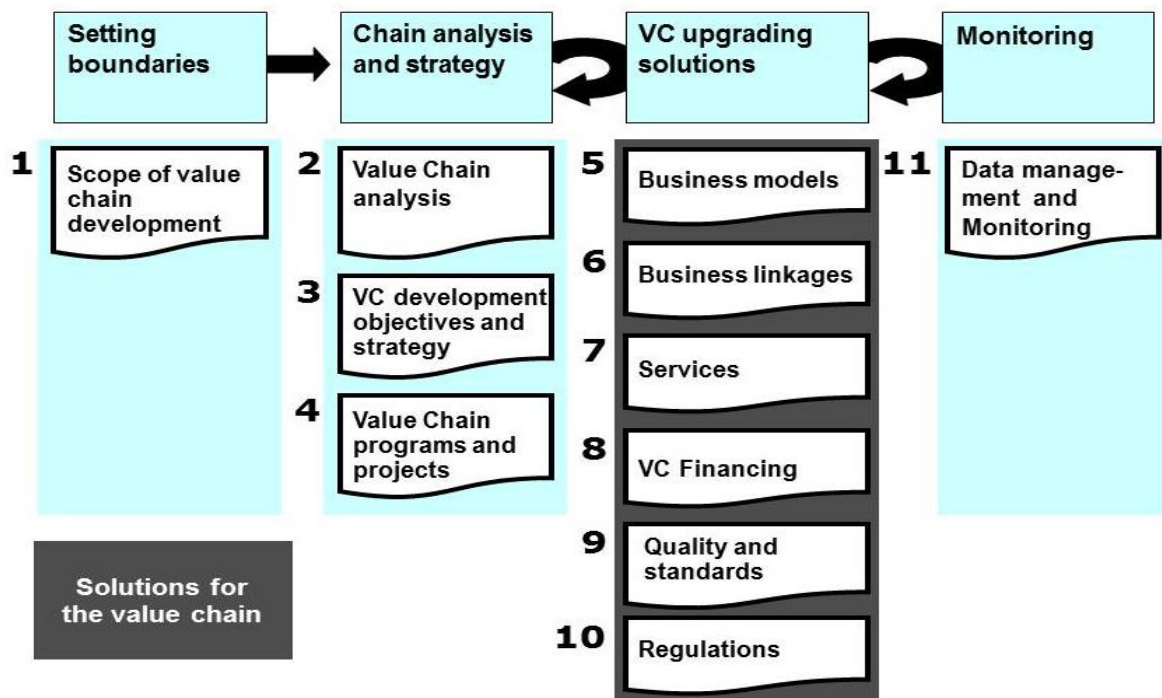
Innovations of ValueLinks 2.0 (Part 1): Modules 2 and 3

Since 2013 *ValueLinks* undergoes a major review and update. The objective is to respond to the concern for greater and more sustainable impact. The following graphic shows the modules of *ValueLinks* 2.0. They present know-how on two levels. One is methodologies and procedures for value chain promotion, the other specific solutions for changing a VC - from business models to industry policy. The only entirely new module is number 5 on business model solutions.



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While the basic structure of *ValueLinks* remains the same, the revision has already led to many new concepts and ideas. The volume of the manual increases more than envisaged at the beginning of the review.



In this and the following two editions of the newsletter, we will present the major innovations and changes - starting with value chain analysis and the formulation of VC development objectives and strategy.

Building on the chain map, both VC analysis and strategy (modules 2 and 3) are now structured according to the “triple bottom line” of the sustainability goal - the economic, environmental and social dimensions. These are the most important new tools and procedures:

- Economic analysis and strategic considerations for pro-poor growth: Developing the economic performance of a VC is about providing missing public goods and overcoming market failures to unlock economic development. Based on an assessment of chain performance, two strategic options can be distinguished – one is the now classic “chain upgrading” to comply with market requirements, the other a targeted effort to overcome private/private and private/public coordination problems along the VC. Both strategies promote growth and chain income. They help the poor to the extent that the respective value chains include poor producers and offer low-skill jobs.
- Environmental analysis and strategic considerations: The main tool is the “hot spot analysis” which identifies the key environmental problems of a value chain –the effects of climate change and resource scarcity affecting its sustainability (type 1 problems) as well as its negative impacts on ecosystems (the type 2 problems). *ValueLinks* connects with specific instruments of environmental assessment, such as the calculation of “footprints”, life cycle analysis and climate proofing. However, the principle is to focus on resolving the distinct “hot spot” issues rather than trying to optimize the chain as a whole. In the strategy module, *ValueLinks* elaborates four strategic options answering both types of problems. One is the improvement of resource efficiency reducing emissions, saving costs and improving resilience at the same time. A related option is the promotion of enterprises providing environmental technology. Other strategic



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options include environmental regulation changing the incentives in the industry concerned, and the spatial management of the natural resources on which the VC relies. The first two strategies help mitigating hot spots contributing to growth at the same time, the other a complementary business development.

- Poverty analyses and strategic considerations for poverty alleviation: Here, the starting point is the identification of poverty groups in and around the chain – self-employed micro-entrepreneurs, wage laborers and consumers. A series of tools allows assessing conditions under which these groups benefit from chain development. The main strategic option is the promotion of business models in which poor people can play out a particular advantage or which serve their needs. This includes developing skills and compensating competitive disadvantages of the poor. Two other options concern safeguarding the poor against detrimental effects of business on their livelihoods and complementary social policies. To this add gender-specific strategic options.
- Trade-offs and goal conflicts: By including the whole range of economic, environmental and social aspects of VC development, chain analysis and strategy formulation become much more intricate. *ValueLinks 2.0* introduces the concept of “strategic options” to explicitly address trade-offs and the complementarity between the different objectives. The idea is to enable a conscious strategic choice.

The tools for analyzing the VC and for developing strategic options can be used to inform public administration, private companies and development agencies likewise. While module 3 highlights strategic directions for VCD, module 4 treats the actual design of public programs, private VC initiatives, PPP and development projects. Module 4 will be presented in the following edition of the newsletter. The outline and table of contents of *ValueLinks 2.0* can be found on the *ValueLinks* website after December 9. Contact: Andreas Springer-Heinze (Andreas.Springer-Heinze@giz.de).

4. THE VALUELINKS ASSOCIATION/CONTACT

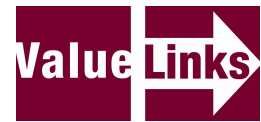
Update of personal information on the ValueLinks website

We invite all members to check, whether their personal profile and contact information on the website are still up-to-date or whether any changes are necessary, for instance on changed responsibilities/project assignments or new e-mail address. Please send any updates to: info@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 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



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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

International *ValueLinks* Association e.V., c/o Dr. Andreas Springer-Heinze, Deutsche Gesellschaft für Internationale Zusammenarbeit mbH, Postfach 5180, 65726 Eschborn, Germany. E-Mail: info@valuelinks.org. Register of associations: Amtsgericht Frankfurt, Vereinsregisternummer: VR14321.