



# ValueLinks NEWSLETTER November 2013

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*Dear Reader,*

This is the 8<sup>th</sup> edition of our *ValueLinks* newsletter, which gives you an overview on current VC promotion activities around *ValueLinks*.

A main focus of our activities in 2013 is the renewal of the *ValueLinks* Manual. The idea is to create *ValueLinks 2.0*. The process is in full swing and with this newsletter we would like to give you an update on the debate about developing *ValueLinks*. The new *ValueLinks* will also lead to new training contents. Please find an overview of the innovations envisaged in section 3 of this edition.

Please note that the **Annual General Assembly of the International ValueLinks Association will take place in Eschborn, Germany, 18-19 December 2013**. 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](mailto:info@valuelinks.org)).

*Andreas Springer-Heinze, Siaka Koné, Alfons Eiligmann, Ute Jacob*

You can reach the editors at [info@valuelinks.org](mailto:info@valuelinks.org).

For information on the association and earlier editions of the newsletter, please visit:

[www.valuelinks.org](http://www.valuelinks.org)



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## 1. VALUELINKS TRAINING SEMINARS

### ValueLinks Seminars August-November 2013

Date/Place	Seminar/Participants	Trainers	Contact
August 26-30, Feldafing, Germany	The annual <b>ValueLinks Introductory Training Seminar in Germany</b> took place this year at the GIZ Conference Centre in Feldafing and was co-organised by GIZ and IDC. 25 participants from GIZ, FAO, IFAD, consulting firms and other organisations attended the fully booked seminar.	Andreas Springer-Heinze, Alfons Eiligmann	<a href="mailto:andreas.springer-heinze@giz.de">andreas.springer-heinze@giz.de</a> , <a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a>
September 9-13, Ouagadougou, Burkina Faso	The Agricultural Development Program in Burkina Faso organised a <b>ValueLinks Introductory Training Seminar in Burkina Faso</b> for 30 participants from different departments of the Ministry of Industry and Commerce.	Alfons Eiligmann, Souleymane Gamene	<a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a> , <a href="mailto:souleymane.gamene@fasonet.bf">souleymane.gamene@fasonet.bf</a> , <a href="mailto:siaka.kone@giz.de">siaka.kone@giz.de</a>
October 14-18, Makati City, Philippines	<b>Training of Trainers on the Value Chain Approach</b> towards Agriculture and Fisheries Extension Development (using the <i>ValueLinks</i> methodology). Participants were Senior Technical Staff from the Agricultural Training Institute - Department of Agriculture and from local government units from different regions	Rita I. Pilarca	<a href="mailto:ritapilarca@gmail.com">ritapilarca@gmail.com</a> , <a href="mailto:rita.pilarca@giz.de">rita.pilarca@giz.de</a>
October 14-18, Vilankulos and 21-25, Buzi, Mozambique	Two 5-day <b>ValueLinks Introductory Training Seminars</b> were organized by the GIZ project "Adaptação às Mudanças Climáticas" in Mozambique with 20 participants in each seminar. The translation of the latest version of the <i>ValueLinks</i> presentations into Portuguese by Mr. Fernando Camargo will be made available at the <i>ValueLinks</i> website soon.	Wolfgang Wiegel, Fernando Régis de Almeida Camargo	<a href="mailto:wwiegel@gmx.net">wwiegel@gmx.net</a> , <a href="mailto:fernando.camargo@eco-consult.com">fernando.camargo@eco-consult.com</a> or <a href="mailto:frcamargo@hotmail.com">frcamargo@hotmail.com</a>
November 4-8, 2013, Yangon, Myanmar	A first 5-day <b>ValueLinks Introductory Training Seminar</b> in Myanmar was organized jointly by the SME Center of the Ministry of Industry and Commerce, the GIZ Private Sector Development Program in Myanmar and IDC. The 23 participants came from different organizations in Myanmar, Sri Lanka, Laos, Vietnam and Australia.	Alfons Eiligmann, Kyi Nyein Chan	<a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a> , <a href="mailto:kyi.chan@giz.de">kyi.chan@giz.de</a>

### Coming up in 2013/2014

Date/Place	Seminar/Participants	Trainers	Contact
December 2-6, 2013, Grand Bassam, Cote d'Ivoire	5-day <b>ValueLinks Introductory Training Seminar</b> in French, organized jointly by PROMAK AFRIC and IDC. The seminar is already fully booked. For information about the next <i>ValueLinks</i> seminar in French open for registrations please contact the organizers.	Alfons Eiligmann, Magès Nanguï	<a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a> , <a href="mailto:nanguim@hotmail.com">nanguim@hotmail.com</a>
June 30 – July 4, 2014, Feldafing, Germany	The next annual 5-day <b>ValueLinks Introductory Training Seminar 2014</b> in Germany will be organised again jointly by GIZ and IDC at the GIZ Training Centre in Feldafing and is now open for expressions of interest. See <a href="http://www.idc-aachen.de">www.idc-aachen.de</a> .	Andreas Springer-Heinze, Alfons Eiligmann	<a href="mailto:andreas.springer-heinze@giz.de">andreas.springer-heinze@giz.de</a> , <a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a>



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## 2. EVENTS, STUDIES, EXPERIENCE AND INFORMATION

### ***NIRSAL adopts the ValueLinks methodology for VC promotion in Nigeria***

The Nigerian Incentive Based Risk-Sharing System for Agricultural Lending (NIRSAL) program of the Central Bank of Nigeria will conduct a VC promotion planning workshop in Lagos in December which will apply the *ValueLinks* Methodology for nation-wide activity planning in the rice and tomato value chains. The workshop will be organized with support from GIZ's Sustainable Cocoa Business project. Contact: [Annemarie.Matthess@giz.de](mailto:Annemarie.Matthess@giz.de).

### ***Project Progress Review Farmer Business Schools (FBS)***

The project progress review mission of GIZ's Sustainable Cocoa Business project in June 2013 confirmed the high relevance, potential and impact of farmer entrepreneurship training following the Farmer Business School (FBS) approach of GIZ. Among the 136,000 farmers which had been trained in four countries (Ghana, Nigeria, Cote d'Ivoire and Cameroon) until June 2014, the PPR mission found high adoption rates of business tools and Good Agricultural Practice (up to 80%), 33 to 50% increase in cocoa yields among 90% of the project beneficiaries and a strong income diversification based on additional crops. Increased cocoa yields and non-cocoa income led to an overall income increase of cocoa farmers despite low cocoa world market prices. The project impact in terms of better education of children, improved housing, family livelihood and nutrition was clearly visible. The PPR mission recommended a further four year project phase where one of the objectives will be to promote the application of the FBS approach to a large number of other crops. As Farmer Business School is a product-specific approach, it fits well to value chain promotion projects and is an innovative and powerful tool to stimulate agricultural production and entrepreneurship. New training material is already available for cotton, rice and cashew. Contact: [Annemarie.Matthess@giz.de](mailto:Annemarie.Matthess@giz.de).

### ***New value chain development programs in collaboration with the "German Food Partnership"***

The German Food Partnership (GFP) is a network of agribusiness companies and private associations promoting private investment into food security, founded in 2012. Members include Bayer CropScience, BASF, K+S AG, Syngenta and other well-known names in agribusiness. (see the website of the GFP: [www.germanfoodpartnership.de](http://www.germanfoodpartnership.de)). The GFP cooperates with the German Government (BMZ) and with GIZ. Recently, a series of four joint programs of BMZ/GIZ with the GFP has been launched, on oilseeds (Oilseed Initiative Africa, OIA), potatoes (Potato Initiative Africa, PIA) and on rice in Asia (Better Rice Initiative Asia) as well as in Africa (Competitive African Rice Initiative, CARI, see below). The cooperation is based on the idea of developing responsible and sustainable agribusiness initiatives working with (market-oriented) smallholders. The projects aim at developing domestic market opportunities and intensifying and enhancing production, thus improving food self-sufficiency in the participating countries. Contact: [Thomas.Breuer@giz.de](mailto:Thomas.Breuer@giz.de) and [Katrin.Fochtmann@giz.de](mailto:Katrin.Fochtmann@giz.de). An interesting publication that talks about business relationships of companies with smallholders is "Growing Business with Smallholders - A Guide to Inclusive Agribusiness" (download under [www.agribusiness-with-smallholders.net/](http://www.agribusiness-with-smallholders.net/)).

### ***Competitive African Rice Initiative (CARI)***

One of the GFP programs is CARI – a new program to develop the rice value chains in Nigeria, Ghana, Burkina Faso and Tanzania. The biggest share of the program funding is contributed by the Bill & Melinda Gates Foundation. CARI has four fields of action covering the performance of rice production, business linkages between rice farmers, rice mills and input companies, better access to finance



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for farmers, and political decisions improving the regulatory framework and services for the rice value chain. As in other programs funded by the Bill & Melinda Gates Foundation, the program aims at reaching and including a large number of farmers – the total being 120,000 for the four countries. Contact: [Birth.Schoesser@giz.de](mailto:Birth.Schoesser@giz.de) and [Ulrich.Boysen@giz.de](mailto:Ulrich.Boysen@giz.de).

### **Human capacity development around value chains in the ASEAN region**

“ASEAN Biocontrol” evolves into the “ASEAN Sustainable Food Systems” Project integrating a package of extensive human capacity development (HCD) in the value of more than 3 million €. A large part of the HCD measures will be devoted to subjects around VC development in rice, vegetables and other VCs. Four countries are included – Cambodia, Laos, Myanmar and Vietnam, while other Asian countries may also benefit from the value chain know-how to be introduced. The portfolio of training measures is not yet fully defined. However, some topics will get particular attention: Apart from generic VCD know-how, a subject matter in high demand is the development of business models for food processing and producer cooperatives. The market for biological control agents (BCA) shall be taken as a basis for developing the BCA value chain by introducing know-how on market assessment and business models for BCA production. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de) and [Matthias.Bickel@giz.de](mailto:Matthias.Bickel@giz.de).

### **GIZ and IFAD organize a workshop on sustainable value chains in Berlin on 5-6 December**

The idea of the workshop is the sharing of knowledge between IFAD, GIZ and KfW on the topic “Sustainable Value Chains – working more closely with the private sector”. It is considered to be the kick-off event for a long-term partnership between IFAD and the German development agencies in the field of VCD and development partnerships with the private sector. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de) and [Elke.Stumpf@giz.de](mailto:Elke.Stumpf@giz.de).

### **Séminaire régional sur la mise en œuvre des PNIA utilisant l’approche filière en Afrique de l’Ouest**

Le séminaire aura lieu du 25 au 29 Novembre à Ouagadougou. Il regroupe 35 représentants des Gouvernements des pays francophones en Afrique de l’Ouest ayant adopté des plans nationaux d’investissement agricole (PNIA) et de sécurité alimentaire dans le cadre du „Programme Détaillé pour le Développement de l’Agriculture Africaine » (PDDAA). L’objectif consiste à renforcer la capacité individuelle des participants pour utiliser et adapter l’approche filière et générer des solutions institutionnelles pour la mise en œuvre des PNIA avec une « perspective de filières ». L’évènement s’inscrit dans le cadre des efforts pour rendre ValueLinks plus utile pour l’administration publique. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

### **HPC offers course on "Measuring Results in Private Sector Development" 17-21 March 2014, Bangkok**

HPC offers a 5 day course "Measuring Results in Private Sector Development" that introduces the principles, steps and practices that will enable you to apply the DCED Standard for Measuring Results in line with the practical guidelines developed by the Donor Committee for Enterprise Development. Course location: Bangkok, Thailand. Dates: 17-21 March 2014. For more information please contact: Hans Posthumus, [hans@hposthumus.nl](mailto:hans@hposthumus.nl) or visit [www.hposthumus.nl](http://www.hposthumus.nl).

### **DCED Global Seminar on Results Measurement 24-26 March 2014, Bangkok**

The Donor Committee for Enterprise Development (DCED) is organising the second Global Seminar on results measurement in the field of private sector development on 24-26 March 2014 in Bangkok,



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Thailand. The Seminar is being organised in cooperation with the ILO and with financial support from the Swiss State Secretariat for Economic Affairs (SECO). For more information please visit [www.enterprise-development.org/page/seminar2014](http://www.enterprise-development.org/page/seminar2014).

## **Promotion des filières agricoles au Bénin - Les effets des formations de base ValueLinks**

Dans le cadre des activités du programme ProAgri au Bénin les bureaux d'étude AFC/IDC ont réalisé 8 formations de base VL pendant la période de mars 2011 à septembre 2013 au profit de 244 participants qui venaient du secteur public au niveau national et régional, du secteur privé et de la société civile. Pour pouvoir évaluer les effets de ces formations une enquête a été réalisée pendant les mois de mars à juillet 2013 auprès de 44 personnes, dont 57% étaient du secteur privé et de la société civile et 43% du secteur public. Presque tous les participants ont déclaré avoir une bonne connaissance des concepts « filière » et « CVA ». 70 % des participants du secteur public et 66% des participants du secteur privé et de la société civile ont répondu connaître les méthodes et instruments de l'élaboration de stratégies pour la promotion des CVA. La large majorité des participants du secteur privé et de la société civile a déclaré avoir utilisé les outils *ValueLinks* pour planifier ses activités/projets et interventions et avoir revu ses méthodes de travail. Dans 64% des structures publics prises en compte des changements ont été induit à la suite de la participation dans la formation. 68% des agents du secteur public interviewés percevaient *ValueLinks* comme approche qui correspond aux besoins du Ministère de l'Agriculture, de l'Elevage et de la Pêche (MAEP) du Bénin pour le développement des filières agricoles. Les éléments pratiques de la formation ont été particulièrement appréciés ainsi que la compétence des formateurs. Mais il a aussi été recommandé que des mesures de facilitation soient offertes après la formation en vue de l'application effective des connaissances et outils de *ValueLinks*. Contact: Olivier Akélé, [Olivier.Akele@afci.de](mailto:Olivier.Akele@afci.de) and Dr. Agnès Gerold, [Agnes.Gerold@afci.de](mailto:Agnes.Gerold@afci.de).

## **Project Progress Review of ProAgri Bénin**

The PPR mission of the ProAgri Program in Bénin took place in October. Apart from its policy advisory component, ProAgri promotes selected value chains in line with national priorities - cashew, karité, rice and soya in particular. In the future, ProAgri will consolidate the results of the VCD efforts expanding the outreach of upgrading solutions. For example, the transfer of improved farming techniques introduced by the program shall be placed on a broader basis improving the coverage of the farming community. Contact: [Peter.Lappe@giz.de](mailto:Peter.Lappe@giz.de).

## **"Facility for partnership" of VC actors in Myanmar**

The Private Sector Development program supported by GIZ in Myanmar establishes a competitive fund to support cooperation activities between actors and the private investment in selected value chains. So far, VCs include tea and mangos. The scope of VCs will probably be expanded in the future covering ICT, fruit & vegetables and tourism services. Contact: [Ralf.Barthelmes@giz.de](mailto:Ralf.Barthelmes@giz.de).

## **Morocco: Inclusion of socially disadvantaged entrepreneurs**

VCD activities gain importance in Morocco: An example is the proposed co-operation with the Foundation Mohammed V for the integration of socially disadvantaged entrepreneurs and start-ups in local or international value chains (e.g. leather shoes, argan oil, catering). Contact: [Ralf.Barthelmes@giz.de](mailto:Ralf.Barthelmes@giz.de).



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## **Namibia: New GIZ-funded program to support implementation of industrial policy**

A new program “Partnership for Economic Growth” will support the implementation of the Industrial Policy Implementation and Strategic Framework with a view on specific sectors and value chains (manufacturing, logistics, agriculture) together with the Ministry of Trade and Industry of Namibia. Contact: [Ralf.Barthelmes@giz.de](mailto:Ralf.Barthelmes@giz.de).

## **Valuelinks para identificar oportunidades de emprendimientos para jóvenes**

Entre la asociación “Emprendedores Juveniles de Nicaragua” (EJN) y el Programa PREVENIR surgió la idea de identificar oportunidades de empleo y de emprendimientos para jóvenes dentro de cadenas de valor. Así se ha creado un nuevo tipo de formación - el “mini-curso *ValueLinks*” para los técnicos del Programa PREVENIR provenientes de sus 4 países de incidencia (El Salvador, Guatemala, Honduras y Nicaragua). El objetivo es que los técnicos del Programa y sus contrapartes identifiquen oportunidades de empleo y de emprendimientos a través de un análisis de una o más cadenas. Están impartiendo este mini-curso de 2 días Paul Kester y Marlen Landero de Nicaragua. Contacto: Paul Kester ([paulkester54@gmail.com](mailto:paulkester54@gmail.com)).

## **Temas de gobernanza en ValueLinks**

Existen nuevos instrumentos para analizar condiciones de gobernanza en cadenas de valor, por ejemplo una hoja de trabajo para revisar temas de gestión y de incidencia en los comités directivos de una cadena. Contacto: Marlen Landero ([marlenlucial@yahoo.es](mailto:marlenlucial@yahoo.es)).

## **3. INNOVATIONS AROUND VALUELINKS**

### ***Working on a new edition of the ValueLinks Manual – “ValueLinks 2.0”***

The first edition of the *ValueLinks* manual dates from April 2007. Since then the use of the methodology has generated a lot of practical experience. The methodology is now much better understood than in 2007 and the manual appears somewhat outdated by now. At the same time, the social and environmental dimensions of market development have further gained importance. The promotion of value chains has to serve the agenda of creating a „Green Economy“ - addressing poverty, food security, resource efficiency and the adaptation to climate change. The new subtitle of *ValueLinks* therefore reads “developing a green and inclusive economy”. The discussion is in full swing. The next opportunity to discuss the contents of the new *ValueLinks* comes on 19 December, 2013, at GIZ Eschborn: In this meeting organized by the International *ValueLinks* Association e.V., Andreas Springer-Heinze will present the state of innovating *ValueLinks*.

Following is a brief description of the innovations that *ValueLinks* 2.0 will bring. They are the result of a series of five expert meetings that have taken place during the second half of 2013.

### ***The philosophy behind ValueLinks 2.0***

*Orientation towards government and private sector users:* The demand for VC know-how differs according to the position of the actors in a value chain. *ValueLinks* 2.0 responds to the knowledge needs of three main groups involved in value chain development - public administration, private enterprises and development agencies. Thus, the focus moves from development agencies to the interested parties in the VC itself.

*Modular structure:* As different groups need different pieces of know-how, the modular structure of *ValueLinks* allows picking topics and instruments in line with specific requirements.



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*Providing links to other VC development approaches: ValueLinks 2.0 seeks the compatibility with other VC approaches so as to enable practitioners to choose freely among tools from different sources. The definitions and content shall be open to revisions following the international debate on VC development.*

## **Major innovations**

*Serving the idea of a “green and inclusive economy”:* The tools for VC analyses and strategy formulation are structured according to the economic, environmental and social dimensions of a green and inclusive economy. The environmental dimension includes resource efficiency and the consequences of climate change. The social agenda refers to an inclusive and gender-sensitive type of economic growth. *ValueLinks 2.0* observes current policy agendas and helps formulating the objectives and strategies of VC development accordingly.

*Addressing different types of VC interventions:* *ValueLinks 2.0* can be applied to different types of value chain interventions ranging from local projects to industry-wide development programs. Strategies for “greening VCs” typically focus on selected “hot spots” of resource efficiency.

*Developing business models for farms, small and medium enterprises:* The upgrading of VCs includes individual businesses at the micro level. Analyzing their business models allows clarifying key parameters such as scale and cost of production, investment volumes and profitability. One entire module (the new VL module 5) is devoted to the concept and the instruments around innovating business models of farms and SME.

*Supporting socially beneficial business linkages:* The new *ValueLinks* module 5 covers upgrading solutions that include large companies and cooperatives. To these belong business linkages connecting small and big enterprises in production contracts. Another new point is the treatment of business models of large companies based on sustainability goals and on markets at the “base of the pyramid” (BOP).

*Promoting the “VC perspective” in development:* *ValueLinks 2.0* provides know-how to cover the economic dimension of sustainability in development programs that do not primarily focus on VCs. Policies and programs in regional development, resource management or infrastructure benefit from introducing a “value chain perspective” that allows setting priorities and assessing economic consequences of interventions.

## **Capacity development building on ValueLinks 2.0**

The know-how included in *ValueLinks* has to be made available to government and private enterprises in value chains. Public administration and private associations need to build capacity to conceive and implement value chain interventions on their own. Apart from a renewed generic *ValueLinks* introductory training, new training formats are required serving specific know-how needs. A major new topic is the know-how on the environmental and social problems of value chain development. Another topic of human capacity development is the development of business models by private enterprises and public co-investors. *ValueLinks 2.0* being a generic approach to VC development, industry-specific know-how and capacity development has to follow in a second step.

Please note: The discussion on *ValueLinks 2.0* takes place at GIZ head office (Room VIP2 at the Bürocenter Eschborn, close to GIZ house 1, starting 19 December at 9 am). Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

## **Contract Farming Handbook**

In June 2013, GIZ has published the „Contract Farming Handbook - A practical guide for linking small-scale producers and buyers through business model innovation“, written by Margret Will. This hand-



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book describes the process of developing contract farming schemes structuring the tasks into 8 steps. The methodology is meant for development agencies and private sector likewise. Download: [www.giz.de/expertise/downloads/giz2013-en-handbook-contract-farming-manual-low-resolution.pdf](http://www.giz.de/expertise/downloads/giz2013-en-handbook-contract-farming-manual-low-resolution.pdf). Contact: [Margret.Will@gmx.net](mailto:Margret.Will@gmx.net).

## 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](mailto: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:

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

If you are interested in becoming a member, please ask for an application format by writing an email to [info@valuelinks.org](mailto: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](mailto:info@valuelinks.org). Register of associations: Amtsgericht Frankfurt, Vereinsregisternummer: VR14321.