



# ValueLinks NEWSLETTER November 2015

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*Dear Reader,*

This is the 12<sup>th</sup> edition of our *ValueLinks* newsletter, providing you an overview on the activities, events, publications, and innovations around *ValueLinks* in the period May to November 2015.

Please note that the **Annual General Assembly of the International ValueLinks Association will take place in Eschborn, Germany, 14-15 December 2015**. All association members are kindly invited to participate (please see the separate e-mail sent to our association members or please contact us at [info@valuelinks.org](mailto:info@valuelinks.org)). The first day of the Annual General Assembly will be dedicated to general association matters, whereas we plan to discuss the draft of the first four modules of the *ValueLinks* 2.0 on the second day.

We look forward to welcoming a large number of association members in Eschborn.

*Andreas Springer-Heinze, Beate Weiskopf, 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)

## 1. VALUELINKS TRAINING SEMINARS

### ValueLinks Seminars May - November 2015

<b>Date/Place</b>	<b>Seminar/Participants</b>	<b>Trainers</b>	<b>Contact</b>
May 11-15 and May 18-20, Lomé, Togo	A 5-day <b>ValueLinks Introductory Training Seminar</b> in French with 29 participants and a 3-day <i>ValueLinks</i> ToT seminar in French with 12 participants were organised by the GIZ programme ProDRA in Togo to build up national trainer capacity.	Alfons Eiligmann, Justin Batanta	<a href="mailto:Moritz.heldmann@giz.de">Moritz.heldmann@giz.de</a>
June 8-12, Grand Bassam, Côte d'Ivoire	A 5-day <b>ValueLinks Introductory Training Seminar</b> in French was organized by IDC/PROMAK Afric. 24 participants came from Côte d'Ivoire, Madagascar, Ghana, and Germany.	Alfons Eiligmann, Magès Nangui	<a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a> , <a href="mailto:mages.nangui@gmail.com">mages.nangui@gmail.com</a>
June 22-26, Ruedesheim, Germany	A 5-day <b>ValueLinks Introductory Training Seminar</b> in English language was organised by GIZ-AIZ in Ruedesheim. 25 participants came from Germany, Albania, Ghana, India, Netherlands, Kyrgyzstan, and Paraguay	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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September 15-18, Feldafing, Germany	A 5-day <b>ValueLinks Introductory Training Seminar</b> in French language was organized by GIZ-AIZ at the GIZ training centre in Feldafing. 25 participants from Tunisia, Niger, and Cameroun attended the seminar.	Alfons Eiligmann, Virginia Duthoit	<a href="mailto:Michael.schneider@giz.de">Michael.schneider@giz.de</a>
October 12-23, Niamtougou, Togo	CAADP organized a <b>ValueLinks training seminar</b> with 30 participants to introduce the <i>ValueLinks</i> approach in the curricula for young "agripreneurs" trainings in Togo.	Dieudonné Konnon, Patrice Tréku, Justin Batanta	<a href="mailto:kodjo.agbegnido@giz.de">kodjo.agbegnido@giz.de</a>
October 19-29, Timor-Leste	The GIZ Innovative Employment Promotion project in Timor-Leste organized a 3-day <b>ValueLinks awareness creation seminar</b> for decision makers and a 4-day <b>ValueLinks Introductory Training Seminar</b> for project implementers.	Alfons Eiligmann, Dr. Sri Sulandjari	<a href="mailto:claudia.polzer@giz.de">claudia.polzer@giz.de</a>
October 21.-28, Windhoek, Namibia	The GIZ programme Promotion of Competitiveness (ProCOM) organized a <b>ValueLinks tools transfer and introductory training workshop</b> , followed by the support to draft growth strategies for four value chains (metal, fish, cosmetics, and handicrafts).	Wolfgang Wiegel	<a href="mailto:wwiegel@gmx.net">wwiegel@gmx.net</a> , <a href="mailto:wolfgang.demenus@giz.de">wolfgang.demenus@giz.de</a>
November 9-13, Grand Bassam, Côte d'Ivoire	IDC and PROMAK Afric organized the 5th <b>ValueLinks Introductory Training Seminar</b> in French language in Grand Bassam with 24 participants from Côte d'Ivoire, Mali and Cameroun.	Alfons Eiligmann, Magès Nangui	<a href="mailto:eiligmann@idc-aachen.de">eiligmann@idc-aachen.de</a> , <a href="mailto:mages.nangui@gmail.com">mages.nangui@gmail.com</a>
November, Vientiane, Laos	A <b>seminar on value chain development for biodiversity-based products</b> was organized by the ASEAN Program on biodiversity-based value chains and the Asian Center of Biodiversity	Andreas Springer-Heinze	<a href="mailto:Andreas.springer-heinze@giz.de">Andreas.springer-heinze@giz.de</a>
November 24-27, Taunggyi, Myanmar	The GIZ Private Sector Development Programme in Myanmar organized a 3-day <b>ValueLinks Introductory Training Workshop</b> for staff from partner ministries and partner organizations in Shan State.	Alfons Eiligmann, Hsu Pyae Kyaw	<a href="mailto:Matthias.plewa@giz.de">Matthias.plewa@giz.de</a>

## Coming up

Date/Place	Seminar/Participants	Trainers	Contact
November 30-December 4, 2015, Dehong, China	IFAD will hold a <b>Value Chain development seminar</b> , based on the <i>ValueLinks</i> methodology in China. Beneficiaries are IFAD-funded project staff and counterpart government officials.	Wolfgang Wiegel	<a href="mailto:wwiegel@gmx.net">wwiegel@gmx.net</a>
April 4-8, 2016, Siem Reap, Cambodia	The next 5-day <b>ValueLinks Introductory Training Seminar</b> in English organized by IDC in Siem Reap, Cambodia, is open for registration. Participation fees are applied. See <a href="http://www.idc-aachen.de">www.idc-aachen.de</a> .	Alfons Eiligmann, Claudius Bredehöft	<a href="mailto:training@idc-aachen.de">training@idc-aachen.de</a>
June 6-10, 2016, Feldafing, Germany	The next 5-day <b>ValueLinks Introductory Training Seminar</b> in English in Germany organized by GIZ-AIZ is open for registration. Participation fees are applied. See <a href="http://www.giz.de/akademie">www.giz.de/akademie</a> (online in December).	N.N.	<a href="mailto:kundenportal-aiz@giz.de">kundenportal-aiz@giz.de</a> Tel: -49 (0)2224-926-444
June 27 - July 1, 2016, Grand Bassam, Côte d'Ivoire	IDC and PROMAK Afric will organize a 5-day <b>ValueLinks Introductory Training Seminar</b> in French in June 2016. The seminar is open for registration. Participation fees are applied. See <a href="http://www.idc-aachen.de">www.idc-aachen.de</a> .	Alfons Eiligmann, Magès Nangui	<a href="mailto:training@idc-aachen.de">training@idc-aachen.de</a>
September 19-23, 2016, Feldafing, Germany	The next 5-day <b>ValueLinks Introductory Training Seminar</b> in French in Germany will be organized by GIZ-AIZ in Feldafing. The seminar is open for registration. Participation fees are applied. See <a href="http://www.giz.de/akademie">www.giz.de/akademie</a> (online in December).	N.N.	<a href="mailto:kundenportal-aiz@giz.de">kundenportal-aiz@giz.de</a> Tel: -49 (0)2224-926-444



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## 2. EVENTS, STUDIES, EXPERIENCE AND INFORMATION

### ***Value chain studies potato and mango/papaya/banana in Mali***

AFC Consultants International has conducted two value chain analyses in Mali as part of the GIZ funded “Green Innovation Centre” Project. The first was conducted in May 2015 and focused on the potato value chain, the second took place in June 2015 and covered the mango/papaya/banana value chains. After mapping the value chains and presenting the main actors, the studies focused on the key bottle necks within the value chains in order to identify technical and institutional innovations which will help overcome these challenges. Innovations were identified for all steps of the value chain, from inputs to production, processing, packaging and marketing. Potential local, regional and international partners who can act as levers for the dissemination of these innovations were also identified. Team leader potato value chain study: Bernd Pöschk. Team leader mango/papaya/banana value chain study: Christoph Arndt. Contact: [Holly.Hufnagel@afci.de](mailto:Holly.Hufnagel@afci.de).

### ***Global Program on Innovative Approaches to Agricultural Finance in Africa***

On 1 January, 2016, a new global program on agricultural finance starts financed by BMZ and implemented by GIZ in cooperation with KfW. The objective is to develop the contractual relations between small/medium farmers and financial institutions based on new and replicable rural business models. The financial arrangements connect VC development on one side and financial sector development on the other taking individual business models as the keystone both sides can easily refer to. Activities will focus on Zambia and Benin. In addition, solutions and new knowledge will be shared widely. The program leader is Thomas Breuer. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

### ***Innovations of ValueLinks 2.0 (Part 3): Implementing VC development – ValueLinks module 4***

The work on *ValueLinks* 2.0 has made good progress in 2015. Before the next association meeting in December 2015, the final drafts of modules 1-4 shall be available for all members to review and discuss. An important innovation and considerable difference of *ValueLinks* 2.0 compared to the first version is the treatment of the project design and implementation issues. The structure of the module follows the success factors defined in the “Capacity WORKS” methodology for program implementation.

### ***VC development by different lead actors***

Many value chain development guidelines are written from the standpoint and perspective of a development agency. This has been the position of the first edition of *ValueLinks* as well. However, in reality, it is often government organizations that take the role of VC developers as well as private lead companies. *ValueLinks* 2.0 distinguishes different formats and designs of VCD depending on the interest, mandate and organization of three types of lead actors in VCD - government, lead firms and development agencies. Of particular interest are government-led VCD programs because the institutional set-up of public administration is highly differentiated responsibilities spanning a wide range of issue hardly ever organized according to markets and industries. The question is how a VC policy program can be implemented given that the competent ministries and public actors only have partial responsibilities. Hardly ever does a coordination mechanism between the agencies work. The challenge of public VC policy is to achieve coordination without hierarchy: The different public players have to take a “value chain perspective” and adjust their activities accordingly. The set-up thus is very different from donor-led, externally funded development programs.



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## ***Cooperation and steering***

VC development seeks changes in the ways operators work together along the VC. Many innovations can only be introduced if several actors collaborate. Value chain development thus is centered on cooperation - the issues can only be addressed effectively if all VC actors concerned get involved. The collaborative action of several VC actors is the subject of two chapters in the new module 4 – cooperation and steering (defined according to Capacity WORKS).

The chapter on cooperation now includes public-private development partnerships (PPDP) as a type of collaboration that is specific to VCD. PPDP is only one among several cooperation formats. A decisive question concerns the formats for collaborative decision-making and steering. A basic distinction is between program-specific and temporary versus permanent steering by industry-wide organizations such as associations and chambers. It is highly important that different VC initiatives use the same steering mechanism and contribute to strengthening steering capacity.

## ***Process design for VC development***

VC development is a change process that goes through a sequence of steps that take time to accomplish. Innovation can only be achieved step by step. Consensus needs to be built, partnerships established and the rules for collaboration agreed on. Here, an important new concept is the clear distinction between an overarching VC analysis and visioning process and several smaller-scale implementation processes. The actual implementation of upgrading solutions and physical investments is achieved in a project mode by different lead actors. The decisive point is that they refer to a common, shared vision wherever it exists and not engage in separate visioning exercises. External development agencies have to limit their interventions to processes supporting VC development. Strictly speaking, development agencies thus do not actually implement VCD.

Other subjects in module 4 include gender-sensitive and conflict-sensitive VC development principles and procedures. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

## ***Master thesis on the evaluation of the application of the ValueLinks methodology***



A student of the master program “Sustainable International Agriculture” at the University of Göttingen in Germany, Tobias Urban, is writing his master thesis about the intervention logic of value chain promotion programs. The research is based on the analysis of value chain promotion projects having used the *ValueLinks* methodology. The focus of the analysis is on finding out what tools of the *ValueLinks* manual are actually

being used and to what outcomes these tools lead. The aim of the study is to provide feedback from the practical application of *ValueLinks* which may give insights for further improvements of the approach. Tobias Urban will present some results of his research in the *ValueLinks* Association meeting in December 2015. Contact: [urbantobias@gmx.de](mailto:urbantobias@gmx.de).

## **3. INNOVATIONS AROUND VALUELINKS**

### ***New guidelines for value chain selection published by GIZ in cooperation with the International Labour Office (ILO) and the Swiss State Secretariat for Economic Affairs (SECO)***

The new guidelines offer a holistic and structured approach to value chain selection. They combine four different dimensions of value chains/sustainable development: economic, environmental, social and institutional. Since the four dimensions are interconnected, overlooking any one of them during value chain selection will affect the next phase of value chain analysis and development. Because



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currently no comprehensive or systematic approach or methodology exists that combines these four dimensions, these guidelines have been developed to fill the gap. The guidelines include clear criteria and a set of tools to aid in the selection process. Potential users of these guidelines are development practitioners, governments and private sector initiatives, who wish to make well-informed decisions about which sectors and value chains to intervene in for market development. The guidelines have been written prepared by Jochem Schneemann and Trude Vredeveld from Fair and Sustainable Advisory Services on behalf of the GIZ sector project "Innovative Approaches for Private Sector Development". Contact: [info@valuelinks.org](mailto:info@valuelinks.org).

## **Value chain development for biodiversity-based products/biotrade**

Our founding member Hans-Jürgen Wiemer volunteered last December to initiate and coordinate a **ValueLinks Biodiversity Network** or in short "VL Biodiv Net" on value chain development for biodiversity-based products/biotrade. As a first step, a list of relevant projects and contacts has been set up. See below. This list shall be completed. *ValueLinks* members are kindly asked to provide any additional information. The "VL Biodiv Net" is open to all other GIZ colleagues, IVLA members and consultants working in this field and willing to actively contribute to content development. Contact: Hans-Jürgen Wiemer, [wiemer@narewi.de](mailto:wiemer@narewi.de).

## **GIZ programs currently working on biodiversity-based value chains / biotrade (status: 01. July 2015)**

Program	Country	Contact
<b>Germany</b>		
GIZ OE 45 (Ländliche Entwicklung)		Andreas Springer-Heinze <a href="mailto:Andreas.Springer-Heinze@giz.de">Andreas.Springer-Heinze@giz.de</a>
Umsetzung des Nagoya-Protokolls der Biodiversitätskonvention (ABS-Initiative)		Andreas Drews (AV) <a href="mailto:Andreas.Drews@giz.de">Andreas.Drews@giz.de</a>
SGE Wirtschaft		Sophie von Gagern
Geo-Media GmbH, Bonn		Suhel Al-Janabi <a href="mailto:s.aljanabi@geo-media.de">s.aljanabi@geo-media.de</a>
SV „Umsetzung der Biodiversitätskonvention“	ÜR	Kirsten Probst (AV) Barbara Lang
NaReWi Consult, Cologne		Hans-Jürgen Wiemer <a href="mailto:wiemer@narewi.de">wiemer@narewi.de</a>
<b>Asia</b>		
Biodiversitätsbasierte Produkte (BBPs) als Finanzierungsquelle für die Verbesserung von Lebensgrundlagen und Schutz der Biodiversität	ASEAN (Philippines, Cambodia, Laos, Vietnam)	Martin Falke <a href="mailto:Martin.Falke@gfa-group.de">Martin.Falke@gfa-group.de</a>
Wald- und Klimaschutz (FORCLIME)	Indonesia	Heinrich Terhorst <a href="mailto:Heinrich.Terhorst@giz.de">Heinrich.Terhorst@giz.de</a>
<b>Africa</b>		
Programm Schutz und Nutzung natürlicher Ressourcen	Madagascar	Hermann Fickinger (AV) <a href="mailto:Hermann.Fickinger@giz.de">Hermann.Fickinger@giz.de</a>
Biodiversity Programme	Namibia	Konrad Übelhör (AV) <a href="mailto:konrad.uebelhoer@giz.de">konrad.uebelhoer@giz.de</a> Nadine Faschina <a href="mailto:Nadine.Faschina@giz.de">Nadine.Faschina@giz.de</a>
Förderung von WSK und Biodiversität (Promotion des Filières Agricoles et de Biodiversité - PROFIAB)	Côte d'Ivoire	Frank von Glasenapp <a href="mailto:frank.von-glasenapp@giz.de">frank.von-glasenapp@giz.de</a> Frank Kuklinski <a href="mailto:Frank.Kuklinski@gfa-group.de">Frank.Kuklinski@gfa-group.de</a>
Anpassung an den Klimawandel/ Umsetzung	Morocco	Michael Gajo (AV)



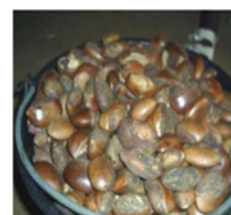


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Nagoya Protokoll		<a href="mailto:Michael.gajo@giz.de">Michael.gajo@giz.de</a> Gisa Marggraf <a href="mailto:gisa.marggraff@giz.de">gisa.marggraff@giz.de</a>
<b>Latin America / Carabean</b>		
Nachhaltige Wirtschaftsförderung in Amazonien mit Fokus auf Sozio-Biodiversität	Brasil	Roberto Duarte Preuss (AV) <a href="mailto:roberto.duarte@giz.de">roberto.duarte@giz.de</a> Annelie Albers <a href="mailto:Annelie.Albers@giz.de">Annelie.Albers@giz.de</a>
Biodiversity Partnership Mesoamerica	Costa Rica (Central America)	Svenja Paulino Rodriguez
REDD in Zentralamerika und der Dominikanischen Republik	El Salvador	Laszlo Pancel (AV)
Gerechter Vorteilsausgleich bei der Nutzung biologischer Vielfalt (access and benefit sharing)	Mexico	Katrin Münch <a href="mailto:katrin.muench@giz.de">katrin.muench@giz.de</a> Andreas Gettkant (AV)
Förderung der Wirtschaftspotentiale der Biodiversität in gerechter und nachhaltiger Weise (economic potential of biodiversity)	El Salvador (Central America)	Sebastian Meurer (AV) <a href="mailto:sebastian.meurer@giz.de">sebastian.meurer@giz.de</a>

## **ValueLink approach and promotion of Moabi oil value chain a non-timber forest product in the East Cameroon**

Moabi (*Baillonella toxisperma*) is a large forest tree exploited as timber by big forest companies. Moabi's seeds produces oil used traditionally in food and as a cosmetic product for the maintenance of the skin and hair by women. The development of Moabi oil value chain, a non-timber forest product to improve women's income in the Eastern region of Cameroon was identified as an important axis of intervention of the GIZ-ProPSFE support program to forest and environmental sectors in Cameroon at the decentralized level.



Moabi seeds

Participative mapping and analyzing of Moabi oil value chain through the ValueLinks approach helped to highlight an important market opportunity in major urban markets in the country and abroad for a well-packaged product. Main constraints to the development of the value chain were related to the poor structuring and organization of local producers, rudimentary and artisanal qualities of processing and packaging techniques.



The strategy for the value chain upgrading is based on four following pillars:

(i) facilitating the grouping of producers around structured entities for production and networking collection of Moabi oil in four pilots municipalities in the eastern region; (ii) support the set-up of a processing and packaging unit of Moabi oil handled by trained representatives local groups; (iii) facilitating the linking between specialized manufacturing industries and local processing unit for the set-up of a supply-chain of packaging's material (prefabricated packaging ...) and (iv) the value chain promotion.

In 2014, 2,338 liters of Moabi oil produced traditionally by nearly 500 families have been collected and packaged in good qualities and labeled bowl by organized women's associations network (REFEDEM). The business plan developed by the REFEDEM allows them to plan expenses and estimate the expected benefits of their activities. Contact: [guy.nguenang@giz.de](mailto:guy.nguenang@giz.de)



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## **Value Links - an innovation tool for sustainable producers in the Sierra Madre Oriental**

The Sierra Madre Oriental Ecological Corridor (CESMO) is an initiative implemented by the National Commission of Protected Areas of Mexico (CONANP) and supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with the overall objective of protecting biodiversity and promoting a sustainable use of natural resources in the Corredor adopting an eco-systemic approach.

One of the challenges of the CESMO initiative is to integrate conservation and sustainability aspects in projects and activities that promote economic and social development in the Corredor. For this purpose the CESMO initiative includes a component of "Economic Instruments and Sustainable Use for the Protection of Biodiversity in the Corredor of the Sierra Madre Oriental" that was awarded to GITEC Consult GmbH. In this framework, GITEC developed the strategy "Innovation Award for Sustainable Production" in 2014, a competition designed for enterprises located in the Corridor which intends to promote innovation and sustainability.

The strategy of the award also intends to contribute to the connectivity and conservation of the Corridor by enhancing the sustainability of productive agro-ecologic systems along the value chain. The first launch of the premium initiative 2015 was focusing on enterprises in the agricultural and ranching sector, which have schemes which could be replicated or used as models for other firms. The most innovative enterprises in the process were selected based on established sustainability criteria and the prize that is awarded to them consists of a mentoring and coaching process in order to increase their business potential. Topics of the coaching included: Producing sustainable products, Sustainable Enterprise Management, Communication of a Sustainable Business as well as *ValueLinks*.

The winners of the first premium round are nine enterprises dedicated to coffee production, dry sauces with serrano chili, vanilla production, gourmet cheeses from goat milk, and honey. In the mentoring course, a total of 18 people participated, 55% of them women and 28% Mexican Indians.

The course was headed by Günter Viteri, a *ValueLinks* expert, supported by advisors and staff of GIZ-GITEC Consult GmbH. The objectives of the *ValueLinks* session were that the participants understood the basic concepts and tools of the VL methodology.

Along the course the participants developed capacities:

- To design criteria/arguments for value chain selection in a participatory process
- To develop an analysis for a value chain, to know the economic operators, the service providers, the actors in the regulatory framework and their relationship
- To design strategies to improve the value chain
- To formulate proposals for helping small producers to benefit from inclusive growth.

The VL course was an innovative tool, which changed the vision of the participants what really is a value chain





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and how to use the different modules of the *ValueLinks* methodology. The instructor applied the philosophy and methodology of active learning and "learning by doing". For the participants it was really useful to design their VC map and to develop strategies for improvement. The knowledge acquired in the course was transmitted to other members which could not participate.

Summarizing, *ValueLinks* is considered by the enterprises of the CESMO award as an important tool to be used to improve work and enhance success with emphasis in social, economic and environmental topics. Authors: J. Avendano, M. Duerto (GIZ-GITEC Consult GMBH) and G. Viteri (*ValueLinks* consultant).

## 4. THE VALUELINKS ASSOCIATION/CONTACT

### **Update of personal information on the ValueLinks website**

The new *ValueLinks* website is supposed to go online in January 2016. 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:

	<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](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.