



ValueLinks NEWSLETTER July 2016

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Dear Reader,

This is the 13th edition of our *ValueLinks* newsletter, giving you an overview on the activities, events, publications, and innovations around *ValueLinks* in the period December 2015 - July 2016.

In the last eight months, a quite long list of *ValueLinks* trainings have taken place. A number of new projects started to work with *ValueLinks* and other projects intensified their value chain promotion by applying newly developed tools such as the business model concept. Membership of the association is growing. Twelve new members joined the association in the first half of 2016, increasing membership to 118 members.

Please note: The *ValueLinks* Association is planning an **excursion in Germany on September 1-2**. On the first day, we will visit the Wuppertal Institute for Climate, Environment and Energy, Department Sustainable Production and Consumption. We will discuss about environmental analysis of global value chains, particularly Hot Spot analysis and other tools and methodologies developed by the Wuppertal Institute. The visit is planned to take place from 10 am to 4 pm. There will be a joint dinner on Thursday evening. On Friday morning, we plan to visit the GEPA Fair Trade Organization in Wuppertal from 9:30-11:30 am to discuss market perspectives and requirements of fair trade products with a particular focus on chocolate.

We kindly invite all members being interested in the excursion to send us an expression of interest to info@valuelinks.org. We will then provide you with further information.

Please note as well that new training material is available at the *ValueLinks* website, which has been updated according to the latest draft of the *ValueLinks* 2.0 manual. See page 9, Innovations around *ValueLinks*.

We look forward to meeting some of our association members during the excursion and hope to hear from other members to learn more about their latest work with *ValueLinks*.

Best regards

Andreas Springer-Heinze, Sonia Lehmann, Alfons Eilgmann, 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 December 2015 - July 2016

Date/Place	Seminar/Participants	Trainers	Contact
Nov. 30 - Dec. 4th 2015, Dehong, China	IFAD/Rome organized a 5-day Value Links Introductory Training Workshop in Dehong/West-China in English language with simultaneous translation into Chinese. Participants were 62 IFAD-funded project staff members and project coordinators, counterparts, government officials.	Wolfgang Wiegel, Zheng Bo	wwiegel@gmx.net , farmer.zhengbo@163.com
January 27-31, 2016, Bobo-Dioulasso, Burkina Faso	The project "Centres d'Innovations Vertes du Secteur Agro-alimentaire" of GIZ IFAD held a VC development seminar, based on <i>ValueLinks</i> for project staff and partners (Matroukou training school and Dreyer Foundation)	Nasser Kankoudry Bila, Bahoude Touré	afiexpert@gmail.com , bahoude.toure@giz.de
February 22-26, 2016, Tunis	The GIZ projects « Initiative pour la Promotion des Filières Agricoles » (IPFA) and « Innovations pour l'Agriculture et l'Agro-Alimentaire » (IAAA) organized a <i>ValueLinks</i> seminar with 25 participants in cooperation with the « Agence de Promotion des Investissements Agricoles (APIA).	Alfons Eiligmann, Neila Dridi	eiligmann@idc-aachen.de , dridi.neila@gmail.com
February 29 - March 25, 2016; Fada N'Gourma, Burkina-Faso	The GIZ "Programme Développement de l'Agriculture" held three <i>ValueLinks</i> training seminars for staff of the Eastern Department of the "Ministère de l'Agriculture et des Aménagements Hydrauliques"	Nasser Kankoudry Bila, Souleymane Gamene	afiexpert@gmail.com souleymane.gamene@gmail.com
March 29-April 1, 2016, Béni-Mellal, Morocco	The GIZ "Programme d'Adaptation au Changement Climatique et Valorisation de la Biodiversité" organised a <i>ValueLinks</i> seminar with 20 persons.	Alfons Eiligmann	eiligmann@idc-aachen.de
April, 04-08, 2016, Ouagadougou, Burkina Faso	The Facilitating and Engineering Agency held a VC development seminar based on the <i>ValueLinks</i> methodology. Participants covered the training cost themselves.	Nasser Kankoudry Bila	afiexpert@gmail.com
April 4-8, 2016, Siem Reap, Cambodia	The 5-day <i>ValueLinks</i> Introductory Training Seminar in English organized by IDC in Siem Reap, Cambodia, was attended by 29 participants from Cambodia, Laos, Thailand, Indonesia & Philippines.	Alfons Eiligmann, Claudius Bredehöft	eiligmann@idc-aachen.de , claudius.bredehoeft@giz.de
May 30 - June 3, 2016, Bamako, Mali	The GIZ programme "Centres d'Innovations Vertes" in Mali organised a VC seminar for 23 project staff and partners.	Alfons Eiligmann, Magès Nangui	eiligmann@idc-aachen.de , mages.nangui@gmail.com
June 6-10, 2016, Feldafing, Germany	The 5-day ValueLinks Introductory Training Seminar in English in Germany organized by GIZ-AIZ counted 20 participants from Germany, Moldova, Albania, Kyrgyzstan, and Nepal.	Andreas Springer-Heinze, Alfons Eiligmann	andreas.springer-heinze@giz.de , eiligmann@idc-aachen.de
June 13-17, 2016, Kathmandu, Nepal	The GIZ programme INCLUDE organized a 5-day <i>ValueLinks</i> Introductory Training Seminar in English for 13 project staff from the INCLUDE and TPP programmes.	Ralf Arning	r.arning@gmx.net
June 20-24, 2016 Antananarivo, Madagascar	The GIZ programmes "Résilience par Chaînes de Valeur (CRV) and "Programme d'Appui à la Gestion de l'Environnement (PAGE) organized a 5-day <i>ValueLinks</i> seminar with 34 participants from different regions.	Alfons Eiligmann, Magès Nangui	eiligmann@idc-aachen.de , mages.nangui@gmail.com



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July 4-8, 2016, Limbe, Cameroun	The GIZ "Programme d'appui à la mise en œuvre de la stratégie de développement du secteur rural volets forêt environnement (ProPFE)" organized a 5-day <i>ValueLinks</i> seminar with 30 participants.	Alfons Eiligmann, Dr. Guy Merlin Nguenang	eiligmann@idc-aachen.de , guy.nguenang@giz.de
July 2016	An introductory <i>ValueLinks</i> workshop was provided to the project management of a British Consulting company in order to develop and streamline a future VC approach methodology for social development projects of BG/SHELL UK.	Wolfgang Wiegel	wwiegel@gmx.net

Coming up

Date/Place	Seminar/Participants	Trainers	Contact
September 19-23, 2016, Feldafing, Germany	The next 5-day <i>ValueLinks</i> Introductory Training Seminar in French in Germany will be organized by GIZ-AIZ in Feldafing. The seminar is open for registration. Participation fees are applied. See www.giz.de/akademie .	N.N.	kundenportal-aiz@giz.de Tel: -49 (0)2224-926-444
October 3-7, 2016, Abidjan, Côte d'Ivoire	IDC and PROMAK Afric organize a 5-day <i>ValueLinks</i> Introductory Training Seminar in French in October 2016. The seminar is open for registration. Participation fees are applied. See www.idc-aachen.de .	Alfons Eiligmann, Magès Nanguï	training@idc-aachen.de
November 21-25, Siem Reap, Cambodia	IDC organizes a a 5-day <i>ValueLinks</i> Introductory Training Seminar in Khmer language in November 2016. The seminar is open for registration. Participation fees are applied. See www.idc-aachen.de .	Alfons Eiligmann, Sothet Chhay, Phat Phalit	training@idc-aachen.de

2. Events, Studies, Experience and Information

Upgrading the wine value chain in Georgia

Within the frame of the GIZ Program Private Sector Development South Caucasus, AFC together with DLG Test Service is implementing a project on the support to the Georgian wine value chain. One intervention field is the promotion of value chains. It foresees the establishment of a "Qvevri wine cluster". So-called Qvevri wines are fermented in specific clay pots, the Qvevris, following one of the oldest wine producing methods known. Georgia has cultivated this technique for thousands of years; the UNESCO has declared Georgian Qvevri wine to be a cultural heritage of humanity. The cluster's objective is to facilitate joint activities of private Qvevri wine producers, including the clay pot manufacturers. With this support, they are able to ameliorate their production system, so that the resulting wines meet international marketing requirements while keeping the traditional authentic mode of preparation. On February 26, 2016, the official registration of the Qvevri cluster has been confirmed by the National Agency for Public Registry. Thus, the road for a professional promotion of typical Georgian Qvevri wines has been successfully paved by the project.

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Biodiversity-based Products (BBP) as an economic source for the improvement of livelihoods and biodiversity protection

The GIZ-BBP-Project (Biodiversity-based Products as an economic source for the improvement of livelihoods and biodiversity protection) is implemented by GFA Consulting Group GmbH in cooperation with the ACB (ASEAN Centre for Biodiversity/ Los Banos, Philippines) on behalf of GIZ in ASEAN Heritage Parks (AHP) and a National Protected Area (NPA) in Cambodia, Lao PDR and Vietnam (CLV) with a four year-duration from March 2015 to February 2019. It forms one of three modules of the German – ASEAN Centre for Biodiversity (ACB) Cooperation Program “Protection of Biological Diversity in the ASEAN Member States”.

As part of the BBP project, the GIZ *ValueLinks* methodology on promoting pro-poor green value chains (VC), is utilized in cooperation with other biodiversity-related projects around the world, to develop a *ValueLinks* module specific to Biodiversity-based Products.

Following milestones have been reached within the first 10 months of the project:

- Selection of four pilot sites (three AHPs: Nam Ha in Lao PDR and Ba Be & Sa Pa AHP in Vietnam; NPA Phnom Kulen in Cambodia) in cooperation with the respective national ministries
- Four VC-Gap Analysis (including VC-description, - analysis, -options) conducted at pilot sites by local value chain experts from August to October 2015, which resulted in the pre-selective analysis of eleven potential BBP VCs
- During the BBP Project Inception Workshop (23 to 26 November 2015 in Vientiane, Lao PDR), these analyses formed the basis to select a smaller number of BBP VCs to be supported by the BBP project. 45 key stakeholders from all four countries involved plus guests from India and other AMS participated.
- The inception workshop was combined with a *ValueLinks* (VL) for Biodiversity Training conducted by Dr. Andreas Springer-Heinze.
- Hosting both events together created added-value and synergies: 45 BBP-participants and 25 VL participants from six AMS plus India, coming from government and project sectors, working in the biodiversity management field came together. They appreciated the opportunity to meet and interact in joint sessions as well as in between separate sessions. The activity, hosted by the Lao PDR government, was jointly conducted by GIZ, GFA and ACB and the concerned ASEAN member states (AMS) of Cambodia, Lao PDR and Vietnam.
- A major outcome of the Inception WS for the BBP-Project were detailed strategic activity & finance plans (SAFP) regarding the development & promotion of eight BBP-VCs in the bufferzones of the four pilot sites in CLV for the next three years (2016 to 2019), which were further refined until March 2016 in cooperation with the CLV ministries.
- In connection with the respective Memorandae of Cooperation (MOC) for CLV, which are momentarily reviewed, the SAFPs will serve as foundation for the upcoming implementation of the activities for the VC-development at the BBP-pilot sites in CLV, based on Local Subsidy Contracts (LSC) with the respective implementers at the pilot sites.

Temporary all BBP-Project products are uploaded to the [ACB-Website](#).

Contact: Dr. Martin Falke, Martin.Falke@gfa-group.de

From organic farmers to organic customers

Recently opened in Phnom Penh, Cambodia, the Eco-Agri Center is connection networks of input suppliers, resource persons, practitioners, farmers, and markets to fill the gap in the organic value chain needed to promote organic products. The centre provides complete services to link organic farmers to markets by training farmers on organic farming at no cost, making chemical-free products



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available for sales, and creating market channels for the healthy products.

“I did not know much about organic food and where to buy it. So I had been eaten vegetables from conventional markets which, normally, contained high levels of chemical. It had indeed affected my health badly, and I had to go to health check-ups 2-3 times per week sometimes because I felt very weak. Now that I work at the organic farm, I do not have that health problems, and I learn about organic farming techniques which I can apply on my family organic farm directly.” (Ms. S. Chan Ut, 29, works on a big farm, Chroy Svay Village, Koh Kong Province, Cambodia).

Traditionally, agriculture is one of the cornerstones of Cambodia's economy. Almost a third of the land area in Cambodia is dedicated to agricultural activities. Slightly more than half of the country's population is employed in the agricultural sector which generates 33.5 percent of the overall GDP (2013, World Bank). Despite crop production nearly doubling since 2006 and an overall increasing food production, the sector still faces a number of severe challenges. One of them is low-quality products and even fertilizers with toxic ingredients inundate the Cambodian market due to the absence of unified standards and weak control mechanisms of agri-inputs.

The Eco-Agri Center is a joint initiative of GIZ Cambodia (through ASEAN Sustainable Agrifood Systems-ASEAN SAS), and the Khmer Organic Cooperative. ASEAN SAS is a regional project that operates under the German-ASEAN Program on Response to Climate Change (GAP-CC). The overall objective is to develop regionally coordinated policies and strategies addressing sustainable agriculture and food production and food security, and to strengthen sustainable agrifood systems.

The news about the Eco-Agri Centre were featured in [Phnom Penh Post](#) and [Khmer Times](#), the two English language newspapers in Cambodia.

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Agricultural value chain promotion as a means to create employment in Sierra Leone

Within the BMZ funded-framework “Employment Promotion Program”, AFC Consultants International GmbH has been contracted by GIZ to implement the Cocoa & Coffee Component in Sierra Leone, in cooperation with Welthungerhilfe and GEFAC. The current implementation phase started operations in February 2014 for two years and will end in July 2016 after an extension.

Sierra Leone is one of the least developed countries in the world. It went through a civil war and just recently, a serious Ebola epidemic. Young people between 18 and 35 years of age constitute over a third of Sierra Leone's population. The majority, approximately 63%, of the young generation lacks employment and income opportunities. Therefore, the main output of the project is the creation of lasting opportunities for employment or self-employment. Since Sierra Leone has virtually no value chains, or only rudimentarily developed ones, and the economic sector is dominated by natural resources and agriculture, value chain promotion was identified as the biggest leverage to provide and increase the potential for rural jobs. Cocoa and coffee are among the highest income generating



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crops in Sierra Leone but both sectors are facing some obvious issues like neglect of plantations and wide spread loss of pre- and post-harvest know-how. The improvement of these two productions has the potential to create and support numerous new livelihoods in the medium-term. However, because of the generally low domestic intra- and inter-value addition, the project had to begin, almost invariably, at the level of primary producers.

After a detailed value chain analysis, the program identified three major starting points for the development of cocoa and coffee value chains. Firstly, it aims to rehabilitate 4.500 ha of cocoa and coffee plantation for more than 5.000 young farmers, which will lead to higher yield/income and thus increase self-employment.

Secondly, a special training program (Integrated Farmer Training, IFT) has been developed to take into account the special needs of the trainees due to the low level of education in many parts of rural Sierra Leone. Based on elements of existing technical, economic and entrepreneurial training like FFS, FBS and b|u|s, eight one-day modules have been developed to address the current requirements in the production cycle of cocoa and coffee respectively. The concept focuses on essentials and relies on an innovative combination of different content, and has been well received by the farmers. In the medium term, it will contribute to improve yields, quality and value addition supported by an increased degree of organization of farmers. By the end of the project, more than 35.000 farmer training days will have taken place, reflecting that so far, more than 85% of farmers taking the training return for the following sessions after attending the first module.

Thirdly, more than 100 micro- and small entrepreneurs were selected in the intervention area in order to promote their business development by means of the SME Business Loop approach. In a three-stage process, the environment and the capabilities of the potential candidates have been assessed and the most promising were selected. The candidates then received basic commercial education in several workshops (accounting, business planning, entrepreneurship etc.) after which they were individually coached in their own business environment over several months in order to achieve the previously specifically defined and agreed economic goal.

For further information please contact ralf.zimmermann@afci.de or johannes.geisen@afci.de.

ValueLinks applied in the framework of a CSR project of SHELL

In the framework of CSR of the UK based SHELL company, and connected social development and value chain upgrading projects in West Africa and South-Asia, several quick focus *ValueLinks* intros and *ValueLinks* standards for external consultants` project analysis and implementation of *ValueLinks* methodologies were established. It is planned to use a combination of several VC approaches (e.g. DFID, ILO), but base the main methodology for current and future projects on the *ValueLinks* methodology. Current Value Chains under process: Pineapple, Aquaculture/Catfish, Coconuts).

Contact: Wolfgang Wiegel, wwiegel@gmx.net

Concept Modèle d'affaires dans la promotion de l'agriculture selon l'approche ValueLinks - Approche et acquis du Programme Développement de l'Agriculture (PDA)

Le PDA est un programme de la coopération bilatérale entre l'Allemagne et le Burkina Faso qui est mise en œuvre par la coopération technique allemande (GIZ). Il est placé sous la tutelle institutionnelle du Ministère en charge de l'Agriculture. Son objectif est d'améliorer la performance des filières manioc, sésame et riz au niveau national. La méthodologie de mise en œuvre du programme est basée sur «ValueLinks», l'approche de promotion des chaînes de valeur ajoutée (CVA), développée par la GIZ. En conformité avec cette approche, le PDA accompagne et soutient le renforcement des capacités des acteurs des niveaux local, régional et national des trois maillons à savoir, production primaire, transformation et commercialisation des filières manioc, sésame et riz.



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Pour mener à bien ce processus d'appui-accompagnement des acteurs des CVA dans les filières sélectionnées, le PDA utilise différents outils dont le concept de modèle d'affaires (MA). Il existe une multitude de définition et de caractérisation de ce concept. Pour l'appui-accompagnement des micro-, petites et moyennes entreprises agricoles et agroalimentaires, la caractérisation de ce concept selon Canvas est pour le PDA la plus propice et la plus appropriée.

L'analyse d'un modèle d'affaire Canvas se fait selon les 9 blocs / éléments constitutifs. A cet effet il est nécessaire de disposer des informations pertinentes caractérisant de façon explicite la situation réelle au niveau de chacun des 9 blocs. Ci-après énumérées les 9 blocs du modèle d'affaires Canvas : (1) segment de clientèle; (2) proposition de valeur; (3) canaux de distribution; (4) relations avec le client; (5) flux de revenus (recettes); (6) activités clés; (7) ressources clés; (8) partenaires clés) et (9) structures de coût. Au PDA, pour assurer une meilleure communication interne et externe sur le concept de MA la définition suivante a été retenue : « Un modèle d'affaires est une description schématique des structures, des ressources et des relations qu'une entreprise ou une organisation utilise pour générer des profits et s'affirmer sur le marché de l'offre d'un produit-service (bien matériel ou services) donné ». Ainsi un modèle d'affaire résume la vue globale de l'entreprise, notamment sa stratégie et l'ensemble des moyens / ressources nécessaires à mobiliser pour réaliser ses affaires de façon soutenue.

L'articulation du concept de MA dans la démarche PDA de promotion des CVA se fait surtout dans le cadre de la promotion de l'entrepreneuriat agroalimentaire dont le maillon transformation est la porte d'entrée la plus privilégiée. Il s'agit d'une approche innovante permettant d'analyser dans les détails le processus de création et de distribution de valeur ajoutée le long de la chaîne de valeur et dans l'environnement socioéconomique l'entreprise. Pour le PDA, la performance d'un modèle d'affaire est mesurée par le nombre d'emplois et les revenus créés. Préalablement un modèle d'affaire doit garantir l'existence et le partage des attentes et des intérêts communs entre les parties prenantes sur une période et pour un domaine d'activité clairement identifiés.

Pour la collecte des informations auprès des entrepreneurs, le PDA a élaboré un outil adéquat permettant de poser des bonnes questions et de définir des bons repères selon les 9 blocs du concept Canvas. Après la collecte, les informations sont analysées, synthétisées et introduites dans leurs blocs respectifs. Le résultat d'analyse est restitué à l'entreprise pour prendre en compte les éventuelles observations et au besoin dégager en commun les domaines prioritaires. Le résultat d'analyse d'un modèle d'affaire doit fixer l'entreprise sur les éléments suivants : (1) la viabilité financière du modèle d'affaire analysé ; (2) la contribution du MA analysé à la viabilité de l'entreprise dans son ensemble ; (3) l'importance des interrelations du modèle d'affaires analysé avec les autres modèles d'affaires de l'entreprise et notamment la contribution du modèle d'affaire à la viabilité d'autres MA et à la stabilité économique et financière de l'entreprise en général et (4) mise en évidence les goulots d'étranglement à relever pour optimiser la rentabilité économique du modèle d'affaire.

Il faut noter que certains entrepreneurs décident souvent de maintenir un modèle d'affaires pas pour sa rentabilité économique, mais pour d'autres avantages que ce modèle d'affaires apporte à l'entreprise dans sa globalité. Ces avantages sont très souvent l'accès au crédit, l'acquisition des nouveaux clients et la fidélisation des anciens clients.

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Accès au financement comme clé de voûte pour la promotion de l'entrepreneuriat agricole / agroalimentaire - Approche et acquis du Programme Développement de l'Agriculture (PDA)

Le secteur agricole au Burkina Faso constitue une base de croissance économique et de réduction de la pauvreté. Il génère plus de 30% du PIB et occupe environs 80 % de la population active. La



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grande majorité des opérateurs du secteur sont des petits exploitants (producteurs, transformateurs et commerçants) qui sont, en grande partie, promoteurs des entreprises informelles. Le principal goulot d'étranglement pour les acteurs du secteur agricole et agroalimentaire, toute catégorie confondue, est l'accès au financement. Cependant, on constate ces dernières années une éruption des institutions financières au Burkina Faso. En dépit de cette tendance encourageante, on constate malheureusement qu'une grande partie de ces institutions a une méconnaissance des potentialités de l'agroalimentaire et a tendance à classer le secteur agricole comme un secteur trop risqué et sans potentialités économiques. Pour trouver des solutions à ce goulot d'étranglement le PDA, avec l'appui du bureau d'étude AFC/GOPA, a initié et entretenu un forum d'échange dont l'objectif majeur est la connaissance mutuelle et la mise en relation entre les acteurs des chaînes de valeurs ajoutées agricoles et ceux des institutions financières.

La mise en place de ce forum d'échange a été précédée par un diagnostic des opportunités et des contraintes dans les deux secteurs par rapport au financement agricole. Les différents types de besoins qui pourraient faire l'objet d'une demande de financement chez les entrepreneurs ainsi que leurs contraintes par rapport à l'accès au financement ont été répertoriés et analysés. Les produits financiers des différentes institutions financières ainsi que leurs réserves éventuelles concernant le financement du secteur agricole ont été documentés. La rencontre d'échange a regroupé les deux plus grandes banques du Burkina Faso qui sont en outre les plus ouvertes au secteur agricole (Coris Bank International et Ecobank), une assurance agricole (PlanetGuarantee), trois institutions de microfinances et plus de 150 petits exploitants et entrepreneurs des filières accompagnées par le PDA.

L'un des points forts consensuels issus des échanges a été la mise en évidence du rôle d'un business plan comme préalable nécessaire permettant d'une part au promoteur de cerner les différents aspects de son projet et d'autre part de permettre à la banque de disposer des informations nécessaires à l'évaluation des potentialités, les risques et opportunités inhérents. Le second point consensuel a été la proposition des solutions aux contraintes qu'entrepreneurs agricoles et institutions de financement rencontrent dans leur rapport les uns avec les autres (coût du crédit très élevé, exigibilité de la garantie et de l'apport personnel, transparence des procédures bancaires, des produits financiers non adaptés, formalisation des entreprises, faibles capacités organisationnelles et managériales des entrepreneurs etc.). Coris Bank International a signé un protocole de collaboration avec le PDA permettant aux acteurs encadrés par celui-ci de bénéficier de crédits à des conditions de taux avantageuses (un taux d'emprunt de 8% en lieu et place des 12%) usuellement appliqués et dans un délai assez raisonnable.

Avec l'accès au financement qui est devenu une réalité pour ces acteurs, le PDA se trouve sur un terrain favorable pour l'atteinte de ses objectifs contractuels.

En perspective le forum d'échange entre les institutions financières et les entrepreneurs du secteur agricole sera maintenu et entretenu. Les mesures de renforcement des capacités techniques et managériales aux acteurs du secteur agricole seront poursuivies et renforcées afin de permettre une mise en marché des produits/prestations de qualité.

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3. INNOVATIONS AROUND VALUELINKS

Updated ValueLinks training material

The *ValueLinks* training material has been updated according to the latest draft version of ValueLinks 2.0. The new training material in English and French language includes a reviewed strategy development process and a separate module 8 on financial services. Major changes have been made as well regarding policy instruments (module 10). Modules 4, 7 and 11 have been reviewed too.

The new collection of Powerpoints slides used at the latest *ValueLinks* training in Feldafing and a similar French version have been uploaded to the member area of the *ValueLinks* website. PDF versions are available on the public part.

Thanks to our member Wolfgang Wiegel and IFAD, we now also have Chinese Powerpoint versions online (still according to the 2015 version). Contact: info@valuelinks.org.

New version of the ValueLinks website online

A new version of the *ValueLinks* website is online since end of February. The layout has been refreshed and is adapted for use on smartphones and tablets. Website visitors have a search filter for the member profiles and can thus look easily for particular qualifications.

All members are kindly invited to have a look at their own profile and check whether the information is up-to-date. In case necessary, they please send us updated information.

We would like to encourage all readers to send us any information about new publications, interesting VC promotion material, news about upcoming trainings, events, photos or else that should be shared on the website. Contact: info@valuelinks.org.

OECD-FAO Guidance for Responsible Agricultural Supply Chains

Our member Günther Feiler, FAO, sent us the new publication *OECD-FAO Guidance for Responsible Agricultural Supply Chains*. You can find the document [here](#) and via our [website](#).

Value Chain Promotion Projects in Practice, Social Learning Processes and Success Factors

Recently Tobias Urban finished his Master's thesis about the impact of some value chain promotion projects applying *ValueLinks* in practice, which has been supported by the *ValueLinks* Association. You can find the full document in the [member area of our website](#) (working material/general documents).

4. THE VALUELINKS ASSOCIATION/CONTACT

Update of personal information on the ValueLinks website

The new *ValueLinks* website is online since February 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: info2@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



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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.

Membership development

The number of association members continues to increase. As per July 2016, the association counts 118 members.

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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