

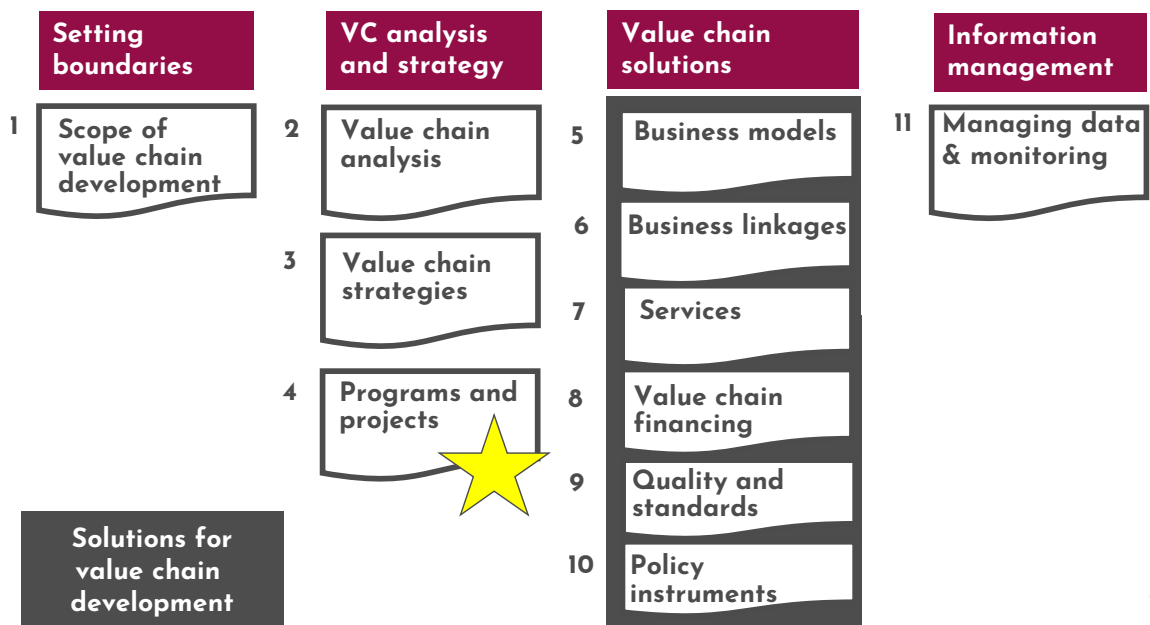


ValueLinks Module 4

PROGRAMS AND PROJECTS



STRUCTURE OF VALUELINKS 2.0





MODULE 4

01

ROLES OF LEAD ACTORS
IN VC DEVELOPMENT

02

VC DEVELOPMENT
PROCESSES



03

DEVELOPMENT PARTNERSHIPS
WITH THE PRIVATE SECTOR

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PUBLIC AND PRIVATE ROLES IN A VC

- **Private enterprises**
perform the regular business activities and pay for the inputs and business services required. They make the investment required to improve their business.
- **Supporters of the value chain**
ensure the provision of services of common interest to VC actors, such as joint marketing or shared research needs (collective goods of the industry)
- **Government**
regulates the market and provides public-benefit services - in the interest of consumer safety, a larger tax base and environmental protection (public goods)
- **Civil society organisations**
play a political role pointing out to social or environmental problems, defending consumer and other public interests

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THE ROLE OF FACILITATORS

External agencies facilitate upgrading by collaborating with appropriate partners within the value chain. They should **not work directly** on upgrading the value chain.

Facilitators

- Create awareness, enhance understanding and trust
- Help stakeholders get to know each other and to exchange
- Help building a joint vision of the future and upgrading strategy
- Enhance business linkages
- Enhance new business transactions and investment
- Facilitate joint learning of VC stakeholders and process innovation
- Capacity Development and Institution building



PRINCIPLES OF PROCESS FACILITATION

- Build on own initiatives of private enterprises and work with chain leaders as partners (“champions”)
- Stick to clear division of work between private and public actors contributing to chain development.
- Cultivate development as a learning process
- Go for quick visible results to gain momentum while being prepared for long-term support.
- Move from simple improvements to more complex structural change
- Make sure this is a “win-win game”
- Ensure coordinated efforts of different donors along the chain



LEAD ACTORS IN VC DEVELOPMENT

A lead actor is an organisation assuming responsibility to drive VC development at a certain time.

Three types of lead actors:

- Private companies or associations having a leadership or coordination function
- Government and public administration: E.g. sector ministries or government departments for special industries
- Development agencies: VC external actors (bilateral agencies, UN, NGO's) pursuing public policy objectives serving their political clients.

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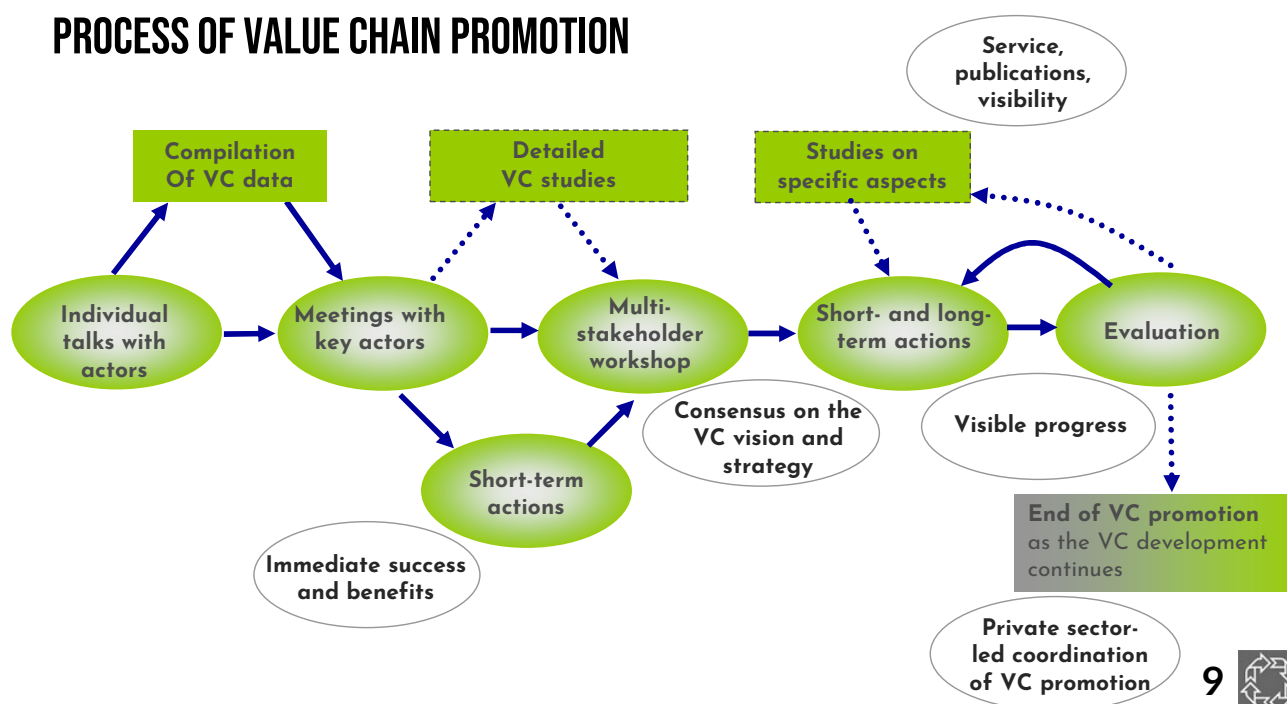
03

DEVELOPMENT PARTNERSHIPS
WITH THE PRIVATE SECTOR

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PROCESS OF VALUE CHAIN PROMOTION



AGENDA OF A MULTI-STAKEHOLDER PLANNING WORKSHOP

Workshop with 30-40 participants: Ministry, project, meso level organisations, associations, farmers, traders, input suppliers, processors

First Day	
08:00	Welcome & Presentation of Participants
09:00	Presentation of the national sector development strategy (Ministry)
09:30	Introduction of the ValueLinks methodology (International consultant)
10:00	Presentation of key findings of the VC study (National consultant)
10:30	Coffee break
11:00	Plenary: Validation of the VC map - Discussion of strategic considerations
12:30	Lunch
14:00	2 working groups: Formulation of a VC vision and constraints analysis
15:30	Coffee break
16:00	Plenary: Agreement on one vision formulation
17:30	End of the first day

AGENDA OF A MULTI-STAKEHOLDER PLANNING WORKSHOP

Second day	
08:00	Welcome of Participants
08:30	Summary of day 1, introduction of solutions and facilitation activities
09:00	Group work: Elaboration of sustainable solutions and facilitation activities
10:00	Coffee break
10:30	Group work (cont'd)
12:30	Lunch
14:00	Plenary : Discussion of group work results: Agreement on sustainable solutions and facilitation activities
15:30	Creation of a VC committee and closing remarks
16:30	End of the second day

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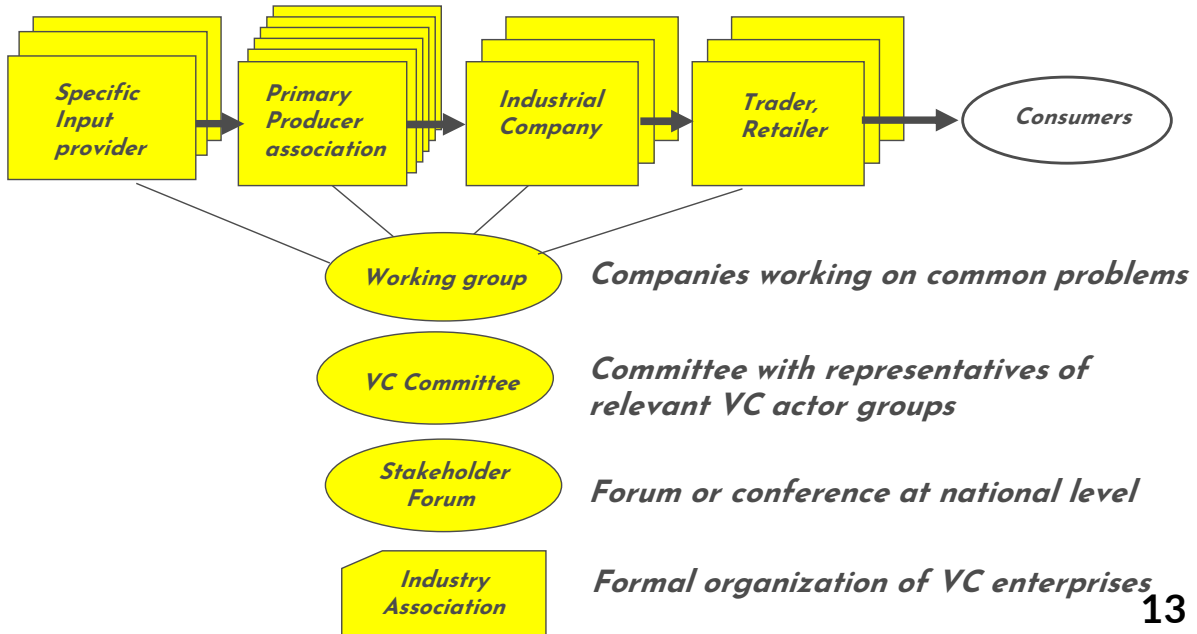
A MULTI-STAKEHOLDER VC PLANNING WORKSHOP



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INSTITUTIONALISING COLLECTIVE ACTION



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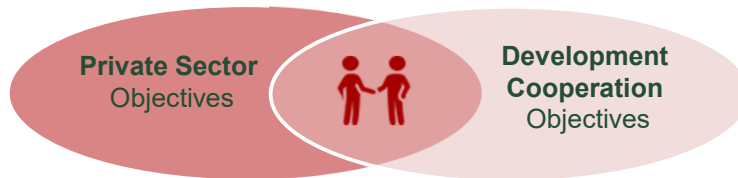
DEVELOPMENT PARTNERSHIPS
WITH THE PRIVATE SECTOR



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WHY PRIVATE SECTOR COOPERATION?



- Efficiency: Lever TC funds by private contributions
- Effectiveness: Reach indicators in a better way (e.g. increase sales and productivity) by providing the „missing piece“ (e.g. trainings, adapted technologies, link to market)
- Sustainability: Companies continue activities after TC programme ends, capacity building at intermediary institutions, model for other



Win-Win-situation

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WHAT IS A DPP AND HOW CAN IT BE FINANCED?

DPP

develoPPP.de
financed by develoPPP.de funds

integrated DPP (iDPP)
financed by a BMZ/BMx TC project

Different terms used for the same thing:

- **DPP** - development partnership with the private sector
- **EPW** - Entwicklungspartnerschaft mit der Wirtschaft
- (sometimes called PPP, public private partnership = old term, no longer used by GIZ)

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DPP PARTNERS IN VALUE CHAINS

1. **Partners have interest in complete value chain**

- Traders, retailers or processors sourcing from local producers

2. **Partners have interest in a particular step of the value chain**

- Technology or input providers venturing into new markets
- Providers of innovative business services to local actors
- Companies operating in the target countries searching for qualified staff
- Larger firms initiating CSR measures/doing risk management

