



ValueLinks NEWSLETTER October 2011

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Dear Reader,

This is the fourth edition of our newsletter which appears in mid autumn – a time traditionally filled with workshops and conferences, studies and new programs starting. Some of these activities feature concepts such as “inclusive business models”, “partnership farming”, “linking farmers to markets”, “responsible sourcing” or “development partnership with the private sector”. Passing these development concepts in review it becomes clear that any pro-poor (“inclusive”) business model needs to be embedded in the development strategy of the respective industry. Value chain analysis can help to put a specific business model in context – judging its significance, possibility to replicate, the political and strategic implications and, not least, the likely impact on growth and structural change of the economy. Business model development at the micro level is an important approach. It needs to adopt and maintain the value chain perspective to become fully effective. Solving market development problems almost always requires the co-ordinated investment of several stakeholders.

On internal matters of the Association: We would like to draw your attention to new **ValueLinks promotional material** that is available - for members only: A leaflet about the ValueLinks Association (in English) is currently being printed and roll up banners have been produced, which can be used in seminars or conferences. We invite all association members to use the material and would be pleased to share copies of the leaflet or the banner with you.

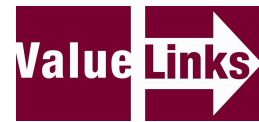
Please note the date of the next **Annual Meeting** of the members of the Association will take place on 20-21 December 2011 in Eschborn. We would like to ask all members of the ValueLinks Association to let us know who will be able to participate.

Andreas Springer-Heinze and Alfons Eiligmann

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. TRAININGS AND SEMINARS

Past and Current Seminars

Third ValueLinks Training in South Sudan

A VL training took place in South Sudan, Juba for a third time from 5-9 September 2011. The first two trainings which took place in April and June 2011 to practitioners from the Ministry of Agriculture & Forestry (MAF), Juba University, Chamber of Commerce, the private sector and county level agricultural development officers had addressed 27 participants altogether and were very successful in capacitating the participants to implement VC. Further, during the second training, two VC planning workshops have taken place for the flour and oilseeds VCs. These two VCs will be very good platforms for the practitioners to use their acquired skills. The program is a cooperation between the Government of South Sudan MAF and the GIZ Sudan Food Security and Agricultural Development Program. The training was given by Mr. Afework Yohannes from Ethiopia who is a founding member of the IVLA (for further information, please contact: afework_y@yahoo.com).

Nicaragua: New Partnership between GIZ and the “Universidad Americana de Managua” (UAM) for Capacity Building in Value Chain Development

UAM and GIZ agreed on the training of consultants and master students on the ValueLinks concept and methodology. The first two trainings have already been successfully completed in March and July 2011. The training is part of the Master studies “Microfinance” and “Small and Medium Enterprise Development”. Several of the modules have been adapted and made more user-friendly. GIZ will implement a next ValueLinks training in October 2011, through a partnership with the Association of Producers and Exporters of Nicaragua, APEN (Beate.Weiskopf@giz.de).

Economic development in agriculture with economics!

Thorough understanding of farm economics and of the functioning of small scale farming systems are key for sustainable and effective agricultural/value chain support strategies. Based on a preceding needs assessment among members, the SNRD Working Group Agribusiness Development for Pro Poor Growth has organized a regional training for technical advisors of GIZ working in Benin, Côte d’Ivoire, Ghana, Niger, Nigeria and Uganda. The objective was to refresh their knowledge and skills related to key tools such as gross margins, productivities of labour and capital, unit cost calculation, cash flow and investment analysis. The training took place in Accra from 16 to 20th May 2011. All participants found the training useful and will recommend it to other colleagues. The French training is currently being prepared and possibilities of e-learning are presently explored to strengthen the working skills with standard spreadsheets and tools. More>> Stefan.Kachelriess-Matthess@giz.de

5th International ValueLinks Training in Germany (Oestrich-Winkel)

21 participants from Paraguay, USA, Dominican Republic, Kosovo, Ethiopia, Mozambique, Ghana, Saudi-Arabia and Germany attended the 5th international “Introductory ValueLinks Training” Seminar



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in Germany in July 2011. Oestrich-Winkel has become kind of an institution in the *ValueLinks* community, with more than 100 persons having participated in the last 4 years. The next Introductory *ValueLinks* Training in Oestrich-Winkel will take place in July 2012. More>> eiligmann@idc-aachen.de or www.idc-aachen.de/english/2_4.html/.

ValueLinks Trainings in Burkina Faso

A *ValueLinks* Introductory Training Seminar with 21 participants was organized in Burkina Faso by the GIZ "Programme de Développement de l'Agriculture (PDA) in June. A second seminar, a national ToT workshop and a presentation of the *ValueLinks* approach to the Advisory Committee of the Minister for Agriculture are taking place end of October. Training responsibilities will be fully handed over to local trainers and the *ValueLinks* approach shall be further anchored in agricultural development. The trainings are co-facilitated by Nasser Bila and Alfons Eiligmann (contact: florent-dirk.thies@giz.de, siaka.kone@giz.de, bilanasser@gmail.com or eiligmann@idc-aachen.de).

ValueLinks Trainings in Benin

Two *ValueLinks* Introductory Training Seminars took place in Benin in June. The trainings were organized by the GIZ ProCGRN programme together with the Belgian Technical Cooperation. Altogether, 58 persons participated in the training workshops, which were co-facilitated by Geoffroy Gantoli, Dieu-donné Konnon and Alfons Eiligmann. GIZ and the Belgian Technical Cooperation plan to further mainstream VC promotion know-how in Benin. A broad range of activities have been planned for 2012-2014, including strengthening the role of VC development in the curricula of university faculties (contact: horst.oebel@giz.de, simon.degila@giz.de, dkonnon@yahoo.fr, gantolig@yahoo.fr or eiligmann@idc-aachen.de).

ValueLinks Training in Cambodia

A *ValueLinks* Introductory Training Seminar which was organized jointly by IDC and COMO took place in Cambodia in May. The 21 participants came from local ministries, IFC, New Zealand Aid, Deutsche Welthungerhilfe, USAID, World Vision, GIZ and other organisations. A follow up training seminar is foreseen by GIZ for February 2012 and a 2nd edition of the Siem Reap seminar is planned for spring 2012 (contact: thomas.finkel@como-consult.de or eiligmann@idc-aachen.de).

Basic and Advanced ValueLinks Training in the Philippines

More introductory as well as advanced *ValueLinks* training seminars are organised in the Philippines in October 2011, supported by the SMEDSEP program, DTI and the University of the Philippines – ISSI. Contact: Uwe.Sturmann@giz.de.

Training of Trainers Workshop for the CAADP VC Capacity Building Program, Nairobi

The first event Training of Trainers workshop in Nairobi took place from 30 May to 3 June, 2011, at ATC in Nairobi with Andreas Springer-Heinze as lead trainer. 16 African trainers and value chain experts from Kenya, Ghana, Nigeria, Ethiopia, Sierra Leone, South Africa and Senegal met in Nairobi to apply and adapt *ValueLinks* to the capacity building needs arising from the national investment plans



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under CAADP. The major tasks were to set VC development into the context of CAADP and to design new training and workshop formats to be used to promote the implementation of VCD in the participating countries. There are two new training/workshop formats for CAADP – see the explanation in section 4 of this newsletter (contact: Andreas.Springer-Heinze@giz.de & Abraham Sarfo of CAADP Pillar 2: asarfo@cmaoc.org).

Practitioners' Training Seminar for CAADP, Nairobi

The Training of Trainers (ToT) workshop in Nairobi was followed by a “practitioners’ training” for people involved in implementing CAADP national investment plans – at the same venue. The 3-day seminar was prepared and facilitated by trainers who had taken part in the ToT the week before (contact: Abraham Sarfo of CAADP Pillar 2: asarfo@cmaoc.org).

CAADP Value Chain Stakeholder Workshop in Sierra Leone

The first national CAADP value chain workshop was held in Bo, Sierra Leone, in June 2011 using the format developed at the CAADP Training of Trainers Workshop in Kenya earlier. The workshop presented know-how on value chain promotion of direct relevance for the implementation of the Sierra Leone Smallholder Commercialisation Program (SCP) and three major priority commodities - cocoa, rice and cassava. Participants included major stakeholders of government and donors. They rated the workshop as highly pertinent, timely and useful for the stakeholders of the SCP. The capacity development approach of CAADP was explicitly accepted by the Ministry of Agriculture (MAFFS). The experience of this workshop serves as a model for similar workshops in other African countries (contact: Momoh Fonigay Lavahun - fonigay@yahoo.com and Andreas.Springer-Heinze@giz.de).

Coming up

Francophone Training of Trainers Workshop for CAADP VC Capacity Building, Cotonou

After the successful ToT workshop in Nairobi (see above), the next step in the CAADP value chain capacity building program is a similar seminar for the francophone community in West Africa which is scheduled for 21-25 November, 2011 in Cotonou, Bénin. Representatives of several West African countries are expected to take part. Bénin has been chosen as a venue, because it is one of the most active countries moving ahead the national agricultural investment agenda. The seminar will be conducted by a team of VL facilitators with Andreas Springer-Heinze taking the lead (contact: Andreas.Springer-Heinze@giz.de, Abraham Sarfo (asarfo@cmaoc.org), Doudou Ndiaye (dndiaye@cmaoc.org), Sonja Palm@giz.de and Horst.Oebel@giz.de).

Francophone training on “agricultural economics” for national experts of GIZ-supported agricultural programs, Natitingou, Benin

The objective of the proposed training in “farm economics” is to consolidate and to deepen the participants’ knowledge in “farm economics”, to strengthen their abilities to advise partner institutions and extension workers in economic issues of agricultural production, to learn from other GIZ-supported programs (stimulating peer learning) in all questions concerning farm economics and,



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finally, to develop a common approach of all GIZ supported projects in the assessment and evaluation of economic issues of agricultural production. The training will be held in French language in Natitingou, Benin, from 21-25 November. Major topics covered during the training are: Farming as a business and the smallholder farm as an economic unit, gross margin calculation and interpretation, unit cost assessment (primary production and processing, data collection and assessment of data quality, analysis of investment using cash flows, planning of family labour, risk analysis and risk management, introduction of standard spreadsheets developed by GIZ Sustainable Cocoa Business, ACi, ProAGRI and MOAP. At the end of the training, participants are enabled to check reliability of data, to calculate most important economic parameters of farm economics and to assess calculation results (contact: Annemarie.Matthess@giz.de, Horst.Oebel@giz.de, Stefan.Kachelriess@giz.de).

Maize VC Stakeholder Workshop in Ghana

Another CAADP-related event is the planned sector-specific workshop on maize in Ghana, End of November (29 November – 1 December, Accra). All major stakeholders in the maize business, including private companies, farmer representatives, Government and development partners will come together to review the situation of the maize VC, agree on development strategies and come up with plans for coordinated investment. Contact: Eddie Addo-Dankwa of the Ministry of Agriculture (MOFA) Ghana, email = addo_dankwa@yahoo.com.

ValueLinks Trainings in Vietnam (Da Nang)

A standard five-day ValueLinks Introductory Training Seminar will take place in Vietnam, February 13-17, 2012. The training is organized by IDC and the Vietnamese consulting company ILUMTICS. The training is open to all interested persons and is targeting particularly participants from South-East Asia. The maximum number of participants is 25. More>> www.idc-aachen.de/english/2_4.html or contact: eiligmann@idc-aachen.de.

ValueLinks Training Workshop at CTA, Wageningen

The Technical Centre for Rural and Agricultural Cooperation (CTA) In Wageningen, Netherlands, plans to step up its engagement in VC development work in Africa. It is planned to hold a training seminar introducing ValueLinks in December 2011 for the staff of CTA. Contact: Andreas.Springer-Heinze@giz.de.

ValueLinks training, 5th to 9th MARCH 2012 at Sentido Paradise Beach Resort, Mombasa, Kenya

Since 2008, ATC has conducted ValueLinks seminars in Nairobi, Nakuru, Embu, Nyeri, Mombasa, Bungoma and Naivasha, Kenya, and facilitated one seminar in Windhoek, Namibia. Participants have been drawn from various countries all over the world, including Kenya, Republic of South Sudan, Ethiopia, Ghana, Namibia, Nigeria, Uganda, Netherlands and Germany. A further ValueLinks seminar will take place in March 2012. The seminar language will be English. For more information, please contact us on valueLinks@atc.co.ke Chitunga@atc.co.ke. Telephone numbers (+254) 20 2325498 / (+254) 0720 564169 and (+254) 0735 847866.



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2. MEETINGS AND CONFERENCES

Assembly of the Sector Network GADeR.ALC (16-21 May 2011 in Brazil)

During the Assembly of the Sectorial Network the regional Working Group Latin America „Value chain development and cooperation with the private sector” organized an event on Value Chain Promotion and Green economy. Based on conceptual presentations and case studies from Peru and Brazil the relevance of the value chain approach for green economy could be shown. One important conclusion of the event was that it is important to analyze the resource efficiency and the CO₂ footprint along the value chain. Program and presentations are available at: <http://gaderalc.org/login/index.php> and <http://www.cadenasdevaloryppp.org>. Manuel Rojas, GIZ Peru, was elected as new coordinator of the working group. Contact: Manuel.Rojas@giz.de, Beate.Weiskopf@giz.de,

2nd meeting in 2011 of the SNRD working group “Agribusiness for pro poor growth” (September 26-28 in Nairobi)

Exceptionally for 2011, the working group scheduled a second annual meeting in Nairobi for two days exchange of experiences and a one day field excursion. Sixteen international participants (from Benin, Germany, South Sudan, Ghana, Nigeria, South Africa and Ivory Coast) came to Kenya and five staff members of Kenyan bilateral projects attended the meeting. Results from three task groups have been presented and progress reported on several issues related to institutionalization of value chain promotion, regional trade and food security, climate change conscious development of value chains as well as economical and financial aspects of value chain promotion. Specific topics like “Weather insurances as strategy to adapt to climate change” and impact assessment have been discussed but also aspects of the implication of the integration of the concept of “Green Economy” into value chain promotion. Further subject matter presentations (ten in total) have been presented at the *Second Regional Value Chain Symposium* and discussed with a larger public. The exchange with experts and colleagues outside SNRD was one of the reasons to couple the two events and to meet in Kenya. Presentations from the working group members at both occasions are available upon request from stefan.kachelriess@giz.de, speaker of the WG.

Second Regional Value Chain Symposium in Kenya (29-30 September in Nairobi)

ATC (Agricultural and Co-operative Training and Consultancy Services, Kenya) hosted the Second Regional Co-operative Value Chain Symposium in Nairobi on 29 and 30 September in conjunction with the Cooperative College Kenya. The thematic heading “bridging the gap in value chains” focused on innovation, financing of rural value chains and involving the youth. More than 200 participants took part. The presentations were accompanied by an exhibition of stakeholders, including the International ValueLinks Association and its African chapter (Value Links network Africa), and private service providers, seed companies and banks as well as members from SNRD Africa. Check at www.atc.co.ke/. Contact: Joachim Weber (j.weber@atc.co.ke).



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Conference on “Inclusive Business Models”, Bonn

The idea of “inclusive business models” is gaining ground. A political conference on empowering smallholder farmers - and the rural poor in general - to link up with commercial value chains has taken place in Bonn on 7 October, hosted by the German Federal Ministry of Economic Cooperation (BMZ). Inclusive business models are commercial ventures of private companies that integrate smallholders as suppliers (or poor people in other economic roles). The classical models are contract farming and outgrower schemes benefitting small-scale producers but there are other possibilities as well (business models at the base of the pyramid – BOP). The debate confirmed the importance of the idea as a (partial) solution to the poverty problem while highlighting some problematic aspects, especially the question of scaling up pilot business models from the micro level to the entire sector, the problems of instability and power asymmetry in the commercial relations and the application of commercial business models in staple food sectors.

Regional Workshop on Capacity Building for Producer Organizations in VC Development, Asia

A regional capacity building workshop is being held in Chiang Mai, Thailand, in October 2011, on the topic of strengthening the capacity of farmers’ organizations to respond to modernizing agriculture. The organizers are FAO and GIZ (Biocontrol Asia Program). The objective of the workshop is to introduce producer organizations and NGOs to some of the changes that are occurring in modern agriculture and the concept of value chain development. The workshop covers key topics relating to (i) producer-market linkages; (ii) post harvest management; (iii) business services; and (iv) financial services. Contact: Matthias.Bickel@giz.de.

THE 7TH REGIONAL BDS TRAINING WORKSHOP AND CONFERENCE 2011: VALUE CHAIN DEVELOPMENT IN EAST AFRICA

Theme: **“Promotion of Commercially Viable Solutions to Subsector and Business Constraints”, 21th – 25th November, 2011, Sarova Whitesands, Mombasa, Kenya.**

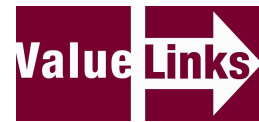
GIZ is one of the organisers of the conference and will play a key role in facilitation of the conference following the *ValueLinks* methodology. The conference targets private and public organizations, NGOs, financial services providers, value chain facilitators and practitioners, policy makers, producers and individuals whose vision for microenterprise development involves addressing the needs of value chain players within the context of globalization, dynamic domestic and global markets, in order to help them harness the resources they need to participate meaningfully and take advantage of markets opportunities. Details for the conference and registration can be obtained from www.mespt.org.

3. STUDIES AND EXPERIENCE

The following new documents are available at www.cadenasdevaloryPPP.org:

Nicaragua:

- Guía Metodológica para la implementación Talleres Fomento Cadenas de Valor, 2011



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- Serie de Guías Metodológicas para el fortalecimiento de empresas asociativas rurales - Auto-evaluación facilitada para la gestión de empresas Asociativas Rurales” con sus anexos. (País Nicaragua), 2011
- Buenas prácticas: Comunidades indígenas en la cadena de valor de madera: Experiencias de la cooperación alemana con comunidades miskitu en Nicaragua., 2010
<http://www.cadenasdevaloryppp.org/node/29>

Brasil:

- Técnicas Básicas de Moderação - GUIA para Facilitadores de Value Links – SocioBiodiversidade`, 2010
- Publicacion Borracha Nativa de Amazonia, 2010
- Actividades económicas sustentables: Los desafíos de la comercialización de productos indígenas, 2010
- Química de Oleaginosas, Valorización de la diversidad amazónica, 2010
- Gestión de conflictos en cadena de valor de sociodiversidad, 2010
<http://www.cadenasdevaloryppp.org/node/26>

Ecuador:

- Tesis: Participation in Organic Markets and Impact on Incomes: the case of small-scale cocoa and coffee farmers in Zamora Chinchipe Province, Ecuador
- Estimación del potencial de secuestro de carbono en sistemas agroforestales de cacao y café ubicados en la Reserva de Biosfera Sumaco, 2010
<http://www.cadenasdevaloryppp.org/node/27>

New version of toolbox available

The virtual toolbox for value chain development with a gender perspective is now available with an improved design and a more user-friendly "face"! With more than 100 instruments for value chain development, it is the result of a joint initiative promoted by various development organisations: RUTA, CATIE, PROPEMCE y GIZ - Regional Working Group "Value chains and cooperation with the private sector (PPP)." All tools have been tested in order to integrate gender equity elements. The toolkit allows users to easily identify the instruments, arranged according to the stages of development of a value chain. While browsing the site it is possible to create an own "My Account". You can also suggest new tools which once they have been reviewed by the supervising team, will be added. The toolbox and instruments are available in Spanish only (<http://www.ruta.org/toolbox/>).

"Greening the value chain" case study in Cambodia

In October/November 2011 GIZ (Division 47 at head office) conducts a study on the bamboo/rattan sector in Cambodia with the objective to assess the likely impact of climate change on the value chain and identify potential "hot spots". The study shall test a new methodology of climate proofing and come up with suggestions for measures to adapt to climate change (if necessary). Contact: thomas.finkel@como-consult.de and Andreas.Springer-Heinze@giz.de.



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4. INNOVATIONS AROUND VALUELINKS

Value chain capacity building to support the implementation of CAADP Investment Plans in Africa

The technical lead agency of CAADP Pillar, the secretariat of the Conference of African Ministers of Agriculture (CMA-AOC) has published its offers for developing the capacity of CAADP countries to implement value chain development projects. The concept and activities have been published in English and French language under the title "CAADP Value Chain Capacity and Programme Development". Contact: Abraham Sarfo (asarfo@cmaoc.org).

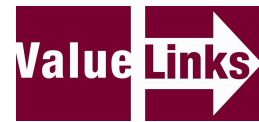
Greening the tourism value chain in Bohol, Philippines

As part of the interventions of the GIZ supported Private Sector Promotion Program in the Philippines, a recent mission assisted in developing a "greening the tourism value chain in Bohol" strategy. The assignment was a follow-up on last year's work on integrating green growth strategy elements into the MSME Development Plan of the Department of Industry, this time breaking it down to the value chain level. The greening strategy will consist of 6 work packages that will help improve the competitiveness of the tourism sector and reduce its ecological foot print at the same time. The work packages are (1) Energy efficiency and renewable energy, (2) Water savings and waste water treatment, (3) Solid waste management (reduce-reuse-recycle strategy), (4) Green transport, (5) Green supply and (6) Natural resource management. For more information please contact Thomas Finkel at Thomas.finkel@como-consult.de or finkel@pafosu.de.

Moving Beyond Agro-Products

Is there a case for actively pursuing Value Chains in other economic sectors?

The overwhelming majority of value chains supported through GIZ ValueLinks is related to agriculture in a wider sense. Fresh products, processed foods, coffee, cocoa and tea or agro-based commodities make up the bulk of the interventions. That is now wonder, since this is the historic background of ValueLinks development and those are the sectors where our target groups are based, where poverty is rife and where economic potentials in the developing world lie. Of course, handicrafts, forestry products or ecotourism are receiving growing attention for similar reasons. However, could there not be a case for moving further? The cities are expanding and the urban poor are growing fast, job creation is on top of any government's agenda and –last but not least – the development objectives our partner countries are no longer only agro-related. How about sectors like ICT, mining, recycling, construction, chemicals / pharmaceuticals or industrial manufacturing? Would it not make sense to grasp opportunities that are arising for poverty reduction, income generation or consumer protection? Naturally, questions arise: Is our development policy – and consequently our projects – considering these sectors? Do we get the outreach and poverty reduction that we desire? Are the current approaches and guidelines suitable for those sectors? Is there a case and enough interest to move beyond the current spheres of *ValueLinks* activities? Interested? Then give us your comments, ideas and input or even case studies that you might know of. We are considering an effort to take *ValueLinks* actively into other economic sectors, but this will also depend on the feed-back that we



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get and the interest we perceive. You are welcome to post any feed-back through the Value Links website or directly contact Christian Matschulla, NetzwertBeratung (cm@netzwert-beratung.de) or Wolfgang Wiegel (wwiegel@gmx.net).

5. VALUELINKS ASSOCIATION NEWS

List of VL trainers in Latin America

A list of ValueLinks trainers in Latin America with regional experience can be found on the website of the International ValueLinks Association. Click [here](#).

Annual Meeting 2011

The Annual Meeting 2011 is scheduled to take place on Dec. 20/21 in Eschborn, Germany. Members are kindly asked to give us a feedback who will be able to participate and to reserve the dates (for feedback, please contact: info@valuelinks.org).

New material available - ValueLinks Leaflet

We prepared a ValueLinks Association Leaflet and are currently printing 5,000 copies in English language. We invite all members to distribute the leaflet and will be pleased to make a number of leaflets available to you. Please contact us and tell us, how many leaflets we should send you. The leaflet can also be downloaded as a PDF file from the website and will as well be available in French by mid-november (contact: info@valuelinks.org).

New promotional material available for members - ValueLinks Roll-up banners

We have produced several ValueLinks Association Roll-up Banners which can be used in workshops, conferences and other events as promotional material. One copy is available at ATC in Nairobi (contact: Joachim Weber), another one at GIZ head office in Eschborn (contact: Eberhard Krain) and yet others in Bangkok (contact: Matthias Bickel) and Manila (contact: Rita Pilarca). Further Roll-up Banners are planned to be made available in Ghana and Benin. Every member of the International VL Association can borrow the material from these places free of charge or make new copies using the ready-to-print file we are happy to share. We definitely invite all members to utilize the material. Please inform us early on if you need it. Transport charges will have to be covered by anyone borrowing the material (contact: info@valuelinks.org).

The ValueLinks Association grows!

As per August 2011, the International ValueLinks Association now has 80 members coming from/working in 29 different countries. An updated version of the complete member list with contact details is available in the member area of the ValueLinks website (contact: info@valuelinks.org).



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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 (for any changes, please contact: info@valuelinks.org).

USAID released new curriculum "Facilitating Value Chain Development"

USAID and ACDI/VOCA have developed a new five day exercise-based curriculum for VC development. The material can be downloaded from the MICROLINKS website <http://microlinks.kdid.org/news>.

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 these fields, 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.

YOUR contributions 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 to be compiled in July/August. Don't wait to be asked. Use this media as your platform!

Editors of this edition:

Alfons Eiligmann / Andreas Springer-Heinze

info@valuelinks.org

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