



# ValueLinks NEWSLETTER November 2012

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*Dear Reader,*

This is the 6<sup>th</sup> edition of our newsletter, which gives you an overview on current VC promotion activities around *ValueLinks*.

The annual General Assembly of the *ValueLinks* Association will take place in Eschborn, Germany, on December 19-20, 2012. The general assembly will start December 19 at 1.30 pm. For those who arrive early, we propose to have lunch together before. As usual, the assembly will take place at the MERCURE Hotel Frankfurt Eschborn Ost, Helfmann-Park 6, 65760 Eschborn. The meeting will last until 6 pm on Dec. 19. A joint dinner is planned for 7 pm. The assembly will be continued on Dec. 20 from 9 am to 1 pm. For those who need accommodation, the MERCURE hotel offers its usual GIZ rate of 99 € including breakfast. We have made a preliminary reservation for a number of rooms which we have to re-confirm by December 1 latest.

We cordially invite all members of the International *ValueLinks* Association to participate in the Annual General Meeting. Please let us know as soon as you know whether it will be possible for you to participate and whether you need accommodation at the MERCURE hotel. We kindly ask all members not able to participate to send us comments and contributions to the assembly by e-mail to [info@valuelinks.org](mailto:info@valuelinks.org). All contributions received prior to the Annual General Meeting will be shared with the participants.

Looking forward to meeting a large number of our association members in Eschborn!

*Andreas Springer-Heinze and Alfons Eiligmann*

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

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

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



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## 1. TRAININGS AND SEMINARS

### Past Seminars

#### ***ValueLinks training course for the Ministry of Industry and Productivity, Ecuador***

On the basis of the *ValueLinks* methodology, a training course on the value chain approach was conducted in Quito from 21 to 25 November 2011. The event aimed at providing training for 30 staff members of the Micro-SMEs Development Department of the Ministry of Industry and Productivity on value chain promotion, as well as imparting practical knowledge on the development of two production chains. Emphasis was placed on the chain selection process, the new territorial competences in Ecuador, designing the improvement strategy to start implementation of the process, as well as the development of services. The training programme also included a quality improvement module based on a presentation of the "Calidena" Methodology developed by PTB. These aspects were of particular interest to the Ministry, since specific projects of this institution aim to promote services for involved actors and particularly consolidate their actions in local territories. Field visits were carried out to the organic blackberry and leather/footwear chains located in Tungurahua. The blackberry chain focused on production and productivity managed by smallholders, as well as added value generation by processing practices for export markets. The leather/footwear chain was innovative; processes included cattle management, utilization of animal skin and elaboration of end-products. Contact: Aracely Salazar Antón, [aracely.salazar@giz.de](mailto:aracely.salazar@giz.de).

#### ***ValueLinks Trainings in Benin***

6 ValueLinks Introductory Training Seminars with 180 participants were organised by the GIZ ProAgri programme in Benin in the period May-October 2012. The seminars were fully facilitated by national trainer teams, based on the ValueLinks training capacity built up by AFC/IDC as part of component 1 of ProAgri. The lead facilitators of the trainings were the VL association members Geoffroy Gantoli and Dieu-donné Konnon. The new co-facilitators were Mohamed Nasser Baco, Yvette Ayyikoué, Issaou Karim and Alexis Housou. In addition, Dieu-donné Konnon and Geoffroy Gantoli conducted a ToT workshop in Benin for the Belgium Technical Cooperation who uses ValueLinks knowledge in its programmes as well. Contact: Geoffroy Gantoli, [gantolig@yahoo.fr](mailto:gantolig@yahoo.fr) or Dieu-donné Konnon, [dkonnon@yahoo.fr](mailto:dkonnon@yahoo.fr).

#### ***ValueLinks Trainings in Kenya***

In the last quarter, ATC (Agri and Co-operative Training and Consultancy Services) facilitated a trilateral workshop (German, Israel and Kenya governments) on the Tilapia value chain and conducted value chain analyses of 4 commodities (meats, grains, dairy and cereals) in four regions of Kenya under the Ministry of Agriculture-Kenya (Kenya Agricultural Productivity and Agribusiness Programme) and a World Bank project. Further on, a value addition and value chain training to the world's biggest refugee camp, Dadaab, and several ValueLinks Introductory trainings were held. Contact: Ancieta Mwiti, [amwiti@atc.co.ke](mailto:amwiti@atc.co.ke).

#### ***Promoting Tourism in the Visayas, Philippines: Destinations, Markets and Value Chains Workshop in Cebu City, September 10 to 14, 2012***

Tourism has a great potential for creating jobs, often in regions where agribusiness and other sectors offer less opportunities. The fact that tourism is a service industry clustered at particular locations (destinations) means that value chain development needs tools that differ from conventional VC analysis. This workshop provided a methodology for analysing and promoting tourism, both at the



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destinations as well as along the service value chains of particular products, such as diving, sun&beach, conference or medical tourism. A special focus was placed on greening the tourism industry. The approach and tools presented constitute a special version of “ValueLinks for tourism” that can easily be transferred and applied to other regions with a substantial tourism potential. Contact: [Rita.Pilarca@giz.de](mailto:Rita.Pilarca@giz.de) and [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

## **ValueLinks Training with SAARC businesswomen in India**

23 businesswomen representing main women entrepreneurs’ organisations in Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka participated in a *ValueLinks* Introductory Training Seminar in New Delhi in September 2012. The seminar was organised by the GIZ CHANGE project (Chamber and Advisory Network and Cooperation for Women Entrepreneurs) in cooperation with SAARC, the South Asian Association for Regional Cooperation. According to the professional background of most women entrepreneurs, the *ValueLinks* seminar largely focused on handicraft value chains. Seminar facilitators were Alfons Eilgmann and Rajeev Sharma. Contact: [eilgmann@idc-aachen.de](mailto:eilgmann@idc-aachen.de) or [rajeev.sharma@giz.de](mailto:rajeev.sharma@giz.de).

## **1<sup>st</sup> ValueLinks Training Workshop in Cote d’Ivoire**

18 representatives of the Ministry of Agriculture, business membership organisations of the main agricultural value chains, national GIZ programmes and consulting firms attended the first *ValueLinks* Introductory Training Seminar in Grand Bassam, Cote d’Ivoire, in October 2012. The seminar was organised by IDC and Promak Afric, supported by the GIZ PRODEMIR programme and a World Bank project in Cote d’Ivoire. Seminar facilitators were Alfons Eilgmann and Magès Nangui. Contact: [eilgmann@idc-aachen.de](mailto:eilgmann@idc-aachen.de) or [nanguim@hotmail.com](mailto:nanguim@hotmail.com).

## **Training on Farm Economics in Ethiopia**

In October, the GIZ-programme Sustainable Land Management (SLM) in Ethiopia implemented a 1-week training workshop on Farm Economics in collaboration with the Sector Network Rural Development, Africa (SNRD) working group Agribusiness and Food Security. The training, which was implemented by Dayo Mejabi and Aderie Adugna, brought together 20 GIZ-colleagues with diverse technical backgrounds including Regional Managers, Livestock Advisors, Crop Advisors, Coop Expert, Watershed Advisor and PM&E Advisors. The training topics covered included Farming as a Business, Gross Margins, Cash Flows, Profitability Criteria and Investment in Agriculture with hands-on computer exposure. Similar trainings have been conducted by already in South Africa, Burkina Faso, Benin and Ghana. Contact: [stefan.kachelriess@giz.de](mailto:stefan.kachelriess@giz.de).

## **Coming up in 2013**

### **7<sup>th</sup> ValueLinks Introductory Training Seminar in Oestrich-Winkel, Germany, June 24-28, 2013**

The annual *ValueLinks* Introductory Training Seminar in Oestrich-Winkel, Germany, will take place in the week June 24-28, 2013. The seminar will be organised by IDC, training fees will be applied. More: [www.idc-aachen.de/english/2\\_4.html](http://www.idc-aachen.de/english/2_4.html).

### **ValueLinks Introductory Training Seminars in Cambodia and Cote d’Ivoire, 2013**

IDC will organise 2 further *ValueLinks* training seminars in Asia and West Africa. The seminars will take place in Cambodia (in English language) and Cote d’Ivoire (in French language) in the first half of 2013. The dates will be published in December, training fees will be applied. More: [www.idc-aachen.de/english/2\\_4.html](http://www.idc-aachen.de/english/2_4.html) or [eilgmann@idc-aachen.de](mailto:eilgmann@idc-aachen.de).



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## 2. MEETINGS AND CONFERENCES

### International Conference:

#### “Making the Connection: Value Chains for transforming smallholder agriculture”

Addis Ababa, 6-9 November, 2012

The Technical Centre for Agricultural and Rural Cooperation (CTA) organizes a big conference on value chain development to be held in November this year in Addis. This event will bring together international experts and practitioners to discuss how best to incorporate smallholders into value chains to promote agricultural and rural development and how to transform smallholders into entrepreneurs. The conference also focuses on the knowledge base for the promotion of sustainable value chains and the training and information-sharing needs.

The *ValueLinks* Association will have an own booth at the conference and will be represented by the VL association members Afework Yohannes, Eddy Addo-Dankwa, Abraham Okolla Whakutu and Andreas Springer-Heinze. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

## 3. STUDIES, EXPERIENCE AND INFORMATION

### *New VL association partner in East Africa*

The Value Chain Professionals Association Africa (VCPA) was founded in 2010 and registered in 2012 as an association of value chain development professionals and practitioners. VCPA is influenced by *ValueLinks* and members of the VL association, but aims at bringing together practitioners working with different value chain approaches in the Africa region in order to enhance quality and professionalism in value chain facilitation, training and promotion. The objectives of the association are to:

- Provide quality value links and value chain development training
- Enhance professionalism in training, consultancy and value chain facilitation
- Ensure value chain practitioners keep abreast of national and international trends
- Develop professional standards for value chain development
- Provide resources for value chain practitioners – research, analysis, online information, books and newsletters
- Provide networking opportunities to members
- Provide a forum/platform for exchange of experiences and knowledge
- Affiliate to international and local public and private organization with similar objectives and interests.

Any person over the age of 18 years and qualified in profession who has participated in value chain training and is conducting either value chain training or value chain facilitation/promotion is eligible to become a member. The membership and recruitment sub-committee considers each membership application and places them into categories based on their qualification and experience. The registration fee and subscription fee is determined by the committee and approved at an annual general meeting and by the registrar of societies. Each member shall pay a membership fee of Kshs. 5.000/= (€50 equivalent) and an annual subscription fee of Kshs. 3.000/= (€30 equivalent).

As representatives have been elected:

Chairperson: Arshfod Ngugi

Vice- Chairperson: Joachim Weber



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Secretary: Ancieta Mwiti

Assistant Secretary: Meschack Makongogso.

Treasurer: Nelson Ojango

ATC is currently hosting the association as its secretariat. Contact: [vcpa-africa@atc.co.ke](mailto:vcpa-africa@atc.co.ke).

## ***New GIZ programme taking up value chain development in Togo***

A new programme for agricultural and rural development is soon to start in Togo after the cooperation between Togo and Germany has been resumed in 2012. The programme will work on cereals and another value chain that is yet to be determined. The rural energy problem will be addressed by looking into the fire wood and charcoal VCs. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de).

## ***Bringing Farmer Business Schools to cotton and other crops***

In preparation of the second phase of the Competitive African Cotton Initiative (COMPACI), the concept of Farmer Business School, developed by the GIZ-Sustainable Cocoa Business (SCB) project, is currently adapted to cotton production systems in Malawi, Benin, Côte d'Ivoire and Ghana. Pilot activities are taking place and staff from cotton companies is undergoing training supervised by master trainers from SCB. Moreover, the GIZ-ProAgri programme in Benin adapts the concept to rice and cashew production systems. Contact: [annemarie.matthess@giz.de](mailto:annemarie.matthess@giz.de).

## ***Successful advisory services between programmes in Latin America, Nicaragua***

At the latest meeting of the working group "Value chains and cooperation with the private sector" of the Sector Network GADeR-ALC, regional cooperation has been agreed between the Selva Maya programme (Guatemala, Mexico and Belize) and the MASRENACE programme aiming to introduce the ValueLinks methodology into the Selva Maya programme. MASRENACE advisors experienced in the implementation of the methodology assist the Selva Maya programme in the development of the value chain promotion strategy and in the implementation of successful instruments. MASRENACE has already been working since 2008 with ValueLinks in cacao, timber, sustainable livestock farming/dairy products, honey and agro-ecotourism value chains. Impacts are visible in several of these chains and lessons learned are already being systematized. Contact: Marlen Landero, [marlen.landero@giz.de](mailto:marlen.landero@giz.de).

## ***Institutionalizing the ValueLinks methodology in MASRENACE partner organizations, Nicaragua***

Experiences gained in value chain promotion (tourism, honey, cheese, cacao and timber) in Nicaragua, based on the ValueLinks methodology, produced positive impacts and aroused the interest of partner organizations to implement the methodology also at their institutional level, as well as in other specific chains and circumstances. Considering this fact, the GIZ MASRENACE programme is implementing in its last phase a process of ValueLinks methodology institutionalization in 2 partner organizations: the farmers and stock-breeders association, Unión Nacional de Agricultores y Ganaderos (UNAG) and the North Atlantic Autonomous Regional Government (GRAAN). One of the necessary actions was to define successful experiences within the partner organizations in the implementation of the ValueLinks methodology, which will undergo a systematization process - a necessary requirement for the institutionalization process. With both partner organizations, an institutionalization strategy is being developed, that takes into account the specific requirements of the organization with regard to capacity building, identifying costs and gaps, as well as defining the necessary steps for the implementation of the strategy. Partner organizations are currently strengthening those capacities in their teams that have been defined as necessary for the institutionalizing process, while incorporating in their strategic planning instruments the process required for institutionalization.



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One lesson learned is that the institutionalization process must be considered and planned from the outset of the programme in order to improve sustainability of the intervention. Contact: Beate Weiskopf, [beate.weiskopf@giz.de](mailto:beate.weiskopf@giz.de).

## **Public-private partnerships for the development of the Sacha Inchi value chain in Peru**

Sacha Inchi is a Peruvian native product prioritized by the National Biotrade Promotion Programme. Sacha Inchi is a vegetal source rich in poly-unsaturated fatty acids, high in omega 3, 6 & 9, protein and natural antioxidants, which make it an input with interesting international demand for the food and cosmetic industries. Sacha Inchi exports have developed positively, growing by 14.3 times in 5 years to USD 1'826.480 in 2011. Good acceptance of the product in international markets has generated higher demand and price increase of the raw material, the entry of new exporting companies and higher sales expectations. However, Sacha Inchi farming is not carried out with enough organization and appropriate handling to ensure compliance with quality standards and sustainable supply. Being the San Martín region one of the main Sacha Inchi producing areas, this crop could play an important role in the economic and social development. In this context, *Perúbiodiverso* has been assisting the San Martín Regional Government in the implementation of its economic development and biodiversity strategies, aiming to achieve environmental, social and economic sustainability of native biodiversity crops such as Sacha Inchi.

In the San Martín region, the Sacha Inchi value chain involves diverse actors: 820 associated producers and 500 individual producers, 10 processing and/or marketing companies, the Regional Agricultural Department of the Regional Government, the National Institute of Agricultural Research, the Peruvian Amazon Research Institute and cooperation projects such as *Perúbiodiverso*, executed by the GIZ Programme "Sustainable Rural Development" (PDRS). Since 2008 these actors have formed the *Mesa Técnica Regional de Sacha Inchi*, a concertation facility that allows better integration among producers, export companies, service providers and public support entities. In the framework of this facility, *Perúbiodiverso* has encouraged, under the PPP modality, implementation of 3 public-private partnerships, aiming at enhancing smallholder capacities to supply exporters, technical development of the crop, business articulation and implementation of quality standards. The three partnerships are currently being implemented. Sustainable integration of 468 smallholders and additional 300 Sacha Inchi hectares in the supply chains of the firms RODA Selva, Shanantina and Amazon Health Products is expected after completion (March 2013). These companies are currently improving their management practices and implementing the Biotrade Principles and Criteria, thereby ensuring social, environmental and economic sustainability of the chain. *Perúbiodiverso* is an initiative supported by the Swiss cooperation agency SECO and GIZ, in agreement with the Ministry of Foreign Trade and Tourism, the Peruvian Commission for the Promotion of Exports and Tourism and the Ministry of Environment. Contact: Luis Rosa Pérez, through GIZ-Peru, [Roberto.duarte@giz.de](mailto:Roberto.duarte@giz.de).

## **4. INNOVATIONS AROUND VALUELINKS**

### **Business Models: Linking micro and meso levels in value chain development**

Value chain projects often focus on the micro level working with farmer organizations, SMEs and local firms. When individual enterprises create upgrading solutions locally, the VC project in charge is confronted with the question of scaling up. One way of linking micro to meso builds on the concept of the "business model" – a detailed description of a particular way in which enterprises organize their business links, choose technical and logistics solutions and make contracts, possibly integrating



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service delivery and financing. This becomes relevant for VC development to the extent that it can be replicated and serves as a business *model* rather than just a local solution. The generic business model (rather than the particular case) is used for VC analysis and VC mapping at the meso level showing its market share, conditions for implementation and significance for pro-poor growth. It appears that the business model provides a useful link between micro and meso as it can be used at both levels. Hence, value chain projects increasingly adopt the concept. An example is the PDA programme in Burkina Faso that has been working with business models, especially in sesame and manioc. Contact: [Andreas.Springer-Heinze@giz.de](mailto:Andreas.Springer-Heinze@giz.de)

## 5. THE VALUELINKS ASSOCIATION/CONTACT

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

We invite all members to check, whether their personal profile and contact information on the website are still up-to-date or whether any changes are necessary, for instance on changed responsibilities/project assignments or new e-mail address. Please send any updates to: [info@valuelinks.org](mailto:info@valuelinks.org).

### **How to become a member of the International ValueLinks Association**

IVLA is a professional association of experts in the area of market development and value chain promotion. We welcome new members who are professionally active in this field, interested in sharing experience and in contributing to the advancement of the value chain approach to economic development, and the *ValueLinks* methodology in particular. The benefits of membership include privileged access to the latest methodological innovations, a platform for presenting own competences and achievements and contacts to colleagues all over the world. These are the fees for membership:

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

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

### **YOUR contribution to the next newsletter**

A request and an offer to all members of the International ValueLinks Association: Please inform us about your activities so that they can be included in the next edition of this newsletter!

### **Contact/Imprint**

International *ValueLinks* Association e.V., c/o Dr. Andreas Springer-Heinze, Deutsche Gesellschaft für Internationale Zusammenarbeit mbH, Postfach 5180, 65726 Eschborn, Germany. E-Mail: [info@valuelinks.org](mailto:info@valuelinks.org). Register of associations: Amtsgericht Frankfurt, Vereinsregisternummer: VR14321.