



Danish Development Research Network

Bringing together knowledge and development

A Guide to Value Chain Guides

A reference database with search criteria,
recommendations and analysis of patterns



By Søren Borch, ConDiv Consulting
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Acknowledgment

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Abstract

The **value chain approach** has for a number of years been used in international development assistance. A lot of guides and materials are available, and many potential users ask for easier access to value chain guides that are truly useful for their work.

The present guide is a **metaguide**, i.e. a guide to value chain guides. It combines a report, a reference database, and a glossary database.

The **report** gives *recommendations* on choice of value chain guides for various types of *users* and for frequent *themes*. It also brings *statistics and analyses* based on the sampled value chain guides.

The **reference database** gives access to searching, sorting, filtering, and analysing the sampled guide references, categorised according to a number of criteria on demand by potential users.

The **glossary database** covers concepts and acronyms related to organisations and themes from value chain development.

The **target group** for the metaguide consists of people who work professionally with value chains, be it value chain consultants, researchers, donors, guide developers, or professional managers. The metaguide is primarily meant to be a **practical tool** for the target group.

From the **content of the metaguide** we may emphasise that it defines a number of value chain *concepts* (type of actors, distinction between operation and development tasks etc.) and a number of guide *formats* (toolbox, portal, handbook etc.). Also recommendations are based on an empathetic approach to *user profiles*, showing the multiplicity of demands for value chain guides. And in addition, a number of searches lead to lists of recommended guides on selected *themes*.

Some **conclusions** from the analyses are:

- The most common *guide formats* in the sample are web portals, research papers, textbooks and broad reports, while case stories, consultancy reports, course material, fiction, manuals, toolboxes and tutorials are scarce.
- A number of *themes* are frequently treated, but few are treated in the formats preferred by the operational actors.
- Value chain guides are *primarily produced* by development institutions, and most of them are financed directly or indirectly by governments in the rich world.
- The *operational actors* (micro, SME and corporate) are not very well supplied with adequate guides, and demand is best met for academics and development institutions.
- Most of the *value chain operators* use their time solving problems in their own internal value chains. We lack guides to *transform value chain analyses to adequate management measures* for the operative leaders who are the sine-qua-non in all development.
- The *reference database* functions well for handling references on value chain guides. Especially for filtering, searching and sorting. Presentation and reading of full text references would however be better in another type of software (not spreadsheet).
- The *glossary database* is a help to harmonise spelling and interpretation of central concepts and to look up acronyms.

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1 Introduction to the VC metaguide

This is a Metaguide

The present metaguide combines a report, a reference database, and a glossary database.

It is a metaguide in the sense that it is a guide to guides. The subject of the guides is value chains used as a means in international development assistance. The word *guide* is used in a fairly pragmatic and broad sense to include most material that may help a user's work on value chains, be this for business, research, or other purposes. So in this context the term guide is much wider than e.g. tool, guideline, manual or handbook.

The *report* brings recommendations on which value chain guides to choose, depending on type of user or theme. The report also analyses the guides to see the structure of the "market for producers, payers and users" of value chain guides.

The *reference database* contains (in its present version) 160 references to value chain guides, each one specified with title, author, a number of keywords, some qualitative rankings and formal data, all in all 50 criteria. Some references are not yet fully classified.

The *glossary database* contains 460 entries, covering concepts and acronyms related to organisations and themes from value chain development.

The metaguide is targeted at people who work professionally with value chains (and who are able to use spreadsheet software), e.g. value chain consultants, researchers, donors, guide developers, and operational managers.

Instruction for reading the metaguide

You may find it useful to start in the report with:

- The presentation of the different *formats* that value chain guides have.
- The definition of actors and other value chain *concepts* that are used for the value chain guide analysis.

But you may also go directly to the central parts of the report:

- *Users* of value chain guides, a chapter that tries to give you an empathetic understanding of 18 types of actors. See the life situation of each of them, find one that resembles you, and benefit from the recommended value chain guides.
- *Themes* (like finance, mapping, gender) are treated separately, and you might find recommendations as to which value chain guides to work with.
- *Market* for value chain guides is treated separately, analysing demand and supply.

You may even go directly to:

- *Conclusions* on each of the above content chapters.

Finally you may choose to skip the report text and go directly to the databases for your problem solving:

- The *reference database* contains references to 160 value chain guides. Try your keywords, use the selection criteria, and look for your favourites.
- The *glossary database* is a straightforward useful tool for any work with value chains. Find concepts and actor acronyms etc.
- Both databases are implemented in a *spreadsheet*, in order to facilitate overview, search, filtering, sorting, and analysis, although presentation and reading of full text references could be better in another type of software.

Examples of how to use the reference database to find a guide to meet your demand

The reference database is quite comprehensive, and the following examples illustrate how to make use of it:

- To look for guides that fit your *user profile in general*: Find the user profile in the report that resembles you the most, and use this profile name, e.g. "Program-Peter", to filter the database in the field "User-recom" (user-recommendation).
- To look for guides that treat a *specific theme*, e.g. gender. Filter for "Gender" in the field "Keyword". Some themes have been analysed already, and the top recommendations can be found in the field "Theme-recom".
- A list of *Top-10 guides* is offered as the result of a quick-and-dirty analysis.
- To *customize any search*: Combine any fields, e.g. a reference ranked high on theory, with a specific theme and a geographical limitation, e.g. Kenya. Or analyse which authors work with a specific theme: Filter for the theme, and browse the "Author" field.

Background

- The value chain approach has for a number of years been used in international development assistance.
- *A lot of guides* and materials are available, and many potential users ask for easier access to value chain guides that are truly useful for their work.
- Therefore the Core Group of the Global Value Chains in Business and Development Working Group form *DDRN* (the Danish Development Research Network) has asked for a review of GVC (global value chains) methods.
- The vision of this review is to ensure that users of value chains for development have easy access to methods that *facilitate* their route from idea through analysis and implementation to impact evaluation.

Methodology

- A number of users of value chain guides have been *interviewed* to focus the demand for selection, segmentation and categorisation.
- Their references to guides have been followed and supplemented, and value chain guides have been *scrutinised and categorised* in a database.
- The references have been *analysed* to reveal recommendations for users and to see patterns in the market of production and demand for value chain guides.
- It has been a fascinating process to balance scientific significance and operational usefulness. Especially we have tried to cater for a broad spectre of users and to *stick to practical use* which turned out to be in high demand with our interviewees.

2 Formats of VC guides

This chapter is meant as a simple introduction to the formats of value chain guides through archetypical examples. The idea is to help the reader enter the subject in a smooth way, rather than to cover the field in a thorough way.

As appears, we take a fairly pragmatic approach to the concept of *guide*, thus including most material that may help the user in his work on value chains, be this for business, research, or other purposes. So in this context the term *guide* is much wider than e.g. tool, guideline, manual or handbook.

2.1 Formats used in the reference database

Toolbox, Manual

A *tool* is "an instrument such as a hammer, screwdriver, saw, etc. that you hold in your hand and use for making things, repairing things, etc. A thing that helps you to do your job or to achieve something" (OALD, Oxford Advanced Learner's Dictionary). Typical examples of tools in a VC guide context are spread sheets, checklists, game materials, facilitator materials, simulation models, analysis models, and mapping techniques.

A *manual* is "a book that tells you how to do or operate something, especially one that comes with a machine, etc. when you buy it" (OALD). A manual-like VC guide gives instructions for the use of specific tools and models. It has more guidelines and a how-to-do approach than for instance handbooks.

Tools and manuals are often included in other formats, e.g. in handbooks. In the database sample we may classify a guide as "Toolbox" if it is predominantly a box of tools, or as "Handbook; Toolbox" if it is a handbook with a very large toolbox in it, or we may just classify it as "Handbook" with the additional information that it contains many or few tools.

Handbook, Textbook, Tutorial

A *handbook* is "a book giving instructions on how to use something or information about a particular subject" (OALD). In the VC guide context a handbook serves a quick look-up for solutions to problems and questions, a kind of all-round vade mecum. It may be short or voluminous.

A *textbook* is "a book that teaches a particular subject and that is used especially in schools and colleges" (OALD). It is a comprehensive material for studying a subject.

A *tutorial* is "a short book or computer program that gives information on a particular subject or explains how something is done" (OALD). In the present context we let tutorial indicate a quite short handbook in a very pedagogical style.

All three are systematic, user-friendly, and application oriented. They have a general approach, spanning more than one specific sector, function, country, or actor. They are similar in some ways, but also differ. A textbook is less instructive than a manual, and less operational than a handbook.

Research, Report

Research is "a careful study of a subject, especially in order to discover new facts or information about it" (OALD). As for VC guides, a research guide may be called a paper, an article, a thesis, a conference presentation, a publication, a manual or similar by the author. The focus is on understanding theme(s), concepts, models, deeper relations, revealing new, etc through analysis.

A *report* in the present contexts is "an official document written by a group of people who have examined a particular situation or problem. A spoken or written description of something

containing information that somebody needs to have" (OALD). Here "report" indicates an all-round compilation that is more "documentary" and less "user-oriented" than a handbook or textbook. It is often difficult to distinguish between the formats handbook, textbook, research, and report, but these terms are commonly used by users, so we try to use them here also.

Course, Consultancy

A *course* is "a series of lessons or lectures on a particular subject" (OALD). Here we include VC guides meant for use in a course or conference context, implying a non-stand-alone performance, e.g. slide presentations. A course material is less comprehensive, inclusive and stand-alone for self-study than e.g. textbook.

A *consultancy* is an "expert advice that a company or person is paid to provide on a particular subject. A company that gives expert advice on a particular subject to other companies or organizations" (OALD). A consultancy material is much like a handbook, but focused on one specific VC or sub-sector, specific problems, or a specific customer or targeted VC actor.

Case story, Faction

A *case* is "a particular situation or a situation of a particular type" (OALD). A VC case concerns a specific product, specific enterprises, set in real time and space. Most VC guides contain some case descriptions, which is indicated in the field *Case* in the database. Case stories often fulfil several purposes: documentation of project results, inspiration for others, reinforcement of learning, examples of how-to-do, etc. They are typically weak on theory, models and normative guidelines, whereas they emphasize empirical aspects.

Faction is "Films/movies, books, etc. that combine fact with fiction (= imaginary events)" (OALD). We may consider it a guide that combines facts and fiction using the storytelling techniques of fiction, constructed over a VC reality.

Faction and case stories address the reader's heart (emotion and empathy) more than the brain (cognition, understanding). Faction even more than case stories, since it allows for more dramatic narrative means. This is very relevant since many operators are action people and entrepreneurs, and they are more driven by gut-feelings and intuition than by logic, structured cognition.

Portal and Other

A *portal* is "a website that is used as a point of entry to the Internet, where information has been collected that will be useful to a person interested in particular kinds of things" (OALD). It is like an index to many guides of various formats.

The format "*other*" is used for guides that have a special format that is not included in the list above, e.g. political statements, debate, advertisements, briefs, hybrids (several formats mixed, without any being obvious).

2.2 Conclusions on formats

Obviously, many VC guides do not belong exclusively to one format. They constitute compromises according to the goals of the producer of the guide. Nevertheless, the above formats may serve as a means of classification of guides to help users match their needs and demands with the available guides.

Let's take a quick look at the actual number of occurrences of different formats in the present sample of value chain guides in our reference database:

Guide formats	#	Notes
Case story	3	The guide contains a descriptions of cases (one or more)
Consultancy	1	The guide provides advice to a specific VC actor
Course	4	The guide contains material for use in a course or conference
Faction	1	The guide is a story constructed over VC reality
Handbook	6	The guide serves a quick look-up for solutions to problems and questions
Manual	1	The guide is an instruction for use of specific tools and models
Other	7	The guide has a special format that is not on the list
Portal	33	The guide is a website with a collection of VC relevant material
Report	10	The guide is an document examining / describing a situation or problem
Research	28	The guide is a study with the purpose of discovering new information
Textbook	15	The guide is a comprehensive material for studying a subject
Toolbox	4	The guide is to a large extent a collection of tools
Tutorial	0	Short handbook in a very pedagogical style
(Not classified)	53	Not yet classified
Total sample	157	NB: 104 have been classified, of which some with "double-format"

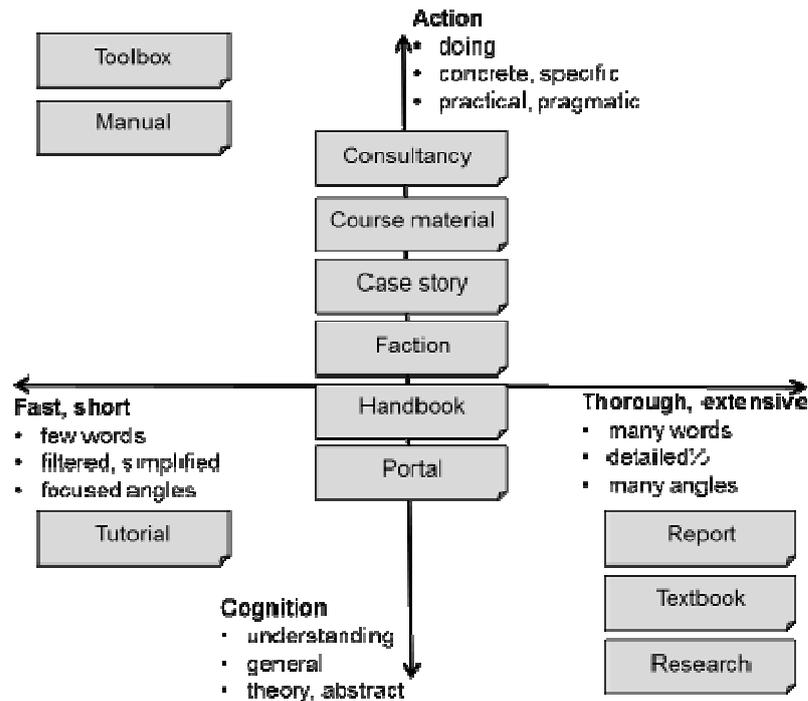
i. Number of VC guide formats in our sample database

Five out of the six handbooks were also classified as reports. In this sense there are a number of "double formats" in the database. Furthermore, some textbook guides are actually chapters in a larger material, thus giving "textbook" an overrepresentation. We have to live with a certain degree of ambiguity, corresponding to the daily use of the terms among users.

All the formats mentioned above may be good guides. It depends on where you want to go and how the guides are perceived through the eyes of a potential user for guiding his VC activities.

There are many more VC guides in the market than those registered in this database. Lots of manuals made for microbusinesses do not appear here, since they are not really focussed on value chains, but more oriented towards business functions, for instance on how to prune or graft cocoa trees. Also time resources have prevented following all leads to good VC guides.

The next figure is an attempt to understand how the various formats are positioned within the two axes, respectively *action-cognition* and *short-extensive*:



ii. Classification of value chain formats

The above categorisation is obviously an approximation to reality. Each format comes in many versions, and the world is not as clean-cut as presumed.

However, the schematic simplification indicates, when combined with the table above, that there is a bias towards the bottom-right corner, i.e. material with qualities of cognition and extensiveness, while the left and left-top part is underrepresented.

In other words, we lack guides with an action focus and short materials designed for “doers”. This gives ideas for future production of value chain guides.

3 Concepts for VC development

When looking through the VC materials, it is obvious that concept definitions vary from author to author, giving different foci. It is therefore meaningless to pretend to have universal definitions of concepts related to value chains in this metaguide.

The purpose here is rather to use *pragmatic definitions* in order to help readers of very different backgrounds to get a fast and useful understanding when working with this metaguide.

In this chapter the *most necessary concepts* are explained, and many more can be found in the *Glossary database*, a spreadsheet version with numerous acronyms and abbreviations. Also some of the VC guides contain definitions, for instance the website lexicons (ID-75 (USAID), ID-76 (Dunn 2005, 1-5), ID-77 (AHRMM) or the textbooks and handbooks with a high Gloss-score (e.g. ID-123 (Herr and Muzira 2009, 1-231)).

3.1 Value chain (VC)

Value chain is here used in the following sense:

- *Value Chain* is a set of consecutive value adding activities performed by a set of autonomous but interdependent actors, working in a market for profit.

To avoid confusion, we will make a distinction between:

- "*Internal value chain*" also called the "*corporate value chain*" or the "*intra-VC*" (the company internal value adding activities).

- "External VC" also called the "total value chain" or the "inter-VC" (the inter-firms value adding activities).

When we just say "value chain (VC)", we mean by default "external value chain".

Furthermore we distinguish between:

- the "global value chain" (for cross national border activities and companies)
- the "national value chain" (within national borders)
- the "local value chain" (within a more restricted geographical area).

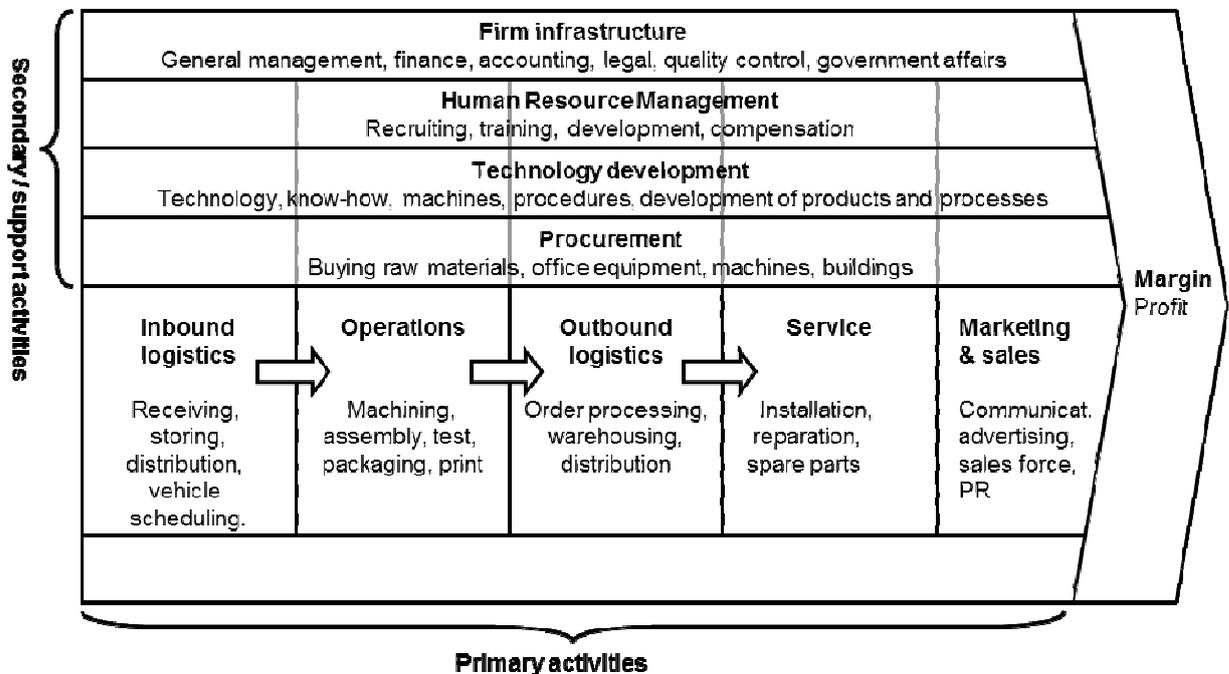
It is also useful to distinguish between:

- the "supply chain" (the part of the VC before the analysed actor)
- the "distribution chain" (the part of the VC after the analysed actor).

Roughly speaking "value chain" corresponds to "cadena de valor" in Spanish and "approche filière" or "chaîne de valeur" in French. Not exactly, but okay in the present context.

For a visual understanding of VCs, one may consider the following figures.

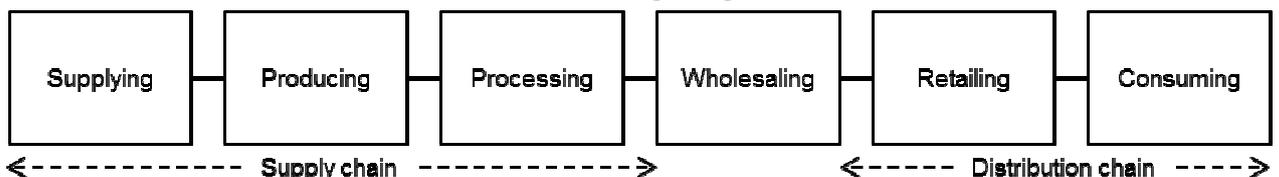
The *internal value chain* is often illustrated as a Porter's generic value chain:



iii. Business functions in an internal value chain

This internal value chain of an operator shows examples of the basic "business functions" of the operator. Most of his contribution to the total value chain is done qua his internal business functions.

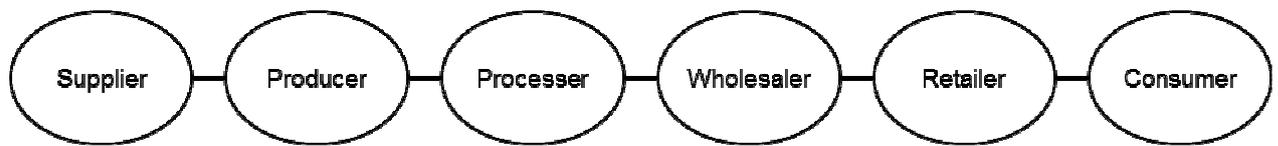
The *external value chain* is often illustrated showing the general chain functions as follows:



iv. Functions in an external value chain

Here the concepts of supply chain and distribution chain are illustrated seen from the wholesaler's point of view of the external (the total) value chain. Depending on the actual functions, we may have branching (e.g. parallel processes) and more or fewer functions.

It is also common to illustrate the operating actors in the external value chain:



v. VC operators in an external (total) value chain

Depending on the concrete actors, we may have branching and segmentation (e.g. several consumer segments) and more or less operators.

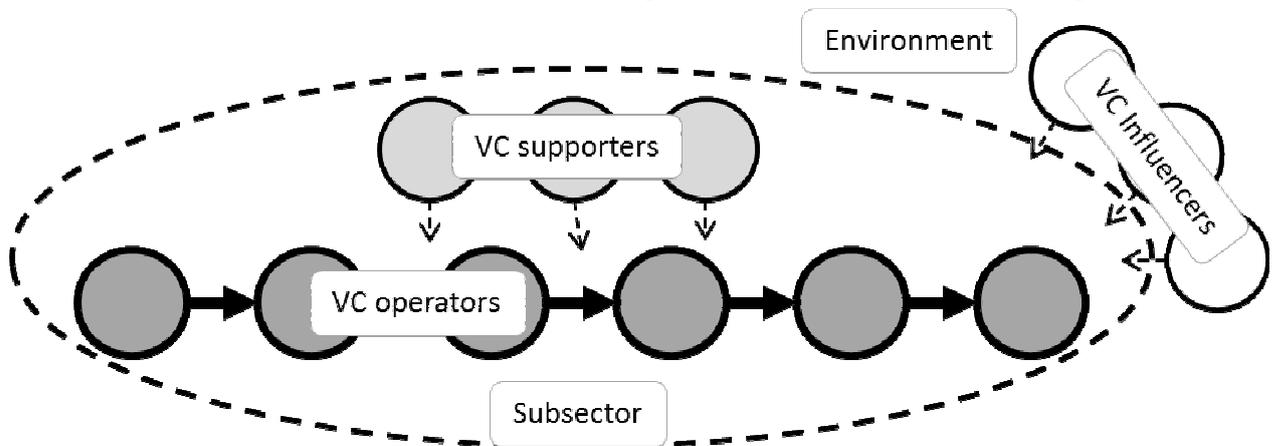
In these chains, the *nodes* consist of respectively functions and operators, whilst the *arcs* may represent material flow, payments, agreement relations etc.

The linear, simple chains may become more like networks. The figures may furthermore be qualified with *overlays*, giving e.g. volumes in metric tons, number of actors, value of flow etc.

VCs are often considered as part of the private sector market, even though they may include or be used to improve public sector value adding activities. In this metaguide, VCs are considered to function under the private market mechanisms.

3.2 Actors around the VC

A sector may be delimited by its dominant product and raw material, for instance coffee. Within a sector we can delimit a *subsector* as the part related to the value chain in question.



vi. VC actors in a VC subsector

VC operators are directly involved in handling the VC flow of goods. They are typically suppliers, producers, transporters, retailers etc. as shown above. They handle, and often (but not always) possess the goods in the flow.

VC supporters support the VC directly without handling or possessing the goods. VC supporters may be bankers, advisors, donors, trainers, facilitators, brokers, action researchers, providers of machinery, etc.

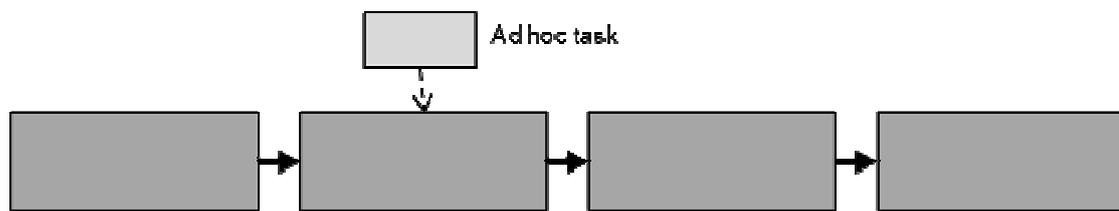
The distinction between operators and supporters is not always clear. Some consider transporters as supporters, because they don't possess the goods. Moreover the terminology becomes strained when talking about VCs of non-physical goods, like tourism, washing service etc. But let us here stick to farm products and the like.

VC influencers have an indirect influence. VC influencers may be government officials, politicians, universities researchers, NGO people, industry association employees, students etc.

VC partners are actors who have agreed specifically to work together in operating and developing the total value chain looking for win-win situations, searching for optimal division of work etc. They work together in a strategic alliance. The agreement may be in form of contracts or de facto cooperation. VC partners (or central actors) are normally a few of the operators, but may also include a few supporters. All the other actors who benefit from or contribute to the value chain in more simple market based relations are valuable actors, but not VC partners.

3.3 Operational VC and Development VC

The normal value chain may be called the *operational value chain* (OVC) because it handles the ongoing operations that ensure the adding of value throughout the chain.



vii. *Operational value chain (OVC)*

Current adjustments are considered as *ad hoc tasks* and not as development projects.

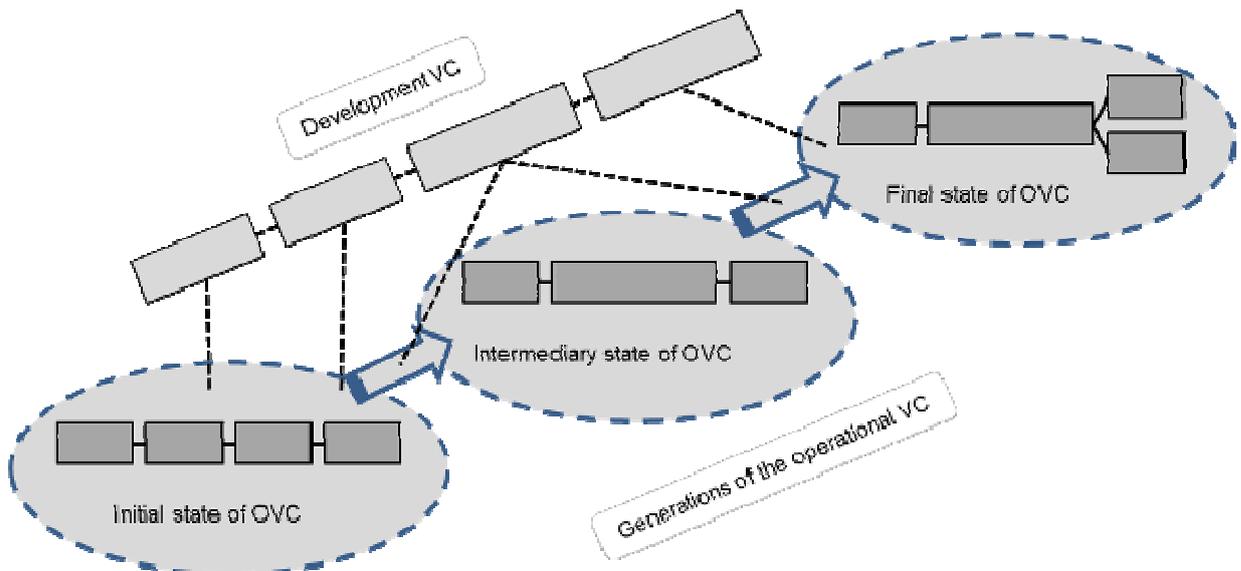
However, when developing an operation value chain in order to improve performance one way or another, and not considering ad hoc tasks, we introduce a number of development activities in a development project or programme. These activities and their interaction with the VC may be considered as a VC of services by itself. This special type of VC we may call a *Development value chain* (DVC).

The "products" that flow in a DVC are typically reports, plans, funds, feedback information, etc., but can also include physical objects like seeds and machines.



viii. *Development value chain (DVC)*

Development may affect the OVC by changing structures, operators, agreements, division of labour, products, quality, efficiency, services etc. in order to obtain a better performance, economically, socially or environmentally. An example could be the following:



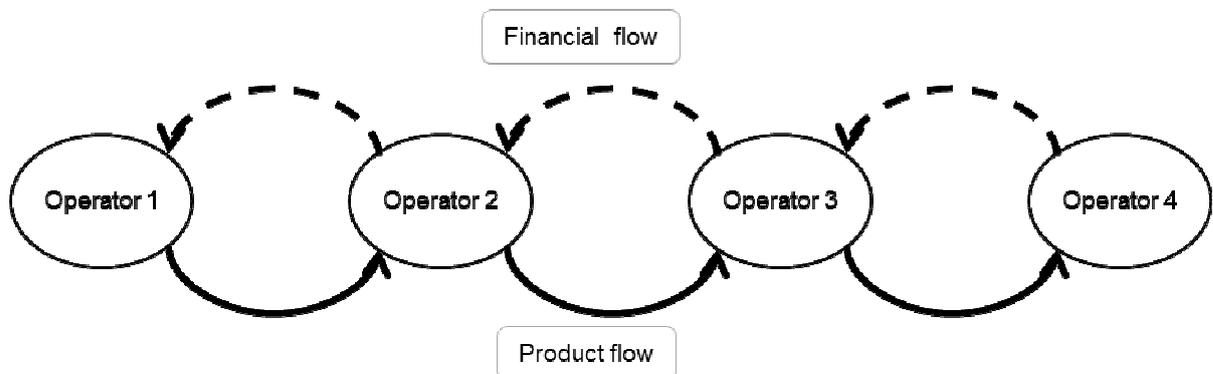
ix. *Upgrading the Operational VC through use of the Development VC*

If we map activities of the actors of the DVC, we will see that the VC operators themselves play an important (usually the most important) role in the DVC.

3.4 Paid by the market or by a donor

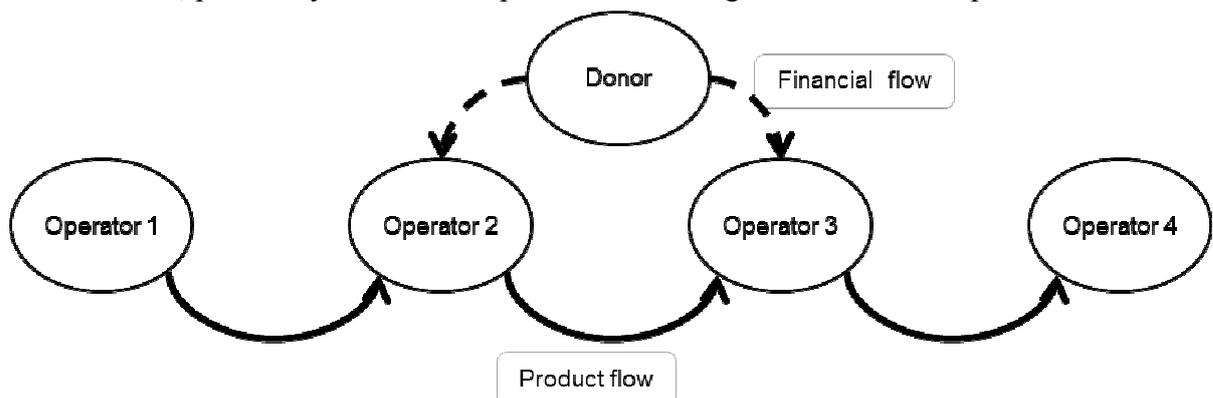
Most operations and development activities are paid (directly or indirectly) by customers on the market when receiving goods from the value chain. In these cases we may talk about a *market paid operational value chain* respectively a *market paid development value chain*.

In most development projects the actors are paid by the market, even though these examples seldom turn up in VC guides:



x. *Market paid value chain*

In some cases, politically based development assistance gives rise to donor paid activities:



xi. *Donor paid value chain*

A donor paid *operational* value chain may occur when a donor (government or other) subsidizes for instance seeds and fertilizers. There is a trend among donors to avoid getting involved in financing the operational value chain since this tends to distort the market mechanism in a non-sustainable way, even though such assistance may be justified in some cases.

A donor paid *development* value chain is the typical model for donors when performing development assistance in VC-oriented private sector development; often with co-financing from the VC operators in cash or kind.

When development activities are undertaken by *VC supporters* (and not by the VC operators themselves) and paid by donors, these supporters face a *two-customer situation*:

- Customer-1 is the donor who normally comes up with the major amount of funding, and the demands of the donor are reports, surveys, plans, participation in meetings etc.
- Customer-2 is a VC operator who demands manuals, training, systems, branding etc.

Some supporters are closer to the operators and work much like market paid supporters. Others are closer to the donor and are more influenced by the fact of being paid by the donor.

VC operators always have to consider whether it is faster and cheaper to focus on their own OVC and pay the DVC themselves, in order to avoid producing "material" (reports etc) to the donor driven development value chain.

3.5 Poor-poor development

In this metaguide there is an underlying assumption that we focus on VCs in relation to pro-poor development assistance in poor countries. To understand the implications of this restriction, we may find it useful to examine the following table:

	Poor country	Rich country
Poor people	a. Small subsistence farmers b. Small organised farmers c. Small entrepreneurs, shop owners etc. d. Low paid jobs in MSML-enterprises	e. Small entrepreneurs, shop owners etc. f. Low paid jobs in SML-enterprises g. Social benefits
Rich people	h. Big farmers i. Entrepreneurs, shop owners etc. j. Well paid jobs in SML-enterprises k. Owners of SML-enterprises	l. Big farmers m. Entrepreneurs, shop owners etc. n. Well paid jobs in SML-enterprises o. Owners of SML enterprises

xii. *How people earn an income for a living (some illustrative examples)*

In the following, the top-left quadrant will be called the *poor-poor* segment. The different poor-poor subsegments may develop in numerous ways from a poor situation to a more beneficial situation. Note that poor-poor include a far larger group of people than the poorest-of-the poor, i.e. these two concepts are not synonymous.

First we may consider *who drives* or helps drive the change in the poor-poor subsegments. People may help themselves, or receive help from others:

	Poor country	Rich country
Private sector, Poor people		
Private sector Rich people		
Civil society, NGOs		
Governments, Inter-Gov-org		

xiii. *Who supports the poor-poor subsegments*

Here we have the classical triangle of private sector, civil society and government as actors. Furthermore we could consider:

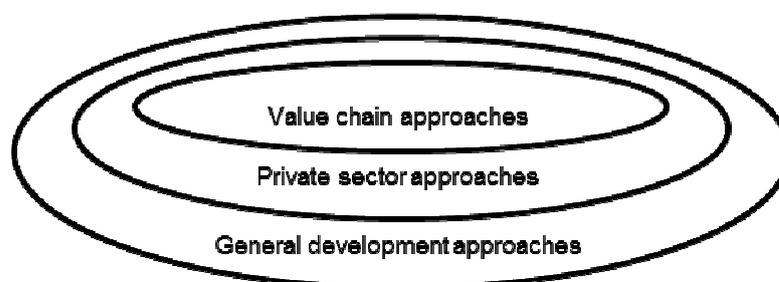
What is done (schooling, social caring, volunteer work, business capacitation, village organisation, trickle-down through market effects, value chain inclusion, etc.).

How is it *financed* (by individual, operational business, private financial market, CSR, governments, etc.).

Value chain approaches are by no means limited to the poor-poor quadrant. On the contrary! The value chain approach has a *long tradition* in the other quadrants, especially in the rich-rich quadrant. There is an enormous amount of knowledge to be transferred. Even use of government sponsoring ("donors") has been and is widespread.

3.6 VC approach vs other approaches to development

Value chain approach is an approach to obtain value chain development. Value chain approaches are included among other approaches to poor-poor development in this way:



xiv. *VC approach as a subset of approaches to poor-poor development*

General development approaches are for example education services, health services, national security, justice, and efficient land registration systems.

Private sector approaches include for example:

- enabling environment (business-friendly legislation, well-functioning financial sector, good business service providers (BSP), etc.)
- business capacity building, village organisation etc.
- financing of activities etc.

Value chain approaches may be defined as private sector approaches when VCs play a significant role, and when at least two identified actors in the chain are explicitly focussed at a strategic, joint development of their cooperation in the VC. This fairly strict definition of a value chain approach might be disputed by some researchers, but in this context it seems to make sense, in order to distinguish clearly between value chain approaches and a number of other similar private sector approaches.

It might help to clarify what is special about a value chain approach by looking at support to *subsistence farmers*. Some types of approaches to supporting subsistence farmers may be private sector approaches, e.g. constructing market places for selling small farmers' products. Others are general development approaches, e.g. handing out free seed without any coupling to a sales market for final crops.

Also, one might argue that a value chain approach is not the obvious solution for support to the *poorest-of-the poor*. They have a long way to go before they can handle "strategic, joint development" with businesses in the market.

But a development programme for the poorest-of-the poor may very well have as a goal to introduce them to one or more VCs. However, the first part of the development programme will probably take the form of different general development approaches and/or private sector approaches.

VC has become a *buzzword* in the development assistance world since around the start of the 21st century. Some argue that this is so because the actors wish to get capital from the private market, especially now that public funds are reduced. Another explanation is because many former development programmes have failed when not linked to the market in an economically sustainable way.

The success of the value chain approach implies that the individual managers of the VC operators master operational business skills and models (e.g. logistics, sales techniques, production process control, negotiation, cooperation, etc.), and that the VC supporters master the skills for development (e.g. facilitation skills, project management, domain knowledge, VC mapping techniques etc.). These two sets of professionalism have to play together, and actors will benefit from access to good VC guides, either in the sense of *guides for VC operations* or *guides for VC development*.

3.7 Projects and other tasks

The word project is widely misused in the world of international development assistance, in the sense that business activities and even SMEs are called projects if they receive funding for development assistance.

But they are not at all projects, i.e. time limited development activities. Rather they are lasting business organisations undertaking hard work and continuous development at large risk. Once in a while, perhaps, they receive funding to a project including help from outside.

From project management we have learned to distinguish *projects* from other activities in a business in this way:

- *Operational tasks*: recurrent, continuous, well-defined, division of labour, specialisation, standardisation, reproducibility.
- *Ad hoc tasks*: solitary task, time limited task, change oriented, uncertainty, and interdisciplinary.
- *Project tasks*: solitary task, time limited task, development and change oriented, big uncertainty, interdisciplinary, complex, considerable resource investment, results of large dimensions and of big importance.

Most of the daily work in the VCs in the world is carried out at the operational level, and most development is probably completed at the ad hoc level. And this is carried out - year in, year out - by the VC operators, unseen by the international development assistance world.

When talking about international development assistance, however, we traditionally talk about activities at *project* level. Many development assistance organisations even tend to use the word *programmes* about their activities, since they consider projects as relatively small and often uncoordinated activities. They prefer programmes that aggregate a number of projects in an attempt to obtain more coordinated and sustainable results, often at national levels.

3.8 Guide, method, guideline, tool, theory

As seen in the chapter on guide profiles, this metaguide takes a fairly pragmatic approach to the concept of "guide", thus including almost any material that serves as a guide for an actor in a value chain operation or in value chain development, either for business, research or other VC related purposes. Guides may take different formats (textbook, toolbox, etc), and in reality a guide in this metaguide is any material that may be relevant for a person who works with VCs, one way or another.

This use of the concept of guide corresponds well to that of the Oxford Advanced Learner's Dictionary, namely "a guide (to something) a book, magazine, etc. that gives you information, help or instructions about something, and something that gives you enough information to be able to make a decision about something or form an opinion".

A guide may be thought of as a method that according to methodological principles consists of three components:

- Theories (concepts and models that are interrelated)
- Guidelines (basic principles and main activities)
- Tools and techniques (props, forms, databases, checklists, computer programmes, training games etc.).

A *case story* could be a description of a case combined with analysis related to some theory leading to a new case model offering understanding of observations or recommendations of how to take action. This may serve as a guide for a user with an equivalent case, same culture, product, market or otherwise parallel.

A *research paper* may combine known concepts and theoretical models with empirical observations to reveal new hypothesis or prove them as new theories. This may guide a user to see his own case with new eyes, or may even give normative guidelines on how to approach his own problem solving process.

A *toolbox* might be meagre on theory, but strong on guidelines and techniques on what and how to intervene during a value chain approach. This may especially serve users who are hands-on oriented. Included theory in the form of easily understood models and concepts will help ensure a qualified use of the toolbox.

4 Users of VC guides

Users of value chain guides are people who utilize the guides as information to improve their work with value chains, some way or another. We have several types of users, as listed below.

The user is not necessarily identical with the customer, who orders or pays for the guide. In the international development world VC guides are often free to use.

In order to illustrate the vast variety of users, we have chosen to exemplify a number of users by selected *profiles*, each with a specific function in a specific type of organisation (for instance a manager of an SME). The profiles and their demands for VC guides are based on a mixture of interviews, own experiences and a wish to demonstrate diversity.

Abbrev.	Actors in value chains	User-profile
Value Chain Operators		
Micro	Micro business	Micro-Michael
SME	Small and Medium-sized Enterprise	SME-Sofia
Corp	Corporation	Corp-Christian
OtherOper	Other chain operator	Oper-Oscar
Value Chain Supporters		
Supplier	Supporting suppliers and sub-suppliers	N/A
BSP	Operational business service provider	N/A
Finance	Finance service supplier	Bank-Benny

Abbrev.	Actors in value chains	User-profile
Field-Con	Consultant in the field	Field-Fatima
Prg-Advis	Development programme adviser	Program-Peter
Value Chain Influencers		
Coop	Cooperative	N/A
Soc-Partn	Social partners	N/A
Gvrm-Poor	Government in a poor country	GovP-George
Dev-Inst	Development institutions and companies	Dev-Daisy
Academic	Academic researcher	Academic-Adam
Teacher	Teachers and students	Teacher-Teresa
Donor	Donors, private or government	Donor-Doreen
NGO	Non-Governmental Organization	N/A
Public	Public	N/A

xv. Actors around value chains

The purposes of the profiles are:

- visualising users in flesh and blood, thus understanding their situation, needs and motivation for use of VC guides
- supporting the work on revealing and specifying criteria for categorizing VC guides, and thus providing user-friendly functions of search, selection, filtering and sorting in the reference database
- understanding the "market for VC guides", i.e. who produces and uses them, and what are major lines of approach, now and in the future
- letting the user profile serve as a compass for future users of the reference database, giving users similar to a profile an initial selection of guides.

So, let us use our imagination and visualize frequent types of VC actors who are potential users of the VC guides.

4.1 VC operators

Microbusiness

Development assistance often has microbusinesses and farmer families as its target organisations.

Michael - A Microbusiness profile

Let's imagine a farmer family in Belize producing mango and cassava roots. Our microbusiness consists of the male family head *Michael*, his wife, 5 children and a cousin, plus occasional seasonal workers.

The strategic partners of the VC includes our family and 84 other farmers, all associated to a processing SME, who sells to an importer in the US. The importer acts as lead of the VC.

In our example the "*user*" of VC guides is the family head Michael who has 4 years of schooling, and some basic training from working with his father and uncle. He wants to get the best price for his products and to benefit from, and not be cheated by, the other operators in the VC.

The internal value chain (the microbusiness itself)

The *operational business functions* of our user include e.g. buying fertilisers, harvesting, dispatching truckloads, weeding, receiving payments, etc.

The *ad hoc and continuous adjustment tasks* are e.g. pruning the mango trees, buying new tools, etc.

Development projects of the internal VC (his own family farm) may include e.g. breaking new land, buying a van, changing from chemical to organic pesticides, introduction of a new cassava variety, etc.

The total value chain

The *operational business functions* of our user in the VC (apart from the essential internal functions) include e.g. negotiating prices, coordinating plans at meetings, handling complaints etc.

The *ad hoc and continuous adjustment tasks* concerning the external VC could be e.g. aligning plans for order delivery time with neighbouring families, always in close coordination with the SME.

Development projects in the total VC are mainly initiated by the SME, lately discussing pro's and con's of introducing Fairtrade regulations.

User's overall activity focus

Activities: Most of Michael's time is occupied with operational business functions in the field and ad hoc and continuous adjustment tasks in the internal VC. But he is also interested in the two first levels of the external VC. He wishes to create work for his family and to earn (more) money.

Development projects pop up from time to time, mostly on the VC leader's initiative, and communicated through the SME member organisation. Michael prefers projects with a minimum of risk.

Preferred type of VC guides

He prefers very practical and illustrated material that is easy accessible for himself, with concrete focus on mangoes and cassava roots in this climate and region, and adapted to the actual VC. He is interested in understanding the VC and knowing how to improve his own production and administration.

He relies mostly on mouth to ear information. But locally produced guides may be relevant, especially when developed in a participatory way.

Recommended VC guides

For this user our present sample of VC guides does not offer any recommendable guide. A number of guides may be adapted by a consultant to fit to Michael's needs.

Most of the recommendations for thematic guides in the Themes chapter are also too academic for Michael.

Other microbusinesses

Other microbusiness models could be families with diverse ways of making a living in a village or small town, contributing to a VC of tourism, a small group of women weaving baskets for a VC of local handicrafts etc. The "manager" may be the family head or the group leader. In general, people from these microbusinesses do not study written material, but may benefit from simple instructions.

Small and Medium-sized Enterprise (SME)

VC development projects often have small and medium-sized enterprises as their target organisations.

Sofia - An SME profile

Let's imagine a small company in Belize that washes and packages mango and other fruits and root crops. Our SME has 40 employees. The VC includes the SME and 85 associated farmers

(micro businesses), and an importer/processor in the US. The importer acts as leader of the VC.

In this example the "user" of VC guides is the SME manager *Sofia* who has 8 years of schooling (in English), and some basic management courses from technical schools. She is bright and active, and considers "What's in it for me?", "What do I need to know or master in order to manage my SME and the role of my SME in the VC?"

The internal value chain (the SME itself)

The *operational business functions* of our user include (supervision or execution of) e.g. buying fruits, processing, receiving orders, despatching truckloads, disbursing and receiving payments, quality control, accounting, leading the work activities etc.

The *ad hoc and continuous adjustment tasks* are e.g. adjustment of conveyer belt, training of new employees, designing new formulas for stock keeping etc.

Development projects. E.g. introduction of a new certification procedure, building a stock depot, product differentiation, etc.

The total value chain

The value adding activities in the total chain done by our SME are mainly the operational business functions of its internal value chain, including the adjustment and development of these.

The *operational business functions* of our SME in the total VC consist of "facilitating" communication and payment between the farmers and the corporation in the USA. A direct commercial relationship between each individual farmer and the corporation would be exclusively expensive. The coordination includes e.g. negotiating prices, coordinating plans, checking quality, handling complaints etc. In reality these value adding activities soon become internalized as part of the SME's internal operational business functions, but they have a different character than they would have had if the SME were just functioning on a transaction to transaction based relationship with the corporation and the farmers.

The *ad hoc and continuous adjustment tasks* concerning the total VC is e.g. coordinating on-going capacitation activities for the farmers in order to fulfil the defined demands of the corporation's customers.

Our SME is involved in a *VC Development project* about introduction of a Fairtrade certification. The SME manager also considers a new VC, introducing a new market in England of the coming Fairtrade products.

User's overall activity focus

Activities: Most of Sofia's time is occupied with operational business functions in the SME and ad hoc and continuous adjustment tasks in the internal VC. She also spends time talking to potential new VC partners.

But she is also devoted to the two first levels of the external VC. She wants to improve the basic business functions and tasks in the internal VC, as well as the performance of the farmers.

Development projects pop up from time to time, mostly on the VC leader's initiative (the US importer). Sofia would like to assess the implications of the changes and to access financing. She prefers projects with a succession of quick-wins and limited risk.

Preferred type of VC guides

She prefers practical and tool oriented instructional material that is easy accessible for herself and for her employees. They should focus on good practice within the basic business functions, preferably based on cases with fruits and roots in a Latin American setting. Simple

instructions for management functions are also welcome. Themes would be practical certification and fair trade.

A tutorial or handbook on export to Europe would be relevant.

She relies mostly on mouth to ear information concerning how to be part of a bigger development project for the external VC. But a relevant case description and a checklist of to-do's and not-to-do's could also be useful.

Recommended VC guides

The database does not contain anything that suits Sofia's basic interest in management of the internal value chain. And there are very few (almost no) guides in the format of manuals or toolboxes.

If she wants to take on an active role in developing her supply chain, she might be able to use:

- ID-111 (KIT (Amsterdam)., Faida MaLi (Arusha)., and IIRR (Nairobi [etc.]) 2010) ("Chain Empowerment: Supporting African Farmers to Develop Markets" from KIT and IIRR).

She might be able to benefit from guides on the theme *participatory*, but most guide material is too complex for her to engage in. A mouth to ear approach could be to involve her in a management capacitation process involving oral and simplified presentations of relevant information from numerous guides.

Other SMEs

SMEs and SME-managers come in many varieties: From business-oriented agro-cooperatives to family-owned industries, and from unskilled managers to managers with an engineering or business training.

In general, the users from SMEs have an operational and practical attitude, and they prefer guides that are easy to apply directly.

Corporation

In a number of development projects, a corporate business from the rich world plays a major role, as the VC lead, a CSR partner or simply as a customer.

Christian - A corporation profile

Let's imagine a US-based corporation that develops and distributes food products to supermarket chains in the Southern states. The corporation has 900 employees, and it has a leading role in our VC ensuring quality products from mango and cassava from Central America, including from an SME with 85 associated farmers in Belize.

In our example the "user" of VC guides is a 55 year old product manager *Christian* who has a business degree and many years of experience in buying and selling products from Central America. He is considering the advantages for him and for the corporation if they start working more intensively with dedicated VCs in Central America, and less with simple supplier relations. He is also considering how to improve the present VC with the Belize group of mango and cassava farmers, and also how to certify some products as Fairtrade.

The internal value chain (the corporate VC)

The *operational business functions* of our user include (supervision or execution of) e.g. buying semi-produced products, reception control, repacking, detailed logistic planning, etc.

The *ad hoc and continuous adjustment tasks* are e.g. adjustment of instructions for suppliers, adjusting product labels, designing new formulas for stock keeping, undertaking an analysis of supermarket sales, etc.

Development projects in the internal VC are at the moment introduction of a new semi-automatic packaging machine, building a stock depot, and a CEO initiated splitting up in separate divisions of the organisation.

The total value chain

For the case corporation, the VC (the VC partners' section of the total value chain) is a supply chain, but here in an integrated development process, where the corporation plays a lead role. The *operational business functions* of our user in the external VC (a part from the essential internal functions) include negotiating prices with retailers, coordinating plans with the SME, etc.

The *ad hoc and continuous adjustment tasks* concerning the external VC could be e.g. supporting better dispatching control at the SME's site and developing labelling instructions for the SME.

Development projects are joint development of a new consumer product line based on a Fairtrade version of the Belize products, and an upcoming idea of introducing a high quality shipping agent as partner in the VC.

User's overall activity focus

Activities: Christian takes part in the work at all three levels, internally as well as externally. He supervises and makes management decisions on internal and external operational functions, but normally he does not actually execute them. He is more actively involved in the internal tactical decisions and execution of the ad hoc and continuous adjustment tasks.

Once in a while Christian uses quite some time on internal development projects. But his most important mission is to analyse and initiate development projects and adjustments concerning existing and new external value chains, finding new business opportunities, cheaper financing modes etc.

Preferred type of VC guides

He appreciates work by researchers, but finds that their papers are normally narrow and hard to read. He prefers material in the form of tools and concrete guides, but a well written handbook or textbook dedicated to his situation would also be fine. He would like a tutorial on value chain management for leaders, like the easy-to-read management guides he often buys in airports.

Short case stories in magazines he also reads, preferably with an ultra-brief lessons-learned note. Market analyses are always welcome, as well for the downstream market as for the upstream market, i.e. he would like a couple of subsector analyses. He could even be tempted to search through a few promising website portals.

Many years of working with value chains has taught him to take an interest in themes like participatory development, win-win strategies and fast successes. Lately he has taken an interest in more complicated value chains, actually trying to get into clusters with a solid institutional anchoring.

So-called "mandatory criteria", i.e. politically motivated criteria like "gender", "indigenous" and "environmental", have his interest if they are a prerequisite for a governmental financing or for a certification demanded by the consumers. In this case he also has a general interest in social and environmental sustainability, since the corporation tries to brand itself along these lines.

Recommended VC guides

A corporate manager like Christian might start with

- ID-111 (KIT (Amsterdam)., Faida MaLi (Arusha)., and IIRR (Nairobi [etc.]) 2010) ("Chain Empowerment: Supporting African Farmers to Develop Markets" from KIT and IIRR)
- ID-136 (Boomsma 2008) ("Sustainable procurement from developing countries" from KIT) especially since they include cases on mango.

33 VC portals turn up, of which many are promising for Christian. He may start with

- ID-109 (Royal Tropical Institute and, various others) (“KIT portal” from KIT) and
- ID-154 (USAID) (“AMAP microLINKS website” from USAID).

With his quite professional training, he could also search in the reference database himself (especially when it is implemented in a somewhat more user-friendly application).

Themes to look up would be Subsector analysis, Participatory, Social sustainability, Cluster, and Middleman, Institutional, Fair trade.

Other corporations

Other example of users could be hypermarket chains with direct import, transnational production companies, national wholesalers, etc. Managers can be more or less CSR-oriented, operational level or strategic CEO, etc. Most managers take interest in obtaining sustainable development, though with economic sustainability as the major sine qua non.

Other chain operators

Apart from the three value chain partners above, other chain operators act in connection to our VC, having simple market buying or selling relations to central actors of the value chain.

Oscar - A non-partner operator

The Belize-based transporter to the US adds value to the operational value chain ensuring transport at a controlled temperature. The owner *Oscar* is not sure that his quality transport service really is put to full use. This is why he is considering how to integrate more strategically into the mango/cassava value chain; he thinks being a partner might give more advantages than costs.

Preferred type of VC guides

He would like a down-to-basics tutorial on value chains for transporters, including checklists. He would also like to understand the concept of Fairtrade, since he knows that his customers are considering a certification. At present he is looking for cases stories on fruit (mango) and roots transport.

Recommended VC guides

We have no Tutorials on VC for him. Some handbooks might be relevant for him, but it is difficult to identify a guide with a transporter's focus.

He might look for themes like Transport, Middleman and Fair trade, but in the present version of the reference database there is not much success with this search! Product search for Mango is possible, and gives 3 hits.

Other value chain operators

We have *suppliers* of raw material, packing material, printed labels, fertilizers, and seeds. Also ad hoc farmers of mangoes may deliver products to the value chain.

A *shipping agent* helps transport the products from Belize to the US, and in this chain a *subsupplier* of fumigation is involved.

In the downstream part of the chain a number of *retailers* play a role.

All these operators may have a variety of interests in using VC guides.

4.2 VC supporters

Suppliers and sub-suppliers

Suppliers and sub-suppliers, who support the operational value chain without being operators handling the goods, take numerous roles. Some are related to the operational part of the internal value chain of a single operator, for instance the suppliers of office equipment and

paper, others are supporting adjustments or development projects of the internal value chain, for instance suppliers of new machinery and computer systems. Few take part in roles explicitly aimed at the total value chain.

They normally take little interest in VC guides, and we have no special recommendations for them at this point. They neither produce (offer) nor use (demand) VC guides.

Operational business service provider (BSP)

A number of actors are providers of services (non-operating products or services) to the VC operators, for example. The operational business functions of the internal value chains of the operators draw on e.g. lawyers, brokers, accountants, auditors, certification organisations, trainers etc.

Some of these may take an interest in improving the quality of their services, customized to the VC situation of their customer. They may show an interest in written VC material describing the contracts and concepts of the actual VC in which their customer is involved.

If involved more heavily in development activities, they may have interests more like the consultants, described below.

Finance service supplier

Bankers and microcredit organisations are basic suppliers of services in the operational as well as the development part of any value chain, for all the operators.

Benny – A finance service supplier

Let's imagine a bank giving loans to our SME. As a VC "user" the customer account manager *Benny* takes an interest in improving the quality of the bank's services, customized to the VC situation of their customer, and also in reducing their own risk by understanding the nature of VCs. He has an education in business financing and has worked 11 years as business economist and bank loans manager.

Preferred type of VC guides

Benny shows an interest in written VC material with an introduction to the VC concepts and to specific financing themes for VCs. He prefers handbooks or even textbooks (if good and focused). He wants to identify not only how to evaluate the competitiveness of a business company but also the aggregated competitiveness of a value chain, as well as the risks involved.

Recommended VC guides

We have not yet made a focused database search for *Benny*, but a number of guides may be relevant.

Other finance service suppliers

If involved more heavily in development activities, maybe even as non-operator VC partners, they may have an interest in a better understanding of VCs and also of taking on roles more like the development supporters, described below.

Consultant in the field

By consultants in the field we mean advisors, trainers, facilitators etc. with a focus on business development in close contact to the operational value chain and to the operators. The consultants try to fulfil the operators need for advice on production, marketing, quality control, business administration, certification, VC facilitation, upgrading, coordination, etc.

Fatima - A VC consultant in the field

Fatima is employed in a local development organisation that executes a development programme for an international donor. The programme includes several VCs and she has the primary contact to a medium size VC in macadamia nuts, plus she helps colleagues on two other VCs.

She finished her master's degree in development studies 8 years ago, and she has 3 years of experience with international development programme management. She lacks experience with business in the private sector.

The field consultant's activity focus

Fatima's job is to advise and facilitate the operators and other actors in order to transform VC plans to a VC reality.

Her value adding activity is to interpret and communicate knowledge to VC operators in a useful way. Either to individual operators' internal adjustments and development activities or to the collective group of value chain operators looking at the total value chain qualities.

She occasionally hires a local (or international) Business Service Provider to build specific capacities in the operators' organisations. She also monitors the VC project at an operational level in order to supply the development programme manager with necessary performance data to keep the programme's steering committee informed.

Preferred type of VC guides

She wants VC guides on how to go from VC designs to VC reality. She hopes for a tutorial or brief introductory handbook on value chain development and VC governance.

She likes VC tools and models that she can copy and directly apply in order to improve the quality and the efficiency of her consultancy work. She often uses standard business school models like SWOT, Boston matrix etc. etc. Actual and relevant case stories with macadamia nuts will also attract her attention. Themes like *Participative development, Empowerment, Entrepreneur, Risk, and Competitiveness* are relevant for her at the moment.

She seldom has time or takes time to read heavy material, since she and her customers are more action-oriented than cognition-oriented. And they all have a preconception that research material is not really useful.

Recommended VC guides

For a user, similar to Fatima, we may recommend the following VC guides for a first study:

- ID-54 (USAID) ("Facilitating value chain development". This is a free training curriculum from USAID)
- ID-53 (Bernet et al. 2005, 8-13) ("Participatory Market Chain Approach" from ZIL)
- ID-44 (Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) 2007, 1-221) ("ValueLinks Manual. The Methodology of Value Chain Promotion" from GTZ)
- ID-1 (Herr 2007, 1-140) ("An operational guide to local value chain development. Combining Local Economic Development (LED) with Value Chain Development (VCD) to strengthen competitiveness and integration of SMEs into markets " from ILO).

She will find further recommendations when searching by themes.

Other consultants in the field

Other field consultants come from companies (often subcontracted), consultancy companies, development organisations, NGOs, donors, government offices etc.

Apart from the type of consultant like Fatima, we can meet short-term, local consultants on specific tasks or more long-term project managers with responsibility for implementation.

Their themes of interest correspond to the type of consultancy work they perform. If they are paid by donors, they take a supplementary interest in material on monitoring, evaluation etc. and in themes related to donors' mandatory criteria.

Programme advisors

The programme advisers design and write reports on development programmes, but they do not actually advise or support at an operational level during the implementation; this in contrast to consultants in the field for whom these tasks are central.

Peter - A development programme advisor

Let's imagine a VC development programme in cooperation with an international donor and a national government and a national development organisation in Ghana.

They hire an external consultant *Peter* to carry out a VC analysis and programme design. He has a master's degree in business administration and several years of experience in assisting international development assistance programmes in the private sector.

The user's activity focus

Peter studies the conditions of the subsector (for instance cocoa), and designs future VCs and makes plans for how to make it work.

He tries to mediate between the dynamic attitude in the private sector and the more mechanistic and planning attitude of the (governmental) donor. He is very focused on finding a solid institutional foundation, good governance and institutional ownership for the future VC, and he looks for local drivers and experts.

He uses well-known business models (market maturity, competitive forces, etc.) to analyse the situation. He does not believe in standard solutions, but seeks customized solutions.

Peter wants to understand the financial aspects and the social aspects, since they are essential for sustainable solutions.

Preferred type of VC guides

He wants guides that communicate in a brief and clear way what are the pro's and con's of different approaches to value chain development and the VC designs used by donors in development assistance, for instance tools on mapping of VCs.

He sometimes uses VC guides, but mostly he draws on his own experience and intuition. He would appreciate a do-it-yourself, web-based toolkit to generate documents and pre-drawn VC maps in order to make a faster analysis.

He also wants guides that explain what a good process plan for his programme would look like.

Recommended VC guides

For *value chain development approaches* the following may work for a start:

- ID-12 (Humphrey and Navas-Alemán 2010, 1-108) ("Value Chains, Donor Interventions and Poverty Reduction: A Review of Donor Practice" by IDS)
- ID-8 (Schmitz 2005, 1-73) ("Value chain analysis for policy-makers and practitioners" by ILO).

For *institutional anchoring* he may look at

- ID-3 (Vermeulen et al. 2008, 1-114) ("Chain-wide learning for Inclusive Agrifood Market Development. A guide to multi-stakeholder processes for linking small-scale producers to modern markets" by IIED).

Governance may be studied at

- ID-4 (Sørensen 2009, 1-30) ("Formation organisation and management og the global value chain in a theoretical perspective" from Jull Sørensen, AAU).

For *mapping of VCs* an entrance could be

- ID-1 (Herr 2007, 1-140) ("An operational guide to local value chain development" a textbook from ILO)
- ID-141 (Posthumus and van der Krappen 2011) ("VC Concepts course" from HPC/MDF).

Competitiveness:

- ID-51 (Pham 2009, 164-164) ("Internationalization, Competitiveness, Enhancement and Export Performance of Emerging Market Firms: Evidence from Vietnam" from CBS).

More entries may be found under Themes.

Other development programme advisors

Another type of user is the consultant hired to do an inception report or an evaluation. This gives another focus. Some development programme consultants say they work based on their experience and do not use an awful lot of VC guides.

4.3 VC influencers

Cooperatives

Cooperatives, associations and similar organisations are often utilized to organising dispersed microbusinesses, e.g. individual family farmers, into a body with negotiation power for acquisition, sales, collective production etc.

Some take on the commercial functions, others outsource this to SMEs and focus instead on political lobbying and organising activities of common interest, e.g. obtaining external financial support, non-commercial development assistance, local development etc.

When a coop's manager has commercial VC responsibilities, his interests are like those of the SME manager mentioned above. Elsewise his interest in VC material is weak, and he will get most of his information on VCs from talking to his members. Simple tutorials on VCs might have his interest in order to facilitate his communication with colleagues and donors.

No special recommendations on guides are given at the moment.

Social partners (Trade associations and Labour unions)

Social partner organisations often play quite an important role in VC development, even though they are often weak in poor countries.

Workers, fishers and farmers have *unions* fighting for their common interests, which may have implications for employees and even for microbusinesses in VCs. The International Labour Organisation (ILO) has developed quite exhaustive material on value chain development.

Employers' associations can counterbalance unions, and they also represent the common interests of SMEs vis-a-vis the government. Also exporters' organisations may play an important role in value chain development, especially with a global value chain approach.

Both trade associations and labour unions have taken on leading roles in value chain development projects, often in cooperation with sister-organisations from the rich world, acting partly as donors, consultants in the field or the non-commercial cooperatives.

No special recommendations on guides are given here at the moment.

Government in a poor country

National parliaments and governments outline quite a lot of conditions for value chain development, e.g. investment and business climate, the juridical system, security, taxes and tariffs, environmental and commercial laws, administrative practice etc.

National and local authorities administer and monitor national or international donor programmes, connecting local value chain development to a macro-level, considering national competitiveness, cluster structures etc.

George - A government officer

Let's imagine an employee in the ministry of industry, *George*, who works with improving competitiveness of MSEs (Micro and Small Enterprises) in an East African country. His job is to come up with political proposals for improving the enabling business environment and participating in projects in the area.

George considers programmes or projects with donor financing as a supplement to national financing.

He has a bachelor's degree in political science since 10 years.

Preferred type of VC guides

George prefers general tutorials and short handbooks on value chains, but also welcomes a well written textbook or general handbook on VC. In fact, VC is only a secondary interest since he is more focused on other private sector development models. Also guides focused on themes like Bottom of the Pyramid, Cluster, Competitiveness, CSR (Corporate Social Responsibility), Donors, Enabling environment, Finance, Free trade, Gender, LED (Local Economic Development), and M4P (Making Markets Work Better for the Poor).

Recommended VC guides

For this type of user we could recommend

- ID-117 (Meyer-Stahmer 2006, 1-51) ("Value Chain Analysis and "making markets work for the poor" (M4P)" by GTZ)

since it treats clusters and M4P.

Some of the themes have been searched for in the database, see below. George might look into ID-8 (Schmitz 2005, 1-73), ID-12 (Humphrey and Navas-Alemán 2010, 1-108), ID-46 (Kaplinsky and Morris 2001, 1-113) and ID-135 (KIT and IIRR 2010).

Other government officers

Some public servants work more or less as the development consultants in the field, mentioned above, and they share interests in relation to VC guides.

Others focus more on political processes and donor programme management etc. and only feel a very basic need for guides on VCs.

Development institutions and companies

A number of institutions, companies and NGOs work professionally and commercially with development assistance based on a VC approach.

Daisy - A profile from a development organisation

Let's imagine an international organisation with offices in 30 countries focused on development assistance. It has a strong emphasis on private sector development, and within this area an affinity to value chain development. The organisation is based in The Netherlands.

In total the organisation comprises some 800 consultants - called advisers, and in addition a number of staff employees. The organisation has defined itself as non-profit, stemming from its past as an NGO, and also to facilitate access to donor funding.

Users of the VC guides are the advisers, of which some are managers, some are more like internal researchers, and some are field consultants.

Chosen user's activity focus

Let's focus on the adviser *Daisy*, who has an internal research function. Her job is to participate in development jobs, in which she is dedicated to making reports on lessons learned and to writing manuals on how-to-do. She also writes practical VC guides.

Preferred type of VC guides

Daisy swoops down on VC material from other sources that are oriented towards application, practicalities, manuals, tools, best practice, participatory approach, concept guides, market analyses, and case material.

She also takes an interest in material on how to inspire, control, lead, or influence the assistance process, on how to design, monitor and evaluate VC projects, and on how to go from a design to a successful real-life implementation.

Important themes for her are those that are mandatory criteria for donors (e.g. "indigenous"), since this international organisation to a large extent is dependent on donor funding.

For her, the process of developing VC guides is important, and she looks for guides on carrying out participatory writing processes.

Recommended VC guides

For this type of user we may probably be able to recommend a large number of VC guides. We leave it to Daisy to use the facilities of the reference database by herself.

Other development institutions, companies and NGOs

Some governments and universities have turned former public institutions into *semi-private development organisations*, which are partly commercial institutions (having to earn some of their income) and partly subsidized institutions. They may act similar to both consultancy companies and research institutions.

Some donors have a department acting as a development institution.

Some development institutions act like *donors* since they control considerable funds, either earned from earlier jobs, or from members' contributions or from government funds.

These different development institutions will have different value chain guide demands.

Academic researcher

A researcher is someone who studies a theme carefully and tries to discover new facts about it. A researcher creates new knowledge that may be more or less fundamental, pragmatic, theoretic, empirical, normative, descriptive etc. Typically he/she works at a university or a research institution.

Adam - An academic researcher

Let's imagine a young researcher, *Adam*, at a university in Denmark. He is an assistant professor (lecturer) pursuing an academic career.

He is focused on development research, and his wage comes mostly from external funds, and this implies that he only a few years ago turned to a VC focus including some typical donor themes.

Climbing the career ladder demands production of material that can be acknowledged as scientific in the academic world. At his institution he has a few colleagues with similar but not identical interests, and he coordinates a research project together with a researcher from a university in Bangladesh. Adam participates in conferences and follows some dedicated websites within his theme of research.

Preferred type of VC guides

He studies research papers in journals and from conferences, but also likes down-to-earth case studies and VC reports.

Apart from his chosen theme: democracy, he also takes an interest in general VC themes like VC concepts as defined by different researchers, theories behind the described guidelines, measuring of effects of global value chain activities etc.

Recommended VC guides

For this type of user we may probably be able to recommend a large number of VC guides. We leave it to Adam to use the facilities of the reference database by himself.

Other researchers

Academic researchers have a wide variety of professional backgrounds: environment, ethnology, industrial economy, gender research, anti-imperialism, engineering supply chain management, corporate management, political science, development research, geography, labour issues, etc.

Their functions vary quite a lot, from user-oriented research, action researcher (almost like consultants), NGO activism, teaching, journalism, etc.

Thus, the demand for VC guides implies a very broad spectre, more than the above indicated. The selection criteria and themes in the reference database are meant to cater for this variety.

Teachers and students

Development assistance through use of value chains may be taught at a number of educational institutions. In some cases as a full time dedicated courses, and in other cases as part of courses on development assistance or logistics, supply chain management, CSR etc.

Teresa – A Teacher (and student) profile

Let's imagine a semester course on value chain management at a business university that sends students out to do case studies in a real world setting, often in the developing world. The teacher *Teresa* does research in a selected theme within the value chain domain, but she teaches the topic in all its relevant aspects. The students need to understand the value chain concepts in general and to be able to go out in a real life VC situation and collect and analyse data. Therefore Teresa looks for material that is useful for the students in the course.

Preferred type of VC guides

The students need material that is like a textbook, explaining a number of concepts and models, without going quite to the forefront of research. They also need material that teaches basic business functions in a value chain context. In addition they will request material that takes selected subjects a bit further, for the purpose of writing theses. Finally, they want case studies involving tools for use in their field studies.

Recommended VC guides

We have not yet searched the database for recommendations for these users.

Other teachers and students

On some occasions teachers act as consultants themselves. Some are also researchers teaching Ph.D. students.

Others teach at vocational schools, technical colleges, or commercial schools without research duties.

Donors, private or government

Doreen - A donor

Let's take a government donor from the rich world, and let's imagine a 40 year old public servant *Doreen* with a background in political science. She is the programme officer of two value chain programmes in East Africa, each working through a local programme execution organisation, handling several value chain projects. She is stationed at the embassy in Zambia. She has been there more than one year and can expect to be moved to a new job within a year or two.

Her responsibility is to administer the programmes, hire consultants at programme level to design new programmes or extensions, to revise and evaluate ongoing programmes, to head steering committees of her two programmes, and to respond to queries and demands from the ambassador and the ministry back home.

Preferred type of VC guides

She does not take an interest in research papers on VC, nor in technicalities like tools etc.

Doreen wants simple introductions to help her understanding the domain, for instance: Design of development assistance through VC approaches; advantages and disadvantages of supporting through the service providers, the small producers, lead firms, or other actors in the network of the value chain.

She wants to find development consultants that are forefront in this area, and an overview of major "schools" or models in value chain development, as well as examples of monitoring of programmes.

She is interested in themes following the donor's mandatory criteria which at the moment often are pro-poor development (poverty reduction), gender sensitivity, indigenous, environmental sustainability, coupling to the market (e.g. through value chain approaches), democracy, and food security, good governance, anti-corruption, etc.

Recommended VC guides

Doreen could probably benefit from looking into:

- ID-12 (Humphrey and Navas-Alemán 2010, 1-108)("Value Chains, Donor Interventions and Poverty Reduction: A Review of Donor Practice" from IDS)
- ID-8 (Schmitz 2005, 1-73)("Value chain analysis for policy-makers and practitioners" from ILO)
- ID-111 (KIT (Amsterdam), Faida MaLi (Arusha), and IIRR (Nairobi [etc.]) 2010) ("Chain Empowerment: Supporting African Farmers to Develop Markets" from KIT and IIRR).

For specific themes, more recommendations are given from selection in the reference database.

Other types of donors

Private donors manage considerable funds, stemming directly or indirectly from accumulated surplus from commercial companies.

Some big NGOs function as donors, either as their major mission but more often besides their classic NGO functions and their more or less consultancy like functions.

The needs for VC guides differ according to motivational structures and mandatory criteria within the donor organisation.

NGOs

NGOs work as development consultants in the field, as development institutions, or as donors. Others stick to the classic civil society activities. Some NGOs work as watchdogs keeping an eye on their mission themes.

Their interests will be to look for material on their theme, as well as tools and more theoretic material. Their need for guides will depend on the actual role and the theme in question.

No special recommendations are given here at the moment.

The public

A final user is the "public". This is a very broad group consisting of parliamentary politicians, journalists of the press, voters, the intellectuals, tourists, young volunteer workers, etc.

Their interests constitute a broad spectre. We have not looked deeper into this user group.

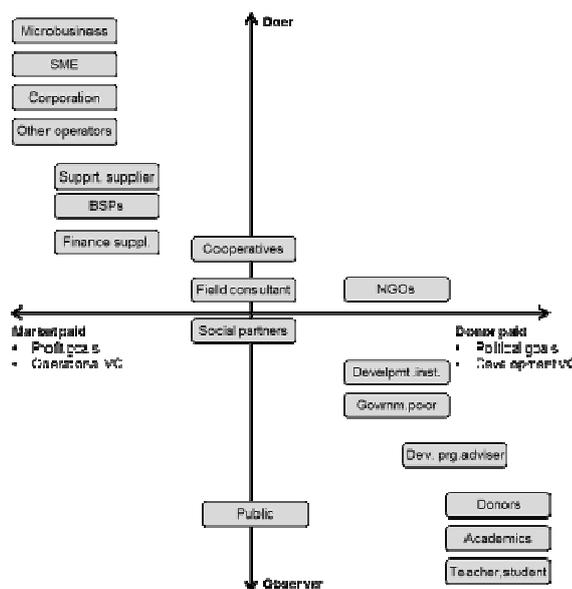
No special recommendations are given at the moment.

4.4 Conclusions about users

Users' behaviour

To summarize and to better understand the behaviour of the VC guide users, we will try to make a categorisation of users according to their basic behaviour (doers or observers) and their financial source (who pays, the market or some donors).

These two parameters dictate user behaviour.



xvi. *Actors' behaviour and source of income*

Vertical axis: People who are close to and prefer to be close to the physical world and its dynamics (e.g. VC operators) are often "doers" who rather "do now and redo later if necessary" than "read and plan now and do later". They are operationally oriented. So they demand easily accessed guides. People who can and who prefer to live at a distance from the physical world tend to contribute with training, communication, and advise, which demands more time for intellectual understanding. They are development oriented. So they prefer VC guides that offer background understanding as well as models and tools for communication.

Horizontal axis: People who primarily earn their living from the market of goods and services are forced to be profit-oriented with a short time perspective, but will in surplus situations also consider long-term aspects like financial, environmental and social sustainability. People who earn their money from donors have donors as their primary customers and therefore seek to

satisfy their demands in the form of political criteria. In a VC development context the VC operators become their secondary customers.

It is difficult to do a strictly logical classification of the actor types along these axes. we have used interviews, real-life experience and empathetic approach, and we believe that the tendency depicts a reality: VC operators are in the top-left corner, governments and academics are in the bottom-right corner, and consultants and development institutions etc. are somewhere in the middle. Nobody seems to be top-right or bottom-left when working within the poor-poor development context.

Users' preferred formats

If we accept the sketched actors and user profiles and their postulated preferred VC guide formats, we arrive at the following matrix (user x format). In the cells, the x'es come from the user profile descriptions or from a potential demands of users from the same actor. xxx'es indicate an expected high volume of demand, and x'es a small volume.

Format \ User	User																		
	Microbu siness	SME	Corpora tion	Oper+	Supplier	BSP	Finan	Field consult	Prgm adviser	Coopera tives	Social partner	Gvrnm poor	Devel. Institut.	Academ ics	Teacher student	Donor	NGOs	Public	
Case story		x	x	x			x	xx	x		x		xx	xx	x	x	x	x	x
Consultancy	x	x						x	x			x	x			xx			
Course	x	x						x					x	x	x				
Faction		x	x					xx					x	x	x	xx			
Handbook	x	x	x	x		x	x	xxx	xx	x	x	x	xxx	xx					
Manual	x	x	x					x					x						
Portal			x					x	x		x		x	x	x	x	x	x	x
Report								x			x		xx	xx		x			
Research								x	x			x	xx	xxx	x	x	x		
Textbook			x				x	xx	xx		x	x	xx	xx	xx	xx			
Toolbox		x	x					x	x		x		xx	x					
Tutorial	x	x	x	x		x	x	xxx	xx	xx	x	x	xx	x	xx	xx	xx	xx	xx

xvii. VC guide formats demanded by users

We are aware that the indications of demand are a bit speculative and not stringently scientific. Nevertheless, some concluding observations seem valid, especially when bearing in mind the content and pedagogical style of the database sample guides:

- The major demand for VC guides comes from Field consultants, Programme advisers, Development institutions, Academics and Donors.
- The formats most in demand are Tutorials, short Handbooks, Textbooks, Case stories and Research papers.
- The operational actors (Micro, SME, and Corporate) are not very well supplied with adequate guides, and demand is best met for Academics and Development institutions.

5 Themes in VC guides

5.1 Keywords for selection

In the reference database a number of keywords have been added to help the user select guides with certain characteristics. The keywords fall in the following categories:

Bibliographical data

Basic information on Media, Year, Start and End page, Language, Organisation, Publisher's address, ISBN, URL to source etc.

They are not primarily meant for selection, but users may benefit from them by e.g. selecting language, year, or organisation.

Format and style of guide

A specific field shows the format of the guide:

- *Format* contains words indicating whether the reference has the format of a case story, course material, handbook, manual, website portal, textbook, toolbox, or tutorial, etc.

The database has separate fields for some "*ranked criteria*" with scales from 0 to 4 indicating levels:

- *Bibliography*: Indicates to which degree the reference leads on to more references. Quite many guides contain bibliographies that are worthwhile looking into. But they are almost never commented with keywords, as is the case in this database.
- *Case*: In the database it is indicated to which extent a reference contains examples from specific cases. Fairly few guides are dedicated primarily to cases, but cases are often used as illustrations. Some cases are so thoroughly treated that they serve as subsector analyses.
- *Glossary*: It is indicated to which extent the reference will give guidance to understanding concepts and words from the VC world. Important words are copied to the separate Glossary database of this metaguide.
- *Guideline*: The degree to which the reference gives step by step guidelines as to how and what to do in relation to value chain development. About one sixth of the references focus on supplying the user with specific guidelines to their approach to VCs.
- *Theory*: Like the above criteria the level of theory (focus on concepts and models) in a reference is indicated on a scale from 0 to 4. About one sixth of the references are mainly theoretical.
- *Tool*: A criteria very much in demand is that of the reference having the character of a tool. About one sixth of the references have some tools, and about 10% have a strong focus on tools.

Context

Certain keywords have been grouped in separate fields for contextual parameters:

- *Actor (User, Payer and Producer)*: These three fields contain values indicating different actors. "User" indicates if a reference is recommended for one of the predefined user profiles. "Payer" and "Producer" fields are used to analyse patterns in the market for value chain guides.
- *Business function*: Words like marketing, product development, QC (quality control), sales, production, HRM (human resource management), acquisition, and management are entered if these themes are treated. But very few references focus on these business activities.
- *Product or sector*: Often mentioned here are e.g. agribusiness, agriculture, tourism, fish farming. The agriculture area is also highlighted by the mentioning of a lot of agricultural products like coffee, cocoa and mango. But most references target products in general (or not at all).
- *Spatial*: Geographical setting is indicated by country names or continents. African countries appear most frequently. But most references do not treat the geographical setting explicitly, but treat value chain as independent of spatial context.

Predefined value chain themes

A large number of thematic keywords have been added to the database in order to facilitate search, selection and filtering of references. The keywords have been chosen because:

- they appear frequently in the references,
- they have been mentioned as important by interviewees, or
- they for other reasons seem relevant to VC work.

They are all entered in one field "Keyword" allowing for easy filtering, search and sorting. Some themes have been treated as being so frequent and important, that they are always tagged when entering a reference in the database. The database has defined standard values (spelling) of these. Other themes are treated more ad hoc.

- A limited number of themes, which seem to be most in demand, have been coupled to specific keywords for easy filtering. Frequent words are: gender, participatory, mapping, poverty, environment, governance, upgrading, VC analysis, sustainability, VC assessment, global value chain (GVC), and SME.
- Other fairly frequent keywords are: competitiveness, empowerment, certification, technology, concepts for VC, action research, local economic development, supply chain, and cluster.

Free text

The Keyword field explained above does not invite for free text description. This you will find in:

- *Title*: Official title in its original wording.
- *Abstract*: Often selected phrases from the document itself.
- *Notes*: This field contains keywords inside phrases formed as natural language. They are mostly relevant for database search, but also partially useful for filtering of references.

5.2 Themes, examples and recommendations

As an inspiration to what searches in the database might lead to, we have given a few examples here, with keywords drawn from the user profiles.

Search is primarily done from the database field Keyword in which we have tried to add all the themes that are treated more than superficially in the corresponding guide.

Examples of search results and recommendations:

Competitiveness

From the present sample of VC guides, 14 have this keyword. The following seem most focused:

- ID-51 (Pham 2009, 164-164) ("Internationalization, Competitiveness, Enhancement and Export Performance of Emerging Market Firms: Evidence from Vietnam" from CBS),
- ID-148 (Porter 1998) ("Competitive advantage. Creating and sustaining competitive advantage", a textbook by Michael Porter)
- ID-158 (Skjøtt-Larsen and Schary 2007) ("Managing the global supply chain", a textbook by Skjøtt-Larsen et al at CBS et al).

Donors

Some guides consider donor approaches. In reality many, but the following treat the role of donors explicitly:

- ID-12 (Humphrey and Navas-Alemán 2010, 1-108) ("Value Chains, Donor Interventions and Poverty Reduction: A Review of Donor Practice" from IDS)
- ID-8 (Schmitz 2005, 1-73) ("Value chain analysis for policy-makers and practitioners" from ILO).

Export

Five references pop up. Two are portals, of which one gives many links to product groups and export/import aspects:

- ID-104 (Centre for the Promotion of Imports from developing countries) (CBI's website from Centre for the Promotion of Imports from developing countries).

Two handle export from a fish value chain:

- ID-51 (Pham 2009, 164-164) ("Internationalization, Competitiveness, Enhancement and Export Performance of Emerging Market Firms: Evidence from Vietnam" from CBS)
- ID-105 (Keane and Lemma 2009, 1-2) ("Struggling downstream? The trout value chain in Peru" from ODI).

Fair trade

Fair trade is registered as keyword to only one guide (which is dedicated to gender, ID-59 (Riisgaard, Escobar Fibla, and Ponte 2010, 1-71)) and two portals. However, none of the guides in the database are dedicated specifically to aspects of fair trade.

Finance

Seven guides come up from our database search. They have mostly been produced by development institutions, and by one consultant and one social partner ILO. Almost all are funded directly (or indirectly) by governments, but one is a course material (ID-141 (Posthumus and van der Krappen 2011)) funded by the course participants. Three of the guides are portals. One could start with:

- ID-135 (KIT and IIRR 2010) ("Value Chain Finance. Beyond microfinance for rural entrepreneurs" a textbook from KIT, dedicated to financing of value chains).

Gender

16 guides pop up. They have been produced by development institutions and universities, and by the social partner ILO. Probably all funded directly (or indirectly) by governments. One could start with:

- ID-58 (Mayoux and Mackie 2008, 1-113) ("Making the Strongest links. A practical guide to mainstreaming gender analysis in value chain development" handbook from ILO),
- ID-59 (Riisgaard, Escobar Fibla, and Ponte 2010, 1-71) ("Gender and Value Chain Development. Evaluation study" research paper from DIIS)
- ID-61 (Rubin, Manfre, and Barrett 2009, 1-141) ("Handbook. Promoting gender equitable opportunities in Agricultural Value chains" from USAID)
- ID-55 (Cruz and Lindo 2006) ("Pautas Conceptuales y Metodológicas: Análisis de Género en Cadenas de Valor" in Spanish from SNV).

Governance of VC

The keyword governance brings up 21 occurrences. A good start to governance (leadership in the chain as a whole) may be:

- ID-4 (Sørensen 2009, 1-30) ("Formation organisation and management of the global value chain in a theoretical perspective" from Jull Sørensen, AAU),
- ID-38 (Gereffi, Humpfrey, and Sturgeon 2005, 78-104) ("The Governance of Global Value Chains" from Gereffi et al of Duke University),
- ID-65 (Gereffi 2001, 30-40) ("Beyond the Producer-driven /Buyer-driven Dichotomy. The evolution of global value chains in the Internet era" from Gereffi of Duke University),

Indigenous

Considering promotion of indigenous rights etc in connection to VCs does not seem obvious in the sample database. No hits, so far.

Institutional

- ID-13 (CIPE 2008, 1-16) ("Reform Toolkit. Corporate Governance for emerging markets" from CIPE)
- ID-3 (Vermeulen et al. 2008, 1-114) ("Chain-wide learning for Inclusive Agrifood Market Development. A guide to multi-stakeholder processes for linking small-scale producers to modern markets" from IIED).

LED (Local Economic Development)

The search gives four hits. The following guide may be a first try:

- ID-46 (Kaplinsky and Morris 2001, 1-113) ("A Handbook for Value Chain Research" from IDRC).

M4P

A VC approach to the pro-poor theme could be:

- ID-117 (Meyer-Stahmer 2006, 1-51) ("Value Chain Analysis and “making markets work for the poor” (M4P). Poverty reduction through value chain promotion (Draft)" from GTZ)
- ID-14 (Ministry of Planning and Investment) ("M4P website" from DFID and others)
- ID-150 (Tschumi and Hagan 2008, 1-60) ("DFID and SDC Springfield Guide on Making Markets Work for the Poor (M4P)").

Management

Management here focuses on management and leadership in the individual businesses, i.e. of the internal value chains.

The search gives 16 hits, of which you might look into:

- ID-4 (Sørensen 2009, 1-30) ("Formation organisation and management of the global value chain in a theoretical perspective" from Jull Sørensen, AAU). Highlights the necessity to incorporate management aspects in value chain development.
- ID-45 (Supply-Chain Council 2008, 1-24) ("SCOR-model" from SCC). SCOR is a cross-industry standard diagnostic tool for supply chain management.
- ID-111 (KIT (Amsterdam)., Faida MaLi (Arusha)., and IIRR (Nairobi [etc.]) 2010) ("Chain Empowerment: Supporting African Farmers to Develop Markets" from KIT and IIRR).
- ID-125 (Herr 2006, 1-33) ("A guide for value chain analysis and upgrading- Module 3" from ILO).
- ID-148 (Porter 1998) ("Competitive advantage. Creating and sustaining competitive advantage", a textbook by Michael Porter).
- ID-158 (Skjøtt-Larsen and Schary 2007) ("Managing the global supply chain", a textbook by Skjøtt-Larsen et al at CBS et al).

There seems to be a deficiency in the sample of guides that treat how to come from VC plans to management action, and to discuss the consequence of the fact that the operative leaders are the main VC actors. They are the sine-qua-non.

Mapping of VC

14 occurrences. For at start look at:

- ID-1 (Herr 2007, 1-140) ("An operational guide to local value chain development" a textbook from ILO)
- ID-141 (Posthumus and van der Krappen 2011) ("VC Concepts course" from HPC/MDF).

Middleman

Six guides appear, but none of these are dedicated to middlemen in value chains. The keyword Middleman is used to cover guides treating traders, brokers etc. May overlap with keywords like transport or logistics (not searched here). You may look at:

- ID-98 (Mesopartner and others 2011) ("VC mp3 LEDcast" from mesopartner) that gives access to podcasts of which one is on middlemen in value chains
- ID 152 (Peppelenbos 2008) ("Trading up. Building Cooperation Between Farmers and Traders in Africa" from KIT and IIRR)

Monitoring

Monitoring of programmes and value chain development projects is treated in at least four references. But none of them seem to be focused on monitoring. So no recommendation at the moment. Try also the keyword "evaluation".

Participatory

12 guides have the word Participatory in the database field Keyword. They are of different formats, such as course material, handbook, research and textbook. They are mostly paid by governments, but also by social partners. Additional 12 come up from free search in all fields with "particip*" (Abstract and Notes), and if you are interested in the theme Participatory, you might also look for Empowerment. You could start with

- ID-1 (Herr 2007, 1-140) ("Operational guide to LED" from ILO)
- ID-44 (Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) 2007, 1-221) ("ValueLinks model" from GTZ)
- ID-53 (Bernet et al. 2005, 8-13) ("Participatory Market Chain Approach" from ZIL Swiss Centre for International Agriculture)
- ID-54 (USAID) ("Facilitating value chain development", from microLINKS, training curriculum from USAID).

Risk

Five guides show up. Most of them paid by governments and produced by development institutions. You could start with:

- ID-135 (KIT and IIRR 2010) ("Value Chain Finance. Beyond microfinance for rural entrepreneurs" which is a textbook from KIT and IIRR).

It is dedicated to financing of value chains, but it treats the risk aspect quite thoroughly.

Subsector analysis and VC analysis

Subsector analysis comes up with five hits, and VC analysis with 16 hits. It is not quite the same, but probably many authors treat the two themes in much the same way. See for a start

- ID-2 (Posthumus 2004, 1-175) ("CAPSA Capacitating Sector Analyses. A practical training methodology to analyse value chains. Training Manual for the participants" course material from Hans Posthumus Consultancy and SNV),
- ID-5 (Hellin and Meijer 2006, 1-24) ("Guidelines for value chain analysis" from Hellin & Meijer),
- ID-131 (Herr 2006, 1-40) ("A guide for value chain analysis and upgrading- Module 2" from ILO),
- ID-80 (Lowe and Gereffi 2008, 1-72) ("A value chain analysis of the U.S pork industry" from Duke university).

VCD approach

12 occurrences. Several formats of which three are portals and three are textbooks. All are paid by governments, including probably the two from ILO. The following may work for a start:

- ID-12 (Humphrey and Navas-Alemán 2010, 1-108) ("Value Chains, Donor Interventions and Poverty Reduction: A Review of Donor Practice" from IDS)
- ID-8 (Schmitz 2005, 1-73) ("Value chain analysis for policy-makers and practitioners" by ILO).

5.3 Conclusions about VC themes

Let's try to do a simple statistics based on the selected themes.

Theme Format	Cluster	Competitiveness	Donors	Export	Faire trade	Finance	Gender	Governance	Indigenou s	Institio nal	LED	M4P	Mapping	Middlem an	Monitorin g	Participat ory	Risk	Subs./VC analysis	VCD approach
Case story		1		1									1		1			3	1
Consultancy													2					1	
Course		1				1		1						1		2		3	1
Faction									1										
Handbook		2				1	2	1		1	1		3		1	2		2	1
Manual																			
Other							1	1						1			1		
Portal				2	2	3	2	3				1	1	1	1			1	3
Report	2	1	1					1					2	1		1	1	2	2
Research	1	3		1	1		7	8		1	1	1		1		3	1	3	
Textbook	1	5	1			1	2	4			1		4	1	1	4	2		1
Toolbox	1						1	2			1		1					5	3
Tutorial																			
Undefined		1		1		1	1					1							
Total	5	14	2	5	3	7	16	21	1	2	4	3	14	6	4	12	5	20	12

xviii. *How many guides of each format treat selected themes*

Obviously this is a very restricted statistics, but tentatively we might conclude:

- Most treated themes are: Governance, Subsector/VC analysis, Gender, Mapping and Competitiveness.
- No (or almost no) themes are treated at the level of a Tutorial, Manual or Faction and few are treated in Case stories and Toolboxes. So the selected themes are rarely treated in formats preferred by the operational actors.
- Less spectacular is that most themes are treated in the most represented formats.

6 Market for VC guides

6.1 Producers and payers

Let's look at who produces and who pays the VC guides.

Producer Format	Microbu siness	SME	Corpora tion	Oper+	Supplier	BSP	Finan	Consult	Prgm adviser	Coopera tives	Social partner	Gvrnm poor	Devel. Institut.	Academ ics	Universi ty	GvnRic h	NGOs	Public	N/A
	Case story								1			1		1					
Consultancy															1				
Course								2					1		1				
Faction																		1	
Handbook								1			6		4		1				
Manual																	1		
Other								1			3		1			1	1		
Portal								1					25		4		1		
Report								2					4		2				1
Research								2					10	2	10		1		3
Textbook											9		4		2				
Toolbox								1					2				1		
Tutorial																			
N/A								2			1		4	1					1
Total*								13			14		50	3	20	1	5	1	5

xix. Producers of VC guide formats

Note*: Some guides have multiple formats, so that the total is less than the sum of numbers. It is sometimes difficult to estimate who is actually the producer, so take the details in this matrix with a pinch of salt.

VC guides are primarily produced by development institutions, even more if we count in the social partner ILO. Other producers are universities and academics followed by consultants.

Payer Format	Microbu siness	SME	Corpora tion	Oper+	Supplier	BSP	Finan	Field consult	Prgm adviser	Coopera tives	Social partner	Gvrnm poor	Devel. Institut.	Universi ty	Teacher student	Fund GvrRich	NGOs	Public	Reader	N/A
	Case story											1					2			
Consultancy														1						
Course														1		1			2	
Faction																			1	
Handbook											6					7				
Manual																				
Other											3					2	1			1
Portal			1										1	3		21	5			1
Report																7				2
Research														12		10	1		1	5
Textbook											9			2		4				
Toolbox																3	1			
Tutorial																				
N/A											1									
Total*			1								14		1	19		57	8		4	9

xx. Payers of VC guide formats

Note*: Some guides have multiple formats, so that the total is less than the sum of numbers. It is sometimes difficult to estimate who is actually the payer, so take the details in this matrix with a pinch of salt.

Of a total of 113, the 57, or half of them, are paid directly by governments, while the rest a probably more less paid indirectly by government also (the social partner is ILO acting as a development institution). Only 5 are paid by the market (readers or business).

6.2 Demand and supply

Let's repeat the qualitative indication of demand from the chapter on Users and add some summations:

Format \ User	Microbu siness	SME	Corpora tion	Oper+	Supplier	BSP	Finan	Field consult	Prgm adviser	Coopera tives	Social partner	Gvrnm poor	Devel. Institut.	Academ ics	Teacher student	Donor	NGOs	Public	Demand *	Supply*
Case story		x	x	x			x	xx	x		x		xx	xx	x	x	x	x	16	3
Consultancy	x	x						x	x			x	x			xx			8	1
Course	x	x						x					x	x	x				6	4
Faction		x	x					xx					x	x	x	xx			9	1
Handbook	x	x	x	x		x	x	xxx	xx	x	x	x	xxx	xx					19	12
Manual	x	x	x					x					x						5	1
Other																			0	7
Portal			x					x	x		x		x	x	x	x	x	x	10	31
Report								x			x		xx	xx		x			7	9
Research								x	x			x	xx	xxx	x	x	x		11	28
Textbook			x				x	xx	xx		x	x	xx	xx	xx	xx			14	15
Toolbox		x	x					x	x		x		xx	x					8	4
Tutorial	x	x	x	x		x	x	xxx	xx	xx	x	x	xx	x	xx	xx	xx	xx	26	0

xxi. Demand and Supply in the market of VC guide formats

Note*: Demand is approximated by summing up numbers of x's. Supply is indicated by the sum of produced guides from above.

One should admit that this is a "quick-and-dirty" analysis. A rough conclusion could be:

- Demand surpasses supply on Case story, Consultancy report, Faction, Handbook and Tutorial
- Supply surpasses demand on Portals and Research
- For the rest, the difference is less significant.

The matrices do not include "mouth to ear" communicated material. This is a challenge for suppliers to the VC operators who are very intuitive and doer-like. Operators - and actually most users interviewed, demand guides that are simple, instructive and short. This too is not very well covered by the present sample of VC guides.

As to demand and supply of treatment of themes, it has not been possible to do even a quick-and-dirty estimate. As a bias one might expect that customer-1 (the buyer who actually pays the producer, and not the user) has a strong influence on the choice of themes. Since most payers are directly or indirectly governments in the rich world, one may expect their political criteria to be prevailing.

Hopefully these tables and market considerations can help VC actors reconsider their roles as 1) users of VC guides, 2) producers of VC guides and/or 3) payers of VC guides.

6.3 Top-10 according to user demand

In the reference database we have added a column for "User-Recommended" and for "Theme-Recommended" according to the analyses in the preceding chapters above.

ID	User-recom.	Theme-recom.	Notes
12	4	2	"Value Chains, Donor Interventions and Poverty Reduction: A Review of Donor Practice", IDS
1	3	2	"An operational guide to local value chain development. Combining Local Economic Development (LED) with Value Chain Development (VCD) to strengthen competitiveness and integration of SMEs into markets", ILO
8	3	2	"Value chain analysis for policy-makers and practitioners", ILO
111	3	1	"Chain Empowerment: Supporting African Farmers to Develop Markets", KIT
135	2	2	"Value Chain Finance. Beyond microfinance for rural entrepreneurs", KIT
2	2	1	"CAPSA Capacitating Sector Analyses. A practical training methodology to analyse value chains. Training Manual for the participants", HPC, SNV
44	2	1	"ValueLinks Manual. The Methodology of Value Chain Promotion", GTZ
53	2	1	"Participatory Market Chain Approach", ZIL
54	2	1	"Facilitating value chain development. A new training curriculum from USAID", USAID
117	2	1	"Value Chain Analysis and “making markets work for the poor” (M4P). Poverty reduction through value chain promotion (Draft)", GTZ

xxii. Top-10 VC guide references according to number of recommendations

Once again a quick-and-dirty analysis. On the face of it apparently a reasonable result, though.

7 Abbreviations and acronyms in the present report

AAU	Aalborg University, Denmark
BSP	Business Service Provider
CBS	Copenhagen Business School, Denmark
CIPE	Center for International Private Enterprise
CSR	Corporate Social Responsibility
DDRN	Danish Development Research Network
DVC	Development Value Chain
GTZ	Technical German Co-operation. From Jan 2011 part of GIZ
GVC	Global Value Chain
HPC	Hans Posthumus Consultancy
ID	Identification number of value chain guides in the database
IDRC	The International Development Research Centre
IDS	Institute of Development Studies
IIED	International Institute for Environment and Development
IIRR	International Institute of Rural Reconstruction
ILO	International Labour Organisation
KIT	Royal Tropical Institute, The Netherlands
LED	Local Economic Development
M4P	Making Markets Work Better for the Poor
MDF	MDF Training & Consultancy
MSE	Micro and Small Enterprises
N/A	Not available
NGO	Non-Governmental Organization
OALD	Oxford Advanced Learner's Dictionary
OVC	Operational Value Chain
SME	Small and medium-sized enterprise
SNV	International Development Organisation, The Netherlands
URL	Uniform/universal resource locator (the address of a World Wide Web page)
USAID	United States Agency for International Development
VC	Value Chain
ZIL	Swiss Centre for International Agriculture

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