Introduction and user Manual to the GVC Metaguide

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Content

Report: Statistics, analyses and recommendations

A Guide to Value Chain Guides — A reference database with search criteria, recommendations and analysis of patterns. By Søren Borch, ConDiv Consulting - Copenhagen, May 2011
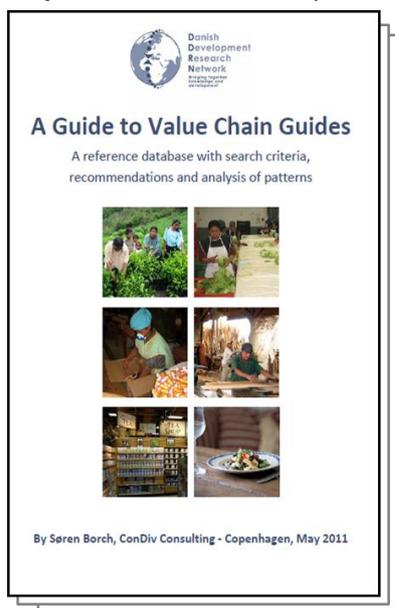
Reference database: 160 references, 42 attributes

	A	B	C	D	E	F	G	H
1	ID	Title	Author	Abstract	Org	Format	Product	Keyword
2	1	An operational guide	Herr, Matthias Lesego	Practical oriented guide	ILO,	Textbo	Fish-	Participatory;
3	2	CAPSA Capacitating	Posthumus, Hans	Practically oriented guide to	Hans	Course	General	Participatory; Map
4	3	Chain-wide learning	Vermeulen, Sonja ;	The guide provides a	IIED,	Handbo	Agribusines	Participatory; Map
5	4	Formation	Sørensen, Olav Jull	To provide an overview of	AAU,	Resear	General	Governance; GVC;
6	5	Guidelines for value	Hellin, Jon; Meijer,	A practical guide for VCA	N/A	Report	Agribusines	Mapping of VC; Sul
7	8	Value chain analysis	Schmitz, Hubert;	This guide is developed	ILO;	Textbo	N/A	Governance; GVC;
8	12	Value Chains, Donor	Humphrey, John; Navas-	This review examines a	IDS,	Report	N/A	VC assessment; Po
9	13	Reform Toolkit.	CIPE	This toolkit introduces key	CIPE,	Resear	N/A	Governance; Corpe
10	38	The Governance of	Gereffi, Gary;	The overall focus of this artic	Duke	Resear	General	GVC; VC analysis; \
11	44	ValueLinks Manual.	GTZ	This manual is the	GTZ/GI	Handbo	General	Participatory;
12	46	A Handbook for Value	Kaplinsky, Raphael;	To cover the broad terrain	IDRC,	Textbo	General	Global; Governanc
13	51	Internationalization,	Pham, Ha, Thi Van	The thesis revolves around	CBS,	Resear	Manufactu	Competitiveness;
14	53	Participatory Market	Bernet, Thomas;	The Participatory Market	ZIL,	Resear	Potato	Participatory;
15	54	Facilitating value	USAID	Very promising. The	USAID	Course	General	Participatory; Pro-
16	65	Beyond the Producer-	Gereffi, Gary	Shifting Forms of Value-	Duke;	Resear	General	Governance; Electi
17	117	Value Chain Analysis	Meyer-Stahmer, Jörg;	At first glance, the "Making	GTZ;	Resear	Pepper;	Pro-poor; Poverty
18	135	Value Chain Finance.	KIT; IIRR	In large parts of the world,	KIT,	Textbo	General;	Finance; Poverty; F
19	141	Value Chain Concepts	Hans Posthumus; Ton	Material from 1 week	HPC	Course	General	Governance; Horiz

Glossary database: 460 concepts and acronyms

1	Acronym,Conc	English	Source
2	Aquaculture	The growing of plants in water for food	
3	ASC	Aquaculture Stewardship Council	
4	B2B	Business to Business	
5	BMP	Best Manufacturing Practice	
6	BPI	Bribe Payers Index	
7	Broker	A person who buys and sells things for other people	OALD
8	CDM	Clean Development Mechanism	
9	Corporation	A large business company. An organization or a group of organizations that is recognized by law as a single unit	OALD
10	CRM	Customer Relation Management	GVC-ID-4
11	CRM	Computer Resource Management	
12	CSM	Cut, sew and make	GVC-ID-4
13	CSM	Customer Service Management or Customer Service Manager	
14	DDRN	Danish Development Research Network.	
	Empowerment	To give somebody more control over their own life or the situation they are in. To give somebody the power or	OALD

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, faction, 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.

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 42 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.

Target group

- 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.

Top-10 value chain guides

As an example I have extracted the references that have obtained most recommendations in the analysis:

ID-1. *"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"*, Herr, Matthias Lesego, ILO, International Labour Organisation, page 1-140, 2007/02, http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/instructionalmaterial/wcms_101319.pdf

ID-2. *"CAPSA Capacitating Sector Analyses. A practical training methodology to analyse value chains. Training Manual for the participants"*, Posthumus, Hans, Hans Posthumus Consultancy and SNV, page 1-175, 2004/05/14, http://www.bdsknowledge.org/dyn/bds/docs/392/Posthumus%20Sector%20Analysis%20training%20manual.pdf

ID-8. *"Value chain analysis for policy-makers and practitioners"*, Schmitz, Hubert, ILO, International Labour Organization, and Rockefeller Foundation, Sussex, England, 92-2-117738-6, 2005, http://www.bdsknowledge.org/dyn/bds/docs/424/VCA%20Guide%20Schmidt%20ILO%202005.pdf

ID-12. *"Value Chains, Donor Interventions and Poverty Reduction: A Review of Donor Practice"*, Humphrey, John and Navas-Alemán, Lizbeth, IDS, Institute of Development Studies, page 1-108, Sussex, England, 978 1 85864 912 9, 2010, http://www.ntd.co.uk/idsbookshop/details.asp?id=1160

ID-44. *"ValueLinks Manual. The Methodology of Value Chain Promotion"*, GTZ/GIZ, page 1-221, http://www.value-links.de/manual/pdf/valuelinks_complete.pdf

ID-53. *"Participatory Market Chain Approach"*, Bernet, Thomas; Devaux, André; Thiele, Graham; Ortiz, Oscar, ZIL, Swiss Centre for International Agriculture; International Potato Center (CIP), BeraterInnen News, Vol 1, page 8-13, 2005, http://portals.wi.wur.nl/files/docs/ppme/MarticipatoryMarketChainApproach.pdf

ID-54. *"Facilitating value chain development. A new training curriculum from USAID"*, USAID, http://www.microlinks.org/ev_en.php?ID=13709_201&ID2=DO_TOPIC

ID-111. *"Chain Empowerment: Supporting African Farmers to Develop Markets"*, authors several from IIRR, International Institute of Rural Reconstruction; KIT, Royal Tropical Institute; Faida MaLi, Faida Market Link Company Ltd, page 1-212, ed. Mundy, Paul, 978-94-6022-091-3, 2006, http://www.kit.nl/smartsite.shtml?id=SINGLEPUBLICATION&ItemID=1952

ID-117. *"Value Chain Analysis and "making markets work for the poor" (M4P). Poverty reduction through value chain promotion (Draft)"*, Meyer-Stahmer, Jörg and Wältring, Frank, GTZ and MesoPartner GmbH, page 1-51, Eschborn, 2006.

ID-135. *"Value Chain Finance. Beyond microfinance for rural entrepreneurs"*, KIT and IIRR, page 1-254, 978-94-6022-055-5, 2010, http://www.kit.nl/net/KIT_Publicaties_output/ShowFile2.aspx?e=1610

About the publication and the author

This metaguide to value chain guides is compiled and developed by Søren Borch for the Danish Development Research Network, notably its Global Value Chains in Business and Development Working Group.

The documents are accessible from www.ddrn.dk and www.condiv.dk.

Søren Borch is an engineer and business economist and has 35 years of professional experience as consultant, international development adviser, industry manager, teacher, and university researcher.

He has worked directly with value chains and sustainable business in Central America and Africa, as adviser and trainer.

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