

# Review of guidelines and manuals for value chain analysis for agricultural and forest products

Eddah Nang'ole, Dagmar Mithöfer and Steven Franzel





The World Agroforestry Centre, an autonomous, non-profit research organization, aims to bring about a rural transformation in the developing world by encouraging and enabling smallholders to increase their use of trees in agricultural landscapes. This will help to improve food security, nutrition, income and health; provide shelter and energy; and lead to greater environmental sustainability. We are one of the 15 centres of the Consultative Group on International Agricultural Research (CGIAR). Headquartered in Nairobi, Kenya, we operate six regional offices located in Brazil, Cameroon, India, Indonesia, Kenya, and Malawi, and conduct research in 18 other countries around the developing world.

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**Correct citation:** Nang'ole EM, Mithöfer D and Franzel S. 2011. Review of guidelines and manuals for value chain analysis for agricultural and forest products. ICRAF Occasional Paper No. 17. Nairobi: World Agroforestry Centre

Published by the World Agroforestry Centre  
United Nations Avenue  
PO Box 30677, GPO 00100  
Nairobi, Kenya  
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© World Agroforestry Centre 2011  
ICRAF Occasional Paper No. 17

ISBN 978-92-9059-301-0

**Cover photo:** A busy marketplace in Kisumu, Kenya © Wendy Stone

**Editing & proofreading:** Betty Rabar

**Design & layout:** Reagan Sirengo and Sherry Adisa

**Printed by**

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## **Abstract**

This paper gives an overview of guidelines and manuals for value chain analysis in agriculture and forestry. The publications were compiled through web search using key words *such as value chain manuals, value chain guidelines, value chain handbooks*. Information was also gathered by requesting key informants to provide any guidelines they knew of. The value chain concept has been applied in different ways by different organizations. Thus, this paper starts by reviewing the commonalities and differences in the definition of value chain and other relevant terms. Four stages of value chain analysis are described: appraisal, design, implementation and monitoring and evaluation. It then lists 32 guidelines and manuals, breaking them into four groups: (1) those that deal with all four stages of value chain analysis, (2) those focusing on the first two stages, appraisal and design, (3) those that focus on forest products, and (4) those examining special topics cutting across the other guidelines such as collective marketing, farmer-trader relations or gender analysis. For each guideline or manual, there is a brief overview of the contents, the specific survey instruments, case studies and the web address or other means of accessing it. Future work should include a more detailed analysis of the approaches and methods used in the different manuals and their strengths and weaknesses.

## **Keywords**

Marketing; rapid market appraisal; supply chain analysis; development

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## Acknowledgements

The authors would like to thank Jason Donovan and Patrick Van Damme, our peer reviewers, for their valuable comments. We also thank Amos Gyau for his input and comments and guidance towards other important references.

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## Introduction

Most poverty reduction strategies in developing countries are predicated on improving agricultural production and promoting market access and integration of smallholder producers in formal market exchange. Research has shown at both conceptual and empirical levels the potential benefits of such a market-driven perspective (Barrett 2008). Development practitioners make extensive use of the value chain concept for the design of market-driven rural development projects and strategies. It is also widely used by researchers, as shown by the increasing number of publications (Fasse et al 2009). There is a tremendous interest in learning about marketing and value chain analysis and a great number of publications are available. However, the large number of manuals and guidelines can be confusing due to differing objectives, a lack of guidance on which to use in a particular situation and the inconsistent use of concepts and terms. So far, no overview of these is available. This paper aims to provide an overview of available manuals and guidelines on value chain analysis for agricultural and forest products for field staff of development and research organizations. The aim is to help users identify the manual(s) most suitable for their own needs and circumstances. Private sector analysts and educators may also find this overview useful.

Kaplinsky and Morris (2002) define a value chain as the full range of activities which are required to bring a product or service from conception, through the different phases of production, transformation and delivery to final consumers, and eventual disposal after use. In Kaplinsky and Morris' approach, value chain analysis seeks to characterize how chain activities are performed and to understand how value is created and shared among chain participants.

In contrast, other definitions exist. For example, Hobbs et al (2000) defines the value chain as one particular form of the supply chain. In this approach, the supply chain refers to the entire vertical chain of activities: from production on the farm, through processing, distribution and retailing to the consumer – in other words – the entire spectrum, from gate to plate, regardless of how it is organized or how it functions. Hobbs' definition of supply chain is thus similar to Kaplinsky and Morris' definition of value chain. Hobbs et al defines the value chain as a vertical alliance or

strategic network between a number of independent business organizations within a supply chain. Thus, rather than value creation and sharing, emphasis is placed on the permanence of linkages among chain actors.

Further, value chain analysis can be viewed in a narrow or broad sense (van den Berg et al 2009). In the narrow meaning, a value chain focuses on a single firm and includes the conception and design stage; the acquisition of inputs; production, marketing and distribution activities; and the performance of after-sale services. The broad approach to value chains looks across enterprises at the range of activities implemented by various actors to bring a raw material to the final product. The broad value chain approach starts from the production system of the raw materials used to produce a product. It also includes linkages with other actors engaged in activities such as trading, assembling, processing and providing business development services such as credit and market information. The broad approach also comprises all backward and forward linkages, up to the level in which the raw material produced is linked to the final consumers (van den Berg et al 2009).

More recently, the concept of value chain analysis seems to have become synonymous to market analysis in general by also including aspects of the horizontal<sup>1</sup> analysis of a set of specific actors at one stage of the chain and the role of policies, institutions and laws in shaping markets. Often, the terms 'supply chain' and 'value chain' are used interchangeably.

The remaining sections are organized as follows. First, the methods used to assemble the manuals and guidelines are presented, then the history of the value chain and related concepts are discussed. For each manual or guideline, a brief overview of its contents, the methods used to gather evidence, data collection instruments, case studies and the web address or other means of accessing it are presented.

<sup>1</sup> 'Horizontal' relationships refer to ones among actors at a particular stage of the chain such as in retailing. In contrast, 'vertical' relationships are those between actors at different stages of the chain, such as one among producers, wholesalers and retailers.

## Methods

Thirty-two manuals and guidelines were gathered through a web search using Google and Google Scholar. Key words used in the search were value chain manuals, value chain guidelines, guidelines for market chain analysis and value chain handbooks. The manuals selected mainly targeted researchers and development practitioners working with small farmers and traders to improve their incomes through market-driven enterprises. Other manuals were identified by sending out requests to key informants. Certain manuals on market analysis that had not used the term ‘value chain analysis’, were also included, such as ones on rapid

market appraisal (RMA), which is an iterative and interactive research methodology used to understand complex market systems in a short time (Joss et al 2002). RMA is a key element of many value chain analyses. Also included were volumes of case studies of value chain analysis in which tools and guidelines were discussed.

There may be other relevant manuals and guidelines that have been left out because they could not be accessed using electronic search engines. The authors appreciate suggestions from readers on manuals and guidelines that should be included in future versions of this paper.

## History of value chains

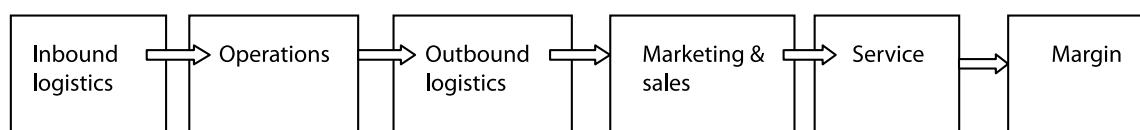
The value chain concept is a systems approach that evolved over time drawing from different disciplines (da Silva and de Souza Filho 2007). The scientific discussion about the vertical integration of production and distribution processes started in the 1960s. The ‘**filière**’ concept was developed at the French Institut National de la Recherche Agronomique (INRA) and the Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD) as an analytical tool to study the ways in which agricultural production systems were organized in the context of developing countries.

The framework paid special attention to how local production systems are linked to processing industry, trade, export and final consumption (van den Berg et al 2009). The concept was used to describe the flow of physical input and services in the production of a final product and in terms of its concern with quantitative technical relationships. However, ‘filière’ analysis tended to be viewed as having a static character, reflecting relations at a certain point in time. It did not indicate the growing or shrinking flows either of commodity or knowledge nor the rise and fall of actors (Roduner 2004).

The concept of the sub-sector, first introduced by Shaffer (1970), was also an important conceptual development related to value chains. A sub-sector is “an interdependent array of organizations, resources, laws and institutions involved in producing, processing and distributing an agricultural commodity”. A sub-sector thus involves a set of activities and actors and the rules governing those activities (Staatz 1997). Sub-sector analysis encompasses a meaningful grouping of economic activities linked horizontally and vertically by market relationships. It involves studying the networks of relationships linking suppliers, processors, transporters and traders in ways that connect producers and enterprises with final consumers of goods and services.

In the mid 1980s, Porter developed the value chain analysis as an instrument for identifying the value of each step in the production process (Figure 1). The concept of value chain is utilized as a conceptual framework that enterprises can use to detect their sources of competitive advantage. Porter argued that the sources cannot be detected by looking at a firm as a whole; rather the firm

**Figure 1: Porter’s generic value chain**



Source: Roduner 2004

should be disaggregated in a series of activities. Porter identified (1) primary activities, which directly contribute to add value to the production of goods and service and (2) support activities, which have an indirect effect on the final value of the product (van den Berg et al 2009). The primary activities are: inbound logistics, operations, outbound logistics, marketing and sales and services. The goal of these activities is to offer the customer a level of value that exceeds the cost of the activities thereby resulting in a profit margin (Roduner 2004).

Porter introduced the 'value system' as an alternative way of approaching the search of competitive advantage. A value system includes the activities implemented by all the firms involved in the production of a good or service, starting from basic raw materials to those engaged in the delivery to the final consumers. The concept of value system is therefore broader compared to the one of 'enterprise value chain' (van den Berg et al 2009). However, in Porter's framework, the concept of value system is mostly a tool for assisting executive management in strategic decisions. The value chain analysis, according to Porter's approach, is therefore restricted to the firm level neglecting the analysis of upstream or downstream activities beyond the company (Fasse et al 2009).

A third concept, the "Global Commodity Chain (GCC)," was introduced in the mid 1990s by Gereffi and others. Gereffi et al (2005) utilized the framework of value chain to examine the ways in which firms

and countries are globally integrated and to assess the determinants of global income distribution. GCC focuses on the power relations in the coordination of globally dispersed, but linked production systems. Gereffi shows that commodity chains are generally characterized by a leading party or parties that determine the overall character of the chain. Gereffi established four core elements: (a) input-output structure, (b) territorial (international) structure, (c) institutional framework, and (d) governance structure (Kaplinsky and Morris 2002). The focus was set on governance referring to institutional mechanisms and inter-firm relationships (Fasse et al 2009). This concept has been applied in the area of quality assurance procedures such as in coffee, e.g. Ponte (2002).

Based on Gereffi's GCC, Messner (2002) developed the concept of the world economic triangle. Messner's concept is based on the assumption that actors, governance and regulation systems determine the scope of action open to the regions in the global commodity chains. He determines six critical aspects in an economic triangle as; actor constellations, interests, power structures, situational mindsets, action orientation and trust. This approach focuses on upgrading entire regions or clusters through their integration into chains. Thus the economic triangle theory links horizontal (cluster development) and vertical approaches (value chain) (Roduner 2004). The global commodity chain concept has also been further developed into the Global Value Chain Concept reflecting a more dynamic view of chain governance (Sturgeon 2008, Gereffi et al 2005).

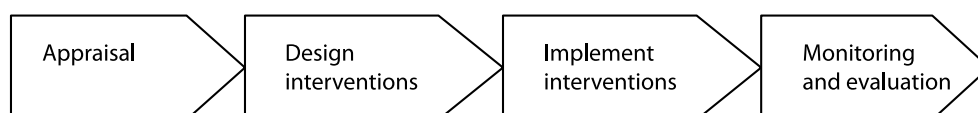
## Value chain analysis for designing and assessing development interventions – guidelines and manuals

Various guidelines (also known as manuals or handbooks) exist for carrying out value chain analysis. The guidelines cover four broad stages of value chain analysis (Figure 2):

- Appraisal of value chains and related information, e.g., choosing products, areas to work, and partners; conducting surveys to describe value chains and product sub-sectors; rapid market appraisals, and data analysis
- Design of interventions to improve value chain performances, including technologies, institutional innovations, and policies
- Implementation of interventions
- Monitoring and evaluation.

Table 1 presents guidelines and models which focus on the agricultural and forest sector. The guidelines are divided into four groups. The first are general ones that present information on all four of the above stages. The second group deals only with the first two stages, appraisal and intervention design. These often focus on the kinds of surveys needed to develop an understanding of value chains and include rapid market appraisals. The third group includes guidelines that focus on a particular set of commodities, such as forest enterprises. The fourth group deals with special topics that are often neglected in other guidelines: collective marketing, gender analysis or farmer-trader relations. Where appropriate, collections of case studies to illustrate concepts and their applications have been included.

**Figure 2: Stages of value chain analysis**



**Table 1:** Guidelines and manuals for analyzing value chains for agricultural and forest products

References		Overview	Survey instruments	Case studies
<b>General guidelines</b>				
1	Albu M and Griffith A. 2005. Mapping the market: a framework for rural enterprise development policy and practice. Warwickshire, UK: Practical Action. 36 pp.	The guide is presented in four sections; it begins with an introduction and conceptual framework. The second part presents the market map through an introduction to market mapping, market chain actors, the enabling business environment and participatory market mapping. The third part is on the operational challenges and solutions of the market map, and the last section presents conclusions and policy recommendations.	Structured questionnaire, participatory tools	Fruit in Columbia, bamboo in Ecuador, medicinal market in the Balkans, aloe in Kenya
2	Bernet T, Thiele G and Zschocke T. 2006. Participatory market chain approach (PMCA) – user guide. Lima, Peru: International Potato Centre (CIP). 184 pp.	The guide presents the participatory market chain approach (PMCA). It starts by introducing the basic concepts of market chain competitiveness that influence rural development processes. The second chapter describes the three phases of market chain approach: define, analyze and put in place innovations. The third chapter gives useful tools which can be applied in conjunction with PMCA. The fourth chapter provides case studies and the last part gives the challenges faced when using PMCA.	Market sketch, rapid market appraisal, focus group and quantitative market study	Potato in Peru, Bolivia and Uganda
3	da Silva C and de Souza Filho HM. 2007. Guidelines for rapid appraisals of agrifood chain performance in developing countries. Rome, Italy: FAO. 111 pp.	The guidelines are organized in four sections. Following the introduction, the conceptual basis for value chain analysis is examined in the second section. The third section discusses each step of the proposed methodology: defining objectives, chain delimitation, chain mapping, stakeholder validation, and policy and strategy implementation. The fourth section gives recommendations on the application of the methodology.	Key informant interviews and structured direct observations	The South African beef chain, the Brazilian beef chain, fisheries sector in Malaysia
4	Ferris S, Kaganzi E, Best R, Ostertag C, Lundy M and Wandschneider T. 2006. A market facilitator's guide to participatory agroenterprise development. Kampala, Uganda: CIAT.	This guide is presented in 11 sections. It starts off with an overview of agroenterprise development followed by the basics of marketing. The third section gives guidelines on institutional preparation and planning and the fourth covers tools for working with a community. The fifth section is on management and partner selection; sections six and seven are on project site selection and evaluation, and product screening and market opportunity identification respectively. Section eight is on selection of the best product and section nine is on market chain analysis. The tenth and eleventh sections are on developing an enterprise and evaluating progress and scaling up.	Rapid reconnaissance survey, secondary data, key informant interviews and review of trends	Community resource map (Uganda), market map (groundnuts in Kenya), farmers' market survey (Uganda), profitability analysis of beans (Uganda), historical calendar (Tanzania), partnerships (Uganda), enterprise selection and design (Uganda)

	References	Overview	Survey instruments	Case studies
5	Ferris S, Mundy P and Best R. 2009. Getting to market; from agriculture to agroenterprise. Baltimore, USA: Catholic Relief Services (CRS). 344 pp.	This book presents a series of cases, drawn from a range of value chains and across countries. Each case focuses on a particular stage in the agroenterprise development process, following a new "agroenterprise development cycle" that outlines how to help farmers improve their market performance. It is presented in 10 parts, the first gives background information on agroenterprise, the second is on the agroenterprise cycle, the third is on choosing an entry point, and the fourth section covers gender in agroenterprise. Sections five to nine outline steps to be followed when establishing an enterprise: getting organized and enterprise design, which includes analyzing the value chain, marketing, scaling up and learning and sharing. Section ten presents conclusions and the way forward.	Structured questionnaire, checklist	Selecting communities and organizing farmers (sesame in Niger, pulses in Kenya, coffee in Philippines, alternatives to poppy in Afghanistan), enterprise design (potatoes in Ethiopia, agribusiness centres in El Salvador, potatoes in Uganda and calamansi in Philippines), marketing (groups in Tanzania, financial services in India, milk in Afghanistan and innovation groups in Nicaragua), scaling up (beans in Ethiopia and coffee in Nicaragua), learning and sharing (East Africa and Madagascar)
6	GTZ. 2007. ValueLinks manual. The methodology of value chain promotion. Eschborn, Germany: Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). 221 pp.	The manual structures the know-how of value chain promotion into 12 modules organized according to the project cycle. It starts with the decision whether to engage in value chain promotion at all, and how to combine VC promotion with other development approaches. The first step in value chain promotion is the identification of a value chain to promote (module 1), followed by value chain analysis (module 2) and the formulation of a chain upgrading strategy (module 3). Module 4 presents know-how for facilitators of value chain promotion projects. Modules (5-10) are all devoted to the implementation of projects. Finally, module 11 closes the cycle with know-how on monitoring impacts and managing for development results.	Secondary information, key informant interviews	Mango in Kenya, honey in Mexico, jute in Bangladesh, among others
7	Herr M and Muzira T. 2009. Chain development for decent work: a guide for development practitioners, government and private sector initiatives. Geneva, Switzerland: International Labour Organization (ILO). 244 pp.	"Decent work" is an approach to sustainable development promoted by the International Labour Organization highlighting social justice and social inclusion. The guide gives aspects that need to be taken into account when working to improve value chains highlighting decent work. Chapter 1 gives the appropriate criteria and methodology for sector selection, while Chapter 2 provides guidance on project setup and initial evaluation. Chapter 3 explores value chain mapping. Chapter 4 explores key types of value chain research, including why and how to assess the nature of dialogue, working conditions, power relations and the position of women within a value chain, as well as the role of lead firms and business services. Chapter 5, on value chain analysis, explores a number of key intervention strategies. Chapter 6 discusses monitoring and evaluation and offers guidance on baseline and periodic surveys, and the selection and tracking of indicators, from inputs to outputs, to outcomes, to impacts.	Interviews, focus group discussions, secondary data	Vegetable sector in Bangladesh, floriculture in Sri Lanka

	References	Overview	Survey instruments	Case studies
8	Lundy M, Gottret MV, Ostertag C, Best R and Ferris S. 2007. Participatory market chain analysis for smallholder producers. Baltimore, USA: International Centre for Tropical Agriculture (CIAT), Catholic Relief Services, (CRS). 130 pp.	The guide is presented in 11 sections; the first part gives an area-based approach to rural enterprise development, the second section is on developing a competitive market chain strategy and the fourth section gives the guidelines for adapting the process to local needs. The fifth section is on selecting a market chain and the sixth part presents the process of planning and executing a rapid market survey. Section seven presents the process of identifying key actors in market chains and steps for business planning while section eight presents the participatory market chain analysis. Section nine analyses critical points in the market chain and section ten is on negotiating a strategy to increase competitiveness. The last part presents guidelines for monitoring of strategies to increase competitiveness.	Key informant interviews, focus group discussions, structured and semi-structured interviews, secondary data	Coffee in Honduras, dairy market in Costa Rica
9	Lundy M, Gottret MV, Cifuentes W, Ostertag C, Best R, Ferris S, Peters D. 2004. Increasing the competitiveness of market chains for smallholder producers - Manual 3: Territorial approach to rural agro-enterprise development. Cali, Colombia: International Centre for Tropical Agriculture (CIAT) Rural Agroenterprise Development Project. 117 pp.	The guide comprises 11 modules. The first module is on the territorial approach for rural enterprise development. Module 2 is on market chains and service providers: basic concepts. Module 3 presents the basic steps in developing a competitive market chain strategy. Module 4 gives guidelines for adapting the process to local needs, module 5 gives the practical work for selecting a market, and module 6 presents practical work for planning and executing a rapid market survey. Module 7 is on the Identification of key actors in the market chain and steps for convening them. Module 8 is on participatory market chain analysis, Module 9 gives an analysis of critical points in the market chain, Module 10 is on negotiating a strategy to increase competitiveness and Module 11 covers monitoring of strategies.	Key informant interviews, structured, semi-structured interviews, checklist for different actors, focus group discussion	Map of the coffee market chain in Honduras, dairy market chain in Ecuador
10	Riisgard L, Bolwig S, Matose F, Ponte S, du Toit A and Halberg N. 2008. A strategic framework and toolbox for action research with small producers in value chains. Copenhagen: Danish Institute for International Studies (DIIS). 79 pp.	The paper presents a strategic and practical guide on how to design and implement action research in value chains in a way that integrates poverty, environmental and gender concerns. The focus is on small producers in developing countries and other weak chain actors such as small trading and processing firms. The paper is presented in five sections; it starts by giving an introduction and background on action research. The second section is on value chain upgrading for small producers. The third section presents the evaluation of methods for action research in value chains. The fourth section presents seven steps of action research in value chains and the fifth part gives an example of how the toolbox could be applied.	Key informant interviews, sample surveys, gender analysis, group interaction, focus group discussions, participatory mapping and enterprise budgets	Pigeon pea and coffee in Uganda, tea and calamari in South Africa

	References	Overview	Survey instruments	Case studies
11	Royal Tropical Institute (KIT), Faïda Mali, International Institute of Rural Reconstruction. 2006. Chain empowerment – supporting African farmers to develop markets. Amsterdam & Nairobi: Royal Tropical Institute and International Institute of Rural Reconstruction. 212 pp.	The textbook is presented in nine chapters. The first chapter gives background information, the second introduces value chain analysis and describes the framework for analyzing the farmers' position in a value chain. Chapters 3–6 present 19 case studies showing how groups of farmers have improved their position in the chain. These chapters also describe the role of the intermediary organizations. Chapter 7 distills lessons from these cases. It describes the strategies that the intermediary organization can use to help farmers improve their position in the chain. Chapter 8 describes the various roles that the intermediary organization may consider playing in promoting value chains. Chapter 9 gives a brief overview of various tools that intermediary organizations can use in analyzing and facilitating the development of value chains. The handbook is included here because of its collection of case studies.	Secondary data, stakeholder workshops	Cashew in Mozambique, pineapple in Ghana and Tanzania, jatropha, onion and sugarcane in Tanzania, goats and maize in Kenya, paprika in Malawi, sunflower in Tanzania, mango market linkages through farmer field schools in Kenya, organic coffee from Kilimanjaro Tanzania, Mozambican pineapples
12	Webber M and Labaste P. 2007. Using value chain approaches in agribusiness and agriculture in sub-Saharan Africa; a methodological guide: tools that make value chains work: discussion and cases. Washington DC: World Bank. 216 pp.	The guide is divided into five sections: the first section gives an introduction and objectives. The second section gives the definition of value chains, a description of their structure, and background on using and analyzing value chains. The third section reviews literature on value/supply chains, including current theories and applications. The fourth presents methodological tools and approaches that incorporate important value chain concepts with the themes discussed and with sound business principles. The accompanying cases illustrate the application of the tools. The final section summarizes the guide's principles and lessons and suggests future steps for achieving value chain competitiveness.	Secondary data, key informant interviews	Uganda floriculture; Kenyan green beans and other fresh vegetable exports
<b>Guidelines for value chain appraisal and design of interventions</b>				
1	Boomgard J, Davies SP, Haggblade S and Mead DC. 1986. Sub-sector analysis: its nature, conduct and potential contribution to small enterprise development. MSU International Development Papers, Working Paper No 26. 65 pp.	This paper describes the sub-sector approach to small enterprise research. The body of the paper begins in Section 2, with a general description of the sub-sector approach. Section 3 follows with a number of brief case studies. The case studies give a feel of what sub-sector analysis can offer. Section 4 lays out some key procedures to be followed in carrying out sub-sector research.	Interactive and probing interviews	Sorghum beer in Botswana, furniture in Thailand, garments in Egypt, shrimp in Indonesia, batik cloth in Indonesia
2	Haggblade S and Gamsler, MS. 1991. A field manual for sub-sector practitioners; tools for microenterprise programs. GEMINI Project, USAID. 90 pp.	This manual describes the procedures involved in conducting sub-sector analysis. Sub-sector analysis is presented as a tool for facilitating "small firm moves to promising technologies and market niches" by evaluating the dynamics and prospects for intervention. The manual is divided into three sections. The first section, gives the introduction to sub-sector and micro small enterprise and key concepts. The second section gives the analytical procedures for a sub-sector study and the third gives pointers for moving from analysis to action.	Trade statistics, key informant interviews, open-ended discussions	Botswana's sorghum beer sub-sector; Thailand's silk sub-sector



	References	Overview	Survey instruments	Case studies
3	Hellin J and Meijer M. 2006. Guidelines for value chain analysis. Rome: Food and Agricultural Organization (FAO). 24 pp.	The paper presents the conceptual framework that guides mapping in the value chain. It describes value chain analysis, gives tools for value chain analysis and market maps. The paper further gives the practical use of market map framework, using Mexico as a case study. In the case study markets were mapped along the value chain. The paper can be used as a guide for those intending to carry out value chain analysis in the agricultural sector.	Participant observation techniques, focus group discussion, semi-structured interviews and questionnaire	The case of maize in Chiapas Mexico
4	Holtzman John S. 1986. Rapid reconnaissance guidelines for agricultural marketing and food system research in developing countries. Michigan State University, Working Paper No 30. 85pp.	This paper presents rapid reconnaissance guidelines for conducting research on agricultural marketing components of food systems. It is divided into 11 sections, starting with the introduction, followed by important characteristics of rapid reconnaissance. The third section presents the analytical framework; the fourth is on key areas of investigation in rapid reconnaissance of commodity sub-sectors. The fifth section presents an analysis of prices and marketing costs and margins. Section six covers key indicators and proxy variables in rapid reconnaissance. The seventh part is on the institutional and non-market factors in food systems and the eighth chapter is on preparing for rapid reconnaissance field work. Section nine and ten are on implementing and presenting rapid reconnaissance surveys respectively. This is followed by limitations of rapid appraisal and conclusion.	Key informant interviews, direct observation, secondary data, group interviews	Senegal food system
5	Joss S, Schaltenbrand H and Schmidt P. 2002. Clients first! A rapid market appraisal tool kit theoretical background and experiences from various RMA events. Experience and learning in international co-operation – Helvetas Publications, No 3. Helvetas. 51 pp.	This publication describes the main characteristics of a basic market study as well as the methodology of a rapid market appraisal (RMA). It is presented in three chapters; the first chapter discusses the RMA toolkit, it presents the prerequisites for RMA, the participatory tools used in RMA, and it advises on how to analyze data and how to write an RMA report. Chapter two gives case studies for RMA experiences while chapter three presents the conclusions.	Direct observation, semi-structured interviews, seasonal calendars, ranking methods, venn diagrams	Animal husbandry in Vietnam, linking Kyrgyz horticultural producers with the Siberian markets
6	Kaplinsky R and Morris M. 2002. A handbook for value chain research. International Development Research Centre (IDRC). 113 pp.	This handbook gives guidelines on how to carry out research on value chains. The book is divided into three parts. It starts by defining value chains, introducing key concepts and discussing the contribution of value chain analysis as an analytical and policy tool. Part 2 is concerned with underlying theoretical constructs in value chain research. Part 3 lays out a methodology for undertaking value chain research. This handbook is more research-focused but provides the conceptual basis for most of the other more applied handbooks.	Key informant interviews, open-ended discussions, key informant interviews	Canned peach value chain in South Africa

References	Overview	Survey instruments	Case studies
7 Mayoux L. 2003. Participatory value chain analysis for pro-poor enterprise development. WISE Development. 30 pp.	<i>This paper provides a practical guide to value chains analysis. It focuses on the ways in which value chain action can be used as part of a suitable participatory process for strategic learning and ongoing accountability within and between enterprise sectors. The paper begins by considering pro-poor enterprise development in a globalized world. The second section discusses participatory value chains analysis in more detail and, in particular, considers the underlying principles, key stages, potential users as well as practical guidelines. The potential for integrating gender analysis is also considered. The final section of the paper then looks at the possibility of moving from participatory analysis to the empowerment process.</i>	Key informant interviews and participatory brainstorming	Supply chain for Kenya flower production; the forestry timber value chain
8 Ostertag C, Lundy M, Gottret MV, Best R and Ferris S. 2007. Identifying market opportunities for rural smallholder producers. Cali, Columbia and Baltimore, USA: International Centre for Tropical Agriculture (CIAT) and Catholic Relief Services. 124 pp	<i>This guide combines market research, product concept evaluation and business analysis techniques, within a practical, innovative approach for identifying market opportunities for rural agroenterprise development projects within a defined area. It is presented in three sections; the first one covers the marketing concepts and the process of forming a market research team. The second section presents steps to be followed when designing and conducting a rapid market survey. The third section is on assessing and selecting market options.</i>	Key informant interviews, focus group discussions, secondary information, checklist	Market options in Pucallpa, Colombia, profitability analysis of cassava processing in Ghana
9 Rengasamy S. 2009. Sub-sector/ value chain analysis for livelihood intervention. Puthukottai, India: Madurai Institute of Social Sciences. 23 pp.	<i>The paper gives guidelines for carrying out sub-sector and value chain analysis. It starts by defining sub-sector analysis and gives steps to be followed when carrying out a sub-sector analysis.</i>	Key informant interviews	Framework for rural non-farm employment sub-sector analysis, sub-sector map -- green beans for export; milk sub-sector value chain map, India
10 Scott Gregory J. 1995. Prices, products and people. Analyzing agricultural markets in developing countries. Colorado: International Potato Centre. 493pp.	<i>The book presents applied methods for data collection and analysis. The first section on field methods for sub-sector analysis includes rapid appraisal methods, policy analysis matrix and methods for evaluating market potential. Part 2 on field methods for market analysis includes secondary data collection and methods for analysis of input markets. Part 3 covers analytical methods for price analysis examines market channels and margins, spatial and temporal analysis, efficiency and market integration, while Part 4 provides models for market analysis, examines financial models, spatial equilibrium models and programming models.</i>	Formal and informal surveys, secondary data	Maize in Paraguay, coarse grains in Mali, multi-product sub-sector study in Rwanda, field methods in Guatemala, seed potato in Argentina, rice and maize in Ecuador, and potato storage in Tunisia
11 van den Berg M, Boomsma M, Cucco I, Cuna L, Janssen N, Moustier P, Prota L, Purcell T, Smith D and van Wijk S. 2009. Making value chains work better for the poor: a toolbox for practitioners of value chain analysis. Making markets work better for the poor (M4P). 85 pp.	<i>The toolbox is designed as a concise document aimed to provide value chain practitioners with an easy-to-follow set of tools for value chain analysis, focused on poverty reduction. It is divided in two main sections. The first section gives a theoretical background to value chains and explains the pro-poor entry points for value chain analysis. The second section contains a set of eight value chain analysis tools, the first four of which are considered to be "core tools" that should be undertaken to form a minimum pro-poor value chain analysis. The next four tools are "advanced tools", which can be undertaken in order to provide a more comprehensive picture of some pro-poor dimensions of the value chain.</i>	Key informant interviews, secondary information	Handicrafts in Vietnam, honey in Mexico, soybean in Laos

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12	Vermeulen S, Woodhill J, Proctor F and Delnoye R. 2008. Chain-wide learning for inclusive agrifood market development: a guide to multi-stakeholder processes for linking small-scale producers to modern markets. IIED. 114 pp.	This guide provides concepts and tools for working with actors along the entire value chain so that modern markets can be more inclusive of small-scale producers and entrepreneurs. It explains the drivers of change in modern agrifood markets, provides a framework for analyzing how institutions and policies shape the risks and opportunities for small-scale producers and entrepreneurs and shows how to design multi-stakeholder processes that help actors from along the chain work together to realize common interests and secure domestic and regional markets inclusive of small-scale producers and entrepreneurs. The guide also offers practical ideas for facilitating workshops and policy dialogues.	Participatory processes, stakeholder workshop	Potato value chain in Bangladesh, tomato value chain in Turkey, strawberry value chain in Mexico
13	Webber M and Labaste P. 2009. Building competitiveness in Africa's agriculture: a guide to value chain concepts and applications. Washington DC: World Bank. 204 pp.	This guide is designed for those who want to know more about value chain-based approaches and how to use them in ways that can contribute to sound operational decisions, improved market linkages, and results for enterprise and industry development. Using real examples, mostly from African countries, it reviews and illustrates a range of concepts, analytical tools, and methodologies centred on the value chain. These can be used to design, implement, assess and evaluate agricultural and agribusiness development initiatives that strive to enhance productivity and competitiveness of agricultural supply and value chains.	Secondary data	Value chain selection in Mozambique, Ugandan floriculture
<b>Value chains for forest enterprises</b>				
1	Lecup I and Nicholson K. 2000. Community-based tree and forest product enterprises: market analysis and development. Rome, Italy: Forest, Trees and People Program. FAO. 360 pp.	This publication is a series of manuals for facilitators who assist local communities in conducting marketing analysis and development. It discusses how to assess the existing situation, identify products, markets and means of marketing, and plan enterprises for sustainable development. A main theme is the four areas of enterprise development: market economy, resource management, social/institutional issues, and science and technology.	Key informant interviews, participatory rapid appraisal, checklist	Use of the market analysis and development methodology in Vietnam
2	Macqueen DJ (Ed), Baral S, Chakrabarti L, Danga S, du Plessis P, Griffiths A, Grouwels S, Gyawali S, Heney J, Hewitt D, Kamara Y, Katwal P, Magotra R, Pandey SS, Panta N, Subedi B and Vermeulen S. 2009. Supporting small forest enterprises – a facilitators' toolkit. Edinburgh, UK: Pocket International Institute for the Environment and Development. 118 pp.	The guide is presented in three components and 16 modules. The first component is on facilitation capacity building which covers managing an international peer-peer learning group or alliance on small enterprise support and setting up an evaluation process. The second component presents facilitation planning which covers introducing the market system development approach, conducting and presenting small forest enterprise diagnostics, participatory value chain analysis, mapping and benchmarking support services and designing communication strategies. The third component is on facilitation in action, covers developing market understanding, product development, business planning and the facilitation of business development services, financial planning, strengthening community enterprise governance, building in ecological sustainability and policy research for change.		Mozambique's small and medium forest enterprise diagnostic, aloe market system in Kenya, participatory market analysis in the dairy sector in Nepal, charcoal entrepreneurs in Malawi, identifying business service providers in India among others

	References	Overview	Survey instruments	Case studies
3	Will M. 2008. Promoting value chains of neglected and underutilized species for pro-poor growth and biodiversity conservation. Guidelines and good practices. Rome, Italy: Global Facilitation Unit for Underutilized Species.	This paper presents guidelines and good practices for value chain development (VCD) of neglected and underutilized species (NUS). The guidelines draw upon lessons learnt and good practices described in eight case studies from Africa, Asia, Europe and South America implemented by the GFU and its partners, other published and grey literature on NUS and VCD, and experiences in horticultural marketing and VCD. The paper begins by first giving a brief introduction to basic concepts. This is followed by introduction of the strategic cycle for participatory value chain development. The fourth chapter takes stock of methodologies and tools for building structures and capacities for sustainable neglected and underutilized value chain development. Building on these guiding principles and possible approaches to NUS-VCD, the last two chapters look at the questions of how far and with what preconditions NUS-VCD can contribute to the main objectives of biodiversity conservation and pro-poor growth by discussing social, environmental and economic impacts and summarizing lessons learnt from case studies and other field experience.	Rapid appraisal, key informant interview, in depth surveys, desk survey	African garden egg in Ghana, African leafy vegetables in Kenya, amla, kokum and tamarind in India, garcinia species in South India, minor millets in India, emmer in Turkey, farro in Italy and maca in Peru
<b>Special topics</b>				
1	Robbins P, Bikande F, Ferris S, Kleigh U, Okoboi G, Wandschneider T. 2005. Collective marketing for smallholder farmers. Manual 4; Territorial approach to rural agroenterprise development. Cali, Colombia: International Centre for Tropical Agriculture, CIAT, Rural Agroenterprise Development Project. 104 pp.	This guide is designed to address the entrepreneurial development needs of institutions that support rural communities. It is designed to help service providers advise small-scale farming communities on how they could increase the value of their saleable goods using group marketing strategies. It is presented in four sections; the first section gives the background on collective marketing and why small-scale farmers should market their products collectively. The second section presents the practical work on meeting with farmer groups. The third section presents a tool for collective marketing and the fourth is on maintaining the momentum and sustainability.	Focus group discussions, secondary data	Rakai and Masaka farmer associations and Kapchorwa commercial farmers group in Uganda
2	Royal Tropical Institute (KIT), Faida Mali, International Institute of Rural Reconstruction. 2008. Trading up. Building cooperation between farmers and traders in Africa. Amsterdam and Nairobi: Royal Tropical Institute and International Institute of Rural Reconstruction (IIRR). 282 pp.	This manual focuses on the vital role that traders play in the value chain. It defines two types of strategies for improving agricultural marketing: strengthening chain relations and building market institutions. Chapters include understanding African markets, framework for "trading up", strengthening chain relations, building market institutions, fostering chain partnerships, strategies for trading up, and resources.	Focus group discussions with key informants	Livestock and fertilizer, in Zimbabwe, tomatoes, soybeans and yams in Ghana, milk, tomatoes, livestock and market information in Kenya, market information and mangos in Burkina Faso, coffee in Tanzania, wool in Lesotho, green beans in Ethiopia

	References	Overview	Survey instruments	Case studies
3	Rubin D, Manfre C and Barrett KN. 2009. Promoting gender equitable opportunities in agricultural value chains: a handbook. USAID. 137 pp.	<p>This handbook was developed to bring together concepts from different technical areas in development, specifically gender, agriculture, microenterprise development, and value chains. It is divided into two parts; the first part introduces gender issues and their relationship to agricultural value chain development. It also provides a framework for analyzing gender issues. The first part is composed of the following sections: (a) Gender analysis briefly explains this analytical method; (b) Gender dimensions framework describes one analytical method for analyzing gender issues and for identifying gender-based constraints, which is used throughout the handbook; and (c) Linking gender issues to agricultural value chain development illustrates how gender-based constraints affect the structure and relationships of the value chain. The second part offers practitioners a five-step process for identifying and evaluating gender-based constraints within agricultural value chains with tools and worksheets for implementing the process.</p>	Focus group discussion, field interviews	Agricultural practices in Twanya (a fictitious African nation)
4	Donovan J and Stoian D. 2010. An asset-based approach for assessing the impact of value chain approaches on rural poverty: methodological guidelines for development practitioners and private sector representatives. CATIE/ Ford Foundation	<p>This handbook does not deal with value chain analysis but with impact evaluation of value chain approaches. It is included here because of the growing interest in impact evaluation of development initiatives. In this publication, the value chain approach is defined as a "set of interventions by chain actors (buyers, processors, smallholders) and/or service providers (government agencies, NGOs, consultants, projects) to generate higher value-added and create win-win relationships among several chain actors". Interventions associated with the value chain approach aim to strengthen relations between smallholders and other chain actors. The guidelines mostly focus on value chain approaches, which aim to reduce rural poverty and facilitate the assessment at the household and enterprise level. At both of these levels, changes in assets are the main indicator used for evaluation. Working definitions of value chain, value chain approaches, and impact assessment are presented and details on how to carry out such an assessment are included. This is a working version. Final version is expected in 2011.</p>	Secondary information analysis, household surveys, key informant interviews and focus group discussions	

## Summary and conclusions

There is growing recognition of the relevance of value chain analysis concepts and their application in agriculture and forestry for market-led rural development strategies. The concepts are applicable across a wide range of products in the primary sector and therefore have great potential to help in developing rural enterprises and the rural economy.

The guidelines and manuals follow similar steps in carrying out value chain analysis; some deal with all of them while others deal with only one or some. These are: *appraisal of value chains* (choosing products, mapping of chains, networks and systems), *design of interventions* (identifying opportunities), *implementation of interventions* and *monitoring and evaluation* (observing, monitoring and adapting). Though they follow similar steps, some of the handbooks do not explicitly mention the steps. The manuals also differ in the methodologies used for each step. For example, in the appraisal stage, some use participatory methodologies, e.g. Mayoux (2003), others use rapid market appraisals while others use more formal questionnaire surveys that involve household and key informant interviews

The manuals and handbooks reviewed in this paper provide considerable room for contextual adjustment. In some instances, manuals and handbooks do not provide definitions (or provide only very loose ones) of terms and concepts used. This level of flexibility is useful for indepth analysis of a particular situation. However this is not suitable for cross-study comparisons. Due to this flexibility, the application of the manuals also depends on the analytical skills and expertise of the team that wants to carry out the value chain analysis.

Development practitioners can use the handbooks to improve development intervention strategies that address economic growth and poverty reduction. For development practitioners case-specific analysis is more applicable and if possible can be replicated in other regions.

For researchers, value chain approaches and analyses need to be combined with more analytical methods to go beyond case-specific conclusions and ensure comparability across sites and applications (e.g. Rich et al 2011). Rich et al (2011) have identified System Dynamics and Agent-Based models as two promising approaches for more quantitative analysis and understanding of value chains. Shiferaw et al (2008) provides a good example of precise definitions and their use for more quantitative analysis based on surveys.

This overview is descriptive; it describes the manuals and guidelines in order to help readers identify which ones are most suited to their needs. Future work should expand more analytically on the approaches and methods used in the different manuals and their strengths and weaknesses. Ideally, the results of such analyses could help users to better understand the alternative methods available so as to choose appropriate modules from different manuals. The results could also help identify gaps in our knowledge of how to conduct value chain analysis for different purposes and in different contexts.

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