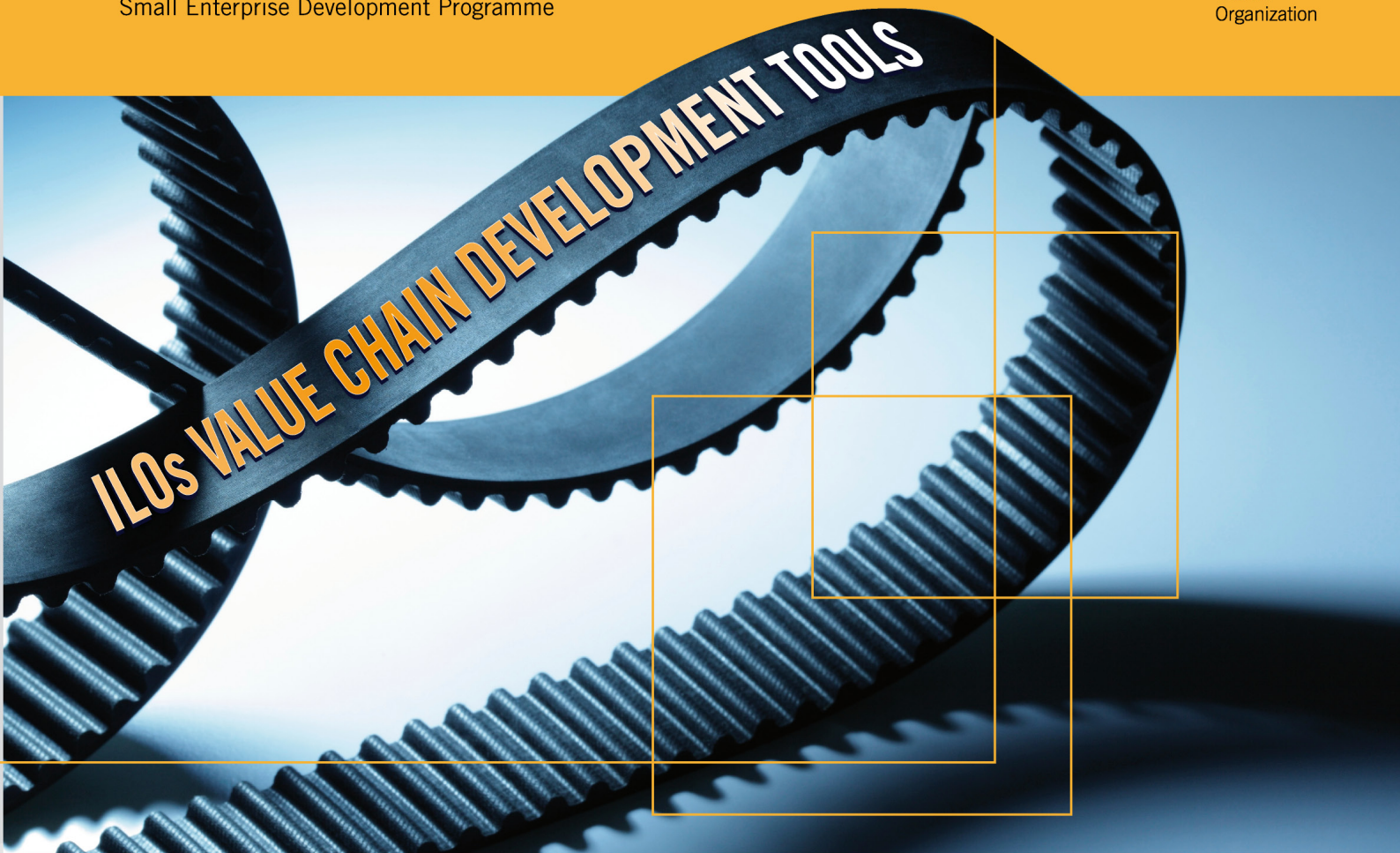




International
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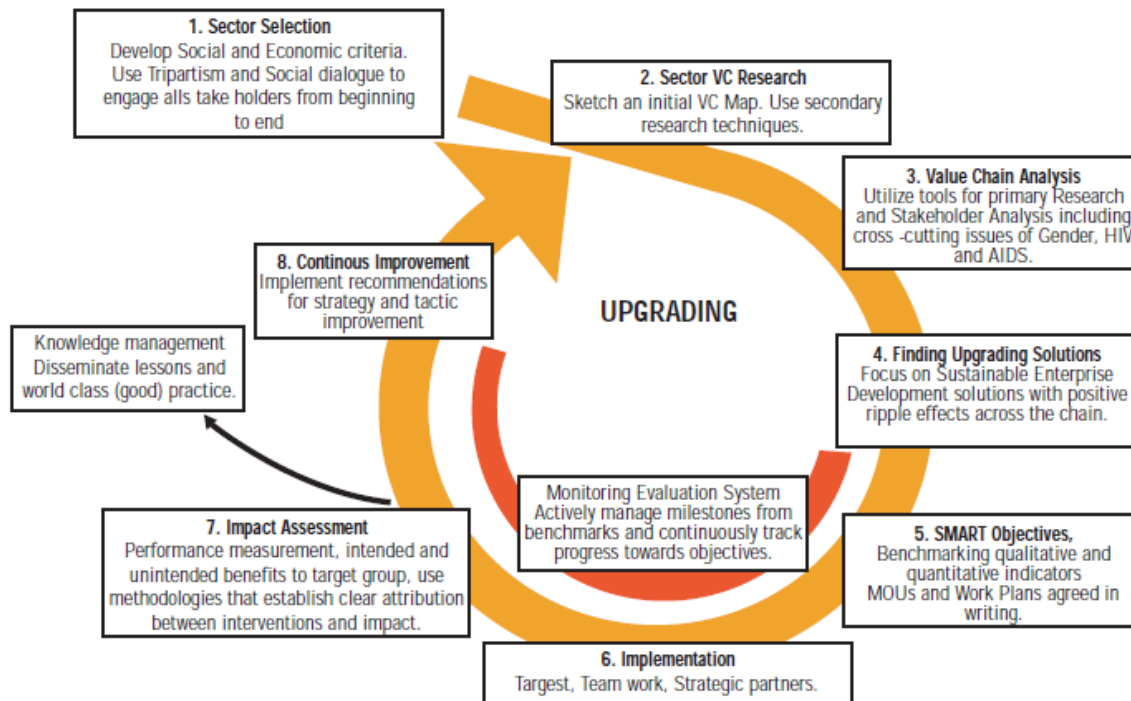


ILOs approach to Value Chain Development

Value Chains describe how value is created from the conception of a product to its final consumption, concluding the different stages of input supply, design, production, distribution, retailing and support services. Value Chain Development (VCD) is geared towards analyzing these chains and addressing key weaknesses that can contribute to their development or improvement.

ILOs specific approach to VCD is based on a strong focus on those chains that are most relevant for job creation and job quality improvement. The tools address the underlying systems and institutions that drive competitiveness and job creation in chains by using a market development approach. They build on private sector development strategies that seek to strengthen - enterprises, business relationships, market structures, and the business environment so that they channel more benefits to the poor and can create more jobs effectively.

The VCD Project Cycle



ILOS VCD TOOLS

ILOs core Value Chain analysis and development tools:

1. The **Value Chain Development for Decent Work** guide reflects the state of the art in Private Sector Development and in Decent Work promotion.
2. **Making the Strongest Links** is a guide to practically mainstream gender and address women specific demands in Value Chain Development
3. ITC ILOs **Market Development Distance learning Course** Materials helps Value Chain Development facilitators implementing innovative programs
4. The **Local-Value Chain Development** guide gives practitioners a practical tool for participative Value Chain Analysis and

1. VALUE CHAIN DEVELOPMENT FOR DECENT WORK - 2009

The Value Chain Development Guide addresses the underlying causes of failures in the performance of market systems, rather than looking at symptoms in individual chains. It has a unique focus on how to achieve Decent Work. The essential question it addresses is: how can we achieve competitiveness while creating new jobs and income opportunities for men and women and promoting better working standards in value chains?



The guide is intended for Value Chain Analysis and Development practitioners that need to understand the nature of relationships between businesses and other actors in the chain; that need to understand the role of

specific market functions and (formal and informal) rules that govern the value chain; and be able to identify incentives and capacities of market players in order to facilitate Value Chain Development.

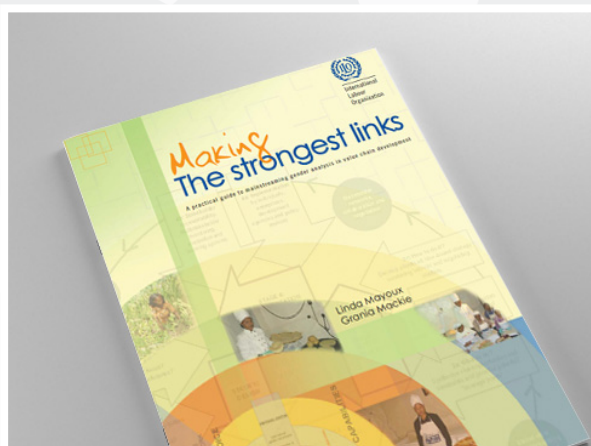
It takes an action research approach, whereby value chain mapping and research can already contribute to mobilizing stakeholders and seeking solutions on a participatory basis.

The guide takes the reader through Value Chain selection, initial research, VC mapping and into analysis, interventions design and M&E questions. The goal of the guide is lend a helping hand to Value Chain facilitators that want to identify institutions and mechanisms that will help stakeholders to solve their problems sustainably, on their own, and using locally available resources with a positive impact on employment.

Access the guide here: www.ilo.org/empent

The guide builds on project experiences of the ILO in Sri Lanka, Madagascar and Zambia and is currently being used by practitioners for project design in Africa, Latin America and Asia

2. MAKING THE STRONGEST LINKS - 2009



Most current value chain development has failed to integrate gender analysis – despite gender mainstreaming policies of donor agencies and the commitments of the governments involved. This guide provides:

- A framework and methodology for Gender Equitable Value Chain Action Learning and builds sustainable capacity and networks for Value Chain Development.
- Practical examples gender 'Good Practice' in different types of VCD processes from private sector development processes to more participatory processes focusing on women's empowerment.

- A core checklist for gender analysis for VCD, based on internationally accepted gender mainstreaming principles.
- Diagram tools which can be used in VCDs of all types and at all levels (policy makers to women who cannot read and write) for planning, complex analysis and research and monitoring and evaluation.

This is not a 'how to' Guide to value chain analysis and development but it shows how gender concerns should be incorporated into value chain development.

The guide is intended for VCA and/or gender consultants, researchers and policy-makers involved in VCD who wish (i) to make their work more inclusive, (ii) to ensure that their recommendations empower women, maximising the contribution to employment creation, economic growth and poverty reduction, and (iii) to acquire the tools for promoting gender awareness

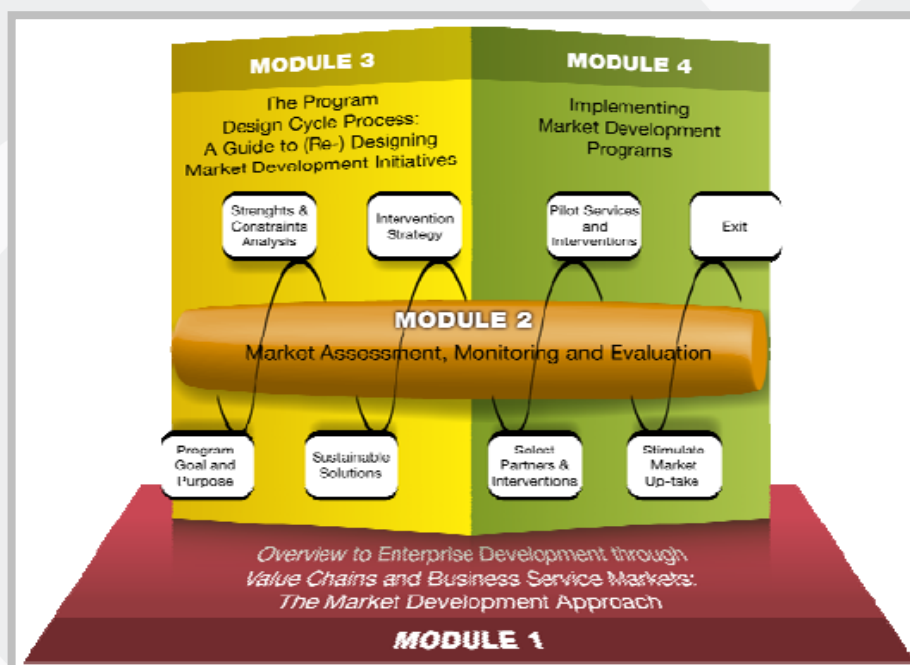
Access the guide here: www.ilo.org/empent

The guide builds on project experiences of the ILO in Ethiopia, South Africa is currently being used by practitioners for project design in Africa and Asia.

3. ITC ILOS MARKETDEV DISTANCE LEARNING COURSE - 2008

Enterprise Development through Value Chains and Business Service Markets: A Market Development Approach to Pro Poor Growth.

This unique training course was developed by the ILO and Mary McVay. It is based on practical project experience in the private sector and enterprise development fields. A variety of institutions - including the Small Enterprise Education and Promotion network (SEEP), MEDA, the International Finance Corporation, the Emerging Markets Group and the International Labour Organization - have contributed with case studies and material. The course consists of four distance learning modules and an in-person event, which are interrelated as shown here:



MODULE 1 - Introduction to Value Chain and Business Service Market development.

MODULE 2 - Market Assessment, Monitoring and Evaluation: The course addresses the latest Donor Committee for Enterprise Development (DCED) results measurement framework.

MODULE 3 - The Program Design Cycle: A Guide to (Re-) Designing Market Development Initiatives.

MODULE 4 - Implementing Market Development Programs.

The course is intended for professionals conducting enterprise

and PSD development interventions. It is especially adapted for field specialists who can directly apply the learning to their daily work due to the unique distance modality of this course.

The course is held annually, starting in March of each year. Access the course here:

www.itcilo.org/marketdev

The course has been taken by participants from more than 60 different development projects and institutions in Africa, Latin America and Asia.



4. THE LOCAL VALUE CHAIN DEVELOPMENT GUIDE - 2007

This guide describes a project approach to value chain development that can be used on a local basis within a timeframe of four to eight weeks. Contrary to common Local Economic Development (LED) approaches, this is a one-sector-only approach that looks at a particular value chain within a local economy and how this sector is integrated into markets.

The outcome of a Local Value Chain Development project as proposed in this guide is an analysis that identifies opportunities and constraints of a particular

local chain and its market integration (in and outside the locality). It is an action-oriented approach, which shows local stakeholders the way they need to go. Local value chain development consists of two main objectives:

- Strategic long-term re-orientation of a local sector
- Quick-win interventions aiming at short-term development impacts and acting as an important incentives for taking up long-term challenges

The guide is intended for use by local project implementers that need guidance on how to organize local consultation processes and need to show quick wins in difficult environments.- it crucially builds on local capacities and finance in order to achieve these quick wins. The approach is based on mesopartners PACA methodology and has been used extensively in Africa, Latin America and Asia.

Access the guide here: www.entergrowth.com/project_library.php (Value Chain Development - Operational Guide)

ADDITIONAL RESOURCES

The ILO does more work closely related to Value Chain development, this includes:

- The IFC/ILO BetterWork programme, which offers a fresh look at old problems by offering sustainable solutions to the challenges of improving labour standards in global supply chains: www.betterwork.org
- Value Chain Finance: www.itcilo.org/synergies is a website that explores the linkages of financial and business services with a large section on Value Chain Finance.
- A series of working papers that explore employment issues in Global Value Chains.
- The Donor Committee Website (www.enterprise-development.org) and the DCED managed www.value-chains.org also have more information on this work.

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