



VCMI enables businesses to compete more effectively by creating environmentally and financially sustainable value chains through measurement, analysis, training and implementation.

## Examples of developing country projects completed by the VCMI Team or Associates

### **Value Chain Analysis and Development Guide for Overseas Development Projects [LINK](#)**

Designed to assist deliverers of development initiatives targeted at enabling farmers, traders, processors and other businesses to increase their competitiveness and profitability by forming market-driven value chains, the guide brings over two-decades of experience into one concise document. The guide commences with a practical description of value chain thinking and its application to achieving positive economic and societal impacts that are unsustainable without the existence of strong constructive relationships existing between businesses and wider industry stakeholders. The guide then describes how to conduct value chain analysis and development in the implementation of overseas development projects. It then details lessons learned and case studies from projects completed in Asia, Africa and the Americas. The guide concludes by describing training activities proven effective for motivating and enabling the development of value chain initiatives.

### **Saint Lucia: Value Chain Analysis of Specific Crops and Commodities**

An industry's competitiveness, along with the financial and economic performance of the businesses that together comprise an industry, are determined by individuals' motivation and ability to make then implement management decisions in a structured reiterating fashion. In partnership with Caribbean Agricultural Research and Development Institute (CARDI), five sectors of St. Lucia's Food industry (tomatoes, small ruminants, table eggs, honey and cassava) were analyzed to identify opportunities to significantly improve the competitiveness of the country's agricultural and food industry. While the behaviour exhibited by businesses operating in each of the five sectors differed (impacting their ability to capitalize on market opportunities), the primary causes of these behaviours were similar. The research produced recommendations for change within and between commercial businesses, along with the role of industry organizations and governments for establishing a stronger, more competitive industry.

### **Dominica: Value Chain Analysis of Chosen Commodities, Capacity Building**

With the purpose of strengthening the competitiveness of Dominica's agri-food industry, in partnership with CARDI, an analysis of five crops and commodities (banana, cocoa, dasheen, goat and pork) was undertaken to identify how individual businesses' and the overall industry's performance could be measurably improved. Research insights included the negative impact that the drip feeding of funding to parts of the value chain in isolation, without sufficient accountability placed on the recipients to purposely act upon the investments in relation to market demands, results in the ineffective use of resources. To enable changes proposed by the research team to be sustained and continually improved upon, capacity-building workshops were delivered in conjunction with the value chain analysis and reporting. Incorporating value chain management principles and adult learning theory, interactive workshops were delivered to farmers, businesses, industry organizations and government representatives.

### **Australia Awards Africa [LINK](#)**

The Australia Awards Africa training course was developed for mid-career professionals in the private sector, government and NGOs involved in farming and food businesses. A balance of theory and first-hand experiences to maintain engagement and interest, the program enables awardees to access the value chains of major Australian agricultural industries from training bases located across Australia. The training culminates with each awardee applying their new knowledge and skills by undertaking a mentored project in their own country. Projects completed by awardees from diverse backgrounds across Africa include improving primary school food in Botswana; camel milk production amongst Somali refugees in Kenya; egg value chains involving women with HIV/AIDS in Nigeria; tomato sauce production in Zimbabwe, targeting import substitution; smallholder pineapple production in Ghana; and female vegetable traders in Tanzania.

### **Improving the Income of Eastern and Southern African Smallholders [LINK](#)**

This four-year project to improve smallholders' income in Ethiopia, Tanzania, Malawi and Mozambique was funded by the Australian Centre for International Agriculture Research and managed by the World Vegetable Center. The project began by assessing the current state of vegetable value chains to identify priorities for improving farmers' capacity and for building more collaborative relationships with other value chain members. It then proposed practical interventions (including the delivery of training courses for improving smallholder engagement in market-orientated value chains). The extension efforts that resulted from the analysis combined crop trials with the training of young farmers in 1) production and postharvest processing, 2) how to identify and pursue new market opportunities, and 3) building value chain partnerships.

### **Assessing the Value and Role of Seafood Traceability from a Value-Chain Perspective [LINK](#)**

To assess the impact of traceability on improving industry performance, including reducing waste and enhancing consumer trust, the traceability practices of nine global seafood value chains were evaluated. Developing countries in which the chains operate include Thailand, Indonesia and Fiji. Produced for the Institute of Food Technologists (IFT) and funded by the Gordon and Betty Moore Foundation, the research revealed that traceability is more highly valued by businesses, regardless of their size and the country in which they operate, if they engage in collaborative activities with their suppliers and customers. The report describes how businesses, governments and NGOs can increase the value of traceability in the global seafood industry. The project also produced 1) a tool for stakeholders seeking to better understand the return on investment from implementing traceability solutions, and 2) a "Discrete Choice Simulator" that allows users to evaluate the impact of traceability related factors on consumers' buying decisions.

### **Analyzing and Strengthening Root and Tuber Value Chains in the Caribbean [LINK](#)**

To assist farmers, traders, processors and other businesses operating in the Caribbean region to increase their competitiveness and profitability, VCMI partnered with CARDI to produce a guide for establishing a sustainable value chain initiative. Tailored to roots and tubers, though applicable to any agri-food product, the guide's development involved testing tools and techniques to illustrate the guide's value in enabling individuals and businesses to profit from having reduced costs and increased revenue. The guide was tested in Trinidad and Tobago, St. Kitts and Nevis, Jamaica, St. Vincent and the Grenadines, Barbados and Dominica. Crops and end products analyzed during the pilots included cassava (fresh and minimal processed), cassava bread, sweet potato (fresh), sweet potato fries, Irish potato (fresh) and yellow yam (fresh).