



Two points are key to success here: 1. command
line tools

The businesses in our book do not include queer people because they want to portray themselves as 'socially responsible'; their aim is to build business and 'educational' involvement driven by business logic and market forces.

[illegible][illegible]

in the case of two positive observations, the overall degree of agreement was 0.70, and was 0.60 for the case of a single observation. The overall agreement for the two positive observations was 0.60, and was 0.50 for the case of a single observation. The overall agreement for the two positive observations was 0.60, and was 0.50 for the case of a single observation.

Yeast strains are also used as hosts for the production of recombinant proteins. The yeast strains used in this study were *S. cerevisiae* and *P. pastoris*.

- Strengths**
 - Low cost
 - Family owned
 - Traditional knowledge/contacts
 - Flexibility
 - Close social networks
 - Less conflict with competitors
- Opportunities**
 - Low-price organic farming
 - Custom-designed individual products
 - Fair trade premiums
 - Rising interest of parents living

- exploitation of the very poor, with no margin
- exploitation by powerful players, with a short-term perspective

Widespread piracy is not inclusive, in fact, contrary to intuition, the cases are a-typical

After 10 years, several typical study methods have been used to test the effects of these drugs. Studies in 1999 and 2000 found that the use of these drugs was associated with a 20% to 30% reduction in the risk of developing a second stroke. However, these studies were limited by the fact that they did not control for other factors that could affect the risk of stroke, such as blood pressure, cholesterol, and smoking. A more recent study, published in 2003, found that the use of these drugs was associated with a 20% to 30% reduction in the risk of developing a second stroke, but only in patients who had a history of stroke. This suggests that the drugs may be most effective in patients who have already had a stroke.

We are not of course against robotics as such, and we have to acknowledge that most value chains, anywhere, and particularly those that involve firm products, are heavily standardized. We hope that these case studies will show however that substitutes are not always necessary, and that they will require some changes to their activities to be used more effectively.

- Direct subsidies are not likely to be the answer; they tend either to promote value chains that are fundamentally unsustainable without subsidy and that therefore do not survive its withdrawal, or to go to businesses that could have built the same value chains without the subsidy

Typical long-term interest rates are around 10 percent, with the chance of a major swing in borrowing, accounting, or tax expense, and an enormous change in value. And the interest rate, which focuses on getting things done, is not even a liability until you're paid, and the divide is not easy to bridge.

- It may be more productive for donors and governments, and NGOs, to concentrate on more obviously "social" institutions, on institutions, health, politics and the rule of law. In many poorer countries, these basic functions are widely inadequate, and they should surely not be neglected in favor of much more difficult attempts to partner with private businesses.

• If commercial enterprises with their value chains are to be subsidised, it may be more productive to support them with the instruments they are used to, which is investment aid grants. Investing through venture capital or soft (but still serious) loans requires the investor/businesses to ensure that their business models will generate the necessary repayments, and rapid investments can of course be refused to support other value chains.

• *Downs and Hill* On inside sales company/candidate will demand skills and experience with clients, not the business managers (!) Our sales pitches, not to build on the strengths of the past, rather than strictly addressing their weaknesses

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Commercial and Inclusive Value Chains

Doing good and doing well

Edited by Malcolm Harper, John Belt and Rajeev Roy





KIT

Context

In spite of the current wave of globalization, the majority of the world's people remain poor, excluded from economic development

Core message

Disadvantaged smallholders and other poor people can be included in modern integrated value chains, which are profitable for them, for the value chain leaders, and for all the other processors and traders involved

Donor-free & CSR-free

Inclusion without subsidy, without donor or government aid, and without appeal to 'corporate social responsibility': it is simply good business

Cases

The book includes 15 cases on profitable and inclusive value chains from different countries including Tanzania, Somaliland, India, Cambodia, Peru

Value chain concept

The goods covered are food stuffs and other products that are transformed through a value chain. Each case includes a detailed 'map' of the value chain, showing how much value is added at each stage

PPI method

Each case also includes an assessment of the benefit to the small producers or other disadvantaged group who are members of the chains

Audience of the book

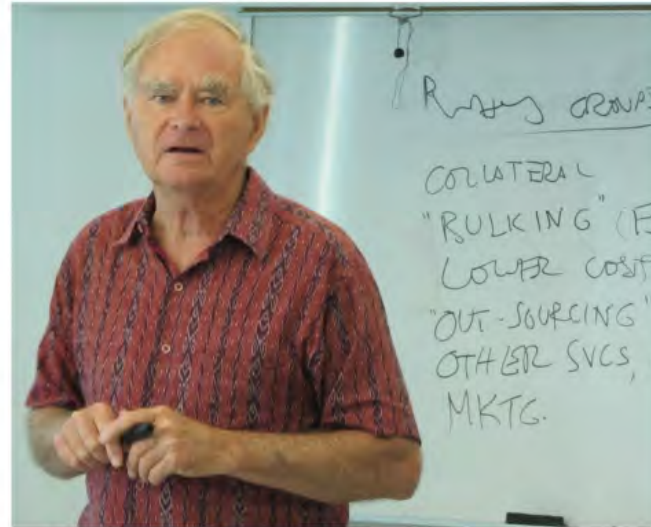
Managers and consultants who work in value chain development, staff of NGOs and donor agencies, and researchers and post-graduate students in business schools and in departments of economics and development studies

Authors

Prof. Malcolm Harper

John Belt

Rajeev Roy



Our inspiration for the book



Shrimps India



Banana beer Tanzania

Some conclusions from the book

Poor people as best partners from a commercial point of view

They can perform whatever functions are necessary, to higher quality standards, or more reliably, or less expensively, than any other suppliers, and it makes good business sense to work with them, and to pay them more than they could earn elsewhere, so that they will do their best to continue

Driven by genuine business interests

The businesses in our book do not include poor people because they want to portray themselves as 'socially responsible': their aim is to build business and make money, inclusiveness driven by business logic and market forces

There are many features that explain the success of inclusive value chains, and there is certainly no common model to which they all conform. An attempt:

- built on the basis of local circumstances, not according to any particular 'log-frame' or other development or policy fashion
- based on familiar activities, or small modifications of such activities, that do not require training
- access to alternative markets of comparable value to minimizes risk of monopoly and exploitation; e.g. the required assets are not specific to the particular business

Example of cases:

- The Khat value chain
- GM cotton seed producers, South Rajasthan, India
- Private dairy company, Karnataka, India
- Green beans Senegal
- Cashew nut factory workers, Odisha, India
- Small-scale palm oil, Peru
- For more: read the book

Let's not be naive however...

We do not suggest that the market can do everything, or that laissez faire policies will in time enable even the poorest producers to achieve decent livelihoods through membership of inclusive value chains.

In spite of many positive experiences, the overall global trends are clear, and are not encouraging. Growth is often linked to increasing inequality, high growth does not automatically lead to decreases in the numbers of poor people or to improvements in the living standards of the poor, particularly children

Lessons for donors, development agencies and governments

So what can NGOs, governments, and donors do to encourage private for profit businesses to build and sustain inclusive value chains?

- Direct subsidies are not likely to be the answer; they tend either to promote value chains that are fundamentally unviable without subsidy, and that therefore do not survive its withdrawal, or to go to businesses that would have built the same value chains without the subsidy

- There is a basic mismatch between the donor world, with its focus on transparency, on planning, accountability, on paperwork and on measurable social impact, and the business world, which focuses on getting things done, on seizing opportunities and on profit, and this divide is not easy to bridge

- It may be more productive for donors and governments, and NGOs, to concentrate on more obviously ‘social’ institutions, on education, health, policies and the rule of law. In many poorer countries, these basic functions are woefully inadequate, and they should surely not be neglected in favour of much more difficult attempts to partner with private businesses

- If commercial enterprises and their value chains are to be assisted, it may be more productive to support them with the instrument they are used to, which is investment, not grants. Investing, through venture capital or soft (but still serious) loans, requires the investee businesses to ensure that their business models will generate the necessary repayments, and repaid investments can of course be reused to support other value chains

- Donors and NGOs should also employ people with business skills and experience and should, like the business managers in our case studies, aim to **build on the strengths of the poor, rather than directly addressing their weaknesses**

- They (and reseachers!) should also learn from inclusive value chains that work without subsidies, such as those that are described in this book



KIT

Thank you
J.Belt@kit.nl

<http://developmentbookshop.com/commercial-and-inclusive-value-chains>

