



# Choosing a value chain and engaging with your research partners

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## Two neglected concepts

- Value chain projects are often chosen without consideration of factors critical to success
- We often spend far more time selecting commercial value chain partners and communities than selecting institutional research partners

# Choosing a value chain R&D project

No two chains are the same...not all have equal potential...

- People criteria

- Local authorities are supportive and ready to engage
- Key group leaders see an opportunity and ready to engage
- Participants motivated to collaborate with each other & chain partners
- Participants have experience and resources

- Market criteria

- Stable market window of opportunity
- Ability to supply into a window
- Scale is achievable through collaboration or business growth
- Potential for 'growing the pie'

- Product criteria

- Product is valuable +/-or relatively rare (scarce) +/-or not easily substituted
- Production constraints can improve in the project timeframe

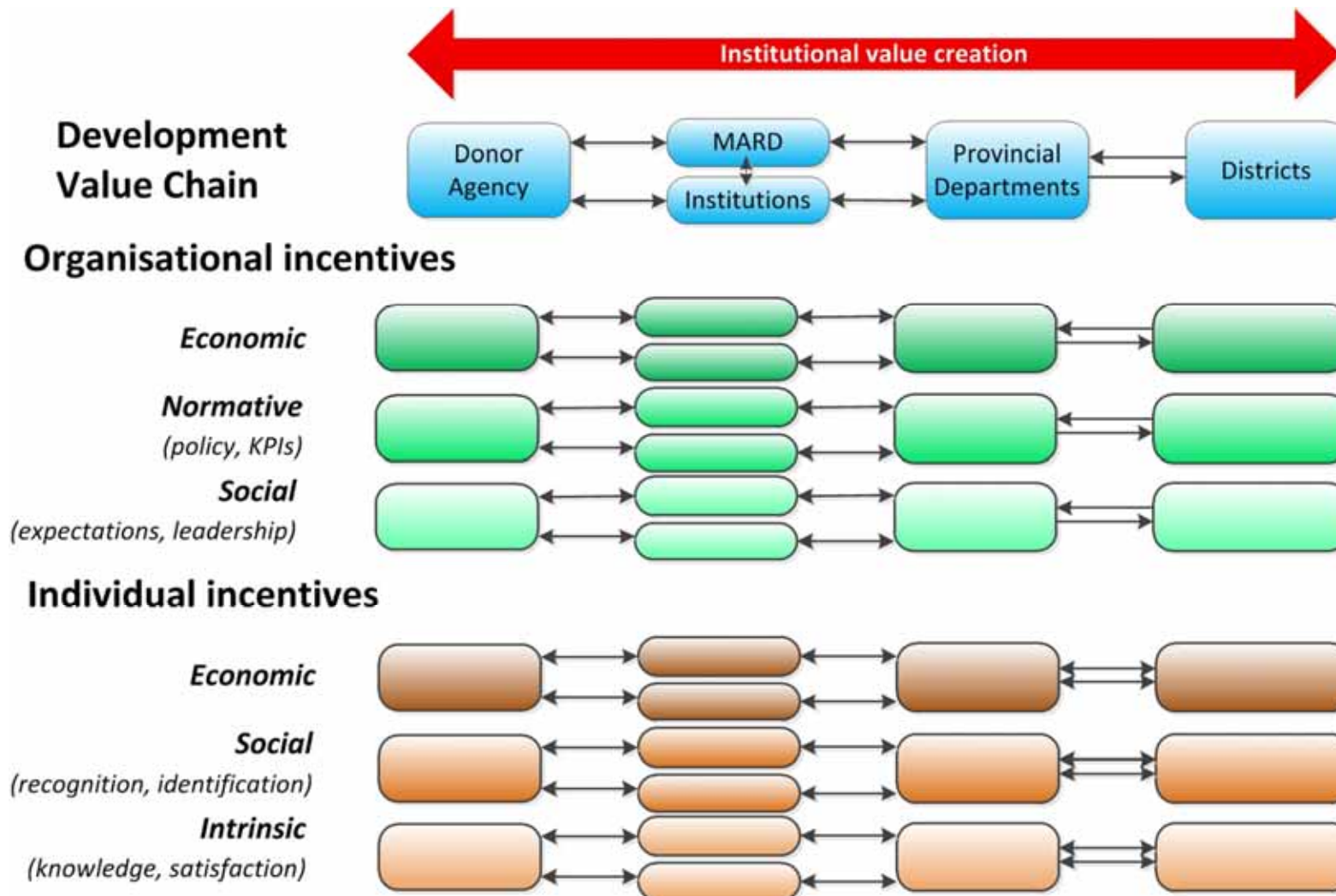
# Getting the balance right between partners – stakeholder analysis

*Definition: Understanding who is affected by the decisions and actions in the project, and who has the power to influence the project outcomes (Reed et al. 2009)*

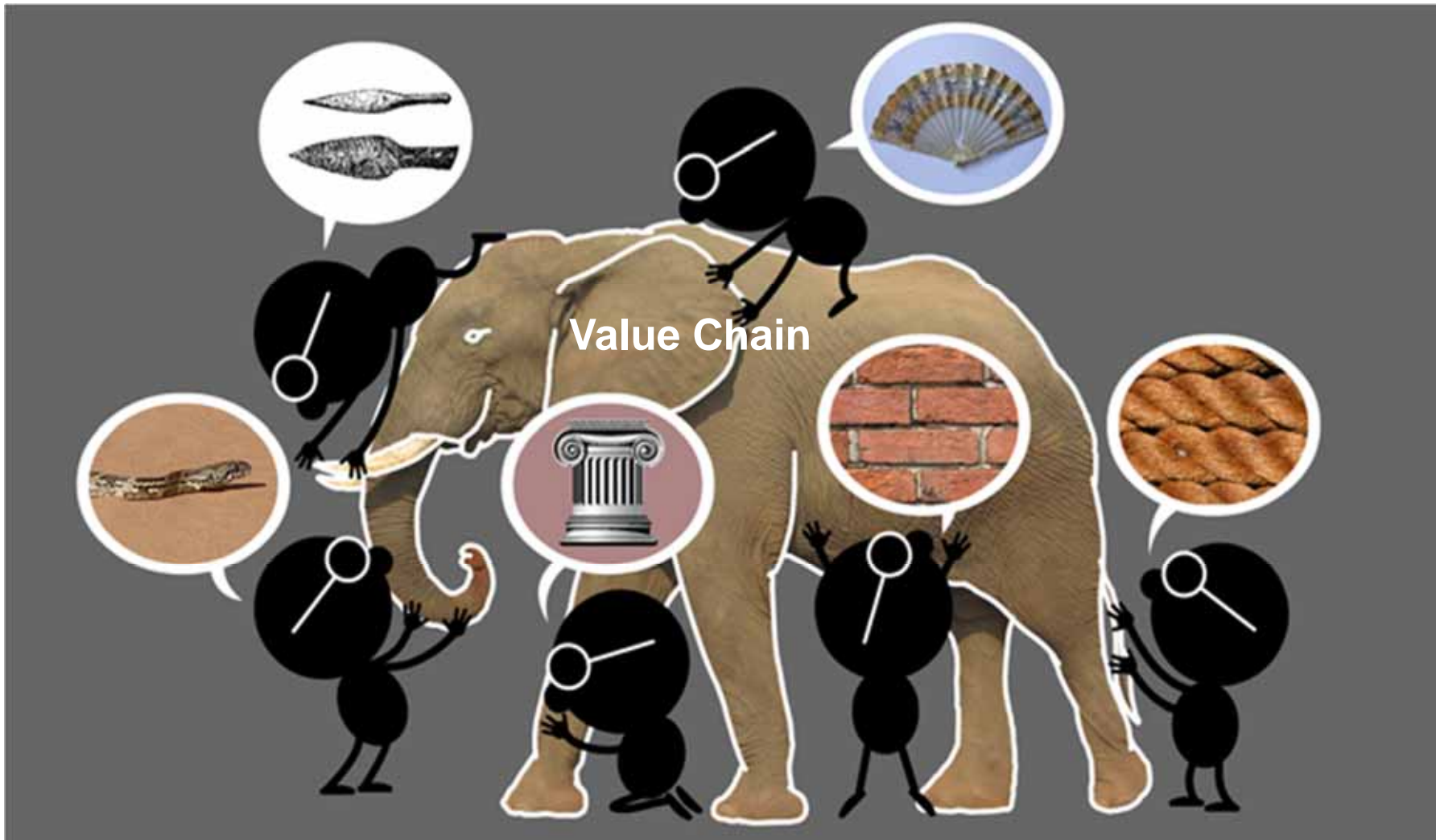
- Adopt a systems perspective
- Formalise the process as part of project design and implementation
- VC projects currently use inclusive, empowering (normative) methods for chain participants, so...
- Adopt similar approaches for project institutional partners:
  - Step 1: Establish a focus with clear system boundaries
  - Step 2: Identify stakeholders and their stake
  - Step 3: Differentiate between and categorise stakeholders
    - Top-down categorisation
    - Bottom-up reconstructive categorisation by stakeholders
  - Step 4: Investigating relationships between stakeholders
    - Social network analysis
    - Knowledge mapping

# Engagement with partners #1: Clear guidelines + analyse incentives

Everyone is in a value chain (Mentzer, 2001) ... including institutions...



## Engagement with partners #2: Multi-disciplinary teams





So in scoping & implementation perhaps we should consider more thoroughly...

- Systematically assessing the development potential of the people, market and product aspects of prospective value chains
- Conducting formal stakeholder analysis
- Providing clear guidelines and incentives for the institutional partners at multiple levels
- Ensuring multiple disciplines as well as multiple institutions on value chain teams
- Thankyou, it's been a pleasure meeting you I look forward to the rest of the program...

