

## Final report Value chain governance and endogenous growth 2010





## **Colophon**

This document reports on the process entitled 'Value chain governance and endogenous growth' which is being carried out within the framework of the Development Policy Review Network (DPRN) and organised by the Institute of Social Studies, Wageningen UR, Woord en Daad, ICCO, the Dutch Ministry of Economic Affairs, Agriculture and Innovation, Concept Fruit, and Hivos. With the aim being to stimulate informed debate and discussion of issues related to the formulation and implementation of (Dutch) development policies, DPRN creates opportunities to promote an open exchange and dialogue between scientists, policymakers, development practitioners and the business sector in the Netherlands. For more information see [www.DPRN.nl](http://www.DPRN.nl) and [www.global-connections.nl](http://www.global-connections.nl).

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# Report on 'Value chain governance and endogenous growth'

<b>Compiled by:</b>	Bert Helmsing & Sietze Vellema
<b>Period:</b>	December 2009 – December 2010
<b>Responsible organisations:</b>	Institute of Social Studies, Wageningen UR, Woord en Daad ICCO, the Dutch Ministry of Economic Affairs, Agriculture and Innovation, Concept Fruit, and Hivos

## Introduction

International trade is increasingly undertaken via organised global value chains in which quality competition plays a central role. Quality competition is achieved on the basis of increasingly complex standards and by the introduction of new technologies at the level of individual links in the chain, as well as at the level of their interaction (transaction and logistics) and thus for the chain as a whole. These requirements and their associated costs make networked markets an increasingly predominant form of exchange. Chain governance then denotes the manner in which the various actors, firms, governments and NGOs, which are operating in the chain, are coordinated. It shapes how standards are defined, implemented and enforced. This process was concerned with the degree of inclusion of governance mechanisms within a value chain configuration.

In line with the DPRN mission, the objectives of this 2-year process were:

- To develop an integrative and interdisciplinary analytical framework presenting a selection of hypotheses for inclusive development and to share this with selected firms, NGOs, network organisations and government agencies.
- To compose an overview of policy measures implemented by firms, NGOs and government agencies targeting change and strategies at meso level and to present this in a synthesis paper, which formulates issues of greater coherence in policies and complementarities and synergies between chain level initiatives of different actors.
- To organise an agenda-setting event with the various stakeholders resulting in concrete proposals for follow up activities that build linkages between policy, firms, NGOs, network organisations and governments, and generates joint research with a view to creating greater policy coherence, designing development-oriented intervention strategies, and using theory-based monitoring and evaluation methodologies of chain level interventions.

## Background to the theme

While there is growing recognition that governance of value chains plays a crucial role in issues of inclusion and endogenous economic growth, as yet there is little understanding of the relationships between chain governance and development interventions of multiple actors. In practice, neither (inter)national nor local actors always share information and

coordinate their actions. Something that is even more worrying is that few, if any, actors have a full understanding of the entire chain and its dynamics. Very often they are only familiar with their immediate linkages in complex multi-local networks and do not share the same frameworks of understanding with other actors participating in the chain and their interventions. It is the view of the organisers that considerable progress could be made in achieving inclusion and endogenous economic growth if diverse analytical and policy frameworks are compared, discussed and integrated in order to achieve greater overall coherence, complementarities and synergies in the actions of public, private and non-profit actors.

## Activities realised

### Dinner Meeting

On 25 November 2008, some 40 representatives from business, NGOs, government and academia gathered for a Dinner Meeting<sup>1</sup> at the Institute of Social Studies in The Hague to engage in an informed discussion on issues and priorities for dialogue and research. The results of this meeting provided guidelines for the researchers involved in the project for a research write shop that was organised in September 2009 and for bilateral dialogue with business, NGOs and government held in September 2010.

The Value chain governance process builds on the premise that considerable progress can be made in the promotion of sustainable markets, achieving inclusion, endogenous economic growth and poverty reduction when diverse analytical and intervention frameworks are systematically compared, discussed and integrated. Based on this premise, the programme of the Dinner Meeting included:

- A short presentation of initial insights into the nature and scope of chain-based development interventions, based on an inventory of over a hundred value chain projects.<sup>2</sup>
- A short synopsis of research approaches and experiences within the Dutch research community regarding chains in agriculture, manufacturing and tourism spread over Latin America, Sub Saharan Africa and Asia.<sup>3</sup>
- An initial agenda of issues based on interviews with co-applicants of the DPRN project.

In addition Dave Boselie (Concept Fruits BV) and Dicky Nieuwenhuizen (Woord en Daad) provided a commentary, as a 'guest column'.

The most important result of the evening was the table discussion. Participants took their seat at six tables and discussed priorities for dialogue and research. Sietze Vellema and Bert

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<sup>1</sup> For the report see <http://value-chains.global-connections.nl/content/dinner-meeting-report>.

<sup>2</sup> See <http://value-chains.global-connections.nl/content/agri-food-chain-interventions-insights-policy-practice-and-research-0>.

<sup>3</sup> See <http://value-chains.global-connections.nl/content/dinner-presentation-25th-november-2008>.

Helmsing summed up the main points from these discussions in the form of a letter that was sent to all participants.<sup>4</sup>

### **Writeshop**

Based on the issues formulated in the 'Letter to Participants', all the researchers involved in the project met several times in May/June 2009, to discuss the preparations for the writeshop that was held in September 2009.

The idea of the writeshop was to bring together different perspectives of value chain analysis in an interdisciplinary approach. Teams were formed of researchers who either had different disciplinary backgrounds or different field experiences or both. Each team developed a paper related to anyone of the four themes identified in the 'Letter to Participants'. Each paper presented at the writeshop was discussed by one internal and one external discussant. This was followed up by written comments prepared by the writeshop organisers

### **Book writing**

After the positive reaction of Routledge to the book proposal presented by the project organisers, the researchers involved in the project presented their revised second draft of their joint papers in December 2009/January 2010.

Following submission, the project organisers and editors of the proposed book critically revised these papers and sent them to independent and anonymous reviewers. The reviewers have an international reputation in this field. Several papers underwent a third revision process during the first half of 2010 and, as a result, one paper was withdrawn.

By May/June 2010 all papers had been completed and sent for language editing. In August all the papers had been edited and posted on the 'Global-connections' website.

During the summer period the editors worked on a synthesis which constitutes the first chapter of the proposed book. In August this synthesis paper was posted on the 'Global-connections' website.<sup>5</sup>

### **Bilateral dialogues and final Agenda-setting event**

In June 2010 a meeting was held with co-applicants to prepare for the Bilateral Dialogues and the Synthesis or Agenda setting event which were the final activities of this project.

The project organisers and Dave Boselie gave a power point presentation of what they considered to be the main themes for a synthesis, based on the work prepared by the research teams. Each of the three presenters worked from the perspective of business, government and NGOs respectively.

Co-applicants were invited to comment on the proposed set-up of the bilateral dialogues. One of the co-applicants (Woord en Daad) proposed presenting their 'Pueblos en Accion' (Peoples in Action, PAC, Nicaragua) as a case study at the Bilateral Dialogues.

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<sup>4</sup> See <http://value-chains.global-connections.nl/content/letter-participants>.

<sup>5</sup> See <http://value-chains.global-connections.nl/content/chapter-1-governance-inclusion-and-embedding-raising-issues>

The Bilateral dialogues and final Agenda-setting event were organised on 28 September 2010. The event was combined with a knowledge conference organised by HIVOS/IIED/ESFIM which permitted the inclusion, during the afternoon, of the views and perspectives from the South. The programme was organised as follows:

- In the morning of 28 September 2010, bilateral dialogues between businesses, NGOs, and governments and researchers took place with the aim being to make intervention theories explicit and to seek bridges between frameworks of different actors.
- In the afternoon, a small-scale farmers' agency in setting the development agenda was the focal point of a combination of provocations from Latin America, Africa and Asia, with the aim being to take a careful look at the assumptions, impacts, evidence, benefits and risks of the approach to making markets work for small-scale farmers.
- During a Dinner Meeting, the insights and perspectives reviewed during the day, from business, NGOs, farmers, and government respectively, were translated into ingredients for a shared knowledge agenda, with the aim being to solicit debate and feedback to help further shape, refine and present this agenda.

The invitation to the event and the detailed programme can be found in Appendix 1.

## Results

**The following results were obtained during this process:**

- State of the Art of Value Chain Interventions

<http://value-chains.global-connections.nl/agri-food-chain-interventions-insights-policy-pr>

- Reporting on interviews with co-applicants and inventory of the research on value chains by researchers in The Netherlands as well as from our own preparatory work in a PowerPoint presentation given at the Dinner Meeting of November 25. This can be found on the project website:

<http://value-chains.global-connections.nl/content/dinner-presentation-25th-november-2008>

- Personal columns given during the Dinner Meeting by two co-applicants, namely Dave Boselie (Concept Fruit BV) and Dicky Nieuwenhuizen (W&D). These can be accessed via the following two links:

<http://value-chains.global-connections.nl/content/guest-column-dave-boselie-concept-fruit-bv>

<http://value-chains.global-connections.nl/content/guest-column-dicky-nieuwenhuizen-woord-en-daad>

- Inventory of the research on value chains by researchers in the Netherlands

The main findings of the inventory of research on value chains by Dutch researchers is summarised in the PowerPoint presentation of the Dinner Meeting and can be found on the project website:

<http://value-chains.global-connections.nl/content/dinner-presentation-25th-november-2008>

- Results from interviews with co-applicants as well as from our own preparatory work mentioned above culminated in a PowerPoint presentation given at the Dinner Meeting of 25 November 2008. This can be found on the project website:

<http://value-chains.global-connections.nl/content/agri-food-chain-interventions-insights-policy-practice-and-research-0>

- The report of the Dinner Meeting contains the results of that event. It was prepared in January 2009 and can be found on the project website via the following link.

<http://value-chains.global-connections.nl/content/dinner-meeting-report>

- The preparations for the researchers' writeshop started in February/ March with an invitation to researchers which can be found in Appendix 1.

- The progress report on DPRN process 'Value chains, social inclusion and local economic development' can be found on the project website via the following link:

<http://value-chains.global-connections.nl/content/value-chains-process-progress-report>

- The overview of the papers that resulted from the Writeshop of 24–25 September 2009 can be accessed via the following link:

<http://value-chains.global-connections.nl/content/value-chains-inclusion-and-endogenous-development-contrasting-theories-and-realities>

All twelve book chapters are available to registered subscribers to the website (due to copyright restrictions they are not available to the general public).

- A synthesis paper prepared by Helmsing & Vellema produced as Introductory chapter in book: Value chains, Inclusion and Endogenous Development: Contrasting Theories and Realities.

<http://value-chains.global-connections.nl/content/chapter-1-governance-inclusion-and-embedding-raising-issues>

- Case study presented by Georgina Gomez on behalf of Woord en Daad: "From International Charity to the Value Chain Organization: The Case of the Nicaraguan NGO Pueblos para la Acción Comunitaria (PAC)".

The case study can be accessed via the following link:

<http://value-chains.global-connections.nl/content/international-charity-value-chain-organization-case-nicaraguan-ngo-pueblos-para-la-accion-co>

- The project website contains various folders and has a public and a password protected section. The public section contains the process documents of the project. The password protected section contains more than 65 publications by researchers affiliated to the project. The password protection is necessary to avoid copyright complications given that the library contains articles published in international journals.
- A Knowledge Agenda on 'Value Chains and Development: A framework for analysing and assessing impacts', elaborated by Helmsing & Vellema based on reports from the Bilateral Dialogues and Concluding Dinner Meeting.

<http://value-chains.global-connections.nl/content/value-chains-and-development-framework-analysing-and-assessing-impacts>

## Contribution to the DPRN objectives

### Stimulating informed debate

The Bilateral Dialogues and Final Agenda-setting event were based on the scientific research contained in the 12 papers prepared by teams of researchers and the synthesis paper drafted by the project organisers. The topics and questions on which the researchers prepared their papers were identified and prioritised during the initiating Dinner Meeting in 2008 by representatives from business, NGOs and government together with researchers.

Firstly, the dialogues focused particularly on the degree and conditions of inclusion of small and medium entrepreneurs, producers and workers into governance mechanisms operational within a value chain configuration. The central message that emerged from the dialogues is that the inclusion of particular social groups into value chains can best be conceptualised in 'the terms of their participation', which implies seeing inclusion as an evolving process and not as a fixed outcome. There was, however, a considerable difference of opinion between business, governments and NGOs as to how broadly or narrowly these terms need to be defined.

Secondly, the dialogues investigated the degree and nature of alignment of value chains with the strategies and policies of various stakeholders in a specific locality or region where the chain touches ground. It considers value chains as socially embedded configurations. One of the key underlying assumptions of the Global Value Chain framework is that it limits itself to inter-firm relations and abstracts from interactions of chain actors with non-chain actors.

Precisely this interaction between the internal and external dynamics may form an important action item for desirable development processes, complementary to an exclusive emphasis on development interventions through value chains as such.

Thirdly, the dialogues focused on partnerships as an organisational model that may (re)configure the terms of inclusion and alignment. Partnerships are broadly considered to be voluntary and collaborative arrangements between actors from two or more societal

domains, engaged in by NGOs, producer associations and, to a considerable degree, buying companies.

Six researchers were invited to prepare a set of propositions on inclusion, embedding and partnerships which were debated during the bilateral dialogues with business, NGOs and government respectively.

**Involvement of relevant partners**

The table below summarises the data concerning the participation of the various social actors in the Bilateral Dialogues and the Dinner Meeting respectively.

DPRN Project Value Chains, inclusion and Endogenous Development  
Bi-lateral Dialogues and Synthesis/Agenda Setting Event, 28 September 2010

Participants	Bilateral Dialogues			Dinner Meeting	
Business	24	28%	41%	8	19%
Government	14	17%	24%	7	17%
NGOs	26	31%	45%	15	36%
Researchers	16	19%	27%	12	28%
Observers	26	31%	---	--	
Total	84	100%	100%	42	100%

Co-applicants participated in the formulation of the set-up of the events and representatives from all social actors participated actively in the events as discussants (see detailed programme for names). Nevertheless, most preparatory work was undertaken by the organisers and participating researchers.

**Relevance for policy and practice**

The project finds is now in its final stage. In the first stage an agenda for action was set in consultation with development partners from government, business, NGO staff and researchers. This dialogue has increased the relevance for policy and practice of the project’s agenda for action. The organisers synthesised this in the ‘Letter to Participants’ in January 2009 which identified four themes for researchers to continue working on, while taking account of the perspectives and concerns of development partners in relation to Value Chain governance.<sup>6</sup> On this basis researchers formed multi-disciplinary teams to respond to this agenda and drew up a detailed set of papers.

The degree of relevance for policy and practice was elaborated on in the Bilateral dialogues with government, business and NGOs which took place in September 2010 and involved more than 80 participants. The concluding Dinner Meeting led to an inventory of items for a Knowledge Agenda and this provided the basis for the organisers to draft the Knowledge Agenda.<sup>7</sup>

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<sup>6</sup> See <http://value-chains.global-connections.nl/content/letter-participants>.

<sup>7</sup> See <http://value-chains.global-connections.nl/content/value-chains-and-development-framework-analysing-and-assessing-impacts>

## Enhancing cooperation and synergy

The bilateral dialogues were organised in such a way that propositions on inclusion, embedding and partnerships formulated by key researchers were discussed with representatives from business, NGO development practitioners and government officials respectively. This method was chosen in order to identify convergence in thinking and potential synergies and complementarities, as well as divergences of views and perspectives. These matters were tabled during the concluding Dinner Meeting. Consequently, the process opened up several opportunities for enhancing cooperation among social actors and certainly contributed to a better mutual understanding between social actors and the participating researchers. The accumulated experiences will permeate further down through existing collaborating schemes.

## Reactions and evaluation

Eighty-four people participated in the Bilateral dialogues and forty-two in the concluding Dinner Meeting. The participation from business was slightly higher than in the case of the initiating event. In both instances the smallest degree of participation came from government.

## Reflection

Part of the website was allocated for use as a workshop blog on which participants could respond to the 'Letter to the participants'. Reactions were received not via the blog, but mostly through email exchanges, informal encounters and existing networks. In other words the workshop blog constituted an add-on communication device that proved less valuable as many participants had pre-existing means and practices of communication.

The participation by business and NGOs in the Bilateral Dialogues was relatively strong compared to participation by government ministries. Close coordination with a HIVOS event allowed the incorporation of the 'voice' from the South, notably that of Southern producer organisations and development-oriented NGOs.

It turned out to be difficult to time the Bilateral dialogues and concluding event appropriately. In particular, the preparation for MFS II placed a heavy burden on NGOs.

A positive factor in the success in the activities organised via under the project have been the pre-existing networks and ongoing partnerships between project organisers and other researchers and particular stakeholders, notably NGOs and government ministries. These have helped to ensure a more effective framing and have improved the quality of the interactions between stakeholders.

Some organisations are characterised by considerable staff stability, as demonstrated by the fact that the same staff kept attending our project activities. However, other organisations had more unstable staffing patterns, as a result of which we expect much less cumulative learning to have taken place.

Although there was better participation by business in the final events than in the initial event, it turned out to be relatively difficult to interest leading firms to take an active interest in project activities. On several occasions managers of key processes (supply chain management, CSR), who were willing to take an active part, were barred from doing so by their senior management due to a lack of strategic business interest.

## Appendix 1 – Programme of Bilateral Dialogues and Concluding Event

See attached

Programme of Bilateral Dialogues

Programme for Concluding Dinner Meeting

## Development Policy Review Network



Dear Sir/Madam,

We – Bert Helmsing (ISS) and Sietze Vellema (Wageningen UR) – look forward to welcoming you to a morning of **bilateral dialogues** and a **Dinner Meeting** to set the research agenda on the issues of value chains, inclusion and endogenous development. The bilateral dialogues and Dinner Meeting are to link up with a Provocation Debate organised by HIVOS, IIED and ESFIM/Wageningen UR in the afternoon.

The bilateral dialogues and synthesising Dinner Meeting on **September 28** are part of the Development Policy Review Network (DPRN) project “Value chain governance and endogenous economic growth: how can NGOs, firms and governments achieve inclusion and poverty reduction?” This project builds on the premise that considerable progress can be made in the promotion of sustainable markets, with the aim being to achieve inclusion, endogenous economic growth and poverty reduction through the systematic comparison, discussion and integration of various analytical and policy frameworks. The bilateral dialogues are intended to clarify the assumptions and underlying intervention theories of development practice and policy of businesses, NGOs and governments. The aim of the Dinner Meeting is to integrate these different perspectives into a shared knowledge agenda.

Yours faithfully,

Bert Helmsing and Sietze Vellema

More information is available at:

<http://value-chains.global-connections.nl/>

<http://www.hivos.net/Hivos-Knowledge-Programme/Themes/Small-Producer-Agency/Events/Markets-value-chains-and-development>

The programme on Tuesday 28 September is as follows:

- ⇒ **8:30** Registration and coffee/tea
  
- ⇒ **9:00–12:00** Bilateral dialogues (DPRN ISS–WUR).  
Institute of Social Studies (ISS), Kortenaerkade 12, 2518 AX The Hague.  
For directions to the ISS [click here](#)
- ⇒ **12:00–12:45** Lunch. Institute of Social Studies (ISS – Atrium)
- ⇒ **13:00–16:00** Provocations: producers agency and the agenda to ‘make markets work for the poor’ (HIVOS–IIED–ESFIM).  
Museum for Communication, Zeestraat 82, 2518 AD The Hague (just around the corner from the ISS). For directions to the Museum for Communication [click here](#)
- ⇒ **17:00–20:00** Dinner meeting: setting the agenda (DPRN ISS–WUR).  
Institute of Social Studies (ISS). For directions to the ISS [click here](#)

Detailed programme is on next page

**PROGRAMME for 28 SEPTEMBER 2010**

<b>Registration and coffee 8:30-9:00</b>				
<b>Morning programme Bilateral Dialogues</b>				<b>Afternoon programme</b>
9:00-12:00				13:00-16:00
ISS				Museum for Communication
	<b>Dialogue with Business</b>	<b>Dialogue with NGOs</b>	<b>Dialogue with Government</b>	<b>Dialogue with Farmers' Organizations -</b>
	<b>Room: 4.14</b>	<b>Room: 4.25</b>	<b>Room: 4.26</b>	
9:00 – 9:10	Chair: Peter Knorringa (Institute of Social Studies)  Rapporteur: Iris Monnerau (University of Amsterdam)	Chair: Bert Helmsing (Institute of Social Studies)  Rapporteur: Lee Pegler (Institute of Social Studies)	Chair: Sietze Vellema (Wageningen UR)  Rapporteur: Giel Ton (Wageningen UR)	Producer agency and the agenda to 'make markets work for the poor'  First of a series of provocative seminars (HIVOS-IIED-ESFIM).
9:10 – 9:45	<b>Case presenter Business</b>  Dave Boselie (Wageningen UR)  Business logic to work on sustainability with farmer field schools and farmer groups.  Lipton Tea Kenya	<b>Case Presenter NGO</b>  Georgina Gomez (ISS)  An economically sustainable social enterprise arranging micro-finance and services for farmers in (export) chains  PAC (Association Pueblos en Acción Comunitaria) Nicaragua / Woord & Daad	<b>Case Presenter Government</b>  Hans van den Heuvel, Department for Sustainable Economic Development of DGIS, Ministry of Foreign Affairs  Public involvement in collective action for market chain innovation - Competitiveness Agreements - Bolivia and the Andes region	Provocations from Latin America, Africa and Asia and grounded in work with producers and communities by:  <ul style="list-style-type: none"> <li>- Lorenzo Castillo, Junta Nacional del Café, Peru</li> <li>- Mohamed Shariff, Kabarole Research and Resource Centre KRC, Uganda</li> <li>- Diego Muñoz, Mainumby Ñacurutú Research Centre, Bolivia and convenor of global Learning Network known as 'Small Producer Agency in the Globalised Market'</li> <li>- Sudhrendar Sharma, Knowledge Networking for Rural Development in Asia/Pacific Region ENRAP, India</li> <li>- Falguni Guharay, Servicio de Información Mesoamericano sobre</li> </ul>
9:45 – 10:30	<b>Propositions on Inclusion</b>  Otto Hospes (Wageningen UR) & Joy Clancy (University of Twente)  Rapporteur: Gerdien Meijerink	<b>Propositions on chains in business systems</b>  Guus van Westen (Utrecht University) & Peter Oosterveer (Wageningen UR)  Rapporteur: Niels Beerepoot (University of	<b>Propositions on Partnerships</b>  Venera Bitzer (Utrecht University) & Roldan Muradian (Radboud University)  Rapporteur: Greetje Schouten (Utrecht	

	(Wageningen UR)	Amsterdam)	University)	Agricultura Sostenible SIMAS, Nicaragua
10:30 – 11:15	<b>Propositions on Partnerships</b> Venera Bitzer & Roldan Muradian  Rapporteur: Greetje Schouten	<b>Propositions on Inclusion</b> Otto Hospes & Joy Clancy  Rapporteur: Gerdien Meijerink	<b>Propositions on chains in business systems</b> Guus van Westen & Peter Oosterveer  Rapporteur: Niels Beerepoot	
11:15 – 12:00	<b>Propositions on chains in business systems</b> Guus van Westen & Peter Oosterveer  Rapporteur: Niels Beerepoot	<b>Propositions on Partnerships</b> Venera Bitzer & Roldan Muradian  Rapporteur: Greetje Schouten	<b>Propositions on Inclusion</b> Otto Hospes & Joy Clancy  Rapporteur: Gerdien Meijerink	
LUNCH 12:00 – 12:45 (ISS – Atrium)				
<b>Dinner event</b> 17:00 – 20:00 (ISS)				
Column on Knowledge Agenda <b>Business:</b> Peter Knorringa (ISS)	Column on Knowledge Agenda <b>NGOs:</b> Bert Helmsing (ISS)	Column on Knowledge Agenda <b>Governments:</b> Sietze Vellema (WUR)	Column on Knowledge Agenda <b>Farmers' organisations:</b> Giel Ton (WUR ESFIM)	
Discussant:  Hessel Abbink Spaik  The Responsibility Lab B.V.	Discussant:  John van Duursen, HIVOS	Discussant:  Nathalie Olijslager, Department for Sustainable Economic Development of DGIS, Ministry of Foreign Affairs	Discussant:  Falguni Guharay, Servicio de Información Mesoamericano sobre Agricultura Sostenible SIMAS, Nicaragua	

## Appendix 2 – List of participants

Name	Surname	Email address	Sector
Jan	Breman	j.c.breman [at]??? uva.nl	Observer
Frans	Van den Boom	directie [at] ncdo.nl	Observer
Elizabeth	Thomas	elizabeth [at] cscs.res.in	Observer
Khalid	Ansari	khalidanisansari [at] gmail.com	Observer
Jessica	Teunissen	jessica.teunissen [at] oxfamnovib.nl	Observer
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Sitharamam	Kakarala	ramsk [at] cscs.res.in	Observer
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Peter	Sluiter	peter.sluiter [at] wxs.nl	Observer
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Jane	Gabriel	jane.gabriel [at] opendemocracy.net	Observer
Henk	Van dalen	africanformula [at] gmail.com	Observer
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	Munoz Cabrera	pmunozcabrera [at] cs.com	Observer
	Pels	pels [at] irc.nl	Observer
	Schoot	tschoot [at] hivos.nl	Observer
	Sondashi	paytonsondashi [at] yahoo.co.uk	Observer
	Zuidberg	lida.zuidberg [at] eosconsult.nl	Observer
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	Sukriana	iugee [at] yahoo.com	Observer
Tewolde	Tekleghiorgis	melaketewolde [at] yahoo.com	Observer
Verena	Bitzer	v.bitzer [at] geo.uu.nl	Researcher
Greetje	Schouten	g.schouten [at] geo.uu.nl	Researcher
Sietze	Vellema	sietze.vellema [at] wur.nl	Researcher
August	Van Westen	a.vanwesten [at] geo.uu.nl	Researcher
Peter	Knorringa	knorringa [at] iss.nl	Researcher
Peter	Oosterveer	peter.oosterveer [at] wur.nl	Researcher
Gerdien	Meijerink	gerdien.meijerink [at] wur.nl	Researcher
Bert	Helmsing	helmsing [at] iss.nl	Researcher
Georgina	Gomez	gomez [at] iss.nl	Researcher
Niels	Beerepoot	n.p.c.beerepoot [at] uva.nl	Researcher
Joy	Clancy	j.s.clancy [at] utwente.nl	Researcher
Otto	Hospes	otto.hospes [at] wur.nl	Researcher
Lee	Pegler	pegler [at] iss.nl	Researcher
Dave	Boselie	Boselie [at] casema.nl	Researcher
Iris	Monnereau	i.monnereau [at] uva.nl	Researcher
Giel	Ton	giel.ton [at] wur.nl	Researcher

Annie	Royer	annie.royer [at] wur.nl	Business
Don	Jansen	don.jansen [at] wur.nl	Business
Hessel	Abbink Spaink	hessel.abbinkspaink [at] responsibilitylab.eu	Business
Joost	Van Montfort	joost [at] aidenvironment.org	Business
Joost	Guijt	joost [at] outdoororganic.com	Business
Maria	Pontes	maria.pontes [at] bidnetwork.org	Business
Annemarie	Van Mossel	annemarie.vanmossel [at] bidnetwork.org	Business
John	Belt	j.belt [at] kit.nl	Business
Aad	Tilburg	tillang [at] kpnplanet.nl	Business
Niels	Hanssens	nhanssens [at] eucord.org	Business
Peter	Ton	peterton [at] xs4all.nl	Business
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- Appendix 3 – Relevant literature

The process documents can be found on the public part of the website:

<http://value-chains.global-connections.nl/documents>

The website also contains more than 80 documents that have been put together as part of the project process. Due to copy right reasons these are only available to registered users.

## Appendix 4 – Information on website: subscribers and hits

Statistics for <http://value-chains.global-connections.nl/> between July – December 2010

<i>Description</i>	<i>Value</i>
Amount of subscribers	82
Amount of publications on the website	> 80 documents
Ad 1. Number of hits between July – December 2010	259 visitors paid 416 visits (259 absolutely unique visitors) Viewing 2209 pages

